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Appendix A
Charter and Membership Form
PREAMBLE

The participating United States and Mexican government agencies, as well as modal stakeholders (e.g., rail, ports, and ferries) whose objectives include border transportation infrastructure planning, programming, construction and/or management:

Recognize the bilateral nature of border transportation issues and that the latter can be most effectively addressed jointly;

Reaffirm that international trade is dependent upon well-coordinated transportation planning processes along the border;

Acknowledge that the United States (U.S.) and Mexican border region transportation assets are experiencing congestion issues that must be addressed to avoid adverse trade and environmental impacts; and

Convinced of the need to better coordinate planning at the federal, state, regional, and local level to improve transportation infrastructure in the border region of their respective countries, including at formal ports of entry (POEs) and the transportation infrastructure serving formal POEs,

Hereby wish to create the Lower Rio Grande Valley - Tamaulipas Border Master Plan’s Policy Advisory Committee and Technical Working Group as follows:

SECTION 1: PURPOSE

Under the direction of the U.S. / Mexico Joint Working Committee, the Texas Department of Transportation (TxDOT) hereby announces the establishment of the Lower Rio Grande Valley - Tamaulipas Border Master Plan Policy Advisory Committee and Technical Working Group.

The government agencies and modal stakeholders will participate in the development of a Border Master Plan – a comprehensive approach for coordinating planning and delivery of POE and transportation infrastructure projects serving POEs in TxDOT’s Pharr District and the correspondent Mexican State of Tamaulipas. Ideally, the prioritized projects included in the Border Master Plan would be incorporated into the respective planning and programming processes of the individual participating stakeholders at the federal, state, regional, and local levels in the U.S. and Mexico.

SECTION 2: LINE OF REPORTING

The Policy Advisory Committee and the Technical Working Group will cooperate with and provide required information to TxDOT – through its contracted representative – for the development of the Lower Rio Grande Valley - Tamaulipas Border Master Plan. TxDOT, in turn, reports to the U.S. / Mexico Joint Working Committee for this project.

SECTION 3: RESPONSIBILITIES

The Policy Advisory Committee will be responsible for providing direction, approving the study parameters, and reviewing and approving the criteria for the future evaluation of projects. The main objectives of the Policy Advisory Committee are outlined below:

- Establish clear parameters for the Border Master Plan, including defining the “Focused Study Area” and “Area of Influence”, the time horizon for data analysis, and other parameters that may need to be defined.
- Ensure that the Border Master Plan objectives are comprehensive and consistent with stakeholder plans, strategies, and goals.
• Review and approve proposed criteria for prioritizing improvements to existing or new POEs and the transportation infrastructure within the border region connecting to existing or new POEs.
• Attempt to incorporate the Border Master Plan’s findings and priorities into their agencies’/company’s own planning and programming processes, as well as into appropriate transportation and POE planning and funding documents.
• Commit resources and staff to ensure the timely exchange of available information and data needed to successfully develop and complete this Border Master Plan.
• Facilitate the exchange of information for ongoing and future planning and implementation activities.
• Participate in future Border Master Plan updates and/or other study recommendations as approved.

The Technical Working Group will be responsible for collaborating with TxDOT’s contracted representative by providing requested information in a timely manner and by making recommendations to the Policy Advisory Committee. The main objectives of the Technical Working Group are outlined below:

• Assist in the Border Master Plan’s development by providing TxDOT’s contracted representative with data and information in a timely manner.
• Review transportation and POE infrastructure assessments, proposals, and other pertinent information as requested by TxDOT’s contracted representative.
• Assist with the selection of criteria – to be endorsed and adopted by the Policy Advisory Committee - to prioritize improvements to existing or new POEs, as well as transportation infrastructure projects serving those POEs.
• Make recommendations to the Policy Advisory Committee and serve as a resource to TxDOT’s contracted representative to maximize the opportunities to successfully develop and complete this study.

SECTION 4: MEMBERSHIP

Government agencies and modal stakeholders (e.g., rail, ports, and ferries) whose mandate or objectives encompass border transportation infrastructure planning, programming, construction and/or management have been invited through ANNEX I (herein attached) to participate in the Border Master Plan Policy Advisory Committee and Technical Working Group. Each government agency/modal stakeholder will be asked to designate executive level managers to serve on the Policy Advisory Committee. Each government agency/modal stakeholder will also designate senior staff to serve on the Technical Working Group.

Through ANNEX I, additional parties, including Border Partners, are invited to participate in meetings and assist the Policy Advisory Committee and Technical Working Group on specific tasks as work progresses.

SECTION 5: MEETING TIME AND LOCATION

It is anticipated that the Policy Advisory Committee will meet three times. Individual Technical Working Group members will be interviewed and consulted by TxDOT’s contracted representative during the course of the study. In addition, it is anticipated that the Technical Working Group will meet three times. The term of the project is from September 2011 through May 31, 2013. Committee and Group meeting locations will alternate among U.S. border cities.

SECTION 6: DURATION OF EXISTENCE

The Lower Rio Grande Valley - Tamaulipas Border Master Plan Policy Advisory Committee and Technical Working Group will exist until the conclusion of this Border Master Plan and/or its subsequent updates.

* * *

A-2
ANNEX I to the Policy Advisory Committee and Technical Working Group Charter

* Note: Please submit only one form per stakeholder agency.
** In the case of the Transportation and Communications Secretariat, one form per General Direction/IMT will be admitted.

SECTION 1
Agency Stakeholder Information

Do you represent a:

☐ Government Agency ☐ Transportation Mode ☐ Border Partner

Name of Agency/Organization: _________________________________________________________

SECTION 2
Policy Advisory Committee Member Information

Name: ______________________________________

Email address or telephone number: ________________________________

SECTION 3
Technical Working Group Member Information

Name: ______________________________________

Email address or telephone number: ________________________________

SECTION 4
Border Partner Contact Information

If you represent a Border Partner who wishes to participate in the development of the Border Master Plan, please provide the name and contact information of a member/official to which invitations should be addressed:

Name: ______________________________________

Email address or telephone number: ________________________________
Lower Rio Grande Valley-Tamaulipas Border Master Plan

Appendix B
PAC and TWG Membership
<table>
<thead>
<tr>
<th>United States Stakeholder</th>
<th>Votes</th>
<th>Mexico Stakeholder</th>
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<tbody>
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<td><strong>Federal stakeholders / Miembros con derecho a voto a nivel federal</strong></td>
<td></td>
<td><strong>Secretaría de Relaciones Exteriores</strong></td>
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<tr>
<td><strong>U.S. Department of State</strong></td>
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<td>Dirección General para América del Norte</td>
</tr>
<tr>
<td>Office of Mexican Affairs</td>
<td>1</td>
<td>(Incl. Cónsules en McAllen y Brownsville)</td>
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<tr>
<td>(Incl. Consul General in Matamoros)</td>
<td></td>
<td>Miembro CCP identificado: Sean Carlos Cázares</td>
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<tr>
<td>Identified PAC member: Steven Kameny</td>
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<td><strong>Secretaría de Relaciones Exteriores</strong></td>
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<td><strong>U.S. Department of State</strong></td>
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<td>Comisión Internacional de Límites y Aguas</td>
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<td>International Boundary and Water Commission</td>
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<td>Delegación Regional Tamaulipas</td>
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<td><strong>Administración General de Aduanas</strong></td>
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<tr>
<td>Project Management Analyst</td>
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<td>Política, Infraestructura y Control Aduanero</td>
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<td><em>Identified PAC member: Mikhail Pavlov</em></td>
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<td>Field Operations</td>
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<td>Miguel Alemán</td>
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**State stakeholders / Miembros con derecho a voto a nivel estatal**

| **Texas Department of Transportation** | **1** | **Gobierno del Estado de Tamaulipas** |
| Pharr District |  | Secretaría de Obras Públicas |
| *Identified PAC member: Mario Jorge* |  | Miembro CCP identificado: Vicente Saint Martin |
| **Texas Department of Transportation** | **1** | **Gobierno del Estado de Tamaulipas** |
| International Relations Office |  | Secretaría de Desarrollo Económico y Turismo |
## PLAN MAESTRO FRONTERIZO VALLE BAJO DEL RÍO BRAVO
### LOWER RIO GRANDE VALLEY/TAMAULIPAS BORDER MASTER PLAN

### STAKEHOLDERS ENTITLED TO VOTE
### POLICY ADVISORY COMMITTEE (PAC)

### MIEMBROS CON DERECHO A VOTO
### COMITÉ CONSULTIVO DE POLÍTICAS (CCP)

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<th>Identified PAC member</th>
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<td>Gus de la Rosa</td>
<td>Raúl Sepúlveda</td>
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<tr>
<td>christopher nordloh</td>
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<td>Charly Cabler</td>
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### Local or regional stakeholders / Miembros con derecho a voto a nivel regional o local

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<td>Julie Ann Guerra</td>
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<td>City of Weslaco</td>
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<tr>
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<td>Oscar Ramirez</td>
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## Stakeholders Entitled to Vote

**Policy Advisory Committee (PAC)**

### Identified PAC member: Jesse Medina  
Secretaría de Obras Públicas  
Miembro CCP identificado: Rogelio Peñaloza

<table>
<thead>
<tr>
<th>City of McAllen</th>
<th>Identified PAC member: Rigo Villarreal</th>
<th>1</th>
<th>Municipio de Reynosa</th>
<th>Miembro CCP identificado: Luis Armando Grajales</th>
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<tr>
<td>City of Mission</td>
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<td>Municipio de Gustavo Díaz Ordaz</td>
<td>Miembro CCP identificado: Hernán Cortez</td>
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<td>Zapata County</td>
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<td>Municipio de Mier</td>
<td>Miembro CCP identificado: Ramón Ríos/Raúl Hinojosa</td>
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### Identified PAC member: Iman Orcain  
Mayor de Reynosa  
Miembro CCP identificado: Joel Aguilar

### Identified PAC member: Ivan Jaime  
Kansas City Southern de México  
Miembro CCP identificado: Vladimir Robles

### Identified PAC member: Norma Torres  
Kansas City Southern de México  
Miembro CCP identificado: Vladimir Robles

## Modal stakeholders / Miembros multimodales con derecho a voto

<table>
<thead>
<tr>
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<th>Identified PAC member: Ivan Jaime</th>
<th>1</th>
<th>Kansas City Southern de México</th>
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<td>Brownsville and Rio Grande International Railroad</td>
<td>Identified PAC member: Norma Torres</td>
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B - 4
## STAKEHOLDERS ENTITLED TO VOTE
### POLICY ADVISORY COMMITTEE (PAC)

<table>
<thead>
<tr>
<th>Company</th>
<th>PAC Member</th>
<th>Votes</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Rio Valley Switching Company</td>
<td>Elizabeth Costante</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Port of Brownsville</td>
<td>Eduardo Campirano</td>
<td>1</td>
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### United States Stakeholder

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<tr>
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<th>United States Stakeholder</th>
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<tbody>
<tr>
<td><strong>Federal stakeholders / Miembros con derecho a voto a nivel federal</strong></td>
<td><strong>Federal stakeholders / Miembros con derecho a voto a nivel federal</strong></td>
<td><strong>Federal stakeholders / Miembros con derecho a voto a nivel federal</strong></td>
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<tr>
<td><strong>U.S. Department of State</strong></td>
<td><strong>U.S. Department of State</strong></td>
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<tr>
<td>Office of Mexican Affairs</td>
<td>Office of Mexican Affairs</td>
<td>Office of Mexican Affairs</td>
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<tr>
<td>(Incl. Consul General in Matamoros)</td>
<td>(Incl. Consul General in Matamoros)</td>
<td>(Incl. Consul General in Matamoros)</td>
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<tr>
<td>Identified TWG member: Angela Palazzolo</td>
<td>Identified TWG member: Angela Palazzolo</td>
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<tr>
<td>Identified TWG member: Gabe Duran</td>
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<tr>
<td>Identified TWG member: Travis Black</td>
<td>Identified TWG member: Travis Black</td>
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<tr>
<td>Identified TWG member: Oscar Garza</td>
<td>Identified TWG member: Oscar Garza</td>
<td>Identified TWG member: Oscar Garza</td>
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<tr>
<td><strong>Customs and Border Protection (Federal Level)</strong> Project Management Analyst</td>
<td>1</td>
<td><strong>Administración General de Aduanas Política, Infraestructura y Control Aduanero</strong> Miembro GTT identificado: Carlos Morales</td>
</tr>
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</tr>
<tr>
<td><strong>Identified TWG member: Mikhail Pavlov</strong></td>
<td></td>
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<tr>
<td><strong>Customs and Border Protection State Level Field Operations</strong></td>
<td>1</td>
<td><strong>Administración General de Aduanas Miguel Alemán</strong> Miembro GTT identificado: Roberto Ibarra o Carlos Morales</td>
</tr>
<tr>
<td><strong>Identified TWG member: Joe G. Ramos</strong></td>
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<tr>
<td></td>
<td>1</td>
<td><strong>Administración General de Aduanas Camargo</strong> Miembro GTT identificado: Miguel Ángel Aguilar o Carlos Morales</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td><strong>Administración General de Aduanas Reynosa</strong> Miembro GTT identificado: César Aguilar o Carlos Morales</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td><strong>Administración General de Aduanas Matamoros</strong> Miembro GTT identificado: Andrés Ruiz o Carlos Morales</td>
</tr>
<tr>
<td><strong>General Services Administration Southern Border</strong></td>
<td>1</td>
<td><strong>Instituto de Administración y Avalúos de Bienes Nacionales</strong> Directora de Planeación Miembro GTT identificado: Mónica Herrera</td>
</tr>
<tr>
<td><strong>Identified TWG member: Michael Clardy</strong></td>
<td></td>
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<tr>
<td></td>
<td>1</td>
<td><strong>Instituto de Administración y Avalúos de Bienes Nacionales INDAABIN Subregión Tamaulipas II</strong> Miembro GTT identificado: Mónica Herrera o José Esparza</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td><strong>Secretaría de Desarrollo Social</strong> Dirección General de Desarrollo Urbano y Suelo Miembro GTT identificado: Juan Manuel Mondragón</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td><strong>Secretaría de Medio Ambiente y Recursos Naturales</strong> Subdirector del Sector Vías Generales Zona Norte Miembro GTT identificado: no se tiene identificado</td>
</tr>
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</table>

**State stakeholders / Miembros con derecho a voto a nivel estatal**

<table>
<thead>
<tr>
<th><strong>Texas Department of Transportation Pharr District</strong></th>
<th>1</th>
<th><strong>Gobierno del Estado de Tamaulipas Secretaría de Obras Públicas</strong> Miembro GTT identificado: Jaime Cano</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identified TWG member: Joseph Leal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Texas Department of Transportation</strong></td>
<td>1</td>
<td><strong>Gobierno del Estado de Tamaulipas</strong></td>
</tr>
<tr>
<td>International Relations Office</td>
<td>Secretaría de Desarrollo Económico y Turismo</td>
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<tr>
<td>Identified TWG member: Eduardo Hagert</td>
<td>Miembro GTT identificado: Raúl Sepúlveda</td>
<td></td>
</tr>
<tr>
<td>Texas Department of Public Safety</td>
<td>Gobierno del Estado de Tamaulipas</td>
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<tr>
<td>Commercial Vehicle Enforcement</td>
<td>Secretaría de Desarrollo Urbano y Medio Ambiente</td>
<td></td>
</tr>
<tr>
<td>Identified TWG member: Christopher Nordloh</td>
<td>Miembro GTT identificado: Serafín Maya</td>
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<thead>
<tr>
<th>Local or regional stakeholders / Miembros con derecho a voto a nivel regional o local</th>
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<tbody>
<tr>
<td>City of Brownsville</td>
</tr>
<tr>
<td>City Manager</td>
</tr>
<tr>
<td>Identified TWG member: Charly Cabler</td>
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<tr>
<td>Brownsville MPO</td>
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<tr>
<td>Transportation Planner</td>
</tr>
<tr>
<td>Identified TWG member: Alfonso Vallejo</td>
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<tr>
<td>City of San Benito</td>
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<tr>
<td>Identified TWG member: none</td>
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<td>City of Harlingen</td>
</tr>
<tr>
<td>Identified TWG member: none</td>
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<tr>
<td>Harlingen San Benito MPO</td>
</tr>
<tr>
<td>Identified TWG member: Kara Alcocer</td>
</tr>
<tr>
<td>City of Los Indios</td>
</tr>
<tr>
<td>Identified TWG member: none</td>
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<tr>
<td>Cameron County</td>
</tr>
<tr>
<td>Department of Transportation</td>
</tr>
<tr>
<td>Identified TWG member: Pete Sepulveda</td>
</tr>
<tr>
<td>Cameron County RMA</td>
</tr>
<tr>
<td>Identified TWG member: David Allex</td>
</tr>
<tr>
<td>City of Progreso</td>
</tr>
<tr>
<td>Identified TWG member: none</td>
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<tr>
<td>Progreso International Bridge Company</td>
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<tr>
<td>Identified TWG member: Julie Ann Guerra</td>
</tr>
<tr>
<td>City of Weslaco</td>
</tr>
<tr>
<td>Identified TWG member: Leonardo Olivares</td>
</tr>
<tr>
<td>City of Donna</td>
</tr>
<tr>
<td>Identified TWG member: Josue Garcia</td>
</tr>
<tr>
<td>City of Hidalgo</td>
</tr>
<tr>
<td>Identified TWG member: none</td>
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</tbody>
</table>
### PLAN MAESTRO FRONTERIZO VALLE BAJO DEL RÍO BRAVO
### LOWER RIO GRANDE VALLEY/TAMAULIPAS BORDER MASTER PLAN

**STAKEHOLDERS ENTITLED TO VOTE**
**TECHNICAL WORKING GROUP (TWG)**

**MIEMBROS CON DERECHO A VOTO**
**GRUPO TÉCNICO DE TRABAJO (GTT)**

<table>
<thead>
<tr>
<th>City of Pharr</th>
<th>Municipio de Reynosa</th>
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</thead>
<tbody>
<tr>
<td>Identified TWG member: Jesse Medina</td>
<td>Secretaría de Obras Públicas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Miembro GTT identificado: Rogelio Peñaleza</td>
<td></td>
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<tr>
<td>City of McAllen</td>
<td>Municipio de Reynosa</td>
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<tr>
<td>Identified TWG member: Ramon Navarro</td>
<td>Instituto de Planeación</td>
<td></td>
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<tr>
<td></td>
<td>Miembro GTT identificado: Luis Armando Grajales</td>
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<tr>
<td>City of Mission</td>
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<tr>
<td>Identified TWG member: Julio Cerda</td>
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<td></td>
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<td>Los Ebanos Ferry</td>
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<tr>
<td>Identified TWG member: Ed or Linda Reyna</td>
<td></td>
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<tr>
<td>City of Sullivan City</td>
<td>Municipio de Gustavo Díaz Ordaz</td>
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<tr>
<td>Identified TWG member: Judy Davila</td>
<td>Miembro GTT identificado: Hernán Cortez</td>
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<tr>
<td>Hidalgo County MPO</td>
<td>N/A</td>
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<tr>
<td>Identified TWG member: Maria Champine</td>
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<td>Hidalgo County RMA</td>
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<td>Identified TWG member: Dennis Burleson</td>
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<td>Hidalgo County Commuter Rail District</td>
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<td></td>
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<tr>
<td>City of Rio Grande City</td>
<td>Municipio de Camargo</td>
<td>1</td>
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<tr>
<td>Identified TWG member: Juan Zuniga</td>
<td>Miembro GTT identificado: Artemio Flores</td>
<td></td>
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<tr>
<td>City of Roma</td>
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<tr>
<td>Identified TWG member: Crisanto Salinas</td>
<td>Miembro GTT identificado: Juan T. Hinojosa</td>
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<tr>
<td>Starr Camargo Bridge Company</td>
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<tr>
<td>Identified TWG member: Jose Escamilla</td>
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<tr>
<td>Starr County</td>
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<tr>
<td>Identified TWG member: Rose Benavidez or Jose</td>
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<td>Gonzalez</td>
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<td>Identified TWG member: Judge Joe Rathmell</td>
<td>Miembro GTT identificado: Ramón Ríos/Raúl Hinojosa</td>
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<tr>
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<td></td>
<td>Miembro GTT identificado: Luis Gerardo Ramos</td>
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</tbody>
</table>

**Modal stakeholders / Miembros multimodales con derecho a voto**

| Union Pacific                                     | Kansas City Southern de México                  | 1 |
| Identified TWG member: Ivan Jaime                  | Miembro GTT identificado: Vladimir Robles       |   |
| Brownsville and Rio Grande International           | N/A                                              |   |
### Railroad
*Identified TWG member: Norma Torres*

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<tr>
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### Rio Valley Switching Company
*Identified TWG member: Elizabeth Costante*

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### Port of Brownsville
*Identified TWG member: David Randolph*

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<tr>
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Lower Rio Grande Valley-Tamaulipas Border Master Plan

Appendix C
Work Plan
THE STATE OF TEXAS § THE COUNTY OF TRAVIS §

INTERAGENCY COOPERATION CONTRACT

THIS CONTRACT is entered into by and between the State agencies shown below as Contracting Parties under the authority granted and in compliance with the provisions of Chapter 771 of the Government Code.

I. CONTRACTING PARTIES:
   The Receiving Agency: Texas Department of Transportation
   The Performing Agency: The University of Texas at Austin Center for Transportation Research

II. STATEMENT OF SERVICES TO BE PERFORMED: The Performing Agency will undertake and carry out services described in Attachment A, Scope of Services.

III. CONTRACT PAYMENT: The total amount of this contract shall not exceed $362,000.00 and shall conform to the provisions of Attachment B, Budget. Payments shall be billed monthly.

IV. TERM OF CONTRACT: Payment under this contract beyond the end of the current fiscal biennium is subject to availability of appropriated funds. If funds are not appropriated, this contract shall be terminated immediately with no liability to either party. This contract begins when fully executed by both parties and terminates March 31, 2013.

V. THE AGREEING PARTIES certify that:
   1. The services specified above are necessary and essential for activities that are properly within the statutory functions and programs of the affected agencies of State Government.
   2. The proposed arrangements serve the interest of efficient and economical administration of the State Government.
   3. The services or resources agreed upon are not required by Article XVI, Section 21 of the Constitution of Texas to be supplied under contract given to the lowest responsible bidder.

VI. LEGAL AUTHORITY:
   The Receiving Agency further certifies that it has the authority to request the above services by authority granted in Texas Transportation Code, Section 201.103.
   The Performing Agency further certifies that it has the authority to perform the services by authority granted in Texas Education Code, Chapter 67.

This contract incorporates the provisions of Attachment A, Scope of Services, Attachment B, Budget, and Attachment C, General Terms and Conditions.

THE UNDERSIGNED PARTIES bind themselves to the faithful performance of this contract.

THE RECEIVING AGENCY
Texas Department of Transportation

By: ________________________________  AUTHORISED SIGNATURE
Janice Mullenix
Director of Contract Services

DATE: April 6, 2011

THE PERFORMING AGENCY
Center for Transportation Research
University of Texas at Austin

By: ________________________________  AUTHORISED SIGNATURE

DATE: MAR 15 2011

Susan W. Sedwick
Associate VP for Research
Director, Office of Sponsored Projects
The TxDOT Pharr District-Tamaulipas Regional Border Master Plan (Border Master Plan) is a binational effort to coordinate planning and projects a) at land Ports of Entry (POE) and b) for transportation infrastructure serving those POEs in the TxDOT Pharr District – Tamaulipas border region. More specifically, the objectives of the Border Master Plan are to:

1. design a stakeholder agency involvement process that will be inclusive and ensure the participation of all involved in POE projects and the transportation infrastructure serving those POEs,
2. increase the understanding of the POE and transportation planning processes on both sides of the border,
3. develop and implement a plan for prioritizing and promoting POE and related transportation projects, including evaluation criteria and rankings over the short, medium and long term, and
4. establish a process to ensure continued dialogue among federal, state, regional and local stakeholder agencies in Texas and Mexico to ensure continued coordination on current and future POE and supporting transportation infrastructure needs and projects.

This study will be conducted in two phases as follows:

Phase 1 will consist of Task 1
Phase 2 will consist of Tasks 2 to 8

Phase 2 will only proceed if there is definite support of the stakeholder agencies in the U.S. and Mexico border region for the development of the Border Master Plan. To assist in this effort, a Policy Advisory Committee (PAC), consisting of executive level managers, and a Technical Working Group (TWG), consisting of senior technical staff, shall be recruited from each of the participating stakeholder agencies.

**Phase 1 of the Border Master Plan**

**Task 1: Establish Stakeholder Agency Participation and Commitment**

| Estimated Cost | $32,750 |

A written Notice to Proceed will be required before any services can be performed on Phase 1. The Notice to Proceed may only be authorized by the Receiving Agency’s Government and Public Affairs Division Director or higher level of authority. The Notice to Proceed will include a work plan for the tasks requested, maximum amount payable, and will specify an initiation and completion date.

