



Border Trade Alliance  
Southwest Border Infrastructure Initiative  
Final Report: Top Ten Projects List

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# **Border Trade Alliance Southwest Border Infrastructure Initiative**

## **Table of Contents**

<b>Executive Summary</b>		i
<b>Section I:</b>	<b>Top Ten Priority Listing</b>	
	Summary Chart	1
	Project Descriptions	2
<b>Appendix A:</b>	<b>Community Infrastructure Committee Members</b>	

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# Border Trade Alliance

## Southwest Border Infrastructure Initiative

### Executive Summary

For more than one year, the Border Trade Alliance (BTA) has conducted an exhaustive, grass-roots, comprehensive analysis of the infrastructure improvements required by communities, both large and small, along the southwest border of the United States. This unprecedented, borderwide effort conducted by this non-partisan trade group has generated specific, ready-to-go, job-producing projects. To accomplish this, the BTA has solicited the advice, planning and input of hundreds of business leaders, local government officials, trade groups, academic experts, representatives from the governor's offices of the four southwest border states and economic development officials in 14 southwest border communities from Brownsville, Texas to San Diego, California. The cooperative effort of these individuals has produced the most comprehensive infrastructure project review in the history of the U.S.-Mexico border region. The BTA infrastructure projects described in the following pages address the most critical capital and human infrastructure needs in seven priority categories:

1. ports of entry,
2. airports,
3. education/technology transfer,
4. environment/water and sewer,
5. health,
6. housing, and
7. surface transportation.

Each project in each community in each of the infrastructure categories has been identified by a description that includes:

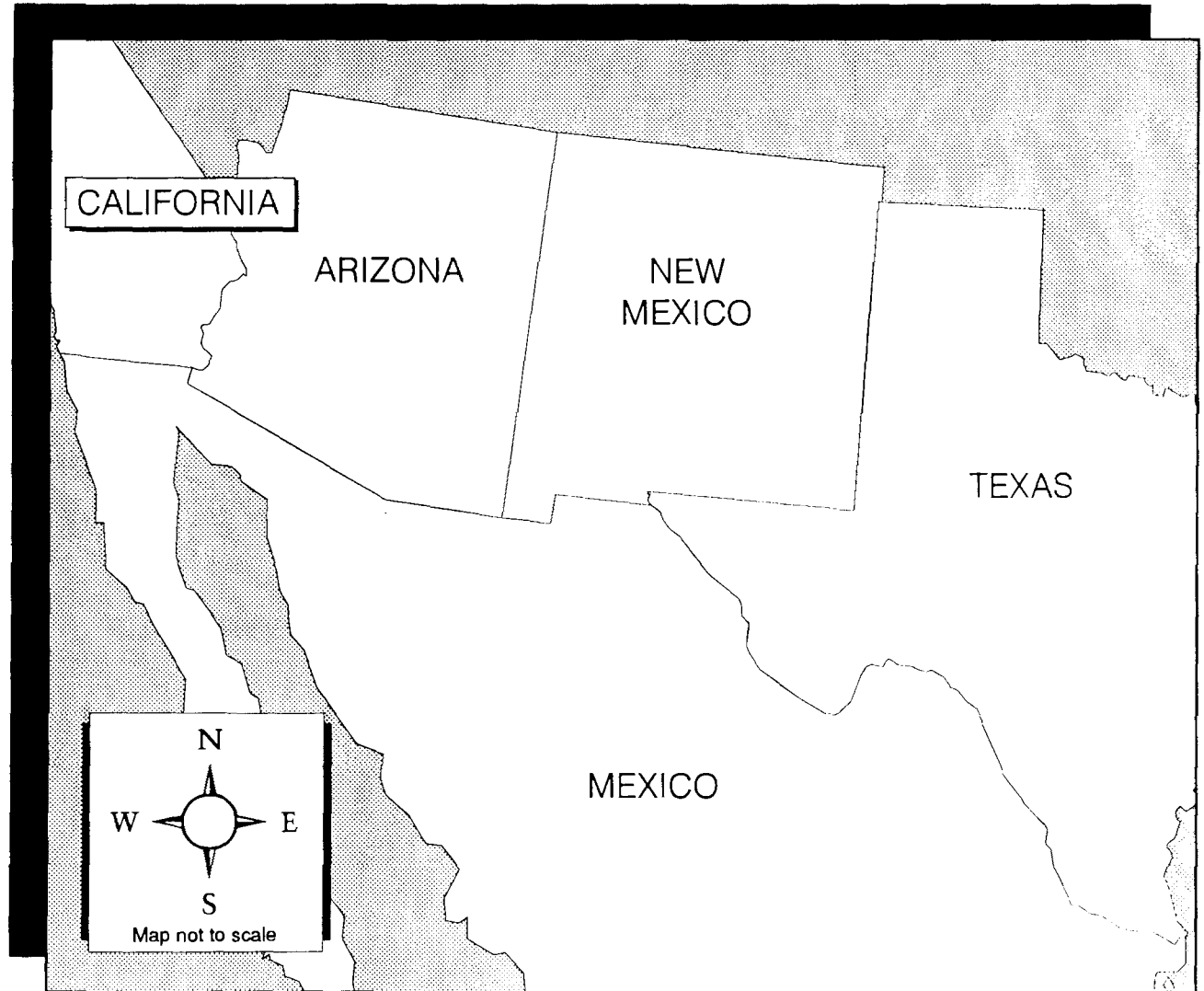
1. a brief project summary,
2. a proposed funding level to complete the project,
3. an estimate of when each project can be initiated,
4. federal agency interest and/or support, and
5. the estimated job creation impact of each project.

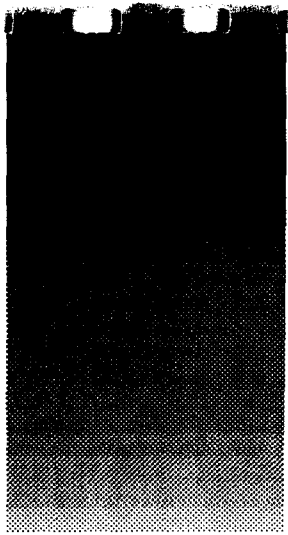
As a prerequisite for inclusion in the BTA package, submitted plans had to be complete or in the final stages of completion and ready for initiation within 60-90 days of receipt of funding. Although the BTA infrastructure improvement initiative was under way more than eight months before the election of President Bill Clinton in November 1992, the BTA plan is consistent with the goals, objectives and criteria he set forth for the infrastructure component of his economic plan that was announced on February 17, 1993. In short, the Border Trade Alliance was at the cutting edge of the national movement for comprehensive, project-specific infrastructure improvement in the United States and was developing a borderwide package well before infrastructure improvement became government policy. The BTA is proud of its foresight and its collaborative effort within the southwest border communities to develop this historic borderwide infrastructure action plan. Although the BTA infrastructure report was prepared for the federal government, projects may be suitable for public and private funding.

