

A photograph of the El Paso city skyline at night, featuring numerous illuminated buildings and streets. In the foreground on the left, the dark silhouette of a palm tree is visible. The background shows the urban landscape stretching towards the horizon under a clear sky.

El Paso

The Sun City

Quality of Place Assessment
November 03, 2019

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Tahar Hichri, Brandon Podojil

Agenda



Introduction

- Presentation Overview



Challenge 1:

Build, Retain, and Attract a Creative Class

- El Paso Schools
- El Paso Brand
- El Paso Efforts



Challenge 2:

Prevent Exclusive or Stagnant Growth

- Poverty
- Workforce Development
- Economic Incentives
- Zoning
- Transportation
- Housing
- Electricity



Opportunity 1: *Collaborative Border Community*

- Natural Resources
- Commerce
- Borderplex Alliance
- Bio-Med



Opportunity 2:

Quality of Place

- Affordability
- Local Attractions
- Outdoor Attractions
- Arts and Culture



The Way Forward: *El Paso's Resiliency Plan*

- Resiliency Plan Overview
- Review of Opportunities

Quality of Place Overview



Strengths

- Bi-National Relationship with Ciudad Juarez
- Quality of Place
 - “Big City Amenities, Small City Appeal”

Opportunities

- Trends suggest that Creative Class retention and attraction may be improving

Weaknesses

- High Poverty Rates
- Large Housing and Energy Challenged Population

Threats

- Little progress to address energy challenges





Challenge 1:

Build, Retain, and Attract a Creative Class

"The Sun City"
Economic Assessment

El Paso high school graduation lags behind aspirational benchmark regions.

School Completion (%)

Legend

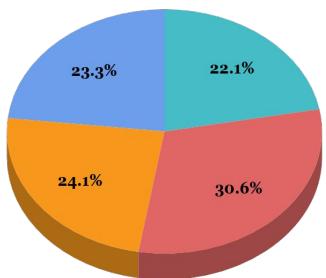
No HS or Equal

HS or Equal

Assoc./Some College

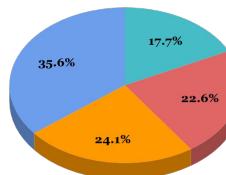
BA or Above

El Paso Educational Attainment



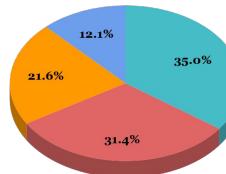
Texas Border Educational Attainment

McAllen, Laredo



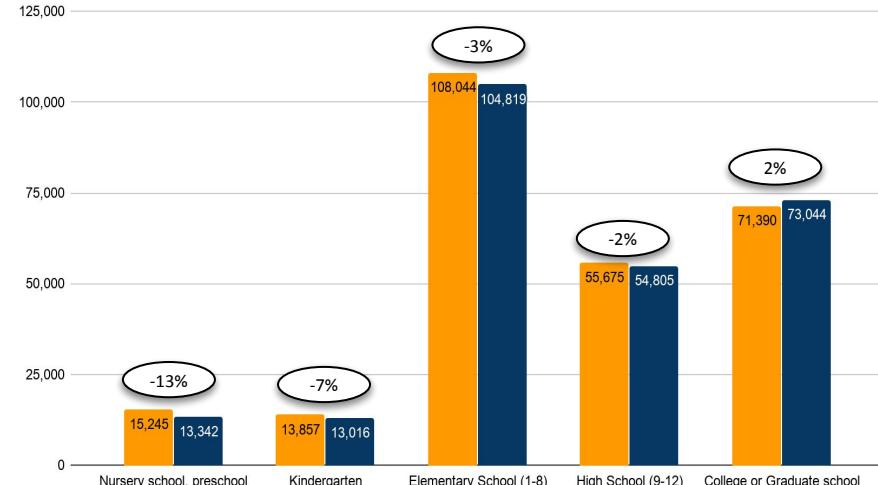
Aspirational City Educational Attainment

San Diego, Tucson, Buffalo



El Paso School Enrollment

El Paso '12 El Paso '17



Key Takeaways:

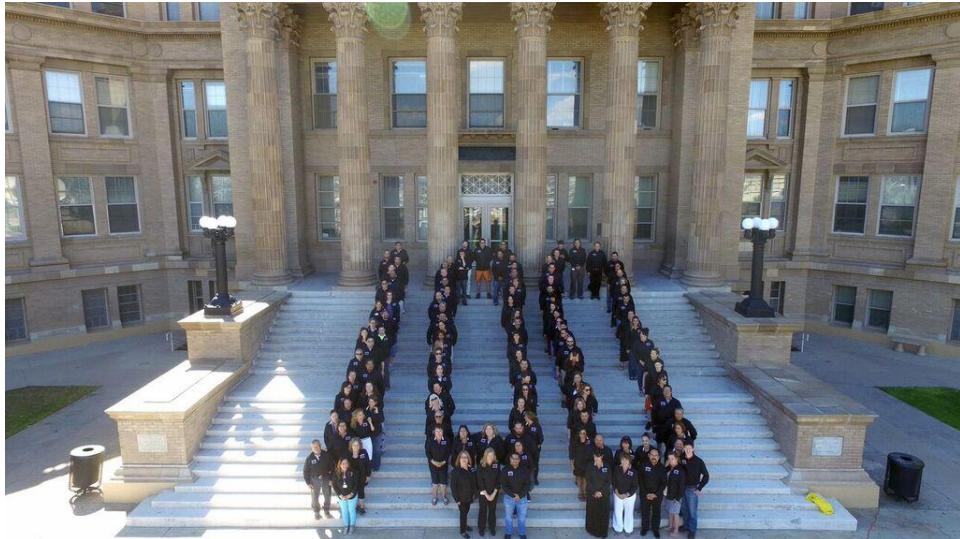
➤ El Paso must address declining primary and secondary school enrollment to build a workforce to match the needs of an inclusive creative economy.

Source: Bureau, U. S. Census. "American FactFinder - Results." Accessed September 30, 2019.
https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_DP03&prodType=table.

El Paso schools are characterized by poor performance.

