Updated Recompete Plan: El Paso Recompete Network

Executive Summary

The City of El Paso submits its application for the Recompete Pilot Phase 2 in the amount of $50M to support 3 complementary Component Projects (CPs). Combined, the proposed CPs and the El Paso Recompete Network will propel the region into economic parity and competitiveness by fostering a more equitable workforce ecosystem, growing prime-age employment among the unemployed, underemployed, and disengaged workforce, and increasing economic stability for >5,000 El Paso adults. The selected eligible service area is El Paso County, which is part of the Borderplex Region. Borderplex refers to the region's confluence of three states (TX, NM, and Chihuahua) in two countries (US and Mexico) that is home to 2.5M people, forming the largest bilingual and binational workforce in the Western Hemisphere. An investment form EDA in the Recompete Network will [1] exponentially expand sector-based workforce systems offering training and apprenticeships for quality jobs (in line with Good Jobs Principles), [2] catalyze the expansion of small- and medium-sized enterprises (SMEs) (responsible for 80% of all jobs in the region), and [3] consolidate existing and new job placement programs with a growing network of wraparound and case management services to support training completion and job retention.

Phase 2 Changes: The overall vision for the El Paso Recompete Network remains consistent with the vision presented in the Phase 1 application. However, through continued conversation with employers, partners, wraparound services providers, and community-based partners and providers, the number of proposed CPs has been consolidated from six in Phase 1 to three in Phase 2. These are not new CPs but rather represent a <u>merging of CPs with shared similar visions and goals</u>. This approach reduced costs (redirected for programming), simplified administrative requirements with an operational structure that can be sustained beyond the EDA Recompete investment period.

The El Paso Recompete Network

The El Paso Recompete Network (Figure 1) is comprised of three complementary CPs. CPs will be implemented with a series of <u>Recompete Partners</u> (EDA funded) and the support of numerous <u>Recompete Network Members</u> (not EDA funded). Recompete Partners are existing partners of the City of El Paso with previous fiscal collaborations. Partners will be engaged through subawards and several of those subawardees will issue tertiary awards to support partners (subawardees have existing relationships with each projected tertiary award). Letters of commitment are attached for Recompete Partners and letters of support for Network Members. Recompete Network members and partners will track client progress using SourceLink, a customer relationship

Figure 1. The Recompete Network
UCF = Underserved Communities Foundation; EPHCC=El Paso Hispanic Chamber of Commerce; EPC= El Paso Chamber; WSB=Workforce Solutions Borderplex; UWEPC=United Way of El Paso County; UTEP=University of Texas El Paso

management (CRM) tool to be implemented by the City of El Paso across all CPs (funds requested to support deployment). The City of El Paso will contract with Underserved Communities Foundation (UCF) to support the development and implementation of equity goals and with Hunt Institute for Global Competitiveness (Hunt) to perform ongoing evaluation (both described later).
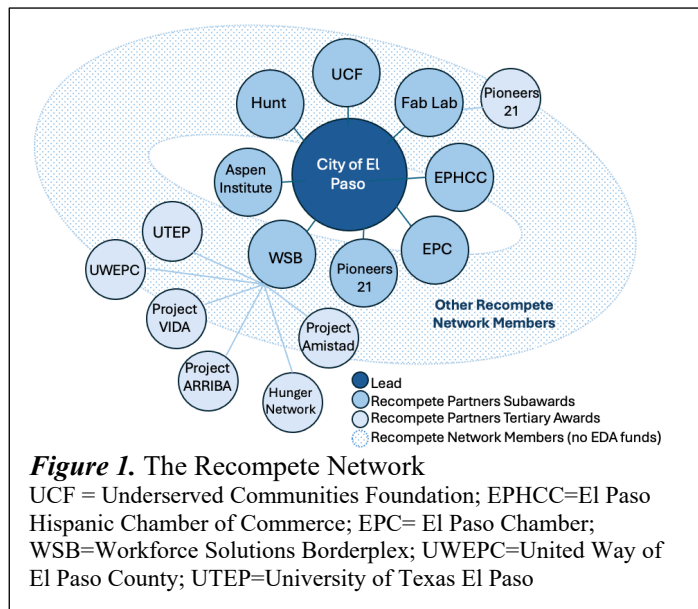
The City of El Paso and each Recompete Partner have assembled teams of qualified implementation staff (see biosketches). Statements of Participation for Partners will be completed prior to time of award. Subaward documentation will begin <60 days following application submission and the Recompete Network will operate under a governance structure (described later) that allows for ongoing input by stakeholders and oversight of program outcomes.

