



HUNT INSTITUTE
FOR GLOBAL COMPETITIVENESS

PASO DEL NORTE COMPARATIVE LOCAL GOVERNMENT INDICATORS

SPRING 2018



PASO DEL NORTE COMPARATIVE LOCAL GOVERNMENT INDICATORS

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I. Introduction

As the map at the beginning of this report demonstrates, the Paso del Norte region has long served as a geostrategic gateway for significant transcontinental and international trade. Here, critical commercial corridors converge, with rail and interstate networks linking distant markets, notably those in Northern and Central Mexico, with Pacific, Gulf, and Atlantic ports. As trade flows have continued to increase in recent decades between the United States, Mexico, Canada, Europe, Japan, and China, between the Atlantic and Pacific Rims, the importance of these corridors and, thereby, the centrality of this region have only grown.

Over time, and precisely because of the efficient transcontinental and international access these corridors provide, the region and its trade routes have remained fiercely contested. Currently, the Paso del Norte region sits divided between two countries, the United States and Mexico, three states, New Mexico, Texas, and Chihuahua, two counties, Doña Ana and El Paso, and three cities, Las Cruces, El Paso, and Ciudad Juárez.

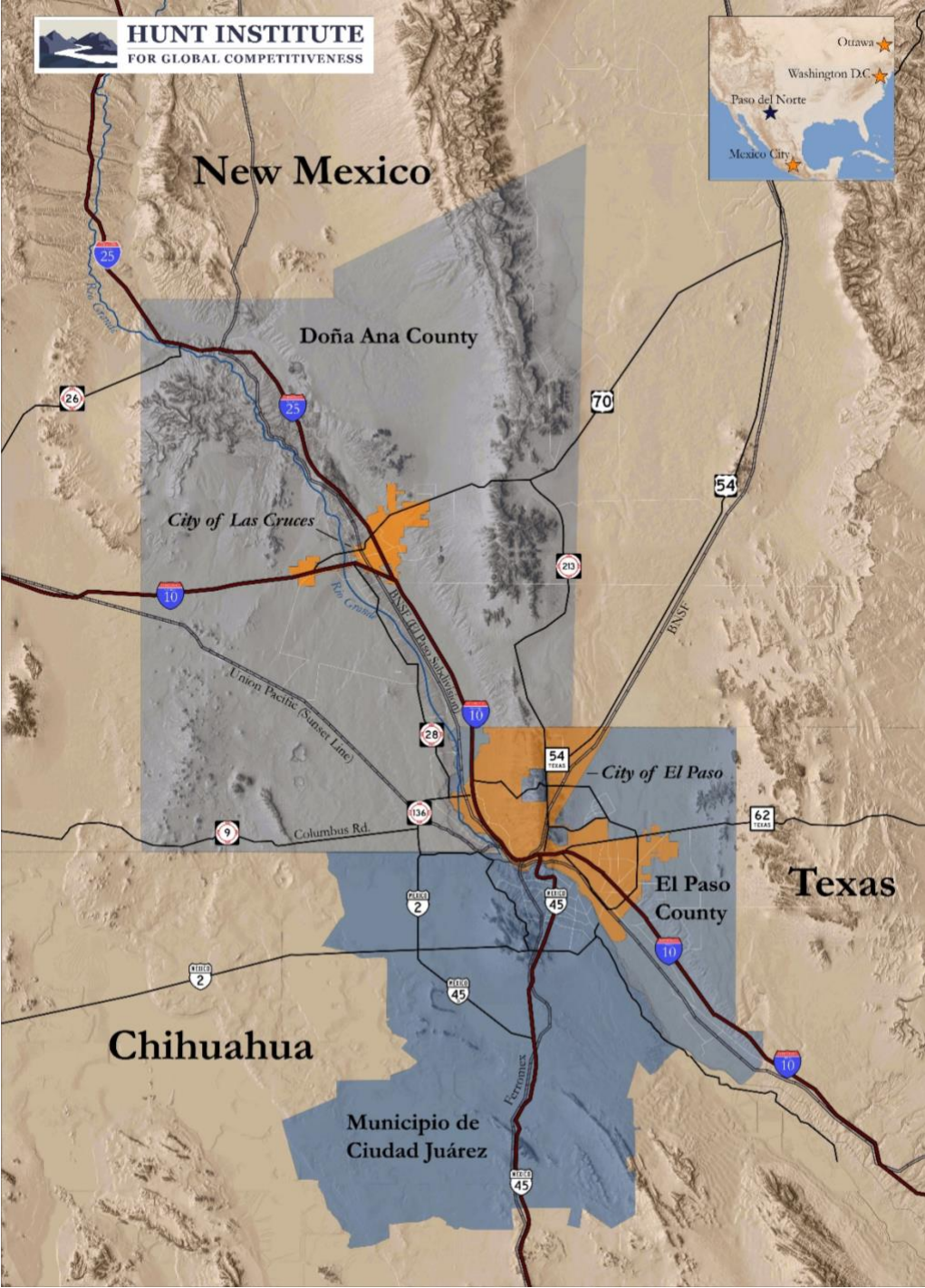
In turn, these several jurisdictions—at the local, state, and federal levels—all respond to separate political capitals and bring distinct systems of governance to bear upon the communities and the markets that surround the region’s trade corridors. So, while the population and economic activity in the Paso del Norte region have grown along with the trade passing through these corridors, the diverse norms, customs, currencies, laws, and languages present in the region have created a collection of separate markets, with unique characteristics and valuations, rather than a broader local economy of scale. Operating in the face of these fractures in the Paso del Norte inherently generates greater costs, risks, and barriers not present in otherwise aligned economies.

The Paso del Norte region is now at a critical juncture. The continued expansion of international trade flows places ever greater and simultaneous pressure on the region’s water and air, roads and bridges, schools and universities, public safety and law enforcement, and businesses and public finances—all of which are directly within, or touch upon, the scope of local government responsibility. The work of the local governments of the Paso del Norte, then, becomes much more complicated by the need to address these pressures across often incommensurable governance and market structures.

In order to minimize these barriers, foster greater alignment and scale, and catalyze economic and social development, the present document provides information and indicators, in common frames or reference, gathered and compared across the Paso del Norte region’s local constituent governments. Such frames of reference can better facilitate transactional and policy decisions at an individual and regional cross-border level. Markets broad in scope offer efficiencies and comparative advantages that cannot be found in isolation. They can yield solutions to challenges as well as leverage opportunities on a shared, regional, and more efficient basis.

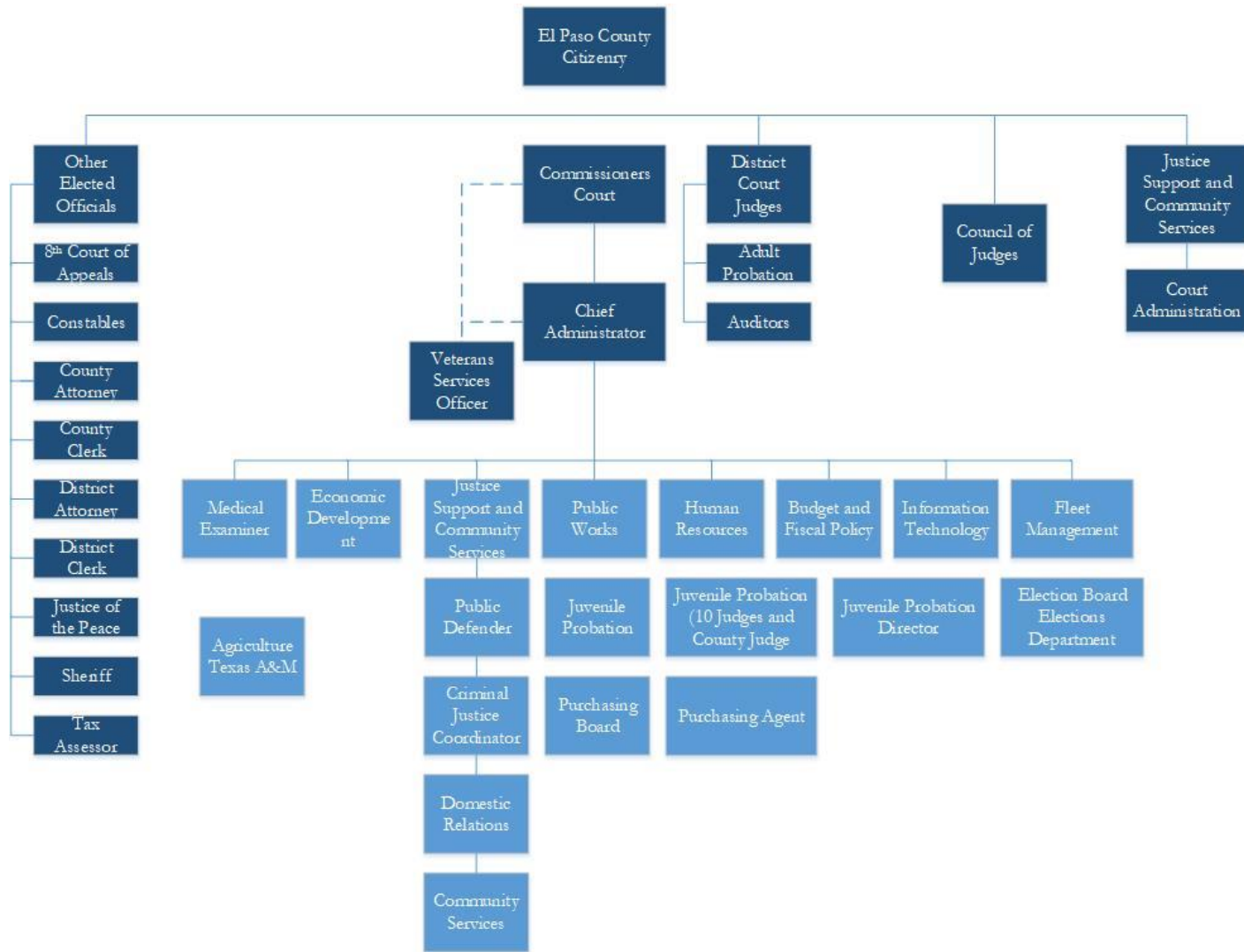
More and more frequently, communities along the border between the United States and Mexico, and even nations themselves, are facing similar challenges and opportunities, but find coordination difficult due to jurisdictional and market divisions. In this regard, the Paso del Norte region, and its local governments, sit not only at the center of international commerce, not only on the leading edge of their respective states and countries, but also at the forefront of economic and regional development efforts internationally.

II. Regional Map

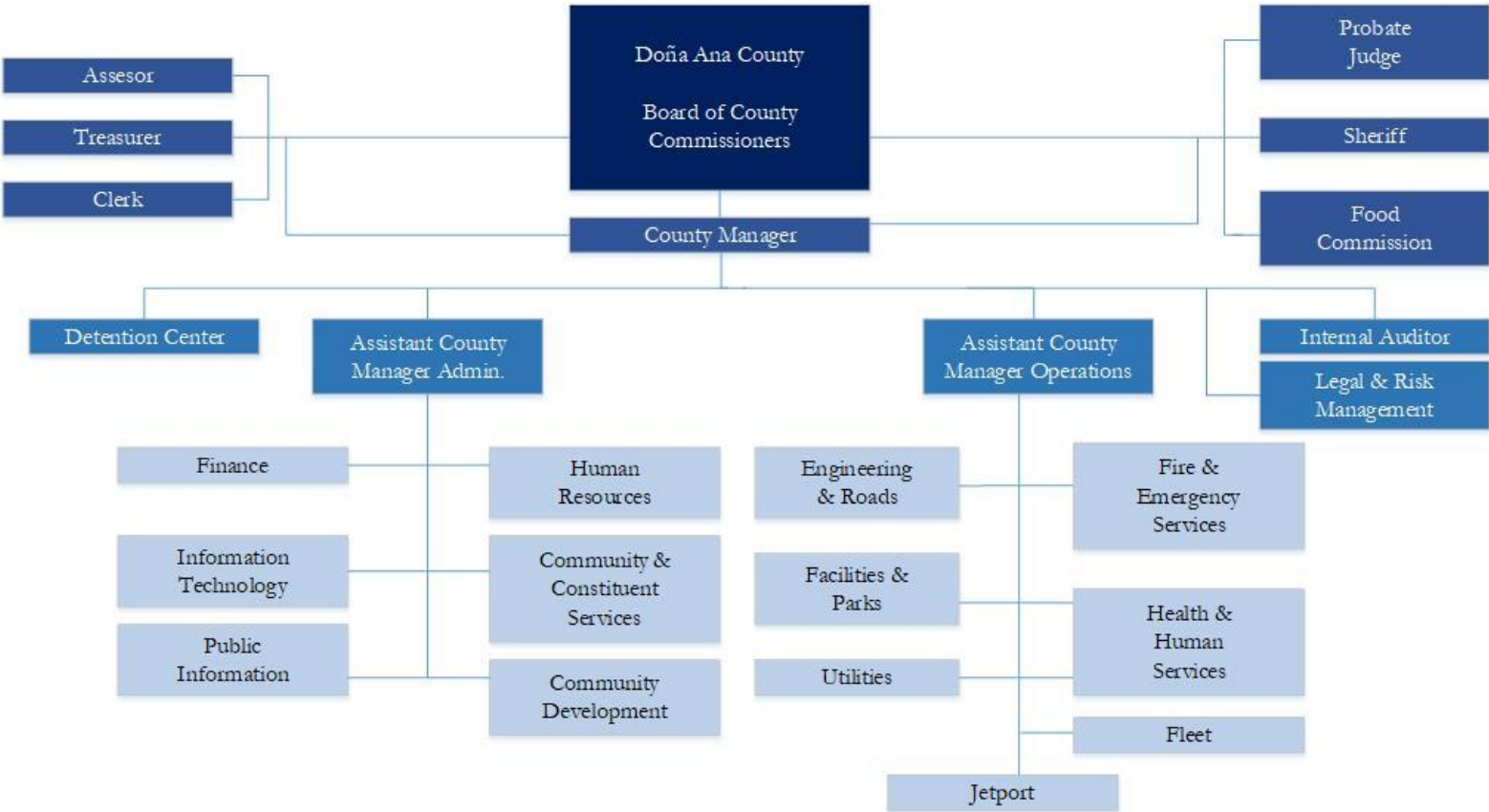


III. Local Government Structures

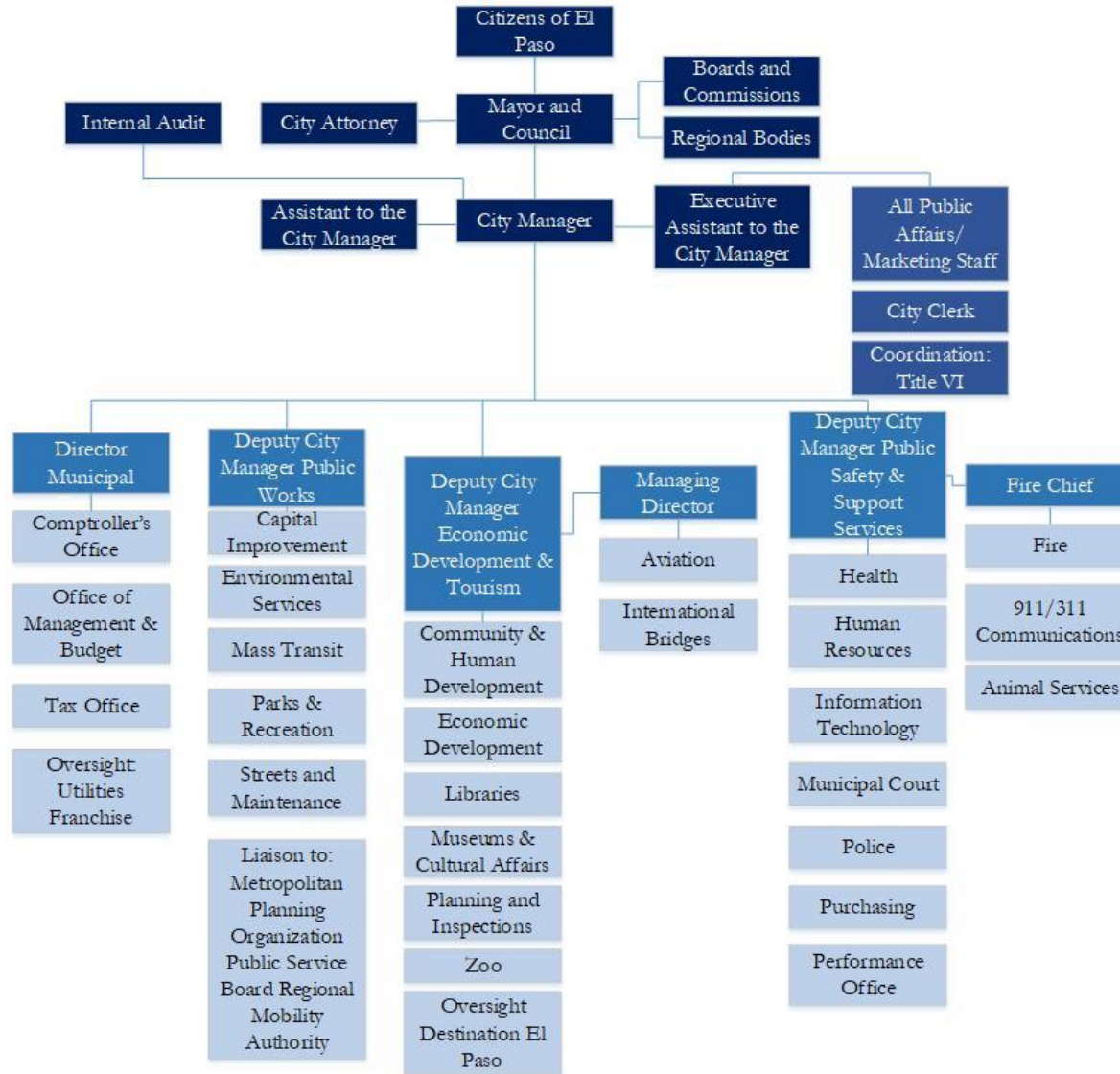
El Paso County Organizational Chart



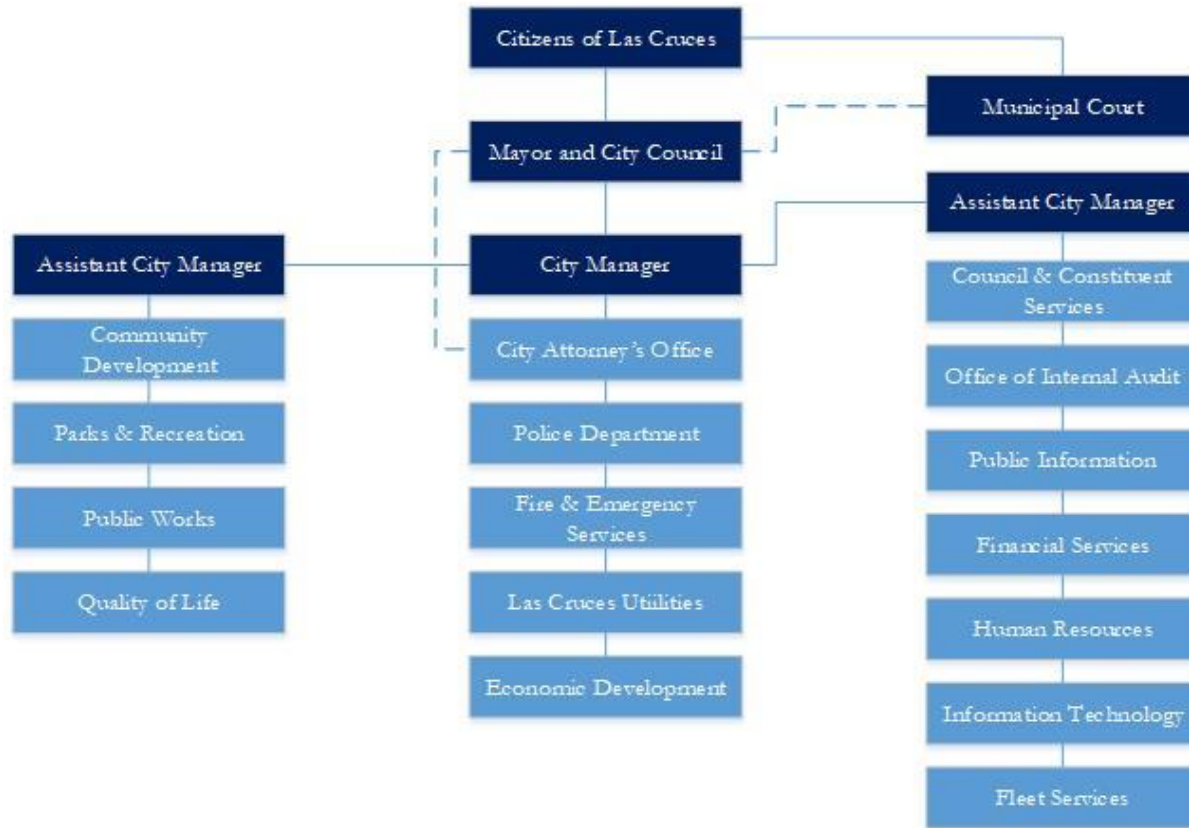
Doña Ana County Organizational Chart



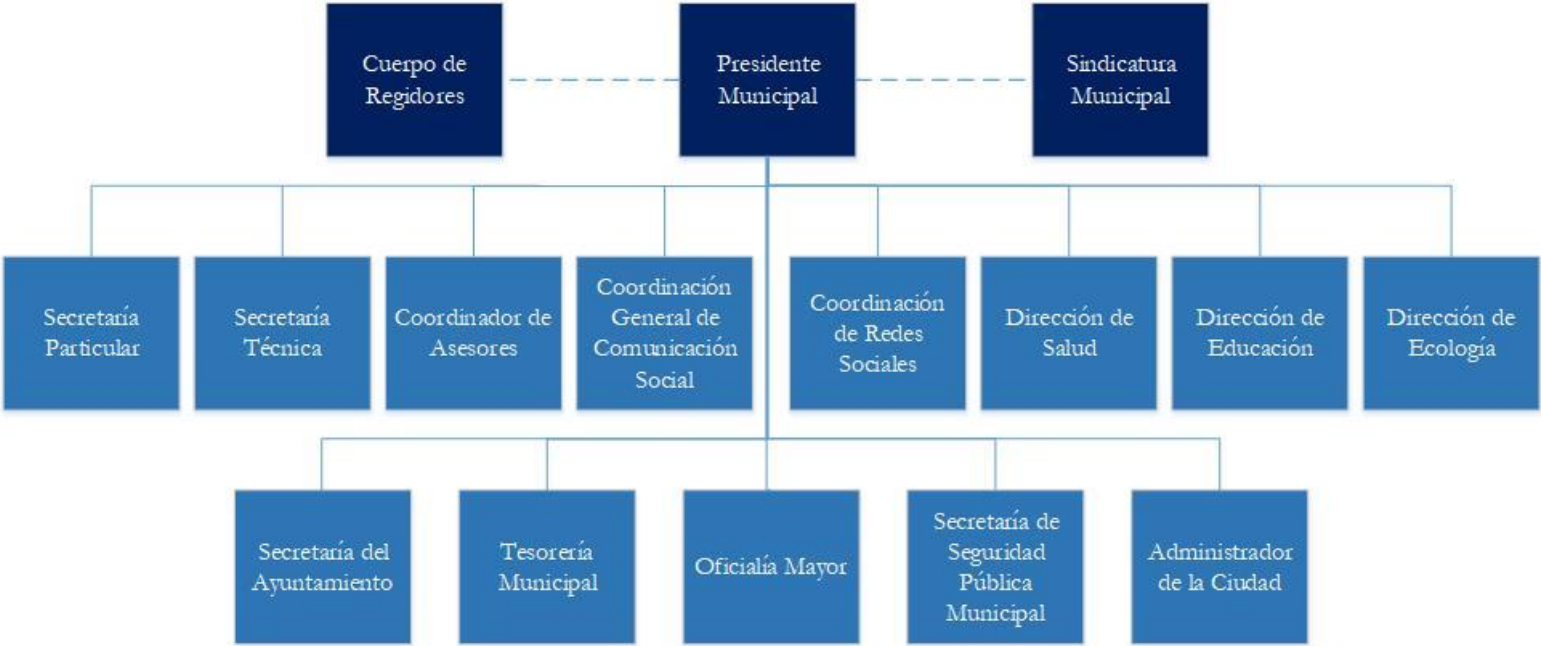
The City of El Paso Organizational Chart



