

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. Hughs, 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

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P R O C E E D I N G S

1
2 SECY. HUGHS: This is Ruth Hughs, Texas
3 Secretary of State, and I want to thank you all for
4 joining us via videoconference for the Border Trade
5 Advisory Committee meeting. This is our seventh meeting
6 of the year and really looking forward to the discussions
7 that we'll be having.

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

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

22 And I mention that also because since it is
23 voting, today's BTAC meeting will be a little different.
24 I will be handing it over to David Zapata after remarks
25 and the meeting minutes, so while I will be listening in

1 as much as possible, I will hand over to David and to
2 Caroline to manage the meeting for today's purposes.

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

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

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

21 Over the course of the year we've had committee
22 members, of course, provide invaluable feedback. Briefly
23 to summarize, we've certainly talked about the unique
24 challenges that COVID-19 has presented to cross-border
25 trade because of the mutually agreed-upon travel

1 restrictions that we have seen between the U.S. and
2 Mexico. And so we've looked at those challenges, how
3 they've impacted supply chains, how those definitions and
4 that communication and collaboration are incredibly
5 important to the work that we do and continue to do, and
6 those are discussions that started in these meetings. And
7 so I'm very grateful for the input that you all have
8 provided.

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

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

25 As the year comes to an end and we near the

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

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

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

22 I do want to take a moment to recognize
23 representatives from our four Mexican border states who
24 are joining us today. Secretary Alejandra de la Vega is
25 joining us from Chihuahua, as well as Anna Alvarez,

1 Binaional Affairs Coordinator from the Ministry of
2 Economic Development of Chihuahua. Secretary Gerardo
3 Berlanga and Guillermo Gonzalez, the Undersecretary of
4 Infrastructure and Roads from the Ministry of
5 Transportation from Coahuila.

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

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

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

24 And as always, we have our Consul General of
25 Mexico here in Austin, Pablo Marentes, and also Jorge

1 Salcido, Consul for Political and Economic Affairs, who
2 represent our Mexican Ministry of Foreign Affairs.

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

10 So in closing, I want to thank everyone for
11 helping us to work to create a brighter future on both
12 sides of the border through this collaborative plan that
13 we're working towards finalizing and thank you for
14 allowing me this opportunity to provide introductions.
15 With that, I will turn it over to Caroline.

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

20 Can we have the agenda up?

21 As you can see here, this is our traditional
22 agenda. We have the welcome and introductions and we're
23 going to do a committee roll call after I finish going
24 through the agenda, then the adoption of minutes. And
25 then we'll go quickly over the recap of the last

1 meeting -- some of it the Secretary has already
2 highlighted.

3 And today we're really, really honored to have
4 our Mexican counterparts, as the Secretary mentioned, from
5 the four states but also from the federal government, SCT.

6 They're going to share with us, you know, their
7 priorities that are being included in the Border Master
8 Plan.

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

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

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

25 And then the bulk of the meeting today, we'll

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

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

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

13 Rafael Aldrete?

14 MR. ALDRETE: Present. Good morning.

15 MR. HAGERT: Present?

16 MS. MAYS: Yes, he is.

17 MR. HAGERT: Jon Barela?

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

20 MR. HAGERT: Luis Bazán?

21 (No response.)

22 MR. HAGERT: Someone representing the Pharr
23 Bridge?

24 MS. MAYS: I saw Cynthia on the line.

25 MR. HAGERT: Okay. Eduardo Calvo?

1 MR. CALVO: Good morning.

2 MR. HAGERT: Eduardo Campirano?

3 (No response.)

4 MR. HAGERT: Andrew Canon?

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

7 MR. HAGERT: Sergio Contreras?

8 (No response.)

9 MR. HAGERT: David Coronado?

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

11 MR. HAGERT: John Esparza?

12 MR. ESPARZA: Good morning. Here.

13 MR. HAGERT: Juan Antonio Flores?

14 (No response.)

15 MR. HAGERT: Dante Galeazzi?

16 MR. GALEAZZI: Present.

17 MR. HAGERT: Josue Garcia?

18 MR. GARCIA: Good morning. Present.

19 MR. HAGERT: Cynthia Garza-Reyes?

20 (No response.)

21 MR. HAGERT: Jake Giesbrecht?

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

23 MR. HAGERT: Jayne Harkins?

24 (No response.)

25 MR. HAGERT: Ivan Jaime?

1 (No response.)

2 MR. HAGERT: Lisa Loftus-Otway?

3 MS. LOFTUS-OTWAY: Good morning, Secretary and
4 Caroline. I'm here.

5 MR. HAGERT: Marga Lopez?

6 (No response.)

7 MR. HAGERT: Bruno Lozano?

8 MR. LOZANO: Good morning --

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

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

13 MR. HAGERT: Stan Meador?

14 (No response.)

15 MR. HAGERT: Juan Olaguibel?

16 MR. OLAGUIBEL: Good morning. Good morning,
17 everyone. I'm here.

18 MR. HAGERT: Vincent Perez?

19 (No response.)

20 MR. HAGERT: Jesus Reyna?

21 (No response.)

22 MR. HAGERT: Pete Saenz?

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

25 MR. HAGERT: Gerry Schwebel?

1 (No response.)

2 MR. HAGERT: Megan Shea?

3 (No response.)

4 MR. HAGERT: Luis Sifuentes?

5 (No response.)

6 MR. HAGERT: Tommy Taylor?

7 (No response.)

8 MR. HAGERT: Sam Vale?

9 MR. VALE: Present.

10 MR. HAGERT: Cameron Walker?

11 MR. WALKER: Present.

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

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

16 MR. HAGERT: We have quorum.

17 SECRETARY HUGHS: Great.

18 MS. MAYS: Yes, Secretary.

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

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

25 MR. GARCIA: So moved. This is Josue, Cameron

1 County.

2 SECY. HUGHS: Thank you. Is there a second?

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

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

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

10 (No response.)

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

14 Caroline?

15 MS. MAYS: Yes. Thank you, Secretary.

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

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

25 MS. MAYS: Thank you, Marc.

1 And I see Brian Barth.

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

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

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

14 (No response.)

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

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

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

22 I'd like to give a recap of our last BTAC
23 meeting. I'll be focusing on the comments we received and
24 how we've responded. When I'm done, I'll turn things back
25 over to Caroline Mays and Secretary Hughs.

1 The last BTAC meeting had five goals: first,
2 we needed to provide an update on our approach to border
3 crossing times; second, we needed to present Chapter 8;
4 third, to present Chapter 9; fourth, to present Chapter
5 10; and finally, to present an overview of Chapter 11.

