



**STRATEGIC PLANNING SESSION**  
**Final Preview**  
**January 16, 2024**



# what will we cover

- **process recap**
- **key feedback methods**
- **what's next**



A woman with dark hair in a ponytail, wearing a dark blue tank top and shorts, is sitting on a large, dark rock on a steep cliff. She is looking out over a vast, green and yellow valley under a blue sky with scattered white clouds. The cliff face is rugged and dark, framing the view on both sides.

**process recap**

# STRATEGIC PLANNING PROCESS



- 1 Input/Ideas
- 2 Identify
- 3 Integrated Budget Process
- 4 Implement
- 5 Integrate

*Leadership System*





# STRATEGIC MAPPING

START  
HERE

**4 VISION BLOCKS**

*Plan Adopted (2015)  
Refreshed (2017, 2019, 2021)*

**8 GOALS**

*Established Mission,  
Vision & Values*

**54 STRATEGIES**

*(9 INTEGRATED RESILIENCE STRATEGIES)*

*Affirmed 8 Strategic Goals*

**20**  
IN  
2020

**20 IN 20  
KEY STRATEGIC OBJECTIVES**

*Determined Strategic  
Objectives*

**25 BY 2025  
KEY STRATEGIC OBJECTIVES**

**25**  
BY 2025  
VisionNEXT

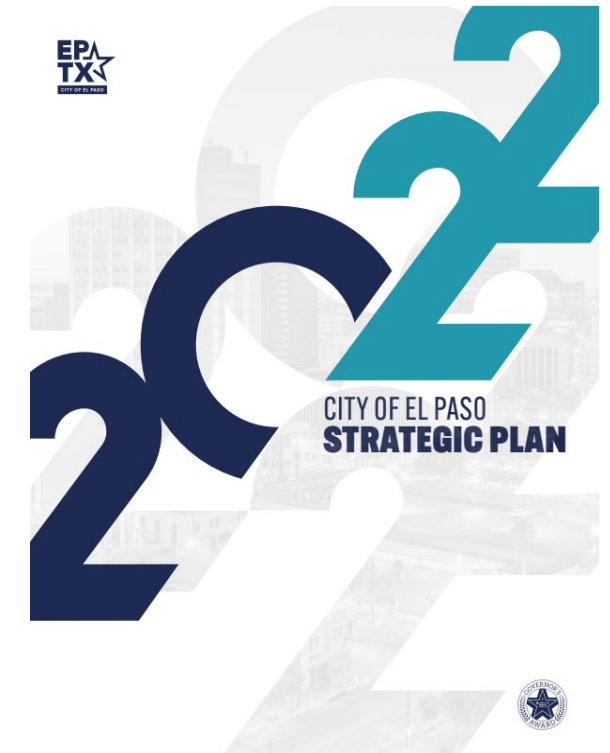
**30**  
BY  
30

**30 BY 30  
KEY STRATEGIC OBJECTIVES**

**5**

# KEY OUTCOMES OF Last SPS:

- Reaffirmed eight strategic goals
- Reaffirmed 25 by 2025 key strategic objectives
- 2 amended strategies
- 5 new strategic objectives



# NEW STRATEGIC OBJECTIVES

## Vibrant Regional Economy

1. Grow existing and attract new target industries, including advanced manufacturing and international development; creating an innovation-driven culture of technology that **fosters economic prosperity** and creates high paying career pathways.

## Vibrant Regional Economy

2. Continue the development of **integrated planning** efforts with Communities of Excellence (COE) partners.



# NEW STRATEGIC OBJECTIVES

High Performing  
Government

3. Plan and implement dynamic and **broadly partnered** talent management strategies.

Exceptional  
Recreational,  
Cultural and  
Educational  
Opportunities

4. Develop a bond package focused on addressing **identified community priorities and needs** aligned with targeted areas of investment.

Safe + Beautiful  
Neighborhoods

5. Develop solutions to **increase access and services** for El Pasoans experiencing or at-risk of homelessness.

Safe + Beautiful  
Neighborhoods



# 2024 Strategic Planning Session

*Strategic Planning as... MOUNTAINEERING*



**Base Camp:** Prepping a central and stable environment, with the tools and resources needed to ascend and succeed

**Rope Team:** A group of mountaineers linked together in shared purpose and direction



**Focus:** Short Term Priorities over next one to three years (navigating from consensus to commitment)

*Key Themes: Customer Service and Financial Sustainability*



**Reaching the Summit:** Longer-Term Planning Horizon over next ten years, *alignment with Comprehensive Plan Update*



“

**Progress doesn't always  
mean new. It can mean  
investing in what we have.**

”