The City of Las Cruces Organizational Chart

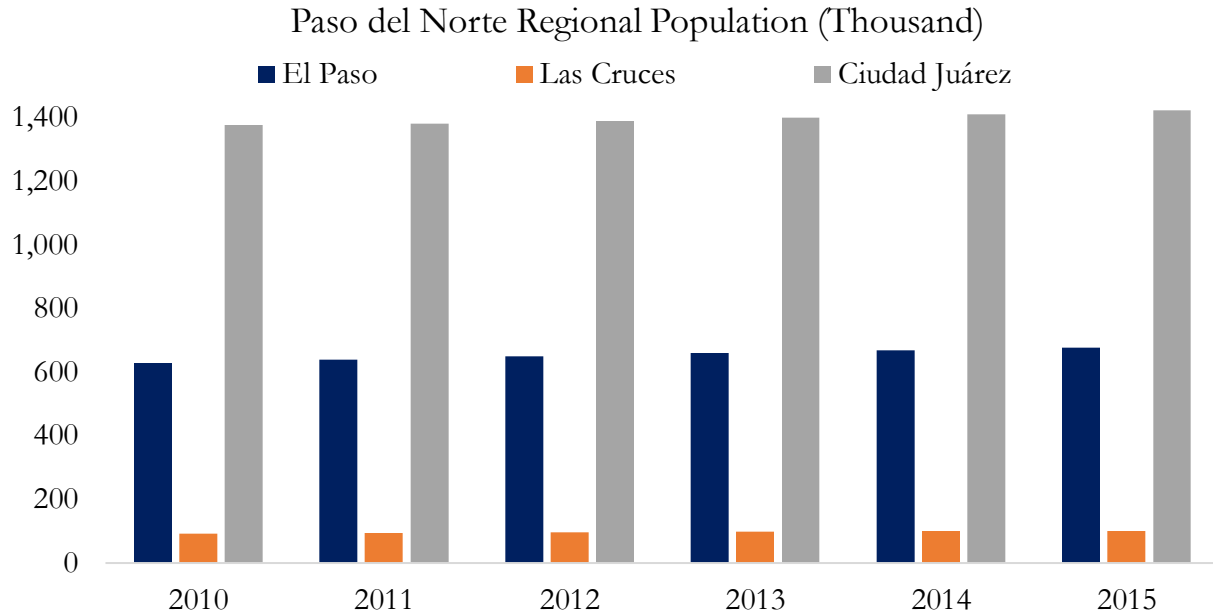


Ciudad Juárez Organizational Chart

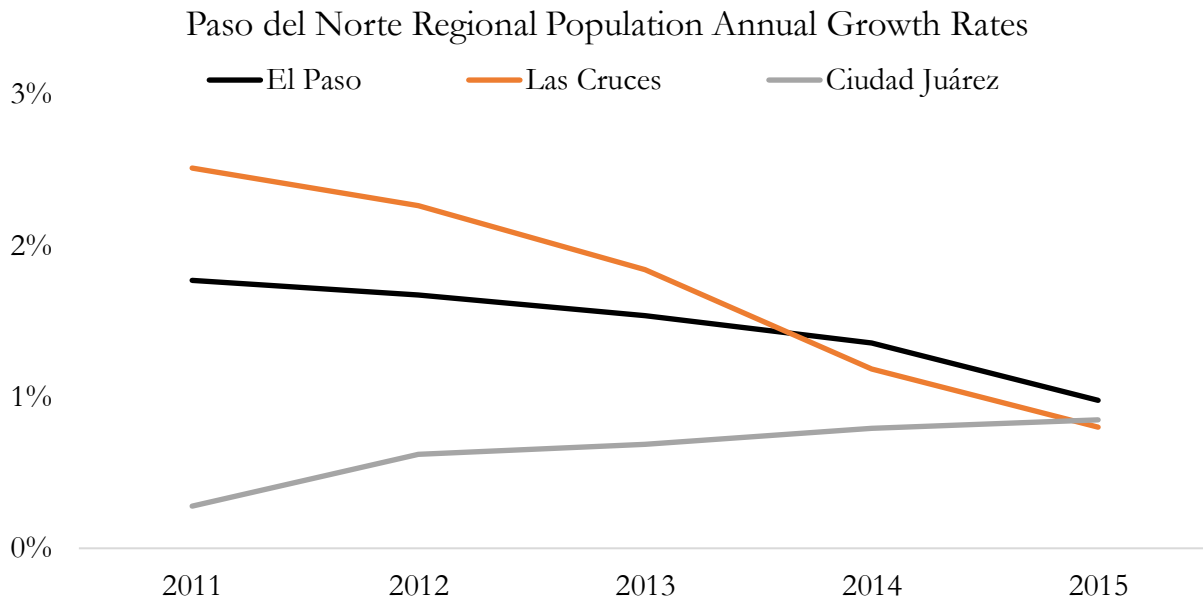


IV. Demographics

A. Population

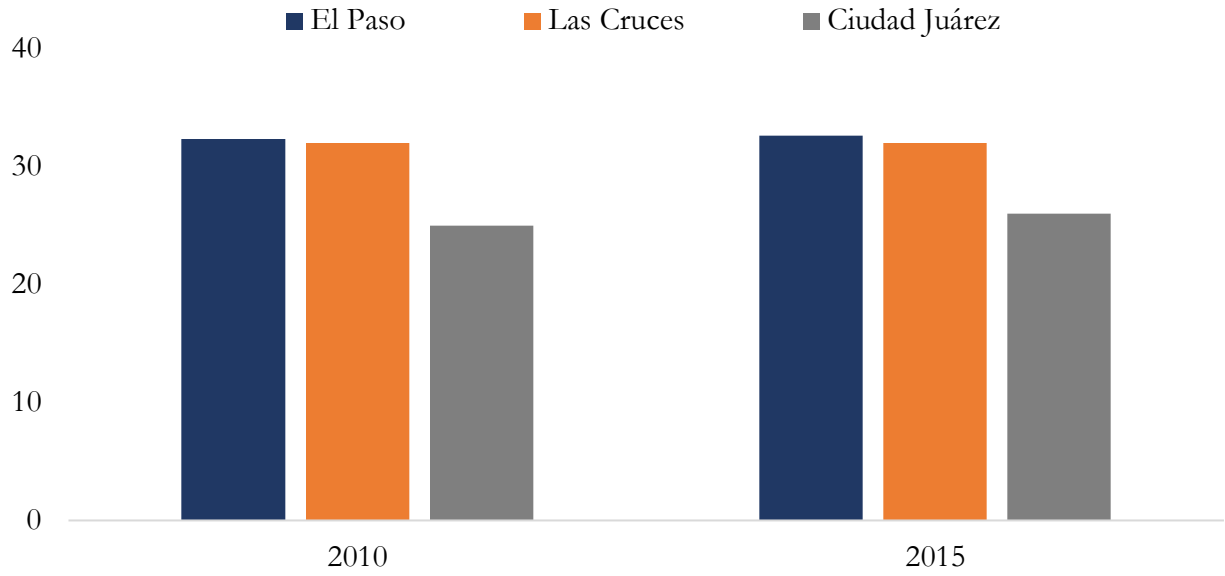


Source: U.S. Census Bureau, INEGI, and CONAPO.



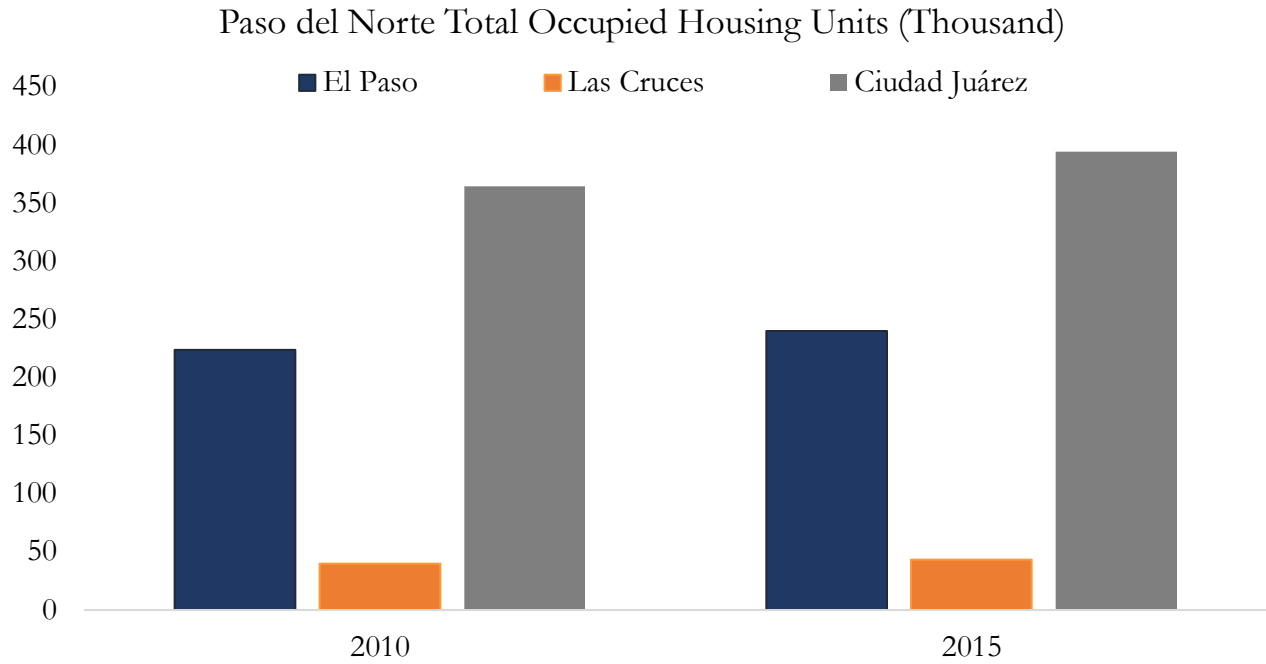
Source: U.S. Census Bureau, INEGI, and CONAPO.

Paso del Norte Regional Median Age

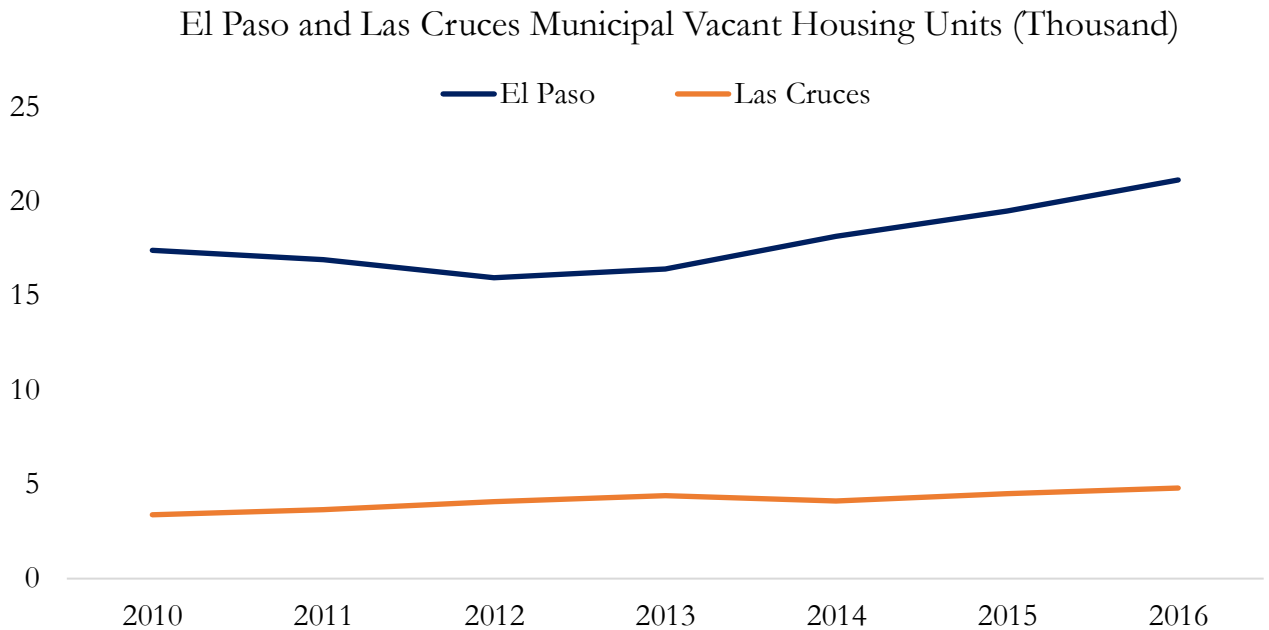


Source: *U.S. Census Bureau and INEGI.*

B. Housing

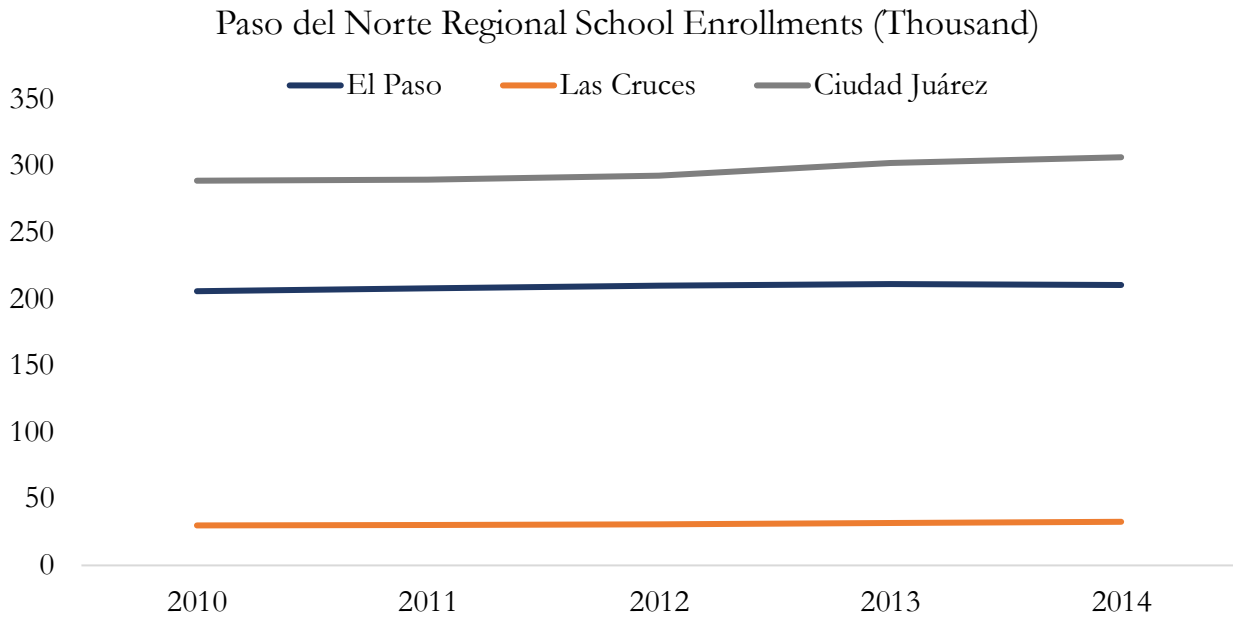


Source: U.S. Census Bureau and INEGI.



Source: U.S. Census Bureau.

C. Education

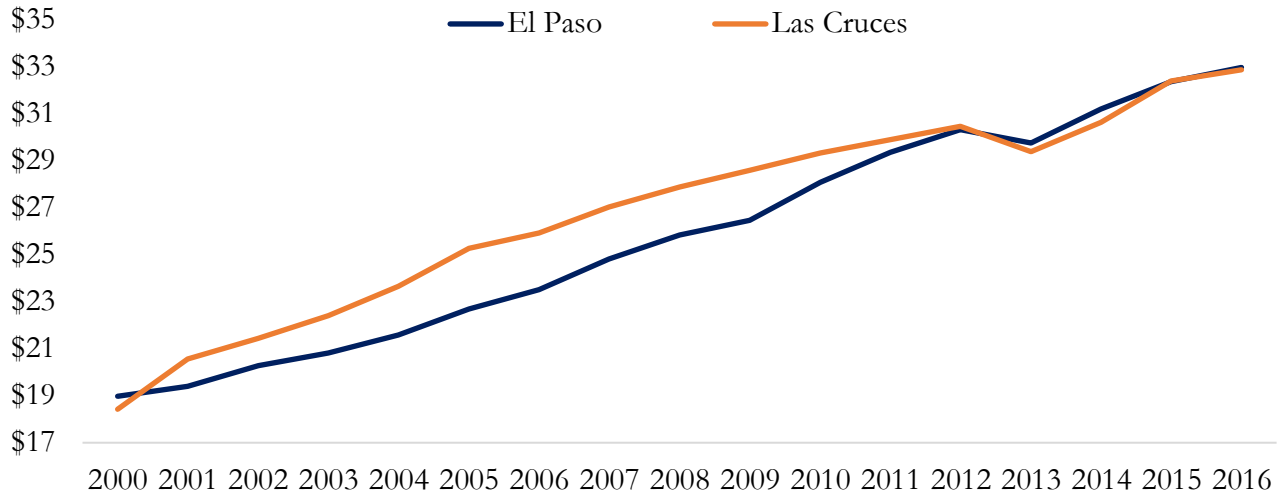


Note: Ciudad Juárez does not include university enrollments.

Source: U.S. Census Bureau and Secretaría de Educación Pública.

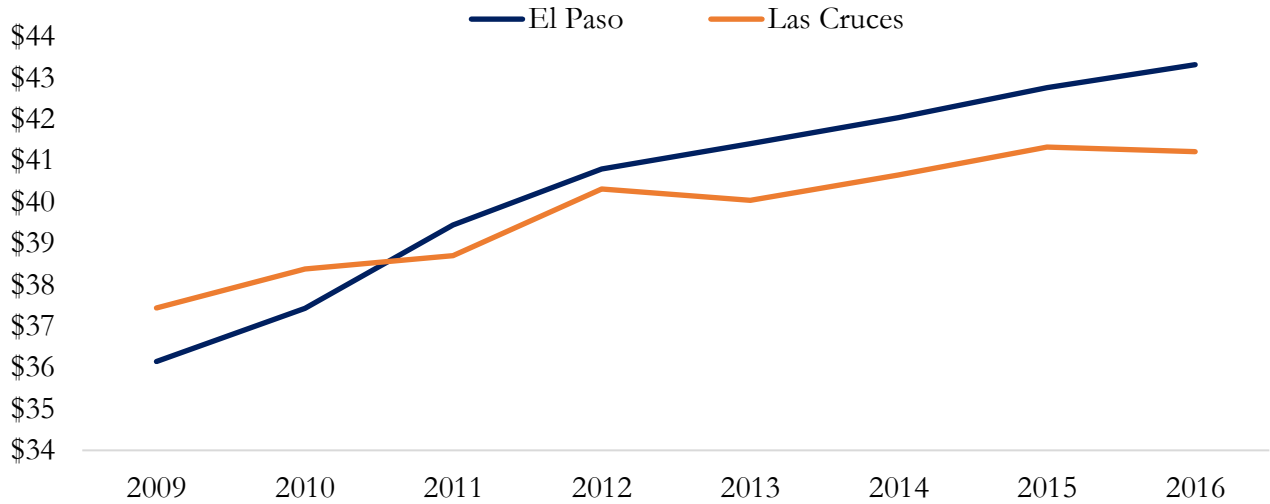
D. Income and Employment

El Paso and Las Cruces Municipal per Capita Income (Thousand USD)



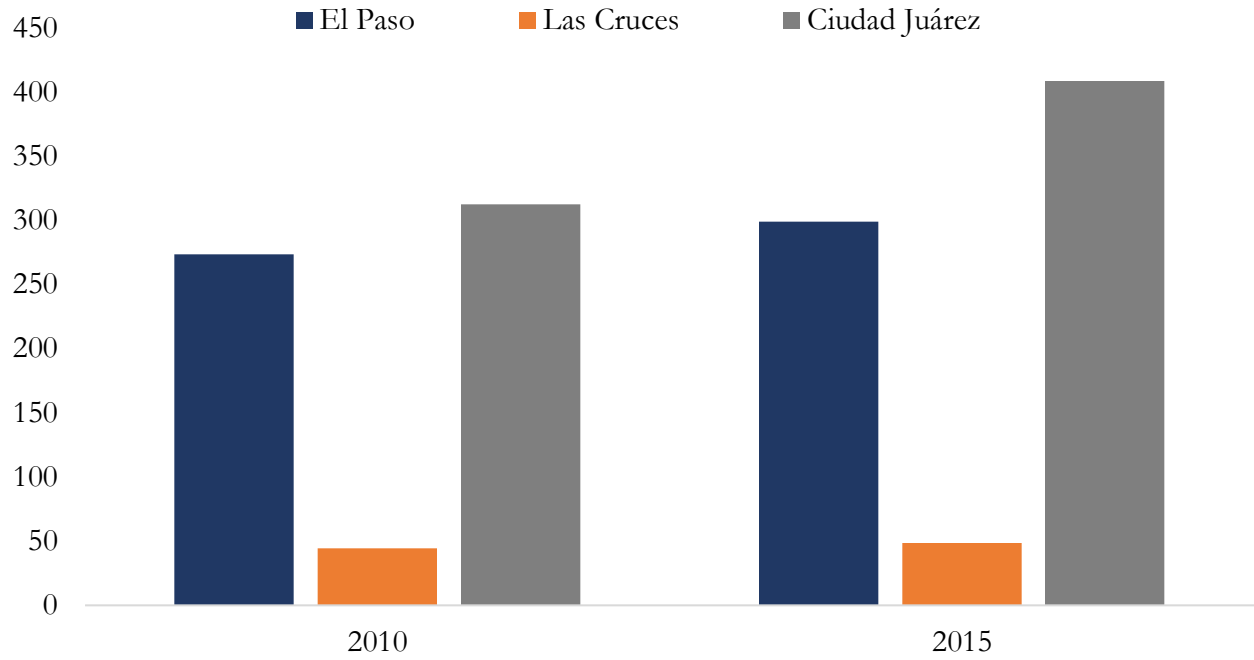
Source: U.S. Bureau of Economic Analysis.

El Paso and Las Cruces Municipal Median Household Income (Thousand USD)



Source: U.S. Census Bureau.

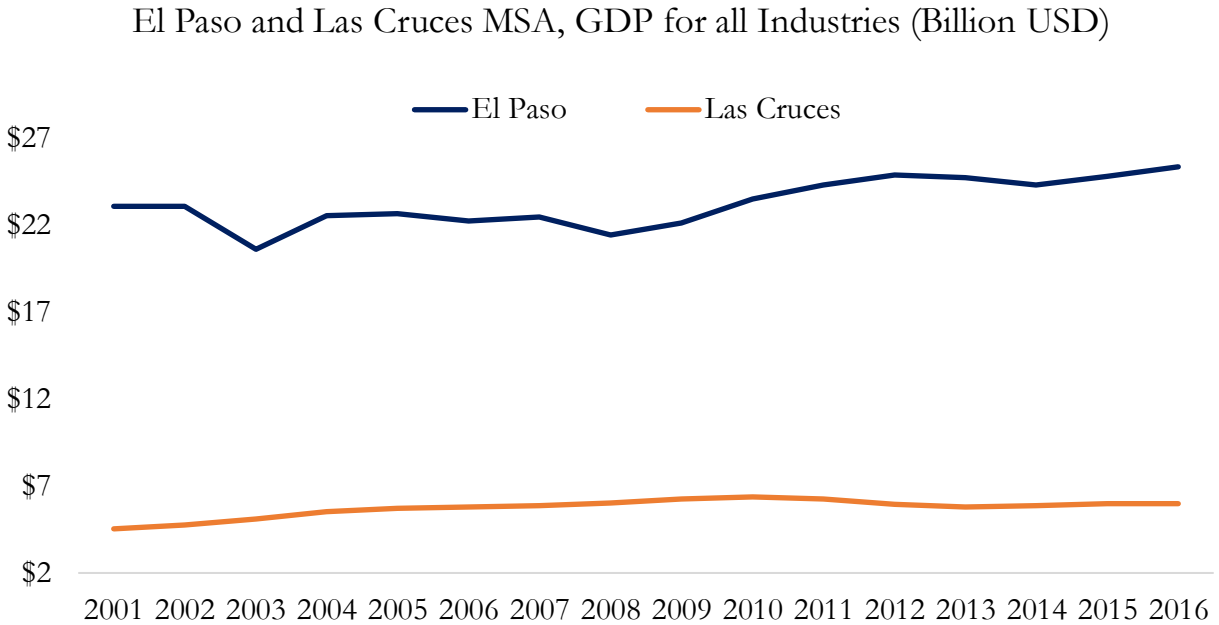
Paso del Norte Total Employment (Thousand)



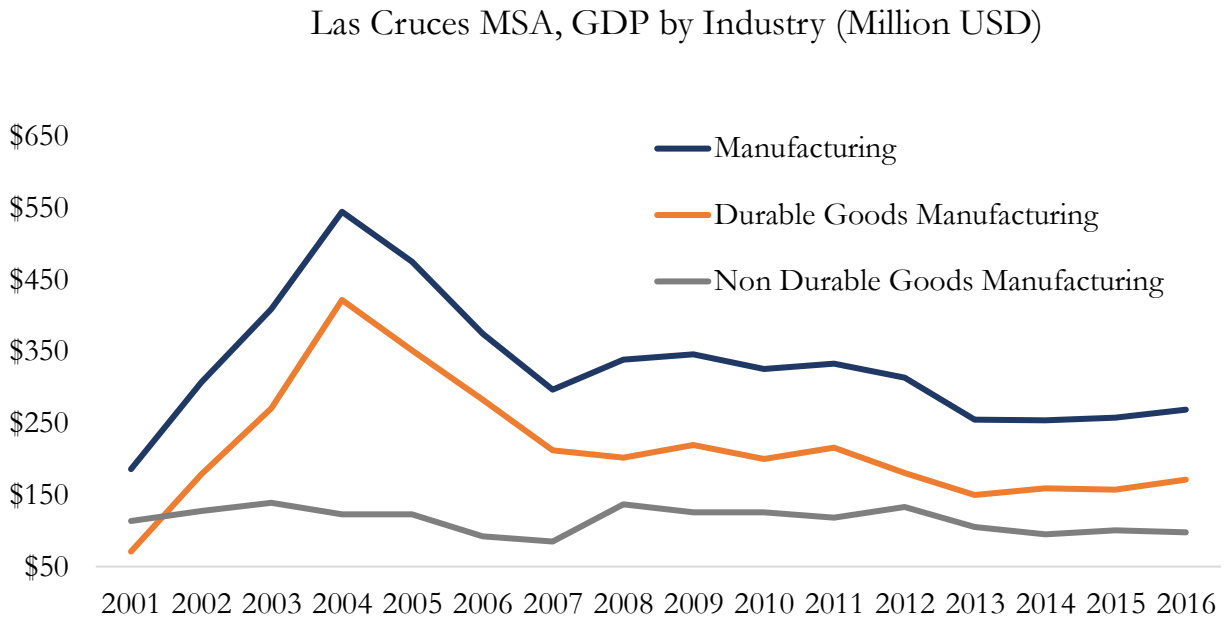
Source: U.S. Census Bureau and Secretaría del Trabajo del Estado de Chihuahua.

V. Economic Profile

A. Real Gross Domestic Product



Source: Bureau of Economic Analysis.

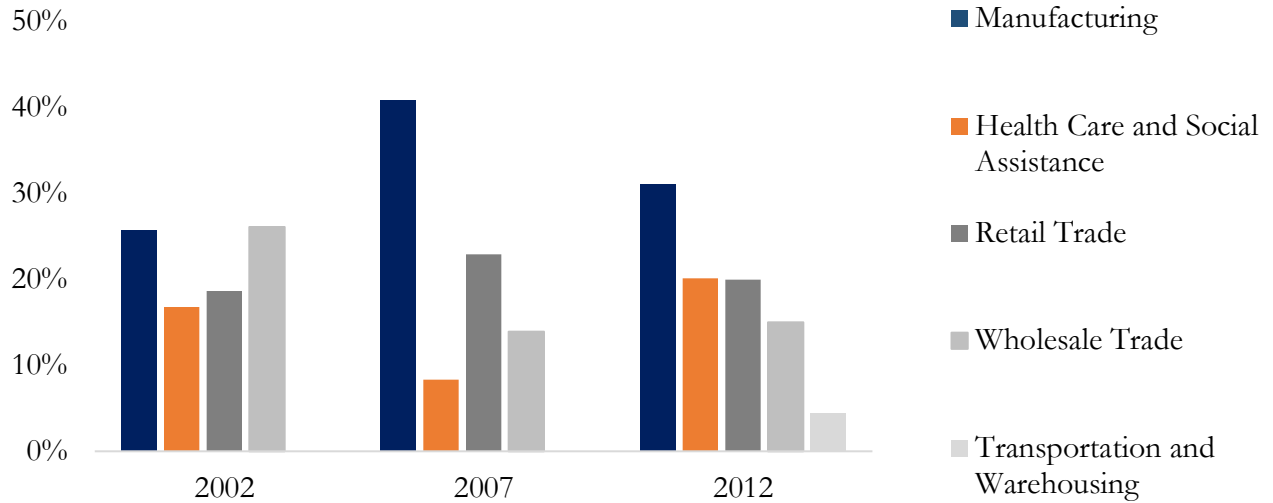


Note: El Paso MSA data not available in order to avoid the disclosure of confidential information.

Source: Bureau of Economic Analysis.