6 Next slide, please.

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

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

19 We were asked about the methodology for
20 estimating border crossing times using INRIX data and how
21 the team combined it with other data. We responded that
22 the data set was a sample from INRIX and that the data are
23 collected through the GPS transponders, electronic logging
24 devices and location-based services of commercial
25 vehicles.

1 We noted that INRIX uses a similar method to
2 collect data on the passenger fleet. We explained that
3 the consulting team applied the trip chaining process to
4 raw data they'd received from INRIX to identify cross-
5 border trips and that they were then able to create
6 coordinates through the crossing area and identify the
7 transit times for each segment.

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

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

22 Next slide, please.

23 We were told that some bridges have installed,
24 or plan to install, cameras that record trucks entering
25 and exiting the CBP booth to track how long it takes to go

1 through inspection, and that the next phase is
2 differentiating inspection times based on the type of
3 cargo, starting with agricultural versus non-agricultural
4 cargo. We noted that this may be another application for
5 the INRIX data as the data get better in the future.

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

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

15 Next slide, please.

16 In Chapter 8, Identification and Evaluation of
17 Strategies to Address Current and Future Needs, we
18 explained how we'll identify key strategies that are
19 consistent with policies, programs and projects to address
20 current and future needs, how we'll organize the
21 strategies in a way that assists stakeholders and linking
22 them to identified needs in the present and future, and
23 how we'll develop a framework to evaluate strategies using
24 criteria that reflect the BTMP goals. We didn't receive
25 any comments on Chapter 8.

1 In Chapter 9, Stakeholder Engagement, we
2 outlined the extensive binational stakeholder engagement,
3 public outreach, and supporting activities that guided
4 every aspect of the development of the BTMP. We discussed
5 the robust binational and bilingual engagement and
6 outreach efforts, including meetings in all three regions
7 on both sides of the border, as well as in Mexico City and
8 Washington, D.C., that gave all stakeholders the
9 opportunity to participate in the planning process and
10 provide meaningful input and feedback.

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

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

20 Next slide, please.

21 In Chapter 10, Recommendations, we discussed
22 the key strategies for addressing the needs recognized in
23 Chapter 5. We explained that "strategies" is the term
24 we've used to encompass potential solutions that align
25 with BTMP goals and address identified current and future

1 needs. Consistent with standard planning efforts, we
2 noted that the strategies have been broadly categorized as
3 policies, programs, and projects.

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

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

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

1 September BTAC meeting.

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

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

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

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

24 MS. MAYS: Okay. Thank you, Giacomo.

25 And we will now go into the presentations from

1 our Mexican counterparts, and David, can you lead the
2 introductions?

3 MR. ZAPATA: Yeah, of course, Caroline. Can
4 you hear me okay?

5 MS. MAYS: Yes, I can hear you okay. Thank
6 you.

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

13 Secretary García, are you available yet?
14 Secretary García of Tamaulipas?

15 MS. MAYS: David, I don't see him or anyone
16 from that office on.

17 MR. GONZALEZ: Hi, David, this is Ernesto.
18 [Audio interference] maybe in five minutes.

19 MR. ZAPATA: Okay. Thank you for that,
20 Ernesto. I know we are a little early, so we'll give him
21 a couple of minutes.

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

25 MALE VOICE: Buen día, David. Sí. [Speaking

1 Spanish].

2 MR. ZAPATA: Okay. So for everyone else that's
3 joining and for all the members, let me say a few words to
4 give some time to our Mexican friends.

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

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

17 We have had the pleasure, the great fortune of
18 having a very good relationship with our Mexican friends
19 and counterparts in our border states, in each of the four
20 borders states that we have, and of course, very much as
21 well with the Mexican Federal Government through our great
22 channel with consul generals and specifically with Consul
23 General Marentes here in Austin. So through that
24 relationship that we have fostered, we have been able to
25 have very good conversations that were alluded to earlier,

1 specifically in the topic of transportation and helping
2 TxDOT and the committee, BTAC, our committee, have an
3 exchange of information with our Mexican partners from
4 Coahuila, Nuevo León, Tamaulipas and Chihuahua.

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

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

22 So they will be presenting today some of those
23 items that they presented to us earlier for the benefit of
24 the entire committee. So again, I think it will be very
25 beneficial for all of us, so it's good for us to give them

1 a little more time to get set.

2 Let me do a quick check just to see if they may
3 be around. I'll say it in Spanish for everyone, just to
4 understand, just to make sure we are covering all our
5 bases. [Speaking Spanish]

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

8 MR. ZAPATA: Perfecto. [speaking Spanish.]

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

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

24 SECRETARY AGUILAR: Thank you, David. Well,
25 good morning, everyone. As you may know, as Mr. David

1 Zapata said, we share a very small border with the United
2 States but equally as important to us and the rest of our
3 partnering states.

4 And if you can continue to the next slide.

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

11 Next slide, please.

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

19 Next slide, please.

20 We currently have in Nuevo León over 60
21 Texas -- or industries in Nuevo León that come from Texas
22 capitals, and our main products in Monterrey, Nuevo León
23 are the automotive industry, the home appliances industry.

24 The supply chain that's in Monterrey of those two
25 industries are probably some of the most robust supply

1 chains in the northern part of Mexico.

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

10 Next slide, please.

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

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

25 But the feedback we have been getting is that

1 with this extension of the highway, everything will be
2 easier. So we are thinking that probably take advantage
3 of the actual infrastructure would be a good option. In
4 the meantime, the new project for the new bridge at Nuevo
5 Laredo and Laredo takes place that the Colombia Bridge
6 usage can be well taken advantage of.

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

15 Next slide, please.

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

22 Next slide, please.

23 And, well, basically that's it. Just wanted to
24 let you know that that will be our main project for Nuevo
25 León, and it will be the new under-100-kilometer highway

1 from La Gloria to Colombia, so that the option can be as
2 good as any option that is currently available for
3 crossing the border.

4 Thank you.

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

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

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

20 We have CEMEX which is a cement company that
21 has headquarters in Texas. We have Daltile, the ceramics
22 company, Dallas. We have Gruma, which is the Maseca, the
23 flour company as well, Mexican company headquartered in
24 Texas, as well. And so those are the main Mexican
25 companies headquartered in Texas.

1 Or were you asking something different, David?

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

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

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

17 SECRETARY AGUILAR: No, thank you very much --

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

24 SECRETARY AGUILAR: Yes. That's a very good
25 question, and to answer that, basically it has been that

1 the project has the site approved but it has to go in to
2 the Secretariat of Transportation and Communication in
3 Mexico so that it can be entered in the budget, federal
4 budget, so that it can be financed. So we are -- we have
5 been stuck in that process for some years now.