The Performing Agency will review the list of stakeholder agencies developed for the Laredo-Nuevo Leon/Tamaulipas/Coahuila Border Master Plan involved in POE and transportation planning and implementation on the border in Texas and Mexico. After the Performing Agency reviews the list of stakeholder agencies and contact information that were previously compiled, it will make the relevant changes to reflect the stakeholders that need to be involved in the development of the Pharr/Tamaulipas Border Master Plan.

The Performing Agency shall survey executive level managers at the stakeholder agencies to determine:

1.1 level of support for the Border Master Plan;
1.2 issues or concerns about development of the Border Master Plan;
1.3 anticipated commitment to, and involvement in, the development of the Border Master Plan. This commitment will include participation of executive level managers and senior technical staff, and anticipated staff resources devoted to the development of the Border Master Plan; and
1.4 the feasibility of using the same process for developing the Border Master Plan used for the Laredo-Nuevo Leon/Tamaulipas/Coahuila and adopted by the SANDAG Service Bureau in the development of the California-Baja California Border Master Plan.
If any key stakeholders have been omitted, the Performing Agency will add them. The Performing Agency will also establish an appropriate communications protocol and methodology for sharing information with all stakeholder agencies (interactive web space, website, mail, e-mail, faxes, telephone, etc.).

The level of support for the development of the Border Master Plan based on the survey outcome will determine whether the study team will continue with Phase 2 of the Border Master Plan. Assuming support for the development of the Border Master Plan, a stakeholder outreach plan will be finalized, which could necessitate changes to the Work Plan (specifically Tasks 2 to 5). However, the study will be discontinued if there is a lack of support.

A written Notice to Proceed will be required before any services can be performed on Phase 2. The Notice to Proceed may only be authorized by the Receiving Agency’s Government and Public Affairs Division Director or higher level of authority. The Notice to Proceed will include a work plan for the tasks requested, maximum amount payable, and will specify an initiation and completion date.

Deliverables for Phase I: The Performing Agency shall:

1. compile a document detailing the work performed and findings,
2. prepare a revised work plan for Phase 2 given support for the development of the Border Master Plan, and
3. develop a website that will be used to provide study background information and updates, as well as any pertinent information that needs to be shared with all interested parties. The website will be updated regularly during Phase II of the project as new information becomes available.

**Phase 2 of the Border Master Plan**

**Task 2: Conduct First Stakeholder Meetings**

| Estimate Cost | $30,000 |

2.1 **Policy Advisory Committee (PAC) Meeting**

During the first stakeholder PAC meeting, the performing Agency shall:

2.1.1 discuss with the participants the objectives of the study, and list any issues or concerns resulting from the administered survey regarding the study, the process or the objectives of the study;

2.1.2 review and consult the stakeholders as to the appropriateness of adopting the approach followed by the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plans that identified an “Area of Influence” and a “Focused Study Area”;

2.1.3 request assistance from the PAC in defining the study area (e.g., focused study area, larger area of influence, and major trade corridors);

2.1.4 seek stakeholder input and commitment as to the number of years that constitute a short, mid, and long term framework;

2.1.5 review the proposed work plan with the PAC;

2.1.6 facilitate discussions to resolve issues or concerns; and

2.1.7 finalize the membership of the TWG.

2.2 **Technical Working Group (TWG) Meeting**

During the first TWG stakeholder meeting, the Performing Agency shall:

2.2.1 share the outcome of the first PAC meeting with the TWG;

2.2.2 review (a) the objectives of the study, (b) the defined study area (e.g., focused study area, larger area of influence, and major trade corridors), and planning horizon, and (c) the agreed work plan with the TWG members; and

2.2.3 impress upon the TWG members the importance of obtaining sufficient information on each of the planned projects and initiatives to ensure the consideration and prioritization of a comprehensive list of planned projects in Task 6.
2.3 Subcontracting for Interpreting Services
The Performing agency will subcontract for simultaneous interpretation services for all of the PAC and TWG meetings and workshops held throughout the study.

2.4 Arranging for Facilities and Equipment Rental
The Performing Agency will arrange for all facilities and equipment rentals for all PAC and TWG meetings and workshops held throughout the study.

Task 3: Analyze Data, Consultancy Reports, and Documentation
Estimated Cost $75,000

The following sub-tasks will be conducted simultaneously by the Performing Agency where appropriate to expedite the study.

3.1 Obtain Data and Review Consultancy Reports
3.1.1 The Performing Agency shall obtain and analyze available current and forecasted data to develop a socio-economic, demographic, and freight trade profile of the study area given: current and projected population, employment, income, land use, available major freight trade flows traversing Cameron and Hidalgo counties with either an origin or destination in Mexico, and available freight data with an origin or destination at major regional airports and rail yards.

The freight profile will be developed by extracting and compiling freight data collected from previous and recently completed freight studies pertaining to the region, including any recently completed origin-destination surveys.

3.1.2 The Performing Agency shall develop a detailed inventory of all transportation facilities serving the POEs in the study area. To facilitate comparison with the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plans, the Performing Agency shall collect, at a minimum, the following descriptive and performance data for transportation facilities serving the POEs for the current and forecasted year: number of lanes, average annual daily traffic, peak period traffic volumes, share of truck traffic, and available data to calculate level of service.

The Performing Agency shall verify accuracy and relevancy of the available data. The collected information will be arranged and summarized by POE.

3.1.3 The Performing Agency shall collect, at a minimum, the following descriptive and performance POE data for the current and forecasted year: description of the current facility configuration, hours of operation, current staffing levels and patterns, wait times, and crossing and transportation volumes (i.e., pedestrians, trucks, trains, and buses).

3.2 Document Planning Processes and Review Planning Documents
The Performing Agency shall review the relevant planning documents of agencies responsible for planning and implementing POE projects, including how transportation projects and POE infrastructure needs are prioritized, funding sources, public participation, and interagency coordination efforts, in the development of the Laredo-Nuevo Leon/Tamaulipas/Coahuila Border Master Plan. This review will be shared with knowledgeable TWG members in the development of the Border Master Plan to supplement and verify information as it pertains to the TxDOT Pharr District-Tamaulipas region.

3.3 Data Collection
The Performing Agency shall inventory the identified POE and transportation projects in the study area included in the various planning documents. The developed inventory will be shared with individual members of the TWG to ensure that the project data is accurate, up-to-date and no projects have been omitted. To facilitate comparison with the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plans, the Performing Agency will collect the following minimum information:

- For Transportation Facility Projects: project location, description of the current facility configuration and planned improvements, available data to calculate level of service, annual
average daily traffic before and after project completion, accident rate, direct or indirect linkage to POE, truck volumes or share, year the project becomes operational, current phase of the project, cost data and funding status, and a qualitative assessment of environmental, community, and economic benefits of the project.

- For Planned POE Projects: project description, the anticipated throughput by type of inspection lane after project completion, year of project completion, current phase of the project, cost data and funding status, and, a qualitative assessment of environmental, community, and economic benefits of the project.

The Performing Agency shall document any gaps or inconsistencies in the projects and project schedules in the planning and implementation of POE and transportation infrastructure projects serving POEs.

The Performing Agency will rank as many projects as possible given the agreed upon evaluation criteria (see Task 5 and 6). Projects in early stages of conceptualization for which limited information and data are available will, however, be identified and inventoried. These projects will be listed for consideration in future updates of the Border Master Plan. However, the Performing Agency will record all available information about the planned projects.

### Task 4: Conduct Second Stakeholder Meetings

- **Estimated Cost** $40,000

#### 4.1 TWG Meeting

The Performing Agency will share its analyses in terms of the documented planning processes and the identified project inventory with the TWG for discussion and comment. All comments and suggestions will be discussed and incorporated as appropriate before the material is presented to the PAC (see sub-task 4.2).

#### 4.2 PAC Meeting

The Performing Agency will share its revised analyses in terms of the documented planning processes and the identified project inventory with the PAC for discussion and comment. An updated analysis considering the comments received from the TWG will be presented to the PAC for discussion and comment. All comments and suggestions will be discussed and incorporated as appropriate.

### Task 5: Conduct Stakeholder Workshops

- **Estimated Cost** $55,000

#### 5.1 Delphi Method Workshop with TWG Members

The Performing Agency will facilitate a Delphi Method Workshop with the TWG members to reach consensus on the criteria, scores, and weights that will be used in a Multi-Attribute Criteria framework by the Performing Agency subsequently to rank individual projects.

The workshop will be conducted using Classroom Performance System (CPS) technology. During the workshop the Performing Agency shall:

- **5.1.1** explain the objectives and format of the workshop;
- **5.1.2** present and review the Laredo-Nuevo Leon/Tamaulipas/Coahuila and the California-Baja California Border Master Plan project criteria, scores, and weights;
- **5.1.3** facilitate the scoring process using CPS voting technology;
- **5.1.4** moderate the discussion to explore the consistencies and discrepancies in the responses; and
- **5.1.5** repeat the Delphi process until consensus is reached or until the ratings do not alter from one voting round to another.

At the end of the workshop, the highest rated performance criteria, scores and weights will be determined.

#### 5.2 Stakeholder Workshop with PAC Members

During the workshop, the Performing Agency shall present for approval the proposed evaluation criteria, scores, and weights developed in consultation with the TWG members and discuss
comments or concerns until the PAC endorses the proposed criteria or reaches consensus on the revised criteria that will be used to rank the individual projects.

**Task 6: Rank Priority Projects**

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Estimated Cost</th>
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<tr>
<td>Rank Priority Projects</td>
<td>$65,250</td>
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The Performing Agency shall rank the individual POE and associated transportation infrastructure projects using a multi-attribute criteria methodology comprising the agreed upon evaluation criteria, scores, and weights determined by the TWG and approved by the PAC.

**Task 7: Finalize Documentation**

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Estimated Cost</th>
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<tbody>
<tr>
<td>Finalize Documentation</td>
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7.1 Draft Report

The Performing Agency shall prepare a draft Border Master Plan report and submit to the TWG members for review and comment.

7.2 Final Report

The Performing Agency will incorporate the comments and suggestions of the TWG, and submit the draft final Border Master Plan to the PAC for approval.

The Performing Agency will summarize the individual projects by POE and project ranking. The projects will also be arranged by a number of other dimensions such as individual project rankings, geographic unit (e.g., U.S.-Mexico, County-Municipality, etc.), project type (e.g., infrastructure, interchange, operational, information, etc.), mode addressed (passenger vehicles, trucks, buses, rail, pedestrian, etc.), timeframe (short, medium, and long term), and estimated funding (i.e., project cost) as requested by the Receiving Agency during discussions with the Receiving Agency to determine the need for summarizing the information in a different format in Appendices to the document. Any discrepancies or inconsistencies in the planned projects and/or project schedules will be highlighted.

7.3 Brochure

The Performing Agency shall design a brochure listing the high priority projects as an easy to reference guide that can be used by stakeholders in the Binational region to promote the priority projects and to solicit additional funding. Both the final document and brochure will be available in English and Spanish.

7.4 Translation

The Performing Agency will contract with a translation service to translate both the Final Report and the Brochure to Spanish.

**Task 8: Disseminate Study Findings**

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<th>Task Name</th>
<th>Estimated Cost</th>
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<tr>
<td>Disseminate Study Findings</td>
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Upon the approval of the Border Master Plan and brochure by the PAC, the Performing Agency shall develop a PowerPoint presentation to disseminate information about the study findings to institutions and organizations that promote the coordination of planning and implementation of POE and related transportation facilities on the southern border. Organizations for presentations include the U.S. – Mexico Joint Working Committee, the U.S. – Mexico Binational Group on Bridges and Border Crossings, the Border Liaison Mechanism Technical Commission, the Border Trade Advisory Committee, and the U.S. – Mexico Border Governors' Conference and possibly others.

**Deliverables for Phase 2:** The Performing Agency shall develop:

1. the Border Master Plan Report,
2. an easy to reference brochure listing the highest priority projects included in the Border Master Plan,
3. a PowerPoint presentation, and
4. a Border Master Plan website (updated periodically throughout both Phases of the Border Master Plan).
Lower Rio Grande Valley-Tamaulipas Border Master Plan

Appendix D
Meeting Agendas and Minutes
Agenda
Lower Rio Grande Valley – Tamaulipas
Border Master Plan
Tuesday, November 8\textsuperscript{th}, 2011
McAllen, Texas

8:30 - 10:00 Registration
10:00 - 10:30 Welcome/Introductions
10:30 - 12:00 Presentations/Remarks

\textbf{JWC’s Vision for Development of Border Master Plans}
\textit{Secretaria de Comunicaciones y Transportes (SCT)}
Remarks by:
\textit{Secretaria de Relaciones Exteriores (SRE)}
\textit{U.S. Department of State (DOS)}

\textbf{Lower Rio Grande Valley – Tamaulipas Border Master Plan}
\textit{Center for Transportation Research}

Comments and Suggestions – Development of the Lower Rio Grande Valley – Tamaulipas Border Master Plan

12:00 - 1:00 Lunch*
1:00 – 3:00 Discussion/Voting
\hspace{0.5cm} Policy Advisory Committee and Technical Working Group Membership
\hspace{0.5cm} Study Area and Area of Influence
\hspace{0.5cm} Define Time Horizons (i.e., Short, Medium, and Long Term)

3:00 – 3:30 Administrative Matters
3:30 Adjourn

* Lunch sponsored by the City of McAllen
These meeting minutes document the outcome of the first Policy Advisory Committee (PAC) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP). The meeting took place in McAllen, Texas, on November 8, 2011, at the McAllen Convention Center. The list of meeting participants is provided as Appendix A.

Welcome and Introductions

The binational meeting officially started at 10:05 a.m. as Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT) welcomed attendees to the first PAC meeting of the Lower Rio Grande Valley-Tamaulipas BMP. In doing so, he provided the context for this BMP’s development. He concluded by making pertinent introductions and communicated that the BMP would be funded by the Texas Department of Transportation (TxDOT).

Mr. De La Rosa was followed by Mr. Mario Jorge (District Engineer, TxDOT Pharr District), who further expressed gratitude for all participants attending this important meeting.

Then, Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) explained her role as the project director of this study, welcomed all attendees, and thanked the day’s sponsors. She then communicated that the representative from the Secretaría de Comunicaciones y Transportes would not be able to present today and that Ms. Sylvia Grijalva (US/Border Planning Coordinator of the Office of Interstate and Border Planning, Federal Highway Administration) and Mr. Mikhail Pavlov (Field Operation Management Office, U.S. Customs and Border Protection) would be providing insight and the background to the development of the BMPs.

Presentations/Remarks
Ms. Grijalva provided insight into how BMPs originated in 2006 with the development of the California-Baja California BMP. The purpose of the BMP was to inventory existing and planned ports of entry (POE) and transportation infrastructure serving POEs, develop criteria for project prioritization, develop a list of planned project priorities, and establish a process to institutionalize dialogue. Ms. Grijalva shared with the participants how California determined the evaluation criteria used for prioritizing POE projects, roadway projects, interchange projects, and rail projects. She stated that in ranking the different types of projects, the more data provided, the better the decisions that can be made.

In conclusion, Ms. Grijalva communicated her conviction that the region knows its needs best and encouraged the participants to work together and agree on its priorities, as it will be more likely to achieve goals in this manner than to wait for a decision from Washington. For the development of the BMP, she advised that the participants use the information that is on hand now, and then with time, planning, and implementation, the BMP can be improved subsequently. Supporting her point, she shared a quote in this regard from Donald Rumsfeld: “Go to war with the army you have.”

Then, Mr. Pavlov began his presentation by sharing that POE facilities are not in a desired state and to meet present day POE requirements, major funding is needed. Specifically, he relayed that the estimated cost is USD $6 billion or approximately $600 million annually. To date, in terms of actual funding allocation, only about one quarter is being supplied to address POE requirements. He then elaborated that even if donations are made towards meeting the POE requirements, operational costs will still need to be covered. Furthermore, the General Services Administration (GSA) is required to recoup the replacement cost of donated facilities in the rent charged to Customs and Border Patrol (CBP).

Mr. Pavlov then explained that Congress is currently reviewing the lack of funding for FY 2011 and FY 2012. CBP is under statutory limitations that prevent the acceptance of donations to cover operating and staffing costs. CBP can only accept private donations of land and property. Outside of this scenario, approval is required from Congress for a private donation. The existing statutory language is being reviewed, but a change to the current legislation is not foreseen over the short term. This is why BMPs are necessary to prioritize POE projects. He concluded his presentation by affirming the commitment to and involvement of CBP in developing this BMP.

At this point, Mr. Pavlov allowed for participants’ questions and comments. The first question, from the Anzalduas Bridge representatives, pertained to a specific situation in which additional funds had been requested and the response was that the project for which the funds were requested was not part of a BMP. The response
provided was that the participant should promote his project needs, in terms of specific data, and ensure that it is included in the BMP.

The second question concerned what type of priority was being assessed and how that priority level was demonstrated. The answer provided was that the regional representatives were to decide their priorities for POEs and transportation infrastructure serving those POEs. For the BMP, criteria for project prioritization will be agreed upon by the Technical Working Group (TWG) and endorsed by the PAC. These two committees represent federal, state, and local agencies, and modal stakeholders on both sides of the border.

A question was posed on how federal dollars flow to TxDOT for mobility issues and how these efforts interface with other agencies, such as CBP. Ms. Grijalva responded that if the data support a specific project, then agreements can be structured to fund one project over another. Mr. Pavlov commented that more coordination is needed.

The next question was “What year are we really looking at projects starting?” Mr. Pavlov responded that this was not known and that it was up to Congress to decide which project moves forward and which does not. Ms. Grijalva reiterated that the region’s ranking of projects would help promote the implementation of high priority projects.

Mr. Jesse Medina (Bridge Director, City of Pharr) asked what happens to the projects that began several years ago. Mr. Pavlov commented that this is the forum to decide. Then, Ms. Grijalva responded further that perhaps the participants should include project readiness as a prioritization criterion to advance the priority of projects that have already started.

The next question was about the status of private and public coordination for POE border projects. Mr. Pavlov stated that a change to current legislation would be necessary before certain private donations could be accepted. Ms. Grijalva relayed that there has been some effort in California to change some of the laws, but that there was a need for a binational planning approach—to plan as a region—that involved working together.

Mr. Jim King (Director of GSA Southern Border, GSA) concluded the period of questions/comments by stating that donations are very limited, and that several projects have been started but were only partially funded.

Next, Lic. Sean Carlos Cázares Ahearne (General Director for Border Affairs/Directorate General for North America, SRE) began his presentation by thanking the participants for their attendance and active engagement thus far. He then explained how binational efforts could be established across agencies on the U.S. and
Mexican sides. Admitting there were several issues that have resulted in projects not being implemented to date, he encouraged the audience to establish a process for border infrastructure development that considers the economies of both the U.S. and Mexico.

He then stated to the audience that their role would be in attaining infrastructure development, emphasizing that the region should establish its priorities. He expressed the importance of the participants being convinced of the importance and necessity of this BMP. Specifically, he stressed the importance of engaging in a dialogue for developing the criteria for prioritization. The success of the BMP depends on this dialogue between the U.S. and Mexico.

In developing and communicating prioritization criteria, he encouraged the participants to provide the necessary data and information, make their interests known, and contribute to establishing project prioritization. Admitting that political cycles pose a challenge, creating ever-changing priorities as elected personnel changes, he argued that a clear list of priorities be available to new incumbents. In this manner, we can start implementing the shared, established priorities for border project infrastructure. His presentation was followed by questions and comments.

In response to a comment from the audience, Lic. Cázares Ahearne clarified that he not only refers to new POEs, but also planned initiatives for existing POEs. Giving examples, he explained that the cost and benefit to invest money in infrastructure improvements versus new POEs needs to be assessed.

Mr. Samuel Valley (President, Starr Camargo Bridge Company) expressed frustration with the current planning processes, referencing planning that had taken place in a hotel when he was young. He stated that the plans are no better currently. In response, another participant expressed that it was frustrating for him as well.

Ms. Lydia Nesbitt-Arronte (Regional Coordinator, The Border Trade Alliance-The Paso del Norte Group) asked about the decision-making process among the state, municipal, and federal levels of government. The answer provided was that it is shared among the different levels of government and that dialogue between the U.S. Department of State and the Mexican Chancellor is certain.

Mr. Joseph Leal (Design Support Section, TxDOT Pharr District) commented that if projects are ranked priority 1 or 2 it does not necessarily mean that they will be implemented in that order, citing California as an example. He encouraged further ideas to be expressed on this topic at any of the future TWG meetings or any other meetings.

Ms. Angela Palazzolo (Border Affairs Officer at the Office of Mexican Affairs, U.S. Department of State) presented on the need to prioritize planned projects. Given
that administrations and people change, promoting a BMP with specific priorities will provide a cohesive plan to ensure that decisions can be made in this constrained environment. Binational efforts are required to ensure that the “roads meet” between the U.S. and Mexico, even down to the exact GPS coordinates. She then communicated to the participants that the process is not done in a vacuum. Rather, the process is carried out by real people, and as frustrating as that may seem, it is all the more important to align and communicate priorities and come to an agreement on these matters as this is indeed the point of this meeting. She encouraged all to participate in the process and stay involved even when there are feelings of frustration.

Ms. Jolanda Prozzi then presented on the BMPs that are being developed for Texas. She relayed to the audience that three BMPs are/will be developed for Texas as follows: Laredo- Coahuila/Nuevo León/Tamaulipas BMP (TxDOT Laredo District), Lower Rio Grande Valley-Tamaulipas BMP (TxDOT Pharr District), and the El Paso-Chihuahua BMP (TxDOT El Paso District). She then communicated that the objectives of the BMPs are to

- design a stakeholder involvement process that ensures participation;
- increase understanding of POE and transportation planning processes on both sides of the border;
- prioritize and promote POE and related transportation projects, and;
- establish a process to ensure continued coordination among federal, state, regional, and local stakeholders in Texas and Mexico.

Ms. Prozzi then introduced each of the study team members present: Ms. Migdalia Carrion, Ms. Sara Shoquist, and Dr. Jorge Prozzi (Associate Professor and Fellow, The University of Texas at Austin). Her presentation continued by detailing the specifics of the development of the Lower Rio Grande Valley-Tamaulipas BMP. She went into detail as to the study approach, study team, work plan, and progress to date. The presentation was concluded with what the study team regards as the requirements for developing a successful BMP. The latter was being presented as stakeholder participation and the provision of data and information to describe the existing infrastructure and the planned future projects, as well as to allow for the prioritization of the planned future projects.

Two questions were posed. The first asked why it takes 20 months to determine the project priorities and complete a BMP. Ms. Prozzi addressed this question by stating the most difficult aspect in developing a BMP is to determine a date that most stakeholders are available and can participate. In the study team’s experience, this process resulted in long lead times. The second question was whether financial criteria could be included as criteria for project prioritization. Ms. Prozzi replied that if the stakeholders agree, financial criteria can be included. Ms. Palazzolo suggested that the
participants include financial criteria as part of the project readiness category, in addition to coordination.

At this point, Ms. Prozzi concluded her presentation by thanking the City of McAllen, Mr. Teclo Garcia (Director of Government Affairs), and Mr. Rene Ramirez (Pathfinder) for their sponsorship of the meeting’s meals. Ms. Prozzi also communicated the schedule for the rest of the meeting.

Upon completion of the lunch break, Mr. David Randolph, representing the Port of Brownsville, presented briefly on the Port of Brownsville, providing a handout and showing a short video clip. The Lower Rio Grande Valley-Tamaulipas meeting reconvened at 1:30 p.m. with Ms. Prozzi referring to the contents of the participant folder and providing specific mention/instruction for participants on the need to complete and return the Attachment A (PAC and TWG membership form) to Ms. Migdalia Carrion before departure. That way, the study team could identify who would represent the various agencies at the subsequent TWG and PAC meetings.

Ms. Prozzi transitioned into the period of voting by communicating to all attendees which stakeholders have the mandate to vote. Guidance was also provided to attendees who were representing a PAC Member that could not be present at the meeting. She explained that these attendees would vote on behalf of their agency, and asked that if they do not have an I-Clicker to exit the meeting room and obtain an I-Clicker from the registration desk. A short demonstration on how to use the I-Clicker was provided to the audience. Thirty-five I-Clickers were distributed.

Stakeholder Input

Ms. Prozzi provided an overview of the first subject for voting, the Area of Influence. In terms of the Area of Influence, attendees were provided the following options:

- Option A: Pharr District and corresponding Mexican municipalities
- Option B: 60 miles/100 kilometers north and south (“California Option”)
- Option C: 200 miles/320 kilometers north and south

A question was raised if the Area of Influence of Laredo’s BMP would overlap geographically with this BMP. The answer provided was that it would not.

