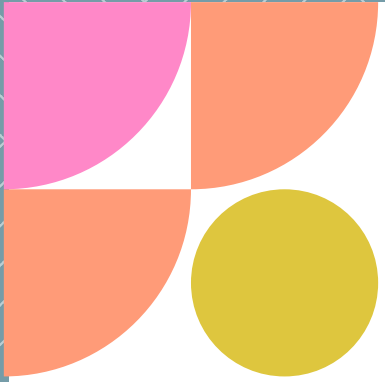


Greetings From



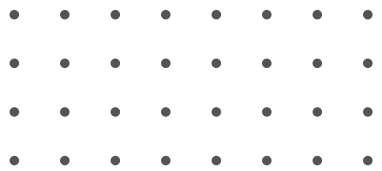
Texas

WELCOME!

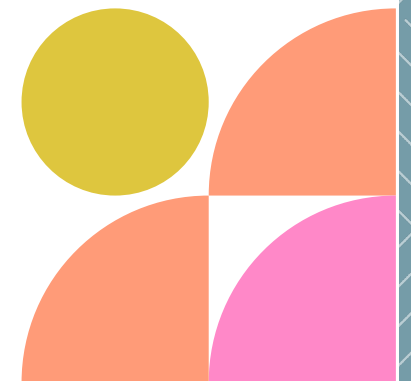


2026 Strategic Planning Session

Day one: Setting the tone through Strategy Mapping



February 23, 2026



Greetings from Mayor



Name:

Mayor Renard U. Johnson

Why I choose to be here:

The warmth of El Pasoans. The opportunities that El Paso brings. Jobs, and the ability for me and others to start businesses.

What I want most for El Paso is:

The opportunity to showcase how beautiful El Paso is to the rest of the nation.

If I were writing the story of El Paso today, it would say:

El Paso may be small to some, but it is mighty, strong, and very capable to grow into something truly special for everyone.



Greetings from City Manager



Name:
Dionne Mack

Why I choose to be here:

El Paso gave my family opportunity, safety, and belonging. I serve as City Manager to strengthen the community that invested in me.

What I want most for El Paso is:

I work to ensure every resident experiences opportunity, safety, and quality of life—because this community deserves a future as strong as its people..

If I were writing the story of El Paso today, it would say:

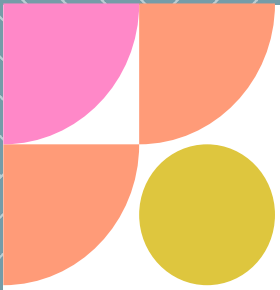
El Paso is rising with resilience and purpose. I lead to help write a future defined by progress, equity, and shared pride.



Setting the tone through Strategy Mapping

Section	Description	Presented /Facilitated By	Time/Duration
Session Kick-off	Welcome + Key Strategic Context	- Mayor Renard Johnson - City Manager Dionne Mack	1:00 pm ~15 mins.
1. People	To be successful in our strategic direction, <i>what must we get right first in considering our workforce---as a community?</i>	Leila Melendez, Chief Executive Officer <i>Workforce Solutions Borderplex</i>	1:15 pm ~ 1hr.
2. Community Perspectives	City Council Reflections. A summary of the data + dialogue gathered during the assessment phase and key insights. A presentation by Youth Advisory Board Members.	- City Council Members - Juliana Baldwin-Munoz, Chief Strategy Officer - Stephanie Otero, Executive Vice President <i>El Paso Community Foundation</i> - Youth Advisory Board Member(s)	2:15 pm ~1hr
Break + Interactive Activity			
3. Internal Perspectives	Snapshot by Senior Leadership on key programs aligned with Community Perspectives and proposed pillars.	Deputy City Managers	3:30 pm ~45 mins.
4. Financial Perspectives	Key factors shaping our budgeting realities. <i>What key decisions are needed to properly fund & support the execution of key strategies?</i>	Robert Cortinas, Chief Financial Officer/ Deputy City Manager	4:15 pm ~45 mins.
Adjourn			

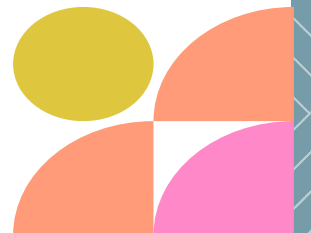


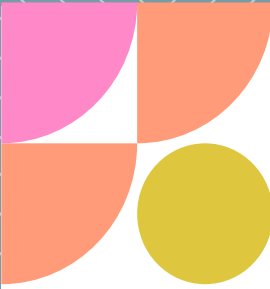


1. People

In this section we will cover:

To be successful in our strategic direction, *what must we get right first in considering our workforce---as a community?*

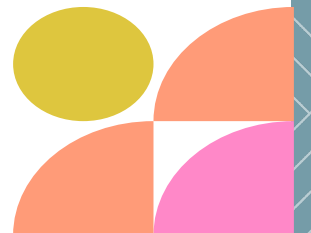




2. Community Perspectives

In this section we will cover:

- Council Member reflections
- Assessment phase activities summary (from data to insights)
- Spotlight: Youth Advisory Board (youth perspectives)



Greetings from District 1



Name:

Representative Alejandra Chávez

Why I choose to be here:

I choose to be here because I believe change is possible. I want to turn doubt into hope and trust, complacency into progress, and hesitation into action. We need to have a bold vision and be future focused so that the decisions we make positively impact our community for generations to come. I believe this can be done through thoughtful investment and responsible planning.

What I want most for El Paso is:

What I want most for El Paso is sustained investment in our future that creates opportunity for our youth, strengthens our public spaces, and delivers both quality of life and safety for every resident. It means leading with accountability, making thoughtful decisions that respect taxpayer dollars, and ensuring our neighborhoods, schools, and shared spaces reflect the pride we have in our community and the standards we expect for our families.

If I were writing the story of El Paso today, it would say:

If I were writing the story of El Paso today, it would say this is a city that shows up for one another, believes in its future, and never stops working to make life better for the next generation. It would say this is a community built on grit, kindness, and the determination to keep moving forward together.



Country Club Rd & Memory Dr.

Greetings from District 2



Name:

Representative Josh Acevedo

Why I choose to be here:

This is home. I've always lived here and have grown my educational and professional career always with the intent to give back to the people of El Paso. I love that we are on the border with Mexico and love our people, culture, languages, food, and the distinct feeling of enhancing the many opportunities we have in our city.

What I want most for El Paso is:

A future where the City of El Paso is a UNICEF Child Friendly City, where our youth have a place in all parts of our city. We also need to figure out streets and increase the quality of life throughout our neighborhoods, which includes adequate, accessible parks, and effective public transportation.

If I were writing the story of El Paso today, it would say:

This is a metropolitan area of over two million people where three states, three cities, and two nations share a border that does not divide us — it unites us as one community. We have some work to do, but together we can achieve a vision of a better El Paso because no other community has what we have: a place where nations, families, cultures, and community come together to make a place uniquely situated to handle adversity and nurture growth. In community, we can achieve new heights and improve our beloved city day by day.



Chalio Acosta Sports Center

Greetings from District 3

Name:

Representative Deanna Maldonado-Rocha

Why I choose to be here:

I believe that my choice to be here is directly reflected by my passion to serve my community.

What I want most for El Paso is:

I want El Paso to thrive through meaningful and sustainable economic development. I want a community that takes pride in our Sun City and all it has to offer. Most of all, I want to showcase the beauty, talent and potential of our people and our hometown.

If I were writing the story of El Paso today, it would say:

If I were writing the story of El Paso today, I'd say that in a city of almost 700K people, we are a city that is rich in culture, talent and possibility. We are a resilient border community that prides itself on turning challenges into opportunities. Our next chapter is about believing in ourselves and investing in our people. It is a story about building a community that is here for all the generations to come.



Airway Blvd.

Greetings from District 4

Name: Representative Cynthia Boyar Trejo

Why I choose to be here:

I choose to be here because I love El Paso and our comunidad. It's important to me to give back to the city that shaped me, by being of service, helping shape a better future for our children, and elevating the voices of a community that feels like familia.

What I want most for El Paso is:

I want El Paso to grow in ways that support economic growth, delivers strong wages and long-term opportunity for our residents. Quality of life should be something people feel every day in safe neighborhoods, dependable infrastructure, and spaces that bring us together. I envision an El Paso where residents take pride in seeing themselves reflected in its story and feel inspired to help shape what comes next.

If I were writing the story of El Paso today, it would say:

El Paso is a place of connection, rich in culture and defined by the strength of its people and an El Paso Strong spirit of resilience and dedication. Family is central to our way of life, often extending to close friends and colleagues, and grounded in deep respect for elders and community. Those who experience El Paso are drawn to the mountains, the people, our culture, and sense of belonging, because it feels like coming home.



Camp Cohen Water Park

Greetings from District 5



Name:

Representative Ivan Niño

Why I choose to be here:

I choose to be here because El Paso is the community that raised me and shaped my sense of purpose. This city taught me resilience, responsibility, and the importance of showing up for others. I'm here because I believe El Paso's best days are ahead — and because leadership means investing your energy where your roots and your values run deepest.

What I want most for El Paso is:

What I want most for El Paso is a city that fully believes in its own potential — and acts on it. A city that delivers strong services, protects affordability, and creates real pathways for people to build stable, successful lives. I want El Paso to grow with intention, ensuring that progress strengthens neighborhoods, supports families, and expands opportunity for everyone.

If I were writing the story of El Paso today, it would say:

El Paso is shaping its next chapter with intention; rooted in community, driven by results, and focused on building systems that serve people effectively every day.



The Beast Urban Park

Greetings from District 6

Name:

Representative Art Fierro

Why I choose to be here:

Having had the opportunity to live in other communities, I've always been drawn back to El Paso. El Paso's culture is like no other. This is one of the only places where you can look out and see three states, two countries, and one community. My love for this community is what inspired me to represent and serve District 6 and address the challenges we face in our day-to-day.

What I want most for El Paso is:

What I want most for El Paso is a city where opportunity is not determined by zip code. Where every family has access to a good job, a safe neighborhood, and parks they can be proud of. As El Pasoans, we must have a responsible plan for the future. That means investing in streets, quality of life projects, and public safety, while supporting small businesses and economic growth.

If I were writing the story of El Paso today, it would say:

El Paso is a story of great culture, people, food, and when challenges arise, the community becomes El Paso Strong.



Blackie Chesher Park

Greetings from District 7

Name: Representative Lily Limón

Why I choose to be here:

El Paso is my home, and I have had the privilege of living in District 7 for 69 years. My husband and I selected this area based on my career and the excellent schools available for our children. District 7 is filled with great diversity. From the upscale homes in Eastridge and Desert Ridge to the 100-year-old homes in the Mission Valley, it is a district that serves families. Our parks are very well maintained, and they are used continuously to serve as a gathering place for sports leagues and families. Our two libraries are centers for citizens of all ages to learn, share, and prosper. District 7 has the benefit of hosting numerous top restaurants, including establishments with a history of more than 50 years. We are blessed to have the new alongside the rich historical gems. From the oldest active mission in the state of Texas to the newest building, we are a proud community that we share alongside the Pueblo del Sur Tribal nation. We are District 7!

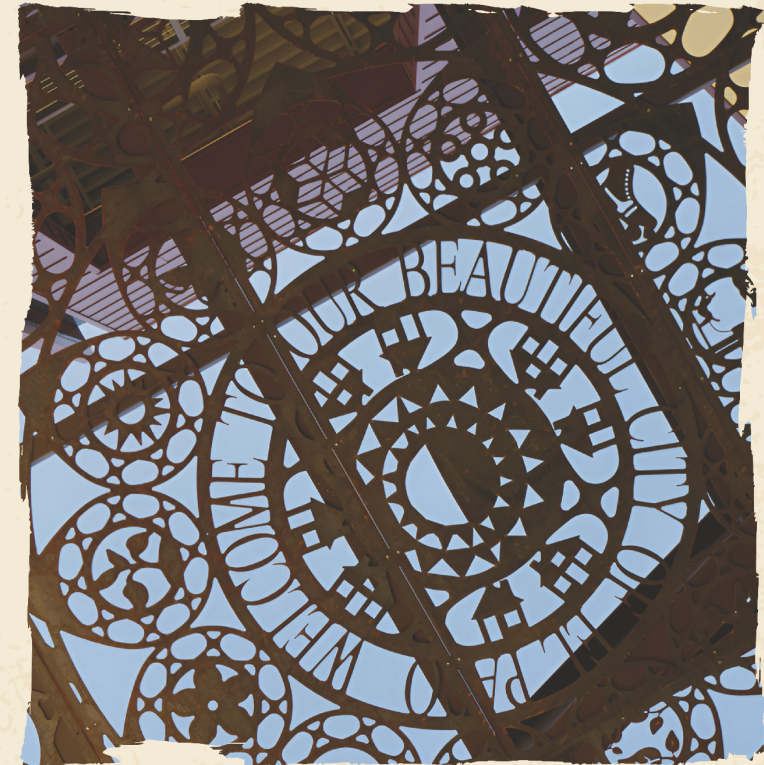
What I want most for El Paso is:

I want a community that reflects the standards of our district 2026 Strategic Plan:

- *A secure environment for all residents
- *An environment that fosters local businesses
- *Affordable and attainable housing that meets residents' needs
- *Equitable education support for all students that includes repurposing closed schools to benefit the community
- *Improved lighting and safety on the Independence Hike and Bike Trail and the Roseway Street Project
- *Preservation of historic buildings, canal systems and acequias

If I were writing the story of El Paso today, it would say:

We are a city rooted in history that has overcome so many obstacles, yet we have remained strong, resilient and friendly to our neighbors. Our future is bright as long as we continue to focus on the needs of our residents and maintain our legendary status as great hosts.