# THE U.S.-MEXICO BORDER

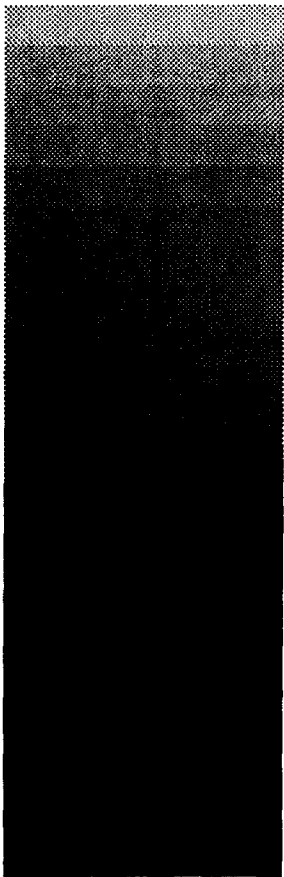
## U.S. - Mexico Border Facts

- The border is approximately 2,000 miles (3,200 kilometers) long.
- The border region encompasses 240,000 square miles, an area almost equal to the combined areas of Ohio, Indiana, Illinois, Michigan and Wisconsin.
- From 1980 to 1990, the international population in this region has gone from 5.936 million to 9.535 million, an increase of about 60 percent.
- Average per capita income for U.S.-Mexico border residents is \$12,845 and 20.7 percent of the region's population falls within U.S. poverty level guidelines.
- The high school drop out rate for students in U.S.-Mexico border communities is 40.9 percent.
- The infant mortality rate in U.S.-Mexico border communities is 9.7 percent.





## Top Ten Priority Listing



# Border Trade Alliance Southwest Border Infrastructure Initiative

Total Cost - Top Ten Projects  
Summary Chart  
(000, 000s of U.S. Dollars)

Infrastructure Need	Brownsville	Harlingen	McAllen	Laredo	Del Rio	Eagle Pass	Presidio	El Paso	Dona Ana County	Douglas/Naco	Nogales	Yuma	Calexico	San Diego	Total
Ports of Entry	66.5	5.8	0	14.5	0	12.0	2.2	0	0	0	0	1.3	0	0	102.3
Airports	13.0	6.5	45.0	12.0	4.0	5.0	3.0	0	0	0.5	2.5	0.8	1.2	0	93.5
Education/ Technology Transfer	17.0	5.1	0	6.0	28.0	5.0	0	9.1	15.2	0	1.5	1.43	0.3	0	88.63
Environment/ Water & Sewer	3.0	9.0	20.0	20.1	26.5	0.9	19.5	46.5	13.1	4.25	6.1	5.1	18.9	45.0	237.95
Health	0	1.9	0	0.4	5.0	0	0	14.55	0	0	0.5	0	3.5	0	25.85
Housing	25.0	0	0	0	11.0	0	0	0	0	0.5	7.5	0	3.5	0	47.5
Surface Transportation	17.0	6.3	10.9	8.0	50.0	5.0	0	68.3	0	4.85	8.7	2.2	27.0	205.0	413.25
<b>Total</b>	<b>141.5</b>	<b>34.6</b>	<b>75.9</b>	<b>61.0</b>	<b>124.5</b>	<b>27.9</b>	<b>24.7</b>	<b>138.45</b>	<b>28.3</b>	<b>10.1</b>	<b>26.8</b>	<b>10.83</b>	<b>63.6</b>	<b>250.0</b>	<b>1,018.18</b>

## Brownsville

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### Ports of Entry

Construct facilities including: buildings, parking areas, a HAZMAT checking area, and access roads at Los Tomates Bridge.

Agency Support: General Services Administration  
Immigration and Naturalization Service  
Customs  
Department of Agriculture  
Federal Funds: \$22.0 million  
Initiation Time: 11/93-12/94  
Jobs Created: 150

New oil and general cargo dock construction.

Agency Support: Economic Development Administration  
Federal Funds: \$23.0 million  
Initiation Time: 11/93-3/95 or before  
Jobs Created: 155

Port road improvements for handling increased traffic after the new international bridge is completed.

Agency Support: Economic Development Administration  
Federal Funds: \$2.0 million  
Initiation Time: 10/93 or before to 2/95  
Jobs Created: 25

Construct and open a trade and exposition facility.

Agency Support: Economic Development Administration  
Department of Housing and Urban Development  
Federal Funds: \$18.0 million  
Initiation Time: 1993-1995  
Jobs Created: 120

Completion of truck lot entry and construction of pedestrian walkways at the Gateway Bridge.

Agency Support: Customs  
General Services Administration  
Federal Funds: \$1.5 million  
Initiation Time: 1993 completion  
Jobs Created: 20

**Note:** The Port of Brownsville International Bridge Project is also a very high priority item but, since 100 percent of the funding has already been acquired, funding is not being sought for the project at this time and it does not appear in the appropriations request. It is expected that the Presidential Permit will be acquired this year and that detailed design will take place in a matter of months after that. This project may be on next year's priority list if additional funding is needed.

### Airports

Rehabilitate National Register eligible Brownsville International Airport Terminal Building by constructing additional parking.

Agency Support: Economic Development Administration  
Federal Funds: \$1.0 million  
Initiation Time: Completion time mid-1994 or before  
Jobs Created: 22

Aprons must be paved to meet the requirements of increased, heavier freight aircraft.

Agency Support: Economic Development Administration  
Federal Aviation Administration  
Federal Funds: \$1.5 million  
Initiation Time: 1993-94 or before  
Jobs Created: 26

Additional lighting, taxiway and drainage construction.

Agency Support: Federal Aviation Administration  
Federal Funds: \$1.5 million  
Initiation Time: 1993-94 or before  
Jobs Created: 26

Construct infrastructure at the Brownsville-South Padre Island Airport.

Agency Support: Economic Development Administration  
Federal Funds: \$9.0 million  
Initiation Time: 1993-95 or before  
Jobs Created: 119

#### **Education/Technology Transfer**

Development of a Science and Engineering Technology Facility at UT Brownsville. The goal of the project is to provide training for up to 800 students with training in electronic, mechanical, materials, manufacturing systems, and environmental engineering technology. The facility will also house a teaching factory and instructional labs.

Agency Support: Department of Education  
Economic Development Administration  
Federal Funds: \$17.0 million  
Initiation Time: 93-95  
Jobs Created: 270

#### **Environment/Water and Sewer**

Wetlands Research Center construction. This project is designed to provide research and educational facilities for secondary and post-secondary students, faculty and scientists.

Agency Support: USFW  
COE  
Federal Funds: \$3.0 million  
Initiation Time: 10/93-9/95 or before  
Jobs Created: 60

#### **Housing**

Rehabilitation of 625 existing units and construction of 417 new units.

Agency Support: Department of Housing and Urban Development  
Federal Funds: \$25.0 million  
Initiation Time: 10/93-9/95 or before  
Jobs Created: 85



### Surface Transportation

Reconstruction of SH 48 from FM 511 to Port Isabel Road, including overpass at east entrance to the port.

Agency Support:	Texas Department of Transportation FHWA
Federal Funds:	\$17.0 million
Initiation Time:	10/93 or before
Jobs Created:	30

### Harlingen

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#### Ports of Entry

The Port of Harlingen, a barge terminal located nine miles from the Mexican border, will complete the engineering necessary to rebuild its two main docks within the next 90 days. These docks, both built in the 1950s, have considerable deterioration to the extent that one is no longer usable.

As trade with Mexico increases, the Port of Harlingen must rebuild these docks, construct new mooring areas and install state-of-the-art cargo handling equipment and facilities. Recently completed trade and revenue studies indicate that, once completed, the new facilities will have the effect of doubling the Port's annual payroll, tariff and tonnage.

Agency Support:	U.S. Army Corps of Engineers
Federal Funds:	\$5.8 million
Initiation Time:	90 days
Jobs Created:	220

#### Airports

The drainage system at Valley International Airport was constructed during the 1940s and was intended exclusively for temporary use. Drainage improvements are necessary to maintain daily operations.

Agency Support:	Federal Aviation Administration
Federal Funds:	\$5.0 million
Initiation Time:	12 months
Jobs Created:	200

The Master Plan for Valley International Airport indicates that an airfreight facility must be constructed.