**QUOTABLE MOMENT**

# Key Process Deliverables:

- Synthesize all Voice of our Community (VOC) data for key insights
  - Mayor & Council Feedback
    - 1:1 Briefings, Feedback Forms
    - November 20<sup>th</sup>, December 11<sup>th</sup> and January 16<sup>th</sup> Work Sessions
  - Community Partner Feedback/Roundtables
  - Community Survey Analysis
  - Workforce Feedback opportunities
- Convene Strategic Planning Session on January 25<sup>th</sup> and February 1<sup>st</sup>





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# KEY FEEDBACK METHODS

# KEY FEEDBACK METHODS (Snapshot)

*Voice of our community from data to insights*

- ✓ 1:1 Briefings, Feedback Forms + Work Sessions
- ✓ Department Workshops
- ✓ Workforce Pulse Surveys
- ✓ Community Partners and Collaborators
- ✓ Community Needs Assessments
- ✓ Community Progress Bond Development
- ✓ Biennial Community Survey
- ✓ Customer Experience (CX) Workshops
- ✓ Top Resident Services Requested Analysis
- ✓ Integrated Budget Process---Chime in! Survey
- ✓ Board/Committee strategic visioning + alignment

**Building on the  
momentum of the current  
strategic plan and  
planned initiatives in line  
with public interests.**

**QUOTABLE MOMENT**



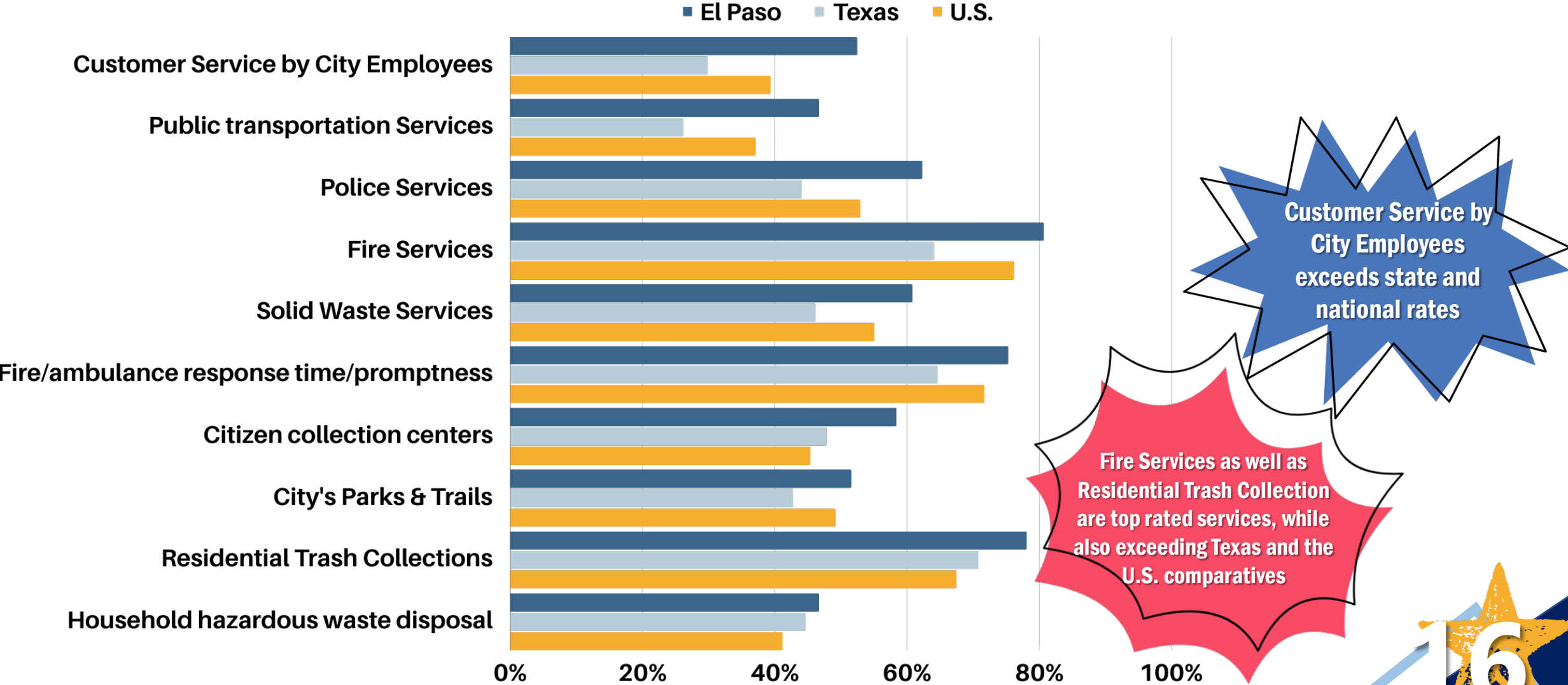
# City Council Members Feedback Snapshot