Key Takeaways:

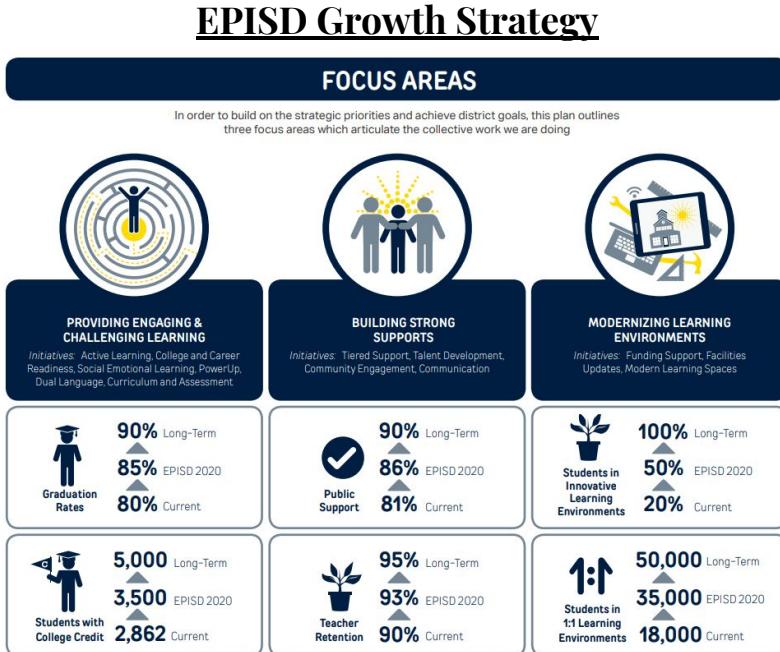
- No high schools in the top 50 for Texas.
- No high schools in the top 300 for the U.S.
 - Compared to Aspirational Benchmark Regions
 - San Diego: 3
 - Tucson: 2
 - Buffalo: 1
 - Highest rated high school is Valle Verde High School
 - only 52% of students have passed an AP exam
- 2019 Texas Education Agency Ratings:
 - 3 received failing grades
 - 7 received a D
 - 53% of students are not at grade level on the STAAR test



Source: US News and World Reports "Best High Schools in America." Accessed November 2, 2019.
<https://www.usnews.com/education/best-high-schools/national-rankings>

Texas Education Agency "Texas Schools Report Card." Accessed November 2, 2019.
<https://txschools.gov/districts/071902/overview>.

EPISD and anchors are working toward solutions.



Key Takeaways:

- EPISD actively countering poor performance
 - EPISD Growth Strategy
- Anchors
 - UTEP
 - Miner Teacher Residency Program: Full-year placement program designed to boost teacher readiness to serve El Paso's students
 - Fort Bliss
 - Partners in Education:
 - Provide volunteer support to partner schools:
 - Big Brother/Big Sister
 - Academic Workshops
 - Science Fair Judges

Source:

"UTEP and Community Leaders Launch New Teacher Residency Program With Local School Districts." <https://www.utep.edu/newsfeed/campus/UTEP-and-Community-Leaders-Launch-New-Teacher-Residency-Program-With-Local-School-Districts.html>.

"Fort Bliss Partners in Education 2016-2017." Fort Bliss, TX, n.d. https://bliss.armymwr.com/application/files/3714/9340/0828/2016-2017_PIE_Handbook_Revised_Aug_20162.pdf.

"Discover EPISD / EPISD 2020: Strategic Plan." Accessed November 4, 2019. <http://www.episd.org/Fsite/default.aspx?PageID=3D881>.

El Paso's brand reduces its ability to attract and retain talent.



“El Paso among top 50 US cities Americans are abandoning”

-El Paso Times

“El Paso region has 50% fewer healthcare providers compared to similar Texas cities”

-El Paso Chamber of Commerce

Key Takeaways:

- El Paso Ranked 9th in the US for emigration from '10 to '17.
 - Primarily Young Professionals Seeking Opportunity
 - Discrepancy with Presentation Data may reflect strong negative trend early in the assessed period.

- Medical Professionals who choose not to relocate cite:
 - Quality of life concerns
 - Highly educated partners struggle to find employment in El Paso

Source:

“El Paso among Top 50 US Cities Americans Are Abandoning.” Accessed November 4, 2019. <https://www.elpasotimes.com/story/news/local/el-paso/2018/07/05/el-paso-among-top-50-us-cities-americans-abandoning/759296002/>.

Position Papers: Provider Shortage. El Paso: El Paso Chamber of Commerce, 2019.

El Paso has taken steps to “rebrand” itself.



Key Takeaways:

- El Paso has taken measures to reduce “Brain Drain.”
 - Investment in Place Making/Storytelling
 - Art District
 - Downtown Density/Transportation
 - Sports and Leisure
 - Emphasis On Safety
 - Industrial Partnerships
 - Lockheed Martin to expand in El Paso.
 - Will employ UTEP engineers and students
 - Providing opportunity for current employees from El Paso to return.

Source:

“UTEP and Lockheed Martin Sign Agreement to Employ Students in El Paso.” Accessed November 4, 2019.
<https://www.utep.edu/newsfeed/campus/UTEP-and-Lockheed-Martin-Sign-Agreement-to-Employ-Students-in-El-Paso.html>.

El Paso's efforts to “rebrand” may be bearing fruit.

“The recent shift is largely anecdotal but palpable: young El Paso natives are returning home as new jobs and a burgeoning restaurant and nightlife scene make the city more hospitable.”

-New York Times



Key Takeaways:

➤ Commercial Vacancy and Construction Data support a narrative of slow growth from '10 to '14 and increased growth from '15 to '19.



Source:

-CBRE. “El Paso Industrial, Q3 2019 Report,” Q3 2019. http://cbre.vo.llnwd.net/grgservices/secure/El%20Paso_Industrial_MarketView_Q3_2019.pdf?e=1573077689&h=cad46520247b51dce8c74f26785916de.

—“Many Young El Pasoans Find They Can Go Home Again - The New York Times.” Accessed November 4, 2019. <https://www.nytimes.com/2013/08/23/us/many-young-el-pasoans-find-they-can-go-home-again.html>.



