

# Board Luncheon

SIMNSA



[SMARTBORDERCOALITION.COM](https://SMARTBORDERCOALITION.COM)

MARCH 11, 2020

TIJUANA

## Agenda

- **Smart Border Coalition 2.0**
- **Border Innovation Challenge**
- **Border Summit**
- 2019 Crossing Data
- Border Infrastructure Update
- March Stakeholder Meeting Highlights

## Smart Border Coalition 2.0

- **Reorder Priorities**
- **Strengthen the Organization**

## Smart Border Coalition 2.0

- **Proposed Strategy**
  - Identify the points of most “pain”.
  - Match existing and potential strengths and capacities to the “pain” points where effective action is feasible.
  - Develop and implement plans to deploy the coalition’s strengths and capacities and develop additional needed strengths and capacities.

## Smart Border Coalition 2.0

- **Task Force Takeaways (context for priority objectives)**
  - Connect with key sectors to expand our influence.
  - Facilitate valuable information to navigate the border by way of smart technology solutions for industry and travelers.
  - Leverage key allies –board members in particular-- to galvanize our efforts.
  - Continue with mission to make travel and trade easier, with an emphasis on Mexican side of the border with authorities responsible for port and surrounding area infrastructure.

## Smart Border Coalition 2.0

- **Narrowing down Priority Objectives:**

- List of potential objectives and deliberation with Executive Committee

## Smart Border Coalition 2.0

### ○ **INFRASTRUCTURE ADVOCACY**

#### ■ Focus on major undertakings

- Advocate with Mexican Federal Government for Otay Mesa East Port of Entry progress and facilitate Tijuana's understanding of the port opportunity.
  - Facilitate full go ahead for Tecate rail crossing.
  - Advocate with Mexican Federal Government for fast completion of San Ysidro/El Chaparral Port of Entry changes: Puerta de Mexico demolition for lane opening.
- #### ■ Support ancillary projects as much as possible, e.g., Otay Mesa POE modernization, border trolley, lane changes, signage, lane access points.

## Smart Border Coalition 2.0

- **DATA INNOVATION– Why is it important?**
  - We are highly aware of “raw” data at the border.
  - Most “organized” data has been controlled and managed by governments (federal and state) or government agencies.
  - Data from a variety of credible sources, frequently received and measurable, allows us to have a more compelling story for the border. Crossers, governments, businesspeople and policymakers can leverage this data to make better travel, investment and funding decisions.
  - There are sources of data available to all, but there is no border focus. We need to organize the data to suit the border and make it available to the general public.



## Smart Border Coalition 2.0

- **DATA INNOVATION**

- Identified Projects:
  - Border Dashboard (see website examples)
  - Border Crossing Application (app to better plan cross border trips)

## Border Dashboard

Key Indicators	
Wait Times	Purpose for crossing
Southbound Travel Directions (“Know before you Go”)	Pollution levels
Number of trucks on a daily basis	Dollars spent by Mexican consumers on a daily basis
Traffic projections	Traffic conditions close to ports
Value of lost time	Tax revenues

## Border Dashboard

- **Collaboration with San Diego State and UABC:** Professor Eric G. Frost of the Graduate Program in Homeland Security and Dr. Alma Navarro, International Relations Professor.
- We have met with students of the “Imaging and GIS in Disaster Response” course and described the opportunity (GIS = Geographic Information System).
- Examples of a timely dashboards:
  - <https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6>
  - Ventusky.com
  - Airvisual.com

## Border Crossing Application

- **Old trial application is not reliable:** it depended on CBP wait times (inaccurate) in combination with informal *iReport* from users opting in and shaking their phones – use of this technique diminished over time.
- **WiFi Readers are best option** vs Blue Tooth readers, cameras and underground sensors.
- **Fixed Costs (SY and OM POEs):** estimated at **\$135,000 - \$140,000** (includes 20 readers and \$70,000 of development cost in San Diego for data ingest, wait time estimation engine and relational database).
- **Ongoing Costs:** \$2,550 per month

## Border Crossing Application

- **Results:** we will have a platform to accurately measure wait times. Any other applications require additional cost.
- **Recommendation:** pilot SENTRI lane with 3 readers. Cost is \$6,000. MUST HAVE FULL SUPPORT FROM CITY OF TIJUANA and Local Development Council.
- **Commercialization:** we could develop a subscription model for crossing data at \$xx per month, but would have it available for free during an initial phase of xx months to build interest (current “La Línea en Vivo” app charges \$7.99 per year for premium service).

## Smart Border Coalition 2.0

- **BOARD RECRUITMENT**
  - 5 new members over the next 12 months, 3 in Tijuana and 2 in San Diego.
  - “Job Description”
  - Expectations

## Smart Border Coalition 2.0

- **BOARD RECRUITMENT**

- Suggested Criteria – What is a good prospect?
  1. Industries where we don't have any representation or where more is needed: in Tijuana, additional manufacturing; lodging and gastronomy. In San Diego, tech, defense, entertainment and health.
  2. Border “vision”
  3. Ability to influence own industry
  4. Access to influential business people and policymakers
  5. Binational operations/activities affected by the existence of the border

## Smart Border Coalition 2.0

- **BOARD RECRUITMENT**

- How can board help?

- Identify people / organizations that are (1) strong prospects and (2) that you know well.
- Make introductions to Executive Director by email
- Board member, Executive Director and 1 Executive Committee member meet with prospect



## BOARD RECRUITMENT – San Diego

Category	Companies / Organizations / Individuals
Defense	<b>L-3 Technologies</b> , ViaSat, Lockheed Martin, General Dynamics/NASSCO, SAIC, Northrop-Grumman
Tech/Biotech	<b>Thermo Fisher Scientific</b> , <b>Qualcomm</b> , Illumina, Isis Pharmaceuticals, Halozyme Therapeutics, Connect.org
Higher Education	<b>San Diego State University</b> , USD
Media	<b>NBC 7 / Telemundo</b> , Univision Radio, ABC 10
Law	<b>Procopio</b> , Shepard Mullin
Entertainment	<b>San Diego Padres</b> , San Diego Zoo, Legoland, Balboa Park, Sea World
Health	<b>Rady Children’s Hospital</b> , Scripps Hospitals, Sharp Memorial

## BOARD RECRUITMENT – San Diego

Category	Companies / Organizations / Individuals
Retail	Las Americas Outlets, UETA, Fashion Valley Mall, UTC Mall
Tourism	Manchester Group, <b>Baja Bound Insurance (Hank Morton)</b>
Lodging/Restaurant	<b>Cohn Restaurant Group</b> , Verant Group,

## BOARD RECRUITMENT – Tijuana/Baja

Category	Companies / Organizations / Individuals
Manufacturing	<b>Medtronic, Toyota</b> , Plantronics, Samsung, Foxconn, Becton Dickinson
Software Development	<b>Framework Science</b> , Feedbak, MindHub
Transportation	<b>Gustavo Vildósola Pérez-Tejada (Mexlog)</b>
Media	<b>El Imparcial</b> , Uniradio
Construction/Brokerage	<b>Grupo Hermosillo (Cristina Hermosillo)</b> , Cosmopolitan Group (David Saul Guakil), Bustamante Real Estate Group (Hector Bustamante)
Food (Produce)	<b>Pinos Produce (Rodriguez Family)</b> , Royal Flavor (Jorge Vega), Expo Fresh (Salvador Garcia).

