

The City of El Paso is a reflective, forward-looking organization, guided by a shared commitment to serve our community with intention and care. Our Strategic Planning Process is where that commitment takes shape, setting the direction for how we respond to community needs today and how we prepare for the future we want.

This work matters because our Strategic Plan is built around the people we serve. It translates community insights into clear priorities, aligns City efforts around what matters most to residents, and guides the decisions that ensure progress is not only made, but can be felt across neighborhoods.

A key milestone in this journey is our biennial Strategic Planning Session, where City leaders consider key strategic priorities and shape a focused, two-year action plan that advances our shared vision. The next Strategic Planning Session will take place February 23–24, 2026.

Together, we will:

- Create, convey, and instill a strategic direction by illustrating and providing examples of what the future will look like; and
- Strengthen connections across the organization so every department, every team, and every role understand how their work brings the plan to life.

This packet provides the following key information in preparation for the session:

- **What to Expect (The 2026 Strategic Planning Session Approach)**
Agenda flow and details:
 - Day One: Monday, February 23rd
 - *Setting the tone through strategy mapping*
 - Day Two: Tuesday, February 24th
 - *From consensus to commitment through strategy development*
- **What We Did (Process)**
 - Strategic Planning Process recap
 - Assessment Phase snapshot

WHAT TO EXPECT

(Session Approach)



DAY ONE: Monday, February 23, 2026 (Afternoon Only)

Setting the tone through Strategy Mapping

Focus	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, what must we first get right first about considering our workforce – as a community?	Leila Melendez, CEO <i>Workforce Solutions Borderplex</i>	1:15 pm ~ 1hr.
2. Community Perspectives	City Council reflections. Summary of the data and key insights gathered during the assessment phase. A presentation by Youth Advisory Board Members.	City Council Members Juliana Baldwin-Munoz, Chief Strategy Officer Stephanie Otero, VP of Operations, <i>El Paso Community Foundation</i> Youth Advisory Board Members	2:15 pm ~1hr
<i>Break + Interactive Activity</i>			
3. Internal Perspectives	A Senior Leadership snapshot highlighting key opportunities and considerations tied to the community's key priority areas.	Deputy City Managers	3:30 pm ~45 mins.
4. Financial Perspectives	Key factors shaping our budgeting realities. What key decisions are needed to properly fund & support the execution of key strategies?	Robert Cortinas, Chief Financial Officer/Deputy City Manager	4:15 pm ~45 mins.
<i>Adjourn</i>			

DAY TWO: Tuesday, February 24, 2026

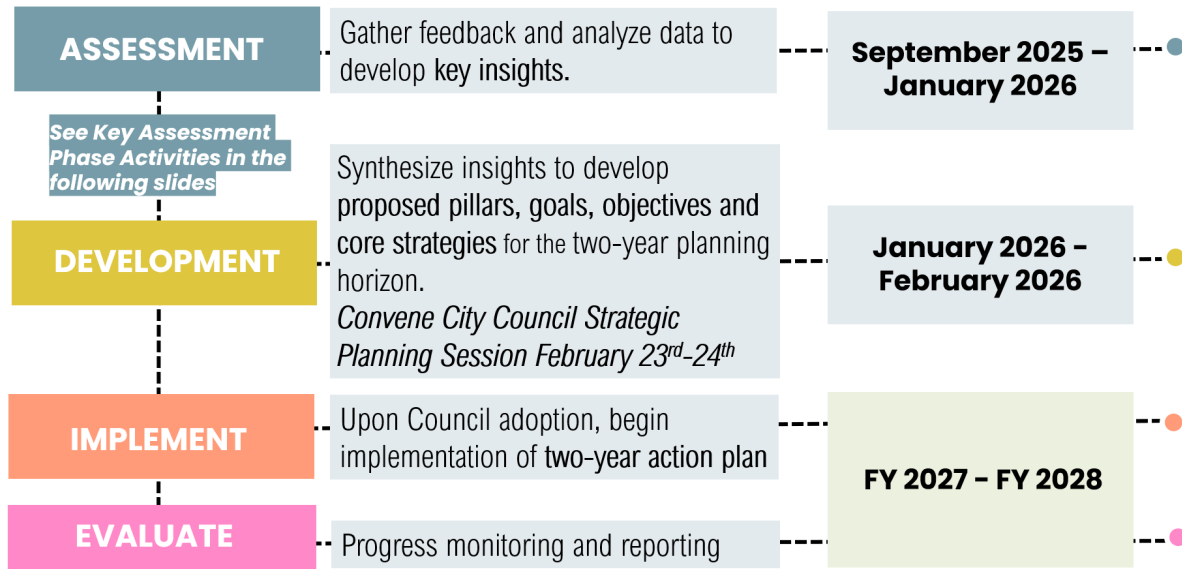
From Consensus to Commitment Strategy Development

Activity	Description	Facilitated/Presented By	Time/Duration
1. Creating a Placemat	We will 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 discussions aligned by proposed pillars, we will formulate core strategies by applying real-life scenarios aimed at creating resident-centered impact.	Juliana Baldwin-Munoz, Chief Strategy Officer Roman Sanchez, Chief Innovation Officer	9:15 am ~2.45 hrs.
<i>Interactive Activity + Lunch Provided On-Site</i>			
3. Action Planning	To bring a unified vision of the future to life, we will affirm the pillars, goals, objectives and core strategies that guide 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 action plan that moves the organization into the implementation phase of the Strategic Planning Process.	Mayor and City Council	4:00 pm ~1 hr.
<i>Adjourn</i>			

WHAT WE DID (Process)

City Leaders undertake a Strategic Planning Process that is dynamic and driven by the data, dialogue, and key decisions that will shape our future. This process consists of four key phases as illustrated below:

2025–2026 Strategic Planning Process Cycle (Recap)



During the assessment phase, the Strategy team convenes several conversations, workshops, and data reviews in a variety of formats and settings to gather feedback. This phase helps ensure community and internal perspectives are captured, analyzed and synthesized to **generate key insights** for the development phase. The following page provides a snapshot of the key assessment phase activities.

WHAT WE DID (Process)

