

THE 2030 BRIDGE PLAN

BORDERPLEX REGIONAL INITIATIVE FOR DYNAMIC GROWTH AND EXPANSION



**Strategy Implementation
Annual Report
January 2026**

INTRODUCTION

2025 marked a year of momentum, innovation, and measurable progress toward our long-term vision. From completing major strategic milestones to earning recognition on both state and international stages, our team continued to advance the shared economic vision of the Borderplex community. Overall, the strategy team completed 9 action items and **11 total projects**.

We finalized and released our 2025 Strategy Final Report, establishing a strong foundation for the next phase of regional growth. Soon after, we unveiled the 2030 BRIDGE Plan, a forward-looking framework that connects today's initiatives with tomorrow's opportunities and accompanied it with an inspiring introduction video that captured our collective purpose and direction.

Our Future of Work Strategy and Implementation initiative earned top honors this year, receiving state and international awards from both the Texas Economic Development Council (TEDC) and the International Economic Development Council (IEDC). These recognitions affirm the strength of our collaborative model and the growing visibility of the Borderplex region on the global stage. We are grateful to the many community leaders who participated in the Future of Work Committee or have served on our Binational Technology Council. We could not have done the work without you – we share these awards with you!

As the year concludes, the team has completed ten key action items from the 2030 Plan, demonstrating that our strategy is not only visionary but powerfully executable. We extend sincere thanks to all our investors and partners, from government and higher education to industry and community organizations, whose dedication and expertise continue to drive this work forward. We also recognize the many community partners who contributed indirectly, through insights, collaboration, and unwavering belief in the region's potential.

Finally, to the entire Borderplex Alliance team, thank you for your tireless commitment, creativity, and excellence in executing every facet of our strategic plan. Your collective effort continues to transform ambition into tangible results.

Together, these milestones and accomplishments underscore our shared commitment to progress, innovation, and a future built on purpose and partnership.

Key Overall Metrics

- **9** action items completed (**11** projects overall)
- **2** awards (state and international)
- **10** research projects and reports
- **5** education programs serving target industries
- **5** industry supply chain maps created
- **2** interactive platforms created
- **82** businesses directly served
- **29** individual workers in target industries served
- **\$19.7M+** in anticipated grant funds

Metrics Breakdown

- **Awards** – 1 award from the Texas Economic Development Corporation and 1 from the International Economic Development Council, both for the Future of Work Strategy Development and Implementation Initiative
- **Research documents** – 2030 BRIDGE Plan, 2025 Ascend Plan Final Report, 1 Semiconductor Niche Analysis, 1 supply chain mapping report, physician marketing document, 4 Supplier Briefs, Annual Report
- **Education Programs** – 2 business services industry trainings, one 7-module business fundamentals training for small businesses, 1 biotechnology associates degree, 1 biotechnology certificate
- **Businesses directly served**- 45 small businesses served through business fundamentals training; 3 served through physician marketing campaign; 1 served through business services industry training; 33 served through the Borderplex Buyer-Supplier Program
- **Individual workers in target industries directly served** – 29 in two trainings for business services industry
- **Industry supply chain maps** – 5 industries served: semiconductor, energy, power electronics, EV, and medical device
- **Interactive platforms** – 1 interactive quality of life webpage; 1 interactive supply chain map
- **Grant funds** - \$10K received (from confidential company) for business services industry training; \$19.7M grant for downtown space innovation hub



AEROSPACE & DEFENSE INDUSTRY

SPACE INNOVATION HUB

Action Item: 1.9

The Borderplex Alliance Foundation has been granted \$19.7M in funding from the state of Texas to stand up a space innovation hub that will facilitate research partnerships between the public and private sectors in a secure space.

For the last year, the team has worked on laying out the foundation of the organization, focusing on administrative setup and operational readiness. This included development of the budget, business plan, and policies and procedures, and the establishment and convening of the Board of Directors to provide oversight and strategic guidance. Parallel to these administrative milestones, the team held numerous meetings with potential partners throughout the aerospace ecosystem and gave tours of the future Space Innovation Hub facility for prospective tenants. These early engagements are shaping the program offerings and space design to align with the needs of both government and industry users. The project staff also began a series of training sessions, including instruction on federal grant instruments and government procurement rules, to ensure full compliance and efficiency in managing the program's funding and partnerships.