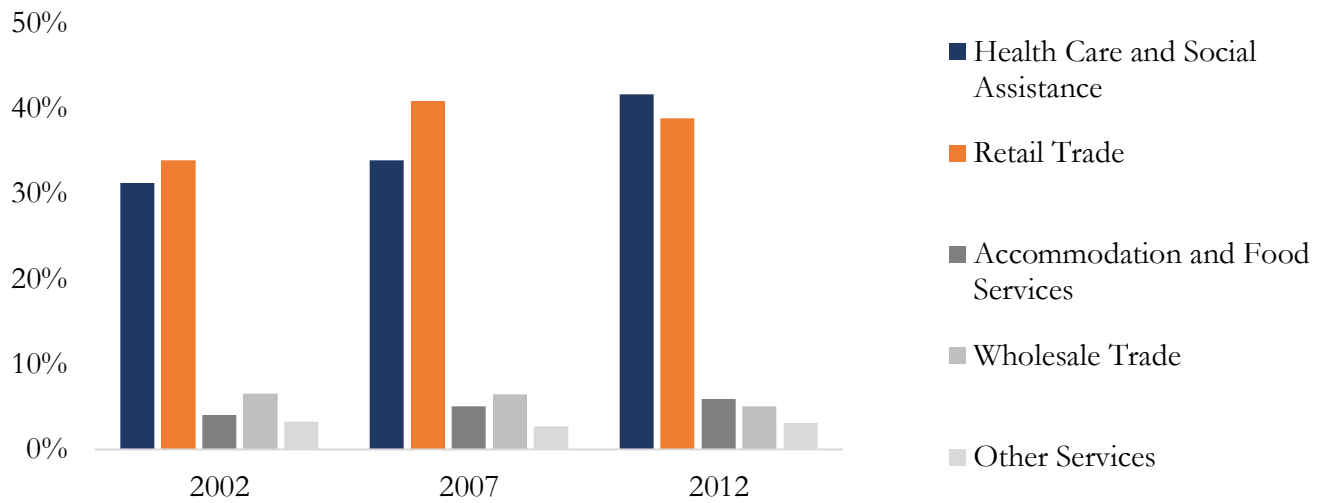
B. Business Output by Industry

El Paso Top 5 Shipments, Percentage Value by Industry



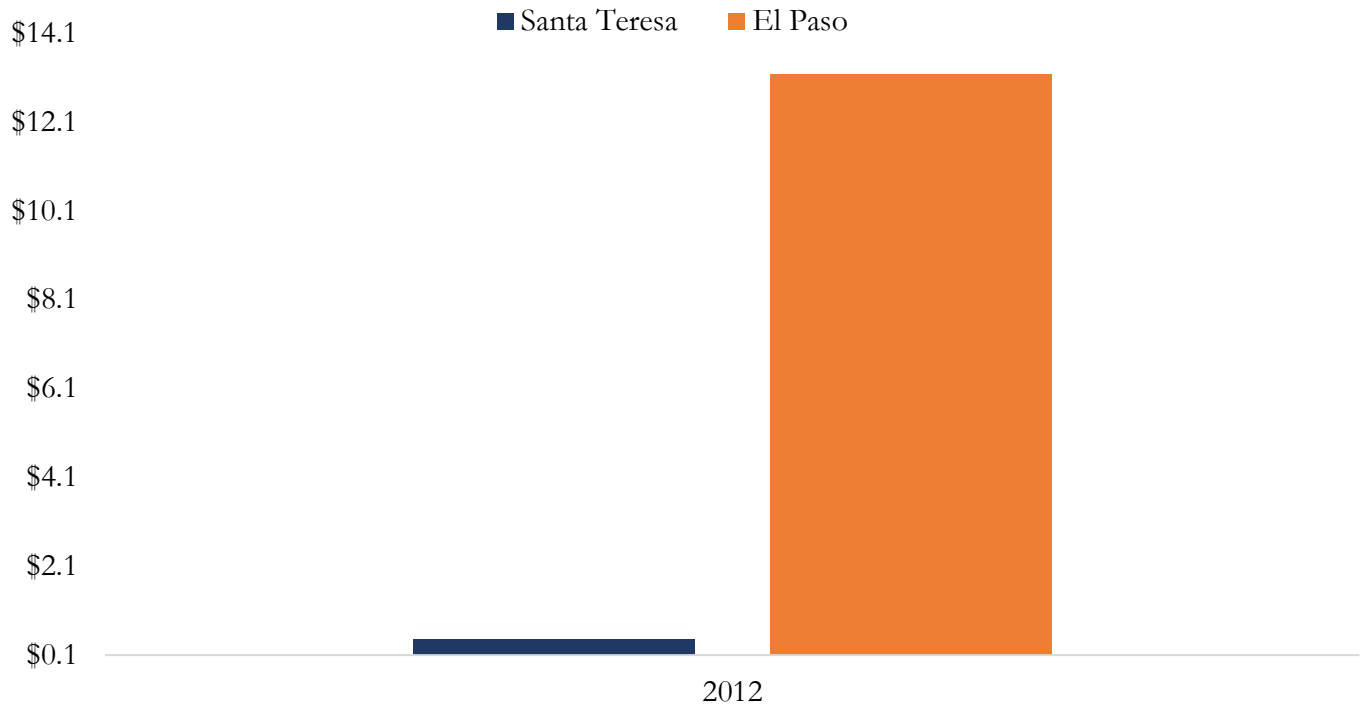
Source: U.S. Census Bureau.

Las Cruces Top 5 Shipments, Percentage Value by Industry



Source: U.S. Census Bureau.

Santa Teresa and El Paso Value of Manufacturing Shipments (Billion USD)

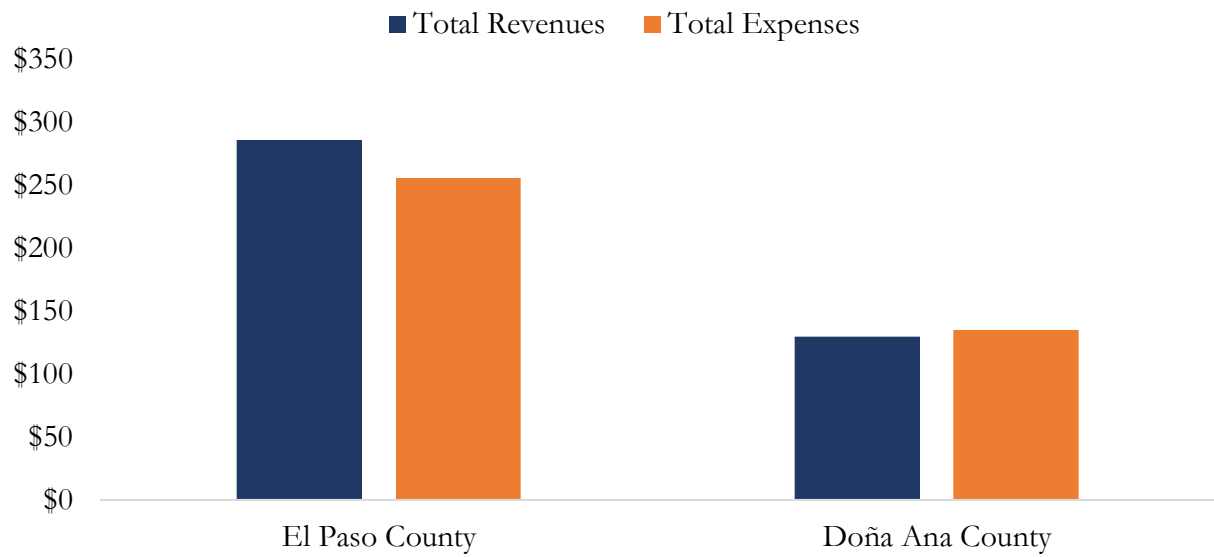


Source: *U.S. Census Bureau.*

VI. Public Finances

A. County Government

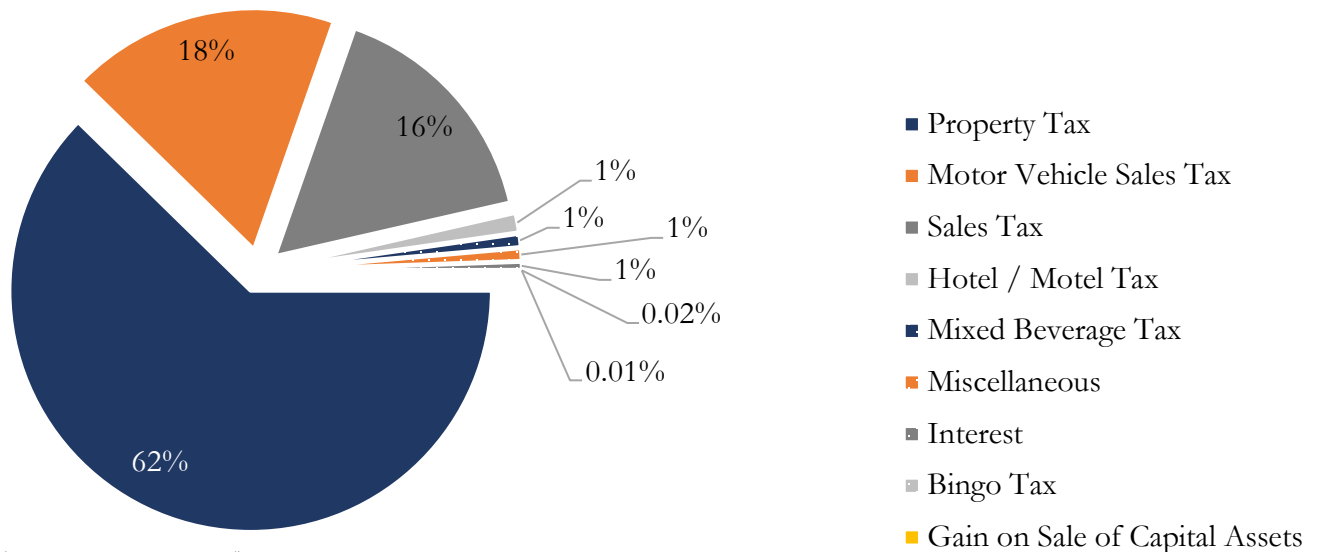
El Paso and Doña County Government Activity
During 2017 Fiscal Year (Million USD)



Note: Data do not include transfers.

Source: *The County of Doña Ana and El Paso.*

El Paso County Government Revenues for Year Ending September, 2017

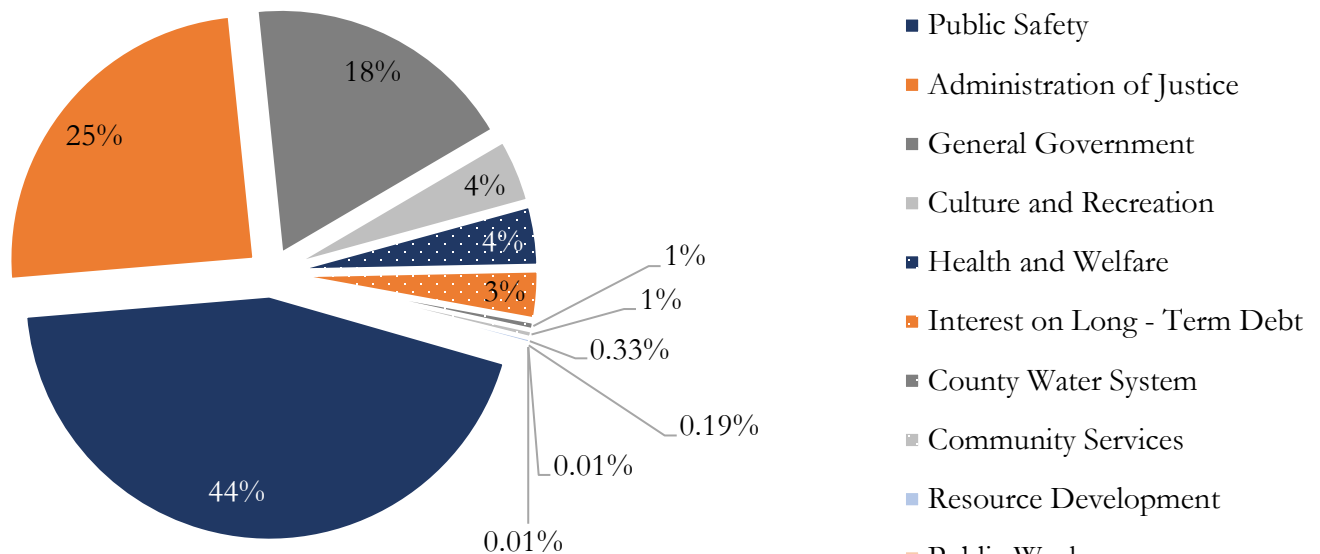


Total Revenue was \$285.8 Million USD.

Note: Data do not include transfers.

Source: City of El Paso.

El Paso County Government Expenditures for Year Ending September, 2017

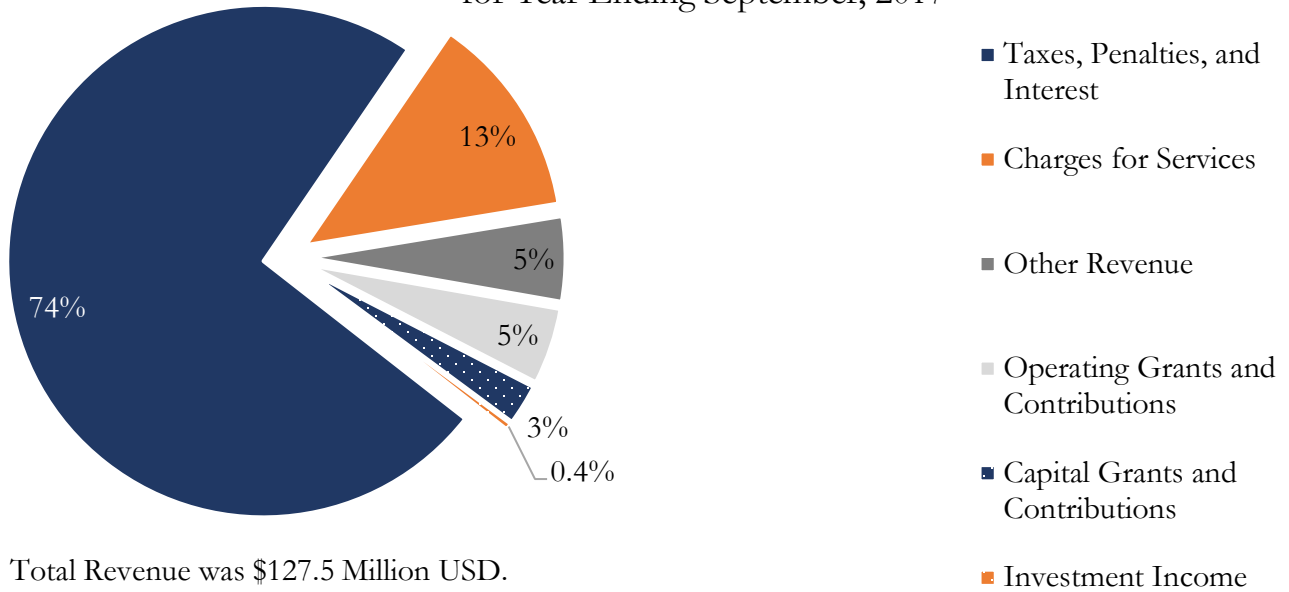


Total Revenue was \$255.8 Million USD.

Note: Data do not include transfers.

Source: City of El Paso.

Doña Ana County Government Revenues
for Year Ending September, 2017

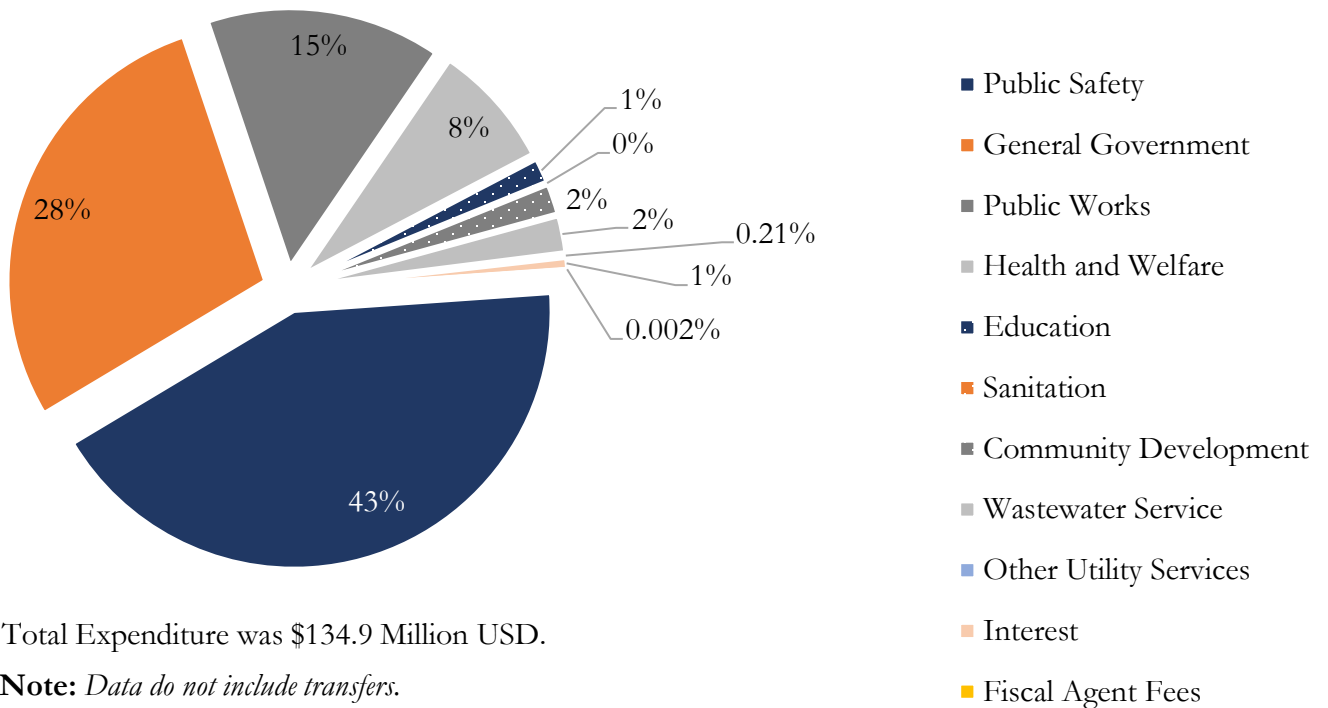


Total Revenue was \$127.5 Million USD.

Note: Data do not include transfers.

Source: Doña Ana County.

Doña Ana County Government Expenditures
for Year Ending September, 2017



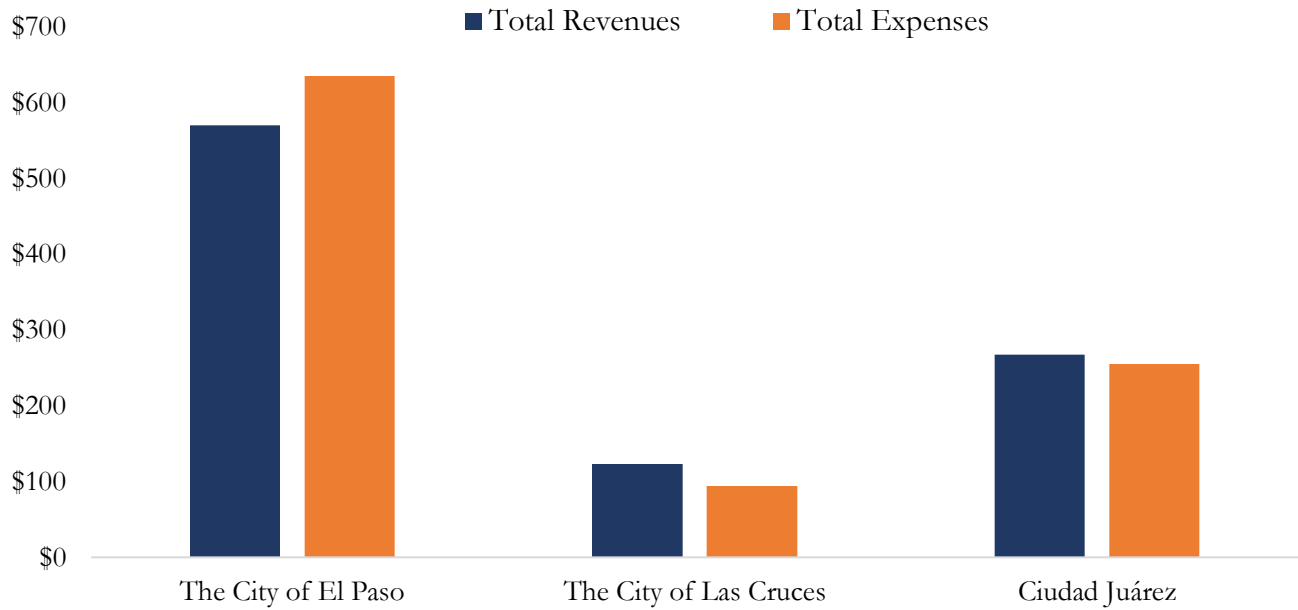
Total Expenditure was \$134.9 Million USD.

Note: Data do not include transfers.

Source: Doña Ana County.

B. City Government

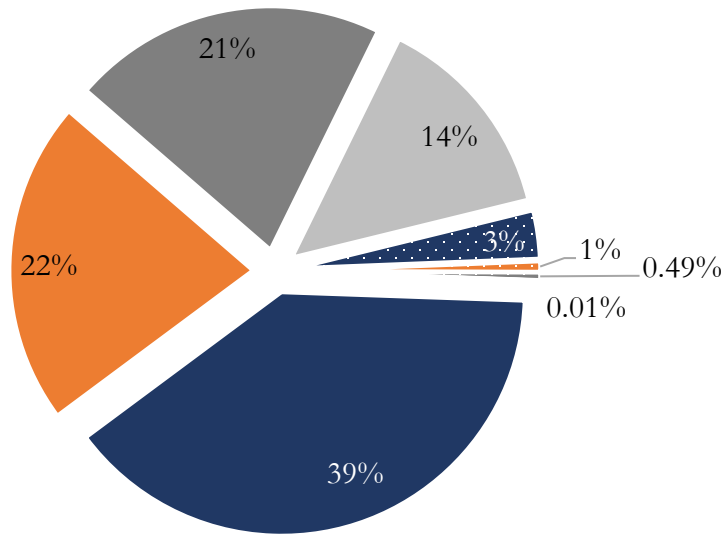
Paso del Norte Municipal Government Finances, 2017
(Million USD)



Note: Data do not include transfers.

Source: *The City of El Paso and Las Cruces, and Ciudad Juárez.*

City of El Paso Government Revenues for Year Ending August, 2017



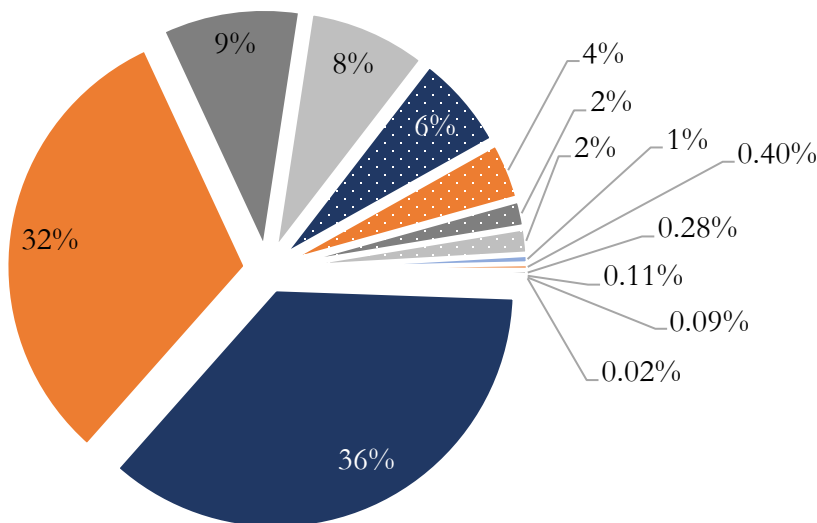
- Property Taxes for General Purposes
- Property Taxes for Debt Services
- Sales Taxes
- Franchise Taxes
- Hotel Occupancy Tax
- Investment Earnings
- BABS Federal Tax Credit
- Gain on Disposition of Capital Assets

Total Revenue was \$419 Million USD.

Note: Data do not include Transfers

Source: City of El Paso.

City of El Paso Government Expenses for Year Ending August, 2017



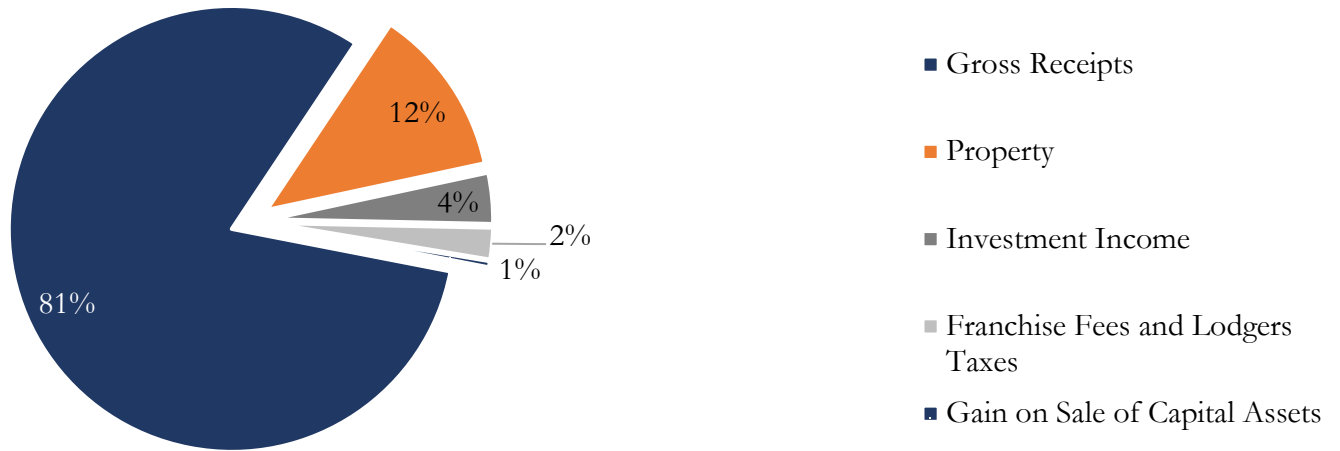
- Public Safety
- General Government
- Public Works
- Interest on Long - Term Debt
- Mass Transit Operations
- Parks
- Library
- International Bridges Operations
- Community and Economic Development
- El Paso International Airport
- Culture and Recreation

Total Revenue was \$697 Million USD.

Note: Data do not include Transfers

Source: City of El Paso.