6 MS. MAYS: Okay. Thank you.

7 David, that was the only other question.

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

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

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

18 SECRETARY AGUILAR: Thank you.

19 MR. ZAPATA: Have a good day.

20 SECRETARY AGUILAR: You too.

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

23 Next, we have also a great friend of the
24 committee and of Secretary Hughs as well, a great partner
25 for our office. We have the State of Tamaulipas presenting

1 next, and on their behalf, we have Secretary Carlos García
2 González, their Secretary of Economic Development.

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

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

11 SECRETARY GARCÍA: Sure. Can you hear me well?

12 MR. ZAPATA: Yes, we can.

13 MS. MAYS: Yes, Secretary. Good morning.

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

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

25 To start off with, I want to give you some

1 general information about Tamaulipas. Tamaulipas, as you
2 well know, it has a privileged geographic position, having
3 over 370 kilometers of border with Texas and also 433
4 kilometers of coastline in the Gulf of Mexico.

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

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

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

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

1 the near future.

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

6 Next slide, please.

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

13 For example, the commercial exchange value
14 between Tamaulipas and the United States in 2019 was
15 \$14,766 million, ranking Tamaulipas number six in
16 commercial exchange with the United States, and third with
17 the state of Texas. As far as exports, Tamaulipas has
18 consolidated the fifth ranking in Mexico with over \$28,846
19 million, and that represents over 7 percent of the national
20 total in Mexico.

21 Next, please.

22 In regards to imports and exports carried out
23 by road, from January to December of 2019, Tamaulipas was
24 also a national leader by accounting for over 40 percent of
25 the total movement, reaching a value of over \$203,543

1 million in different products. And as the movement of
2 foreign trade by rail, we're also ranked number one right
3 now with over 55.3 percent of the total between Mexico and
4 the U.S.

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

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

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

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

25 MR. ZAPATA: Yes, of course. Thank you,

1 Undersecretary Gomez for accompanying us too.

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

4 MR. ZAPATA: Yes, we can hear you.

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

11 Next slide, please.

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

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

25 This project includes the rehabilitation of

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

9 Next slide, please.

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

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

24 You can see the project and you can see the
25 wind blades transportation. I don't know, David, if you

1 can play the video real quick, so they can see what we're
2 talking about when we relocate that toll booth.

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

6 UNDERSECRETARY GOMEZ: Great.

7 (A brief video was shown.)

8 UNDERSECRETARY GOMEZ: Thank you.

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

15 Next slide, please.

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

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

1 side has already started for the Donna U.S. side.

2 Next slide, please.

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

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

15 Next slide, please.

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

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

25 Next slide, please.

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

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

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

11 Sorry for that, Undersecretary. Please go
12 ahead.

13 UNDERSECRETARY GOMEZ: Thanks, David.

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

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

22 Next slide, please.

23 Here you can see highlighted how this toll road
24 will benefit the Port of Altamira and the Port of Tampico,
25 which are our ports on the south side of the state. This

1 will bring better connection to the states of San Luis
2 Potosi, Aguascalientes, Querétero, those who have a lot of
3 industry. The ports of Tampico and Altamira connect Mexico
4 with the Asian markets and North and South America, moving
5 more than 24 million tons of merchandise per year.

6 Next slide, please.

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

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

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

1 Next slide, please.

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

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

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

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

22 Thank you.

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

25 SECRETARY GARCÍA: Of course not.

1 MR. ZAPATA: I have one question from a mutual
2 friend of ours, Gerry Schwebel. Let me read it to be
3 accurate. "Secretary García, would you say that the State
4 of Tamaulipas, with its land ports, seaports and airports
5 is like an [audio interference] of the U.S. Would one
6 assume that if Mexico is the number one trade partner of
7 Texas, is the U.S. the number one trade partner of
8 Tamaulipas?"

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

16 Also, it's something that I would state with no
17 problem and that is the vision of our Governor Francisco
18 García Cabeza de Vaca.

19 MR. ZAPATA: Thank you, sir.

20 Any other questions from the members?

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

24 What is the time frame? And I apologize if I
25 missed that piece of information, but what is the

1 approximate time frame for that project to be built?

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

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

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

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

19 Now, the other portion, the overpass structure
20 would take some time, but on the Mexican side, you know,
21 obviously you have more information there, but that's my
22 understanding of the number, that bigger number was the
23 800- to 900-. It could be less, but it could be more.

24 But Mr. Schwebel, I think you may have some
25 more information on that --

1 MR. SCHWEBEL: I think Mr. Erdman is on the
2 call as well, from Kansas City. I'm sure he could provide
3 more information. But the project is far greater than
4 those amounts because the overall investment within the
5 community will be greater.

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

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

14 MR. ZAPATA: Yes.

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

22 Engineering is underway on the first of those
23 two, the bridge project, and is expected to be done in the
24 next few months. And from that we will have more accurate
25 cost estimates for the bridge, and that project will

1 commence and be moving forward in the next 18 months, as
2 has been reported.

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

9 MAYOR SAENZ: Thank you for the clarification.
10 Thank you, sir.

11 MR. GARCIA: David, this is Josue.

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

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

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

24 And for this collaboration that we have [audio
25 interference], we appreciate it. On behalf of the

1 Secretary, again, we thank you for that. And again, I'll
2 give you a few moments to give some closing remarks.

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

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

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

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

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

25 MS. MAYS: Thank you very much, Secretary

1 García, and thank you, Undersecretary Gomez. We appreciate
2 your partnership, and really [audio skip] for presenting
3 with us.

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

8 SECRETARY GARCÍA: Thank you, Caroline.

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

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

16 SECRETARY BERLANGA: Buenos días. [Speaking
17 Spanish].

18 MR. ZAPATA: [Speaking Spanish].

19 SECRETARY BERLANGA: Mucho gracias, David.
20 [Speaking Spanish] Guillermo Gonzalez [Speaking Spanish].

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

23 The State of Coahuila is the third largest
24 state in Mexico, and they have 512 kilometers shared border
25 with Texas with a total land area of 151,595 kilometers.

1 In 2018 per capita they were the number one
2 state of foreign investment with a total of \$3,000,017,000.

3 So the State of Coahuila contributes 11 percent of the
4 total exports for the country and 64 percent of those
5 exports are carried by truck.

6 The State of Coahuila is strategically located.

7 As you can see, they're 383 kilometers from the Port of
8 Matamoros, they're 485 from the Port of Mazatlán, 567
9 kilometers from Altamira, and 1,026 kilometers from the
10 Port of Manzanillo, which is the long beach border of
11 Mexico.

