



“The best way to predict the future is to create it.”

— Peter Drucker

NEW REGIONAL JOB CREATION 2026 to 2031

Overview

- 2026 – 2031: 61,200 to 112,500 new jobs in southern New Mexico and western Texas,

Copper Flat Mine

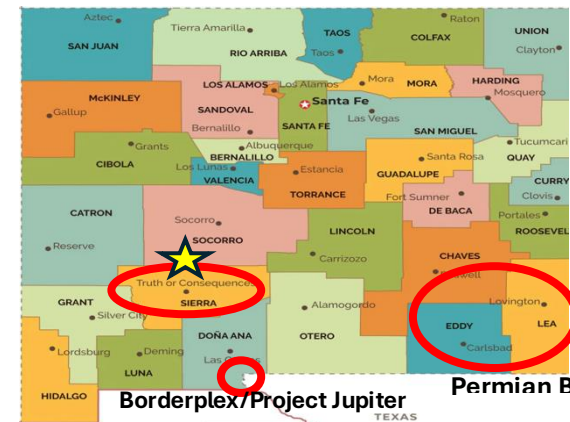
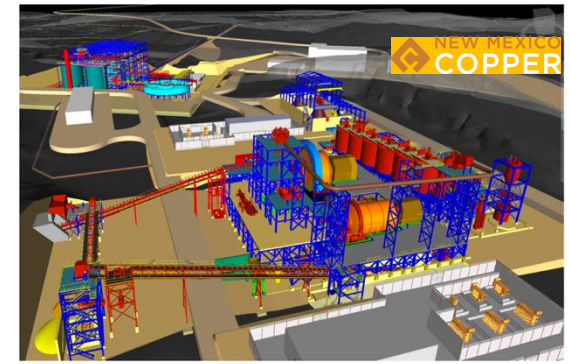
- 2027 – 2029: Expected to create and support roughly 1,200 to 2,500 jobs during during construction and early operations.

Borderplex & Project Jupiter

- 2026 – 2031: Expected to create and support between 20,000 and 45,000 jobs.

Permian Basin Oil Discovery in New Mexico

- 2026 – 2031: Expected to create and support 40,000 to 65,000 new jobs.



Borderplex/Project Jupiter Permian Basin

TOURISM EXPANSION – IN SIERRA COUNTY

2027 - 2031

- Virgin Galactic is expected to generate 41,500 hotel room nights per year with one (1) flight per week.

2026 – 2031

- Borderplex and Project Jupiter are projected to produce 15,000 to more than 70,000 leisure trips annually to Sierra County.

2026 – 2031

- Permian Basin discovery is anticipated to generate 50,000 to 100,000 additional visitors to Sierra County.



WHAT IS NEEDED NOW — AND WHY

The 2026–2029 window is critical to prepare before capacity is reached.

The next three years represent the only realistic opportunity to plan, fund, and build ahead of demand, rather than reacting after growth strains housing, infrastructure, tourism services, and quality of life.

Once regional capacity is reached, development becomes more expensive, more fragmented, and harder to manage, limiting long-term economic and fiscal benefits for local communities.

Existing local revenues (Gross Receipt Tax and Lodger Tax) alone cannot support the level of advance planning and investment required to respond to this scale of regional growth.

2026–2029: CRITICAL PREPARATION WINDOW



WHAT IS NEEDED NOW — AND WHY

Action now allows Sierra County to shape outcomes instead of absorbing impacts.

Acting now helps Sierra County go after bigger state and federal funding, instead of scrambling for smaller grants later.

Planning early lets the county manage growth in a way that supports tourism, creates jobs, grows local tax revenue, and protects the character of our communities.

Waiting increases the chance that growth happens without a plan, leading to missed funding and higher long-term costs.

