



THE BORDERPLEX ALLIANCE

2017 ANNUAL REPORT

FROM DEFEATING THE BORDER ADJUSTMENT TAX TO HELPING CREATE AND LAUNCH THE TEXAS-MEXICO TRADE COALITION TO THE RECRUITMENT AND EXPANSION OF NEW COMPANIES, 2017 WAS A PRODUCTIVE AND SUCCESSFUL YEAR FOR THE BORDERPLEX ALLIANCE.

WE'VE SUCCEEDED IN PROACTIVELY IDENTIFYING AND COURTING EMPLOYERS IN OUR TARGET INDUSTRIES, AND IN BEING STALWART ADVOCATES FOR OUR REGION WITH BOTH LAWMAKERS AND THE PRESS.

I'VE ALWAYS BELIEVED MEASUREMENT LEADS TO IMPROVEMENT. THIS REPORT REPRESENTS OUR COMMITMENT TO OPENNESS, ACCOUNTABILITY AND FURTHER PROOF THAT WHEN WE SET AMBITIOUS GOALS AND WORK TOGETHER, OUR REGION CAN COMPETE AND WIN.

IN THIS, OUR FIRST ANNUAL REPORT, THE BORDERPLEX ALLIANCE IDENTIFIED KEY METRICS, WHICH ARE PRESENTED IN A QUANTIFIABLE AND EASY-TO-READ FORMAT.

AS A NATIVE OF LAS CRUCES, I AM BLESSED TO RETURN TO THE BORDERPLEX REGION, AN AREA I LOVE. I AM HONORED TO LEAD THIS ORGANIZATION AND REPRESENT OUR COMMON INTERESTS IN CREATING JOBS, FIGHTING FOR POLICIES THAT ARE CRITICAL TO US AND DEMONSTRATING TO THOSE OUTSIDE OUR REGION THAT THE BORDERPLEX IS AN EXTRAORDINARY PLACE IN WHICH TO INVEST, LIVE AND PROSPER.

THANK YOU TO OUR INVESTORS, STAFF, VOLUNTEERS AND COMMUNITY PARTNERS FOR YOUR UNITY AND SUPPORT OF OUR MISSION IN 2017.

SINCERELY,

A handwritten signature in white ink, appearing to read "Jon Barela". The signature is fluid and cursive, with a long horizontal stroke at the end.

