Our two countries are engaging in a new level of bilateral dialogue, in which our California–Baja California region plays an active role to enhance quality of life and binational competitiveness.

**Regional Voices: A Border Dialogue**

**Tuesday, June 2, 2015**

**12:00 – 4:30 p.m.**

**Caltrans District 11 – García Conference Room**

4050 Taylor Street, San Diego, CA 92110

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 12:00 p.m. | **REGISTRATION AND NETWORKING TIME**
|            | Refreshments will be served.                                          |
| 12:30 p.m. | **HIGHLIGHTING ACCOMPLISHMENTS ON THE BORDER REGION**
|            | (Gary L. Gallegos, SANDAG)                                            |
| 12:45 p.m. | **STARTING THE BORDER DIALOGUE**
|            | (Hon. Councilmember David Alvarez, City of San Diego)                |
|            | Borders Committee Member, Hon. Councilmember David Alvarez will start the border dialogue by sharing the importance of binational collaboration throughout our region, and introduce the members of Committee on Binational Regional Opportunities. Members will share their experiences, as well as challenges and opportunities for an active and efficient border dialogue. |
| 1:30 p.m.  | **GO GLOBAL SAN DIEGO INITIATIVE**
|            | (Sean Barr, San Diego Regional Economic Development Corporation; and Melissa Floca, Center for U.S.-Mexican Studies, UC San Diego) |
| 2:00 p.m.  | **SETTING THE STAGE FOR A BORDER DIALOGUE**
|            | (Hon. John Minto, Councilmember City of Santee and Chair of SANDAG Borders Committee; and Dr. Paul Ganster, Director of the Institute for Regional Studies of the Californias at San Diego State University and Chair of SANDAG Committee on Binational Regional Opportunities) |
6. REFUELING THE UNITED STATES AND MEXICO BILATERAL AGENDA: THE HIGH LEVEL ECONOMIC DIALOGUE (Michael Camuñez and Lydia Antonio)

Michael C. Camuñez is currently the President and CEO of ManattJones Global Strategies. From 2010 to 2013, Mr. Camuñez served as the Assistant Secretary of Commerce for Market Access and Compliance, when he played a critical role in rebalancing United States economic policy toward Mexico, leading numerous trade and policy missions to Mexico and helping to lead efforts to update and modernize a range of initiatives to enhance cross-border trade and investment. He was the chief architect of the recently established U.S.-Mexico High Level Economic Dialogue (HLED), which he proposed, coordinated and later helped launch during President Obama’s visit to Mexico in May 2013.

Lydia Antonio is Deputy Director General for Economic Affairs, New Agenda and Image for North America in the Ministry of Foreign Affairs of Mexico (SRE in Spanish). In her current position, Mrs. Antonio contributes to the development and execution of Mexico’s foreign policy programs in Northern America, U.S.-Mexico bilateral cooperation efforts, and serves as SRE’s institutional liaison with other federal agencies for activities resulting of existing or future cooperation mechanisms between Mexico, the United States of America, and Canada, as is the HLED. Prior to this position, Mrs. Antonio held different responsibilities in the Mexican Embassy in Washington D.C., and the Consulate General of Mexico in San Diego. Mrs. Antonio is a career diplomat.

7. PANEL REFLECTIONS, ROUNDTABLE, AND OPEN DISCUSSION: CONNECTING THE HIGH LEVEL ECONOMIC DIALOGUE AND OUR BORDER REGION

- Laurie Berman, Director, Caltrans District 11
- Mark Baza, Executive Director, Imperial County Transportation Commission
- Remedios Gómez Arnau, Consul General of Mexico in San Diego
- Humberto Inzunza, President, Consejo de Desarrollo Económico de Tijuana

8. SEMINAR CONCLUSIONS (Denise Ducheny, Center for U.S.-Mexican Studies at UC San Diego)

9. END OF SEMINAR
Introduction

For the past 18 years, the San Diego Association of Governments (SANDAG) has organized a binational event annually to promote crossborder collaboration on a variety of shared issues between the California-Baja California region. The binational seminar is supported by a joint partnership between SANDAG – through its Committee of Binational Regional Opportunities (COBRO) – and other stakeholders in the California-Baja California binational region. COBRO members engage in a variety of activities at both local and United States-Mexico bilateral levels to achieve regional goals of increased collaboration, information sharing, infrastructure improvements, trade, shared manufacturing, and recreation, among others. The overall purpose of the annual binational events has been to bring together stakeholders from both sides of the border to address critical regional issues and identify future opportunities and potential solutions.

