BORDERS COMMITTEE AGENDA

Friday, February 24, 2006
12:30 to 2:30 p.m.
SANDAG Board Room
401 B Street, 7th Floor
San Diego

AGENDA HIGHLIGHTS

• ECONOMIC IMPACTS OF BORDER WAIT TIMES ON FREIGHT MOVEMENTS IN THE SAN DIEGO-BAJA CALIFORNIA BORDER REGION

• RESERVATION TRANSPORTATION NEEDS ASSESSMENT AND TRIBAL SUMMIT UPDATE

• INTERREGIONAL PARTNERSHIP (IRP) II - REVISED WORK PLAN/SCHEDULE

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MISSION STATEMENT
The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside, and Imperial Counties and the Republic of Mexico). The preparation and implementation of SANDAG’s Binational Planning and Interregional Planning Programs are included under its purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters.

San Diego Association of Governments  ·  401 B Street, Suite 800, San Diego, CA 92101-4231
(619) 699-1900  ·  Fax (619) 699-1905  ·  www.sandag.org
Welcome to SANDAG. Members of the public may speak to the Borders Committee on any item at the time the Committee is considering the item. Please complete a Speaker’s Slip, which is located in the rear of the room, and then present the slip to Committee staff. Also, members of the public are invited to address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Speakers are limited to three minutes. The Borders Committee may take action on any item appearing on the agenda.

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ITEM #

+1. APPROVAL OF MEETING MINUTES

November 18, 2005.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Members of the public will have the opportunity to address the Borders Committee on any issue within the jurisdiction of the Committee. Speakers are limited to three minutes each and shall reserve time by completing a “Request to Speak” form and giving it to the Clerk prior to speaking. Committee members may also provide information and announcements under this agenda item.

CONSENT (3)

+3. BINATIONAL PLANNING CONTACTS GUIDE FOR THE SAN DIEGO-BAJA CALIFORNIA REGION (Hector Vanegas, SANDAG)

At the Borders Committee meeting of November 18, 2005, it was requested that staff present a list of government and non-government organizations involved in binational planning issues, with the intention of identifying those that need to be invited to participate in future activities of the Committee.

REPORTS (4-7)

+4. ECONOMIC IMPACTS OF BORDER WAIT TIMES ON FREIGHT MOVEMENTS IN THE SAN DIEGO-BAJA CALIFORNIA BORDER REGION (Elisa Arias, SANDAG, and Dr. Khalid Bekka, HDR-HLB Decision Economics)

In June 2005, the Borders Committee was shown a presentation on economic impacts due to border delays on cross-border tourist, shopping, and work trips. This report presents findings of economic impacts of border delays at the Otay Mesa and Tecate ports of entry on freight movements and trade. Next steps for consideration of the Borders Committee also are outlined.
-5. **TRIBAL TRANSPORTATION NEEDS ASSESSMENT**  
(Mario Orso, Caltrans, and Jane Clough-Riquelme, SANDAG)  

INFORMATION/DISCUSSION

Caltrans and SANDAG staff conducted a survey on the transportation needs of tribal nations in District 11 for the purposes of building relationships with local Tribal Governments and to improve agency understanding of current tribal transportation capacity and needs. The information gathered in this process was discussed at a technical workshop held earlier in February with tribal representatives and serves as a basis for discussion at the Tribal Summit as part of the 2007 RTP update. Staff will present the initial survey results for information.

-6. **UPDATE ON THE 2006 SAN DIEGO REGIONAL TRIBAL SUMMIT**  
(Jane Clough-Riquelme, SANDAG)  

DISCUSSION/POSSIBLE ACTION

Chairman of the Reservation Transportation Authority (RTA), Kevin Siva, and SANDAG staff will update the Committee on planning efforts for the Tribal Summit to be hosted by the Pala Band of Mission Indians on March 10, 2006. The report will include the detailed agenda, a discussion of the transportation issues raised by the tribal representatives, and suggestions for the policy roundtables. The RTA and staff request the Borders Committee to discuss these items and provide final feedback before these elements of the Summit are finalized.

-7. **UPDATE ON THE I-15 INTERREGIONAL PARTNERSHIP**  
(Jane Clough-Riquelme, SANDAG)  

APPROVE

Staff will provide the committee with an update on the status of the Riverside IRP Phase II. An integrated work plan that includes tasks and timelines for the three components of the project will be discussed: Employment Cluster Analysis; County Line Transportation Study; and the Housing Strategy. Staff also requests the Committee to name members who will participate in the joint policy meetings with Western Riverside Council of Governments (WRCOG).

8. **NEXT MEETING DATE AND LOCATION**

The next meeting of the Borders Committee will be held on Friday, March 24, 2006, at 12:30 p.m. in the SANDAG Board Room.

+ Next to an agenda item indicates an attachment
San Diego Association of Governments

BORDERS COMMITTEE

February 24, 2006

AGENDA ITEM NO.: 1

Action Requested: APPROVE

BORDERS COMMITTEE DISCUSSION AND ACTIONS
Meeting of November 18, 2005

The regularly scheduled meeting of the San Diego Association of Governments Borders Committee was called to order at 12:36 p.m. by Chair McCoy (South County). The attendance sheet for the meeting is attached.

1. APPROVAL OF MEETING MINUTES (APPROVE)
   a. July 22, 2005
   b. September 23, 2005

   Action: Upon a motion made by Vice Mayor Harris-Ebert (North County Inland) and a second made by Vice Mayor Allan (East County), the Committee voted to approve the meeting minutes of July 22, 2005, and September 23, 2005. Two Committee members abstained regarding the July 22, 2005 minutes; one Committee member abstained regarding the September 23, 2005 minutes.

2. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

   Chair McCoy noted that there was an article in the San Diego Union Tribune regarding the Bajagua sewage treatment project. The efforts mentioned are not going to help the small cities. This is a very interesting Border project, and it will be interesting to watch the results.

CONSENT (3)

3. STATUS OF THE BORDER ENERGY ISSUES GROUP (INFORMATION)

   This report provides an update regarding the transition of the activities of the Border Energy Issues Group to the Energy Working Group.

   Action: The Committee received this item for information.
4. CALIFORNIA BIODIVERSITY COUNCIL TO MEET IN SAN DIEGO TO DISCUSS BIODIVERSITY ALONG THE BORDER (DISCUSSION)

The California Biodiversity Council (CBC) is a statewide council established to design a strategy to preserve biological diversity and coordinate implementation of this strategy through regional and local institutions. The Secretary of the Resources Agency, Mike Chrisman, chairs the Council. Deputy Mayor Crystal Crawford represents the San Diego region on the Council. The Council meets periodically at various locations throughout the state and has selected San Diego for their September 27-28, 2006 meeting. The theme of the meeting will be “Biodiversity along the Border.” Ideas for agenda topics, venues, speakers, and field trips will be discussed today.

Deputy Mayor Crawford (North County Coastal) noted that discussing this topic with the CBC is something that has not occurred before. The focus will be issues along the international border. The Conference will begin with one-half day on Wednesday, followed by a field trip and a guest speaker. The CBC will meet all day on Thursday. The SANDAG Board, Borders Committee, as well as counterparts in Mexico, and key staff will all be invited. Staff successfully lobbied for the meeting to be held in San Diego. Discussion items include the number of people (approximately 150) attending the meeting and determining a meeting location. Some suggestions of the meeting venue included the San Diego Natural History Museum or Scripps Institute of Oceanography. Suggested speakers included Ambassador Jeffrey Davidow, among others. Field trip ideas include visiting Rancho La Puerta, the border fence and its issues, and the Tijuana River. Agenda topics included preservation of habitat on both sides of the border. Additional topics were: how can the ecosystems be sustained in the border crossing areas; identifying protected areas; linking protected areas; connecting different wilderness areas between Mexico and the United States; attention on the Regional Comprehensive Plan (RCP); TransNet and the SR 76 Environmental Mitigation Program (EMP); Otay Mesa strategic planning and Mesa de Otay; and the Las Californias binational initiative. She was hoping to receive input from the Borders Committee. This is an excellent opportunity to share with other agencies what SANDAG and the Borders Committee are doing.

Mayor Pro Tem Gallo (North County Inland) commented that this was a good report.

Councilmember Monroe (South County) mentioned that the Committee formed an Environmental Mitigation Program (EMP) Working Group to look at how the first $1 million for habitat issues will be spent. The Regional Planning Committee (RPC) should invite the EMP Working Group Chair, Coronado Councilmember Carrie Downey, to a future meeting to discuss their efforts.

Dr. Ganster (Committee on Binational Regional Opportunities (COBRO)) stated that land and open space preservation on the opposite side of the border would be a good topic to discuss and would enlighten others from other parts of the state to see what is happening in the San Diego region. A discussion of this nature could generate good input and ideas.
Chair McCoy stated that the issue on the Mexican side of the border is important, and it will be interesting to see how this develops.

Deputy Mayor Crawford (North County Inland) asked if there are any suggestions for speakers for the Conference.

Dr. Ganster commented that Ezequiel Ezcurra, former Head of the National Ecological Institute in Mexico and also a member of the Natural History Museum, would be a good choice. Mr. Ezcurra is a leading scientist, and his knowledge on the theme is unsurpassed.

Deputy Consul General Pineda (U.S. Consulate) mentioned that the Consul General’s office is willing to assist in any way they can. He requested to see the agenda in order to assist in finding a speaker.

Chair McCoy noted that Ernesto Enkerlin, Ecosystem Conservation Co-Chair, would also be a good candidate to speak. This conference is going to be key with the transportation projects that are taking place in the region. San Diego is a leader in this field.

Councilmember Monroe stated that when considering speakers, it would be good to have top people in the field, but elected officials should also be considered. He mentioned that Ernesto Ruffo would be a good speaker.

Deputy Mayor Crawford indicated that she will report back to the Committee for more input as the agenda develops.

Action: The Committee received this item for information.

5. STATUS OF THE BORDERS COMMITTEE PRIORITY WORK ELEMENTS (DISCUSSION/POSSIBLE ACTION)

Staff provided the Committee with an update on all the major activities related to the Borders Committee and where they expect to be in the next year. A PowerPoint presentation provided an overview of the status on the Borders Committee and priority work elements. The Borders Chapter of the Regional Comprehensive Plan (RCP) focused on three perspectives: (1) a binational perspective, for issues related to Baja California, Mexico; (2) an interregional perspective, for those issues related to Orange, Riverside, and Imperial Counties; and (3) a government-to-government perspective, for those issues related to the sovereign tribal nations within the County of San Diego. Since the adoption of the RCP, these perspectives have guided the preparation of several work elements of SANDAG’s Overall Work Program (OWP).

The COBRO is the working group that advises the Borders Committee on binational issues. COBRO began discussions on where the Committee should begin strategic coordination efforts between the United States and Mexico. It was agreed that the Otay Mesa/Mesa de Otay area should be the focus. Two binational workshops were held and focused on those issues. Other binational activities include the Economic Impacts of Wait Times Model and the CBC meeting in the fall of 2006. The focus over the next year would be the Otay Mesa
planning area. Regarding interregional planning, the I-15 Interregional Partnership (IRP) was developed to address mutual issues between the San Diego and Riverside Counties and resulted in a Phase I Study. This effort has set the stage for the Phase II Study. Caltrans has taken the lead on the coordination and planning effort to match up the issues at the County line. The Study should be completed in the latter part of 2006.

Councilmember Monroe asked whether there will be an actual County Line transportation study done next year. Bill Figge (Caltrans) responded that there will be some information within the next few months to report. Caltrans District 8 is working hard on this issue.

Councilmember Monroe requested that this issue be placed on the April 2006 agenda for more discussion. Chair McCoy agreed.

Staff added that they are currently working on an Economic Development Cluster Study. Staff will also be working on an initial set of performance indicators for the first time and will set some initial targets. Staff will return to the Committee in January 2006 with an update on the IRP studies. Staff will also be requesting that the Committee appoint members to a joint Committee with the representatives of the Western Riverside Council of Governments (WRCOG) and the Riverside County Transportation Commission (RCTC) to discuss issues of mutual concern.

There has also been interregional planning with Imperial County. Staff mentioned that they would like to get ahead of the curve regarding growth-related issues with Imperial County. They have been proactive in this area by taking a tour of Imperial County and submitting a Caltrans planning grant proposal to establish an interregional partnership between SANDAG and the Imperial Valley Association of Governments (IVAG) to work collaboratively to address issues of mutual concern. Even though the proposal was not approved, staff was encouraged to reapply. If approval is not received this time around, there are things that can be done to collaborate with Imperial County within the current budget. Staff is also conducting a feasibility study regarding a MAGLEV train and the ability to move people between both regions. IVAG is also considering the possibility of building an airport in Imperial County. Staff mentioned that they recently attended an IVAG meeting to discuss what is happening in San Diego with regard to the RCP and growth management issues. There was a lot of interest in how SANDAG and the City of Chula Vista are handling growth. Staff will be working closely with Caltrans and Imperial County to help with the growth that is currently taking place. Staff will return to the Committee early next year to provide an update on their efforts and to obtain direction regarding strategic initiatives to pursue during FY 2007.

Vice Mayor Harris-Ebert asked if there are any plans for another field trip to Imperial County. Staff replied that plans could be made for a field trip to Imperial County at a future meeting.

Vice Chair Carrillo (Imperial County) stated that Mexicali Valley has approximately 1.2 to 2 million people while the City of Mexicali has approximately 750,000 to 1 million people. The elected officials for that area recognize that if they are going to grow, they need to acknowledge their economic impacts. They also understand that concept and know that they need to work with SANDAG and its counterparts to the south to make projects happen.
Chair McCoy noted that the Committee needs Imperial County’s opinion to help with this conversation. The Vice Chair brings a different perspective which helps to not let the Committee become myopic.

Councilmember Monroe questioned how the Borders Committee turns the studies that it’s conducting into actual projects. He went on and stated that he doesn’t see the Committee developing an action plan to recommend to the Board for implementation. Staff mentioned that a good example of that effort is to move from the study phase to an action plan, which will result in specific outcomes. Currently, the groundwork is being laid for that. Staff added that dialogue with Riverside County elected officials has resulted in Riverside County financially participating in SANDAG’s Vanpool program.

Staff stated that in regard to Orange County, the Borders Committee now has an advisory representative from Orange County and have been meeting with the Orange County Transportation Authority (OCTA) staff for quite some time now. As a result of those meetings, the OCTA and SANDAG leadership has met, and discussions are taking place to hold a joint meeting between OCTA representatives and the Borders Committee. Finally, the relationship established with the tribal governments has laid the groundwork for the Tribal Summit to be held in March 2006. These are all important parts of the Committee’s next steps. Staff will come back in January 2006 with a progress report on these issues.

Supervisor Cox (County of San Diego) announced that currently in Otay Mesa and East Otay Mesa, there is a lot of development taking place. The City of San Diego is looking to add more residential areas. At the same time, the County of San Diego is completing its General Plan update and is being approached daily for residential uses. There are tremendous opportunities to get good quality industrial companies in that area, which will result in high paying jobs. SR 125 will be completed next year, and additional funding will be dedicated to the completion of SR 905. One of the key components for development opportunity is the second (or third) border crossing. Tijuana has already reserved the area for the border crossing. There is some funding for SR 11, and it is in the County of San Diego’s best interest if it could be determined where the new border crossing will be, and more importantly, that they line up.

Vice Mayor Allan commented that it would be important to have a representative from the federal government to participate on this Committee. A lot of the issues that are being discussed connect to each other and other agencies.

Vice Chair Carrillo agreed that Vice Mayor Allan makes an interesting point. Many times the federal officials get stuck in a “warp” and lose touch with the border issues. He added that the redistricting has resulted in a lack of communication between the local and federal elected officials.

Chair McCoy pointed out that there are so many border initiatives happening now, that the right hand doesn’t know what the left hand is doing. She asked that staff prepare a matrix to prevent duplication of efforts.
Vice Mayor Allan stated that it is interesting to see on the news where people in Washington, D.C. are when discussing issues happening at the U.S.-Mexican border. However, they are not getting the full grasp of what is actually taking place in the region.

Chair McCoy stated that building a foundation with partners from both sides of the border is very important. From that foundation, the Committee can see where it is going as a region.

Councilmember Monroe noted that the Mayor of Tijuana recently attended the South County Economic Development Council’s (EDC) Summit, but the press didn’t pick up on that. He mentioned that Supervisor Cox’s comments are important and noted that the airport regional compatibility study is going to affect the border area and will be a major player in the development of the area.

Deputy Mayor Crawford indicated that it would be helpful to incorporate this information into the Regional Transportation Plan (RTP). A lot of what this Committee is doing is to study and advise the Board on specific issues, and it would be good to take action on items that can be looked back on with pride. She expressed concern about putting residential uses in areas that appear more appropriate for industrial uses. The Committee could make recommendations to the Transportation Committee, the SANDAG Board, and the City of San Diego regarding this issue.

Vice Mayor Heebner (North County Inland) pointed out that the Committee also has a neighbor to the west, the ocean. She would like to see that issue included in the work element.

Chair McCoy mentioned that she will refer that issue to staff to see how it fits into the Borders Committee mission.

Action: The Committee received this item for information.

6. SUMMARY OF SANDAG’S 2005 BINATIONAL WORKSHOPS AND NEXT STEPS (INFORMATION/POSSIBLE ACTION)

Dr. Ganster, co-Chair of the Committee that organized the Binational Regional Workshops, announced that SANDAG held two binational workshops this year to discuss planning issues in the Otay Mesa-Mesa de Otay binational corridor: one in National City and the other in Tijuana. The workshops were a success and attracted nearly 200 participants. Government officials, businesses, and representatives from academia from both sides of the border participated in the workshops. Using interactive technology, participants were asked to prioritize issues focusing on transportation, environment, housing, and economic development. It was surprising to see that the range of responses from stakeholders. U.S. and Mexican participants were similar – given the diversity of the group. Participants from the United States and Mexico gave high priority to both making improvements to the existing Otay Mesa port of entry (POE), as well as pursuing a new POE on East Otay Mesa. All agreed in using tolls as a funding mechanism for both POEs. Addressing infrastructure needs was identified as top priority, with housing and residential infrastructure needs
ranking highest and affordable housing ranking next highest. As a follow-up to feedback received at the workshops, it was requested that staff present the next steps to the strategic binational planning for the Otay Mesa corridor.

Staff presented to the Committee the tasks that are being proposed to be conducted for the development of the Otay Mesa-Mesa de Otay Strategic Plan based on what was learned at the workshops. Staff mentioned that next steps regarding transportation issues include improvements to the Otay Mesa POE and connecting roads; future East Otay Mesa-Otay II POE and connecting roads; and improvements to cross-border and regional transit services. In terms of economic development, participants at the workshop addressed infrastructure needs of existing and future industrial land uses, which will promote creation or expansion of common employment clusters. This will address future industrial land use supply and demand.

Councilmember Monroe asked how the City of San Diego’s General Plan update affects what the Borders Committee and COBRO are doing. Staff responded that they are working with the City of San Diego staff on their Community Plan for that specific area. Staff added that they have been attending a series of ten community planning meetings, some of which are scheduled within the next two weeks, to weigh in on these issues.

Mayor Pro Tem Gallo stated that the location of the airport will be the determining factor on what is taking place in that area. Staff noted that the discussion of putting residential areas near and around Brown Field is an issue. The land uses that are developed in and around the airport will have an impact on transportation.

