



THE BORDERPLEX ALLIANCE
2019 ANNUAL REPORT

IT IS WITH GREAT PRIDE AND GRATITUDE THAT I SEND YOU THE BORDERPLEX ALLIANCE'S 2019 ANNUAL REPORT.

OUR ORGANIZATION CONCLUDED A RECORD-BREAKING YEAR IN SEVERAL RESPECTS. FIRST, IN 2019, OUR ORGANIZATION HELPED CREATE 4,085 NEW AND RETAINED JOBS IN OUR REGION, WITH NEARLY EVERY JOB PAYING ABOVE COUNTY MEDIAN WAGE. SINCE OUR ORGANIZATION FOCUSES ITS RECRUITMENT EFFORTS ON COVETED ECONOMIC BASE JOBS, THOUSANDS MORE INDIRECT JOBS IN THE RETAIL AND SERVICE SECTORS WERE ADDED TO OUR LOCAL ECONOMY. AS A RESULT, OUR REGION IS EXPERIENCING UNPRECEDENTED ECONOMIC PROSPERITY.

FURTHERMORE, THROUGH YOUR SUPPORT, THE BORDERPLEX ALLIANCE HAS EMERGED AS A REGIONAL AND NATIONAL LEADER FOR BORDER POLICY ADVOCACY. WHETHER IT WAS LIVE INTERVIEWS ON NATIONAL NEWS OUTLETS, TESTIMONY BEFORE CONGRESSIONAL COMMITTEES OR PRIVATE MEETINGS WITH THE HIGHEST RANKING GOVERNMENT OFFICIALS IN THE UNITED STATES AND MEXICO, OUR GROUP WAS ALWAYS AGGRESSIVELY AND RESPECTFULLY ADVOCATING ON BEHALF OF OUR REGION. OUR LEADERSHIP WAS ESPECIALLY VISIBLE DURING THE DEBATE AND PASSAGE OF THE UNITED STATES-MEXICO-CANADA AGREEMENT (USMCA) WHICH, I BELIEVE, WILL CONTINUE THE UPWARD TRAJECTORY OF JOB GROWTH IN THE BORDERPLEX.

HOWEVER, THERE IS MUCH MORE TO ACCOMPLISH AND WE WILL NOT RELENT ON OUR MISSION TO ATTRACT MORE HIGH-PAYING JOBS TO OUR AREA. WE WILL ALSO CONTINUE TO BE A STRONG VOICE IN POLICY DEBATES THAT DIRECTLY AFFECT THE BORDERPLEX.

I AM EXTREMELY PROUD OF OUR HARDWORKING AND TALENTED STAFF. THESE RESULTS ARE A DIRECT REFLECTION OF THEIR PROFESSIONALISM AND EFFORT.

WITH YOUR CONTINUED SUPPORT, WE LOOK FORWARD TO ANOTHER SUCCESSFUL YEAR IN 2020. AGAIN, MANY THANKS FOR YOUR STEADFAST FRIENDSHIP AND COUNSEL. ALL MY BEST.

SINCERELY,

A handwritten signature in white ink that reads "Jon". The signature is fluid and cursive, with a large loop for the 'J' and a trailing 'on'.

JON BARELA

CEO, THE BORDERPLEX ALLIANCE

BOARD OF DIRECTORS

(As of Dec. 31, 2019)