Barriers to Quality Employment in the El Paso Workforce

The Recompete Network was designed to address persistent income and industry access barriers in the El Paso region. The proposed CPs are based on best practices in workforce development and are expected to result in measurable increases in quality of life for area residents.

Barrier 1: Persistent Poverty. El Paso's poverty rate is 20.1%, almost 2X the national average.[1] The population of El Paso County is 863,807 with 82.9% of residents identifying as Hispanic or Latino, 23.6% are foreign born, and 69.3% of households speaking a language other than English at home, and 12.7% of households are single-parents.[1,2] Low-income households face added challenges balancing work and education, resulting in a lack of access to opportunities for skill development.[3] Training solutions developed for Recompete were designed with input from employers, Workforce Solutions Borderplex (WSB), education partners, and organizations providing direct support to residents in persistent poverty. The per capita income in El Paso County is $23,935 ($11.51/hr), well below the national average ($37,638; $18.10/hr).[4] The Recompete Network is designed to provide accessible, inclusive, and supportive opportunities for residents to increase household income and end the cycle of poverty. Targeted sector jobs are estimated at $24/hr, a 50% increase over current wages for the region. Recompete is expected to collectively increase average wages by $75M, significantly contributing to the local economy.

Barrier 2: Historic Job Losses and Unfavorable Labor Market Conditions. The North American Free Trade Agreement (NAFTA) significantly impacted the border region, including cities like El Paso. By 1998, unemployment near the border was 2-3X that of the national average. Previous attempts to address the losses were largely ineffective in El Paso because they failed to address specific regional needs, like bilingual job training.[5] Since those historic losses, El Paso has implemented several successful strategies to address unemployment, upskill workers, and attract employers to the region. Unemployment in the El Paso region is currently 4.3% (3.9% national average) with growth in several key sectors (Aerospace, Advanced Manufacturing, Information Technology, Logistics, Government, etc.).[6] El Paso is also home to the second largest Army base in the U.S., Fort Bliss, which supports a population of >65,000.[7] The region has launched targeted initiatives supported by federal, state, and local investments to increase the number of jobs that require high-demand skills in growing sectors. These include the region's EDA-funded Build Back Better Regional Challenge (BBBRC) $40M award matched by >$100M in local investments and private sector commitments to create >13,000 jobs in Advanced Manufacturing and Aerospace. Now, the region must build a system to successfully train, place, and support workers in these jobs. The Recompete Network is designed specifically to address the needs of emerging sectors.

Barrier 3: Limited Access to Wraparound Services. Wraparound services are critical for supporting a successful transition into the workforce. Barriers that often prevent workers from advancing in training (and subsequent earnings potential) include transportation, childcare, and access to quality healthcare. Overcoming these barriers can significantly improve an individual's ability to complete training and secure a quality job. While the El Paso region has several existing service providers who offer wraparound services, they exist in a complicated and segmented

system that is difficult to navigate and frequently excludes individuals due to highly specific inclusion criteria (e.g., discharge status for veterans). <u>Recomplete will offer low-barrier access to wraparound services for program participants</u>. Every participant will receive case management services, which will simplify navigation of complex systems and offer support in securing supplemental resources (i.e. SNAP, CHIP, etc.). These strategies will also improve an individual's social capital, creating a network of support within the community—moving many workers from feeling isolated to feeling like they belong, further enhancing training and job retention.

Theory of Change

The proposed Recompete Network projects leverage a sector-based approach—a validated approach to build local economies, increase access to quality jobs, and improve the quality of life for residents. There are <u>3 key features of a successful sector-based approach (Figure 1)</u>: 1) includes representatives from employers or industry associations, training providers and intermediaries to link training with skill needs; 2) job training for industries where low- and middle-skilled workers are well-paid, employers have an unmet need, and continued growth is expected; and, 3) wraparound services such as case management, supportive social services, career coaching and/or job placement and retention supports are provided.
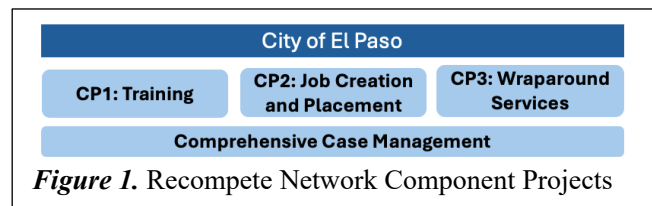