## BOARD RECRUITMENT – Tijuana/Baja

Category	Companies / Individuals
Shelters	<b>TECMA</b> , NAPS, CPI,
Gastronomy	<b>Javier Plascencia/Juan José Plascencia Group</b> (Giuseppis, Caesar's, Mision 19, etc.), Centura Alimentos (Rodolfo Gonzalez Salazar)
Lodging	<b>Carlos/Carolina Bustamante Aubanel (Hotel Grand)</b> , Hugo Torres (Hotel Rosarito), Cosmopolitan Group (David Saul Guakil), Abadi Group (Isaac Abadi),
Tecate	<b>Rancho La Puerta</b> , Taylor Guitars
Miscellaneous	Roberto Castro Munguía (Farmacias Roma); Alberto Ignacio Uribe Maytorena (Gasmart); Victor Vilaplana, Foley and Lardner, LLP (lives in Tijuana)

## Smart Border Coalition 2.0

- **The “Bread and Butter”**
  - The commitment to the objectives should not come at the expense of the coalition’s current programs and activities:
    - Stakeholders Working Committee Meeting organization and follow up
    - Executive Committee meetings and Board Luncheon organization and follow up
    - Website enhancement
    - Executive Director’s participation in relevant third party meetings, events and conferences; coalition’s public statements, letters of support/opposition, Op-Eds.
    - Outreach: this year, Border Innovation Challenge, Border Summit. After 2020, 1 unique and large conference each year.

## Border Innovation Challenge

- **2<sup>nd</sup> Edition**
- **Format:** Quick Pitch
- **Dates:** March 9 through May 6
- **Prize Money:** \$10,000
- **Participants:** anyone with a direct connection (student, faculty, staff) to a college or university in the San Diego-Tijuana border region. Self described entrepreneurs in the AI, machine learning and big data environments, seed and early stage companies and software developers.
- **Sponsorships:** Smart Border Coalition, Burnham Foundation, Steve Williams/Sentre, Vesta.



## Border Summit



- **Purpose:** “Illustrate how the border serves as a place for dialogue and innovation focused on solving increasingly complex global problems and contributing to a more vibrant North America.”
- **Hosts:** Center for U.S.-Mexican Studies, San Diego Union Tribune, Tijuana Innovadora, Smart Border Coalition.
- **Dates: April 1<sup>st</sup> and 2<sup>nd</sup>** (Tijuana, Quartz Hotel, 4:00-8:30PM) (Great Hall, UC San Diego, 9:45AM to 2:00PM).
- **Highlights:** panels on the future of cross-border energy and infrastructure, the three Californias, migration. Journalism awards and lifetime achievement award.
- **Confirmed guests:** Mexican Ambassador to U.S., Baja California and Baja Sur Governors, California Lieutenant Governor, Chancellor Khosla of UCSD.

## 2019 Crossing Stats

- **Otay, San Ysidro and Tecate:**
  - Travelers were up 0.7%, far below the 6.5% from 2017 to 2018.
  - **Pedestrian crossings were up 12.9% from 2018.** Part of this could be due to PedWest being used for a full calendar year and the launch of the modernized version of PedEast.
  - **Passenger vehicles declined 3.25%.** Otay Mesa declined 14.6% (vehicles and passengers).
  - **Bus use has come down substantially in the last 5 years.** We are at 50% of what we had in 2015.
  - **CBX stats: 2,897,903 million passengers in 2019, a 28.5% increase over 2018.** There were 1,319,275 southbound and 1,578,628 northbound travelers.

