



**BORDER
INDUSTRIAL
ASSOCIATION**



2020

ANNUAL REPORT

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LETTER FROM THE CHAIRMAN

Reviewing 2020 is a study of contrasts. On one hand, the terrible COVID-19 pandemic caused supply chain issues for many of our members. It also forced companies to implement new ways of operating in order to keep employees safe, such as adding a third shift. During the first few months of the pandemic, only two BIA members tied to the automotive industry were forced to temporarily shut down, because of supply chain issues.

Throughout the pandemic, the BIA took a leadership role in keeping our industrial base safe and in operation. Our organization procured thousands of dollars of PPE, including masks, hand sanitizer, sanitizing wipes, and disinfectant, and resold these products at cost to BIA members and residents of the community. BIA member Acme Mills supplied the BIA with thousand of masks that were distributed in the industrial base. The BIA also worked with former New Mexico Governor Bill Richardson to procure PPE for the Navajo Nation and the Jicarilla Apache Tribe.



BIA Chairman Guillermo Lopez

In 2020, the State of New Mexico instituted a “rapid response” system, which mandated that if a business experienced more than four positive COVID cases in its workforce within a 14-day period, it would have to shut down operations for two weeks. The BIA lobbied the governor’s office to make the case that these standards might apply to restaurants and operations with a small workforce, it was not compatible to operations in the BIA industrial base, which often have more than 100 employees. The governor’s office took our information into consideration and changed the language of the order in order to exempt most of our membership from these requirements.

On the other hand, 2020 was the most successful year the Santa Teresa industrial base has had in terms of company recruitment and new construction. BIA member Franklin Mountain Investment completed its second 183,000-sf spec building, the first being fully occupied by new BIA member Expeditors. Blue Road Investments, a Dallas-based company, began construction on a 315,000-sf cross-dock, spec building. Combined, the two companies are providing Santa Teresa with some of the largest available spec space in the Borderplex region.

Xxentria and Cymmetrik were recruited in 2020 and represent the second and third Taiwanese companies recruited to the Santa Teresa industrial base, a total of three companies within the last three years. Admiral Cable, also from Taiwan, continued to construct its manufacturing campus. Prent Thermoforming, a PPE company purchased land to build its 120,000 sf production plant, which will start in spring 2021. W Silver Recycling began construction of its 120,000 sf recycling plant. On the San Jeronimo side of the border, Sunrise Confections built a 200,000 sf candy production plant. In the 2020-2021 time period, there will have been built or there will be under construction 1.332 million square feet of new space in the Santa Teresa industrial base.

Other key infrastructure projects completed in 2020 include the expansion of the Santa Teresa Gateway Rail Park by 100 acres, and by another 2 miles of rail. Union Pacific invested an additional \$20 million in its intermodal yard to construct a block swap yard for unit trains. The Santa Teresa Jetport completed its \$9.9 million project to reconstruct its taxiways and runways. Now, the Jetport is capable of landing 737-300 cargo jets. The \$47 million project to replace the asphalt on the Pete Domenici Highway from the Santa Teresa Port of Entry to the Texas border was completed in 2020. The New Mexico Gas Company constructed a second natural gas line into San Jeronimo to service growth occurring on the Mexico side of the border. Planning and design on a highway that will run parallel from the port of entry and down into Sunland Park was started. Dona Ana County received \$1 million to do the planning and design of an overpass over Union Pacific's rail lines that separate the Santa Teresa Airport Park and the Gateway Rail Park. The BIA continued work with NMSU and the Elephant Butte Irrigation District to push forward a desalinization plant in the Santa Teresa region. Finally, the \$1.9 million LEDA monies that were issued by the state to the BIA to build Well 14 were successfully implemented and all obligations on behalf of the BIA were retired.

Although the pandemic severely caused New Mexico's exports to the world to drop by 21 percent in 2020, exports to Mexico only declined by 8 percent, due mostly to supply chain issues at the beginning of the pandemic. Commercial truck crossings hit record number in 2020, with an average of more than 650 northbound trucks crossing daily.

All the growth during pandemic proved how essential our Industrial base is and what a force we have become on the border. One CBP official stated at a trade meeting that Santa Teresa is no longer an obscure port of entry operating in the shadows of its older and larger El Paso counterparts. Now, the growth of Santa Teresa is being discussed in El Paso, along the entire border, Washington, D.C., and Mexico City.

Even though we are not quite yet out of the threats posed by the pandemic, 2021 promises to be another successful year with all the new construction planned, and new prospects to be recruited. The new USMCA agreement was signed in July 2020, and a long-term structure for how the U.S., Canada, and Mexico trade will increase opportunities for the Santa Teresa industrial base. The Border Industrial Association is committed to advocating for the Santa Teresa industrial base and creating new investment, jobs, and diversifying New Mexico's economy.



Guillermo Lopez
BIA Board Chairman

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BIA BOARD OF DIRECTORS

Guillermo Lopez from Monarch Litho - **Chairman**

Chris Lyons from Paseo del Norte Ltd. - **Treasurer**

Jack Brown from Glaz-Tech Industries - **Secretary**

Jerry Pacheco from Global Perspectives Integrated - **President/CEO**

Alexander E. Sierra - Acme Mills

Juan Massey - McCabe CPA Group, LLC.

Gilbert Mesa - Fort Bliss Water Services Company

James Robinson - J.H. Rose Logistics

Joshua Orozco - Global Perspectives Integrated

Giovany Danel - Union Pacific

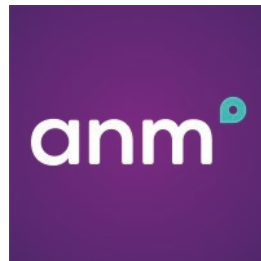
Hildeberto Moreno - Ironhorse Resources

Captain Scott - Railroad Track Construction and Maintenance, Inc

Shawna Blount - Doña Ana Title Company, Inc.

NEW BIA MEMBERS

Businesses and individuals that joined the BIA in 2020 included:



THE WORLD AT YOUR DOOR



BIA-SUPPORTED PROJECTS

In 2020, several major new private-sector projects and expansions were started in the Santa Teresa industrial base and adjacent regions. Collectively, they accounted for \$182,850,000 million in new investment and will generate 1,032 new jobs.

Admiral Cable

Admiral Cable, a Taiwanese cable manufacturer, continued construction on its campus in the Santa Teresa Gateway Rail Park. When fully built, Admiral's first North American manufacturing complex will comprise 142,000 sf and employ 342 employees. More than \$50,000 million will eventually be invested in this project.



