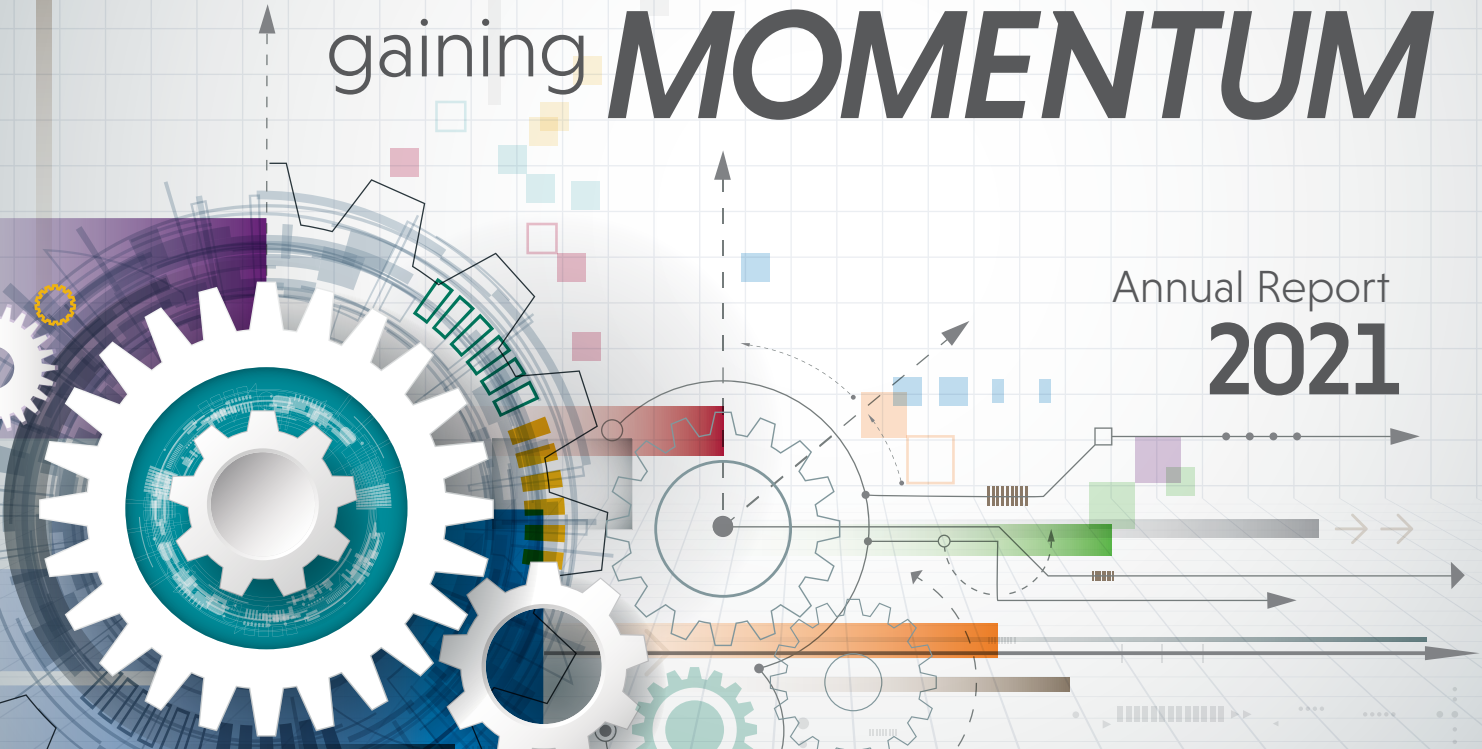


INNOVATION

gaining ***MOMENTUM***

Annual Report
2021



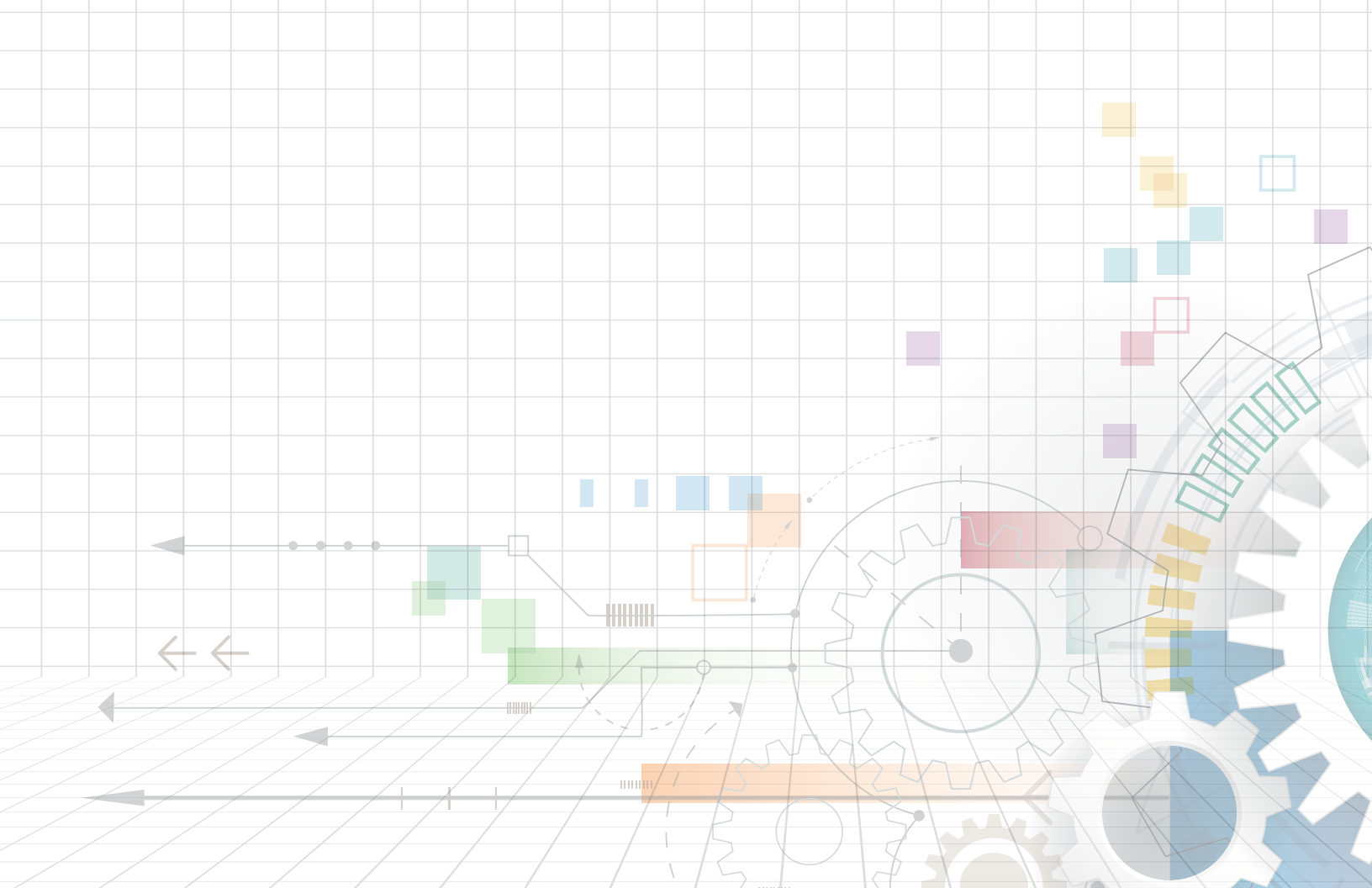




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Letter From

MCA BOARD CHAIR & PRESIDENT

“REMEMBER TO CELEBRATE MILESTONES AS YOU PREPARE FOR THE ROAD AHEAD.”

– Nelson Mandela

And celebrate we should on this 15-year anniversary of the Medical Center of the Americas (MCA) Foundation and the 10-year anniversary of the MCA's Impact Fund agreement with the City of El Paso! MCA's first 15 years achieved impressive results and laid the groundwork for future development and greater success. Our achievements are entirely due to the outstanding team of directors, staff, volunteers, donors, and partners who have worked collaboratively, creatively, and passionately to dream big and execute with commitment. A long and arduous adventure lies ahead, but only in celebrating our successes can we confidently continue this exciting journey.

It took us almost a year to legally form the MCA, recruit a strong board, retain our first Executive Director, and put \$25,000 in the bank. As the “Keeper of the Vision,” we launched our MCA Campus on November 2006. During the first five years, we coordinated two master plans for the campus (140 acres in 2008, 440 acres in 2011), bought our first property (440 Raynolds), completed a business plan for a biomedical research building

and innovation center, and secured a Chapter 380 Agreement with the City of El Paso for 75% of its Economic Development Impact Fund (or about \$2.6M per year for 18 years).

