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FOR GLOBAL COMPETITIVENESS

The
Economic Impact of Project ARRIBA
on El Paso County, Texas

2020-2024

PROJECT
ARRIBA

GUIDESTAR
PLATINUM
PARTICIPANT

PROJECT ARRIBA

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Introduction

This report presents findings from 2020 to 2024 on the economic impact of Project ARRIBA activities in El Paso County, prepared by the Hunt Institute for Global Competitiveness at the University of Texas at El Paso using data provided by Project ARRIBA.

El Paso County, Texas, is located at the western tip of the state along the U.S.–Mexico border across from Ciudad Juárez, Chihuahua, and neighboring New Mexico. As of 2023, El Paso County had an estimated 866,275 residents, of whom approximately 82.7% identify as Hispanic. Census data show that the county has a relatively young population, with a median age of 33, compared to 35 in Texas and 39 nationally. Linguistic diversity also characterizes the region: 68.3% of residents speak a language other than English at home, nearly double the share in Texas (34.9%) and more than three times the national figure (22.0%).

In 2023, the county reported a labor force of 422,967 and an unemployment rate of 4.2%. Yet, socioeconomic indicators reveal persistent challenges. About 18.5% of residents live below the poverty threshold, compared to 13.7% in Texas and 12.5% nationally. The average per capita income in 2023 stood at $27,541, compared with $39,446 in Texas and $43,289 at the national level.

Educational attainment is also comparatively low, with only 16.9% of residents in El Paso County holding a bachelor's degree, compared to 21.6% of residents across Texas and 21.8% at the national level.

Against this backdrop, the need to strengthen and retain a skilled workforce in El Paso becomes critical. Project ARRIBA (Advanced Retraining & Redevelopment Initiative in Border Areas) was created to address this challenge by providing training for individuals who have not yet acquired the skills needed to enter high-demand occupations in the local labor market. Between 2020 and 2024, Project ARRIBA graduated 492 new participants. Since its inception, more than 2,100 individuals have attained careers that pay family-sustaining wages using this program. The initiative has been credited with moving people out of poverty and into the middle class by creating access to career paths that guarantee long-term economic stability.

The link between education, skills, and income is well established in economic research. Data from the U.S. Department of Education show that in 2022, workers aged 25–34 with a bachelor's degree earned 59.0% more than those with only a high school diploma, while master's degree holders earned approximately 20.0% more than bachelor's degree holders (NCES 2023). Card (1999) further concludes that education has a causal effect on earnings, as better-educated individuals consistently earn higher wages, secure more stable employment, and access more prestigious occupations.

Education also generates spillover effects within communities, with higher average education levels contributing to greater overall incomes and enhanced well-being (Oreopoulos and Salvanes 2011). Foundational skills also play a major role: workers with the highest levels of literacy earn 77.0% more on average than those with lower levels of proficiency, even after controlling for other factors (Barton 2020).

Given these factors, Project ARRIBA not only provides economic mobility for underserved individuals but also creates a ripple effect that extends across generations. By supporting participants in attaining higher-wage, in-demand careers, the program improves household stability, which directly influences the well-being of children. Families with greater financial security can provide better educational opportunities, healthier living conditions, and stronger support systems, creating pathways for children to break cycles of poverty and pursue broader life opportunities. This generational impact ensures that the benefits of the program are not confined to the individual participant but are multiplied across their families and communities. In this way, Project ARRIBA contributes to building a more resilient and skilled workforce that aligns with the demands of El Paso's most critical industries. The program, therefore, simultaneously strengthens the region's economic competitiveness and fosters social mobility, weaving together immediate labor market needs with long-term community development.

This report presents findings from 2020 to 2024 on the economic impact of Project ARRIBA activities in El Paso County, prepared by the Hunt Institute for Global Competitiveness at the University of Texas at El Paso using data provided by Project ARRIBA.

Overview

Project ARRIBA was incorporated in December 1998 as a public, not-for-profit, community-based organization. It maintains a unique partnership among private corporations, community-based organizations, and training institutions, making it a distinctive job-training initiative within the region. Designed as a multi-purpose program, Project ARRIBA serves socially and economically disadvantaged individuals seeking career advancement while simultaneously addressing workforce shortages in El Paso.

