



**NEW MEXICO  
BORDER AUTHORITY  
STRATEGIC PLAN  
FY15**

## **Executive Summary**

The New Mexico Border Authority's Strategic Plan for FY 15 is a continuation of aggressive initiatives first implemented in Fiscal Year 04 to develop and expand trade relations with Mexico. The agency's strategic plan incorporates the development of all three border corridors – Antelope Wells, Columbus, and Santa Teresa. Plan implementation will be accomplished in partnership with public and private stakeholders in each of the corridors and neighboring Mexico. The agency will continue its ongoing efforts and projects to acquire funding for ports of entry expansion and infrastructural development; maintain and expand its relationships with the Chihuahua state government and Mexican federal government; and continue as ombudsman for the trade community and border travelers. As part of the agency's expanded mandate, the Border Authority will also aggressively promote and market the border corridors to increase trade and port traffic. The Border Authority is also the lead state agency for the Santa Teresa Rail Bypass Project – a bi-national effort to relocate the regional rail interchange with Mexico from downtown El Paso/Cd. Juarez to Santa Teresa.

### **A. Agency Mission/Vision Statement**

The Border Authority is legislatively established as an independent executive branch agency operating in the capacity of a public "port authority" at our international border with Mexico. The Border Authority is mandated to provide leadership in development of infrastructure on both sides of the border that will support and foster an increase in trade and traffic through our three crossings with Mexico. The agency serves as a point of contact for those interested in opportunities related to shipping/crossing international trade goods through the ports. To accomplish its assigned mission, the agency works continuously with the local trade community, local government jurisdictions and the federal border enforcement agencies, not only in the United States, but also in the State of Chihuahua and in Mexico City. The agency serves as the border point of contact for the Governor and as the eyes and ears of the state's Congressional delegation in matters related to the border. The agency is continuing to lead the state's efforts to capitalize on our border with Mexico and to expand our border development partnership with Chihuahua and our trade platform with Mexico.

### **B. Updates in Laws and Regulations**

The Border Authority was created in 1991; its organization and legislative oversight were modified by the legislature in 1995. As a result of those modifications, the Border Authority is defined as a seven member Board of Directors, comprised of six gubernatorial appointees, no more than three of whom can be from a single political party, and confirmed by the State Senate, and the Secretary of Economic Development who is

designated as board chairman. The Lieutenant Governor serves as an ex-officio member of the board. The Board selects and hires an executive director who employs staff. The agency is "administratively attached" to the Economic Development Department for administrative, but not operational purposes. The 1995 legislation defined the agency's legislative reporting responsibility as being directly to the New Mexico Finance Authority Oversight Committee. The Border Development Act was again amended in 2003 to clarify the agency's powers and duties, particularly in financing port development. In addition, the act was changed to allow the Secretary of Economic Development to designate a representative to chair the board.

In 2009, the Act was again amended to expand the agency's abilities to expend funds or incur debt on and for public properties. Also in 2009, the Property Control Act (Chapter 15, Section 3B NMSA 1978) was amended to remove the agency from the jurisdiction of the Property Control Division of the General Services Department. The amendment allows the agency to control and manage buildings and property without involvement of the Property Control Division. Additional powers were granted the agency in 2011 including the creation of a border projects fund. The agency is authorized to combine within that fund a portion of its revenues from rents, leases, and other sources with funding from other public and private sources to create a public-private partnership for border infrastructural development.

### **C. The Border Development Program**

The purpose of the Border Development Program is to encourage and foster development of the state by developing port facilities and infrastructure at international ports-of-entry; to attract new industries and business to the New Mexico border; and to assist industries, businesses, and the traveling public in their efficient and effective use of ports and related facilities.

Authority for accomplishment of the Border Development Program is the Border Development Act, Section 58-27-1 through Section 58-27-26, NMSA 1978, as amended.

#### **1. Goals and Objectives:**

- Increase trade and traffic processed at New Mexico ports of entry.
- Solicit federal, state and, where appropriate, local funds to further develop the basic infrastructure necessary to support the growth New Mexico's border ports of entry. Necessary basic infrastructure is to include but not limited to the expansion of fire, HAZMAT, law enforcement facilities: With the Union Pacific Intermodal Facility in construction, construction of new residential and commercial facilities in Santa Teresa, growth in commercial and non-commercial traffic thru the port of entry necessitates the expansion of facilities for public safety.

