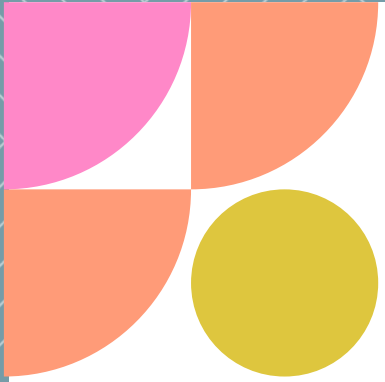


Greetings From



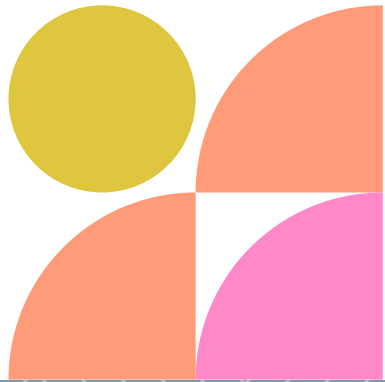
Texas

WELCOME!



City of El Paso Strategic Plan

FY2027-FY2028

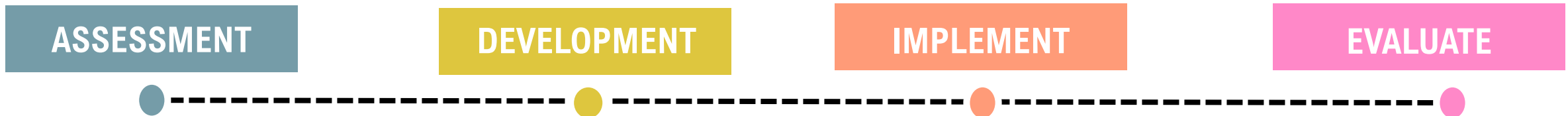


A Process Re-Redesigned

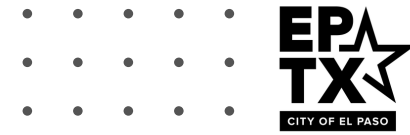


Key Enhancements

- Sharpened our focus on the **voice of our customer (residents)**
 - A variety of methods to gather feedback
 - Integrated Voice of Youth through Youth Advisory Board
- Spotlighting **areas of highest dissatisfaction**
- New repository with key plans, studies, and reports
- Created a visual “placemat”, **simplified one-pager**



2025–2026 Strategic Planning Process Cycle



ASSESSMENT

Gather feedback and analyze data to develop key insights

September 2025 – January 2026

DEVELOPMENT

- Synthesize insights to develop proposed pillars, goals, and initial strategies for the two-year planning horizon
- Convened City Council Strategic Planning Session February 23rd-24th
- Council adoption of two-year action plan (February 24, 2026) established pillars, goals, core strategies and key focus areas

January 2026 – February 2026

IMPLEMENT

- Activate the key actions supporting adopted core strategies and focus areas
- Performance management routines by Pillar

**FY 2027 – FY 2028
(September 2026 – August 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 **10**
Respondents 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



5 **New Community Survey**

1,079 Validated responses across all districts

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

7 **Youth Advisory Board Initial Strategy Session**

City of El Paso Proposed Pillars
X Child Friendly Cities Priorities Crosswalk

6 **City of El Paso Employee Survey**

3,325 Data Points

857 Employee Responses

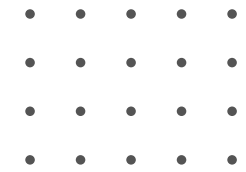
8 **Top Service Request Snapshot**

- 1. Overgrown Grass/Weeds/Trash: **9,513**
- 2. Pothole: **3,668**
- 3. Noise Complaint: **2,708**
- 4. Street Light Illumination: **1,797**
- 5. Sidewalk Obstruction: **1,642**

6

Data as of 1/30/2026





Protect what makes El Paso feel like home

- Our residents value El Paso's people, culture, family ties, and sense of community
- Feeling safe, familiar, and grounded in daily life matters as much as growth

Focus on reliability.

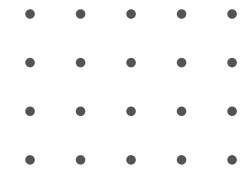
Getting the basics right, consistently

- Streets, traffic, cleanliness, and the condition of core services are frequent pain points
- Many residents question whether they're getting value for what they pay
- Residents want the fundamentals to work, every day, in visible ways

Grow with intention and inclusion

- Jobs that pay a living wage, affordable housing options, and pathways to stability remain top concerns
- Growth without shared benefit feels out of reach for many
- Economic growth must translate into real improvements in cost of living, opportunity, and long-term security





Invest in livability and connection

- Residents want places to gather—parks, cultural events, walkable spaces, local food, and vibrant public areas
- Livability is about connection and experience, not just infrastructure

Treat residents as collaborators, not just customers

Residents want responsiveness, follow-through, and clear results—not just opportunities to give input
Built through reliable delivery. Listening only matters if action follows