Sylvia A. Carreon Community Center

Greetings from District 8



Name: Representative Chris Canales

Why I choose to be here:

El Paso is a city shaped by one of the things I value most: connection. Connection among and across neighborhoods, cultures, and a border that for us is not just talked about but lived every day is what has always driven El Paso forward. We are a border community that understands resilience, compassion, and interdependence. El Paso instilled those values in me, and to stay true to them, I feel a responsibility to give something back. That's why I choose to be here.

What I want most for El Paso is:

What I want most for El Paso is for us to be a city where success is shared and growth is thoughtful. That means investing in people and neighborhoods, furnishing residents with promising opportunities and preparing them to seize them, connecting them to robust services, and planning for the future in a way that is inclusive and sustainable. I want El Paso to progress without losing what makes it special: our famous friendliness, strong communities, affordability, and a sense that everyone belongs and has a true stake in where we're headed.

If I were writing the story of El Paso today, it would say:

If I were writing the story of El Paso today, it would say that we are a city rooted in our historical identity and increasingly intentional about our choices. It would tell the story of a border community shaped by quiet resilience and shared endeavor, where people show up for one another and are pushing for more care and deliberation in how decisions are made. It would reflect a city that understands its past, values its people, and is deciding in real time what kind of future it wants. And it would be a story of progress measured not just by what we build, but by who we bring along as we write our next chapter with integrity, foresight, and respect for the place and the people who call it home.



Under Durango St.

Why it matters

Strategic thinking = the art of selecting where to focus our efforts

- Provides a **plan of action** that
 - Brings community together
 - Provides clarity of purpose and direction
 - Guides actions in achieving goals, objectives, and core strategies
- Informs conversation + decisions around the resources needed to make progress



A Process Re-Redesigned

Key Enhancements

- More organic---from data to insights to strategies
 - A variety of methods to gather qualitative data
 - Focus on areas of highest dissatisfaction
 - Human-centered approach---*Pillar Profiles + Personas*
- Created a repository of the key plans, studies, and reports
- Adapted the “placemat” to center strategic imperatives
- Began alignment with Program Based Budgeting

ASSESSMENT

DEVELOPMENT

IMPLEMENT

EVALUATE



2025–2026 Strategic Planning Process Cycle (Recap)

ASSESSMENT

Gather feedback and analyze data to develop **key insights**.

**September 2025 –
January 2026**

DEVELOPMENT

Synthesize insights to develop **proposed pillars, goals, objectives and core strategies** for the two-year planning horizon.

**January 2026 –
February 2026**

*Convene City Council Strategic
Planning Session February 23rd-24th*

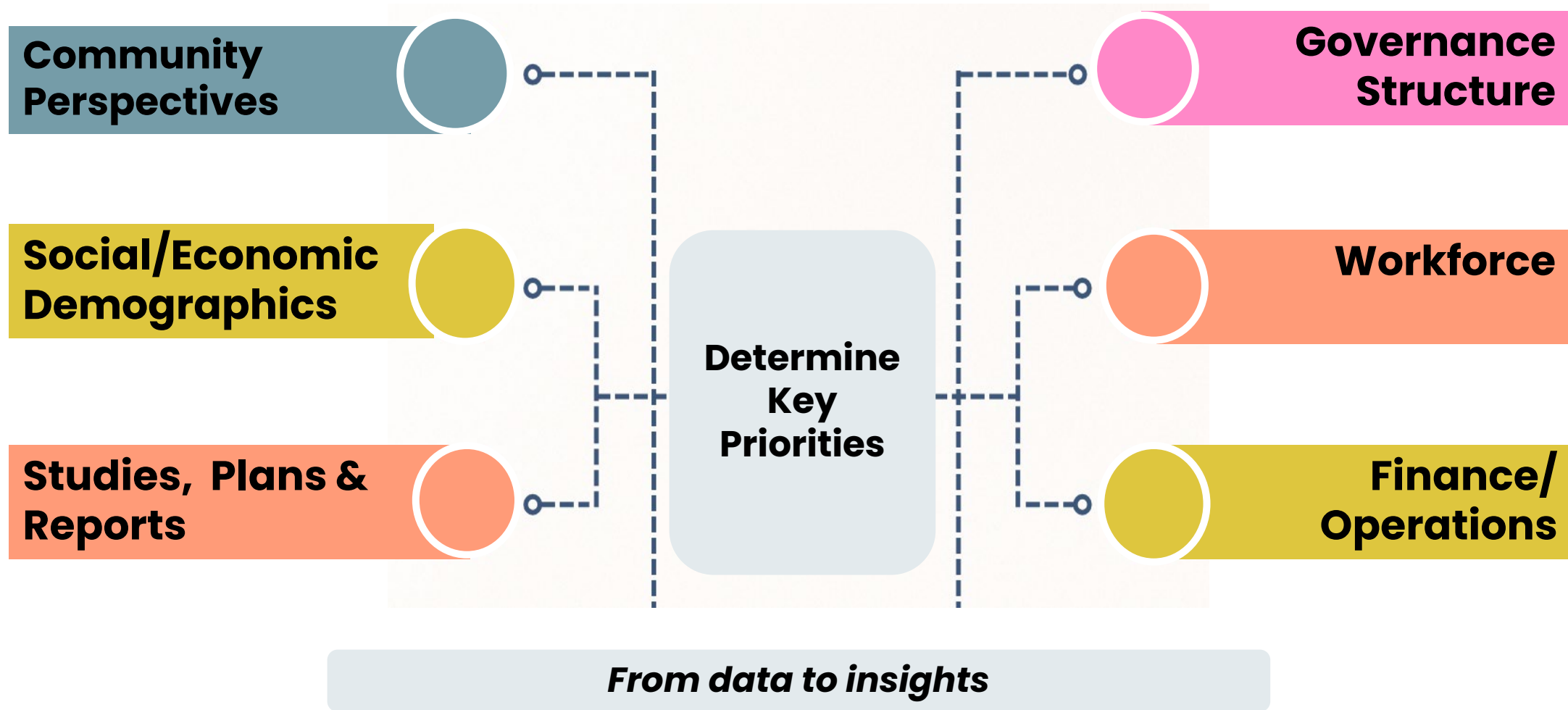
IMPLEMENT

Upon Council adoption, begin implementation of **two-year action plan**

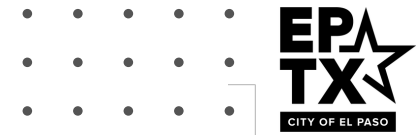
FY 2027 – FY 2028

EVALUATE

Progress monitoring and reporting



Assessment Phase Snapshot



1

Strategic Planning Conversations with Mayor and City Council

944

Data Points

9

Meetings

3

Internal Perspectives
(program evaluation plans, key strategic priorities)

197

Leadership Challenge Data Points

37

Department-level key strategic priorities / initial action plans submitted

2

Resident Conversations
(including meetings hosted by Mayor and Council)

557

Data Points

191

Respondents

10

Meetings

4

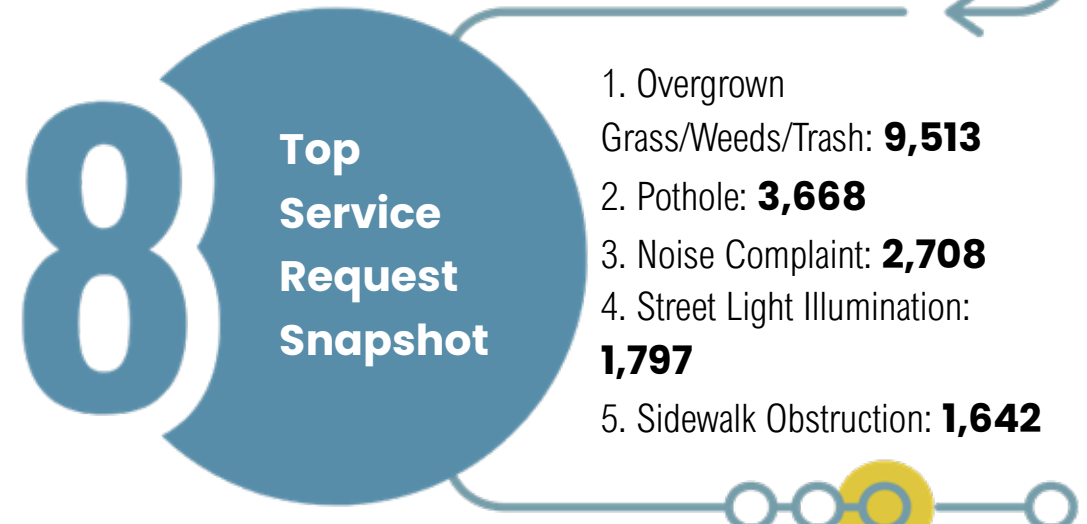
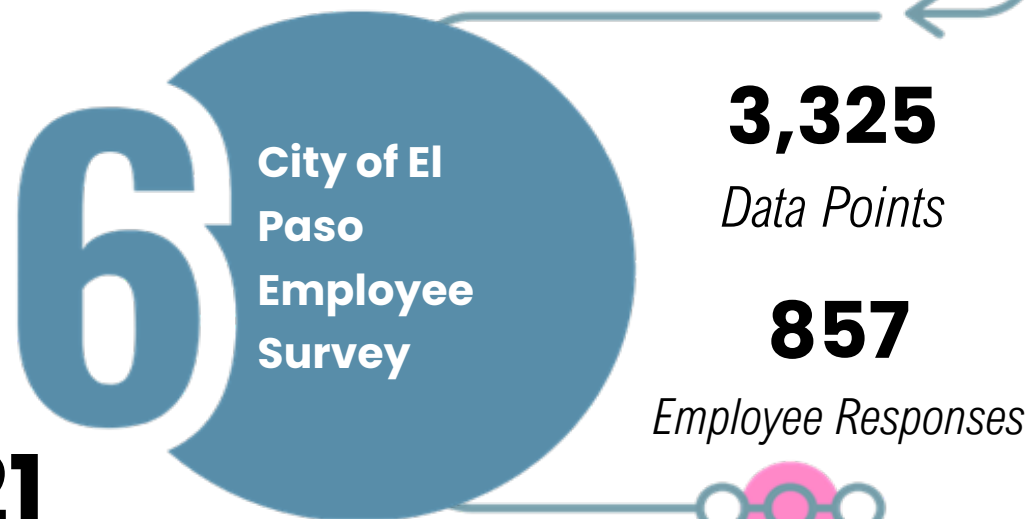
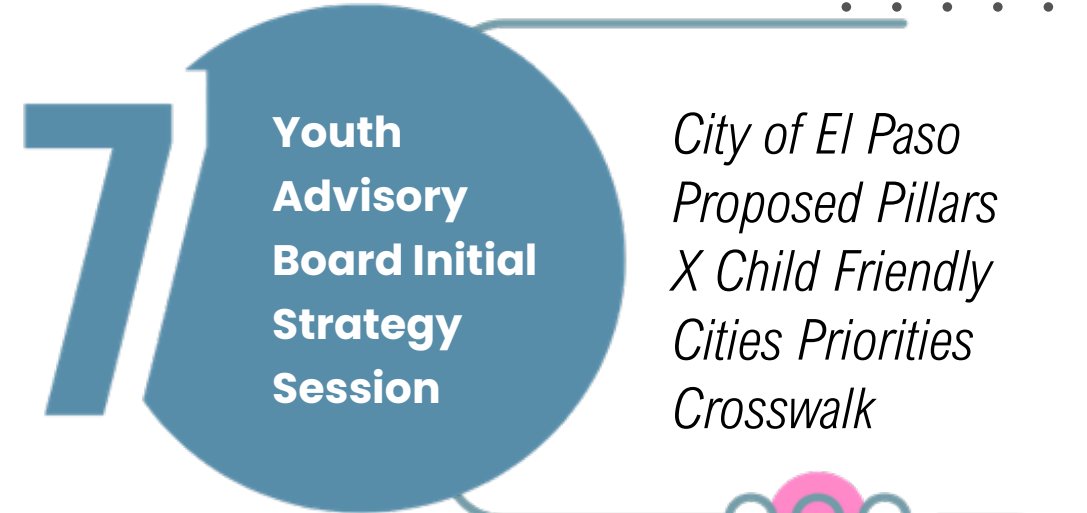
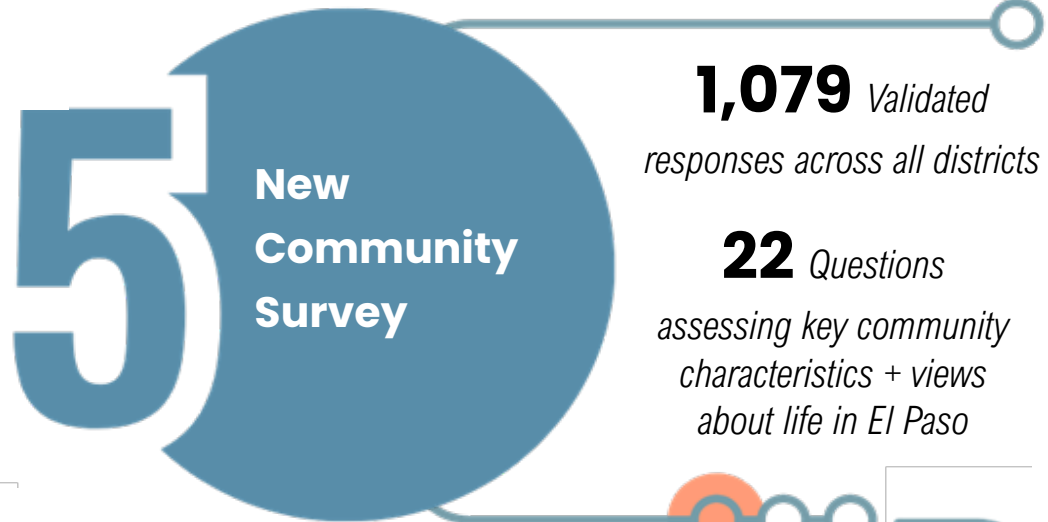
Recent Community-Wide Engagement Efforts