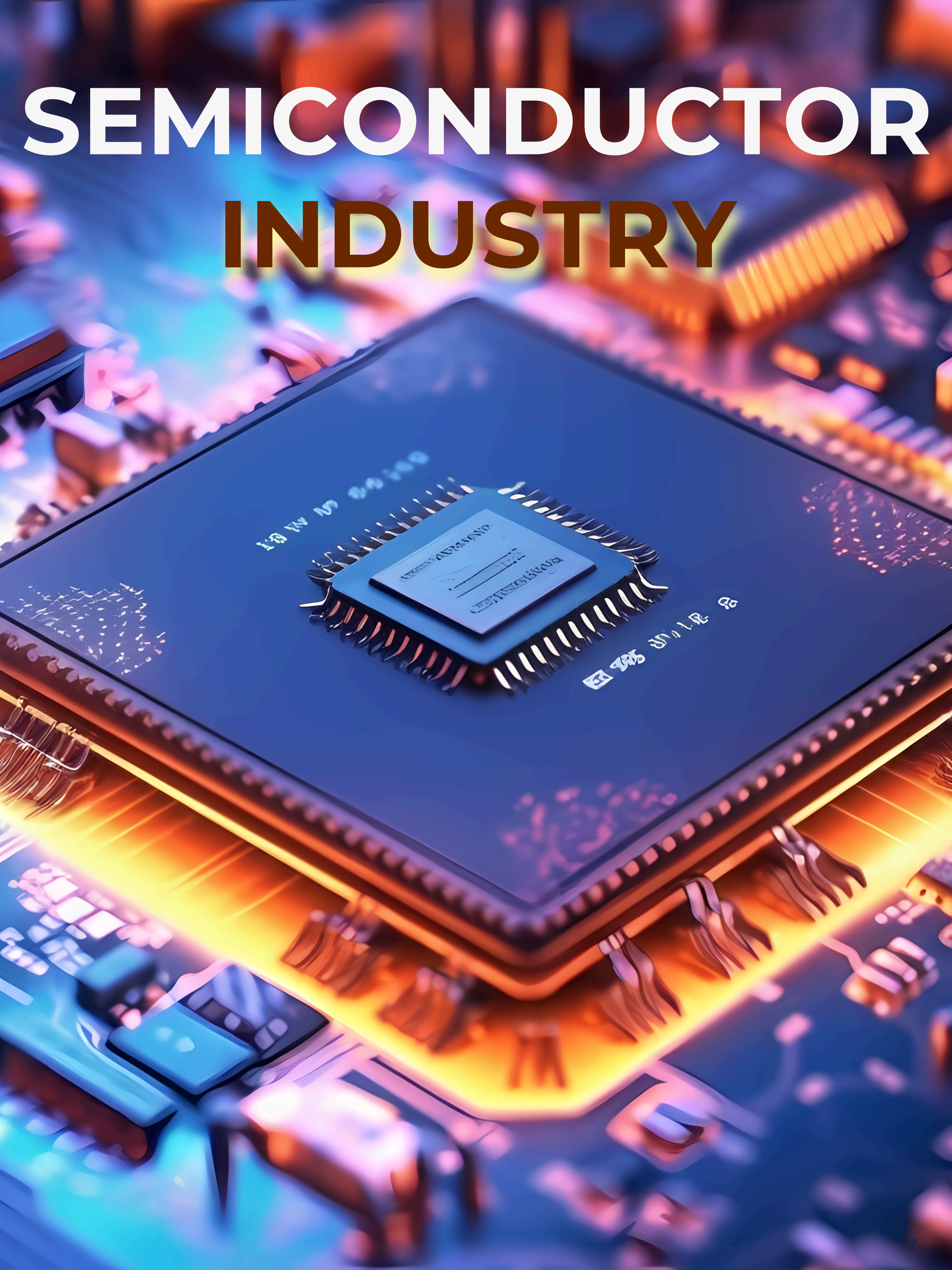
The Space Innovation Hub is modeled after Catalyst Campus in Colorado Springs, Colorado, envisioned as a secure and collaborative research environment that will host incubator and accelerator programs, technology transfer support, and innovation initiatives in AI, cybersecurity, and digital engineering. Guided by space and national security partners, the Hub will serve as a turnkey environment where federal agencies, private companies, and academic researchers can work side by side to advance dual-use technologies that enhance both commercial innovation and national defense capabilities.