The program provides participants with financial, educational, and social support to complete degrees in high-demand occupations. Upon graduation, participants are placed in employment opportunities within the El Paso area. Project ARRIBA primarily sponsors careers in healthcare and information technology, sectors characterized by strong demand and opportunities for advancement. These careers offer family-sustaining wages and pathways for long-term growth.

“Moving people from poverty to the middle class by opening career paths that ensure long-term stability.”

To qualify for Project ARRIBA, participants must meet the following criteria:

- Be a U.S. citizen or legal resident residing in El Paso County
- Have a household income at or below 200 percent of the U.S. Department of Health and Human Services Poverty Guidelines
- Be at least eighteen years of age
- Possess a high school diploma or GED
- Be legally authorized to work in the United States
- Demonstrate a barrier to full-time employment (e.g., lack of skills, limited English proficiency, lack of transportation, or insufficient access to childcare)

In addition to the basic characteristics, Project ARRIBA also recruits a participant who:

- Is a Veteran or a dependent family member of a Veteran or active military
- Lives in the Rural County of El Paso
- Is able to make a commitment to long-term education (12 to 36 months)
- Is able to make a commitment to long-term employment in El Paso
- Is willing to commit to the completion of the program
- Wants economic success and security for themselves and their family’s future

Table 1 provides the summary statistics of Project ARRIBA graduates for the 2020 to 2024 overall period, and for the individual years within the period. Statistics include the number of graduates, the average age of graduates, the percentage share of female and male graduates, the average annual earnings post-Project ARRIBA, and the total annual expenditures of Project ARRIBA. [1] The statistics show the following facts:

- The total number of graduated participants reached 492 from 2020 and 2024. The average number of graduates for the period was 98 per year. The number of graduates for individual years during this period varies between 85 and 118.
- The participants' average age was 32 for the overall period, and the average age by cohort ranged between 30 and 34.
- The average share of female participants from 2020 to 2024 was 85.8%, while the remaining 14.2% were male.
- Average annual post-Project ARRIBA wage for newly graduated participants was $58,016 for the 2020 to 2024 period. The average annual post-Project ARRIBA wage by individual year for the period ranged from $53,446 to $61,061.
- The average total annual expenditure of Project ARRIBA for the overall period was $1.97 million. The total annual expenditure for individual years for the period ranged from $1.52 million to $2.60 million.

Table 1. Project ARRIBA Graduates Summary Statistics, 2020-2024

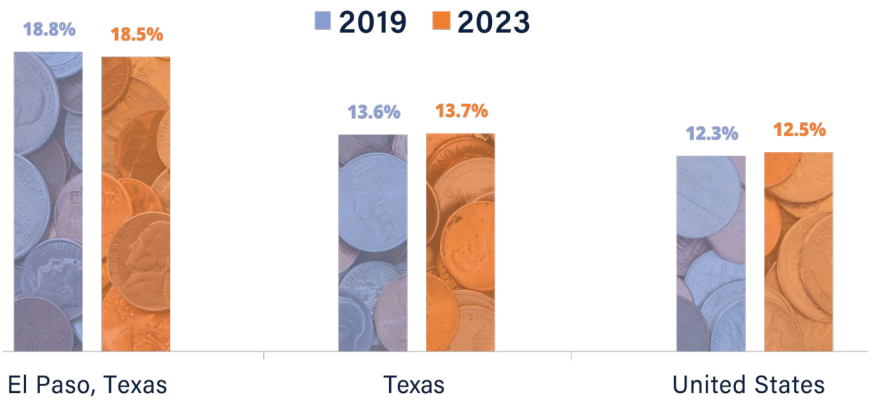
Year	Number of Graduates	Average Age	Share of Female Gaduates (%)	Share of Male Gaduates (%)	Average Post PA Annual Earnings	Total Annual Expenditures of PA
2020	118	34	87.3%	12.7%	$53,446	$1,564,750
2021	95	33	82.1%	17.9%	$52,240	$1,515,166
2022	95	32	86.3%	13.27%	$58,324	$1,647,281
2023	85	32	89.4%	10.6%	$61,061	$2,600,626
2024	99	30	83.8%	16.2%	$60,008	$2,506,168
2020-2024 (Avg.)	**98**	**32**	**85.8%**	**14.2%**	**$58,016**	**$1,966,798**

Note: Dollar values reported in this table are in current (not constant) dollars. Percentages are rounded to one decimal place.
Source: Project ARRIBA.