Figure 1. Recompete Network Component Projects

Outreach & Enrollment: Consolidation of Existing Programs, Services, and Resources

The Recompete Network expects to engage with >8,000 adults over the 5-year project period. Engagement will begin with intentional and extensive outreach efforts to increase awareness about Recompete opportunities. The City of El Paso has also budgeted funds to support marketing efforts, working with City staff to prepare press releases about program success and case studies of participants, and reaching historically underserved audiences including Tribal populations, justice-impacted individuals, and retired military. Examples of outreach include:

- **Paid & Earned Media:** Social media, advertising, editorials/news stories, journal articles
- **Partner Promotion:** All Partners and Network members have pledged to increase awareness
- **Community Outreach:** faith-based, tribal, and labor/trade organizations, employers, festivals

Participants may enter the Recompete Network at any point in their employment journey and there is a <u>single point of enrollment</u> to simplify the process and ensuring proper tracking of data and outcomes. All marketing and outreach materials will drive individuals to Recompete's smart-phone

Figure 2. City of El Paso Overview of Recompete Structure

friendly website (www.elpasorecompete.org). Case managers will be assigned at enrollment and qualifications for Recompete programs will be verified (Figure 2). If qualified, participants will then work with a case manager to complete an assessment and an Individual Employment Plan.
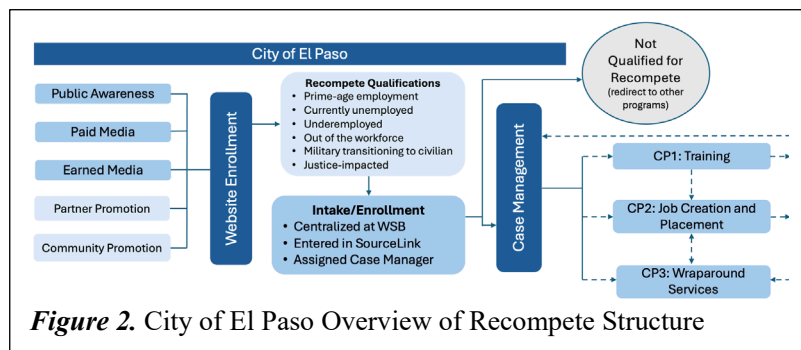
The Recompete Network is designed to meet workers where they are, filling gaps in the existing system, creating clear pathways to progress, and offering customized solutions to address each worker's unique needs. Recompete CPs will create a level playing field—giving *all workers* access

to *all CP services*. This will eliminate current system gaps, where, for example, a worker may have access to training—but no stipend, or they may have been successfully placed in a job—but have no reliable transportation. Not all participants will need access to all available CPs. <u>Services will be customized to meet individual needs</u>, determined in partnership with case managers.

CP1: Workforce Training | Lead: City of El Paso | $27,653,412

CP1 provides comprehensive sector-based training pathways for regional quality jobs in sectors with projected growth +10% in the next 10 years. The City of El Paso will collaborate with employers and Partners to develop curriculum in response to required skills in real-time, provide training stipends, and ongoing case management services, resulting in a higher likelihood of training completion, job obtainment, and economic mobility (Figure 1). The proposed approach in CP1 is designed in response to employer-identified skills shortages and process improvement feedback, focusing on developing and delivering <u>agile short-term training programs and apprenticeships with stacking credentials</u> resulting in basic and mid-level skills that quickly move workers into open, in-demand jobs. Training programs are designed in response to employers' real-time needs, reduce hiring risks for employers and increase retention rates, which positively impacts revenue. CP1 will <u>close gaps in the existing system</u> that frequently stall training and limit participation in the workforce. Strategies include ongoing case management, access to basic skills training, ongoing engagement with employers, and wraparound services (CP3). CP1 efforts will also grow the regional K-12 ecosystem (no EDA funding) to encourage interest in STEM careers, shortening the pathway to higher wage quality jobs for the next generation reducing recurrence. Training will be provided in Advanced Manufacturing, Aerospace and Defense, Information Technology and Artificial Intelligence, and Intelligent Infrastructure and other high growth sectors such as Healthcare.
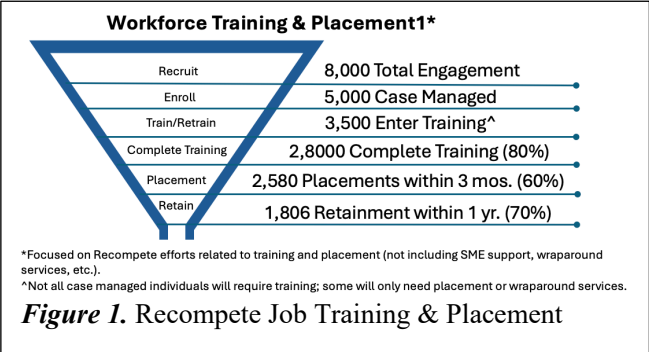

