



Ramírez Advisors Inter-National, LLC
Innovative Cross-border Solutions and Governmental Affairs

2642 East Thomas Road / Phoenix, Arizona 85016 / luis@ramirezadvisors.com / www.ramirezadvisors.com

December 15, 2025

Rene Rios
Procurement Specialist
City of Douglas
425 10th Street
Douglas, AZ 85607

Via electronic mail: rene.rios@douglasaz.gov

RE: Request for Qualifications for Economic Development Consulting Services

Dear Mr. Rios:

Ramirez Advisors Inter-National, LLC (RAI-N) is pleased to submit this Statement of Qualifications in response to the City of Douglas' Request for Qualifications for Economic Development Consulting Services.

With over 20 years of experience providing economic development, governmental affairs, and cross-border advisory services, RAI-N is uniquely positioned to support the City of Douglas—particularly in the area of Mexico partnerships and port-related economic development. Our firm has worked extensively with Douglas and along the Arizona–Sonora border, with a long-standing focus on advancing binational coordination, infrastructure modernization, and investment attraction tied to ports of entry.

RAI-N has supported economic development initiatives in Douglas for many years, including work associated with the Douglas/Agua Prieta port of entry system. This experience has provided our firm with a deep understanding of the city's strategic priorities, institutional landscape, and the unique opportunities created by the Douglas Two-Port Solution. With significant federal investments now underway, Douglas is well positioned to compete for new industrial, logistics, and manufacturing investments along the U.S.–Mexico border.

As outlined in the enclosed qualifications, RAI-N brings proven experience in cross-border stakeholder engagement, intergovernmental coordination, infrastructure advocacy, and strategic communications. Our approach emphasizes practical implementation, measurable outcomes, and close collaboration with city leadership to advance Douglas' economic development objectives.

We appreciate the opportunity to submit our qualifications and would welcome the opportunity to further discuss how Ramirez Advisors Inter-National can support the City of Douglas. Please do not hesitate to contact me should you require any additional information.

Respectfully submitted,
ON BEHALF OF RAMIREZ ADVISORS INTERNATIONAL, LLC


Luis E. Ramirez, MSFS
President

SCOPE OF SERVICES:

As defined in the Request for Qualifications, we are prepared to assist the city “Establish and strengthen relationships with Mexican businesses, government entities, and other key stakeholders as it pertains to the port of entry system at Douglas.”

We are also prepared to work with city leadership to facilitate cross-border economic development initiatives, promoting mutual growth and collaboration on both sides of the border. With the investments currently underway by the US federal government for the Douglas Two-Port Solution, Douglas, and its sister city of Agua Prieta, are poised for tremendous growth and development and is a highly competitive location as companies evaluate different locations to invest along the US-Mexico border.

As indicated by the Request for Qualifications, we are providing the following information to meet the Submission Requirements:

b. Identification of the firm including the name, address, phone number, website, and the name, title and contact information of the designated point of contact.

Firm Name:

Ramirez Advisors Inter-National, LLC

Business Address:

2642 East Thomas Road
Phoenix, Arizona 85016

Phone Number:

(602) 820-3931

Website:

www.ramirezadvisors.com

Designated Point of Contact:

Luis E. Ramirez

Title:

President

Email Address:

luis@ramirezadvisors.com

c. A detailed description of the firm's qualifications including experience and expertise in economic development, with an emphasis on relevant service areas outlined in the Scope of Services.

FIRM QUALIFICATIONS

Ramirez Advisors Inter-National, LLC (RAI-N) is an Arizona-based professional services firm established in 2005 that specializes in economic development, international business, and governmental affairs, with a particular focus on cross-border initiatives along the U.S.–Mexico border.

RAI-N has provided advisory services to public- and private-sector clients across Arizona and nationally, supporting projects that require coordination among multiple levels of government, international stakeholders, and private investors. The firm's experience includes regional economic development strategy, industrial site selection, cross-border logistics and supply chains, partner identification and due diligence, government procurement, and the development of financing and implementation frameworks.