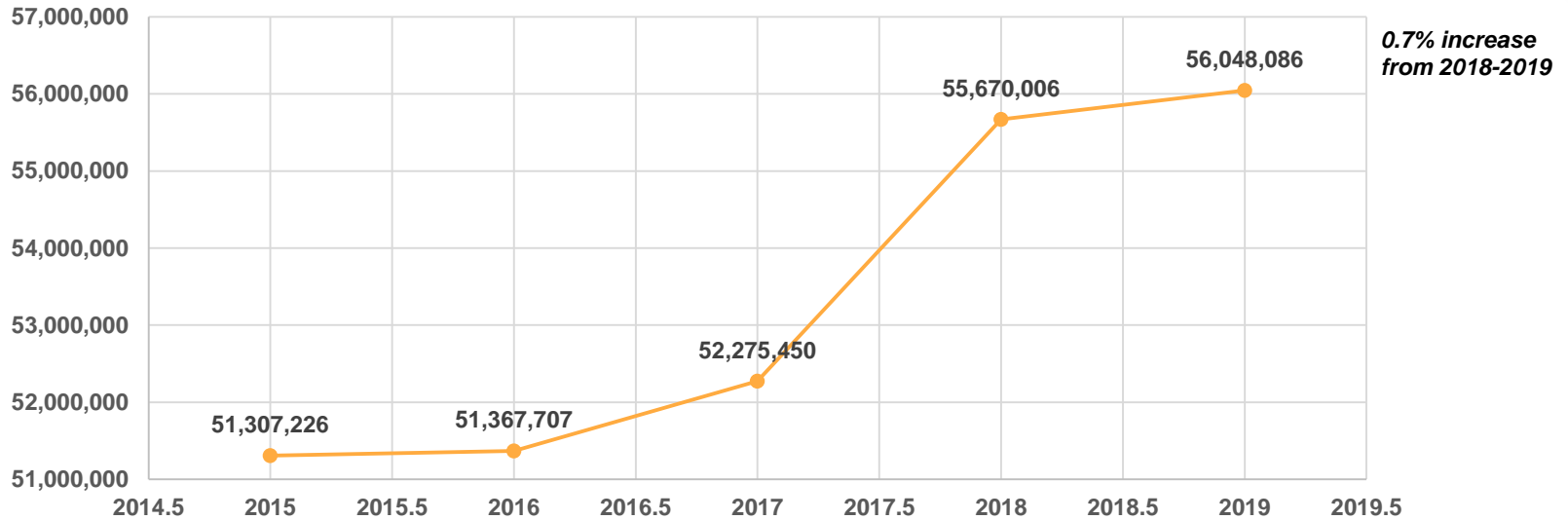


## 2019 Crossing Stats

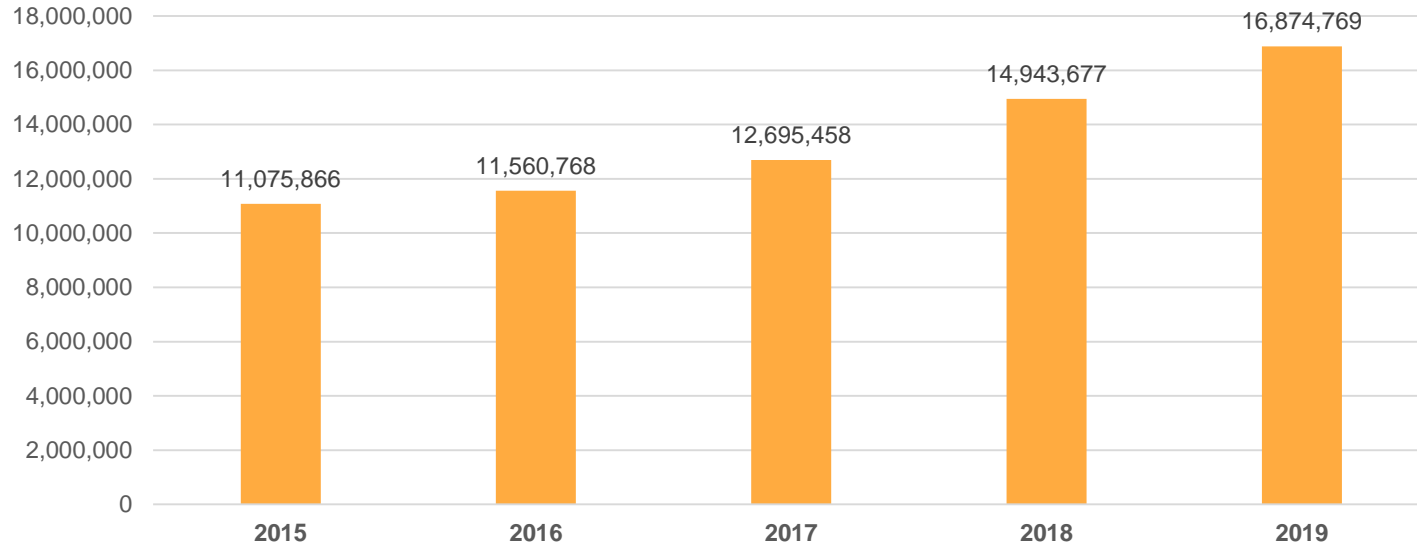
- **2019 crossing stats for Otay, San Ysidro and Tecate, Continued:**
  - **Trade went from \$52.3 billion in 2018 to \$50.8 billion in 2019, a 2.9% drop.\***
  - Number of trucks at Otay Mesa was down 1.4%, but Tecate was up 5.6%.

\*Source: Customs and Border Protection

## All Travelers ALL PORTS (Northbound)

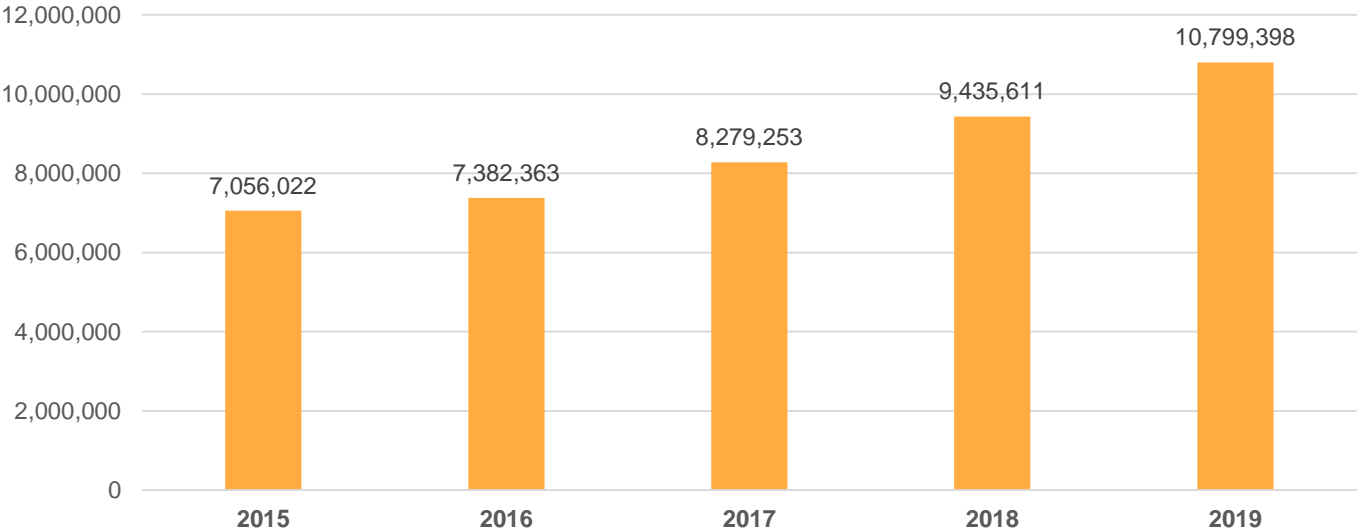


## Pedestrians ALL PORTS (Northbound)



**12.9% increase  
from 2018-2019**

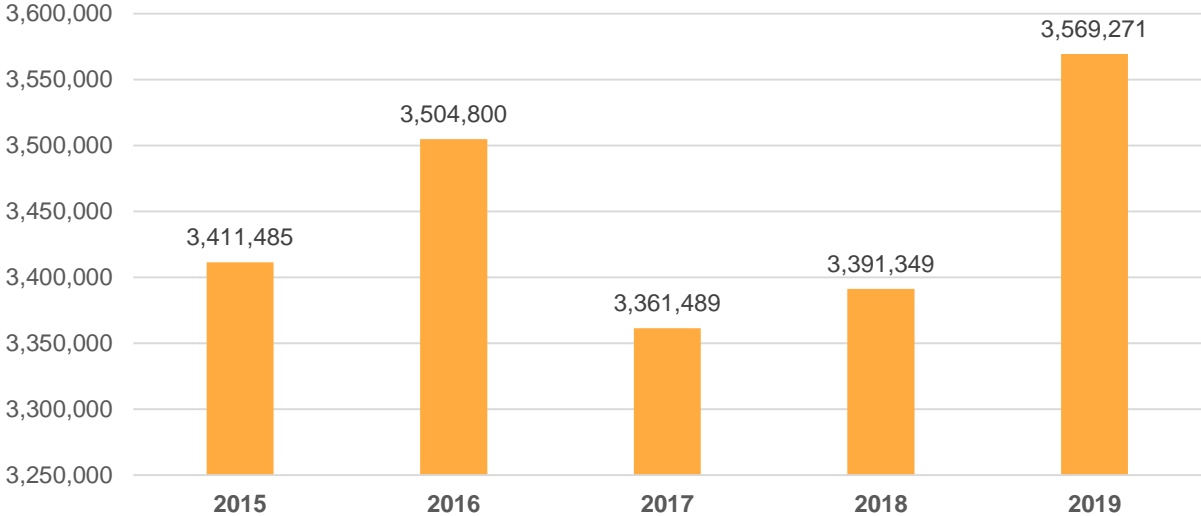
## Pedestrian Crossings SAN YSIDRO PORT OF ENTRY (Northbound)



**14.5% increase  
from 2018-2019**

Source: Bureau of Transportation Statistics.

