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U.S. DEPARTMENT OF HOMELAND SECURITY**

PROJECT-21: 100 DAY PLAN

Prepared by
The City of El Paso, Texas



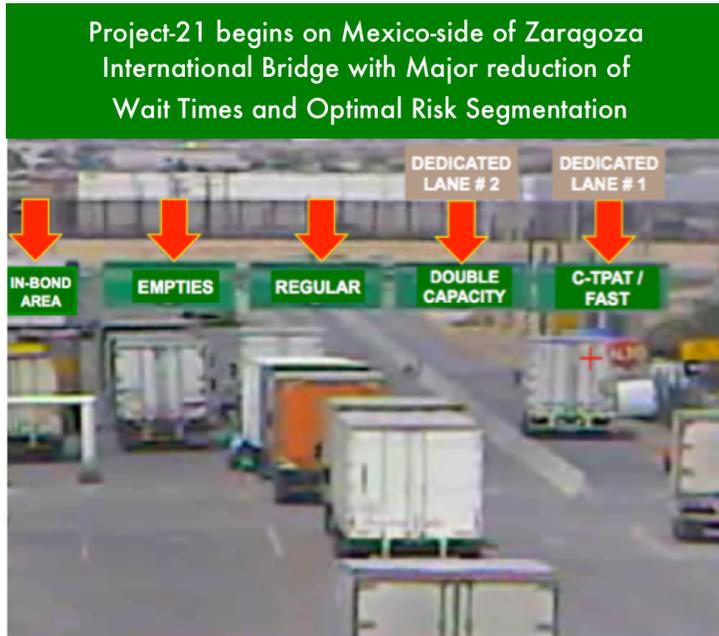
MAYOR JOHN COOK AND THE EL PASO CITY COUNCIL

March 2013



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ACTION PLAN #1: To complete the implementation of the two Dedicated Lanes and Risk Segmentation on the Mexico-side of Zaragoza International Bridge. Then, the core model of Project-21 is ready to secure, facilitate and grow the flow of certified trusted shipments (C-TPAT for CBP/NEEC for Aduana Mexico).



Dedicated Lane #1: Reserved for C-TPAT shipments authorized to use the FAST lanes of CBP, which represent approx. 500 Trucks-per-day. This daily flow on the FAST Lanes represents approximately 1/3 of the total northbound traffic of 1,500 Trucks-per-day and over 40% of these movements are with empty trailers.

Dedicated Lane #2: For Plants and Transport Firms that execute an agreement to enroll and complete the C-TPAT/FAST and NEEC certification programs (based on preapproved period by CBP and Aduana Mexico).

WAIT TIMES: Upon seeing the elimination of Wait Times on the Mexico-side of Zaragoza International Bridge (as represented above by the two Dedicated Lanes) plus expedited crossings expected from both CBP and Aduana Mexico, the goal for Project-21 is to greatly expand the use of the FAST Lanes.

Project-21 is already receiving the support of CBP to deliver expedited crossings for trusted shippers. The goal is to achieve an average of 15-to-20 minutes for each Border Crossing. In proper alignment with NEEC, Aduana Mexico is expected to match this goal. The status quo of hours of Wait Times and lengthy secondary inspections is reduced to minutes for vital 'trusted' shipments and greatly enables the surge to secure, facilitate and grow the Model Border.

THE MISSION: TO SERVE EACH HIGHER ORDER OF EL PASO-JUAREZ TRADE

The current status quo does not work, as this Borderplex must fully empower a new order of Global Competitiveness with the ever-higher precision of Logistics, Transportation and Supply Chains; and Just-In-Time Customer Fulfillment ("JIT"):

The future of the leading Ports of Entry of the El Paso-Juarez region for Commercial Trucks must achieve the order above with ever-higher milestones of economic value and benefits. In Action Plan #1, Project-21 needs to mobilize and serve the vital stakeholders of the leading Plants and Transport companies.

New Visionary Thinking: In this vital mandate, Project-21 must be able to enable a cost-effective resolution for the major congestion and air pollution at the Bridge of the Americas ("BOTA"). In the recent meeting of the Ports Task Force, Mayor John Cook declared the critical need for 'New Thinking' ... that includes the possibility to incorporate major reductions in tolls for trusted shipments at Zaragoza International Bridge (both directions). This process must include the need to resolve the high percentage of empty trailers. This spark of new thinking will ignite the assembly of the key players from Industry, Government and Trade to deliver the most powerful economic surge to the Model Border

The mission-critical results must deliver an order of magnitude of value to the \$80 Billion of annual El Paso-Juarez Trade (Source: REDCO) ... and beyond, as the core model of Project-21 can be applied to all major Border regions. The U.S.-Mexico border is vital to the Security and Trade of both Nations.