Connecting community perspectives across key initiatives, including:

- Climate Action Plan (in progress)
- Community Needs Assessment
- Comprehensive Economic Development Strategy
- Comprehensive Housing Market Analysis
- Envision El Paso (Engagement Summary)
- FY26 Budget Workshops
- Parks Master Plan (early stages)
- Sun Metro Rising



Assessment Phase Snapshot



Mayor & City Council Key Priority Areas

Top community-focused priorities over the next two fiscal years

Mayor	Economic Development	Infrastructure	Public Safety	Quality of Life	
D1	Infrastructure (Maintenance)	Quality of Life (Community Spaces)	Public Safety (Sustaining Safety)		
D2	UNICEF Youth Focus	Infill Development/ Urban Core	Quality of Life	Economic Development	
D3	Creating Community Engagement	Reinforcing Civic Pride, Sharing the good news	Funding resurfacing or reconstruction of city streets		
D4	Economic Development	Infrastructure	Quality of Life		
D5	Clean and safe streets with less traffic	Quality of Life, public spaces, better parks	Economic Development expansion. Better high quality and well-paying jobs.		
D6	Better Streets	Public Safety	Parks	CR process	
D7	Quality of Life	Economic Development	Housing	Education	Green Space and Beautification
D8	Human Services	Housing Planning	Community Connection	Sustainable Planning	

944
Data Points

9
Meetings



A Visual Mapping: Pillars begin to take shape

Top community-focused priorities over the next two fiscal years

Economic Development	Infrastructure	Public Safety	Quality Of Life	(Good Governance)
Economic Development	Infrastructure (Maintenance)	Public Safety (Sustaining Safety)	Quality of Life (Community Spaces)	Education
Economic Development	Clean and safe streets with less traffic	Public Safety	Quality of Life	Sustainable Planning
Economic Development	Infrastructure		Quality of Life, public spaces, better parks	Reinforcing Civic Pride, Sharing the good news
Economic Development expansion. Better high quality and well-paying jobs.	Better Streets		Parks	UNICEF Child Friendly City Initiative (CFCI) Youth Focus
Infill Development/ Urban Core	Funding resurfacing or reconstruction of city streets		Quality of Life	Creating Community Engagement
Housing Planning	Green Space and Beautification		Human Services	Community Connection
Housing			Quality of Life	CR process

Resident Conversations *(including meetings hosted by Mayor and Council)*

557

Data Points

191

Respondents

Top 3 Insights

Economic Opportunity & Affordability

Infrastructure & Transportation

Community, Safety, and Quality of Life

10

Meetings

24

POSTCARD
From El Paso

Name: District 4 Resident

Why I choose to be here:

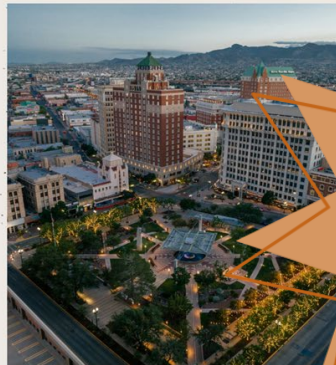
To be part of the solution to the problem not just a nagging person. El Paso is home <3

What I want most for El Paso is:

For equality no matter what side of town you live you can have amenities

If I were writing the story of El Paso today, it would say:

It's a big city with small town feeling



POSTCARD
From El Paso

Name: District 4 Resident

Why I choose to be here:

To learn what the city is envisioning for future development

What I want most for El Paso is:

Safe place for my kids to raise their kids

If I were writing the story of El Paso today, it would say:

Friendly community that is forgotten by the rest of Texas.





- [illegible]



- [illegible]

New Community Survey Approach

1,079

Validated responses across all district areas

~160

Cohort communities for benchmarking include Tucson, AZ, San Antonio, TX, Fort Worth, TX, Laredo, TX

22

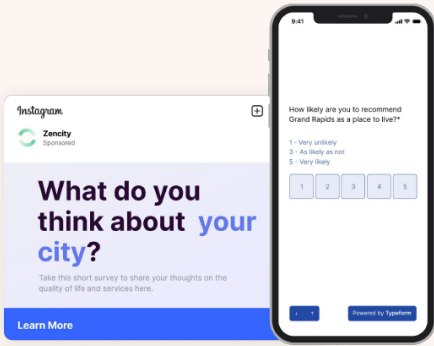
Questions assessing key community characteristics + views about life in El Paso

Zencity Community Survey

Ongoing Representative Survey

Hear from more residents with always-on, digital benchmarking surveys designed by data scientists to be accessible, representative of your community, and statistically sound.

- ✓ Full service distribution
- ✓ Unlimited translations of questions
- ✓ Customized questionnaire
- ✓ Analysis of open ended responses
- ✓ Designed reports that are digestible by stakeholders



Zencity

Quality of Life

- *How is the overall quality of life in the City of El Paso?*
- *What is your favorite thing about living in the City of El Paso*
- *What is the thing you would most want to change about life in the City of El Paso?*

Key Community Characteristics

- *Availability of affordable housing*
- *Availability of jobs that pay a living wage*
- *Access to quality health care services*
- *Access to quality education*
- *Ability for residents to give input to the El Paso city government*
- *Ease of getting around by public transportation*
- *Sense of overall safety*
- *Sense of community among residents*
- *Acceptance of residents of all backgrounds*
- *Overall cleanliness and maintenance*
- *Quality of parks and recreational amenities*
- *Overall quality of services provided by the city*
- *Quality of waste and recycling services*
- *Availability of a variety of art and cultural events*
- *Condition of streets*
- *Economic development (business growth, business attraction, and job opportunities)*
- *The values of services for the taxes paid to the City of El Paso*

Community Survey Snapshot: Key Strategic Strength

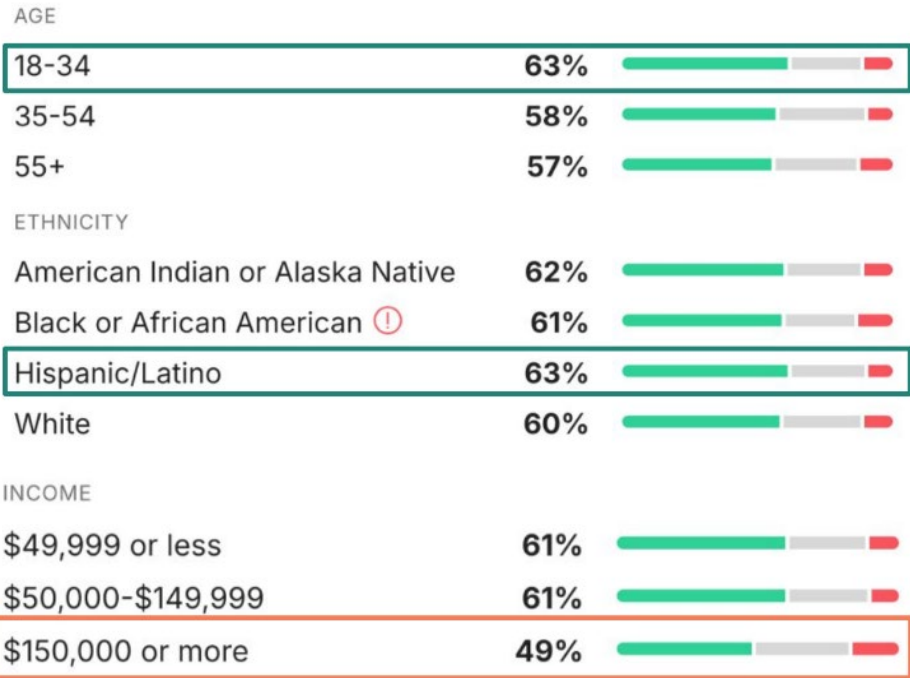


The majority of residents are satisfied with their quality of life, with 60% providing positive ratings (above the cohort average of 59%), and only 11% providing negative ratings.

N=1,079 Surveyed Residents

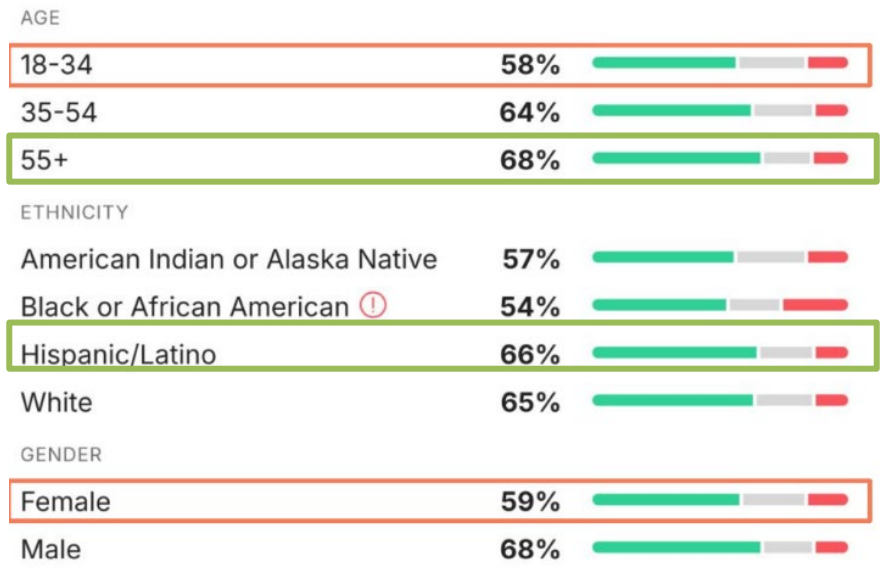
How is the overall quality of life in El Paso? | Demographic Breakdown

- **Quality of life ratings are highest among young adults** and Hispanic/Latino residents, with 63% of each group reporting a positive view.
- Ratings are lowest among high-income respondents earning \$150,000 or more (49%).



Residents in El Paso reported higher-than-average satisfaction with their overall sense of safety (63% vs. 55% cohort average).

- However, perceptions of safety vary across demographic groups. **Younger residents are less likely to rate safety positively compared to older respondents.** Female respondents report lower safety ratings than male respondents.
- Among residents dissatisfied with safety, the **top priorities for improvement were developing or enhancing crime prevention initiatives (29%)** and increasing police visibility in neighborhoods (24%), indicating a desire for more proactive safety measures.



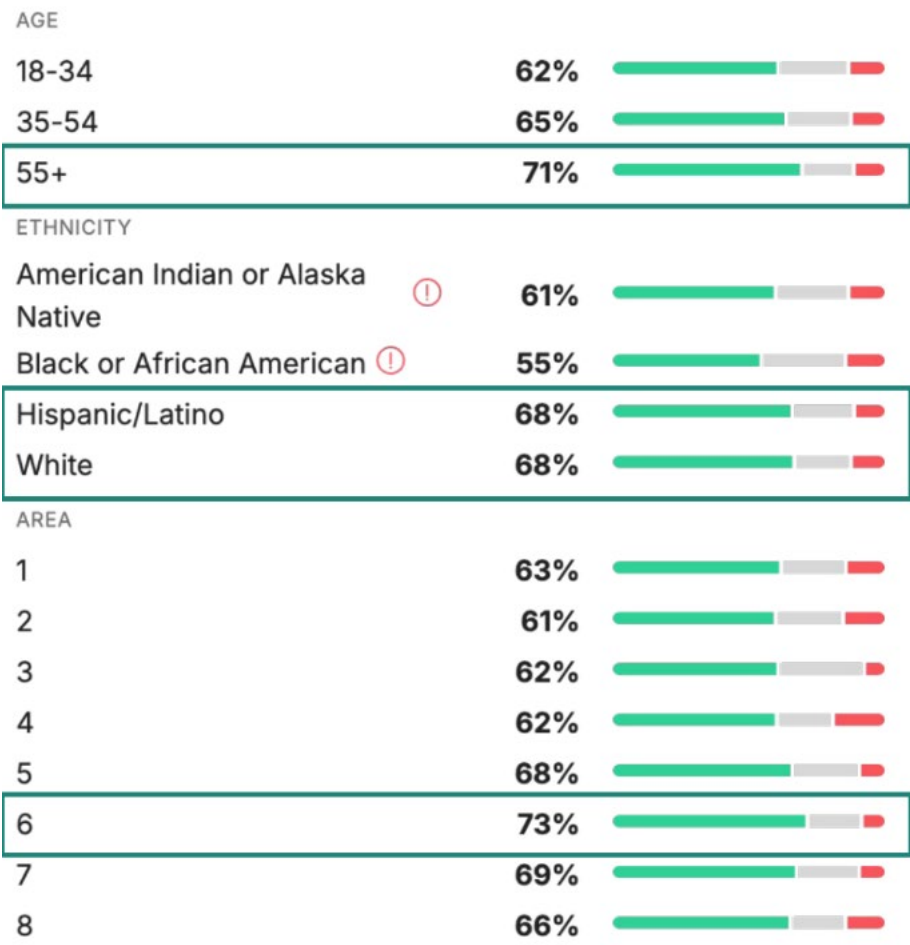
” *The people, **it is a safe and calm place** to live and have a family.*

Open text is a response to the question “What is your favorite thing about living in the City of El Paso?”