12 They also have a great highway network totaling
13 8,500 kilometers across the country. The two main highway
14 corridors that connect their main cities, which are
15 Saltillo and Torreón, are Highway or Corridor 40 and then
16 Matamoros-Mazatlán which is Highway 40 or Corridor 40, and
17 then Highway 85 which connects Coahuila to Monterrey and
18 Laredo. But as you can see, we don't have a highway
19 leading from the center of the country going north and then
20 connecting from going north to the U.S. market.

21 So what the state is trying to do is they're
22 trying to build the infrastructure in Coahuila so that they
23 can access the markets in the U.S. across their two main
24 ports of entry, which are Ciudad Acuña and Piedras Negras,
25 and that way connecting to U.S. Highway 35 but also to the

1 Ports to Plains Corridor. So Coahuila is looking at the
2 state of Texas and they're very interested because they
3 think that investing on U.S. Highway 90 and 57, it's very
4 beneficial for the State of Coahuila to gain access to the
5 U.S. market.

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

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

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

25 Number three, they're working on the port of

1 entry at Piedras Negras II. They're building a sentry
2 lane. And number four, they're looking right now at a
3 conceptual level building a third bridge in Piedras Negras.

4 And this just shows you that there is an agreement between
5 Val Verde County, the City of Del Rio, and the State of
6 Coahuila for a second port of entry in Ciudad Acuña-Del
7 Rio.

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

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

20 As you can see, Highway 57 is the main highway
21 that connects the south of the -- the center portion of the
22 state to the northern portion. As you can see, Highway 57
23 leads to the two ports of entry at Acuña and Piedras
24 Negras. We want to emphasize that this investment is
25 planned for the next three years.

1 This is basically showing you the three highway
2 bypasses. In this case, this is the Morelos-Zaragoza
3 bypass that has a total length of 16.4 kilometers. This is
4 Sabainas-Agujita with a length of 7.2 kilometers.

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

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

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

24 So with this, Coahuila has finished their
25 presentation, and thank you for your attention.

1 MR. ZAPATA: [Speaking Spanish].

2 SECRETARY BERLANGA: [Speaking Spanish].

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

9 Any questions, members?

10 (No response.)

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

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

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

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

19 MR. ZAPATA: Muchas gracias.

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

23 SECRETARY BERLANGA: Gracias, David, gracias.
24 Thank you.

25 MR. ZAPATA: With that, our next presenters are

1 going to be our friends and colleagues from Chihuahua.
2 From Chihuahua we were supposed to have, and we were very
3 happy that we were going to have Secretary Alejandra de la
4 Vega, their Secretary of Innovation and Economic
5 Development. However, we were informed earlier this
6 morning that Secretary de la Vega was called to take
7 another meeting with the Governor of Chihuahua, Javier
8 Corral. Obviously, we understand that.

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

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

19 MS. ALVAREZ: Yes. Good morning, everybody.
20 Good morning, BTAC. Thank you, David.

21 If we can go to the next slide, please, we're
22 going to do this on a brief basis, as we know. We have
23 first or immediate projects for the border crossings here.
24 We are mentioning Ojinaga and Presidio, where we have in
25 process the construction of the second bridge. This is an

1 effort by the federal government, SCT, and also TxDOT. The
2 process, it's for December 2020. I believe they will be
3 completing this around that time.

4 On the next bridge, we have Sergio Madero.
5 Sergio, you are there?

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

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

13 Actually, the whole toll collection system is
14 being renewed on the four bridges. We are investing \$12-
15 1/2 million in the new system that also will include a new
16 ITS system, so we can share information with our users
17 about wait times and everything that is happening in real
18 time in our bridges.

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

1 2021.

2 Anna.

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

9 Next, please.

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

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

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

23 SECRETARY MADERO: We are also investing in the
24 city. We've been investing more than 1,500 million pesos,
25 that is about \$50 million. We are building a new

1 transportation system for the city. It is very important
2 for us in Ciudad Juarez and we are developing this new net
3 of transportation by BRT system to articulate our city and
4 we're renewing the first line and building a whole new
5 second line for the BRT transportation system that is now
6 called BravoBus.

7 There will be another two collateral lines:
8 one of them by the Avenida Las Torres and the other one for
9 the Morín Avenue, very important avenues in Ciudad Juarez.

10 We will be able to transport about 200,000 people a day on
11 these new systems that we're operating in Juarez by the end
12 of next year.

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

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

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

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

23 And the next. We are also investing in a new
24 highway -- well, it's not a highway but a new avenue, a
25 system of bypasses in the city in order to make it a fluid

1 traffic for particular vehicles and also for the cargo
2 vehicles.

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

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

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

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

25 And I think that's it for me. Anna.

1 MS. ALVAREZ: Yes. Thank you.

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

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

17 Next, please. This is another highway that we
18 have proposed for San Jerónimo-Santa Teresa. It's another
19 18 kilometers. The need for that is because we also have
20 heavy traffic, cargo traffic going towards north that at
21 the end will connect with I-10, so this is 18 kilometers.

22 This is another federal effort with -- I know
23 there has been some dialogue with some private investors.
24 Hopefully we can get that sometime in the short term.

25 Next, please. And this is our corridor that

1 comes from Dallas to the Pacific Topolobampo, where you can
2 see it gets across the Chihuahua State. This is an
3 alternative option that we're considering to support the
4 Long Beach route.

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

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

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

22 And we're also looking with the State of
23 Sinaloa to work and get an effort there to complete the
24 whole highway. However, some portions of the road we know
25 is not okay for heavy traffic, but that is something that

1 we're looking for the long term to complete and get it as a
2 very good alternative option for this corridor.

3 Next. And this is for the rail. In Ojinaga,
4 as we know the second bridge is coming along. We consider
5 this port to be a good option also for the economic growth.

6 SCT and Ferromex, we know they're working, and
7 the bridge is already complete. The offices and the road
8 tracks are being rehabilitated or renewed for sometime July
9 2021. So we hope this port is going to be another strong
10 point for both our states of Chihuahua and Texas.

11 And I think that concludes our presentation.
12 Thank you very much.

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

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

20 You know, just wanted to compliment Anna and
21 Sergio on the presentation. One of the things that I think
22 is very important to highlight is that the projects that
23 you see within the metropolitan area of Ciudad Juarez, both
24 the public transportation, the BRT system that they are
25 planning to build, as well as the highway network, really

1 provides very good connectivity between the ports of
2 entry -- between the crossings of the region.