Each year, the theme of the annual binational seminar changes with the region’s most current and relevant topics in the binational community. Topics of past seminars also have played a role in shaping future seminar themes by building and expanding on previous experiences and lessons learned from these events. Below is a list of themes from the most recent seminars.

- 2009 - Challenges and Opportunities for Crossborder Climate Change Collaboration
- 2010 - Crossborder Climate Change Strategies: Raising Awareness of Adaptation
- 2011 - Enhancing Transit and Non-Motorized Mobility on the Border
- 2012 - The Mechanics of Crossborder Collaboration
- 2013 - Moving the Border Forward: Competitiveness and Sustainability
- 2014 - Efficient Border: A Globally Competitive Region

The 2015 Binational Seminar will focus on both current and past binational collaboration efforts across the international border. Past experiences have set the foundation to engage our region in new and productive bilateral discussions, especially within the context of the recent joint federal binational initiative of the High Level Economic Dialogue (HLED).¹ The HLED was established in 2013 by Presidents Barack Obama and Enrique Peña Nieto to strengthen bilateral ties through a more competitive and strategic partnership between the United States and Mexico. The overall goals of HLED are to achieve and expand opportunities for consumers, employees, entrepreneurs, and business-owners on both sides of the border. Together, the

United States and Mexican governments are committed to working on three pillars: Promoting Competitiveness and Connectivity; Fostering Economic Growth, Productivity, Entrepreneurship, and Innovation; and Partnering for Regional and Global Leadership. Within the three pillars, a sub-set of endeavors have been established between the two governments to foster economic growth and accomplish these goals:\footnote{Embassy of Mexico. Progress Report on the U.S.-Mexico High Level Economic Dialogue. Last modified May 2013. \url{http://embassyofmexico.org/webHLEDingles.pdf}}

- Improve logistic corridors
- Jointly promote investment
- Deepen regulatory cooperation
- Bolster the potential of the border region as a catalyst for economic development
- Strengthen our shared border and make it more efficient
- Enhance cooperation to create education and skills development programs for a better prepared workforce
- Foster entrepreneurship and innovation
- Promote the economic empowerment of women
- Take other measures to better integrate our economies and make our region more competitive
- Partner to promote development and electricity market integration in Central America
- Advance trade liberalization at the regional and global levels
- Support transparency and anti-corruption through the Open Government Partnership

Our 2015 seminar will focus the regional partnership within the context of the HLED. While the HLED was administered broadly at the federal level, certainly the U.S.-Mexico border is among its goals and has been reflected in several initial outcomes. Some tangible examples of this are the economic cluster analysis and mapping led by the CaliBaja Region, the University President’s Summit held in Tijuana in February 2015, or even the Otay Mesa East-Mesa de Otay II Port of Entry project, recognized as a priority project under the HLED (Figure 4).

This paper builds upon last year’s discussions at the binational seminar and identifies continuous collaboration efforts between our two countries at the local, regional, state, and federal levels in our California-Baja California border region. It also identifies recent planning efforts that have been completed, or are currently in progress. These projects support an array of real border issues and address the needs of mobility, health, employment, trade, and the environment.

\textbf{Background}

As a Metropolitan Planning Organization (MPO), the SANDAG mission includes building consensus throughout the San Diego region. Our region’s location on the border presents remarkable opportunities
for our binational region and SANDAG has focused for many years on how the region could benefit more effectively from this strategic geographical location. With close proximity and shared resources of our two countries, maintaining our quality of life, improving global competitiveness, increasing binational interaction, and implementing sustainable strategies are regional priorities. Therefore, SANDAG and COBRO together, continue efforts to collaborate and effectively build and support partnerships at the local, state, and federal levels in both the United States and Mexico to understand our California-Baja California border and help address the many crossborder needs. These efforts not only support the HLED initiative, but help provide leadership for improving the quality of life of our border region. There have been recent studies and infrastructure efforts on both sides of the border to further support the region’s overall goals of connectivity and accessibility, and to promote the HLED principles within our border region.