WHY SIERRA COUNTY MUST ACT NOW



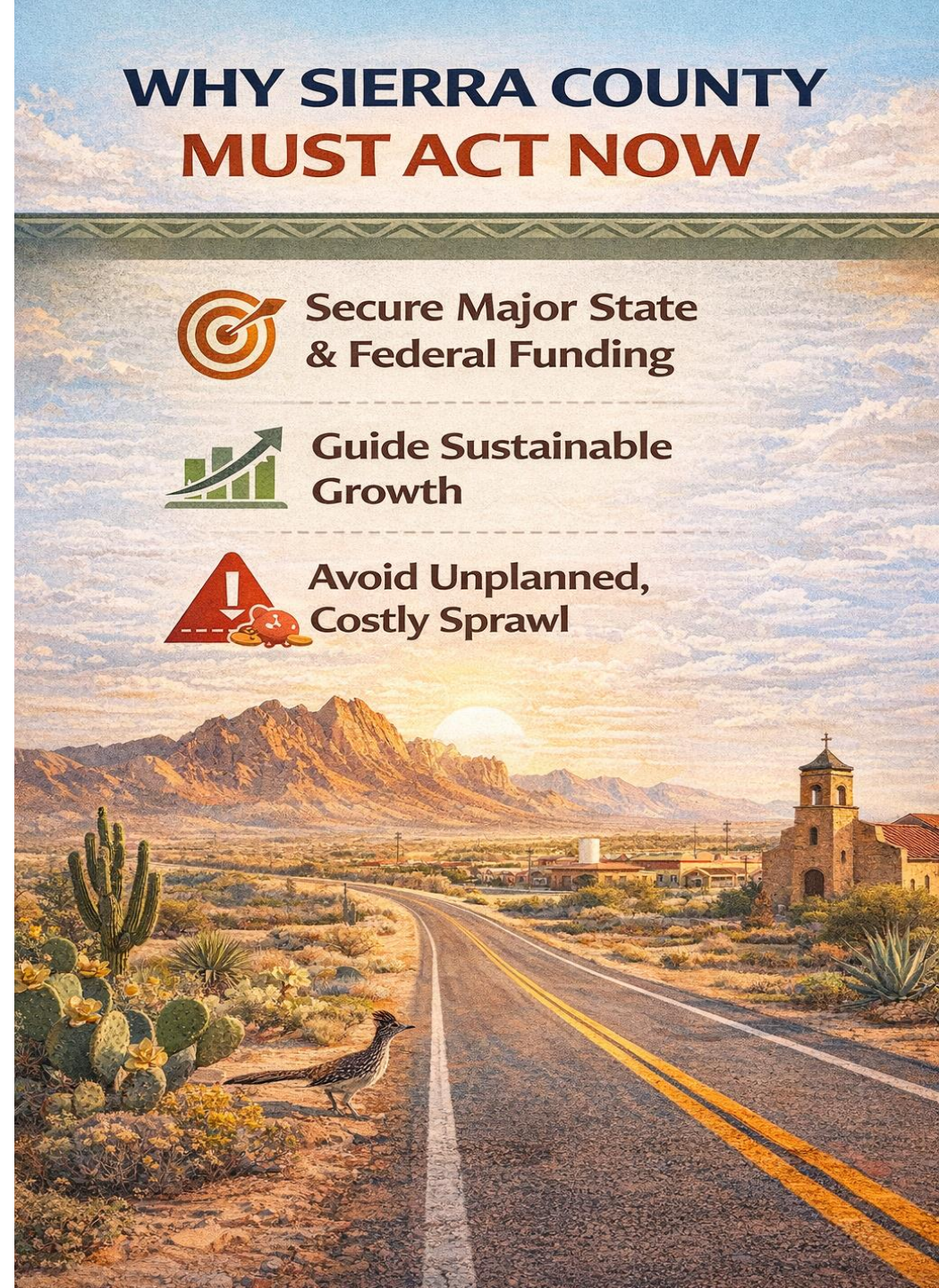
**Secure Major State
& Federal Funding**



**Guide Sustainable
Growth**



**Avoid Unplanned,
Costly Sprawl**



THE SOLUTION

The Sierra Gateway Alliance is planned to be a unified countywide public-private alliance that operates on behalf of Sierra County and its municipalities.