Next, Mr. De La Rosa responded to a question as to how Option A and Option B differed. Under Option A, the study area will cover the border counties of TxDOT’s Pharr District, where the county lines are less than 40 miles north of the border. The border municipalities, on the other hand, reached as far south as 66 miles from the border.
Then a participant asked why the *Area of Influence* and the *Focused Study Area* should be different. The answer provided was that the study team collects different information for the *Area of Influence* and the *Focused Study Area*. Only the identified planned projects in the *Focused Study Area* will be prioritized. For the *Area of Influence*, Ms. Prozzi stated that the collected information includes income, population, change in income; trade that passes through POEs; and traffic patterns. Trade that originates in major urban centers beyond the *Area of Influence* (e.g., Monterrey and Dallas-Fort Worth) is captured in the corridors that enter the *Focused Study Area*.

A participant asked whether Option B would include the checkpoints. A comment was made that checkpoints should be taken into account because the treatment of people and merchandise differs before and after the checkpoint. Another participant offered that although checkpoints are important, they are not the main purpose of this BMP—rather, the POEs are—and that checkpoints would not impact binational dialogue. To this end, the closer the *Area of Influence* to the border, the better.

Ms. Prozzi encouraged the participants to recommend three or four other options if these were not satisfactory choices.

A participant then advised that the wider you make this *Area of Influence*, the more decision-making rights are granted to other regions.

A participant agreed with Ms. Prozzi, offering that it would be ideal that the lines follow the county and municipal boundaries.

*The outcome of the first item for vote defines the Area of Influence as the Pharr District’s border counties and the corresponding Mexican municipalities, with voting results as follows*:¹

- Option A: Pharr District and corresponding Mexican municipalities, 66%
- Option B: 60 miles/100 kilometers north and south (“California Option”), 20%
- Option C: 200 miles/320 kilometers north and south, 9%

Then, the participants moved to decide the geographic area for the *Focused Study Area*. In terms of the *Focused Study Area*, attendees were provided the following options:

- Option A: 10 miles/16 kilometers north and south (“California Option”)
- Option B: 15 miles/24 kilometers north and south
- Option C: 25 miles/40 kilometers north and south

¹ One participant abstained from voting, and one inadvertent vote for Option E was cast, accounting for the remaining 6% of the voter tally.
A participant relayed the need to prioritize POEs and identify the transportation projects serving the POEs in this area and for participants to be cognizant of the fact that city streets do not serve the POEs. The results of the vote were as follows:

- Option A: 10 miles/16 kilometers north and south ("California Option"), 29%
- Option B: 15 miles/24 kilometers north and south, 37%
- Option C: 25 miles/40 kilometers north and south, 31%

As there was no clear majority, discussion took place before a revote was held. Ms. Prozzi encouraged the participants to use this opportunity to convince other participants on their point of view.

Lic. Cázares Ahearne encouraged participants to focus on the most important area of impact, which is the closest geographically to the POE.

Mr. Alfonso Vallejo (MPO Planner, Brownsville MPO) argued for Option C, stating that within 25 miles it is a free trade zone and has access to the POE.

Ms. Grijalva asked the audience to identify any major road/area that was omitted in the options provided and a view map was requested. She encouraged the audience to think about the most important needs of the region and to vote to include this area.

A map was displayed at this point and discussion took place on what areas should be included in the options for voting.

Ms. Prozzi commented that the larger the Focused Study Area, the more time is required to isolate the existing and planned transportation infrastructure that serves the POEs in the region.

Mr. Oscar J. Garza (Field Supervisor, Federal Motor Carrier Administration) suggested eliminating Option C.

Ms. Prozzi asked if anyone could suggest a new option and that the motion be seconded. Mr. Mark Lund (MPO Director, Brownsville MPO) made a motion that the vote be between A and B only. However, interim voting results included Option C for the Focused Study Area and were as follows:

- Option A: 12.5 miles/20 kilometers north and south ("California Option"), 37%,
- Option B: 15 miles/24 kilometers north and south, 34%
- Option C: 25 miles/40 kilometers north and south, 23%

One participant recommended that the boundaries of Option B be revised to include areas that are deemed critical. A “bump” was recommended. Mr. De La Rosa

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2 One inadvertent vote was cast for Option E, accounting for the remaining 3% of the voter tally.
3 Two participants abstained from voting, accounting for the remaining 6% of the voter tally.
agreed with a revised boundary line, citing Arizona as an example. Mr. Jorge suggested removing Option A. Then Option B was modified and Option C remained unaltered.

The final outcome of the second item for vote defines the **Focused Study Area** as 15 miles/24 kilometers north and south (with geographical “bumps” included) and specific voting results as follows⁴:

- Option B: 15 miles/24 kilometers north and south (revised), 91%
- Option C: 25 miles/40 kilometers north and south, 6%

The final voting session of the day involved defining time horizons, in terms of the short, medium, and long term. The **Short Term** was presented as follows:

- Option A: Within 1 year
- Option B: Within 3 years
- Option C: Within 4 years

Voting for **Short Term** involved little to no discussion. The final outcome of the third item for vote defines the Short Term as 3 years, with specific voting results as follows⁵:

- Option A: 1 year, 9%
- Option B: 3 years, 60%
- Option C: 4 years, 29%

Then, the **Medium Term** was presented as follows:

- Option A: 5 years
- Option B: 10 years
- Option C: 15 years

The first round of voting for **Medium Term** yielded the following results⁶:

- Option A: 5 years, 40%
- Option B: 10 years, 57%
- Option C: 15 years, zero votes

This was followed by some remarks and discussion from the attendees. A participant communicated that in Mexico, the administrative cycle is six years. If a 10-year term is selected, it should be considered that in Mexico the long term is actually six years. Mr. Jim King stated that it takes 20 years to build a new port. Ms. Jolanda Prozzi commented on this statement by explaining that the short-, medium-, and long-range terms are the anticipated dates when projects will become operational.

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⁴ One inadvertent vote was cast for Option E, accounting for the remaining 3% of the voter tally.
⁵ One inadvertent vote was cast for Option E, accounting for the remaining 3% of the voter tally.
⁶ One participant abstained from voting, accounting for the remaining 3% of the voter tally.
Ms. Grijalva proposed that the difference between the short and medium terms should involve a significant time difference, based on the reality of the situation.

Mr. Vallejo motioned that Option B be changed to 8 years, and the motion was seconded. Another participant motioned that Option C be eliminated and Mr. Vallejo seconded that motion.

The final outcome of the third item for vote defines the timeframe for Medium Term as 8 years, with specific voting results as follows:

- Option A: 5 years, 29%
- Option B: 8 years, 69%

Then, the Long Term was presented as follows:

- Option A: 15 years
- Option B: 20 years
- Option C: 25 years

The initial voting results were as follows:

- Option A: 15 years, 49%
- Option B: 20 years, 43%
- Option C: 25 years, 9%

The options remained the same, but a revote was taken after discussion. Ms. Prozzi clarified that what is voted on is how the short-, medium-, and long-range terms were defined.

Ms. Rebecca Castillo (MPO Director, Harlingen-San Benito MPO) asked whether to change Option A from 15 to 18 years.

Mr. Andrew A. Canon (Director of Hidalgo County MPO) argued that the 25-year range was a good option, when you take into account the financial horizons as well.

The final outcome of the third item for vote defines the timeframe for Long Term as 20 years, with specific voting results as follows:

- Option A: 15 years, 11%
- Option B: 20 years, 66%
- Option C: 25 years, 20%

Administrative Matters and Follow-Up Business

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7 One inadvertent vote for Option C was cast, accounting for the remaining 3% of the voter tally.
8 One participant abstained from voting, accounting for the remaining 3% of the voter tally.
The meeting concluded with Ms. Prozzi thanking everyone for attending, explaining that the process followed today will be the process that will be followed in the future. She communicated some administrative instruction, reminding all to submit the Annex A form of the Charter to Ms. Migdalia Carrion. She shared the website where the Power Points, minutes, and other information will be communicated pertaining to this BMP. Ms. Prozzi offered her availability for any questions. The next TWG meeting will most likely be held in February. Again, Ms. Prozzi thanked all stakeholders for their participation and expressed gratitude for their input. The meeting adjourned at approximately 3:00 p.m.
APPENDIX A: ATTENDEE LIST

<table>
<thead>
<tr>
<th>Stakeholder Represented</th>
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<td>Administración General de Aduanas</td>
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**Agenda**  
**Lower Rio Grande Valley – Tamaulipas**  
**Border Master Plan**  
Thursday, February 23, 2012  
Rio Grande City, Texas  
South Texas College

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<tr>
<th>Time</th>
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<tr>
<td>9:00 - 10:00</td>
<td>Arrival/Registration</td>
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<td>10:00 - 10:30</td>
<td>Welcome/Introductions/Meeting Objectives</td>
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<td>10:30 - 11:30</td>
<td>Presentations</td>
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<td>11:30 - 1:00</td>
<td>Breakout Sessions to Review:</td>
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<td>1:00 – 1:45</td>
<td>Lunch</td>
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<td>1:45 – 3:00</td>
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<td>3:00 – 3:15</td>
<td>Administrative Matters/Follow Up Business/Adjourn</td>
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These meeting minutes document the outcome of the first Technical Working Group (TWG) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan. The meeting took place in Rio Grande City, Texas, on February 23, 2012, in the Auditorium of South Texas College.

**Welcome**

The binational meeting officially started at 10:10 a.m. as Judge Eloy Vera (Starr County Judge) welcomed all attendees to Starr County, Rio Grande City, and South Texas College. Subsequently, Mr. Mario Jorge (Pharr District Engineer, TxDOT) also welcomed participants to the first TWG meeting in the development of the Lower Rio Grande Valley-Tamaulipas Border Master Plan. Finally, Mr. Agustin De La Rosa (Director of the International Relations Office, TxDOT) welcomed the attendees and discussed the objectives of the Border Master Plan.

**Presentations**

Ms. Jolanda Prozzi (Assistant Director, Center for Transportation Research) started by reviewing the objectives of the Border Master Plan and presenting the study’s work plan tasks and approach. Ms. Jolanda Prozzi explained to the participants the functions of the Policy Advisory Committee (PAC) and the TWG, as well as the requirements for membership. She then presented the outcomes of the first PAC Meeting in terms of the defined study areas (i.e., Focused Study Area and Area of Influence) and time horizons (i.e., short, medium, and long term).

Ms. Jolanda Prozzi continued her presentation and gave the participants several examples of documents that would be required to gather the necessary data for the Border Master Plan’s following sections (i) binational planning processes and documents, (ii) socio-economic and demographic profiles, (iii) inventories of existing transportation infrastructure, and (iv) inventories of future transportation infrastructure.
Participants were subsequently divided into two groups. U.S. stakeholders reviewed (i) data gathered regarding current infrastructure, (ii) the identified U.S. projects, and (iii) outstanding data needs. Mexican stakeholders reviewed (i) data gathered regarding current infrastructure, and (ii) outstanding data needs. Special emphasis was placed on asking all participants for data on Mexican transportation projects in the Focused Study Area.

The study team secured commitments from the attending stakeholders to provide the study team with the missing data.

**Administrative Matters and Follow Up Business**

After lunch, both U.S. and Mexican participants gathered in the Auditorium and Ms. Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 2:30 p.m.
Attendee List  
Rio Grande City, Texas  
February 23, 2012

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<td>Ricardo Díaz de la Serna</td>
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<td>Agencia Aduanal Juan Antonio Olague Ramírez</td>
<td>Juan Olague</td>
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<td>Bioenergéticos Mexicanos, SAPI de CV</td>
<td>Manuel González</td>
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Agenda
Lower Rio Grande Valley – Tamaulipas
Border Master Plan
Tuesday, June 26, 2012
Pharr, Texas
Tierra del Sol Golf Course

9:00 - 10:00  Registration
10:00 - 10:30  Welcome/Introductions/Meeting Objectives
10:30 - 11:00  Planning for Border Infrastructure
11:00 - 12:00  Review:
   Ranking Process and Ranking Categories, Criteria, and Weights Criteria
   Lessons Learned regarding Criteria Selection
12:00 - 1:00  Lunch
1:00 - 3:00  Review:
   List of Proposed/Planned Projects
   Technical Data Retrieved/Missing Data
   Discuss Funded Projects Included in STIP
3:00 - 3:30  Administrative Matters/Follow Up Business
3:30  Adjourn

Meeting and Meal Kindly Sponsored by the City of Pharr
This document describes the second Technical Working Group (TWG) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) and is composed of the meeting minutes and the list of participants (see Appendix A). The meeting took place in Pharr, Texas, on June 26, 2012, at the Casa del Sol Golf Club.

**Welcome and Introductions**

The binational meeting officially started at 10:00 a.m. as Mr. Adan Farias (Mayor Pro Tem, City of Pharr) welcomed attendees of the second TWG meeting in the development of the Lower Rio Grande Valley-Tamaulipas BMP. Mr. Farias discussed the objectives of the meeting and thanked everyone for their participation. Participants were provided with a microphone to introduce themselves and the agencies they represented.

**Presentations**

Ms. Alejandra Cruz-Ross (Research Associate, Center for Transportation Research) gave the first presentation, which addressed U.S. and Mexico planning processes for border transportation infrastructure—both ports of entry (POEs) and supporting transportation facilities serving the POEs. In the United States, transportation planning consists of interactions between the Texas Department of Transportation (TxDOT), various metropolitan planning organizations, and various regional mobility authorities. In Mexico, these interactions occur at the federal level with the Secretaría de Comunicaciones y Transportes; at the state level with transportation, public works, and economic development agencies; and with other various agencies at the regional and local level.

Mr. Sam Vale (President, Star Camargo Bridge Company) then asked if the Department of State (DOS) was considering changes in its amendment procedures, and for clarification on the formal amendment procedure. Mr. Vale said that the DOS seemed to be more diligent now in authorizing new permits than it was when authorizing the permits for projects currently in progress. He also added that BMPs
need to become an established means to continue to update and modify project inventories at the border, which would require a continuous flow of information.

Ms. Jolanda Prozzi (Program Manager, Texas A&M Transportation Institute) proceeded to explain the methodology of ranking criteria, categories, weights, and scores. Ms. Andrea Brouillette-Rodriguez (Border Affairs Officer, Department of State) and Mr. Mikhail Pavlov (Field Operation Management Officer, Customs and Border Protection) logged in to the online presentation at this point in the meeting.

The meeting recessed for lunch.

After lunch, Ms. Cruz-Ross presented a list of planned projects in Mexico that would be voted on and prioritized in a subsequent meeting. Participants provided more information regarding which projects did not need to be considered, as well as additional planned projects that should be considered in the voting process.

Mr. Dan Seedah (Research Associate, Center for Transportation Research) then presented a list of U.S. transportation projects in various states of funding, planning, and construction. Mr. Mario Jorge (Pharr District Engineer, TxDOT) then suggested that the projects already under construction be removed entirely from the list. The projects in the planning phase would be divided according to whether or not they have secured funding. Projects that are not yet fully funded will be considered in the prioritization process, while funded projects will not be voted on.

The meeting adjourned at around 3:00 p.m.
# APPENDIX A: ATTENDANCE LIST

<table>
<thead>
<tr>
<th>STAKEHOLDER REPRESENTED</th>
<th>Name Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administración General de Aduanas – Ciudad Reynosa</td>
<td>Ricardo Díaz de la Serna</td>
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<td>Brownsville &amp; Rio Grande International Railroad</td>
<td>Norma Torres</td>
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<td>Alfonso Vallejo</td>
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<td>Mark Lund</td>
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<td>Alejandra Cruz-Ross</td>
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<td>Carlos Pizarro*</td>
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<td>Oscar Ramirez</td>
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<td>Joe Garza</td>
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<td>Felipe Chalons Jiménez</td>
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<td>Dannenbaum Engineering</td>
<td>George Ramón</td>
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<td>Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Económico y Turismo</td>
<td>Raúl Sepúlveda</td>
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<tr>
<td>Gobierno del Estado de Tamaulipas – Secretaría de Obras Públicas</td>
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<td>Javier Núñez</td>
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<td>Instituto Nacional de Migración</td>
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<td>Kansas City Southern de México</td>
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<td>McAllen-Hidalgo &amp; Anzalduas International Bridge</td>
<td>Juan Olaguibel</td>
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<td>STAKEHOLDER REPRESENTED</td>
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<td>S &amp; B Infrastructure</td>
<td>Gabriel Salinas</td>
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<td>Marco González</td>
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<td>Secretaría de Comunicaciones y Transportes – Dirección General de Desarrollo Carretero</td>
<td>José Carlos Zamora</td>
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<td>Raul Sepulveda</td>
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<td>Secretaría de Desarrollo Económico – Municipio de Matamoros</td>
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<td>Secretaría de Desarrollo Urbano y Medio Ambiente</td>
<td>Serafín Maya Sotelo</td>
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<td>Secretaría de Relaciones Exteriores – Consulado en McAllen</td>
<td>Agustín Gutiérrez</td>
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<td>Secretaría de Relaciones Exteriores – Dirección General para América del Norte</td>
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<td>Starr County Industrial Foundation</td>
<td>Nilda Elizondo</td>
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<td>Texas Department of Transportation – Pharr District Office</td>
<td>Homer Bazan</td>
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<td>Joseph Leal</td>
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<tr>
<td>Texas Secretary of State</td>
<td>Alejandro García</td>
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<tr>
<td>STAKEHOLDER REPRESENTED</td>
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<td>-------------------------</td>
<td>-----------------------------</td>
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<tr>
<td>U.S. Department of Homeland Security – Customs and Border Protection</td>
<td>Joe Dudas</td>
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<tr>
<td>U.S. Department of Homeland Security – Customs and Border Protection – Laredo Field Office</td>
<td>Mikhail Pavlov*</td>
</tr>
<tr>
<td>U.S. Department of State - Consulate General of the U.S. in Matamoros</td>
<td>David De Leon</td>
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<td>U.S. Department of State – International Boundary and Water Commission</td>
<td>Joe Ramos</td>
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<td>U.S. Department of State – Office of Mexican Affairs</td>
<td>Jennifer Nilsen</td>
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<td>U.S. Department of Transportation – Federal Highway Administration – Office of Planning</td>
<td>Jose A. Nuñez</td>
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<tr>
<td>U.S. General Services Administration</td>
<td>Andrea Brouillette-Rodriguez*</td>
</tr>
<tr>
<td>*Attendance through Webinar/Conference Call</td>
<td>Travis Black</td>
</tr>
<tr>
<td>U.S. General Services Administration</td>
<td>Michael Clardy</td>
</tr>
</tbody>
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Agenda
Lower Rio Grande Valley – Tamaulipas
Border Master Plan
Second Policy Advisory Committee Meeting
Wednesday, August 8, 2012
Donna, Texas
Best Western Donna Inn & Suites

12:00 - 12:15 Working Lunch: Welcome/Introductions/Meeting Objectives
12:15 - 12:30 Working Lunch: Update on Progress for Border Master Plan Tasks
12:30 – 1:00 Working Lunch: Presentation on Planning for Border Infrastructure
1:00 - 2:00 Review:
  Ranking Process and Ranking Categories, Criteria, and Weights Criteria
  Lessons Learned Regarding Criteria Selection
2:00 - 3:30 Review:
  List of Proposed/Planned Projects
  Technical Data Retrieved/Missing Data
  Discuss Funded Projects Included in STIP
3:30 - 4:00 Administrative Matters/Follow Up Business
4:00 Adjourn

Meeting and Meal Kindly Sponsored by the City of Donna
This communication documents the second Policy Advisory Committee (PAC) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) and comprises the meeting minutes and the list of participants representing stakeholder agencies/companies (Appendix A). The meeting took place in Donna, Texas, on August 8, 2012, at the Best Western Donna Inn & Suites.

**Welcome and Introductions**

The binational meeting officially started at 12:00 noon as Mr. Eduardo Hagert (Special Projects Coordinator, Texas Department of Transportation), welcomed attendees of the second PAC meeting in the development of the Lower Rio Grande Valley-Tamaulipas Border Master Plan. Subsequently, all attendees were asked to introduce themselves and state the agency/organization they represented.

**Presentations**

During the working lunch, Ms. Jolanda Prozzi (Program Manager: Environment and Planning, Texas Transportation Institute) reviewed the objectives of this meeting. She also updated participants on the progress that had been made in developing the Border Master Plan and outlined the tasks that remained to be accomplished. Then, Ms. Alejandra Cruz Ross (Research Associate, Center for Transportation Research) gave a presentation on the processes involved in planning for border infrastructure.

Ms. Prozzi then gave a presentation describing the categories, criteria, and weighting and scoring process that will be used to rank the proposed transportation projects. She reminded participants of the importance of being able to provide concrete data to support the ranking process.
Next, Mr. Dan Seedah (Research Fellow, Center for Transportation Research) presented a list of proposed projects for the U.S. side of the study area. Mr. Jody Ellington (Deputy Director of the Pharr District, Texas Department of Transportation) clarified which projects should be included in the plan. It was decided that only projects that were unfunded and produced a significant change in transportation would be included. Routine maintenance projects and/or projects that are already fully funded would be excluded from the ranking process. Ms. Cruz then presented the list of proposed projects for the Mexican side of the study area.

**Administrative Matters and Follow-Up Business**

At the conclusion of the meeting, the study team thanked all attendees for their participation and input and reminded them of the importance of the next PAC meeting/workshop on September 13 in McAllen, Texas. The meeting was adjourned at 4:00 p.m.
## APPENDIX A

### Attendance List

<table>
<thead>
<tr>
<th>Stakeholder Represented</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administración General de Aduanas (Ciudad Camargo)</td>
<td>Miguel Ángel Aguilar Zamora</td>
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<td>Brownsville MPO</td>
<td>Alfonso Vallejo</td>
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<tr>
<td>Brownsville &amp; Rio Grande Railroad</td>
<td>Norma Torres</td>
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<td>Pete Sepulveda, Jr.</td>
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<td>Caminos y Puentes Federales (CAPUFE)</td>
<td>Benjamin Carrillo G.</td>
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<td>Gerardo Saldivar</td>
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<tr>
<td>Center for Transportation Research (CTR)</td>
<td>Alejandra Cruz Ross</td>
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<td>Claire Guzman</td>
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<td>Jolanda Prozzi</td>
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<td>Dan Seedah</td>
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<td>Michael Estrada</td>
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<td>Fernando Flores</td>
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<td>Oscar Ramirez</td>
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<td>Ramon Navarro, IV</td>
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<td>City of Roma</td>
<td>Joe Garza</td>
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<td>Comisión Internacional de Limites y Aguas (CILA)</td>
<td>Felipe Chalons Jiménez</td>
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<td>Alejandro Díaz</td>
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<td>Dannenbaum Engineering</td>
<td>George Ramon</td>
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<td>Josue Garcia, Jr.</td>
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<td>Federal Highway Administration (FHWA), Office of Planning</td>
<td>Sylvia Grijalva</td>
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<tr>
<td>Federal Highway Administration (FHWA), Texas Division</td>
<td>Georgi Ann Jasenovic</td>
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<td>Rogelio F. Peñaloza Limón</td>
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<td>Gobierno del Estado de Tamaulipas</td>
<td>Jaime Felipe</td>
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<td>Linda De La Fuente</td>
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<td></td>
<td>Luis Diaz</td>
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<td></td>
<td>Karina Maldonado</td>
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<td>Stakeholder Represented</td>
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<tr>
<td>Instituto Municipal de Planeación de Matamoros (IMPLAN)</td>
<td>Gricelda Elizondo</td>
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<td>Instituto Nacional de Migración (INAMI)</td>
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<td>International Boundary and Water Commission (IBWC)</td>
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<td>Raúl Sepulveda Garza</td>
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<td>Texas Department of Transportation</td>
<td>Agustin De La Rosa</td>
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<td>Eduardo Hagert</td>
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<td>Jody Ellington</td>
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<td>Joseph Leal</td>
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<td>The Border Trade Alliance</td>
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<td>U.S. Consulate in Matamoros</td>
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Agenda
Lower Rio Grande Valley – Tamaulipas Border Master Plan
Third Technical Working Group Meeting
August 22 and 23, 2012
Brownsville, Texas
Amigoland Convention Center

August 22, 2012
8:00 - 8:30    Arrival and registration
8:30 - 10:00   Welcome and introductions
               Review of Border Master Plan objectives
               Review of Border Mater Plan ranking framework
10:00 - 10:15  Break
10:15 - 1:00   Introduction to potential categories
               Facilitated discussion and voting on categories
1:00 - 1:45    Lunch
1:45 - 3:00    Introduction to potential category weights
               Facilitated discussion and voting on category weights
3:00 – 4:00    Introduction to potential criteria
4:00 – 4:15    Break
4:15 – 5:30    Introduction to potential criteria (cont’d)
               Facilitated discussion and voting on criteria

Meeting and meal kindly sponsored by the City of Brownsville
Agenda
Lower Rio Grande Valley – Tamaulipas Border Master Plan
Third Technical Working Group Meeting
August 22 and 23, 2012
Brownsville, Texas
Amigoland Convention Center

August 23, 2012
8:00 - 8:30  Arrival and registration
8:30 - 10:30  Introduction to potential criteria (cont’d)
              Facilitated discussion and voting on criteria
10:30 - 10:45 Break
10:45 - 12:45 Introduction to potential criteria (cont’d)
              Facilitated discussion and voting on criteria
12:45 - 1:30 Lunch
1:30 - 4:00  Breakout sessions to review:

  Group One:                                             Group Two:
    * Introduction to potential criteria weights        * Introduction to potential scoring metrics
    * Facilitated discussion and voting on criteria     * Facilitated discussion on scoring metrics
              weights                                        weights

4:00 – 4:30  Administrative matters and follow-up business
              Adjourn

Meeting and meal kindly sponsored by the City of Brownsville
This communication documents the third Technical Working Group (TWG) meeting of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) and comprises (i) the meeting minutes, (ii) the list of participants (Appendix A), (iii) a glossary of participating stakeholder agencies/companies (Appendix B), (iv) the list of agencies and rail companies with voting rights (Appendix C), and (v) the final Scoring Metrics Document agreed upon by the TWG members (Appendix D). This two-day workshop took place in Brownsville, Texas, on August 22 and 23, 2012, at the Amigoland Events Center.