JON BARELA
CEO, THE BORDERPLEX ALLIANCE

BOARD OF DIRECTORS

CHAIR

MARY KIPP, *El Paso Electric*

CO-CHAIRS

GARREY CARRUTHERS, *New Mexico State University*

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

RAYMOND PALACIOS, *Bravo Cadillac Chevrolet*

EXECUTIVE COMMITTEE

JOHN BALLIEW, *El Paso Water*

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

RICHARD CASTRO, *Castro Enterprises*

JULIO CHIU, *SEISA*

SALLY DEITCH, *The Hospitals of Providence*

MIGUEL A. FERNANDEZ, *Transtelco*

PAUL L. FOSTER, *Franklin Mountain Management*

WOODY L. HUNT, *Hunt Companies*

TOM HUTCHINSON, *La Posta Group Inc.*

STANLEY JOBE, *Jobe Materials, LP*

CARON LAWHORN, *ONEGas*

CRYSTAL LONG, *GECU*

DAVID OSBORN, *WestStar Bank*

WILLIAM D. SANDERS, *Sanders Foundation*

FRANCISCO "PANCHO" URANGA, *Foxconn*

RUSSELL "RUSS" VANDENBURG, *TVO North America*

TRACY YELLEN, *Paso del Norte Health Foundation*

BOARD MEMBERS

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*

LAURA CONNIFF, *Steinborn Realty*

ED GARCIA, *Meyers Group*

CIARAN HARVEY, *Prudential*

JOHN HJALMQUIST, *Pizza Properties*

DREW HOY, *Hoy Family Auto*

JOHN HUMMER, *Steinborn TCN Commercial Real Estate*

JOSH HUNT, *Hunt Companies*

ROYAL JONES, *Mesilla Valley Transportation*

BOB KOTARSKI, *City Bank Texas*

LUIS LARA, *American Industries Group*

ALEJANDRO LIMON, *ONEGas*

DON MARGO, *HUB International*

RYAN MCGRATH, *Wells Fargo Bank*

TERRY MCGREEHAN, *Automatic Data Processing (ADP)*

LIZZIE DIPP METZGER, *Crown Wealth Strategies*

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

CECI MILES MULVIHILL, *RMPersonnel*

MARCELA NAVARRETE, *El Paso Water*

DAVID NICHOLS, *AT&T Inc.*

SALOMON NOBLE, *Intermex*

G. PAUL PORRAS, *The Garick Group*

JORGE RUIZ, *Baker McKenzie*

GEORGE RUTH, *Citizens Bank*

JUAN CARLOS SAPIEN, *Desarollo Económico*

ALLAN SHARPE, *Western Technical College*

DAVID SHIMP, *Las Palmas Del Sol Healthcare*

HECTOR VILLEGAS, *BBVA Compass Bank*

JUDY WENDT, *CK Mills Properties*

GENE WOLF, *Kemp Smith*

2017 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*

TONY RAMIREZ, *Vice President of Economic Development*

LAURIE BANITCH, *Vice President of Strategic Planning*

LYDIA NESBITT-ARRONTE, *Vice President of Education & Workforce Development*

ROBERT PALACIOS, *Vice President of Communications*

SANDRA SIDES, *Office Manager and Administrative Assistant*

DENISE AVILA, *Program Coordinator — Borderplex de México*

KASSANDRA HUHN, *Director of Economic Research*

AARON NAZARIAN, *Director of Economic Research*

ORGAN MTNS.

KEY METRICS

COMPLETED PROJECTS: 12 MONTHS YTD 2017



↑

JOBS:
2,060
NEW/RETAINED

29% increase from 2016

INVESTMENT:
\$50
MILLION

↑

SQUARE FOOTAGE:
510,000
NEW/ABSORBED

53% increase from 2016

QUALIFIED COMPANY LEADS GENERATED

44 in 2017 over 36 in 2016

25 site visits to the region

62 proposals submitted

4 companies recruited

4 companies retained/expanded

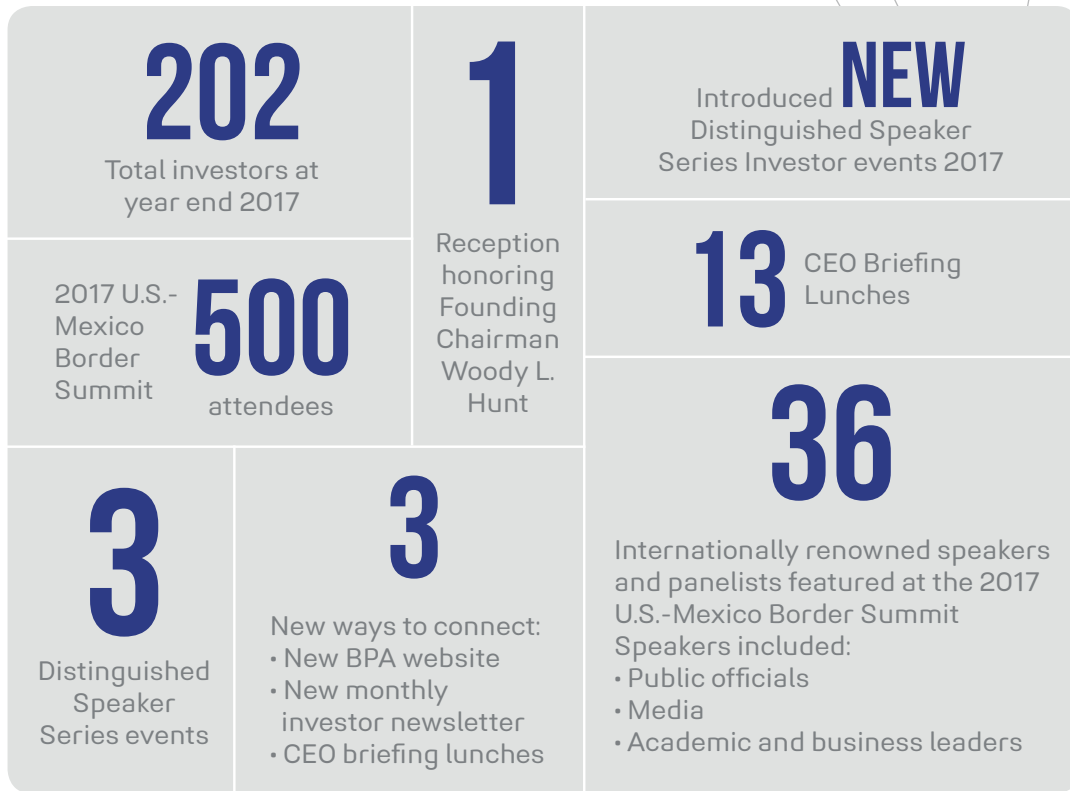
\$55.9 MILLION in annual payroll generated