City of Las Cruces Government Revenues for Year Ending June, 2017

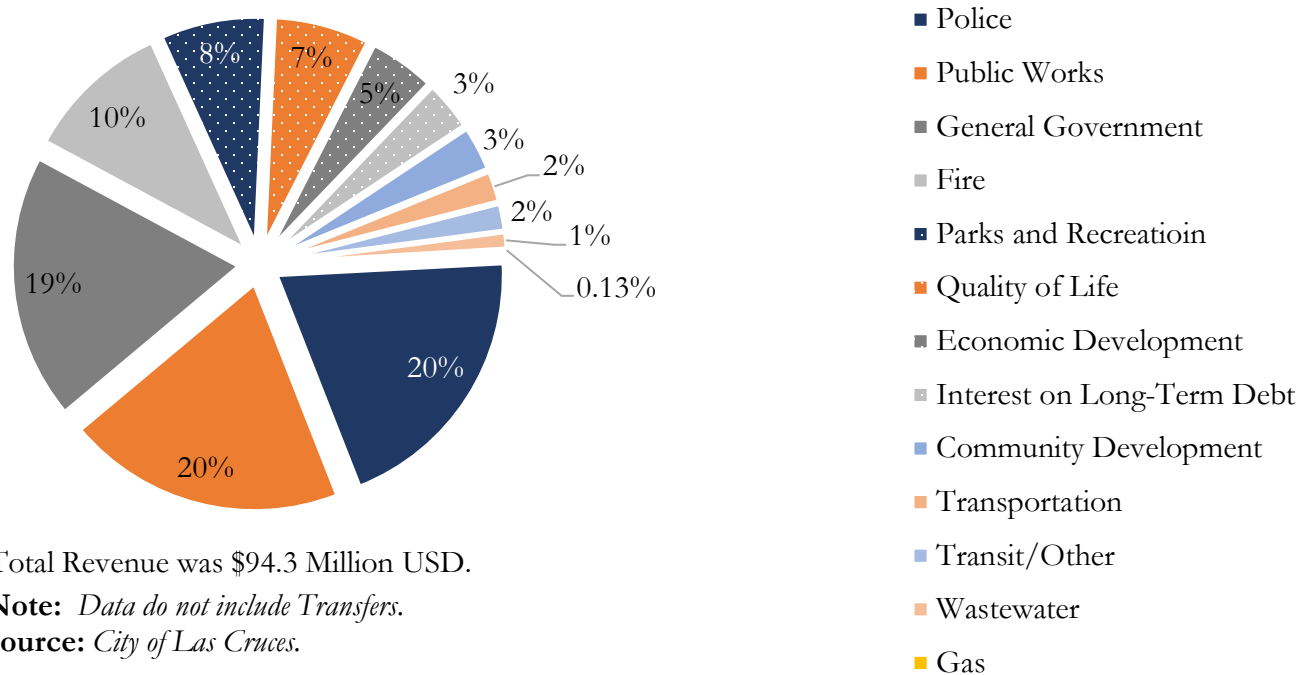


Total Revenue was \$122.8 Million USD.

Note: Data do not include Transfers.

Source: City of Las Cruces.

City of Las Cruces Government Expenditures for Year Ending June, 2017

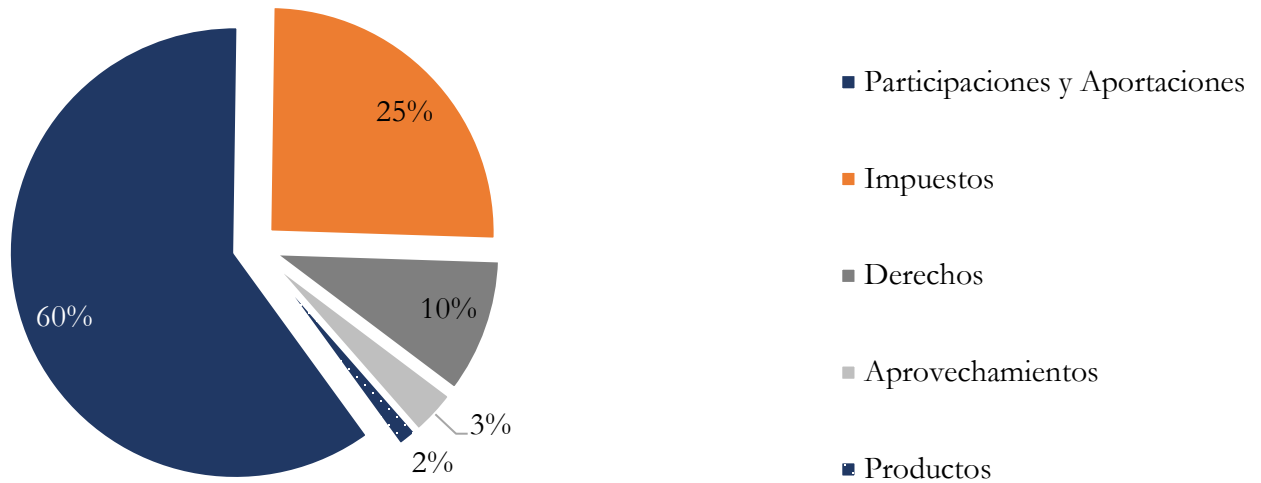


Total Revenue was \$94.3 Million USD.

Note: Data do not include Transfers.

Source: City of Las Cruces.

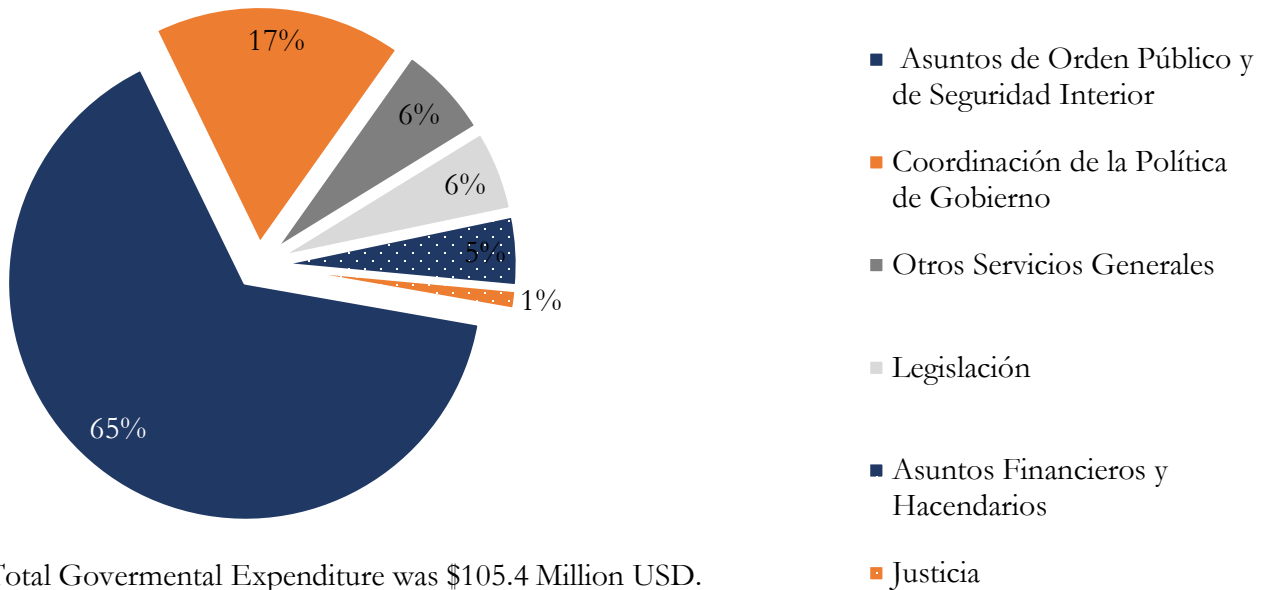
Ciudad Juárez Municipal Government Total Revenues by Type, 2017



Total Revenue was \$267 Million USD.

Source: *Ciudad Juárez Tesorería Municipal.*

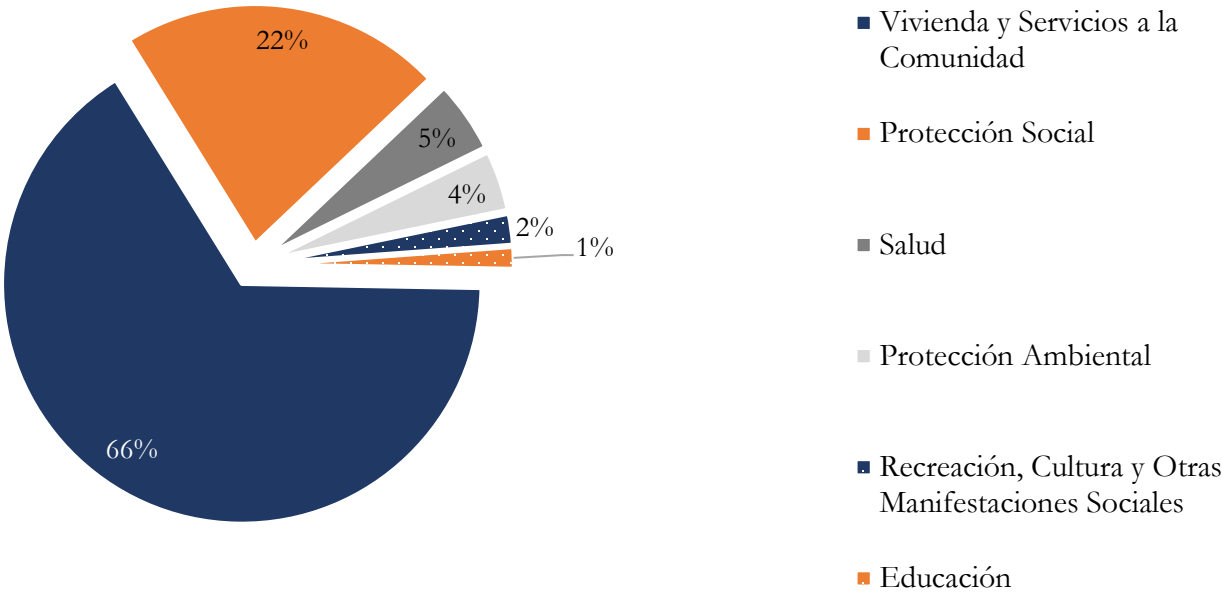
Ciudad Juárez Municipal Governmental Expenditures by Type, 2017



Total Governmental Expenditure was \$105.4 Million USD.

Source: *Ciudad Juárez Tesorería Municipal.*

Ciudad Juárez Municipal Government
Social Development Expenditures by Type, 2017



Total Social Development Expenditure was \$164.5 Million USD.

Source: Ciudad Juárez Tesorería Municipal.

VII. Public Utilities

A. Water

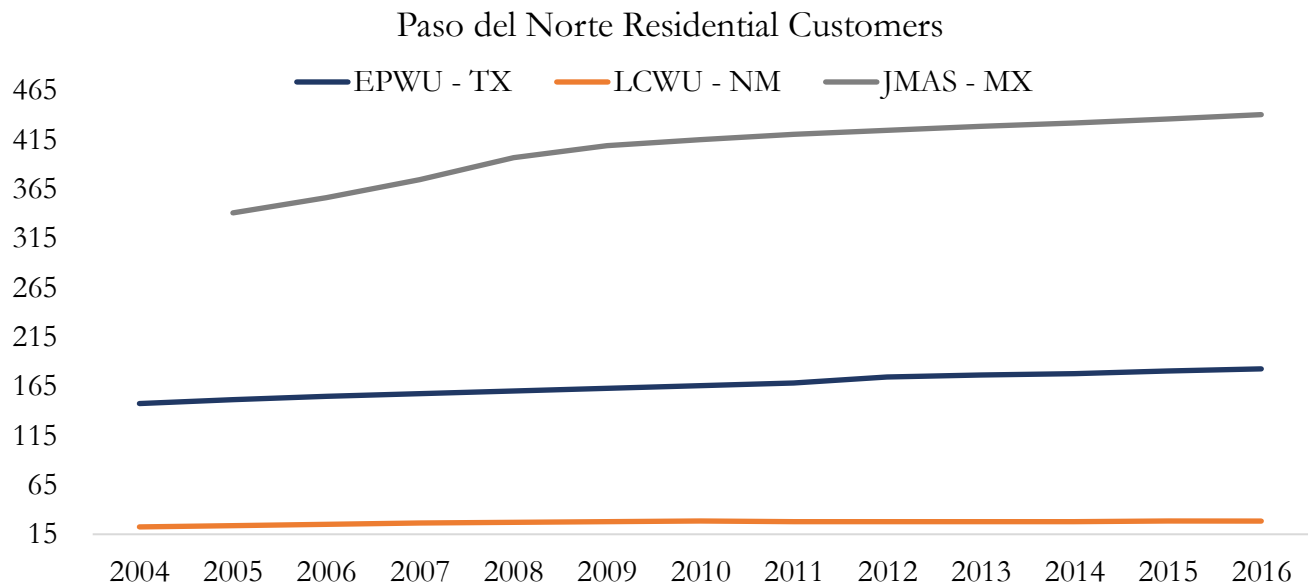
Paso del Norte Average Monthly Water Bill, 2017 (USD)

Utility	El Paso	Las Cruces	CRRUA	Ciudad Juárez
Residential				
1,000 Gallons	8.49	7.52	18.83	7.77
5,000 Gallons	32.51	12.86	18.83	13.93
10,000 Gallons	49.47	22.82	23.81	32.29
Commercial				
10,000 Gallons	153.08	26.94	29.05	31.77
50,000 Gallons	328.95	128.11	97.87	259.03
100,000 Gallons	548.79	219.22	184.37	569.02
Industrial				
100,000 Gallons	1,435.25	1,136.58	190.25	590.86
500,000 Gallons	3,193.95	1,682.90	858.25	6,253.41
800,000 Gallons	4,512.98	2,092.64	1,359.25	11,718.56

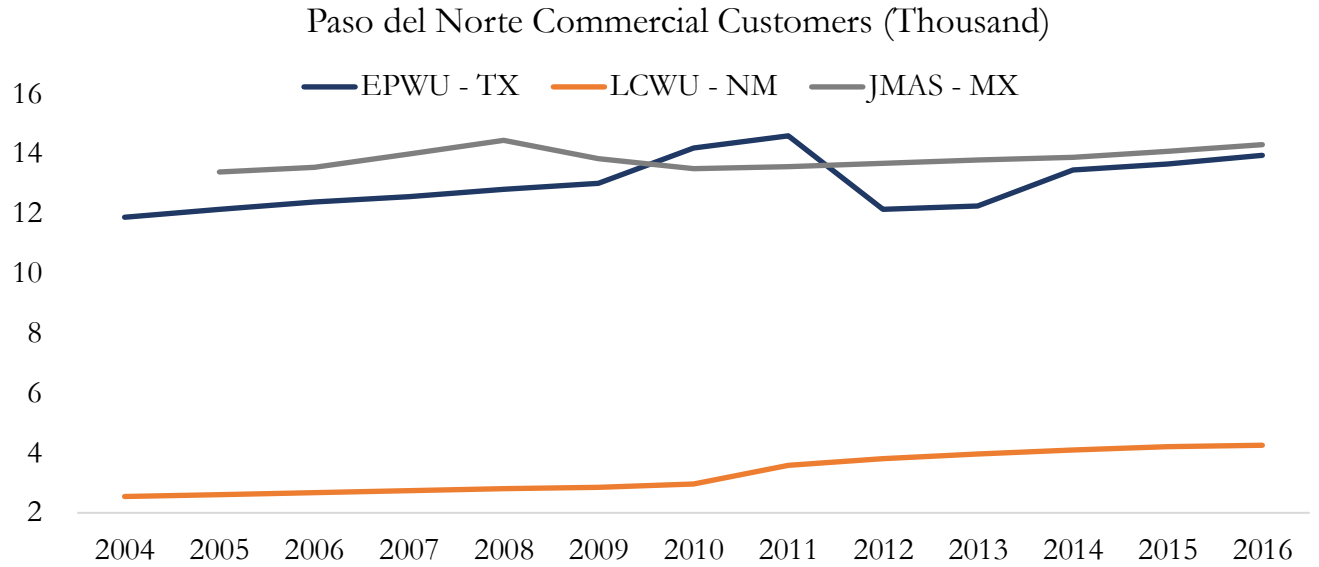
* No taxes included and other fees.

** Average FIX exchange rate for May 2017 used.

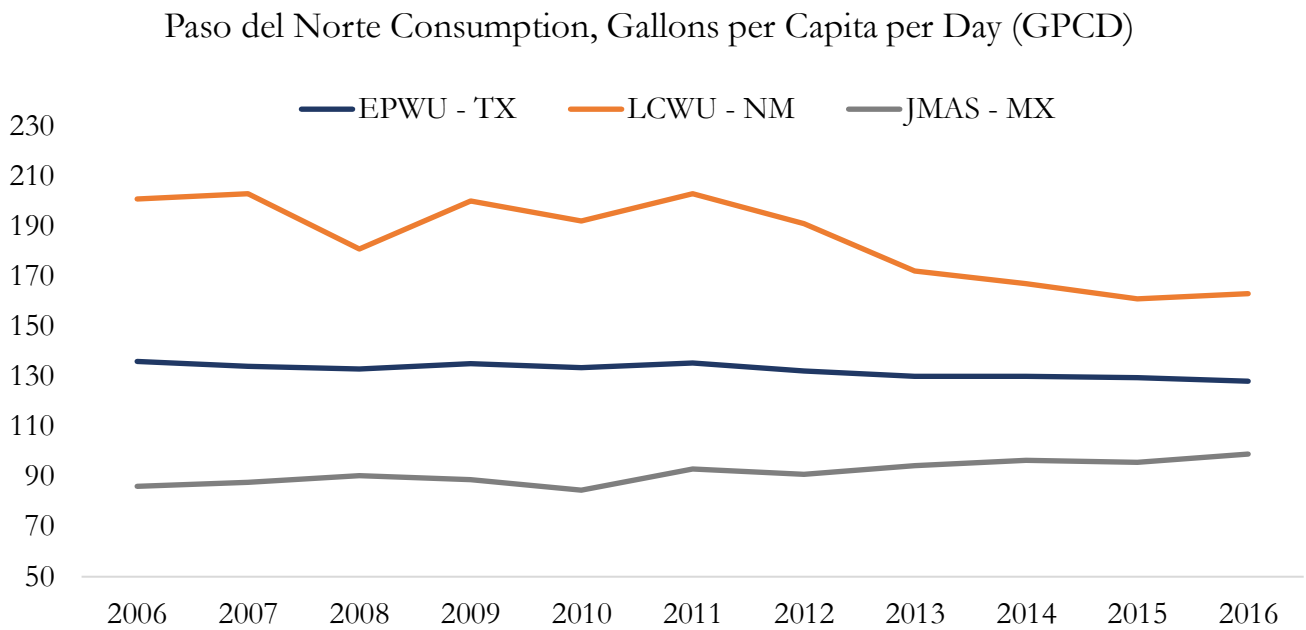
Source: El Paso and Las Cruces Water Utilities, Camino Real Regional Utility Authority, and Periódico Oficial de Chihuahua.



Source: El Paso Water Utilities, Las Cruces Water Utilities, and Junta Municipal de Agua y Saneamiento de Juárez.



Source: *El Paso Water Utilities, Las Cruces Water Utilities, and Junta Municipal de Agua y Saneamiento de Juárez.*



Source: *El Paso Water Utilities, Las Cruces Water Utilities, and Junta Municipal de Agua y Saneamiento de Juárez.*

B. Electricity

Paso del Norte: Residential Rates per kWh (USD)

Winter 2016						
				EPE-NM	EPE-EP	CFE-Juárez
1	kWh	-	75 kWh	0.06528	0.08455	0.04132
76	kWh	-	175 kWh	0.06528	0.08455	0.04981
		≥	175 kWh	0.06528	0.08455	0.14600
Customer Charge				7.00	6.90	N/A
DAP				N/A	N/A	1.04208

Source: *El Paso Electric and Comisión Federal de Electricidad.*

Paso del Norte: Residential Rates per kWh* (USD)

Summer 2016						
				EPE-NM	EPE-TX	CFE-Juárez**
1	kWh	-	150 kWh	0.07528	0.09455	0.03689
151	kWh	-	300 kWh	0.07528	0.09455	0.04351
301	kWh	-	450 kWh	0.07528	0.09455	0.05558
451	kWh	-	600 kWh	0.07528	0.09455	0.14831
		≥	600 kWh	0.09338	0.09956	0.14831
Fuel Charge per kWh***				0.034444	0.02057	N/A
Customer Charge				7.00	6.90	N/A
DAP				N/A	N/A	1.04208

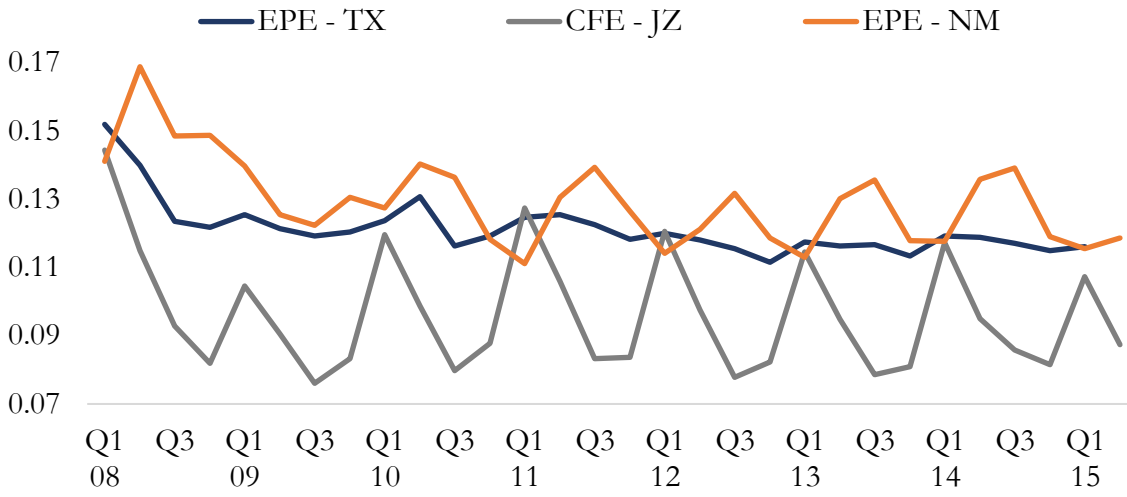
* Only base bill and fuel factor charges shown for El Paso Electric.

** Average FIX exchange rate for October 2016.

*** For New Mexico, the fuel rate charged in August 2016 used.

Source: *El Paso Electric and Comisión Federal de Electricidad.*

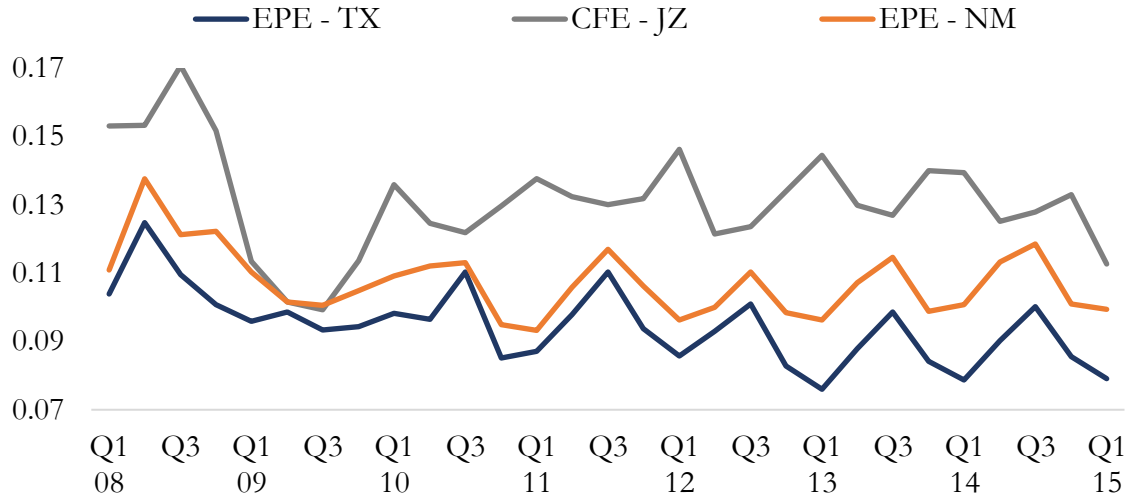
Paso del Norte Average Residential Real Price per kWh



U.S. CPI December 2015 = 100.

Source: CFE and EIA.

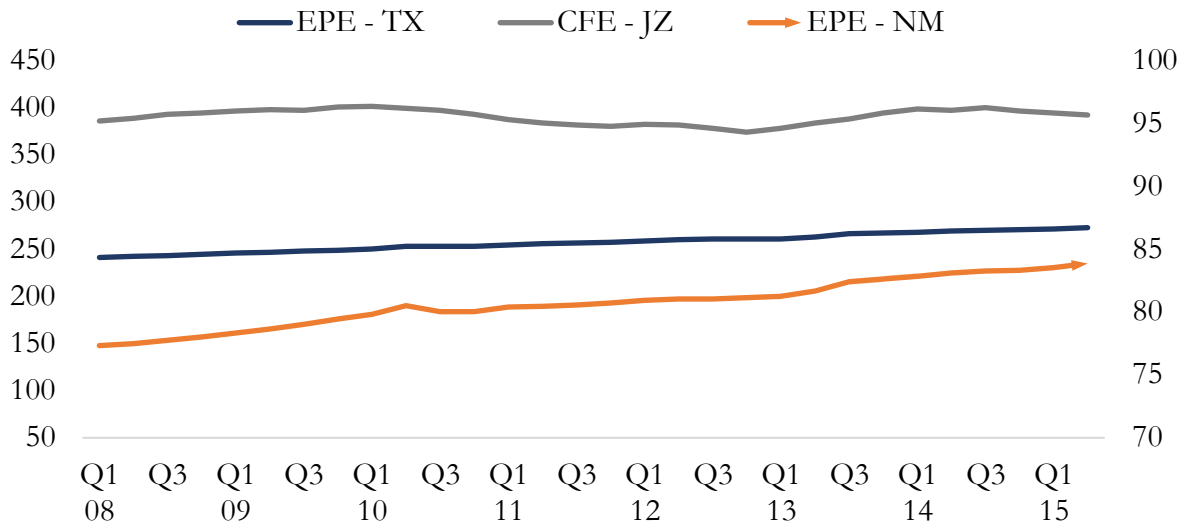
Average Non - Residential Real Price per kWh



U.S. CPI December 2015 = 100

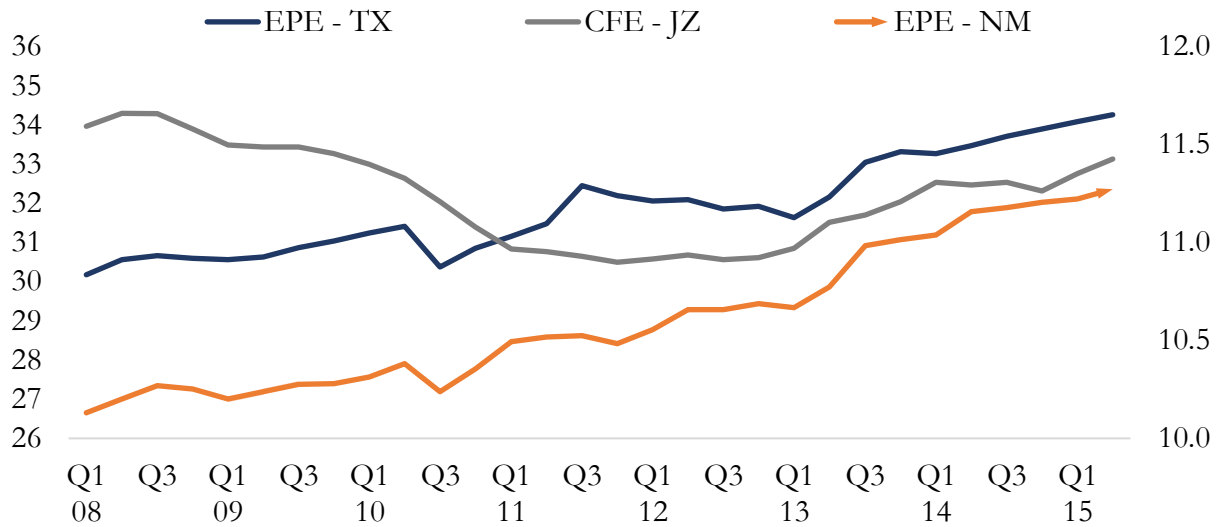
Source: CFE and EIA.