Welcome, Introductions, and Overview Presentation

The binational meeting officially started at 8:40 a.m. when Mr. Agustin de la Rosa (Director, International Relations Office, TxDOT) welcomed everyone to the third TWG meeting of the BMP.

Ms. Jolanda Prozzi (Assistant Director, CTR) thanked the City of Brownsville for sponsoring the lunches and coffee breaks at this binational meeting. Subsequently, Ms. Prozzi briefly reviewed the objectives of the BMP and each of the work plan tasks of the study. Ms. Prozzi reminded the participants of the importance of this two-day workshop. She provided information regarding the prioritization process and reviewed all categories and potential criteria.

Voting on Categories and Category Weights

Dr. Jorge Prozzi (Assistant Professor, The University of Texas at Austin) facilitated the discussion on the proposed categories and potential category weights. He started by asking all attendees to introduce themselves and state the agency/organization they represented. Thereafter, he explained that participants will first vote on keeping or discarding the proposed categories. The participants were presented with five categories. Dr. Prozzi recommended that ideally the TWG should reach consensus on moving forward with less than five categories.

The categories presented were (i) Capacity/Congestion, (ii) Demand, (iii) Cost Effectiveness/Project Readiness, (iv) Safety, and (v) Regional Impacts. All stakeholders were cautioned that if a category is chosen for which no data is currently available, the study team would interpret this action as a commitment from the stakeholders to provide the study team with the necessary information to rank the projects.
The final categories that were agreed upon for road/interchange, rail, and marine port projects are as follows:

<table>
<thead>
<tr>
<th>CATEGORIES</th>
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<tr>
<td>Capacity/Congestion</td>
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<td>Demand</td>
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<td>Cost Effectiveness/Project Readiness</td>
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<td>Safety</td>
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<td>Regional Impacts</td>
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The final categories that were agreed upon for port of entry (POE) projects are as follows:

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<td>Demand</td>
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<td>Cost Effectiveness/Project Readiness</td>
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<td>Regional Impacts</td>
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<td>Binational Coordination</td>
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Stakeholders then proceeded to vote upon the weights for each category. The final results for road/interchange, rail, and marine port projects are as follows:

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<th>Final Weight</th>
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<td>Demand</td>
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<td>Cost Effectiveness/Project Readiness</td>
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<td>Safety</td>
<td>16%</td>
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<tr>
<td>Regional Impacts</td>
<td>22%</td>
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The final results for POE projects are as follows:
Voting on Potential Criteria and Criterion Weights

Dr. Prozzi facilitated the discussion and voting on the proposed criteria during the afternoon of August 22 and the morning of August 23. During the afternoon of August 23 (i.e., after lunch) participants were divided into two groups. One group voted and reached consensus on the criteria weights and the second group discussed and reached consensus on the metrics to score the selected criteria. This section of the minutes summarizes the outcome of the criteria and criterion weighting sessions.

(i) Congestion/Capacity

Road and Interchange Projects

Participants were presented and/or discussed the following Congestion/Capacity criteria for road and interchange projects:

- Change in Number of Lanes
- Final Level of Service
- Number of POEs Served
- Alleviate Congestion Locally
- Alleviate Congestion Elsewhere

The final criteria that were agreed upon are thus as follows:

<table>
<thead>
<tr>
<th>CAPACITY/CONGESTION CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Number of Lanes</td>
</tr>
<tr>
<td>Final Level of Service</td>
</tr>
<tr>
<td>Number of POEs Served</td>
</tr>
<tr>
<td>Connectivity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity/Congestion</td>
<td>21%</td>
</tr>
<tr>
<td>Demand</td>
<td>16%</td>
</tr>
<tr>
<td>Cost Effectiveness/Project Readiness</td>
<td>15%</td>
</tr>
<tr>
<td>Safety</td>
<td>9%</td>
</tr>
<tr>
<td>Regional Impacts</td>
<td>22%</td>
</tr>
<tr>
<td>Binational Coordination</td>
<td>17%</td>
</tr>
</tbody>
</table>
Stakeholders voted upon the weights for each Capacity/Congestion criterion on the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Capacity/Congestion Criteria (25%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Number of Lanes</td>
<td>26%</td>
</tr>
<tr>
<td>Final level of Service</td>
<td>26%</td>
</tr>
<tr>
<td>Number of POEs Served</td>
<td>24%</td>
</tr>
<tr>
<td>Connectivity</td>
<td>24%</td>
</tr>
</tbody>
</table>

**Rail Projects**

Participants were presented with the following Congestion/Capacity criteria for rail projects:

- Change in Number of Tracks
- Average Travel Speed
- Change in Modes Served
- Alleviates Rail Congestion Locally

The discussion on the rail criteria was led by the rail stakeholders.

The final criteria that were agreed upon are as follows:

<table>
<thead>
<tr>
<th>CAPACITY/CONGESTION CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Number of Tracks</td>
</tr>
<tr>
<td>Average Travel Speed*</td>
</tr>
<tr>
<td>Alleviates Congestion Locally</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for each Capacity/Congestion criterion in the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Capacity/Congestion Criteria (25%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Number of Tracks</td>
<td>30%</td>
</tr>
<tr>
<td>Average Travel Speed</td>
<td>30%</td>
</tr>
</tbody>
</table>
Note that in the Scoring Metrics Group session, rail stakeholders stated that Existing Delay Time more clearly indicates a need for improvement to rail transportation than does Average Travel speed. Thus, the final criteria and weights are as follows:

<table>
<thead>
<tr>
<th>Capacity/Congestion Criteria (25%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Number of Tracks</td>
<td>30%</td>
</tr>
<tr>
<td>Existing Delay Time*</td>
<td>30%</td>
</tr>
<tr>
<td>Alleviates Congestion Locally</td>
<td>40%</td>
</tr>
</tbody>
</table>

*Replaced Average Travel Speed

**POE Projects**

Participants were presented with the following congestion/capacity criteria for POE projects:

- Change in Number of Booths
- Secure Lanes
- Wait Times
- Alleviates POE Congestion Locally
- Alleviates POE Congestion Elsewhere
- Change in Modes Served

The final POE criteria that were agreed upon are as follows:

<table>
<thead>
<tr>
<th>CAPACITY/CONGESTION CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Number of fully operational lanes</td>
</tr>
<tr>
<td>Improve throughput through use of technology</td>
</tr>
<tr>
<td>Alleviates Congestion</td>
</tr>
</tbody>
</table>

Increase in number of modes served

Stakeholders voted upon the weights for each Capacity/Congestion criterion on the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Capacity/Congestion Criteria (21%)</th>
<th>Final Weight</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Change in Number of fully operational lanes</th>
<th>32%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve throughput through use of technology</td>
<td>20%</td>
</tr>
<tr>
<td>Alleviates Congestion</td>
<td>29%</td>
</tr>
<tr>
<td>Increase in number of modes served</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Marine Port Projects*

Participants were presented with the following congestion/capacity criteria for marine port projects:

- Ship Unload Rate (Time/Ton)
- Ship Load Rate (Time/Ton)
- Storage Capacity Utilization
- Vessel Size Ratio

The final Marine Port criteria that were agreed upon are as follows:

<table>
<thead>
<tr>
<th>CAPACITY/CONGESTION CRITERIA</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vessel Size</td>
<td>24%</td>
</tr>
<tr>
<td>Channel Capacity</td>
<td>45%</td>
</tr>
<tr>
<td>Number of Docks</td>
<td>31%</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for each Capacity/Congestion criterion on the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Capacity/Congestion Criteria (25%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vessel Size</td>
<td>24%</td>
</tr>
<tr>
<td>Channel Capacity</td>
<td>45%</td>
</tr>
<tr>
<td>Number of Docks</td>
<td>31%</td>
</tr>
</tbody>
</table>

(ii) **Demand**

*Road and Interchange Projects*

Participants were presented with the following demand criteria for road and interchange projects:
- Change in Annual Average Daily Traffic (AADT)
- Percentage Trucks
- Multiple Mode Demand

The final road and interchange criteria that were thus agreed upon are as follows:

<table>
<thead>
<tr>
<th>DEMAND CRITERIA</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in AADT</td>
<td>34%</td>
</tr>
<tr>
<td>Percentage Trucks</td>
<td>26%</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
<td>21%</td>
</tr>
<tr>
<td>Estimated Demand in 20/30 years</td>
<td>19%</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Demand Criteria (19%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in AADT</td>
<td>34%</td>
</tr>
<tr>
<td>Percentage Trucks</td>
<td>26%</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
<td>21%</td>
</tr>
<tr>
<td>Estimated Demand in 20/30 years</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Rail Projects*

Participants were presented with the following demand criteria for rail projects:

- Change in Average Annual Daily Rail Cars
- Cross-border Tonnage by Rail
- Multiple Mode Demand

The final rail criteria that were agreed upon are as follows:

<table>
<thead>
<tr>
<th>DEMAND CRITERIA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Average Annual Daily Rail Cars</td>
<td></td>
</tr>
<tr>
<td>Cross-border tonnage by Rail</td>
<td></td>
</tr>
</tbody>
</table>
Multiple Mode Demand

Additional Hours of Interchange

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Demand Criteria</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Average Annual Daily Rail Cars</td>
<td>30%</td>
</tr>
<tr>
<td>Cross-border tonnage by Rail</td>
<td>17%</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
<td>14%</td>
</tr>
<tr>
<td>Additional Hours of Interchange</td>
<td>39%</td>
</tr>
</tbody>
</table>

POE Projects

Participants were presented with the following Demand criteria for POE projects:

- Change in Average Annual Daily Crossings
- Multiple Mode Demand

The final POE criteria that were thus agreed upon are as follows:

<table>
<thead>
<tr>
<th>DEMAND CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Average Annual Daily Crossings</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Demand Criteria</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Average Annual Daily Rail Cars</td>
<td>60%</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
<td>40%</td>
</tr>
</tbody>
</table>

Marine Port Projects
Participants were presented with the following Demand criteria for marine port projects:

- Annual Tons per Crane
- Annual Tons per Berth
- Port Tonnage/Value Handled

The final Marine Port criteria that were thus agreed upon are as follows:

<table>
<thead>
<tr>
<th>DEMAND CRITERIA</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Tonnage</td>
<td>54%</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
<td>15%</td>
</tr>
<tr>
<td>Cross-border Tonnage</td>
<td>32%</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for each Demand criterion the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Demand Criteria</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Tonnage</td>
<td>54%</td>
</tr>
<tr>
<td>Multiple Mode Demand</td>
<td>15%</td>
</tr>
<tr>
<td>Cross-border Tonnage</td>
<td>32%</td>
</tr>
</tbody>
</table>

(iii) Cost Effectiveness/Project Readiness

All Projects

Participants were presented with the following Cost Effectiveness/Project Readiness criteria for all projects:

- Cost Effectiveness (i.e., Cost/Capacity and Cost/Demand)
- Land Availability

Ultimately, the stakeholders agreed upon the Cost Effectiveness/Project Readiness criteria as follows:

<table>
<thead>
<tr>
<th>COST EFFECTIVENESS/PROJECT READINESS CRITERIA</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/Capacity</td>
<td></td>
</tr>
</tbody>
</table>
Stakeholders voted upon the weights for the two Financial criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Cost Effectiveness/Project Readiness Criteria (15% for POE, 17% for all other projects)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost/Capacity</td>
<td>23%</td>
</tr>
<tr>
<td>Cost/Demand</td>
<td>18%</td>
</tr>
<tr>
<td>Land Availability</td>
<td>27%</td>
</tr>
<tr>
<td>Partially Funded Project</td>
<td>20%</td>
</tr>
<tr>
<td>Phase of Project Development</td>
<td>12%</td>
</tr>
</tbody>
</table>

(iv) Safety

Road, Interchange, and Rail Projects

Participants were presented with the following safety criteria for road, interchange, and rail projects:

- Accident Rates
- Diversion of Hazardous Materials

Ultimately, the stakeholders agreed to retain the following safety criteria:

<table>
<thead>
<tr>
<th>SAFETY CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Accident Rate per mile</td>
</tr>
<tr>
<td>Diversion/Handling of Hazardous Materials</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for the two Safety criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:
POE Projects

Participants were presented with the following safety criteria for POE projects:

- Diversion of Hazardous Materials
- Binational Coordination
- Diversion of Commercial Traffic Separation of Traffic by Type

The final POE safety criteria that were agreed upon are as follows:

<table>
<thead>
<tr>
<th>Safety Criteria (16%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Accident Rate per mile</td>
<td>58%</td>
</tr>
<tr>
<td>Diversion/Handling of Hazardous Materials</td>
<td>42%</td>
</tr>
</tbody>
</table>

Marine Port Projects

Participants were presented with the following Safety criteria for marine port projects:

- Hazardous Spills by Vessels
- Value of Cargo Lost or Damaged

The final Marine Port criteria that were thus agreed upon are as follows:

<table>
<thead>
<tr>
<th>Safety Criteria (9%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversion of commercial traffic / separation of traffic by type</td>
<td>61%</td>
</tr>
<tr>
<td>Safe Handling of Hazardous Materials</td>
<td>39%</td>
</tr>
</tbody>
</table>
Stakeholders voted upon the weights for the two Safety criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Safety Criteria</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversion of commercial traffic / separation of traffic by type</td>
<td>61%</td>
</tr>
<tr>
<td>Safe Handling of Hazardous Materials</td>
<td>39%</td>
</tr>
</tbody>
</table>

(v) Regional Impacts

All Projects

Participants were presented with the following Regional Impacts criteria for all projects:

- Environmental Impacts
- Socio-Economic Impacts
- Modal Diversion

The final Regional Impacts criteria that were thus agreed upon are as follows:

<table>
<thead>
<tr>
<th>REGIONAL IMPACTS CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Creation</td>
</tr>
<tr>
<td>Wider geographic impacts</td>
</tr>
<tr>
<td>General development</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for the Regional Impacts criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

<table>
<thead>
<tr>
<th>Regional Impacts Criteria</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Creation</td>
<td>30%</td>
</tr>
<tr>
<td>Wider geographic impacts</td>
<td>35%</td>
</tr>
</tbody>
</table>
(vi) Binational Coordination

**POE Projects Only**

The final Binational Coordination criteria that were thus agreed upon are as follows:

<table>
<thead>
<tr>
<th>Binational Coordination Criteria (17%)</th>
<th>Final Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Binational Coordination</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

Stakeholders voted upon the weights for the Regional Impacts criteria the afternoon of August 23. Ms. Prozzi facilitated the voting and discussion on the criteria weights. The final results after voting on each criterion are as follows:

**Scoring Metrics Group**

As mentioned before, participants were divided into two groups during the afternoon of August 23 (after lunch). One group voted and reached consensus on the criterion weights and the second group was tasked with discussing and reaching consensus on the metrics to score the selected criteria. The following stakeholders formed part of the Scoring Metrics Group:

- Jorge Acha, SCT-IMT
- Américo Alvarado, SCT-CAPUFE
- Homero Bazan, TxDOT-Pharr
- Eduardo Campirano, Port of Brownsville
- Felipe Chalons, CILA
- Maria Champine, HCMPO
- Gus De La Rosa, TxDOT-IRO
- Humberto Dragustinovis, Tamaulipas
- Jose Escamilla, Starr Camargo Bridge
- Román Fernández, SRE
- Edgar Garza, Aduanas
- Georgi Jasenovec, FHWA
- Mark Lund, Brownsville MPO
- Luis Enrique Mendez, INDAABIN
- Craig Morgan, BNSF
The group discussed each criterion individually to determine how it should be scored.

- **Capacity/Congestion criteria: Roads/Interchanges**

  **Change in Number of Lanes**

  Mr. Ramon Navarro (Engineer, TxDOT) and Mr. Homer Bazan (Pharr District Manager, TxDOT) agreed that the length of the new lane should factor into the scoring, and units of lane-miles should possibly be used. Eventually it was not decided to include this in the scoring.

  Mr. Mark Lund (Director, Brownsville MPO) asked why this group of projects is called “Roads and Interchanges.” He stated that “Interchange” implies a change in elevation, such as an overpass, and asked if this group did not include regular at-grade intersections. Dr. Prozzi replied that the title may need to be re-worded.

  Ms. Maria Champine (Assistant Director, Hidalgo County MPO) stated that the option for scoring one lane should be removed or changed to the addition of a left-turn lane, because the only way to build one lane is to add a left turn lane; otherwise they will always build one lane in each direction.

  A discussion then ensued regarding how an overpass should be weighted relative to just constructing a new lane. Representatives from TxDOT stated that an overpass is definitely more expensive and will probably relieve more traffic problems; hence, building an overpass is weighted the most heavily.

  **Change in LOS**

  This metric was mostly decided by Mr. Navarro and Mr. Bazan. They proposed that a matrix-type scoring metric be used, similar to the Laredo BMP but with a maximum score of 1.

  **Number of POEs Served**

  Many stakeholders expressed that this criterion was subjective, because a very long project such as the US83 expansion might receive a disproportionate score. An agreement was reached that three POEs should be the maximum.

  **Connectivity**
There was general agreement that while this was a good criterion, it was difficult to score. Eventually it was decided to use gap closure versus a new connection, loop, or location to rank a project’s connectivity.

- **Capacity/congestion criteria: Rail**

  **Change in Number of Tracks**

  Mr. John Hopkins (Union Pacific Railroad) stated that the addition of one track was equivalent to an expansion, and that an additional track was more valuable than relocation. For a rail yard project, he suggested that five or more new tracks receive the maximum score.

  **Average Travel Speed**

  This criterion was changed to Average Delay Time, as per Mr. Hopkins, because existing delay time more clearly indicates a need for improvement to rail transportation.

  **Alleviates Congestion Locally**

  There was quick agreement to keep the scoring metric from the Laredo BMP for this criterion.

- **Capacity/Congestion: POE**

  **Change in Number of Fully Operational Lanes**

  Mr. Mikhail Pavlov (Project Analyst, CBP) suggested that double-stacked booths, meaning two booths operating in one lane, be considered in this criterion. There was agreement that double-stacked booths and new lanes can be additive. For example, if a new lane has two booths, the score would be 0.53

  **Improve Throughput through Use of Technology**

  There was much discussion on the details of Ready, FAST, and SENTRI lanes. Mr. Pavlov suggested that FAST and SENTRI lanes shouldn’t count because a bridge has to pay to use them. However, eventually all advanced lanes were lumped together.

  **Alleviates Congestion**

  Many stakeholders thought this criterion was subjective, but decided to use the same metric from the Laredo BMP.

  **Increase in Number of Modes Served**

  Participants quickly agreed that three additional modes should receive the maximum score.
• Capacity/Congestion: Marine Ports

  Vessel Size

  Mr. Eduardo Campirano (Director and CEO, Port of Brownsville) explained the various size classifications of water craft and suggested how the additional size accommodations should be scored.

  Channel Capacity

  After some discussion, Mr. Campirano stated that the width of a shipping channel is not as important as increased depth; therefore, this is the metric used to score this criterion.

  Number of Docks

  Mr. Campirano suggested using a non-linear scale for this criterion, because in the shipping industry, even one additional dock is a major improvement to a port.

  Vessel Size Ratio

  The stakeholders chose to delete this criterion.

• Demand: Roads/Interchanges

  Change in AADT

  Dr. Prozzi explained the concept of collecting data for all the projects and ranking the data into quartiles, then assigning a score based on that data. Participants quickly agreed to this.

  Percentage Trucks

  Participants quickly agreed to use the quartile scoring again for this criterion.

  Multiple Mode Demand

  After some discussion, Ms. Angela Palazzolo (Border Affairs Officer, CBP) suggested that it was easier to use Yes or No in measuring this criterion for whether a project will serve an additional mode.

  Estimated Demand at 20 Years

  Participants agreed to use the quartile scoring again for this criterion.

• Demand: Rail
Change in AADRC

Participants agreed to use the quartile scoring again for this criterion.

Cross Border Tonnage

Dr. Prozzi made a clarification that this criterion refers to total tonnage, not change in tonnage.

Demand for Multimodal Facility

Mr. Hopkins suggested that this criterion be changed, because demand is not really for a mode but for a facility for that mode.

Additional Hours of Interchange

A discussion ensued between Dr. Prozzi and Mr. Hopkins as to whether the additional hours are possible, and who makes the decision or guidelines for the hours of operation. Dr. Prozzi attempted to clarify whether a new project can bring about additional hours, or if the hours are driven by demand. Mr. Hopkins suggested that the criterion be scored according to additional hours of interchange provided by/for a project.

- Demand: POEs

Change in Annual Average Daily Crossings (AADC)

Some participants asked if bicycles and buses considered pedestrians or automobiles. Mr. Américo Alvarado (Subdelegado de Informática y Telecomunicaciones, CAPUFE) stated that the classifications were different in US and Mexico. Mr. Bazan then stated that ultimately decisions are not going to be made based on bicycle or bus demand so this was not gravely important.

Multiple Mode Demand

Participants agreed to use the same metric suggested by Ms. Palazzolo for road/interchange projects.

- Demand: Marine Ports

Increase in Annual Tonnage

Mr. Campirano suggested the brackets for the percentage increases in shipping tonnage for this criterion.

Multiple Mode Demand
Participants agreed to use the same metric which was suggested by Ms. Palazzolo for road/interchange projects.

*Increase in cross border tonnage*

Dr. Prozzi clarified what was meant by “cross-border tonnage.” The brackets were again suggested by Mr. Campirano.

- Bi-National Coordination: POE Projects Only

Ms. Palazzolo stated that it would be acceptable to use the metric suggested by the study team that is printed in the handout in the folder. The items listed must happen in a specific order, so the score should increase as these requirements are accomplished.

Dr. Prozzi adjourned the meeting and stated that a Web conference would be necessary to determine the scoring metrics for the remaining criteria in the categories of Cost Effectiveness/Project Readiness, Safety, and Regional Impacts. The study team subsequently prepared a draft Scoring Metrics Document that captured the group’s scoring metrics for which consensus was reached. The document also provided suggestions for the outstanding metrics. This document was e-mailed to the participating stakeholders to verify the accuracy and to gather input on the suggested metrics. The Scoring Metrics Document was finalized during a scheduled conference call on April 26, 2011, from 10:00 a.m. to 1:00 p.m. The Scoring Metrics Document that was agreed upon is attached as Appendix D.

