



Rural Leaders for  
Economic Mobility

Mobility Action Plan

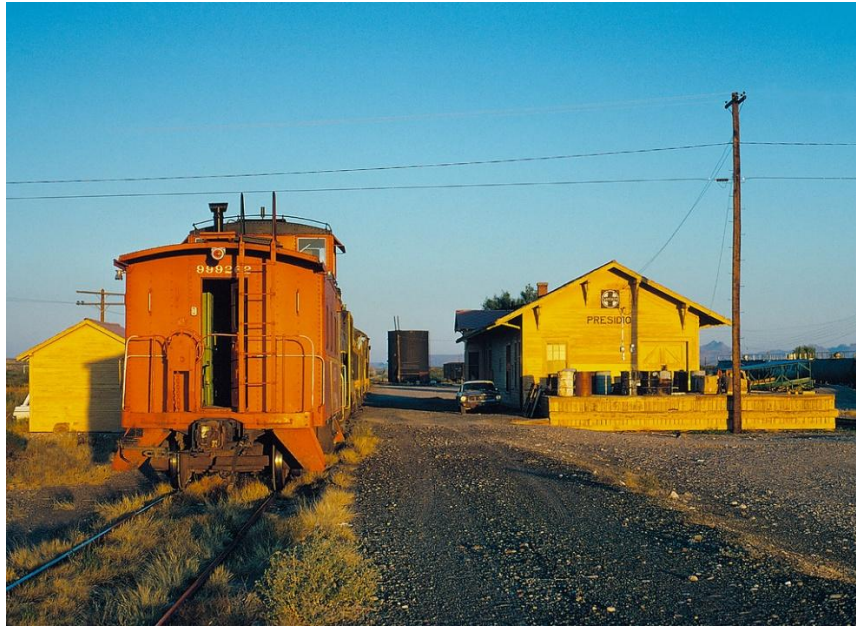
# Presidio County, Texas

RURAL LEADERS FOR ECONOMIC MOBILITY

# PRESIDIO COUNTY

## TEXAS

### *Mobility Action Plan*



County	Presidio County, Texas
County Seat	Presidio, Texas
County Population	~5,900
Geographic Area	3,855 square miles
RLEM Subgrant	\$50,000
Primary Contact	Hon. Jose Portillo, Judge— Presidio County
Contact Info	countyjudge@co.presidio.tx.us
Key Partner	Workforce Solutions Borderplex   <a href="http://www.borderplexjobs.com">www.borderplexjobs.com</a>
Rail Operator	TexasPacifico   South Orient Corridor

## EXECUTIVE SUMMARY

*Building a border workforce for the rail corridor opportunity*

Presidio County sits at a crossing point — literally and economically. The reopening of the Presidio–Ojinaga International Rail Bridge and the rehabilitation of the South Orient rail corridor represent one of the most significant economic infrastructure opportunities the Texas–Mexico border region has seen in a generation. But infrastructure alone does not create economic mobility. The residents of Presidio County — a community of roughly 5,900 people spread across 3,855 square miles, where nearly one in five families lives below the poverty line — will only benefit from this moment if someone intentionally builds the bridge between the rail corridor’s job demand and the local workforce’s readiness to meet it.

### **That is exactly what this Mobility Action Plan is designed to do.**

Presidio County’s plan is built around five connected strategies: establishing a governance structure to coordinate employers, educators and agencies; conducting a rigorous labor market analysis to identify the most in-demand occupations; developing industry-aligned training and registered apprenticeships; securing employer commitments and creating direct hiring pathways; and establishing a Rail Careers Hub to connect residents to enrollment, coaching and job placement. Together, they form a system designed to move Presidio County residents from the sidelines of regional growth to the center of it.