Agency Support:	Federal Aviation Administration
Federal Funds:	\$1.5 million
Initiation Time:	12 months
Jobs Created:	500

#### Education/Technology Transfer

Texas State Technical College in Harlingen is the only technical college in South Texas. The school provides broad-based vocational educational and job training for new and expanding industries in the border region. An academics building with additional classroom space and an allied health building must be constructed to accommodate program expansion.

Agency Support:	Economic Development Administration
Federal Funds:	\$5.1 million
Initiation Time:	12 months
Jobs Created:	1,591

### **Environment/Water & Sewer**

Wastewater Treatment Plant #2 treats the majority of the area's wastewater by reverse osmosis. It also supplies the Fruit of the Loom Plant, which employs 1,700 people, with two million gallons of processed water per day. Fruit of the Loom has requested that the treatment plant's capacity be expanded by 500,000 gallons per day. Two other textile mills have indicated their interest in moving to the area if the treatment plant is upgraded.

Agency Support:	Environmental Protection Agency Texas Water Commission Texas Department of Health
Federal Funds:	\$9.0 million
Initiation Time:	12 months
Jobs Created:	453

### **Health**

Harlingen is the only community in Texas that has an agreement with Mexico to fly emergency medical helicopters into the country to evacuate injured maquiladora personnel. The medical helicopter will provide rapid response to major accident scenes in Mexico and South Texas. This program is a critical component in meeting the health care needs of a growing community. Initial start-up costs include purchasing a new helicopter, constructing a heliport, hiring personnel and operating expenses.

Agency Support:	Customs Federal Aviation Administration
Federal Funds:	\$1.9 million
Initiation Time:	12 months
Jobs Created:	200

### **Surface Transportation**

A high-speed, northbound interchange must be constructed for U.S. Expressway 77/83. The interchange will allow westbound traffic easier access to the expressway thereby reducing delays and the potential for hazardous material accidents.

Agency Support:	Department of Transportation
Federal Funds:	\$6.3 million
Initiation Time:	12 months
Jobs Created:	252

## **McAllen**

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### **Airports**

Runway and taxiway reconstruction and overlay on Runway 13-31 and all associated taxiways is needed to maintain safe airport operations and accommodate international air traffic.

Agency Support:	Federal Aviation Administration
Federal Funds:	\$5.0 million
Initiation Time:	12 months
Jobs Created:	150

A parallel replacement runway is needed so that a runway with flight paths over commercial developments and densely populated areas can be closed. The second runway is needed to maintain airport operations if the primary runway is closed. Backup runway facilities are required by commercial air carriers.

Agency Support:	Department of Transportation
Federal Funds:	\$40.0 million
Initiation Time:	12 months
Jobs Created:	1,200

**Environment/Water & Sewer**

Sewer plant and collection system improvements are needed to provide service for rural colonias and border industry. Federal funds are required to assist local governments in financing improvements.

Agency Support:	Environmental Protection Agency TXWDB
Federal Funds:	\$20.0 million
Initiation Time:	12-60 months
Jobs Created:	600

**Surface Transportation**

A railroad facility study for Hidalgo County is required to determine the impact of existing and projected rail traffic on the urban area.

Agency Support:	Department of Transportation
Federal Funds:	\$2.0 million
Initiation Time:	12 months
Jobs Created:	60

Military Highway (FM 1016), which carries most of the traffic from maquiladoras and U.S. industry, must be upgraded to a four lane highway from the U.S. 83 Expressway to SH 336 (South 10th Street).

Agency Support:	Department of Transportation TXDOT
Federal Funds:	\$7.0 million
Initiation Time:	12-24
Jobs Created:	210

Increased traffic volume mandates the construction of an interchange at Spur 115 (South 23rd Street) and Military Highway (FM 1016).

Agency Support:	Department of Transportation TXDOT
Federal Funds:	\$1.9 million
Initiation Time:	24 months
Jobs Created:	56

**Laredo**

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**Ports of Entry**

Construction of the Laredo North International Bridge, an eight-lane crossing joining Texas and the State of Tamulipas, Mexico at Laredo and Nuevo Laredo.

Agency Support:	General Services Administration
Federal Funds:	\$14.5 million
Initiation Time:	12 months
Jobs Created:	3,125

**Airports**

Laredo's air transportation industry will undergo growth with the advent of NAFTA. Increased international trade mandates improvements of airport facilities including construction of a passenger terminal, cargo aprons, cargo warehousing facilities and reconstruction of runways and taxiways.

Agency Support:	Department of Transportation
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	Federal Aviation Administration
Federal Funds:	\$12.0 million
Initiation Time:	12 months
Jobs Created:	246

**Education/Technology Transfer**

The new Laredo State University Library will be a highly computerized facility and will house the Institute for Information Innovations and a production studio.

Agency Support:	Department of Education Department of Commerce
Federal Funds:	\$5.0 million
Initiation Time:	12 months
Jobs Created:	650

The Laredo Junior College Import-Export program incorporates an industry-oriented computer lab, telecommunications capabilities and a consortium center for bilingual educational support for the U.S.-Mexico import-export industry.

Agency Support:	Department of Education Department of Commerce Food and Drug Administration Department of Agriculture Department of Transportation
Federal Funds:	\$1.0 million
Initiation Time:	12 months
Jobs Created:	250

**Environment/Water & Sewer**

Purchase of protective equipment, a hazardous materials truck, chemical clean-up equipment, a computer and communications equipment are mandated.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$0.6 million
Initiation Time:	12 months
Jobs Created:	6

Capital improvement projects for water treatment and distribution, and wastewater collection and treatment projects must be undertaken to meet the needs generated by residential and commercial growth.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$4.0 million
Initiation Time:	12 months
Jobs Created:	600

A water treatment plant must be constructed to address increased service needs spurred by residential and commercial growth.

Agency Support:	Environmental Protection Agency Economic Development Administration
Federal Funds:	\$15.0 million
Initiation Time:	12 months
Jobs Created:	290

A municipal recycling and recovery facility must be constructed to ensure that a minimum of 40 percent of the city's solid waste is recycled, as mandated by state law.

Agency Support:	Environmental Protection Agency
Federal Funding:	\$0.5 million
Initiation Time:	12 months
Jobs Created:	120

## Health

Health care professionals will be needed to meet the demands of an ever-increasing population. The task of recruiting physicians, dentists, nurses and other health care professionals will require the efforts of public health officials, private physicians, hospitals and health care educators.

Agency Support:	Department of Health and Human Services
Federal Funds:	\$0.4 million
Initiation Time:	12 months
Jobs Created:	13

## Surface Transportation

Inner Loop Interchange/Milo Road. This project involves constructing a complete interchange at IH35 and FM3464.

Agency Support:	Department of Transportation
Federal Funds:	\$8.0 million
Initiation Time:	12 months
Jobs Created:	540

## Del Rio

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### Airports

The Texas Department of Transportation and the U.S. Federal Aviation Administration have recently inspected the Del Rio International Airport. These inspections indicated that major reconstruction and rehabilitation of the runway is required.

Agency Support:	Federal Aviation Administration Texas Department of Transportation
Funds:	\$4.0 million
Initiation Time:	12 months
Jobs Created:	75

### Education/Technology Transfer

The San Felipe Del Rio Consolidated Independent School District proposes to upgrade and replace its facilities to meet existing and anticipated educational needs for Del Rio and Valle Verde County.