Since signing the Impact Fund with the City of El Paso, we have purchased almost 25 acres of land, built the Cardwell Collaborative, currently 95% occupied, and built the South Central Veterans Administration (VA) Wellness Center. We also launched the Innovation Center that has won numerous competitive grants and supported over 43 start-ups and 91 innovators and the Devise Product Realization Hub, also with grant support. In addition, we launched BIO El Paso-Juárez (BIO-EPJ), the first binational cluster group representing over 40 members in the medical device manufacturing industry; the Clinical Trials Consortium; the Clinical Trials Academy that has grown the clinical research industry in El Paso by over 40% on average in the past three years; and the Ecotone Investment Fund that is bringing Silicon Valley innovation closer to El Paso. We also hosted over 500 kids in science, technology, engineering, and mathematics (STEM) camps and supported the community's COVID-19 response through weekly community



coordination calls, personal protective equipment (PPE) production and donations, medical supply manufacturing support, vaccination support, communication, and education. It has been a tremendous, rewarding journey, impacting many lives in the region's life sciences industry.

Our steadfast implementation of a long-term vision and plan is proving to be successful. Innovation is gaining traction with laboratory space at a premium for innovators and program cohorts easy to fill. Clinical trials are now more readily available to El Pasoans, with clinical research coordinators being hired faster than we can produce them. The El Paso-Juárez region is a high-value target for post-COVID near-shoring to strengthen U.S. supply chains, especially for medical supplies and devices. El Paso is at the table in Texas and nationally in high-level conversations about the life sciences industry.

The next key steps for us to take as a region are to review the past successes and challenges, update the strategic plan to ensure that El Paso continues its ascent in this critical industry, and band together to see the long-term vision through to fruition. The 2022-2030 MCA strategic plan will guide the development of our bioscience sector over the next decade. Our next steps must continue to expand infrastructure and research but must also stress innovation, commercialization, and entrepreneurship to develop top talent, create a critical mass of firms, and root companies in the region through manufacturing and workforce.

We must renew our commitment to collaborate and scale up both resources and focus. Our region has made great strides relatively quickly; however, we all understand that this vision will take a long-term approach given our tenuous beginning. We are confident that, with the support and backing of individual citizens, community leaders, private industry, researchers, academia, investors, and state and local elected officials, we will continue to become a national leader in life sciences and a competitive force on a global level.

We greatly appreciate your trust and support over the past 15 years. We hope you are as impressed and excited with the successes we have achieved as a region, and we look forward to your continued partnership as our journey continues.



LINDA TRONCOSO

MCA Board Chair



EMMA W. SCHWARTZ

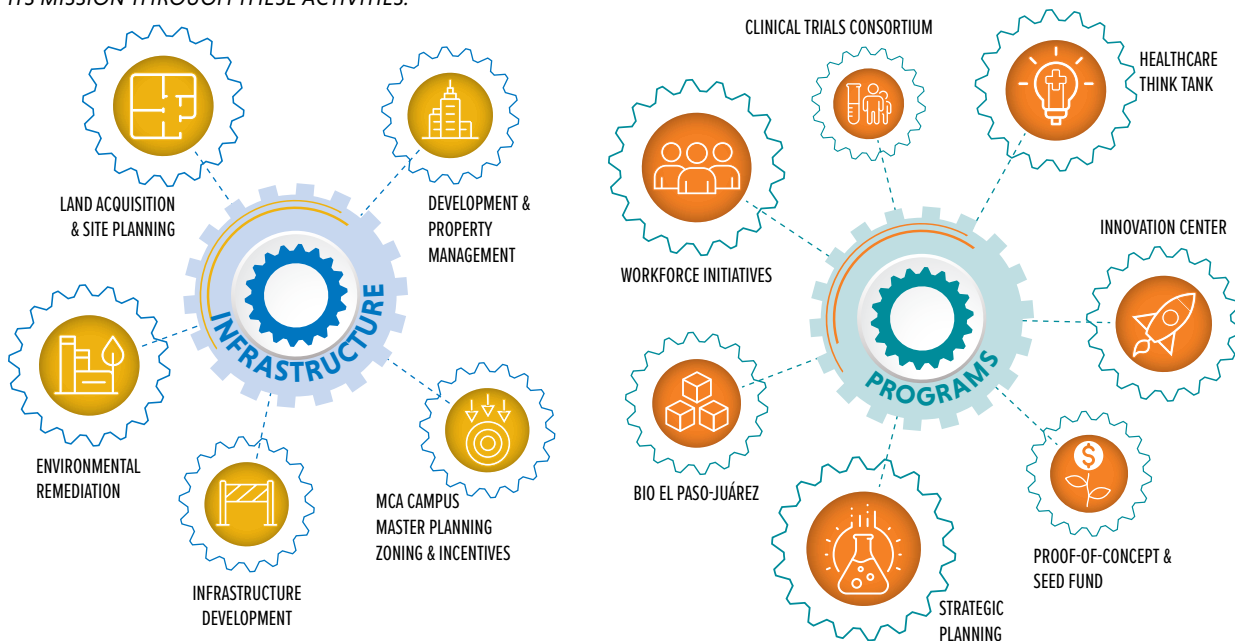
MCA President,
BIO-EPJ CEO

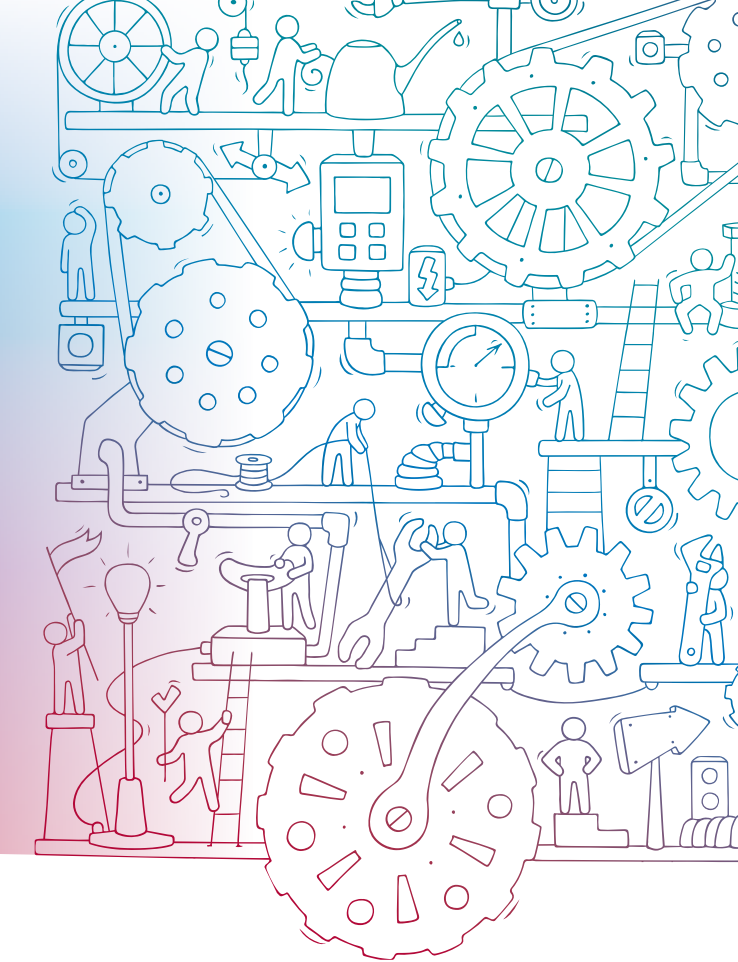
MCA Mission & *WHAT THE MCA DOES*

MISSION: To develop and catalyze the life sciences ecosystem in the region.

VISION: To cultivate a dynamic health industry and innovation/entrepreneurship ecosystem that competes globally.