Economically, the Hub is projected to generate millions of dollars in regional economic output and support numerous direct and indirect jobs through construction, research, and various programming and related economic development activities. It is expected to attract high-value federal research projects, defense contractors, and aerospace investment to downtown El Paso, serving as a downtown redevelopment project while igniting the aerospace industry throughout the region.

The \$19.7M grant will provide initial funding for the Hub's infrastructure. Design and construction are expected to begin immediately upon receipt of funding. Additional federal funding will be sought to expand research and operational activities. The goal is to achieve self-sufficiency within three years.

Through this work, the Borderplex Alliance is helping build West Texas’ role in the state’s growing space economy, supporting the state of Texas’ vision to expand the state’s aerospace and defense capacity, and reinforcing the United States’ national security mission. By linking research, industry, and innovation, the El Paso space innovation hub will serve as a cornerstone for Texas’ leadership in the next generation of space and security technologies.





SEMICONDUCTOR INDUSTRY

SEMICONDUCTOR NICHE ANALYSIS

Action Item: 4.1

This project resulted in the identification of the region’s top niche opportunities for the semiconductor industry, documented in a report that includes research findings and specific insights. Successfully developing the region’s semiconductor industry requires alignment on specific segments of the value chain in which to build deep expertise. Given the highly technical nature of each stage of the semiconductor supply chain, a focused approach enables the region to cultivate clear strengths supported by exceptionally skilled talent and a robust supplier base.

Through a regional semiconductor group led by the State of Chihuahua, subject-matter experts identified promising areas for specialization. Leveraging this foundation, the strategy team outlined five potential focus areas based on existing assets: advanced materials, R&D for packaging, advanced packaging manufacturing, materials for extreme conditions, electronics circuit design and integration, and advanced sensor technology.

In 2025, an in-depth asset analysis was completed to refine the initial five potential pathways into three semiconductor-related specialization priorities that best align with regional assets and near-term feasibility: Packaging Manufacturing, Electronics Circuit Design and Integration, and Advanced Sensor Technology. In collaboration with Arizona State University, The University of Texas at El Paso, Austin Community College, and the Texas A&M Semiconductor Institute, a scorecard was developed to assess the relevance of each asset to these areas of expertise and identify the region’s top three specializations. A report summarizing the findings is available on the Borderplex Alliance website. This shared framework enabled partners and local universities to align future strategy and program development around the same specializations, positioning the region to cultivate a robust semiconductor ecosystem.