Chair McCoy mentioned that Brown Field is different from other airports in the region due to the fact that the airplanes need to take off and land the same way.

Staff noted that it was also determined at the workshops that further work on housing should address: infrastructure needs of existing and future residential land use; housing affordability issues and opportunities; future housing supply and demand; the relationship between the area’s airport operations and residential land use; and existing and future industrial land use. Regarding the environment, workshop participants addressed the issues of conservation of urban river corridors, sensitive habitat corridors, and water and air quality. The next steps are to collaborate with stakeholders to develop a Draft Early Action Plan (EAP) (November 2005 - March 2006); conduct public outreach on the Draft EAP (March - May 2006); bring the Draft EAP back to the Borders Committee for review and comment (May 2006); forward the Draft EAP to the Board for review and comment (June 2006); conduct public outreach on the Final Draft Strategic Plan (September - November 2006); bring the Final Draft Strategic Plan to the Borders Committee for review and comment (November 2006); and submit the Final Plan to the Board of Directors (January 2007). In addition, a project Web page was developed for this specific project.

Chair McCoy stated that the water quality issue can be considered as an ocean health matter.
Staff concluded that they will go over the work program with County and City of San Diego staff to coordinate efforts. However, communication at the policy level will be most important.

Chair McCoy requested that members attend the Mayor of Tijuana’s State of the City Address on Wednesday, November 30, 2005, if possible. If there are enough people that are willing to attend, they should go together as a group. Staff noted that they will coordinate this effort.

**Action:** The Committee received this item for information.

7. **NEXT MEETING DATE AND LOCATION**

The Borders Committee will not be meeting this December. The next scheduled meeting will be held from 12:30 to 2:30 p.m. on Friday, January 27, 2006. Attached is the 2006 meeting calendar of the SANDAG Board and Policy Advisory Committees.

8. **ADJOURNMENT**

Chair McCoy adjourned the meeting at 2:07 p.m.
# CONFIRMED ATTENDANCE
## BORDERS COMMITTEE MEETING
### NOVEMBER 18, 2005
#### 12:30 p.m. to 2:30 p.m.

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### ADVISORY/LIAISON MEMBERS

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San Diego Association of Governments

BORDERS COMMITTEE

February 24, 2006

AGENDA ITEM NO.: 3

Action Requested: INFORMATION

BINATIONAL PLANNING CONTACTS GUIDE
FOR THE SAN DIEGO – BAJA CALIFORNIA REGION

File Number 3003200

Introduction

At the November 18, 2005 Borders Committee meeting, Councilmember David Allan, City of La Mesa, recommended that staff create a matrix of organizations involved with binational border planning issues. Councilman Allan stated that many of the issues the Borders Committee undertakes requires the input and support of outside agencies. The other members of the Borders Committee supported this request.

At its February 7, 2006, the Committee on Binational Regional Opportunities (COBRO) reviewed a draft of this guide, and provided recommendations regarding the organization and content of the document, which have been incorporated.

Discussion

The Binational Planning Contacts Guide for the San Diego – Baja California Region consists of: local, state, federal, and binational groups; U.S. Agencies and Mexican Agencies; Financial Institutions; and U.S. Legislators. In preparing the Binational Planning Contacts Guide for the San Diego –Baja California Region, staff took into consideration the key planning areas of the Borders Chapter described in the Regional Comprehensive Plan, including: access to jobs and housing; transportation; energy and water supply; environment; economic development; and homeland security. In addition, staff added an “other” category for those activities which do not relate to the activities listed above.

This matrix will be periodically updated as needed.

BOB LEITER
Director of Land Use and Transportation Planning

Attachment: 1. Binational Planning Contacts Guide

Key Staff Contact: Hector Vanegas, (619) 699-1972, hva@sandag.org
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ADUANA MÉXICO (MEXICAN CUSTOMS)

Acronym: Aduana  Website: http://www.aduanas.sat.gob.mx/webadunet/body.htm
Type: Federal  Planning Areas: Transportation

A federal government agency dependent of the Tax Administration Service (TAS, which is disconnected from the Office of the Secretariat of Finance Estate and Public Credit), their main function is to oversee, monitor, and control the entrance and exit of merchandise, as well as the media in which they are transported, assuring the fulfillment of the dispositions that in matter of foreign trade have been established by the Office of the Secretariat of Finance and Public Credit, and other offices of the Secretary of the Federal Executive to guarantee the national security; protect the economy of the country, the public health and the environment, avoiding the dangerous or illegal flow of merchandise toward our territory, as well as promoting the voluntary fulfillment of those dispositions on the part of the users.

ASOCIACIÓN DE LA INDUSTRIA MAQUILADORA Y DE EXPORTACIÓN DE TIJUANA (MAQUILADORA INDUSTRY & EXPORT ASSOCIATION)

Acronym: AIM  Website: www.aim.org
Type: NPO  Planning Areas: Economic Development

AIM represents the interests of their associates by means of leadership that allows the development and consolidation of the Industry (maquiladora) plants and the Temporary Automobile Importing and Articles for Production and Export program (PITEX.)

BANCO NACIONAL DE COMERCIO EXTERIOR (MEXICO’S NATIONAL FOREIGN COMMERCE BANK)

Acronym: BANCOMEXT  Website: www.bancomext.gob.mx
Type: Business  Planning Areas: Economic Development

Bancomext is the agency of the Mexican government in charge of promoting the foreign trade and to stimulate the growth of Mexican companies, by increasing their participation in global markets.

BANCO NACIONAL DE OBRAS Y SERVICIOS (MEXICO’S NATIONAL DEVELOPMENT BANK)

Acronym: BANOBRA  Website: www.banobras.gob.mx
Type: Business  Planning Areas: Economic Development

The mission of BANIBRAS is to finance infrastructure and public utilities projects with financial and socioeconomic profit value, to promote the development of the country.

BINATIONAL ORGANIZING COMMITTEE

Acronym: BOC  Website: www.tjsd.org
Type: NPO  Planning Areas: Economic Development

The Binational Organizing Committee (BiNOC) is a group of Mexico and U.S. leaders with the goal of hosting the first-ever binational Olympic Games in Tijuana and San Diego (TJSD) in 2016. BiNOC's vision is to promote cooperation and understanding between the people of Tijuana and San Diego, the nations of Mexico and the United States and the athletes of the world.
**BI-STATE TRANSPORTATION TECHNICAL ADVISORY COMMITTEE**

Acronym: BTTAC  
Website:  
Type: State  
Planning Areas: Transportation  

The Steering Board is the governing body that guides the Bi-State Transportation Technical Advisory Committee in transportation planning processes as they pertain to the vicinity of the international border between the State of California, U.S., and the State of Baja California, Mexico. The Steering Board is comprised of a representative from the following agencies: Secretariat of Human Settlements and Public Works of the State of Baja California (SAHOPE), The Municipalities of Mexicali, Tijuana, Tecate, Ensenada, and Playas de Rosarito, the California Department of Transportation (Caltrans), the San Diego Association of Governments (SANDAG), the Southern California Association of Governments (SCAG), the Imperial Valley Association of Governments (IVAG), the cities of San Diego and Calexico, the County of San Diego. The Steering Board provides the forum through which its members cooperate on transportation issues of mutual interest.

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**BORDER 2012 (CA-BC WORKING GROUPS ON WATERSHED AND AIR QUALITY)**

Acronym: US EPA - SEMARNAT  
Website: http://www.epa.gov/usmexicoborder/org.htm#borderwide  
Type: Binational Group  
Planning Areas: Energy/Water Supply, Environment  

Border-wide workgroups concentrate on issues that are multi-regional (identified as a priority by two or more regional workgroups) and primarily federal in nature (requiring direct, high-level, and sustained leadership by federal program partners in the United States and Mexico). For example, cross-border emergency response requires the consistent application of a common protocol to ensure that effective actions are taken. Development and communication of this protocol is clearly a federal responsibility, confirming the need for a Border-wide Workgroup.

---

**BORDER ENVIRONMENTAL COOPERATION COMMISSION**

Acronym: BECC  
Website: http://www.cocef.org/  
Type: NGO  
Planning Areas: Environment, Economic Development  

The Border Environment Cooperation Commission works to preserve, protect and enhance human health and the environment of the U.S. - Mexico border region, by strengthening cooperation among interested parties and supporting sustainable projects through a transparent binational process in close coordination with the North American Development Bank, federal, state and local agencies, the private sector, and civil society.

---

**BORDER GOVERNORS CONFERENCE**

Acronym: BGC  
Website: http://www.bordergovernorsconference.com/  
Type: NPO  

The Border Governors Conference provides a formal process of opening lines of communication among the ten U.S. and Mexican border states. Generally, a conference is held each year, alternating locations between the United States and Mexico. Since 1980, the organization has enhanced joint border efforts addressing agriculture, border crossings, education, economic development, energy, environment, health, tourism, and border security issues. Official recommendations focusing on the above issues are presented in the form of a Joint Declaration, which is signed by each of the ten participating Governors at each conference.
# BORDER LEGISLATIVE CONFERENCE OF THE COUNCIL OF STATE GOVERNMENTS

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<td>Type: NPO</td>
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The Border Legislative Conference (BLC) is a program administered by the Council of State Governments (CSG)-WEST and its regional partner in the South, the Southern Legislative Conference (SLC), that serves as a mechanism for on-going dialogue and collaboration among state legislators of the United States and Mexico. The goal of the project is to empower border state legislators to engage in the binational agenda and provide input and direction in the development of policy between both countries.

# BORDER LIAISON MECHANISM

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In 1993 Border Liaison Mechanisms (BLM) were established in the 14 sister city pairs along the US-Mexico border to promote bilateral dialogue between the three levels of government (federal, state and local) in the border regions. The are chaired by the Mexican and the US Consuls and have proven to be effective means of dealing with a variety of local issues ranging from border security to environmental issues. The San Diego-Tijuana BLM consists of four Committees: Public Safety and Civil Protection, Ports of Entry and Infrastructure; Migration and Consular Protection; and Environment and Natural Resources and eleven working groups that meet on a regular basis to address specific topics and issues.

# BORDER POWER PLANT WORKING GROUP

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Advocates for the development of environmentally sustainable energy facilities in the US-Mexico border region

# BORDER TRADE ALLIANCE

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To initiate, monitor and influence public policy and private sector initiatives for the facilitation of international trade and commerce through advocacy, education, issue development, research and analysis, and strategic planning.
BORDER TRANSPORTATION COUNCIL
Acronym: BTC Website: http://www.bordertransportationcouncil.org/
Type: Business Planning Areas: Transportation
The BTC has as its mission to: promote the use of legitimate transportation careers, eliminate wildcatting, encourage fair competition, support the activities of law enforcements agencies and the community advocate members interests.

CALIFORNIA DEPARTMENT OF TRANSPORTATION
Acronym: CALTRANS Website: http://www.dot.ca.gov/
Type: State Planning Areas: Transportation
Caltrans improves mobility across California. Their cornerstone goals are Safety: Provide the safest transportation system in the nation for users and workers. Mobility: Optimize transportation system through output and provide dependable travel times. Delivery: Improve delivery of projects and services. Flexibility: Provide mobility choices through strategic partnerships, and stewardship: Preserve and enhance California's resources and investments.

CALIFORNIA ENERGY COMMISSION
Acronym: Website: www.energy.ca.gov
Type: State Planning Areas:
The mission of the Commission is to forecasting future energy needs and keeping historical energy data, license thermal power plants 50 megawatts or larger, promoting energy efficiency through appliance and building standards, develop energy technologies and support renewable energy, and plan for and directing state response to energy emergency.

CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY
Acronym: Cal/EPA Website: http://www.calepa.ca.gov/
Type: State Planning Areas: Environment
The California Environmental Protection Agency (Cal/EPA) was created in 1991 by Governor's Executive Order to create a cabinet level voice for the protection of human health and the environment and to assure the coordinated deployment of State resources. Its mission is to restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality.

CALIFORNIA INFRASTRUCTURE AND ECONOMIC DEVELOPMENT BANK
Acronym: I-Bank Website: www.ibank.ca.gov
Type: Government-Agency Planning Areas: Jobs/Housing, Economic Development
The mission of the I-Bank is to finance public infrastructure and private investments that promote economic growth, revitalize communities and enhance the quality of life throughout California.
CALIFORNIA OFFICE OF BINATIONAL BORDER HEALTH

Acronym: COBBH  
Website: http://www.dhs.ca.gov/ps/ddsc/COBBH/  
Type: State  
Planning Areas: Jobs/Housing, Environment

The main charges of the office are to convene a voluntary community advisory group of representatives of border community-based stakeholders to develop a strategic plan with short-term, intermediate, and long-range goals and implementation action. The office also develops and shares recommendations from the strategic plan in consultation with the California appointees to the United States-Mexico Border Health Commission. Prepare and submit an annual border health status report to the Director of DHS, the legislature, and the Governor.

CALIFORNIA SENATOR DENISE MORENO DUCHENY

Acronym:  
Website: www.sen.ca.gov  
Type: State Senate  

CALIFORNIA STATE ASSEMBLY MEMBER JUAN VARGAS

Acronym:  
Website: www.assembly.ca.gov  
Type: State Assembly  

CALIFORNIA STATE ASSEMBLY MEMBER LORI SALDAÑA

Acronym:  
Website: www.assembly.ca.gov  
Type: State Assembly  

CITY OF CHULA VISTA

Acronym: ChV  
Website: http://www.ci.chula-vista.ca.us/  
Type: Local  
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The City of Chula Vista is committed to build and nurture a progressive and cohesive community which values diversity, respects citizens, honors legacy, and embraces the opportunities of the future.
### CITY OF IMPERIAL BEACH

**Acronym:** IB  
**Website:** http://www.cityofib.com/  
**Type:** Local  
**Planning Areas:** Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the City of Imperial Beach is to maintain and enhance Imperial Beach as "Classic Southern California"; a beach-oriented community with a safe, small town, family atmosphere, rich in natural and natural cultural resources.

### CITY OF SAN DIEGO

**Acronym:** SD  
**Website:** http://www.sandiego.gov  
**Type:** Local  
**Planning Areas:** Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the City of San Diego is to provide high-quality municipal services and facilities, respond in an equitable, efficient, and effective manner to community needs, innovate to continually improve the service they provide, develop a well-planned community for residents, visitors and employees, enhance the environment and improve the quality of life in San Diego.

### CONSULATE GENERAL OF MEXICO IN SAN DIEGO

**Acronym:** ConsulmexSD  
**Website:** http://portal.sre.gob.mx/sandiego/  
**Type:** Federal  
**Planning Areas:** Political/Economic Development

Is the consular office of the Secretariat of Foreign Affairs in charge of the issuance of documents to Mexicans (like consular visas, passports, powers of attorney, civil register, visas for foreigners); of providing consular protection to the co-nationals in the County of San Diego; of promoting Mexico in all of its aspects: commercial, cultural and tourist; and of fostering and strengthen the ties of unity between Mexico and the Mexican communities outside of the country. The Mission of the General Consulate of Mexico in San Diego, California is to insure the protection of the rights and interests of Mexicans, the efficiency and fast circulation of documents, and the distribution of governmental tasks, as well as the promotion to the relation of Mexico with the communities of Mexican origin in the County.

### CONSULATE GENERAL OF THE UNITED STATES IN TIJUANA

**Acronym:**  
**Website:** http://www.usembassy-mexico.gov/tijuana/Tenglish.htm  
**Type:** Federal  
**Planning Areas:** Economic Development
COUNTY OF SAN DIEGO
Acronym: CSD Website: http://www.co.san-diego.ca.us/
Type: Local Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the County of San Diego is to provide the best possible services to County residents. Like any organization with an ongoing mission, the County engages in a continuous cycle of planning, implementing plans, monitoring implementation, and then re-evaluating and renewing the planning process.

EL COLEGIO DE LA FRONTERA
Acronym: COLEF Website: www.colef.mx

The Colegio de la Frontera (COLEF) is a scientific investigation institution and of higher education, specializing in the complex U.S.-Mexico border region.

FUNDACIÓN INTERNACIONAL DE LA COMUNIDAD, A.C.
Acronym: FIC Website: http://www.ficbaja.org/
Type: NPO Planning Areas: Economic Development

The mission of the FIC is to cultivate philanthropic culture and assist in the professional development of organizations that enhance civil society, to elevate the sense of social cohesion, and ultimately improve the quality of life and community spirit in Baja California.

GOBIERNO DE BAJA CALIFORNIA-SECRETARÍA DE INFRAESTRUCTURA Y DESARROLLO URBANO (SECRETARIAT OF INFRASTRUCTURE AND URBAN DEVELOPMENT)
Acronym: SIDUE Website: http://www.bajacalifornia.gob.mx/sidue/
Type: State Planning Areas: Economic Development

The mission of SIDUE is to promote a balanced and harmonious development, by means of planning and the orientation of a capable orderly growth to guarantee a greater quality of life to all the segments of population.

GOBIERNO DE BAJA CALIFORNIA-SECRETARÍA DE ECOLOGÍA (SECRETARIAT OF ECOLOGY)
Acronym: Website: http://www.bajacalifornia.gob.mx/ecologia/entrada.htm
Type: State Planning Areas: Environment

The mission of the Department of Ecology applies specific strategies for ecosystem conservation within Baja California.
### GOOD NEIGHBOR ENVIRONMENTAL BOARD

**Acronym:** GNEB  
**Website:** [http://www.epa.gov/ocem/gneb/](http://www.epa.gov/ocem/gneb/)  
**Type:** NPO  
**Planning Areas:** Environment

The Good Neighbor Environmental Board is an independent federal advisory committee. Its mission is to advise the President and Congress of the United States on good neighbor practices along the U.S. border with Mexico. Its recommendations are focused on environmental infrastructure needs within the U.S. states contiguous to Mexico.

### IMPERIAL COUNTY

**Acronym:** IVC  
**Website:** [http://www.co.imperial.ca.us/](http://www.co.imperial.ca.us/)  
**Type:** Local

### INSITE

**Acronym:**  
**Website:** [http://www.insite05.org](http://www.insite05.org)  
**Type:** NGO  
**Planning Areas:** Others

InSite is dedicated to the realization of binational collaborative arts partnerships among nonprofit and public institutions in the San Diego-Tijuana region. Operating through a unique collaborative structure that is based on the active participation of cultural and educational institutions in the US and Mexico, InSite is focused on promoting artistic investigation and activation of urban space.

### INSTITUTO NACIONAL DE MIGRACIÓN (MEXICO’S NATIONAL INSTITUTE OF MIGRATION)

**Acronym:** INM  
**Website:** [www.inami.gob.mx](http://www.inami.gob.mx)  
**Type:** Federal  
**Planning Areas:** Economic Development

The National Institute of Migration is the Mexican Government Agency in charge of planning, executing, controlling, supervising and evaluating the migratory services, as well as the exercise of the coordination with the diverse agencies of the Federal Public Administration, that concur in the attention to and solution of matters related to migration.