MCA OPERATES A STRONG ORGANIZATION TO ACCOMPLISH ITS MISSION THROUGH THESE ACTIVITIES:



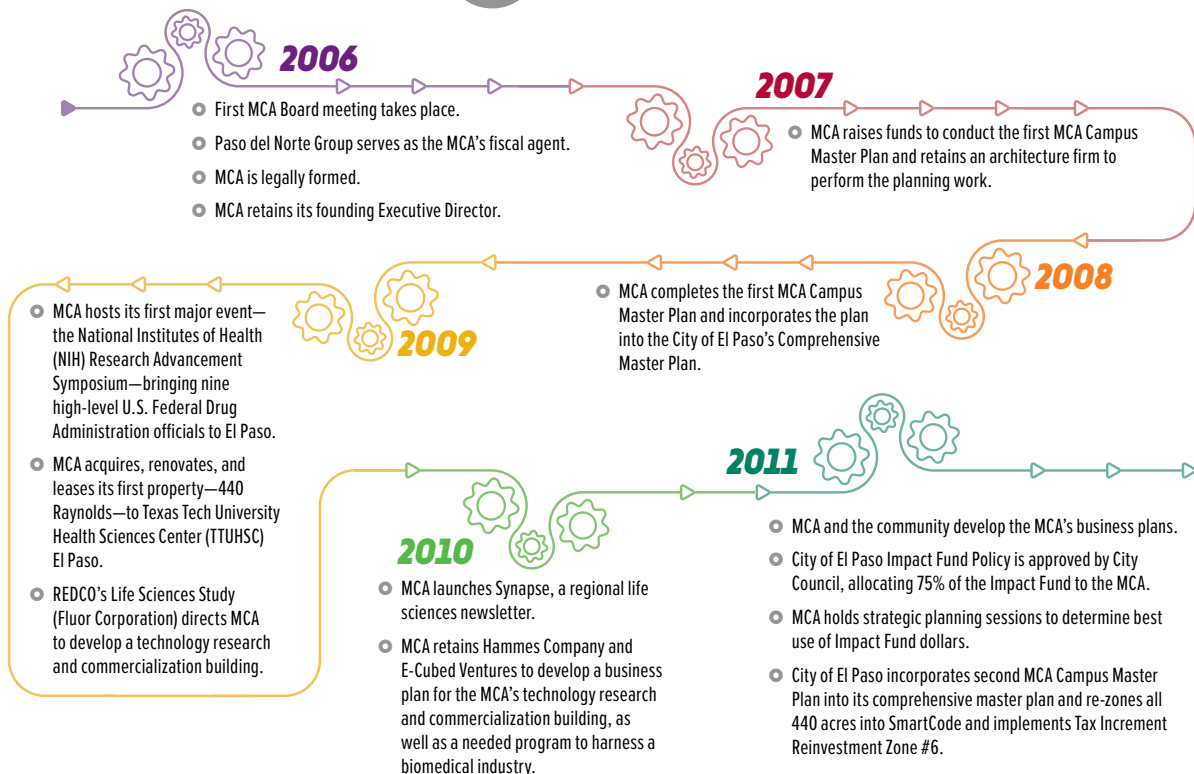


MCA Making History for **15 YEARS**

The MCA was established in 2006 as the “keeper of the vision” for the newly emerging biomedical campus. **Its bold, long-term vision** was to become a global leader in health delivery, education, and biomedical research concentrating on issues unique to Hispanic, border, and military populations. **The mission** at that time was to improve access to quality healthcare in the Paso del Norte by building better healthcare infrastructure, providing superior healthcare education opportunities, and attracting outstanding researchers and healthcare providers to the region. Since its formation, the MCA has addressed unique facets of the regional healthcare industry to help grow and achieve its potential for global recognition. Fifteen years later, the MCA and the region are now seeing its efforts come together and gain traction to work like a well-oiled machine.



15 YEARS OF IMPACT



2012

- The City of El Paso enters into an Economic Development Program Grant Agreement with the MCA for an estimated \$60M grant over 18 years.
- MCA purchases 13 acres of land from the City of El Paso on the MCA Campus.

2013

- MCA retains development team for the biomedical research building and begins design process.
- MCA launches BioMedical Institute of the Americas and recruits and hires staff.
- MCA launches the RedSky experiment.
- MCA, in conjunction with the Greater El Paso Chamber of Commerce, presents the region's first-ever State of Life Sciences address.
- MCA receives \$1M U.S. Economic Development Administration (EDA) grant award notice for the design and engineering of its biomedical innovation center.
- MCA hosts the BIOMED Research Symposium.
- MCA and TTUHSC El Paso execute the Nursing School Facility Funding Agreement that commits \$11M of the MCA's Impact Fund allocation to TTUHSC El Paso over 18 years.

2014

- MCA secures financing from Citizen's Bank of Las Cruces for the Cardwell Collaborative.
- MCA launches the Space Race, a Paso del Norte Innovation Challenge designed to spur economic growth by launching new start-ups to advance and commercialize NASA's commercially viable inventions.
- TTUHSC El Paso completes construction of the Gayle Greve Hunt School of Nursing building and commences operations in the building.
- MCA holds groundbreaking ceremony for the Cardwell Collaborative.
- MCA and the Greater El Paso Chamber of Commerce organize a State of Healthcare address entitled Healthcare Rising.
- MCA organizes Dynamica Expo 2014 (aka BIOMED) to showcase the region's ideas, research, inventions, and technologies to further healthcare innovation.
- MCA raises \$7M in a capital campaign for the Cardwell Collaborative, with Jack Cardwell pledging a large donation securing the naming rights on the building.

2016

- MCA concludes the Space Race Paso del Norte Innovation Challenge with 30 startup teams nationally and regionally.
- MCA hosts the first Regional Clinical Research Symposium at the Cardwell Collaborative to discuss the Paso del Norte region's readiness to accommodate clinical trial capabilities.
- MCA secures new market tax credit financing for a portion of the debt on the Cardwell Collaborative.
- Cardwell Collaborative ribbon cutting ceremony is held and building opens with first incubator tenant Minerva Genetics and anchor tenant TTUHSC El Paso.
- MCA wins various awards related to the Cardwell Collaborative as follows:
 - AIA El Paso Design Award for the Cardwell Collaborative (October 7, 2016).
 - Governor's Community Leadership Award for Health, OneStar Foundation (October 10, 2016, in Austin).
 - Hispanic Chamber of Commerce—Vision of Excellence Award (October 15, 2016).
 - Junior Achievement, El Paso Business Hall of Fame (October 27, 2016).
 - Incite Impact Award (December 1, 2016).
 - Texas Tech University (TTU) Alumni Design Award for the Cardwell Collaborative (November 2016).

2017

- MCA wins Construction Management Association of America (CMAA) Project Achievement Award (CMAA), Healthcare Projects less than \$50M (November 2017) for the Cardwell Collaborative.
- MCA hosts the Proof-of-Concept Competition with over 25 applications and 11 new startup companies enrolled in the program.
- MCA hosts the first Innovation Center Open House.
- MCA hosts a one-day symposium called The Future of the Medical Device Industry in El Paso and Ciudad Juárez leading to the BIO-EPJ concept.
- MCA partners with Workforce Solutions Borderplex and the Borderplex Alliance to conduct a middle- and high-level skills gap analysis for the advanced manufacturing and life sciences industries focusing on the medical device cluster.
- MCA wins a \$180,000 grant from the EDA to update the MCA Campus Master Plan focusing on connectivity and utilities.

2018

- MCA hosts the 2017-2018 Proof-of-Concept Competition.
- MCA receives the EDA i6 Challenge Grant Award on the fifth try, for \$750,000, to support the MCA's Innovation Center.
- MCA launches the Clinical Trials Consortium comprising 30 key stakeholders from El Paso, Texas, Southern New Mexico, and Ciudad Juárez, Mexico.
- MCA recruits three non-local clinical research companies to begin doing business in El Paso.
- BIO-EPJ formally launches in conjunction with the first ever Texas Healthcare and Bioscience Institute (THBI) roundtable held in El Paso.
- BIO-EPJ has its first exhibit booth at a national conference—MedTech in Philadelphia, Pennsylvania.
- MCA and Workforce Solutions Borderplex receive a \$200,000 matching EDA grant award for a binational assessment of the regional medical device industry.
- BIO-EPJ hosts the BIO El Paso-Juárez Annual Summit.
- MCA hosts the annual poster session with 15 regional researchers participating, representing all regional universities.
- MCA receives a \$25,000 planning grant from Andeavor Foundation/Marathon Oil to plan for middle school STEM activities.
- MCA wins bid for a 20-year lease for the VA Wellness Center, retains a development team, designs the facility, and holds the groundbreaking ceremony.
- MCA President is awarded 2017 El Pasoan of the Year (January 2018) for the MCA's work to develop the Cardwell Collaborative and help start-up companies in the region.
- City of El Paso and MCA win Silver Award for Regionalism and Cross-Border Collaboration (October 2018) at the International Economic Development Conference.