1 A graduate is defined as an individual who has successfully completed Project ARRIBA's program, graduated from their course of study, and obtained employment in his/her new career field.

The poverty level of a region is determined by an earnings threshold, based on household income, depending on the number of people living in a household and how many of them are below 18 years of age. Graph 1 shows the percentage of the population living below the poverty line in El Paso County, in the state of Texas, and nationally for 2019 and 2023. Approximately 18.8% of El Paso County's population lived below the poverty line in 2019. The county's poverty level was higher than that of Texas (13.6%) and the U.S. (12.3%) for that year. This pattern continues in 2023, with modest changes in the poverty rates of the three regions considered.

Graph 2. Population Below the Poverty Line in El Paso County, State of Texas, and the U.S.

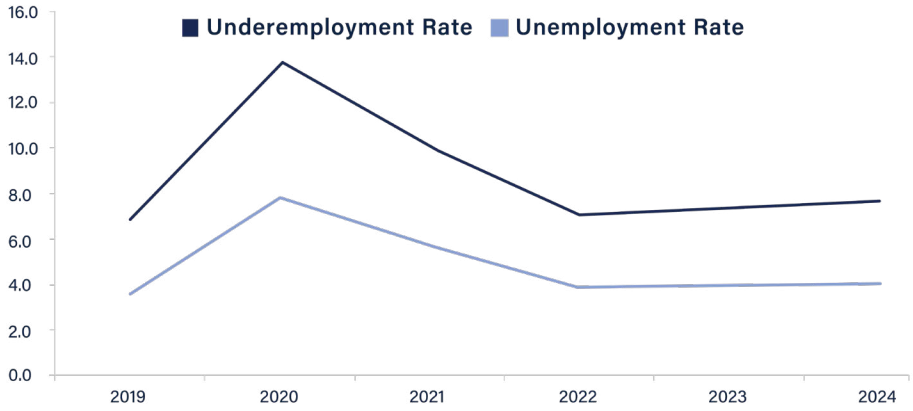


El Paso's poverty level stayed higher than state and national rates, with only slight changes in 2023.

Note: 2020 data is unavailable from the U.S. Bureau of Labor Statistics.
Source: U.S. Bureau of Labor Statistics, ACS 1-year Estimates.

Graph 3 shows the annual unemployment rate and the underemployment rate for the state of Texas between 2019 and 2024. The unemployment rate is the percentage of the labor force that has been unemployed for 15 weeks or longer and is actively seeking work. The underemployment rate is the unemployment rate, plus the percentage of the labor force that transitioned to part-time or work in jobs below their skill level because of economic reasons.

Graph 3. Annual Unemployment and Underemployment Rate in the State of Texas



Underemployment rose faster than unemployment, signaling more people are working fewer hours or in jobs below their skill level.

Note: The underemployment rate exhibited is measured by U-6, which includes the unemployed, workers employed part-time for economic reasons, and those marginally attached to the labor force.
Source: U.S. Bureau of Labor Statistics.

The graph shows that Texas's annual unemployment and underemployment rates followed similar patterns between 2019 and 2024. Both rates rose in 2020, then fell through 2022. From 2023 to 2024, they remained relatively stable, though both increased slightly by 2024. The growth in the underemployment rate, however, was larger than that of the unemployment rate. This suggests that the number of individuals working fewer hours than they would like or in jobs below their skill level grew more than the number of unemployed individuals.

Methodology

The Hunt Institute used two methodologies to assess the economic impact of Project ARRIBA in El Paso County, Texas, between 2020 and 2024. The first method measures the impact of Project ARRIBA's operations on El Paso County using the Economic Impact for Planning software (IMPLAN). IMPLAN measures economic impact through total direct, indirect, and induced effects attributed to the program's activities. The economic impact will also be measured in terms of output (business sales), employment, and labor income.