According to the U.S. Census Bureau: in 2009, U.S.-Mexico trade was \$300 billion; \$390 billion in 2010; and \$460 billion in 2011, with projections to surpass \$500 billion in 2012. The largest contributor is the Maquila Industry along the border. And the largest Plants on the Border are in Juarez. Thereby, El Paso-Juarez is positioned to achieve the leading role to protect, facilitate and grow this vital trade. This unrivaled vantage point delivers a new economic order in the range of billions of dollars to the El Paso-Juarez region.



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ACTION PLAN #2: The Staged Implementation of Secure Cross-Border Buses to facilitate the movement of thousands of Pedestrians across the Paso Del Norte International Bridge



This photograph of the Paso Del Norte Bridge from Juarez to El Paso clearly defines the long tiring walk, particularly bad in inclement weather (especially for the elderly and young children). The hours of Wait Times for pedestrians directly impacts the Secure Prosperity of this region.



**12,000 to 14,000 PEDESTRIANS PER DAY
HOURS OF WAIT TIMES**

FIRST STAGE DEPLOYMENT

Authorized TransBorde Buses with occupancy of 80 persons per bus will be implemented in a Pilot Program. In a looping pattern between El Paso and Juarez, the goal is to move thousands of pedestrians from 'the Walk' to 'the Ride' across the Paso Del Norte Bridge.

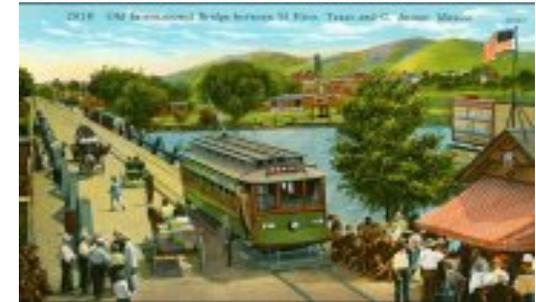
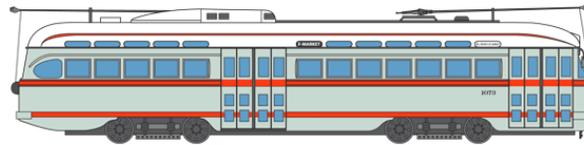
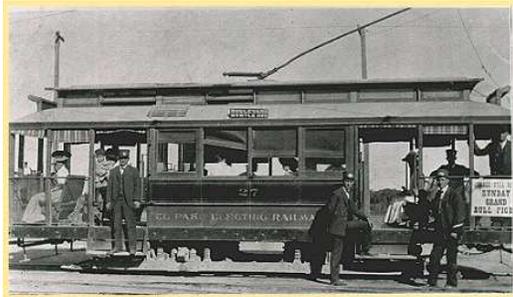
Wait Times are transformed to the optimal and secure flows of People-Goods-Commerce.





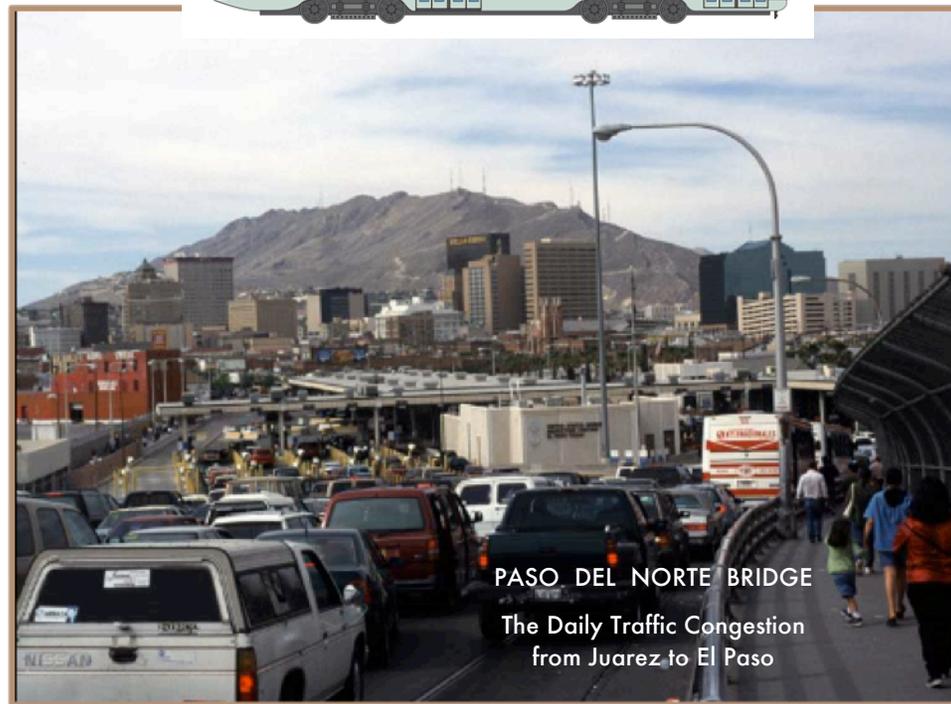
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ACTION PLAN #2: To Revisit the Historical Passages of the Past with the Secure and Trusted flow of People-Goods-Commerce From Mule-drawn Wagons - to Horse-drawn Trolleys - to Electric-powered Streetcars, the Future revisits the Past.