Strategy	Focus	Lead	Timeline
1. Presidio Rail Workforce Task Force	Governance structure coordinating employers, educators, agencies and workforce partners around rail corridor implementation	Presidio County + Workforce Solutions Borderplex	Months 1–3
2. Labor Market & Skills Gap Scan	Identification of priority occupations in rail, logistics, customs and industrial sectors aligned to near-term hiring demand	PRWTF + higher education partners + employers	Months 1–3
3. Industry-Aligned Training & Apprenticeships	Rail Basics pre-apprenticeship and registered apprenticeship pathways; target: 50–65 residents trained and 10+ apprentices registered in Year 1	TexasPacífico + USDOL + local colleges + Workforce Board	Months 4–9
4. Employer-Driven Hiring Pathways	Employer commitments and direct hiring pathways tied to training completion; target: 25 residents placed in Year 1	TexasPacífico + industrial park employers + Workforce Solutions	Months 1–6
5. Rail Careers Hub	Workforce access hub or mobile one-stop connecting residents to enrollment, coaching, job fairs and interviews	Presidio County + Workforce Solutions + CBP liaison	Months 7–9

## **Support Requested from Capstone Partners**

Presidio County is asking capstone partners for targeted support in three areas:

- Workforce training funding — curriculum development, participant stipends and apprenticeship registration costs for the Rail Basics program and registered apprenticeship pathways
- FRA-aligned curriculum expertise — technical assistance from partners with Federal Railroad Administration curriculum experience to ensure training meets certification standards
- Employer connections and wraparound funding — introductions to rail, logistics and customs employers in the region, and funding support for childcare, transportation and participant support services

## SECTION 1

*Economic Mobility Vision — A border community ready to lead the region's rail workforce future*

### VISION STATEMENT

*Presidio County will leverage the reopening of the Presidio–Ojinaga International Rail Bridge and the growth of cross-border trade to build a resilient border economy where residents have access to high-quality careers in transportation, logistics, customs and industrial development — supported by equitable systems that remove barriers, build skills and create pathways to lasting economic opportunity.*

### What Success Looks Like in 5–10 Years

Within a decade, Presidio County aims to have built a workforce system as durable as the rail infrastructure that inspired it. Success means a generation of county residents who hold careers — not just jobs — in rail operations, logistics management, customs processing, freight coordination and related fields. It means employers along the South Orient corridor who look first to Presidio County for talent, because the county has delivered trained, credential-holding workers consistently. It means the Rail Careers Hub has become a permanent fixture of the local workforce landscape, and the Presidio Rail Workforce Task Force has institutionalized the kind of cross-sector coordination that keeps training aligned to changing industry demand.

Specifically, the county aims to:

- Build a sustainable workforce pipeline in rail, logistics, trade and transportation
- Increase local hiring rates in target sectors and reduce reliance on outside labor
- Expand registered apprenticeship participation and career credential attainment
- Reduce barriers to workforce participation through wraparound support services
- Establish Presidio County as a recognized regional workforce development hub

### Why This Plan Exists Now

Several forces converged to create both the need and the opportunity for this plan. The reopening of the Presidio–Ojinaga International Rail Bridge — long dormant and now being rehabilitated with public investment — is the anchor event. A new U.S. Customs and Border Protection (CBP) rail inspection facility is under development. TexasPacífico, the rail operator, is actively advancing operations along the South Orient corridor connecting Presidio to San Angelo and beyond. Private investment in the local industrial park is accelerating.

These developments are creating real job opportunities — in rail operations, customs processing, logistics, warehousing and industrial support. But Presidio County's workforce has not had the opportunity to build credentials for these careers. Without intentional action, the jobs will be filled by workers from outside the region, and the community that has lived beside this infrastructure for generations will be left behind. The MAP is the county's response to that risk.