The second part of the analysis focuses on the gains realized by Project ARRIBA graduates by calculating the net present value of the expected increase in their lifetime income (a proxy for their human capital stock). This section also estimates the unit cost per Project ARRIBA graduate and the cumulative increase in the region's human capital stock. In addition, it calculates the program's benefit–cost ratio.

Input-Output Analysis

The Input-Output Analysis (IOA) is the primary methodology used to estimate Project ARRIBA's economic impact on El Paso County's local economy. The IOA model is a widely used technique for measuring the economic impact of an economic activity within a revision. The IOA captures the overall economic impact of a project by assuming that a sector's response to an underlying change is equal to the entire sector's output (Chmura Economics & Analytics, 2009).

When conducting an IOA, several assumptions must be made:

01 Constant Returns To Scale

A proportional relationship exists between inputs and outputs; increasing inputs increases outputs at the same rate. Similarly, a decrease in output will result in a decrease in output in the same proportion.

02 No Supply Constraints

The model assumes there are no limitations regarding the production of a product. There are also no limits to employment or resources.

03 Fixed Input Structure

While changes in the economy affect the level of production, they will not alter the mix of inputs needed to produce a product.

04 Static Model

The model assumes a steady state, meaning that factors do not change over time.

IMPLAN measures economic impact using several economic variables, including output, value added, labor income, and employment.

The software estimates the total economic impact based on the sum of the following effects:

Direct effect: *The initial annual spending for the Project ARRIBA program.*

Indirect effect: *The additional economic activity generated by purchases made by Project ARRIBA employees.*

Induced effect: *The economic activity resulting from household spending generated from the direct and indirect impacts. For example, workers in new jobs created because of the program spend their income on goods and services, stimulating the economy.*

Input-output analysis also estimates multiplier ratios, which help predict how changes in one sector affect the regional economy. A multiplier shows how a given change in a specific industry affects the overall economy. Detailed multiplier results for employment and output in each region are presented later in the report.

The Hunt Institute used IMPLAN software to estimate the economic impact of Project ARRIBA's activities. For consistency, both the Data Year and Dollar Year were set to the year the data was recorded, up to 2023 (the most recent Data Year available in IMPLAN). All IMPLAN results are reported in 2025 USD using IMPLAN's internal adjustment where applicable.

Overall spending (Payroll and Non-Payroll) and employment numbers were modeled as an Industry Output event for each year from 2020 to 2024. The main analysis used Employment Services (Industry 454 in IMPLAN).

Increase in the Stock of Human Capital

The increase in human capital is measured by assessing the expected increase in lifetime earnings generated by Project ARRIBA's graduates. Human capital increases as individuals advance in their education and training, which increases their earning capacity in their remaining work-life years.

The Hunt Institute estimated the potential lifetime earnings of Project ARRIBA graduates over their remaining work-life years. These earnings were compared with the projected lifetime earnings of non-program graduates. The difference between these represents the additional stock of human capital created by Project ARRIBA's program between 2020 and 2024.

Becker (1994) has studied the human capital investment framework analysis before. He compared investment in education and training with business investment in equipment. His research emphasized the importance of improving the education and skill level of American workers. Becker's analysis linked human capital to income equality and economic growth.

Assumptions are required to calculate the increase in human capital (the difference in lifetime earnings between Project ARRIBA graduates and non-graduates). The following assumptions are similar to those in the Hunt Institute's 2021 report and align with the information provided by Project ARRIBA:

- For the 2020 to 2024 period, the average age of a Project ARRIBA graduate is 32. For comparison, the report assumes the average age of a non-Project ARRIBA graduate is also 32.
- The analysis assumes both graduates and non-graduates at age 32 and a work-life until age 67. The estimation, therefore, considers 36 years of remaining work-life for all individuals.
- For a non-Project ARRIBA graduate, the analysis follows the Hunt Institute's 2021 report and uses $34,880 for the average annual earnings of a non-graduate in 2019. Although the 2021 report stated the average annual earnings for 40-year-olds, the current report applies this to 32-year-olds from 2020 to 2024.
- Annual earnings for graduates from 2020 to 2024 are calculated from the participant data provided by Project ARRIBA.
  - Weighted average post-program hourly wages are calculated for each graduate cohort. Monthly income is estimated assuming 40 regular and 3 overtime hours per week per graduate.[2]
  - Monthly earnings are then multiplied by 12 to get annual figures.
- The average annual growth in compensation is 2.0% for both Project ARRIBA graduates and non-graduates. The same growth rate is assumed for any dollar results.
- The analysis assumes a risk-free rate of 4.0% to discount future values in our present value calculations.

Lastly, the Hunt Institute calculated a benefit-cost analysis for Project ARRIBA. This analysis compares the gain in lifetime earnings, in present value terms, of Project ARRIBA graduates to the program's operating costs in each year from 2020-2024. Present value shows today's worth of graduates' future income gains, or the value of future payments in today's dollars.

2 The assumption of healthcare workers averaging 3 overtime hours weekly based on congressional findings on nurse overtime patterns (Congress, 2024).

Results

The following section presents Project ARRIBA's economic impact in El Paso County and the increase in stock of human capital between 2020 and 2024.

Economic Impact of Project ARRIBA

Table 2 summarizes the economic impact of Project ARRIBA's activities in El Paso County between 2020 and 2024.

In 2020, Project ARRIBA supported 16 jobs and an output of $2.44 million in the region. The added household income generated by the program's activities totaled $0.94 million, and the total value added $1.42 million.

In terms of economic impact, 2023 was Project ARRIBA's most impactful year. The total supported jobs totaled 27, while the output generated totaled $4.44 million. In 2023, the total labor income generated reached $1.61 million, and the total value added $2.45 million.

Project ARRIBA supported 26 jobs in the region by 2024 and generated an output of $4.22 million. The total labor income generated by the program totaled $1.53 million, and the value added was $2.33 million.

Increase in Stock of Human Capital

Table 3 summarizes the incremental change in income for Project ARRIBA graduates and provides a benefit-cost ratio analysis for 2020. Project ARRIBA invested $1.81 million in 2020. The present value of the income increase for Project ARRIBA's 118 graduates in 2020 was $60.88 million, or $0.52 million per individual. [3]

This translates to Project ARRIBA adding $60.88 million to the El Paso County economy in 2020. Comparing this benefit to Project ARRIBA's operating cost for 2020 results in a benefit-cost ratio of 33.56. Thus, every $1.00 invested by the program yields $33.56 in value to graduating program participants and their community.

Table 2. Economic Impact of Project ARRIBA Activities (Million USD), 2020-2024

	Impact	Employment	Output	Labor Income	Value Added
2020	Direct	11	$1.65	$0.70	$1.00
	Indirect	3	$0.37	$0.13	$0.18
	Induced	2	$0.41	$0.11	$0.24
	Total	**17**	**$2.44**	**$0.94**	**$1.42**
2021	Direct	11	$1.60	$0.76	$1.00
	Indirect	3	$0.34	$0.13	$0.17
	Induced	3	$0.43	$0.11	$0.24
	Total	**16**	**$2.37**	**$1.00**	**$1.41**
2022	Direct	11	$1.72	$0.79	$1.00
	Indirect	3	$0.40	$0.14	$0.19
	Induced	3	$0.44	$0.11	$0.25
	Total	**17**	**$2.56**	**$1.04**	**$1.44**
2023	Direct	14	$2.68	$1.06	$1.53
	Indirect	7	$0.87	$0.29	$0.42
	Induced	6	$0.90	$0.25	$0.50
	Total	**27**	**$4.44**	**$1.61**	**$2.45**
2024	Direct	13	$2.54	$1.01	$1.45
	Indirect	7	$0.83	$0.28	$0.40
	Induced	6	$0.85	$0.24	$0.48
	Total	**25**	**$4.22**	**$1.53**	**$2.33**

Note: Estimates are provided in 2025 dollars.
Source: The Hunt Institute using IMPLAN.

