



THE BORDERPLEX ALLIANCE
2021 ANNUAL REPORT

DEAR INVESTORS,

OUR SUCCESS IN 2021 IS A TESTAMENT TO OUR STAFF'S HARD WORK AND THE STEADFAST COMMITMENT OF OUR EXECUTIVE COMMITTEE, BOARD OF DIRECTORS, AND INVESTORS WHO HAVE SUPPORTED OUR MISSION AND PURPOSE. THANK YOU.

BECAUSE OF YOUR GENEROUS SUPPORT, WE'VE ACHIEVED NEW HEIGHTS — AND OTHERS HAVE TAKEN NOTICE.

FROM LOCAL AWARDS BY THE EL PASO HISPANIC CHAMBER OF COMMERCE, TO HONORS FROM THE TEXAS ECONOMIC DEVELOPMENT COUNCIL, TO BEING NAMED THE INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL'S ECONOMIC DEVELOPMENT ORGANIZATION OF THE YEAR — 2021 WAS A YEAR OF SUCCESS.

WITH THOUSANDS OF NEW JOBS CREATED, TENS OF MILLIONS IN NEW INVESTMENTS IN THE REGION, AND MORE QUALIFIED LEADS THAN EVER, WE SHOW NO SIGNS OF SLOWING DOWN.

SINCERELY,

Jon

JON BARELA
CEO



BOARD OF DIRECTORS (As of Dec. 31, 2021)

(*) Denotes New Board Member

(•) Denotes New Executive Committee Member

CHAIR

RAYMOND PALACIOS, *Bravo Chevrolet Cadillac*

CHAIRMAN EMERITUS

WOODY L. HUNT, *Hunt Companies*

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*

BENITO FERNANDEZ, *Sistema Axis SA de CV*

PAUL L. FOSTER, *Franklin Mountain Management*

JOHN HUMMER, *Burrell College of Osteopathic Medicine*

JOSH HUNT, *Hunt Companies*

STANLEY JOBE, *Jobe Materials*

ROYAL JONES, *Mesilla Valley Transportation*

BOARD MEMBERS

*SCOTT ADKINS, *PyroCom Systems*

BEN ARRIOLA, *Southwest University*

JOHN BALLIEW, *El Paso Water*

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*

LYDIA CISNEROS, *ADP*

LAURA M. CONNIFF, *Steinborn & Associates Real Estate*

DALE DEKKER, *Dekker/Perich/Sabatini*

YOLANDA EUFRACIO, *FINSA*

LISA EVANS, *Texas Mutual*

*KIMBALL HAKES, *Hakes Brothers*

JOHN HARRIS, *Memorial Medical Hospital*

*LT. COL. RAPHAEL HERNANDEZ, *BluVector, A Comcast Company*

JOHN HJALMQUIST, *Pizza Properties*

*KIRK JEFFERSON, *Conterra Networks*

BRAD KUYKENDALL, *Western Technical College*

ALEJANDRO LIMON, *Texas Gas Service*

CO-CHAIRS

JULIO CHIU, *SEISA Group*

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

TOM HUTCHINSON, *La Posta Group Inc.*

CRYSTAL LONG, *GECU*

DON MARGO, *HUB International*

• RYAN MCGRATH, *Wells Fargo*

MARCELA NAVARRETE, *El Paso Water*

SALOMON NOBLE, *Intermex*

DAVID OSBORN, *WestStar Bank*

WILLIAM P. SANDERS, *Sanders Partners*

GOV. MICHAEL SILVAS, *Ysleta del Sur Pueblo*

KELLY TOMBLIN, *El Paso Electric*

RUSSELL "RUSS" VANDENBURG, *TVO North America*

TRACY YELLEN, *Paso del Norte Health Foundation*

CECI MILES MULVIHILL, *RMPersonnel*

ROD MITCHELL, *Las Cruces Machine*

*ALAN MALOOLY, *Amberlee Financial*

*KRISTI MARCUM, *Bank of America/Merrill Lynch*

MONICA MORENO, *The Job Connection*

CARLOS MURGUIA, *REXMED*

SHAWN OLLIS, *Prudential Financial*

G. PAUL PORRAS, *The Garick Group*

ANGELICA ROSALES, *SUNDT*

JORGE RUIZ, *Baker McKenzie Abogados*

EMMA SCHWARTZ, *The Medical Center of the Americas Foundation*

DAVID SHIMP, *Las Palmas Del Sol Healthcare*

VJ SMITH, *Marathon Petroleum*

ANDREA TAWNEY, *Texas Tech University Health Sciences Center*

HECTOR VILLEGAS, *PNC Bank*

LESLIE WARD, *AT&T Texas*

JUDY WENDT, *CK Mills Properties*

GENE WOLF, *Kemp Smith*

INVESTOR RELATIONS

28%

Increase in Annual
New Investors

95%

Investor Retention
Rate

KEY METRICS

COMPLETED PROJECTS



NEW JOBS:
2,383

INVESTMENT:
\$90.8
MILLION

SITE VISITS:
80
78% increase from 2020

SQUARE FOOTAGE:
1,306,000+
NEW/ABSORBED

ANNUAL PAYROLL:
\$67.2+
MILLION

PROSPECT MISSIONS



Tony Ramirez Named Top 50 Economic Developer in North America
By Consultant Connect