*What do you hope emerges as a top priority supporting **customer service**?*

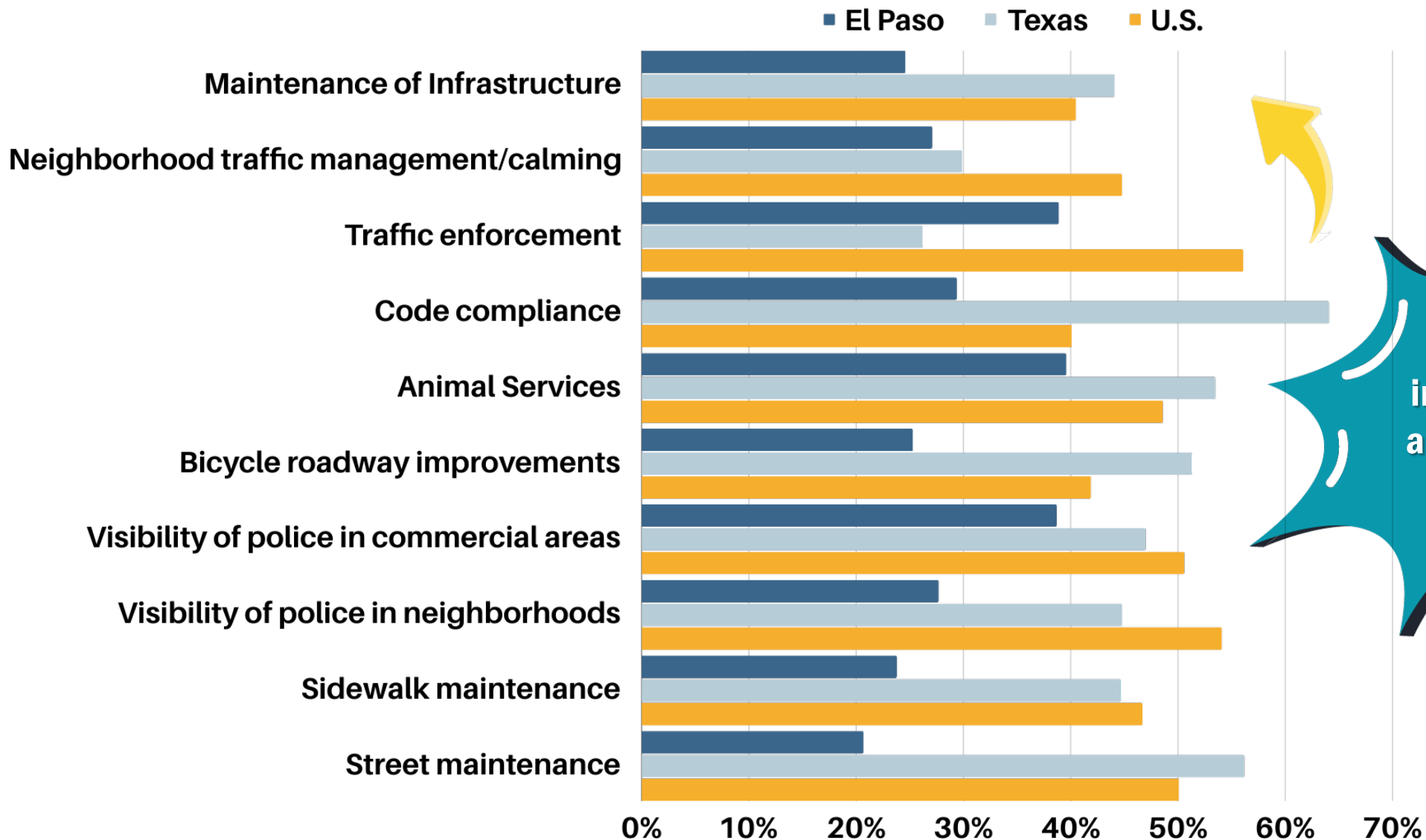
**7 out of 8 responses** provided reference opportunities to improve overall **311 process** and customer experience including service levels, feedback loops and consistency