**Administrative Matters and Follow-Up Business**

At the conclusion of the meeting, the study team reminded the participants that the agreed-upon categories, criteria, and weights that emerged during the two-day workshop will be put forward for endorsement to the PAC at the next PAC meeting. Ms. Prozzi thanked all attendees for their participation and input. The meeting was adjourned at 4:30 p.m. on August 23, 2011.
## APPENDIX A
### Attendance List: August 22, 2012

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### Attendance List: August 23, 2012

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## APPENDIX B
### ACRONYMS LIST

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# APPENDIX C

## LIST OF STAKEHOLDERS WITH VOTING RIGHTS

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<td><strong>Secretaría de Relaciones Exteriores</strong></td>
</tr>
<tr>
<td>Office of Mexican Affairs</td>
<td></td>
<td>Dirección General para América del Norte</td>
</tr>
<tr>
<td><em>Identified TWG member: Geoffrey Anisman</em></td>
<td></td>
<td><strong>Miembro GTT identificado: Sean Cázares</strong></td>
</tr>
</tbody>
</table>

| **International Boundary and Water Commission** | 1 | **Comisión Internacional de Límites y Aguas** |
| *Identified TWG member: Sheryl Franklin* | | **Miembro GTT identificado: David Negrete** |

| **Federal Highway Administration** | 1 | **Secretaría de Comunicaciones y Transportes** |
| Team Leader, Safety, Multi-State and Border Planning | | Dirección General de Desarrollo Carretero |
| *Identified TWG member: Roger Petzold* | | **Miembro GTT identificado: Juan José Erazo** |

| **N/A** | 1 | **Secretaría de Comunicaciones y Transportes** |
| | | Dirección General de Transporte Ferroviario y Multimodal |
| | | **Miembro GTT identificado: Juan Francisco Villalobos** |

| **N/A** | 1 | **Secretaría de Comunicaciones y Transportes** |
| | | Dirección General de Autotransporte Federal |
| | | **Miembro GTT identificado: Salvador Monroy** |

| **N/A** | 1 | **Secretaría de Comunicaciones y Transportes** |
| | | Instituto Mexicano de Transporte |
| | | **Miembro GTT identificado: Jorge Acha** |

| **Federal Highway Administration** | 1 | **Secretaría de Comunicaciones y Transportes** |
| Community Planner | | Centro SCT Coahuila |
| *Identified TWG member: Travis Black* | | **Miembro GTT identificado: Rodrigo Pérez** |

| **N/A** | 1 | **Secretaría de Comunicaciones y Transportes** |
| | | Centro SCT Nuevo León |
| | | **Miembro GTT identificado: Vinicio Serment** |

| **N/A** | 1 | **Secretaría de Comunicaciones y Transportes** |
| | | Centro SCT Tamaulipas |
| | | **Miembro GTT identificado: Víctor Galindo** |

| **Federal Motor Carrier Administration** | 1 | **N/A** |
| Texas Division | | Administración General de Aduanas |
| *Identified TWG member: Santos Pecina* | | Administrador de Política, Infraestructura y Control Aduanero |
| | | **Miembro GTT identificado: Carlos Morales** |

| **Customs and Border Protection Federal Level** | 1 | **N/A** |
| Project Management Analyst | | Administración General de Aduanas |
| *Identified TWG member: Mikhail Pavlov* | | Administrador de Política, Infraestructura y Control Aduanero |
| | | **Miembro GTT identificado: Carlos Morales** |

<p>| <strong>Customs and Border Protection State Level</strong> | 1 | <strong>N/A</strong> |
| Field Operations | | Administración General de Aduanas |
| <em>Identified TWG member: Joe G. Ramos</em> | | Administrador de Política, Infraestructura y Control Aduanero |
| | | <strong>Miembro GTT identificado: Carlos Morales</strong> |</p>
<table>
<thead>
<tr>
<th>United States Stakeholder</th>
<th>Votos</th>
<th>Dependencia/participante de México</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>1</td>
<td>Administración General de Aduanas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Acuña</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: Ernesto Manuel Montiel</td>
</tr>
<tr>
<td>N/A</td>
<td>1</td>
<td>Administración General de Aduanas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Piedras Negras</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: Ernesto Alonso González</td>
</tr>
<tr>
<td>N/A</td>
<td>1</td>
<td>Administración General de Aduanas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Colombia/Solidaridad</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: Karina López</td>
</tr>
<tr>
<td>N/A</td>
<td>1</td>
<td>Administración General de Aduanas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nuevo Laredo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: Miguel Ángel Aguilar</td>
</tr>
<tr>
<td>General Services Administration</td>
<td>1</td>
<td>Instituto de Administración y Avalúos de Bienes Nacionales</td>
</tr>
<tr>
<td>Southern Border</td>
<td></td>
<td>Jefe de Departamento de Diseño</td>
</tr>
<tr>
<td>Identified TWG member: Michael Clardy</td>
<td></td>
<td>Miembro GTT identificado: Fidel Castañeda</td>
</tr>
<tr>
<td>N/A</td>
<td>1</td>
<td>Instituto Nacional de Migración</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: no se tiene identificado, favor de contactarnos antes de la reunión</td>
</tr>
<tr>
<td>N/A</td>
<td>1</td>
<td>Secretaría de Desarrollo Social</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dirección General de Desarrollo Urbano y Suelo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: Juan Manuel Mondragón</td>
</tr>
<tr>
<td>N/A</td>
<td>1</td>
<td>Secretaría de Medio Ambiente y Recursos Naturales</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Subdirector del Sector Vías Generales Zona Norte</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miembro GTT identificado: Jesús Armando Mondragón</td>
</tr>
<tr>
<td>Texas Department of Transportation</td>
<td>1</td>
<td>Gobierno del Estado de Coahuila</td>
</tr>
<tr>
<td>Laredo District Planning Coordinator</td>
<td></td>
<td>Secretaría de Obras Públicas</td>
</tr>
<tr>
<td>Identified TWG member: Melissa Montemayor</td>
<td></td>
<td>Miembro GTT identificado: Noé García</td>
</tr>
<tr>
<td>Texas Department of Transportation</td>
<td>1</td>
<td>Gobierno del Estado de Nuevo León</td>
</tr>
<tr>
<td>Rail Division</td>
<td></td>
<td>CODEFRONT</td>
</tr>
<tr>
<td>Identified TWG member: Mark Werner</td>
<td></td>
<td>Miembro GTT identificado: Juan Carlos Gastelum</td>
</tr>
<tr>
<td>Texas Department of Transportation</td>
<td>1</td>
<td>Gobierno del Estado de Tamaulipas</td>
</tr>
<tr>
<td>International Relations Office</td>
<td></td>
<td>Secretaría de Obras Públicas</td>
</tr>
<tr>
<td>Identified TWG member: Gus de la Rosa</td>
<td></td>
<td>Miembro GTT identificado: Vicente Sant Martín</td>
</tr>
<tr>
<td>Department of Public Safety</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Commercial Vehicle Enforcement</td>
<td></td>
<td>Municipio de Nuevo Laredo</td>
</tr>
<tr>
<td>Identified TWG member: Christopher Nordlo</td>
<td></td>
<td>Dirección de Obras Públicas</td>
</tr>
<tr>
<td>City of Laredo</td>
<td>1</td>
<td>Caminos y Puentes Federales</td>
</tr>
<tr>
<td>Assistant City Manager</td>
<td></td>
<td>Subdelegado de Operación</td>
</tr>
<tr>
<td>Identified TWG member: Horacio De Leon</td>
<td></td>
<td>Miembro GTT identificado: Alberto González</td>
</tr>
<tr>
<td>United States Stakeholder</td>
<td>Votos</td>
<td>Dependencia/participante de México</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Laredo MPO</td>
<td>1</td>
<td>Municipio de Nuevo Laredo IMPLADU Miembro GTT identificado: Carlos De Anda</td>
</tr>
<tr>
<td>Transportation Planner</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: Vanessa Guerra</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Webb County</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Executive Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: Leroy Medford</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Eagle Pass</td>
<td>1</td>
<td>Municipio de Piedras Negras Dirección de Obras Públicas Miembro GTT identificado: Fernando Purón</td>
</tr>
<tr>
<td>Director of Planning and Community Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: (TBD)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Eagle Pass</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Bridge Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: Marga Lopez</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maverick County</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: Roberto Ruiz</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Del Río</td>
<td>1</td>
<td>Municipio de Acuña Director de Planeación Municipal y Desarrollo Urbano Miembro GTT identificado: Gabriel Ramos</td>
</tr>
<tr>
<td>City Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: Robert Eads</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Del Río</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>Bridge Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: Margie Montez</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Val Verde County</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>County Judge</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Identified TWG member: TBD</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kansas City Southern</td>
<td>1</td>
<td>Kansas City Southern de México Miembro GTT identificado: Vladimir Robles</td>
</tr>
<tr>
<td><em>Identified TWG member: Robert Wimbish</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union Pacific</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td><em>Identified TWG member: Ivan Jaime</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burlington Northern Santa Fe</td>
<td>1</td>
<td>Ferrocarriles Mexicanos Miembro GTT identificado: Guillermo García</td>
</tr>
<tr>
<td><em>Identified TWG member: Frank Hernandez</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX D
SCORING METRICS DOCUMENT

CAPACITY / CONGESTION CATEGORY

Road and Interchange Projects

1. Change in Number of Lanes

A change in the number of lanes is a measure of added road capacity. In the case of a new road or interchange project, the final number of lanes equals the change in the number of lanes. The higher the number of added lanes, the higher the added road capacity. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Number of Lanes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>Wide/shoulder</td>
<td>0.25</td>
</tr>
<tr>
<td>Add 1 lane</td>
<td>0.50</td>
</tr>
<tr>
<td>2 lanes / overpass</td>
<td>0.75</td>
</tr>
<tr>
<td>More than 2 lanes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

2. Final Level of Service (LOS)

Level of Service (“LOS”) is a measure of the level of congestion experienced on different segments of transportation infrastructure. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the final LOS, the higher the score assigned. The road and interchange projects will thus be scored as:

<table>
<thead>
<tr>
<th>Final LOS</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>0.00</td>
</tr>
<tr>
<td>E</td>
<td>0.25</td>
</tr>
<tr>
<td>D</td>
<td>0.50</td>
</tr>
<tr>
<td>C</td>
<td>0.75</td>
</tr>
<tr>
<td>A or B</td>
<td>1.00</td>
</tr>
</tbody>
</table>

3. Change in Level of Service (LOS)

A change in the LOS measures a change in congestion experienced. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the change in LOS achieved (e.g., from LOS F to LOS A or B), the higher the score assigned. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in LOS from</th>
<th>F</th>
<th>E</th>
<th>D</th>
<th>C</th>
<th>A or B</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>to LOS</th>
<th>F</th>
<th>E</th>
<th>D</th>
<th>C</th>
<th>A or B</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>0.0</td>
<td>1.0</td>
<td>1.7</td>
<td>2.2</td>
<td>2.5</td>
</tr>
<tr>
<td>E</td>
<td>-</td>
<td>0.0</td>
<td>0.7</td>
<td>1.2</td>
<td>1.5</td>
</tr>
<tr>
<td>D</td>
<td>-</td>
<td>-</td>
<td>0.0</td>
<td>0.5</td>
<td>0.8</td>
</tr>
<tr>
<td>C</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0</td>
<td>0.3</td>
</tr>
</tbody>
</table>
Then, the score will be assigned by dividing the number of points obtained from the previous table by the maximum allowable points (2.5).

4. Number of Ports of Entry (“POEs”) served

This Criterion measures how many POEs are served by a proposed project by directly connecting to the POE or by connecting to a POE road. The higher the number of POEs served (directly or indirectly), the higher the score assigned. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Number of POEs Served</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.2</td>
</tr>
<tr>
<td>2</td>
<td>0.4</td>
</tr>
<tr>
<td>3</td>
<td>0.6</td>
</tr>
<tr>
<td>4</td>
<td>0.8</td>
</tr>
<tr>
<td>More than 4</td>
<td>1.0</td>
</tr>
</tbody>
</table>

5. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally Criterion is a qualitative Criterion that indicates how a given road or interchange projects will affect congestion within the same county (US) or municipality (Mx). The higher the impact on local congestion, the higher the score assigned. The road and interchange project will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Congestion</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Impact</td>
<td>0.0</td>
</tr>
<tr>
<td>Some Improvement</td>
<td>0.5</td>
</tr>
<tr>
<td>Substantial Improvement</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion within the county or municipality.

6. Alleviates Congestion Elsewhere (outside the county (US) or municipality (Mx))

The alleviate congestion elsewhere Criterion is a qualitative Criterion that indicates how a given road or interchange project will affect congestion outside the county (US) or municipality (Mx) in which it is located. The higher the impact on congestion elsewhere, the higher the score assigned. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Congestion</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Impact</td>
<td>0.0</td>
</tr>
<tr>
<td>Some Improvement</td>
<td>0.5</td>
</tr>
<tr>
<td>Substantial Improvement</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion outside the county or municipality.
**Rail Projects**

1. Change in Number of Tracks

A change in the number of rail tracks is a measure of added rail capacity. In the case of new rail tracks, the final number of tracks equals the change in the number of tracks. The higher the number of added tracks, the higher the added rail capacity. A distinction will be made to reflect whether capacity is added to rail track or rail yards. The rail projects will receive a score according to the change in number of tracks depending on whether it is a rail track or rail yard project based on one of the following:

Rail Track Projects will be scored as follows:

<table>
<thead>
<tr>
<th>Change in Number of Tracks</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>Relocation, expansion, etc.</td>
<td>0.33</td>
</tr>
<tr>
<td>Add 1 track</td>
<td>0.67</td>
</tr>
<tr>
<td>Add 1 track + Relocation, expansion, etc.</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Rail Yard Projects will be scored as follows:

<table>
<thead>
<tr>
<th>Change in Number of Tracks</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5</td>
<td>0.0</td>
</tr>
<tr>
<td>Between 5 and 10</td>
<td>0.5</td>
</tr>
<tr>
<td>More than 10</td>
<td>1.0</td>
</tr>
</tbody>
</table>

2. Change in Level of Service

The rail industry does not calculate a LOS metric. It was thus agreed upon to distribute the weight of this Criteria among the other Rail Capacity / Congestion Criteria given the relative weights of the other rail Criteria in this category.

3. Average Travel Speed

Average travel speed can be an indicator of congestion and represents the speed at which a train operates on the rail track. The higher the average travel speed on the rail track, the higher the score assigned. Rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Class of track</th>
<th>Max. speed for freight trains (mph)</th>
<th>Max. speed for passenger train (mph)</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excepted track</td>
<td>10</td>
<td>N/A</td>
<td>0.2</td>
</tr>
<tr>
<td>Class 1 track</td>
<td>10</td>
<td>15</td>
<td>0.2</td>
</tr>
<tr>
<td>Class 2 track</td>
<td>25</td>
<td>30</td>
<td>0.4</td>
</tr>
<tr>
<td>Class 3 track</td>
<td>40</td>
<td>60</td>
<td>0.6</td>
</tr>
<tr>
<td>Class 4 track</td>
<td>60</td>
<td>80</td>
<td>0.8</td>
</tr>
<tr>
<td>Class 5 track</td>
<td>80</td>
<td>90</td>
<td>1.0</td>
</tr>
</tbody>
</table>

4. Alleviates Congestion Locally (within same county (US) or municipality (Mx))
The alleviate congestion locally Criterion is a qualitative Criterion that indicates how a given rail project will affect congestion within the same county (US) or municipality (Mx). Alleviate local congestion is determined by the proposed rail project’s impact on removing rail traffic from developed areas and by eliminating rail crossings. The more rail traffic that is removed from developed areas and the higher the number of rail crossing eliminated, the higher the assigned score. Rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Eliminates Rail Crossings</th>
<th>No</th>
<th>Some</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Removes Rail Traffic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>from Developed Areas</td>
<td>No</td>
<td>0.00</td>
<td>0.25</td>
</tr>
<tr>
<td></td>
<td>Some</td>
<td>0.25</td>
<td>0.50</td>
</tr>
<tr>
<td></td>
<td>All</td>
<td>0.50</td>
<td>0.75</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the impact of the project on removing rail traffic from developed areas and in eliminating rail crossings in the county or municipality.

5. Change in Modes Served

The change in modes served Criterion captures the ability of the rail project to facilitate multimodal transportation, encourage non-highway use, or provide infrastructure for other modes. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Modes Served</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Change</td>
<td>0.00</td>
</tr>
<tr>
<td>Facilitates multi-modal use (minimum 2 modes)</td>
<td>0.33</td>
</tr>
<tr>
<td>Encourages non-highway transportation (e.g. use of right-of-way for pipelines, pedestrians, etc.)</td>
<td>0.67</td>
</tr>
<tr>
<td>Provides infrastructure for other modes of transportation</td>
<td>1.00</td>
</tr>
</tbody>
</table>

*Port of Entry Projects*

1. Change in Number of Booths

A change in the number of booths is a measure of added POE capacity. In the case of new POE projects, the final number of booths equals the change in the number of booths. The higher the number of added booths, the higher the added POE capacity. POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Number of Booths</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>Add at least 1 booth</td>
<td>0.25</td>
</tr>
<tr>
<td>Add at least 2 booths</td>
<td>0.50</td>
</tr>
<tr>
<td>Add at least 5 booths</td>
<td>0.75</td>
</tr>
<tr>
<td>Add at least 10 booths</td>
<td>1.00</td>
</tr>
</tbody>
</table>

2. Secure Lanes

Secure lanes (i.e., Fast or SENTRI lanes) facilitates the throughput of different modes thereby enhancing the capacity of the POE. POE projects will thus be scored as follows:
<table>
<thead>
<tr>
<th>Number of Secure Lanes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0.0</td>
</tr>
<tr>
<td>1 lane</td>
<td>0.2</td>
</tr>
<tr>
<td>2 lanes</td>
<td>0.4</td>
</tr>
<tr>
<td>3 lanes</td>
<td>0.6</td>
</tr>
<tr>
<td>4 lanes</td>
<td>0.8</td>
</tr>
<tr>
<td>More than 4 lanes</td>
<td>1.0</td>
</tr>
</tbody>
</table>

3. Wait Times

Wait times is as a measure of POE congestion and can be expressed as a weighted average wait time given the different modes (i.e., vehicles, commercial vehicles, and pedestrians) handled by a POE. The POE projects will be scored given the POE wait times by mode and the weight assigned to each mode as follows:

<table>
<thead>
<tr>
<th>Mode Weight</th>
<th>Mode</th>
<th>0.25</th>
<th>0.50</th>
<th>0.75</th>
<th>1.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.25</td>
<td>Pedestrians</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; Quartile</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Quartile</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Quartile</td>
<td>4&lt;sup&gt;th&lt;/sup&gt; Quartile</td>
</tr>
<tr>
<td>0.30</td>
<td>Automobiles</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; Quartile</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Quartile</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Quartile</td>
<td>4&lt;sup&gt;th&lt;/sup&gt; Quartile</td>
</tr>
<tr>
<td>0.45</td>
<td>Trucks</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; Quartile</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Quartile</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Quartile</td>
<td>4&lt;sup&gt;th&lt;/sup&gt; Quartile</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

4. Alleviates Congestion Locally (within same county (US) or municipality (Mx))

The alleviate congestion locally Criterion is a qualitative Criterion that indicates how a given POE project will affect congestion within the same county (US) or municipality (Mx). The higher the impact on local congestion, the higher the score assigned. The POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Congestion</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Impact</td>
<td>0.0</td>
</tr>
<tr>
<td>Some Improvement</td>
<td>0.5</td>
</tr>
<tr>
<td>Substantial Improvement</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion within the county or municipality.

5. Alleviates Congestion Elsewhere (outside the county (US) or municipality (Mx))

The alleviate congestion elsewhere Criterion is a qualitative Criterion that indicates how a given POE project will affect congestion outside the county (US) or municipality (Mx) in which the POE project is located. The higher the impact on congestion elsewhere, the higher the score assigned. The POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Congestion</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Impact</td>
<td>0.0</td>
</tr>
</tbody>
</table>
Some Improvement 0.5
Substantial Improvement 1.0

The project sponsor will need to describe in detail to the study team what the impact of the project is in alleviating congestion outside the county or municipality.

6. Change in Modes Served

The change in modes served Criterion captures the ability of the POE project in facilitating the handling of additional modes at the POE. The more additional modes served at the POE, the higher the score assigned. The POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in Modes Served</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1 additional mode</td>
<td>0.25</td>
</tr>
<tr>
<td>2 additional modes</td>
<td>0.50</td>
</tr>
<tr>
<td>3 additional modes</td>
<td>0.75</td>
</tr>
<tr>
<td>4 additional modes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

DEMAND CATEGORY

Road and Interchange Projects

1. Change in Average Annual Daily Traffic

Annual Average Daily Traffic ("AADT") is a measure of travel demand or usage of a facility and is calculated by dividing the total annual vehicle traffic by 365 days. A change in the AADT ("Δ AADT") is a measure of the demand satisfied or additional usage of the facility. In the case of new road or interchange projects, the final AADT equals the Δ AADT. The change in AADT will be calculated as the difference between the expected AADT in 2030 and the current AADT. The higher the change in AADT, the higher the demand satisfied or additional usage of the facility. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in AADT</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

2. Percentage of Trucks

The percentage of trucks is share of the AADT that are trucks and is an indicator of the importance of the road or interchange to goods movement. The higher the percentage of trucks, the higher the importance of the road or interchange to goods movement. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Percentage of Trucks</th>
<th>Score</th>
</tr>
</thead>
</table>

D - 70
3. Multiple Mode Demand (expressed public demand alternative mode)

The road and interchange projects will receive a score considering the expressed public demand for an alternative mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The road and interchange projects will be scored as follows:

<table>
<thead>
<tr>
<th>Expressed Public Demand</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No demand</td>
<td>0.0</td>
</tr>
<tr>
<td>Some demand</td>
<td>0.5</td>
</tr>
<tr>
<td>High demand</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the expressed public demand for additional modes and how it materialized or was expressed.

**Rail Projects**

1. Change in Average Annual Daily Rail Cars

Average Annual Daily Rail Cars ("AADRC") is a measure of rail demand or usage of a rail facility and is calculated by dividing the total annual number of rail cars by 365 days. A change in the Average Annual Daily Rail Cars ("ΔAADRC") is a measure of the demand satisfied or additional usage of the rail facility. In the case of new rail projects, the final Average Annual Daily Rail Cars equals the change in Average Annual Daily Rail Cars. The change in AADRC will be calculated as the difference between the expected AADRC in 2030 and the current AADRC. The higher the change in AADRC, the higher the demand satisfied or additional usage of the facility. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in AADRC</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.
2. Cross-border tonnage by rail

This Criterion measures the current total tonnage of goods moved by rail across the border. The higher the total tonnage moved by rail across the border, the higher the score assigned. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Current Tonnage by Rail</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No data</td>
<td>0.00</td>
</tr>
<tr>
<td>1\textsuperscript{st} Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2\textsuperscript{nd} Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3\textsuperscript{rd} Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4\textsuperscript{th} Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

3. Multiple Mode Demand (expressed public demand alternative mode)

The rail projects will receive a score considering the expressed public demand for an alternative mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Expressed Support / Demand for New Mode</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0.0</td>
</tr>
<tr>
<td>Some</td>
<td>0.5</td>
</tr>
<tr>
<td>Substantial</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the level of expressed public demand for additional modes and how it materialized or was expressed.

*Port of Entry Projects*

1. Change in Average Annual Daily Crossings

Annual Average Daily Crossings ("AADC") (i.e., vehicles, pedestrians, and commercial vehicles) is a measure of travel demand or usage of the POE and is calculated by dividing the total annual crossings by 365 days. A change in the annual average daily crossings is a measure of the demand satisfied or additional usage of the POE. In the case of new POE projects, the Annual Average Daily Crossings equals the change in Annual Average Daily Crossings. The change in AADC (by mode) will be calculated as the difference between the expected AADC in 2030 and the current AADC. The higher the change in AADC, the higher the demand satisfied or additional usage of the facility. The POE projects will be scored given the change in AADC (by mode) and the weight assigned to each mode as follows:

<table>
<thead>
<tr>
<th>Mode Weight</th>
<th>Mode</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.25</td>
<td>Pedestrians</td>
<td>1\textsuperscript{st} Quartile</td>
</tr>
<tr>
<td>0.30</td>
<td>Automobiles</td>
<td>1\textsuperscript{st} Quartile</td>
</tr>
<tr>
<td>0.45</td>
<td>Trucks</td>
<td>1\textsuperscript{st} Quartile</td>
</tr>
</tbody>
</table>
2. Multiple Mode Demand

The POE projects will receive a score considering the expressed public demand or support for a new mode facilitated by the proposed project. The higher the expressed public demand for an alternative mode, the higher the score assigned. The POE projects will be scored as follows:

<table>
<thead>
<tr>
<th>Expressed Level of Public Demand / Support</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No demand</td>
<td>0.0</td>
</tr>
<tr>
<td>Some demand</td>
<td>0.5</td>
</tr>
<tr>
<td>High demand</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the level of expressed public demand for additional modes and how it materialized or was expressed.