It is an entity that provides the scale, credibility, and flexibility to partner with state and federal agencies, as well as the private sector, to secure larger, higher-impact investments.

It is an entity that enables Sierra County to accelerate county-wide planning and implementation now, preparing the community for growth before demand reaches full capacity.



WHAT IS THE SIERRA GATEWAY ALLIANCE?

A non-profit that gives the county and cities a shared tool to work together, attract investment, and get things done ... without expanding government.

Provides a practical, coordinated way to manage growth and align public goals with private-sector expertise.

Focused on building a strong, year-round economy while protecting the character and quality of life of Sierra County.

Designed to support local governments by helping plan, fund, and deliver projects that benefit residents, businesses, and visitors alike.



WORK TOGETHER,
ATTRACT INVESTMENT • GET THINGS DONE
WITHOUT EXPANDING GOVERNMENT

WHAT DOES THE SIERRA GATEWAY ALLIANCE DO?

Partners with state and federal agencies and the private sector to secure larger, higher-impact investments.

Coordinates and expedites the planning, funding, and delivery of tourism, economic development, housing, workforce, and infrastructure projects.

Aligns public priorities with private-sector expertise to guide growth and decision-making.

Partner.
Coordinate. Accelerate.



**Expedite Tourism, Economic
Development, Housing, Workforce,
and Infrastructure Projects**



**Align Public Priorities
with Private-Sector
Expertise**

WHY IS THE SIERRA GATEWAY ALLIANCE NEEDED NOW?

Growth and investment are accelerating, increasing demand for jobs, housing, tourism, infrastructure, and services.

Existing local resources and government structures are not built to respond to this scale or speed of growth on their own.

Acting now allows the county to plan, fund, and build ahead of demand, instead of reacting after capacity is reached & costs rise.

The Alliance takes action that moves faster and at a scale no single city or jurisdiction can achieve alone.

Preparing now protects quality of life, strengthens long-term Gross Receipts and Lodgers Tax revenues, and reduces administrative burden on local governments, businesses, and residents.

The Sierra Gateway Alliance helps Sierra County get ahead of growth while there is still time to plan smartly, invest wisely, and protect the community's future.

**PREPARE NOW.
MANAGE GROWTH.
PROTECT FUTURE.**



STRUCTURE #1 of 2

**Joint Powers Authority +
The Sierra Gateway Alliance**



STATE OF NEW MEXICO



**U.S. GOVERNMENT
FEDERAL PROGRAMS**



JOINT POWERS AUTHORITY



The Joint Powers Authority serves as the public fiduciary, receiving state and federal grant funds into a segregated escrow account.

The JPA retains a reasonable administrative fee, consistent with national grant management practices, to cover fiduciary oversight, compliance reporting, accounting, audit support, and legal review.

The balance of grant funds is allocated to the Sierra Gateway Alliance (501(c)(6)) solely for the strategic development and implementation of approved programs focused on tourism, economic development, and supporting infrastructure initiatives.

Program authority is exercised collaboratively, with the JPA and the Sierra Gateway Alliance working together to identify and prioritize goals and programs that support a long-term, year-round economy, with all activities conducted in compliance with applicable laws and grant requirements.

Funds are released to the Sierra Gateway Alliance and subject to performance, reporting, and compliance requirements.

Built-in safeguards, including insurance, bonding or completion assurances, indemnification provisions, and reversion of unspent funds, protect public dollars.

County and municipal governments do not have access to Alliance-managed funds, except for the JPA's approved administrative fee.

County and municipal governments may independently pursue grants, provided such grants do not conflict with or duplicate programs planned or implemented by the Sierra Gateway Alliance.