Agency Support:	Department of Education Texas Education Agency San Felipe Del Rio Consolidated Independent School District
Funds:	\$8.0 million
Initiation Time:	12 months
Jobs Created:	250

The City of Del Rio, Southwest Texas Junior College, Sul Ross State University and private investors seek to establish and develop an institution or center of higher education in Del Rio. Federal funding will be required for site acquisition and facility development.

Agency Support:	Department of Education Texas Education Agency
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Texas Higher Education Coordinating Board  
Sul Ross State University  
Southwest Texas Junior College  
Private Investors

Funds: \$20.0 million  
Initiation Time: 12 months  
Jobs Created: 75

### Environment/Water & Sewer

Southwest Texas is being considered as the location of hazardous and toxic material disposal facilities. This measure has the potential of having a devastating impact on the region's water supply. The Texas Water Commission is currently reviewing these proposals. Del Rio is forced to defend the area's environmental resources as part of the permitting process by providing expert legal and geological personnel.

Agency Support: Environmental Protection Agency  
Texas Water Commission  
Funds: \$1.5 million  
Initiation Time: Ongoing  
Jobs Created: 15,000

Regulatory requirements established by the Environmental Protection Agency, Texas Water Commission, Texas Department of Public Health and increased service demands require that Del Rio continuously upgrade and rehabilitate water, wastewater treatment and distribution and collection systems. Federal funds are required to construct two water treatment facilities and improve distribution.

Agency Support: Environmental Protection Agency  
Department of Commerce  
Texas Water Commission  
Texas Department of Health  
Texas Department of Housing and Community Affairs  
Texas Water Development Board  
Funds: \$25.0 million  
Initiation Time: 12 months  
Jobs Created: 500

### Health

Val Verde Memorial Medical Hospital is the sole full-service hospital in the county. Facility improvements and equipment acquisitions are mandated to provide adequate health care for the citizens of the Val Verde County.

Agency Support: Department of Health and Human Services  
Val Verde Memorial Medical Hospital  
Funds: \$5.0 million  
Initiation Time: 12 months  
Jobs Created: 10

### Housing

Del Rio, via the Del Rio Housing Authority, attempts to provide adequate housing for its residents. Construction, land acquisition and rehabilitation of existing units are required to meet the area's housing demand.

Agency Support: Department of Housing and Urban Development  
Texas Department of Housing and Community Affairs  
Total Funds: \$11.0 million  
Initiation Time: 12 months  
Jobs Created: 4

### **Surface Transportation**

Del Rio must construct and rehabilitate many major traffic arteries to keep up with growth and development. Federal funds are required for street network improvements, loop road development and public transportation network development.

Agency Support:	Department of Transportation Department of Housing and Urban Development Department of Commerce Texas Department of Transportation Texas Department of Housing and Community Affairs
Funds:	\$50.0 million
Initiation Time:	12 months
Jobs Created:	200

### **Eagle Pass**

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#### **Ports of Entry**

Construction of International Bridge II will connect the sister cities of Eagle Pass in the United States and Piedras Negras in Mexico. Construction of the bridge is mandated by inadequate access on the Mexican side and traffic congestion in downtown Eagle Pass.

Agency Support:	General Services Administration
Federal Funds:	\$12.0 million
Local Funds:	\$8.0 million
Initiation Time:	18 months
Jobs Created:	247

#### **Airports**

The Eagle Pass Municipal Airport is considered obsolete. The City and Maverick County will require new air cargo facilities that will allow cargo planes to land, a small terminal, taxiways and other facilities. This may necessitate acquiring a site. Maverick County Radar Base (Laughlin Air Force Base Auxiliary) is being considered as a site for this facility.

Agency Support:	Federal Aviation Administration
Federal Funds:	\$5.0 million
State Funds:	\$1.5 million
Local Funds:	\$0.5 million
Initiation Time:	12 months
Jobs Created:	87

#### **Education/Technology Transfer**

The Eagle Pass Independent School District, in an effort to meet the demand for skilled labor in the area, has proposed the construction of a Vocational-Technical Skills Center. This facility will allow the city and county to attract and retain business and industry. It will also provide training for youths and adults who desire to attain additional work skills.

Agency Support:	Economic Development Administration
Federal Funds:	\$5.0 million
Local Funds:	\$2.0 million
Initiation Time:	12 months
Jobs Created:	110

#### **Environment/Water & Sewer**

With the introduction of the Environmental Protection Agency's Subtitle D regulations, the City must bring its sanitary landfill into compliance. In preparation for future residential, industrial and business development, this will require a substantial investment.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$0.9 million
Initiation Time:	12 months
Jobs Created:	20

**Surface Transportation**

Construction of International Bridge II will require improvements to the Industrial Loop and FM 10221 to move traffic onto U.S. Highway 277 and International Highway 57.

Agency Support:	Department of Transportation
Federal Funds:	\$5.0 million
Local Funds:	\$2.0 million
Initiation Time:	12 months
Jobs Created:	110

**Presidio**

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**Ports of Entry**

The existing customs facilities and commercial import lot are inadequate in size and configuration to handle increased international trade. Facility improvements including hazardous materials handling facilities are needed at the international crossing.

Agency Support:	General Services Administration Customs Service
Federal Funds:	\$2.2 million
Initiation Time:	12 months
Jobs Created:	10

**Airport**

Improvements to the airfield in Presidio are required to increase air cargo and freight capabilities. Runway, navigation, safety and cargo facility improvements are required.

Agency Support:	Federal Aviation Administration
Federal Funds:	\$3.0 million
Initiation Time:	12 months
Jobs Created:	20

**Environment/Water & Sewer**

Presidio must improve its water treatment facilities and secure a steady supply of water for industry and the city's inhabitants. Wastewater capacity and industrial pre-treatment is crucial to establishing and maintaining industry and public health. The city's existing system is operating at peak capacity and the city is facing non-compliance enforcement action by the Texas Water Commission. Expansion and improvement of the water and wastewater system is mandated.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$4.5 million
Initiation Time:	12 months
Jobs Created:	50

Drainage and paving are common concerns for the residents of Presidio and Ojinaga. Formulating a master drainage plan is a necessary preliminary step. In many cases, commercial traffic must cross unpaved roads in Presidio which increases particulate matter in the air. During rainstorms, many roads are impassable for emergency vehicles and other traffic. Drainage and paving are required.

Agency Support:	Department of Housing and Urban Development
Federal Funds:	\$15.0 million
Initiation Time:	12 months
Jobs Created:	75



## El Paso

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### Education/Technology Transfer

★ The Telecommunications Network Program will provide a communications link among business, industry, federal laboratories, and the region's academic institutions. The telecommunications center will provide classroom and demonstration space for educational and training programs, video and computer-based information for the private sector, mobile microwave stations and satellite uplink and downlink equipment for long distance broadcast. The program's goal is to disseminate information concerning new technologies and their practical applications. The center will also provide real time access to experts and consultants for managers and academics. This proposal complements the proposed Hemispheric Institute for Manufacturing Standards, training initiative and Strategic Materials Transfer Laboratories.

Agency Support:	Department of Commerce
Federal Funds:	\$2.5 million
Initiation Time:	12 months
Jobs Created:	125

★ The Strategic Materials Transfer Laboratories will develop applications for government technologies for the private sector. The program will involve Los Alamos, Sandia, White Sands and other federal laboratories.

Agency Support:	Department of Energy Department of Defense
Federal Funds:	\$6.6 million
Initiation Time:	12 months
Jobs Created:	

★ Joint El Paso, Dona Ana County project.