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

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

13 MS. ALVAREZ: Thank you, Eduardo.

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

22 MS. ALVAREZ: Yes. As I understand, it is a
23 very early stage. And of course, we would like to, you
24 know, have some discussions with Texas and SCT about what
25 is the implement -- or the future support for this corridor

1 because we acknowledge that it is a very important one for
2 both the states and both countries, you know, as an
3 alternative route for Long Beach.

4 MR. ZAPATA: Thank you.

5 Any other questions, members?

6 MR. CALVO: David, yes. This is Eduardo again.

7 A question for Anna. I did not see the rail
8 bypass project in your presentation, and I know that that
9 was a project that was submitted as one of the projects to
10 be included in the project list. And I believe that also
11 in the Chihuahua-New Mexico border master plan that project
12 is also submitted, you know, perhaps long term. Can you
13 speak a little bit about that?

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

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

1 the rail companies in the U.S.

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

6 MR. CALVO: Great. Thank you.

7 MS. ALVAREZ: You're welcome.

8 MR. ZAPATA: Anyone else?

9 (No response.)

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

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

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

23 MS. ALVAREZ: Thank you, Caroline. Likewise.

24 MR. ZAPATA: And with that, we've finished the
25 presentations from the state level of our Mexican friends.

1 We're very happy to have had those meetings with them and
2 that they're able to present what they have presented to
3 us, to the membership. And I think it's very beneficial
4 for all of us to have this information and to add it to our
5 plan, however, we still have one more presentation that's
6 very important.

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

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

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

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

24 MS. GARCIA REYES: Gracias. (Interpreted by
25 Eduardo Hagert.)

1 The federal government in Mexico is very
2 interested in modernizing the ports of entry and also
3 modernizing the corridors as a means of economic
4 development for the country. Very recently they've been
5 holding meetings. The meetings have been led by SRE, which
6 is the equivalent of the Department of State in the U.S.,
7 and all of the federal agencies that are involved in
8 modernizing the ports of entry and the corridors have been
9 meeting with SRE.

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

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

25 They're also working on modernizing the aduanas

1 in the San Jerónimo-Santa Teresa port of entry and also,
2 they have requested federal funding to begin building the
3 road facilities leading to that facility in San Jerónimo-
4 Santa Teresa.

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

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

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

24 They're also looking at La Gloria-Colombia, the
25 highway. The issue here, as noted in a lot of our

1 projects, is an issue of funding, so they're looking at
2 every possible venue in order to make this project a
3 reality.

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

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

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

25 MR. ZAPATA: [Speaking Spanish].

1 MS. GARCIA REYES: [Speaking Spanish].

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

5 [Speaking Spanish].

6 MS. GARCIA REYES: [Speaking Spanish].

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

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

15 One more question from --

16 MS. GARCIA REYES: [Speaking Spanish].

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

22 Erika, [Speaking Spanish].

23 MS. GARCIA REYES: [Speaking Spanish].

24 MR. ZAPATA: Erika says that the Rio Bravo-
25 Donna port of entry, the commercial lane for that is part

1 of the plan. They're looking at it. So just wanted to
2 address that question from the chat.

3 Members, any other questions?

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

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

8 MS. GARCIA REYES: [Speaking Spanish].

9 MR. CALVO: Claro. Muchisimas gracias.

10 MS. GARCIA REYES: Gracias.

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

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

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

20 That project on the Mexican side was moving
21 pretty quickly about maybe two or three years ago and was,
22 you know, going through the process with the Secretaría de
23 Hacienda and Secretería of Comunicaciones y Transportes.
24 And I was asking Erika if she knew anything about the
25 status of that project, since I have not heard much about

1 that in the last, I don't know, year and a half or so.

2 And her answer is that that's a different
3 section within SCT that deals with rail and maritime ports,
4 but she'll find out and provide some information later.

5 MR. ZAPATA: Thanks, Eduardo.

6 Any other questions?

7 (No response.)

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

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

21 CONSUL MARENTES: Gracias [Speaking Spanish].

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

24 Members, Consul Marentes just basically, in
25 summary, he thanks for the efforts of the committee, the

1 efforts of TxDOT and of Secretary Hughs of bringing
2 everyone together and commence the efforts of the committee
3 in putting all this information together and the
4 conversation. So we appreciate and thank him for his
5 comments and we're glad that he's part of our conversation
6 and engagement.

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

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

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

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

1 And before we go, I want to thank Consul
2 Marentes. Appreciate -- good to see you again virtually,
3 appreciate you participating in BTAC the last year, so
4 thank you for being here.

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

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

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

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

20 MS. GARCIA REYES: Gracias.

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

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

25 MR. ZAPATA: I think, next, after a good

1 presentation from our Mexican partners that's going to be
2 very helpful to us, we can move forward. The next item on
3 the agenda is the review and discussion of Chapter 11,
4 which deals with implementation of the plan, and I'll give
5 the floor to Caroline to get into more details about that
6 discussion and review.

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

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

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

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

24 Chapter 11 presents the implementation plan for
25 the recommendations identified in the Border Master Plan.

1 The key aspects of this chapter are the time frames to
2 implement the solutions which can be short, medium or long
3 term. So we will also be talking about the cost of
4 unfunded recommendations, in particular for projects.

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

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

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

22 Now, when it comes to programs, we've
23 identified, as you saw in Chapter 10, around 300 programs
24 as part of the development of the Border Master Plan. Of
25 these programs, around 130 were identified in the short

1 term, about 162 in the medium term, and the remaining eight
2 in the long term.

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

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

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

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

23 But when we go into the projects, and this is
24 on the next slide and this is where we're going to spend a
25 little bit more time, we see that as of the end of last

1 month, the BTMP identified 505 projects with a total cost
2 of \$25.4 billion. These are what's explained in Chapter 3.

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

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

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

25 On the next slide when we look at the impact

1 categories for these projects, the aggregation of border
2 crossing and corridor projects, we see that most of them
3 fall in the short term, about 42 percent. And there are 76
4 of those short-term projects that are high impact, and of
5 those 76 high-impact short-term projects, 25 are unfunded,
6 with approximately 4.5 billion of a funding gap.

7 On the next slide we're looking at the
8 breakdown of projects by type between border crossing and
9 corridor, and we see that the majority of the projects and
10 the costs are identified with the corridor projects. Now,
11 for the border crossing projects, which are 111, about 2.8
12 billion are unfunded out of the 3.4 billion of total cost.

13 That's roughly 82 percent.

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

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

24 On the next slide we look at the border
25 crossing projects for the U.S. So the majority of the U.S.

1 border crossing projects are in the medium term. Among
2 those border crossing projects, 80 percent of them are
3 unfunded, representing 2.3 billion, and of that 2.3
4 billion, 1.3 billion are high-impact projects that are
5 across the three time frames.