CHAIR

RAYMOND PALACIOS, *Bravo Chevrolet Cadillac*

CO-CHAIRS

JULIO CHIU, *SEISA*

ALEJANDRA DE LA VEGA FOSTER, *Grupo de la Vega*

TOM HUTCHINSON, *La Posta Group Inc.*

EXECUTIVE COMMITTEE

DAN ARVIZU, *New Mexico State University*

JUAN CARLOS BERMÚDEZ, *Parque Industrial Antonio J. Bermúdez*

RICHARD CASTRO, *Castro Enterprises*

CURTIS DINAN, *ONE Gas*

JED FANNING, *Citizens Bank of Las Cruces*

MIGUEL FERNANDEZ, *Novamex*

PAUL L. FOSTER, *Franklin Mountain Management*

JOSH HUNT, *Hunt Companies*

STANLEY JOBE, *Jobe Materials, LP*

CRYSTAL LONG, *GECU*

DON MARGO, *HUB International*

MARCELA NAVARRETE, *El Paso Water*

SALOMON NOBLE, *Intermex*

DAVID OSBORN, *WestStar Bank*

ADRIAN RODRIGUEZ, *El Paso Electric*

WILLIAM P. SANDERS, *Sanders Partners*

NICHOLAS TEJEDA, *The Hospitals of Providence*

FRANCISCO "PANCHO" URANGA, *Foxconn*

RUSSELL "RUSS" VANDENBURG, *TVO North America*

TRACY YELLEN, *Paso del Norte Health Foundation*

MARCO ZARAGOZA, *Windstar*

BOARD MEMBERS

JOHN BALLIEW, *El Paso Water*

RICK BAUGH, *Sunland Park Racetrack and Casino*

CINDY BILBE, *Stewart Title*

WILL BROWN, *Sonny Brown Associates*

CRAIG BUCHANAN, *U.S. Bank*

BILL BURTON, *Mithoff Burton Partners*

ALVARO BUSTILLOS, *Desarrollo Económico de Cd. Juárez*

LAURA CONNIFF, *Steinborn Realty*

DERRICK E. CUENCA, *Mt. View Regional Medical Center*

MITZABETH GARAY, *Automatic Data Processing (ADP)*

ED GARCIA, *Meyers Group*

JOHN HARRIS, *Memorial Medical Hospital*

JOHN HJALMQUIST, *Pizza Properties*

DREW HOY, *Hoy Family Auto*

JOHN HUMMER, *Burrell College of Osteopathic Medicine*

WOODY L. HUNT, *Hunt Companies*

ROYAL JONES, *Mesilla Valley Transportation*

BOB KOTARSKI, *City Bank Texas*

BRAD KUYKENDALL, *Western Technical College*

ALEJANDRO LIMON, *Texas Gas Service*

RYAN MCGRATH, *Wells Fargo Bank*

MONICA MORENO, *The Job Connection*

ROD MITCHELL, *Las Cruces Machine, Manufacturing & Engineering*

CECI MILES MULVIHILL, *RMPersonnel*

CARLOS MURGUIA, *REXMED*

SHAWN OLLIS, *Prudential Financial*

G. PAUL PORRAS, *The Garick Group*

JORGE RUIZ, *Baker McKenzie*

JD SALINAS, *AT&T*

DAVID SHIMP, *Las Palmas Del Sol Healthcare*

GOV. MICHAEL SILVAS, *Ysleta del Sur Pueblo*

VJ SMITH, *Marathon Petroleum*

ANDREA TAWNEY, *Texas Tech University Health Sciences Center*

HECTOR VILLEGAS, *BBVA Compass Bank*

JUDY WENDT, *CK Mills Properties*

GENE WOLF, *Kemp Smith*

2019 STAFF

JON BARELA, *Chief Executive Officer*

MARCOS DELGADO, *Executive Vice President*

SUSAN A. MELENDEZ, *Senior Vice President — Investor Relations*

ARTURO WIENER, *Senior Vice President of Finance*

DENISE AVILA, *Program Coordinator — Borderplex de México*

KEVIN B. BOBERG, PH.D., *Associate Vice President for Workforce Development*

KASSANDRA C. HUHN, *Vice President of Workforce Development and Analytics*

NATALIE LITTLEFIELD, *Vice President of Strategy*

JOHN A. MEZA, *Vice President of Communications and Government Affairs*

TONY RAMIREZ, *Vice President of Economic Development*

KARÍN A. RIOS, *Director of Data Analytics*

SANDRA SIDES, *Office Manager and Administrative Assistant*

ORGAN MTNS.

KEY METRICS

COMPLETED PROJECTS

Tm Technimark

Charter
COMMUNICATIONS

T Teleperformance
each interaction matters

MAXIMUS

TORO

JOBS:
4,085
NEW/RETAINED

153% increase from 2018

INVESTMENT:
\$67
MILLION

SQUARE FOOTAGE:
407,000
NEW/ABSORBED

SITE VISITS:
36

ANNUAL PAYROLL:
\$108.8
MILLION

BORDERPLEX 2020

LAUNCHED

a New Bi-National
Information Technology
Council

NEW

Partnerships with BioEPJ and
Collaborative Economics

Commissioned a **PRUDENTIAL** - Sponsored
Research Project to Support the Business
Services Industry