### Environment/Water and Sewer

The El Paso Environmental Safety Infrastructure Committee recommends hazardous materials training for 200 local responders in the area.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$2.0 million
Initiation Time:	12 months
Jobs Created:	200 full-time and contract

Emergency response equipment including vehicles, safety equipment, and monitoring and containment equipment must be purchased for three teams.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$4.5 million
Initiation Time:	9 months
Jobs Created:	65

Providing water and sewer service is an acute need in El Paso, particularly in colonias. Colonias in El Paso County are marked by the absence of treatment facilities. The negative environmental and health effects resulting from this deficiency are documented. It is proposed that a treatment facility be constructed.

Agency Support:	Environmental Protection Agency International Boundary and Water Commission
Federal Funds:	\$30.0 million
Initiation Time:	12 months
Jobs Created:	250

The Southwest Center for Environmental Research and Policy (SCERP) needs funding for continued research and investigation into border environmental problems. SCERP also requests money for the continuation of its environmental training programs.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$10.0 million
Initiation Time:	12 months
Jobs Created:	150

## Health

The El Paso Health Care Infrastructure Committee recommends creating a regional institute for border health to improve health care delivery within the region. The institute would serve as a training and research center, providing continuing education courses for all levels of health care workers and serving as an information source for border-related research.

Agency Support:	Department of Health and Human Services
Federal Funds:	\$2.35 million
Initiation Time:	12 months
Jobs Created:	60 full and part-time

In addition, the committee recommends a binational project to improve maternal and child health care in the El Paso area. Specific goals include a mass media campaign and a community-based education program that makes use of volunteers for outreach and education.

Agency Support:	Department of Health and Human Services
Federal Funds:	\$12.2 million
Initiation Time:	12 months
Jobs Created:	660 full, part-time and volunteer

## Surface Transportation

Through improvements to Martin Luther King Blvd./New Mexico 404 and the completion of 375 between IH 10 and Montana Ave. a hazardous materials truck route can be created which does not pass through densely populated areas.

Agency Support:	Department of Transportation
Federal Funds:	\$55.4 million
Initiation Time:	12 months
Jobs Created:	400

This project will provide for a direct connection between Doniphan Drive and Paisano Drive. The feasibility of connecting New Mexico 273 at this interchange is being studied. This project facilitates the movement of traffic from the Santa Teresa Port of Entry into El Paso.

Agency Support:	Department of Transportation
Federal Funds:	\$12.9 million
Initiation Time:	18 months
Jobs Created:	200

## Dona Ana County

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### Education/Technology Transfer

★ The Telecommunications Network Program will provide a communications link among business, industry, federal laboratories, and the region's academic institutions. The telecommunications center will provide classroom and demonstration space for educational and training programs, video and computer-based information for the private sector, mobile microwave stations and satellite uplink and downlink equipment for long distance broadcast. The program's goal is to disseminate information concerning new technologies and their practical applications. The center will also provide real time access to experts and consultants for managers and academics. This proposal complements the proposed Hemispheric Institute for Manufacturing Standards, training initiative and Strategic Materials Transfer Laboratories.

Agency Support:	Department of Commerce
Federal Funds:	\$1.5 million
Initiation Time:	12 months
Jobs Created:	125

★ The Strategic Materials Transfer Laboratories will develop applications for government technologies for the private sector. The program will involve Los Alamos, Sandia, White Sands and other federal laboratories. Included in the project is a facility for Sandia National Laboratories in the Santa Teresa/Sunland Park area which will house the Center for Environmentally Conscious Manufacturing.

Agency Support:	Department of Energy Department of Defense
Federal Funds:	\$13.7 million
Initiation Time:	12 months
Jobs Created:	

★ Joint El Paso, Dona Ana County project.

#### Environment/Water & Sewer

Construction of expanded water, wastewater treatment, fire suppression water storage capacity facilities at the Dona Ana County Airport in Santa Teresa, New Mexico. These improvements are required to support expanding development at the airport. The development activity includes the National Hazardous Materials Response Training Center, a U.S. Oceanographic and Atmospheric Agency radar site, Sandia National Laboratories Border facilities and inter-modal development. These facilities will support the government's border station complex located near the airport

Agency Support:	Federal Aviation Administration Environmental Protection Agency Department of Energy Economic Development Administration
Federal Funds:	\$4.6 million
Initiation Time:	1 month
Jobs Created:	3,200

Establishment of a National Hazardous Materials Response Training Center. This facility will employ approximately 150 and train 1,200 response personnel from the United States and Mexico annually.

Agency Support:	Environmental Protection Agency FEMA Department of Energy
Federal Funds:	\$8.5 million
Initiation Time:	1 month
Jobs Created:	150

#### Douglas/Naco

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##### Airports

The municipal airport must be developed and upgraded to gain international status.

Agency Support:	Federal, State & City
Funds:	\$0.05 million
Initiation Time:	Ongoing
Jobs Created:	4

**Environment/Water & Sewer**

A study must be conducted to determine future hazardous waste disposal needs.

Agency Support: Federal, State & City  
Funds: \$0.05 million  
Initiation Time: Pending  
Jobs Created: 3

Connections between existing water lines and stubbed-off water lines must be re-established to provide adequate services for a new development west of the city.

Agency Support: Federal, State & City  
Funds: \$0.2 million  
Initiation Time: Pending  
Jobs Created: 4

Study, planning, design and construction of a storm water collection system is mandated.

Agency Support: Federal, State & City  
Funds: \$3.3 million  
Initiation Time: Pending  
Jobs Created: 1

The existing water delivery and storage system must be studied and evaluated to ensure adequate capacity.

Agency Support: Federal, State & City  
Funds: \$0.05 million  
Initiation Time: Pending  
Jobs Created:

A groundwater study must be conducted to determine long-range plans and ensure adequate supplies.

Agency Support: Federal, State & City  
Funds: \$0.05 million  
Initiation Time: Pending  
Jobs Created: 1

The wastewater collection system must be studied to ensure that adequate service can be provided.

Agency Support: Federal, State & City  
Funds: \$0.05 million  
Initiation Time: Pending  
Jobs Created: 3

The water treatment plant must be studied and evaluated to determine its ability to provide for existing and future needs.

Agency Support: Federal, State & City  
Funds: \$0.05 million  
Initiation Time: Pending  
Jobs Created: 3

Water and sewer environmental studies must be conducted for Naco and Bisbee.

Agency Support: International Boundary and Water Commission  
Federal Funds: \$0.5 million  
Initiation Time: 3 months  
Jobs Created: 30

## Housing

A market assessment and needs analysis for low to moderate income single and multiple family housing must be conducted for Naco and Bisbee. Existing housing in these cities is unable to accommodate current demands and will be further stressed by any population increases generated by NAFTA.

Agency Support: HUD  
Federal Funds: \$0.5 million  
Initiation Time: 3 months  
Jobs Created: 10

## Surface Transportation

Chino Road must be upgraded to improve the roadway between Fifth Street and the intersection of SR80 and SR191.

Agency Support: Federal, City & State  
Funds: \$2.2 million  
Initiation Time: Pending  
Jobs Created: 2

A three-quarter mile long corridor to serve the Port of Naco border crossing expansion, consisting of a 28 foot-wide roadway and drainage ditches, must be constructed.

Agency Support: Federal Highways  
Federal Funds: \$0.3 million  
Initiation Time: 3 months

The development of a general plan for marketing assessment and land use issues for Naco. The plan will include: P&Z; development programming potential of industrial maquiladoras; commercial and residential sites; truck, rail and air transportation; public works; health care; educational facilities and natural resource preservation. This profile will serve as a blueprint for managing a new bi-national trade corridor for Arizona.