Challenge 2: Preventing Exclusive or Stagnant Growth

Issue: El Paso faces a high level of poverty.

GRP per capita in 2009 chained \$



Share of the population below poverty level (%)



Key Takeaway:

- The share of the population living under poverty is 21.8% which is 7.2 points above the US average (14.6%)
- El Paso is lagging (+1%) behind the national average growth rate (+5.5%)

Source: Bureau of Economic Analysis; Gross Domestic Product by Metropolitan Area; generated by Tahar Hichri; using the interactive Data tool of the BEA; <<https://www.bea.gov/data/gdp/gdp-metropolitan-area>>; (10 October 2019).

El Paso has several workforce development programs aimed at improving human capital from both a supply and demand perspective.



- 11,000 students have attended EPCC Workforce Development Program courses since 1998
- EPCC offers short-term, pre-vocational training and has a large vocational training and associate degrees offerings



- The Workforce Solutions Borderplex has a 3 year strategy that focuses on providing trainings and incentives to in-demand jobs (~65 career paths)
- It also offers child care services and financing



- The Skills Development Fund program assists businesses and trade unions by financing the design and implementation of customized job-training projects.
- In 2018 Awarded 50 Skills Development Fund grants totaling \$23.7 million dollars

Supply

Demand

Source: www.epcc.edu, borderplexjobs.com, twc.texas.gov

El Paso has established several economic development programs, though their effectiveness is uncertain.

Infill Development Incentive Program

- In general total private investment must be superior to \$50,000 excluding property acquisition costs
- Brownfield and Greyfield redevelopment projects are subject to minimum \$200,000 investment and are exempt from selective design criteria

Infill Incentive Property Tax Rebate Schedule

- All qualifying projects receive a 100% rebate on the City's incremental property tax for years 1-3 and a 75% rebate on the City's incremental property tax for years 4-5

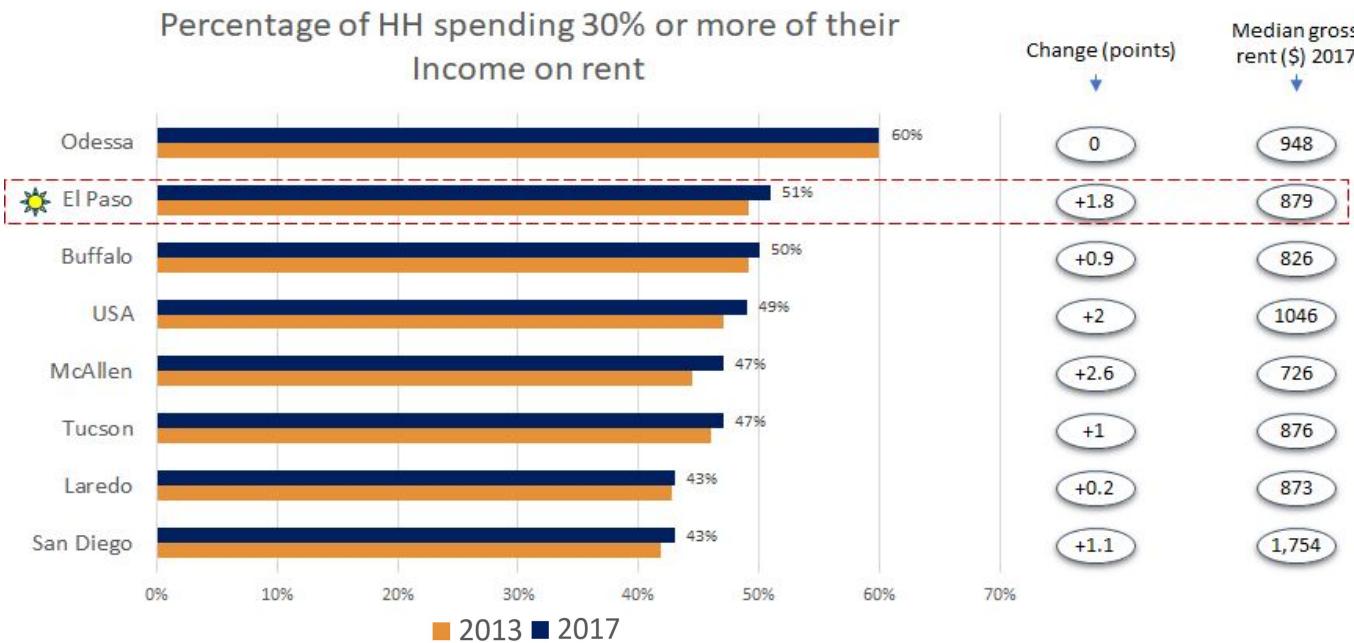
Capital intensive projects

- If 80% of jobs are at or above the prevailing Median County Wage (MCW)
 - Capital Investment in the amount of \$30M - \$49M; company is eligible for a **50% grant**.
 - Capital Investment in the amount of \$50M or more; company is eligible for a **60% grant**.
- If 90% of jobs are at or above the prevailing Median County Wage (MCW),
 - Capital Investment in the amount of \$30M - \$49M; company is eligible for a **65% grant**.
 - Capital Investment in the amount of \$50M or more; company is eligible for a **70% grant**.

➤As demonstrated, the city has seen business expansion in the last five years. The current research effort failed to uncover any governmental assessments of the effectiveness of these programs and cannot conclude how much these programs influenced local firm behavior or decisions.

Source: <https://www.elpasotexas.gov> - Economic development city incentives The Atlantic.com <https://www.theatlantic.com/business/archive/2016/01/el-paso-urban-walkable-americans/431661/>

Issue: 51% of El Paso renters are “rent-burdened.”

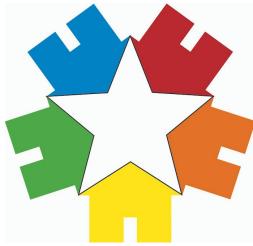


Key Takeaways:

- The percentage of HH spending 30% or more of their Income on rent increased by almost 2%, roughly equivalent to US rate

Source: Bureau, U. S. Census. "American FactFinder - Results." Accessed October 5, 2019.
https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_5YR_DP03&prodType=table.