Paso del Norte Average Residential Customers (Thousand)

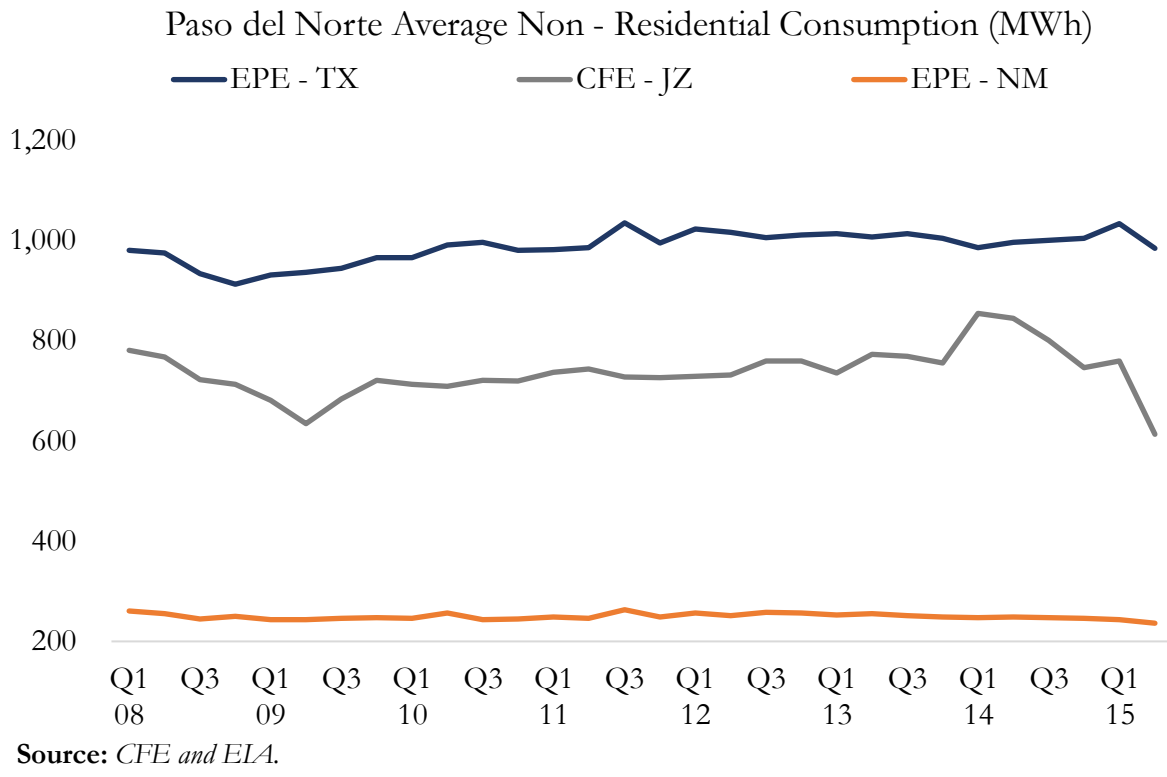
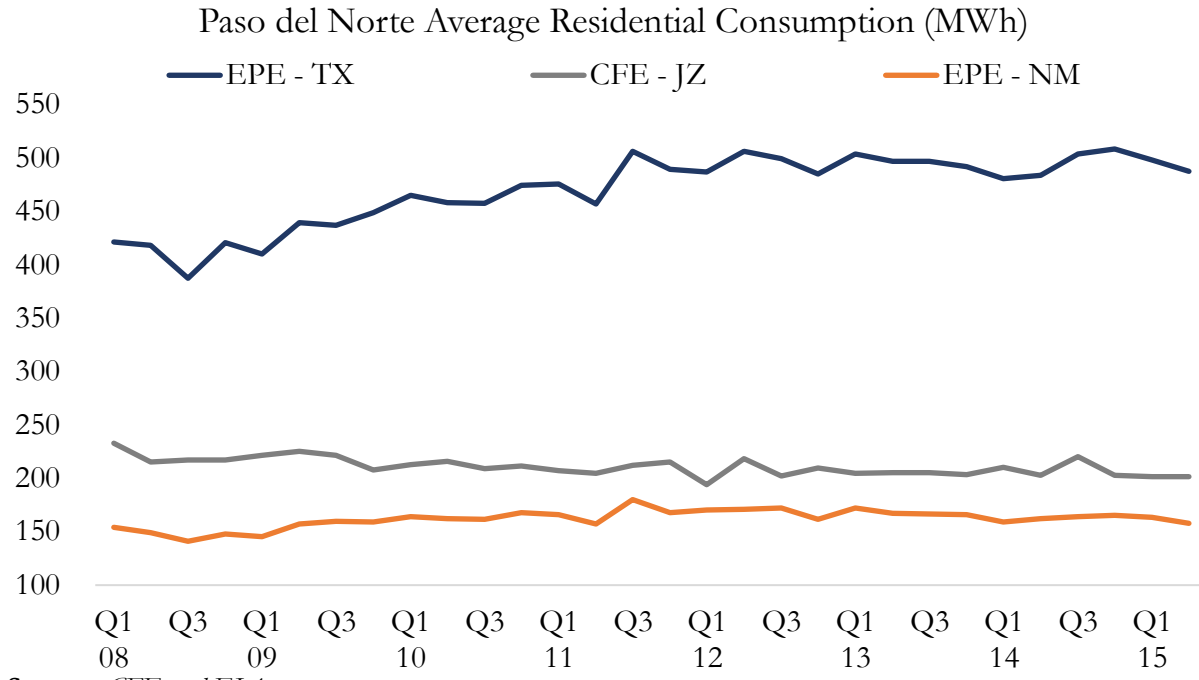


Source: CFE and EIA.

Paso del Norte Average Non - Residential Customers (Thousand)



Source: CFE and EIA.



C. Natural Gas

Paso del Norte Average Monthly Bill of Natural Gas, 2016 (USD)*

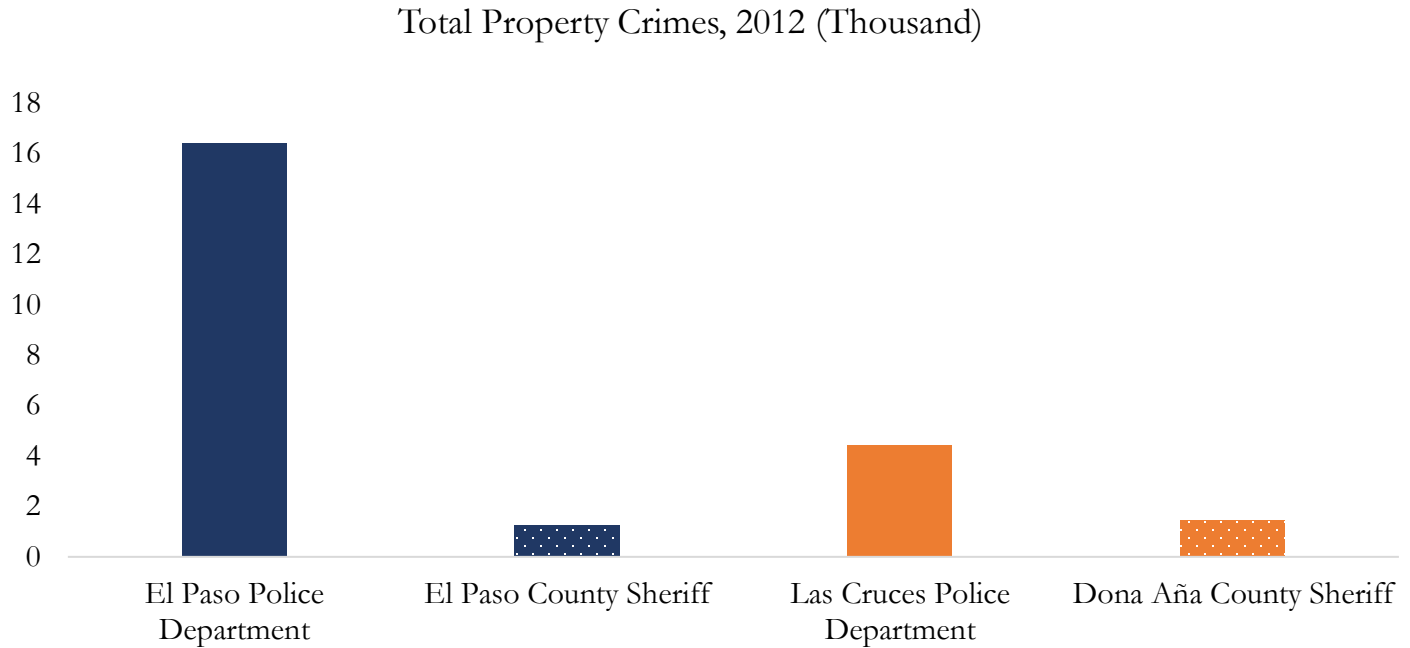
Provider	Year	Residential @ 6 Mcf	Commercial @ 30 Mcf	Industrial @ 300 Mcf
Texas Gas Service	2011	46.6	194.3	1,838.4
	2012	39.4	158.0	1,481.6
	2013	43.5	176.1	1,761.9
	2014	49.9	206.7	1,987.4
	2015	42.8	168.9	1,619.7
Gas Natural de Juárez	2011	71.1	510.1	1,740.6
	2012	67.4	482.2	1,642.8
	2013	65.9	471.5	1,605.9
	2014	62.3	446.8	1,524.6
	2015	51.1	366.8	1,251.7
Zia Natural Gas Company	2011	40.9	161.8	1,498.9
	2012	34.9	132.6	1,209.8
	2013	36.7	142.5	1,310.5
	2014	54.9	234.2	2,228.8
	2015	45.6	187.8	1,764.8

* Average September 2016 FIX exchange rate used for Juárez. September 2016 = 100.

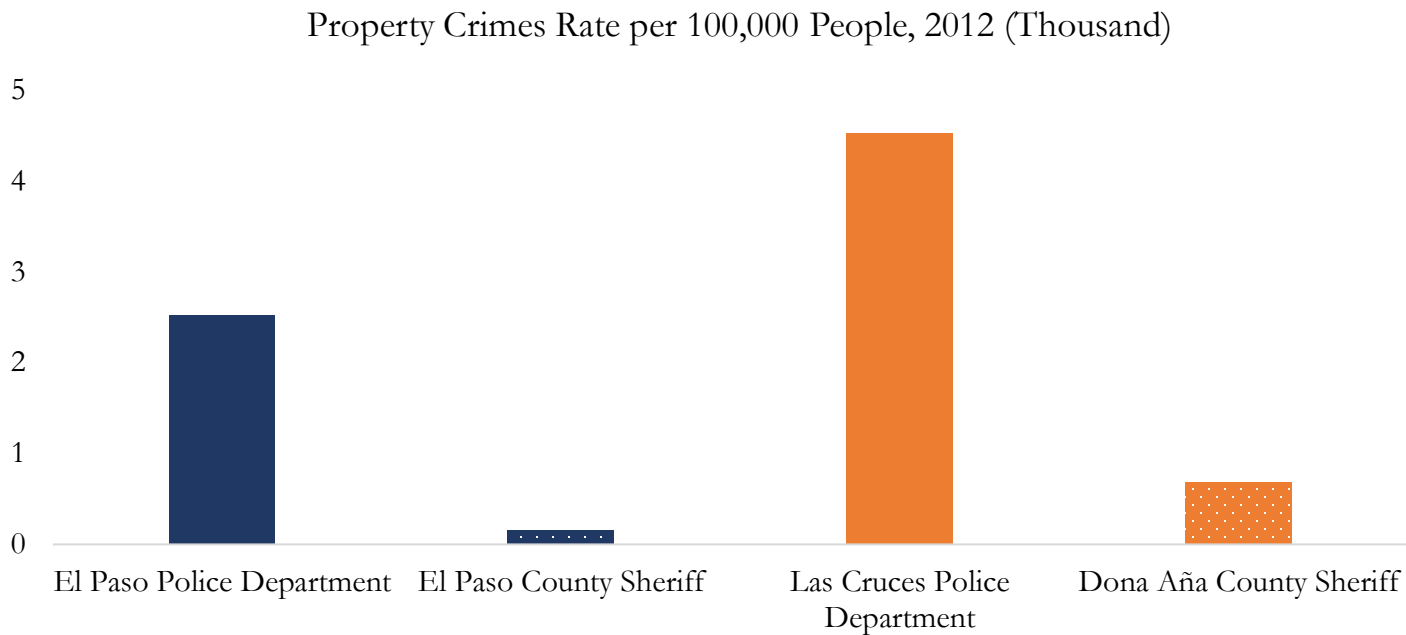
Source: Texas Gas Service, DOF, and New Mexico Public Regulation Commission.

VIII. Public Safety

A. County and City Property Crimes

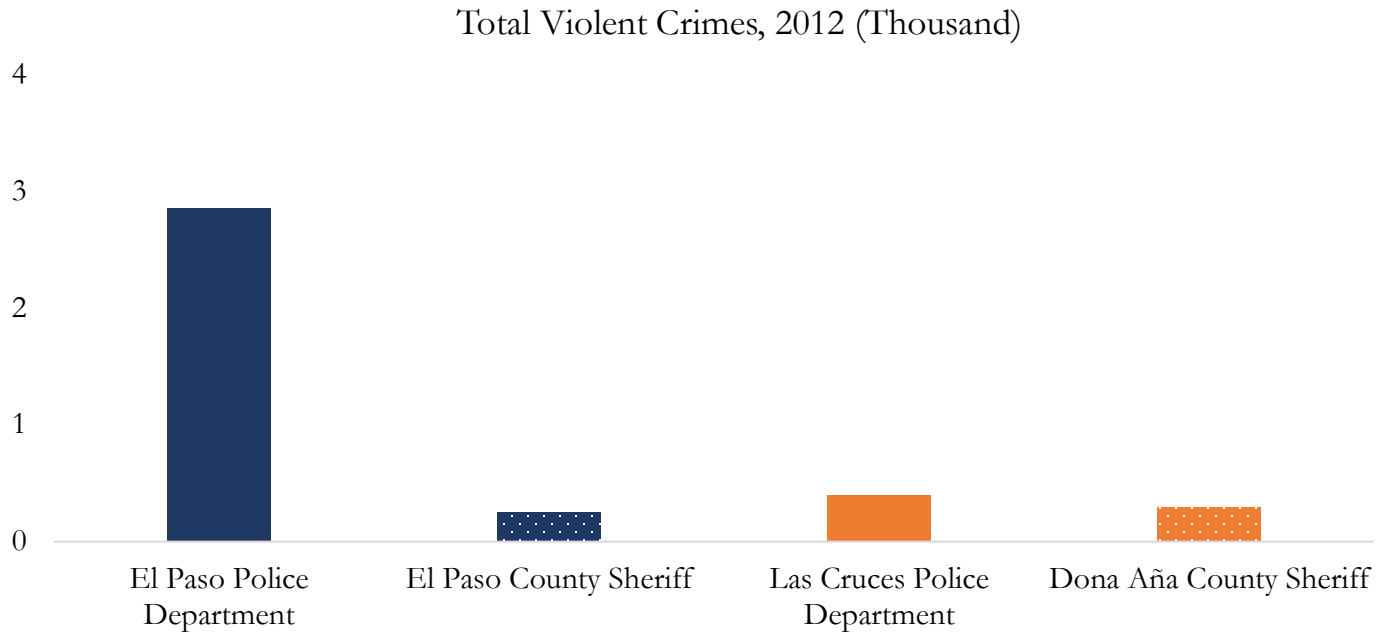


Source: *El Paso Police Department, El Paso County Sheriff, Las Cruces Police Department, and Doña Ana County Sheriff.*

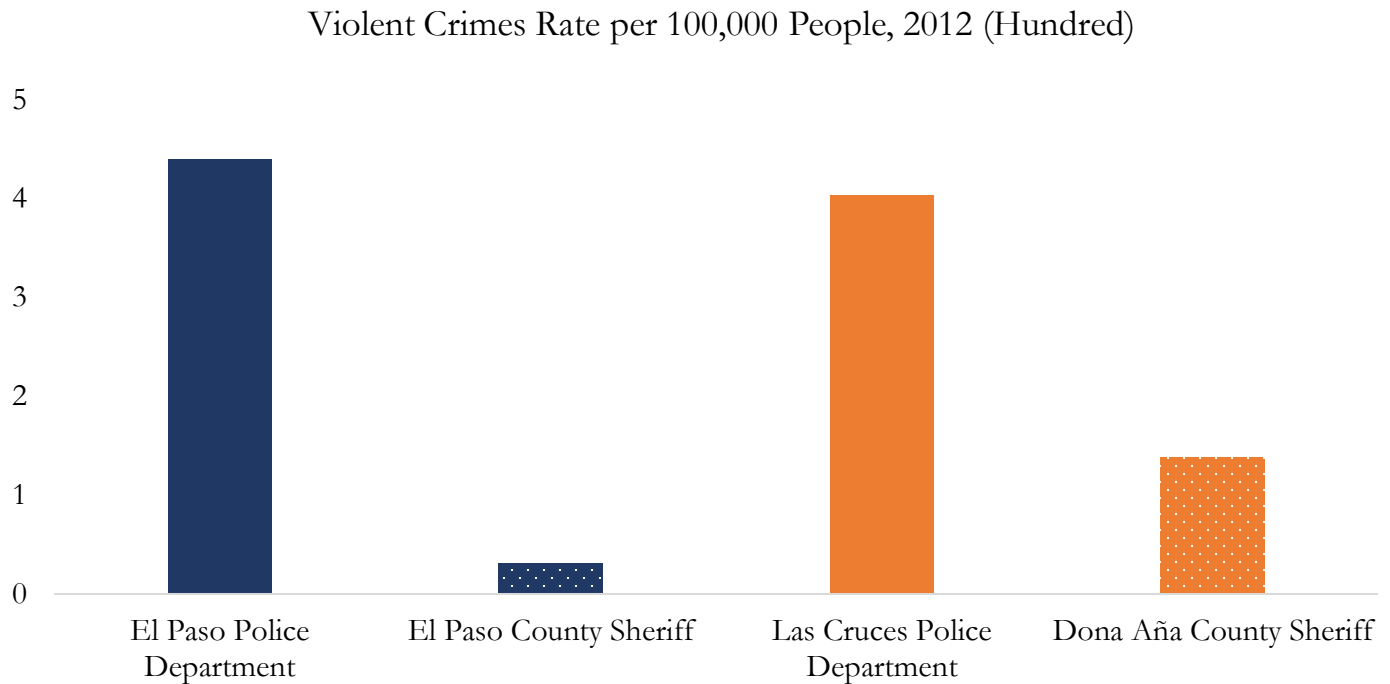


Source: *El Paso Police Department, El Paso County Sheriff, Las Cruces Police Department, and Doña Ana County Sheriff.*

B. County and City Violent Crimes



Source: *El Paso Police Department, El Paso County Sheriff, Las Cruces Police Department, and Doña Ana County Sheriff.*

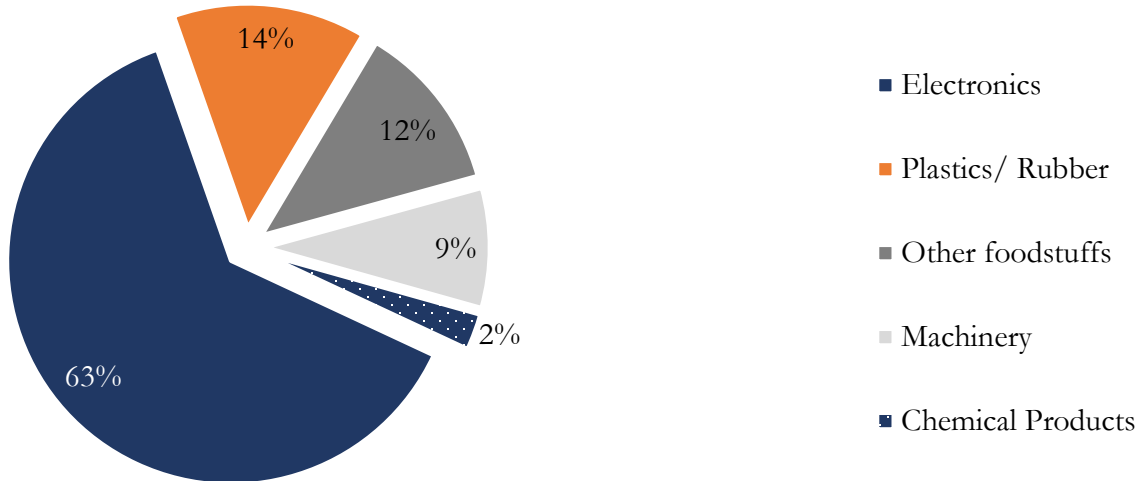


Source: *El Paso Police Department, El Paso County Sheriff, Las Cruces Police Department, and Doña Ana County Sheriff.*

IX. International Trade

A. Trade by Top Commodities

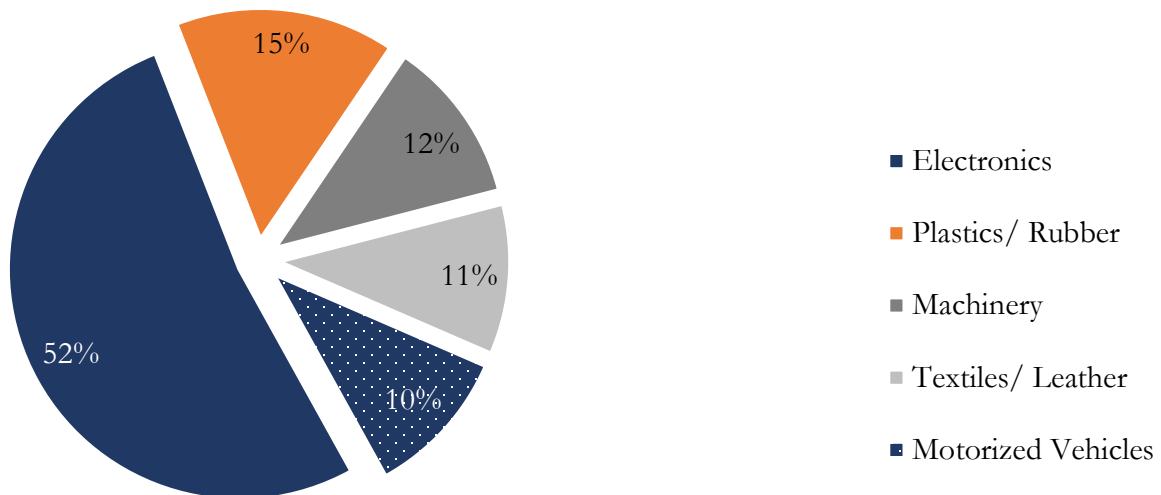
Los Angeles to El Paso Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$2.5 Billion USD.

Source: *Freight Analysis Framework*.

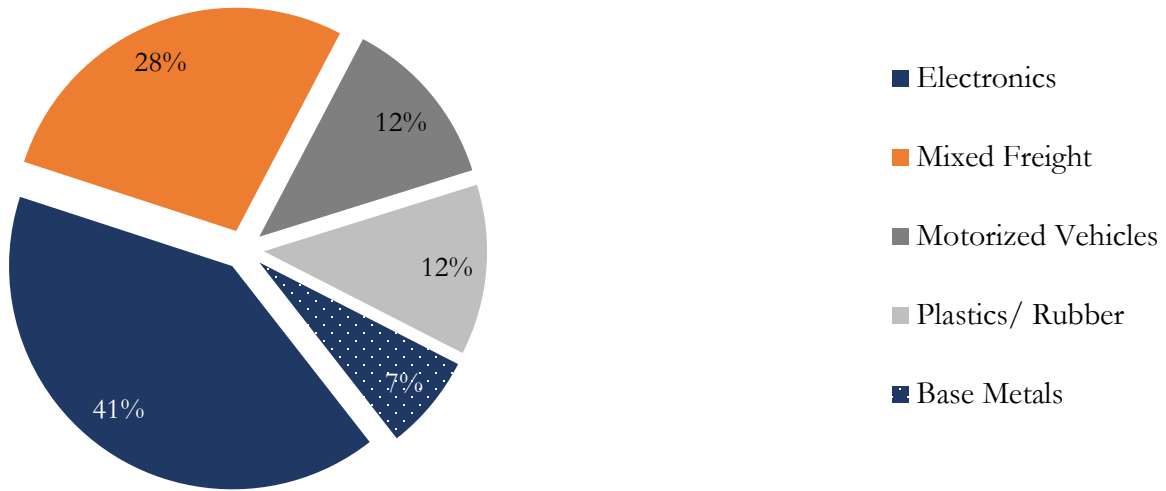
Houston to El Paso Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$7.7 Billion USD.

Source: *Freight Analysis Framework*.

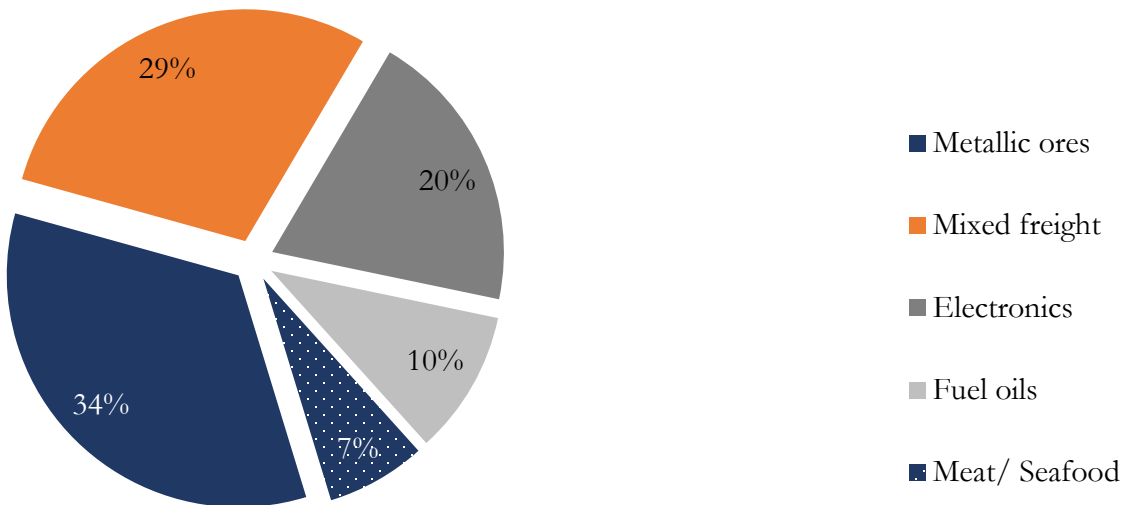
Chicago to El Paso Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$613.3 Million USD.

Source: *Freight Analysis Framework*.