### INTER-AMERICAN DEVELOPMENT BANK

**Acronym:** IADB  
**Website:** [www.iadb.org](http://www.iadb.org)  
**Type:** NGO  
**Planning Areas:** Economic Development

In its Charter, the founders of the Inter-American Development Bank defined its mission to be “contribute to the acceleration of the process of economic and social development of the regional developing member countries, individually and collectively.”
INTERNATIONAL BOUNDARY AND WATER COMMISSION

Acronym: IBWC  
Website: http://www.ibwc.state.gov/

Type: U.S. Agency  
Planning Areas: Energy/Water Supply, Environment

Established in 1889, the International Boundary and Water Commission (IBWC) has responsibility for applying the boundary and water treaties between the United States and Mexico and settling differences that may arise out of these treaties. The IBWC is an international body composed of the United States Section and the Mexican Section, each headed by an Engineer-Commissioner appointed by his/her respective president.

INTERNATIONAL COMMUNITY FOUNDATION

Acronym: ICF  
Website: http://www.icfdn.org/

Type: NPO  
Planning Areas: Economic Development

The International Community Foundation seeks to increase charitable giving and volunteerism across U.S. border to benefit overseas communities and non-profit organizations.

JAPAN BANK FOR INTERNATIONAL COOPERATION

Acronym: JBIC  
Website: www.jbic.go.jp/english/index

Type: Business  
Planning Areas: Economic Development

Japan Bank for International Cooperation has a statutory mandate to undertake lending and other operations for the promotion of Japanese exports, imports and economic activities overseas; for the stability of international financial order; and for economic and social development as well as economic stability in developing economies, thereby contributing to the sound development of the Japanese economy as well as the international economy. JBIC operates under the principle that it will not compete with financial institutions in the private sector.

MUNICIPIO DE MEXICALI (MUNICIPALITY OF MEXICALI)

Acronym:  
Website: http://www.mexicali.gob.mx

Type: Local  
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

MUNICIPIO DE MEXICALI-IMIP-INSTITUTO MUNICIPAL DE INVESTIGACIÓN Y PLANEACIÓN URBANA (MEXICALI’S MUNICIPAL URBAN PLANNING AND RESEARCH INSTITUTE)

Acronym: IMIP  

Type: Local  
Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development

The mission of the IMIP is to promote and to elaborate plans, programs and urban projects that the Municipality of Mexicali requires for its sustainable development, fortifying its identity, with bases and scientific, technical criteria and civic participation.
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<td><strong>Acronym:</strong> IMPLAN</td>
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IMPLAN serves to consolidate the tasks of urban planning as a flexible, inclusive process and to participate in the integration of a civil society, including both the public and private sectors to elevate the quality of life, and to forge an attitude of community which is generated by the city.

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<th>NACIONAL FINANCIERA (MEXICO’S NATIONAL FINANCING INSTITUTION)</th>
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<td><strong>Acronym:</strong> NAFIN</td>
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<td><strong>Planning Areas:</strong> Economic Development</td>
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The mission of NAFIN is to promote the development of the small and medium business, providing financing, training and technical aid, as well as in the development of the financial market, in order to promote the regional growth and creation of jobs for the country.
**NATURE CONSERVANCY, THE**

Acronym: NC  
Website: http://nature.org/  
Type: NPO  
Planning Areas: Environment

The mission of The Nature Conservancy is to preserve the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive.

**NORTH AMERICAN COMMISSION FOR ENVIRONMENTAL COOPERATION**

Acronym: NACEC - CEC  
Website: http://www.cec.org/  
Type: NPO  
Planning Areas: Environment

The Commission for Environmental Cooperation (CEC) is an international organization created by Canada, Mexico, and the United States under the North American Agreement on Environmental Cooperation (NAAEC). The CEC was established to address regional environmental concerns, help prevent potential trade and environmental conflicts, and to promote the effective enforcement of environmental law. The Agreement complements the environmental provisions of the North American Free Trade Agreement (NAFTA).

**NORTH AMERICAN DEVELOPMENT BANK**

Acronym: NADB  
Website: http://www.nadbank.org/  
Type: Government-Agency  
Planning Areas: Economic Development

The mission of the NADBank is to finance environmental infrastructure projects along the U.S.-Mexico border, and to serve as a binational partner and catalyst in communities along the border in order to enhance the affordability, financing, long-term development and effective operation of infrastructure that promotes a clean, healthy environment for the citizens of the region.

**OTAY MESA CHAMBER OF COMMERCE**

Acronym:  
Website: http://www.otaymesa.org/  
Type: Business  
Planning Areas: Jobs/Housing, Transportation, Economic Development, Homeland Security

The Otay Mesa Chamber of Commerce is a non-profit business advocacy organization seeking to enhance employment and economic opportunities in Otay Mesa and develop a competitive and increased exporting base in San Diego.
OVERSEAS PRIVATE INVESTMENT CORPORATION

Acronym: OPIC  Website: www.opic.gov
Type: Government-Agency  Planning Areas: Economic Development

The mission of the Overseas Private Investment Corporation (OPIC) is to help U.S. businesses invest overseas, fosters economic development in new and emerging markets, complements the private sector in managing the risks associated with foreign direct investment, and supports U.S. foreign policy. OPIC evaluates all project applications on the basis of their contribution to economic development to ensure successful implementation of the organization's core developmental mission, and prioritizes the allocation of scarce resources to projects on the basis of their developmental benefits. By expanding economic development in host countries, OPIC-supported projects can encourage political stability, free market reforms and U.S. best practices. OPIC projects also support American jobs and exports—over 264,000 new U.S. jobs and $69 billion in exports since 1971. Because OPIC charges market-based fees for its products, it operates on a self-sustaining basis at no net cost to taxpayers.

PORT OF ENSENDADA

Acronym:  Website: www.puertoensenada.com.mx
Type:  Planning Areas: Environment, Economic Development

The Port of Ensenada works to be competitive to develop the ports potential both as a distributor of a diverse range of goods to both coastal and oversea shipping in the Pacific basin, and as a tourist attraction, through the incorporation of advanced terminal operation and service technologies, and in consideration of the ecological and social context of the region.

PORT OF SAN DIEGO

Acronym: PSD  Website: www.portofsandiego.org
Type: Local  Planning Areas: Environment, Economic Development

The mission of the Port of San Diego is to balance regional economic benefits, environmental stewardship, recreational opportunities, and public safety while protecting Tidelands Trust resources on behalf of the citizens of California.

PRONATURA

Acronym:  Website: www.pronatura.org.mx
Type: NGO  Planning Areas: Environment

PRONATURA A.C. is Mexico's oldest and largest non-profit, non-governmental organization dedicated to the conservation of biodiversity, ecosystems, and natural resources throughout the country.
REGIONAL WORKBENCH CONSORTIUM
Acronym: Website: http://regionalworkbench.org/
Type: Academia Planning Areas: Environment

The RWBC is a collaborative network of university and community partners dedicated to enabling sustainable city-region development. They promote multidisciplinary research and service learning aimed at understanding how problems of environment and development interrelate across local, regional and global scales. Taking a forward-looking perspective, the RWBC focuses on the Southern California-Northern Baja California transborder region - especially the San Diego-Tijuana city-region and coastal zone.

SAN DIEGO ALLIANCE FOR BORDER EFFICIENCY
Acronym: SDABE Website:
Type: Coalition Planning Areas: Transportation, Homeland Security

Advocates the reduction of border wait times and promotes the secure and efficient inspection and movement of people, goods and services across the San Diego-Baja California region.

SAN DIEGO ASSOCIATION OF GOVERNMENTS
Acronym: SANDAG Website: www.sandag.org
Type: Local Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security

SANDAG provides the public forum for regional policy decisions about growth, transportation planning and funding, transit construction, environmental management, economic development, housing, open space, energy, public safety, and binational topics. SANDAG is this region’s association of local governments composed of 18 cities and the county government.

SAN DIEGO CITY COLLEGE DISTRICT, CAL-MEX-NET
Acronym: CAL-MEX-NET Website: http://www.calmexnet.org/
Type: Academia Planning Areas: Economic Development

The Cal-Mex-Net website serves as an informational research tool to promote the development of mutually beneficial business and educational linkages. Cal-MexNet also coordinates a large binational conference that facilitates face-to-face communication between educators, community and industry leaders from both sides of the border.

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, BROWN FIELD MUNICIPAL AIRPORT
Acronym: SDCRAA Website: www.san.org
Type: Local Planning Areas: Transportation, Economic Development

The mission of the SDCRAA is to plan for and provide air transportation services to the region with safe, effective facilities that exceed customer expectations. The SDCRAA is committed to operate San Diego’s air transportation gateways in a manner that promotes the region’s prosperity and protects its quality of life.
SAN DIEGO COUNTY WATER AUTHORITY
Acronym: SDCWA  Website: www.sdcwa.org
Type: Local  Planning Areas: Energy/Water Supply
The Water Authority is a public agency serving the San Diego region as a wholesale supplier of water. The Water Authority works through its 23 member agencies to provide a safe reliable water supply to support the region’s $142 billion economy and the quality of life of 3 million residents.

SAN DIEGO REGIONAL CHAMBER OF COMMERCE, INTERNATIONAL COMMITTEE
Acronym: SDRCOC  Website: http://www.sdchamber.org/
Type: Business  Planning Areas: Economic Development, Homeland Security
The International Committee guides the Chamber's international agenda of promoting international trade and commerce with Mexico and other global markets by making strategic recommendations to the Chamber’s Board of Directors, addressing policy issues, and overseeing the work of the subcommittees in meeting this agenda.

SAN DIEGO REGIONAL CHAMBER OF COMMERCE, MEXICO BUSINESS CENTER
Acronym: MBC  Website: http://www.sdchamber.org/
Type: Business  Planning Areas: Economic Development
The Mexico Business Center of the San Diego Regional Chamber of Commerce reaches out to all the citizens of San Diego County—the African American, Asian-American, Euro-American and Native American communities—as well as Hispanic Americans. The Center assures that all San Diegans have the knowledge, expertise, cultural enhancement and contacts to conduct profitable business with Mexico, and can enjoy the cultural experience of our closest neighbor.

SAN DIEGO-TIJUANA BORDER INITIATIVE
Acronym: Website: Energy/Water Supply, Environment, Economic Development
Type: NGO  Planning Areas: Energy/Water Supply, Environment, Economic Development
The mission of the San Diego Tijuana Border Initiative is to engage leadership from the San Diego and Tijuana border communities in collaborative problem solving on key social and community service issues.

SAN YSIDRO BUSINESS ASSOCIATION
Acronym: Website: http://www.sybid.org/
Type: Business  Planning Areas: Transportation, Economic Development
The San Ysidro Business Association was founded in 1999 as a non-profit public benefit corporation. Their mission is to stimulate the economic revitalization of San Ysidro for the benefit of small business members and Community. The association accomplishes this mission by leveraging its business members' self-assessments with other resources for the purposes of promotion, design enhancements, small business retention and expansion, and the creation of more employment opportunities.
SAN YSIDRO CHAMBER OF COMMERCE
Acronym: SYCC  Website: http://www.sanysidrochamber.org/
Type: Business  Planning Areas: Transportation, Economic Development

The San Ysidro Chamber of Commerce promotes the business and commerce of the district community of San Ysidro through networking, communication of pertinent information, and sponsoring of community enhancing events, benefiting from its unique location along the international border.

SANDAG’S BORDERS COMMITTEE
Acronym:  Website: www.sandag.org
Type: Local  Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security

The Borders Committee was created to provide policy direction to the SANDAG Board regarding issues or activities related to planning and coordination between the San Diego region and its surrounding neighbors. This includes its neighbors to the north, Orange and Riverside Counties, its neighbor to the east, Imperial County, and its neighbor to the south, the Republic of Mexico (and its individual municipalities therein).

SANDAG’S COMMITTEE ON BINATIONAL REGIONAL OPPORTUNITIES
Acronym: COBRO  Website: www.sandag.org
Type: Local  Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security

The Committee on Binational Regional Opportunities (COBRO) advises SANDAG’s Borders Committee concerning both short and long-term binational related activities, issues and actions; provides recommendations regarding binational border-related planning and development; and identifies ways to assist and coordinate with existing efforts in the binational area. The membership consists of elected officials and staff representatives of academia, business, community organizations, and the Mexican government.

SDSU, CALIFORNIA CENTER FOR BORDER AND REGIONAL ECONOMIC STUDIES (IMPERIAL COUNTY)
Acronym: CCBRES, SDSU  Website: http://www.ccbres.sdsu.edu/

The mission of the center is to inform community members and decision-makers of demographic, economic, and social trends in the Imperial Valley and the western U.S.-Mexican border region.
**SDSU, INSTITUTE FOR REGIONAL STUDIES OF THE CALIFORNIAS**

Acronym: IRSC, SDSU  
Website:  [http://www-rohan.sdsu.edu/~irsc/](http://www-rohan.sdsu.edu/~irsc/)  
Type: Academia  

The Institute for Regional Studies of the Californias (IRSC) provides San Diego State University with a forum for the investigation, discussion, and dissemination of information about the United States - Mexican border region. The Institute focuses on the border region of California and Baja California and is also concerned with important issues of the United States-Mexico interface and monitors border regions elsewhere in the world.

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**SDSU, SOUTHWEST CENTER FOR ENVIRONMENTAL RESEARCH & POLICY**

Acronym: SCERP, SDSU  
Website:  [http://www.scerp.org/](http://www.scerp.org/)  
Type: Academia  
Planning Areas: Environment

The Southwest Consortium for Environmental Research and Policy (SCERP) is comprised of researchers working in multiple disciplines (science and technology, engineering, business management, policy studies, economics, and public health) at ten major universities in the U.S. and Mexico.

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**SECRETARÍA DE COMUNICACIONES Y TRANSPORTES (MEXICO’S SECRETARIAT OF COMMUNICATIONS AND TRANSPORTATION)**

Acronym: SCT  
Website:  [www.sct.gob.mx](http://www.sct.gob.mx)  
Type: Federal  
Planning Areas: Transportation

The Secretariat of Communications and Transportation is the Federal government agency of Mexico that provides with systems of transportation and communications to unite all Mexicans and the rest of the world, taking advantage of technological innovations, promoting the creation of aggregate value and social and economic development, in a consistent way and with full respect to the cultural and the environment sensitivities.

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**SECRETARÍA DE GOBERNACIÓN (MEXICO’S SECRETARIAT OF GOVERNMENT)**

Acronym: SEGOB  
Website:  [www.gobernacion.gob.mx](http://www.gobernacion.gob.mx)  
Type: Federal  
Planning Areas: Political/Government Issues

The Ministry of the Interior plans and implements national policy in matters of good government, population registry, migration and religion, social communication, printed material regulation, government transparency and other citizen oriented policies.
SECRETARÍA DE HACIENDA Y CRÉDITO PÚBLICO (MEXICO’S SECRETARIAT OF FINANCE AND PUBLIC CREDIT)

Acronym: SHCP  
Website: www.shcp.gob.mx

Type: Federal  
Planning Areas: Jobs/Housing

The Ministry of Finance and Public Credit is the government agency that determines the policies of the Federal Government in financing, fiscal, monetary, banking, credit, public expense, currencies and of prices and rates of goods and services of the public sector. It is also in charge of the formulation of the National Plan of Development and its programs.

SECRETARÍA DE LA DEFENSA NACIONAL (MEXICO’S SECRETARIAT OF NATIONAL DEFENSE)

Acronym: SEDENA  
Website: www.sedena.gob.mx

Type: Federal  
Planning Areas: Homeland Security

The mission of SEDENA is to defend the integrity, independence and sovereignty of the nation; guarantee the interior security; carry out the social and civic works that spread progress of the nation; help the civic population in an emergency and in cases of natural disasters.

SECRETARÍA DE RELACIONES EXTERIORES (MEXICO’S SECRETARIAT OF FOREIGN RELATIONS)

Acronym: S.R.E.  
Website: www.sre.gob.mx

Type: Federal  
Planning Areas: International Affairs

The Secretariat of Foreign Affairs is the Federal agency in charge of implementing the Mexican foreign policy as the vehicle to expand and deepen the cultural, economic, political relations and cooperation of Mexico with the different regions from the world in favor of the integral development of all Mexicans. To preserve and fortify the sovereignty and independence of Mexico and guarantee the interests and the national security based on the constitutional principles of foreign policy. To assure the coordination of the actions and programs abroad of the three levels of government and the different powers that impact in the relations of Mexico with other countries. To strengthen the expression of the cultural identity and the image of Mexico.

SECRETARÍA DEL MEDIO AMBIENTE Y RECURSOS NATURALES (MEXICO’S SECRETARIAT OF ENVIRONMENT AND NATURAL RESOURCES)

Acronym: SEMARNAT  
Website: www.semarnat.gob.mx

Type: Federal  
Planning Areas: Environment

The Secretariat of Environment and Natural Resources (Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT) is a government agency whose main purpose is to create environmental protection policies reversing the tendencies of ecological deterioration and establishing the bases for a sustainable development in the country.
**SIERRA CLUB - SAN DIEGO CHAPTER**

Acronym:  
Website: http://sandiego.sierradub.org/home/index.asp  
Type: NPO  
Planning Areas: Environment

**SOUTH COUNTY ECONOMIC DEVELOPMENT COUNCIL**

Acronym: SCEDC  
Website: http://www.sandiegosouth.com/  
Type: NGO  
Planning Areas: Transportation, Economic Development, Homeland Security

The South County Economic Development Council (SCEDC), a non-profit organization, was formed in 1989 by a group of South San Diego County business and community leaders, which brings businesses to south county.

**SOUTHWESTERN COLLEGE, SMALL BUSINESS DEVELOPMENTS AND INT’L TRADE CENTER**

Acronym: SBDITC, SWC  
Website: http://www.sbditc.org/  
Type: Academia  
Planning Areas: Economic Development

The Small Business Development & International Trade Center (SBDITC) provides a unique set of resources to assist potential and existing businesses achieve success.

**TIJUANA RIVER NATIONAL ESTUARINE RESEARCH RESERVE**

Acronym:  
Website: http://www.tijuanaestuary.com/visitors_center.asp  
Type: NGO  
Planning Areas: Environment

The Research Reserve contributes to an improved understanding of estuarine processes and dynamics that will benefit the management of the Tijuana Estuary and coastal ecosystems and (through monitoring) to improve the ability of resource managers to detect, quantify and predict both short and long-term changes in the health and viability of estuarine ecosystems.

**TIJUANA TRABAJA A.C.**

Acronym:  
Website:  
Type: NGO  

Tijuana Trabaja provides a civic forum to promote dialogue, discussion, and analysis through consensus, and whose purpose is to encourage sustainable development to improve the quality of life in Tijuana, Mexico.
U.S. 50TH DISTRICT
Acronym: Website: www.house.gov/cunningham
Type: Federal Official Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply,
Environment, Economic Development, Homeland Security

U.S. ARMY CORPS OF ENGINEERS
Acronym: US. ACE Website: www.usace.army.mil
Type: Federal Planning Areas: Environment, Economic Development
The United States Army Corps of Engineering serves the Armed Forces and the Nation by providing vital engineering services and capabilities, as a public service, across the full spectrum of operations—from peace to war—in support of national interests.

U.S. COAST GUARD
Acronym: U.S. CG Website: www.uscg.mil
Type: Federal Planning Areas: Environment
The United States Coast Guard is a military, multimission, maritime service within the Department of Homeland Security and one of the nation's five armed services. Its core roles are to protect the public, the environment, and U.S. economic and security interests in any maritime region in which those interests may be at risk, including international waters and America's coasts, ports, and inland waterways.