Admiral Cable



Franklin Mountain Spec Building

Franklin Mountain Industrial Spec Building

Franklin Mountain Industrial completed its second 183,000 sf spec building in the Santa Teresa Airport Park in 2020.

Blue Road Investments

Blue Road Investments, a Dallas developer, completed a 315,000 sf spec building in the Santa Teresa West Park. Together with the Franklin Mountain Industrial spec, Santa Teresa has approximately 500,000 sf of new spec space for industrial prospects.



Blue Road Investments Spec Building



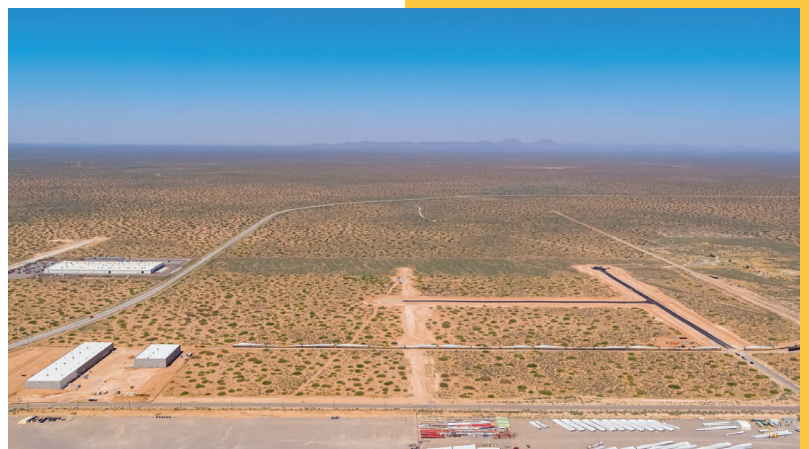
W Silver Recycling

W Silver Recycling

W Silver Recycling broke ground on its 120,000 sf recycling plant in the Santa Teresa Gateway Rail Park. This \$7 million dollar project will add 63 full-time jobs to the Santa Teresa industrial base.

Phase II-A Expansion of Santa Teresa Gateway Rail Park

Ironhorse Resources, the largest landowner in the Santa Teresa Gateway Park, completed the expansion of its rail-served holdings by another 100 acres. During the course of the year, the company added approximately two miles of new track in the expanded 100 acres.



Ironhorse Resources expansion



Map of West Park

Xxentria

Taiwanese company Xxentria purchased land in the Santa Teresa West Park to establish a production/distribution facility for semi-truck trailer walls. The building design will be completed by summer 2021, and construction is slated to start by fall.

CymMetrik

Taiwanese company Cymmetrik leased 20,000 sf of space in the Santa Teresa Airport Park. The bar code label manufacturer is the third Taiwanese company recruited to Santa Teresa within the past two years.



UP Block Swap Yard

Union Pacific Block Swap Yard

Union Pacific invested another \$20 million in its Santa Teresa rail complex to build unit trains, in which every rail car is sent to the same destination, increasing logistical efficiencies.

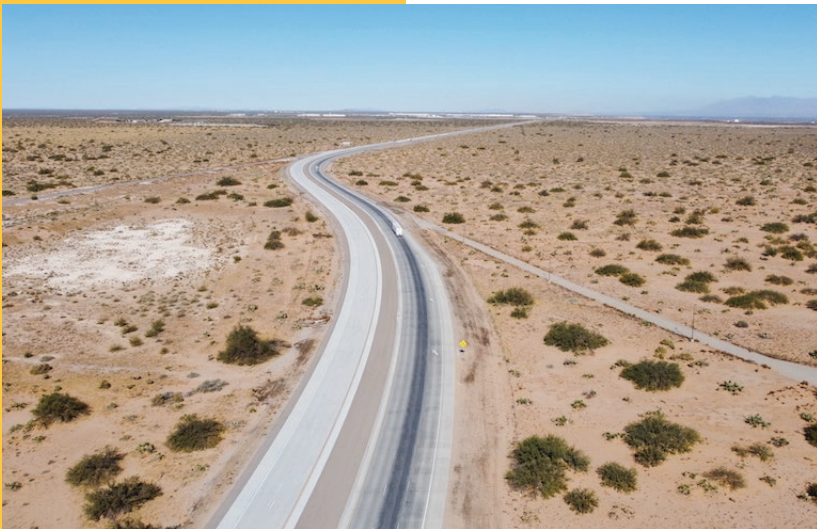
Sunrise Confections

In 2020, Sunrise Confections completed construction on its 200,000 sf candy production plant in San Jeronimo, between the Foxconn campus and Mexican Customs. The plant will eventually employ 500 workers.



Sunrise Confections

BIA-SUPPORTED INFRASTRUCTURE PROJECTS



Pete Domenici Highway

Pete Domenici Highway

The \$47 million project to replace the asphalt on Pete Domenici Highway with concrete from the Santa Teresa Port of Entry to the Texas border was completed in 2020.

New Mexico Gas Pipeline to San Jeronimo, Mexico

The New Mexico Gas Company invested \$2 million to build a second natural gas pipeline to San Jeronimo on the Mexican side of the border from Santa Teresa. This increased natural gas export capacity will allow San Jeronimo to continue to grow its industrial base, and to recruit new companies.



Existing natural gas line



Santa Teresa Jetport runway

Santa Teresa Jetport

Dona Ana County invested \$9.9 million of capital outlay funds to reconstruct taxiways, runways, and to add new lighting. The Jetport is now capable of landing 737 - 300 cargo jets. The BIA was instrumental in assisting the county in lobbying for this funding.

Union Pacific Overpass

Dona Ana County received \$1 million to do the planning and design of an overpass over Union Pacific's rail lines that separate the Santa Teresa Airport Park and the Gateway Rail Park.