El Paso's Housing Authority is among the most active in Texas.



Housing Authority of the City of El Paso



RENTAL ASSISTANCE
DEMONSTRATION



Housing Authority of the City of El Paso

Key Takeaways:

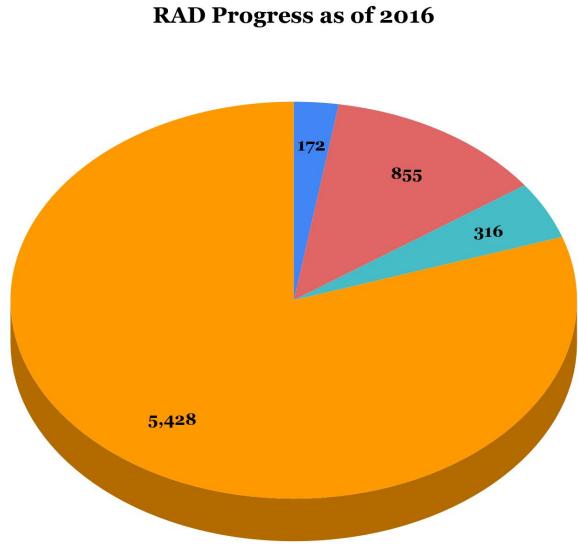
- HACEP represents significant Public Housing Effort
 - Supports 40k El Pasoans, or 6% of the population
 - 2nd Largest portfolio in Texas

- 1st Housing Authority to take advantage of the Rental Assistance Demonstration by HUD

Source:

"Rental Assistance Demonstration (RAD) Project - Housing Authority of the City of El Paso." Accessed November 4, 2019. <https://www.hacep.org/about-us/rad>.

RAD program addresses the fact that El Paso's public housing challenge is generally one of quality not quantity.



- No Construction Required
- Under Construction
- Units Complete
- Remaining Units

Key Takeaways:

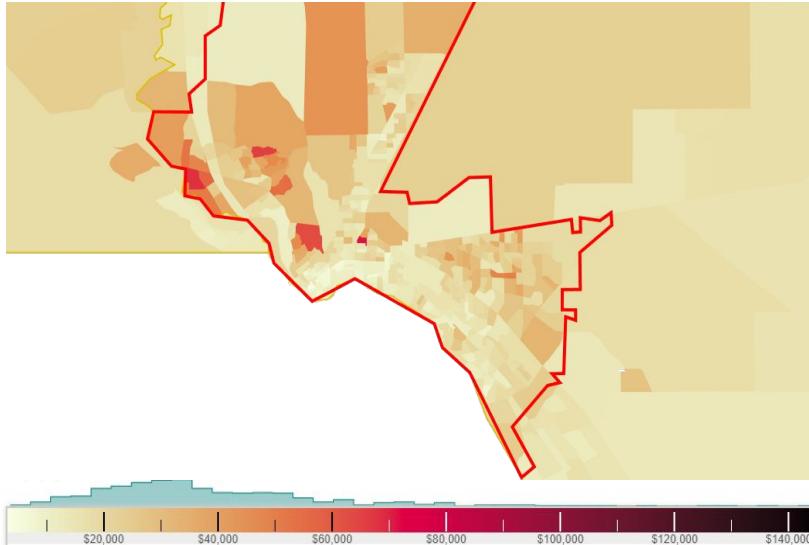
- RAD seeks to preserve the 97% of El Paso affordable housing in need of significant modernization.
 - HUD gives ownership of city's public housing to HACEP.
 - HACEP to use proven financing and PPP approach to rehab and replace housing.

Source:

"Rental Assistance Demonstration (RAD) Project - Housing Authority of the City of El Paso." Accessed November 4, 2019. <https://www.hacep.org/about-us/rad>.

El Paso's public housing efforts are well placed to meet population needs.

El Paso Median Household Income

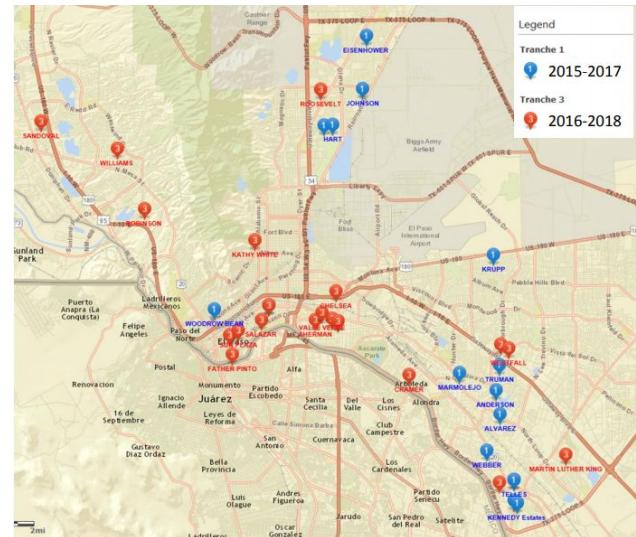


Source:

"El Paso, Texas (TX) Profile: Population, Maps, Real Estate, Averages, Homes, Statistics, Relocation, Travel, Jobs, Hospitals, Schools, Crime, Moving, Houses, News, Sex Offenders." Accessed November 4, 2019. <http://www.city-data.com/city/El-Paso-Texas.html>.

"Rental Assistance Demonstration (RAD) Project - Housing Authority of the City of El Paso." Accessed November 4, 2019. <https://www.hacep.org/about-us/rad>.

El Paso Public Housing Units



Key Takeaways:

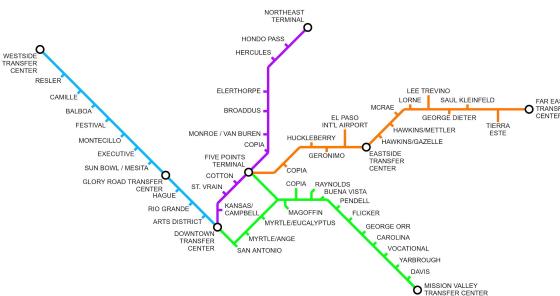
- Low income houses are clustered south of I-10 and along HWY 54.
- Public Housing Units are well placed to support communities in need.