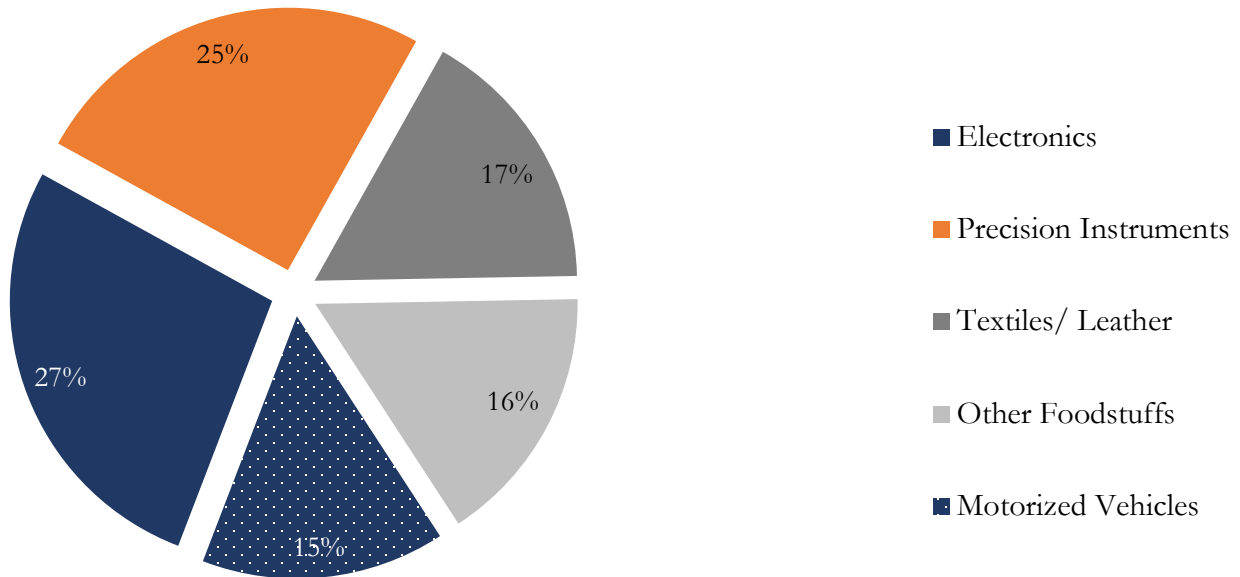
New Mexico to El Paso Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$2.6 Billion USD.

Source: *Freight Analysis Framework*.

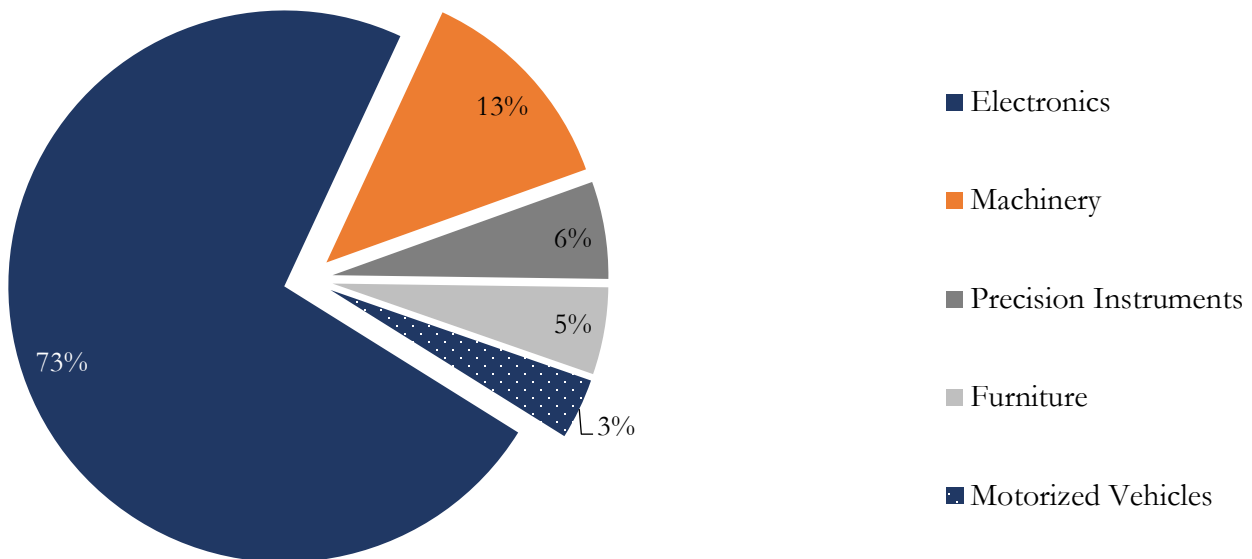
El Paso to Los Angeles Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$1.1 Billion USD.

Source: *Freight Analysis Framework*.

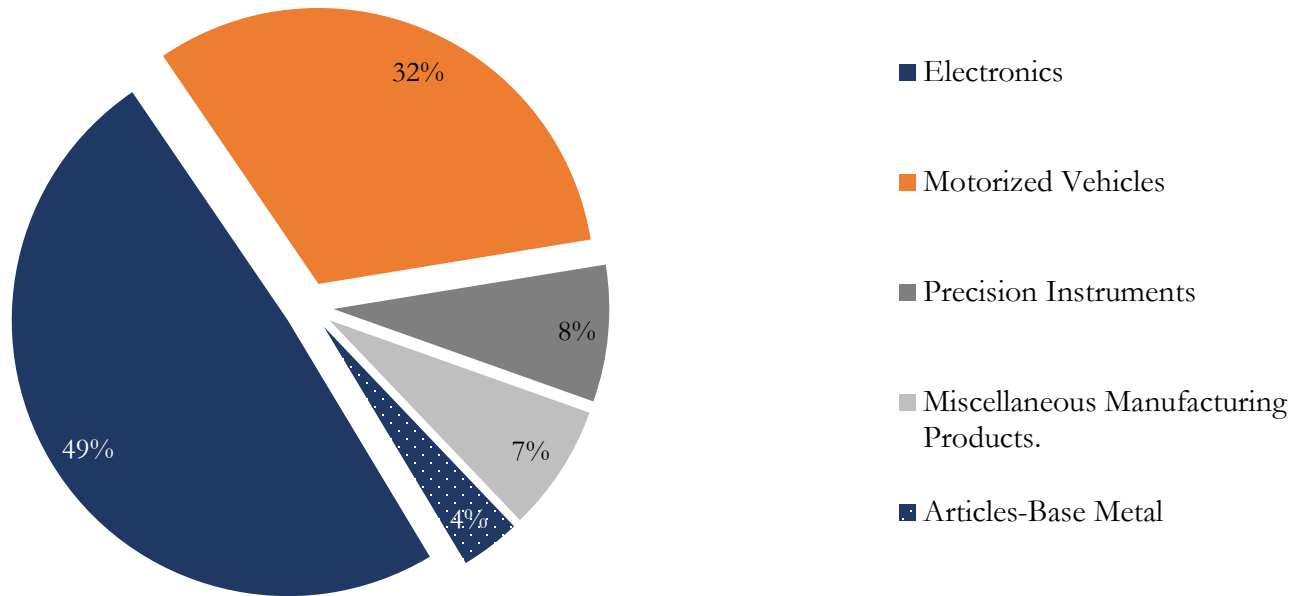
El Paso to Houston Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$6.3 Billion USD.

Source: *Freight Analysis Framework*.

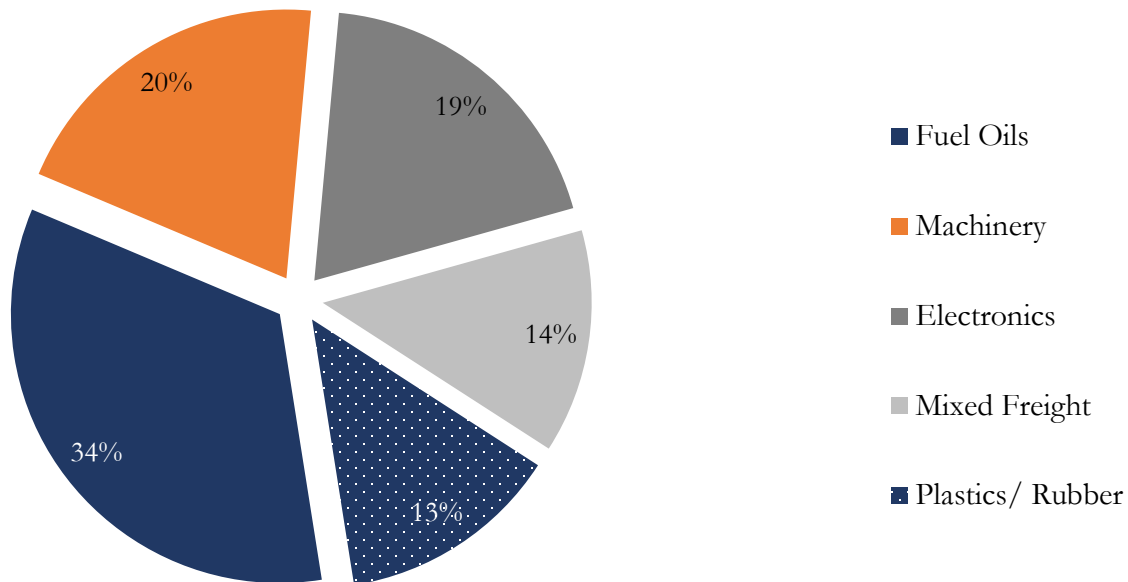
El Paso to Chicago Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$1.2 Billion USD.

Source: *Freight Analysis Framework*.

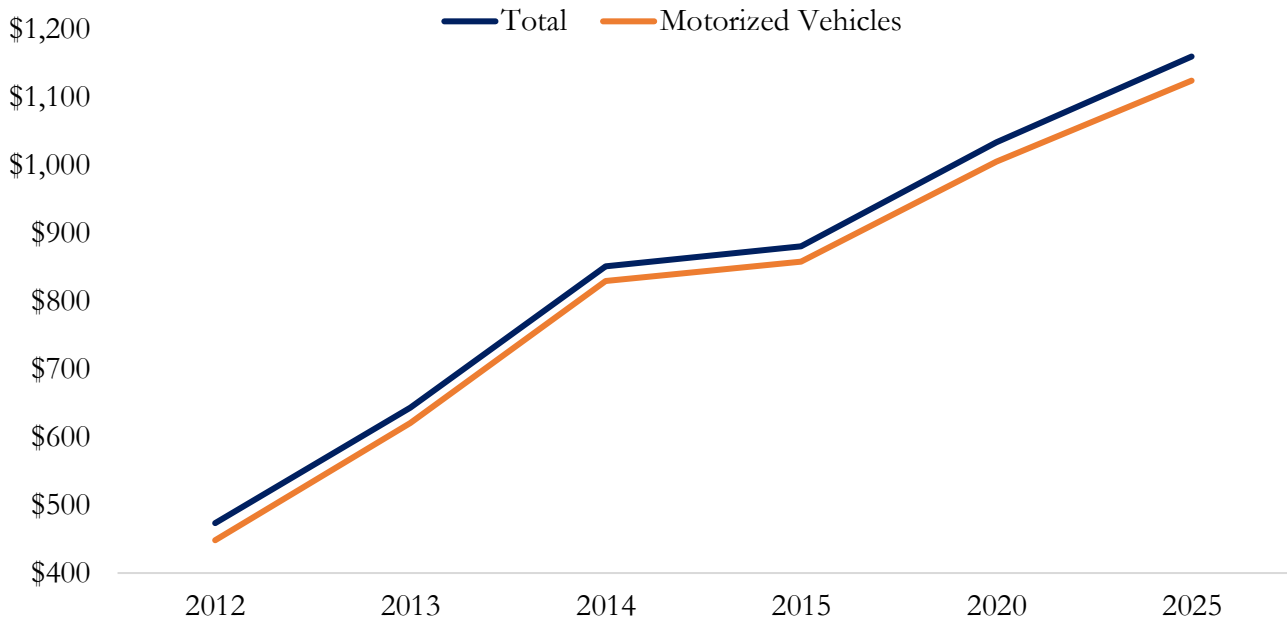
El Paso to New Mexico Truck Shipments, Top 5 Commodities, 2015



Total value of Shipments was \$1.7 Billion USD.

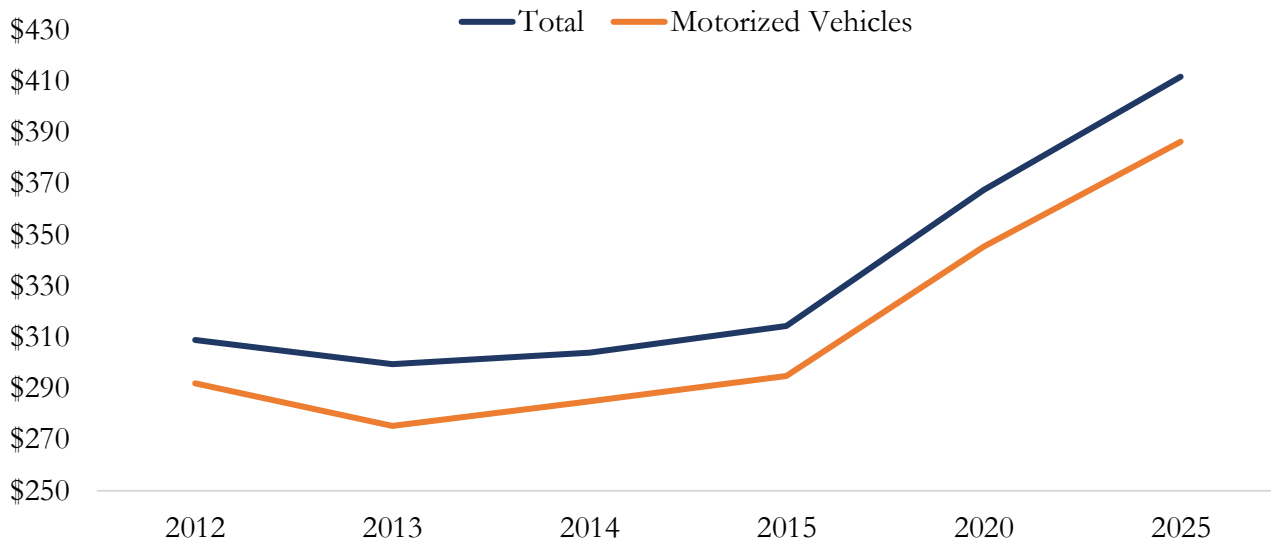
Source: *Freight Analysis Framework*.

El Paso to Los Angeles Most Valued Commodity by Rail (Million USD)



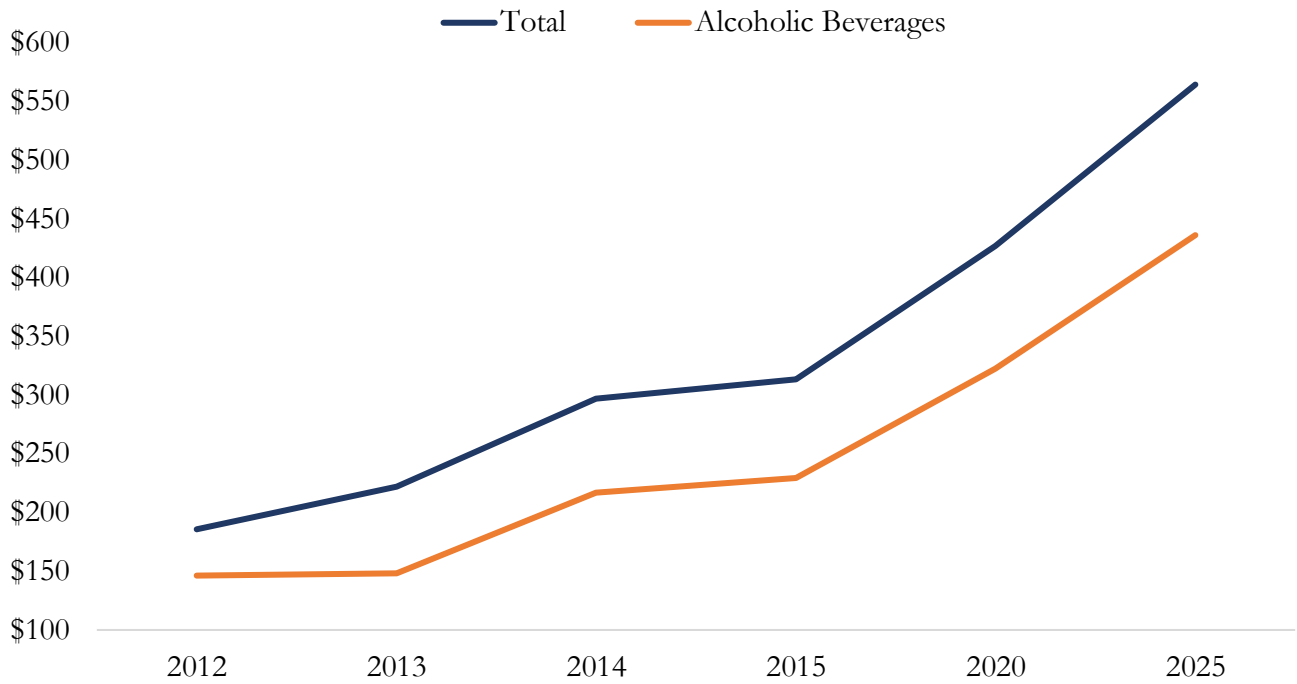
Source: Freight Analysis Framework.

El Paso to Houston Most Valued Commodity by Rail (Million USD)



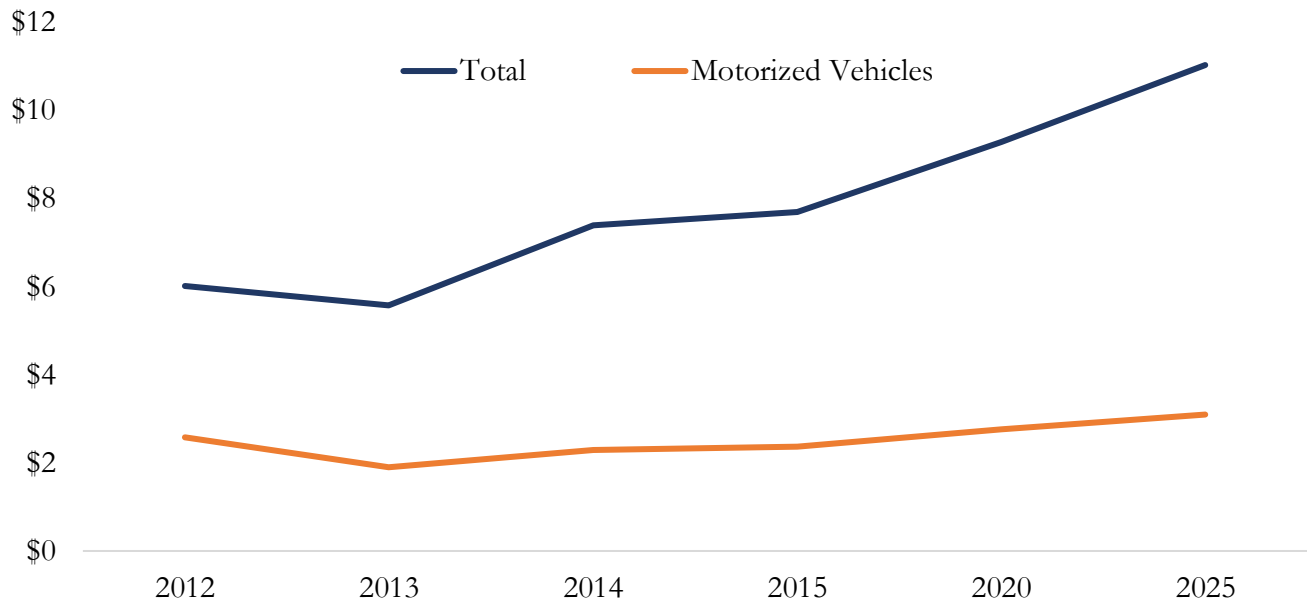
Source: Freight Analysis Framework.

El Paso to Chicago Most Valued Commodity by Rail (Million USD)



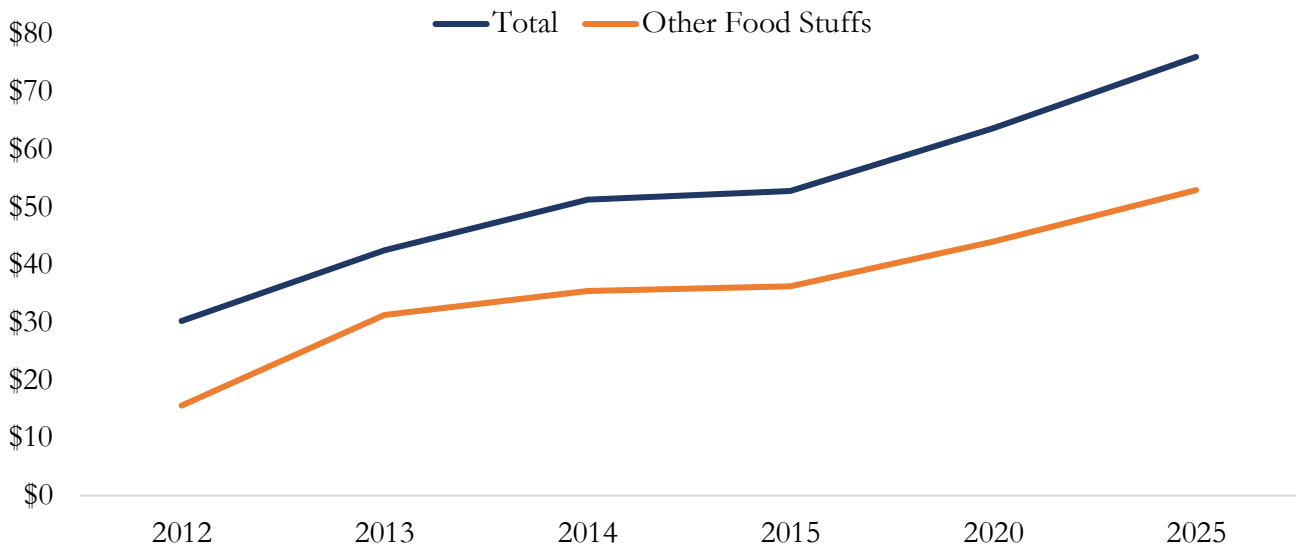
Source: Freight Analysis Framework.

El Paso to New Mexico Most Valued Commodity by Rail (Million USD)



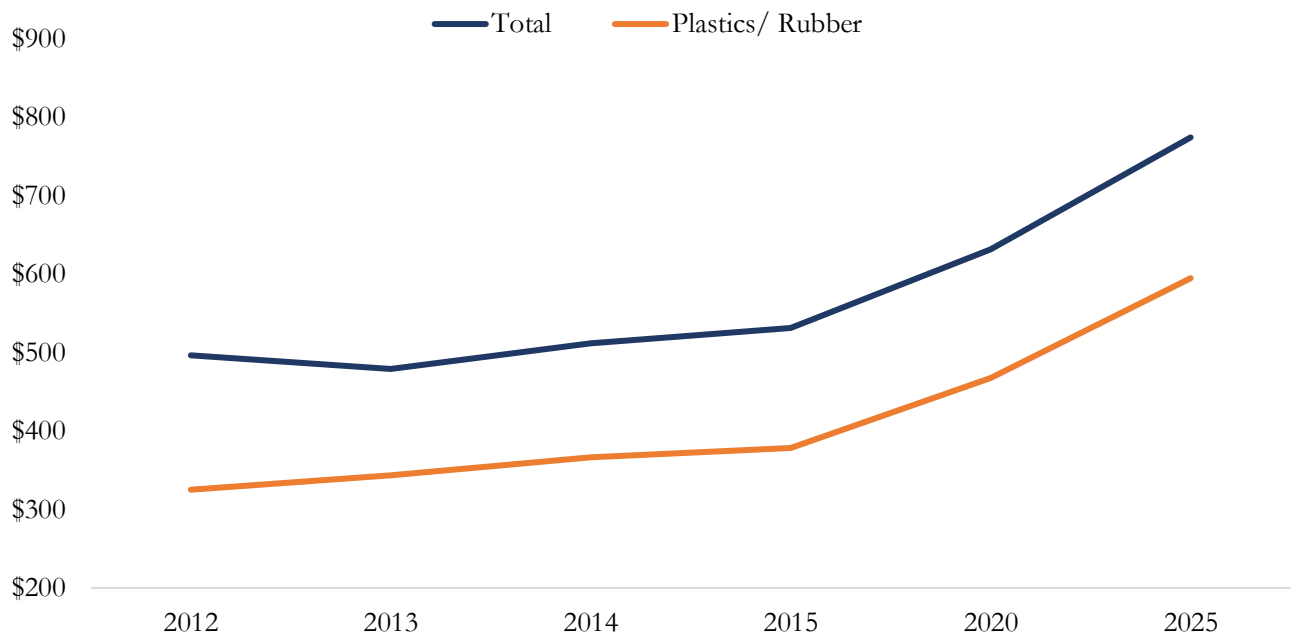
Source: Freight Analysis Framework.

Los Angeles to El Paso Most Valued Commodity by Rail (Million USD)



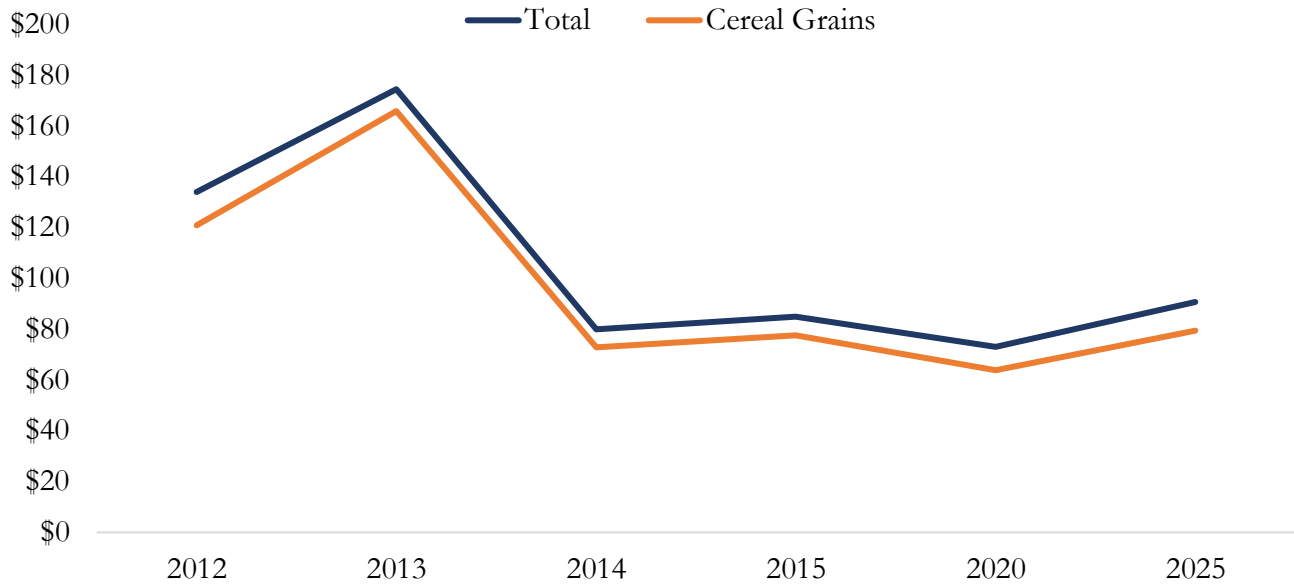
Source: Freight Analysis Framework.