Acceptance of residents from all backgrounds (65% vs. 60% cohort average) emerged as key strategic strengths, with positive ratings above the cohort average.

- Acceptance of residents of all backgrounds in El Paso is **especially strong among residents aged 55+ (71%)**.
- Hispanic/Latino and White respondents (both 68%), and **those living in Area (District) 6 (73%)** also showed strong acceptance.



Only 22% of residents report being satisfied with the availability of jobs that pay a living wage.

- Although satisfaction is low across all demographic groups, **younger residents (18-34 age group) reported higher satisfaction (26%)**.
- **Lower-income groups (\$49,999 or less) reported the highest rate of satisfaction** with a 10-percentage point difference (25%) as compared with the highest-income group (\$150,000 or more) at 15%.
- This suggests economic progress may be felt more strongly among these groups.

AGE

18-34	26%	
35-54	20%	
55+	19%	

ETHNICITY

American Indian or Alaska Native	15%	
Black or African American	28%	
Hispanic/Latino	23%	
White	24%	

INCOME

\$49,999 or less	25%	
\$50,000-\$149,999	22%	
\$150,000 or more	15%	

EDUCATION

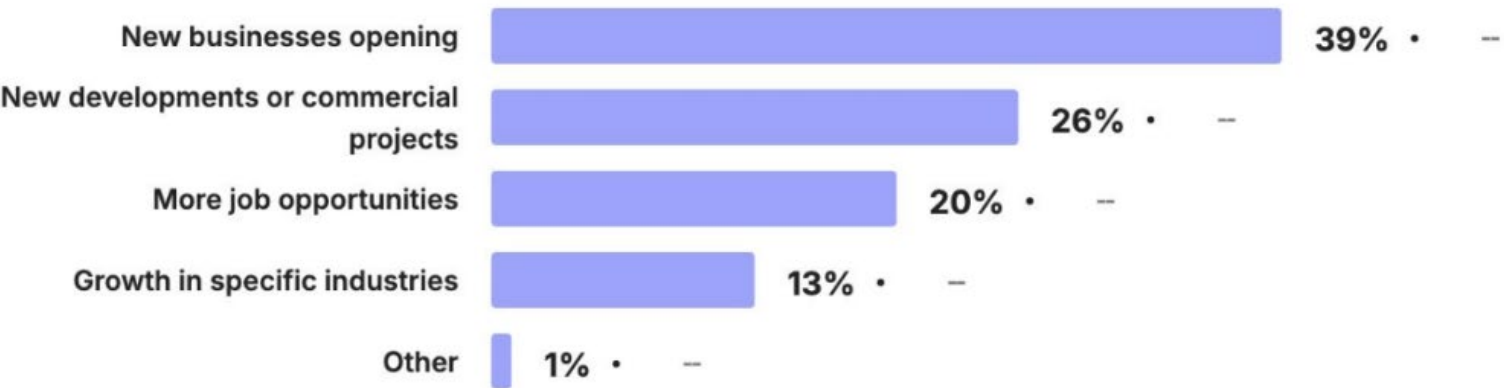
High school degree or less	29%	
Some college or college degree	20%	
Higher education degree	15%	



Satisfaction with economic development in El Paso is mixed:
38% rate it positively, 35% are neutral, and 27% are negative.

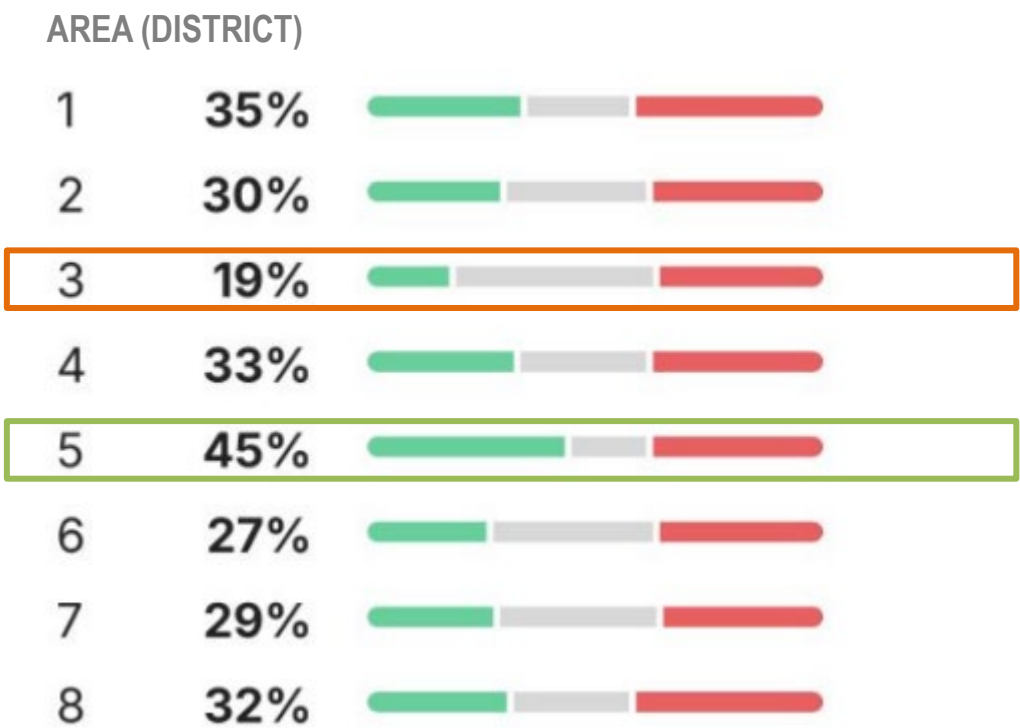
- While many report noticing new businesses opening (39%) and new development or commercial projects (26%), **far fewer say they've seen more job opportunities** (20%) or growth in specific industries (13%).

Which types of economic growth have you noticed in the past 12 months?
387 respondents answered this question



Overall, 38% of residents report negative perceptions of street conditions compared with 31% positive.

- Satisfaction is highest among adults ages 18–34 (39%) and residents earning under \$49,999 (37%).
- Older (20%) and higher-income (21%) resident groups are more critical.
- Perceptions of **street conditions vary significantly by District areas**
 - Residents in District 3 are least likely to be satisfied (19%), while those in District 5 are the most satisfied (45%).



ECONOMIC MOBILITY

Residents want to feel that opportunity is for them, not happening around them

- Overall satisfaction with the **availability of living-wage jobs** remains low at 22%.
 - Among residents dissatisfied with economic development in El Paso, growth is most visible through business and commercial activity rather than improvements in everyday job opportunities.
- Residents want more diverse, **higher-quality job opportunities**, stronger training and upskilling pathways that connect them to available work.
- **Elevate local businesses and community ambassadors** (i.e. business owners, creatives, and residents) to tell El Paso's story.
- Renew focus on **simplifying internal systems** (i.e. permitting) to better demonstrate the City's responsiveness.
- Overall satisfaction with the **availability of housing options** is 40%, signaling another key opportunity area impacting quality of life.

KEY PRIORITY AREAS

Expanding workforce pathways and availability of jobs that pay livable wages.

Supporting people, small local businesses, and key industries to drive inclusive economic growth (business growth, business attraction, and job opportunities).

Ensuring the availability of housing options and targeting sustainable planning practices.

PUBLIC SAFETY

Safety is viewed as a defining strength of El Paso to be preserved

- El Paso residents report a **higher sense of overall safety** (63%) compared to peer cities (55%) and the national average (62%).
- Perceptions of safety are stronger among older residents (68%) than younger residents (58%).
- Residents favor **proactive and visible approaches**, most often pointing to stronger crime prevention initiatives (29%) and greater police presence in neighborhoods (24%).
- **Clean and well-used public spaces** are seen as key to improving both actual and perceived safety.

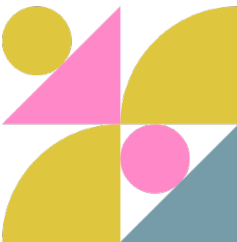
KEY PRIORITY AREAS

Strengthening proactive crime prevention initiatives.

Increasing visible, neighborhood-based policing.

Improving emergency response times and reliability.

Managing traffic conditions to enhance safety for all users.



INFRASTRUCTURE

People, places, and daily life that feels connected.

- What matters most to residents is everyday infrastructure – **safe, clean streets, and spaces that bring people together.**
- Low satisfaction with **street conditions** (31%) highlights a key opportunity for improvement.
- Residents want greater investment in **community spaces** like parks (29%) and improved **mobility and transportation** (19%).
- Visible care, such as clean facades, consistent lighting, and well-maintained medians, can **strengthen community pride and a sense of safety.**
- Residents are seeking **easier ways to move and interact across the city**, with walkability, mobility, and access valued for how they foster connection, not just convenience.

KEY PRIORITY AREAS

Residents' top infrastructure priority is street maintenance.

Enhance community spaces through cleanliness, maintenance, and thoughtful improvements.

Enable safer, easier movement for people of all ages and abilities.

QUALITY OF LIFE

People, places, and daily life that feels connected.

- Quality of life serves as the **unifying pillar** connecting opportunity, safety, infrastructure, and belonging.
- Most residents are satisfied with their quality of life, with 60% expressing positive sentiment (slightly above the cohort average) and only 11% reporting negative sentiment.
- A strong **sense of community** (53%) and broad **acceptance of residents from all backgrounds** (65%) exceeds the cohort average (60%).
- Nearly half of residents (46%) point to **community and social life** as what they value most about living in El Paso.
- Residents envision a future with more community spaces and opportunities to gather, connect, and enjoy daily life in El Paso.

KEY PRIORITY AREAS

Enhance community amenities and experiences that invite discovery and enjoyment.

Simplify access to essential human services to reduce friction in daily life.

Create opportunities for gathering recreation, and cultural expression across neighborhoods.

GOOD GOVERNANCE

Leadership that is responsive and reliable.

- Residents expect responsive leadership that **listens and communicates clearly**.
- Community pride and resilience emerge as defining themes.
- Residents value **engagement as a continuous relationship** rather than a single moment of input.
- Residents want to be a part of the process, not just the outcome.
- **Timely responses** to resident concerns and service requests are a key expectation.

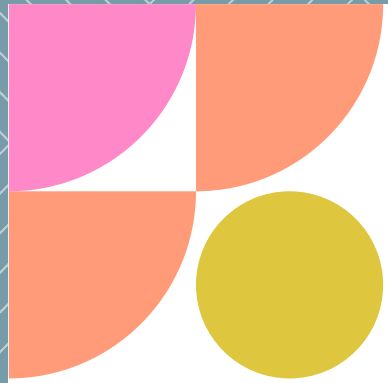
Workforce Feedback:

- Employees see themselves as **stewards** of El Paso's identity and are personally invested in its future.
- **Well-maintained streets, infrastructure, and basic services** signal care and investment in the community.
- Workforce wants **stability** they can feel in everyday life through consistent, tangible improvements.

KEY PRIORITY AREAS

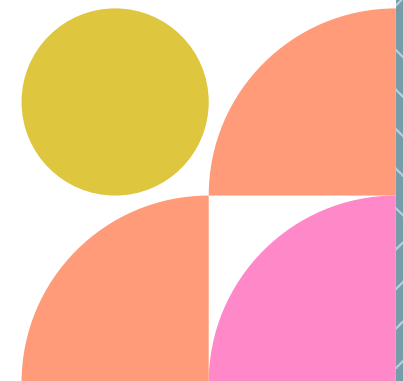
Provide clear communication and meaningful engagement opportunities that allow residents to share input.

Demonstrate the value and quality of City services by sharing visible progress and results.



Youth Perspectives

UNICEF Child Friendly Cities Initiative (CFCI)



Youth Advisory Board



- Youth Advisory Board Members participated in a strategic planning conversation during their January 12th meeting.
 - Shared thoughts on highest priority needs
 - Participated in a crosswalk activity
- First time joining Council's Strategic Planning Session
 - Share + present insights from the January 12th conversation

This work will help shape a unified vision for El Paso youth by illustrating and providing examples of what you would like the future to look like.



Convention On The Rights Of The Child

International treaty that recognizes the human rights of children (people up to 18)

Establishes international law that States Parties must ensure that **all children – without discrimination** – benefit from special protection measure and assistance

Indicates **children's rights can no longer be perceived as an option, kindness, or charity**

Framework to inform all decisions, behaviors, programs and activities



A child friendly city is one in which the voices, needs, priorities and **rights of children are an integral part of public policies, programs and decisions.**



Child
Friendly
Cities
Initiative

unicef 
for every child

Is El Paso child-friendly?

To find out, just ask the kids who live here, particularly those from under-resourced communities.

- Do they feel safe?
- Can they go to a doctor when they are sick? Do they like their school?
- Are there plenty of parks and playgrounds where they can go and meet up with friends?
- Do people listen to them when they talk —their teachers, parents, coaches?
- Do they feel — most of the time — like they get their fair share?