2019

- MCA Innovation Center hosts Demo Day for seven startups.
- MCA Innovation Center Program Cohort produces two graduates, eight startups, and 27 innovators.
- MCA Innovation Center launches Program Cohort 3 with five startups and redesigns bootcamp series of six classes.
- MCA Innovation Center launches monthly networking sessions with Tech Tuesdays on October of 2019.
- MCA Innovation Center receives the EDA Seed Fund Grant for \$300,000 over three years with a \$300,000 match in August of 2019.
- MCA Clinical Trials Consortium facilitates the establishment of eight new investigator sites.
- MCA Clinical Trials Consortium helps train 32 physicians to become physical investigators.
- MCA Clinical Trials Consortium helps introduce seven new trial specialties to the region.
- BIO-EPJ hosts the Annual Medical Device Summit and Member meeting in January 2019 with over 240 attendees representing 90 organizations.
- BIO-EPJ and MCA attend and exhibit at the Advanced MedTech Conference in Boston, Massachusetts, with 12 regional partners.
- MCA hosts nine STEM Innovation Lab Camps for 230 students.
- MCA secures new market tax credit financing for the VA Wellness Center.
- MCA sells 440 Raynolds property to TTUHSC El Paso and acquires land adjacent to the Cardwell Collaborative.

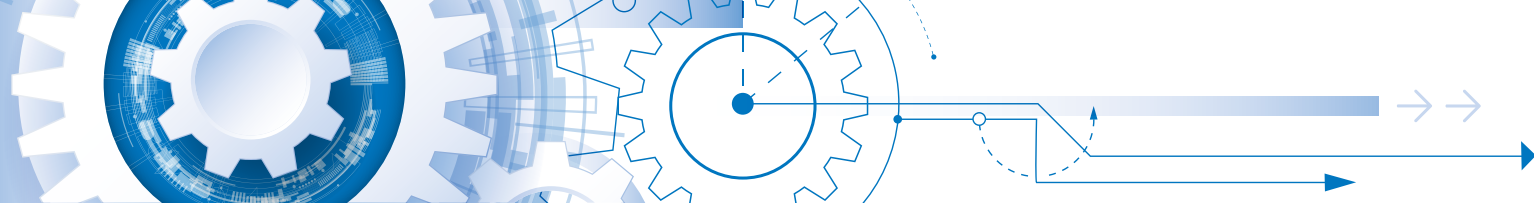
2020

- MCA completes construction on the VA Wellness Center (the VA's first free-standing mental health clinic) and holds an operations kick-off ribbon cutting ceremony.
- MCA Innovation Center supports 52 entrepreneurs and innovators, representing 30 startups.
- MCA Innovation Center receives \$75,000 grant from Workers Lab to support nurse innovators.
- Clinical Trials Consortium co-hosts the Healthcare Summit with Society for Healthcare Epidemiology of America.
- Clinical Trials Consortium helps support 26 clinical trials sites in the region and 116 trials.
- BIO-EPJ accumulates 40+ memberships through 2020.
- BIO-EPJ assists 18 El Paso manufacturers and suppliers through training and/or direct consulting.
- BIO-EPJ hosts 100+ virtual meetings and engagements for members and partners in response to COVID-19, helping keep medical device and supply manufacturers open in Ciudad Juárez.
- BIO-EPJ receives a \$400,000 CARES Act Grant from the City of El Paso for medical device ISO certification processes training.
- MCA receives a \$20,000 renewal grant from Workforce Solutions Borderplex for career exploration supporting middle school STEM camps.
- MCA receives a \$25,000 grant from Microsoft for STEM camps and activities.
- MCA supports the El Paso and Ciudad Juárez COVID-19 response through hosting weekly community COVID-19 response virtual meetings, raising almost \$400,000 to retain Battelle Memorial Institute supporting the region's response and providing PPE to Ciudad Juárez medical facilities.



- MCA acquires a 6.5-acre site located at 203/309 Chelsea St., bringing the MCA's total land ownership to approximately 25 acres.
- MCA receives El Paso Downtown Management District (DMD) Environmental Assessment grant for 203 Chelsea St.
- MCA starts the process with the Texas Commission on Environmental Quality for site remediation through the Voluntary Clean-up Program.
- MCA completes environmental assessments on new site.
- MCA Innovation Center receives \$750,000 EDA SPRINT Award to support product development.
- MCA Innovation Center hosts 14 Tech Tuesday Fueling Innovation events. MCA Innovation Center actively supports over 20 companies.
- MCA Innovation Center launches two new startup support programs: Devise Product Realization Hub and Nurse Innovator Accelerator.
- MCA receives a \$163,000 grant from Bristol Myers Squibb (BMS) to grow the clinical research workforce and outpatient clinics conducting clinical research in the region.
- MCA launches the Clinical Trial Academy with 23 clinical research coordinator participants and 11 investigator participants funded by BMS.
- MCA facilitates 2 Clinical Trial Consortium meetings and 12 speakers at the monthly Clinical Trial Pipeline Taskforce meeting.
- MCA coordinates COVID-19 vaccination site tours for Mexican officials at the City of El Paso's mass vaccination site at George Perry and the Convention Center, University Medical Center of El Paso's (UMC) mass vaccination site at the County Coliseum, and UTEP's mass vaccination site.
- MCA hosts webinar for Mexican officials to learn about El Paso's mass vaccination site logistics.
- MCA works with various partners to cross 36,000 Mexican citizens with no paperwork to El Paso over the Tornillo port of entry to receive the Johnson & Johnson COVID vaccine.
- MCA orchestrates a healthcare strategic planning process for El Paso, the Healthcare Solving Sprint, with the help of Syntegrity Consulting.
- MCA receives Association of the United States Army Omar Bradley Chapter, Community Partner Award (2021) for strengthening the civilian and military healthcare communities in the El Paso region.
- MCA receives a \$20,000 grant from Workforce Solutions to support STEM Innovation Lab.
- MCA releases the STEM Innovation Lab Camp Workbook and distributes 500+ hard copies to the region.
- MCA releases the Periodic Table of Careers that consists of regional workforce statistics in the life science industry.
- MCA gives virtual presentations to over 1,800 students at eight schools and five school districts during remote learning.
- MCA hosts the first-ever HealthTech STEM camp with 12 students ranging from the age of 10-13.
- MCA hosts 4 in-person STEM camps with over 100 middle school students from 3 schools and 3 school districts.
- BIO-EPJ partners with the MCA Innovation Center, the Texas Manufacturing Assistance Center (TMAC) Paso Del Norte, and FabLab El Paso to create and launch the Devise Product Realization Hub.
- BIO-EPJ hosts the first Biomedical Day at UTEP.
- BIO-EPJ partners with *Instituto Axis* and the *Secretaría de Economía de Desarrollo Económico* for the State of Chihuahua to develop a new product introduction course for medical device manufacturers in Ciudad Juárez.
- BIO-EPJ hosts the 4th Annual Medical Device Summit featuring nationally recognized speakers and industry leaders.





ECONOMIC IMPACT

In 2012, the MCA entered into an Impact Fund Agreement with the City of El Paso to create a health-sciences-focused economic development initiative that would support high-growth, high-wage job opportunities while also increasing quality of life and access to quality healthcare. In addition to supporting campus growth and conducting master planning activities for the 440-acre MCA Campus, the Impact Fund Agreement focuses on high-tech job creation within the biomedical and life sciences industries.

2021 marked 10 years of the MCA's Impact Fund Agreement with the City of El Paso. Significant economic impacts include:

- Within the last ten years, the MCA has leveraged approximately \$30M from City Impact funding to produce a total economic impact on the community of **\$150.17M**.
- MCA grew its annual economic impact from \$4.01M in 2012 to \$11.82M in 2021.
- The MCA's work supports **78 total jobs** including direct, indirect, and induced and supports \$3.49M in total workers' earnings annually.
- Over the ten-year period, MCA has supported a total of **1,111 jobs** including direct, indirect, and induced and has supported total workers' earnings of \$53.2M.
- MCA has supported **\$86.87M in direct spending** in the El Paso economy over the 10- year period.
- Top industry sectors impacted by total economic output include real estate rental and leasing, professional, scientific, and technical services, management of companies and enterprises, educational services, and healthcare and social services.
- The Cardwell Collaborative facility and tenants support **92 FTE jobs** with a total payroll of **\$5.9M**, equating to an average annual salary of approximately \$64,000.
- The VA Wellness Center projects that full staffing will provide for approximately **114 permanent FTE jobs**, comprised of psychiatrists, social workers, therapists, medical support assistants, security and facility support personnel.

With 8 years remaining under the Impact Fund Agreement, the MCA will continue to leverage and invest its funding into its programs, operations and capital expenditures that multiply the economic impact on the El Paso community.



CAMPUS GROWTH

Outlined in 2008, when the first master plan was published, the MCA's vision was to create an integrated campus of facilities that would position the MCA as the premier center of health delivery, education, and research for tomorrow's population. Three master plans later, the 440-acre biomedical campus has seen much growth and achievements showcasing the continued success of this vision and how this campus supports the programs and efforts that work toward the MCA's mission.

The development of the region's first-ever medical campus has seen the addition of several new buildings, including:

- MCA's Cardwell Collaborative.
- MCA's VA Wellness Center.