The firm has led and supported multidisciplinary teams on a wide range of cross-border projects, including the development and expansion of world-class manufacturing facilities and distribution centers; advancement of port of entry and transportation infrastructure projects; cross-border electricity transmission initiatives; and due diligence and negotiation support for binational partnerships. RAI-N has also assisted clients with country and market analysis, startup and expansion planning, and engagement with U.S. and Mexican governmental entities.

Of relevance to the City of Douglas, RAI-N has played a significant role in defining and advancing strategies to modernize ports of entry between Arizona and Mexico, with key projects in Douglas, Nogales, Lukeville, and San Luis. This work has included coordination with federal, state, and local agencies in both countries, advocacy for major infrastructure investments, and support for initiatives designed to improve the quality of life and the efficient movement of goods and people across the border.

Through this work, RAI-N has developed deep expertise in binational coordination, infrastructure advocacy, and economic development strategies tied directly to port operations. The firm's experience uniquely positions it to assist the City of Douglas in strengthening Mexico partnerships and advancing economic development opportunities associated with the Douglas/Agua Prieta port of entry system.

d. Describe the firm's history including the names and bio or resume of each team member who will execute the proposed services.

Ramirez Advisors Inter-National, LLC (RAI-N) was established in February 2005 by its President, Luis E. Ramirez, following his tenure at Lewis and Roca, one of Arizona's premier law firms. The firm was created to provide specialized advisory services focused on cross-border business, economic development, and governmental affairs, particularly along the U.S.–Mexico border.

Since its formation, RAI-N has provided services to a wide range of public- and private-sector clients, including multiple administrations of the State of Arizona, the Arizona–Mexico Commission, the Arizona Department of Transportation, municipalities, port authorities, educational institutions of higher learning, and private-sector companies including a professional sports team, with cross-border operational needs. The firm's work has consistently required coordination among local, state, federal, and international stakeholders.

Prior to founding RAI-N, Mr. Ramirez served as an International Business Advisor at Lewis and Roca, where he advised firm clients on cross-border projects involving trade, investment, regulatory compliance, and market entry strategies. His professional experience also includes work with Deloitte & Touche in Los Angeles, Arizona Public Service, the Border Trade Alliance, and Joffroy Customs Brokers in Nogales, Arizona—providing him with direct operational, policy, and logistics experience related to international trade and border infrastructure.

RAI-N is led by Mr. Ramirez, who will serve as the primary point of contact and will be directly responsible for the execution of services under this engagement. His experience includes leadership of multidisciplinary teams on complex cross-border initiatives involving infrastructure development, electric energy, industrial site selection, government procurement, binational negotiations, and economic development strategy.

A brief professional biography for Mr. Ramirez is included as **Attachment #1**.

f. A detailed explanation of the firm's approach to addressing the City of Douglas' economic development objectives. An outline of how the firm will tailor its approach to the City's needs and identify the specific service areas the proposal addresses.

Ramírez Advisors Inter-National, LLC (RAI-N) proposes an approach that builds on its extensive experience supporting economic development initiatives in Douglas and across the Arizona–Sonora border region. The firm will work closely with City leadership to define priorities, align stakeholders, and implement strategies that advance the City's economic development goals—particularly those associated with the Douglas/Agua Prieta port of entry system.

Strategic Focus: Douglas Two-Port Solution

RAI-N's primary focus will be to support the successful implementation of the Douglas Two-Port Solution, including completion of the Douglas West commercial port of entry and the modernization of the Raúl H. Castro port of entry. This work will include close coordination with U.S. and Mexican stakeholders to ensure that infrastructure investments, operational planning, and policy alignment support the efficient movement of goods and people.

Intergovernmental and Binational Coordination

RAI-N will represent and support the City of Douglas in engagement with key U.S. and Mexican agencies and stakeholders, and by leveraging existing relationships, respond to requests for information from key entities, organization and institutions, including but not limited to:

- Arizona Department of Environmental Quality
- Arizona Department of Transportation
- Arizona-Mexico Commission
- Office of the Governor of Arizona
- Arizona Congressional Delegation
- Arizona State Legislature
- U.S. General Services Administration
- U.S. Customs and Border Protection
- U.S. Department of State
- U.S. Department of Transportation
- Relevant Mexican federal, state, and municipal agencies
- Others as determined appropriate

This coordination will focus exclusively on issues related to the Douglas Two-Port Solution and associated infrastructure, logistics, and economic development initiatives as directed by the city.