Port of Entry Projects

The San Ysidro Port of Entry (POE) Expansion and Reconfiguration Project is led by the United States General Services Administration (GSA). Since the start of the project in 2010, GSA has completed infrastructure projects consisting of a new east-west pedestrian bridge, a new relocated southbound pedestrian crossing, and improved northbound vehicular inspection facilities. In addition, projects expected to be completed between 2016 and 2019 are a new bi-directional western pedestrian facility, a new Virginia Avenue Transit Center, relocation of southbound Interstate 5 and new southbound vehicle inspection facilities, and a new administration and pedestrian building (Figure 3).

East of San Ysidro, the development of the new State Route 11 (SR 11) and Otay Mesa East POE has become a binational priority project under the HLED as a flagship border infrastructure project that will enhance binational prosperity, recognizing that a new strategic POE will promote economic growth in the United States and Mexico. The SR 11/Otay Mesa East POE project is scheduled to open for operation in 2017/2018 and has been supported by leadership of SANDAG and Caltrans, along with key local, state, and federal agencies from both countries (Figure 4).

The San Diego-Tijuana Airport Cross-Border Xpress (CBX) - is a hybrid air/land POE led by a joint public-private partnership, anticipated to open to the public in December 2015. The project consists of an enclosed pedestrian toll bridge allowing ticketed airline passengers to travel between the United States and Mexico from Otay Mesa to the Tijuana International Airport (Figure 4).

South of the border, Mexico is matching these efforts with projects that include the facilities at El Chaparral, south of Virginia Avenue, which has been in operation since 2012 for southbound vehicles. The future Puerta México Este site is a pedestrian facility and point of arrival to Tijuana from San Ysidro, providing pedestrian access and customs procedures before entering the City of Tijuana. In addition, significant improvements will be made to the commercial inspection facilities at the Mesa de Otay POE including a new access road along the Alamar Creek (Figure 3).

---

3 The United States GSA. San Ysidro Land POE. Last modified September 2014. www.gsa.gov/portal/content/104872
4 SANDAG. SR 11 and Otay Mesa East POE. Last modified April 2015. sandag.org/index.asp?classid=19&projectid=56&fuseaction=projects.detail
5 The CBX. Project Website. Last modified 2015. www.crossborderxpess.com
Transit Projects

Tailored to facilitate accessibility to the United States-Mexico border, the Municipality of Tijuana has recently initiated the construction of the city’s first Bus Rapid Transit (BRT) system, known as Ruta Troncal 1.7 The Ruta Troncal 1 will provide access to key locations such as downtown Tijuana, Puerta México, and Mesa de Otay POEs to accommodate a fast growing population in the southern and eastern areas of Tijuana. The Tijuana BRT system will eventually provide a link to the Metropolitan Transit System (MTS) Trolley and bus services north of the border, which are clustered at the San Ysidro Intermodal Transit Center (Figure 3).

Similar to the Tijuana BRT, SANDAG, in partnership with Caltrans and MTS, is working on the implementation of the South Bay Rapid Transit Project that will serve the border.8 The South Bay Rapid Transit Project will provide a reliable transit service from the Otay Mesa POE (passing through the eastern communities of Chula Vista) to Downtown San Diego. These efforts will help minimize traffic congestion and offer additional transportation choices from the border to the rest of the San Diego region. Connections will be improved to local MTS and North County Transit District bus and passenger rail services that also include Trolley, COASTER, and SPRINTER. Service to AMTRAK and regional airports will also be enhanced (Figure 4).

Key Stakeholders

Within the SANDAG Borders Program, COBRO has served as an active working group since 1996 to better understand and facilitate binational border related issues in the California-Baja California region. In order to effectively address both short and long-term binational border-related planning and development efforts, the success of COBRO efforts relies on continuous support and collaboration from community stakeholders on both sides of the border.