U.S. CONGRESSMAN BOB FILNER
Acronym: Website: www.house.gov/filner
Type: Federal Official Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply,
Environment, Economic Development, Homeland Security

U.S. CONGRESSMAN DARRELL ISSA
Acronym: Website: www.house.gov/issa
Type: Federal Official Planning Areas: Jobs/Housing, Transportation, Energy/Water Supply,
Environment, Economic Development, Homeland Security
### U.S. CONGRESSMAN DUNCAN HUNTER

**Acronym:** Website: www.house.gov/hunter  
**Type:** Federal Official  
**Planning Areas:** Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security

### U.S. CONGRESSWOMAN SUSAN DAVIS

**Acronym:** Website: www.house.gov/susandavis  
**Type:** Federal Official  
**Planning Areas:** Jobs/Housing, Transportation, Energy/Water Supply, Environment, Economic Development, Homeland Security

### U.S. DEPARTMENT OF HOMELAND SECURITY

**Acronym:** U.S. DHS  
**Website:** www.dhs.gov  
**Type:** Federal  
**Planning Areas:** Transportation, Homeland Security  

The mission of the Department of Homeland Security is to lead the unified national effort to secure America, to prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. They also ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce.

### U.S. DEPARTMENT OF HOMELAND SECURITY, BUREAU OF CUSTOMS BORDER PROTECTION

**Acronym:** CBP  
**Website:** www.cbp.gov  
**Type:** Federal  
**Planning Areas:** Transportation, Homeland Security

U.S. Customs and Border Protection (CBP) is the unified border agency within the Department of Homeland Security (DHS). CBP combined the inspectional workforces and broad border authorities of U.S. Customs, U.S. Immigration, Animal and Plant Health Inspection Service and the entire Border Patrol.

### U.S. DEPARTMENT OF HOMELAND SECURITY, CBP PORT WORKING GROUPS

**Acronym:** CBP  
**Type:** U.S. Federal  
**Planning Areas:** Transportation, Homeland Security  

These groups were established by CBP to provide local input into and disseminate information about he Ports of Entry in the San Diego region. These three groups are San Ysidro Port of Entry, Otay Mesa Port of Entry, and Tecate.
U.S. DEPARTMENT OF STATE
Acronym: U.S. DS Website: www.state.gov
Type: Federal Planning Areas: Economic Development

The Department of State's mission is to create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

U.S. DEPARTMENT OF THE INTERIOR - BUREAU OF LAND MANAGEMENT
Acronym: BLM Website: http://www.blm.gov
Type: U.S. Federal Planning Areas: Environment

The Bureau of Land Management (BLM), an agency within the U.S. Department of the Interior, administers 261 million surface acres of America's public lands, located primarily in 12 Western States. The BLM sustains the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.

U.S. DEPARTMENT OF TRANSPORTATION
Acronym: DOT Website: www.dot.gov
Type: Federal Planning Areas:

The mission of the U.S. Department of Transportation is to serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.

U.S. DEPARTMENT OF TRANSPORTATION, FEDERAL HIGHWAY ADMINISTRATION
Acronym: FHWA Website: www.fhwa.dot.gov
Type: Federal Planning Areas: Transportation

Enhancing mobility through innovation, leadership, and public service.

U.S. ENVIRONMENTAL PROTECTION AGENCY
Acronym: U.S. EPA Website: www.epa.gov
Type: Federal Planning Areas: Environment

The mission of the Environmental Protection Agency is to protect human health and the environment.
## U.S. EXPORT-IMPORT BANK

Acronym: Ex-Im Bank  
Website: www.exim.gov  
Type: Government-Agency  
Planning Areas: Economic Development

Ex-Im Bank’s mission is to assist in financing the export of U.S. goods and services to international markets. Ex-Im Bank enables U.S. companies large and small — to turn export opportunities into real sales that help to maintain and create U.S. jobs and contribute to a stronger national economy. Ex-Im Bank does not compete with private sector lenders but provides export financing products that fill gaps in trade financing. They assume credit and country risks that the private sector is unable or unwilling to accept. They also help to level the playing field for U.S. exporters by matching the financing that other governments provide to their exporters. Ex-Im Bank provides working capital guarantees (pre-export financing); export credit insurance; and loan guarantees and direct loans (buyer financing). No transaction is too large or too small. On average, 85% of Ex-Im transactions directly benefit U.S. small businesses. With more than 70 years of experience, Ex-Im Bank has supported more than $400 billion of U.S. exports, primarily to developing markets worldwide.

## U.S. FISH AND WILDLIFE SERVICE

Acronym: U.S. FWS  
Website: www.fws.gov  
Type: Federal  
Planning Areas: Environment

The U.S. Fish and Wildlife Service’s mission is, working with others, to conserve, protect and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people.

## U.S. GENERAL SERVICES ADMINISTRATION

Acronym: GSA  
Website: www.gsa.gov  
Type: U.S. Federal

GSA helps federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies.

## U.S. GENERAL SERVICES ADMINISTRATION -COMMUNITY REPRESENTATIVE COMMITTEE FOR THE SAN YSIDRO BORDER STATION PROJECT

Acronym: GSA CRC  
Website: www.gsa.gov/sanysidro  
Type: U.S. Federal  
Planning Areas: Transportation, Homeland Security

The Community Representative Committee (CRC) works with the project team to coordinate and provide public feedback regarding this project. Member organizations are outside stakeholders who GSA feels are most affected by the project. The CRC will meet with the project team throughout the design and construction phases of the project to discuss various project issues.
The mission of the Public Health Service (PHS) Commissioned Corps is to provide highly-trained and mobile health professionals who carry out programs to promote the health of the Nation, understand and prevent disease and injury, assure safe and effective drugs and medical devices, deliver health services to Federal beneficiaries, and furnish health expertise in time of war or other national or international emergencies.

U.S. SENATOR BARBARA BOXER
Acronym: Website: http://boxer.senate.gov

U.S. SENATOR DIANNE FEINSTEIN
Acronym: Website: http://feinstein.senate.gov

U.S. TRADE AND DEVELOPMENT AGENCY
Acronym: TDA Website: www.tda.gov
Type: Government-Agency Planning Areas: Economic Development

The U.S. Trade and Development Agency (USTDA) advances economic development and U.S. commercial interests in developing and middle income countries. The agency funds various forms of technical assistance, feasibility studies, training, orientation visits and business workshops that support the development of a modern infrastructure and a fair and open trading environment. USTDA's strategic use of foreign assistance funds to support sound investment policy and decision-making in host countries creates an enabling environment for trade, investment and sustainable economic development. Operating at the nexus of foreign policy and commerce, USTDA is uniquely positioned to work with U.S. firms and host countries in achieving the agency's trade and development goals. In carrying out its mission, USTDA gives emphasis to economic sectors that may benefit from U.S. exports of goods and services.
U.S.-MEXICO BINATIONAL BRIDGES AND BORDER CROSSINGS GROUP

Acronym: BBBXG  Website: 
Type: NPO  Planning Areas: Transportation, Environment

This group is co-chaired by the Department of State and the Mexican Secretariat of Foreign Relations, and attended by federal agencies with an interest in border crossings (Department of Homeland Security (DHS), General Services Administration (GSA), Animal Plant Health Inspection Service (APHIS), Food and Drug Administration (FDA), FHWA, FRA, International Boundary and Water Commission (IBWC) and their corresponding agencies in Mexico as well as the border State departments of transportation.) The BBBXG holds biannual meetings to discuss issues, expansions and additions to the existing border crossing system along the U.S.- Mexican border, and to develop policies relating to international crossings.

U.S.-MEXICO BINATIONAL COMMISSION

Acronym: BNC  Website: 
Type: Binational Group  Planning Areas: Jobs/Housing, Transportation, Environment, Economic Development

Created in 1981, the Binational Commission is the most important mechanism of dialogue among the Executive Powers of both countries. It constitutes the framework of suitable institutional cooperation to work, in a joint way, on numerous themes of the bilateral agenda in the area of security, employment, education, transportation, environment, urban development, migrant housing, health and science and technology.

U.S.-MEXICO BORDER HEALTH COMMISSION

Acronym: BHC  Website: http://www.borderhealth.org/
Type: Binational Group  Planning Areas: Health, Security

The mission of the United States-Mexico Border Health Commission is to provide international leadership to optimize health and quality of life along the U.S.-Mexico border. The Commission is comprised of the federal secretaries of health, the chief health officers of the ten border states and prominent community health professionals from both nations. The USMBHC has the unique opportunity to bring together the two countries and its border states to solve border health problems. The Commission provides the necessary leadership to develop coordinated and binational actions that will improve the health and quality of life on the border.

U.S.-MEXICO JOINT WORKING COMMITTEE ON TRANSPORTATION PLANNING

Acronym: JWC  Website: http://www.borderplanning.fhwa.dot.gov/mexico.asp
Type: Binational Group  Planning Areas: Transportation

The JWC is a binational group whose primary focus is to cooperate on land transportation planning and the facilitation of efficient, safe, and economical cross-border transportation movements. The group is comprised of transportation professionals from FHWA and the Mexican Secretariat of Communication and Transportation (SCT). In addition to FHWA and SCT, the members of the JWC include representatives from the U.S. Department of State (DOS), the Mexican Secretariat of Foreign Relations (SRE), the four U.S. border state Departments of Transportation (DOT), and the six Mexican border States. The General Services Administration (GSA) and Customs and Border Protection (CBP) of the Department of Homeland Security also participate in JWC meetings.
UCSD (ASSOCIATED), INSTITUTE OF THE AMERICAS
Acronym: IOA Website: http://www.iAmericas.org/defaultnet.html
Type: Academia Planning Areas: Energy/Water Supply, Homeland Security
The Institute's mission is to be a catalyst for promoting economic development and integration, emphasizing the role of the private sector, as a means to improve the economic and social well-being of the people of the Americas.

UCSD EXTENSION, SAN DIEGO DIALOGUE
Acronym: SDD Website: http://www.sandiegodialogue.org/
Type: Academia Planning Areas: Transportation, Economic Development, Homeland Security
San Diego Dialogue, a self-funded public policy research center based at UCSD Extension, was founded in 1991 as a forum for discussion and consensus-building among the San Diego-Baja California cross-border community. Since its inception, the Dialogue has conducted research on long-term challenges and opportunities that the binational region faces, as well as encouraged the development and implementation of viable solutions to improve the crossborder regional quality of life.

UCSD, CENTER FOR US-MEXICAN STUDIES
Acronym: Website: http://www.usmex.ucsd.edu/
The mission of the Center for U.S.-Mexican Studies, UCSD is to be the premier institute for social science research on Mexico and U.S.-Mexican relations. The Center supports research relevant to current policy issues in Mexico and to the binational relationship in close collaboration with social scientists at Mexican institutions. In addition, most of the Center's research involves comparative studies with a substantial Mexico component.

USD, TRANSBORDER INSTITUTE
Acronym: TBI Website: http://www.sandiego.edu/tbi/
Type: Academia Planning Areas: Economic Development, Rule of Law, Immigration, U.S-Mexico Relations,
The Trans-Border Institute (TBI) was created in 1994 with two main objectives: 1) to promote border-related scholarship, activities and community at the University of San Diego, and 2) to promote an active role for the University in the cross-border community. To realize these objectives, the Institute engages in a variety of programmatic activities and initiatives.
WORLD BANK

Acronym:            Website: www.worldbank.org
Type:      NGO       Planning Areas: Economic Development

The World Bank is a vital source of financial and technical assistance to developing countries around the world. The World Bank is made up of two unique development institutions owned by 184 member countries—the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). Each institution plays a different but supportive role in the World Bank mission of global poverty reduction and the improvement of living standards. The IBRD focuses on middle income and creditworthy poor countries, while IDA focuses on the poorest countries in the world. Together the banks provide low-interest loans, interest-free credit and grants to developing countries for education, health, infrastructure, communications and many other purposes.
Binational Groups

Border 2012 (CA-BC Working Groups on Watershed and Air Quality)
Border Liaison Mechanism
International Boundary and Water Commission
North American Commission for Environmental Cooperation
U.S.-Mexico Binational Bridges and Border Crossings Group
U.S.-Mexico Binational Commission
U.S.-Mexico Border Health Commission
U.S.-Mexico Joint Working Committee on Transportation Planning

Federal Groups

Good Neighbor Environmental Board
U.S. General Services Administration-Community Representative Committee for the San Ysidro Border Station Project

Financial Institutions

Banco Nacional de Comercio Exterior (Mexico's National Foreign Commerce Bank)
Banco Nacional de Obras y Servicios (Mexico's National Development Bank)
Border Environmental Cooperation Commission
California Infrastructure and Economic Development Bank
Inter-American Development Bank
Japan Bank for International Cooperation
Nacional Financiera (Mexico's National Financing Institution)
North American Development Bank
Overseas Private Investment Corporation
U.S. Export-Import Bank
U.S. Trade and Development Agency
World Bank

Local Groups

Border Power Plant Working Group
Border Trade Alliance
Border Transportation Council
El Colegio de la Frontera
Otay Mesa Chamber of Commerce
Regional Workbench Consortium
San Diego Alliance for Border Efficiency
San Diego City College District, Cal-Mex-Net
San Diego Regional Chamber of Commerce, International Committee
San Diego Regional Chamber of Commerce, Mexico Business Center
Local Groups (cont’d)
San Ysidro Business Association
San Ysidro Chamber of Commerce
SANDAG’s Borders Committee
SANDAG’s Committee on Binational Regional Opportunities
SDSU, California Center for Border and Regional Economic Studies (Imperial County)
SDSU, Institute for Regional Studies of the Californias
SDSU, Southwest Center for Environmental Research & Policy
South County Economic Development Council
Southwestern College, Small Business Developments and Int’l Trade Center
Tijuana Trabaja A.C.
UCSD (Associated), Institute of the Americas
UCSD Extension, San Diego Dialogue
UCSD, Center for US-Mexican Studies
USD, Transborder Institute

Mexican Agencies
Aduana México (Mexican Customs)
Consulate General of Mexico in San Diego
Gobierno de Baja California- Secretaría de Infraestructura y Desarrollo Urbano
(Secretariat of Infrastructure and Urban Development)
Gobierno de Baja California-Secretaría de Ecología (Secretariat of Ecology)
Instituto Nacional de Migración (Mexico’s National Institute of Migration)
Municipio de Mexicali (Municipality of Mexicali)
Municipio de Mexicali-IMIP-Instituto Municipal de Investigación y Planeación Urbana
(Mexicali’s Municipal Urban Planning and Research Institute)
Municipio de Playas de Rosarito (Municipality of Playas de Rosarito)
Municipio de Tecate (Municipality of Tecate)
Municipio de Tijuana (Municipality of Tijuana)
Municipio de Tijuana-IMPLAN-Instituto de Planeación Municipal (Tijuana’s Municipal Planning Institute)
Secretaría de Comunicaciones y Transportes (Mexico’s Secretariat of Communications and Transportation)
Secretaría de Gobernación (Mexico’s Secretariat of Government)
Secretaría de Hacienda y Crédito Público (Mexico’s Secretariat of Finance and Public Credit)
Secretaría de la Defensa Nacional (Mexico’s Secretariat of National Defense)
Secretaría de Relaciones Exteriores (Mexico’s Secretariat of Foreign Relations)
Secretaría del Medio Ambiente y Recursos Naturales (Mexico’s Secretariat of Environment and Natural Resources)
Other

Port of Ensenada
Port of San Diego
San Diego County Regional Airport Authority, Brown Field Municipal Airport

State Groups

Bi-State Transportation Technical Advisory Committee
Border Governors Conference
Border Legislative Conference of the Council of State Governments
California Office of Binational Border Health

U.S. Agencies

California Department of Transportation
California Energy Commission
California Environmental Protection Agency
City of Chula Vista
City of Imperial Beach
City of San Diego
Consulate General of the United States in Tijuana
County of San Diego
Imperial County
San Diego Association of Governments
San Diego County Water Authority
U.S. Army Corps of Engineers
U.S. Coast Guard
U.S. Department of Homeland Security
U.S. Department of Homeland Security, Bureau of Customs Border Protection
U.S. Department of State
U.S. Department of the Interior - Bureau of Land Management
U.S. Department of Transportation
U.S. Department of Transportation, Federal Highway Administration
U.S. Environmental Protection Agency
U.S. Fish and Wildlife Service
U.S. General Services Administration
U.S. Public Health Service, Department of Health & Human Services
**U.S. Legislators**

U.S. Congressman Darrell Issa  
California Senator Denise Moreno Ducheny  
California State Assembly member Juan Vargas  
California State Assembly member Lori Saldaña  
U.S. 50th District  
U.S. Congressman Bob Filner  
U.S. Congressman Duncan Hunter  
U.S. Congresswoman Susan Davis  
U.S. Senator Barbara Boxer  
U.S. Senator Dianne Feinstein

**U.S.-Mexico Non-Government Organizations**

Asociación de la Industria Maquiladora y de Exportación de Tijuana  
(Maquiladora Industry & Export Association)  
Binational Organizing Committee  
Fundación Internacional de la Comunidad, A.C.  
InSite  
International Community Foundation  
Pronatura  
San Diego-Tijuana Border Initiative  
Sierra Club - San Diego Chapter  
The Nature Conservancy  
Tijuana River National Estuarine Research Reserve
San Diego Association of Governments

BORDERS COMMITTEE

February 24, 2006

AGENDA ITEM NO.: 4

Action Requested: APPROVE

ECONOMIC IMPACTS OF BORDER WAIT TIMES ON FREIGHT MOVEMENTS IN THE SAN DIEGO-BAJA CALIFORNIA BORDER REGION

File Number 3003400

Introduction

SANDAG, in partnership with Caltrans District 11, has conducted a study to estimate the impact of border delays on the economy of the San Diego and Baja California border region for cross-border personal trips and freight movements. In June 2005, the Borders Committee heard the findings related to economic impacts due to border wait times on cross-border personal trips for tourist, shopping, and work purposes. The assessment of economic impacts of wait times at the commercial border crossings that affect freight movements has now been completed.

With the assistance of HDR-HLB Decision Economics, SANDAG has developed an economic impact model to quantify the local, regional, and national economic opportunities missed because of traffic congestion and delays at the San Diego region-Baja California ports of entry (POEs). This model is a new tool for policy analysis and decision making in the binational region.

This report presents a synopsis of the study’s Executive Summary (Attachment 1). It shows the combined economic impacts for cross-border personal travel and freight operations and highlights findings of the economic impacts due to congestion and delays at the Otay Mesa and Tecate POEs for cross-border goods movement. Next steps for consideration of the Borders Committee also are outlined.

Discussion

Economic Impact of Border Delays on the U.S. and Mexican Economies: Key Findings

Inadequate infrastructure capacity at the border crossings between San Diego County and Baja California currently creates traffic congestion and delays for cross-border personal trips and freight movements that cost the U.S. and Mexican economies an estimated $6 billion in gross output (see Table 1 on the following page). This reduction in output results in a loss of 51,325 jobs. While the majority of these impacts are concentrated in the San Diego-Baja California region, Table 1 shows that expected economic effects also are significant at the national level.
Traffic congestion and delays at the border already are bad enough that nearly 60 percent of cross-border travelers surveyed indicated they would be willing to pay a $3 toll to cross at a new POE at East Otay Mesa that would provide a faster way to cross the border. Similarly, a small survey of select businesses with operations on both sides of the border also showed a willingness to pay a toll to fund transportation infrastructure improvements that would reduce the time it takes to move goods across the border.