Union Pacific facility



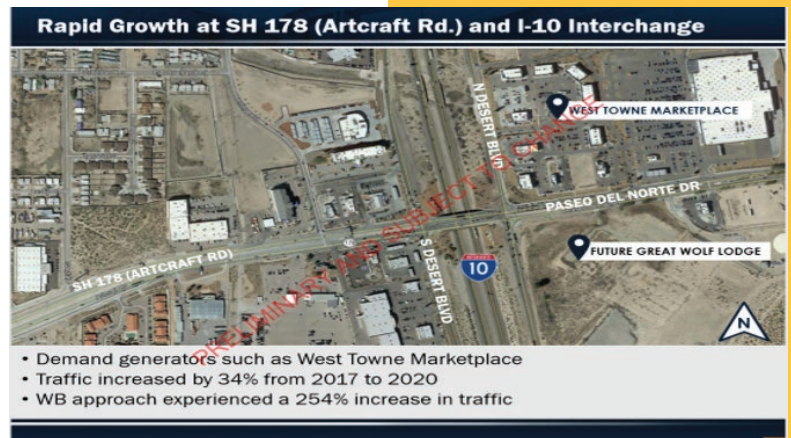
Existing Desalinization Plant

Desalinization Plant

The BIA continued discussions in 2020 with Elephant Butte Irrigation District and NMSU to install a portable desalinization unit on a well in the Santa Teresa region that is deemed to have a high saline content. The objective is to prove the viability of converting saline to potable water in Santa Teresa. In order to establish a permanent desalinization plant for future growth purposes.

Overpasses at I-10 and Artcraft

The BIA continued to work with TXDOT to design and construct overpasses at the intersection of I-10 and Artcraft Road. This intersection has become one of the busiest in El Paso, mostly because of the growth in and around the Santa Teresa industrial base.



Map of Artcraft and I-10 intersection

Los Santos Binational Community

The Los Santos Binational Community (Santa Teresa/San Jeronimo) was formally incorporated as Los Santos, Inc., a 501c(3) non-profit, in 2018. Its board consists of representatives of Paso del Norte Ltd. Partnership, San Jeronimo Services, Ironhorse Resources, and the Border Industrial Association. The board meets on a monthly basis to discuss strategy, infrastructure, and marketing. Los Santos was founded to create a master-planned, binational community that incorporates good-paying jobs, quality of life, and organized development. Los Santos represents approximately 70,000 acres of developable land in Santa Teresa in the U.S. and San Jeronimo in Chihuahua, Mexico.



2020 LOS SANTOS BOARD MEETINGS

February 3, 2020

March 2, 2020

May 4, 2020

June 1, 2020

July 6, 2020

August 3, 2020

September 14, 2020

October 19, 2020

November 9, 2020

December 7, 2020

BIA-SUPPORTED GENERAL PROJECTS



TAITRA Logo

Taiwan External Trade Development Council Trade Mission

In cooperation with San Jeronimo Services and the New Mexico Partnership, the BIA hosted a trade mission from the Taiwan External Trade Development Council on February 15-17 in Santa Teresa, San Jeronimo, and Juarez. The Taiwanese delegation consisted primarily of automotive manufacturers interested in learning more about the U.S. - Mexico border region for production purposes.

Reshore/Near-shore Marketing in Asia

During 2020, the BIA stepped up its efforts to market the Santa Teresa/San Jeronimo industrial base to government agencies and private sector concerns in Asia. Promotional materials were developed that are being sent to specific target markets. A BIA-sponsored website (www.reshore-na.com) has been launched to provide site selection information and the advantages of locating in the Santa Teresa/San Jeronimo region.



Reshore/Near-shore website

THE SANTA TERESA/ SAN JERONIMO PORT OF ENTRY

In 2020, the BIA continued to lobby for the redesign of the Santa Teresa Port of Entry, and the extension of its commercial hours. The BIA hosted several legislative interim committees in Santa Teresa. It also worked closely with the offices and staff of Senator Tom Udall, Senator Martin Heinrich, Representative Xochitl Torres Small, and Representative Ben Ray Lujan.

PUBLIC OUTREACH

2020 BIA HOSTED EVENTS/GUESTS

- BIA day in Santa Fe: 1/23 and 1/24
- TAITRA Visit: 1/31
- Webinar: BIA, NMBA, City of El Paso, Cd, Juarez: 4/16
- Southern New Mexico Town Hall to discuss COVID-19 situation: 4/16
- Manufacturing Thrives through Trade AHCC Webinar: 7/15
- New Mexico Finance Authority Oversight Committee: 8/14
- NMACI Speaker Series; Trade & Economic Development: 9/10
- Secretary of Economic Development Alicia Keyes Visit: 9/22
- Presentation on Santa Teresa Economic Development to XCEL Energy: 9/30
- Club de Industria Presentation: 10/14
- SSFS Luncheon; NM International Trade Presentation: 10/20
- M7 Meeting: 10/23
- NM-Chihuahua Border Master Plan: 10/28
- UNM International Marketing Guest Lecture: 11/18
- Select USA Brazil Webinar: 11/25
- Presentation to NMSU International Business Class: 12/2

OTHER EVENTS

- CBP Trade Meeting: 2/5
- CBP Trade Meeting: 3/4
- CBP Trade Meeting: 8/5
- Downtown Lions Club Presentation: 8/14
- CBP Trade Meeting: 10/4
- Dona Ana Board of County Commission Meeting: 10/13
- Dona Ana Board of County Commission Meeting: 11/10
- CBP Trade Meeting: 11/14
- Dona Ana Board of County Commission Meeting: 11/24
- CBP Trade Meeting: 12/9