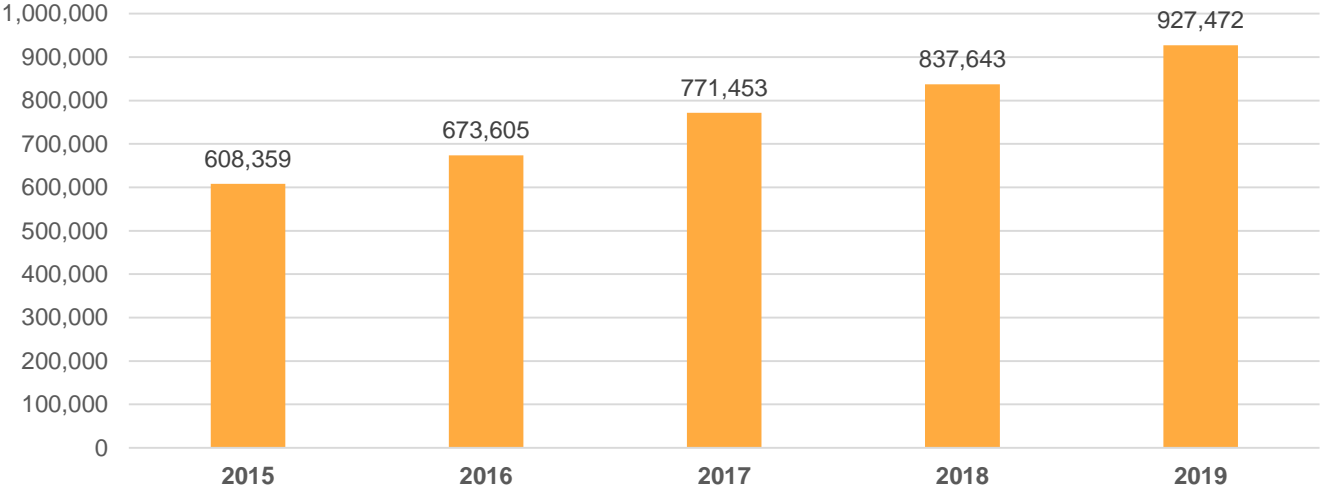
### Pedestrian Crossings OTAY MESA PORT OF ENTRY (Northbound)



**5.2% increase  
from 2018-2019**

Source: Bureau of Transportation Statistics.

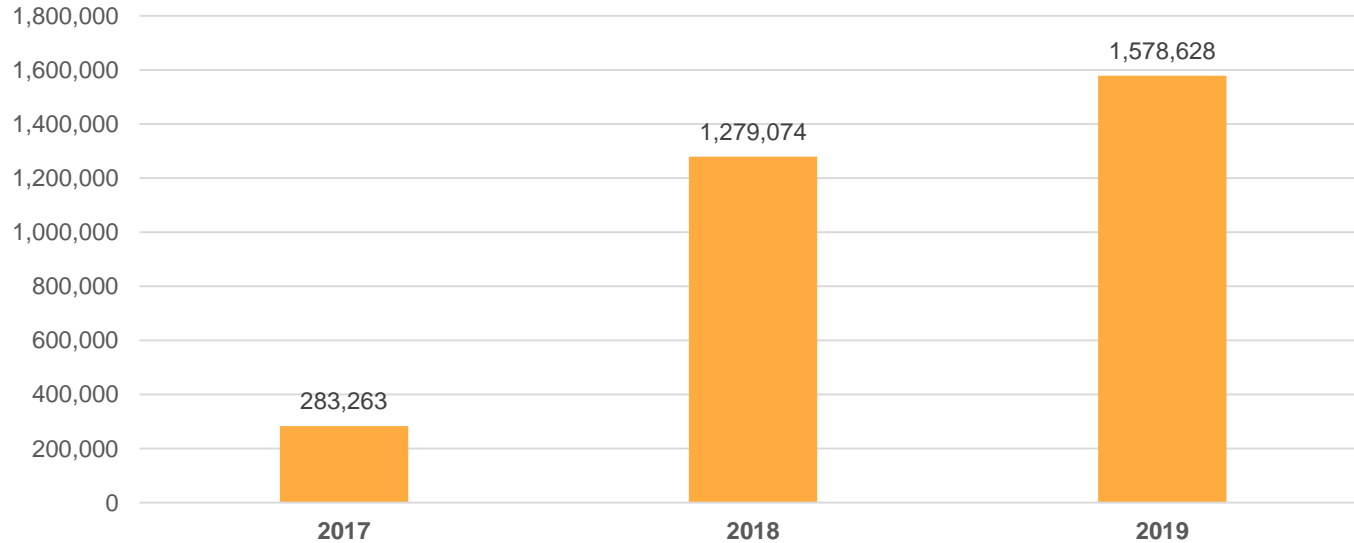
## Pedestrian Crossings TECATE PORT OF ENTRY (Northbound)



**10.7% increase  
from 2018-2019**

Source: Bureau of Transportation Statistics.

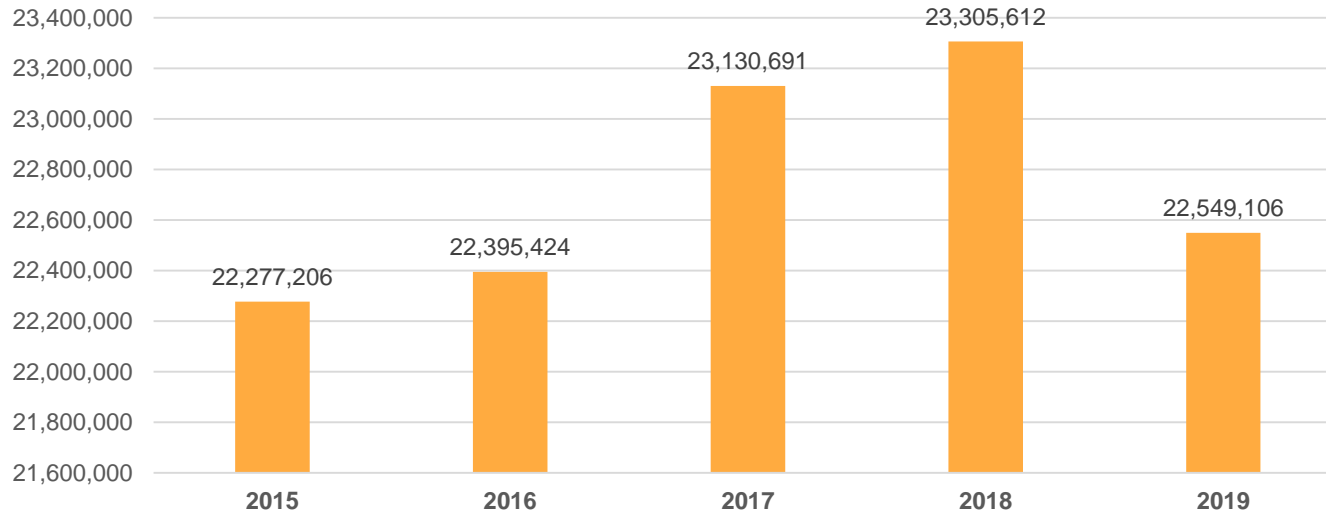
## Pedestrian Crossings CBX (Northbound)



**23.4% increase  
from 2018-2019**

Source: CBX. The total for northbound and southbound travelers was 2,897,903 in 2019, a 28.5% increase from 2018.