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

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

19 When we look at the Laredo region, the majority
20 of the projects are in the short term. Thirteen out of the
21 18 total projects for this region for border crossings are
22 unfunded with an estimated cost of 0.9 billion.

23 Now, on the next slide, you will see that for
24 the Rio Grande Valley-Tamaulipas region the majority of the
25 projects are also in the medium term. The cost of the

1 unfunded projects is 0.9 billion across all time frames.

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

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

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

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

1 are the needed projects that are lacking funding and are
2 high impact.

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

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

15 In Mexico, the unfunded projects and costs are
16 concentrated in the short term with roughly 0.2 billion in
17 cost.

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

24 There's a big shortfall in high-impact short-
25 term projects for this region. In Mexico unfunded high-

1 impact projects are also in the short term, totaling about
2 1.6 billion.

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

10 And please feel free to use the chat box also.

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

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

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

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

23 MS. MAYS: Yeah, I can certainly take that
24 question. But I wanted to highlight, I know one of the
25 questions we've been asked in the past is the project

1 timelines that are reflected in this chapter is the
2 timelines that you, the project sponsors provided. The
3 funding is what you all provided.

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

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

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

24 But again, you know, it's a drop in the bucket
25 compared to what we're looking at here at \$25.4 billion

1 plus for the border needs, you know, for both U.S. and
2 Mexico, but only the U.S. side. The funding is only for
3 the U.S. side of the border.

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

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

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

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

23 MR. CALVO: Alejandro, this is Eduardo in El
24 Paso. I have a couple of questions. Well, one you just
25 answered.

1 I was looking for a little more specific
2 definition of a corridor versus a crossing project, but I
3 guess we'll take a look at the writeup and see if that
4 really answers the question.

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

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

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

22 MS. MAYS: Eduardo, thank you for those
23 comments, and again, we have our federal partners here.
24 Federal Highway certainly is here, and those are comments
25 and language that they have provided to us and made it

1 clear that if you are seeking federal funds on a border-
2 related infrastructure project and seeking federal action,
3 certainly the project has to be reflected in the Border
4 Master Plan.

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

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

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

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

24 MS. GRIJALVA: Eduardo, this is Sylvia Grijalva
25 from the Federal Highway Administration.

1 I can probably clarify that. On our behalf, of
2 course, it's not a requirement. It's highly encouraged
3 that everything is on the Border Master Plan.

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

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

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

17 And the follow-up question, Caroline, is to
18 make sure that all the regions are doing consistently.
19 Because, you know, some of the total numbers that I've seen
20 as far as projects, it may be that -- or maybe it's just
21 that in El Paso we could not include every single project
22 because we did take a little bit of time to, you know,
23 separate the projects that are important for the region but
24 may not be directly related to the cross-border movement of
25 people and goods.

1 MS. MAYS: Yeah, and Eduardo, certainly we will
2 clarify that language.

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

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

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

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

25 And thank you, Sylvia. You know, your

1 statement there makes perfect sense to me. I mean, if it's
2 something that CBP or GSA or the entities that directly
3 look at border projects, yeah, I mean, of course that makes
4 perfect sense for those projects to be in the Border Master
5 Plan and prioritize and go through the process.

6 So thank you for the clarification.

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

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

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

16 So is this still a work in progress?

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

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

1 through it. Thank you.

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

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

13 Any other questions from the members?

14 (No response.)

15 MS. MAYS: I think there's some stuff in the
16 chat box. I found these questions, you know -- in Chapter
17 10 we have an appendix with the project listing, the
18 description, the sponsors, and the sponsors would be either
19 public or private. And certainly I think we have the
20 funding sources as well in Chapter 10, so in 11 we're not
21 providing an appendix with that detail, because that's what
22 we'll count, information from 10.

23 So Gerry, to your questions and to the BTAC
24 members, the appendix in 10 is where we have all the
25 detailed projects listing in there. As I mentioned, we got

1 additional projects from El Paso, and we're working to
2 update that appendix and will be sending back out to
3 everyone.

4 MR. SCHWEBEL: Yeah, that's why it's important.

5 This is Gerry Schwebel again. Caroline, to my point of
6 the conversation this morning as we started the meeting
7 with Nuevo León, I can't tell you that I was not
8 disappointed to hear that now we're throwing the La Gloria-
9 Colombia project as a private type of project.

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

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

24 That's what disappointing to me, especially in
25 our particular case in Laredo. Our Colombia Bridge is not

1 using the capacity that it should be after all these years.

2 And that just puts in question, you know, what our public
3 leaders have to deal with when they're being asked to
4 provide funding for infrastructure projects on the U.S.
5 side, in Texas.

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

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

10 Any other comments from the committee members
11 on Chapter 11?

12 (No response.)

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

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

25 And so far, you've seen the discussion from our

1 Mexican counterparts. We have gone over quite a bit of
2 information, so certainly I think we are at a point where I
3 can assure you that, you know, this is some of the
4 binational planning -- so from the presentations from our
5 Mexican counterparts today.

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

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

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

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

22 MS. MAYS: Yes.

23 MR. LUDLOW: Great. Today let's call this a
24 page turn in an abbreviated way. We intend to walk through
25 all the chapters in a relatively brief manner to give you

1 the full perspective of the Border Master Plan and to
2 enable you to ask some questions about it too. So we're
3 going to move rather quickly, expeditiously, and some of
4 this is just reflecting on things that you've already seen
5 and summarizing them in a way that we're telling a story.

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

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

24 Next slide.

25 So the next thing that Chapter 1 does is it

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

8 Next slide.

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

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

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

25 MR. SOLIS: Thank you, Donald.

1 This chapter provides specific guidance for the
2 Border Master Plan for identifying the needs and also for
3 developing the recommendations, but it also describes the
4 complex network of institutional relations along the U.S.-
5 Mexico/Texas-Mexico border and emphasizes that these
6 institutions are crucial to a successful implementation of
7 the plan.

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

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

20 Now, on the next slide we see the institutions
21 and their roles that interact on the U.S.-Mexico border.
22 There are more than 50 agencies interacting on a daily
23 basis to facilitate the crossing of people and goods, but
24 this slide does focus on the different approaches between
25 the two countries on the following aspects: policy

1 development, planning processes, management of the border,
2 program and project implementation at the border, including
3 improvement inside and outside the border crossings -- we
4 made that distinction in the chapter.

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

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

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

23 The next slide summarizes the story at a high
24 level. The story goes like this: Growth of all modes has
25 eclipsed the system capacity. The system has struggled to

1 evolve with changing needs and has simply not kept pace in
2 many conditions.