El Paso's public transportation is relatively robust and continues to improve.



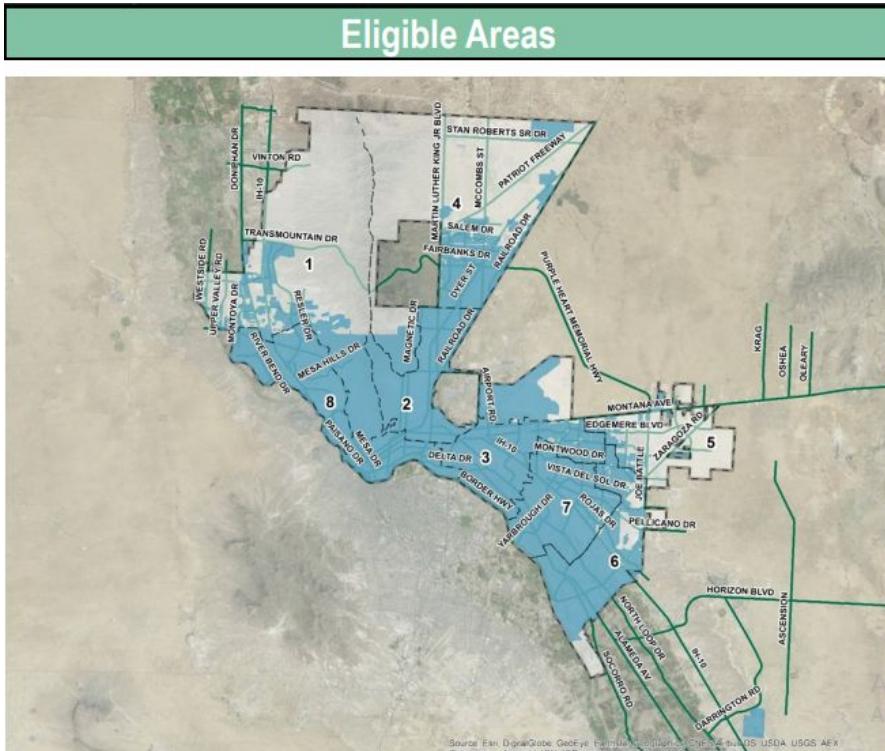
Key Takeaways:

- 4 BRT lines with 10-minute frequency
 - Local bus feeds these routes
- El Paso streetcar serves downtown, uptown, and UTEP
- Sun Metro year over year ridership increase
 - 14 percent ridership increase from 2010-2013
 - Two new BRT lines in 2019
 - One in 2020
- El Paso advocating for metro designation by TxDOT
- Desire to “cap” I-10 downtown



Source: Sun Metro "2018 Sun Metro Annual Budget." Accessed November 2, 2019. <https://www.sunmetro.net>

El Paso's zoning regulations focus future growth in its urban core.



Key Takeaways:

- El Paso zoning regulations allow for relatively easy development of multi-family housing units. Firms and developers should face little difficulty in growing El Paso's housing stock.
- The majority of new construction is single-unit growth - 72 percent in 2018

Source: US Census "Building Permits Survey." Accessed November 2, 2019.

<https://www.census.gov/construction/bps/msaannual.html>

<https://www.elpasotexas.gov> - Economic development city incentives

A large portion of El Pasoans are energy challenged, spending over 30% of their income on electricity and energy.



Key Takeaways:

- El Paso cites that 22,000 households are energy challenged.
- Utility prioritizing commercial electric rates over residential
- Sustainable alternatives are often financially infeasible for residents.
- El Paso Electric Company
 - Sole electricity provider for El Paso
 - History of large rate increases

Source:

"El Paso Electric Asks for 8.7% Rate Increase in Texas." Accessed November 4, 2019.
<https://www.elpasotimes.com/story/news/2017/02/13/el-paso-electric-rates-texas-utilities-regulations/97751176/>.

"Resilient El Paso." City of El Paso, n.d. November 4, 2019.
<https://www.elpasotexas.gov/~media/files/coep/sustainability/el%20paso%20tx%20%20livable%20city%20sustainability%20plan.ashx?la=en>.



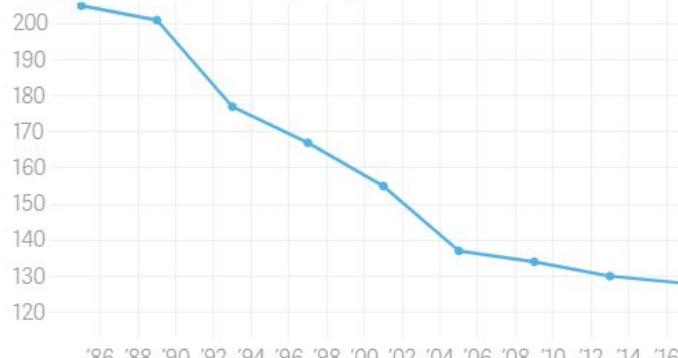
Opportunity 1: Collaborative Border Community



El Paso has addressed its water challenges through bi-national community driven solutions.

To save their water supply, El Pasoans drastically cut their usage

210 gallons used per person per day



ATLAS | Data: El Paso Water



Source:

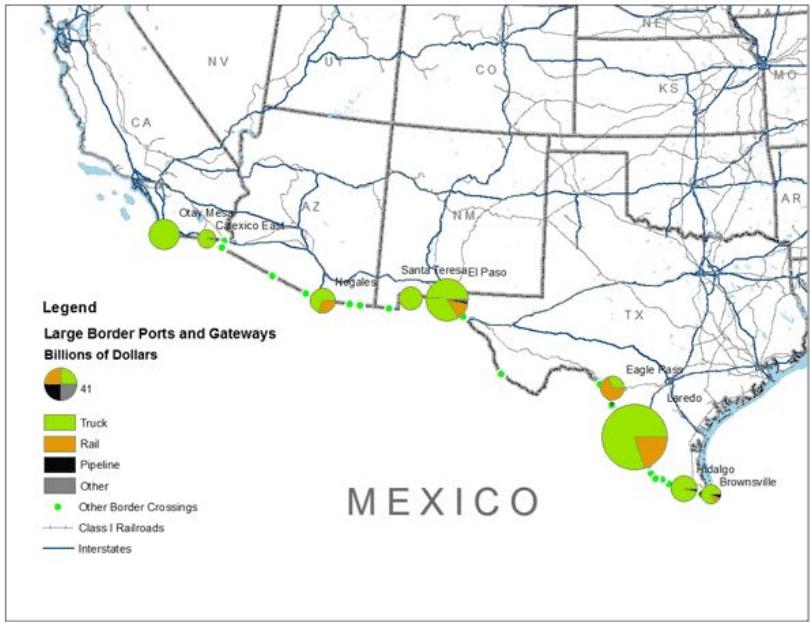
"El Paso is on the cutting edge of water conservation." Texas Observer, Accessed November 4, 2019.
<https://www.texasobserver.org/el-paso-is-on-the-cutting-edge-of-water-conservation-it-really-has-no-choice/>