Workforce Training & Placement1*

Recruit	8,000 Total Engagement
Enroll	5,000 Case Managed
Train/Retrain	3,500 Enter Training^
Complete Training	2,8000 Complete Training (80%)
Placement	2,580 Placements within 3 mos. (60%)
Retain	1,806 Retainment within 1 yr. (70%)

*Focused on Recompete efforts related to training and placement (not including SME support, wraparound services, etc.).
^Not all case managed individuals will require training; some will only need placement or wraparound services.

Figure 1. Recompete Job Training & Placement

CP2: Job Creation & Placement | Lead: City of El Paso | $9,479,364

CP2 provides resources and support to existing small- and medium-sized enterprises (SME) in El Paso to grow their operations, hire local workers, and compete for government contracting opportunities. El Paso is home >11,750 small businesses (<500 employees) that currently employ >116,000 workers. 9,056 small businesses are foreign-owned establishments. Job creation is important to create sustained growth in the local economy, provide new positions, and build the workforce pipeline. Hiring skilled employees remains the number one concern of most local SMEs.[8] The City of El Paso will partner with the El Paso Chamber (EPC) and El Paso Hispanic Chamber of Commerce (EPHCC) to expand customized business services to <u>support expansion and quality job creation—resulting in a thriving SME ecosystem</u>.[9] CP2 efforts focus on building meaningful personal relationships with SMEs (EPC), which is consistent with the cultural context of the area (80% minority) and supporting those businesses in pursing government contracts (EPHCC). The City of El Paso's Business One-Stop-Shop (BOSS) will provide customized and specific business services to support the growth of SMEs (as well as transitioning Fort Bliss military and their spouses) under <u>one unified platform</u>. WSB will provide placement services for engaged SMEs as well as other employers in the region, serving as <u>a single point of entry for employers actively seeking trained workers</u>. <u>Recompete will limit risks associated with hiring</u> by

providing trained employees, who have access to on-the-job training support and wraparound services. WSB will provide placements that are both subsidized (12-week stipend for on-the-job training provided by WSB) and unsubsidized—all placements will have access to case management and wrapround services. Supporting local businesses will expand the local circular economy, raising the standard of living for all residents.

CP3: Wraparound Services | Lead: City of El Paso | $12,867,224

CP3 focuses on the delivery of equitable case management and wraparound services to individuals engaged in Recompete job training and/or job placement services. Access to wraparound services have demonstrated a measurable positive impact on helping workers experience stability and is a key feature of successful sector-based training programs. Providing equitable solutions to address training and workforce barriers through comprehensive case management and wraparound services will contribute to higher success rates among participants.[10] All workers engaged in CP1 and/or job placement services in CP2 will have access to case management and services. Wraparound services will be coordinated by WSB, accessed through case management and delivered by a network of Recompete Partners curated by WSB to address the most pressing local needs including childcare, transportation, and access to healthcare. Existing (non-EDA) wraparound services resources ($90+ million annually) will be incorporated into CP3 and "spent first," ensuring EDA funds address service gaps. Wraparound services will be customized to meet individual needs and the level of services required is expected to vary among participants.

Implementation Timeline

Table 1 provides an overview of a proposed timeline for major activities. Several proposed programs (i.e. aerospace and defense training and business support) and strategies (i.e. wraparound services) represent capacity expansion among existing programs. These programs are ready to start Recompete activities <6 months of award. Other activities (specialized training) may require additional ramp up time, with all proposed activities underway by the end of Year 1. Once operational, most programs will run without interruption throughout the 5-year project period.