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

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

22 The next area that the chapter addresses is the
23 trends related to safety, security, and asset preservation.

24 These are really important goals within the BTMP, and this
25 chapter presents indicators to show how things have

1 progressed over time. We have done, I guess,
2 groundbreaking work in bringing a lot of the data together.
3 We are able to bring some of the data from Mexico into
4 this, including issues related to security and safety as
5 well.

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

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

15 (No response.)

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

19 MS. MAYS: Yes.

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

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

25 So Chapter 4 designates the binational

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

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

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

25 And so with that, we'll move on to Chapter 5.

1 MR. LUDLOW: So Chapter 5 pivots from the
2 initial four chapters which are largely descriptive and
3 setting the stage to move into the issue and needs
4 identification. Really focused on current and future
5 issues and needs and sets the foundation for the subsequent
6 chapters which dive deeper into future conditions, economic
7 impacts, and ultimately recommendations and implementation
8 to address the issues and needs.

9 The next slide demonstrates how the chapter is
10 organizing the issues and needs across crosscutting themes.

11 These characterize the areas of stakeholder interest and
12 really transcend the BTMP goals.

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

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

22 They fall into two broad categories: those
23 that require changes to processes and operations, and those
24 that require performance improvement. This slide
25 demonstrates the process-related issues and needs. There

1 are really five process-related issues. Economic
2 competitiveness and cross-border resiliency deserve to be
3 highlighted in particular, given the increase in frequency
4 of closures of border crossings during the COVID pandemic.

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

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

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

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

24 So I'm looking at the comments and it looks
25 like Gerry is making the point, if I'm interpreting this

1 correctly, that we need to make sure that we're
2 highlighting the fact that these improvements and issues
3 affect all of Texas, not just the border communities. This
4 is important for electing political leaders and helping
5 them understand that. So thank you for that comment,
6 Gerry. We totally agree.

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

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

16 If you look at \$25 billion and you have about
17 \$18- of that unfunded, that's a big, huge need there from a
18 funding perspective. So I just kind of want to underscore
19 that. So hopefully, Gerry, that also addresses that, you
20 know, your statement about continuing to communicate the
21 need for investments in border infrastructure that is not
22 necessarily just for the border regions but benefitting far
23 beyond the border regions.

24 Not just Texas but also other states of the
25 United States. I think that's a key message that has come

1 out of this plan, and now you guys have seen it with the
2 data in Chapter 10 and Chapter 11.

3 So thank you for that, Gerry.

4 MR. ZAPATA: Caroline, this is David.

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

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

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

23 MS. MAYS: Thank you, David.

24 Any comments from the committee members before
25 we move to the next set of chapters?

1 (No response.)

2 MS. MAYS: Okay. I think it's Chris on 6 and
3 7.

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

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

20 So you may recall that we looked at a number of
21 different alternative scenarios as we were addressing the
22 forecasts, and these were to test the robustness of the
23 2050 mid-case forecast findings. The mid case was the
24 forecast that we present throughout the chapter, which
25 represents the continuation of prevailing trends in terms

1 of economic growth, employment growth, and other sorts of
2 growth in the region.

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

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

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

24 On the next slide we show that the forecasted
25 future system performance and mobility and reliability

1 indicators really highlight the need for future
2 improvement. When we looked at border time crossings, even
3 though the growth in personal vehicle growth is more
4 moderate than the commercial vehicles, we still see border
5 crossing times increasing dramatically, reaching almost
6 eight hours in some cases along the border.

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

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

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

23 And on the next slide, we continue and show the
24 crossing times for the remaining crossings along the
25 border. As you can see, the crossing times increase fairly

1 dramatically, from about an average of 26 minutes to an
2 average of 166 minutes in 2050.

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

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

21 You're probably very familiar with this map on
22 the next slide. This map shows the percent of GDP
23 dependent on trade by commercial vehicle and also rail
24 across the border. This map really highlights that trade
25 across the Texas-Mexico border contributes to GDP and

1 employment across all U.S. and Mexican states.

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

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

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

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

20 I do see a few comments in the chat box. There
21 is a comment that the Ports to Plains Corridor interstate
22 feasibility study highlighted the importance of
23 international trade to Texas. We've noted that. We also
24 have taken a look at that study, too, to make sure there's
25 consistency.

1 There's also a question about the B&M bridge,
2 whether or not it's included in the table. We have gone
3 through the chapter to make sure that all of the various
4 bridges are included for both the personal vehicles and the
5 commercial vehicles.

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

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

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

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

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

25 I mean, something happens before you're going

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

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

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

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

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

22 MR. CALVO: Okay. Thank you.

23 MR. SCHWEBEL: This is Gerry. And I'm not
24 disagreeing with what Eduardo is saying, but I do believe
25 that there's a [audio skip] -- I think there has to be --

1 behind everything that we're working on right now, there
2 has to be kind of like a shock and awe effect, making our
3 leaders understand clearly that we just don't have adequate
4 infrastructure planning until now.

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

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

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

22 And like Chris mentioned, if you have any
23 specific language you want us to put in there, that's fine.

24 And again, forecasts change and when we update this plan
25 five years from now, that could change. It could get

1 better; it could be worse.

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

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

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

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

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

23 MS. MAYS: Okay. Thank you.

24 So we'll move to Chapter 8, Alejandro.

25 MR. SOLIS: Thank you, Caroline.

1 So this is the home stretch phase of the
2 report. We're going to talk about Chapters 8 through 11,
3 so we want to make sure that we wrap this the right way.

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

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

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

23 On the next slide we have a very high-level
24 overview of the process for evaluating the policies,
25 programs, and projects. So the first step started with

1 having the candidate list of policies, programs, and
2 projects which was derived through some literature review
3 and stakeholder consultation.

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

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

17 In the case of programs, we developed six
18 evaluation criteria through the process of developing the
19 Border Master Plan that helped us determine how those
20 programs might be more effective. In the case of projects,
21 we have two components: a data-driven component that was
22 done using all of the information we collected for the
23 plan, but most importantly, a validation component that
24 involved discussions and active participation of the
25 binational stakeholders.

1 On the next slide we talk about the process to
2 identify the implementation plan, which is also part of
3 Chapter 8. This is the methodology for doing Chapter 11.
4 The elements of the time frame provides decision-makers
5 with a path forward, laying out some short-term actions
6 that can progress in the next four to five years as well as
7 enabling or preparing actions for the medium and long term.