FINANCIAL / PROJECT READINESS CATEGORY

Roads, Interchange, Rail, and Port of Entry Projects

1. Cost Effectiveness ($/Capacity Criterion)

The cost effectiveness Criterion is defined as the public cost (i.e., project cost – private participation, $) of the project per lane-mile (for roads and interchanges), per track-mile (for rail projects), and per number of booths (for POE projects). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Cost Effectiveness</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

2. Cost Effectiveness ($/Demand Criterion)

The cost effectiveness Criterion is defined as the public cost (i.e., project cost – private participation, $) of the project divided by change in AADT (for roads and interchanges), by the change in AADRC (for rail projects), and by the change in number of booths (for POE projects). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Cost Effectiveness</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.75</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.
1st Quartile 1.00
(*) Please refer to Appendix 1 for the definition of quartile.
SAFETY CATEGORY

Road, Interchange and Rail Projects

1. Accident Rate per Mile

The accident rate per mile Criteria is a measure of the “level of safety” experienced on a given facility. The higher the accident rate per mile on an existing facility, the higher the need for a project to improve the “level of safety” on the facility and the higher the score assigned. In the case of a new project the accident rate per mile on a parallel and similar road, interchange or rail facility respectively will be used. The road and interchange and rail projects will be scored as follows:

<table>
<thead>
<tr>
<th>Accident Rate per mile</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

2. Diversion of Hazardous Materials

This Criterion is a qualitative measure of whether a proposed / planned road, interchange, or rail project aids in diverting hazardous materials from populated areas or resources vital to these areas. The project sponsor will need to describe in detail to the study team how the proposed / planned project diverts hazardous materials from populated areas or resources vital to these areas. The road, interchange, and rail projects will be scored as follows:

<table>
<thead>
<tr>
<th>Diversion of Hazmat</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.00</td>
</tr>
<tr>
<td>Yes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Port of Entry Projects

1. Border Security / Safety

This Criterion is a qualitative measure of the improvement in the safety / security level achieved by a proposed / planned POE project. The project sponsor will need to describe in detail to the study team how a proposed / planned project will improve safety / security at the POE. POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Safety / Security</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No improvements</td>
<td>0.00</td>
</tr>
<tr>
<td>Some improvements</td>
<td>0.50</td>
</tr>
<tr>
<td>Substantial improvements</td>
<td>1.00</td>
</tr>
</tbody>
</table>
2. Diversion of Hazardous Materials

This Criterion is a qualitative measure of whether a proposed / planned POE project is prepared to handle an emergency / contingency involving hazardous materials, such as a spill. The score will be assigned by the study team and the TWG based on the information provided by the stakeholder. The project sponsor will need to describe in detail to the study team how the proposed / planned POE project will handle possible eventualities involving hazardous materials. The POE projects will be scored as follows:

<table>
<thead>
<tr>
<th>Diversion of Hazmat</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared</td>
<td>0.00</td>
</tr>
<tr>
<td>Not prepared</td>
<td>1.00</td>
</tr>
</tbody>
</table>

REGIONAL IMPACTS CATEGORY

*Road, Interchange, Rail, and Port of Entry Projects*

1. Environmental Impacts

The environmental impacts Criterion is a qualitative assessment of the environmental impacts of proposed projects in terms of air quality, water quality, and other environmental indicators. The project sponsor will need to describe in detail how the proposed / planned project impacts the environment. The project will thus be scored as follows:

<table>
<thead>
<tr>
<th>Environmental Impact</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Burden</td>
<td>0.00</td>
</tr>
<tr>
<td>Medium Burden</td>
<td>0.25</td>
</tr>
<tr>
<td>Neutral</td>
<td>0.50</td>
</tr>
<tr>
<td>Medium Benefit</td>
<td>0.75</td>
</tr>
<tr>
<td>High Benefit</td>
<td>1.00</td>
</tr>
</tbody>
</table>

2. Socio-Economic Impacts

The socio-economic impacts Criterion is a qualitative assessment of the socio-economic impacts on proposed / planned projects in terms of community safety and access, the creation of jobs, increase in industry, and impact on trade corridors. The project sponsor will need to describe in detail to the study team how the proposed project impacts the socio-economic characteristics of the area. The projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Socio-Economic Impact</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Burden</td>
<td>0.00</td>
</tr>
<tr>
<td>Medium Burden</td>
<td>0.25</td>
</tr>
<tr>
<td>Neutral</td>
<td>0.50</td>
</tr>
<tr>
<td>Medium Benefit</td>
<td>0.75</td>
</tr>
<tr>
<td>High Benefit</td>
<td>1.00</td>
</tr>
</tbody>
</table>

3. Modal Diversion

The modal diversion Criterion is a qualitative assessment of whether a proposed project will increase the number of transportation modes. The project sponsor will need to describe in detail to the study team how the number of transportation modes are increased. The projects will thus be scored as follows:
**Project will add a new mode**  | **Score**
--- | ---
No | 0.00
1 Mode | 0.33
2 Modes | 0.67
More than 2 Modes | 1.00

4. Land Availability

The land availability Criterion is a measure of the available land. The project sponsor will need to describe in detail to the study team and justify that the required land for the project is available. The projects will be scored as follows:

**Land Availability**  | **Score**
--- | ---
No Land Availability | 0.00
Low Land Availability | 0.33
Medium Land Availability | 0.67
High Land Availability / No Land Needed | 1.00
Appendix 1 – Quartiles

A quartile is a statistical term corresponding to one of three points, that divide a ranked data set into equal groups, each representing a fourth of the data points.

The three points are:

- The 1\textsuperscript{st} Quartile (Q1) or lower quartile is the value in the ranked data set for which 25\% of the values are lower and 75\% of the values are higher. The Q1 also corresponds to the 25\textsuperscript{th} Percentile.
- The 2\textsuperscript{nd} Quartile (Q2) or median, corresponds to the value in the ranked data set that divides the ranked data in half. The Q2 also corresponds to the 50\textsuperscript{th} Percentile.
- The 3\textsuperscript{rd} Quartile (Q3) or upper quartile is the value in the ranked data set for which 75\% of the values are lower and 25\% of the values are higher. The Q3 corresponds to the 75\textsuperscript{th} Percentile.

Example – Average Annual Daily Traffic (AADT)

The following figure illustrates the AADT values for 65 projects.

When Q1, Q2, and Q3 are estimated, the data set is divided into 4 sets, corresponding to the data between the 0\textsuperscript{th} and 25\textsuperscript{th} Percentiles, 25\textsuperscript{th} and 50\textsuperscript{th} Percentiles, 50\textsuperscript{th} and 75\textsuperscript{th} Percentiles, and 75\textsuperscript{th} and 100\textsuperscript{th} Percentiles. For the Criterion that use quartiles, the projects will be scored depending on which of the four data sets include the project’s Criteria value. For example, if a project has an AADT of 15,000,

The AADT value will fall within the 3\textsuperscript{rd} data set and consequently a score corresponding to Q3 will be assigned to the proposed project for this Criterion.
Agenda

Lower Rio Grande Valley – Tamaulipas Border Master Plan
Third Policy Advisory Committee Meeting
September 13, 2012
McAllen, Texas - McAllen Convention Center
Meeting Room 102 ABC

8:00 - 8:30  Arrival and registration
8:30 - 9:00  Welcome and introductions
              Review of meeting objectives
9:00 - 10:15  Outcome of the 3rd Technical Working Group Workshop
10:15 - 10:30  Break
10:30 - 12:15  Endorse/Reject Categories, Category Weights, Criteria, and Criterion Weights
12:15 - 1:00  Lunch
1:00 - 3:00  Voting and Facilitated Discussion on Rejected Criteria and Weights
3:00 - 3:15  Break
3:15 – 4:30  Voting and Facilitated Discussion on Rejected Categories and Category Weights
4:30 – 5:00  Administrative Matters and Follow-up Business
            Adjourn

Lunch and break kindly sponsored by:
These meeting minutes document the outcome of the third Policy Advisory Committee (PAC) meeting within the framework of the Lower Rio Grande Valley-Tamaulipas Border Master Plan (BMP) effort. The meeting took place in McAllen, Texas, on September 13, 2012, at the McAllen Convention Center in Meeting Room 102 ABC. Please refer to the attendance and acronym list included in Appendix A of this document for agency/company acronyms and names listed throughout this document.

Welcome and Introductions

The binational meeting officially started at 8:30 a.m. as Mr. Homero Bazán, Jr. (TxDOT) welcomed attendees to the third PAC Meeting in the development of the Lower Rio Grande Valley-Tamaulipas BMP. He also thanked participants for attending and made the appropriate introductions.

Presentations

Ms. Jolanda Prozzi (Program Manager: Environment and Planning, Texas Transportation Institute) started by thanking the meeting sponsors. She then provided a summary of the outcome of the third TWG meeting (held August 22 and 23), which was the development of the Draft Ranking Framework.

Discussion

Ms. Sylvia Grijalva (FHWA) was under the impression that the Connectivity criterion for road and interchange projects would determine the percentage of vehicles going across the border, and she asked how this would be measured.

Dr. Jorge Prozzi (CTR) affirmed that there is no data to indicate if traffic is going to a port of entry (POE). He clarified that the Connectivity criterion was proposed to capture how the project has a wider impact on traffic in the region.
With regard to marine port projects, Mr. Eduardo A. Campirano (Port of Brownsville) suggested that Cost/Vessel would be a good metric for the cost effectiveness of a project because this affects the cost of cargo.

The discussion proceeded to the Regional Impacts Category, and Mr. Sean Cázares (SRE) stated that objective of construction is not to create jobs; this is a consequence or a secondary benefit. Ms. Grijalva countered that it is acceptable to judge projects based on economic impacts but supporting data is crucial.

Regarding the Binational Coordination category for POE projects, Ms. Grijalva stated that even a concept can be on the Bilateral Bridges and Border Crossing Group agenda, but the Presidential Permit is more important.

Ms. Jennifer Nilson (DOS, US Consulate in Matamoros) read the current definition of Binational Coordination found in the Draft Scoring Metric.

**Endorsement/Rejection of Categories, Category Weights, Criteria, and Criteria Weights**

Dr. Prozzi then began to facilitate the discussion on the endorsement of categories and category weights. He reminded voters that a two-thirds majority was needed to reject a category or category weight as it was.

Participants subsequently approved all categories for inclusion in the BMP, and proceeded to vote on the category weights.

Mr. Cázares expressed concerned about the low percentage assigned to the Binational Coordination category. “We cannot have half a bridge, which has happened before,” he said. “American cities are constitutionally enabled to form international agreements; in Mexico this is exclusively a federal task with some concession to states or municipalities.” He thus proposed swapping the weights of Regional Impacts and Binational Coordination.

Ms. Nilson stated that the US DOS was content with the weight as it was, but would also approve if the Binational Coordination weight was increased.

Mr. Gabriel Duran (IBWC) agreed with increasing the weight of Binational Coordination, because it is essential in the beginning phase of a project to allow time to complete relevant hydraulic studies.

Mr. Mikahil Pavlov (CBP) stated that the Capacity/Congestion category should have the highest weight, followed by Demand and then Cost Effectiveness/Project Readiness. He added that Regional Impacts should be more important than Binational Coordination.

Mr. Sam Vale (President, Starr Camargo Bridge Company) stated that all categories are equally important in this process, but stressed that coordination is crucial.

Dr. Prozzi then called for a vote to approve all existing category weights, and a majority of participants were in favor. The discussion then progressed to voting to endorse the existing criteria, going by category through each of the four types of projects and then moving on to the next category.
With regard to the Number of POEs Served criterion for roadway projects, Ms. Grijalva asked if relevant data was available. Ms. Prozzi replied that TxDOT was responsible for providing this data.

With no other discussion, participants voted to approve the criteria weights for the Capacity/Congestion Category for Road and Interchange projects.

For rail projects, Ms. Grijalva asked whether the Average Delay Time criterion measures a reduction in delay time or just existing delay time. Ms. Prozzi replied that Average Delay Time measures the need for a proposed project that will address that need. Mr. Vale added that there are three types of delays—infrastructure deficiency, personnel shortage, and inefficient use of personnel—and thus different types of projects to address these needs.

For POE projects, regarding the Alleviate Congestion criterion, Mr. Pavlov asked if this criterion measured reduction in wait time or queue length, and added that level of service is tied to border wait times. Ms. Grijalva replied that CBP has data on border wait times, and that this information should be utilized. Mr. Pavlov also questioned what defined “some improvement” versus “substantial improvement,” and suggested that these be measured in terms of percent reduction.

Participants voted to reject the Alleviate Congestion criterion for POE projects and revisit this criterion and its weight later in the day. They also voted to retain the other criteria and respective weights.

Regarding marine port projects, some confusion was expressed regarding the difference between Vessel Size and Channel Capacity. Mr. Eduardo A. Campirano (Port of Brownsville) clarified that greater depth means greater capacity. He stated that the greatest improvement is achieved by adding depth, but some improvements such may be made without adding depth. He added that in most cases adding one or two docks is a huge undertaking for any port, but channel depth and capacity are still the most important issues.

Participants then voted to endorse the Marine Port Capacity/Congestion criteria and their weights.

As discussion began on the Demand category, Dr. Prozzi re-explained the concept of quartiles used to score the Change in Traffic criterion. Ms. Grijlava suggested that the final report contain the specific numbers that represent the quartiles for this BMP.

With regard to the Multiple Mode Demand criterion, Mr. Bazán asked for clarification as to what constituted expressed public demand. Ms. Prozzi replied that in the Laredo BMP, stakeholders would present news articles as evidence of expressed demand, but there is still subjectivity involved. Mr. Bazán also stated that the FHWA encourages the accommodation of pedestrians and bicyclists, and Dr. Prozzi added that usually TxDOT will not add a new mode without expressed demand.

Ms. Prozzi suggested that a project be scored according to whether or not it accommodates an alternative mode or serves a need for that mode. In spite of this discussion, participants still endorsed all the Demand criteria for road and interchange projects.
As for the weights of the Demand criteria for road and interchange projects, Mr. Bazán felt that the weight of the Multiple Mode Demand criterion was too high, especially for being very subjective, and the weight of the Estimated Demand in 20/30 Years criterion was too low considering that these projections are readily available. Ultimately, however, there was no change in the criteria weights.

During lunch, Mr. Duran gave a presentation describing the history and function of the IBWC and the process for obtaining a permit for work along the Rio Grande.

After lunch, voters accepted the Demand criteria for rail projects and the respective criteria weights.

Regarding the Change in Average Annual Daily Crossings, Mr. David Randolph (BRG) stated that this criterion inadvertently penalizes a bridge that doesn’t allow the crossing of all three modes and recommended that it be rejected. Mr. Vale added that transportation authorities are now moving towards separating the modes, and this criterion lumps them all together. Ms. Grijalva suggested normalizing the score to the existing modes crossing a bridge. Additional concern was raised that this criterion only weights existing POEs. Dr. Prozzi suggested that this criterion be renamed Percentage Annual Daily Crossings and redefined as the total number of crossings at a bridge projected in 2030, divided by the total crossings from the region in 2011. A participant asked if a bus counted as one vehicle crossing or 40 individual crossings. Stakeholders then agreed to use vehicle counts, not person counts, and also agreed to keep the modified version of the criterion.

With regard to the Multiple Mode Demand criterion, Mr. Cázares stated that almost all POEs accommodate buses and pedestrians, so almost all projects will earn points. Dr. Prozzi posed the question of whether the plan would score the addition of new modes or score the existing accommodation of multiple modes. Mr. Pavlov stated that the criterion should encourage modal diversity and give points to incremental demand for new modes. Participants voted on keeping the criterion, resulting in a near tie, and Dr. Prozzi asked for new discussion on the topic. Mr. Bazán stated that originally this criterion was meant to give credit for the addition of new modes. Ultimately, stakeholders agreed to endorse this criterion and the weights for both Demand criteria for POE projects.

Participants endorsed all of the Demand criteria for marine port projects and their respective weights.

Regarding the Partially Funded Project criterion for the Cost Effectiveness/Project Readiness category, Mr. Bazán voiced the opinion that even a small amount of earmarked funding can allow a project to move forward, and advocated that projects with any amount of secured funding receive some points.

There was also some discussion as to the procession of the development phases for projects in the United States and Mexico. Concerns were raised that the phases may not occur exactly as they appear in the Draft Scoring Metric.

Participants then endorsed the Cost Effectiveness/Project Readiness criteria, including the aforementioned minor modifications as well as the existing criteria weights.
Participants also endorsed the Safety criteria for road and interchange and rail projects as well as their respective Weights.

While discussing the Safety criteria for POE projects, Mr. Pavlov commented that the Diversion of Commercial Traffic/Separation of Traffic by Type criterion conflicts with the Multiple Mode Demand criterion by encouraging the separation of modes. Ms. Grijalva responded that there are two means of modal separation: physically separating commercial trucks on the bridge, or routing commercial traffic to a different POE. She added that while accommodating additional modes is encouraged, it does cause safety issues.

Regarding the Safe Handling of HazMat criterion, Ms. Grijalva stated that a POE has to be designated as capable of handling hazardous materials in its presidential permit. She also stated that assigning 40 percent to the Safe Handling of HazMat criterion is unfair to POEs that are not designated as such. Nonetheless, voters endorsed the existing criteria and criteria weights.

With regard to the Regional Impacts category, Mr. Bazán stated that it is difficult to quantify the Job Creation criterion. Ms. Prozzi added that job creation is important, but if there is no data, then all projects score zero and it is a useless criterion. In the first round of voting, 12 people endorsed this criterion. Dr. Prozzi called on the supporters to specify data that can be provided, and called for another vote.

A participant stated that the remaining Regional Impacts criteria are more difficult to measure than Job Creation. Ms. Grijalva responded that it is possible to measure the costs of border wait times and truck delays; it’s not that these criteria can’t be measured, but that there are many different ways to measure them. Ms. Linda De La Fuente (Hidalgo County MPO) suggested that transportation reinvestment zones can be used to track economic growth by estimating the number of establishments that will conduct business from a new highway. Voters ultimately chose to retain all of Regional Impacts criteria as well as the existing weights for all three.

Participants then endorsed the Binational Coordination criterion for POE projects and its relative weight.

**Voting and Facilitated Discussion on Rejected Criteria and Weights**

Only one criterion needed to be revisited: Alleviates Congestion for POE projects. Ms. Grijalva suggested that reduction in border wait times be used; even a new POE will reduce wait times at another existing POE. Mr. Pavlov agreed that this was the most available data. Participants ultimately agreed to use the quartile approach and rank projects based on a POE’s wait time divided by the regional average in 2011. New projects would be scored using wait times from an existing, similar POE.
Results

The table below provides the prioritization criteria and weights for road and interchange projects endorsed by the PAC. In total, 18 criteria were endorsed for prioritizing the road and interchange projects.

**Road and Interchange Project Prioritization Criteria**

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity/Congestion (weight = 25.3%)</td>
<td>Change in number of lanes</td>
<td>26.0%</td>
</tr>
<tr>
<td></td>
<td>Change in Level of Service</td>
<td>25.6%</td>
</tr>
<tr>
<td></td>
<td>Number of POEs served</td>
<td>24.2%</td>
</tr>
<tr>
<td></td>
<td>Connectivity</td>
<td>24.2%</td>
</tr>
<tr>
<td>Demand (weight = 19.2%)</td>
<td>Change in Average Annual Daily Traffic</td>
<td>34.4%</td>
</tr>
<tr>
<td></td>
<td>Percentage of trucks</td>
<td>25.6%</td>
</tr>
<tr>
<td></td>
<td>Multiple mode demand</td>
<td>21.4%</td>
</tr>
<tr>
<td></td>
<td>Estimated Demand in 20/30 years</td>
<td>18.6%</td>
</tr>
<tr>
<td>Cost-Effectiveness/Project Readiness</td>
<td>Cost/Capacity Criterion</td>
<td>23.4%</td>
</tr>
<tr>
<td>(weight = 16.9%)</td>
<td>Cost/Demand Criterion</td>
<td>18.2%</td>
</tr>
<tr>
<td></td>
<td>Land availability</td>
<td>26.5%</td>
</tr>
<tr>
<td></td>
<td>Partially funded project</td>
<td>19.8%</td>
</tr>
<tr>
<td></td>
<td>Phase of project development</td>
<td>12.1%</td>
</tr>
<tr>
<td>Safety (weight = 16.3%)</td>
<td>Annual Accident Rate per mile</td>
<td>57.6%</td>
</tr>
<tr>
<td></td>
<td>Diversion (Handling) of Hazardous Materials</td>
<td>42.4%</td>
</tr>
<tr>
<td>Regional Impacts (weight = 22.3%)</td>
<td>Job creation</td>
<td>30.0%</td>
</tr>
<tr>
<td></td>
<td>Wider geographic impacts</td>
<td>34.8%</td>
</tr>
<tr>
<td></td>
<td>General development</td>
<td>35.2%</td>
</tr>
</tbody>
</table>
The table below provides the prioritization criteria and weights for rail projects endorsed by the PAC. In total, 17 criteria were endorsed for prioritizing the rail projects.

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity/Congestion (weight = 25.3%)</td>
<td>Change in number of tracks</td>
<td>30.5%</td>
</tr>
<tr>
<td></td>
<td>Average Delay Time</td>
<td>29.8%</td>
</tr>
<tr>
<td></td>
<td>Alleviates congestion locally</td>
<td>39.7%</td>
</tr>
<tr>
<td>Demand (weight = 19.2%)</td>
<td>Change in Average Annual Daily Rail Cars</td>
<td>30.0%</td>
</tr>
<tr>
<td></td>
<td>Cross-border tonnage by rail</td>
<td>17.4%</td>
</tr>
<tr>
<td></td>
<td>Multiple mode demand</td>
<td>13.6%</td>
</tr>
<tr>
<td></td>
<td>Additional Hours of Interchange</td>
<td>39.0%</td>
</tr>
<tr>
<td>Cost-Effectiveness/Project Readiness (weight = 16.9%)</td>
<td>Cost/Capacity Criterion</td>
<td>23.4%</td>
</tr>
<tr>
<td></td>
<td>Cost/Demand Criterion</td>
<td>18.2%</td>
</tr>
<tr>
<td></td>
<td>Land availability</td>
<td>26.5%</td>
</tr>
<tr>
<td></td>
<td>Partially funded project</td>
<td>19.8%</td>
</tr>
<tr>
<td></td>
<td>Phase of project development</td>
<td>12.1%</td>
</tr>
<tr>
<td>Safety (weight = 16.3%)</td>
<td>Annual Accident Rate per mile</td>
<td>57.6%</td>
</tr>
<tr>
<td></td>
<td>Diversion (Handling) of Hazardous Materials</td>
<td>42.4%</td>
</tr>
<tr>
<td>Regional Impacts (weight = 22.3%)</td>
<td>Job creation</td>
<td>30.0%</td>
</tr>
<tr>
<td></td>
<td>Wider geographic impacts</td>
<td>34.8%</td>
</tr>
<tr>
<td></td>
<td>General development</td>
<td>35.2%</td>
</tr>
</tbody>
</table>
The table below provides the prioritization criteria and weights for POE projects endorsed by the PAC. In total, 17 criteria were endorsed for prioritizing the POE projects.

**POE Project Prioritization Criteria**

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity/Congestion (weight = 21.0%)</td>
<td>Change in # of fully operational lanes</td>
<td>32.2%</td>
</tr>
<tr>
<td></td>
<td>Improve throughput through the use of technology</td>
<td>19.6%</td>
</tr>
<tr>
<td></td>
<td>Alleviate congestion</td>
<td>29.2%</td>
</tr>
<tr>
<td></td>
<td>Increase in number of modes served</td>
<td>19.0%</td>
</tr>
<tr>
<td>Demand (weight = 16.0%)</td>
<td>Change in Average Annual Daily Crossings</td>
<td>59.6%</td>
</tr>
<tr>
<td></td>
<td>Multiple mode demand</td>
<td>40.4%</td>
</tr>
<tr>
<td>Cost-Effectiveness/Project Readiness (weight = 15.0%)</td>
<td>Cost/Capacity Criterion</td>
<td>23.4%</td>
</tr>
<tr>
<td></td>
<td>Cost/Demand Criterion</td>
<td>18.2%</td>
</tr>
<tr>
<td></td>
<td>Land availability</td>
<td>26.5%</td>
</tr>
<tr>
<td></td>
<td>Partially funded project</td>
<td>19.8%</td>
</tr>
<tr>
<td></td>
<td>Phase of project development</td>
<td>12.1%</td>
</tr>
<tr>
<td>Safety (weight = 9.0%)</td>
<td>Diversion of commercial traffic / separation of traffic by type</td>
<td>61.0%</td>
</tr>
<tr>
<td></td>
<td>Safe Handling of HazMat</td>
<td>39.0%</td>
</tr>
<tr>
<td>Regional Impacts (weight = 22.0%)</td>
<td>Job creation</td>
<td>30.0%</td>
</tr>
<tr>
<td></td>
<td>Wider geographic impacts</td>
<td>34.8%</td>
</tr>
<tr>
<td></td>
<td>General development</td>
<td>35.2%</td>
</tr>
<tr>
<td>Binational Coordination (weight = 17.0%)</td>
<td>Binational Coordination</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
The table below provides the prioritization criteria and weights for marine port projects endorsed by the PAC. In total, 16 criteria were endorsed for prioritizing the marine port projects.