Table 1. Recompete Network Timeline								
Activity	**Year 1**				**Y2**	**Y3**	**Y4**	**Y5**
	Q1	Q2	Q3	Q4				
Statements of Participation & Subawards (completed/renewed)		▓		▓	▓	▓	▓	▓
Website (launch/ongoing updating)								
SourceLink (development, training, deployment)								
Evaluation (plan, set goals, develop tools, implement, review)	▓	▓	▓	▓	▓	▓	▓	▓
Equity (set goals, develop tools, implement, review)	▓	▓	▓	▓	▓	▓	▓	▓
Outreach & Recruitment (Develop tools, ongoing outreach)	▓	▓	▓	▓	▓	▓	▓	▓
Meetings (Advisory Board, working committees, annual mtg.)		▓		▓	▓	▓	▓	▓
Case Management (ongoing)		▓	▓	▓	▓	▓	▓	▓
Training (plan/expand, launch existing/create new, stipends)	▓	▓	▓	▓	▓	▓	▓	▓
Job Creation (engage with SMEs, procurement training, BOSS)	▓	▓	▓	▓	▓	▓	▓	▓
Placement	▓	▓	▓	▓	▓	▓	▓	▓
Wraparound Services provided	▓	▓	▓	▓	▓	▓	▓	▓

Evaluation & Outcomes

The Hunt Institute for Global Competitiveness (Hunt) will lead all evaluation efforts of the Recompete Network. Upon successful award (<3 months post-award), Hunt will work closely with the City of El Paso and Recompete Partners for each CP to determine final outputs and outcomes for the overall project as well as individual CPs. Hunt is currently engaged in collecting and

analyzing data for other workforce-related programs for WSB and EPC. The proposed scope of work (see attached letter) naturally complements these existing engagements. Hunt's familiarity with the City of El Paso, its workforce ecosystem, and Partner organizations will reduce the required on-ramping process, limit the amount of background data required, and increase access to data collected. Data will be collected across all CPs through SourceLink to help ensure consistency in data formats and collection intervals. Table 2 outlines the initial overall outputs and outcomes developed by Hunt for Recompete, some of which are already being evaluated from other programs. Evaluation will occur quarterly for ongoing analysis, with a dashboard distributed to the Recompete Coordinator, Advisory Board, and CP working committees. Hunt will prepare an annual report and present findings at an annual Recompete Meeting. Finally, in Years 3 and 5, Hunt will conduct a comprehensive review of all program aspects and measure the impacts of Recompete on the economics of the region. Results will be shared with all partners and in partnership with the City of El Paso published in academic journals and other publications.

Table 2. Overview of Recompete outputs and outcomes	
Outputs: Implementation Goals	**Outcomes:** Impact Goals
• 3 new or expanded employer-based training programs over 5 years • 3,500 enrolled in training over 5 years[1] • 5,000 participants receive case management over 5 years • 4,300 participants received job matching services over 5 years • 3,000 local businesses per year received business development support • 2,300 participants received ≥1 wraparound service(s) over 5 years • >500 transitioning military and veterans engaged as participants	• 80% of participants enrolled in training complete training program • 60% of job placement participants have a job with living wage within 3 months • 75% connected to jobs are from prioritized underserved communities [1,2] • 500 participants who were unemployed have a job that offers at least living wage over 5 years • 70% of participants connected to jobs experience ≥20% increase in monthly income • 3,000 new jobs announced from Recompete employer partners over 5 years • 70% of participants keep jobs for ≥1 year
[1]Data disaggregated by industry, training provider and program, and by initial working status (underemployed, unemployed or out of the labor force). [2] Data will be disaggregated by characteristics of underserved communities. See Equity section below.	

Equity

The Recompete Network will prioritize equity both in its intended outcomes and during implementation. Particular attention will be given to ensuring that underserved and underrepresented populations experience tangible gains in employment and wages. This will be achieved through targeted outreach, recruitment, and training programs designed to address barriers to employment and long-term enhance economic opportunities. All Recompete program participants will be prime-age individuals who are unemployed, underemployed or have left the workforce. The prioritized underserved communities in Recompete include: BIPOC communities; veterans and military spouses; individuals from tribal communities (Ysleta del Sur Pueblo, a federally-recognized tribe); formerly incarcerated; and first-generation professionals or college students. Other underserved communities will also be encouraged to participate, such as immigrants, individuals with limited English proficiency, and people with disabilities. Participants may belong to multiple underserved communities. Underserved Communities Foundation (UFC) provides third-party evaluation and technical assistance in developing, implementing, and evaluating issues related to equity. UCF will support the cultivation of relationships with trusted intermediaries who have established ties with underserved populations

to facilitate outreach, engagement, and support services to meet the needs of underserved communities. UCF will use a multi-prong approach working with employers to promote inclusive hiring practices and addressing community-focused issues to improve equity (preserving affordable housing, access to credit, etc.). Sector-specific "Equity Toolkits" covering best practices in eliminating barriers for Recompete participants in areas like language access, skills training, interview policies, hiring rubrics, onboarding procedures and workplace culture/retention will be created and shared with all participating employers. UCF will also provide staff training to ensure all efforts are consistent with the Networks' overall equity goals. In partnership with the City of El Paso, UFC will engage with employers to develop and incorporate economic incentives, policy ordinances, and adaptive technologies to accommodate individuals with disabilities to maintain safe, healthy, and accessible workplaces.