Agency Support: EDA  
Federal Funds: \$0.75 million  
Jobs Created: 12  
Initiation Time: 3 months

The railroad crossing at the Naco port of entry that will reconnect the Naco, Arizona and Naco, Sonora, Mexico rail system must be rebuilt to establish a north-south trade corridor that will provide freight, mining and tourism transportation. In addition, approximately 80 miles of the Douglas branch rail system must be upgraded to provide an additional north-south route and connect the Mexican rail system to I-10 in Benson.

Agency Support: EDA  
Department of Transportation  
Federal Funds: \$ 1.6 million  
Jobs Created: 6,050  
Initiation Time: 3 months

## Nogales

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### Airports

The county is working on a master plan for the Nogales International Airport which includes completion of the new terminal and a runway extension. The plan also includes developing a portion of the airport as an industrial park. Federal assistance will be required for this project.

Agency Support: Economic Development Administration  
Federal Funds: \$2.5 million  
Initiation Time: 12 months  
Jobs Created: 83

### **Education/Technology Transfer**

The Center for Applied Technology is designed to provide border residents with training that will allow them to meet the demands of business and industry. The Center will provide programs that include: joint ventures with technical schools on both sides of the border; expansion of partnerships between business and industry; and expansion of post-secondary institutions.

Agency Support:	JTPA
Federal Funds:	\$1.5 million
Initiation Time:	12 months
Jobs Created:	182

### **Environment/Water & Sewer**

Design and planning for a new sewage collection and treatment facility must begin since the nearly completed joint facility will not be able to comply with discharge standards because of excessive industrial pollution from Mexico. To ensure health and environmental safety, each country must be responsible for their own treatment facilities.

Agency Support:	International Boundary and Water Commission
Federal Funds:	\$5.0 million
Initiation Time:	12 months
Jobs Created:	372

Nogales air quality has been documented as one of the worst in the Southwest. A cooperative effort involving the Southwest Center for Environmental Research and Policy and local officials is required to develop an air quality inventory plan and an implementation plan. Additional funding to address areas of common concern is also required.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$1.1 million
Initiation Time:	12 months
Jobs Created:	22

### **Health**

Holy Cross Hospital's emergency room services must be expanded to provide patients with adequate services. Funding is being sought to construct an emergency-trauma center and expand existing facilities.

Agency Support:	Department of Health and Human Services
Federal Funds:	\$0.5 million
Initiation Time:	12 months
Jobs Created:	17

### **Housing**

Nogales will be required to construct at least 100 new housing units to meet the demands of its growing population.

Agency Support:	Department of Health and Urban Development
Federal Funds:	\$7.5 million
Initiation Time:	12 months
Jobs Created:	248

### **Surface Transportation**

New parking facilities and traffic control methods will be critical in maintaining downtown Nogales as a viable commercial center. A recent study indicates that by 2010 the need for parking in the area will more than double. Construction of a multi-level, above-ground structure has been recommended to help meet the demand for 6,288 additional spaces.

Agency Support:	Department of Transportation
Federal Funds:	\$4.5 million

Initiation Time: 12 months  
Jobs Created: 149

A comprehensive, binational transportation study must be conducted for Nogales to determine existing and potential transportation infrastructure deficiencies.

Agency Support: Department of Transportation  
Federal Funds: \$0.2 million  
Initiation Time: 12 months  
Jobs Created: 17

The gap in the frontage road between Ruby Road and the Rio Rico Interchange must be completed to facilitate local residential and industrial development.

Agency Support: Department of Transportation  
Federal Funds: \$2.0 million  
Initiation Time: 12 months  
Jobs Created: 50

The I-19-Grand Avenue (SR 89/Country Road Interchange) has several operational problems associated with the existing directional interchange. Country Club Drive, an increasingly important corridor, has no access to Interstate 19, therefore causing long delays during peak hours. An interchange that will provide access to industrial and residential areas must be constructed.

Agency Support: Department of Transportation  
Federal Funds: \$2.0 million  
Initiation Time: 24 months  
Jobs Created: 50

## Yuma

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### Ports of Entry

Fifteen permanent full-time inspectors must be added to the port of entry staff.

Agency Support: General Services Administration  
Customs  
Immigration and Naturalization Service  
Federal Funds: \$0.8 million  
Initiation Time: Immediate  
Jobs Created: 100-150

A feasibility study evaluating moving the U.S.-Mexico commercial port of entry to a location east of its present location.

Agency Support: General Services Administration  
Customs  
Immigration and Naturalization Service  
Federal Funds: \$0.5 million  
Initiation Time: Immediate  
Jobs Created: n/a

### Airports

Airport land acquisition to accommodate present and future growth for civil aviation.

Agency Support: Department of Transportation  
Federal Aviation Administration

	General Services Administration
	Customs
Federal Funds:	\$0.8 million
Initiation Time:	Immediate
Jobs Created:	50

**Education/Technology Transfer**

Coordination of the development of a border communications network including cross-border telecommunications facilities and other Mexican-American communications links.

Agency Support:	Federal Communications Commission Department of Education
Federal Funds:	\$0.18 million
Initiation Time:	Immediate
Jobs Created:	25

Development and implementation of a program of global awareness for regional citizens in the United States and Mexico.

Agency Support:	Department of Education
Federal Funds:	\$0.25 million
Initiation Time:	Immediate
Jobs Created:	25

Yuma's unemployment rate of 24 percent mandates curriculum changes that will strengthen academic, vocational and retraining programs to meet the needs of business and industry involved in international trade.

Agency Support:	Department of Education Job Training Council
Federal Funds:	\$1.0 million
Initiation Time:	Immediate
Jobs Created:	30

**Environment/Water & Sewer**

Facilitation of a Border Environmental Program.

Agency Support:	Department of Education Environmental Protection Agency
Federal Funds:	\$0.1 million
Initiation Time:	Immediate
Jobs Created:	n/a

The City of San Luis must upgrade systems to meet Environmental Protection Agency standards and accommodate growth.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$4.0 million
Initiation Time:	Immediate
Jobs Created:	n/a

Yuma's air quality does not comply with Environmental Protection Agency standards for PM 10. Monitoring equipment is needed to identify the source of PM 10 and bring the city into compliance with regulations.

Agency Support:	Environmental Protection Agency
Federal Funds:	\$1.0 million
Initiation Time:	Immediate
Jobs Created:	n/a



## Surface Transportation

San Luis, Arizona: Main Street/A Street intersection reconstruction.

Agency Support:	Department of Transportation
Federal Funds:	\$0.1 million
Initiation Time:	Immediate
Jobs Created:	n/a

County 23rd Street reconstruction.

Agency Support:	Department of Transportation
Federal Funds:	\$0.1 million
Initiation Time:	Immediate
Jobs Created:	n/a

San Luis, Arizona: Main Street/Lakin Street/Beach Street intersection reconstruction.

Agency Support:	Department of Transportation
Federal Funds:	\$0.4 million
Initiation Time:	Immediate
Jobs Created:	n/a

The Highway 95 and Interstate 8 interchange systems must be improved to better meet the needs of commercial and non-commercial vehicles.

Agency Support:	Department of Transportation
Federal Funds:	\$2.0 million
Initiation Time:	Immediate
Jobs Created:	n/a

## Calexico

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### Airport

The City of Calexico has established a new terminal building and improved facilities for U.S. Immigration and Customs Service has its third priority. Construction of water and sewer mains, security fencing, lighting and public road improvements. Replacement of existing 4" main to 12" sewer main to meet Fire Marshall's flow and safety demands.