First Phase of

2025

Regional Strategic Plan
Underway

INVESTOR RELATIONS

11

Investor Events

- Spring Investor Briefing
- Distinguished Speaker Series (3)
- Las Cruces Investor Briefing
- Borderplex Town Hall - USMCA
- Reception Honoring Mary Kipp
- BPA / Desarrollo Económico, Cd. Juárez Joint Board Meeting
- Fall Investor Briefing
- 2019 U.S. - Mexico Border Summit
- Holiday Gathering

61

Executive Committee and Board Members
Representing El Paso, Cd. Juárez and Southern New Mexico

208

Total Investors at Year End 2019

3

Distinguished Speaker Series Events:

EARL ANTHONY WAYNE, *Former U.S. Ambassador to Mexico*
ARTURO SARUKHAN, *Former Mexican Ambassador to the U.S.*
JEB BUSH, *Former Governor of Florida*

2019 U.S. - MEXICO BORDER SUMMIT

24

Panelists and Speakers

7

Panels

Keynote Address:

JEB BUSH

Former Governor of Florida

BORDER TUNER

Interactive Art Installation Across the U.S.-Mexico Border

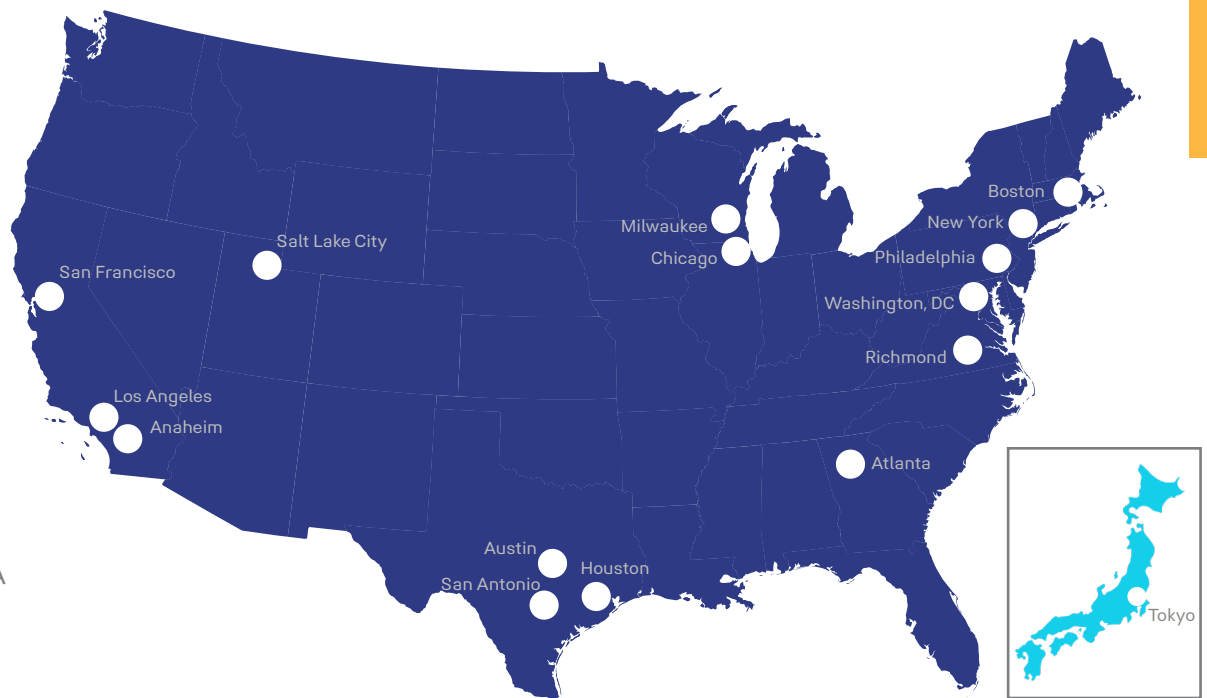
Run Internacional
THE U.S.- MEXICO 10K

PARTNERS:

- El Paso Community Foundation
- SMU Mission Foods Texas-Mexico Center

PROSPECT MISSIONS

Anaheim, CA
Atlanta, GA
Austin, TX
Boston, MA
Chicago, IL
Houston, TX
Los Angeles, CA
Milwaukee, WI
New York, NY
Philadelphia, PA
Richmond, VA
Salt Lake City, UT
San Antonio, TX
San Francisco, CA
Tokyo, Japan
Washington, DC