From 1881 to 1974, a fleet of streetcars looped from downtown El Paso to downtown Juarez. This first bi-national trolley system in the world was based on the secure and trusted flow of people, goods and commerce.

In timely intervals, the looping streetcars were filled to capacity with thousands of passengers from all walks of life. The Border was seamless, as the passengers crossed to work, to shop, to dine and to visit family members. The name 'Borderplex' was a reality.



PASO DEL NORTE BRIDGE
The Daily Traffic Congestion from Juarez to El Paso

Action Plan #2 of Project-21 is aligned to repeat the trusted security and economic dynamics of the past. In this order, trusted pedestrians use TransBorde buses to eliminate Wait Times and achieve the economic and quality of life benefits of both cities.

Using strategically placed Bus Stations in both cities, applied RFID Systems are used to secure the identity of each passenger (getting 'On' and 'Off' each Bus). Each Bus and route is monitored for optimal visibility and security.



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ACTION PLAN #3: To eliminate major Traffic Congestion for Passenger Vehicles during Peak Periods at the Bridge of the Americas Port of Entry ("BOTA")

Traffic Congestion during peak periods greatly impacts both Trucks and Passenger Vehicles. Project-21 100-Day Plan will focus on Passenger Vehicles at BOTA and apply a secure dedicated lane to guarantee non-stop flow of qualified vehicles during peak periods of congestion ("the High Security Lane").



This view is the BOTA entrance for southbound vehicles. The Mexican flag in the horizon marks the Mexico-side of the Border (notice the singular line for commercial trucks).

THE HIGH SECURITY LANE ('HSL') APPLIES TREND FOR HOT LANES

A new trend in highly congested highways: HOT Lane is the name assigned to a standard HOV Lane with value pricing for users. The BOTA HSL Lane will be used for non-stop passage to and thru the U.S.-Mexico Border: A Pilot Program of Project-21 will enable the major reduction of Traffic Congestion for Passenger Vehicles at BOTA. During peaked hours of Traffic Congestion, the use of High Security Lanes will reduce hours of congestion to minutes.



A Pioneering First: The innovative use of HSL LANES for the Border is being developed for Pilot Program at BOTA. The first stage will be for southbound Passenger Vehicles, but the traffic congestion represents a wasteland of Wait Times in both directions.

In this order, the proven core model can be cost-effectively replicated at all major Border crossings. In the case of BOTA, the capacity for High Security Lanes to process thousands of vehicles has an immediate profound impact.



This view is the San Ysidro Port of Entry from the City of Tijuana to San Diego.

The overlay of High Security Lane proves that it can be readily implemented at all major Border Crossings.

The interactive convergence of Action Plans #1 and #3 develops a core platform and benefits for the Model Border.

HSL LANE applies special access and 'Non-Stop' flow for Trusted Participants

1,200 TO 1,500 VEHICLES PER HOUR 'Non-Stop' 40 to 50 MPH

In combination with Zaragoza International Bridge, the major increase in capacity for both commercial trucks and passenger vehicles eliminates the need for major investments in new Bridges and costly infrastructure. The views above clearly define the low-cost expedited implementation of High Security Lanes, as required to eliminate the traffic congestion ... especially during peak hours.



BORDER 2020
U.S.-Mexico Environmental Program



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THE CONVERGENCE OF ACTION PLANS #1 AND #3

Project-21 is part of the Border 2020 Environmental Program

The Border 2020 Declaration: "As the home to over 14 million people and one of the busiest cross-border trade regions in the world, protecting human health and the environment with 'sustainable development' is essential to ensuring that the U.S.-Mexico border becomes safe, healthy and economically productive." In 2011, 4.9 million trucks crossed the Border. The results: Diesel-based contamination plagues millions of people along the southerly Border.