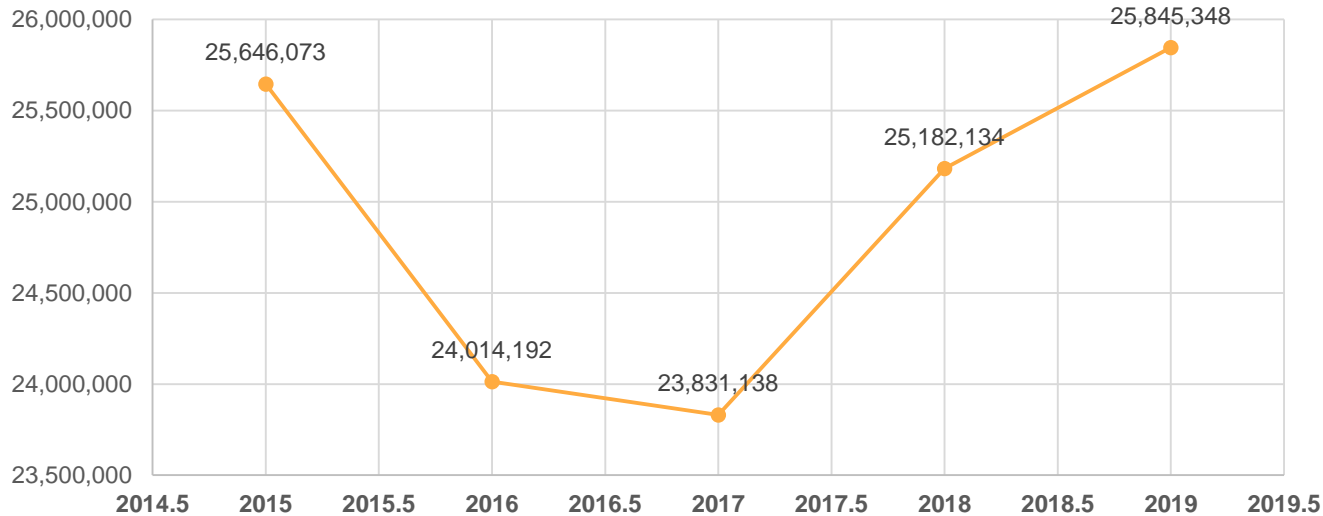
## Personal Vehicles ALL PORTS (Northbound)