At the 2014 binational seminar, participants addressed and reviewed four formal binational collaborative mechanisms described in the Efficient Border: A Globally Competitive Region-White Paper. In addition, there are other efforts and organizations at the local level that are engaged in collaborative efforts. These include the San Ysidro Smart Border Coalition, the San Diego-Tijuana Smart Border Coalition, the South County Economic Development Council, the Tijuana Economic Development Council, the Border Health Consortium of the Californias, the Imperial-Mexicali Binational Alliance, Tijuaneando en Bici for Bike to Work Day, the Otay Mesa Chamber of Commerce’s MEXPORT Trade Show, the Imperial Valley Economic Development Corporation, the San Diego Regional Economic Development Corporation, the CaliBaja Megaregion Binational Initiative, El Colegio de la Frontera Norte, the Urban Land Institute San Diego-Tijuana, Tijuana Innovadora, and Tijuana Verde, the Institute of the Americas, the UC San Diego Center for U.S.-Mexican Studies, the Institute for Regional Studies of the Californias at San Diego State University, the U.S.-Mexico Border Philanthropy Partnership, Fundación Internacional de la Comunidad AC, the University of San Diego Trans Border Institute, San Diego Dialogue, Casa Familiar, Tijuana Te Quiero, Consejo de Desarrollo Económico de Tijuana, the International Community Foundation, and Metropol-Index Tijuana, as well as others.

---


Consistent with the goals of HLED, the federal, state, and local collaboration to create the California-Baja California Border Master Plan (BMP)\(^9\) has been very successful. This bilateral collaboration on the planning and delivery of projects at land POEs and the transportation infrastructure serving San Diego and Imperial Counties in California, and the municipalities of Tijuana, Tecate, Playas de Rosarito, Mexicali, and the urban area of Ensenada in Baja California has been critical for the region. The BMP is led by Caltrans, in partnership with the Secretariat of Infrastructure and Urban Development of Baja California (Secretaría de Infraestructura y Desarrollo Urbano del Estado de Baja California or SIDUE in Spanish) and the U.S./Mexico Joint Working Committee. Lastly, SANDAG is the only MPO that includes Mexico and a neighboring county (Imperial County) as Board of Directors’ advisory members. Imperial County also is a Borders Committee voting member.

Recognizing the unique binational location for crossborder trade and business investments between the California and Baja California border region, Imperial County is a key partner and essential piece to the success of our region. Imperial County is home to four critical California POEs providing access for freight, passenger vehicles, pedestrians, buses, trains, and a unique crossborder conveyer belt for processing aggregate materials (Figure 2). While Imperial County is not the largest in terms of population between its seven incorporated cities and the County, it is rich in natural resources such as water and renewable energy. Most recently, the formation of the CaliBaja Binational Megaregion initiative brings together San Diego County, Imperial County, and Baja California. CaliBaja provides a forum for marketing the border region of California and Baja California that is strategically located to access North America and global markets, including the Pacific Rim and is a gateway to the emerging Latin American markets.\(^10\)

**Upcoming Opportunities**

While much progress has been made in terms of collaboration and infrastructure development in the California-Baja California border, there is an opportunity for continued cooperation to further integrate the voices of local border stakeholders into the federal dialogue. A great deal of work remains to be accomplished to reach our goals of border prosperity. The HLED presents a new opportunity to highlight border issues within the framework of broader bilateral issues.

**Attachments:**

- Figure 1 - San Diego County-Baja California Land Ports of Entry
- Figure 2 - Imperial County-Baja California Land Ports of Entry
- Figure 3 - Port of Entry Improvement Projects - San Ysidro/Puerta Mexico/El Chaparral
- Figure 4 - Port of Entry Improvement Projects - Cross Border Xpress and Otay Mesa East/West

---


\(^10\) CaliBaja Binational Mega Region. *Project Website*. Last modified unknown. [http://calibaja.net/cbdb/p/](http://calibaja.net/cbdb/p/)
FIGURE 1
SAN DIEGO COUNTY-BAJA CALIFORNIA
LAND PORTS OF ENTRY

Ports of Entry
- Existing Port of Entry
- Future Port of Entry
- Future Pedestrian Crossing

Transportation Network
- Major Road Network
- Future Major Road Network
- Rail Network

Map Location

San Diego
Chula Vista
San Ysidro / Puerta Mexico / El Chaparral
Cross-Border Xpress (CBX)
Otay Mesa / Mesa de Otay
Brown Field
Aeropuerto Internacional de Tijuana
Lower Otay Reservoir
Presa El Carrizo
Presa Abelardo
L. Rodriguez
OTAY MESA EAST / OTAY MESA EAST / MESA DE OTAY II
San Ysidro / San Ysidro / Puerta Mexico / Puerta Mexico
El Chaparral
Otay Mesa / Otay Mesa / Mesa de Otay
Cross-Border Xpress (CBX)