Table 3. Summary of Increase in Human Capital for 2020 (Million USD)

Summary of Increase in Human Capital for 2020	
Present Value of Future Increase in Income for Entire Cohort	$60.88
Present Value of Future Increase in Income Per Graduate	$0.52
Project ARRIBA Operating Costs in Current Year	$1.81
Benefit/Cost Ratio	**33.56**

Note: Estimates are provided in 2025 dollars. Both graduate and non-graduate salaries are assumed to grow at an annual rate of 2.0%.
Source: The Hunt Institute.

3 Present value shows today's worth of graduates' future lifetime income, or the value future payments in today's dollars.

Table 4 summarizes the incremental change in income for Project ARRIBA graduates and provides a benefit-cost ratio analysis for 2021. The total investment for the program was $1.71 million in that year. The present value of the future increase in income for the 95-student cohort was $56.35 million, or $0.59 million per graduate. This translates to $56.35 million contributed by Project ARRIBA to El Paso County's economy in 2021. The benefit-cost analysis for the year implies $33.04 in graduate benefits for every $1.00 invested by the program in 2021.

Table 4. Summary of Increase in Human Capital for 2021 (Million USD)

Summary of Increase in Human Capital for 2021	
Present Value of Future Increase in Income for Entire Cohort	$56.35
Present Value of Future Increase in Income Per Graduate	$0.59
Project ARRIBA Operating Costs in Current Year	$1.71
Benefit/Cost Ratio	**33.04**

Note: Estimates are provided in 2025 dollars. Both graduate and non-graduate salaries are assumed to grow at an annual rate of 2.0%.
Source: The Hunt Institute.

Table 5 summarizes the incremental change in income for Project ARRIBA graduates and provides a benefit-cost ratio analysis for 2022. The total investment from Project ARRIBA totaled $1.80 million in 2022. The present value of future increase in income for the 2022 95-student cohort reached $56.18 million, or $0.59 million per graduate. This translates to $56.18 million being added to the economy from Project ARRIBA. The benefit-cost analysis implies $31.21 in graduate benefits for every $1.00 invested.

Table 5. Summary of Increase in Human Capital for 2022 (Million USD)

Summary of Increase in Human Capital for 2022	
Present Value of Future Increase in Income for Entire Cohort	$56.18
Present Value of Future Increase in Income Per Graduate	$0.59
Project ARRIBA Operating Costs in Current Year	$1.80
Benefit/Cost Ratio	**31.21**

Note: Estimates are provided in 2025 dollars. Both graduate and non-graduate salaries are assumed to grow at an annual rate of 2.0%.
Source: The Hunt Institute.

Table 6 summarizes the incremental change in income for Project ARRIBA graduates and provides a benefit-cost ratio analysis for 2023. Project ARRIBA invested $2.76 million in 2023. The present value of the income increase for Project ARRIBA's 99 graduates in 2023 was $53.90 million, or $0.63 million per individual. This translates to Project ARRIBA adding $53.90 million to the El Paso County economy in 2023. The benefit-cost ratio results in $19.54 in graduate benefits for every $1.00 invested by the program for 2023.

Table 6. Summary of Increase in Human Capital for 2023 (Million USD)

Summary of Increase in Human Capital for 2023	
Present Value of Future Increase in Income for Entire Cohort	$53.90
Present Value of Future Increase in Income Per Graduate	$0.63
Project ARRIBA Operating Costs in Current Year	$2.76
Benefit/Cost Ratio	**19.54**

Note: Estimates are provided in 2025 dollars. Both graduate and non-graduate salaries are assumed to grow at an annual rate of 2.0%.
Source: The Hunt Institute.

"$33 in benefits generated for every $1 invested (2021)"

Table 7 summarizes the incremental change in income for Project ARRIBA graduates and provides a benefit-cost ratio analysis for 2024. The total investment for the program was $2.58 million in that year. The present value of the future increase in income for the 99-student cohort was $56.77 million, or $0.57 million per graduate. This translates to $56.77 million contributed by Project ARRIBA to El Paso County's economy in 2024. The benefit-cost analysis for the year implies $21.99 in graduate benefits for every $1.00 invested by the program in 2024.

