



# CITY OF EL PASO STRATEGIC PLAN



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**OUR  
MISSION  
VISION  
VALUES**

ARE THE  
BASIS OF OUR  
STRATEGIC  
DIRECTION

# MISSION VISION & VALUES



## **A STRATEGIC PLAN**

- Sets priorities aligned with organizational strategy
- Focuses energy and resources
- Strengthens operations
- Keeps the team working toward common goals

## OUR MISSION

Deliver exceptional services to support a high quality of life and place for our community

## OUR VISION

Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government

## OUR VALUES

**I**  
**R**  
**E**  
**A**  
**P**

INTEGRITY

RESPECT

EXCELLENCE

ACCOUNTABILITY

PEOPLE

# The City of El Paso

The City of El Paso is a reflective and future-focused organization. The Strategic Plan sets the tone and direction of our service delivery by establishing goals, strategies and key strategic objectives while also aligning operations and resources to achieve them. Activating the power of the plan has shaped transformative, tangible results since its initial adoption in 2015.

We undertake a Strategic Planning Process to reflect on work accomplished, share progress being made across our eight goals to attain our four vision blocks, and to ensure we identify new or emerging areas of focus. This process is dynamic, intentional and demonstrates our leadership system in action anchored in Plan, People, Process and Performance.

City Leaders convened the most recent Strategic Planning Session in February 2024. This high-energy, community-focused event centered on reinforcing the collective big picture---driven by the data, dialogue, and key decisions shaping our future.

This document provides a visual mapping of the goals, strategies, and key strategic objectives defining the strategic work of our organization.







# Four Vision Blocks

ensure goals, strategies and strategic objectives are aligned across all operations by the key areas ingrained in the vision statement:

**GOALS  
1-3**

**VIBRANT REGIONAL ECONOMY**

**SAFE + BEAUTIFUL  
NEIGHBORHOODS**

**GOALS  
2-7-8**

**GOALS  
4**

**RECREATIONAL, CULTURAL +  
EDUCATIONL OPPORTUNITIES**

**HIGH PERFORMING  
GOVERNMENT**

**GOALS  
5-6**

## Eight Goals

are broad statements that provide direction on how progress will be measured toward the four established vision blocks

## Strategies

identify specific areas of interest and focus supporting traction on the eight established goals

## Strategic Objectives

reinforce established strategies and are considered the most critical strategic imperatives for the organization (i.e., 30 by 2030)

**4 VISION BLOCKS**

**8 GOALS**

**25**  
**BY 2025**  
*VisionNEXT*

**25 BY 2025**

**30 BY 2030**



\* 30 by 30= 25 by 25 + 5 new strategic objectives adopted during December 2021 Strategic Planning Session



# ADOPTED TWO-YEAR ACTION PLAN

## PRIORITY AREA MAPPING: PEOPLE

### WORKFORCE FOCUS Recruit + Retain Employees

- Develop an alternative benefits package
- Deliver new leadership development opportunities and recognition programs
- Grow in-house capacity and expertise (target specific areas)
- Celebrating our identity and talent
- Focus on livable wages, training, and capability enhancement
  - o Regular adjustments to wages tied to cost of living and additional certifications
- 

### CUSTOMER EXPERIENCE AND CIVIC ENGAGEMENT

- Redesign and reimagine the 311 process through Human Centered Design and new training plan
- Pilot a One-Stop-Shop for Social Services (BEAST Location)
- Expand and replicate Neighborhood Leadership Academy model (more department interaction, participatory budget process opportunities, training future leaders, engaging youth in civic processes)
- Pursue “Child Friendly City” recognition
- Virtual seminars and forums to foster community involvement and transparency

### PARTNERSHIP FOCUS

- Designate and/or create liaison roles for targeted areas (i.e., education (K-12 and post secondary)), strengthen Fort Bliss focus, special projects, larger economic development

# ADOPTED TWO-YEAR ACTION PLAN

## PRIORITY AREA MAPPING: FINANCIAL FOCUS

### BUDGET PROCESS ENHANCEMENTS

- Develop a multi-year approach
  - o Include grant match funding plan with training
  - o Focus on equitable services
  - o Codify funding for critical services (i.e., fleet and facility maintenance repair and replacement plans) and incremental funding strategies to address deferred maintenance
  - o Planning for future facilities and infrastructure with sustainable practices in mind