- TTUHSC El Paso:
 - *Medical Education Building I.*
 - *Medical Research Building I.*
 - *Medical Research Building II.*
 - *Gayle Greve Hunt School of Nursing.*
 - *School of Dental Medicine Clinic.*
- Jefferson Health P-TEC and Silva Magnet High School for health professionals.
- El Paso Children's Hospital.

The MCA Campus has also seen the expansion of TTUHSC El Paso and UMC landholdings, the planning of a community campus-wide trail, zoning overlay, opportunity zone designation, and TIRZ #6 implementation to promote further economic and real estate development on the campus in addition to the City of El Paso and El Paso County incentives.

The MCA has always taken a leadership role regarding campus planning and development, leading the master planning and zoning efforts, as well as working with the City of El Paso to develop campus tenant incentive programs, and looks forward to realizing the 20-year plan and vision.

2021 ACCOMPLISHMENTS

- ⚙ Acquired 6-acre site located at 203/309 Chelsea St.
- ⚙ Awarded DMD Environmental Assessment grant for 203 Chelsea St.
- ⚙ Started the process with Texas Commission on Environmental Quality for site remediation through the Voluntary Clean-up Program.
- ⚙ Completed environmental assessments on the new site.

- ✦ Placed 311 Chelsea St. under contract, acquired in early 2022.
- ✦ Submitted EPA Brownfield Cleanup Grant application.
- ✦ Completed new site preliminary planning for MCA properties.
- ✦ Achieved 94% Cardwell Collaborative occupancy.
- ✦ Fully on-boarded EXOVA Laboratory into Cardwell Collaborative.
- ✦ Acquired 0.5 acre site located at 324 Euclid St.

2022 GOALS

- ✦ Win an EPA Environmental Clean-up Grant.
- ✦ Begin environmental cleanup and complete the work by the end of 2022.
- ✦ Purchase the 311 Chelsea St. property.
- ✦ Remodel and equip new MCA properties for “temporary use” before demolition.
- ✦ Identify and acquire relevant parcels of land for future development.
- ✦ Maintain Cardwell Collaborative occupancy above 90%.
- ✦ Begin designing new buildings on MCA properties.



CARDWELL COLLABORATIVE

Named after major contributor Jack Cardwell, this iconic building and the El Paso symbol of the MCA was one of the first additions to the developing skyline of the MCA Campus. The building was backed by a \$1M grant from the EDA for its design and engineering. Completed on time and under budget, the Cardwell Collaborative opened its doors to the community on June 17, 2016. The 60,000 square-foot biomedical research and technology commercialization building features over 20,000 square feet of biomedical incubator space, including state-of-the-art wet and dry laboratories.

The first tenant of the Cardwell Collaborative was Minerva Genetics, which continues to operate out of the building even today. Since then, the Cardwell Collaborative has featured tenants like the University of Texas at Houston School of Public Health, Microsoft, the Spanish Consulate, and Exova Diagnostics, with TTUHSC El Paso occupying the complete second floor of the building. The MCA has also offered incubator space to innovators, entrepreneurs, and startups, such as OTEN Medical, Patheon, MIPTek, Atlas

Regeneration Technologies, and others that participate in the MCA Innovation Center programs at no cost to help them continue their research and business development efforts. The Cardwell Collaborative now stands as a symbol of the region's biomedical community and serves as a reminder of the achievements that can be attained through public-private collaboration.

359 Events since 2016

30 Nonprofit Meetings & Events

14 Board Meetings

14 Strategic Planning Sessions

VA WELLNESS CENTER

In January of 2018, the MCA won the competitive bid for a 20-year lease with the U.S. Department of Veteran's Affairs for a 33,000 square-foot VA Wellness Center located on the MCA Campus in South Central El Paso. The MCA obtained an interim construction loan for \$15.35M from West-Star Bank and converted it to \$16M in new market tax credit financing upon building completion.

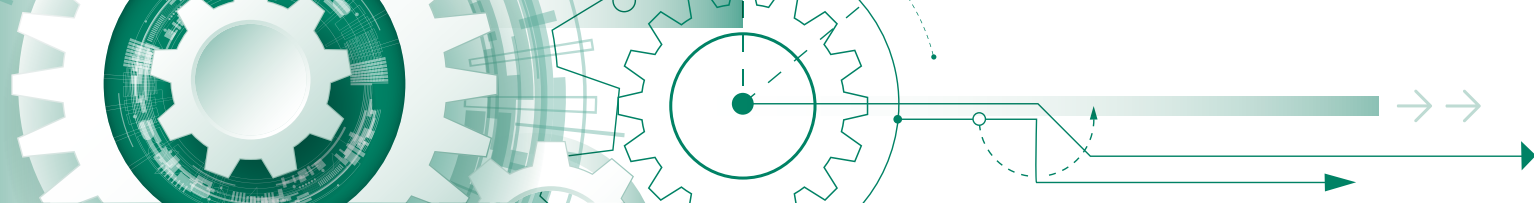
In August of 2018, the MCA broke ground on construction for the VA Wellness Center, and site work began in October of 2018. The state-of-the-art facility took over 16 months to complete and brought over 115 new jobs to the region. In February of 2020, the MCA co-hosted the VA Wellness Center Ribbon Cutting Ceremony and welcomed the community into another great addition to the MCA Campus.

“MCA is a close partner in ensuring that our facility requirements are met, allowing our team members to focus on providing great clinical services to our Veterans. MCA proactively solicits feedback on any building issues, is consistently responsive to addressing identified issues, and maintains regular contact with our staff. [...] We are grateful for the partnership as we continue to work together in providing the best medical care to Veterans in the El Paso area.**”**

REBECCA ALVARADO

Behavioral Health Clinical
Administration Officer, VA





INNOVATION

The MCA Innovation Center was created to catalyze and support innovation as a vital component of advancing regional healthcare and economic opportunity. In 2012, the MCA launched the BioMedical Institute of the Americas, intended to be the lifeblood of the Cardwell Collaborative. It was to be dedicated to accelerating the flow of biomedical science from the laboratory bench to the bedside. This vision of an incubation center for translational and collaborative research grew into today's strong and prolific MCA Innovation Center program.

Since it launched in 2016, the MCA Innovation Center has accomplished a great deal, including hosting the global Space Race Paso del Norte Innovation Challenge in 2016 that took promising NASA technologies, developed 40 project

teams including 18 regional teams, and created viable business models. The Proof-of-Concept Competition in 2017 worked with 11 tech startups to provide them funding and support to advance to the next stage. Since 2018, the Innovation Center has offered startup and innovator support through specialized and tailored programs like Startup Bootcamps / STARTUP Labs that work with innovators at all stages of the entrepreneurial process. This support has culminated into Demo Days that showcase innovators, startups, and entrepreneurs that have participated in these programs. In 2021, the MCA Innovation Center launched two new programs: the Nurse Innovator Accelerator that focuses on health tech created by frontline healthcare workers in El Paso and Ciudad Juárez and the Devise Product

Realization Hub that works with innovators, suppliers, and manufacturers throughout the product development cycle from ideation to manufacture.

The MCA Innovation Center provides founders with the tools to build their startups—from vision to minimum viable product to launch and scale. The center has grown to run a series of programs that combine education, individualized support, space, mentors, and networks, all geared toward accelerating startup success. Concurrently, the MCA Innovation Center works to build and support the regional innovation ecosystem by organizing and hosting public events that promote innovation, develop regional partnerships and advance an inclusive and equitable regional economy.





2021 ACCOMPLISHMENTS

- ⚙ Hosted 32 public events.
 - ⚙ 300+ registrations
 - ⚙ 37 dynamic speakers
- ⚙ On-boarded 22 new companies in 2021.
- ⚙ Supported over 62 startups and 145 innovators since 2016.
- ⚙ Startups have raised over \$4.5M in investment, grants, and revenue since 2019.
- ⚙ Hosted over 225 training sessions and public events in 7 years.
- ⚙ Raised over \$2M to support programming since 2016.
- ⚙ Launched 2 new startup support programs in 2021: Nurse Innovator Accelerator and Devise Product Realization Hub.

Nurse Innovator Accelerator

- ⚙ Awarded \$75,000 from Workers Lab.
- ⚙ Awarded \$25,000 from a Small Business Administration Visionary Award.
- ⚙ Graduated 9 participants with 6 products in pilot cohort.

Devise Product Realization Hub

- ⚙ Awarded a \$750,000 EDA SPRINT grant.
- ⚙ Launched the Devise Product Realization Hub in September 2021.
- ⚙ On-boarded 9 companies.

2022 GOALS

- ⚙ The MCA Innovation Center will continue to build the community's innovation climate, grow and root tech companies in the region, and create jobs that will enhance the ecosystem.