"El Paso 2019 Water Conservation Plan." El Paso Water, Accessed November 4, 2019.
https://www.epwater.org/UserFiles/Servers/Server_6843404/File/Conservation/Water%20Conservation%20Plan%202019.pdf.

Key Takeaways:

- El Paso's water Infrastructure projects are innovative and indicative of how its community can overcome other challenges
- Largest inland desalination facility in US
 - 27.5 million gallon capacity
 - Mineral extraction for wastewater conservation
- History success in water conservation/rich progress on sustainability
 - Per capita water consumption reduced from over 220 gallons to 128, goal of 125 nett year
 - Landscape watering/retrofit programs
 - Community involvement/education
- El Paso-Juarez groundwater agreement signed in 1999
 - Water data sharing
 - Study funding
 - Opened dialogue
- Pioneering direct potable reuse to completely close loop water system.
 - Lower rate than "fresh" water

El Paso's international and state borders make it a regional hub for trade.



Key Takeaways:

- El Paso Foreign Trade Zone No. 68
 - U.S. Customs located onsite at FTZ administrative offices
 - Facilitates international trade by offering financial benefits and opportunities for the transit, assemble, storage, and distribution of goods.
- Access to three out of nine southern U.S. border rail crossings
- Commerce Stats
 - In 2018, El Paso's Port of Entry accounted for 20.1 percent of U.S. land port trade, or about \$81.9 billion in economic activity.

Source:

"El Paso Foreign Trade Zone No. 68 | City of El Paso." Accessed October 18, 2019. <http://www.elpasointernationalairport.com/>

"El Paso Region Freight Rail Study | Texas Department of Transportation." Accessed October 18, 2019. ftp://ftp.dot.state.tx.us/pub/txdot-info/rail/freight/el_paso.pdf.

The Borderplex Alliance has proven successful and remains key to El Paso's regional inclusive growth.

Key Takeaways:

- Regional nonprofit representing small business, corporate, government and educational stakeholders from El Paso, Ciudad Juarez and New Mexico.
- Only binational economic development and policy organization along the US border and has a history of success
 - The cities of El Paso and Ciudad Juarez have cited them as a partner in crafting and enacting policy
 - Efforts include start up recruitment, bi-national workforce development, and regional planning organization.
 - **Examples:** Pipeline program between Ciudad Juarez's educational institutions and the maquiladoras connect local talent with demand and provide local opportunity



THE BORDERPLEX ALLIANCE

Source:

"Investor Relations | Promoting Economic Development | The Borderplex Alliance." Accessed November 4, 2019. <https://borderplexalliance.org/about-us/investor-relations>.

The Medical Center of the Americas Foundation enables bi-national innovation and growth in the biomedical sector.



MEDICAL CENTER
OF THE AMERICAS
FOUNDATION



Key Takeaway:

- Hosts incubators, labs, and office space for medical tech startups
- Partners with the Borderplex Alliance to promote advanced manufacturing, life science and the medical devices industry
- BIO El Paso-Juarez leads the effort to promote regional with medical technology integration with Ciudad Juarez

Source:

"Our History | Medical Center of the Americas Foundation." Accessed November 4, 2019.
<https://mcamerica.org/about-us/our-history>.

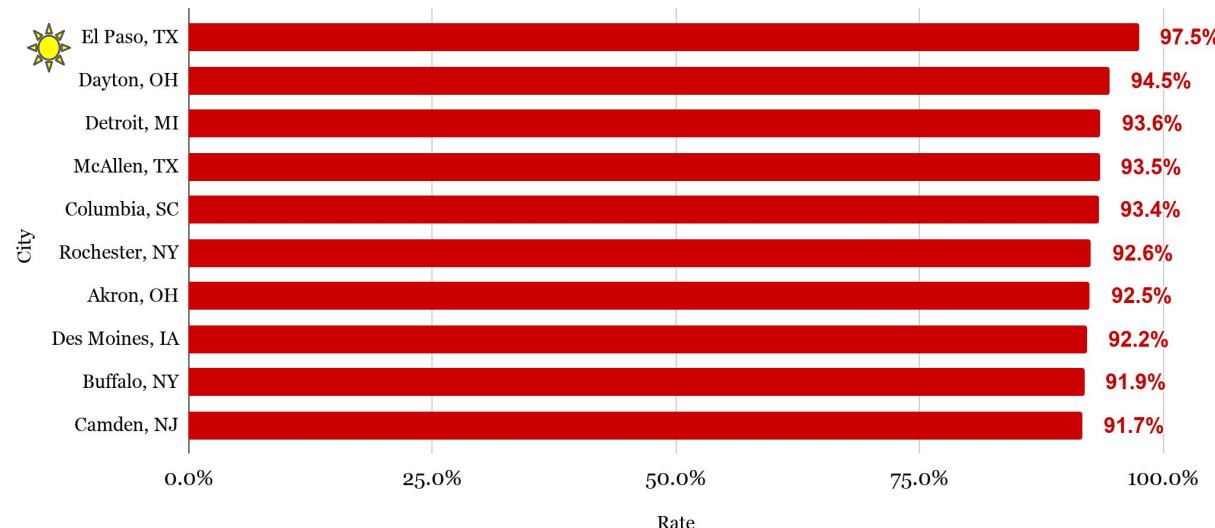


Opportunity 2: El Paso's Quality of Place

El Paso is highly affordable for the Creative Class.

