



ONE WAY



CAMINO REAL  
REGIONAL MOBILITY  
AUTHORITY

# 2010 STRATEGIC PLAN







# INTRODUCTION FROM THE CHAIR

Regional mobility authorities are tasked with seeking out and implementing regionally significant mobility projects that can make a difference in their respective regions. Through this 2010 Strategic Plan, the Camino Real Regional Mobility Authority (CRRMA) has developed goals and strategies to ensure a significant, positive impact on the region's transportation system over the next five years. The CRRMA's identified goals and strategies provide the parameters within which the agency will continue its development into a comprehensive provider of mobility solutions for the entire Paso del Norte region, which includes not only West Texas and Southern New Mexico, but also the northern Mexican state of Chihuahua.

The exercise of developing a strategic plan is also a good opportunity to review an organization's recent past in order to help the organization shape its goals for the near future. This 2010 Strategic Plan for the CRRMA is no exception. There have been numerous changes to the organization since its inception in 2007, including most recently, my appointment as Chair and the addition of Rosario Holguin and Jim Volk as new Board members. Rosario and Jim have brought new energy and ideas to this agency that I believe will serve us well into the future, some of which have already been incorporated into this Strategic Plan. This bodes well for the agency, as these new members exhibit an interest and engagement in the subject matter and organization matching those of our other Board members. I look forward to working with each of them as we pursue the goals outlined within this document and work to ensure we are proactive in dealing with the mobility challenges facing our region.

On behalf of the entire CRRMA Board and staff, I am pleased to submit this 2010 Strategic Plan to the public. I look forward to assisting the organization as it continues to implement innovative, timely and cost effective mobility solutions for our region.

Sincerely,

Scott McLaughlin, Chair  
Camino Real Regional Mobility Authority







## EXECUTIVE SUMMARY

Through this 2010 Strategic Plan, the Camino Real Regional Mobility Authority (CRRMA) seeks to establish a theme for the coming five years: one of growth and increased regional collaboration. Undoubtedly, the CRRMA continues its growth as a provider of mobility solutions; having been involved in several of the most significant recent infrastructure projects in the area through various roles in financing, development or construction. However, the CRRMA now looks to increase its role throughout the area by collaboration with other entities in the area that will allow for development of transportation projects elsewhere in the Paso del Norte region. With growth and regional collaboration as the theme, the CRRMA seeks to pursue the following goals over the coming years:

***GOAL 1 - Develop Public Awareness, Public Interest and Public Participation in the CRRMA***

***GOAL 2 - Develop the CRRMA into a Truly Regional Agency***

***GOAL 3 - Identify and Pursue Innovative Funding Alternatives***

***GOAL 4 - Identify and Expedite the Completion of Needed Mobility Projects***

***GOAL 5 - Support Regional Businesses and Regional Economic Development***

***GOAL 6 - Pursue Multimodal Solutions to the Region's Mobility Issues***

This 2010 Strategic Plan also identifies the strategies by which the CRRMA will pursue these identified goals. Also provided within this publication is information relative to the Board Members, the organization's vision and mission statements, its guiding principles and potential future projects. This document shall serve as the roadmap for the CRRMA as it seeks to continue its growth and expand its regional collaboration over the next five fiscal years.



# CRRMA BOARD OF DIRECTORS



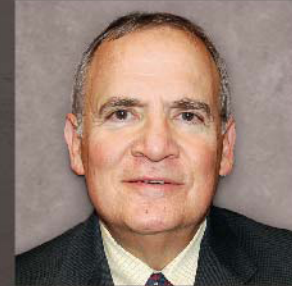
Scott McLaughlin  
*Chair*



Ralph Adame  
*Vice Chair*



Susan A. Melendez  
*Secretary*



David Marcus  
*Treasurer*



Dr. Tony Payan  
*Alternate Secretary*



Rosario Holguin  
*Board Member*



James Volk  
*Board Member*







## CRRMA VISION STATEMENT

The vision of the Camino Real Regional Mobility Authority is to become an active and effective partner with other local and regional entities interested in alleviating the mobility concerns of the region through the development of innovative and sustainable multimodal solutions.