- Maintain and expand the ongoing relationship with Mexican local governments, the State of Chihuahua, and the Republic of Mexico to foster economic development and to improve border infrastructure.
- Serve as ombudsman between the trade community and traveling public using New Mexico ports and state and federal enforcement agencies, both in the United States and Mexico
- Conduct port promotion and marketing to increase import-export trade, related activity, and port traffic through New Mexico ports-of-entry.
- Continue as the lead agency for the Santa Teresa rail bypass project working with all of the key private and public sector players in the U.S. and Mexico

## **2. Activities**

- a. Port Related Activities
- b. Mexican Relations
- c. Ombudsman Activities
- d. Trade and Travel Promotion
- e. Administration, Management, and Implementation of Border Projects

## **3. Strategies/Action Plan:**

- a. Port Related Activities:
  - Coordinate and support the Congressional delegation, the governor, state legislators, and federal, state, and local agencies in obtaining funding for facilities expansion and improvement projects for the Santa Teresa, Columbus and Antelope Wells corridors.
  - Maintain partnerships with Customs and Border Protection, the General Services Administration, and the Department of Transportation in planning, designing and implementing port expansions and improvements.
  - Work with the Congressional delegation and Customs and Border Protection to increase staffing and hours at New Mexico ports.
  - Work with the Congressional delegation, the governor, and state legislators to develop laws, regulations, and policies that encourage increased use of New Mexico ports.
  - Assist and support local, state, and federal government agencies in the evaluation of the proposed Sunland Park/Anapra port-of-entry and other related projects or alternatives.
  - We facilitate any problems that visitors to the United States (New Mexico) may encounter.

b. Mexican Relations:

- Maintain and expand the agency's relationships with Mexican local governments, the State of Chihuahua, and the Republic of Mexico for the improvement of adjacent Mexican ports of entry and border transportation corridors.
- Work with Mexican local governments, the State of Chihuahua, and the Republic of Mexico to develop inspection procedures; regulations and policies; and administrative procedures that encourage the use of New Mexico ports.
- Work closely with Cd. Juarez, the State of Chihuahua, the Mexican federal government and Ferromex on the rail relocation to Santa Teresa.

c. Ombudsman Activity:

- Work with the border trade and transportation communities to resolve issues and disputes with Mexican and U.S. inspection agencies that could negatively affect the flow and amount of traffic at ports-of-entry.

d. Trade and Travel Promotion:

- Establish and maintain relationships with trade and transportation organizations in El Paso, Cd. Juarez, and Cd. Chihuahua and the Mexican interior to educate those communities as to the advantages of New Mexico ports.
- Conduct targeted marketing and supportive studies to increase commercial and passenger vehicle crossings at the Santa Teresa port to justify additional staffing and extended commercial port hours.
- Support the Economic Development Department in recruiting maquiladoras and border related industries.
- Work with the State of Chihuahua and Mexican media to develop signage and literature promoting New Mexico ports and corridors.
- Promoting the rail relocation project as a regional tri-state project.

e. Administration, Management, and Performance of Border Projects:

- Conduct studies and analyses to justify port, infrastructural and border development projects.
- Administer and manage projects funded by federal, state, or local government that support border development, including facilities that would be owned by the Border Authority.
- Act as lead agency for the Santa Teresa rail bypass project. Construction has commenced at the UP facility with an anticipated completion date in 2015.



Teresa as wait times increased during peak seasons to over four hours, causing many vehicles to shift to El Paso ports where times wait were less. Columbus has experienced a 17% increase in crossings for 2012. The goal for FY15 is 1,000,000 northbound crossings, with the three new additional lanes open at Santa Teresa P.O.E; they opened August 9, 2013. A new major highway was completed in Mexico between northern Cd. Juarez and Santa Teresa; it should generating additional northbound traffic as should expected further large scale industrial development at Santa Teresa/Jerónimo.