“I have enjoyed collaborating with nurses across the country. The discussions and exposure to all of the required steps have been enlightening.”

CELINA PADILLA

Nurse Innovator Accelerator Participant

“We are very happy with the Devise Program because we are receiving guidance and training to be able to get ISO 9001 Certification. The Devise team is very professional and knowledgeable. We are on our way to getting to the next level in terms of quality control and process improvements.”

JUAN CARLOS ACOSTA

Plant Manager, Comercializadora GTZ





ECOTONE INVESTMENT FUND

Growing regional venture capital funds is one way to ensure that local startups stay in the region and to build the local technology ecosystems that will drive our economy. The MCA champions successful startups and emphasizes that they add value to our community's economic development by increasing living wage jobs and creating a culture of innovation that attracts research and development and higher-level manufacturing and retains talented professionals. However, the region has struggled to make venture capital funds available to startup companies to continue their product development and grow their business. To assist with this need, the MCA launched the Ecotone Investment Fund, an early-stage venture capital fund based in El Paso, Texas, in October 2021.

The Ecotone Investment Fund provides value and relationships between founders and assets in the El Paso region by investing in global companies with high potential. The fund aims to raise at least \$3.5M and will make its first investments in Spring 2022, working regionally and nationally to

develop an ecosystem that supports a tech economy by growing regional investment capacity, tech capabilities, and talent. The development of the Ecotone Investment Fund was supported by a \$300,000 grant from the EDA.





CLINICAL TRIALS

The MCA hosted its first Clinical Trial Network Symposium at the Cardwell Collaborative to discuss the region's readiness to accommodate clinical trial capabilities in December of 2016. Thirty-five participants across the bi-national region, including representatives from medical, academic, and community-based research institutions, attended the symposium. Since then, the MCA Clinical Trials Network has grown to see the creation of a consortium, a new program, three initiatives, and a new website.

The MCA Clinical Trials Consortium was established as a forum for key stakeholders from across the region, including health systems, physicians, clinical research coordinators, imaging centers, and laboratories, to cultivate,

expand, and accelerate our region's infrastructure and competitiveness in clinical research and innovation. To achieve its mission, the program has expanded patient access to trials, grown and diversified the clinical trial workforce, grown the number and quality of the region's investigator sites, and supported existing sites to become a significant contributor to the global healthcare community through advancing novel diagnostics and medical breakthroughs.



Clinical trial research and advancement is an important part of the MCA's pillars, efforts, and mission because it improves patient access to cutting edge treatments, advances medical innovations and technology, and grows world-class research talent, high-quality trial sites, and centers of excellence in the region.



2021 ACCOMPLISHMENTS



- ⚙ Awarded a \$163,000 grant from BMS to launch a Clinical Trail Academy.
 - ⚙ Selected 23 Clinical Research Coordinator participants from more than 50 applicants.
 - ⚙ Selected 11 Investigators participants.
- ⚙ MCA recognized as a Workforce Champion member of the Association for Clinical Research's Partners in Workforce Advancement.
- ⚙ Facilitated two Clinical Trial Consortium meetings and 12 speakers for monthly Clinical Trial Pipeline Taskforce meeting.
- ⚙ Created 31 sites (11 new sites) in El Paso and Las Cruces since 2017 that represent a 57.89% increase over the last 5-years. Site breakdown is as follows:
 - ⚙ 4 locally dedicated clinical research sites.
 - ⚙ 8 academic medical center sites.
 - ⚙ 19 hybrid healthcare clinic sites.

- ⚙ Employed 80 investigators (MDs, DOs, PAs, NPs, PharmDs), a 37.93% increase over the last five years.
- ⚙ Employed 64 clinical trial professionals.
 - ⚙ 52 Clinical Research Coordinators.
 - ⚙ 7 Study Managers.
 - ⚙ 5 Executives.
- ⚙ Added 17 new high wage jobs to the region since 2017, a 36.17% increase in the last five years.
- ⚙ Completed 245 trials.
 - ⚙ 170 more clinical trials or studies since 2017, a 113% increase over the last five years.



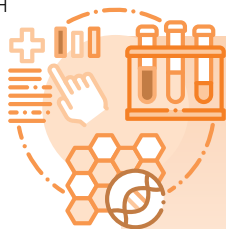
2022 GOALS

- ⚙ Re-brand the Clinical Trial Pipeline Taskforce to CTx Briefings showcasing national speakers virtually once per month.
- ⚙ Target a broader audience of academic, healthcare, and investigator site representatives, and associations to drive up attendance.
- ⚙ Add 3 new market entrants and regional investigator clinics by 2023.
- ⚙ Drive 1 major partnership and increase the number of jobs.
- ⚙ Expand the Clinical Trial Academy to include rural areas, internships, academic elective opportunities, and online resources.
- ⚙ Provide entry-level training to 20+ clinical research coordinators and 15 + investigators (MDs, DOs, PAs, NPs, PhDs) to receive training certificates from Association of Clinical Research Professionals (ACRP).
- ⚙ Develop a long-term vision for generating revenue that can sustain the Clinical Trial Academy.



REGIONAL CLINICAL TRIAL HIGHLIGHTS

- Edward Michelson, M.D., Professor and Chairman Department of Emergency Medicine awarded a \$1.7M NIH grant as part of a multi-center effort with Charles Miller, Ph.D., at University of Texas at Houston to test treatments on COVID-19 patients.
- El Paso Pediatric Urgent Care selected as a trial site for a critical pediatric-based Moderna vaccine trial supported by the National Institute of Allergy and Infectious Diseases and the Biomedical Advanced Research and Development Authority.



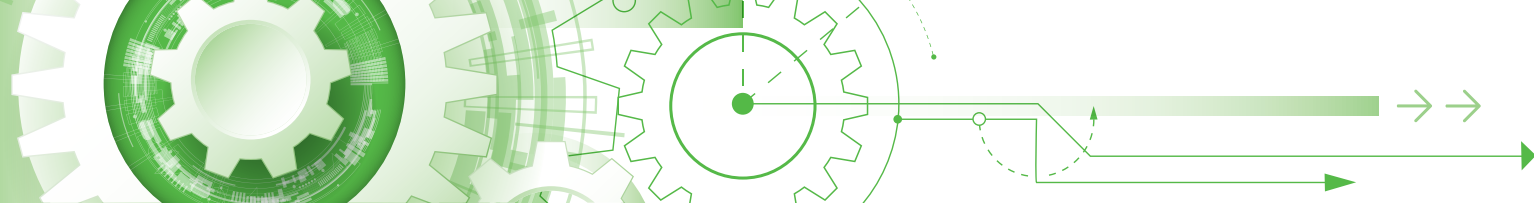
- UTEP secured \$6.1M from Cancer Prevention and Research Institute of Texas (CPRIT) to further advance El Paso as Hispanic-focused oncology clinical trials hub.

“Our region is ripe with opportunity and well on its way to become a major hub of medical innovation! I feel fortunate to be a participant at the CTA because the training I'm receiving from passionate local researchers makes me hopeful that I may also play a role in reducing my community's healthcare disparities, helping its people enjoy happier, healthier lives.”

DANIEL DE LEON

Clinical Trial Academy Participant





MCA'S RESPONSE TO COVID-19

The COVID-19 pandemic that overtook 2020 and still lingers today has been the biggest hallmark of the past years that our community, and even the world, will not forget. The pandemic brought forth the true importance of a community approach to elevating, supporting, and advancing healthcare. In its wake, we found ways to work together and identify solutions to the issues exacerbated by COVID-19.

When COVID-19 hit the Paso del Norte community in March of 2020, the MCA facilitated regular discussions with key healthcare and community leaders in El Paso and Ciudad Juárez to address various COVID-19 issues and concerns. In collaboration with our partners, the MCA worked hard to address the scarcity of PPE, testing, and vaccinations; an

uninformed or misinformed public; and the cross-border pandemic situation.

In 2020, while working from home, the MCA had a hand in many El Paso and bi-national efforts that helped the community through an uncertain time. In 2021, the MCA's efforts did not stop. The MCA was a big proponent of the fact that the El Paso region could not surpass the COVID-19 pandemic if we didn't help our sister city across the border surpass it as well. Ciudad Juárez and all of Mexico were behind the timeline in addressing COVID-19 due to political and financial barriers. MCA saw this as an opportunity to support Mexican officials on future steps they could anticipate in the battle against COVID. The MCA led a collaborative effort with community

partners to assist Ciudad Juárez in implementing a vaccine distribution strategy. In partnership with the City of El Paso, UTEP, and UMC, the MCA organized tours of their vaccination sites for the State of Chihuahua and Ciudad Juárez's community partners to learn, first-hand, about site plans, logistics, technology, and processes of administering COVID-19 vaccines, possible roadblocks that they may encounter and best practices they could implement.