STRUCTURE #2 of 2

**The Sierra Gateway Alliance +
County & Cities, No JPA**

SIERRA GATEWAY ALLIANCE AS THE LEAD ENTITY (NO JPA)



SIERRA GATEWAY ALLIANCE
501(c)(6)

Secures State, Federal, Other Funding & Implements Programs



Federal



State



Other



Serve as Rotating Public Fiduciary



Truth or Consequences



SIERRA COUNTY



Elephant Butte



SIERRA GATEWAY ALLIANCE

TOURISM
DEVELOPMENT

ECONOMIC
DEVELOPMENT

INFRASTRUCTURE

Sierra Gateway Alliance - Lead Entity (No JPA)

The Sierra Gateway Alliance is a 501(c)(6) nonprofit that leads the region for tourism, economic development, and supporting infrastructure initiatives.

The Sierra Gateway Alliance is responsible for identifying opportunities and securing state, federal, and private-sector funding for regional tourism economic development and supporting infrastructure programs.

Sierra County, the City of Truth or Consequences, and the City of Elephant Butte become members of the Alliance - annual membership fee is required.

For state and federal grant-funded projects, Sierra County or one of the participating municipalities serves as the public fiduciary on a rotating, project-by-project basis.

The designated public entity receives grant funds into a segregated escrow account and retains an administrative fee, consistent with national grant management practices, to cover fiduciary oversight, compliance reporting, accounting, audit support, and legal review.

After fiduciary processing, grant funds are released to the Sierra Gateway Alliance solely for the strategic development and implementation of approved programs focused on tourism, economic development, and supporting infrastructure initiatives.

Sierra Gateway Alliance - Lead Entity (No JPA)

Program authority is exercised collaboratively through the Sierra Gateway Alliance Board of Directors, which includes one representative from each participating municipality but does not permit municipal representatives to hold a majority.

Programs are prioritized to support a long-term, year-round economy and are carried out in compliance with applicable laws and grant requirements.

Funds released to the Alliance are subject to clear contractual performance, reporting, and compliance requirements. Safeguards including insurance, bonding or completion assurances, indemnification provisions, and reversion of unspent funds protect public dollars.

Counties and municipalities may independently pursue grants, provided such grants do not conflict with or duplicate programs planned or implemented by the Sierra Gateway Alliance.

County and municipal governments do not have access to Alliance-managed funds, except for the approved administrative fee retained by the designated public fiduciary.

SIERRA GATEWAY ALLIANCE Lead Entity (No JPA)



SIERRA GATEWAY ALLIANCE SOLICIT6

Collaborative board ensures legal, compliant, efficient use of public funds to develop long-term, year-round economy



Truth or Consequences SIERRA COUNTY Elephant Butte

Municipal Representation



Independent Municipal Grants

The County and municipalities may independently pursue published grants, provided that such grants do not conflict with Sierra Gateway Alliance Programs



PRIORITIES & TIMING

PRIORITIES: THE SIERRA GATEWAY ALLIANCE ACTION FRAMEWORK

Establish a public private alliance framework.

Form the implementing entity (SGA Lead or SGA + JPA)

Identify and prioritize funding, infrastructure, tourism, and economic development needs.

Develop a five-year strategy and implementation plan
Coordinate state, federal, and private funding to combine grants and create new funding solutions when existing programs fall short.

Activate grant development, administration, and compliance capacity for standard state and federal funding programs
Implement and manage approved programs.

Measure outcomes and refine programs as needed to improve performance, alignment, and results.

How It Works



Build the Partnership

Establish a public-private partnership framework.



Create the Delivery Structure

Form the implementing entity (SGA Lead or SGA + JPA).



Set Regional Priorities

Identify and prioritize funding, infrastructure, tourism, and economic development needs.



Plan for Impact

Develop a five-year strategy and implementation plan.



Assemble and Align Funding

Coordinate state, federal, and private funding to combine grants and create new funding solutions when existing programs fall short.



Deliver, Measure, Improve

Implement and manage programs, track results, and refine efforts to improve outcomes.

A coordinated approach that helps cities and the County move faster without carrying the full burden alone.

Sierra Gateway Alliance: Implementation Timeline Options

(Estimated)

SGA Lead (No JPA)



SGA Lead (With JPA)



Both paths lead to full activation. The difference is speed, complexity, and timing of state and federal funding.

THANK YOU

Contact

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