Table 1. Total Economic Losses in 2005 from Constrained Border Infrastructure

<table>
<thead>
<tr>
<th>Areas</th>
<th>Output</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego County</td>
<td>$2,714</td>
<td>33,915</td>
</tr>
<tr>
<td>Baja California</td>
<td>$1,486</td>
<td>8,296</td>
</tr>
<tr>
<td>United States*</td>
<td>$3,737</td>
<td>39,069</td>
</tr>
<tr>
<td>Mexico*</td>
<td>$2,237</td>
<td>12,256</td>
</tr>
<tr>
<td>Combined U.S. and Mexico</td>
<td>$5,974</td>
<td>51,325</td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes

The analysis presented in Table 2 shows that if border delays keep growing, in the future the losses incurred by the regional and national economies will be significantly higher. Between 2005 and 2014, total losses in output would more than double, reaching nearly $10 billion for the cross-border region and $13.9 billion at the binational level, by 2014. The labor market job opportunities would shrink by 104,146 jobs regionally and 123,682 nationally.

Table 2. Expected Economic Losses from Delays Due to Increased Traffic in the Future

<table>
<thead>
<tr>
<th>Areas</th>
<th>2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Output</td>
<td>Employment</td>
</tr>
<tr>
<td>San Diego County &amp; Baja California</td>
<td>$4,200</td>
<td>42,211</td>
</tr>
<tr>
<td>United States and Mexico</td>
<td>$5,974</td>
<td>51,325</td>
</tr>
</tbody>
</table>

Economic Impact of Freight Border Wait Times on the U.S. and Mexican Economies

Background

Trade is a key contributor to local, state, and national economic growth. Mexico is the United States’ second largest trading partner and California’s number one export market.

The Otay Mesa-Mesa de Otay POE is the busiest commercial border crossing between California and Mexico. In 2004, this POE handled more than 1.4 million trucks and $22.2 billion worth of goods in both directions, which represents the third highest dollar value of trade among all land border crossings between the United States and Mexico. Another $1 billion in merchandise and more than
139,000 trucks crossed at the Tecate-Tecate POE. (There is no freight movement across the San Ysidro POE.)

The economic impact of border congestion on freight reflects the effect of delay on productivity, industry competitiveness, and lost business income. However, the estimated economic impact can be considered conservative since the quantification accounts mainly for the time lost by trucks in queues at the border. For example, other long-term impacts (such as industry relocation away from their best location and optimum supply chain configuration) are not included.

Major cross-border manufacturers interviewed for this project indicated that they make investments in expedited shipping clearance programs, such as Free and Secure Trade (FAST) and Empresa Certificada (Exprés). Also, they consider highway tolls used to fund infrastructure improvements a very cost effective way to save travel time between the POE and the manufacturing plant in Baja California (i.e., Tijuana-Tecate toll road).

**Key Findings: United States**

The analysis indicates that, at today's level of processing time and delay at the border (about two and a half hours on average per truck crossing without U.S. secondary inspection), the San Diego region loses $455 million in output from reduced freight activity and $131 million in labor income, which translates into 2,461 fewer jobs annually. Approximately 45 percent of labor income losses occur in the Machinery and Equipment sector. Table 3 on the following page shows the breakdown of estimated economic impacts by selected sectors.

At the state level, annual losses exceed $716 million in output and $204 million in labor income (or 3,654 fewer jobs). For the United States, total output losses are estimated at $1,256 million and employment losses at 7,646 jobs annually. Output losses represent 13 percent of the value of U.S. exports to Mexico that move across the Otay Mesa and Tecate POEs, which in 2004 amounted to $9,382 million.

**Key Findings: Mexico**

The analysis summarized in Table 4 on the following page indicates that the total economic impacts of delaying trucks at the border are substantially higher on the Mexican side of the border than on the U.S. side. For Baja California, total output losses are estimated at $1.317 billion, and jobs losses are estimated at 6,929 jobs annually. Though the Machinery and Equipment sector is the most affected in terms of output losses (more than $655 million), Manufactured Goods and Agricultural and Food Products represent 74 percent of all jobs lost, since the latter sector is traditionally very labor intensive.

For Mexico, total impact is estimated at $2,069 million in lost output and 10,889 fewer jobs annually. The lost output represents 15 percent of the value of U.S. imports from Mexico that crossed at the Otay Mesa and Tecate POEs, which in 2004 reached $13,793 million.
### Table 3. Cross-Border Freight – Total Economic Losses Due to Delays at the Border for San Diego County, California and the United States
(in millions of 2005 dollars)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Output Losses In . . .</th>
<th>Total Impact</th>
<th>San Diego County</th>
<th>California</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. $ in millions</td>
<td>Agricultural and Food Products</td>
<td>$ 82</td>
<td>$ 135</td>
<td>$ 262</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>129</td>
<td>215</td>
<td>357</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>193</td>
<td>289</td>
<td>493</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>51</td>
<td>76</td>
<td>144</td>
<td></td>
</tr>
<tr>
<td><strong>Output Total</strong></td>
<td></td>
<td>$ 455</td>
<td>$ 716</td>
<td>$1,256</td>
<td></td>
</tr>
<tr>
<td><strong>Labor Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. $ in millions</td>
<td>Agricultural and Food Products</td>
<td>$ 22</td>
<td>$ 35</td>
<td>$ 64</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>35</td>
<td>53</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>59</td>
<td>94</td>
<td>146</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>16</td>
<td>23</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td><strong>Labor Income Total</strong></td>
<td></td>
<td>$ 131</td>
<td>$ 204</td>
<td>$ 351</td>
<td></td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(FTE jobs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employment Total</strong></td>
<td></td>
<td>2,461</td>
<td>3,654</td>
<td>7,646</td>
<td></td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes. FTE = Full Time Equivalent.

### Table 4. Cross-Border Freight – Total Economic Losses Due to Delays at the Border for Baja California and Mexico
(in millions of 2005 dollars)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Output Losses In . . .</th>
<th>Total Impact</th>
<th>Baja California</th>
<th>Mexico</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. $ in millions</td>
<td>Agricultural and Food Products</td>
<td>$ 296</td>
<td>$ 465</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>113</td>
<td>178</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>655</td>
<td>1,030</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>252</td>
<td>396</td>
<td></td>
</tr>
<tr>
<td><strong>Output Total</strong></td>
<td></td>
<td>$1,317</td>
<td>$2,069</td>
<td></td>
</tr>
<tr>
<td><strong>Labor Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. $ in millions</td>
<td>Agricultural and Food Products</td>
<td>$ 28</td>
<td>$ 44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>17</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>70</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>35</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td><strong>Labor Income Total</strong></td>
<td></td>
<td>$ 150</td>
<td>$ 236</td>
<td></td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(FTE jobs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employment Total</strong></td>
<td></td>
<td>6,929</td>
<td>10,889</td>
<td></td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes. FTE = Full Time Equivalent.
Combined Impacts from Cross-Border Freight Delays at the Regional and National Levels

When assessing the impact for the San Diego-Baja California region, the analysis reveals that delays contribute to a combined loss in output and employment of $1.772 billion and 9,390 jobs, respectively. For the United States and Mexico combined, the impact is even greater: $3.326 billion in output losses and 18,536 jobs lost. Table 5 shows the combined economic impacts.

Table 5. Cross-Border Freight – Total Economic Losses Due to Delays at the Border
(in millions of 2005 dollars)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Output Losses In . . .</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>San Diego &amp; Baja California</td>
<td>United States &amp; Mexico</td>
</tr>
<tr>
<td>Output (U.S. $ in millions)</td>
<td>Agricultural and Food Products</td>
<td>$ 378</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>242</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>849</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>303</td>
</tr>
<tr>
<td></td>
<td>Output Total</td>
<td>$1,772</td>
</tr>
<tr>
<td>Labor Income (U.S. $ in millions)</td>
<td>Agricultural and Food Products</td>
<td>$ 50</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>129</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Labor Income Total</td>
<td>$ 281</td>
</tr>
<tr>
<td>Employment (FTE jobs)</td>
<td>Agricultural and Food Products</td>
<td>2,972</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>1,212</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>2,168</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>3,039</td>
</tr>
<tr>
<td></td>
<td>Employment Total</td>
<td>9,390</td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes.

Next Steps

Infrastructure constraints at the San Diego region-Baja California border crossings have led to missed economic opportunities at the local, regional, and national levels, which are projected to increase significantly unless the infrastructure deficiencies are corrected. In addition to improvements to operations and management at the existing border crossings, immediately financing and constructing the two major projects listed below would provide additional cross-border travel capacity and lessen anticipated future economic losses.

- Completion of State Route 905
- Building new East Otay Mesa-Otay II POE and connecting roads
SANDAG staff is working with other stakeholders on both sides of the Border to facilitate construction of these needed infrastructure improvements.

BOB LEITER
Director of Land Use and Transportation Planning

Attachment: 1. Executive Summary, Final Report on Border Wait Times Study

Key Staff Contact: Elisa Arias, (619) 699-1936, ear@sandag.org
San Diego Association of Governments
California Department of Transportation, District 11

Economic Impacts of Wait Times at the San Diego–Baja California Border

Final Report

January 19, 2006
EXECUTIVE SUMMARY

OVERVIEW

Congestion at border crossings between San Diego County and Baja California causes more delay and travel time uncertainty for cars, trucks and pedestrians than at any time in history. Steady growth in global and regional economic integration squeezes ever more people and goods through border infrastructure that was sized for a much smaller and radically less security-conscious economy.

In today’s global economy, economic growth of a region is directly related to its level of openness and trade with the rest of the world and the neighboring region in particular. For instance, people movement between Baja California and San Diego County fuels the economic activities in San Diego County, especially the retail sector. Freight movement, on the other hand, has a much broader impact as it significantly affects the labor market in the Mexican side, the retail and manufacturing market in the U.S. side, and the capital market in both sides of the border as the ownership of these operations are spread throughout the two countries. In essence, delay at the border has both a local impact when it comes to personal trips and a broader regional and national impact when it comes to freight movement.

Over sixty million people cross the San Diego County/Baja California border annually. More than half of the trips are for shopping and recreation. Some ten million are trips to and from work. Fully ninety percent of all personal trips across the border are local in character, either starting or finishing in San Diego County or Tijuana/Tecate.

Nearly 730,000 trucks travel across the San Diego County/Baja California ports of entry from Mexico annually and a similar number is estimated to cross southbound. Congested truck traffic at border crossings has an especially dampening impact on economic expansion. Delay hinders the ability of manufacturers in the border regions, including the maquiladoras, to support the kind of businesses that depend on reliable logistics for the distribution of freight. In an increasingly just-in-time manufacturing economy, unpredictable wait times for trucks at the border act as a barrier to trade that slows and inhibits cross-border economic investment opportunities. Cross-border traffic generates significant income for retailers, hotels and recreation businesses on both sides of the border. However, by discouraging some from making trips across the border, congestion inhibits potential growth in business income and therefore hinders trade in the long term.

PURPOSE OF STUDY

This study quantifies the local, regional and national economic opportunities missed because of current and projected traffic congestion and delays at the border of San Diego County and Baja California. We examine the economic effects of congestion on the two primary forms of cross-border movement, including personal trips by auto and foot, and cross-border freight operations.
ANALYSIS FRAMEWORK

An analytic model is employed that quantifies the incremental direct, indirect, and induced impacts of congestion on both sides of the border. Uncertainty in economic multipliers and other key assumptions is addressed by using a probabilistic risk analysis and by engaging an expert panel to review model logic, assumptions and model probabilities.

The study employs baseline data from two primary surveys and official international trade and border crossing statistics:

1. For personal trip impacts: A survey of travelers crossing at three points of entry (San Ysidro, Otay Mesa, and Tecate) provided a sample of 3,603 personal interviews (results are accurate within plus or minus 2 percent).

2. For freight movement impacts: Published historical and current data on traffic and the industry using the borders was augmented with interviews of major cross-border freight stakeholders, including trucking companies, Customs brokers, major manufacturers as well as U.S. Customs and Border Protection.

KEY FINDINGS

- There is a significant economic interdependence between the San Diego region and Baja California, which is illustrated by the magnitude of cross-border personal travel and freight movements at the region’s three ports of entry.

- Trade is a key contributor to local, state, and national economic growth. Mexico is the United States second largest trading partner, after Canada. In addition, Mexico is California’s number one export market.

- Inadequate infrastructure capacity, which is failing to keep up with the increase in trade and security requirements at the principal border crossings between San Diego County and Baja California, currently creates traffic congestion and delay that costs the U.S. and Mexican economies an estimated US$6 billion in gross output in 2005 (Summary Table 1). Fully 51,325 jobs are sacrificed because of the reduction in output.

- In fact, traffic congestion and delays are bad enough today that nearly 60 percent of the cross-border travelers surveyed said they would be willing to pay a $3 toll to cross at new East Otay Mesa port of entry that would provide a faster way to cross the border. Similarly, an interview with the trucking industry revealed that the investment potential has been curbed due to the increasing delays at the border.

- As shown in Summary Table 1, the economic impact of congestion on personal travel is much stronger in the U.S. than in Mexico and concentrated principally in the San Diego County and Baja California regions. On the other hand, the economic impact of congestion

---

1 For San Diego County and the State of California, the IMPLAN Input Output Model was used. For Baja California and Mexico, multipliers developed by the Autonomous University of Baja California (Universidad Autónoma de Baja California - UABC) were used.
on freight traffic is greater on the Mexican side, and spreads significantly to the state and national levels.

- While the majority of the economic impacts are concentrated in the San Diego and Baja California region, Summary Table 1 indicates that expected economic effects are not insignificant at the state and the national levels.

- The analysis given in Summary Table 2 below shows that, if steps are not taken to improve border crossing and transportation infrastructure and management, border delays keep growing and the losses incurred by the regional and national economies will more than double in the next ten years.\(^2\)

- The manufacturing process of some products requires that partially assembled parts go back and forth across the border sometimes three or four times. Border delays result in increased transportation costs and interruptions in manufacturing and delivery cycles.

- To expedite cargo clearance at the border, companies make investments in programs such as Free and Secure Trade (FAST) and Empresa Certificada and they consider cost effective to pay highway tolls (e.g. Tijuana-Tecate toll road) to save travel time between the port of entry and the manufacturing plant in Baja California.

**Summary Table 1: Total Economic Impact in 2005 from Constrained Border Infrastructure by Area and Type of Traffic (in Millions of 2005 Dollars)**

<table>
<thead>
<tr>
<th>Type of Traffic</th>
<th>Areas</th>
<th>Output</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Trips</strong></td>
<td>San Diego County</td>
<td>$2,259</td>
<td>31,454</td>
</tr>
<tr>
<td></td>
<td>California</td>
<td>$2,480</td>
<td>31,423</td>
</tr>
<tr>
<td></td>
<td>United States</td>
<td>$2,480</td>
<td>31,423</td>
</tr>
<tr>
<td></td>
<td>Baja California</td>
<td>$169</td>
<td>1,367</td>
</tr>
<tr>
<td></td>
<td>Mexico</td>
<td>$168</td>
<td>1,366</td>
</tr>
<tr>
<td><strong>Freight Movements</strong></td>
<td>San Diego County</td>
<td>$455</td>
<td>2,461</td>
</tr>
<tr>
<td></td>
<td>California</td>
<td>$716</td>
<td>3,654</td>
</tr>
<tr>
<td></td>
<td>United States</td>
<td>$1,256</td>
<td>7,646</td>
</tr>
<tr>
<td></td>
<td>Baja California</td>
<td>$1,317</td>
<td>6,929</td>
</tr>
<tr>
<td></td>
<td>Mexico</td>
<td>$2,069</td>
<td>10,889</td>
</tr>
<tr>
<td><strong>Combined Personal Trips and Freight Movements</strong></td>
<td>San Diego County</td>
<td>$2,714</td>
<td>33,915</td>
</tr>
<tr>
<td></td>
<td>California</td>
<td>$3,196</td>
<td>35,077</td>
</tr>
<tr>
<td></td>
<td>United States</td>
<td>$3,737</td>
<td>39,069</td>
</tr>
<tr>
<td></td>
<td>Baja California</td>
<td>$1,486</td>
<td>8,296</td>
</tr>
<tr>
<td></td>
<td>Mexico</td>
<td>$2,237</td>
<td>12,256</td>
</tr>
<tr>
<td><strong>Combined Personal Trips and Freight Movements</strong></td>
<td>Combined United States and Mexico</td>
<td>$5,974</td>
<td>51,325</td>
</tr>
</tbody>
</table>

*Note: Mean Expected Outcomes.*

\(^2\) The analysis assumes a 4.4% average annual increase in personal trips, and 4.3% average annual increase in truck movements. Average waiting times are assumed to increase by about 5.0% annually.
Summary Table 2: Expected Economic Impact from Delays Due to Increased Traffic in the Future – Cross-border Personal Trips and Freight (in Millions of 2005 Dollars)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Output</td>
<td>Employment</td>
<td>Output</td>
</tr>
<tr>
<td>San Diego County and Baja California</td>
<td>-$4,200</td>
<td>-42,211</td>
<td>-$9,979</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United States and Mexico</td>
<td>-$5,974</td>
<td>-51,325</td>
<td>-$13,873</td>
</tr>
</tbody>
</table>

The remainder of the Executive Summary presents findings on economic impacts of delays for cross-border personal trips and freight movements by geographic area in the United States and Mexico as well as combined at the regional and national levels.

CROSS-BORDER PERSONAL TRIPS

Direct Economic Impact of Cross-Border Personal Trip Delay

San Diego County and State of California

At today’s level of delay at the border (about 45 minutes per crossing on average based on the survey respondents), San Diego County loses 8.414 million personal trips a year, resulting in an estimated $1.28 billion in lost business income. This impact is considered a net impact as the estimation adjusts for all the gains made when the expenditures occur in the U.S. rather than in Mexico as people choose not to cross the border due to delays at the border crossings. The retail sector is affected the most as it represents more than 90% of the impacts. In addition, about 3.155 million potential working hours in San Diego County are spent in delays at the border, resulting in an estimated $41.8 million in lost wages. The overall economic impact at the state level, given that 5% of the trips are headed outside the San Diego region, is $1.321 billion in addition to the $44.3 million in income loss for work trips. The estimates can be regarded as conservative for two main reasons: (1) travel time cost is included for work trips only and therefore any travel time cost for shopping and recreation trips is excluded; and (2) the sensitivity used to estimate foregone trips is based on the survey respondents who tend to be less sensitive to delay than people who already have foregone their trips in the past years.
Summary Table 3: Cross-Border Personal Trips – Net Direct Impacts Due to Delays at the Border in San Diego County and California (in Millions of 2005 Dollars)

<table>
<thead>
<tr>
<th>Description</th>
<th>SAN DIEGO COUNTY</th>
<th>CALIFORNIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Foregone Person Trips to the US</td>
<td>-8,414,247</td>
<td>-8,913,398</td>
</tr>
<tr>
<td>Gross Revenue Loss in the US - Retail ($ Millions)</td>
<td>-$1,240</td>
<td>-$1,314</td>
</tr>
<tr>
<td>Gross Revenue Loss in the US - Recreation &amp; Entertainment ($ Millions)</td>
<td>-$12</td>
<td>-$13</td>
</tr>
<tr>
<td>Gross Revenue Loss in the US - Food &amp; Lodging ($ Millions)</td>
<td>-$114</td>
<td>-$121</td>
</tr>
<tr>
<td><strong>Total Gross Revenue Loss in the US ($ Millions)</strong></td>
<td><strong>-$1,366</strong></td>
<td><strong>-$1,448</strong></td>
</tr>
<tr>
<td>Add’ Revenue from Foregone Trips to Mexico - Retail ($ Millions)</td>
<td>$54</td>
<td>$79</td>
</tr>
<tr>
<td>Add’ Revenue from Foregone Trips to Mexico - Recreation &amp; Entertainment ($ Millions)</td>
<td>$5</td>
<td>$7</td>
</tr>
<tr>
<td>Add’ Revenue from Foregone Trips to Mexico - Food &amp; Lodging ($ Millions)</td>
<td>$28</td>
<td>$41</td>
</tr>
<tr>
<td><strong>Total Add’ Revenue from Foregone Trips to Mexico ($ Millions)</strong></td>
<td><strong>$87</strong></td>
<td><strong>$127</strong></td>
</tr>
<tr>
<td>Net Revenue Loss in the US - Retail ($ Millions)</td>
<td>-$1,186</td>
<td>-$1,235</td>
</tr>
<tr>
<td>Net Revenue Loss in the US - Recreation &amp; Entertainment ($ Millions)</td>
<td>-$7</td>
<td>-$6</td>
</tr>
<tr>
<td>Net Revenue Loss in the US - Food &amp; Lodging ($ Millions)</td>
<td>-$86</td>
<td>-$80</td>
</tr>
<tr>
<td><strong>Total Net Revenue Loss in the US ($ Millions)</strong></td>
<td><strong>-$1,280</strong></td>
<td><strong>-$1,321</strong></td>
</tr>
<tr>
<td>Number of Work Hours Lost in the US</td>
<td>-3,155,204</td>
<td>-3,342,377</td>
</tr>
<tr>
<td>Labor Income Losses in the US ($ Millions)</td>
<td>-$41.8</td>
<td>-$44.3</td>
</tr>
</tbody>
</table>

Note: Mean expected outcomes. Annual estimates based on 2003 volumes and survey findings. California figures include San Diego County.