**Marine Port Project Prioritization Criteria**

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity/Congestion (weight = 25.3%)</td>
<td>Vessel size</td>
<td>24.0%</td>
</tr>
<tr>
<td></td>
<td>Channel Capacity (depth, width)</td>
<td>45.0%</td>
</tr>
<tr>
<td></td>
<td>Number and Types of Docks</td>
<td>31.0%</td>
</tr>
<tr>
<td>Demand (weight = 19.2%)</td>
<td>Increase in Total Annual Tonnage</td>
<td>53.5%</td>
</tr>
<tr>
<td></td>
<td>Multiple mode demand</td>
<td>14.8%</td>
</tr>
<tr>
<td></td>
<td>Increase in cross-border tonnage</td>
<td>31.7%</td>
</tr>
<tr>
<td>Cost-Effectiveness/Project Readiness (weight = 16.9%)</td>
<td>Cost/Capacity Criterion</td>
<td>23.4%</td>
</tr>
<tr>
<td></td>
<td>Cost/Demand Criterion</td>
<td>18.2%</td>
</tr>
<tr>
<td></td>
<td>Land availability</td>
<td>26.5%</td>
</tr>
<tr>
<td></td>
<td>Partially funded project</td>
<td>19.8%</td>
</tr>
<tr>
<td></td>
<td>Phase of project development</td>
<td>12.1%</td>
</tr>
<tr>
<td>Safety (weight = 16.3%)</td>
<td>Diversion of commercial traffic / separation of traffic by type</td>
<td>61.0%</td>
</tr>
<tr>
<td></td>
<td>Safe Handling of HazMat</td>
<td>39.0%</td>
</tr>
<tr>
<td>Regional Impacts (weight = 22.3%)</td>
<td>Job creation</td>
<td>30.0%</td>
</tr>
<tr>
<td></td>
<td>Wider geographic impacts</td>
<td>34.8%</td>
</tr>
<tr>
<td></td>
<td>General development</td>
<td>35.2%</td>
</tr>
</tbody>
</table>

**Administrative Matters and Follow-Up Business**

Ms. Prozzi thanked all attendees for their participation, input, and time. The meeting was adjourned at around 4:30 PM.
# APPENDIX A
## Attendance List

<table>
<thead>
<tr>
<th>Stakeholder Represented</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administración General de Aduanas (Ciudad Camargo)</td>
<td>Edgar A. Garza M.</td>
</tr>
<tr>
<td>Brownsville MPO</td>
<td>Larry A. Brown</td>
</tr>
<tr>
<td>Brownsville &amp; Rio Grande Railroad (BRG)</td>
<td>David Randolph</td>
</tr>
<tr>
<td></td>
<td>Norma Torres (by proxy)</td>
</tr>
<tr>
<td>Caminos y Puentes Federales (CAPUFE)</td>
<td>America Alvarado</td>
</tr>
<tr>
<td></td>
<td>Gerardo Saldivar</td>
</tr>
<tr>
<td>Center for Transportation Research (CTR)</td>
<td>Alejandra Cruz Ross</td>
</tr>
<tr>
<td></td>
<td>Jolanda Prozzi</td>
</tr>
<tr>
<td></td>
<td>Jorge Prozzi</td>
</tr>
<tr>
<td></td>
<td>Dan Seedah</td>
</tr>
<tr>
<td>City of Donna</td>
<td>Oscar Ramirez</td>
</tr>
<tr>
<td></td>
<td>Jorge Velasco</td>
</tr>
<tr>
<td>City of McAllen</td>
<td>Brent Branham</td>
</tr>
<tr>
<td></td>
<td>Ramon Navarro, IV</td>
</tr>
<tr>
<td></td>
<td>Juan Olaguibel</td>
</tr>
<tr>
<td>City of Rio Grande</td>
<td>Juan F. Zuniga</td>
</tr>
<tr>
<td>City of Roma</td>
<td>Joe Garza</td>
</tr>
<tr>
<td>Comisión Internacional de Limites y Aguas (CILA)</td>
<td>Alejandro Díaz</td>
</tr>
<tr>
<td>Dannenbaum Engineering</td>
<td>George Ramon</td>
</tr>
<tr>
<td>Donna International Bridge</td>
<td>Josue Garcia, Jr.</td>
</tr>
<tr>
<td>Federal Highway Administration (FHWA)</td>
<td>Shundreka R. Givan</td>
</tr>
<tr>
<td></td>
<td>Sylvia Grijalva</td>
</tr>
<tr>
<td>Gobierno del Estado de Tamaulipas - Secretaría de Comunicaciones y Transportes (SCT)</td>
<td>Carlos Zamora Jimenez</td>
</tr>
<tr>
<td>Gobierno del Estado de Tamaulipas - Secretaría de Desarrollo Económico y Turismo (SEDET)</td>
<td>Raul Sepulveda G.</td>
</tr>
<tr>
<td>Gobierno del Estado de Tamaulipas - Secretaría de Relaciones Exteriores (SRE)</td>
<td>Sean Cázares A.</td>
</tr>
<tr>
<td>Gobierno del Estado de Tamaulipas</td>
<td>Jaime Cano</td>
</tr>
<tr>
<td></td>
<td>Serafín Maya</td>
</tr>
<tr>
<td></td>
<td>Marco Polo Olivares</td>
</tr>
<tr>
<td>Stakeholder Represented</td>
<td>Name</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Harlingen-San Benito MPO</td>
<td>Kara Alcocer</td>
</tr>
<tr>
<td></td>
<td>Rebeca Castillo</td>
</tr>
<tr>
<td>Hidalgo County</td>
<td>Michael Leo</td>
</tr>
<tr>
<td>Hidalgo County Commuter Rail District</td>
<td>Jim Edge</td>
</tr>
<tr>
<td>Hidalgo County MPO</td>
<td>Linda De La Fuente</td>
</tr>
<tr>
<td>Instituto de Administración y Avalúos de Bienes Nacionales</td>
<td>Fernando Valdés Lucio</td>
</tr>
<tr>
<td>(INDAABIN)</td>
<td></td>
</tr>
<tr>
<td>Instituto Municipal de Planeación de Matamoros (IMPLAN)</td>
<td>Javier Nuñez</td>
</tr>
<tr>
<td>International Boundary and Water Commission (IBWC)</td>
<td>Gabriel Duran</td>
</tr>
<tr>
<td>Municipio de Vicente</td>
<td>Beatríz Castro</td>
</tr>
<tr>
<td>Municipio de Valle Hermoso</td>
<td>Eleuterio Contreras</td>
</tr>
<tr>
<td>Pathfinder Public Affairs</td>
<td>Erika Reyna</td>
</tr>
<tr>
<td>Pharr International Bridge</td>
<td>Ezequiel Ordoñez, Sr.</td>
</tr>
<tr>
<td>Port of Brownsville</td>
<td>Eduardo A. Campirano</td>
</tr>
<tr>
<td>Silva, Otting, &amp; Silva, L.L.C.</td>
<td>Ernesto S. Silva</td>
</tr>
<tr>
<td>Starr Camargo Bridge Company</td>
<td>Jose A. Escamilla</td>
</tr>
<tr>
<td></td>
<td>Sam Vale</td>
</tr>
<tr>
<td>Starr County Industrial Foundation</td>
<td>Rose Benavidez</td>
</tr>
<tr>
<td></td>
<td>Nilda Elizondo</td>
</tr>
<tr>
<td>Texas Department of Transportation</td>
<td>Homero Bazán, Jr.</td>
</tr>
<tr>
<td></td>
<td>Eduardo Hagert</td>
</tr>
<tr>
<td></td>
<td>Joseph Leal</td>
</tr>
<tr>
<td>The Border Trade Alliance</td>
<td>Jesse Hereford</td>
</tr>
<tr>
<td>U.S. Department of State, Consulate in Matamoros</td>
<td>Jennifer Nilson</td>
</tr>
<tr>
<td>U.S. Customs and Border Protection</td>
<td>Joe G. Ramos</td>
</tr>
<tr>
<td></td>
<td>Mikhail Pavlov</td>
</tr>
<tr>
<td>U.S. General Services Administration</td>
<td>Jim King</td>
</tr>
<tr>
<td></td>
<td>H. Ovidio Arguello A.</td>
</tr>
</tbody>
</table>
Lower Rio Grande Valley-Tamaulipas Border Master Plan

Appendix E
Criteria Definitions and Scoring Metric
Plan Maestro Fronterizo
Lower Rio Grande Valley – Tamaulipas
Border Master Plan

Criteria Scoring Metrics
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Capacity / Congestion Category

Road and Interchange Projects

1. Increase in number of lanes

An increase in the number of lanes is a measure of added road capacity. In the case of a new road or interchange project, the final number of lanes equals the increase in the number of lanes. The higher the number of added lanes, the higher the added road capacity. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Increase in Number of Lanes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>Full shoulder (minimum 8 feet)</td>
<td>0.25</td>
</tr>
<tr>
<td>Additional left turn lane</td>
<td>0.50</td>
</tr>
<tr>
<td>2 lanes</td>
<td>0.75</td>
</tr>
<tr>
<td>More than 2 lanes (or create overpass)</td>
<td>1.00</td>
</tr>
</tbody>
</table>

2. Improvement in level of service

An improvement in the LOS measures a change in congestion experienced. Typically, LOS of E or F is considered congested, while a LOS of A – D is considered acceptable. The higher the change in LOS achieved (e.g., from LOS F to LOS A or B), the higher the score assigned. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change from LOS</th>
<th>To LOS</th>
<th>F</th>
<th>E</th>
<th>D</th>
<th>C</th>
<th>B</th>
<th>A</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>-</td>
<td>0</td>
<td>0.3</td>
<td>0.7</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>E</td>
<td>-</td>
<td>-</td>
<td>0</td>
<td>0.7</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>D</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
<td>0.7</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>C</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.3</td>
<td>0.5</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
<td>0.3</td>
</tr>
<tr>
<td>A</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
</tbody>
</table>

3. Number of Ports-of-Entry (POE) served

This criterion measures how many POEs are served by a proposed project by directly connecting to the POE or by connecting to a POE road. The higher the number of POEs served (directly or indirectly), the higher the score assigned. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Number of POEs Served</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.25</td>
</tr>
<tr>
<td>2</td>
<td>0.50</td>
</tr>
<tr>
<td>3</td>
<td>0.75</td>
</tr>
<tr>
<td>More than 3</td>
<td>1.00</td>
</tr>
</tbody>
</table>
4. Connectivity

Connectivity describes the extent to which urban forms permit (or restrict) movement of people or vehicles in different directions. Connectivity is generally considered a positive attribute of an urban design, as it permits ease of movement and avoids severing neighborhoods. Thus, better connectivity will provide smoother flow of traffic and help alleviate problems associated with traffic congestion. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Connectivity</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Connectivity</td>
<td>0.00</td>
</tr>
<tr>
<td>Gap Closure</td>
<td>0.25</td>
</tr>
<tr>
<td>New Connection/ Location</td>
<td>0.5</td>
</tr>
<tr>
<td>Relief Route/Loop</td>
<td>1.0</td>
</tr>
</tbody>
</table>

**Rail Projects**

1. Increase in Number of Tracks

An increase in the number of rail tracks is a measure of added rail capacity. In the case of new rail tracks, the final number of tracks equals the increase in the number of tracks. The higher the number of added tracks, the higher the added rail capacity. A distinction will be made to reflect whether capacity is added to rail track or rail yards.

Rail Track Projects will be scored as follows:

<table>
<thead>
<tr>
<th>Increase in Number of Tracks</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>Relocation</td>
<td>0.33</td>
</tr>
<tr>
<td>Add 1 track</td>
<td>0.67</td>
</tr>
<tr>
<td>Add 1 track + Relocation</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Rail Yard Projects will be scored as follows:

<table>
<thead>
<tr>
<th>Increase in Number of Tracks</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Between 0 and 5</td>
<td>0.5</td>
</tr>
<tr>
<td>More than 5</td>
<td>1.0</td>
</tr>
</tbody>
</table>

2. Average Delay Time

Travel delay is experienced when the actual speed falls below the posted speed for an existing rail facility. The greater the travel delay, the greater the need to address the problem and therefore it should take precedence over other projects that are less affected by the particular problem. Rail projects will thus be scored as follows:
### Existing Delay Time

<table>
<thead>
<tr>
<th>Existing Delay Time</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>No delay</td>
<td>0.00</td>
</tr>
<tr>
<td>0-6 hours</td>
<td>0.25</td>
</tr>
<tr>
<td>6-12 hours</td>
<td>0.50</td>
</tr>
<tr>
<td>12-18 hours</td>
<td>0.75</td>
</tr>
<tr>
<td>More than 18 hours</td>
<td>1.00</td>
</tr>
</tbody>
</table>

3. **Alleviates Congestion Locally (within same county (US) or municipality (Mx))**

The alleviate congestion locally criterion is a qualitative criterion that indicates how a given rail project will affect rail and vehicle traffic congestion within the same county (US) or municipality (Mx). Alleviate local congestion is determined by the proposed rail project’s impact on removing rail traffic from developed areas and by eliminating rail crossings. The more rail traffic that is removed from developed areas and the higher the number of rail crossings eliminated, the higher the assigned score. Rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Relocation of Rail Traffic</th>
<th>Eliminates Rail Crossings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
</tr>
<tr>
<td>No</td>
<td>0.00</td>
</tr>
<tr>
<td>Some</td>
<td>0.25</td>
</tr>
<tr>
<td>All</td>
<td>0.50</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the impact of the project on removing rail traffic from developed areas and in eliminating rail crossings in the county or municipality.

### Port-of-Entry (POE) Projects

1. **Increase in Number of Fully Operational Lanes/Rail Tracks**

An increase in the number of fully operational lanes/rail tracks is a measure of added POE capacity. In the case of new POE projects, the final number of fully operational lanes equals the increase in the number of fully operational lanes/rail tracks. The higher the number of added fully operational lanes, the higher the added POE capacity. POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Increase in Number of Fully Operational Lanes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>Double-stacked booth</td>
<td>0.20</td>
</tr>
<tr>
<td>+1</td>
<td>0.33</td>
</tr>
<tr>
<td>+2</td>
<td>0.67</td>
</tr>
<tr>
<td>+3 or more</td>
<td>1.00</td>
</tr>
</tbody>
</table>

* Double stacked booths and new lanes can be additive.

2. **Improve Throughput through the Use of Technology**

Secure lanes (i.e., Fast or SENTRI lanes) facilitate the throughput of different modes thereby enhancing the capacity of the POE. POE projects will thus be scored as follows:
### Use of Technology

<table>
<thead>
<tr>
<th>Use of Technology</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No improvement</td>
<td>0.0</td>
</tr>
<tr>
<td>Other technology (LED, etc.)</td>
<td>0.5</td>
</tr>
<tr>
<td>Advanced lane technology (Ready, FAST, SENTRI)</td>
<td>1.0</td>
</tr>
</tbody>
</table>

3. **Alleviates Congestion**

The alleviate congestion criterion indicates how a planned POE project will affect congestion. A 2011 baseline would be established by calculating the average regional waiting time. The expected wait times as a result of the proposed/planned project for existing crossings and new crossings will also be calculated. The criterion will be measured as the ratio between the expected wait times relative to the regional waiting times (i.e., baseline). The POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Expected Wait Time Relative to the Baseline Data</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Impact</td>
<td>0.0</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

4. **Increase in Number of Modes Served**

The increase in modes served criterion captures the ability of the planned POE project in facilitating the handling of additional modes at the POE. The more additional modes served at the POE, the higher the score assigned. The POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Increase in Modes Served</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1 additional mode</td>
<td>0.33</td>
</tr>
<tr>
<td>2 additional modes</td>
<td>0.67</td>
</tr>
<tr>
<td>3 additional modes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

### Marine Ports

1. **Vessel Size**

Cargo ships are categorized partly by capacity, partly by weight, and partly by dimensions (often with reference to the various canals and canal locks they fit through). Planned projects that can accommodate larger vessels provide more utility and therefore are assigned higher scores. Planned port projects will be scored as follows:

<table>
<thead>
<tr>
<th>Vessel Size Accommodation</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No increase</td>
<td>0.00</td>
</tr>
<tr>
<td>Barges</td>
<td>0.25</td>
</tr>
<tr>
<td>General vessels</td>
<td>0.50</td>
</tr>
<tr>
<td>PANAMAX</td>
<td>0.75</td>
</tr>
<tr>
<td>Post PANAMAX</td>
<td>1.00</td>
</tr>
</tbody>
</table>
2. Channel Capacity

The importance of channel capacity as a criterion is largely a function of the type of vessel and goods handled by a port. Vessels can be either filled to their weight capacity (in which case channel depth is important) or to their volume capacity (in which case channel width and turning basin size may be more important). This criterion measures the added depth secured by a proposed port project.

<table>
<thead>
<tr>
<th>Added Depth</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 4 feet</td>
<td>0.4</td>
</tr>
<tr>
<td>4-6 feet</td>
<td>0.6</td>
</tr>
<tr>
<td>6-8 feet</td>
<td>0.8</td>
</tr>
<tr>
<td>8 or more feet</td>
<td>1.0</td>
</tr>
</tbody>
</table>

3. Number of docks

A dock is a structure or group of structures involved in the handling of boats or ships, usually on or close to a shore. The higher the number of available docks, the higher the capacity of a marine port. A higher number of additional docks would imply added capacity and therefore higher scores will be assigned to such projects. Therefore, planned marine port projects will be scored as follows for this criterion:

<table>
<thead>
<tr>
<th>Additional Number of Docks</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>1</td>
<td>0.50</td>
</tr>
<tr>
<td>2</td>
<td>0.75</td>
</tr>
<tr>
<td>3</td>
<td>0.75</td>
</tr>
<tr>
<td>4+</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Demand Category**

*Road and Interchange Projects*

1. Increase in Average Annual Daily Traffic (AADT)

Annual Average Daily Traffic (AADT) is a measure of travel demand or usage of a facility and is calculated by dividing the total annual vehicle traffic by 365 days. An increase in the AADT is a measure of the demand satisfied or additional usage of the facility. In the case of new road or interchange projects, the final AADT equals the increase in AADT. The increase in AADT will be calculated as the difference between the expected AADT in 2030 and the current AADT. The higher the increase in AADT, the higher the demand satisfied or additional usage of the facility. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Change in AADT</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.
2. Percentage of Trucks

The percentage of trucks is the share of the AADT that are trucks and is an indicator of the importance of the road or interchange to goods movement. The higher the percentage of trucks, the higher the importance of the road or interchange to goods movement. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Percentage of Trucks</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

3. Multiple Mode Demand (expressed public demand for alternative mode)

The road and interchange projects will receive a score considering the expressed public demand for an alternative mode facilitated by the proposed project. The road and interchange projects will be scored as follows:

<table>
<thead>
<tr>
<th>Additional Modes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.0</td>
</tr>
<tr>
<td>Yes</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the expressed public demand for additional modes and how it materialized or was expressed.

4. Estimated Demand at 20 Years

The estimated demand is calculated based on the initial demand and a certain growth rate that is typical for a certain geographic region. The growth rate is often determined based on historical data. Planned projects that have a higher forecasted demand should be prioritized as they would provide higher utility as they will cater to a bigger population than others. Therefore, such projects need to be assigned relatively higher scores. The road and interchange projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Estimated Demand</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

**Rail Projects**

1. Increase in Average Annual Daily Rail Cars (AADRC)

Average Annual Daily Rail Cars (AADRC) is a measure of rail demand or usage of a rail facility and is calculated by dividing the total annual number of rail cars by 365 days. An increase in the AADRC is a measure of the demand satisfied or additional usage of the rail facility. In the case of new rail projects, the
final AADRC equals the increase in AADRC. The increase in AADRC will be calculated as the difference between the expected AADRC in 2030 and the current AADRC. The higher the increase in AADRC, the higher the demand satisfied or additional usage of the facility. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Increase in AADRC</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

2. Cross-border tonnage by rail

This criterion measures the current total tonnage of goods moved by rail across the border. The higher the total tonnage moved by rail across the border, the higher the score assigned. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Current Tonnage by Rail</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No data</td>
<td>0.00</td>
</tr>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

3. Multiple Mode Demand (expressed public demand alternative mode)

The rail projects will receive a score considering the expressed public demand for an alternative mode facilitated by the proposed project. The rail projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Additional Modes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.0</td>
</tr>
<tr>
<td>Yes</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the level of expressed public demand for additional modes and how it materialized or was expressed.

4. Additional Hours of Interchange

Hours of interchange are a measure of the length of time it takes to interchange rail cars between multinational railroads at a POE. Planned rail projects that provide additional hours of interchange at an existing or new crossing score points for the number of additional hours they provide.

<table>
<thead>
<tr>
<th>Additional Hours</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 hours</td>
<td>0.00</td>
</tr>
<tr>
<td>0-4 hours</td>
<td>0.50</td>
</tr>
<tr>
<td>&gt;4-12 hours</td>
<td>1.00</td>
</tr>
</tbody>
</table>
**Port-of-Entry Projects**

1. **Increase in Average Annual Daily Crossings (AADC)**

   Average Annual Daily Crossings (i.e., vehicles, pedestrians, and commercial vehicles) is a measure of travel demand or usage of the POE and is calculated by dividing the total annual crossings by 365 days. An increase in the average annual daily crossings (AADC) is a measure of the demand satisfied or additional usage of the POE. The relative increase in the AADC for new crossings will be calculated as the ratio between the expected AADC in 2030 and the 2011 total number of crossings. The relative increase in the AADC for existing crossings will be calculated as the ratio between the additional crossings in 2030 and the 2011 total number of crossings. The planned POE projects will be scored as follows:

<table>
<thead>
<tr>
<th>Relative Increase</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No data</td>
<td>0.00</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

   (*) Please refer to Appendix 1 for the definition of quartile.

2. **Multiple Mode Demand**

   The POE projects will receive a score considering the expressed public demand or support for a new mode facilitated by the proposed project. The POE projects will be scored as follows:

<table>
<thead>
<tr>
<th>Additional Modes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.0</td>
</tr>
<tr>
<td>+1</td>
<td>0.25</td>
</tr>
<tr>
<td>+2</td>
<td>0.50</td>
</tr>
<tr>
<td>+3</td>
<td>0.75</td>
</tr>
<tr>
<td>4+</td>
<td>1.00</td>
</tr>
</tbody>
</table>

   The project sponsor will need to describe in detail to the study team the level of expressed public demand for additional modes and how it materialized or was expressed.

**Marine Ports**

1. **Increase in Total Annual Tonnage**

   Tonnage is a measure of the size or cargo carrying capacity of a ship. It is used in reference to the weight of a ship's cargo; specifically referring to a calculation of the volume or cargo volume of a ship. The higher the total tonnage moved by marine vessels, the higher the score assigned. The planned marine projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>% Increase in Tonnage</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>0-5</td>
<td>0.33</td>
</tr>
<tr>
<td>&gt;5-10</td>
<td>0.67</td>
</tr>
<tr>
<td>Greater than 10</td>
<td>1.00</td>
</tr>
</tbody>
</table>
2. Multiple Mode Demand

The planned marine projects will receive a score considering the expressed public demand or support for a new mode facilitated by the proposed project. The marine projects will be scored as follows:

<table>
<thead>
<tr>
<th>Additional Modes</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.0</td>
</tr>
<tr>
<td>Yes</td>
<td>1.0</td>
</tr>
</tbody>
</table>

The project sponsor will need to describe in detail to the study team the level of expressed public demand for additional modes and how it materialized or was expressed.

3. Increase in Cross-Border Tonnage

This criterion measures the increase in total tonnage of goods moved by marine vessels destined for cross-border movement. The higher the increase in total tonnage moved by marine vessels destined for cross border movement, the higher the score assigned. The marine projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>% Increase in Tonnage</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>&gt;0-&lt;=2</td>
<td>0.33</td>
</tr>
<tr>
<td>&gt;2-&lt;=5</td>
<td>0.67</td>
</tr>
<tr>
<td>Greater than 5</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Cost Effectiveness / Project Readiness Category**

*All Projects*

1. Cost Effectiveness ($/Capacity Criterion)

The cost effectiveness criterion is defined as the public cost (i.e., project cost – private participation, $) of the project per lane-mile (for roads and interchanges), per track-mile (for rail projects), per number of booths (for POE projects), and per vessel size (for marine ports). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Cost Effectiveness</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

2. Cost Effectiveness ($/Demand Criterion)

The cost effectiveness criterion is defined as the public cost (i.e., project cost – private participation, $) of the project divided by change in AADT (for roads and interchanges), by the change in AADRC (for rail projects), by the change in number of fully operationally booths (for POE projects), and by the change in
tonnage (for marine ports). The higher the cost effectiveness (i.e., lower the value), the higher the score assigned. Projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Cost Effectiveness</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>0.00</td>
</tr>
<tr>
<td>1st Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4th Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

3. Land Availability

The land availability criterion is a measure of the available land or the necessary funds for the land. The project sponsor will need to describe in detail to the study team and justify that the required land or funding for the land for the project is available. The projects will be scored as follows:

<table>
<thead>
<tr>
<th>Land Availability</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Land Availability</td>
<td>0.00</td>
</tr>
<tr>
<td>Low Land Availability (&lt; 50%)</td>
<td>0.33</td>
</tr>
<tr>
<td>Medium Land Availability (50% to 80%)</td>
<td>0.67</td>
</tr>
<tr>
<td>High Land Availability / No Land Needed (&gt;80%)</td>
<td>1.00</td>
</tr>
</tbody>
</table>

4. Partially Funded Project

Available project funding can be considered a measure for project readiness. A planned project that has allocated/secured a relatively higher proportion of the total project budget is more likely to be completed and should therefore be assigned a higher score. The projects will be scored as follows:

<table>
<thead>
<tr>
<th>Funding Secured (% of Project Budget)</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Funding</td>
<td>0.00</td>
</tr>
<tr>
<td>0 to &lt;=25%</td>
<td>0.25</td>
</tr>
<tr>
<td>&gt;25 to &lt;=50%</td>
<td>0.50</td>
</tr>
<tr>
<td>&gt;50 to &lt;=75%</td>
<td>0.75</td>
</tr>
<tr>
<td>&gt;75 to &lt;=100%</td>
<td>1.00</td>
</tr>
</tbody>
</table>

5. Phase of Project Development

There are a number of phases in project development: conceptual, preliminary feasibility (includes cost of project, acreage, etc.), planning/programming, all environmental permits in hand (local/state/federal), greater than 80% ROW in hand, local/state/federal permits in hand, or project is ready to go. This is thus another measure of project readiness. A higher score will be assigned to projects that have reached certain levels of maturity as opposed to those that are in the conceptual phase. The projects will be scored as follows:
<table>
<thead>
<tr>
<th>Phase of Project Development</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conceptual</td>
<td>0.00</td>
</tr>
<tr>
<td>Preliminary feasibility (includes cost of project, acreage, etc.)</td>
<td>0.25</td>
</tr>
<tr>
<td>Planning/Programming</td>
<td>0.50</td>
</tr>
<tr>
<td>All environmental permits in hand (Local/State/Federal)</td>
<td>0.75</td>
</tr>
<tr>
<td>&gt;80% ROW in hand, Local/State/Federal Permits in hand</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Safety Category**

**Road and Interchange and Rail Projects**

1. Accident Rate per mile

The annual accident rate per mile criterion is a measure of the "level of safety" experienced on a given facility. The higher the accident rate per mile on an existing facility, the higher the need for a project to improve the "level of safety" on the facility and the higher the score assigned. In the case of a new project the accident rate per mile on a parallel and similar road, interchange or rail facility, respectively will be used. The road and interchange and rail projects will be scored as follows:

<table>
<thead>
<tr>
<th>Accident Rate per mile</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Data</td>
<td>0.00</td>
</tr>
<tr>
<td>1(^{st}) Quartile</td>
<td>0.25</td>
</tr>
<tr>
<td>2(^{nd}) Quartile</td>
<td>0.50</td>
</tr>
<tr>
<td>3(^{rd}) Quartile</td>
<td>0.75</td>
</tr>
<tr>
<td>4(^{th}) Quartile</td>
<td>1.00</td>
</tr>
</tbody>
</table>

(*) Please refer to Appendix 1 for the definition of quartile.