Sustainable Partnerships and Commitment

The City of El Paso will provide subawards to Partners listed in Table 3. Several of these partners will issue tertiary awards to additional partners who will deliver additional programs and services under their direct supervision. This approach allows the City to manage a smaller number of subawards and put the control of contracts directly in the hands of the partners responsible for implementation. Each partner is responsible for monitoring tertiary awards for compliance, collecting required data, and overseeing management of implementation. Upon award, each Recompete Partner will sign a Statement of Participation to document commitments and create scope of work (summarized in a similar table in each CP narrative), corresponding fees, and reimbursement schedule. Partners will operate under a performance-based contracting structure.

Table 3. El Paso Recompete Subaward Partners			
Project Lead: **City of El Paso**			
Subawards ($46,918,815)			
• WSB	• Fab Lab	• Hunt Institute	• Pioneers 21
• Aspen Institute	• UCF	• EPC	• EPHCC
Anticipated Tertiary Awards by Subawardees ($7,958,317)			
• UTEP (WSB)	• Emergence Health (WSB)	• Project ARRIBA (WSB)	
• UWEPC (WSB)	• KCHR (WSB)	• Pioneers 21 (Fab Lab)	
• Project VIDA (WSB)	• Project Amistad (WSB)		
WSB=Workforce Borderplex Solutions; UCF=Underserved Community Foundation; EPC=El Paso Chamber; EPHCC=El Paso Hispanic Chamber of Commerce; UTEP=University of Texas El Paso; UWEP=United Way of El Paso County; KCHR=Kelly Center for Hunger Relief			

Several attached letters support the long-term investment in the vision of the Recompete Network as a comprehensive regional economic development strategy. Many Partners and Network Members have also committed support to using the positive outcomes of Recompete to advocate for policy changes to increase the sustainability of Recompete efforts beyond the EDA funding period. The Recompete Network will serve as a strong influence on future policy development and will represent an attractive regional attribute to potential employers considering investment in the region. Offering access to agile and customizable skills training and an engaged workforce is an appealing attribute during site selection. Recompete initiatives will be complemented by several regional large-scale investments to grow economic sectors and industries, including:

- The Aerospace Center, W.M. Keck Center, and a coalition of community partners have secured a $40M BBBRC grant (original workforce component was not funded by EDA), $43M in matching funds, and a $160M Regional Innovation Engines award from NSF.

- $700M federal investment at international ports of entry and Fort Bliss.
- $3M invested by the City of El Paso in El Paso Computes, a K-12 AI education program addressing technology access gaps in the regional workforce ecosystem.
- $44M in intelligent infrastructure grants to support evolution into a smart city, using sensors and Internet of Things (IoT) to monitor and manage public and utility functions.
- The State of Texas' new Texas Semiconductor Innovation Fund (TSIF), a $700M incentive to bring semiconductor manufacturing and design to the region.
- UTEP President Heather Wilson was selected for the new Texas Space Commission, making accessible $300M from the Texas Spaceport Trust Fund.

El Paso's Phase 2 effort includes significantly more commitments from Partners and Network Members than in Phase 1 and these commitments are specific in nature, including commitments for >1,400 job placements. These new and expanded letters are the result of leveraging a collaborative planning process during the development of the Phase 2 proposal. The City of El Paso hosted listening sessions, one-on-one meetings, an all-day informational and strategic planning session for employers, partners, educators, training services, and more (March 2024). The event was attended by >70 representatives. Afternoon breakout sessions included mapping of user journeys for each of the three CPs, identifying major barriers to success, key partners, equity issues, and potential outcomes. The City of El Paso also hosted special gatherings and Supplier Expo with >1,100 businesses in attendance, many signing hiring commitment letters for the El Paso Recompete Network and sharing information about their current challenges related to securing a skilled workforce and retaining employees. Separate programs were held with education and K-12 partners, including an externship with 20 teachers proposing afterschool programs to be held in coordination with Recompete. The El Paso Recompete Network was featured in economic development events with 3,000+ attendees, including the Entrepreneurial Support Organization quarterly meeting (Jan 2024), State of the Workforce (Feb 2024), She Means Business (March 2024), and Raise a Glass to El Paso (March 2024).