Agency Support:	Federal Aviation Administration (FAA)
Federal Funds:	\$1.2 million
Initiation Time:	8 months
Jobs Created:	110

### Education/Technology Transfer

In times of decreasing funding for higher education, it is difficult to provide academic support services for students. The students at San Diego State University-Imperial Valley Campus must become better writers, skilled in mathematics and interviewing to compete in the current job market. A tutorial center would assist the campus in providing this type of support. The campus plans to make in-kind contributions such as: space, furnishings, administrative support, public awareness campaigns and budget management.

Agency Support:	Department of Education
Federal Funds:	\$0.3 million
Initiation Time:	1 month
Jobs Created:	8

**Environment/Water & Sewer**

The City of Calexico has established water treatment plant improvements that will consist of 9,600 lineal feet of 24" transmission distribution main, as its number one priority project. One (1) six million gallon storage tank and one (1) Sub-pump station/appurtenance and additional filtration, plant controls, pumps and mechanical piping.

Agency Support: Economic Development Administration (EDA)  
Federal Funds: \$9.1 million  
Initiation Time: 8 months  
Jobs Created: 750+

The City of Calexico has established wastewater treatment plant improvements that will include the addition of 19,000 lineal feet of 36" and 42" sewer main collector, two lift stations, two secondary clarifiers, one primary clarifier, one aerator, one digester, two de-watering units, plant controls, pumps and mechanical piping as its second priority.

Agency Support: Economic Development Administration (EDA)  
Federal Funds: \$9.3 million  
Initiation Time: 8 months  
Jobs Created: 750+

Imperial County's emergency response services will experience significant stress as industry and population grow. Equipment, including vehicles and protective clothing, must be purchased and training must be provided to protect area residents in the event of a hazardous material accident.

Agency Support: Environmental Protection Agency  
Federal Funds: \$0.5 million  
Initiation Time: 2 months  
Jobs Created: 16

**Health**

Calexico Hospital must purchase equipment and renovate its facilities to meet population demands and to provide quality, state-of-the-art medical care.

Agency Support: Department of Health and Human Services  
Federal Funds: \$3.5 million  
Initiation Time: 1 month  
Jobs Created: 10

**Housing**

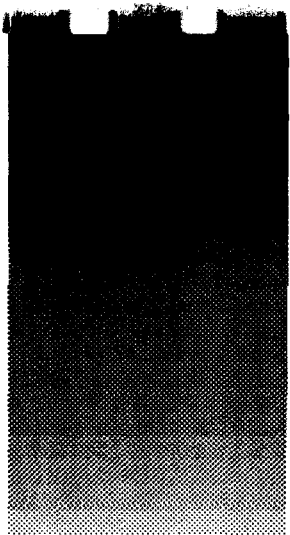
The Calexico Housing Authority is presently unable to provide transitional housing for the homeless, displaced elderly and families. A fifty-unit complex, ranging from single room occupancy to five bedroom, must be constructed to serve this sector of the population.

Agency Support: Department of Housing and Urban Development  
Federal Funds: \$3.5 million  
Initiation Time: 3 months  
Jobs Created: 150

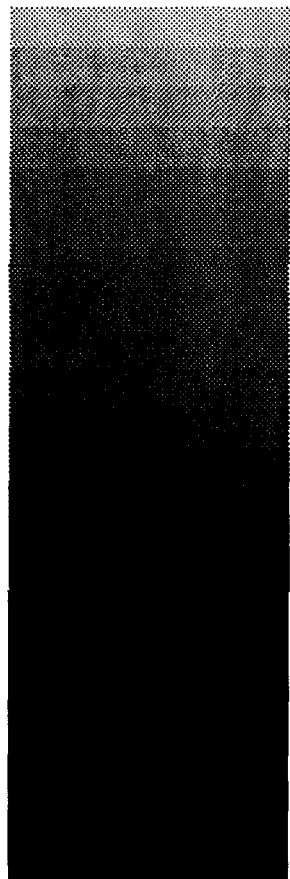
**Surface Transportation**

Cole Road must be upgraded to four lanes. Construction will begin at State Highway 98 west end at the city limits. Two bridges, one across the Central Main Canal and another across the Briar Canal, must also be constructed to accommodate this expansion.

Agency Support: Department of Transportation  
Federal Funds: \$4.0 million  
Initiation Time: 2 months  
Jobs Created: 10



## Appendix A



## Community Infrastructure Committee Members

### Brownsville

C. James Kruse, General Manager and Port Director, Port of Brownsville  
Dr. Peter H. Gawenda, Assistant Vice President for Business Affairs, University of Texas-Brownsville  
Victor Fuhro, Assistant to the Vice President for Academic Affairs, University of Texas-Brownsville  
Robert Gonzalez, Brownsville Economic Development Council  
E.A. (Gene) Gibbs Jr., Mercantile Bank N.A.  
Fred Rusteberg, President, International Bank of Commerce  
Jose F. Galvan, Director of Planning, City of Brownsville  
Andy Cueto, County Engineer, Cameron County  
Larry Brown, Comprehensive Planning Coordinator, City of Brownsville

### Harlingen

Alan Johnson, Harlingen Port Authority  
Pledger Cate, Research Director, Harlingen Chamber of Commerce  
Ricardo Solis, Executive Vice President, Planning and Development, Harlingen Chamber of Commerce  
David Allex, Harlingen Chamber of Commerce  
Mayor H. Win. Card, City of Harlingen  
Brent Branham, City of Harlingen  
Nat Lopez, City of Harlingen  
Ed Theriot, Director of Planning and Development, City of Harlingen

### McAllen

Mike Perez, City of McAllen  
Julie Rankin, City of McAllen  
Mike Allen, McAllen Economic Development Council  
Keith Patridge, McAllen Economic Development Council  
Darryl Larry, City of McAllen  
Michael Blum, Michael J. Blum Company  
Tommy Joiner, McAllen Chamber of Commerce  
Ed Taylor, City of McAllen

### Laredo

Jose R. Perez Jr., Laredo City Council  
Dr. Jacinto P. Juarez, Laredo City Council  
Arlene Rash-Aldridge, Laredo City Council  
Cecilia Moreno, Laredo City Council  
Blas Castaneda, Laredo City Council  
Eduardo Perales, Laredo City Council  
Jerry Perez, Laredo City Council  
Felipe Cardenas, Laredo City Council

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Mayor Saul Ramirez Jr., City of Laredo  
Miguel Conchas, Director, Laredo Chamber of Commerce  
Charla Griffin, Contract Freighters Inc.  
Jorge B. Haynes, Senior Vice President, International Bank of Commerce  
Dr. John Adams Jr., Vice President, Union National Bank of Texas  
Carlos Benavides III, Camino Columbia Inc.  
Eloy A. Cantu, Vice President, Laredo National Bank  
Ramon Castillo, Union Pacific Railroad  
Ruben Correa, Central Power & Light Co.  
Daniel B. Hastings Jr., President, Daniel B. Hastings Inc.  
Frank E. Leach, Executive Director, Laredo Development Foundation  
Frederico Longoria D. Jr., President, Alfri-Loder  
Raul Perales  
Gerald Schwebel, Senior Vice President, International Bank of Commerce  
Edward Sherwood, Delredo/Delco/GM  
Philip Lane, Laredo State University  
Elmo Lopez Jr., International Bank of Commerce  
Leo Sayaverdra, President, Laredo State University  
Peter Vargas, City Manager, City of Laredo  
J. Jorge Verduco, International Bank of Commerce  
Steven Walder  
Roger Worsely, Laredo Junior College  
County of Webb, Commissioners Court  
    Judge Mercurio Martinez Jr.  
    Arnolfo Santos  
    Judith Gutierrez  
    Rick Reyes  
    Jorge de la Garza