Baja California and Mexico

The economic impact on the Mexican side of the border is also found to be significant. Baja California loses 1,938 million personal trips a year that may result in about $118 million in net revenues, after adjusting for the revenue gains due to local foregone trips to the U.S. The retail and food and lodging sectors represent 80% of net revenue losses. In addition, over half a million of potential working hours in Mexico are spent in delays at the border, which may result in $10.8 million in productivity loss. The impact at the national level is similar to the regional level as most of the personal trips are regional. Summary Table 4 provides the findings related to foregone personal trips and revenue losses due to delays at the border.

Summary Table 4: Cross-Border Personal Trips – Net Direct Impacts Due to Delays at the Border in Baja California and Mexico (in Millions of 2005 Dollars)

<table>
<thead>
<tr>
<th>Description</th>
<th>BAJA</th>
<th>CALIFORNIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Foregone Person Trips to Mexico</td>
<td>-1,938,210</td>
<td>-1,938,210</td>
</tr>
<tr>
<td>Gross Revenue Loss in Mexico - Retail ($ Millions)</td>
<td>-$197</td>
<td>-$197</td>
</tr>
<tr>
<td>Gross Revenue Loss in Mexico - Recreation &amp; Entertainment ($ Millions)</td>
<td>-$26</td>
<td>-$26</td>
</tr>
<tr>
<td>Gross Revenue Loss in Mexico - Food &amp; Lodging ($ Millions)</td>
<td>-$110</td>
<td>-$110</td>
</tr>
<tr>
<td><strong>Total Gross Revenue Loss in Mexico ($ Millions)</strong></td>
<td><strong>-$333</strong></td>
<td><strong>-$333</strong></td>
</tr>
<tr>
<td>Add’ Revenue from Foregone Trips to the US - Retail ($ Millions)</td>
<td>$184</td>
<td>$195</td>
</tr>
<tr>
<td>Add’ Revenue from Foregone Trips to the US - Recreation &amp; Entertainment ($ Millions)</td>
<td>$3</td>
<td>$3</td>
</tr>
<tr>
<td>Add’ Revenue from Foregone Trips to the US - Food &amp; Lodging ($ Millions)</td>
<td>$27</td>
<td>$28</td>
</tr>
<tr>
<td><strong>Total Add’ Revenue from Foregone Trips to the US ($ Millions)</strong></td>
<td><strong>$214</strong></td>
<td><strong>$227</strong></td>
</tr>
<tr>
<td>Net Revenue Loss in Mexico - Retail ($ Millions)</td>
<td>-$12</td>
<td>-$2</td>
</tr>
<tr>
<td>Net Revenue Loss in Mexico - Recreation &amp; Entertainment ($ Millions)</td>
<td>-$23</td>
<td>-$23</td>
</tr>
<tr>
<td>Net Revenue Loss in Mexico - Food &amp; Lodging ($ Millions)</td>
<td>-$83</td>
<td>-$82</td>
</tr>
<tr>
<td><strong>Total Net Revenue Loss in Mexico ($ Millions)</strong></td>
<td><strong>-$118</strong></td>
<td><strong>-$106</strong></td>
</tr>
<tr>
<td>Number of Work Hours Lost in Mexico</td>
<td>-511,259</td>
<td>-511,259</td>
</tr>
<tr>
<td>Labor Income Losses in Mexico ($ Millions)</td>
<td>-$43.1</td>
<td>-$44.3</td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes. Annual estimates based on 2003 volumes and survey findings.
Total Economic Impact of Cross-Border Personal Trip Delay

San Diego County, State of California and United States

As shown in Summary Table 5, accounting for the indirect and induced effects of estimated revenue losses, the total local economic impact of border congestion is $2.259 billion in production losses (about 1.2% of the regional output) and 31,454 lost jobs (about 1.7% of the regional labor force). Most employment losses occur in the retail sector.

At the state level, congestion leads to an estimated $2.48 billion in lost output (0.1% of the state product) and 31,423 fewer jobs (0.2% of the state labor force).

Summary Table 5: Cross-Border Personal Trips – Total Economic Impact Due to Delays at the Border for San Diego County, the State of California (in Millions of 2005 Dollars)

<table>
<thead>
<tr>
<th>SAN DIEGO COUNTY</th>
<th>From Reduced Spending in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$2,099</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$14</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$147</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$2,259</strong></td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$925</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$6</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$61</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$992</strong></td>
</tr>
<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Retail</td>
<td>-29,056</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-221</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-2,177</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-31,454</strong></td>
</tr>
</tbody>
</table>

4 Direct Effects: Direct effects are the result of direct spending. The distinguishing feature of direct effects is that they are an immediate consequence of the activities and expenditures.

Indirect Effects: Indirect effects are the result of purchases by local firms who are the direct suppliers to the region. Output, employment, income, and tax revenue resulting from spending by supplier firms (but not households) are considered to be indirect effects.

Induced Effects: Induced effects are changes in regional output, employment, income, and tax revenue that are the result of personal (household) spending for goods and services – including employees directly tied to the supplier firms (direct effects), and employees of all other firms comprising the indirect effects. As with business purchasing, personal consumption creates additional economic output, leading to still more employment, income and tax flows.

5 Note that job losses at the state level (31,423) are smaller than at the regional level (31,454). On the other hand, labor income losses at the state level ($1,071 million) are larger than at the regional level ($992 million). One possible explanation is that average employee compensation in the sectors impacted (retail, recreation and entertainment, etc.) is lower in San Diego County than in the rest of the State. The proximity to Mexico and the availability of a large pool of workers might explain this difference.
**STATE OF CALIFORNIA**

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Reduced Spending in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-2,315</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-12</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-154</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-2,480</strong></td>
</tr>
<tr>
<td>Labor Income (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-1,005</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-5</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-61</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-1,071</strong></td>
</tr>
<tr>
<td>Employment (jobs)</td>
<td>Retail</td>
<td>-29,136</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-150</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-2,137</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-31,423</strong></td>
</tr>
</tbody>
</table>

*Note: Mean expected outcomes. Annual estimates based on 2003 volumes and survey findings. California figures include San Diego County.*

Based on survey data, a negligible number of cross-border personal trips have an origin or destination outside California. Therefore, the economic impact of border delays at the U.S. level is *assumed* equal to the impact at the California level.

**Baja California and Mexico**

Accounting for indirect and induced impacts, estimated revenue losses in Baja California are $169 million in production losses (about 1.1% of the regional output) and 1,367 fewer jobs, mainly in the Food and Lodging sector (Summary Table 6).
Summary Table 6: Cross-Border Personal Trips – Total Economic Impact Due to Delays at the Border for Baja California and Mexico (in Millions of 2005 Dollars)

### BAJA CALIFORNIA

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Reduced Spending in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$15</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$35</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$119</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>-$169</td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$3</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$5</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$19</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>-$27</td>
</tr>
<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Retail</td>
<td>-117</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-161</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-1,089</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>-1,367</td>
</tr>
</tbody>
</table>

### MEXICO

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Reduced Spending in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$2</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$38</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$128</td>
</tr>
<tr>
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<td><strong>Total</strong></td>
<td>-$168</td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
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<td>Recreation &amp; Entertainment</td>
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<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$21</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>-$26</td>
</tr>
<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Retail</td>
<td>-16</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-176</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-1,174</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>-1,366</td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes. Annual estimates based on 2003 volumes and survey findings.

### Combined Economic Impact at the Regional and National Levels for Cross-Border Personal Trips

When assessing the impact at the regional level on both sides of the border, the analysis reveals that personal trip delays contribute to a loss in output and employment of $2.428 billion and 32,821 jobs in 2005, respectively (see summary tables on the next page).  

---

6 The impact at the U.S. level is assumed similar to the impact at the California level.
Summary Table 7: Cross-Border Personal Trips – Total Regional Impact Due to Delays at the Border (San Diego County and Baja California)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Reduced Spending in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$2,114</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$48</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$266</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$2,428</strong></td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$928</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$11</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
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<td><strong>Total</strong></td>
<td><strong>-$1,018</strong></td>
</tr>
<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Recreation &amp; Entertainment</td>
<td>-29.173</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-3.266</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-32,821</strong></td>
</tr>
</tbody>
</table>

*Note: Mean Expected Outcomes.*

Summary Table 8: Cross-Border Personal Trips – Total National Impact Due to Delays at the Border (United States and Mexico)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Reduced Spending in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$2,317</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$49</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$282</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$2,648</strong></td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Retail</td>
<td>-$1,005</td>
</tr>
<tr>
<td></td>
<td>Recreation &amp; Entertainment</td>
<td>-$10</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-$81</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$1,097</strong></td>
</tr>
<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Recreation &amp; Entertainment</td>
<td>-29.152</td>
</tr>
<tr>
<td></td>
<td>Food &amp; Lodging</td>
<td>-3.311</td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-32,789</strong></td>
</tr>
</tbody>
</table>

*Note: Mean Expected Outcomes.*
CROSS-BORDER FREIGHT MOVEMENTS

Impacts of Cross-Border Freight Delays on San Diego County, the State of California and the United States

The economic impact of border congestion on freight reflects the effect of delay on productivity, industry competitiveness, and lost business income. The economic impact, however, can be considered as conservative at best since the estimates are mainly for the time lost by trucks in queues at the border and the impact constitutes the cost of delay and its reduced investment implications. Other long-term impacts such as relocation implications (i.e., industries are forced to move away from their best location and therefore the optimum supply chain configuration) on investment, prices, and demand is not included.

The analysis indicates that, at today’s level of processing time and delay at the border (over two hours on average per truck crossing without U.S. secondary inspection), San Diego County loses $271 million in direct net annual revenues from reduced freight activity, after adjusting for the revenue gains from the reduction in local trips to Mexico. This translates into 1,409 direct lost jobs or $69 million in lost labor income a year. We estimate that just under 45% of labor income losses occur in the machinery and equipment sector and in firms related to that sector through upstream and downstream inter-industry linkages.

From these estimates, we estimate that about 30% of trucks have a final destination outside San Diego County (See Appendix D). The overall impact at the state level, given that 30% of Mexican truck trips are headed outside the San Diego region, is $362 million in net revenue losses and $90 million in labor income losses (or 1,725 jobs lost).

When accounting for the indirect and induced effects of the estimated revenue losses, the total impact exceeds $455 million in lost output and 2,461 fewer jobs. At the state level, losses exceed $716 million in output and $204 million in labor income (or 3,654 fewer jobs).

For the United States, total output losses are estimated at $1,256 million and employment losses at 7,646 jobs. Output losses represent 13% of the value of U.S. exports to Mexico that move across the Otay Mesa and Tecate ports of entry, which in 2004 amounted to $9,382 million.

Summary Table 9 shows the breakdown of estimated economic impacts by selected sectors.

---

7 This impact is a net loss as it is estimated as the difference between the losses in the U.S. side and the gains in the Mexican side. For instance, if agricultural merchandise did not make it to the U.S. due to border congestion (loss) and therefore was sold at a lower price in Mexico (gain), the impact is estimated as the difference between that loss and the gain in Mexico.

8 Components of the sectors assessed in the analysis are shown in Appendix G at the end of this report.

9 Approximately 70% of truck trips have an intermediate or final destination in the San Diego region. However, about 78% of product has a final destination outside San Diego and Imperial Counties (Caltrans, California/Mexico Border Briefing, 2005). This estimate is based on the following: Total California imports from Mexico in 2004 amounted to $24.6 billion (US Census Bureau, Foreign Trade Division); out of which about $17.0 billion -- or 70 percent -- was destined to San Diego County (San Diego Regional Chamber of Commerce, Economic Research Bureau; based on US Census Data).
Summary Table 9: Cross-Border Freight - Economic Impacts Due to Delays at the Border for San Diego County, the State of California and the United States (in Millions of 2005 Dollars)

### SAN DIEGO COUNTY

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$82</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$129</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$193</td>
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<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$51</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-$455</td>
</tr>
<tr>
<td>Labor Income (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$22</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$35</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$59</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$16</td>
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<td></td>
<td>Total</td>
<td>-$131</td>
</tr>
<tr>
<td>Employment (jobs)</td>
<td>Agricultural and Food Products</td>
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<tr>
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<td>Mining and Mineral Products</td>
<td>-$644</td>
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<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$941</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$343</td>
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<tr>
<td></td>
<td>Total</td>
<td>-$2,461</td>
</tr>
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</table>

### STATE OF CALIFORNIA

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$135</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$215</td>
</tr>
<tr>
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<td>Machinery and Equipment</td>
<td>-$289</td>
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<td>Manufactured Goods</td>
<td>-$76</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-$716</td>
</tr>
<tr>
<td>Labor Income (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$35</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$53</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$94</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$23</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-$204</td>
</tr>
<tr>
<td>Employment (jobs)</td>
<td>Agricultural and Food Products</td>
<td>-887</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-911</td>
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<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-1,356</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-499</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-3,654</td>
</tr>
</tbody>
</table>

### UNITED STATES

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$262</td>
</tr>
<tr>
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<td>Mining and Mineral Products</td>
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<td>Machinery and Equipment</td>
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<td>Manufactured Goods</td>
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<td>Total</td>
<td>-$1,256</td>
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<tr>
<td>Labor Income (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
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<td>Mining and Mineral Products</td>
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<td></td>
<td>Machinery and Equipment</td>
<td>-$146</td>
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<td>Manufactured Goods</td>
<td>-$43</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-$351</td>
</tr>
<tr>
<td>Employment (jobs)</td>
<td>Agricultural and Food Products</td>
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<tr>
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<td>Mining and Mineral Products</td>
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<td>Machinery and Equipment</td>
<td>-2,789</td>
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<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-1,031</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-7,646</td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes.
Impacts of Cross-Border Freight Delays on Baja California and Mexico

The analysis summarized in Summary Table 10 indicates that the overall economic impacts of delaying trucks at the border are substantially higher on the Mexican side of the border than the American side. For Baja California, total output losses amount to $1.317 billion and 6,929 jobs annually.\(^\text{10}\) Though the Machinery and Equipment sector is the most affected in terms of output losses (over $655 million), Manufactured Goods and Agricultural and Food Products represent 74% of all jobs lost – the latter sector being very labor intense traditionally.

For Mexico, total impact is estimated at $2.069 billion in lost output and 10,889 fewer jobs. The lost output represents 15% of the value of U.S. imports from Mexico that crossed at the Otay Mesa and Tecate ports of entry, which in 2004 reached $13.8 billion.

Summary Table 10: Cross-Border Freight – Total Economic Impact Due to Delays at the Border for Baja California and Mexico (in Millions of 2005 Dollars)

### BAJA CALIFORNIA

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$296</td>
</tr>
<tr>
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<td>Mining and Mineral Products</td>
<td>-$113</td>
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<td></td>
<td>Machinery and Equipment</td>
<td>-$655</td>
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<tr>
<td></td>
<td>Manufactured Goods</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>-$1,317</strong></td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$28</td>
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<td>Mining and Mineral Products</td>
<td>-$17</td>
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<td>Machinery and Equipment</td>
<td>-$70</td>
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<tr>
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<td>Manufactured Goods</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>-$150</strong></td>
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<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Agricultural and Food Products</td>
<td>-2,439</td>
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<tr>
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<td>Mining and Mineral Products</td>
<td>-568</td>
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<tr>
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<td>Machinery and Equipment</td>
<td>-1,227</td>
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<td>Manufactured Goods</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>-6,929</strong></td>
</tr>
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</table>

### MEXICO

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output</strong> (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$465</td>
</tr>
<tr>
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<td>Mining and Mineral Products</td>
<td>-$178</td>
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<td>Machinery and Equipment</td>
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<td>Manufactured Goods</td>
<td>-$396</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>-$2,069</strong></td>
</tr>
<tr>
<td><strong>Labor Income</strong> (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
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</tr>
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<td>Mining and Mineral Products</td>
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<td>Machinery and Equipment</td>
<td>-$110</td>
</tr>
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<td>Manufactured Goods</td>
<td>-$54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>-$236</strong></td>
</tr>
<tr>
<td><strong>Employment</strong> (jobs)</td>
<td>Agricultural and Food Products</td>
<td>-3,833</td>
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<td>Mining and Mineral Products</td>
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<td>Machinery and Equipment</td>
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<td></td>
<td>Manufactured Goods</td>
<td>-4,235</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>-10,889</strong></td>
</tr>
</tbody>
</table>

*Note: Mean Expected Outcomes.*

\(^{10}\) Losses in Mexico are larger than in the United States because most production and therefore more truck movements originate in Mexico. The economic impact model used in this study attributes production losses to the origin of freight.
Combined Impacts of Cross-Border Freight Delays at the Regional and National Levels

When assessing the impact at the regional level on both sides of the border, the analysis reveals that delays contribute to a loss in output and employment of $1.772 billion and 9,390 jobs, respectively. At the national/state level, the impact is even greater: $3.326 billion in output losses and 18,536 jobs lost (see summary tables below).

Summary Table 11: Cross-Border Freight – Total Regional Impact Due to Delays at the Border for San Diego and Baja California (in Millions of 2005 Dollars)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$378</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$242</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$849</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$303</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$1,772</strong></td>
</tr>
<tr>
<td>Labor Income (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$50</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$52</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$129</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$50</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$281</strong></td>
</tr>
<tr>
<td>Employment (jobs)</td>
<td>Agricultural and Food Products</td>
<td>-2,972</td>
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<tr>
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<td>Mining and Mineral Products</td>
<td>-1,212</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-2,168</td>
</tr>
<tr>
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<td>Manufactured Goods</td>
<td>-3,039</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-9,390</strong></td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes.