# RESIDENT SATISFACTION WITH SERVICES

*El Paso Rated Significantly Higher than State & National in Key Areas*



# El Paso Areas of Improvement



Maintenance of infrastructure is top area of improvement for the City



# Importance-Satisfaction Ratings

**Top categories of city services** based on importance satisfaction ratings

- 1 Maintenance of infrastructure**
- 2 Business development and retention efforts**
- 3 Public health services**

# City Council Members Feedback Snapshot

*Top three key focus areas over the next one to three years*

- 
- District 1**
- Fiscal responsibility
  - Taxes
  - Roads

- 
- District 2**
- Staff retention and growth, succession path for employees based on a system that rewards tenure, skills, and performance
  - Infill development and revitalization of the city's core
  - Expansion of City Services

- 
- District 3**
- Financial stability- savings and fund balance
  - Long term planning in all departments
  - Civic engagement and access to city services

- 
- District 4**
- Regional hospital with OBGYN care and delivery located in District 4
  - Speeding (citations, fatalities, property damage, speed cushions, increased auto insurance rates, etc.)
  - Migrant situation (border, OEM efforts, cost to the taxpayers, negative citizen response)
-

# City Council Members Feedback Snapshot

*Top three key focus areas over the next one to three years*

- 
- District 5**
- Public Safety
  - Programming for Seniors
  - Traffic and connectivity
  - Engagement with new businesses
- 

- District 6**
- 311 process improvements
  - Streets
  - Bike lanes
- 

- District 7**
- Public Safety
  - Streets
  - Economic Development
- 

- District 8**
- Core services
  - Quality of Life
  - Addressing Basic Needs
-

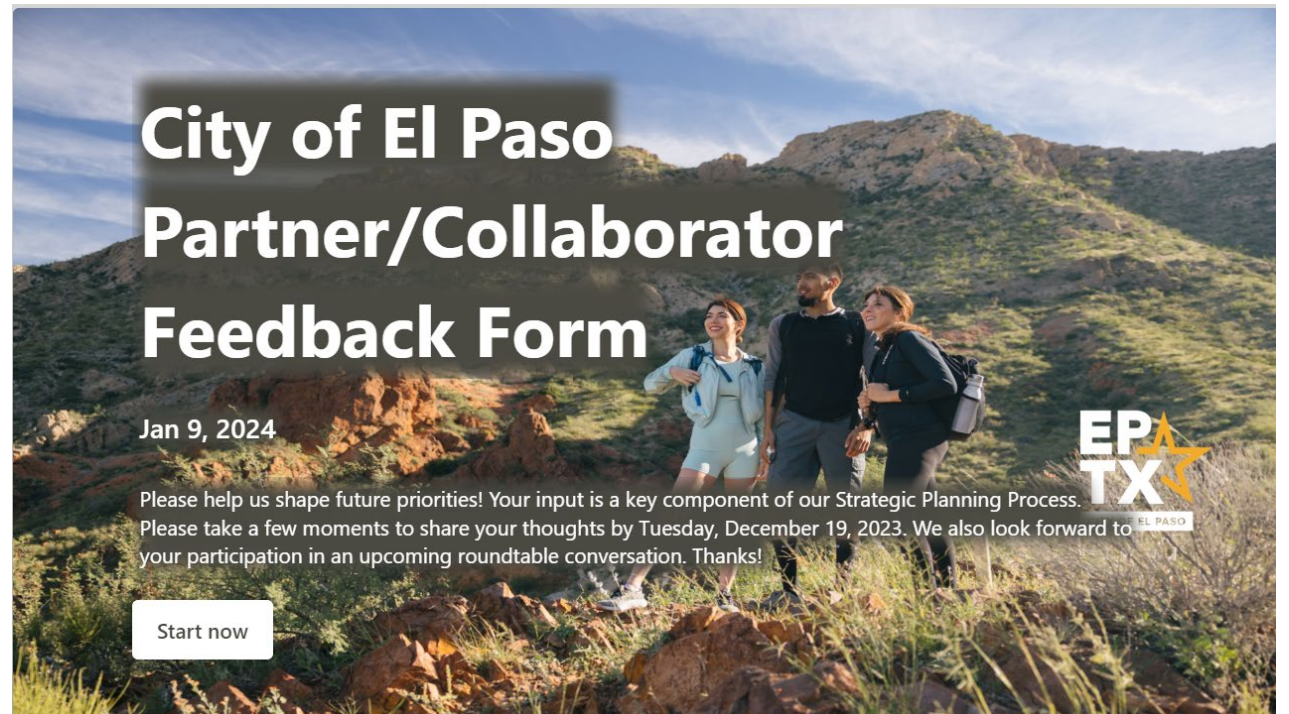
# PARTNER ROUNDTABLES

*January 8<sup>th</sup> & January 9<sup>th</sup> Sessions*

**Outreach to over 60  
Organizations Across Sectors**

**33 Feedback Forms**

**10 Partner Roundtable  
Sessions**





“

**Everything we have gone  
through as a community  
has shown the value of  
partnerships.**

”