Assets & Strengths	Obstacles & Challenges
✓ International rail infrastructure and imminent reopening of the Presidio–Ojinaga Rail Bridge	✗ 19.8 percent poverty rate; median household income of approximately \$43,802
✓ Active public and private infrastructure investment along the South Orient corridor	✗ Rural geography: 3,855 square miles with limited transportation options
✓ Strategic location as a designated port of entry for cross-border trade	✗ Limited existing workforce training infrastructure for rail and logistics
✓ Strong binational identity and cross-border community relationships with Ojinaga	✗ Childcare and wraparound service gaps affecting workforce participation
✓ Existing partnerships: TexasPacífico, TxDOT, Workforce Solutions Borderplex, UTEP, Sul Ross State University	✗ Limited community awareness of rail and logistics career pathways
✓ CBP presence and customs operations creating multi-sector employment demand	✗ Risk of outside labor filling positions before local workforce pipelines are ready
✓ 79.5 percent Hispanic / Latino population with deep binational ties to Ojinaga workforce	✗ 71.7 percent of households speak a language other than English — bilingual outreach essential

## SECTION 2

*Local Conditions — The data and community context that shaped this plan*

### Who Lives Here

Presidio County is a rural border county in far west Texas with a population of approximately 5,900 residents. The county spans 3,855 square miles — roughly the size of Connecticut — yet has only a handful of small communities, with the town of Presidio serving as the county seat and primary population center directly across the Rio Grande from Ojinaga, Chihuahua. The county's binational identity is not a background detail: it shapes the workforce, the economy and the opportunity that this plan is built around.

Indicator	Presidio County	Texas Average	Source
Population	~5,900	—	U.S. Census ACS
Hispanic / Latino	79.5 percent	39.7 percent	U.S. Census ACS
Foreign-born	30.6 percent	17.2 percent	U.S. Census ACS
Non-English speaking households	71.7 percent	~35 percent	U.S. Census ACS
Poverty rate	19.8 percent	14.2 percent	U.S. Census ACS
Median household income	~\$43,802	~\$67,321	U.S. Census ACS
Geographic area	3,855 sq. miles	—	U.S. Census

Source: U.S. Census Bureau American Community Survey 5-Year Estimates. [ Add ACS year. ]

### Economic and Workforce Conditions

Presidio County's economic challenges are longstanding and structural. The county's poverty rate of 19.8 percent significantly exceeds the Texas average, and median household income is roughly 35 percent below the state median. The county's remote location — Presidio is more than 200 miles from the nearest major city — has historically limited access to workforce training, higher education and economic opportunity.

Employment in the county has historically centered on agriculture, retail, local government services and limited border trade activity. What has been largely absent is a workforce pipeline for the kinds of higher-wage, skilled-trade and technical occupations that the rail corridor is now creating. The county currently lacks established training programs in rail operations, logistics or customs processing. That gap is not a permanent condition — it is an addressable one, and this plan is the vehicle for addressing it.

### What Residents and Stakeholders Said

Through community engagement conducted as part of the RLEM planning process, residents and local employers consistently raised the same themes:

- Strong interest in local hiring and a desire to see Presidio County residents benefit directly from rail corridor growth
- Need for workforce training that connects to real jobs — not general job-readiness, but specific credentials tied to specific hiring pipelines
- Barriers to participation including transportation, childcare and awareness of career pathways
- Urgency around building local pipelines before rail operations expand fully and outside labor fills available positions

## **Systems and Historical Context**

Presidio County has historically faced the convergence of challenges that define persistent rural underinvestment: geographic isolation, limited infrastructure, a small tax base and workforce systems not designed for communities of this size and remoteness. Workforce training programs have traditionally been located in larger cities, requiring travel that many residents cannot manage given transportation barriers, family obligations and limited financial resources.

The rail corridor opportunity is different from past economic development moments in the county because it is tied to federal infrastructure investment, a committed private operator and a verifiable hiring pipeline. What must be different this time is the county's intentionality about building local readiness before the jobs arrive rather than after.

## SECTION 3

*Mobility Pathway — How five connected strategies lead to lasting economic opportunity*

Presidio County's five strategies are not parallel programs — they are a sequenced system. The PRWTF creates governance before implementation begins. The labor market scan ensures training is tied to real demand. The apprenticeship and training strategy builds local credentials. The employer pathway strategy converts credentials into jobs. And the Rail Careers Hub ensures the system is accessible to residents who face the most barriers to participation. Each strategy prepares the ground for the next. Together, they address both the immediate skills gap and the structural conditions that created it.