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

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

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

25 With that, we wrap up the process laid out in

1 Chapter 8 and we move on to Chapter 9.

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

4 MR. SOLIS: Yes.

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

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

16 Next slide.

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

22 And then, of course, the hard work that the
23 Binational Regional Steering Committees did. Each of those
24 three is represented in the bottom part of that graphic:
25 El Paso-Santa Teresa-Chihuahua, Rio Grande Valley-

1 Tamaulipas, and Laredo-Coahuila-Nuevo León-Tamaulipas.

2 Next slide.

3 So right now in our contact database, we have
4 2,500 people who have contributed to or been on our
5 distribution list for this project. You can see the
6 breakdown of Mexican versus U.S. participants, so Mexico is
7 in the navy, U.S. is in the lighter teal. And you can see
8 the breakdown of stakeholder types, so federal, state,
9 local.

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

15 Next slide.

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

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

1 BTMP.

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

8 And that brings me to the end of Chapter 9.

9 MR. LUDLOW: All right. Thanks, Stephanie.

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

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

20 In the first section here really focuses on
21 those that align with the BTMP goal of mobility and
22 reliability. The next slide shows policy recommendations
23 related to economic competitiveness, safety and security,
24 connectivity, and cross-border resiliency. Then finally,
25 the third slide on policy recommendations relates to

1 sustainable funding, asset preservation, and customer
2 service and stewardship.

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

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

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

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

24 The next slide is a summary of the project
25 recommendations taken in a little bit different cut, just

1 again, summarizing them by border crossing, corridor and
2 total and by medium and high impact. You may note that
3 most of the border crossing projects correspond to the
4 high-impact category.

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

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

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

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

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

24 MR. LUDLOW: Yes, sure.

25 MS. MAYS: If I can make a comment real quick

1 for BTAC members' benefit. What we'll have will be the
2 full BTMP report and then we'll have an accompanying
3 executive summary.

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

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

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

19 So Donald.

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

23 Somewhere in one of the future meetings we're
24 going to have to do a [audio skip] analysis of what is
25 going to be available to TxDOT in funding. Because I don't

1 think that because of other matters it's going to be
2 very -- funds are not going to be really available.

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

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

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

17 MS. MAYS: Yeah, absolutely. Thank you.

18 MR. LUDLOW: All right. Thanks, Caroline.
19 Thanks, Sam. I'm going to be relatively quite brief here.

20 I would rather spend a few minutes getting
21 feedback from the BTAC, so we're going to spend maybe 30
22 seconds per slide for the next four slides and just simply
23 introduce the main themes that we have developed that need
24 to be expressed, we think, in the draft PowerPoint for the
25 Transportation Commission.

1 So this first slide, 89, really the two key
2 themes here are introducing the Border Master Plan to the
3 Commission, next talking about the border past and present.

4 Next slide. Then the intent would be to walk
5 the Commission through additional information about the
6 border in the future, including some of the significant
7 changes in wait times, crossing times that were expected,
8 the broader economic importance of the border.

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

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

23 The final slide here expressing the executive
24 summary, three pieces here, pivoting from the
25 recommendations into the implementation plan, which was

1 summarized today in Chapter 11. And then two kind of
2 additional pieces.

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

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

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

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

25 MR. NEW: Caroline?

1 MS. MAYS: Yes.

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

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

12 So somehow when you're getting this ready to
13 put it before the Commission, it's obvious that we are all
14 focused on the State of Texas. But when you're talking
15 about a border, I think it's pretty important to get some
16 input or insight into the connectivity across the border.
17 So however you want to accomplish that, I think that's
18 probably pretty critical.

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

21 You know, from the meetings we had with the
22 Mexican states and then the presentations today, they're
23 looking broadly, connecting the ports to our border
24 crossings. So certainly it's important for us to highlight
25 that, that the border is not just impacted by the border,

1 the border is being impacted by the goods coming through
2 the many ports from Mazatlán to Altamira. All those
3 seaports is what's impacting the border.

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

8 MR. SCHWEBEL: Caroline, this is Gerry.

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

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

23 And to be honest with you, those of us who live
24 on the border, we take a lot of things for granted because
25 we know it, we live it, we experience it every day. But we

1 have to consider our audience. And many times our audience
2 is going to be people away from the border, you know, in
3 this particular case and may not be aware of all the things
4 that we've been talking about here.

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

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

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

17 Any other comments from the committee?

18 MR. CALVO: Caroline, yeah, this is Eduardo.

19 I mean, I think Commissioner New hit it right
20 on the money. I mean, I was very impressed with the
21 presentations today, but especially the one from the State
22 of Tamaulipas.

23 I mean, that -- showing how important, you
24 know, all the different activities, so it's not just the
25 land ports but the maritime ports and, you know, all the

1 projects that they are planning also on the Mexican side
2 leading to the border. So yeah, I mean, like Gerry said,
3 we have multiple audiences here, but I think part of the
4 message is to show how important the activity is for the
5 states but also for the two countries, but ground zero of
6 that activity is us here on the border, right?

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

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

17 MS. MAYS: Yeah, absolutely. Thank you.

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

20 (No response.)

21 MS. MAYS: Well, we appreciate all your input
22 on the outline. It's high level, but again, we're looking
23 to you to continue to help us mold that message, you know,
24 from your perspective, and certainly the bigger picture,
25 we'll continue to work on that.

1 So as we close today, we did present Chapter 11
2 and we did send that to you, and like I mentioned, we'll be
3 sending an email outlining when we can expect comments from
4 you all. So today you have Chapter 1 through Chapter 11,
5 that's what constitutes the Border Master Plan.

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

11 Gerry, you had asked about when that Commission
12 meeting is. The December Commission meeting is December
13 10, and right now we're tentatively on that agenda. Once
14 it's confirmed, we'll let all the committee members know.

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

23 Next slide.

24 And again, we've seen this schedule before.
25 Again, we're still looking at the target dates for the plan

1 adoption being January. And you know, we have still a lot
2 of work to do between now and then and we'll appreciate
3 your diligence in helping us review the documents, provide
4 input, you know, on the documents as well.

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

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

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

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

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

24 I reinforce, respectfully, the pleas for more
25 engagement, from TxDOT, from Gerry, some of the other

1 members. Your input, your experience is very valuable.
2 Like it's been said before, don't assume that other people
3 know what you know about the border.

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

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

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

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

25 So you truly make Texas a stronger region, so

1 we look forward to continuing the relationship and reflect
2 it in this plan. Consul Marentes, as well, thank you for
3 your participation today.

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

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

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

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

13 MR. ZAPATA: Second?

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

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

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

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

23 /s/ Nancy H. King

10/28/2020

24 Certified Electronic Reporter

Date

25 No. CER/CET-153