Houston to El Paso Most Valued Commodity by Rail (Million USD)



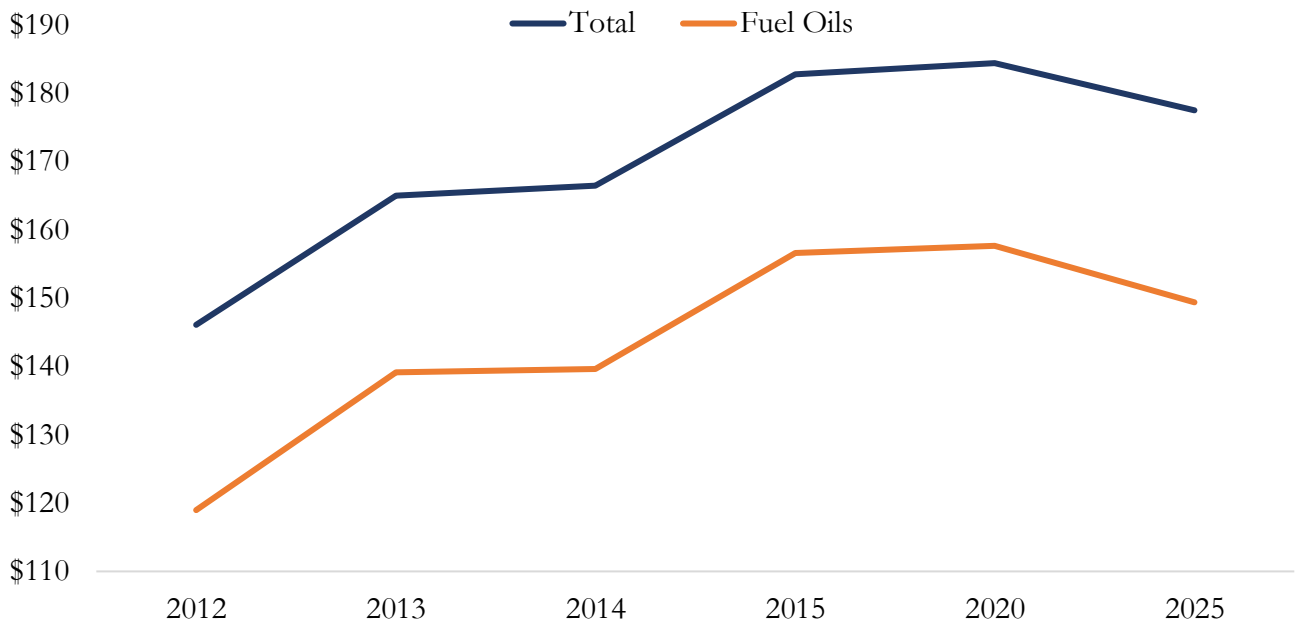
Source: Freight Analysis Framework.

Chicago to El Paso Most Valued Commodity by Rail (Million USD)



Source: Freight Analysis Framework.

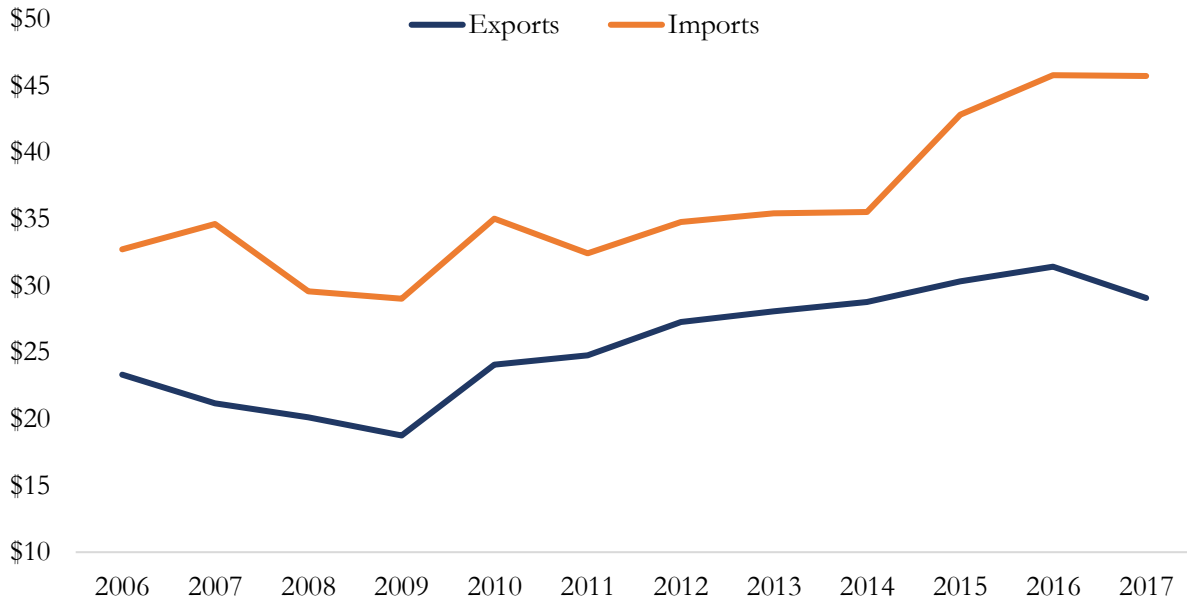
New Mexico to El Paso Most Valued Commodity by Rail (Million USD)



Source: Freight Analysis Framework.

B. Trade through Ports of Entry by Mode

Trade Through the El Paso Ports of Entry (Billion USD)



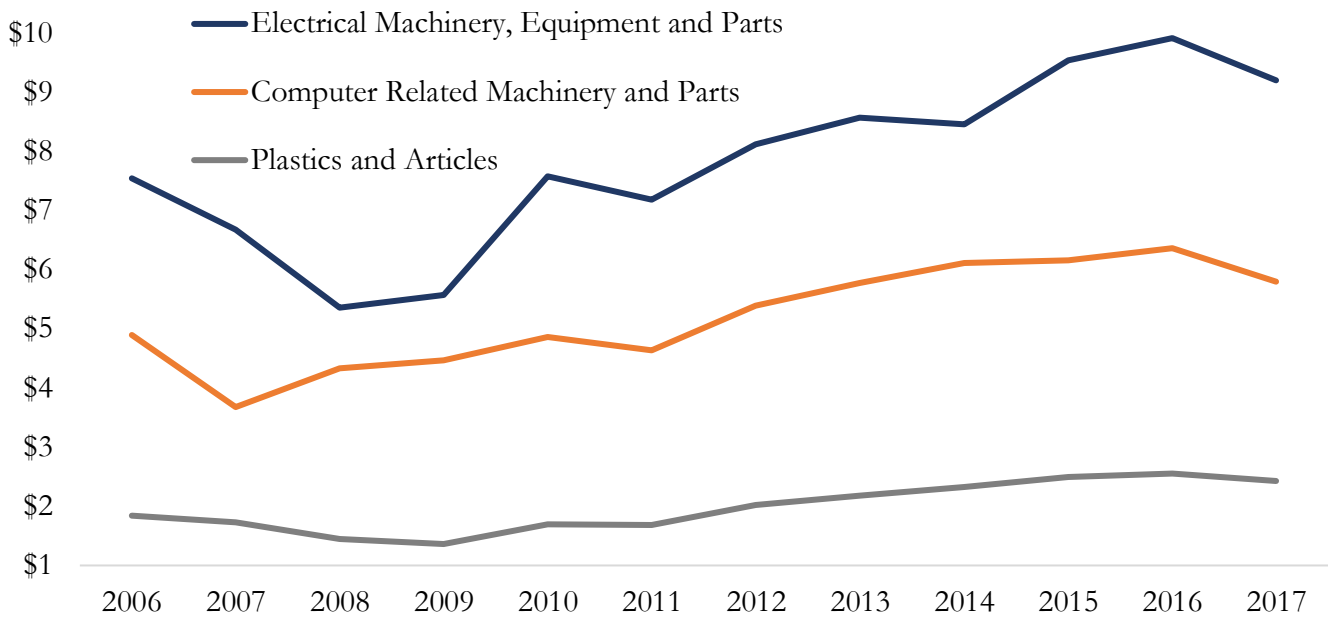
Source: Bureau of Transportation Statistics.

El Paso - Ciudad Juárez Ports of Entry, Top 5 Trade Commodities, 2017

Commodity Name	Exports (Billion USD)	% of Total Exports
Electrical Machinery; Equipment and Parts	\$9.2	32%
Computer-Related Machinery and Parts	\$5.8	20%
Plastics and Articles	\$2.4	8%
Measuring and Testing Instruments	\$1.7	6%
Vehicles Other than Railway	\$1.0	3%
	Imports (Billion USD)	% of Total Imports
Electrical Machinery; Equipment and Parts	\$11.9	26%
Computer-Related Machinery and Parts	\$11.7	26%
Vehicles Other than Railway	\$8.9	20%
Measuring and Testing Instruments	\$3.9	8%
Furniture; Lamps and Prefabricated Buildings	\$2.3	5%

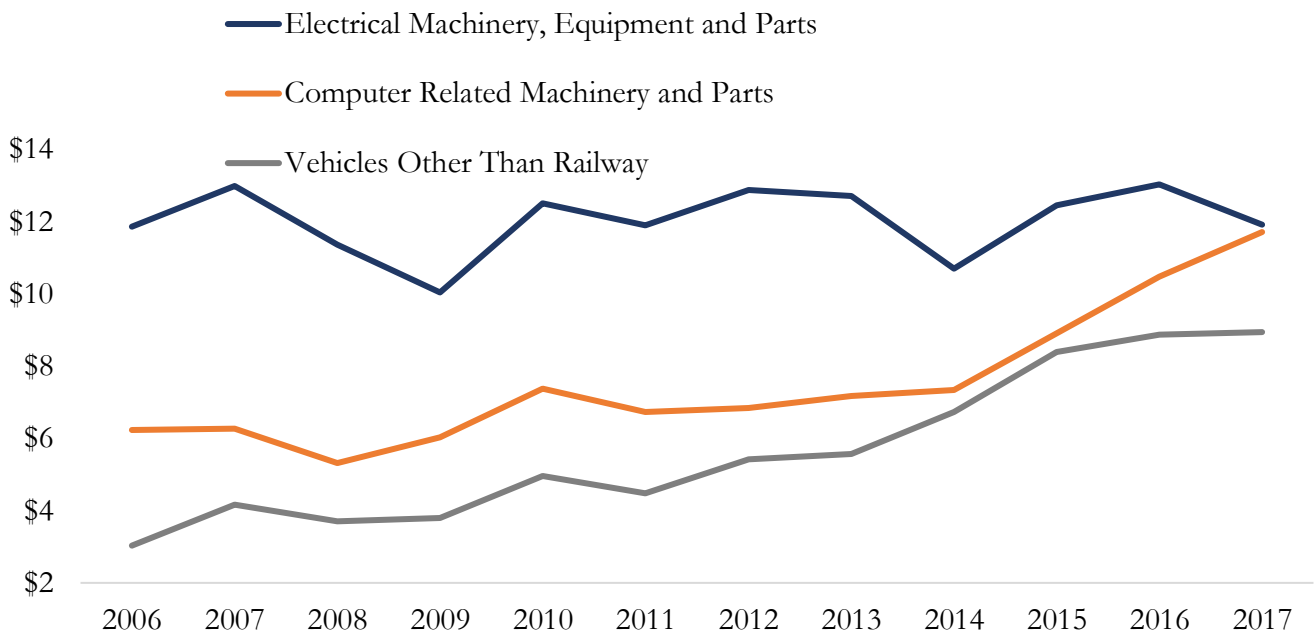
Source: Bureau of Transportation Statistics.

Top Three Export Commodities through the El Paso Ports of Entry (Billion USD)



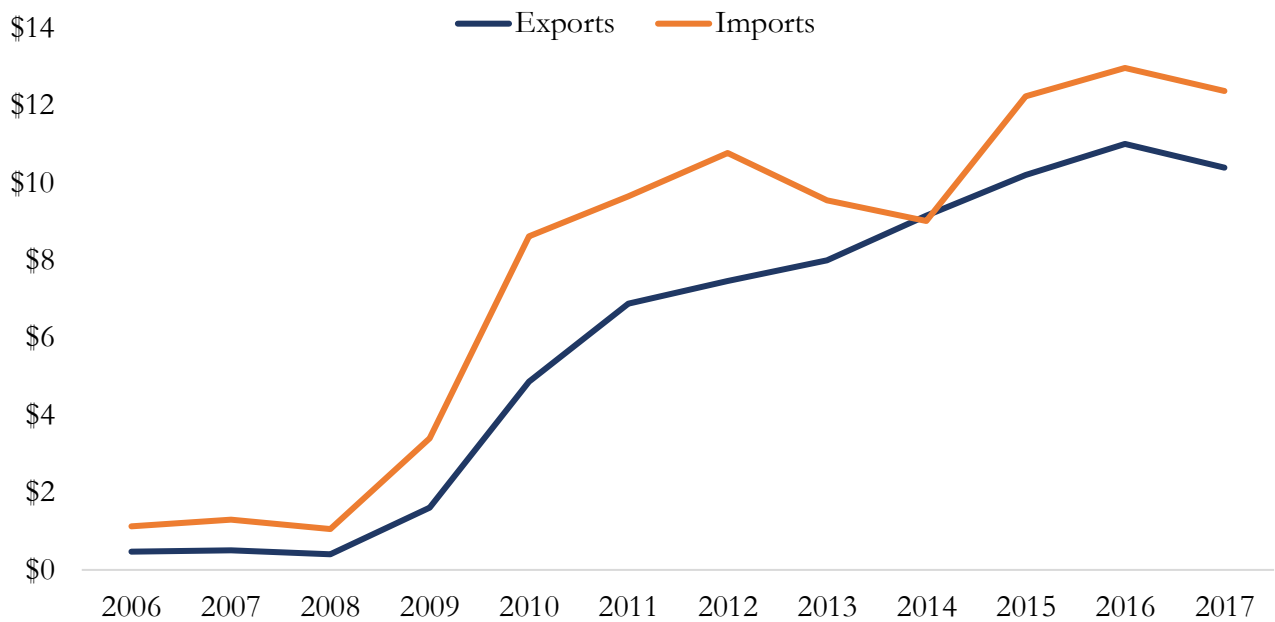
Source: *Freight Analysis Framework*.

Top Three Import Commodities through the El Paso Ports of Entry (Billion USD)



Source: *Freight Analysis Framework*.

Trade through the Santa Teresa Port of Entry
(Billion USD)



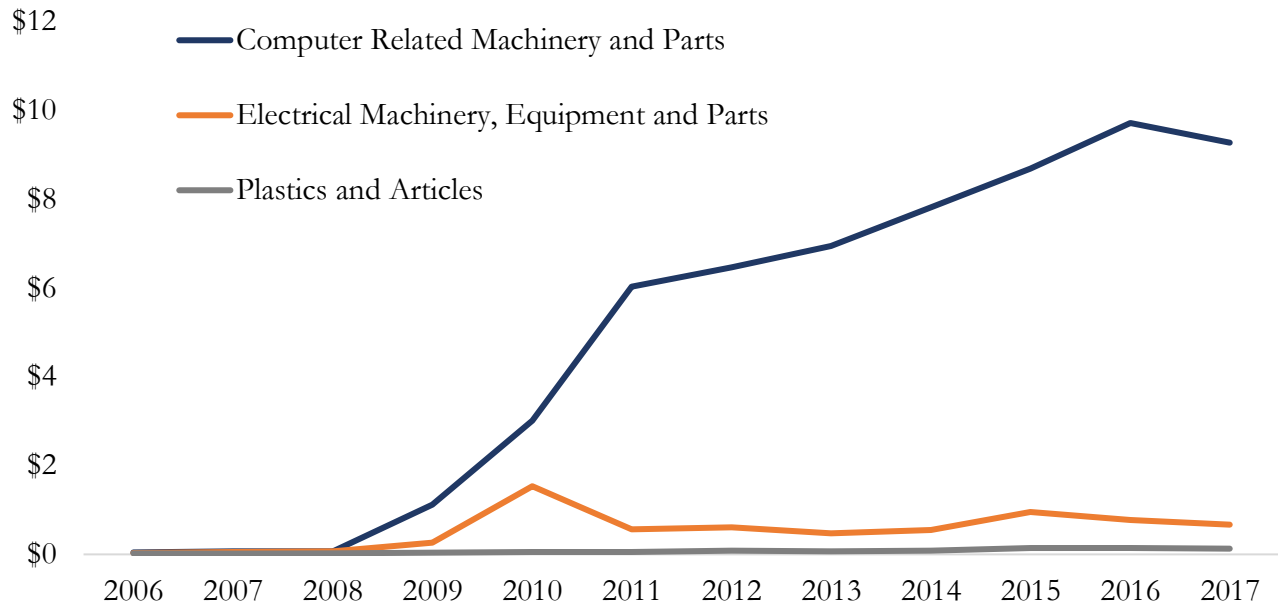
Source: Bureau of Transportation Statistics.

Santa Teresa - San Jerónimo Port of Entry, Top 5 Trade Commodities, 2017

Commodity Name	Exports (Million USD)	% of Total
Computer-Related Machinery and Parts	\$9,278.8	89%
Electrical Machinery; Equipment and Parts	\$674.9	6%
Plastics and Articles	\$127.8	1%
Articles of Iron and Steel	\$53.0	1%
Not Knitted or Crocheted Apparel	\$42.7	<1%
	Import (Million USD)	% of Total
Computer-Related Machinery and Parts	\$9,764.5	79%
Pearls; Stones; Metals and Imitation Jewelry	\$974.0	8%
Live Animals	\$447.7	4%
Electrical Machinery; Equipment and Parts	\$395.1	3%
Plastics and Articles	\$119.9	1%

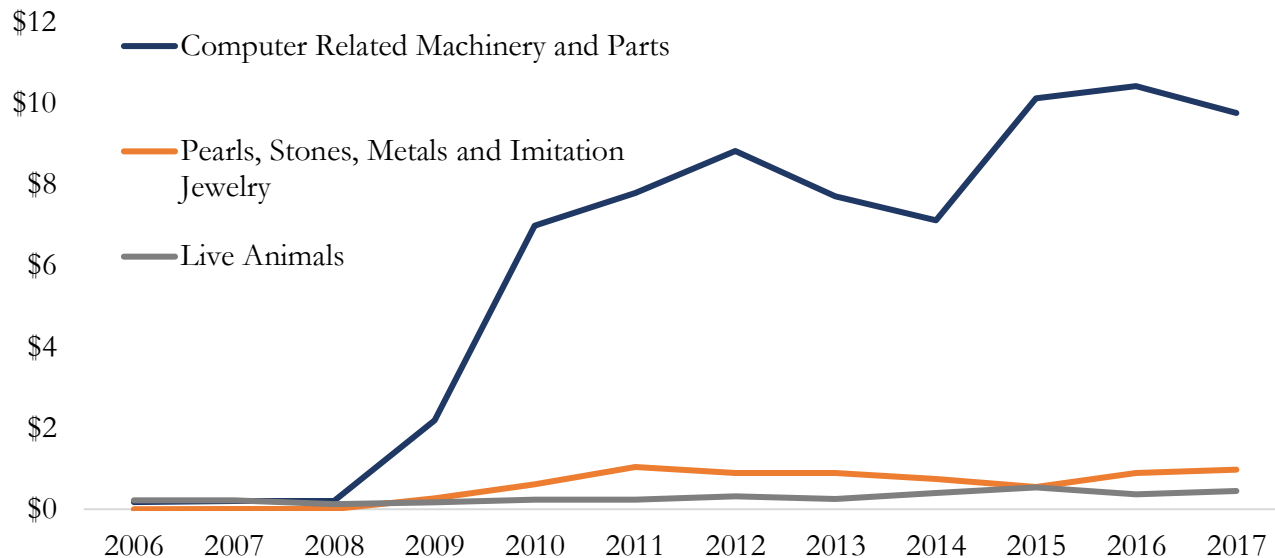
Source: Bureau of Transportation Statistics.

Top Three Exports through the Santa Teresa Port of Entry (Billion USD)



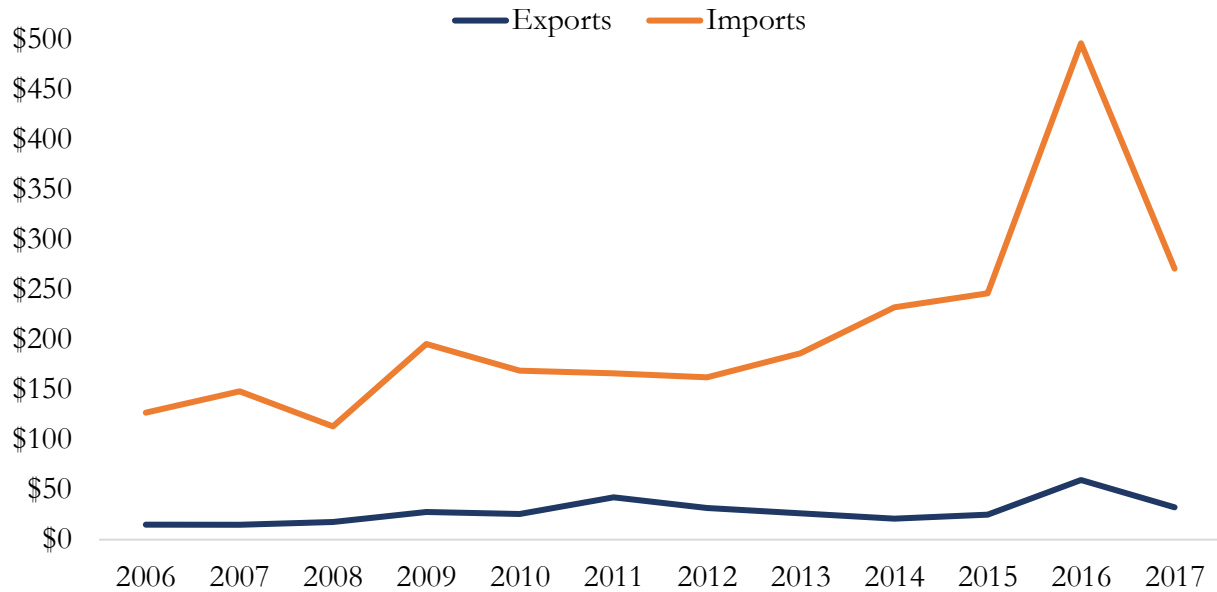
Source: Bureau of Transportation Statistics.

Top Three Imports through the Santa Teresa Port of Entry (Billion USD)



Source: Bureau of Transportation Statistics.

Trade through the Columbus Port of Entry



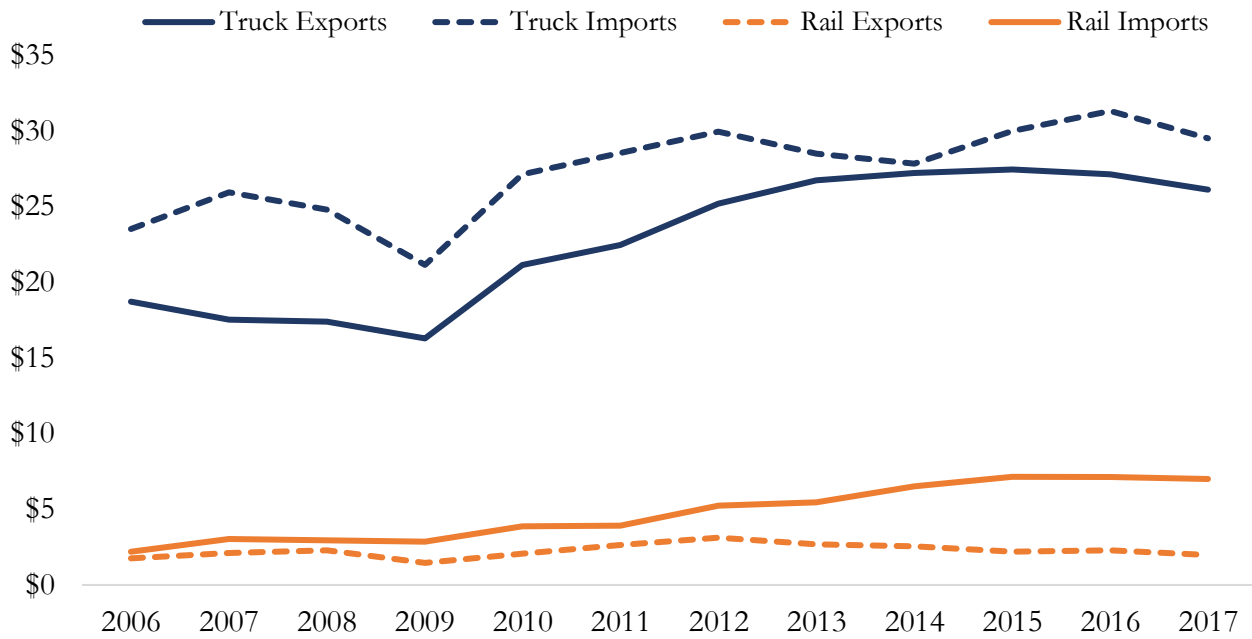
Source: Bureau of Transportation Statistics.

Columbus - Palomas Port of Entry, Top 5 Trade Commodities, 2017

Commodity Name	Exports (Million USD)	% of Total
Not Knitted or Crocheted Apparel	\$10.1	31%
Stone; Plaster; Cement and Asbestos	\$8.6	26%
Computer-Related Machinery and Parts	\$4.7	14%
Vehicles Other than Railway	\$2.2	7%
Electrical Machinery; Equipment and Parts	\$1.7	5%
Imports (Million USD)		% of Total
Edible Vegetables and Roots	\$174.1	64%
Live Animals	\$45.9	17%
Coffee; Tea and Spices	\$19.8	7%
Edible Fruit and Nuts	\$8.4	3%
Oil Seeds and Oleaginous Fruits	\$8.0	3%

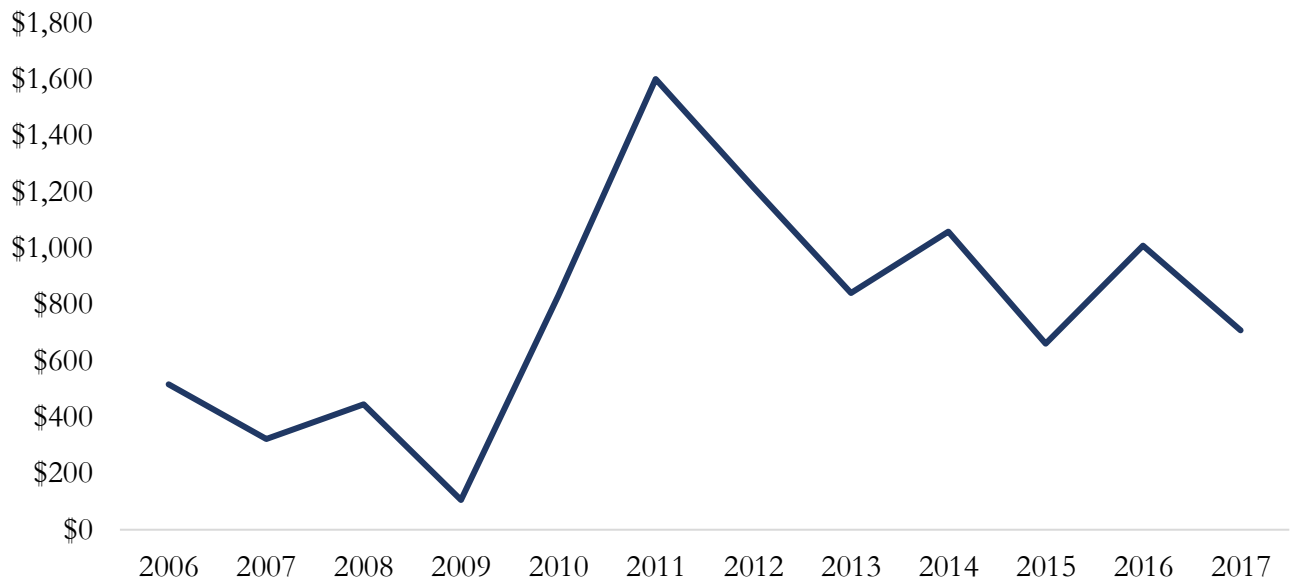
Source: Bureau of Transportation Statistics.