2.8% increase in average wage

3.2% increase in median hourly wage

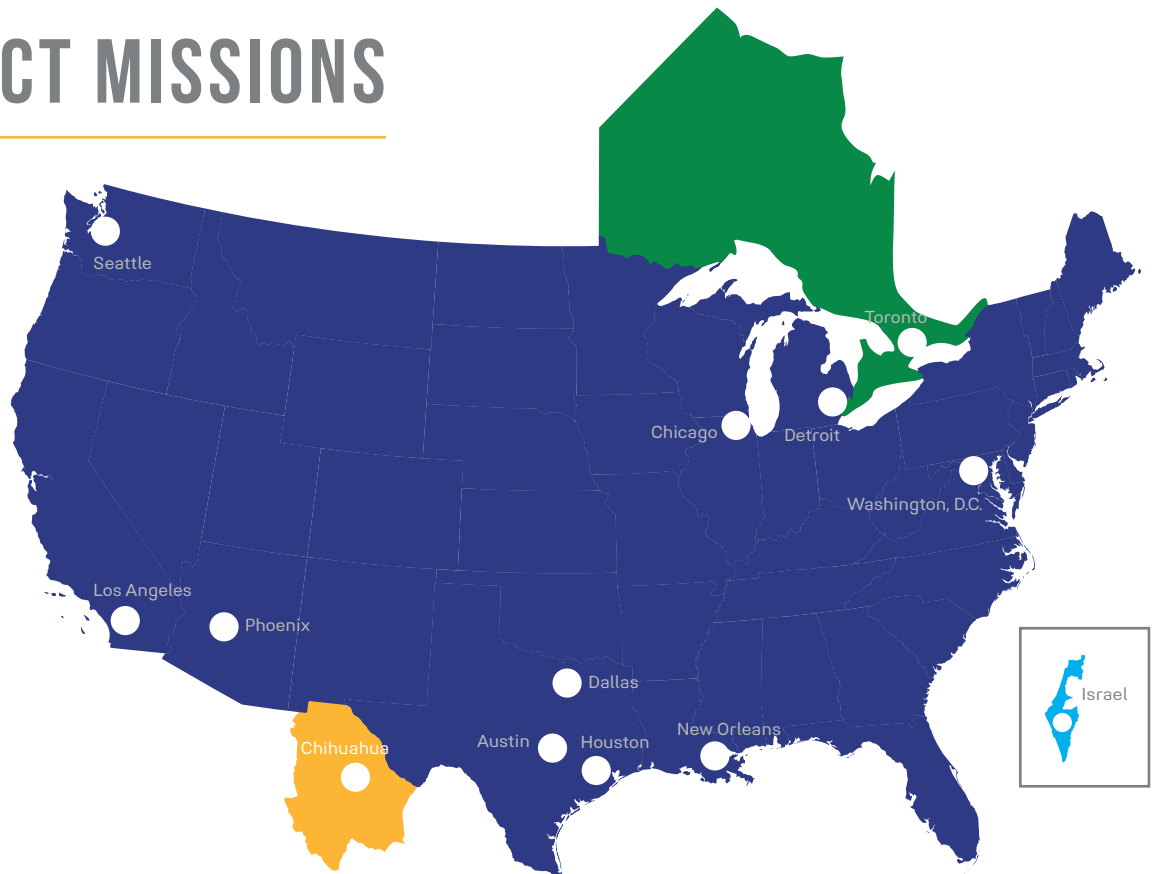
RANGER PEAK

INVESTOR RELATIONS



PROSPECT MISSIONS

- Austin
- Chicago
- Dallas
- Detroit
- Houston
- Los Angeles
- New Orleans
- Phoenix
- Seattle
- Washington, D.C.
- Chihuahua
- Israel
- Toronto