Leadership & Governance Structure

The Recompete Initiative will be headed by the City of El Paso (Project Sponsor). The city has a council-manager form of government, which combines elected officials (members of City Council) with an appointed city manager. These officials have delegated decision-making authority relating to Recompete to Omar Martinez, who leads the Grants and Federal Programs portfolio at the City Manager's Office (biosketch attached). Upon award, the City of El Paso will appoint an executive-level Recompete Network Coordinator (Adriana Pulecio), who also held this role in Phase 1 of Recompete. Ms. Pulecio currently serves as the International Business and Trade Development Manager for the City of El Paso and has a deep understanding of the needs of area business as well as the capacity for partners to support implementation efforts. She has experience leading teams on large projects, tracking budgets, and completing required reports for state and federal programs. Ms. Pulecio will oversee a team of four support staff and all City Recompete personnel will work under the oversight of the Office of the City Manager.

Oversight of the Recompete Network will be provided by an Advisory Board (Figure 2), whose membership will consist of Mr. Martinez, a VP-level representative from UTEP, a c-suite level representative from WSB, the Director of Advanced Manufacturing District at the El Paso International Airport, a representative from Fort Bliss, and ≥8 employer representatives (recommended by City Council, existing members of the Board, or Recompete staff) from targeted sectors. Employer involvement will help ensure that each CP proactively considers ever-changing

training needs. Employer representatives will serve 2-year terms and can be reappointed. Each member will have voting privileges and must abide by written bylaws (already developed). For the first 6 months, the Board will be led by Mr. Martinez. After 6 months, the Board will elect a President and Vice President (VP) from its existing membership, who will each serve one year terms (with VP as incoming President). Membership will include non-voting representation from the BBBRC team, the funded NSF Regional Innovation Engines project and the K-12 Coalition, ensuring coordination with other major workforce initiatives. The Advisory Board will meet 6X/year and will participate in an annual all-program event hosted by the City of El Paso, where outcomes (Hunt Institute) and equity goals (UCF) will be evaluated.
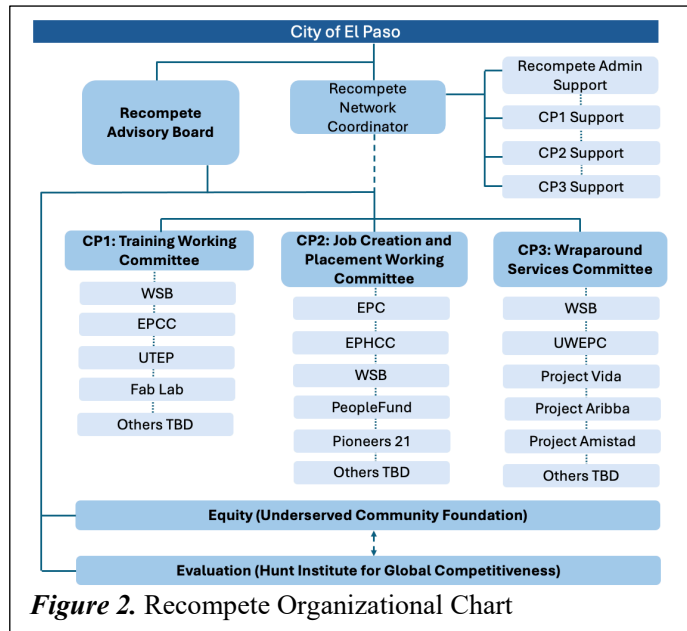

Figure 2. Recompete Organizational Chart

The Recompete Advisory Board and the Recompete Network Coordinator will regularly engage with CP working committees. Working committees are smaller working groups focused on the tactical implementation of CPs. Committees are responsible for coordination of services, review of outcomes, discussion challenges and successes, and strategic planning for ongoing delivery. Working committees will meet monthly (virtually) and will be chaired by a leading Recompete Partner under each CP. Roles and responsibilities for meetings are summarized below.

- **Annual Meeting:** Attendance >100, in person. Includes programs designed to build comradery, celebrate success, identify challenges, plan for future, and discuss expansion plans. Attendees: Recompete Partners, Network Members, employers, providers, city officials, and more.
- **Advisory Board Meetings:** Meets every other month (in person) or as needed. Includes 11 members. Responsible for general oversight, strategic planning, budgeting, evaluation and monitors diversity, reviews recommendations of CP working committees, monitors emerging trends and needs of employers, proposes policy changes and new partners for consideration, approves decisions by majority vote, addresses budget adjustments, and resolves disputes.
- **CP Working Committees:** A committee for each CP, meets monthly (virtually) and is comprised of a representative from WSB, Recompete Partners and other Network Members with a vested interest in addressing the focus of the CP (chaired by a Recompete Partner).