Tijuana
Brown Field
Aeropuerto Internacional de Tijuana
Lower Otay Reservoir
Presa El Carrizo
Presa Abelardo
L. Rodriguez
OTAY MESA EAST / OTAY MESA EAST / MESA DE OTAY II
San Ysidro / San Ysidro / Puerta Mexico / Puerta Mexico
El Chaparral
Otay Mesa / Otay Mesa / Mesa de Otay
Cross-Border Xpress (CBX)

Tecate
Tijuana
San Diego
Chula Vista

Brown Field
Aeropuerto Internacional de Tijuana
Lower Otay Reservoir
Presa El Carrizo
Presa Abelardo
L. Rodriguez
OTAY MESA EAST / OTAY MESA EAST / MESA DE OTAY II
San Ysidro / San Ysidro / Puerta Mexico / Puerta Mexico
El Chaparral
Otay Mesa / Otay Mesa / Mesa de Otay
Cross-Border Xpress (CBX)

Map Location

San Diego County
Baja California
United States
Mexico

Pacific Ocean

2015

June 2015
FIGURE 2
IMPERIAL COUNTY-BAJA CALIFORNIA
LAND PORTS OF ENTRY

Map Location

Transportation Network
- Major Road Network
- Rail Network

Ports of Entry
- Existing Port of Entry
- Existing Aggregate Conveyor Belt

Legend:
- POE
- Existing Port of Entry
- Existing Aggregate Conveyor Belt

Scale:
- 0 1.5 3 Miles
- 0 2.5 5 Kilometers

June 2015

SANDBAG
FIGURE 4
PORT OF ENTRY IMPROVEMENT PROJECTS
CROSS-BORDER XPRESS AND OTAY MESA EAST/WEST

Ports of Entry
- Existing Port of Entry (Poe)
- Future Port of Entry (Poe)
- Existing Port of Entry Footprint
- Future Port of Entry Footprint

Transportation Network
- Major Road Network
- Future Major Road Network
- Future Transit Projects

San Diego-Tijuana Airport Cross-Border Express (CBX) / Enclosed Pedestrian Skybridge Crossing (Future Project)

CROSS-BORDER XPRESS (CBX)

Otay Mesa Commercial Inspection and Facilities Improvements (Future Project)

Otay Mesa East POE (Future Project)

State Route 11 (Future Project)

South Bay BRT Station (Future Project)

South Bay Rapid Transit (BRT) (Future Project)

San Diego

Tijuana

United States

Mexico

June 2015

SANDAG
Our two countries are engaging in a new level of bilateral dialogue, in which our California–Baja California region plays an active role to enhance quality of life and binational competitiveness.

## 2015 Binational Seminar Participant Bios

**Tuesday, June 2, 2015**  
12:00 – 4:30 p.m.

Caltrans District 11 – Garcia Conference Room  
4050 Taylor Street, San Diego, CA 92110

---

### Item 2. **Gary L. Gallegos, San Diego Association of Governments (SANDAG)**

Gary Gallegos is the Executive Director of the San Diego Association of Governments (SANDAG), and has served in this position since 2001. In this role, Mr. Gallegos leads a staff of over 300 professionals who collaborate to develop public policy initiatives for elected officials on numerous issues related to city planning. Under his direction, SANDAG created an innovative Regional Transportation Plan and a Regional Comprehensive Plan, which are being merged to form San Diego Forward: The Regional Plan, which is a planning blueprint for the region through 2050. Furthermore, in 2004, Mr. Gallegos led the charge to extend TransNet, a regional half-cent sales tax to fund transportation projects, which gained 67 percent of the approval vote. Mr. Gallegos earned his Bachelor of Science degree in civil engineering from the University of New Mexico, and is a registered civil engineer.

### Item 3. **Hon. Councilmember David Alvarez, City of San Diego**

Councilmember David Alvarez was elected to the San Diego City Council in 2010, and grew up in the Barrio Logan community of San Diego. Councilmember Alvarez is currently the Chair of the Environment Committee, and a member of the Budget & Government Efficiency and Economic Development & Intergovernmental Relations Committees. Additionally, he serves on the San Diego Regional County Airport Authority, San Diego Metropolitan Transit System Board, SANDAG Borders Committee, Otay Valley Regional Park Policy Committee, and Bayshore Bikeway Working Group. He also is a member of the Board of Director’s for Local Progress: a national municipal policy network.