Advocacy and Legislative Support

RAI-N will assist the city in advancing initiatives before the Arizona State Legislature and in responding to requests for information from Arizona's Congressional delegation. The firm will also support meetings with Congressional offices within Arizona to advance awareness and support for the Two-Port Solution. RAI-N will coordinate efforts through the city to ensure we avoid duplication of efforts with the city's state and federal lobbying advisory firms.

Communications and Strategic Messaging

RAI-N will provide strategic communications support to ensure consistent, accurate, and effective messaging related to Douglas' economic development priorities. This will include:

- Continuation of the *#LuisOnTheBorder: Douglas* newsletter (issued semiannually)
- Preparation of updates for inclusion on the City of Douglas website
- Drafting of strategic letters and communications to be signed by City leadership, as needed
- Development of supporting documentation and PowerPoint presentations for use by City officials
- RAI-N is also prepared to provide any information or presentation in Spanish as needed based on the recipient or audience

Stakeholder Engagement and Implementation Support

RAI-N will coordinate and support engagement with Mexican stakeholders at the local, state, and federal levels. This will include scheduling and facilitating in-person meetings and binational virtual meetings, as appropriate, as well as coordinating travel to Mexico for senior-level engagements when necessary.

The firm will also:

- Participate in Douglas Port of Entry Technical Team meetings
- Advocate for inclusion of the Two-Port Solution on agendas for key regional and binational meetings
- Provide a minimum of four (4) trips per year to Douglas to support city activities, initiatives, and stakeholder engagement, timing of these trips to be determined after discussion with the city leadership
- Perform additional activities, as appropriate, to advance the Douglas Two-Port Solution and related economic development projects

Broader Economic Development Support

In addition to port-related initiatives, RAI-N is prepared to support the City of Douglas in implementing a broader economic development strategy. This may include crafting a long-term promotion and recruitment framework that identifies community assets, leverages existing private-sector operators, and targets investment in strategic sectors aligned with the City's goals.

g. Provide contact information for at least three references from past projects similar in scope and complexity. Please include project descriptions, services provided, and measurable outcomes achieved for each reference.

Ramírez Advisors Inter-National, LLC (RAI-N) has extensive experience delivering economic development and cross-border advisory services on projects comparable in scope and complexity to those contemplated by the City of Douglas. The following references demonstrate the firm's ability to advance large-scale infrastructure initiatives, coordinate binational stakeholders, and achieve measurable economic development outcomes.

Prior Douglas-Related Experience

RAI-N has provided services to the Douglas Regional Economic Development Corporation (DREDC) for many years, working closely with its board and partner organizations, including the City of Douglas, the Douglas Industrial Development Authority, and the Douglas International Port Authority. Through this work, RAI-N developed in-depth knowledge of the City of Douglas, its economic development priorities, and the strategic importance of the Douglas/Agua Prieta port of entry system.

RAI-N's work supported the development and implementation of strategies advancing the Douglas Two-Port Solution, contributing to more than \$650 million in federal investment in the community. This work also assisted the City of Douglas in advancing the utilities corridor and connector road serving the Douglas West commercial port of entry.

Given the announced dissolution of the DREDC in December 2025, the organization is not listed as a formal reference. However, the city is encouraged to contact former members of the DREDC Board of Directors for additional perspective on RAI-N's work and performance in Douglas.

Reference #1

Josh Rubin

Chairman

Greater Nogales Santa Cruz County Port Authority

Email: jrubin@javidmexico.com

Project Description and Services Provided:

RAI-N has served as an advisor to the Greater Nogales Santa Cruz County Port Authority since 2005. The firm has supported hundreds of initiatives directed by the Port Authority's leadership and Board of Directors, including infrastructure advocacy,

binational coordination, strategic communications, project execution, event management, and stakeholder engagement.