	Inputs	Activities	Outputs (Short-Term)	Outcomes (1–3 Yrs)	Long-Term Impact
Governance & Coordination	RLEM subgrant; Presidio County leadership; TexasPacifico; TxDOT; Workforce Solutions Borderplex; CBP liaison	PRWTF formation; stakeholder convenings; employer alignment meetings; implementation oversight	Task Force established; governance structure operational; employer commitments documented	Sustained cross-sector coordination; implementation accountability; employer pipeline secured	Presidio County has a permanent workforce governance infrastructure aligned to rail corridor growth
Research & Alignment	PRWTF; UTEP and Sul Ross State University; employers; labor market data systems	Labor market analysis; skills gap assessment; curriculum alignment review; occupation prioritization	Priority occupation list; skills gap report; training program recommendations	Training programs directly aligned to employer demand; no misalignment between credentials earned and jobs available	Workforce system stays responsive to changing industry needs over time
Training & Apprenticeships	TexasPacifico; USDOL; local colleges; Workforce Board; participant stipend funding	Rail Basics pre-apprenticeship curriculum development; cohort delivery; registered apprenticeship design and registration	50–65 residents trained; 10+ apprentices registered; FRA-aligned credentials earned	Credential holders placed in rail, logistics and customs positions; local workforce pipeline active	Presidio County recognized as source of qualified rail and logistics workforce for the South Orient corridor
Employer Pathways	TexasPacifico; industrial park tenants; freight forwarders;	Employer partnership development; MOUs and hiring	25 residents placed in target jobs; 5+ employer partnership	Local hiring rates in rail and logistics sectors increasing;	Presidio County residents holding stable,

	Workforce Solutions; on-the-job training funding	commitment agreements; job fair coordination; placement tracking	agreements signed	residents advancing into higher-wage positions	career-track positions in rail, logistics and customs sectors
Access Hub	Presidio County; Workforce Solutions; CBP liaison; local nonprofits; transportation assistance funding	Hub or mobile one-stop design and launch; career coaching; enrollment support; interview and referral coordination	Hub operational; residents enrolled; coaching and navigation services delivered	Reduced participation barriers; more residents completing training and entering hiring pipelines	Accessible, sustained workforce entry point for rural residents regardless of transportation or childcare constraints

## SECTION 4

### *Strategic Actions & Implementation — Five strategies, one system*

Presidio County's Mobility Action Plan is built around the rail corridor opportunity, but its impact is designed to outlast the initial moment. The strategies below are sequenced to build capacity before it is needed, so that when the Presidio–Ojinaga Rail Bridge is fully operational and hiring begins in earnest, the county's workforce is ready.

#### STRATEGY 1

### Presidio Rail Workforce Task Force (PRWTF)

Every major workforce development effort in a rural community with limited institutional infrastructure faces the same first challenge: Who is in charge? Who convenes the partners? Who keeps implementation on track when priorities shift and competing demands arrive? The Presidio Rail Workforce Task Force addresses that challenge before it can become a barrier.

The PRWTF will serve as the governance and coordination body for the entire Mobility Action Plan. Its membership spans county leadership, TexasPacífico, TxDOT, Workforce Solutions Borderplex, higher education partners, the CBP liaison and local employers. Its role is not to implement — it is to ensure that implementation stays coordinated, accountable and responsive to changing conditions along the rail corridor.

<b>Lead Partners</b>	Presidio County, Workforce Solutions Borderplex
<b>Key Partners</b>	TexasPacífico, TxDOT, Sul Ross State University, UTEP, CBP liaison, local employers, USDOL
<b>Timeline</b>	Months 1–3: Task Force established, governance structure formalized, first coordination meetings convened
<b>Measurable Outcomes</b>	Task Force active with regular meeting cadence; employer participation documented; implementation accountability structure operational
<b>Budget</b>	Administrative and coordination funding (facilitation, outreach, meeting support)

#### STRATEGY 2

### Labor Market & Skills Gap Scan

Training programs that are not aligned to actual employer demand are a common and costly failure mode in rural workforce development. A county can invest in curriculum, deliver cohorts and issue certificates — and still find that graduates cannot find jobs, because the training was designed around assumptions rather than evidence.