## CRRMA MISSION STATEMENT

The mission of the Camino Real Regional Mobility Authority is to assist in the establishment of a comprehensive transportation system to directly benefit the traveling public within the El Paso region through the development of additional transportation alternatives within the region.

## CRRMA GUIDING PRINCIPLES

As established in the petition to create the entity, the guiding principles of the CRRMA are:

- No future tolling of existing vehicular travel lanes of non-toll roadways
- Acceleration of projects concerning trade corridor improvements
- Promoting of projects that offer an alternative to traditional auto transit
- Transparency in deliberations through the televising of CRRMA meetings



## CRRMA GOALS FOR 2011-2015

The Camino Real Regional Mobility Authority (CRRMA) was created by a Resolution of the El Paso City Council on March 13, 2007. Although still a young organization, the CRRMA has taken an active role in the community by participating in some of the area's largest transportation projects. Through this 2010 Strategic Plan, the CRRMA outlines the agency's goals for the next five fiscal years, as the CRRMA continues to grow in the region of West Texas, Southern New Mexico and Northern Chihuahua, Mexico. This Strategic Plan also identifies the CRRMA's strategies for achieving the six identified goals for the plan period.

While several of the CRRMA's goals remain consistent from the agency's prior strategic plan document, others have been expanded upon to better reflect the current and potential growth of the agency. Working within the parameters of the CRRMA's Vision Statement, Mission Statement and Guiding Principles, the CRRMA Goals for fiscal years 2011-2015 are as follows:

***GOAL 1 - Develop Public Awareness, Public Interest and Public Participation in the CRRMA***

***GOAL 2 - Develop the CRRMA into a Truly Regional Agency***

***GOAL 3 - Identify and Pursue Innovative Funding Alternatives***

***GOAL 4 - Identify and Expedite the Completion of Needed Mobility Projects***

***GOAL 5 - Support Regional Businesses and Regional Economic Development***

***GOAL 6 - Pursue Multimodal Solutions to the Region's Mobility Issues***





## CRRMA STRATEGIES TO ACHIEVE 2011-2015 GOALS

### ***Goal 1 - Develop Public Awareness, Public Interest and Public Participation in the CRRMA***

The tenets of this goal have been a significant consideration in the agency's development to date and will continue increasing in scope through the coming years. The key to achieving this goal is for the CRRMA to focus on three distinct areas as it moves forward: (i) convenient public access to board meetings; (ii) a continuous and accessible presence in the public arena; and (iii) an active community outreach program.

#### ***Convenient Public Access to Board Meetings***

The CRRMA Board continues to hold its meetings in the El Paso City Council Chambers and televise, replay periodically on the City's public access channel, stream live online and archive on the CRRMA's website. The numerous options available to the public to attend or view the actions of the CRRMA also fits squarely within the agency's Guiding Principle regarding transparency in deliberations through the televising of meetings.

#### ***Continuous and Accessible Presence in the Public Arena***

The CRRMA must be proactive in establishing itself to the public as a provider of transportation solutions for the entire region. To this end, the CRRMA will strive to make information about its activities known and easily accessible through all available outlets, including television, radio, print and online sources. CRRMA participation in television, radio and print interviews has become more common and will be increased in the coming years, especially as projects develop further. The CRRMA continues to expand its presence on the internet through its website ([www.crrma.org](http://www.crrma.org)) and participation in various social media efforts (e.g., Facebook and Twitter). Additional proposed enhancements to the website will include improvements to the Contact page, creation of an Outreach page, addition of video content, development of eNewsletters/mobility alerts, expansion of the Projects page and an increase in links.