### PROPERTY TAX EXEMPTIONS

- Age 65 or older and disabled residence homestead exemptions

### ECONOMIC DEVELOPMENT INITIATIVES

- Larger economic drivers (i.e., Utilities)
- Refresh economic development policies
  - o Incentives for businesses which support community integration and contribute to the local economy
- Business support (i.e., Small Business One-Stop Shop, Supply El Paso financial literacy programs, attraction of large businesses)
- Re-launch familiarization tours (economic development and conventions)

# ADOPTED TWO-YEAR ACTION PLAN

## PRIORITY AREA MAPPING: INFRASTRUCTURE

### PROGRAM KEY MAINTENANCE PLANS (MULTI-YEAR)

- Streets Focus
- Facilities Maintenance Program
- Fleet Replacement Program
- Park System Repairs and Modernization (including Parks Master Plan Update)
- Climate and renewable energy initiatives

### BUILDING + LAND INVENTORY REVIEW

- Master planning for affordable housing (CoEP+EPW)
- Identify facilities/buildings to address service coverage and align resident requirements

### TECHNOLOGY

- Data collection and sharing
- Accessible and reliable services
- AI focus, adopting emerging technologies



# 01 GOAL

## CULTIVATE AN ENVIRONMENT CONDUCTIVE TO STRONG, ECONOMIC DEVELOPMENT

1.1

### Stabilize and expand El Paso's tax base

- Activate targeted development/redevelopment
- Investment in Downtown historic structures

- Establish a support mechanism for resilient development practices for private sector projects across El Paso

#### Activate targeted (re)development 2.0

- Medical Center of the Americas/Alameda
- Reimagine Cohen/Angora Loop/Northeast Parkway
- Five Points
- Airport Development
- High priority corridor development plans
- Infill growth strategies
- Parking strategies
- Disposition of City-owned properties

#### Expand Downtown revitalization/redevelopment to include

- Streetcar corridor vibrancy
- Convention Center renovation
- Parking management plans
- Uptown

- 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

RESILIENCE STRATEGY

STRATEGIC OBJECTIVE (25 BY 25)

STRATEGIC OBJECTIVE (30 BY 30)

1.2  
1.3  
1.4  
1.5  
1.6

RESILIENCE STRATEGY

STRATEGIC OBJECTIVE (30 BY 30)

STRATEGIC OBJECTIVE (25 BY 25)

### Enhance visitor revenue opportunities

- Attract two retail destination anchors
- Catalyze ecotourism as an economic development driver focused on El Paso's unique and authentic urban desert identity
- Develop, implement and continue to build ecotourism and heritage tourism programming, improvements and infrastructure

### Maximize venue efficiencies through revenue growth and control

### Grow the core business of air transportation

- Expand Airport development

### Stimulate economic growth through transit and bridges integration

- Enhance cross-border mobility experience for bridge users (2.0)
- Capital Improvement Plan implementation
- Revamp toll operations schedules and lane management

### Provide business-friendly permitting and inspection processes

- Launch new business-friendly practices and services improving speed-to-market and supporting entrepreneurship/microenterprises

## Identify and develop plans for areas of reinvestment and local partnership

- Continue the development of integrated planning efforts with Communities of Excellence (COE) partners
- Define workforce needs and activate key networks in support of the environmental/creative economy leveraging El Paso's robust educational resources and local talent
- Connect people and initiatives across the region, activating the binational community

STRATEGIC OBJECTIVE (25 BY 25)

STRATEGIC OBJECTIVE (30 BY 30)

RESILIENCE STRATEGY



# 02

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## GOAL

### SET THE STANDARD FOR A SAFE AND SECURE CITY

2.1 **Maintain standing as one of the nation's top safest cities**

2.2 **Strengthen community involvement in resident safety**

2.3 **Increase public safety operational efficiency**

Expand investment in public safety operations (2.0)

- Staffing needs
- Program annual Police and Fire vehicle replacement
- Development and completion of new public safety facilities
- Programs supporting safe and sustainable communities

2.4 **Improve motorist safety and traffic management solutions**

2.5 **Take proactive approaches to prevent fire/medical incidents and lower regional risk**