Child
Friendly
Cities
Initiative

unicef 
for every child

Source: UNICEF Child Friendly Launch: Binational Children's Roundtable, Nov. 12, 2025

UNICEF CFCI FIVE PRIORITIES



Meaningful Youth Participation and Intentional Inclusive Practices are critical within all five categories

Safety and Inclusion

- Address inequities (emphasis on those from marginalized backgrounds)
- Create safe physical environments – transportation, air, public services
- Inclusive Social Services – education, health and protection
- Child responsive governance – prioritizing children's well-being

Child Participation

- Empowerment – giving children agency
- Platforms for voice – formal and informal
- Integration – Embedding youth participations in health, education, play, environment, protection
- Rights-Based Approach – grounded in UN Convention (Articles 3 & 12)

Equitable Social Services

- Equity & Inclusion – Identifying, understanding and removing barriers for marginalized children
- Child Centered Approach – Integrating child's best interests in all decisions
- Holistic Services – Address public services to support children's well-being
- Accountability & Transparency – Clear delivery plan and transparent decision making

Play and Leisure

- Right to Play – Rest, play and cultural participation are rights (31)
- Holistic Development – Prioritize play to foster creativity, problem-solving, social skills, self-regulation and cognitive growth
- Beyond Playgrounds – City wide master plan that repurposes urban spaces and creates child friendly maps
- Family Connection – Opportunities for parents/guardians to collaborate

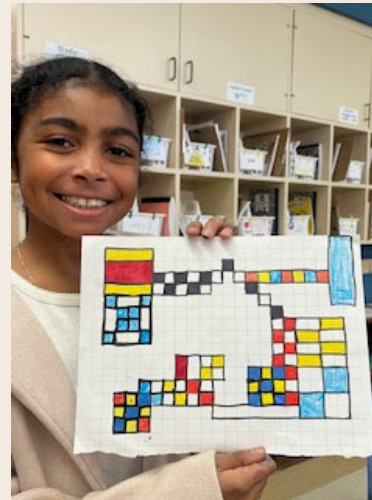
Safe Living Environments

- Physical Safety – Protection from violence, accidents and environmental hazards
- Health & Environment – Access to clean air, safe water, sanitation and green spaces
- Inclusion – Children feel respected, valued and have equal access to opportunities
- Basic Services – Access to quality education, healthcare and social services



Student Spotlight: A Heart for Learning and Peace

Meet Aria Trujillo, 4th Grader, Cherry Hill School



The City of Dreams

By Aria Trujillo

Close your eyes and imagine El Paso.

A beautiful humble city.

Picture how the big beautiful bright sun rises upon the mountain tops.

With all the colors filled with beauty, every second a sight to see.

And everyone and everything filled with a spark of spectacular.

I adore how everyone has a flower blooming in their heart beating with kindness.

All the buildings hand crafted with concentration and smiles.

And by just sharing a smile every now and then you are caring for our city.

Everything is amazing especially how the stars glisten in the night sky
just like a piece of gold.

Now I know exactly what it is.

It's El Paso the perfect city just the way it is.



In our own words:

Youth Advisory Board Member Feedback during January 12th meeting:

In the next two years, the one thing I would most want to change about life in El Paso...



ECONOMIC DEVELOPMENT (MOBILITY)

"For El Paso to grow economically and to also be somewhere to grow and start a career and grow a better relationship with our healthcare in the community."

INFRASTRUCTURE

"Landscaping- when I see pretty landscaping whether it be in the form of greenery or structures. I think it adds so much life to an area. Personally, I would like to go bring back full streets of people walk around."

PUBLIC SAFETY

"I would like for El Paso to focus more on activities that bring the City together and other people, like a festival. Focus more on safety and prioritizing the DUI issue here in El Paso."

QUALITY OF LIFE

"I want El Paso to have more clubs and school activities available to all schools and more education on drugs and overall health."

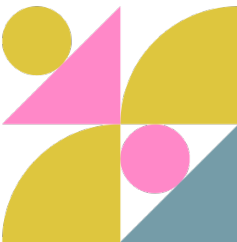
"I want to see more things to do. Not to say there isn't but it doesn't get publicized well and it gives El Paso a "boring" reputation."

"Have more opportunities for teenagers, make it more accessible to branch out."

GOOD GOVERNANCE

"School motivation!"

- Mental health services
- Nutrition and guidelines
- Immunization (mandatory)
- Sports & activities (funding)
- Providing tools for students to feel "not pressured" to fit it, "scheduling."



CoEP Pillars X CFCI Priorities Crosswalk

Youth Advisory Board Member top priorities over the next two years: Mapping conducted on January 12, 2026



ECONOMIC MOBILITY

Safety and inclusion
Adress inequities
(emphasis on those from
marginalized
backgrounds) **X2**

Safety and inclusion
Inclusive social services,
education, health, and
protection

Play and leisure
Family connection
opportunities for
parents/guardians to
collaborate

Safe Living Environments
Basic Services-access to
quality education, healthcare
and social services

INFRASTRUCTURE

Safe Living Environments
Health & Environment-
Access to clean air, safe
water, sanitation, and green
spaces **X2**

Play and Leisure
Beyond Playgrounds-
City wide masterplan
that repurposes urban
spaces and creates child
friendly maps **X2**

**Equitable Social
Services**
Identifying,
understanding and
removing barriers for
marginalized children

Safety and Inclusion
Create safe physical
environments-transportation,
air, public services

PUBLIC SAFETY

Safe Living Environments
Health & Environment-
Access to clean air, safe
water, sanitation, and green
spaces **X4**

Safety and Inclusion
Create safe physical
environments-
transportation, air, public
services **X3**

Safe Living Environments
Basic Services-access to
quality education, healthcare
and social services **X2**

Safe Living Environments
Physical Safety-protection
from violence, accidents, and
environmental hazards **X2**

Safety and Inclusion
Inclusive Social Services-
education, health, and
protection

GOOD GOVERNANCE

Safety and inclusion
Child responsive
governance-
prioritizing children's
well-being **X2**

Safety and inclusion
Inclusive social
services, education,
health, and protection

Play and leisure
Beyond Playgrounds-
City wide masterplan
that repurposes urban
spaces and creates
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Play and leisure
Family connection
opportunities for
parents/guardians to
collaborate

Play and leisure
Holistic Development---
Prioritize play to foster
creativity, problem-
solving, social skills,
self-regulation and
cognitive growth

Child Participation
Integration-
Embedding youth
participations in
health, education,
play, environment,
protection **X2**

Child Participation
Empowerment-
giving children
agency

Child Participation
Platforms for voice-
formal and informal

Child Participation
Rights-based
approach grounded in
UN Convention
(Articles 3 & 12)

Play and leisure
Right to play-rest,
play, and cultural
participation are
rights (3)

**Safe Living
Environments**
Basic Services-
access to quality
education,
healthcare and
social services **X2**

**Safe Living
Environments**
Physical Safety-
protection from
violence, accidents,
and environmental
hazards

**Safe Living
Environments**
Inclusion-Children
feel respected,
valued, and have
access to
opportunities

**Equitable Social
Services**
Accountability &
transparency-clear
delivery plan and
transparent
decision making

CoEP Pillars & CFCI Priorities Crosswalk

Youth Advisory Board Member top priorities over the next two years: Mapping conducted on January 12, 2026



QUALITY OF LIFE

Safe Living Environments

Inclusion-Children feel respected, valued, and have access to opportunities **X6**

Safe Living Environments

Physical Safety-protection from violence, accidents, and environmental hazards

Safe Living Environments

Basic Services-access to quality education, healthcare and social services

Child Participation

Integration- Embedding youth participations in health, education, play, environment, protection **X2**

Child Participation

Rights-based approach grounded in UN Convention (Articles 3 & 12)

Safety and inclusion

Inclusive social services, education, health, and protection **X2**

Safety and inclusion

Child responsive governance- prioritizing children's well-being

Safety and Inclusion

Create safe physical environments-transportation, air, public services

Play and leisure

Family connection opportunities for parents/guardians to collaborate **X3**

Play and leisure

Holistic Development--- Prioritize play to foster creativity, problem-solving, social skills, self-regulation and cognitive growth **X3**

Play and leisure

Beyond Playgrounds- City wide masterplan that repurposes urban spaces and creates child friendly maps **X2**

Equitable Social Services

Equity and Identifying, understanding, and removing barriers for marginalized children **X3**

Equitable Social Services

Holistic services-address public services to support children's well-being **X2**

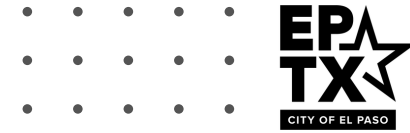
Equitable Social Services

Accountability & transparency-clear delivery plan and transparent decision making **X2**

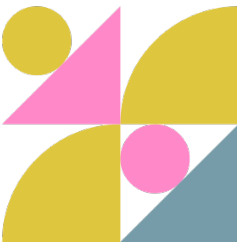
Equitable Social Services

Child Centered Approach-integrating child's best interests in all decisions

Our Key Reflections



- Approach leading to a “total focus”
- Quality of Life encompasses a lot of factors overall
- Focus on Public Safety, Economic Development, and Social Engagement opportunities
- “A City that takes the time to plan out our future”
 - Listening to our youth through this process
- Role that different leaders have in a community-led approach
- At the heart of it---consensus on what we are wanting to achieve

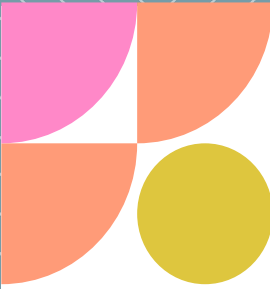


Greetings From



Texas

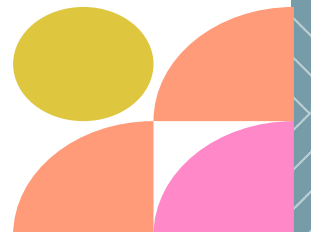
(MEETING CURRENTLY IN RECESS)



3. Internal Perspectives (Operations)

In this section we will cover:

- The City's role in addressing key priority areas
- Current key programs/services aligned with identified priority areas
- Key opportunities, policy(ies), and/or funding considerations



The City’s role in addressing these key priority areas



PROPOSED PILLAR: ECONOMIC MOBILITY
Opportunity & prosperity that reflects El Paso

PROPOSED GOAL: *Create growth opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.*

- KEY PRIORITY AREAS:
- 1. Workforce pathways and availability of jobs that pay livable wages
 - 2. Supporting individuals, small local businesses and key industries (business growth, business attraction, and job opportunities)
 - 3. Availability of housing options and targeting sustainable planning practices

- When we **attract and grow businesses, we create jobs**. It matters what kind of jobs. Development that brings higher wage, stable roles with career ladders (not just low-wage service work) create opportunity for mobility.
- By providing **small businesses and entrepreneurship** with essential tools and resources, including guidance on permits and licenses, access to funding and capital, and connections to business development partners. This allows residents to build assets not just earn wages, this is especially important for long-term mobility and intergenerational wealth.
- Create conditions for **job growth, workforce participation, and upward mobility** by focusing investments in areas such as transit, broadband and commercial activity in underserved neighborhoods.



Current key programs/services aligned with identified priority areas



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- **Employee Retention** – Create clear job pathways and development opportunities
- **Economic development programs** such as Economic Growth, Infrastructure Readiness and Small Business all work towards attracting, retaining and growing business to create jobs.
- **Housing strategy implementation** – Identify and recommend policy changes, code amendments and streamlined permitting process.
- **Community Infrastructure** – To increase the availability of affordable housing units and critical infrastructure citywide by leveraging federal funds.



Key opportunities, policy(ies), and/or funding considerations



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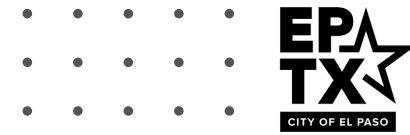
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AREAS:

- 1. Workforce pathways and availability of jobs that pay livable wages
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- 3. Availability of housing options and targeting sustainable planning practices

- Adoption and Implementation of Envision El Paso, an updated Comprehensive Plan that provides the long-term guide for where housing is encouraged and how growth should happen.
- Alignment with regional workforce boards, and major employers.
- Use of federal, state, and local funds to scale workforce pipelines.
- Key partnerships through the **Business One-Stop-Shop (BOSS)**, which brings together over 30 entrepreneurial support organizations (ESOs) and provides a centralized platform for resources and guidance.
- Policies supporting small business access to capital and procurement opportunities.
- Data-informed targeting of investments in historically underserved communities.



The City's role in addressing these key priority areas



PROPOSED PILLAR: PUBLIC SAFETY

Protection And Visibility Are A Baseline Responsibility

PROPOSED GOAL: *Sustain El Paso's standard of safety by prioritizing prevention, visibility, and a shared responsibility.*

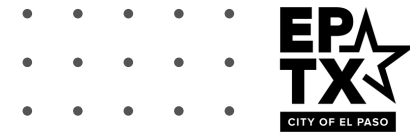
KEY PRIORITY AREAS:

1. Developing or improving public safety prevention initiatives
2. Visibility of police in neighborhoods
3. Improving response times from emergency services
4. Managing traffic conditions to enhance safety for all users

- Expand **visibility of police in neighborhoods** to enhance trust, deter crime, and improve community relationships.
- Work to **improve emergency response times** by optimizing deployment strategies and diverting non-emergency calls to Mobile Integrated Health (MIH) and community resources.
- Provide **resources, communications, and public messaging** in support of public safety prevention initiatives to raise awareness and encourage participation.
 - Such as Hands-Only CPR courses to increase bystander response and improve survival rates during cardiac emergencies.
 - Smoke Alarm Installations and Home Safety Programs to reduce fire-related injuries and fatalities.
- Work to reduce traffic fatalities by prioritizing safe street design through **Vision Zero** and Neighborhood Traffic Management Programs.



Current key programs/services aligned with identified priority areas



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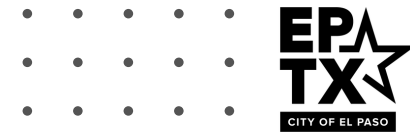
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- **Mobile Integrated Health (MIH)** – Provides health screenings, education, and vulnerability assessments to proactively identify health and safety risks. Manages low-acuity calls and chronic care cases through community-based care, ensuring appropriate use of emergency resources and continuity of care.
- **911 Officer Response** – By reducing response time to Priority I calls and reducing officer unavailable time.
- **Substandard Structures** – Work with property owners by holding quarterly meetings to discuss housing concerns.
- **Neighborhood Traffic Management Program (NTMP)** – to establish citizen-initiated traffic calming devices in our neighborhoods.