**3.2% decrease  
from 2018-2019**

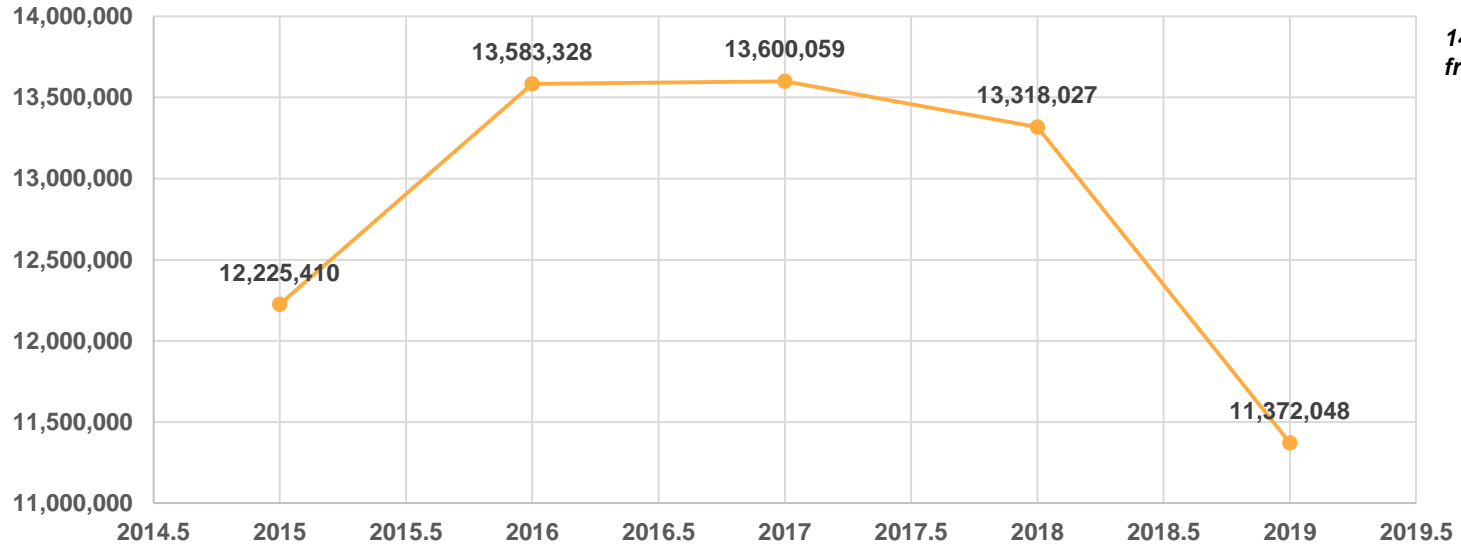


## Personal Vehicle (PV) Passengers SAN YSIDRO PORT OF ENTRY (Northbound)



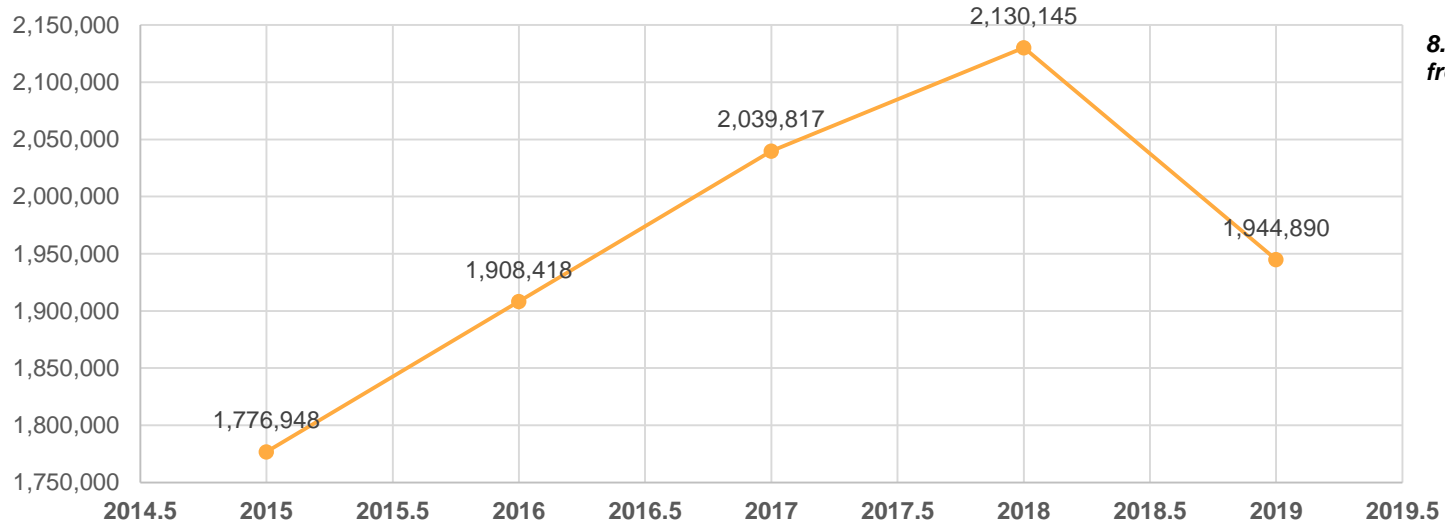
**2.6% increase  
from 2018-2019**

## Personal Vehicle (PV) Passengers OTAY MESA PORT OF ENTRY (Northbound)



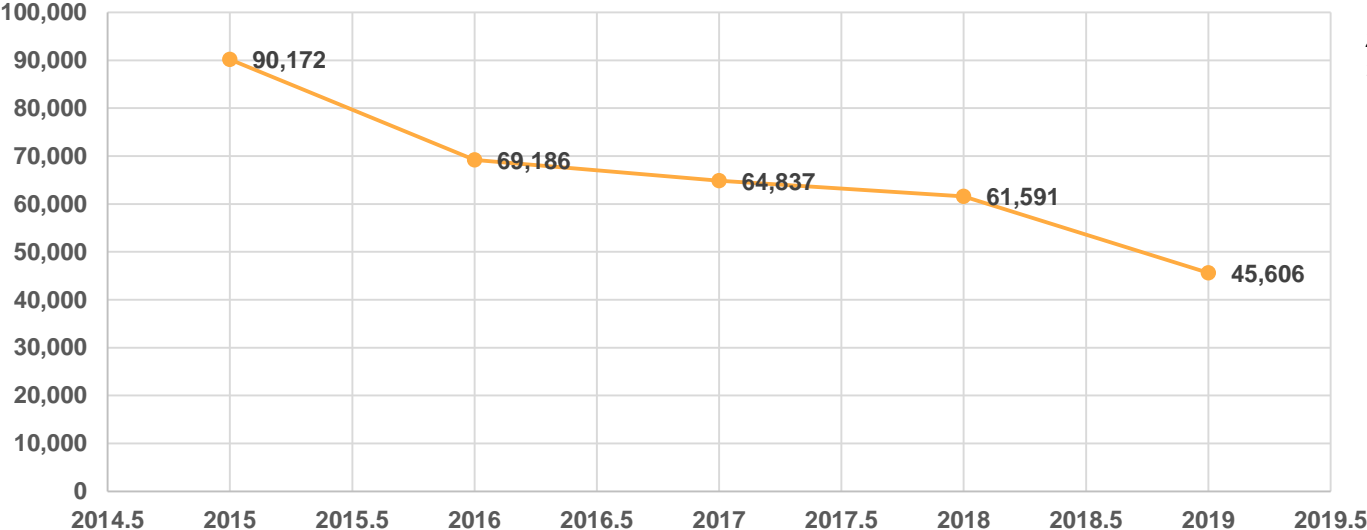
**14.6% decrease  
from 2018-2019**

## Personal Vehicle (PV) Passengers TECATE PORT OF ENTRY



Source: Bureau of Transportation Statistics.

## Buses ALL PORTS (Northbound)



*26% decrease  
from 2018-2019*

Source: Bureau of Transportation Statistics.

## Border Infrastructure Update

### ○ **Puerta de Mexico demolition**

- We have no formal word yet on time frame (in December, Carlos Rascón, Works Resident from the Communications and Transportation Ministry, had stated that project would conclude in June of this year). Investment estimated at \$40 million pesos (\$2.1 million), 8 lanes (3.8 yard width), distance of 224 yards. There will also be a “Center for Traffic Control and Information” that will measure wait times using WiFi technology. Traffic information to be exchanged between countries. Project is in process of being assigned to a contractor.

### ○ **Export Corridor at Otay Mesa POE**

- We are analyzing the possibility of working with the Tijuana Local Development Council to facilitate the project’s implementation starting this year. This is a federally driven decision that entails high level conversations with SAT (customs authority) and INDAABIN (customs buildings owner).

## Border Infrastructure Update

- **Tecate Railroad**
  - It was agreed that ADMICARGA and Baja Rail would TOGETHER go to SAT to present the finished executive plan and get formal FINAL authorization for the project. Baja Rail also renewed conversations with MTS to get approval.
  
- **Otay East Port of Entry (Otay II)**
  - Executive study for the access road to the port in Tijuana has been completed. It will be 8 lanes on Avenida Las Torres and will follow power line route. Concession for build out is about to be assigned. Construction could start in July.
  - Baja California SCT Center Director Felipe Verdugo stated on 2/17 that There are \$800 million pesos available to acquire land for the port itself. Land acquisition will start in April. Baja California's Urban Infrastructure Secretariat (SIDURT) has informed us that they have agreed on project leader prerequisites with federal government.

## Border Infrastructure Update

- **Wait Times:** there are potentially 2 wait time measurement projects in store for 2020. One is paid for by the California Transportation Commission and the other has been commissioned by the GSA. The Tijuana Local Development Council has a pilot project approved for funding.
- **Signage:** City of Tijuana is working to assign resources to to implement tourism signage for at least 1 district near San Ysidro POE. The Local Development Council would likely lead the implementation effort.
- **Access Roads:** CANACAR (Tijuana transportation association) led a group that proposed a new plan for trucks to access lanes near the Otay Mesa POE. City of Tijuana has started to implement the plan but there are no formal results yet.

## Border Infrastructure Update

- **Joint Inspection / Unified Cargo Processing:** increased communication between Mexican trade groups and CBP, new access road strategy in Tijuana as well as the opening of a 10<sup>th</sup> lane on the U.S. side of the border in October have decreased wait times to levels not seen in years: FAST trucks took an average of 1 hour in the last quarter of 2019 vs. 2-3 hours in the 4<sup>th</sup> Quarter of 2018. However, wait time volatility continues to be an issue.