**Denice Garcia, City of San Diego**

Denice Garcia currently serves as the Director of Binational Affairs for Mayor Kevin L. Faulconer, City of San Diego. She previously served as Director of Community Outreach and Economic Development for Councilman Mark Kersey. She also served as Director of Boards and Commissions and Protocol/Binational Affairs for the Office of Mayor Jerry Sanders. Prior to her work for the City of San Diego, Denice worked as the -

- Item 3. Continued on Next Page -
Events and Corporate Relations Manager for the San Diego County Hispanic Chamber of Commerce and as Special Projects Director at Latino Literacy Now/Edward James Olmos Latino Book and Family Festival. Ms. Garcia received her Master’s Degree in Public Administration as a National Urban Fellow at CUNY in New York City. She is also a graduate of San Diego State University, with a degree in International Business.

Paola Avila, San Diego Regional Chamber of Commerce
Paola Avila became the new Executive Director of the San Diego Regional Chamber of Commerce’s Mexico Business Center in January 2014, and is now Vice President for International Affairs. In her new role, Ms. Avila focuses on developing domestic and international public policies that enhance economic prosperity and cultural relationships between the United States and Mexico, including the California-Mexico Trade Initiative. She has more than 15 years of experience in public policy, community outreach and government relations. Ms. Avila previously served as Deputy Chief of Staff to former San Diego Mayor Dick Murphy and more recently, as the Chamber’s Director of Public Policy. Ms. Avila graduated from the University of California San Diego with a Bachelor of Arts in Economics.

Tito Alegría, El Colegio de la Frontera Norte
Tito Alegría is an urbanist, specializing in studying cities along the U.S.-Mexico border. Currently, Mr. Alegría is professor of Planning in El Colegio de la Frontera Norte (COLEF) and Director of the Department of Urban Studies and Environment, and belongs to Mexico’s National Researchers System. Mr. Alegría holds a Master degree from Southern California University on Planning and Urban Development, and similar studies in El Colegio de México and Lima’s National University, and has published three books and several research articles, including “Metrópolis Transfronteriza: Revisión de la hipótesis y evidencias de Tijuana, México y San Diego, Estados Unidos”. In addition to his academic career, Mr. Alegría has been a consultant for local governments in Mexico, and the United Nation’s HABITAT Program.

Jason M-D Wells, San Ysidro Chamber of Commerce
Jason Wells is the Executive Director for the San Ysidro Chamber of Commerce, where he represents commerce at the World’s busiest land-border crossing. Mr. Wells is responsible for building strategic partnerships in the San Ysidro area that brings regional and federal attention and change to the border. A skilled negotiator and avid consensus-builder, Mr. Wells has previously served as a Mayoral Appointee to the City of San Diego International Affairs Committee, the San Diego County Regional Airport Authority Advisory Council, and Tijuana Mayoral Appointment to the city of Tijuana Planning and Economic Development Committee.

Item 4. Sean Barr, San Diego Regional Economic Development Corporation
Sean Barr is Vice President, Economic Development at the San Diego Regional Economic Development Corporation (EDC) where he is principally responsible for developing and executing aggressive retention, expansion and investment attraction programs in support of San Diego’s key economic drivers and job growth strategy. His international and domestic experience has involved the development and delivery of numerous entrepreneurial development and economic development programs in support of high-wage, advanced technology jobs. Sean has also been involved in the development of many local projects and initiatives designed to assist in the commercialization of new technologies which included improved access to capital and new markets for local entrepreneurs.

- Item 4. Continued on Next Page -
Melissa Floca, Center for U.S.-Mexican Studies, UCSD
Melissa Floca, PhD. is the Interim Director of UC San Diego’s Center for U.S.-Mexican Studies, based at the School of Global Policy and Strategy (formerly the School of International Relations and Pacific Studies). She holds a degree in Political Science and Economics from Johns Hopkins University and a Graduate Diploma in International Relations from the Johns Hopkins SAIS Bologna Center. She is also a graduate of Columbia Business School. After completing her MBA, Melissa joined the Mexico City office of McKinsey & Company where she served clients on projects related to financial inclusion, public health and low-income housing. She went on to found Sé Más Microfinanzas, a microfinance organization providing financial education and financial services to micro-entrepreneurs in Mexico. Melissa sits on the advisory boards of UCMEXUS and Columbia Pangea Advisors and on the operating committees of the UC Mexico Initiative and the Puentes Consortium.