Key opportunities, policies, and/or funding considerations



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- Identifies and creates **collaborative opportunities** with community organizations, healthcare providers, and neighborhood groups to maximize impact.
- Identify **grant funding opportunities** to ensure ongoing and new initiatives are funded.
- Work with various **partnerships throughout the community** to ensure the health and public safety of community.



The City's role in addressing these key priority areas



PROPOSED PILLAR: INFRASTRUCTURE

People, places, and daily life that feels connected

PROPOSED GOAL: Strengthen infrastructure by making care and improvements visible and enabling easier, safer movement across the city to help residents feel more connected to their neighborhoods and their city.

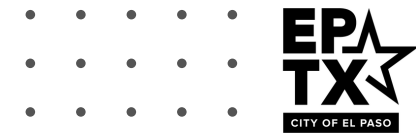
KEY PRIORITY AREAS:

1. Street maintenance is the top infrastructure related priority for residents
2. Investment in the overall cleanliness, maintenance, and enhancement of community spaces (parks and recreational amenities)
3. Easier and safer movement for people of all ages and abilities

- **Implement two-year plan** for funded street improvements focusing on roadways with lower PCI (poor pavement conditions). Additional contracts to allow more work within two-year timeframe. Provided certifications to staff conducting resurfacing inspections.
- Implement **Vision Zero Action Plan** focused on motorist and pedestrian safety with secured funding sources (i.e. state, federal, and Community Progress Bond).
 - From community feedback to delivery of funded projects
 - Neighborhood Traffic Management process
 - Safe Routes to Parks
- **Maintain park related amenities** including city-wide parks, trails, medians, sports fields, and open spaces with available funding.



Current key programs/services aligned with identified priority areas



PROPOSED PILLAR: INFRASTRUCTURE

People, places, and daily life that feels connected

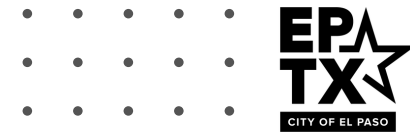
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 - 3. Easier and safer movement for people of all ages and abilities

- Resurfacing Program.
- Planning, Design, and Construction Management for capital projects (street reconstruction and extensions, renovation of existing facilities).
- **Holistic planning** for transportation network connectivity, setting **design criteria** that enables grant funding. **Utilization of state/federal funding** for mobility and accessibility, improving access to public transportation. Alignment with Metropolitan Planning Organization.
- Ensuring city-wide parks and green spaces are safe, clean, functional, and visually appealing.



Key opportunities, policy(ies), and/or funding considerations



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People, places, and daily life that feels connected

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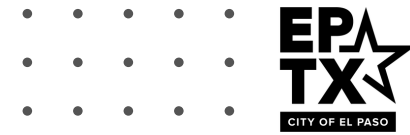
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3. Easier and safer movement for people of all ages and abilities

- Conducting a **comprehensive County-wide Mobility Plan**.
- Updating Design Standards for Construction to facilitate smart **transportation network connectivity**.
- **Finalizing Parks Master Plan** – Based on the analyses, identify short-, mid-, and long-term capital projects, including facility improvements, repurposing underutilized assets, and land acquisition priorities.
- Ensuring **collaborative infrastructure planning** with El Paso Water.
- Leveraging grant dollars and potential **alternative funding sources**.



The City's role in addressing these key priority areas



PROPOSED PILLAR: QUALITY OF LIFE

A city that is both livable and enjoyable

PROPOSED GOAL: *Enhance the environments that make daily life livable and enjoyable through welcoming spaces, accessible human services, and experiences that support wellbeing.*

KEY PRIORITY AREAS:

1. Enhancing community experiences and amenities that invite discovery and enjoyment
2. Making essential human services easier to access and navigate, reducing friction in daily life
3. Creating and activating spaces that encourage gathering, recreation, and cultural expression across neighborhoods

- The City provides a **wide range of programming** that cater to community interests in recreation and exercise programs for all ages, sports leagues, educational enhancement programs, cultural programming, artistic programming, and health and welfare.
- Creating inclusive spaces where our community can **build a sense of belonging**, developing programs support cultural connections, encourage inclusive activities, and promote health and wellness.
 - Organize events and programs that reflect our unique identity and community values.
 - Make enhancements to our spaces and programs to ensure they are open and accessible to all community members.



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3. Creating and activating spaces that encourage gathering, recreation, and cultural expression across neighborhoods

- Ensure services and programs are **responsive to resident needs** by collecting and analyzing information.
 - Parks Master Planning process, community surveys, customer journey mapping, the advice and recommendations of our Boards and Commissions, and through digital platforms.
- Enrich quality of life for residents and visitors through **signature community programming and events**.
 - WinterFest, Holiday of Lights Parade, seasonal events during Holiday season.
 - Chalk the Block, Dia de Los Muertos, Lunar New Year, Dia de los Ninos.
 - Promoting wellness and access to essential health services, such as immunization programs.



Key opportunities, policies, and/or funding considerations



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A city that is both livable and enjoyable

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3. Creating and activating spaces that encourage gathering, recreation, and cultural expression across neighborhoods

- **Leveraging funding opportunities** is a key funding consideration due to limited resources.
- Creating a sense of belonging and ownership among residents can result in **volunteers, stronger relationships with neighborhoods, and philanthropic opportunities.**
- Policies that support access to services are essential for improving resident experiences; relationships with **community-based partners and collaborators** help us understand things that we sometimes miss or overlook.
- Our Boards and Commissions, neighborhood associations, and civic groups are **key collaborators** in helping create new experiences.



The City's role in addressing these key priority areas



PROPOSED PILLAR: GOOD GOVERNANCE
Leadership that is responsive and reliable

PROPOSED GOAL: *Reinforce good governance practices focused on reliable approaches, so our workforce and residents, feel heard, informed, and a part of the City's direction.*

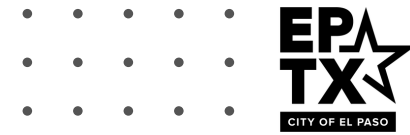
KEY PRIORITY AREAS:

1. Providing clear communication + engagement options with the ability for residents to give input
2. Sharing visible progress that conveys the value and overall quality of services provided

- Assist residents in **understanding, navigating, and utilizing available services** and programs.
- Provide services that are **efficient with accountability.**
- Ensure fiscal responsibility and promote **long-term financial sustainability.**
- Utilize data and **performance management** to enhance approach and results.



Current key programs/services aligned with identified priority areas



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PROPOSED GOAL: *Reinforce good governance practices focused on reliable approaches, so our workforce and residents, feel heard, informed, and a part of the City's direction.*

KEY PRIORITY AREAS:

1. Providing clear communication + engagement options with the ability for residents to give input
2. Sharing visible progress that conveys the value and overall quality of services provided

- **Community engagement**—provide clear, timely and easy-to-understand information and experiences so residents know what the City is doing and what services are available.
- **Strategic Data Alignment** – Improving data-driven decision-making by building staff skills in evaluation, enhancing data governance, and aligning program outcomes with strategic goals.
- **Budget Development & Monitoring** – Program-Based Budgeting ensures efficient and strategic allocation of City resources.
- **Financial Stewardship** – Ensure the City's financial integrity through accurate accounting and reporting.
- **Enterprise Risk Management Framework** – Enhance the City's governance by integrating enterprise risk management and promoting collaboration for risk-informed planning across all departments.
- **Procurement** of goods and services through an efficient process that is open, fair, competitive.



Key opportunities, policies, and/or funding considerations



PROPOSED PILLAR: GOOD GOVERNANCE
Leadership that is responsive and reliable

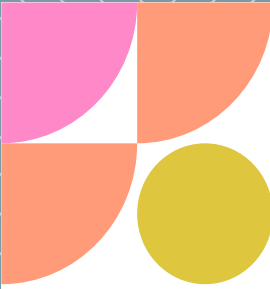
PROPOSED GOAL: *Reinforce good governance practices focused on reliable approaches, so our workforce and residents, feel heard, informed, and a part of the City's direction.*

KEY PRIORITY AREAS:

1. Providing clear communication + engagement options with the ability for residents to give input
2. Sharing visible progress that conveys the value and overall quality of services provided

- Foster a **collaborative environment** by actively engaging with our residents in a variety of settings and formats.
- **Share tools** that provide clear, timely, and easy-to-understand information so residents know what the City is doing, how it affects them, and what actions they can take to stay informed, use services, and participate.
- Continued investment in **modernizing technology** and systems.
- **Sustainable revenue strategies** to support long-term service delivery.

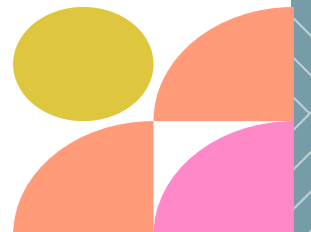




4. Financial Perspective

In this section we will cover:

- Key factors shaping our budgeting realities.
- What key decisions are needed to properly fund and support the execution of key strategies?



Why this conversation matters



Current structural pressures limit future flexibility

Strategic Priorities require intentional funding

One-time solutions are not sustainable

Decisions today will shape future service offerings/levels



Affordability

Revenue Limitations

Labor Costs

Infrastructure
Needs

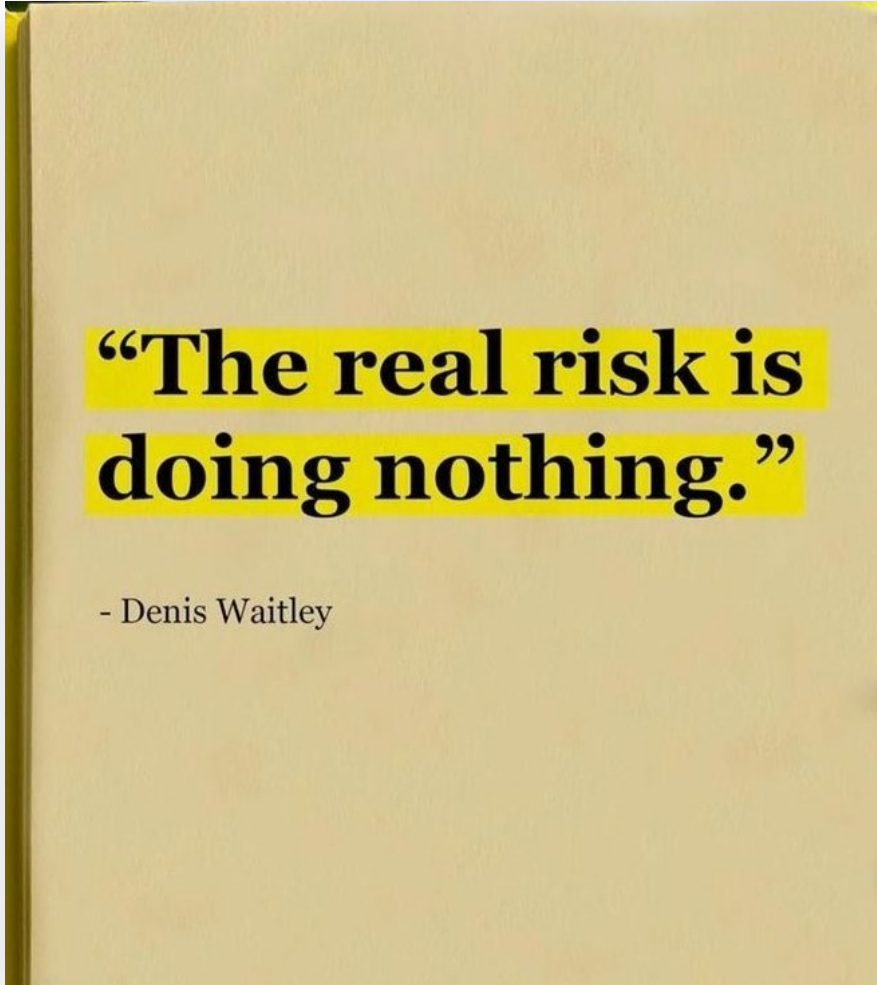
Fixed Costs
and Contracts

Service
Expectations

Long-Term
Liabilities



- Strategic plans require funding
- Initiatives must be prioritized and aligned to strategic goals
- Decisions should be data-driven
- Strategic risk-taking

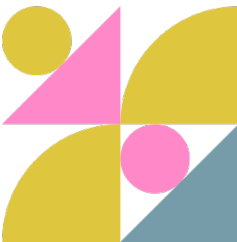
A book cover with a light beige background. The quote "The real risk is doing nothing." is centered in a bold, black, sans-serif font. The text is highlighted with a yellow rectangular background. Below the quote, the author's name "- Denis Waitley" is written in a smaller, black, sans-serif font.

**“The real risk is
doing nothing.”**

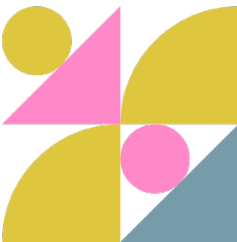
- Denis Waitley



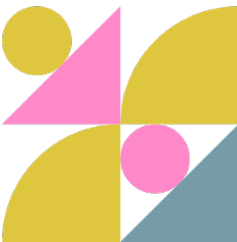
- **Workforce Sustainability (City employees)**
 - Competitive compensation strategy – “Living Wage” target
 - Staffing levels aligned to service expectations
 - Long-term affordability of personnel costs
- **Refreshed policies focused on achieving economic growth**
 - Ex. Chapter 380’s, Infill Development, Housing Assessment, International Policy Agenda
- **Strategic use of dedicated economic development funding**
 - Texas Economic Development funding expires in 2036



- **Retain and recruit first responders** through competitive collective bargaining agreements.
- Keep costs within **available revenue** over term of agreements.
- Funding availability to **maintain staffing plans** to increase number of first responders.
- Maintain budget flexibility to **properly fund** other non-public safety departments.