Measurable Outcomes:

- Modernization of the Mariposa Port of Entry – \$250 million
- Modernization of State Route 189 – \$134 million
- International Outfall Interceptor modernization – \$38 million
- Construction of the Potrero Creek Bridge – \$17 million
- Deployment of pilot programs such as Unified Cargo Processing and Overweight Permits, both programs now permanent
- Coordination with Mexican authorities on multiple projects, including deployment of a SENTRI lane at the DeConcini Port of Entry
- Advocacy to promote the modernization of MX-15 and MX-15D

Reference #2

Jenny Torres

City Manager

City of San Luis

Email: jtorres@sanluisaz.gov

Project Description and Services Provided:

RAI-N has provided advisory services to the City of San Luis for approximately 15 years, focusing on port of entry modernization, transportation infrastructure, and cross-border coordination.

Measurable Outcomes:

- Modernization of the San Luis I Port of Entry – \$356 million
- Expansion of the San Luis II Port of Entry to include non-commercial operations
- Modernization of César Chávez Boulevard – \$62 million
- Pedestrian facility upgrades at San Luis I – \$8 million
- Construction of additional vehicular lanes – \$3 million
- Design and construction of the SR-195 – \$92 million
- Design and construction of the San Luis 2 port of entry – \$42 million
- Modernization of Main Street to support retail development and pedestrian access
- Promote the expansion of San Luis 2 to include non-commercial operations
- Coordination with Mexican federal, state, and local agencies to support parallel investments

Reference #3

Pat Risner

President and Chief Executive Officer
South32 Hermosa
Email: pat.risner@south32.net

Project Description and Services Provided:

RAI-N has advised South32 Hermosa for more than four years on cross-border logistics, stakeholder engagement, and governmental affairs related to the development of a major mining project in Santa Cruz County.

Measurable Outcomes:

- Support for development of a \$2.7 billion, multi-decade mining project
- Identification and evaluation of cross-border logistics and processing options involving Mexico, including the exploration of a special purpose port of entry that would be limited to the processing of minerals
- Identification of prospective processing partners in Mexico, including arranging exploratory meetings with leadership and visits to operations throughout Mexico
- Development and implementation of local, regional, and national governmental strategies in Mexico

Conclusion

RAI-N is proud of its proven record of success in representing client's interests. Our work on the Arizona-Mexico border over several decades sets us apart from the rest. We look forward to engaging with leadership to expand on the information presented herein and to addressing any comments or questions that may arise.

Attachment #1
Professional Biography

Luis E. Ramirez Thomas, MSFS

Luis is the President of Ramirez Advisors Inter-National, LLC., an Arizona-based, highly specialized firm dedicated to creating and implementing innovative solutions for cross-border business, economic development opportunities and improving the ability for goods and people to cross the border.

Luis has over 35 years of experience on US-Mexico border infrastructure projects, North American relations, international business and negotiations, regional economic development, industrial site selection, government procurement, project management and governmental affairs. Luis has dedicated a considerable amount of time, both personal and professional, to fostering better relations with Mexico and Canada, improving the quality of life for the residents of the border and promoting the economic development of the region.

He has worked with world class firms including Deloitte and Touche and Lewis and Roca, industry leaders such as APS and South32, and led international trade organizations including the Border Trade Alliance. He is frequent speaker and presenter on a variety of international trade and policy issues, Mexican economy and political reforms, and the development of border infrastructure.

He has led multidisciplinary teams on several cross-border projects, including site selection for major manufacturing facilities and distribution centers; design, funding and construction of new ports of entry and electric transmission systems; assisted companies in pursuing government procurement contracts; and identifying joint venture partners for a variety of business ventures.

He serves on multiple professional and charitable boards including as Chair Emeritus of the Arizona District Export Council, a member of the Advisory Council for the Arizona Department of Real Estate, and recently completed his third and final term as a member of the National Advisory Council for the Administrator of the US Environmental Protection Agency as it pertains to the North American Commission for Environmental Cooperation. Additionally, he just completed 8 years of service as a member of the Board of Trustees for United Cerebral Palsy and is the past chair of the Steps of Love Foundation.

Luis received his Bachelor of Arts and Science from the University of Arizona, Cum Laude, with majors in Economics and Political Science with extensive coursework in Mexican-American Studies, and his Master of Science in Foreign Service from Georgetown University with a Dean's Citation of Service. He

attended High School in Vancouver, British Columbia, Canada. He was born in Merida, Yucatan, and grew up in Ciudad del Carmen, Campeche Mexico.