CEO ADVOCACY HIGHLIGHTS

Washington, District of Columbia	Capitol Hill Visits with: U.S. Representative Veronica Escobar, U.S. Representative Will Hurd, U.S. Representative Don Beyer, Council of the Americas, No Labels, Amazon, and Lobbyist Round Table (El Paso Water, El Paso Electric, New Mexico State University, Gulf States Toyota)
Austin, Texas	Texas Association of Business Board Meeting
Cd. Juárez, Chihuahua	Meeting with Chargé d'Affairs, John S. Creamer
El Paso, Texas	Meeting with Texas Secretary of State, David Whitley
Washington, District of Columbia	Testimony Before U.S. Congress: Homeland Security Committee
Washington, District of Columbia	White House Meetings for USMCA Advocacy
El Paso, Texas	El Paso - Cd. Juárez Trade and Industrial Summit Panelist
Austin, Texas	Meeting with Members of the Texas House and Senate
Las Cruces, New Mexico	U.S. - Mexico Water Summit
Washington, District of Columbia	Testimony Before U.S. Congress: Homeland Security Committee
Washington, District of Columbia	White House Meetings for USMCA Advocacy
El Paso, Texas	El Paso - Cd. Juárez Trade and Industrial Summit Panelist
Washington, District of Columbia	Select USA Conference
Washington, District of Columbia	Texas Association of Business Panelist

COMMUNICATIONS

Largest Communications Impact in Borderplex Alliance History with

OVER 76 MILLION REACHED



503%

Increase in Social Media Activity

2019 MEDIA HIGHLIGHTS

THE WALL STREET JOURNAL	TIME	The New York Times	npr	NBC
USA TODAY	BBC	The Washington Post	MSNBC	CBS EVENING NEWS
THE TEXAS TRIBUNE	CNN	TEXAS STANDARD	The Sydney Morning Herald	UPI
QUARTZ	The Guardian	THE HILL	TexasMonthly	The Dallas Morning News
ALBUQUERQUE JOURNAL	5 SAN ANTONIO	The Eagle	EL PASO INC.	El Paso Times

Washington, District of Columbia.....	USMCA Fly-In, Meeting with White House, Meeting with Majority Whip Jim Clyburn
Houston, Texas.....	Gulf States Toyota Visit with Louisiana Governor John Bel Edwards
El Paso, Texas.....	Congressional Delegation Visit to El Paso
El Paso, Texas.....	Dinner with Texas Governor's Office of Economic Development
Mexico City.....	Meeting with President of Mexico, Andrés Manuel López Obrador
Washington, District of Columbia.....	TAB National Affairs and Fall Board Meeting
El Paso, Texas.....	Economic Panel Discussion with UTEP President, Dr. Heather Wilson and U.S. Representative Veronica Escobar
Cd. Juárez, Chihuahua.....	Testimony Before Clean Air Science Advisory Committee
Cd. Juárez, Chihuahua.....	Participate in Desarrollo Económico de Cd. Juárez Board Meeting
El Paso, Texas.....	Meeting with Mayor Dee Margo and Consul General of Mexico, Mauricio Ibarra
Austin, Texas.....	Border Trade Advisory Committee Meeting
Washington, District of Columbia.....	White House Conference Call Regarding USMCA
Washington, District of Columbia.....	Meetings with the National Association of Manufacturers, the Wilson Center, Mexico Institute, the U.S. Chamber of Commerce, the Peterson Institute for International Economics, and the Niskanen Center

BORDERPLEX DE MÉXICO

CONSEJO REGIONAL PARA EL DESARROLLO DE LA EDUCACIÓN Y SUSTENTABILIDAD (CONREDES) is a program designed to create a vibrant regional economy by aligning workforce development efforts between the private and academic sectors in Cd. Juárez.

CONREDES PARTNERS



Lexmark™

Johnson & Johnson



BOSCH

• APTIV •

COMMSCOPE®



LEAR CORPORATION



1,217

Students Attended the Annual CONREDES Forum

224

Internships Secured through the CONREDES Program

338

Students Participated in a Soft Skills Evaluation

204

Students Hosted by BRP, Lexmark, and Bosch for Industrial Visits

1,983

STUDENTS IMPACTED BY THE CONREDES PROGRAM

SIERRA DE JUAREZ



THE BORDERPLEX ALLIANCE

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