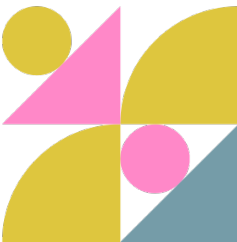


- **Street maintenance** – Annual funding targets
 - Current funding is not a long-term solution to improve street conditions.
 - Available funding alternatives may not be an option in the future.
- **Facility Maintenance** – Annual funding targets
 - \$4.9 million annually.
 - Large inventory of City facilities continues to grow.
 - Aging facilities, without necessary maintenance, approaching “end-of-life”

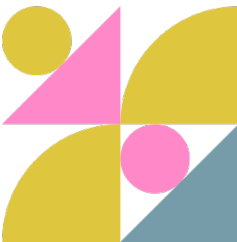


Parks and Recreation services **cost recovery**

- Costs have increased, however fee adjustments have not followed.
- Fee recovery could be based on level of benefit, type of service, organizational responsibility, and social value.
- Philosophy/Policy would ensure consistent level of service.



- **Program Based Budgeting**
 - Improved budget understanding for the community
 - Connects funding decisions to outcomes
- **Fiscal levers** – Policies or Regulatory Tools
 - Targeted revenue enhancements
- **Comprehensive Plan** – guiding growth and change
- **Information and Education**
 - Tools designed to improve community perceptions, raise awareness, and change



What success looks like

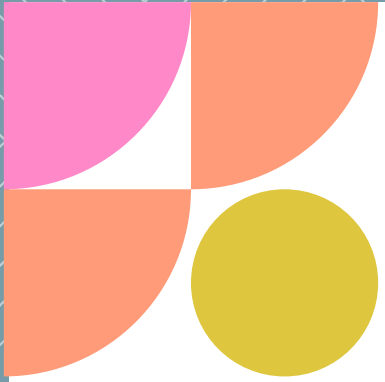
- Clear strategic focus
- Funded and executable priorities
- Reduced future budget risk
- Improved service outcomes



Greetings From

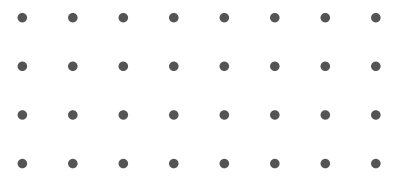


Texas

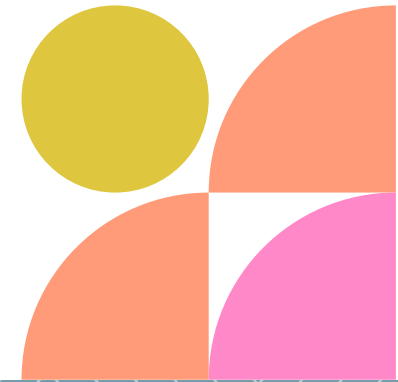


2026 Strategic Planning Session

Day Two: Strategy Development
From consensus to commitment



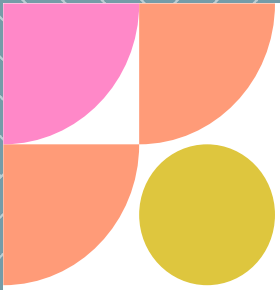
February 24, 2026



Strategy Development

Section	Description	Presented /Facilitated By	Time/Duration
1. Creating a placemat	Will we use a best-practice framework to align the proposed pillars, goals, objectives, and initial core strategies to guide our strategic direction.	Juliana Baldwin-Munoz, Chief Strategy Officer	9:00 am ~ 15 mins.
2. Making it Real	Through a series of interactive breakout discussion aligned by proposed pillars, we will formulate core strategies aimed at creating resident-centered impact.	- Juliana Baldwin-Munoz, Chief Strategy Officer - Roman Sanchez, Chief Innovation Officer	9:15 am ~2.45 hrs.
Interactive Activity + Lunch Provided On-Site			
3. Action Planning	To bring a unified vision of the future to life, we will affirm the pillars, goals, objectives and core strategies that shape the two-year action plan.	- Juliana Baldwin-Munoz, Chief Strategy Officer - Nicole Cote, Deputy City Manager	1:00 pm ~3 hrs.
4. Start Implementing	City Council will consider adopting a two-year plan that moves the organization into the implementation phase of the Strategic Planning Process	Mayor and City Council	~4:00 pm ~1 hr.
Adjourn			

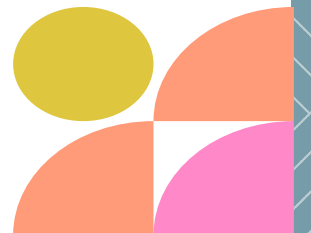




1. Creating a placemat

In this section we will cover:

- Brief overview of the framework



Why a Placemat?

- 
- The background of the slide is a collage of various colored sticky notes (yellow, pink, orange, and grey) with handwritten text. Visible words include "PLAN", "EXECUTE", "INITIATE", "GOAL", "VISION", and "MOTION".
- **Visual strategic summary** that condenses complex, comprehensive information into an actionable format
 - Outlines and aligns key insights with the pillars, goals, objectives and core strategies shaping the Strategic Plan
 - Easy to share and distribute to support clarity and visibility
 - Used across sectors as a strategic leadership and grounding tool

- Two-pager
 - “A-side” synthesizes community perspectives (key insights and themes) and spotlights key priority areas
 - “B-side” is the basis for the two-year action plan aligning all components (pillars, goals, objectives, and core strategies)

2026 City of El Paso Strategic Planning Session I Placemat DRAFT					
PROPOSED PILLARS	ECONOMIC MOBILITY Opportunity and prosperity that reflect El Paso.	PUBLIC SAFETY Protection and visibility are a baseline responsibility.	INFRASTRUCTURE People, places, and daily life that feels connected.	QUALITY OF LIFE A city that feels both livable and enjoyable.	GOOD GOVERNANCE Leadership that is responsive and reliable.
KEY INSIGHTS	- Residents want to feel that opportunity is for them, not happening around them. - Overall satisfaction with the availability of living-wage jobs remains low at 22%. However, younger residents (47%) and lower-income residents (44%) report substantially higher satisfaction, suggesting recent economic progress may be felt more strongly among these groups. - Among residents dissatisfied with economic development in El Paso, growth is most visible through business and commercial activity rather than improvements in everyday job opportunities. - Residents want more diverse, higher-quality job opportunities and stronger training and upskilling pathways that connect them to available work. - Elevate local businesses and community ambassadors (i.e. business owners, creatives, and residents) to tell El Paso's story. - Renew focus on simplifying internal systems (i.e. permitting) to better demonstrate the City's responsiveness and role as a partner.	- Safety is viewed as one of El Paso's defining strengths and a priority to preserve. - El Paso residents report a higher sense of overall safety (63%) compared to peer cities (55%) and the national average (62%). - While overall sense of safety is high, resident perceptions of safety differ across demographics. - Perceptions of safety are stronger among older residents (68%) than younger residents (58%). - Residents favor proactive and visible approaches, most often pointing to stronger crime prevention initiatives (29%) and greater police presence in neighborhoods (24%). - Clean, well-lit, and well-used public spaces are seen as key to improving both actual and perceived safety.	- What matters most to residents is everyday infrastructure – safe, clean streets, and spaces that bring people together. - Low satisfaction with street conditions (31%) highlights a key opportunity for improvement. - Street condition perceptions vary widely by district, with District 3 reporting the lowest satisfaction (19%) and District 5 the highest (45%). - Residents want greater investment in community spaces like parks (29%) and improved mobility and transportation (19%). - Visible care, such as clean facades, consistent lighting, and well-maintained medians, can strengthen community pride and a sense of safety. - Residents are seeking easier ways to move and interact across the city, with walkability, mobility, and access valued for how they foster connection, not just convenience.	- Quality of life serves as the unifying pillar connecting opportunity, safety, infrastructure, and belonging. - Overall, 89% of residents are satisfied with their quality of life, with 60% expressing positive sentiment (slightly above the cohort average) and only 11% reporting negative sentiment. - A strong sense of community (53%) and broad acceptance of residents from all backgrounds (65%) exceeds the cohort average (60%). - Nearly half of residents (46%) point to community and social life as what they value most about living in El Paso. - Residents envision a future with more community spaces and opportunities to gather, connect, and enjoy daily life in El Paso.	- Residents expect responsive leadership that listens and communicates clearly. - Community pride and resilience emerge as defining themes. - Residents value engagement as a continuous relationship rather than a single moment of input. - Residents want to be a part of the process, not just the outcome. - Timely responses to resident concerns and service requests are a key expectation.
PROPOSED GOALS	CREATE GROWTH opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.	SUSTAIN EL PASO'S STANDARD of safety by prioritizing prevention, visibility, and shared responsibility.	STRENGTHEN INFRASTRUCTURE by making care and improvements visible and enabling easier, safer movement across the city to connect residents with their neighborhoods and the city as a whole.	ENHANCE THE ENVIRONMENTS that make daily life livable and enjoyable through welcoming spaces, accessible human services, and experiences that support wellbeing.	REINFORCE GOOD GOVERNANCE PRACTICES through reliable approaches that ensure our workforce and residents feel heard, informed, and engaged in the City's direction.
KEY PRIORITY AREAS (two-year planning horizon)	- Expanding workforce pathways and availability of jobs that pay livable wages. - Supporting people, small local businesses, and key industries to drive inclusive economic growth (business growth, business attraction, and job opportunities). - Ensuring the availability of housing options and targeting sustainable planning practices	- Strengthening proactive crime prevention initiatives. - Increasing visible, neighborhood-based policing. - Improving emergency response times and reliability. - Managing traffic conditions to enhance safety for all users	- Residents' top infrastructure priority is street maintenance. - Enhance community spaces through cleanliness, maintenance, and thoughtful improvements. - Enable safer, easier movement for people of all ages and abilities.	- Enhance community amenities and experiences that invite discovery and enjoyment. - Simplify access to essential human services to reduce friction in daily life. - Create opportunities for gathering recreation, and cultural expression across neighborhoods.	- Provide clear communication and meaningful engagement opportunities that allow residents to share input. - Demonstrate the value and quality of City services by sharing visible progress and results.
Bottom line: The proposed pillars and existing vision areas are structurally sound and strongly affirmed by data and insights drawn from the 2023 Community Survey, Employee Survey, and Resident Conversation feedback methods. The focus now shifts from validation to impact, starting with this grounding question: <i>What will residents feel is meaningfully better in their daily lives two years from now because of the choices made today?</i>					