Item 5.
Hon. Councilmember John Minto, City of Santee and Chair of SANDAG Borders Committee
John Minto was born in Ohio, and raised in east San Diego, where he attended public schools, including the San Diego Police Department’s Explorer program that influenced his future career in public safety. John served in the San Diego Police Department, and spent six years on the board of directors of the San Diego Police Officer’s Association serving as a director, treasurer, political action chair, and general manager. In 2002, was elected to the Santee City Council, serving on the League of California Cities, Heartland Communications, CSA69, East County Economic Development Council, Metropolitan Transit System (MTS) board of directors, and is Chair of San Diego Association of Governments (SANDAG) Borders Committee, and Santee Community Oriented Policing Committee (chair).

Paul Ganster, Institute for Regional Studies of the Californias and Chair of COBRO
Dr. Paul Ganster is Professor of History, Director of the Institute for Regional Studies of the Californias, and Associate Director of the Office of International Programs at San Diego State University. He is Chair of the Good Neighbor Environmental Board, a federal panel that advises the President and Congress on U.S.-Mexican border environmental issues. He also chairs the Committee on Binational Regional Opportunities of SANDAG. Dr. Ganster is author of more than 50 articles, book chapters, and edited works on policy questions of the U.S.-Mexican border region, border environmental issues, Latin American social history, and comparative border studies. He has been a Fulbright Lecturer in Costa Rica and consultant on programmatic development for the United States Information Agency at universities in Mexico, Bolivia, Costa Rica, and Ecuador. Dr. Ganster also has been a visiting professor at the School of Economics of the Universidad Autónoma de Baja California in Tijuana. He received his bachelor’s degree from Yale University and his Ph.D. from University of California, Los Angeles.

Item 6.
Michael Camuñez, ManattJones Global Strategies
Michael C. Camuñez is currently the President and CEO of ManattJones Global Strategies. From 2010 to 2013, Mr. Camuñez served as the Assistant Secretary of Commerce for Market Access and Compliance, when he played a critical role in rebalancing United States economic policy toward Mexico, leading numerous trade and policy missions to Mexico and helping to lead efforts to update and modernize a range of initiatives to enhance cross-border trade and investment. He was the chief architect of the recently established U.S.-Mexico High Level Economic Dialogue (HLED), which he proposed, coordinated and later helped launch during President Obama's visit to Mexico in May 2013.

- Item 6. Continued on Next Page -
Lydia Antonio, Secretariat of Foreign Relations of Mexico
Lydia Antonio is Deputy Director General for Economic Affairs, New Agenda and Image for North America in the Ministry of Foreign Affairs of Mexico (SRE in Spanish). In her current position, Mrs. Antonio contributes to the development and execution of Mexico’s foreign policy programs in Northern America, U.S.-Mexico bilateral cooperation efforts, and serves as SRE’s institutional liaison with other federal agencies for activities resulting of existing or future cooperation mechanisms between Mexico, the United States of America, and Canada, as is the HLED. Prior to this position, Mrs. Antonio held different responsibilities in the Mexican Embassy in Washington D.C., and the Consulate General of Mexico in San Diego. Mrs. Antonio is a career diplomat.

Item 7. Laurie Berman, Caltrans District-11
Laurie Berman is the Director of Caltrans District 11 and is the first woman to hold the position. She has worked for Caltrans for over 26 years. Before becoming director, she served as the Director of Project Delivery, overseeing the agency’s finances, construction and business design. Ms. Berman’s career with Caltrans also includes her work as the Corridor Project Manager for the construction of the State Route 125 South Project, also known as the Southbay Expressway. She earned a Bachelor of Science in Civil Engineering from Michigan State University.

