



Request for Information and Interest International Bridges Public Private Partnership

Summary of Responses & Preliminary Recommendations

May 5, 2011

***City of El Paso
Department of International Bridges***



The City of El Paso, Texas published a Request for Information and Interest to seek information and interest about Public Private Partnerships and management strategies that may be available and to determine the availability of capable vendors that can accomplish those strategies by participating in any future procurement.



Information requested

How to reduce border crossing times:

- Management strategies and operational activities (ex. public port authority)
- Capital infrastructure, roadway and technology improvements
- Traffic management changes that should be implemented
- Changes in communication between US and Mexico staff at the local, state and federal level
- Private involvement recommendations (ex. management oversight fee based contract, complete turn key operation, fee services contract for specific/supportive services)
- Compensation/financial models

RFI responders

S E R V I C E S O L U T I O N S S U C C E S S



COMPANY	Operator	Consultant	Association	Bi-National	Security
American Roads Investments	YES				
ARUP		YES			
BMS-TMM	YES			YES	
CINTRA	YES				
Foreign Trade Association			YES		
G4S					YES
HOATSA	YES				
INFRACONSULT		YES			
JACOBS		YES			
Nossaman		YES			
Parsons		YES			
SEA		YES			
Steer Davies Gleave		YES			
Wilbur Smith		YES			



Recommendations summarized

- Intelligent transportation systems
- Tolls and pricing
- Staffing and management
- Capital and other infrastructure improvements

Note: *These same scenario categories are being evaluated under the El Paso Ports of Entry Operations Plan by Cambridge Systematics.*

Intelligent transportation systems

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
1	Provide Real-Time Border Wait Time Data to Users, Policy Makers and Federal Agencies through Web, Bluetooth, Manual and Video Systems, a Public Traffic Alert System, Electronic Signage.	3
2	The City needs to consider a Regional Traffic Management Center to maximize efficient use of all crossings.	2
3	Implement Secure Origins and Camera System to Document Traffic Back-Ups.	1
4	Electronic Document Readers in all Primary Inspection Lanes.	1

Tolls and Pricing

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
5	Congestion Pricing	1
6	Use Sentri Card for Electronic Tolling	1
7	Migration to Non-Cash Tolls	1
8	Automatic Payment Machines that Accept U.S. and MX Currency	1
9	Use Electronic Toll Tag System	1

Staffing and Management

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
10	Bi-National Single Enterprise Management Based Approach to alleviate traffic backlogs on both ends of the bridges and facilitate increase in total traffic flow.	1
11	Immediate Objective is to focus on Improvements to Processes and Infrastructure and Efficient CBP Staffing.	2
12	Centralized Customer Service Center and On-site and Outreach Centers to promote and increase enrollment in Trusted Traveler Programs	2
13	Consolidation of Safety Inspection Services, Commercial Inspection Equipment and Portals at all bridges	1
14	24-Hour Commercial Vehicle Operations	1

Staffing and Management - Continued

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
15	Developing a Port Authority for the City Bridges has the Potential to add cost with questionable benefit and may create an unnecessary Layer of Administrative Authority. The concept may have merit but may be difficult to implement. A Public-Private Partnership combined with Private Sector Financing and Management can overcome existing barriers to regional coordination.	2
16	Form a bi-national government agency/management team comprising CBP, SCT, COEP, Aduana, GSA, and other appropriate federal and state agencies to achieve common goals.	1
17	Establish a Working Group with key members of Congress to fully engage them in developments to improve cross border bridge management and planning.	1

Staffing and Management - Continued

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
18	Use existing business relationships with third parties and affiliates specializing in staying abreast of political trends and legislative and executive branch developments at all levels of governments from Washington D.C. and Mexico City to El Paso and Ciudad Juarez to help gain necessary governmental approvals.	1
19	Hold open forums where businesses, members of the communities adjacent to the bridges and the traveling public can express their concerns and gain stakeholder support for development plans.	1

Capital improvements

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
20	Travel Time Information System, ITS	2
21	Regional Traffic Management Center.	2
22	On-site and Outreach Centers to promote and increase enrollment in Trusted Traveler Programs.	2
23	Pre/Post Toll Pull-Off Areas for US Outbound Inspections.	1
24	Reversible Lanes	1
25	Electronic Toll Collection	1
26	Explore the use of Tolling Revenues to improve Loop 375 from Sunland Park to Zaragoza through a P3 Arrangement.	1