Trade by Mode through the El Paso Ports of Entry (Billion USD)



Source: North American Trade Freight Data.

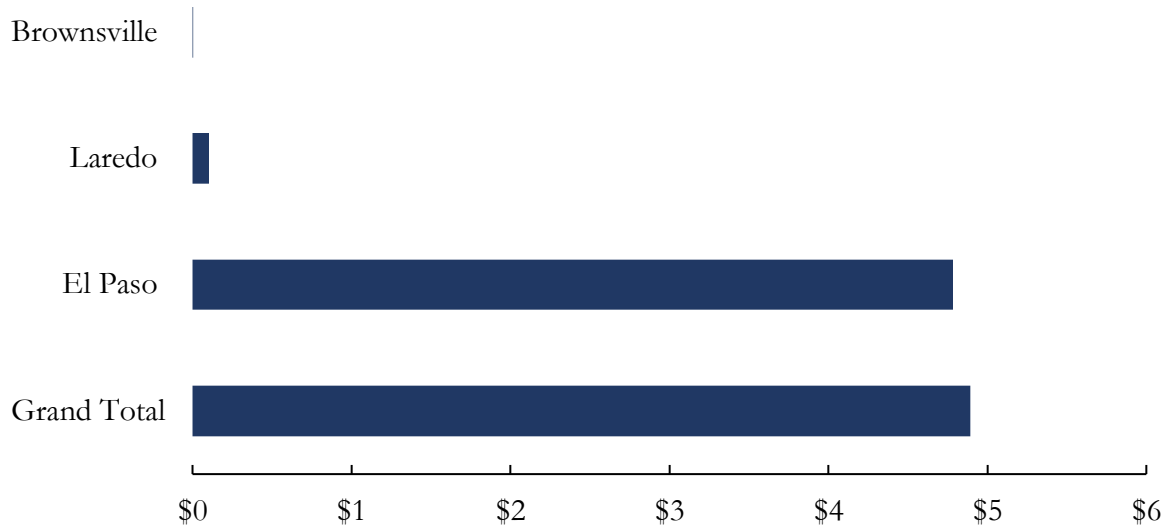
El Paso Exports by Pipeline (Million USD)



Note: No Pipeline Export data for Santa Teresa Port of Entry.

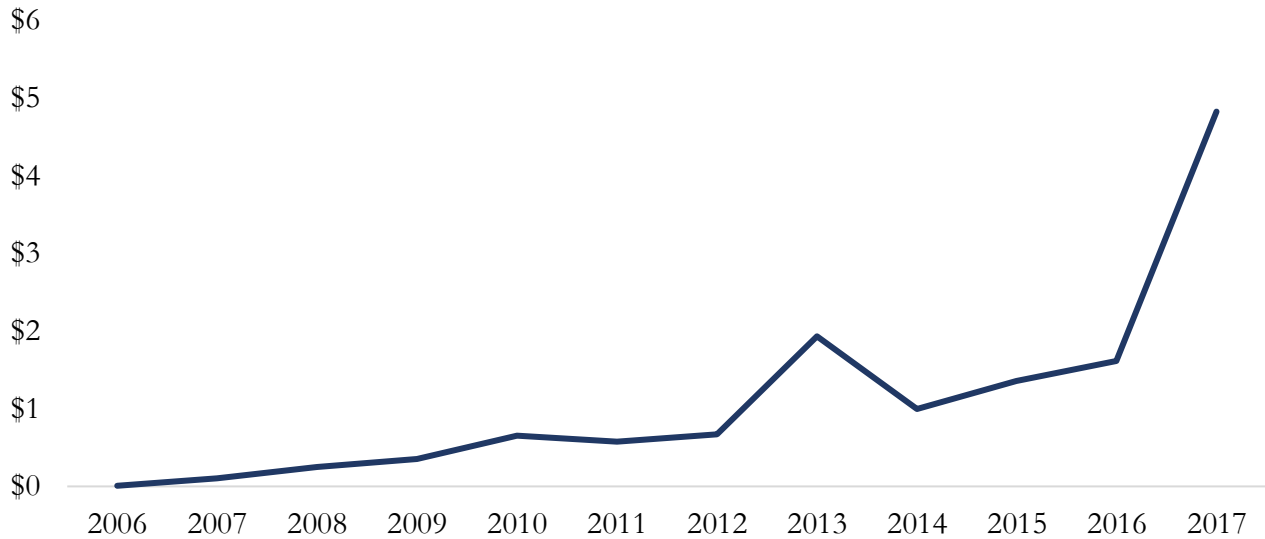
Source: North American Trade Freight Data.

Imports into Foreign Trade Zones through Texas, 2017 (Billion USD)



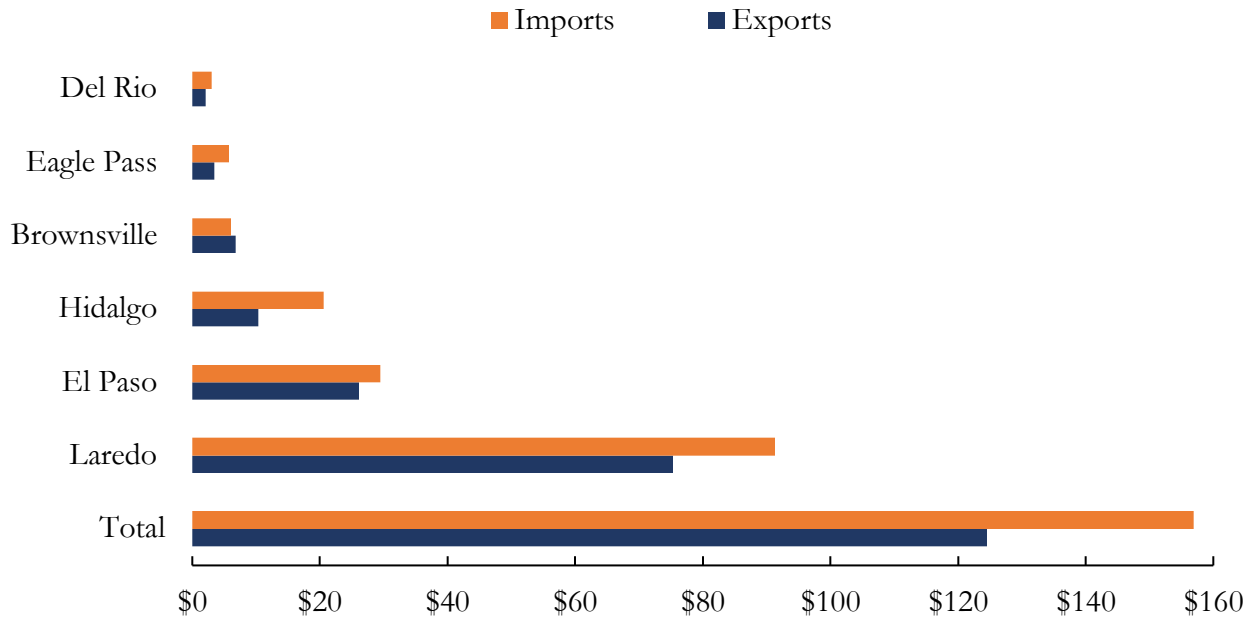
Source: *North American Trade Freight Data.*

El Paso Imports into Foreign Trade Zones (Billion USD)



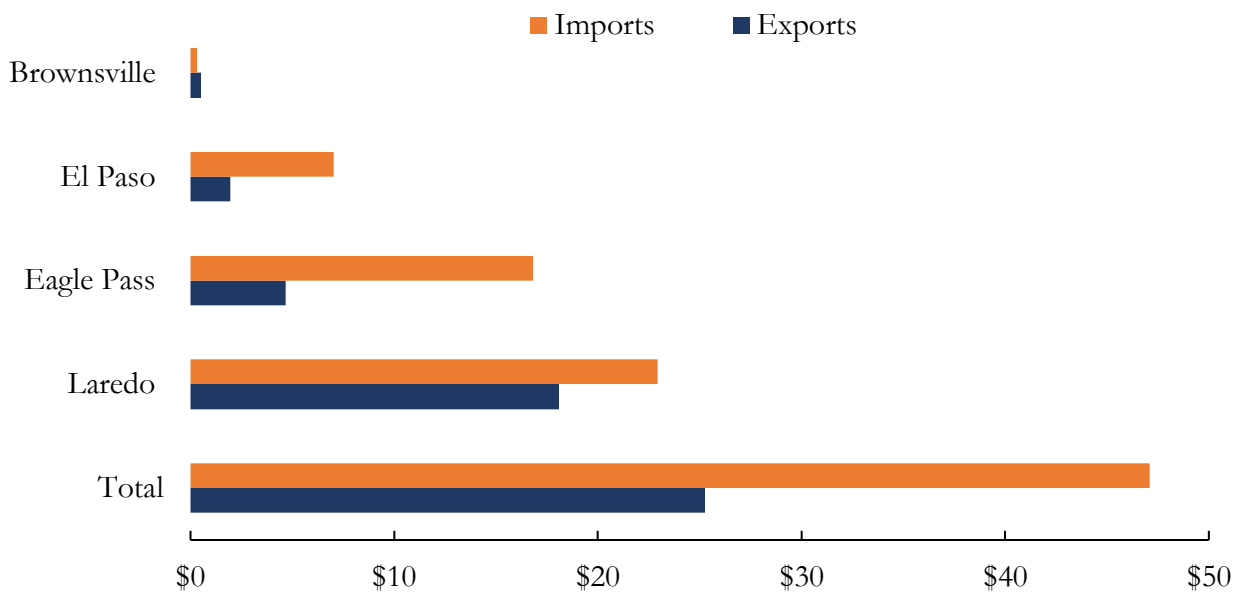
Source: *North American Trade Freight Data.*

Texas Trade by Truck through Ports of Entry, 2017 (Billion USD)



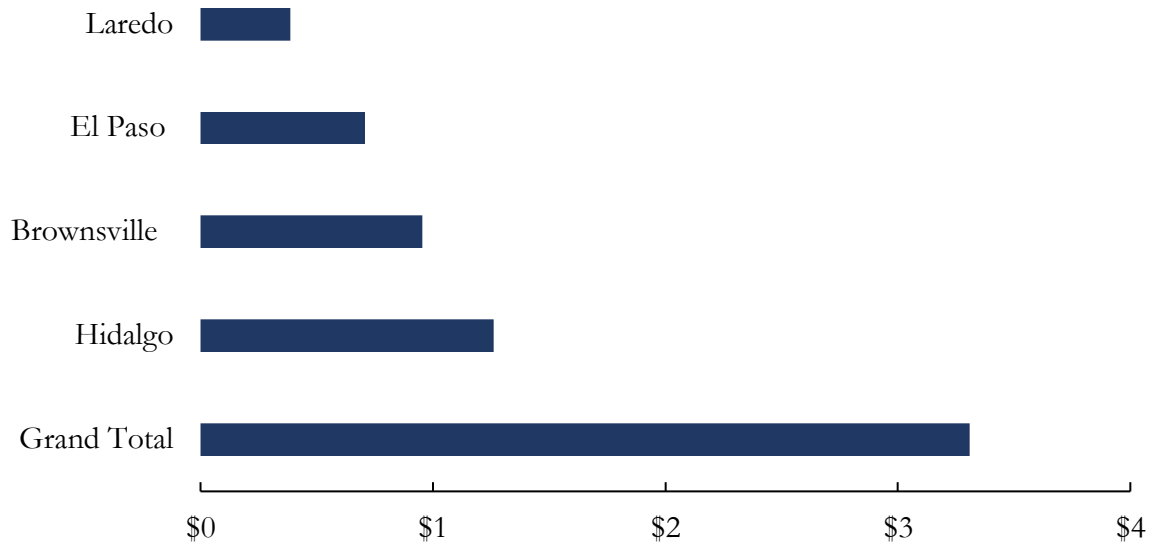
Source: North American Trade Freight Data.

Texas Trade by Rail through Ports of Entry, 2017 (Billion USD)



Source: North American Trade Freight Data.

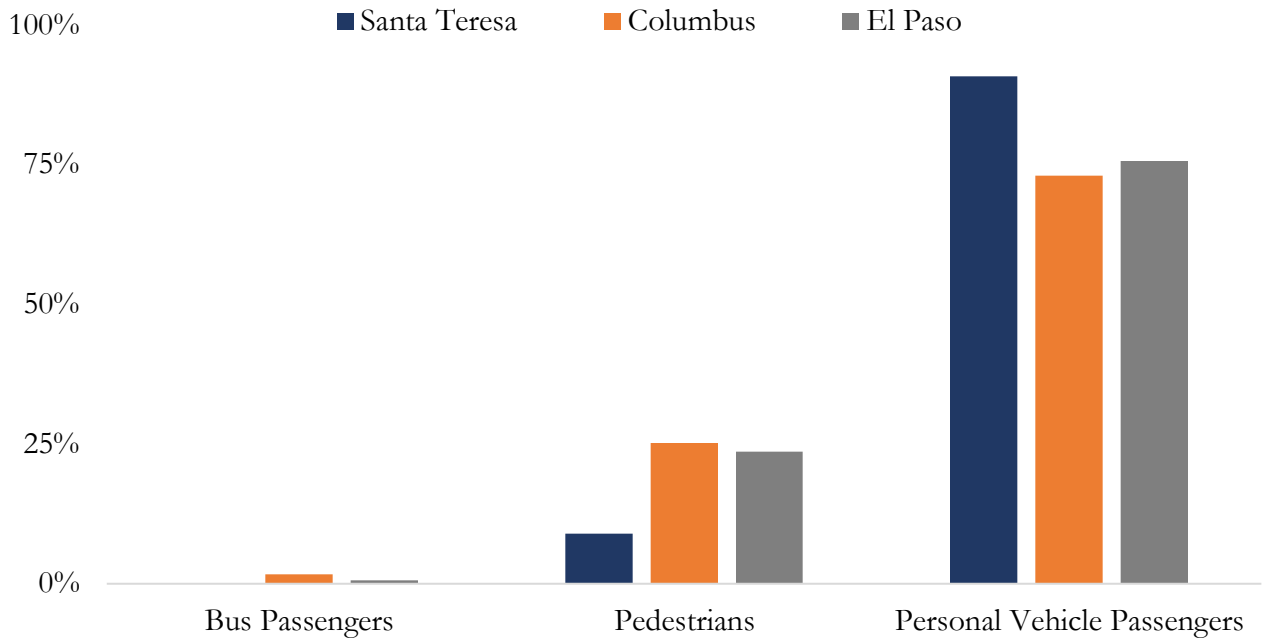
Texas Exports by Pipeline through Ports of Entry, 2017
(Billion USD)



Source: *North American Trade Freight Data.*

C. Border Crossings

Non-Commerical North-Bound Border Crossings, 2017 (Percentage)



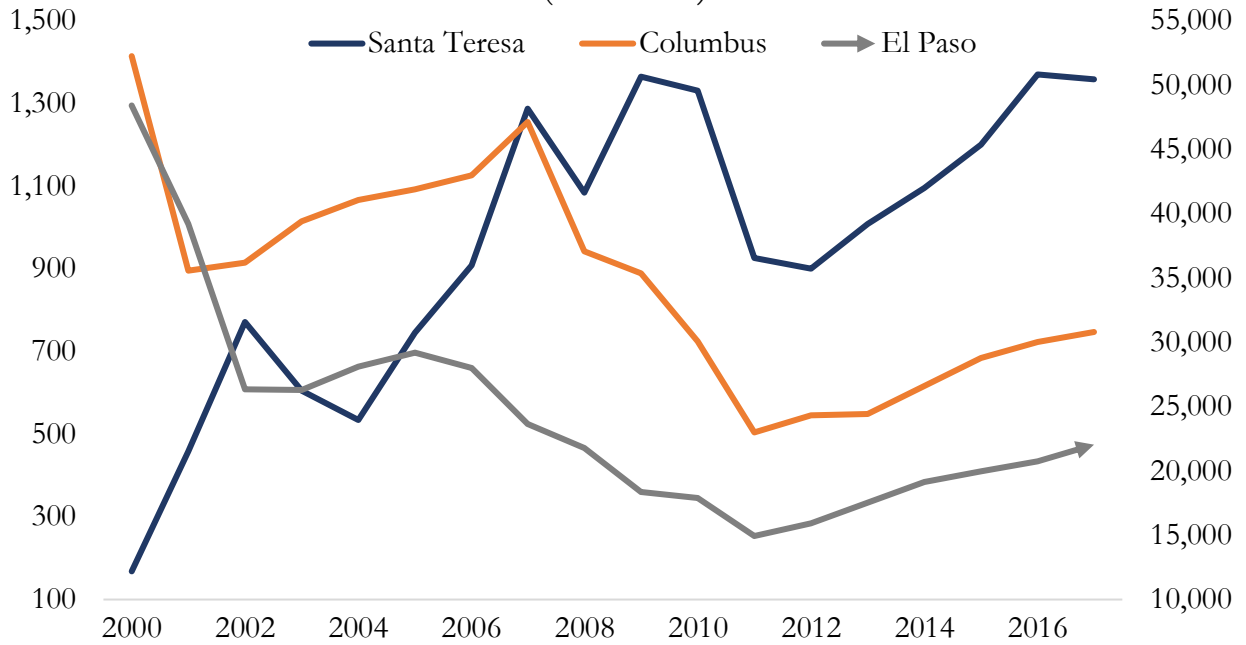
Source: Bureau of Transportation Statistics.

Paso del Norte North-Bound Non-Commercial Border Crossings, 2017

Measure	Santa Teresa	Columbus	El Paso
Bus Passengers	2,710	16,955	193,419
Buses	269	1,377	15,898
Pedestrians	134,458	257,998	6,883,755
Personal Vehicle Passengers	1,358,085	746,789	22,046,772
Personal Vehicles	614,398	380,308	12,615,101
Total	2,109,920	1,403,427	41,754,945

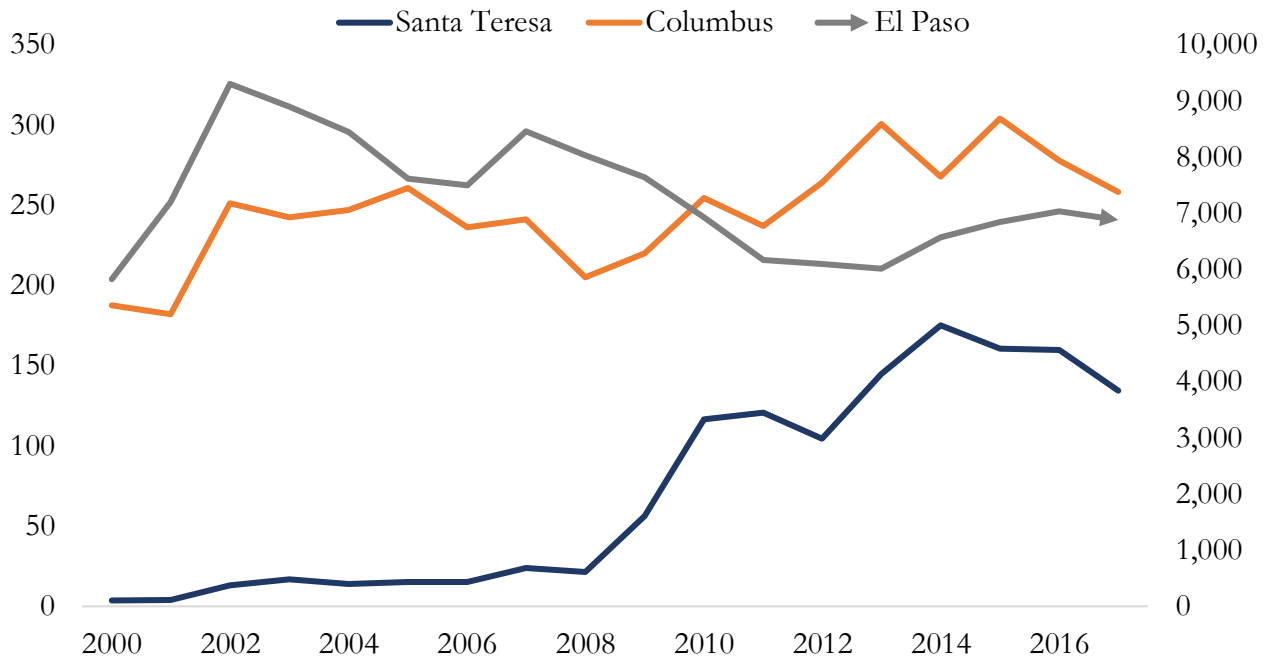
Source: Bureau of Transportation Statistics.

Personal Vehicle Passenger North-Bound Border Crossings
(Thousand)



Source: Bureau of Transportation Statistics.

Pedestrian North-Bound Border Crossings (Thousand)

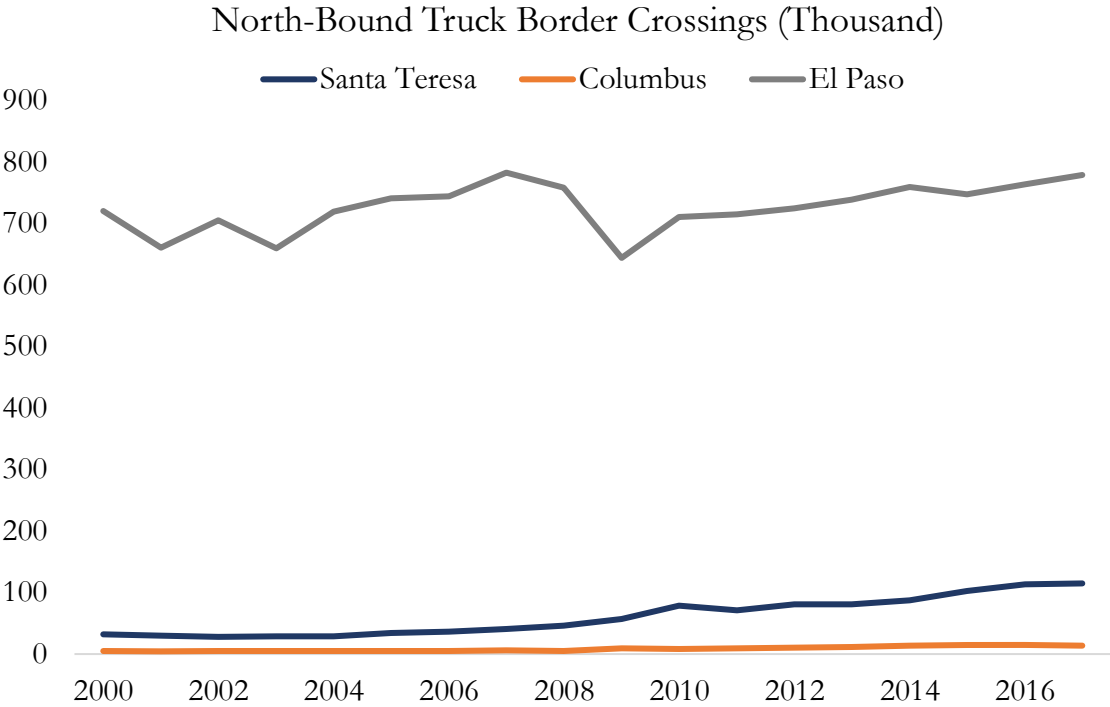


Source: Bureau of Transportation Statistics.

Paso del Norte North-Bound Commercial Border Crossings, 2017

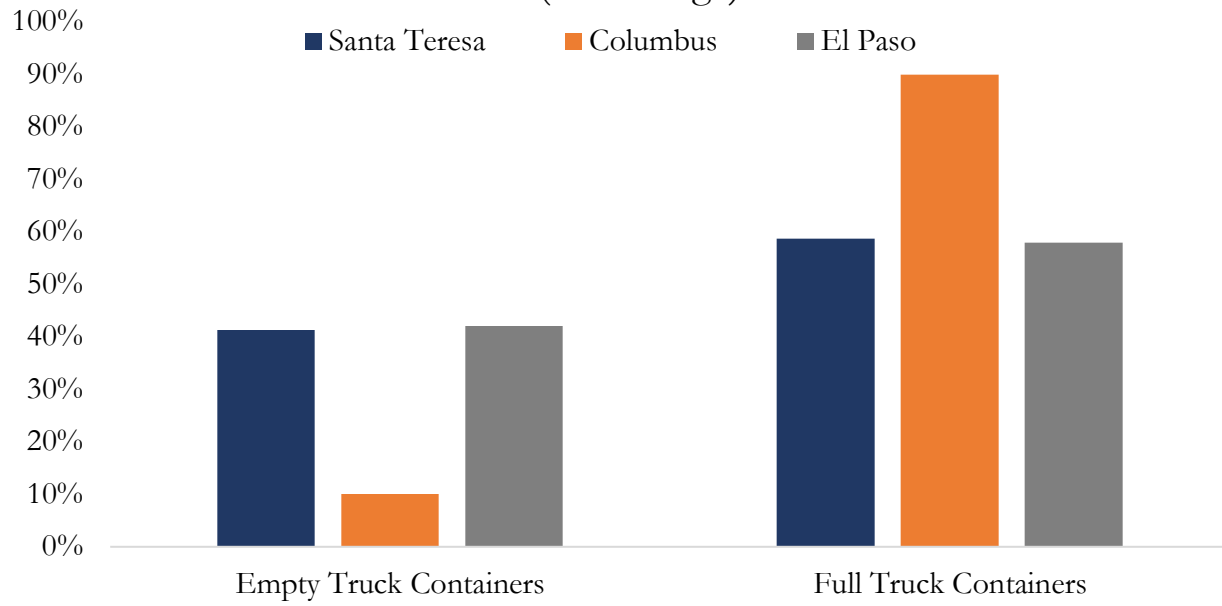
Measure	Santa Teresa	Columbus	El Paso
Rail Containers Empty	N/A	N/A	60,083
Rail Containers Full	N/A	N/A	49,032
Trains	N/A	N/A	1,498
Truck Containers Empty	56,023	1,472	386,092
Truck Containers Full	79,456	13,249	530,607
Trucks	114,876	14,114	779,410
Total	250,355	28,835	1,806,722

Source: Bureau of Transportation Statistics.



Source: Bureau of Transportation Statistics.

Empty and Full North-Bound Truck Containers, 2017 (Percentage)



Source: *Bureau of Transportation Statistics.*