BIA BOARD MEETINGS

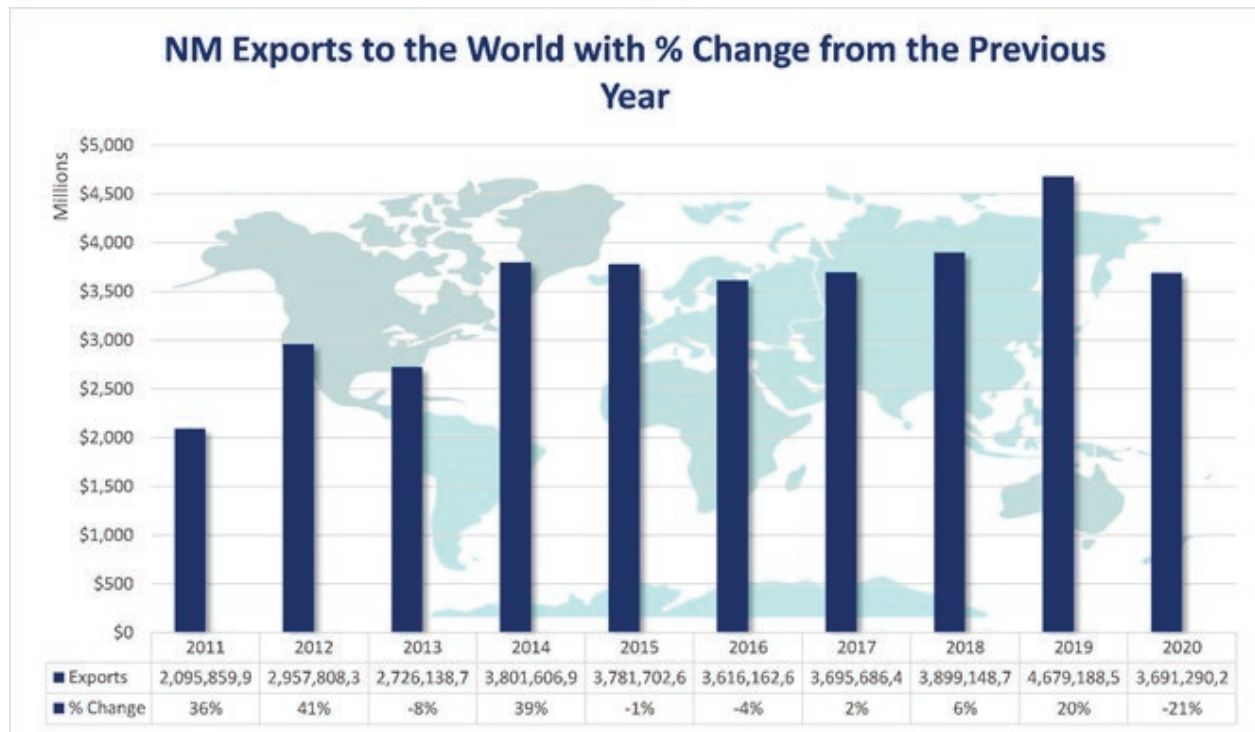
February 5
April 8
May 13
June 24
August 14
September 23
December 4

BIA GENERAL MEETINGS

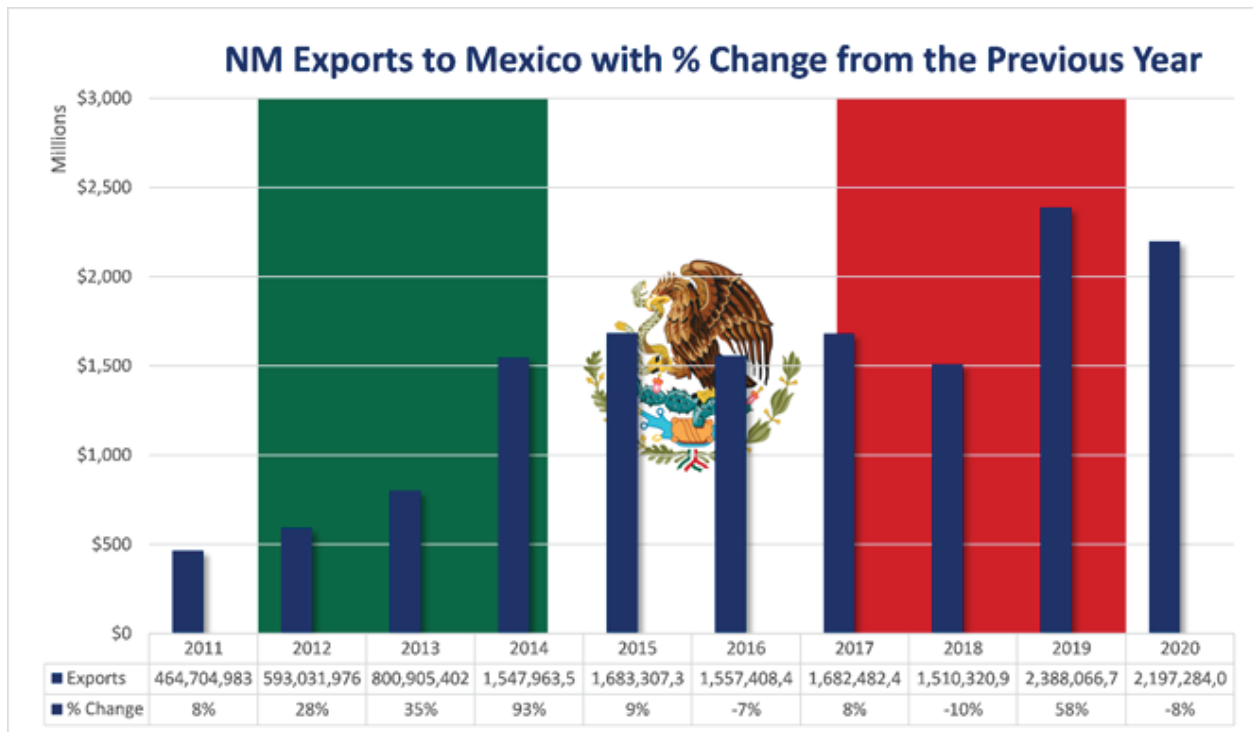
February 14
August 21
October 2
November 20

GRAPHS

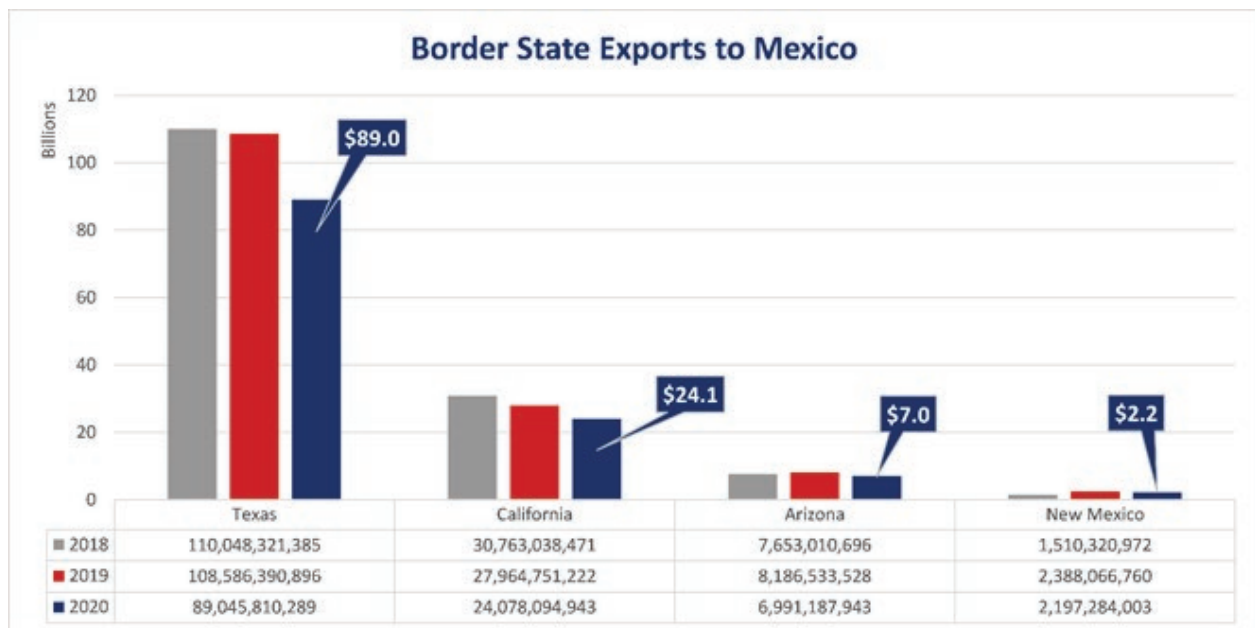
The following graphs highlight the impact that the Santa Teresa industrial base is having on New Mexico's export trade figures, particularly those with Mexico:



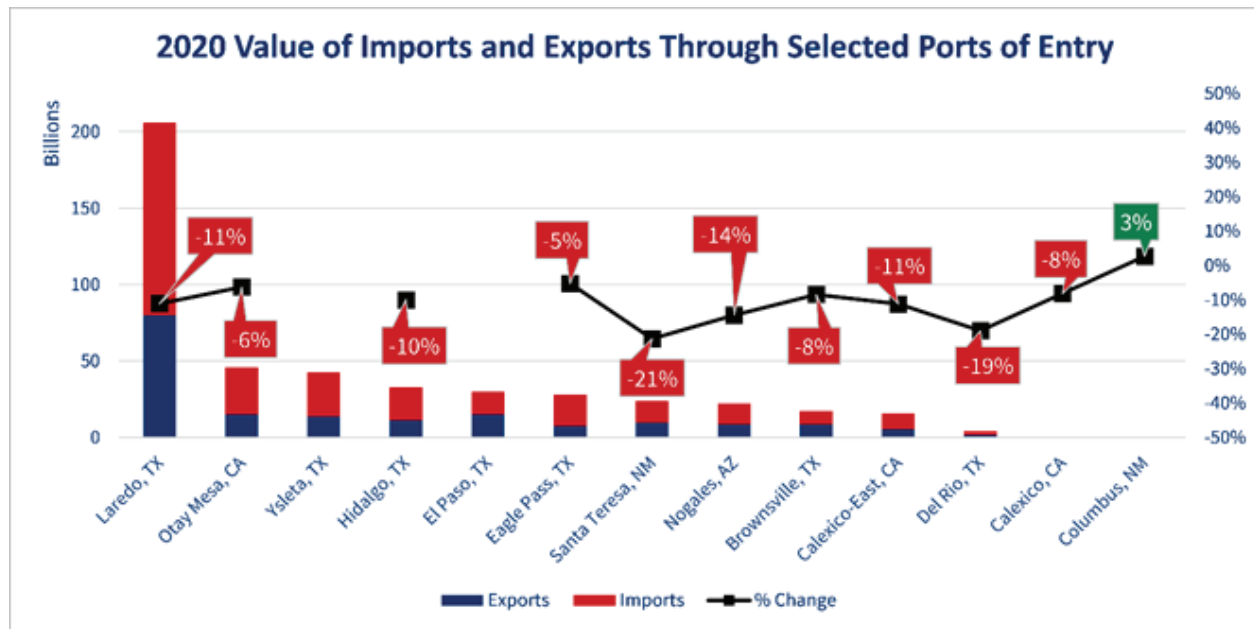
New Mexico exported \$3.7 billion to the world in 2020, which was 21% below 2019's \$4.7 billion. Although a significant drop from 2019, 2020's figure is similar to the previous six years which range from \$3.6 to \$3.9 billion.



New Mexico exported \$2.2 billion to Mexico in 2020, which was 8% below 2019's \$2.4 billion. Although a drop from 2019, 2020's export figure is significantly larger than previous years and is evidence that 2019's 58% growth represents a lasting shift in exports to Mexico.



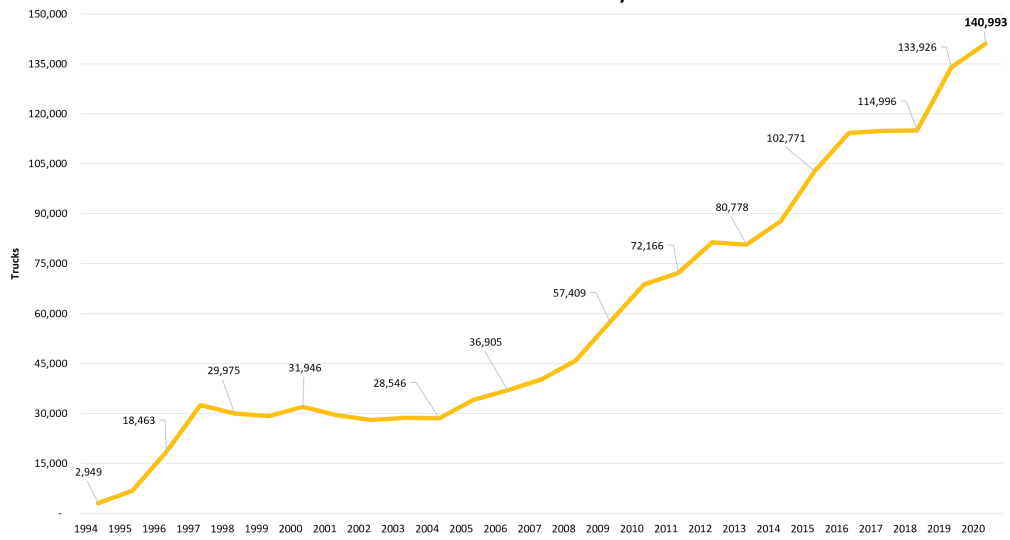
Although New Mexico has increased its exports to Mexico, it still lags behind the other border states. Texas exported \$89 billion to Mexico, California \$24.1 billion, and Arizona \$7 billion.