Anaheim, CA
Medical Device Manufacturing



Detroit, MI
Site Consultants Forum



San Antonio, TX
U.S.-Mexico Automotive Summit



El Paso, TX
Texas Economic Development Site Selector Summit



Atlanta, GA
Trans-Atlantic Business Investment Council



Chicago, IL
Women in Economic Development Conference



Long Beach, CA
West Tech Manufacturing Conference



Nashville, TN
International Economic Development Council Conference



Austin, TX
Texas Economic Development Mission

BORDERPLEX STRATEGIC INITIATIVES

 PROJECTS	 NEW GRANTS	 NEW RESOURCES	 NEW ORGANIZATION
<ul style="list-style-type: none"> • 2021 Progress Report Released in October 2021 • 27 Strategic Action Items Completed or Underway • Future of Work Draft Policy Recommendations Completed • Three Professional Development Sessions for Business Retention and Expansion Professionals 	<ul style="list-style-type: none"> • \$50,000 Grant from Microsoft • \$25,000 Grant from Workforce Solutions Borderplex • \$4,000 Grant from the Rio Grande Council of Governments 	<ul style="list-style-type: none"> • Free Factory Digital Transformation Consultation Services • Economic Impact Analysis (COVID-19's Impact on Businesses) • 2025 Ascend Plan Landing Page • Supplier Association Landing Page with YouTube Channel and Resource Library 	<ul style="list-style-type: none"> • Future of Work Committee • Business Retention and Expansion Community of Practice • Binational Technology Forum & Council • Borderplex Supplier Association

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

Johnson & Johnson



BOSCH

• **A P T I V** •

COMMSCOPE®



LEAR
CORPORATION



744

Students Attended the Annual CONREDES Summit (virtual)

712

Views of the Summit via Social Media

206

Internships Secured Through the CONREDES Program

59

Students Participated in IAO 9001 Course

424

Students Attended 'Talent Talks' in Partnership With UACJ and Desarrollo Económico

2,145

STUDENTS IMPACTED BY THE CONREDES PROGRAM

CEO LEADERSHIP HIGHLIGHTS

ADVOCACY HIGHLIGHTS

- Participation in Border Trade Advisory Committee
- Coordination of congressional delegation visit to the region
- Meetings with Texas Governor Greg Abbott
- Coordination and participation with Texas Opportunity Coalition
- Collaboration with Texas Immigration Coalition
- Planning and coordination on immigration reform with New American Economy
- Meeting with U.S. Secretary of State Anthony Blinken
- Coordination of Texas House of Representative's ports of entry visit to the region
- Participation in Texas Association of Business Board of Directors
- Collaboration with Consulate General of Canada in Dallas
- Collaboration with Consulate General of the United Kingdom in Houston
- Coordination of business roundtable with U.S. Senator John Cornyn
- Testimony before Texas House Committee on International Relations & Economic Development
- Coordination of USMCA Roundtable with U.S. Rep. Veronica Escobar
- Coordination of DHS & TX Border Businesses Roundtable with the American Business Immigration Coalition

PUBLIC POLICY HIGHLIGHTS

- Participation in George W. Bush Institute Border Policy Working Group
- Collaboration with George W. Bush Institute on immigration reform
- Participation in National Semiconductor Centers Texas Task Force
- Participation in Wilson Center USMCA roundtable

ECONOMIC DEVELOPMENT HIGHLIGHTS

- Jobs announcement with Charter Communications
- Named 2021 Economic Development Organization of the Year by the International Economic Development Council
- Recipient of The Texas Economic Development Council's Community Economic Development Award
- Foreign Direct Investment collaboration with British Consulate General
- Coordination of Team Texas Economic Summit
- Collaboration with TxEDC on Regional Business Summit
- 80 site visits
- Distinguished Speaker Series speech with Dallas Federal Reserve President Robert Kaplan

COMMUNITY ENGAGEMENT HIGHLIGHTS

- Participation in UTEP Innovation and Entrepreneurship Task Force
- Collaboration with Hunt Institute Advisory Board
- Planning with TxDOT Downtown I-10 Working Group
- Participation in Las Cruces Forum
- Collaboration with Progress321
- Collaboration with El Paso Hispanic Chamber of Commerce
- Recipient of the 2021 Moving Forward Award by the El Paso Hispanic Chamber of Commerce
- Participation in Medical Center of the Americas Foundation board

CROSS-BORDER COLLABORATION

- Participation in Binational Economic Development Forum
- Coordination with Desarrollo Económico de Cd. Juárez
- Conversation with Sergio Alcocer, President of COMEXI
- Participation in West Texas Advisory Group

COMMUNICATIONS

PARTNERSHIPS



2021 MEDIA HIGHLIGHTS



SIERRA DE JUÁREZ

2021 STAFF

JON BARELA, *Chief Executive Officer*

MARCOS DELGADO, *Executive Vice President*

ARTURO WIENER, *Senior Vice President of Finance*

DENISE AVILA, *Program Coordinator — Borderplex de México*

CHRISTIAN DIAZ, *Director of Special Initiatives*

MALLORY DRIGGERS, PH.D., *Vice President of Development & Investor Relations*

KASSANDRA C. HUHNN, *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*

MONICA FERNANDEZ, *Accountant*



THE BORDERPLEX ALLIANCE