Mark Baza, Imperial County Transportation Commission (ICTC)
Mark Baza has served as the Executive Director for ICTC since 2010. In this role, Mr. Baza is responsible for the planning and development of the county’s regional and state highway network, administering the County’s “Measure D” half-cent sales tax program, and the planning and operation of Imperial Valley Transit (IVT). Furthermore, since 2012, Mr. Baza has led the effort of establishing the Imperial-Mexicali Binational Alliance to improve trade corridor improvements at the land ports of entry (LPOEs) with Mexicali, Mexico. Prior to his position at ICTC, Mark began his career with Caltrans District 11. In over 20 years of experience with Caltrans, Mr. Baza had worked in the divisions of Planning, Program/Project Management, and last position as Project Manager for the State Route 11 and Otay Mesa East Port of Entry project, California Highway Patrol (CHP) truck inspection facility and federal land port of entry; and, other Trade Corridor Improvement Fund (TCIF) projects for Caltrans District 11. Mr. Baza earned a Bachelor’s degree in Urban Planning and Studies from the University of California, San Diego.

Hon. Remedios Gómez-Arnau, Consulate General of Mexico in San Diego
Honorable Remedios Gomez-Arnau was named Consul General of Mexico in Atlanta by President Vicente Fox, and in San Diego by President Felipe Calderón. Previously, Consul Gomez-Arnau was employed as Academic Secretary of the Center for Research on North America (CISAN, in its Spanish acronym) from the Universidad Nacional Autónoma de México (UNAM). Consul Gomez-Arnau has participated in the Mexico-United States Bi-National Study on Migration, organized by the Instituto Tecnológico Autónomo de México and the Carnegie Endowment for International Peace. Consul Gomez-Arnau is currently the Co-Chair of the Committee on Binational Regional Opportunities at SANDAG. She earned a bachelor’s degree in international relations at El Colegio de Mexico and has a master’s and a Ph.D. in international relations from UNAM.

- Item 7. Continued on Next Page -
(Cont.) Humberto Inzunza, IBC and Consejo de Desarrollo Económico de Tijuana
Jesus Humberto Inzunza Fonseca is a native of Baja California and currently working in the business in which he is a founding member, IBC company engaged in logistics and the Logistics, S.A de C.V. Intermodal terminal of the City of Tijuana. Humberto received his bachelor’s in public accounting from the local state university (Universidad Autonoma de Baja California), and through his career, he has always been involved in the major issues of economic development for the City of Tijuana and the Baja California region, standing out from his participation in the local government as the Tijuana Economic Development Secretary from 2001 to 2004. Mr. Inzunza has participated in numerous chambers and business organizations throughout his career such as: From 2010-2011, Mr. Inzunza served as the Vice-president of the Tijuana Economic Development Council and is currently a counselor for the Tijuana EDC. From 2006 – 2010, Mr. Inzunza served as President of the Baja California logistics cluster. From 1993 – 2012, Humberto served as a Permanent counselor of the Maquiladora Industry Association of Baja California. (AIM), and from 1995 – 2012, Mr. Inzunza served as a Permanent counselor of the National Maquiladora Industry Council (CNIME).

Item 8. Denise Moreno Ducheny, Center for U.S.-Mexican Studies, UCSD
Ms. Ducheny currently serves on the board of directors for the Border Environment Cooperation Commission (BECC) and was appointed by President Barack Obama in 2014. Ms. Ducheny also serves as a senior policy advisor at the Center for U.S.-Mexican Studies at the University of California, San Diego (UCSD). Ms. Ducheny is a former California State Senator who represented Senate District 40, which includes southern San Diego County, part of Riverside County, and all of Imperial County. Ms. Ducheny previous political experience includes serving in the California State Assembly from 1994 to 2000. She was the first San Diegan, first woman, and first Latino ever to be appointed to this position overseeing the state's spending plan. While in the Assembly, Ms. Ducheny served as Chair of the Assembly Budget Committee between 1997 and 2000, and as Vice-Chair in 1996. She also served, as Chair of the Select Committee on California-Mexico Affairs, as Co-Chair of the Special Committee on Welfare Reform, as Vice-Chair of the Joint Legislative Budget Committee, and as Vice-Chair of the Latino Legislative Caucus. She graduated with a Bachelor of Arts in History from Pomona College. She earned her law degree in 1979 from Southwestern University School of Law, and practiced immigration, family and criminal law for 15 years in the Logan Heights area of San Diego.