2.6 **Enforce Municipal Court orders**

2.7 **Maximize Municipal Court efficiency and enhance customer experience**

2.8 **Implement effective code enforcement strategies to reduce nuisances, enhance visual appearance and improve overall health and safety**

2.9 **Promote building safety**

STRATEGIC OBJECTIVE (25 BY 25)

# 03

## GOAL

### PROMOTE THE VISUAL IMAGE OF EL PASO

- 3.1 **Improve the visual impression of the community (gateways, corridors, intersections and parklands)**
  - Construct Sun City Lights entryways
- 3.2 **Set one standard for infrastructure across the city**
- 3.3 **Establish a brand that celebrates and promotes El Paso's unique identity and offerings**

STRATEGIC OBJECTIVE (25 BY 25)

# 04

## GOAL

### ENHANCE EL PASO'S QUALITY OF LIFE THROUGH RECREATIONAL, CULTURAL AND EDUCATIONAL ENVIRONMENTS

4.1

#### **Deliver bond projects impacting quality of life across the city in a timely, efficient manner**

- Implement trailhead plan

Complete Quality of Life Bond Projects and develop signature programming

- Mexican American Cultural Center
- Children's Museum
- Multipurpose Cultural and Performing Arts Center

4.2

#### **Create innovative recreational, educational and cultural program**

- Grow signature holiday attraction(s)

Align and implement key investment strategies (linked to 6.6) sustaining and enhancing park system operations and outdoor offerings

4.3

#### **Establish technical criteria for improved quality of life facilities**

STRATEGIC OBJECTIVE (25 BY 25)

# 05

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## GOAL

### PROMOTE TRANSPARENT AND CONSISTENT COMMUNICATION AMONGST ALL MEMBERS OF THE COMMUNITY

5.1

**Set a climate of respect, collaboration and team spirit among Council, city staff and the community**

- Activate non-traditional tools to build productive dialog among community groups and public agencies

5.2

**Leverage and expand the use of current and new technology to reduce inefficiencies and improve communications**

5.3

**Promote a well-balanced customer service philosophy throughout the organization**

5.4

**Enhance internal communication and employee engagement**

5.5

**Advance two-way communication of key messages to external customers**

5.6

**Strengthen messaging opportunities through media outlets and proactive community outreach**

# 06

## GOAL

### SET THE STANDARD FOR SOUND GOVERNANCE AND FISCAL MANAGEMENT

6.1

#### **Recruit and retain a skilled and diverse workforce**

Plan and implement dynamic and broadly partnered talent management strategies

6.2

#### **Implement employee benefits and services that promote financial security**

6.3

#### **Implement programs to reduce organizational risk**

6.4

#### **Implement leading-edge practices for achieving quality and performance excellence**

Expand workforce development and organizational focus on continuous improvement through targeted training, activating partnerships and growing best practices

Become a model for activating interagency and multi-sector partnerships and demonstrate results under the Communities of Excellence framework

6.5

#### **Deliver services timely and effectively with focus on continual improvement**

Optimize resources by evaluating and aligning service delivery mechanisms

- Shared Services
- Community Preparedness/Continuity of Operations
- Volunteer Programs

6.6

#### **Ensure continued financial stability and accountability through sound financial management, budgeting and reporting**

Create and implement a plan to address long-term liabilities and sustain the City's Bond Rating

Identify potential new revenue streams

Establish Bond Election

STRATEGIC OBJECTIVE (30 BY 30)

STRATEGIC OBJECTIVE (25 BY 25)



- 6.7 **Deliver effective and efficient processes to maximize value in obtaining goods and services**
- 6.8 **Support transparent and inclusive government**
- 6.9 **Maximize Municipal Court efficiency and enhance customer service through technology**
- 6.10 **Enhance the quality of decision making with legal representation and support**
- 6.11 **Provide efficient and effective services to taxpayers**
- 6.12 **Maintain systems integrity, compliance and business continuity**

- Implement Cybersecurity Plan

Enhance the practice of resilience within the organization of the City of El Paso

Define and begin implementation of a Smart Community Roadmap through the strategic integration of technology and data-driven action into city operations

- Document, publicize and maximize existing smart technology already deployed
- Implement an open-data initiative
- Expand Digital Inclusion efforts (linked with 4.2)
- Create a real-world laboratory environment to explore scalable smart technology pilot applications
- Establish partnerships to facilitate smart neighborhood development and deployment