Infrastructure improvements



S E R V I C E S O L U T I O N S S U C C E S S

#	Strategy	Firms Suggesting the Strategy
27	A Private entity can make Improvements to Inspection Booths, Ingress and Egress and Other Infrastructure Improvements in a Dramatically Shorter Timeframe than Government Agencies.	1
28	A Moratorium on New Port Facilities should be put into effect except for the HyperBorder Bridge to replace the PDN and Stanton Bridges which will bring an end to the Band-Aid Attempts to hold these facilities together.	1
29	Route Egress from PDN to Santa Fe Street.	1
30	Zaragoza: Critical Need for Southbound Ingress/Egress of Traffic Access to the Bridge.	1
31	BOTA: Southbound Inspection Facility and Improvement of Traffic Flow from Export Lot.	1
32	Santa Teresa: Road Improvements and Additional Northbound Commercial, Passenger Vehicle and Pedestrian Lanes on the Mexican Side.	1

Infrastructure improvements - continued

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
33	Focus on Facilitation of Traffic within the Port System	1
34	Reconfigure Lanes to accommodate secondary inspections. Install Pre/Post Toll Pull-Off Areas for US Outbound Inspections.	2
35	Explore the implementation of Reversible Lanes on the Zaragoza bridge to improve current bridge capacity without extensive renovations	1
36	Explore the addition of new Crossings	1
37	Reconfigure northbound lanes at the Zaragoza bridge, to include the dedication of an express lane, to improve the usage and benefits of the FAST and Sentri programs	1

Infrastructure improvements - continued

S E R V I C E S O L U T I O N S S U C C E S S



#	Strategy	Firms Suggesting the Strategy
38	Explore opportunities to reduce bottlenecks by moving inspections away from the bridges	1
39	Infrastructure does not appear to be the primary cause of delays in El Paso. The construction of additional inspection facilities will not ease the backups and delays if there are no changes in inspection processes, a commitment to staff current facilities or policy changes that will integrate federal and state inspection requirements, i.e. guideline regarding inspection of empty commercial vehicles.	1
40	Explore the availability of cargo reception centers.	1

Compensation/financial models

S E R V I C E S O L U T I O N S S U C C E S S



Strategy	Firms Suggesting the Strategy
Vendor 1 proposes a Two or Five Year Fee Based Full Service Contract, Renewable, on a Cost Plus Basis, to include a Management Fee plus a Schedule of Incentives for meeting agreed-upon goals to include Government, Media and Community Relations.	1
Vendor 2 proposes Two Concession Agreements, one for US Side and the other for the Mexican Side under a Bi-National, Single Enterprise Philosophy. Vendor 2 will be Responsible for financing Maintenance and Physical Improvements. El Paso will be responsible for existing debt , financing safety improvements and agreements with existing employees. 30-Year Minimum Term Cancellable for Material Non-Performance with a Buy-out Option and Penalties for Cancellation by City. Ownership of Assets will remain with the City and will be considered as leased under the Concession Agreement.	1

Compensation/financial models – Continued

S E R V I C E S O L U T I O N S S U C C E S S



Strategy	Firms Suggesting the Strategy
Vendor 3 would prefer a Full Concession Model. City will receive Annual Payment of a Fixed Component plus a Variable Component to be Negotiated based on a percentage of annual operating profit over and above a floor level set in the Concession Agreement. Tolls will be increased to pay for developer costs.	1
Vendor 4 looks at operational, maintenance and conservation contracts. They propose the following payment scheme: a) Fixed payment, b) Payment for efficiency and c) Payment for maintenance.	1



Staff Recommendation

Staff Recommendation

S E R V I C E S O L U T I O N S S U C C E S S



- Proceed with Request for Proposal limited only to firms with actual operator experience (no consultants)
- RFP should be open-ended enough to allow for a full variety of responses including but not limited to:
 - Contract with an International Business Advocate to focus on cross border issues and long-term planning, who would work with stakeholders, trade associations, bi-national working groups, federal, state and local government officials on US/Mexico to coordinate and address these complex issues (city would maintain operations/capital planning and improvements responsibility). This would not be a legislative/intergovt function but a technical expert who can help implement the changes recommended in the Ports Operations Plan and assist with Presidential permits and other details related to approvals for new construction.
 - Management oversight, fee based contract/concession
 - Complete turn key operation
 - Fee services contract for specific/supportive services
- Would evaluate all responses in conjunction with present situation and make final recommendation to Council



Other Alternatives if Council Does not Support Staff Recommendation

- Do Nothing
- Limit RFP Scope of Work to International Business Advocate function only