Listings Affordable with a Household Income of \$100k

According to Redfin Real Estate



Key Takeaways:

- El Paso's housing is affordable
 - Housing is not a challenge to El Paso's efforts to attract the Creative Class.
- Affordability is high but not for all
 - Low Resident Incomes present continuing challenge for current residents.

Source:

Hochberg, Emily. "El Paso, TX Is the Most Affordable City to Buy a Home in 2019." Redfin Blog, July 2, 2019. <https://www.redfin.com/blog/most-affordable-city-to-buy-a-home/>.

El Paso offers entertainment for all ages and interests.

Local Sports



Family



Shopping



SUNLAND
PARK
MALL



Events



Night Life



El Paso is a short drive to many outdoor destinations.

➤ National and State Parks

- White Sands
- Big Bend
- Hueco Tanks
- Franklin Mountain



➤ Skiing and Outdoor Sports

- Ruidoso, NM
- Cloudcroft, NM



El Paso has invested over \$223m in its Downtown Arts District.



Key Takeaways:

➤Annual Estimates:

- Estimated 325k “out of town” guests
- \$91.5m Economic Activity
- \$10m State and Local Tax Revenue

Source:

“PUBLIC ART PROGRAM.” Accessed November 4, 2019. <https://mcad.elpasotexas.gov/public-art>.
Texas Cultural Trust. “The Art of Economic Development.” Accessed November 4, 2019.
<https://txculturaltrust.org/the-art-of-economic-development/>.

ORGANIZATIONS

- 1 El Paso Museum of Art One Arts Festival Plaza
- 2 El Paso Museum of History & Digital Wall 510 N Santa Fe Street
- 3 Creative Kids/oLo Gallery 504 W San Francisco Avenue
- 4 Fab Lab and Artspace El Paso Gallery 601 N Oregon Street
- 5 Future Site of El Paso Children's Museum 201 W Main Street
- 6 Future Site of the Mexican American Cultural Center 501 N. Oregon Street
- 7 El Paso Art Association 500 W Palisano Drive
- 8 Visit El Paso Visitor Center 400 W San Antonio Avenue at Durango Street
- 9 City of El Paso Museums and Cultural Affairs Department 400 W San Antonio Avenue at Leon Street

INFORMATION

- 1 Union Plaza Transit Terminal 400 San Antonio Avenue
- 2 Mills Plaza Garage 401 N Oregon Street
- 3 Plaza Hotel Lot 101 S El Paso Street
- 4 CPAC Parking Garage One Civic Center Plaza
- 5 Union Plaza Lot 117 Anthony Street
- 6 El Paso and Franklin Lot 214 W Franklin Street
- 7 Hotel Paso Del Norte Lot 10 Sheldon Court

PUBLIC ART

- 1 - The River Chronicle: A History of El Paso del Norte – Durango entrance at Ballpark
- 2 - Pedestrian Pathway Mural Walk
- 3 - Not Whole Fence – Ballpark at Santa Fe
- 4 - Chroma Booster – Pedestrian Pathway
- 5 - Sombra y Luz – Cleveland Square
- 6 - Leaves of Wind – Mesa Brio
- 7 - Silver Lining – El Paso Convention and Performing Arts Center
- 8 - Time Expanding – El Paso Museum of History
- 9 - Los Lagartos – San Jacinto Plaza

VENUES

- 1 The El Paso Convention and Performing Arts Center One Civic Center Plaza
- 2 Abraham Chavez Theatre 201 Civic Center Plaza (El Paso Symphony Orchestra offices)
- 3 The Plaza Theatre 125 W Mills Avenue
- 4 Scottish Rite Theatre 301 W Missouri Avenue

PARKING GARAGES

- 1 Cleveland Square Cycle Station 510 N Santa Fe Street
- 2 Ballpark Cycle Station W Durango Street
- 3 Anthony Street Cycle Station 116 Anthony Street
- 4 Arts District Brio Bus Stop E Franklin Avenue & Santa Fe Street
- 5 Streetcar Route N Santa Fe St, E Franklin Ave., N Kansas
- 6 Sun Metro Brio Route Franklin & Santa Fe, Oregon

COMMUNITY SPACES

- 1 San Jacinto Plaza 111 W Mills Avenue
- 2 Saturday El Paso Downtown Artist and Farmers Market 100-198 Anthony Street
- 3 Cleveland Square Park 501 N Santa Fe Street
- 4 Arts Festival Plaza One Arts Festival Plaza
- 5 Pedestrian Pathway One Civic Center Plaza

ACCOMMODATIONS

- 1 The Plaza Hotel at Pioneer Park 105 W Mills Avenue
- 2 Courtyard by Marriott 610 N Santa Fe Street
- 3 Doubletree by Hilton 600 N El Paso Street
- 4 Hotel Indigo 325 N Kansas Street
- 5 Stanton House 209 N Stanton Street
- 6 Aloft 303 Texas Avenue
- 7 Hotel Paso Del Norte, Autograph Collection 10 Sheldon Court

RESTROOMS

- 1 Restrooms 112 W Mills

EL PASO DOWNTOWN ARTS DISTRICT

EPDowntownArts.com/facebook.com/EPDAD

El Paso's art and event offerings reflect its rich heritage as a cultural crossroads.