#### ***Active Community Outreach Program***

The CRRMA Board and staff spent considerable time identifying and speaking with community groups to date but will increase such outreach efforts in the coming years. The addition of an Outreach page to the website should assist in making the organization even more available to civic and community groups. Further, the CRRMA will look to the development of advisory groups to assist in generating public interest in the organization.



# CRRMA STRATEGIES TO ACHIEVE 2011-2015 GOALS

## ***GOAL 2 - Develop the CRRMA into a Truly Regional Agency***

Regional mobility authorities are created in order to address mobility issues throughout the regions in which they were created. In the case of the CRRMA, the applicable region is most commonly identified as the area incorporating West Texas, Southern New Mexico and Northern Chihuahua, Mexico. A tri-state, bi-national location such as the Paso del Norte region requires mobility solutions that incorporate the input and involvement of all areas within the region while recognizing that bi-national infrastructure development is part of the solution to critical border transportation issues. The creation of a seamless and safe transportation system that assures investors currently concerned with border safety and logistics is imperative. Although all projects currently being pursued by the CRRMA are within the limits of the City of El Paso, the CRRMA commits to further its development of transportation partners throughout this region in order for the CRRMA to evolve into a truly regional organization. The location and enabling legislation for the CRRMA allows for the development of international and interstate projects that substantially impact the region. Accordingly, in the coming years, the CRRMA will seek to develop projects in other areas of the Paso del Norte area that provide benefits to the entire region.

Using the partnership between the CRRMA, the El Paso Metropolitan Planning Organization, the City of El Paso and the Texas Department of Transportation through the 2008 Comprehensive Mobility Plan as an example, the CRRMA will look for other mobility partners in which to develop the region's priority projects through innovative and cooperative relationships. This could result in one-time partnerships or expansion of the Board to include other political entities. Either way, the goal for the CRRMA is to become a mobility solution provider for the entire region through cooperative and collaborative relationships with the various members of the El Paso Metropolitan Planning Organization study area. As stated in the prior strategic planning document, the CRRMA understands that in communities like this one, the cooperation of the various implementing entities is an absolute necessity in order to achieve a cohesive approach to providing the region's transportation needs. With this in mind, the CRRMA intends to evolve into a truly regional agency.







## CRRMA STRATEGIES TO ACHIEVE 2011-2015 GOALS

### ***GOAL 3 - Identify and Pursue Innovative Funding Alternatives***

With national, state and local economies still in recovery and transportation funding sources seemingly declining further each day, the importance of this goal has increased significantly. The CRRMA has experience with innovative funding sources and will continue to develop unique approaches to funding in an effort to continue addressing the needs of the region.

Along with its regional partners, the CRRMA has successfully combined various funding sources into innovative financial structures for important projects. By way of example, the CRRMA's \$146 million Americas Interchange Project uses four separate funding sources: American Recovery and Reinvestment Act Funds, Coordinated Border Infrastructure Funds, Pass-Through Financing and State Infrastructure Bank Loan proceeds structured as a Build America Bond (to be repaid through one of the state's first Transportation Reinvestment Zones).

It is evident that traditional funding sources are simply no longer available, yet the delay of a project only results in the increase in cost, due to material, labor and other incremental increases. Accordingly, the CRRMA's willingness to utilize all available funding sources will continue as the CRRMA pursues other important regional projects. The CRRMA will continue to seek out all funding sources available to the region, including but not limited to:

- Transportation Revenue Bonds
- Texas Department of Transportation Grants and Loans
- State Infrastructure Bank Loans
- North American Development Bank Loans
- Texas Mobility Funds
- Coordinated Border Infrastructure Funds
- Transportation Reinvestment Zone Funding
- Pass-Through Financing
- Toll Equity Financing
- Other Federal, State and Local Funding Sources
- All other funding sources available to the CRRMA now or in the future



# CRRMA STRATEGIES TO ACHIEVE 2011-2015 GOALS

## ***GOAL 4 - Identify and Expedite the Completion of Needed Mobility Projects***

As the CRRMA seeks to evolve into a truly regional agency, it now seeks to identify regionally significant projects that would improve the movement of people and goods in and around the referenced tri-state, bi-national area. In addition, the CRRMA further seeks the expedited completion of any such project in order to increase the effectiveness of the region's transportation system. This delineation between the identification and expedited completion of regionally important projects marks an important step in the evolution of the agency.