OUTCOMES

4

Institutions
Engaged

3

Niches
Identified

1

Report

SUPPLY CHAIN DEVELOPMENT



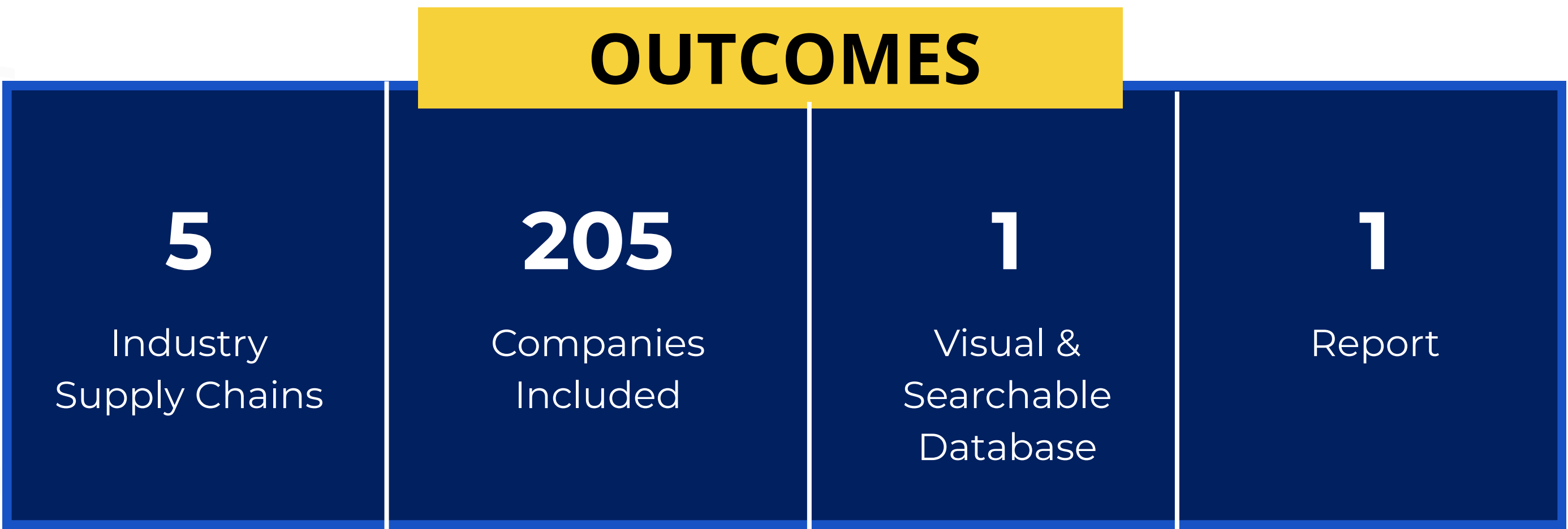
VISUAL SUPPLIER DATABASE & REPORT

Action Item: 5.8

This research project resulted in an inventory of suppliers for the electronics and medical device industries, a report with analytical insights, and an online map that visualizes the placement of suppliers. As identified in the 2030 strategic plan, manufacturers increasingly rely on out-of-region suppliers, with only 2–3% of products and services purchased from local vendors. Contributing factors include limited awareness of regional suppliers, weak marketing, and inefficient supplier–buyer relationships.

To better understand the regional electronics and medical-device supply chains, the strategy team conducted an analysis in partnership with the Mike Loya Center through its fellowship program. Using in-depth research and one-on-one interviews with four medium and large companies, the team developed a database of 205 companies participating in the electronics supply chain and produced a visual supply-chain map. These tools were designed to identify gaps, catalog existing assets, and promote current regional suppliers.

The materials developed through this research project will be used to develop targeted regional marketing campaigns and to boost the Borderplex Alliance’s Buyer Supplier Program by highlighting local supplier opportunities.





BUSINESS SERVICES **INDUSTRY**



INTEGRATED AI WORKFORCE AND LEADERSHIP TRAINING

Action Item: 7.2

The Binational Technology Council introduced AI and leadership training for financial institutions to address skill gaps identified in the Business Services industry. Through a 2024 Business Services Industry skills-gap report completed by The Borderplex Alliance, which was developed through one-on-one interviews with local financial institutions and credit unions, the strategy team identified a growing need to develop programs centered on emerging technologies such as AI, alongside a strong emphasis on soft-skills development. Given the rapid pace of technological change, financial institutions are exploring AI implementation within their processes and the implications for customer-facing personnel. This increases the need for programs that build AI awareness, teaches how to leverage these tools effectively, and strengthens soft skills. The information gathered in 2024 was still relevant to and in alignment with the 2030 BRIDGE Plan. The Plan notes that technology-driven advancements are transforming financial services globally, presenting an opportunity for the region to act quickly and take a leading role in shaping the industry through technology adoption and innovation.

In response, the Binational Technology Council designed and launched an Integrated AI Workforce and Leadership Training program for regional financial institutions. The training was developed from the needs identified in the report and then tailored to local credit unions through meetings with their learning and development and IT teams to ensure the skills addressed were relevant to their training priorities.

In November 2025, 29 participants completed the first two training programs. The student audience was comprised of a mix of front-line workers and mid-level managers. The curriculum integrated AI literacy with practice in communication, empathy, critical thinking, consultative questioning, and leadership using generative AI tools. Future training courses for this industry are in development.