Summary Table 12: Cross-Border Freight – Total National Impact Due to Delays at the Border for the United States and Mexico (in Millions of 2005 Dollars)

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>From Direct Output Losses in...</th>
<th>Total Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$727</td>
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<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$535</td>
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<tr>
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<td>Machinery and Equipment</td>
<td>-$1,523</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$540</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$3,326</strong></td>
</tr>
<tr>
<td>Labor Income (millions of U.S. dollars)</td>
<td>Agricultural and Food Products</td>
<td>-$109</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-$124</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-$256</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-$97</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-$587</strong></td>
</tr>
<tr>
<td>Employment (jobs)</td>
<td>Agricultural and Food Products</td>
<td>-5,706</td>
</tr>
<tr>
<td></td>
<td>Mining and Mineral Products</td>
<td>-2,846</td>
</tr>
<tr>
<td></td>
<td>Machinery and Equipment</td>
<td>-4,717</td>
</tr>
<tr>
<td></td>
<td>Manufactured Goods</td>
<td>-5,266</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>-18,536</strong></td>
</tr>
</tbody>
</table>

Note: Mean Expected Outcomes.
In 2005, Caltrans District 11 and SANDAG, through grants from Caltrans, designed, developed, and implemented a joint Tribal Transportation Needs Survey directed at the 19 tribal governments in San Diego and Imperial Counties. The survey is a major component of an overall tribal transportation needs assessment to: (1) initiate a process of building better relationships with Tribes in San Diego and Imperial Counties; (2) establish a baseline of awareness of the transportation issues affecting each Tribe in order to facilitate partnerships between Caltrans, Tribal Governments, and the regional transportation agencies; and (3) promote more efficient identification of mutual transportation concerns and the development of appropriate solutions. It is hoped that this approach will enable Tribes to identify common transportation concerns and will facilitate partnerships between the Tribes, Caltrans, and the Metropolitan Planning Organizations (MPOs), giving the Tribes a stronger voice in state and regional transportation planning. The results of this survey will be used as a basis for tribal government involvement in various local, regional, state, and federal transportation planning processes and documents.

In February 2006, in preparation for the Tribal Summit, Caltrans and SANDAG, in collaboration with the Reservation Transportation Authority (RTA), Southern California Tribal Chairmen’s Association (SCTCA) convened a technical transportation workshop. The purpose of this workshop was to discuss the results of the Tribal Transportation Needs Survey with tribal transportation managers who had participated in the survey and provide an opportunity for them to discuss various transportation planning processes with their agency counterparts. Representatives from ten tribal nations participated in a dialogue with transportation staff from Caltrans, SANDAG, the County of San Diego, Metropolitan Transit System, North County Transit Development Board, and the Bureau of Indian Affairs. The outcome of the workshop was identification of a set of issues in various areas of transportation planning, some of which will be brought to the elected officials at the Tribal Summit for discussion and will be subsequently addressed in the 2007 Regional Transportation Plan (RTP) Update.

At the Borders Committee meeting, Caltrans and SANDAG staff will provide an overview of the survey methodology and results and will discuss the next steps in utilizing the survey results in future planning efforts.

BOB LEITER
Director of Land Use and Transportation Planning

Key Staff Contact: Jane Clough-Riquelme, (619) 699-1909, jcl@sandag.org
UPDATE ON THE 2006 SAN DIEGO REGIONAL TRIBAL SUMMIT

Introduction

Federal legislation requires that federally recognized Tribal Governments be consulted in the development of regional transportation plans and programs (Title 23, U.S.C. 450.312). How this consultation should occur is left to the Metropolitan Planning Organizations (MPOs) and the Tribal Governments.

In August 2005, SANDAG and the Reservation Transportation Authority (RTA) entered into a Memorandum of Understanding (MOU) in which the RTA agreed to facilitate the involvement of San Diego tribal nations in the regional transportation planning process. As part of the MOU, the RTA agreed to work with SANDAG to coordinate a Tribal Summit between elected tribal leaders from the 17 tribes in San Diego County and the SANDAG Board of Directors.

The Borders Committee formed an ad hoc interagency group representing the RTA, SCTCA (Southern California Tribal Chairmen’s Association), County of San Diego, Caltrans, and SANDAG to plan the Tribal Summit. This report provides an update on Summit preparations summarizing the planned activities for the Border Committee’s information.

The purpose of the San Diego Regional Tribal Summit is to bring together elected officials from the 17 tribal sovereign domestic nations in the San Diego region and the elected officials from the 18 cities and the County represented on the SANDAG Board of Directors to continue a dialogue on land use and transportation planning policy issues of mutual concern. In particular, with the comprehensive update to the 2007 Regional Transportation Plan (RTP) underway, the Tribal Summit will provide an opportunity for tribal input on this important regional transportation planning effort.

Tribal leaders have stated an interest in the Summit being an opportunity for local government officials to learn more about tribal nations, as well as an opportunity for tribal leaders to understand better the policy areas that SANDAG deals with as a regional planning forum.

Tribal Summit Date and Location

The Tribal Summit has been scheduled for March 10, 2006, in lieu of a Board Policy meeting and will be hosted at the Pala Reservation by the Chair of the Southern California Tribal Chairmen’s Association, Honorable Robert H. Smith, Chair of the Pala Band of Mission Indians. The date, the location and agenda have been approved by SANDAG’s Executive Committee. The Executive
Committee will hold its meeting prior to the Summit at the Pala Reservation. The Summit will be held at the Pala Casino Conference Center from 10 a.m. to 3 p.m. with a dessert reception to follow.

**Agenda**

The agenda involves three main components (see Attachment 1) after the welcome and opening remarks. First, elected tribal leaders will introduce their nations to the elected officials of local governments in order to initiate a dialogue on issues of common concern in the region. Each tribal leader present will make a brief statement regarding his or her nation. Second, based on information received from the tribes through a joint survey recently conducted by Caltrans and SANDAG, the elected tribal leaders and the SANDAG Board will participate in an interactive exercise to analyze tribal transportation issues and establish priority concerns. (The issues presented in this exercise were developed by the tribal nations in a technical workshop held on February 8, 2006, between tribal transportation staff and staff from various transportation agencies convened by Caltrans.) Third, the event participants will participate in breakout sessions on other policy areas of mutual interest, such as regional planning, conservation and the environment, and public safety.

**Keynote Speaker**

State Senator Denise Moreno Ducheny has been invited to be the keynote speaker for the luncheon and has accepted our invitation.

This Tribal Summit between elected tribal leaders of the 17 Native Nations in the San Diego region and the SANDAG Board will be an important opportunity to discuss regional planning issues of mutual concern based on a format of government-to-government relations. The outcome and recommendations from the Summit will provide the basis for integrating tribal issues into the comprehensive update of the RTP, while other issues raised will help guide the policy agenda for the Borders Committee and future SANDAG Tribal Summits.

BOB LEITER
Director of Land Use and Transportation Planning

Attachment: 1. 2006 San Diego Regional Tribal Summit Agenda

Key Staff Contact: Jane Clough-Riquelme, (619) 699-1909, jcl@sandag.org
1. Welcome
Robert H. Smith, Chair of the Pala Band of Mission Indians, will welcome the Summit participants to the meeting.

2. Opening Remarks (Chair of SANDAG; Chair of SCTCA)
The Chairs of each of these two associations of governments will address the summit participants and provide a brief overview of the status of MPO-tribal relations.

3. Introduction to Tribal Nations in San Diego Region (Bo Mazzetti, RTA, facilitate)
The Chair of each tribal nation present will make a brief introduction to the SANDAG Board of Directors and highlight any regional planning issue critical to his or her nation.

4. Luncheon with Keynote Speaker (Sen. Denise Moreno Ducheny)

5. Tribal Transportation Issues for the Regional Transportation Plan (RTP) (Chuck Anders, Strategic Initiatives)
The SANDAG Board of Directors and elected tribal leaders will participate in an interactive exercise in which they will analyze and rank a number of possible strategies regarding transportation policy. These strategies were drawn from a pre-summit technical workshop between the tribal transportation planning staff, Caltrans, County, SANDAG, MTS, NCTD, and the BIA held in February 2006, where the result of a tribal transportation needs survey conducted in 2005 were discussed.

6. Breakout Sessions on Regional Policy Areas
Tribal leaders, SANDAG Board members, and other agencies will break out into policy discussion groups to provide elected tribal leaders an opportunity to discuss other specific policy areas/issues with their counterparts. A facilitator/note taker will be assigned to each group to ensure follow up on issues raised. This will become the basis for the pursuit of other tribal policy agenda items with SANDAG policy committees for the coming year.

7. Concluding Remarks and Next Steps (Chair of SCTCA; Chair of SANDAG)
DESSERT RECEPTION TO FOLLOW
San Diego Association of Governments
BORDERS COMMITTEE

February 24, 2006

AGENDA ITEM NO.: 7

Action Requested: APPROVE

UPDATE ON THE I-15 INTERREGIONAL PARTNERSHIP

File Number 3005100

Introduction

SANDAG and the Western Riverside County Council of Governments (WRCOG) received a grant from Caltrans to continue with the I-15 Interregional Partnership (I-15 IRP) to pursue medium-term strategies identified in Phase One of the project, which was completed in 2004. The emphasis for this phase is on implementing specific economic development, transportation, and housing and land use strategies that were identified in the first phase of the project. This report provides an update on the status of the project and requests the formation of a joint policy committee involving SANDAG, WRCOG, and the Riverside County Transportation Commission (RCTC).

Discussion

Over the past several months, significant progress has been made in Phase II of the I-15 IRP program. An integrated work plan has been developed that includes tasks and timelines for the three components of the project: an economic development strategy; a transportation strategy; and a housing strategy (Attachment 1). The following is a brief description of each component and current status.

Economic Development Strategy

Through the I-15 IRP, opportunities exist to improve the economy of both the southwestern Riverside and San Diego regions. An economic development working group has been formed by WRCOG, which will serve as the advisory group for this component.

The core activity of this component is the implementation of an Employment Cluster Analysis (Attachment 2). By focusing on “employment” clusters, the two regions can identify and create a foundation for assessing opportunities to improve their local economies. Employment clusters are groups of complementary, competing, and interdependent industries that drive wealth creation in a region. The work program identifies clusters for Riverside County and develops information critical for identifying implementation strategies beneficial to both regions.

On October 28, 2005, WRCOG and SANDAG signed a Memorandum of Understanding in which WRCOG takes the primary responsibility for coordinating the Economic Development Working Group and the oversight of the employment cluster study. WRCOG hired a consultant and convened

Recommendation

Staff recommends that the Borders Committee identify three members to participate in the I-15 IRP Joint Policy Committee for the duration of Phase II to meet periodically with elected officials from WRCOG and RCTC.
a kick-off meeting on December 16, 2005. Consultants from SANDAG’s Service Bureau explained the methodology for the employment cluster study, presented a draft scope of work for the study, and discussed the work plan with the group, suggesting the need for regular meetings at different phases of the study. The second meeting was held on February 9, 2006. At that meeting WRCOG’s consultant provided background information on the Riverside economy, while SANDAG’s Service Bureau staff presented some initial results in the identification of the employment clusters for Riverside County. The Economic Development Working Group will meet regularly through this phase of the study providing input and feedback to the consultants. The proposed I-15 IRP Joint Policy Committee will be convened to review the results for key milestones and provide feedback.

Transportation Strategy

In Phase II a three-pronged approach is being pursued to improve conditions on the I-15 in the San Diego-southwestern Riverside corridor, especially at the county line. First, Caltrans is preparing an I-15 County Line Study, which will identify short-, mid-, and long-term transportation issues facing the I-15 corridor in Southwest Riverside County and North San Diego County. The report will be a joint effort of Caltrans, SANDAG, and RCTC and will lead to developing an overall coordinated plan for the I-15 corridor based on growth and traffic projections, programmed and measure-funded projects, and modal options. A draft list of potential short-term, mid-term, and long-term improvements has been developed by Caltrans Districts 8 and 11 and submitted to staff for review. Upcoming activities for the I-15 County Line Study include congestion and cost analyses.

Second, RCTC, as a member of the Southern California Regional Rail Authority (Metrolink), is studying commuter rail expansion alternatives, both within Riverside County and to destinations outside the county. One study is a feasibility of commuter rail along the I-15 corridor to downtown San Diego. SANDAG staff will be working with RCTC on this study, which will build upon environmental and preliminary engineering work already completed by the California High-Speed Rail Authority along the I-15 corridor.

Finally, RCTC and SANDAG will be working together to evaluate potential expanded interregional transit and vanpool services in the I-15 corridor and to begin implementation of feasible service improvements. This work will be coordinated through the I-15 Managed Lanes Bus Rapid Transit (BRT) Operations Plan.

Further updates on these activities will be provided at the I-15 IRP Technical Working Group meeting, tentatively scheduled for April 2006.

Housing Strategy

Phase I of the I-15 IRP determined that many of the people moving to southwestern Riverside County had moved there in search of more affordable housing and identified strategies that would assist in the provision of more moderate income housing in the San Diego region to address the jobs/housing imbalance between the two regions. During Phase II of the I-15 IRP, SANDAG proposes to undertake a pilot project that focuses on the production of workforce (or moderate income) housing in North County in collaboration with major employers, many of which have employees unable to find affordable housing in proximity to their jobs (Attachment 3). The goal of the program is to work with North County jurisdictions, the appropriate transit agencies, developers, and employers to identify the resources and strategies that will result in the construction of this
type of housing. This project will test the strategies identified in Phase I of the I-15 IRP and develop additional strategies, if needed, which will assist in the actual construction of affordable workforce housing.

A draft scope of work for this work is being developed and will be reviewed by SANDAG’s Regional Housing Working Group at its next quarterly meeting. Staff will hire a consultant to undertake the planned activities.

**Next Steps**

Staff recommends that the Borders Committee identify three members who can participate in an ad hoc joint policy committee with elected officials from WRCOG and RCTC for the duration of the grant period which ends February 1, 2007. The joint policy committee will meet three times during the grant period to: discuss the three components and receive full status reports on the developments of each strategy; receive the draft reports on each component and provide feedback for the final draft; and receive the final draft.

BOB LEITER
Director of Land Use and Transportation Planning

Attachments:  
1. I-15 Interregional Partnership (IRP) Phase II Integrated Work Program  
2. I-15 IRP Phase II Draft Scope of Work for Employment Cluster Study  
3. I-15 IRP Phase II Draft Scope of Work for Housing

Key Staff Contact: Jane Clough-Riquelme, (619) 699-1909, jcl@sandag.org
### I-15 Interregional Partnership - Phase II (OWP 30051) Integrated Work Program

#### Key Work Program Activities

<table>
<thead>
<tr>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Lead Agency(s)</th>
</tr>
</thead>
</table>

#### I. Project Start-Up

<table>
<thead>
<tr>
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<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Lead Agency(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Refine work plan/budget/agency responsibilities</td>
<td></td>
<td></td>
<td></td>
<td>SANDAG-WRCOG</td>
</tr>
<tr>
<td>b. Execute fund transfer agreement w/Caltrans</td>
<td></td>
<td></td>
<td></td>
<td>SANDAG</td>
</tr>
<tr>
<td>c. Develop/sign MOU between SANDAG &amp; WRCOG</td>
<td></td>
<td></td>
<td></td>
<td>SANDAG-WRCOG</td>
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#### II. Economic Development Strategy (Riverside Employment Cluster Study)

<table>
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<tr>
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<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Lead Agency(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Initial preparation/modelling</td>
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<td></td>
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<td>SANDAG</td>
</tr>
<tr>
<td>b. Contracting Consultant</td>
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<td></td>
<td></td>
<td>WRCOG</td>
</tr>
<tr>
<td>c. Convene/Staff Econ. Dev. Technical Working Group</td>
<td></td>
<td></td>
<td></td>
<td>WRCOG</td>
</tr>
<tr>
<td>d. Conduct employment cluster study</td>
<td></td>
<td></td>
<td></td>
<td>WRCOG/SANDAG</td>
</tr>
<tr>
<td>e. Disseminate results to the region</td>
<td></td>
<td></td>
<td></td>
<td>WRCOG/SANDAG</td>
</tr>
<tr>
<td>f. Develop interregional strategy thru EDCs/policy recs.</td>
<td></td>
<td></td>
<td></td>
<td>WRCOG/SANDAG</td>
</tr>
</tbody>
</table>

#### III. Transportation Strategies

1. Caltrans County Line Study
   - a. Develop scope of work between Dist 8/11 | | | | Caltrans Dist 8/11 & SANDAG |
   - b. Preliminary planning analysis | | | | Caltrans Dist 8/11 & SANDAG |
   - c. Draft report | | | | Caltrans Dist 8/11 & SANDAG |
   - d. Presentation of draft report to committees | | | | Caltrans Dist 8/11 & SANDAG |
   - e. Final report on County Line Study | | | | Caltrans Dist 8/11 & SANDAG |

2. Passenger Rail Planning on I-15

3. I-15 Transit and Vanpool Service Analysis

#### IV. Housing Strategy/Study

<table>
<thead>
<tr>
<th>Event</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>Lead Agency(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Prepare scope of work/RFP/hire consultant</td>
<td></td>
<td></td>
<td></td>
<td>SANDAG</td>
</tr>
<tr>
<td>b. Identify specific housing programs and/or outreach efforts for moderate income households in northern San Diego</td>
<td></td>
<td></td>
<td></td>
<td>SANDAG</td>
</tr>
<tr>
<td>c. Conduct a pilot initiative for workforce housing</td>
<td></td>
<td></td>
<td></td>
<td>SANDAG</td>
</tr>
</tbody>
</table>

#### Updates to Borders/WRCOG

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<th>2007</th>
<th>Lead Agency(s)</th>
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<tbody>
<tr>
<td>Reports to Joint Policy Committee</td>
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<td></td>
<td></td>
<td>SANDAG/WRCOG</td>
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</tbody>
</table>

**E** - Econ Dev; **H** - Housing; **T** - Transportation Status Reports
**W** - Work Plan; **D** - Draft Report; **F** - Final Report; **S** - Status Report on All
Introduction

Through the I-15 Interregional Partnership (IRP), opportunities exist to improve the economy of both the southwestern Riverside and San Diego regions. By focusing on “employment” clusters, the two regions can identify opportunities and create a foundation for assessing opportunities to improve their local economy. The following work program identifies clusters for Riverside County and develops information critical for identifying implementation strategies beneficial to both regions. Employment clusters are groups of complementary, competing, and interdependent industries that drive wealth creation in a region.

Goal: Raise the standard of living through new and enhanced employment opportunities in the cluster industries that drive the local economies.

Outline of Scope of Services

1. **Develop Approach:** Review existing SANDAG employment cluster methodology, results, and application. Develop approach for integrating the two regions and for identifying clusters in Riverside based upon existing SANDAG methodology.

2. **Conduct Background Research and Industry Analysis:** Research Riverside economy, talk to local analysts, and evaluate employment data. Identify possible drivers based upon employment data and related research. Prepare agenda and supporting data for first round table discussion.

3. **Industry Input and Round Table Discussion:** IRP staff, with the assistance of economic development agencies, SCAG, WRCOG, SANDAG, and the I-15 IRP Technical Working Group organizes a round table discussion with local business leaders and representatives from local workforce development agencies, economic development organizations, the California Employment Development Department, universities and others to identify potential employment clusters in western Riverside County.