Through these collaborative efforts, the MCA hoped to demonstrate that the way to fight this pandemic in the region successfully is through a united front between El Paso, Las Cruces, and Ciudad Juárez—as all cross-border medical and public health matters should be addressed.





2021 ACCOMPLISHMENTS

- ⚙ Coordinated site tours of the City of El Paso's, UTEP's, and UMC's mass vaccination sites for Mexican officials.
- ⚙ Organized the webinar *Vaccine Distribution: El Paso's Models for Ciudad Juárez Partners*.
- ⚙ Organized and moderated the webinar *Planning Events during COVID-19*.
- ⚙ Participated in organizing the vaccination of 36,000 Mexican citizens at the Tornillo Port of Entry.



HEALTHCARE Programs

MCA's Healthcare Program works with regional leaders to co-create a 20-year vision for our region's healthcare industry and thereafter advance additional strategic initiatives—including perhaps a regional Centers of Excellence, to help our healthcare community achieve its vision for becoming globally competitive.



The key strategic question that we aim to solve is, "What must we do now and over the next three years in El Paso to reach the top quartile amongst Texas counties for health access and outcomes over the next decade so that we are improving quality of life and accelerating new economic opportunities for the region?".

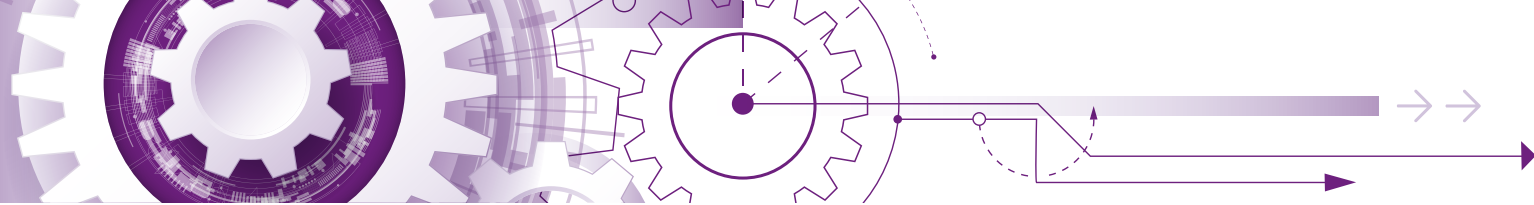
STRATEGIC PLANNING

- Orchestrated a healthcare strategic planning process for El Paso with the help of Syntegrity, a consulting firm that designed a Six-Topic Distributed Solving Sprint that enables a group of up to 24 participants to productively work through the planning process and meet desired outcomes.



SOLVING SPRINT RECOMMENDATIONS

- Support the creation of a regional healthcare leadership infrastructure and governance model to direct regional-wide vision and initiatives and strategies designed to attain this vision.
- Secure funding to perform a region-wide needs assessment and map the healthcare ecosystem.
- Support Workforce Borderplex Solutions for the creation of a career center for healthcare workers across the board.
- Support PHIX Network, the region's health information exchange (HIE)—to grow to serve the El Paso Community
- Create a social health HIE, and expand the network across Southern New Mexico and West Texas.
- Support local hospitals, clinics, and healthcare providers to provide cutting-edge care that can improve healthcare outcomes, quality, and access.



WORKFORCE DEVELOPMENT

Since its founding, the MCA has sought to fulfill its mission to drive economic growth in the Paso del Norte region through the development of a robust and targeted medical and bioscience ecosystem. This requires growing a skilled workforce, retaining talent, and fostering the development of innovative, life-changing technologies. The MCA's Workforce Development initiatives aim to foster awareness of STEM and life sciences industries through community outreach, internships, developing and hosting MCA STEM camps, poster sessions, job and career fairs, and much more.

2021 ACCOMPLISHMENTS

Grants

- ⚙ Received a \$20,000 grant from Workforce Solutions Borderplex to support the STEM Innovation Lab.
- ⚙ Received a \$15,000 grant from the Moleen Foundation.

Workforce

- ⚙ Hired 3 interns through the UTEP CARES Internship Program.
- ⚙ Hired 1 additional intern to help coordinate and execute the HealthTech STEM camps.

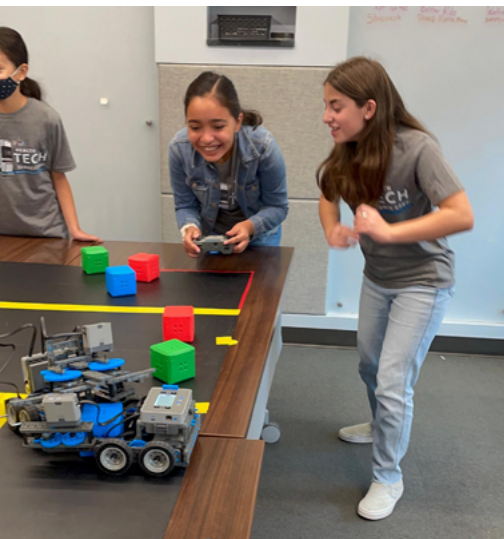


- ⚙ Hired 2 Hiring our Heroes Fellows.
- ⚙ Hired 1 Mike Loya Graduate Research Fellow.

STEM Camps & Workbook

- ⚙ Released the MCA STEM Innovation Lab Camp Workbook, distributing over 500 hard copies to the region.
- ⚙ Released the Periodic Table to Careers that consists of regional workforce statistics in the life sciences industry.
- ⚙ Gave virtual presentations to over 1,800 students at 8 schools and 5 school districts during remote learning.
- ⚙ Hosted the first-ever HealthTech STEM camp, a one-week STEM camp that took students through the computer science field in the healthcare industry.
- ⚙ Hosted 4 in-person STEM camps for middle schools with over 100 students from 3 schools and 3 school districts.





Networking and Events

- ⚙ Participated in 9 outreach and career events including:
 - ⚙ Medventure for Your Future.
 - ⚙ Socorro Independent School District (SISD) Career Awareness Showcase.
 - ⚙ Ysleta Independent School District (YISD) CTE Career Readiness Fair.
 - ⚙ SISD Senior Symposium.

- ⚙ Presented Hidden Healthcare Careers in the Paso del Norte Region at the Preparing the Workforce of Tomorrow Conference 2021.
- ⚙ Presented and participated in the Health Occupations of America Fall Leadership Conference for SISD students.

2022 GOALS

- ⚙ Increase outreach to other rural school districts and counties throughout the region.
- ⚙ Distribute bilingual version of the MCA STEM Innovation Lab Camp Workbook.
- ⚙ Pilot and distribute MCA STEM Kits.
- ⚙ Host 4 more week-long STEM camps.
- ⚙ Increase grant funding for the program.

“It is a great program that is a building block for many new ideas and creations and a great facility. It is going to be a great asset to El Paso and the job market.”

ANDREA ESPARZA

Teacher, Alderete Middle School



BIO El Paso-Juárez (BIO-EPJ) drives innovation, collaboration, growth, and resilience in the regional medical device sector by bringing together medical, industrial, academic, governmental, and entrepreneurial leadership. BIO-EPJ works binationally to strategically enhance the medical device industry focusing on supply chains, innovation and product development and talent and workforce development.

Ciudad Juárez is the largest medical device exporter in all of Mexico, with the United States being the #1 recipient of medical devices manufactured in Ciudad Juárez.

2021 ACCOMPLISHMENTS

Higher Education Partnerships

- ✦ Hosted the first Biomedical Day at UTEP on March 31st. The full-day virtual event featured industry-led workshops and panels and student and faculty research presentations.
- ✦ Hosted the first *Encuentro* UACJ-BIO El Paso-Juárez featuring industry workshops and student engagements.

These events serve to align industry needs with higher education curriculum as well as boost

student interest and engagement in medical device manufacturing.

Innovation and Product Development

- ✦ Partnered with the MCA Innovation Center, the TMAC Paso Del Norte, and FabLab El Paso to create and launch the Device Product Realization Hub, creating opportunities for medical device manufacturers and suppliers to pursue ISO 13485 implementation and training.
- ✦ Partnered with *Instituto Axis* and the *Secretaría de Economía de Desarrollo Económico* for the State of Chihuahua to develop a new product introduction course for medical device manufacturers in Ciudad Juárez.

4th Annual Medical Device Summit

- ✦ Planned and executed a full-day virtual event featuring nationally recognized speakers and industry leaders discussing the future of the medical device manufacturing industry, global supply chain impacts, COVID-19 impacts and lessons learned, and the uses of artificial intelligence and augmented reality in manufacturing.