## March Stakeholders Meeting Highlights

- **Councilmember Vivian Moreno's Priorities:**
  - San Ysidro Intermodal Transportation Center; Otay Mesa POE modernization and expansion project; Otay Mesa truck route Phase 4 (widening and paving existing east/west service road along border fence on La Media Road); State Route 11 connection to new port; Enhanced Infrastructure Financing District Public Financing Authority for Otay Mesa; Tijuana River Valley.
  
- **Jose Marquez of CALTRANS on 2021 Border Master Plan Update:**
  - Led by Caltrans and SIDUE – port of entry and transportation infrastructure projects. 17 U.S. agencies and 14 Mexican agencies involved in total.
  - Updates socioeconomic and border crossing data, 2010-2040 and provides recommendations.
  - Wants to expand outreach to community groups and private sector stakeholders in border region. Is asking Smart Border Coalition to become part of this. Wants to develop process to manage border as one system, considering innovative efforts of stakeholders.

## March Stakeholders Meeting Highlights

- **Rafael Fernandez de Castro on Border Summit:**
  - Effort from Center for U.S.-Mexican Studies, Union Tribune, Tijuana Innovadora, James Clark and Smart Border Coalition.
  - April 1 and 2 event will highlight journalism awards, Mexican Ambassador to the U.S., Lieutenant Governor Eleni Kounalakis, and Governors of Baja California and Baja Sur. Panels on “The Three Californias”, the future of cross-border energy and infrastructure and migration.
- **INAMI (Migration Institute) on approach to Corona Virus:**
  - Procedure recently implemented for people who have recently visited Chinese cities at most risk.
  - Local INAMI directors are working with the federal health ministry.
  - There is a questionnaire that each port will use for each arrival. INAMI Tijuana can inspect pedestrians but does not have the capacity to check vehicles.

## March Stakeholders Meeting Highlights

- **City of Tijuana on Medical Lane changes:**
  - Old medical lane was not effective. Passes were resold, with many drug stores and non-medical businesses and uncertified doctors profiting handsomely.
  - 50% discount to doctors was eliminated. Today, price is \$198 pesos per crossing.
  - Business Associations can sell passes to certified doctors or to doctors who are medical cluster members. Hotels and restaurants are seen as part of the medical tourism experience, so they are included as “business tourism”. Wait times have been reduced to 15-25 minutes.

## Social Media

@smartbordercali



Smartbordercoalition

facebook

smartbordercali



Next meeting is in San Diego on May 14<sup>th</sup>, location TBD

**2020 Meetings:**

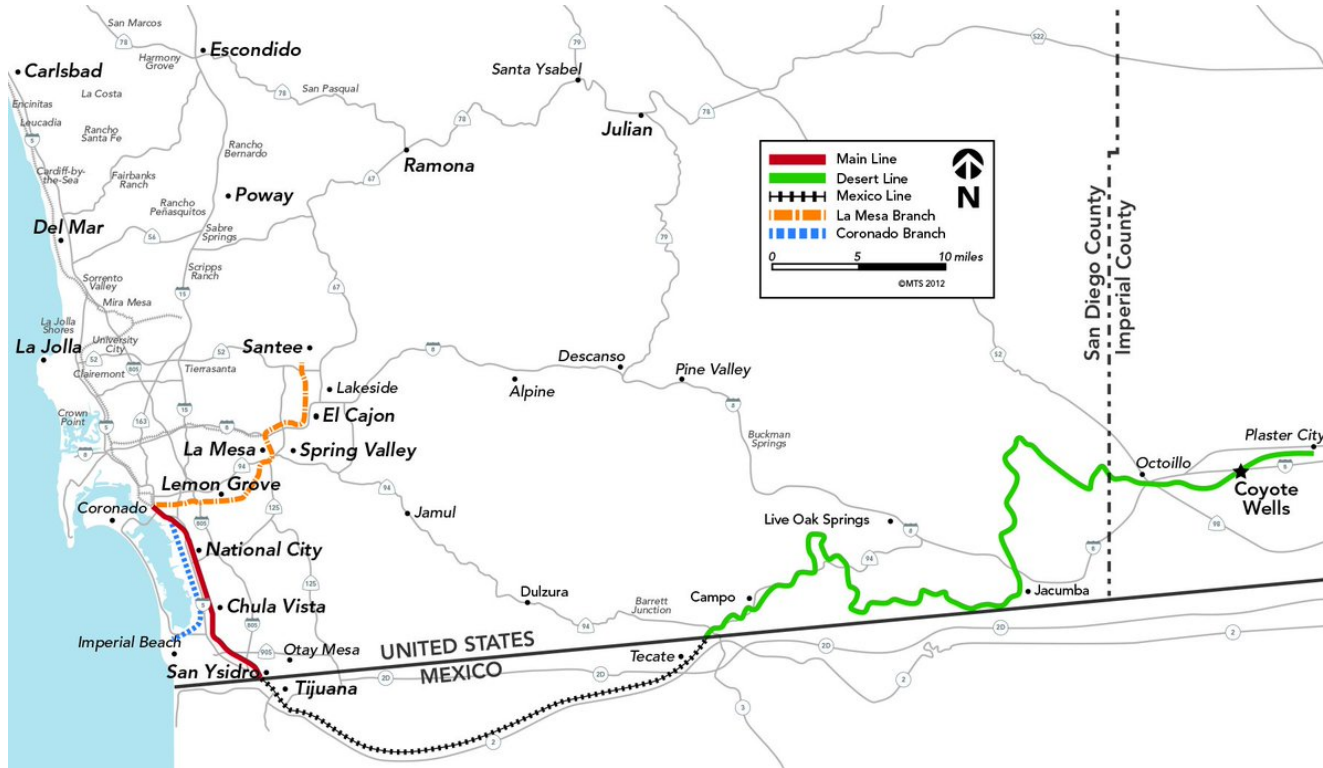
July 16, Tijuana  
September 10, San Diego  
December 3, Tijuana

**THANK YOU**

## Insights

- **NADBANK (NADB)**
  - **Carlos de la Parra, only Mexican Border Resident Representative on NADB Board:**
    - NADB has not had a strategic vision for what the border needs.
    - The bank does not understand the “deeper” needs of Baja California. It doesn’t have a good accounting on the ground of real community needs.
    - Suggests that SBC write letter asking the bank to explore a number of topics not being addressed. Next board meeting will be in Mexico, either Tijuana or Tecate.