4. **Confirm Industry Input and Identify Economic Drivers:** Obtain employment data from Employment Development Department. Identify industries with high concentrations of employment that drive the regional economy. Use this information to confirm or expand on the driving industries suggested during the “round table” discussions.

5. **Identify Cluster Relationships:** Obtain an input-output (IO) model for Riverside County. Utilize the IO model to identify cluster relationships and potential complementary cluster business opportunities. In addition, compare the IO model’s transaction matrices between Riverside, San Diego, and a Riverside-San Diego aggregation to better understand interregional relationships.
6. **Verify Research Findings:** Reconvene with the advisory group identified in step 3 to verify the results of the analysis. If possible, a survey of employers to obtain supplementary information on both existing and needed relationships with suppliers and client companies in the two-county area would provide additional insight into the clusters, as well as their interregional relationships. The survey is not required, but would be useful for clarifying the interregional transactions relationships.

7. **Interregional Cluster Summaries:** Prepare a comparative analysis and summary of employment clusters in the two counties.

8. **Identify Common Interregional Strategies and Goals:** Based upon the findings from the cluster analysis, the next step is to identify common strategies and goals. This discussion will most likely be led by EDCs and other partners with assistance from IRP staff, SCAG, WRCOG, SANDAG, and the I-15 IRP Technical Working Group. Emphasis of the strategies and goals should be on creating “win-win” situations for both counties and in identifying action items that can improve the functional relationship between the San Diego and southwestern Riverside economies. Potential initiatives supported by the results might include:

   a. Identifying key public policy and labor force and physical infrastructure investments. Examples of “human” or labor force infrastructure investments might include: (not complete)

   b. Identifying needs of the primary occupations for each cluster. Once identified, these findings lead to the development of workforce training and other programs.

   c. Reviewing consistency between occupational needs of cluster industries currently located in Riverside and the graduates produced from area colleges and universities.
Project Title: I-15 Interregional Partnership - Phase II
Scope of Work for Housing Project

Project Objectives
To undertake a pilot project that focuses on the production of workforce housing in North County in collaboration with major employers that have employees who are unable to find affordable housing in proximity to their jobs. The goal of the program is to work with the local jurisdictions, transit agency, developers, and employers to identify the resources needed to construct this type of housing. This project is intended to serve as a catalyst to the actual construction of affordable workforce housing and will provide examples of the specific actions that need to be taken to get this type of housing built.

Project Background
During the first phase of the I-15 Interregional Partnership (IRP), the final report identified five strategies aimed at increasing the supply of housing in the San Diego region. These strategies primarily focused on the provision of moderate income housing, little of which has been built during the past ten or more years, despite California’s housing element law which requires that jurisdictions plan for and identify sites for housing for all income levels -- very low, low, moderate, and above moderate.

The predominant type of housing being built in the San Diego region (and in southwestern Riverside County as prices have risen during the past several years) is housing that is affordable primarily to households in the above moderate income category and a modicum of housing affordable to very low and low income households that is subsidized in some manner.

The housing strategies in the first phase of the IRP summarized the types of strategies that could be implemented to provide more moderate income housing in the San Diego region. In phase two of the IRP, a consultant will conduct a pilot project, the purpose of which is to work with local jurisdictions, transit agencies, developers, and employers on the actual implementation of these programs.

Tasks
1. Review housing strategies from phase one of the I-15 IRP.
2. Review literature on moderate income housing (also known as workforce housing).
3. Convene a meeting with North County jurisdictions, the North County Transit District, developers, and major employers to discuss potential pilot projects.
4. Identify one or two employers to work with as part of the pilot project.
5. Identify potential sites for workforce housing projects, preferably in locations where regional transit service is provided.
6. Identify the steps necessary to initiate the construction of affordable workforce housing in North County.
7. Work with developers and employers on developing a list of tasks/timeline for the construction of workforce housing.
8. Prepare report on pilot project summarizing the steps required and resources needed to construct workforce housing.
Products

1. Report on lessons learned as part of the pilot project. Materials should include the full report, a brochure summarizing the strategies, and a PowerPoint presentation for use at presentations in the region.

Narrative Regarding Proposed Scope of Work

To complete the housing portion of phase two of the I-15 IRP, SANDAG will hire a consultant to undertake the tasks contained in the scope of work. The consultant will prepare, set up, and conduct the meetings and prepare the reports and presentations. The consultant’s work will be reviewed by SANDAG staff, the Regional Housing Working Group, the Regional Planning Technical Working Group, the Regional Planning Committee, and the Executive Committee of WRCOG. Following the hiring of a consultant, this project should be completed within a six-month timeframe.
Estimating Economic Impacts of Border Wait Times in the San Diego-Baja California Region
February 24, 2006

Study Objectives

- Understand the economic significance of border delays
- Measure economic impacts of wait times
  - Cross-border personal travel
  - Cross-border freight movements
- Develop new model for testing public policy solutions
Study Framework

- For cross-border personal travel
  - 3,603 surveys at San Ysidro, Otay Mesa, and Tecate
- For cross-border freight movements
  - Interviews of trucking companies, Customs brokers, major cross-border manufacturers and U.S. Customs and Border Protection
  - Published international trade data
  - Published border crossing traffic data
  - Estimated net economic impacts
  - Risk analysis approach
  - Panel of experts and stakeholders

Panel of Experts and Stakeholders

- Consulate of Mexico in San Diego
- U.S. Customs and Border Protection
- U.S. Federal Highway Administration
- Otay Mesa and San Diego Regional Chambers of Commerce, South County Economic Development Council
- San Diego State University, University of San Diego Transborder Institute, San Diego Dialogue, Mexico’s College of the Northern Border (COLEF), Autonomous University of Baja California (UABC)
Crossborder Travel Characteristics

- More than 60 million trips cross northbound at the San Diego - Baja California border annually
  - Over half of those trips are for shopping or recreation
  - Another 10 million trips are made for work or business
  - More than 90% of the crossborder trips are local

Binational Trade & Freight Facts

- Mexico is the United States’ second largest trading partner.
- 9% of U.S.-Mexico trade value crosses at Otay Mesa and Tecate.
Binational Trade & Freight Facts

Mexico is California’s number one export market.

The Otay Mesa Port of Entry (POE) is the third ranking POE in the U.S.-Mexico border.

$23.2 Billion in Imports and Exports (2004)

Exports: $9.4 Billion
Imports: $13.8 Billion

99% of trade between California and Mexico is carried by trucks.
### Otay Mesa & Tecate POEs

#### Northbound Truck Crossings

- **Axes:**
  - Vertical: Number of Trucks (thousands)
  - Horizontal: Years

- **Colors:**
  - Light green: Otay Mesa
  - Dark green: Tecate
  - Orange: Two-Way Trade

#### Key Interview Findings

- **Findings:**
  - Trade, truck volumes & congestion have grown significantly over the years
  - Physical infrastructure constraints at Otay Mesa-Mesa de Otay POE
  - For some industries, modern rail is key to lower transportation costs
Key Interview Findings

- Extremely sensitive supply chain
  - No inventories: Just In Time
  - Parts go back and forth across the border several times
  - Delays at Otay Mesa POE are as important as delays at Port of LA/Long Beach
- Delays mean higher logistics costs and lost economic opportunities
- Time is money
  - F.A.S.T./Empresa Certificada
  - Tijuana-Tecate Toll Road

Cross-Border Personal Travel

At today’s level of waits (45 minutes average):

**San Diego County**
- More than 8 million trips lost
- 3 million potential working hours and $42 million in wages lost
- Output Loss: Between $2 billion and $2.5 billion (total economic impact)
- Job Loss: Between 28,000 and 35,000 jobs

**Baja California**
- More than 2 million trips lost
- About 500,000 potential working hours and $10 million in wages lost
- Output Loss: Between $100 million and $230 million (total economic impact)
- Job Loss: Between 800 and 1,900 jobs
### Cross-Border Personal Travel

#### Combined Regional Economic Impacts
(San Diego County & Baja California)

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<th>Impact Category</th>
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<tr>
<td>Labor Income (millions of U.S. dollars)</td>
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<td>Employment (FTE jobs)</td>
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### Economic Impacts due to Cross-Border Freight Delay

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<td>-$ 716</td>
<td>-$ 1,256</td>
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<td>Labor Income</td>
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<td>Employment (FTE jobs)</td>
<td>-2,461</td>
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</tbody>
</table>
**Total Output Impacts by Sector in the San Diego Region (2005)**

- **$455 Million**
  - **Manufactured Goods**: 43%
    - TV sets
    - Circuit boards
    - Trailers
    - Motor vehicles
  - **Agricultural & Food Products**: 18%
    - Tomatoes
    - Vegetables
    - Beer
  - **Mining & Mineral Products**: 28%
    - LPG
    - Chemicals for electronics

**Total Output Impacts by Sector in Baja California (2005)**

- **$1,317 Million**
  - **Manufactured Goods**: 19%
  - **Agricultural & Food Products**: 22%
  - **Mining & Mineral Products**: 9%
  - **Machinery & Equipment**: 50%
Economic Opportunities for Trade Growth via the Otay Mesa and Tecate POEs

- Export Growth Opportunities = 13%
- Import Growth Opportunities = 15%

Total Output Impact Due to Delays at the Border
Personal Travel and Freight Movements

- California - $3.20
- San Diego County - $2.71
- United States - $3.74
- Baja California - $1.49
- Mexico - $2.24

(In Billions of Dollars)
Total Employment Impact Due to Delays at the Border
Personal Travel and Freight Movements

California  
-35,077

San Diego County  
-33,915

United States  
-39,069

Baja California  
-8,296

Mexico  
-12,256

Projected Output Impact of Border Delay
Personal Travel and Freight Movements

San Diego County & Baja California
-4,200

United States & Mexico
-5,974

Output Loss (in millions)

2005 2014

-4,000

-8,000

-12,000

-16,000
Projected Employment Impact of Border Delay
Personal Travel and Freight Movements

![Projected Employment Impact of Border Delay](image)

Conclusions

- Current border delays are responsible for significant economic losses on both sides of the border.
- Personal travel: Economic impact of congestion is much stronger in the U.S. than in Mexico. It affects mainly the San Diego-Baja California region.
- Freight movements: Economic impact of congestion is greater on the Mexican side. It spreads significantly to the national level.
Conclusions (continued)

- Trade is a key contributor to local, state, and national economic growth.
- Border delays impact the competitiveness of the binational region.
- Traffic delays and economic losses are expected to double over the next 10 years.
- Delays and losses can be reduced with improved infrastructure and management.
- Survey results show cross-border travelers are willing to pay a toll if delays can be reduced.

Willingness to Pay $3 at Proposed East Otay Mesa POE

- Would Use East Otay Mesa POE: 59.4%
- Would Not Use East Otay Mesa POE: 26.5%
- Sometimes Use East Otay Mesa POE: 14.2%
- Would Not Use East Otay Mesa POE: 26.5%
### Next Steps

- Present findings to SANDAG Board of Directors and stakeholders
- Move forward to finance and build new binational infrastructure
  - Complete SR 905
  - Build new East Otay Mesa-Otay II Port of Entry and connecting roads

### Lost Economic Benefits

**San Diego-Baja California**

**Personal Travel and Freight Movements**

- $4.2 Billion in Lost Output = 3 1/2 San Diego Convention Centers
- 42,200 Lost Jobs = 8-9 Qualcomm Companies
Lost Economic Benefits
United States and Mexico
Personal Travel and Freight Movements

$6.0 Billion in Lost Output = Southwest Airlines

Port of San Diego

51,300 Lost Jobs =

Nearly 2 Boeing Companies in California

Estimating Economic Impacts of Border Wait Times in the San Diego-Baja California Region

February 24, 2006
Caltrans District 11
Tribal Government Transportation Needs Assessment

First of its kind conducted anywhere in California
Purpose

- Increase awareness of transportation issues affecting Tribes
- Strengthen relationships with Tribes in San Diego and Imperial Counties
- Foster partnerships between the Tribes, Caltrans, SANDAG, SCAG, and IVAG

Tribal Lands in District 11
“Northern San Diego County Tribes”
• Inaja-Cosmit Band of Mission Indians
• La Jolla Band of Luiseno Indians
• Los Coyotes Band of Cahuilla Indians
• Mesa Grande Band of Mission Indians
• Pala Band of Mission Indians
• Pauma and Yuima Band of Mission Indians
• Rincon Luiseno Band of Indians
• San Pascual Band of Mission Indians
• Santa Ysabel Band of Diegueno Indians

“Southern San Diego County Tribes”
• Barona Band of Mission Indians
• Campo Band of Diegueno Mission Indians
• Ewiaapaayp Band of Kumeyaay Indians/Cuyapaippe Band of Indians
• Jamul Indian Village of California
• La Posta Band of Mission Indians
• Manzanita Band of Kumeyaay Nation
• Sycuan Band of the Kumeyaay Nation
• Viejas Band of Kumeyaay
“Imperial County Tribes”

• Fort Yuma - Quechan Indian Tribe
• Torres – Martinez Desert Cahuilla Indians

Reservation Pop/Employment (self-reported)

• Number of Reservation Residents:
  – Tribes in North County  4,891
  – Tribes in South County  1,453

• Number of Jobs Available on Reservations:
  – Tribes in North County  5,430
  – Tribes in South County  8,933
Tribal Government Relationships With Public Agencies

• San Diego County
  – Appointment of a Tribal Government Liaison to enhance communication, cooperation and coordination

• SANDAG
  – Designation of Tribal Government Liaison
  – Borders Committee pursues government-to-government relations with Tribal Nations
  – Chair of the SCTCA as advisory member of the Borders Committee

Imperial County/SCAG:
• SCAG and Tribal Government officials have held meetings/workshops to discuss transportation issues

Caltrans:
• Established Statewide Native American Advisory Committee (1997)
• Established Statewide Native American Liaison Branch (1999)
• District 11 Native American Liaison Program (2002)
Assessment Methodology

• Partner with Tribal Governments to conduct transportation needs assessment
• Follow Tribal Government Protocol for Design/Develop/Implementation of Survey
• Tribal Governments to Analyze Information
• Collaborate on Next steps/Recommendations
• Incorporate into RTP Update and other planning documents

Survey Methodology

• Designed to capture each Tribe’s transportation needs, issues and concerns
• Presentation made to SCTCA in December 2004
• Tribal Nations contacted through Chairs/Councils; Representative designated to respond to survey
• Interviews conducted between Feb-May of 2005
• 100% participation (19 Tribal Nations)
Survey Instrument

Five key subject areas addressed:

• Relationships and contacts with transportation and government agencies in which the Tribe resides
• Familiarity with specific transportation agencies planning process and associated documents
• Future needs and availability of planned transportation improvements
• Funding support for the Tribes
• Information on current/future developments of Tribes

Survey Results
Assessment Results – Transportation Staff/Department

• 14 of 19 tribes do not have a transportation dept. or staff dedicated exclusively to transportation planning
• Funding is a key impediment

Tribes with Transportation Staff and/or Department
Tribes without Transportation Staff and/or Department

Rating is 1 to 4; 4 is “Excellent”
Do Public Agencies Meet Tribal Government Needs?

Ratings are based on a scale from 1 to 4; 4 rating “Very Well”

Key Reasons for Unmet Needs Include:

- Confusion over which agencies are responsible for what issues
- Maintenance issues
- Inadequate roadways
- Lack of timeliness in implementing improvements
Familiarity With Public Agency Transportation Processes and Documents

![Graph showing familiarity with transportation processes and documents for Southern San Diego County Tribes, Northern San Diego County Tribes, and Imperial County Tribes. Scale is from 1 to 3; 3 is "High Familiarity".]

Rating is 1 to 3; 3 = "Most Important"

Ranking of Motorized Safety Issues

![Graph showing ranking of motorized safety issues, including traffic congestion, speeding, road intersections, and adequate roadways. Rating is 1 to 3; 3 = "Most Important".]

Tribes in North County □ Tribes in South County □ Torres Martinez □ All Tribes (Average)
Ranking of Non-Motorized Safety Issues

Rating is 1 to 3; 3 = “Most Important”

Top Five Transportation Safety Issues Identified

- Adequate roadways
- Bicycle safety
- Speeding
- Routes to school
- Traffic congestion
Top Transportation Safety Issues Identified

• Motorized
  – Adequate Roadways  26 points
  – Speeding  24 points

• Non-Motorized
  – Children Playing  21 points
  – Bicycle/Routes to school  19 points

Involvement in Developing Transportation Planning Documents

• Most Tribal Governments have little to no involvement in regional/state transportation planning efforts

• Reasons why include:
  – Believe needs should be addressed as individual nations
  – Needs not adequately addressed
  – Tribes unfamiliar with planning documents
  – Lack of funding and staff
Transportation Improvements Suggested

• Ranked based on ‘Yes’ of 18 tribes:
  – Road system          16
  – Bus service           11
  – Emergency Vehicles    9
  – Pedestrian sidewalks  8.5
  – Bicycle Paths         8
  – Park & Ride           5

Transportation Needs and Availability

*Bus Services:*

• Increased headways
• Additional bus stop locations
• Need stops on reservations to increase access to jobs/medical/school facilities
Transportation Needs and Availability

Bike Lanes/Paths:

• Majority of Tribes indicated bike lanes are not available
• Majority of Tribes indicated a desire for bike lanes to be made available

Public Transit Opportunities Suggested

• Dial-a-ride
• Park-and-ride facilities
• Public transit improvements
• Increased bus service
• Transportation for the elderly/school children
• Alternate transportation corridors
Future Development on Reservations

• Tribal government representatives indicated future development will impact existing roads that provide access to or lie within the reservations

• Tribal governments are developing plans for projects that include casinos, housing, fire stations, golf courses, and sports complexes

Funding

• Many tribal governments do not receive funding from outside sources

• Most tribal governments indicated that they operate without an annual transportation budget and on an ‘as needed’ basis

• Of those that have transportation budgets, most budgets are small – from $0 to $50,000
Sharing Resources

- 5 of 18 tribal governments have Tribal Transportation Plans; of those ALL would be willing to share their TTPs
- Of those tribal governments who currently do not have TTPs, 5 indicated they would share them if they had one completed.
- Most tribal governments do not have general/comprehensive plans; of those who do most indicated they could make them available to public agencies under specific circumstances.

Partnering

Most tribes in San Diego/Imperial Counties indicated they would be willing to participate in a partnership (with public and/or private agencies) to fund transportation improvements directly on or serving their reservation
Potential Action Items

- Develop protocol for sharing technical and planning documents
- Establish a “Clearinghouse” for Tribal Transportation Plans and Transportation/Land Use documents
- Develop partnership for maximizing transportation funds and grant opportunities

Next Steps

- Determine priority issue areas
- Incorporate identified issues into the RTP Update for 2007
- Identify specific collaborative projects and funding sources
- Develop institutional mechanism for collaboration on planning issues
Tribal Transportation Technical Workshop

- Caltrans convened a technical workshop hosted by Viejas (Feb. 8)
- Between tribal representatives and public agencies
- Discussed survey results
- Obstacles/Strengths
- Developed Potential Strategies

Conclusions

- Relationship and partnership-building is progressing
- Increased coordination will ensure both regional and tribal governments needs are met
- Continued efforts will successfully coordinate tribal government efforts in the region