OUTCOMES		
2	29	\$10,000
Training Courses	Participants	Grant to Implement Trainings

BUSINESS FUNDAMENTALS TRAINING

Action Items: 7.4, 8.5

To advance the Borderplex region's goal of becoming a modern financial and digital hub and to directly address the capability gaps identified in the Borderplex 2030 Strategy Plan, the Borderplex Alliance worked with Workforce Solutions Borderplex to develop a 5-module Business Fundamentals Training initiative that included two industry-led overarching topics that aligned with the 2030 BRIDGE Plan. This multi-module program was funded through \$90,000 in ARPA workforce dollars. The initiative intentionally paired digital literacy with financial literacy to create a holistic foundation for small business growth. The goal of this workshop was to support businesses in navigating economic shifts, digital integration, and innovation through hands-on workshops and technical assistance aligned with workforce development priorities. Participants were introduced to practical digital tools, including automation, financial technologies, e-commerce, and basic risk management. Sessions also included leadership and planning guidance when relevant to the training objectives. Workforce Solutions Borderplex also provided access to LinkedIn Learning and additional digital support, including equipment for eligible participants when available.

Two modules specifically aligned with the 2030 BRIDGE Plan and were designed to strengthen both the digital capacity and financial resilience of small businesses. Digital capacity and financial resilience are two pillars the Borderplex Alliance's strategic plan identifies as essential for enabling regional competitiveness, unlocking growth capital, and preparing companies for the opportunities created by nearshoring and accelerating digital transformation. These modules were also industry-led and designed to move participants from awareness to action. The remaining five modules expanded upon fundamental business skills relating to childcare, AI automation, energy, cybersecurity, and business innovation.

The Digital & AI Tools Literacy Workshop, held on October 30 in partnership with Jackrabbit Wireless, introduced entrepreneurs to essential digital tools that enhance efficiency, e-commerce readiness, and customer engagement. The session offered hands-on training in mobile business applications, digital operations, and practical AI tools that small businesses can deploy immediately. Emphasizing responsible technology adoption, it also addressed digital safety, ethics in AI, and cybersecurity—establishing a strong foundation for the upcoming financial planning module.

The Business Financial Literacy Workshop, held on November 13 in partnership with Vantage Bank, built on the digital skills from Phase I to strengthen financial readiness—

an explicit priority in Strategic Plan Action 7.4. Vantage Bank guided participants through budgeting, forecasting, credit preparation, and access to capital, offering hands-on coaching in cash-flow management and long-term planning. The session equipped local businesses with the financial knowledge needed to scale responsibly and seize nearshoring-driven opportunities across the region.

This training series directly addressed key barriers from the Borderplex 2030 Strategy Plan, namely low financial literacy, uneven digital adoption, and limited access to industry-led training, by equipping 45 small businesses with practical tools to strengthen both their digital and financial capabilities. Participants learned to streamline operations through simple digital and AI tools, improve budgeting and credit readiness, and better position themselves for growth and capital access. With guidance from local industry partners, the program delivered an immediate, measurable impact by empowering entrepreneurs to compete more effectively in a rapidly evolving, nearshoring-driven economy.