Economic Development and Supply Chain Support

- ✦ Hosted webinars featuring regional economic

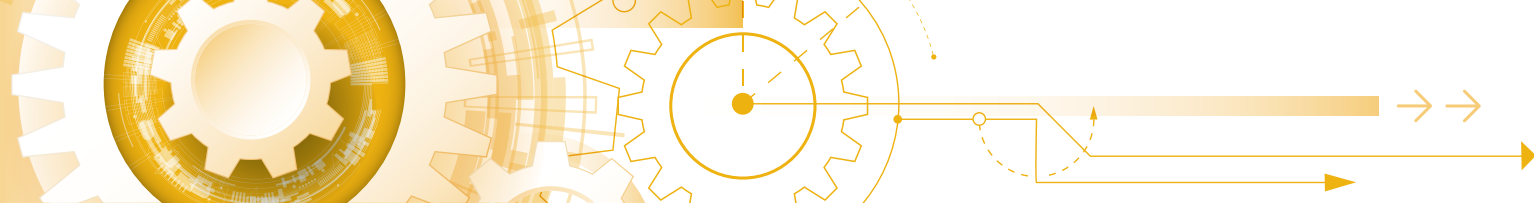
development partners to discuss programs and incentives that can support manufacturer and supplier growth.

- ✦ Developed a survey and issue paper on regional sterilization needs, supporting and advocating for greater sterilization access for medical device manufacturing in the region.

2022 GOALS

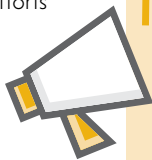
- ✦ Organize industrial and regulatory educational webinars and events.
- ✦ Execute member-only networking events.
- ✦ Host 2nd Annual Biomedical Day at UTEP.
- ✦ Host 5th Annual Medical Device Manufacturing Summit.
- ✦ Continue support of ISO 13485 implementation and training, product development, and new product introduction to spur innovation.
- ✦ Develop and launch a Manufacturing Advisory Committee to support BIO-EPJ activities.
- ✦ Expand reach of BIO-EPJ to clinical trial sites and healthcare providers in the region to provide them access with the robust group purchasing program through BIO International.





PROMOTION

With the growth of the MCA, promotional efforts that support all programs, events, and initiatives have adapted and grown as well. The MCA's marketing goal has grown to aspire for more awareness of the MCA, its programs, and the region's healthcare industry as a whole, more engagement with the Foundation and its efforts, and more opportunities for growth and expansion in the different spaces of innovation, MedTech, and clinical research. The MCA's marketing efforts have taken a more directed and strategic approach to this aspiration, and we plan to continue to do so in the years to come.



The MCA has grown to now publish three monthly newsletters every month for the past three years: the MCA General Newsletter, the MCA Innovation Center Newsletter, and the STEM Innovation Lab Camp Newsletter. The MCA also

operates and posts from three social media platforms—Facebook, LinkedIn, and Twitter, one YouTube page—and three websites—the MCA website, the Innovation Center website, and the Clinical Trails website.

2021 REACH

News & Media

- ⚙ Produced **12** press releases.
- ⚙ Secured **15** Media placements.
- ⚙ Attained **1** podcast interview.

Content Creation & Events

- ⚙ Published **20** blogs.
- ⚙ Promoted **39** events.
- ⚙ Sent **78** newsletters.
- ⚙ Created **27** videos.

Website and Social Media

- ⚙ Increased website users by **76%**.
- ⚙ Received **230** new Facebook page likes.
- ⚙ Created **302** Facebook posts.
- ⚙ Received **377** new LinkedIn followers.
- ⚙ Created **302** LinkedIn posts.
- ⚙ Received **59** new Twitter followers.
- ⚙ Created **181** Tweets.



ORGANIZATION: Companies & Boards of Directors

MCA HOLDINGS, INC. & MCA FOUNDATION DIRECTORS:

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Charles Miller III	Ted Houghton	Mylena Walker
Ed Escudero	Linda Troncoso	Meyer Marcus
Marcela Navarrete	Josh Hunt	Henry Yoshawirja
Rick Francis	James Volk	

2013

 MCAmericas
HOLDINGS, INC.
509(a)(3), 501(c)(3)

2018

 BIO
EL PASO • JUÁREZ
501(c)(6)

BIO EL PASO - JUÁREZ

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Pedro Martinez
Carlos Murgia
Hector Palacios
Rudy Pina
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2006

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OF THE AMERICAS
FOUNDATION
170(b)(1)(A)(vi)
501(c)(3)

2009

 MCAmericas
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2011

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2014

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Matt Bohannon	Ben Marcus
Ed Escudero	Henry Yoshawirja
Rick Francis	

2012

 BMIA, Inc.,
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2021

 ecotone
Ecotone
Management LLC

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Holly Trubowitsch
Henry Yoshawirja

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William Beaumont Army Medical Center - Fort Bliss

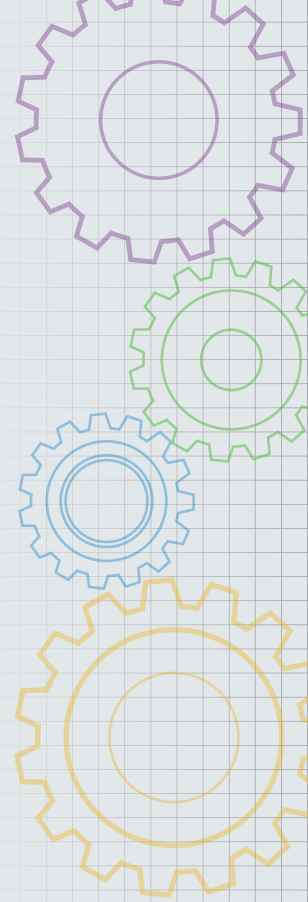
William Serrata, Ph.D., *El Paso Community College*

Cindy Stout, *El Paso Children's Hospital*

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Ing. Javier Taboada, *Tecnológico de Monterrey*

Nicholas Tejeda,
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Nancy Lowery, *Senior Director of Innovation*

Xavier Cardenas, *Senior Director of Engineering
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Nahum Apodaca, *Manager of Campus Planning*

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Vianey Romo, *Workforce Coordinator*

Philip Morton, *Product Development
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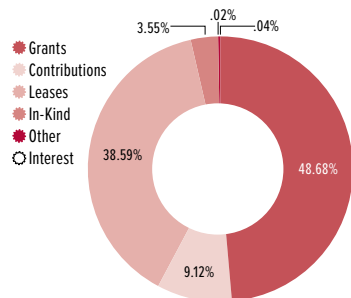
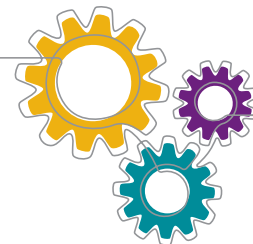
Alberto Ponce, *Innovation Center Coordinator*

Cristian Botello, *Marketing Coordinator*

Beverly Rebe, *Corporate Governance*

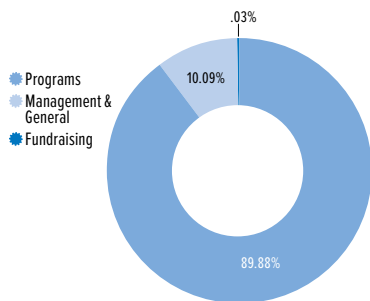
Erik Pavia, *Entrepreneur in Residence*

FINANCIAL HIGHLIGHTS



REVENUE

%	SOURCE	2021	2020
48.68%	Grants	\$3,706,717	\$3,059,189
9.12%	Contributions	\$694,469	\$425,355
38.59%	Leases	\$2,938,612	\$2,311,584
3.55%	In-Kind	\$270,222	\$229,281
.04%	Other	\$2,872	\$297,739
.02%	Interest	\$1,766	\$3,502
100%	Total	\$7,614,658	\$6,326,650



EXPENSES

%	USE	2021	2020
89.88%	Programs	\$6,667,692	\$6,488,124
10.09%	Management & General	\$734,235	\$657,033
0.03%	Fundraising	\$2,328	\$44,862
100%	Total*	\$7,404,255	\$7,190,019

*Includes depreciation and amortization totaling \$1,614,951 in 2021 and \$1,577,000 in 2020.

ASSETS, LIABILITIES, & NET ASSETS

	2021	2020
Assets	\$53,228,787	\$50,508,874
Liabilities	\$44,785,563	\$42,276,053
Net Assets	\$8,443,224	\$8,232,821

NET ASSETS

NET ASSETS	2021	2020
Without Donor Restrictions	\$3,452,146	\$3,410,554
With Donor Restrictions	\$4,991,078	\$4,822,267
Total	\$8,443,224	\$8,232,821



STAY CONNECTED

Stay connected to us and find out everything the MCA is doing by following us on social media and visiting our website. Don't forget to sign up for our newsletter!



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