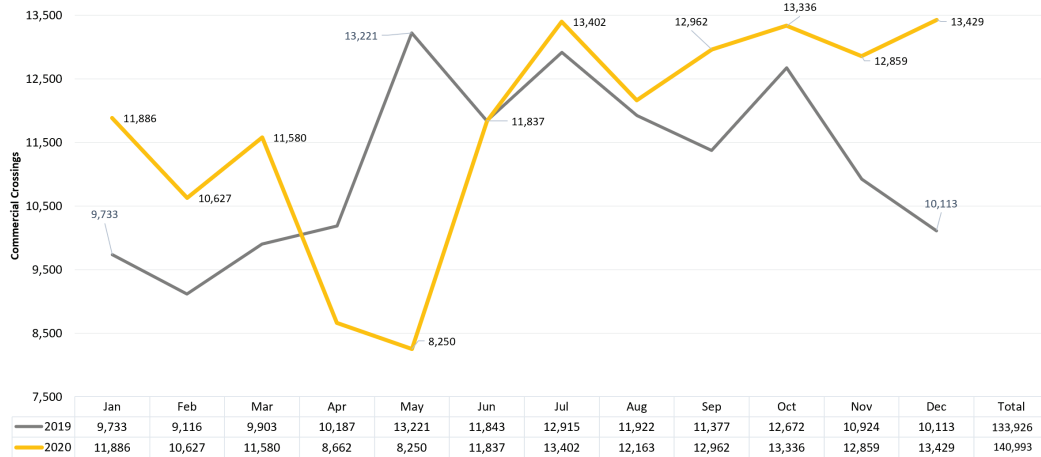
In 2020, the value of exports and imports crossing through the Santa Teresa Port of Entry (STPOE) reached \$24 billion, which was 21% below 2019's figure. The chart above shows other ports of entry experiencing a similar drop, however, the STPOE had the largest. The one POE that experienced growth in 2020 was the Columbus POE at 3%. The table below breaks down each POE by exports, imports, total, and percent change from 2019. Both the chart above and the table below have data missing for the Calexico, Ysleta, and El Paso, POEs. Import data was not provided by the US Census for the Calexico POE, that's not to say it was zero, just that the data was not provided. The Ysleta and El Paso POEs are missing the percent change figure because there are no 2019 figures to compare them to. This is because before 2020, Customs and Border Protection combined the reporting for both ports as a single figure. In 2020, the reporting for the ports were separated.

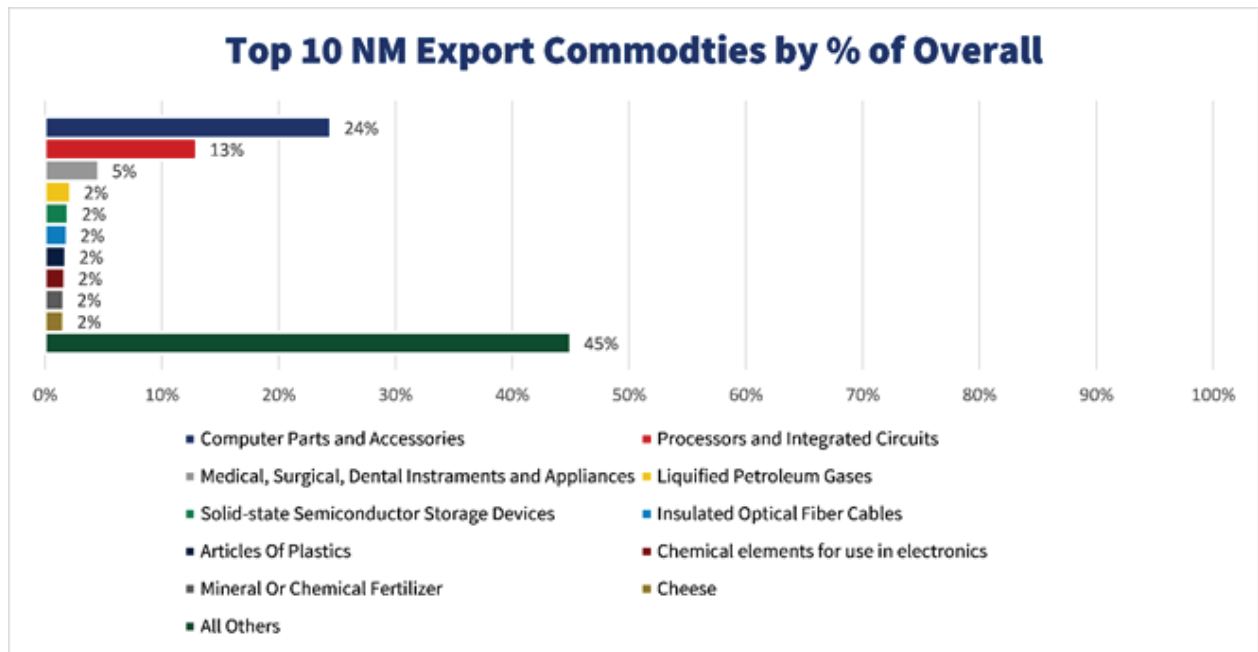
2020 Value of Trade Crossing at Selected POEs on the US/Mexico Border				
POE	Exports	Imports	Total	% Change
Laredo, TX	80,006,632,411	125,868,594,526	205,875,226,937	-11%
Otay Mesa, CA	15,056,544,441	30,945,914,782	46,002,459,223	-6%
Ysleta, TX	13,799,650,675	28,842,227,076	42,641,877,751	
Hidalgo, TX	11,478,762,335	21,572,539,410	33,051,301,745	-10%
El Paso, TX	15,190,524,591	14,789,802,403	29,980,326,994	
Eagle Pass, TX	7,570,882,949	20,560,846,228	28,131,729,177	-5%
Santa Teresa, NM	9,917,815,982	14,083,619,313	24,001,435,295	-21%
Nogales, AZ	8,478,563,440	13,934,796,963	22,413,360,403	-14%
Brownsville, TX	8,483,748,089	8,895,022,878	17,378,770,967	-8%
Calexico-East, CA	5,531,339,370	10,259,979,523	15,791,318,893	-11%
Del Rio, TX	1,632,288,004	2,569,709,853	4,201,997,857	-19%
Calexico, CA	378,278,030		378,278,030	-8%
Columbus, NM	9,123,273	135,502,268	144,625,541	3%