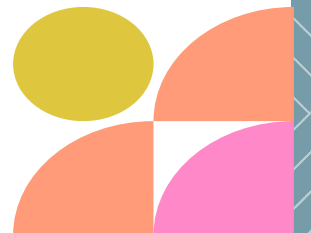
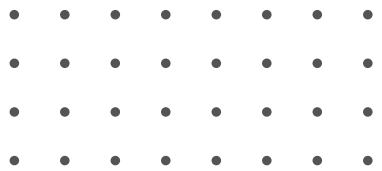
2026 City of El Paso Strategic Planning Session I Placemat DRAFT		
PROPOSED PILLARS (Foundational elements of our organizational strategy)	KEY OBJECTIVES (What we aim to achieve in support of our goals and key priority areas)	INITIAL CORE STRATEGIES (The focused activities shaping our two-year implementation plan)
ECONOMIC MOBILITY Opportunity and prosperity that reflect El Paso. PROPOSED GOAL: (Sets primary direction and focus) Create growth opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.	- Enhance employee career growth through targeted development opportunities and supportive workplace policies. - Empower local entrepreneurs and small businesses by simplifying access to tools, guidance, and growth-supporting programs. - Expand the supply of market-rate housing through policies and programs that respond to community housing needs. - Support timely construction by providing a permitting process that is clear, predictable, and focused on safety.	Activating workforce pathways toward livable wages. - CoEP as an Employer - Advance a citywide learning and development strategy that builds capability, retention, and promotion readiness. - Implement a multi-year employee compensation plan focused on regular wage adjustments tied to the cost of living. - CoEP as a Strategy Partner - Revitalize incentive policies to support the creation of livable-wage jobs. - Reinforce local spending and regional procurement by revitalizing Hire El Paso First and reactivating Supply El Paso. Supporting individuals, local businesses, and key industries. - Strengthen partnerships to improve access to childcare, crisis intervention, counseling, and supportive services that promote long-term stability. - Expand the reach of the Business One Stop Shop (BOSS) to connect businesses with needed resources and tools. - Provide readiness resources to support advanced manufacturing, ports, and aerospace growth.
PUBLIC SAFETY Protection and visibility are a baseline responsibility. PROPOSED GOAL: Sustain El Paso's standard of safety by prioritizing prevention, visibility, and shared responsibility.	- Keep communities safe by providing fast, skilled police response when emergencies occur. - Lead the region in emergency and disaster response through strong coordination, education, and resilient health and medical systems. - Support safe and easy travel by addressing traffic concerns quickly and improving connectivity for everyone.	Recruiting and retaining first responders. Investing in public safety training and equipment. Focusing on key transportation planning and traffic management programs. - Implement the Vision Zero Action Plan to eliminate traffic fatalities and position El Paso for future safety funding. - Advance the Safe Routes to School Action Plan to prioritize safer travel for students and unlock future funding opportunities. - Control to Complete Streets by advancing accessible, multimodal design through the Technical Review and Mobility Advisory Committees. - Strengthen the Neighborhood Traffic Management Program (NTMP) by installing warranted traffic-calming measures on city rights-of-way. - Ensure timely responses to traffic concerns that improve roadway safety, reduce congestion, and enhance mobility across all travel modes.
INFRASTRUCTURE People, places, and daily life that feels connected. PROPOSED GOAL: Strengthen infrastructure by making care and improvements visible and enabling easier, safer movement across the city to connect residents with their neighborhoods and the city as a whole.	- Deliver well-designed and well-managed construction projects that provide safe, durable, and well-maintained city buildings, roads, and public infrastructure for our residents. - Ensure efficient development of a connected, accessible, and safe local transportation network for roadway users. - Provide opportunities for residents to travel throughout the community for work, medical, or other appointments, school, or play by providing high-quality transit options.	Investing in street maintenance and roadway improvements. - Diversify funding sources by exploring alternative options, including local fees. Enhance community pride through the cleanliness, maintenance, and beautification of public spaces. - Activate community stewardship through Adopt-A-Street and anti-litter programs. - Implement Sun City Lights improvements to support safer, more vibrant public spaces. - Advance the Public Art Master Plan to boost culture and activate public spaces.
QUALITY OF LIFE A city that feels both livable and enjoyable. PROPOSED GOAL: Enhance the environments that make daily life livable and enjoyable through welcoming spaces, accessible human services, and experiences that support wellbeing.	- Enrich quality of life for residents and visitors through arts, culture, and community programs that educate, inspire, and foster lifelong engagement. - Safeguard public health by increasing vaccination coverage, preventing vaccine-preventable diseases and ensuring access to essential health services. - Promote learning, wellness, and connection through educational and recreational programs that strengthen community life.	Enhancing community offerings and amenities that invite discovery, enjoyment, and connection. - Complete, adopt, and begin implementing the Parks Master Plan to guide the development and improvement of parks and recreational facilities. - Finalize and launch Envision El Paso, the City's Comprehensive Plan guiding growth and change over the next 10-15 years. - Evaluate and refresh senior- and youth-focused programs to ensure they remain responsive and impactful. Making essential human services easier to access and navigate. - Expand immunization access and increase vaccine uptake across El Paso County.
GOOD GOVERNANCE Leadership that is responsive and reliable. PROPOSED GOAL: Reinforce good governance practices through reliable approaches that ensure workforce and residents feel heard, informed, and engaged in the City's direction.	- Expand resident engagement, understanding, and participation in City services, programs, and public decisions. - Strengthen data-informed decision-making by building staff capacity in evaluation and performance measurement, improving data governance, and aligning program outcomes with strategic goals. - Ensure strategic and efficient use of City resources through responsible local planning that supports community priorities and reliable service delivery.	Creating clear, meaningful pathways for resident input and engagement. - Implement a community-facing Program-Based Budgeting (PBB) approach that begins with resident priorities, clearly shows where City dollars go, and connects funding decisions to outcomes residents can see and feel in daily life. Sharing visible progress that conveys the value and overall quality of services provided. - Develop clear program and service profiles that explain what services do and why they matter. - Launch accessible tools and guides that share key data with regular updates and plain-language explanations about what the data means, why it matters, and how it shows up in the community. Generate sustainable fiscal opportunities to support community priorities. - Use policy levers, such as fiscal policy and capacity-building tools, to influence economic activity and infrastructure investment.



2. Making it Real

In this section we will cover:

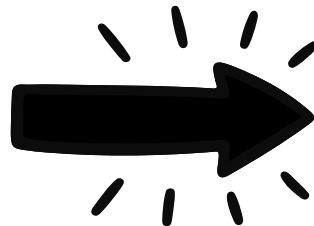
- Introduction of the exercise
- Break-out by proposed pillars



Pillar Break-Out Instructions

Duration: 30 minutes per Pillar

1. **READY!** Locate your assigned table and tablemates
 - Designate a “power scribe” who will submit one worksheet for the table
2. **SET!** Locate your Pillar Profile and the Strategy Development Worksheet
3. **GO!** Work through key prompts
4. We will announce the 20-minute mark. Ensure you make your way to the Final Check Point.
5. Final Lap. Stop and jot your **Proposed Core Strategies**



PILLAR PROFILE

STRATEGY DEVELOPMENT WORKSHEET: FROM INSIGHTS TO 2-YEAR ACTION PLAN

Pillar: ECONOMIC MOBILITY | Opportunity and prosperity that reflect El Paso

Goal: Create growth opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.

START HERE →

Initial Core Strategies

1. Activating workforce pathways toward livable wages.
2. Supporting individuals, local businesses, and key industries.
3. Defining how the City will support the expansion of housing options and affordability.
4. Streamlining permitting and licensing processes to support efficient, timely building construction.

KEY PROMPTS TO HELP CENTER + VALIDATE OUR STRATEGIC THINKING

- How would this action preserve or enhance what residents already love about El Paso?
- How would this action support an area of opportunity to improve resident satisfaction?
- What key factors would help us succeed (i.e. partnerships, key programs)?
- What key factors would limit our success?

TWO-YEAR PLANNING HORIZON CHECK

Can this action show visible progress within 24 months? ☐ Yes / ☐ No

If yes, what is the expected outcome?

If no, what would need to change to make this achievable?

*Key consideration: What must we get right today so residents will feel meaningful change in their daily lives **two years from now**?*

PRIORITY & TRADEOFF LENS

Is funding available to support implementing this action? ☐ Yes / ☐ No

Are we willing to prioritize this action over other potential investments? ☐ Yes / ☐ No

If yes, this directly advances:

If no, should this be considered as a longer-term priority (more than a two-year planning process)?

Key consideration: What investments would most improve how it feels to live in El Paso day to day?

CORE STRATEGY DECISION

Based on key data, key insights, persona lens, and any other key strategic context discussed, are the initial strategies valid? ☐ Yes / ☐ No

If yes, please write under proposed core strategies as indicated in the section below.

If no, what specifically should change, be amended, and/or be added?

FINAL CHECK POINT

How will we know this worked?

In two years, residents like Marisol should be able to say:

"

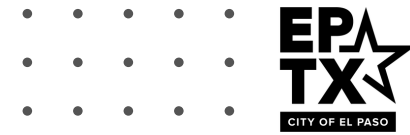
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Proposed Core Strategies

1. _____
2. _____
3. _____



Guidance for “Break-Through” Convos



Start Here – Explore Possibilities (~5 mins.)

Focus: Explore before deciding.

What to do: Review initial core strategies as starting points, not solutions.

Two-Year Planning Horizon – (~5 mins.)

Focus: Consider feasibility.

What to do: Assess whether the idea can be experienced within two years.

“What would residents actually experience in 24 months?”

Priority & Tradeoff Lens – Designing Within Constraints (~5 mins.)

Focus: Constraints can guide better design.

If we can’t resource it, we’re not designing responsibly. A focused set of ideas can be delivered with integrity.

What to do: Discuss capacity, funding, and focus.

“What can we realistically support right now without over-promising to residents?”

PILLAR PROFILE

STRATEGY DEVELOPMENT WORKSHEET: FROM INSIGHTS TO 2-YEAR ACTION PLAN

Pillar: ECONOMIC MOBILITY | Opportunity and prosperity that reflect El Paso

Goal: Create growth opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.

START HERE →

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If no, what specifically should change, be amended, and/or be added?

FINAL CHECK POINT

How will we know this worked?

In two years, residents like Marisol should be able to say:

“

END HERE →

Proposed Core Strategies

1.

2.

3.



Anchoring the conversation

- This exercise helps move from ***what we've heard from residents*** to ***clear strategies***.
- We will focus on real experiences, felt needs, and practical change, not just ideas that sound good on paper.
- By the end of this exercise, we should be able to clearly say what we are prioritizing, why it matters, and how residents could experience the difference.
- Throughout the next 30 minutes, we'll keep asking ourselves:

Does this improve the experience of residents in a way they would actually notice within two years?

PILLAR PROFILE

STRATEGY DEVELOPMENT WORKSHEET: FROM INSIGHTS TO 2-YEAR ACTION PLAN

Pillar: ECONOMIC MOBILITY | Opportunity and prosperity that reflect El Paso

Goal: Create growth opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.

START HERE →

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PRIORITY & TRADEOFF LENS

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If no, should this be considered as a longer-term priority (more than a two-year planning process)?

Key consideration: What investments would most improve how it feels to live in El Paso day to day?

CORE STRATEGY DECISION

Based on key data, key insights, personal lens, and any other key strategic context discussed, are the initial strategies valid? ☐ Yes / ☐ No

If yes, please write under proposed core strategies as indicated in the section below.

If no, what specifically should change, be amended, and/or be added?

FINAL CHECK POINT

How will we know this worked?

In two years, residents like Marisol should be able to say:

“

”

END HERE →

Proposed Core Strategies

1. _____
2. _____
3. _____

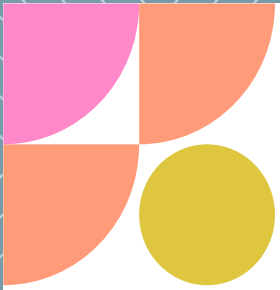


Greetings From



Texas

(MEETING CURRENTLY IN RECESS)



3. Action planning

In this section we will cover:

To bring a unified vision of the future to life, we will affirm the pillars, goals, objectives and core strategies that shape the two-year action plan.



Proposed Two-Year Action Plan



PROPOSED PILLAR: **ECONOMIC MOBILITY**
Opportunity & prosperity that reflects El Paso

PROPOSED GOAL: *Create growth opportunities that strengthen economic mobility and our local identity to keep families rooted and thriving in El Paso.*

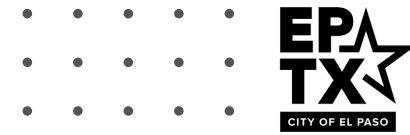
- KEY PRIORITY AREAS:**
- 1. Workforce pathways and availability of jobs that pay livable wages
 - 2. Supporting individuals, small local businesses and key industries (business growth, business attraction, and job opportunities)
 - 3. Availability of housing options and targeting sustainable planning practices

CORE STRATEGIES

- 1.
- 2.
- 3.



Proposed Two-Year Action Plan



PROPOSED PILLAR: PUBLIC SAFETY

Protection And Visibility Are A Baseline Responsibility

PROPOSED GOAL: *Sustain El Paso's standard of safety by prioritizing prevention, visibility, and a shared responsibility.*

KEY PRIORITY AREAS:

1. Developing or improving public safety prevention initiatives
2. Visibility of police in neighborhoods
3. Improving response times from emergency services
4. Managing traffic conditions to enhance safety for all users

CORE STRATEGIES

- 1.
- 2.
- 3.



Proposed Two-Year Action Plan



PROPOSED PILLAR: INFRASTRUCTURE

People, places, and daily life that feels connected

PROPOSED GOAL: *Strengthen infrastructure by making care and improvements visible and enabling easier, safer movement across the city to help residents feel more connected to their neighborhoods and their city.*

KEY PRIORITY AREAS:

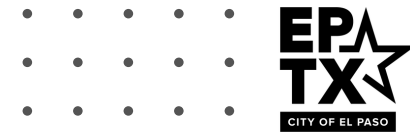
1. Street maintenance is the top infrastructure related priority for residents
2. Investment in the overall cleanliness, maintenance, and enhancement of community spaces (parks and recreational amenities)
3. Easier and safer movement for people of all ages and abilities

CORE STRATEGIES

- 1.
- 2.
- 3.



Proposed Two-Year Action Plan



PROPOSED PILLAR: QUALITY OF LIFE

A city that is both livable and enjoyable

PROPOSED GOAL: *Enhance the environments that make daily life livable and enjoyable through*

welcoming spaces, accessible human services, and experiences that support wellbeing.

KEY PRIORITY AREAS:

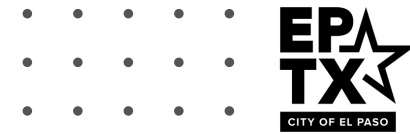
1. Enhancing community experiences and amenities that invite discovery and enjoyment
2. Making essential human services easier to access and navigate, reducing friction in daily life
3. Creating and activating spaces that encourage gathering, recreation, and cultural expression across neighborhoods

CORE STRATEGIES

- 1.
- 2.
- 3.



Proposed Two-Year Action Plan



PROPOSED PILLAR: GOOD GOVERNANCE
Leadership that is responsive and reliable

PROPOSED GOAL: *Reinforce good governance practices focused on reliable approaches, so our workforce and residents, feel heard, informed, and a part of the City's direction.*

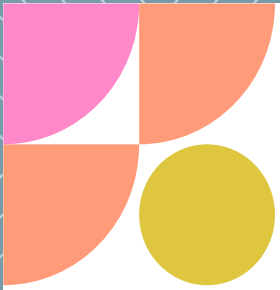
KEY PRIORITY AREAS:

1. Providing clear communication + engagement options with the ability for residents to give input
2. Sharing visible progress that conveys the value and overall quality of services provided

CORE STRATEGIES

- 1.
- 2.
- 3.

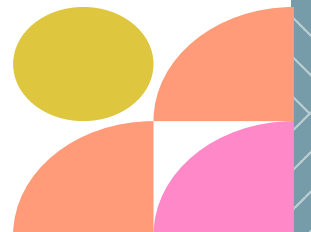




4. Start Implementing

In this section we will cover:

City Council will consider adopting a two-year plan that moves the organization into the implementation phase of the Strategic Planning Process (FY27–FY28).



Greetings From



Texas

THANK YOU!