OUTCOMES		
45 Companies	5 Training Modules	5 Partners



HEALTHCARE DELIVERY INDUSTRY

PHYSICIAN-FOCUSED MARKETING PACKAGE

Action Item: 10.4

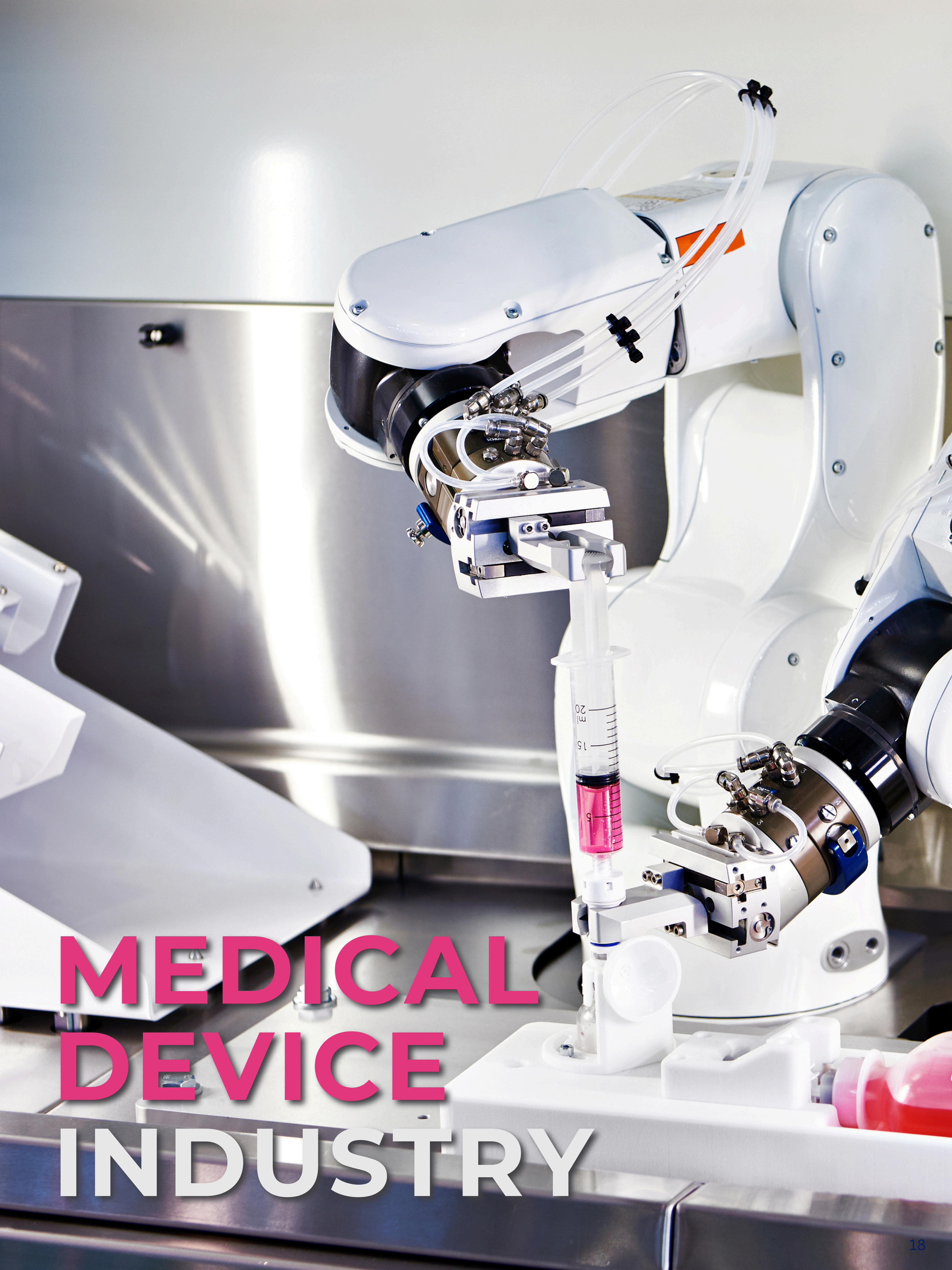
The Borderplex team worked with regional healthcare and medical education partners to gain a deeper understanding of the region's ongoing challenges in recruiting and retaining physicians. The 2030 Strategy Plan recognizes that attracting physicians has been difficult for years, driven by staffing shortages, heavy workloads, reimbursement pressures, and quality-of-life considerations that influence where physicians choose to build their careers. Because these issues directly affect access to care and the long-term stability of the healthcare system, the effort focused on learning what physicians prioritize when deciding where to train and practice.

As part of this effort, the team conducted interviews and surveys with more than 30 physicians to gather direct insights into their experiences working in the region. These conversations helped clarify the factors that shape a physician's decision to stay in or leave the Borderplex, including workload expectations, family needs, compensation challenges, and opportunities for professional development. Their feedback offered a realistic picture of the workforce gaps that need to be addressed to help strengthen the local physician pipeline.