El Paso Mission Trail



Dia De Los Muertos Parade



El Paso Rodeo

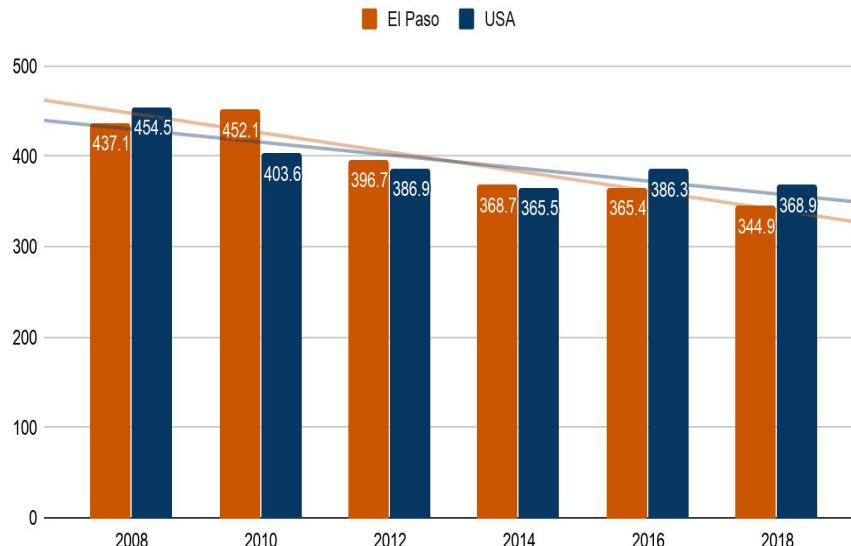


Cultural Arts and Apparel

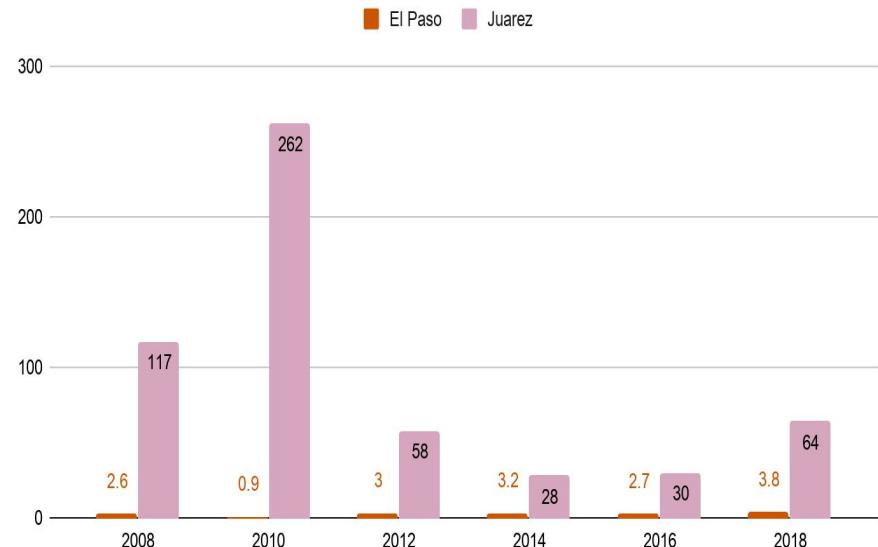


El Paso ranks 14th in Safest US Cities, Contrasts with Ciudad Juarez.

Violent crime rate per 100,000 inhabitants for El Paso MSA and the USA



Homicide rate per 100,000 inhabitants for El Paso MSA and Ciudad Juarez



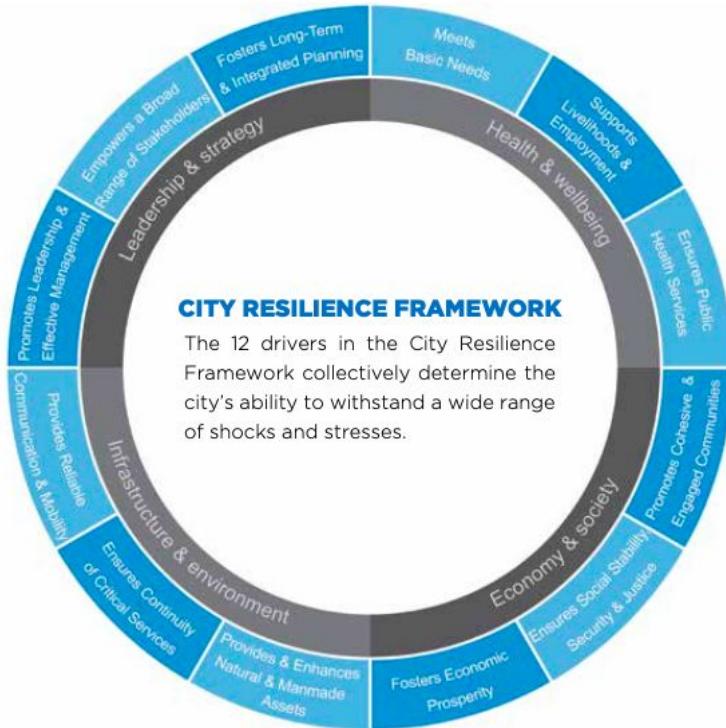
Source: FBI uniform crime reporting <https://ucr.fbi.gov/crime-in-the-u-s>
Justiceinmexico.org <https://justiceinmexico.org/wp-content/uploads/2019/04/Organized-Crime-and-Violence-in-Mexico-2019.pdf>



The Way Forward: El Paso's Resiliency Plan

"The Sun City"
Economic Assessment

El Paso has a track record of strategic vision and follow through.



Key Takeaways:

- Reasons for Optimism about El Paso
 - City leaders have developed strategies for addressing issues
 - El Paso has a history of well-executed strategies
- Resilient El Paso Plan shaping city's comprehensive strategic approach
 - Addresses 12 measurable drivers of resilience
 - Though program lost national funding this year, the City still employing the strategic framework.

Source:

Resilient El Paso. (2017). Retrieved from City of El Paso Government:
<https://www.elpasotexas.gov/-/media/files/coop/sustainability/el%20paso%20tx%20%20livable%20city%20sustainability%20plan.ashx?la=en>

Discussion



Challenges

- El Paso high school graduation lags behind aspirational benchmark regions, school districts and anchors are engaged.
- El Paso's brand reduces its ability to attract and retain talent, but recent efforts may be bearing fruit.
- El Paso faces high poverty and a high population that is housing and energy challenged, the city has systems in place for most issues.

Opportunities

- El Paso's bi-national relationship with Ciudad Juarez presents numerous benefits and opportunities for cooperation.
- El Paso enjoys high quality of place. "Big City Amenities, Small City Appeal."

El Paso Resilience

- El Paso has a track record of strategic vision and follow through.



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Slide 25, 26, and 29: Organization logos from respective websites

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Slide 31: City of El Paso

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