# 07 GOAL

## ENHANCE AND SUSTAIN EL PASO'S INFRASTRUCTURE NETWORK

7.1

### Provide reliable and sustainable water supply and distribution systems and stormwater management

Develop support vehicles for innovative urban resource management systems and industry development, advancing the Paso Del Norte Region as a leader in advanced energy and water technology

7.2

### Improve competitiveness through infrastructure improvements impacting the quality of life

Deliver programmed Street Infrastructure projects, including

- Implementation of Bike Plan
- Street Reconstruction projects

Expand the investment and beautification of street infrastructure (2.0)

- Streets Resurfacing
- Streets Reconstruction Plan
- Most-Traveled Streets program
- Citywide aesthetics program (trees, medians, etc.)
- Comprehensive Green Infrastructure Plan
- Entryway and wayfinding

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

RESILIENCE STRATEGY

STRATEGIC OBJECTIVE (25 BY 25)

STRATEGIC OBJECTIVE (30 BY 30)

7.3

### Enhance a regional comprehensive transportation system

- Develop plan for next phase(s) of streetcar system
- Completion of Brio system

Implement improvements and activate programming that supports and promotes multimodal transportation (2.0)

7.4

### Continue the strategic investment in city facilities and technology

- Program facility rehabilitation and equipment replacement plan

- Create and implement a comprehensive facility and fleet investment plan (2.0)

7.5

### Set one standard for infrastructure across the city

- Institutionalize sustainable building design and development practices for all city-owned and operated property
- Design and implement infrastructure projects that maximize co-benefits, simultaneously addressing climatic and social stressors such as flooding, heat, and energy and citizen mobility

Establish Upper Eastside Growth Plan and begin implementation and complete Comprehensive Master Plan update

STRATEGIC OBJECTIVE (25 BY 25)

RESILIENCE STRATEGY

STRATEGIC OBJECTIVE (25 BY 25)

# 08 GOAL

## NURTURE AND PROMOTE A HEALTHY, SUSTAINABLE COMMUNITY

8.1

### Deliver prevention, intervention and mobilization services to promote a healthy, productive and safe community

- Evaluate and integrate key policies, practices and space planning improving community health outcomes and risk reduction

8.2

### Stabilize neighborhoods through community, housing and ADA improvements

- Create healthy, affordable, high quality housing options especially for vulnerable populations

- Support affordable, high quality housing options especially for vulnerable populations (2.0)

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

8.3

### Stabilize neighborhoods through community, housing and ADA improvements

- Sustain the Live Release Rate (2.0)

STRATEGIC OBJECTIVE (25 BY 25)

RESILIENCE STRATEGY

STRATEGIC OBJECTIVE (25 BY 25)

STRATEGIC OBJECTIVE (30 BY 30)

STRATEGIC OBJECTIVE (25 BY 25)

8.4

**Develop and implement a comprehensive climate action plan aligned with identified community priorities and established strategic objectives focused on transportation, infrastructure, economy and equity**

- Create and implement the Urban Energy Plan and identify state and federal legislative and funding opportunities

8.5

**Improve air quality throughout El Paso**

8.6

**Provide long-term, cost effective, sustainable regional solid waste solutions**

8.7

**Ensure community compliance with environmental regulatory requirement**

8.8

**Improve community resilience through education, outreach, and develop the resilience strategy**

- Cultivate local, regional and global relationships supportive of cooperative resilience building efforts
- Connect people to community assets and programs that support health, safety and quality of life

8.9

**Enhance vector control and environmental education to provide a safe and healthy environment**

- Seek out and activate interregional and binational partnership opportunities that support trade, technology, and tourism (linked with 1.5)

STRATEGIC OBJECTIVE (25 BY 25)

RESILIENCE STRATEGY

STRATEGIC OBJECTIVE (25 BY 25)



## Activate targeted (re)development (Goal 1)

- 1**
- Medical Center of the Americas/Alameda
  - Reimagine Cohen/Angora Loop/Northeast Parkway
  - Five Points
  - Airport Development
  - High priority corridor development plans
  - Infill growth strategies
  - Parking strategies
  - Disposition of City-owned properties

## Expand Downtown revitalization redevelopment (Goal 1) to include

- 2**
- Streetcar corridor vibrancy
  - Convention center renovation
  - Parking management plans
  - Uptown