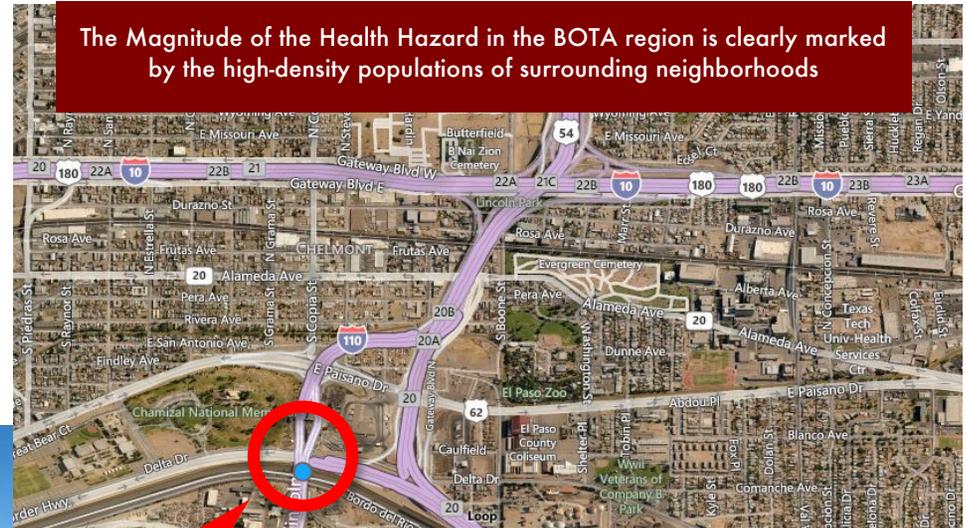
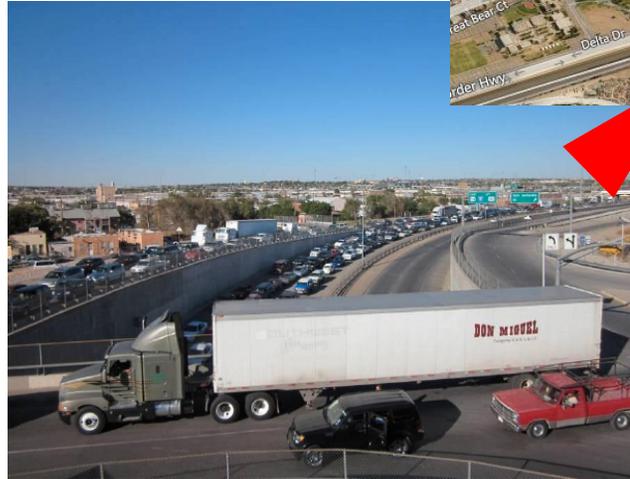
The El Paso-Juarez region is the largest Border community and within the next two decades, 3.4 million people will reside in this region. In this order, Frontera-21 is aligned to achieve 'billions of dollars' of health-related economic benefits for Border 2020 and the Model Border of the 21st Century.

THE ENVIRONMENTAL CHALLENGE

The only viable option for a healthful and economically productive solution: To remove diesel-based contaminants by moving 'all' commercial trucks to Zaragoza International Bridge.

BOTA and the density of the surrounding neighborhoods becomes the perfect laboratory to analyze the elimination of diesel-based contaminations. The work force of the Customs Services of both Nations becomes part of this analysis.

The move from BOTA to Zaragoza cannot be seen as simply moving the health risks from one Border crossing to another. The goal of Project-21 is for 1/3 of all shipments to become certified for use of Dedicated Lanes and optimal Risk Segmentation on the Mexico-side of the Border. The fluid flow of trusted commerce will eliminate Wait Times and inherent pollution levels. The health and economic benefits can be readily applied to the entire Border.



The Magnitude of the Health Hazard in the BOTA region is clearly marked by the high-density populations of surrounding neighborhoods

BOTA is the Border Crossing with the worst Traffic Congestions and Contaminations

- Adjacent figure clearly displays the major Traffic Congestion at peak hours
- All movement of trucks and passenger vehicles sputters to hours of wait times
- 1,000 Trucks-per-day releasing Diesel-based contaminations
- And 'Surrounded' by Neighborhoods with very dense Populations

Secure Lanes define a new Environmental standard: The BOTA laboratory continues with the use of High Security Lanes (HSL) for Passenger Vehicles. During peak hours, a singular lane has the capacity for 1,200-to-1500 vehicles per hour (based on 40-to-50 MPH). The HSL Lanes will greatly reduce pollution, as many vehicles are too old to comply with emission standards. This model will define the Environmental Benefits and Healthful Economic profile for all Border crossings with major traffic congestion.