# Tecate Rail



## Insights

- **Rail Crossing at Tecate**
  - **Mobilization is essential due to long impasse**
  - **ADMICARGA (State of Baja California concessionaire) willing to cooperate to get formal authorization from SAT to operate in Mexico.** Both ADMICARGA and Baja Rail would go to MTS to obtain formal project approval and get formal go-ahead by CBP.
  - **Main issue on U.S. side is that MTS was asking for a full fledge environmental study for the U.S. track rehab;** Baja Rail stated that this was not necessary. MTS is now more flexible -- it is open to hearing the need for a much less involved study from a firm hired by Baja Rail.
  - **Baja Rail asked MTS to provide an official document from CBP stating its go ahead** for a border crossing in Tecate. This is on Karen Landers' plate (she is MTS's general counsel).
  - **Baja Rail wants to rally several groups** such as SBC to support effort.



## Border Dashboard

- **Task force:** spell out purpose and interest in developing a dashboard.
- **Looking for Key Performance Indicators:** measure, target, data source, reporting frequency.
- **Essential to define customer and to be able to maintain the dashboard.**
- **Is effort public or private?**
- **Compile sources of information:** Define “low hanging fruit”. There is already good information from Caltrans, SANDAG. CBP should be invited to participate. Find out which sources have APIs (Application Program Interfaces). Should Google become a partner?
- **Cost?** We are still in very early stages.

## Border Dashboard

- **Collaboration with San Diego State and UABC:** Professor Eric G. Frost of the Graduate Program in Homeland Security and Dr. Alma Navarro, International Relations Professor.
- We have met with students and described the opportunity.
- The dashboard will be their trimester project. We anticipate a formal presentation of the first iteration in May.

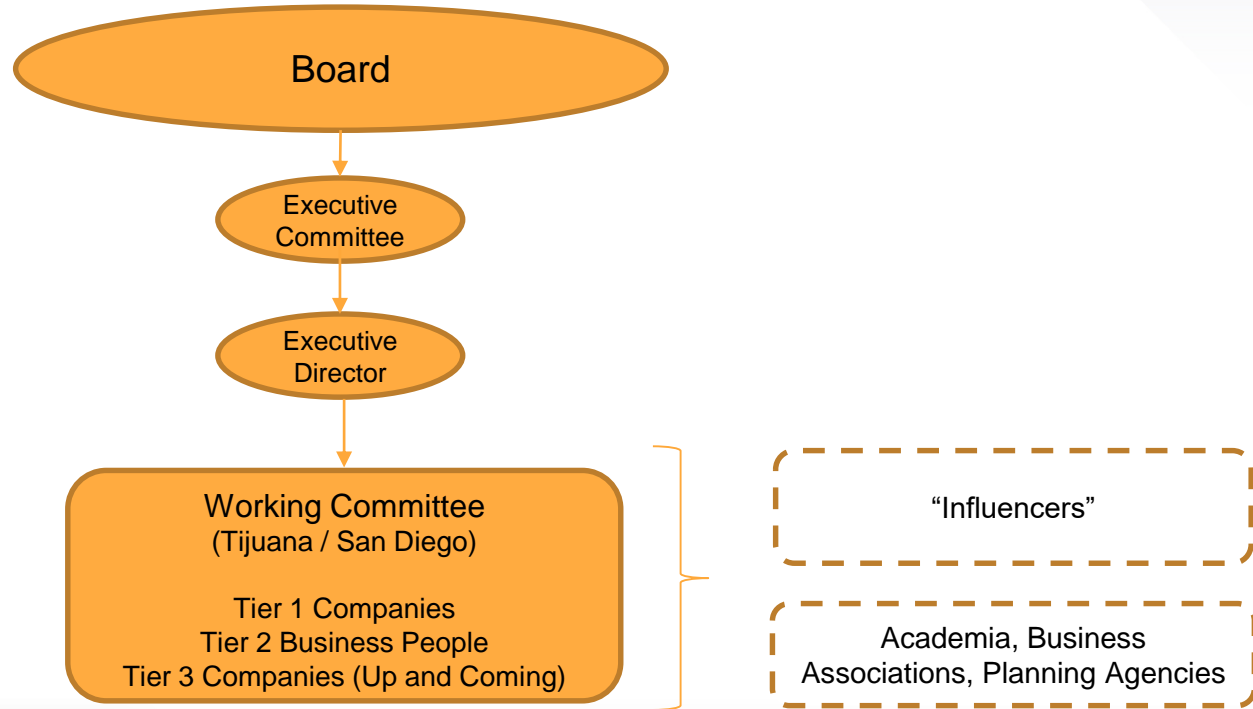
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- **Recommendation:** pilot SENTRI lane with 3 readers. Cost is \$6,000. MUST HAVE FULL SUPPORT FROM CITY OF TIJUANA.

## Smart Border Coalition 2.0 Structure



## Smart Border Coalition 2.0

- **Potential Objectives:**

1. Advocate with Mexican Federal Government for Otay II progress and facilitate Tijuana's understanding of the Otay II Port of Entry opportunity.
2. Facilitate development of a border app to better plan cross border trips.
3. Facilitate full go ahead for Tecate rail crossing.
4. Develop the framework for a border data dashboard.
5. Organize Border Innovation Awards to highlight the efforts of people, organizations and businesses who leverage the border vis à vis pedestrians, vehicles, cargo, manufacturing, medical tourism, gastronomy, lodging, software, and logistics.

## Smart Border Coalition 2.0

- **Potential Objectives:**

6. Advocate with Mexican Federal Government for fast completion of San Ysidro/El Chaparral Port of Entry changes: Puerta de Mexico demolition for lane openings.
7. Develop cross-border trucking app to reduce empty U.S. to Mexico conveyances.
8. Lobby NADBANK for more vigorous involvement in regional infrastructure and sustainability efforts.

## Board Definition

**The membership is a thoughtfully recruited U.S.-Mexican group of peers. Its cohesion and capacity for action arise from:**

- Bonds of trust and friendship
- A two-fold civic engagement, in home communities and across the border
- A bias toward action
- Leadership experience
- Involvement in relationship networks



## Board Definition, Continued

- A shared perspective on problem solving
- Deep roots in the community

## Board Expectations

- Attend bimonthly Board luncheons, the only regularly scheduled committee events.
- Identify, develop, and propose ideas and initiatives to advance the coalition's mission.
- Help plan and organize Stakeholder meetings.
- Fund the operation and be prepared to donate toward or sponsor projects designed to benefit border flows.
- Support the Board's growth and effectiveness by sharing their experiences in business, government relations, with non-profit boards, and committees.
- Lobby to facilitate border trade and travel, through diplomatic, legal, regulatory, and administrative actions.

## Board Expectations

- Advocate for education about what the coalition does and the initiatives it takes on.
- Establish and cultivate relationships with allies, partners, and stakeholders.
- Attend conferences, trainings, and events on the coalition's behalf.
- Directly assist the executive director in his or her tasks.

## Smart Border Coalition 2.0

### ○ BOARD RECRUITMENT

#### ■ Inspiration?

- Why should they join SBC? What makes us different/interesting?

#### ■ Preliminary lists of potential board members

- Each side has a distinct style, so we cannot use a “cookie cutter” approach.
- Executive Committee should lead the way, but all board members’ engagement with this is of great importance.

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