Using these insights, the team created a Physician-Focused Marketing Package, which includes an interactive website, a PowerPoint presentation, and a PDF brochure. The materials were designed to support healthcare institutions in recruiting high-need physicians by highlighting the things physicians and their spouses care about most when considering relocation. This includes community amenities, lifestyle considerations, medical training opportunities, and the overall environment for healthcare professionals in the region. The goal is to provide hospitals and medical schools with a practical tool that can be used during recruitment, making it easier to showcase what living and working in the Borderplex region is actually like. This directly supports the strategic plan's Action 10.4, which calls for developing marketing materials that promote the region's quality of life for healthcare professionals.

By grounding the project in real physician feedback and working closely with local medical education and healthcare partners, this effort helped align recruitment strategies with the actual needs and concerns of the healthcare workforce. It also supports the broader goal of building a more stable and sustainable healthcare delivery system in El Paso.





MEDICAL DEVICE INDUSTRY

BIOTECHNOLOGY TALENT INITIATIVE

Action Items: 11.3 , 11.4

In response to the global supply chain realignment and the need for more advanced manufacturing talent, the Borderplex team collaborated with El Paso Community College and key industry leaders, including representatives from BD, to create a more highly developed biotechnology and medical device workforce pipeline in their region. Advisory board members also collected input from other companies, such as Ceutical Labs and Scorpious, through a regional industry conference that served as a valuable validator of emerging skills and training needs. This directly supports the plan to position the Borderplex Region as a leading hub for the manufacturing and innovation of medical devices through education and workforce development alignment and industry engagement by 2030.

The result of this collaboration was the creation of the EPCC Biotechnology Associate Degree Program, which is set to begin in Fall 2026 with an initial cohort of approximately 25 students. This program was based on Current Good Manufacturing Practices (CGMP) and Good Manufacturing Practices (GMP) standards for quality and regulatory compliance in medical device manufacturing. The biomanufacturing process, quality assurance, and laboratory safety curricula prepared students with the technical competencies required by the region's growing life sciences and manufacturing industries. Students will gain hands-on experience with modern biotechnology equipment and techniques used in bioprocessing, molecular biology, microbiology, and cell culture. Two embedded certificates, the Level One and Level Two Biotechnology Certificates, provide stacked credentials that prepare students for entry-level laboratory roles while offering a direct pathway into the full associate degree. At the time of writing, the Board of Trustees at EPCC has approved the program. The Texas Higher Education Coordinating Board and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) will vote on advancing the project in late Spring 2026.

The initiative also involved a structured internship placement with regional employers, providing students with practical experience and opportunities for full-time positions. This project addressed a critical workforce need by aligning education programs with the real needs of industry, helping to move the region toward higher-value, innovation-driven manufacturing.

Ultimately, this collaboration laid the foundation for a cross-border biotechnology ecosystem: a continuum of talent development, research, and production spanning from El Paso to Cd. Juárez and vice versa. Such coordination between education and industry partners has moved the Borderplex Region closer to its 2030 vision of becoming a national leader in medical device manufacturing and biotechnology innovation with a superior workforce.

OUTCOMES		
4	2	25
Industry Partners	Courses/Certifications Developed	Students Expected in First Class

STRATEGIC PLAN METRICS

Priority Area	Goal	Objectives	Baseline 2020 - 2024	2025	Progress %
Business Attraction and Expansion	Increase company presence in the region and create a thriving industry ecosystem.	Attract 40 companies in target industries	40	6	15%
		Increase company investment by \$1.6B	\$3.12	\$1.79	57%
		Increase number of new jobs by 11,000	10,803	4239	39%
Supply Chain Development	Attract companies that are critical to fill supply chain gaps and needed for building industry opportunities.	Attract 10 suppliers for target industries	10	4	40%
		Increase percentage of products and services provided by local businesses by 5%	3%	-	0%
Strengthening the Workforce Pipeline	Align education and workforce programs with industry needs and create new programs to build a more robust talent pipeline.	Increase number of Borderplex Alliance-led courses, degrees, and certifications by 50%	19	3	16%
		Increase number of hands-on training opportunities by 100%	5	0	0%



Priority Area	Goal	Objectives	Baseline 2020 - 2024	2025	Progress %
Infrastructure Development	Build or enhance critical infrastructure to promote flow of commerce.	Increase number of strategic partnerships for infrastructure policy advocacy by 5	5	0	0%
		Attract or build 3 new infrastructure assets to support target industries	3	0	0%

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