#### **Del Rio**

Garry Kyle, Border Trade Alliance, M.R.G.D.C.  
Mayor Alfredo Gutierrez Jr. M.D.  
Florencio P. Saucedo, City Manager, City of Del Rio  
Carlos E. Martinez, Assistant City Manager, City of Del Rio  
Thomas R. Pine, City Engineer, City of Del Rio  
Juan J. Aguirre, City Planner, City of Del Rio  
Javier Gonzalez Velasco, City Planner, Ciudad Acuna, Mexico

#### **Eagle Pass**

Reymundo Gonzalez, President, Maverick County Development Corporation  
Mayor Arturo Garcia, City of Eagle Pass  
Celestino Hernandez, Councilman, City of Eagle Pass  
Arthur Pine, Representative, Middle Rio Grande Private Industry Council  
Roberto Barrientos, Program Coordinator, City of Eagle Pass Bridge Board  
John Ruiz Jr., Director of Planning, City of Eagle Pass  
Al Groves & Associates, Project Engineers, City of Eagle Pass

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**El Paso & Dona Ana County, New Mexico**

Emilio Bruna, International Environmental Services Co.  
Raul Jaquez, Baker & McKenzie Abogados, S.C.  
Richard Skanse, El Paso Police Department  
Capt. Larry Whipple, Hazardous Materials Coordinator, El Paso Fire Department  
Tony Otero, Director of Emergency Preparedness, Dona Ana County  
Rudolfo Ramirez, Emergency Response Officer, New Mexico State Police Department  
Jeffrey Ellett, El Paso Police Department  
Osborne Linguist, Environmental Branch Chief, International Boundary & Water Commission  
Sergio Alarcon, Safety and Environmental Director, GE Operations, Mexico  
Tom Cardenas, President, ECM/CSA  
Joe King, President, Meribah Corporation  
Jack Parks, Coordinator, El Paso City-County Emergency Management  
Wesley Leonard, Associate Director, Center for Environmental Resource Management  
Jim Coleman, Las Cruces-Dona Ana County Economic Development Council  
Tim Anklun, Manufacturing Engineer Manager, Outboard Marine de Mexico  
Humberto Fierro, Juarez Fire Department  
Juan Manuel Coronado Fernandez, Juarez Fire Department  
Angel Alfredo Arratia Nunez, Juarez Fire Department  
Beverly Bogle, Engineer, El Paso City-County Environmental Health  
Danny McLerran, El Paso Fire Department  
Terry McMillan, Environmental Quality Specialist, Texas Water Commission  
C. Thomas Grimshaw, Regional Director of Environmental and Consume Health, Texas Department of Health  
John Balliew, Planning and Development Manager, El Paso Water Utilities  
David Meyers, Manager of Mechanical Maintenance, Union Pacific Railroad  
Richard Loya, Manager of Train Operations, Union Pacific Railroad  
Catherine Richards, Environmentalist, New Mexico Environmental Department  
Jim Black, Assistant Superintendent of Operations, Santa Fe Railway  
Herculano Fernandez, City Counselor, City of Las Cruces  
Ray Luchini, County Commissioner, Dona Ana County  
Luis Rivera, U.S. Customs  
Dr. Laurance Nickey, Director, El Paso City-County Health District  
David Steffan, Director, Public Health Division, New Mexico Department of Health  
Thomas Neff, Senior Vice President, Memorial Health Center, Las Cruces  
Thomas Townsend, Manager Ambulance Department, Memorial Medical Center, Las Cruces  
Bryce McGregor, Health Programs Specialist, Texas Health Department  
Agustin Adame, Administrator, I.S.S.T.E. Centro Comercial Pronaf, Juarez, Mexico  
Helen Clark, Frontera Resources Corporation  
Mario Legarreta, Assistant Administrator, I.S.S.S.T.E.  
Felix Erasles, Chemist, I.S.S.S.T.E.  
Salvador Yunez, Public Administrator, I.S.S.S.T.E.  
Frank Crespin, District Chief, New Mexico Department of Public Health  
Salvador Balcorta, Division Chief, El Paso City-County Health District  
Jeffery Barber, Chief Executive Officer, Thomason General Hospital  
Enrique Suarez, Executive Director, FEMAP

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Pete Duarte, Executive Director, La Fe Centro de Salud Familiar  
Blake Fry, Grants Administration, El Paso City-County Health District  
Alice Salcido, District Director, Senator Jeff Bingaman's Las Cruces Office  
Gustavo Olaiz, Information Systems Coordinator, Pan American Health Organization  
Jeffrey Brandon, Health Sciences Department, New Mexico University  
Guadalupe de la Vega, President, FEMAP  
Gordon Cox, Regional Director, Texas Health Department  
Cerena Suarez, Texas Nurses Association  
Phyllis Armijo, Director, Centro San Vincente  
Mary Bane, Executive Director, La Clinica de Familia  
Sharon Parra, Nurse Manager-Oncology, Memorial Medical Center, Las Cruces  
Dr. Joseph Brown, Associate Dean, Texas Tech  
Margaret De Santos, R.N., Sunland Park Public Health Office

#### **Douglas**

Phil Pierce, Arizona Public Service Board  
Leslie Nicholas, Calber Bank  
Greg Lucero, City of Douglas  
Don Rogers, Douglas Economic Development Corporation

#### **Nogales**

Fred Johnson, Nogales Chamber of Commerce  
Dennis Miller, Santa Cruz County Board of Supervisors  
Rebecca Bregen, Holy Cross Hospital  
Dennis True, Citizens Utilities  
Jim Soto, Arizona Department of Transportation  
Jack Waddick, Samson SA de CV  
Lou Jeong, City of Nogales  
Oscar Lizardi

#### **Yuma**

David Kincaid, President, Yuma Economic Development Corporation  
Russ Jones, Richard L. Jones Customhouse Brokers  
Alex Ruiz, City Manager, City of San Luis  
Mayor Tony Reyes, City of San Luis  
Robert Vaughn, Executive Director, Yuma Metropolitan Planning Organization  
Irma Myers, Economic Development Director, City of San Luis  
Danny Bryant, Chairman, Yuma County Board of Supervisors  
Enrique Castillo, City Manager, City of Somerton  
Wayne Benesch, Attorney, City of Yuma Industrial Development Authority  
Mayor Robert Tippet, City of Yuma  
Harold Aldrich, Director, Yuma County Development Services

#### **Calexico**

Bill Polkinhorn, Polkinhorn Customhouse Brokers  
Fred Knechel, Calexico Chamber of Commerce

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Mayor Patrick Hashem, City of Calexico  
Antonio P. Tirado, Calexico City Council  
Linda Garwood, Consolidated Freight Trucking  
Mariano Martinez, City of Calexico  
Fernando Arguellez, Citizen at Large

**San Diego**

Neil Whiteley-Ross, Associate Vice President, San Diego Economic Development Corporation  
Katy McDonald, Executive Director, Otay Mesa Chamber of Commerce  
Gonzalo Lopez, Assistant Deputy Director, City of San Diego  
Tony Mendoza, Transportation Planner, Metropolitan Transit District Board  
Larry Van Wey, Senior Traffic Engineer, City of San Diego  
Oscar Khoury, Associate Civil Engineer, Water Utilities Department, City of San Diego  
Allen Holden, Deputy Director of Transportation Planning, City of San Diego

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