The Labor Market and Skills Gap Scan prevents that failure by ensuring that every training program launched under this plan is tied to verified occupational demand. Working through the PRWTF, the county will commission a focused analysis of the occupations being created by rail corridor development — rail

operations, logistics coordination, customs processing, freight forwarding, industrial maintenance and related fields. The analysis will map those occupations to specific credential requirements, identify which local education and training partners are best positioned to deliver them, and produce a prioritized list of programs to develop.

<b>Lead Partners</b>	PRWTF, regional employers, UTEP, Sul Ross State University
<b>Key Partners</b>	Workforce Solutions Borderplex, TxDOT, TexasPacífico, USDOL
<b>Timeline</b>	Months 1–3: Analysis scoped and launched; findings delivered to PRWTF to inform training design
<b>Measurable Outcomes</b>	Priority occupation list published; skills gap findings documented; training program recommendations delivered to PRWTF
<b>Budget</b>	Workforce analysis and labor market assessment support (consultant or partner capacity)

### STRATEGY 3 Industry-Aligned Training & Apprenticeships

Credentials matter in rail and logistics. Federal Railroad Administration requirements, customs certification standards and logistics industry competencies are not optional — they are the baseline for employment. This strategy builds the training infrastructure that connects Presidio County residents to those credentials.

The centerpiece of this strategy is a “Rail Basics” pre-apprenticeship program: a foundational training sequence designed to prepare residents for entry-level rail and logistics careers. Rail Basics will cover safety protocols, rail operations fundamentals, logistics concepts and customs awareness — the core knowledge base that employers need workers to have on day one. Completers will be positioned to enter registered apprenticeship programs, which provide structured on-the-job training tied to industry-recognized credentials.

In Year 1, the county targets 50 to 65 residents trained through Rail Basics cohorts and 10 or more apprentices registered in formal apprenticeship programs. These are intentionally achievable targets — designed to demonstrate proof of concept, build employer confidence and create a foundation for scaling.

<b>Lead Partners</b>	TexasPacífico, USDOL, Sul Ross State University, Workforce Solutions Borderplex
<b>Key Partners</b>	UTEP, local employers, workforce agencies, PRWTF
<b>Timeline</b>	Months 4–9: Curriculum developed; first Rail Basics cohort delivered; apprenticeships registered
<b>Measurable Outcomes</b>	50–65 residents trained in Year 1; 10+ registered apprentices; FRA-aligned credentials earned; employer feedback positive
<b>Budget</b>	Curriculum development, participant stipends, apprenticeship registration fees, training delivery (total budget TBD based on Skills Gap Scan findings)

**Support Needed**

FRA-aligned curriculum expertise; apprenticeship design technical assistance; participant support funding (childcare, transportation)

**STRATEGY 4**

**Employer-Driven Hiring Pathways**

Training without hiring is not economic mobility — it is preparation without a destination. Strategy 4 is designed to ensure that every resident who completes Rail Basics or a registered apprenticeship has a direct line to employment.

The county will work through the PRWTF to secure formal hiring commitments from TexasPacífico, industrial park tenants, freight forwarders and customs-related employers. These commitments will be documented in memoranda of understanding that tie employer participation to specific hiring targets, preference for training completers and participation in job fairs and career events. On-the-job training funding from Workforce Solutions Borderplex will provide financial incentives for employers who hire and train locally.

The Year 1 target is 25 residents placed into rail, logistics or customs-related positions through this strategy. Building that track record is the foundation for demonstrating to the broader employer community — including companies not yet in the county — that Presidio County is a reliable source of qualified workers.