**Annual Northbound Commercial Crossings at
The Santa Teresa Port of Entry 1994-2020**

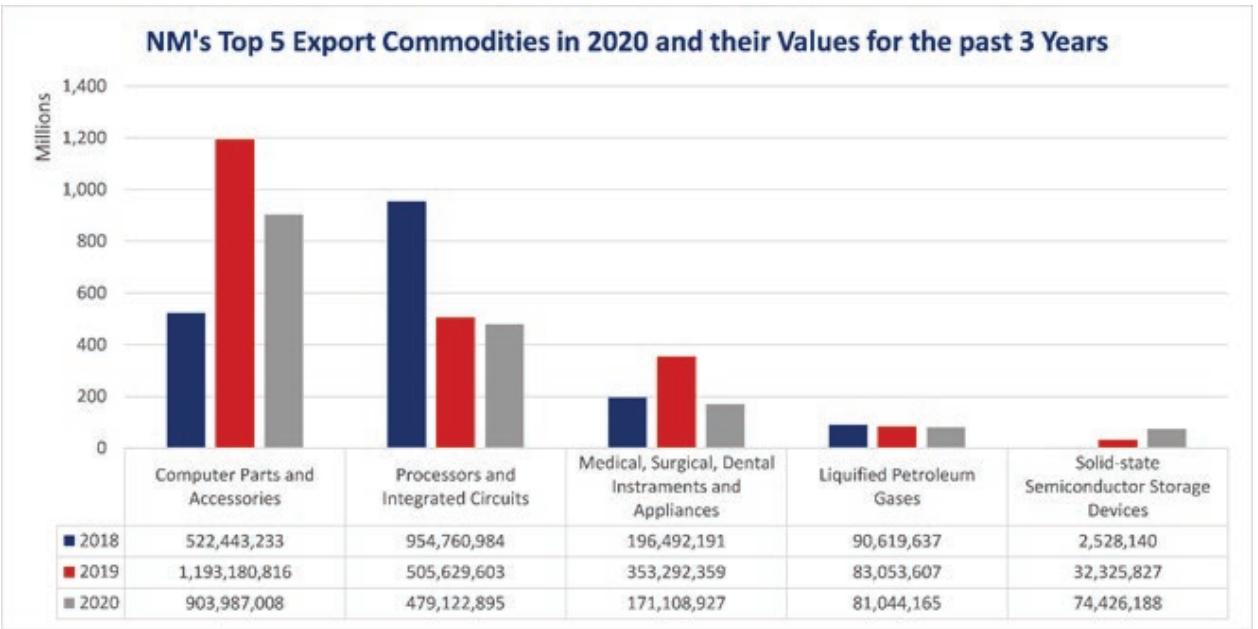


**Santa Teresa Port of Entry Northbound Commercial Crossings
by Month Comparing 2019-2020**

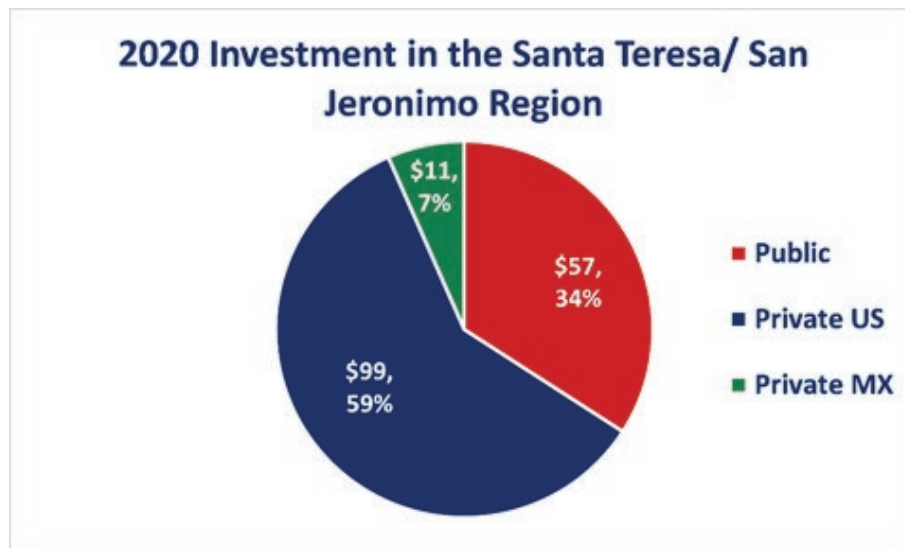




New Mexico's top export commodity in 2020 were computer parts and accessories which represented 24% of all NM exports. Processors and integrated circuits were next at 13% and medical, surgical, dental instruments and appliances was third at 5%. Together, the top three commodities represent 42% of all NM's exports which means that any change to these commodities will have an oversized impact on NM's overall exports.



The chart above shows NM's top five export commodities in 2020 and how they have changed since 2018. In 2019, computer parts and accessories overtook processors and integrated circuits as the largest export commodity. Although dropping \$290 thousand between 2019 and 2020, computer parts and accessories is still significantly higher than it was in 2018. Processors and integrated circuits declined all three years and in 2020 was roughly half of what it was in 2018. Between 2019 and 2020 medical, surgical, dental instruments and appliances dropped 52%, liquefied petroleum gases dropped, 2%, and solid-state semiconductor storage devices increased 130%.



NEW YEAR

In 2021, the BIA will continue to work on building a better business environment for Santa Teresa. That starts with listening to our members to identify needs in the region and barriers to their continued success. We will work with federal, state, and local policymakers and officials to secure funding for infrastructure, to gain support for policies that benefit our region and to prevent policies that hinder our region. We will also continue to work with policymakers and stakeholders to promote Santa Teresa as the ideal location to serve the North American market.