As a partner in the 2008 Comprehensive Mobility Plan, the CRRMA helped identify fifteen regionally significant transportation projects that were prioritized for completion, many of which are now under way. In fact, the CRRMA is actively involved in five of those projects. As transportation planning and project implementation is often an extremely long process, it is now time for the agency to begin identifying additional significant regional projects in order to commence their study and potential implementation.

Potential projects will be examined from all areas of the region and could consist of any type of project authorized by the legislation governing regional mobility authorities. Examples could include rail projects, trolley projects, heavy highway facilities (toll or non-toll) and international bridges. In essence, the CRRMA will seek to work with the regional partners to identify any regionally significant project that would improve the movement of people or goods in the region and to which the CRRMA could bring value through its involvement. As with all projects being pursued by the CRRMA, the ultimate goal is to improve the region's transportation system.







# CRRMA STRATEGIES TO ACHIEVE 2011-2015 GOALS

## ***GOAL 5 - Support Regional Businesses and Regional Economic Development***

The current condition of federal, state and local economies only serves to amplify the importance of this goal to the CRRMA. The CRRMA continues to recognize the real and significant economic impact a large scale transportation project can have on the area through the use of regional sources of labor, materials and other indirect project expenses. Specifically, as currently evidenced with the CRRMA's \$146 million Americas Interchange Project, the CRRMA has a real potential to participate in the economic development of the region. The CRRMA's program includes additional significant, multimillion dollar projects, which will continue to have significant positive effects on the area's economy through the use of regional labor, material and service providers. Therefore, the CRRMA again commits to the support of regional businesses in its pursuit and implementation of mobility projects whenever possible.

In seeking to improve the transportation system in the region, the CRRMA also indirectly supports the economic development of the region. The concept behind the use of a Transportation Reinvestment Zone (TRZ) illustrates this point clearly. Increased property values within a TRZ are used to fund the transportation improvements responsible for such property value increases. This is but a single example of economic development that the CRRMA is involved in and committed to continuing. Recognition of the economic development impacts of transportation facilities will continue to be a consideration evaluated by the CRRMA when identifying and pursuing projects in the region.



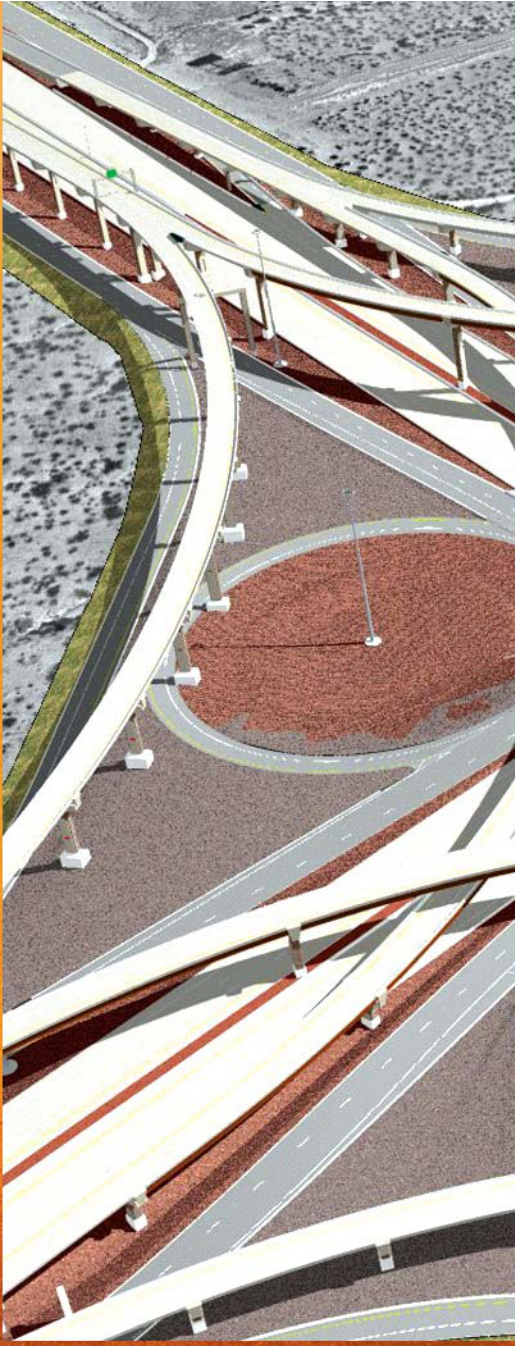
# CRRMA STRATEGIES TO ACHIEVE 2011-2015 GOALS