<b>Lead Partners</b>	TexasPacífico, industrial park tenants, freight forwarders, Workforce Solutions Borderplex
<b>Key Partners</b>	Presidio County, PRWTF, CBP-connected employers
<b>Timeline</b>	Months 1–6: Employer engagement launched; MOUs developed; first placements targeted
<b>Measurable Outcomes</b>	25 residents placed in target jobs in Year 1; 5+ employer partnership agreements signed; on-the-job training participants tracked and reported
<b>Budget</b>	Workforce incentives, on-the-job training support, employer engagement coordination

**STRATEGY 5**

**Rail Careers Hub**

In a county where residents are spread across 3,855 square miles, where reliable transportation is not guaranteed and where many potential workforce participants have never navigated a workforce development system, access is not automatic. The Rail Careers Hub — whether a fixed location, a mobile unit or a combination of both — is the strategy designed to make the entire system reachable.

The Hub will serve as a single point of connection for Presidio County residents interested in rail and logistics careers: a place to learn about available training programs, enroll, receive career coaching, attend job fairs, prepare for interviews and access referrals to wraparound services including transportation

assistance and childcare support. For residents who have never engaged with formal workforce systems, the Hub lowers the threshold for participation.

<b>Lead Partners</b>	Presidio County, Workforce Solutions Borderplex, CBP liaison
<b>Key Partners</b>	Local nonprofits, county agencies, transportation partners
<b>Timeline</b>	Months 7–9: Hub model finalized; location or mobile unit identified; operations launched
<b>Measurable Outcomes</b>	Hub operational; residents enrolled and served; coaching sessions delivered; referrals tracked; transportation assistance provided
<b>Budget</b>	Operational support, staffing, outreach materials, transportation assistance, facility costs (if fixed location)
<b>Support Needed</b>	Facility support, wraparound funding, long-term operational partnership commitments

## SECTION 5

*Governance & Partnerships — Who leads, how decisions are made and how partners are coordinated*

The Presidio Rail Workforce Task Force (PRWTF) serves as the primary governance and coordination body for Mobility Action Plan implementation. Presidio County provides overall strategic oversight and public accountability. Day-to-day implementation is distributed across workforce agencies, educational partners and employer organizations, with the PRWTF maintaining coordination across all strategies.

Decisions are made collaboratively through regular PRWTF convenings. The Task Force monitors progress, adjusts implementation in response to changing conditions along the rail corridor and maintains accountability to the MAP's core outcomes. This structure is designed to prevent the siloing that has historically limited workforce coordination in rural border communities — and to ensure that no single institution carries the burden of implementation alone.

Role	Organization / Contact	Responsibilities
Planning Leadership	Presidio County	Strategic direction, public accountability, MAP oversight
Implementation Management	PRWTF (shared across partners)	Day-to-day coordination, progress tracking, partner engagement
Training Delivery	Sul Ross State University + UTEP + local colleges	Curriculum design, program delivery, credential issuance
Employer Engagement	TexasPacífico + industrial park employers	Hiring commitments, apprenticeship hosting, job fair participation
Workforce Services	Workforce Solutions Borderplex	Participant enrollment, career coaching, OJT funding, placement tracking
Federal Coordination	USDOL + CBP liaison	Apprenticeship registration, customs career pathway coordination
Funding & Grants	Presidio County + PRWTF	Grant management, funding alignment, sustainability planning

## Key Partner Organizations

Organization	Role in the Plan
TexasPacífico	Rail corridor operator; employer partner for training alignment, apprenticeships and hiring commitments along the South Orient corridor
TxDOT	Infrastructure coordination; rail corridor oversight; workforce program alignment
Workforce Solutions Borderplex	Workforce system lead; participant services, career coaching, OJT funding and placement tracking
UTEP	Higher education partner; curriculum and credential development; labor market research
Sul Ross State University	Higher education partner; regional training delivery capacity (Alpine, Tex.)
USDOL	Apprenticeship registration and federal workforce program support
CBP liaison	Customs career pathway coordination; employer connections in customs processing sector
Presidio County	Governance lead; strategic oversight; community accountability and bilingual outreach

## SECTION 6

### *Sustainability & Funding Strategy — How the work continues beyond the initial grant period*

Presidio County's Mobility Action Plan is designed to build infrastructure, not run a program. The goal is a workforce system that functions independently of any single funding source — one in which employers co-invest because the pipeline delivers, educational institutions maintain programs because enrollment is sustained, and public agencies continue to participate because outcomes are documented.