BIA-SUCCESSSES TO DATE

TOTAL CAPITAL OUTLAY AND LEDA (2010-2018) = \$49,960,800

LEDA:

2011: \$5.8 million (what was drawn from the \$12.5 million LEDA ordinance) - water system repairs

2016: \$1.9 million (new water well)

CAPITAL OUTLAY:

- 2019: \$4 million: Jetport funding for runways and taxiways
 - \$350,000: for CRRUA improvements
 - \$4,800,000: from FAA for Jetport improvements
- 2018: \$1,138,000: funding for Jetport improvements
 - \$325,800: CRRUA lift station improvements and manhole cover replacements
- 2017: \$200,000: CRRUA lift stations
- 2016: \$255,000: Jetport planning funding
 - \$200,000: CRRUA lift stations
 - \$5.2 million: \$3.2 million matched by \$2 million in capital outlay – double wastewater capacity in industrial parks
- 2015: \$8.33 million (\$8.03M in capital outlay and \$100k each from Reps. Gomez and McMillan, and Sen. Cervantes)
 - \$262,000: AWOS system at Santa Teresa Jetport
- 2014: \$3.7 million (CRRUA's North Wastewater Treatment Plant)
- 2012: \$12 million for construction of Strauss Road
- 2011: \$1.25 million (For CRRUA's water supply and distribution systems, including replacing wells and fire pumps)
- 2010: \$350,000 for northbound pre-clearance lane

BIA LEGISLATION

- 2020: SB102: Put New Mexico on permanent Daylight Savings Time: This bill would have resulted in the Santa Teresa industrial base being on a different time zone from El Paso and Chihuahua for four months out of the year. The BIA lobbied hard against this bill, the BIA members testified to its potential negative effects on their business. - **DIED IN COMMITTEE**
- 2018: Border Authority Legislation: Continued to fine tune the legislation.
- 2017: HB 90: Improve Requirements for Border Authority Board - **DIED IN COMMITTEE**
HB 91: Use LEDA to fund the extension of commercial hours at STPOE – **PASSED but VETOED**
- 2016: SB352: Economic Development Rate for Industrial Users - **PASSED**
- 2014: GRT Exemption for Trade Support Companies (reenact) - **PASSED**
- 2013: Extend Overweight Cargo Zone to 12 miles - **PASSED**
- 2011: HB24: Overweight cargo zone - **PASSED**
HB523: Diesel Fuel Tax Abatement (Union Pacific) - **PASSED**
Discussion draft legislation: PIT Modification to include manufacturers - **NEVER INTRODUCED**
HB90: Revolving Border Infrastructure Fund - **PASSED**
- 2008: GRT Exemption for Trade Support Companies - **PASSED**
- 2007: Diesel Fuel Tax Tax Abatement (Union Pacific) - **PASSED**

BIA IN THE NEWS

KFOX 51: 01/15
WNCT9: 01/17
KFOX 14: 01/16
KVIA: 01/22
News 5 WKRG: 01/29

Telemundo: 01/29
Univision: 01/29
KVIA-Extra: 02/17
KRWG: 06/17
KVIA: 09/23

- 1/03/20: "New Mexico Economic Development Agencies"; *Albuquerque Business First*.
1/19/20: "Border leaders cheer approval of North American trade deal"; *El Paso Inc*.
1/31/20: "Santa Teresa Port installs new director"; *Las Cruces Sun News*.
2/07/20: "Santa Teresa industrial association hosts governor, U.S. Reps., Legislators during Border Economic Development Day"; *Las Cruces Bulletin*.
2/14/20: "Border scanning technology bill sponsored by Torres Small passes U.S. House"; *Las Cruces Sun News*.
2/15/20: "NM global exports grew last year"; *Albuquerque Journal*.
2/21/20: "New Mexico leading in export growth"; *Las Cruces Bulletin*.
2/24/20: "Heinrich updated on trade growth"; *Las Cruces Sun News*.
2/24/20: "Breakout year for Santa Teresa Port of Entry"; *Las Cruces Sun News*.
2/24/20: "For Santa Teresa Port of Entry, 2020 forecast is rosy for border trade with Mexico"; *Las Cruces Sun News*.
2/25/20: "Leaders: 2020 forecast is rosy for border trade with Mexico"; *AP News*.
3/03/20: "Maquiladoras run low on Chinese supplies due to coronavirus, send hundreds of workers home"; *WWLP*.
3/05/20: "El Paso and New Mexico freight volumes rise as consumers demand imports from Mexico"; *Freight Waves*.
3/06/20: "Coronavirus could threaten New Mexico trade"; *Albuquerque Journal*.
3/06/20: "New Mexico port braces for growth with new HAZMAT facility"; *Border Report*.
3/14/20: "Union Pacific expands capacity at southern New Mexico industrial hub"; *KVEO*.
3/16/20: "Tourism feeling impact of closures"; *Albuquerque Journal*.
3/20/20: "U.S.-Mexico border stays open to trade, essential travel"; *Las Cruces Bulletin*.
3/20/20: "Non-essential US-Mexico border crossings restricted"; *Albuquerque Journal*.
3/27/20: "US-run maquiladoras go on monthlong work-stoppage in Juarez"; *WKRG*.
3/31/20: "Juarez assembly plants confront health, economic crisis tied to coronavirus"; *El Paso Times*.
4/02/20: "As plants in Texas and Mexico close, cross-border freight slowdown looms"; *Yahoo Finance*.
4/02/20: "As plants in Texas and Mexico close, cross-border freight slowdown looms"; *Freight Waves*.
4/23/20: "U.S. companies join call for reopening of border factories despite rising deaths"; *The Dallas Morning News*.
4/23/20: "Better dead than fired? Juarez workers strike as US plants fight to stay open amid COVID-19"; *El Paso Times*.
5/14/20: "U.S.-run plants not ready to resume operations in Mexico"; *KTSM*.
5/15/20: "Construction continues apace in Santa Teresa"; *Las Cruces Bulletin*.
5/16/20: "New Mexico exporters hurt by factory shutdowns"; *Las Cruces Bulletin*.
5/17/20: "BIA's Jerry Pacheco deals in PPE for his corps"; *El Paso Inc*.

5/28/20: "Juarez factories 'scrambling' as U.S. auto companies push to reopen amid coronavirus"; *El Paso Times*.

6/21/20: "Inside the new \$31 million factory in Santa Teresa"; *El Paso Inc.*

6/21/20: "Construction continues unabated in Santa Teresa"; *El Paso Inc.*

6/26/20: "Industrial building breaks ground in Santa Teresa"; *Las Cruces Bulletin*.

7/01/20: "New trade deal will bring jobs, investment to border region, insiders say"; *KXAN*.

7/06/20: "Maquiladoras calculate long-term costs, effects of coronavirus on Borderland industry"; *El Paso Times*.

7/13/20: "Trade pacts lays out a clear roadmap for security, prosperity"; *Albuquerque Journal*.

7/16/20: "The untold story of Mexico's COVID-19 strikes"; *Boulder Weekly*.

7/23/20: "Aerospace industry takes off in the Chihuahuan desert"; *Valley Central*.

7/27/20: "Mexico puts military in charge of ports"; *El Paso Inc.*

8/12/20: "Plan to bar Americans, legal immigrants from returning to US if COVID-19 suspected spurs anxiety"; *22WWLP*.

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