Table 7. Summary of Increase in Human Capital for 2024 (Million USD)

Summary of Increase in Human Capital for 2024	
Present Value of Future Increase in Income for Entire Cohort	$56.77
Present Value of Future Increase in Income Per Graduate	$0.57
Project ARRIBA Operating Costs in Current Year	$2.58
Benefit/Cost Ratio	**21.99**

Note: Estimates are provided in 2025 dollars. Both graduate and non-graduate salaries are assumed to grow at an annual rate of 2.0%.
Source: The Hunt Institute.

$284 Million
Total added value to El Paso's economy between 2020–2024

$1.17 Billion
Total value due to increased expected lifetime earnings

Combining the results from Tables 3 – 7, we see that Project ARRIBA has added about $284.08 million in value to the El Paso economy due to increases in expected lifetime earnings of their graduates over the 2020-2024 period. A comparable analysis by the Hunt Institute from 2021 found that as of 2019, Project ARRIBA added about $893.30 million in value. Combining these figures, the total value due to increased expected lifetime earnings stands at approximately $1.177.38 billion.

27.79
Benefit-cost ratio for Project ARRIBA

Project ARRIBA's total expenditures over the 2020-2024 period were $10.66 million. This implies an average benefit-cost ratio over this period of 26.65. The previously mentioned 2021 report also found that Project ARRIBA's total cumulative expenditures as of 2019 were $31.70 million. Since its inception in 2000, Project ARRIBA has invested a combined $42.36 million in El Paso County. Combining our current findings with these previous results yields an average benefit-cost ratio for Project ARRIBA of 27.79.

$28.1 : $1
Return on investment

Conclusion

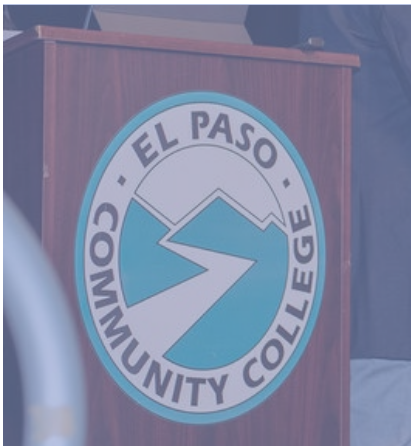
Despite the challenges reflected in El Paso County's persistent poverty levels, comparatively low per capita income, and limited educational attainment, Project ARRIBA has demonstrated how strategic workforce development can transform a community. By equipping individuals with the skills required to enter high-demand occupations, the program has expanded economic opportunity for 492 new graduates between 2020 and 2024 and more than 2,100 individuals since its inception. These graduates not only raise their own earning potential but also strengthen the region's most critical industries.

The results are measurable: approximately $1.17 billion in added value to the El Paso economy due to increased expected lifetime earnings, an average benefit-cost ratio of 27.79, meaning $27.79 returned for every $1.00 invested. Beyond direct economic benefits, Project ARRIBA supports jobs, generates regional output, and fosters long-term upward mobility.

> **"$1.17 Billion added value to the El Paso economy"**

Key Takeaways

- Since its inception, the program has supported over 2,100 individuals in securing family-sustaining careers.
- Between 2020 and 2024, Project ARRIBA graduated 492 participants.
- The average annual post-program wage of $58,016 is more than double El Paso County's 2023 per capita income of $27,541.
- Project ARRIBA's activities supported up to 27 jobs annually in El Paso County, generating $4.44 million in total output in 2023.
- The cumulative increase in expected lifetime earnings for graduates between 2020 and 2024 reached $284.08 million.
- Combined with prior findings, the program's overall contribution totals an estimated $1.177 billion.
- From 20-20 to 2024, Project ARRIBA invested $10.66 million and achieved an average benefit–cost ratio of 26.65, meaning each $1.00 invested returned $26.65 in value.
- Since its inception, Project ARRIBA has sustained an average benefit–cost ratio of 27.79.
- Women represented 85.8% of graduates between 2020 and 2024.
- By increasing household financial stability and fostering intergenerational benefits, Project ARRIBA contributes to individual mobility and El Paso's long-term competitiveness in industries such as healthcare and information technology.



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