## ***GOAL 6 - Pursue Multimodal Solutions to the Region's Mobility Issues***

According to a statement of intent included in the petition to create the agency, the CRRMA must adhere to the promotion of projects that offer an alternative to traditional auto transit. This goal, then, comes directly from the organizational documents used to create the CRRMA. Further, as noted within other stated agency goals, the CRRMA is committed to pursuing projects of all types, including multimodal alternatives available for the betterment of the region's transportation system.

While currently examining the potential for multimodal additions to current highway facilities (e.g., transit accommodations, high occupancy vehicle lanes, bicycle and pedestrian facilities), the CRRMA is interested in reviewing for possible development all forms of mobility projects that would help improve the region's mobility. The CRRMA can pursue any of the following types of projects: rail, trolley, hike and bike, pedestrian facilities, mass transit options and all other modes available for the movement of goods and people, which may be pursued by regional mobility authorities. The CRRMA may also pursue creative cross-border solutions to the region's international mobility issues, including projects previously identified by regional partners, such as bi-national mass transit or truck-to-train systems as an alternative to traditional commercial vehicles. As the CRRMA has committed to actively pursue various types of projects in the coming years, the CRRMA further commits to pursue projects that include or consist of multimodal solutions to the mobility issues of the entire region.





## POTENTIAL FUTURE CRRMA PROJECTS

Through its involvement in the 2008 Comprehensive Mobility Plan (2008 CMP), the CRRMA identified a number of potential future projects. Of the eight projects slated for development by the CRRMA, the 2008 CMP identified funding for five:

***Project 3 – Loop 375 (Woodrow Bean Transmountain Northeast)  
Mainlanes Expansion***

***Project 5 – Loop 375 (Joe Battle) at FM 659 (Zaragoza) Direct Connectors***

***Project 6 – Loop 375 (Joe Battle) at I-10 (Americas Interchange)***

***Project 11 – I-10 Corridor Aesthetic Improvements***

***Project 12 – Loop 375 Southern Corridor Phase I (César Chávez)***

The CRRMA selected a design-build developer for Project 6 and is involved in the development of each of the other four funded projects, with the hopes of putting each of the other funded projects out to bid in 2011 or 2012. The 2008 CMP also identifies three proposed future CRRMA projects that are in varying degrees of development, which the CRRMA will continue to evaluate, assess and seek funding solutions for:

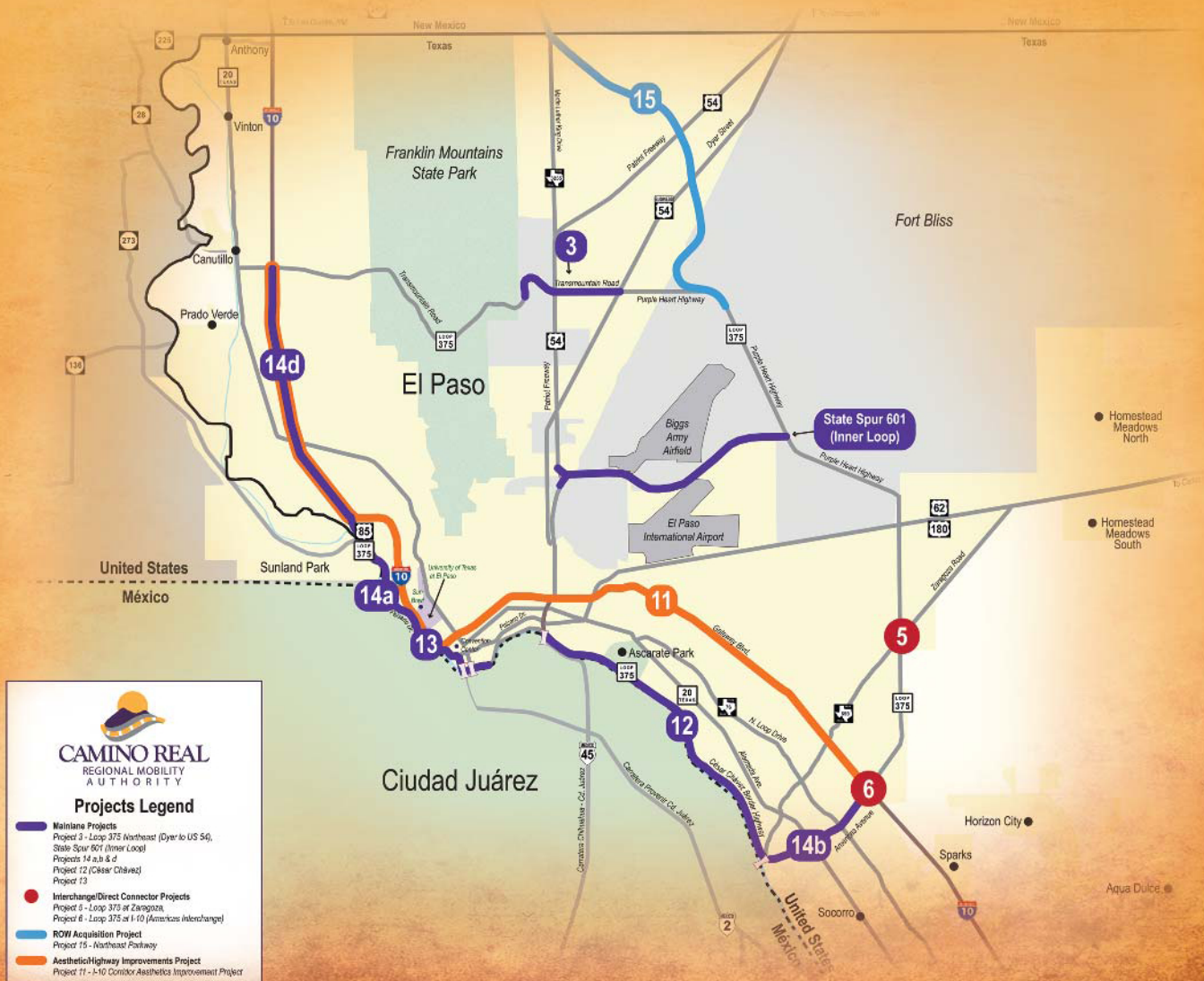
***Project 13 – Loop 375 Southern Corridor Phase II***

***Project 14 – Loop 375 Southern Corridor Phase III***

***Project 15 – Northeast Parkway, Phase I***

Additional project details can be found at the CRRMA website ([www.crrma.org](http://www.crrma.org)) on the Projects and Documents pages. As noted elsewhere in this document, the CRRMA is anxious to begin identifying additional potential future projects in line with its goal of becoming a truly regional entity. However, the 2008 CMP projects identified above are the only projects currently recognized as potential future CRRMA projects.









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