## Enhance cross-border mobility experience for bridge users (Goal 1)

- 3**
- Capital Improvement Plan implementation
  - Revamp toll operations schedules and lane management

## Launch new business-friendly practices and services improving speed-to-market and supporting entrepreneurship/microenterprises (Goal 1)

- 4**

## Identify and develop plans for areas of reinvestment and local partnership (Goal 1)

- 5**

## Expand investment in public safety operations (Goal 2)

- 6**
- Staffing needs
  - Program annual Police and Fire vehicle replacement
  - Development and completion of new public safety facilities
  - Programs supporting safe and sustainable communities

## Establish a brand that celebrates and promotes El Paso's unique identity and offerings (Goal 3)

- 7**

## Complete Quality of Life Bond Projects and develop signature programming (2.0) (Goal 4)

- 8**
- Mexican American Cultural Center
  - Children's Museum
  - Multipurpose Cultural and Performing Arts Center

## Align and implement key investment strategies (linked to 6.6) sustaining and enhancing park system operations and outdoor offerings (Goal 4)

- 9**

## Expand workforce development and organizational focus on continuous improvement through targeted training, activating partnerships, and growing best practices (Goal 6)

- 10**

**11** Become a model for activating interagency and multisector partnerships and demonstrate results under the Communities of Excellence framework (Goal 6)

**12** Expand Downtown revitalization/redevelopment (Goal 1) to include

- Streetcar corridor vibrancy
- Convention center renovation
- Parking management plans
- Uptown

**13** Optimize resources by evaluating and aligning service delivery mechanisms (Goal 6)

- Shared Services
- Community Preparedness/Continuity of Operations
- Volunteer Programs

**14** Identify potential new revenue streams (Goal 6)

**15** Establish Bond Election (Goal 6)

**16** Define and begin implementation of a Smart Community Roadmap through the strategic integration of technology and data-driven action into city operations (Goal 6)

- Document, publicize and maximize existing smart technology already deployed
- Implement an open-data initiative
- Expand Digital Inclusion efforts (linked with 4.2)
- Create a real-world laboratory environment to explore scalable smart technology pilot applications
- Establish partnerships to facilitate smart neighborhood development and deployment

**17** Expand the investment and beautification of street infrastructure (2.0) (Goal 7)

- Streets Resurfacing
- Streets Reconstruction Plan
- Most-Traveled Streets program
- Citywide aesthetics program (trees, medians, etc.)
- Comprehensive Green Infrastructure Plan
- Entryway and wayfinding

**18** Implement improvements and activate programming that supports and promotes multimodal transportation (2.0) (Goal 7)

**19** Create and implement a comprehensive facility and fleet investment plan (2.0) (Goal 7)

**20** Create and implement a comprehensive facility and fleet investment plan (2.0) (Goal 7)

**21** Evaluate and integrate key policies, practices and space planning improving community health outcomes and risk reduction (Goal 8)

**22** Support affordable, high-quality housing options especially for vulnerable populations (2.0) (Goal 8)

**23** Sustain the Live-Release Rate (2.0)  
(Goal 8)

**24** Create and implement the Urban Energy Plan and identify state and federal legislative and funding opportunities  
(Goal 8)

**25** Seek out and activate interregional and binational partnership opportunities that support trade, technology, and tourism (linked with 1.5) (Goal 8)

**26** 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  
(Goal 1)

**27** Continue the development of integrated planning efforts with Communities of Excellence (COE) partners (Goal 1)

**28** Plan and implement dynamic and broadly partnered talent management strategies  
(Goal 6)

**29** Develop a bond package focused on addressing identified community priorities and needs aligned with targeted areas of investment (Goal 7)

**30** Develop solutions to increase access and services for El Pasoans experiencing or at-risk of homelessness (Goal 8)





# Additional Blueprints

As key inputs and documents supporting the creation of the citywide Strategic Plan, several of the City's Boards, Committees and Commissions have developed strategic plans providing guidance on key focus areas and alignment opportunities. These include:

- Animal Shelter Advisory Committee
- Regional Renewable Energy Advisory Council
- Veteran Affairs Advisory Committee
- Youth Advisory Board

These planning documents can be viewed online at [www.elpasotexas.gov](http://www.elpasotexas.gov)