CEO ADVOCACY

January 22–25, Washington, D.C.	Testified Before CONGRESS on NAFTA
February 21–22, Austin, Texas	El Paso Days Visit
March 21, Austin, Texas	TEXAS MEXICO TRADE COALITION Strategy Meeting
April 1, El Paso, Texas	Hosted U.S. HOUSE COMMITTEE ON HOMELAND SECURITY
April 17–18, Austin, Texas	TEXAS BUSINESS LEADERSHIP COALITION Board Meeting
May 17–23, Washington, D.C.	Advocacy Meetings
May 30–31, San Antonio, Texas	BORDER TRADE ADVISORY COMMITTEE Meeting
June 14–15, Austin, Texas	TEXAS-MEXICO TRADE COALITION Founding and Launch
June 26–28, Washington, D.C.	Testified before the OFFICE OF THE UNITED STATES TRADE REPRESENTATIVE NAFTA Hearing
July 25–28, San Diego, California	Addressed U.S.-MEXICO BORDER MAYORS ASSOCIATION Conference
August 1–2, Austin, Texas	GO BIG IN TEXAS and TEXAS ECONOMIC DEVELOPMENT Meetings
August 30–31, Dallas/Fort Worth, Texas	Site Selector Data Center Investment Visit

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 the workforce development efforts between the private and academic sectors in Cd. Juárez.

300

students enrolled



growth in enrollment

Five

TALENT-DEVELOPMENT PROGRAMS

with private sector partners:

- Lear
- Delphi
- Johnson & Johnson
- Electrolux
- Lexmark
- Foxconn
- Commscope
- Bosch
- GE Healthcare

5

major education institutions participating:

- Universidad Autónoma de Ciudad Juárez (UACJ)
- Universidad Tecnológica de Ciudad Juárez (UTCJ)
- Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)
- Universidad TecMilenio
- Instituto Tecnológico de Ciudad Juárez (ITCJ)

September 18–19, Austin, Texas	Presented at BORDER TRADE ADVISORY COMMITTEE
September 22–25, Austin, Texas	Panelist at TEXAS TRIBUNE FESTIVAL
September 26–28, Washington, D.C.	Addressed U.N. FOUNDATION
October 8–12, Washington, D.C.	ASSOCIATION OF THE UNITED STATES ARMY Meeting
October 25–26, Austin, Texas	Site Selector Meeting, PACIFIC UNION FINANCIAL
November 13, Chihuahua, Chihuahua, México	Economic Development Meeting
November 29–December 3, Mission Viejo, California	Lead Generation Meeting
December 7–15, Israel	Trade Mission

MEDIA ADVOCACY HIGHLIGHTS

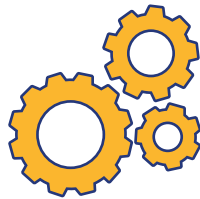
- The Washington Post
- NBC News
- Huffington Post
- The Dallas Morning News
- San Antonio Express–News
- Texas Monthly
- The Hill
- The Albuquerque Journal
- The Texas Tribune
- NPR
- The Houston Chronicle
- USA Today

WORKFORCE ASSESSMENTS

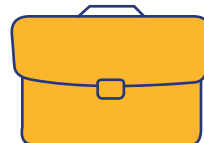
BPA has completed four workforce assessments. Areas include:



ADVANCED LOGISTICS



ADVANCED MANUFACTURING



BUSINESS SERVICES



LIFE SCIENCES

BORDERPLEX 2020

4

steering committee meetings

1ST

year participating at SXSW Trade Show, an exhibition featuring innovative companies from around the world

8

committees dedicated to promoting the growth of key regional industries

25

task force meetings

200

business, government, and community leaders working on the implementation of our regional strategic plan

2

major talent-gap assessments:
 • Life Sciences and Advanced Manufacturing
 • Logistics and Business Services

SIERRA DE JUAREZ



THE BORDERPLEX ALLIANCE

123 W. MILLS AVENUE, SUITE 320, EL PASO, TEXAS 79901 • 915.298.1000 • BORDERPLEXALLIANCE.ORG