Sustainability depends on three things: diversified funding that grows with demonstrated results; employer co-investment that deepens as the hiring pipeline proves itself; and institutionalization of the PRWTF as a permanent coordination structure rather than a grant-funded initiative.

Funding Source	Target Use	Status
EDA (Economic Development Administration)	Infrastructure, workforce planning and long-term economic development investment	To be pursued
TxDOT workforce development programs	Training aligned to transportation and logistics sector growth	To be pursued
Federal workforce development (WIOA)	Training delivery, participant support, barrier removal	Active federal program
USDOL apprenticeship funding	Registered apprenticeship development and support	To be pursued
TexasPacifico / private sector contributions	Equipment, curriculum support, employer co-investment in training	In development
Federal infrastructure grants	Rail Careers Hub facility, transportation assistance, wraparound services	To be pursued
Philanthropic partnerships	Childcare, transportation, equity-centered outreach and barrier removal	To be developed

### **Policies and Systems Needed for Long-Term Sustainability**

- Formal PRWTF charter establishing the Task Force as a permanent coordination body beyond the RLEM grant period
- Employer partnership agreements with multi-year hiring commitments tied to workforce program continuation
- Integration of Rail Careers Hub operations into county or Workforce Solutions Borderplex base budget
- Data tracking and outcome reporting systems that document placement, wage progression and retention for future funder reporting

## Requests to External Partners

Priority Area	Specific Request
FRA curriculum expertise	Partners with Federal Railroad Administration curriculum experience who can support Rail Basics design and ensure compliance with certification standards
Apprenticeship design	Technical assistance from USDOL Apprenticeship system or registered intermediaries to design and register apprenticeship frameworks for rail and logistics occupations
Wraparound funding	Funding for childcare and transportation assistance for workforce training participants — the single largest participation barrier identified by residents
Employer introductions	Connections to rail, logistics, freight forwarding and customs-related employers in the region who could expand the PRWTF’s hiring partnership network
Evaluation support	Technical assistance for outcomes tracking, data systems and external program evaluation to support future funding applications

## SECTION 7

*For More Information — Key contacts for funding, partnerships and implementation*

Presidio County welcomes partnerships with employers, educational institutions, philanthropic organizations, workforce agencies, state and federal partners and private-sector organizations interested in supporting the county's rail workforce and economic mobility goals.

Organization / Contact	Role	Contact Info
Hon. Jose Portillo, Jr., Judge Presidio County Presidio, Texas	County leadership, MAP governance and strategic oversight	countyjudge@co.presidio.tx.us
TxDOT	Rail infrastructure coordination and workforce program alignment	www.txdot.gov
Sul Ross State University Alpine, Texas	Higher education partner; regional training and credential delivery	www.sulross.edu
University of Texas at El Paso (UTEP) El Paso, Texas	Higher education partner; curriculum development and workforce research	www.utep.edu

For more information about specific partnership opportunities, funding alignment or implementation support, contact Ramon Rodriguez at [ramon@lonestarstrategygroup.com](mailto:ramon@lonestarstrategygroup.com).

## ABOUT RURAL LEADERS FOR ECONOMIC MOBILITY (RLEM)

Rural Leaders for Economic Mobility (RLEM) was a 22-month peer-learning initiative that supported rural county leaders in advancing equitable economic mobility. The initiative brought together leaders from 10 rural counties to strengthen local systems that expand opportunity for residents, particularly in communities facing persistent workforce, education and infrastructure challenges. NACo continues to share RLEM experiences with rural counties across the United States.

### **Mobility Action Plans**

The central outcome of the RLEM initiative is the development of a Mobility Action Plan (MAP) in each participating county. These locally informed roadmaps help counties move from learning to action by identifying priority economic mobility challenges, target populations and practical short- and long-term implementation strategies.