”

**QUOTABLE MOMENT**

# PARTNER ROUNDTABLES

*January 8<sup>th</sup> & January 9<sup>th</sup> Sessions*

## Key Takeaways

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- Expansion of assistance to **Local Small Businesses and Microenterprises**
    - Business One Stop Shop (BOSS)
    - Subscription based bookkeeping and providing bilingual support services
  - Facilitate **Communication and Transparency**
    - Data sharing
    - Ongoing strategy sessions
  - **Illuminating pathways and building talent pipelines**
    - Formal apprenticeships and “infrastructure academies”
    - Focus on Opportunity Youth and Young Adults-market **Breakthrough 915** online and physical resource hub
    - Quality workforce development and well-trained, high-level talent
- 



**Enhancing a framework  
for collaboration.**

**QUOTABLE MOMENT**

# PARTNER ROUNDTABLES

*January 8<sup>th</sup> & January 9<sup>th</sup> Sessions*



## Key Takeaways

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- **El Paso as a Smart City at the forefront of adopting emerging technologies**
    - Creation of a Tech District in Alameda corridor
    - Internships, Entrepreneurship, Computing in K-12
  - **Public Private (non)Profit Partnerships and Advocacy**
    - Recognition
    - Sustaining programs/services after federal funding ends
  - **Built Environment through a Health Lens**
    - Improve and add Quality of Life amenities
    - Improving sidewalks, walkways, hike and bike trails
  - Considering other energy sources (i.e. Fleet pilots with Renewable & Compressed Gas)
  - Maximize international procurement opportunities
-



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**what's next**

# Next Up:

- Convene Strategic Planning Session on January 25<sup>th</sup> and February 1<sup>st</sup> @ the Center for Civic Empowerment
- February Work Session Meeting for any follow-on and/or key action items



“

**Team building, communication  
(listening skills), fun activities,  
group interaction...**

”

**QUOTABLE MOMENT**



# Day One AM agenda @ a glance

**Thursday, January 25, 2024 @ Center for Civic Empowerment**

**Base Camp:** Prep area before ascension

**Rope Team:** Group of mountaineers linked together

9:00 AM Welcome + Opening Remarks, Mayor Leeser

9:10 AM Overview and Strategic Context, Interim City Manager, Cary Westin

9:20 AM *First “Ice Fall” Breaker: Setting the Scene*

10:00 AM Interactive Breakout by “Rope Team”

11:30 AM Recap: Voice of our Community (VOC) Feedback

*Proceed with Working Lunch On-Site*



# Day One PM agenda @ a glance

**Focus:** Short Term Priorities over next one to three years

**Key Themes:** Customer Service and Financial Sustainability

1:00 PM *Live Additional Community Feedback Opportunity*

~2:00 PM **Focus:** Short Term-Priorities (next one to three years)

- Financial focus---key commitments and considerations
- Data-informed---top priorities identified through key feedback methods
- Revisit 30 by 30 key strategic objectives
- Begin to navigate from consensus to commitment

*3:00 pm break*

3:10 PM **Focus:** Priority Mapping by key theme

- Customer Service/Experience
- Financial Sustainability

*Adjournment by 5:00 pm*

# Day TWO AM agenda @ a glance

Thursday, February 1, 2024 @ Center for Civic Empowerment

**Focus:** Short Term Priorities over next one to three years

**Key Themes:** Customer Service and Financial Sustainability

9:00 AM      Recap Key Short Term Priorities discussion and provide updates

10:00 AM      *Second "Ice Fall" Breaker*

10:30 AM      **Focus:** Longer Term-Priorities

*Proceed with Working Lunch On-Site*

**Reaching the Summit:** Longer-Term Planning Horizon over next ten years, alignment with Comprehensive Plan Update

1:00 PM      *Live Additional Community Feedback Opportunity*

~2:00 PM      **Focus:** Longer-Term Priorities (up to next ten years)

- Begin to discuss cross-cutting themes for longer-term planning horizon
- Facilitated and interactive conversation on Comprehensive Plan approach

*2:30 pm break*

2:45 PM      Discussion and action on an update to the Strategic Plan---key priorities and focus areas for short term (next one to three years) and longer-term planning horizon (next ten years).

*Adjournment by 5:00 pm*





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