2. Diversion of Non-Radioactive Hazardous Materials

This criterion is a qualitative measure of whether a proposed / planned road, interchange, or rail project aids in diverting non-radioactive hazardous materials from populated areas or resources vital to these areas. The project sponsor will need to describe in detail to the study team how the proposed / planned project diverts non-radioactive hazardous materials from populated areas or resources vital to these areas. The road, interchange, and rail projects will be scored as follows:

<table>
<thead>
<tr>
<th>Diversion of Hazmat</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.00</td>
</tr>
<tr>
<td>Yes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Port-of-Entry (POE) and Marine Projects**

1. Diversion of Commercial Traffic

In the case of new POE projects the criterion will measure if commercial traffic is diverted out of urban areas, in the case of existing POEs the criterion will analyze if measures will be taken to have a clear and physical separation by traffic type (bicycle, trucks, pedestrians, and POVs), and in the case of marine projects whether commercial traffic is diverted to the marine mode.
New POE projects will be scored as follows:

<table>
<thead>
<tr>
<th>Diversion of Traffic from Urban Areas</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.00</td>
</tr>
<tr>
<td>Yes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Existing POE projects will be scored as follows:

<table>
<thead>
<tr>
<th>Separation by Traffic Type</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No separation</td>
<td>0.00</td>
</tr>
<tr>
<td>Separation of 1 mode</td>
<td>0.25</td>
</tr>
<tr>
<td>Separation of 2 modes</td>
<td>0.50</td>
</tr>
<tr>
<td>Separation of 3 modes</td>
<td>0.75</td>
</tr>
<tr>
<td>Separation of more than 3 modes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Marine projects:

<table>
<thead>
<tr>
<th>Diversion of Traffic</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0.00</td>
</tr>
<tr>
<td>Yes</td>
<td>1.00</td>
</tr>
</tbody>
</table>

2. Safe Handling of Hazardous Materials

This criterion is a qualitative measure of whether a planned POE or marine project is prepared to handle an emergency / contingency involving hazardous materials, such as a spill. The project sponsor will need to describe in detail to the study team how the planned POE or marine project will handle possible eventualities involving hazardous materials. The POE or marine projects will be scored as follows:

<table>
<thead>
<tr>
<th>Handling of Hazmat</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Prepared</td>
<td>0.00</td>
</tr>
<tr>
<td>Prepared</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Regional Impacts Category

All Projects

1. Wider Geographic Impacts

This criterion attempts to measure the wider geographic impacts of proposed/planned projects, i.e., local, regional, statewide, or bi-national. The wider the geographic impact, the higher the score assigned.

<table>
<thead>
<tr>
<th>Wider Geographic Impacts</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No impact</td>
<td>0.00</td>
</tr>
<tr>
<td>Local impact (within 1 county)</td>
<td>0.25</td>
</tr>
<tr>
<td>Regional impact (more than 1 county)</td>
<td>0.50</td>
</tr>
<tr>
<td>Statewide impact (more than 2 counties)</td>
<td>0.75</td>
</tr>
<tr>
<td>Bi-national impact (Mexico and U.S.A.)</td>
<td>1.00</td>
</tr>
</tbody>
</table>
2. General Development

General development impacts of planned projects may refer to a project’s annual impact on the general quality of life and economic climate of a region. It can involve multiple aspects including the development of human capital, critical infrastructure, regional competitiveness and the enhancement of trade, and safety. The project sponsor will need to describe in detail to the study team how the proposed project impacts the socio-economic characteristics of the area. The projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>General Development</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No benefit (&lt; $250,000 / year)</td>
<td>0.00</td>
</tr>
<tr>
<td>Minor benefit ($250,000 - $500,000/ year)</td>
<td>0.33</td>
</tr>
<tr>
<td>Moderate benefit (&gt; $500,000 - $1 million/ year)</td>
<td>0.67</td>
</tr>
<tr>
<td>Major benefit (&gt; $1 million/ year)</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Bi-national Coordination**

**Port-of-Entry (POE) Projects**

1. Bi-national Coordination Criteria

This criterion assesses whether the binational components of a project have been taken into account. We can assess the extent of binational coordination by determining whether a given project: 1) has been formally discussed by both governments at the federal level and marked by federal milestones including exchange of official documents; 2) is being coordinated via the Binational Bridges and Border Crossings Group (BBBXG), and other fora as appropriate; 3) has been submitted to the U.S. Department of State for a U.S. Government Presidential Permit (or submitted as an application for an amendment of an existing Presidential Permit), and accepted as a complete application; and/or 4) is included on the twelve month action plan of the bilateral Executive Steering Committee on 21st Century Border Management.

POE projects will thus be scored as follows:

<table>
<thead>
<tr>
<th>Forums for Bi-national Coordination</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0.00</td>
</tr>
<tr>
<td>One</td>
<td>0.25</td>
</tr>
<tr>
<td>Two</td>
<td>0.50</td>
</tr>
<tr>
<td>Three</td>
<td>0.75</td>
</tr>
<tr>
<td>Four</td>
<td>1.00</td>
</tr>
</tbody>
</table>
Appendix 1 – Quartiles

A quartile is a statistical term corresponding to one of three points, that divide a ranked data set into equal groups, each representing a fourth of the data points.

The three points are:

- The 1\textsuperscript{st} Quartile (Q1) or lower quartile is the value in the ranked data set for which 25\% of the values are lower and 75\% of the values are higher. The Q1 also corresponds to the 25\textsuperscript{th} Percentile.
- The 2\textsuperscript{nd} Quartile (Q2) or median, corresponds to the value in the ranked data set that divides the ranked data in half. The Q2 also corresponds to the 50\textsuperscript{th} Percentile.
- The 3\textsuperscript{rd} Quartile (Q3) or upper quartile is the value in the ranked data set for which 75\% of the values are lower and 25\% of the values are higher. The Q3 corresponds to the 75\textsuperscript{th} Percentile.

Example – Average Annual Daily Traffic (AADT)

The following figure illustrates the AADT values for 65 projects.

When Q1, Q2, and Q3 are estimated, the data set is divided into 4 sets, corresponding to the data between the 0\textsuperscript{th} and 25\textsuperscript{th} Percentiles, 25\textsuperscript{th} and 50\textsuperscript{th} Percentiles, 50\textsuperscript{th} and 75\textsuperscript{th} Percentiles, and 75\textsuperscript{th} and 100\textsuperscript{th} Percentiles. For the criterion that use quartiles, the projects will be scored depending on which of the four data sets include the project’s criteria value. For example, if a project has an AADT of 15,000,
The AADT value will fall within the 3rd data set and consequently a score corresponding to Q3 will be assigned to the proposed project for this criterion.
Lower Rio Grande Valley-Tamaulipas Border Master Plan

Appendix F
Ranking Spreadsheets
## Lower Rio Grande Valley / Tamaulipas Border Master Plan

### U.S. POE Project Ranking

**Project Description**

<table>
<thead>
<tr>
<th>Project ID/CSJ</th>
<th>Funding - Private (*)</th>
<th>Cost Effectiveness (%)</th>
<th>Regional Impact (&gt;)</th>
<th>Bi-National Impact (%)</th>
<th>Land Availability (%)</th>
<th>All environmental permits in hand (Y/N)</th>
<th>Transportation/Infrastructure (Y/N)</th>
<th>Economic Feasibility (Y/N)</th>
<th>Financial Feasibility (Y/N)</th>
<th>Project Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>POE-08 / POE-09</td>
<td>$500,000</td>
<td>$500,000</td>
<td>No Benefit (&lt;$250,000/year)</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-08 / POE-09</td>
<td>24,105,270</td>
<td>24,105,270</td>
<td>No land availability</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-08 / POE-09</td>
<td>6,941,229</td>
<td>6,941,229</td>
<td>No land availability</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE - Donna</td>
<td>125,000,000</td>
<td>125,000,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE - Donna</td>
<td>15,600,000</td>
<td>15,600,000</td>
<td>No land availability</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-08 / ALT-1</td>
<td>6,500,000</td>
<td>6,500,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-08 / ALT-2</td>
<td>3,300,000</td>
<td>3,300,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-08 / ALT-2</td>
<td>2,300,000</td>
<td>2,300,000</td>
<td>No land availability</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-08 / ALT-2</td>
<td>600,000</td>
<td>600,000</td>
<td>No land availability</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-18</td>
<td>3,500,000</td>
<td>3,500,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-30</td>
<td>2,300,000</td>
<td>2,300,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>ITS</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
<td>Yes 1.000</td>
<td>0.110</td>
</tr>
<tr>
<td>POE-35</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>All environmental permits in hand</td>
<td>No 2</td>
<td>0.500</td>
<td>0.018</td>
<td>Yes 1.000</td>
<td>0.035</td>
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<td>Estimated Cost/Low Bid</td>
<td>Border Crossing Wait Time (in minutes)</td>
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<td>POE-32-ALT-1 Medium Term</td>
<td>City of Pharr</td>
<td>Expansion – 2nd Facility - Alternate 1</td>
<td>Duplicate the port of entry import lot inspection facility, increasing by 100%. This will allow for quicker inspection of cargo and efficiency of operations thereby resulting in increased use of the Pharr port of entry.</td>
<td>0.041</td>
<td>15,000,000$</td>
<td>Yes</td>
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<td>Anzalduas LPOE Twin NB Bridge Segment</td>
<td>CBP Complete Modernization/Rebuild</td>
<td>Reconfigure and rebuild the existing POE in compliance with current design standards and operational requirements to improve capacity, processing efficiency, security, and officer safety.</td>
<td>0.000</td>
<td>55,000,000$</td>
<td>Yes</td>
<td>1.000</td>
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<td>POE-31 Short Term</td>
<td>City of Pharr</td>
<td>Export Lot Staging Area Create a parking staging area for southbound trucks to reduce ... 14.62 3 11.62   1.000 0.061 2 2 -    0.000 0.000 0.082 27    55    27    0.500 0.048 2    2    -    0.000 0.000 0.048</td>
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<tr>
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<td>Anzaldúas International Bridge Segment</td>
<td>CBP Complete Modernization/Rebuild</td>
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<td>0.000</td>
<td>20,000,000$</td>
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<td>CBP Complete Modernization/Rebuild</td>
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<td>0.000</td>
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<td>POE-02 Short Term</td>
<td>City of Pharr</td>
<td>Headhouse relocation and lane realignment</td>
<td>Reconfigure and rebuild the existing POE in compliance with current design standards and operational requirements to improve capacity, processing efficiency, security, and officer safety.</td>
<td>0.000</td>
<td>10,000,000$</td>
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<td>CBP Complete Modernization/Rebuild</td>
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<td>0.000</td>
<td>20,000,000$</td>
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<td>Brownsville - Gateway International Bridge</td>
<td>CBP Complete Modernization/Rebuild</td>
<td>Reconfigure and rebuild the existing POE in compliance with current design standards and operational requirements to improve capacity, processing efficiency, security, and officer safety.</td>
<td>0.000</td>
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<td>Hidalgo International Bridge 7,000,000$</td>
<td>CBP Complete Modernization/Rebuild</td>
<td>Reconfigure and rebuild the existing POE in compliance with current design standards and operational requirements to improve capacity, processing efficiency, security, and officer safety.</td>
<td>0.000</td>
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<td>Starr-Camargo Bridge Company</td>
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<td>0.000</td>
<td>20,000,000$</td>
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<td>Progreso International Bridge 0921-06-207 Low Bid</td>
<td>CBP Complete Modernization/Rebuild</td>
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<td>0.000</td>
<td>15,000,000$</td>
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<td>20,000,000$</td>
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<td>CBP Complete Modernization/Rebuild</td>
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<td>0.000</td>
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<td>15,000,000$</td>
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<td>20,000,000$</td>
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<td>Hidalgo International Bridge</td>
<td>CBP Complete Modernization/Rebuild</td>
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<td>10,000,000$</td>
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<td>15,000,000$</td>
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**TABLE KEY**

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<th>Reporting Agency</th>
<th>Location of Project</th>
<th>Project Description</th>
<th>Partial Weight</th>
<th>Estimated Cost/Low Bid</th>
<th>Change in booths</th>
<th>Estimated Cost/Low Bid</th>
<th>Border Crossing Wait Time (in minutes)</th>
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## U.S. POE Project Ranking

### Lower Rio Grande Valley / Tamaulipas Border Master Plan

- **Cost effectiveness / Project Readiness (15%)**
- **Safety (9%)**
- **Regional Impacts (22%)**
- **Bi-National Coordination (17%)**

### 1. Bi-National Coordination

- **Cost Effectiveness ($/Capacity Criterion) (23.4%)**
- **Cost Effectiveness ($/Demand Criterion) (18.2%)**
- **Land Availability (26.5%)**
- **Partially Funded Project (19.8%)**
- **Phase of Project Development (12.1%)**

### 1. Diversion of Commercial Traffic (61%)

- **Safe Handling of Hazardous Material (39%)**

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<td>2</td>
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<td>5</td>
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<td>375,000</td>
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<td>POE-06 / POE-10</td>
<td>22,116,507</td>
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<td>2,462,957</td>
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<td>39%</td>
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<td>Location</td>
<td>Let Year</td>
<td>Year Project Becomes Operational</td>
<td>Estimated Cost/Low Bid ($2012)</td>
<td>Before Project</td>
<td>After Project</td>
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| SCT-DGDC-02  | SCT-DGDC-02  | INDABIN Mediano | Secretaría de Comunicaciones y Transportes, DGDC Puente de Progreso | Carril de Acceso y de Salida del Puerto Fronterizo - 200 metros - 100 metros de cada lado, lado de corona de 12 metros - 15 metros de calzada | Progreso | 2013-2014 | $3,200,000 | Yes | 0.50 | 0.021 | 65 | 20 | 45 | 1.00 | 0.061 | 0.000 | 0.000 | 0.000 | 0.127 | 0.00 | 0.000 | 1 | 0.25 | 0.016 | 0.016 | 0.000 | 0.000 | 0.000 | 0.000
| GobTamps-02  | GobTamps-02  | Gobierno del Estado de Tamaulipas | Instalaciones para la inspección de vehículos | Construcción de las instalaciones para la inspección de vehículos de carga en ambos sentidos | Progreso | 2014 | $880,000 | Yes | 1.00 | 0.041 | 0 | 0.00 | 0.000 | 0.000 | 0.000 | 0.330 | 0.013 | 0.054 | 990 | 5,600 | 4,610 | 1.00 | 0.095 | 3 | 3 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000
| SCT-DGDC-01  | SCT-DGDC-01  | Secretaría de Comunicaciones y Transportes, DGDC | Puente Internacional Matamoros-Brownsville | Mejoras y modernización al Puente Internacional existente - convertir puente ferroviario en carril SENTRI - Modernización de la infraestructura ferroviaria - Modernización de la infraestructura ferroviaria - Modernización de la infraestructura ferroviaria - Modernización de la infraestructura ferroviaria | Progreso | 2013-2015 | $11,200,000 | Yes | 1.00 | 0.041 | 90 | 15 | 75 | 1.00 | 0.061 | 3 | 3 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| GobTamps-03  | GobTamps-03  | Gobierno del Estado de Tamaulipas | Ampliación de la Aduana de Exportación | Construcción de Andenes de Exportación para aumentar su capacidad de procesamiento de transporte de carga; se tiene capacidad limitada para procesar exportaciones | Progreso | 2013-2014 | $4,800,000 | Yes | 0.00 | 0.000 | 0 | 0.00 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 1,200 | 2,925 | 1,725 | 1.00 | 0.095 | 3 | 3 | - | - | - | - | - | - |
| AI-01        | AI-01        | Aduanas / INDABIN | Nueva Ubicación de la Aduana de Camargo | Desarrollo de áreas de carga de Importación y Exportación; Reordenamiento de las áreas de carga y edificios administrativos | Progreso | 2013 | $10,160,000 | Yes | 1.00 | 0.041 | 0 | 0.00 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| SCT-DGDC-04  | SCT-DGDC-04  | Secretaría de Comunicaciones y Transportes, DGDC | Puente Internacional "Flor de Mayo" | Construcción de nuevo puente | Progreso | 0 | 0 | 0.00 | 0.000 | 0 | 0.00 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| IMPLAN-01    | IMPLAN-01    | Municipio de Matamoros; IMPLAN | Puente Longuerio | Construcción de nuevo puente | Progreso | 0 | 0 | 0.00 | 0.000 | 0 | 0.00 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

**LEYENDA DE LA TABLA**

1. Increase in Average Annual Daily Crossings (59.6%)
2. Multiple Mode Demand (40.4%)
3. Improve Throughput Through the Use of Technology (19.6%) 4. Alleviates Congestion (29.2%)
5. Increase in Number of Modes Served (19%)
<table>
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<tr>
<th>Project ID/CSJ</th>
<th>Description</th>
<th>Conceptual</th>
<th>Preliminary feasibility</th>
<th>Planning/Programming</th>
<th>Permissions (ROW)</th>
<th>Safety (Hazardous Material)</th>
<th>Safety (Overall)</th>
<th>Local Impact (Cnt.)</th>
<th>Regional Impact (&gt;1 county)</th>
<th>Bi-national Impact</th>
<th>Cost Effectiveness ($/Capacity Criterion)</th>
<th>Cost Effectiveness ($/Demand Criterion)</th>
<th>Total Cost Effectiveness</th>
<th>Partial Weight</th>
<th>Project Score in 100s</th>
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**Cost Effectiveness / Project Readiness: 1. Wider Geographic Impacts (50%) 2. Safe Handling of Hazardous Material (39%) 3. Regional Impacts (22%) 4. Bi-National Coordination (17%)**

**Safety: 1. Global Development (50%) 2. General Development (50%)**

**Regional Impacts Weight: 1. Diversion of Commercial Traffic (61%) 2. Wider Geographic Impacts (50%) 3. General Development (50%)**

**Bi-National Coordination Weight: 1. Diversion of Commercial Traffic (61%) 2. Wider Geographic Impacts (50%) 3. General Development (50%)**

**Project Score: 1. Diversion of Commercial Traffic (61%) 2. Wider Geographic Impacts (50%) 3. General Development (50%)**
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<th>Project Name</th>
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<th>Term</th>
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<th>Change in AADT</th>
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<th>Change in AADT</th>
<th>Project Cost (M)</th>
<th>Score Weight Term</th>
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<td>US 83</td>
<td>2.3 mi W of Hidalgo Co. Line</td>
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<td>Hidalgo TXDOT US 83 - At Bicentennial US 83 Construct overpass and modify ramps at US 83 and document signage for new overpass.</td>
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<td>Cameron County RMA IH 69 / BU 69 Split (North) $80,000,000 4 8 4 1.00 0.066 C D 0.00 0.000 3 0.75 0.046 Yes 1.00 0.061 0.173 49,000    1.7% 68,600    19,600    1.00 0.066 - 0.00 0.000 No 0.00 0.000 68,600 1.000 0.053 0.119</td>
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<td>Cameron County RMA SH 32 (East Phase II) - Widen SH 32 from a two-lane undivided highway to a four-lane divided facility from FM 3068 to SH 4.</td>
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<td>9. SH 68 Phase II Toll Road - Construction of new four-lane controlled access tolled facility from FM 1925 to US 281. New State Highway 68 2030 2033  $394,000,000 2 4 2 0.75 0.049 C A 0.50 0.032 1 0.25 0.015 Yes 0.25 0.015 0.112 4,700    1.7% 6,600    1,900    0.25 0.017 11.2 0.75 0.037 No 0.00 0.000 6,600 0.250 0.013 0.067</td>
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**Project Description**

1. Implementation of the access to the entrance of the International Bridge Reynosa-Pharr and interchange of access of the International Bridge Reynosa-Pharr with Blvd. Luis Donaldo Colosio.

2. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

3. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

4. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

5. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

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8. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

9. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

10. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

11. Improvement of the access to the entrance of the International Bridge Reynosa-Pharr and interchange with Blvd. Luis Donaldo Colosio.

**Notes:**

- Project ID/CSJ refers to the identification number of each project.
- Let Year is the year the project is let for construction.
- Year Project becomes operational is the year the project is expected to be operational.
- Estimated Cost ($) is the estimated cost of the project.
- Change in Number of Lanes is the change in the number of lanes.
- Change in Level of Service is the change in the level of service.
- Number of POEs Served is the number of points of entry served.
- Connectivity is the connectivity improvement.
- Change in Average Annual Daily Traffic is the change in average annual daily traffic.
- Percentage of Trucks is the percentage of trucks.
- Multiple Mode Demand is the multiple mode demand.
- Estimated Demand at 20 years is the estimated demand at 20 years.
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<th>Local Impact (within 1 county)</th>
<th>Regional Impact (&gt;1 county)</th>
<th>Statewide Impact (&gt;2 counties)</th>
<th>Bi-National Impact (Mexico and US)</th>
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**Cost Effectiveness**

- ($/Capacity Criterion) (23.4%)
- ($/Demand Criterion) (18.2%)

**Score**

- Partial Weight

**Safety**

- Wider Geographic Impacts (50%)
- General Development (50%)

**Regional Impacts**

- Land Availability (26.5%)
- Partially Funded Project (19.8%)
- Phase of Project Development (12.1%)

**Cost effectiveness / Project Readiness**

- Accident Rates per Mile (57.6%)
- Diversion of Non-Radioactive Hazardous Materials (42.4%)
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<th>Demand (14.8%)</th>
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<td>Term</td>
<td>Reporting Agency</td>
<td>Project Name</td>
<td>Location of Project</td>
<td>Year Project Becomes Operational</td>
<td>Let Year</td>
<td>Estimated Cost/Low Bid ($2012)</td>
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<td>CG-182</td>
<td>Mediano Plazo</td>
<td>Estado de Tamaulipas / Administración Portuaria Integral (API)</td>
<td>Puerto de Matamoros: Ampliación de la Carretera Conectora, Dragado y Escolleras</td>
<td>Puerto de Matamoros</td>
<td>2015 - 2013, 2014</td>
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<td>Project ID/CSJ</td>
<td>Estimated Cost ($M)</td>
<td>Funding - Private</td>
<td>Increase in Channel Capacity</td>
<td>Cost Effectiveness Score</td>
<td>Partial Weight</td>
<td>Estimated Cost ($M)</td>
<td>Funding - Private</td>
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**Phase of Project Development (12.1%)**
1. Diversion of Commercial Traffic (61%)
2. Safe Handling of Hazardous Materials (39%)

**Safety Weight (16.3%)**
1. Wider Geographic Impacts (50%)
2. General Development (50%)

**Regional Impacts (22.3%)**
1. Cost Effectiveness (6/1 Capacity Criterion) (23.4%)
2. Cost Effectiveness (6/1 Demand Criterion) (18.2%)
3. Land Availability (26.5%)
4. Partially Funded Project (19.8%)

**Project Score**

**Project Rank**

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