Overall Impact and Risk Mitigation

The Recompete Network holds the potential to engage >8,000 area residents from among the largest bilingual and binational workforce in the Western Hemisphere. Solutions were designed with feedback from employers, workforce experts, service providers, and business support organizations to measurably increase overall employment and area wages. Sector-based training efforts target industries with projected job growth exceeding 10% in the next 10 years and with an estimated average wage ≥$24/hour—a 50% increase over the region's current average wage. Recompete anticipates ~2,800 workers will complete training programs (80%) with 70% moving to jobs and experiencing a 20% increase in monthly income. Table 4 illustrates targeted sectors.

Table 4. Sector-based Training Key Job Commitments and Corresponding Wages	
Company (Committed Hires)	**Example Positions (Entry/Experienced Wages)**
Hiller Measurements (50-200)	Electrical Technician ($15.17 / $26.48)
Eaton (150)	Engineers ($25.76/$45.11)
Tigua, Inc (150)	Cyber Security ($26.15/$45.43)
EP Logistics (60-100)	Warehouse Managers ($19.93/$38.76)
Medical Center of the Americas (100)	Clinical Positions ($27.95/$40.57)
Valtrek (95)	Electrical Engineers ($27.61/$47.28)
Schneider Electric (50)	Engineering Technicians ($24.61/$45.18)
United Association Local Union 412 (50)	HVAC-R Technicians ($15.47/$24.53)
38 Other Employers (691)	Software Developers ($26.51/$48.15)
Other Orgs. w/o hiring commitments: +52 other organizations and representatives across education, workforce development government, and private sector	
109 Total Letters	**Commitments to hiring 1251 - 1586 participants**
*Selected title(s) represented for growth and opening projections as well as wage information. Wages presented as Hourly at entry level/experienced level. ^Range provided for projected growth represents a combined range of jobs in that sector.	

Potential risks to achieving the proposed outcomes focus on unforeseen economic circumstances (i.e. global pandemic) and sudden shifts in industry needs (i.e. in response to changes in federal policy or funding). The City of El Paso will address these risks by: 1) developing training programs that leverage hybrid models whenever possible to support a sudden transition to online learning; 2) leveraging pledged support from leaders and government officials to address important policy changes that will align with the Recompete Network; 3) the Recompete Network will dilute its dependency on any one single sector or employer in the region and instead provide training and relevant job placement in a number of sectors predicted to have high growth in the next 10 years.

Climate and Environmental Responsibility

The El Paso Recompete Network is designed to minimize the potential for adverse impacts on the environment and the local communities by building economic resilience, thus reducing the negative impact of future economic setbacks caused by environmental hazards. According to a FEMA National Risk Index Report (March 2024), the Risk Index Rating for El Paso County is "relatively moderate." Climate hazard types identified include hail, heat wave, ice storm, lightning, riverine flooding, and winter weather. The main factors driving these ratings are FEMA's assessment of Social Vulnerability ("Very High") and Community Resilience ("Very Low"). The City of El Paso is developing the region's first comprehensive Climate Action Plan utilizing a $5M bond passed by voters (2022). The City of El Paso also manages a $10M fund for economic development initiatives granted by El Paso Electric. Currently, the City is involved in more than $1 billion in federal funded and requested grants for projects relating to emissions reduction and electrification initiatives (CP1 includes training to fill related jobs). In early 2024, AECOM began assisting the City in the development of key environmental plans, including an EPA-funded Climate Action Plan and DOE-funded Energy Resilience Plan planning efforts incorporate other regional plans (e.g., State Preparedness Report and the 2023 Upper Rio Grande Regional Flood Plan), and resiliency strategies included in the 2021-2025 Comprehensive Economic Development Strategy.[11,12] Combined, these plans include actions that can be implemented to combat climate change and improve the environment. Other focused initiatives include a focus on building hydrogen and photovoltaic sectors, which will improve energy efficiencies and lessen environmental impacts. The Recompete Network is designed to reduce El Paso County's social vulnerability and increase community resilience by upskilling underserved workers, providing resilient quality jobs, and integrating and consolidating community support systems.