



STRATEGIC  
PLAN 2019

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25 BY 2025

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# Mayor and City Council

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Mayor

**Dee Margo**

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District 1

**Peter Svarzbein**

District 2

**Alexsandra Anello**

District 3

**Cassandra Hernandez**

District 4

**Dr. Sam Morgan**

District 5

**Isabel Salcido**

District 6

**Claudia Ordaz-Perez**

District 7

**Henry Rivera**

District 8

**Cissy Lizarraga**

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City Manager

**Tommy Gonzalez**

**Our MISSION, VISION and VALUES are the basis of our STRATEGIC DIRECTION.**

### **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**

**Integrity**

**Respect**

**Excellence**

**Accountability**

**People**



# VISION BLOCKS

## **VIBRANT REGIONAL ECONOMY**

GOALS 1 & 3

## **SAFE & BEAUTIFUL NEIGHBORHOODS**

GOALS 2, 7 & 8

## **RECREATIONAL, CULTURAL & EDUCATIONAL OPPORTUNITIES**

GOAL 4

## **HIGH PERFORMING GOVERNMENT**

GOALS 5 & 6

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# Goal 1. CULTIVATE AN ENVIRONMENT CONDUCTIVE TO STRONG, SUSTAINABLE ECONOMIC DEVELOPMENT

## 1.1

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

- Complete renovation of Camino Real Hotel; Multipurpose Cultural and Performing Arts Center construction underway with parking solutions identified
- Investment in Downtown historic structures
- Complete comprehensive livable wages review

- 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 (2.0)
- Convention center renovation
- Parking management plans
- Uptown

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

## 1.2

### Enhance visitor revenue opportunities

- Attract two retail destination anchors
- Develop eco-tourism and heritage tourism strategy
- Catalyze eco-tourism as an economic development driver focused on El Paso's unique and authentic urban desert identity.

## 1.3

### Maximize venue efficiencies through revenue growth and control



## 1.4

**Grow the core business of air transportation**

- **Expand Airport development**

## 1.5

**Stimulate economic growth through transit and bridges integration**

- **Create comprehensive International Bridges Capital Improvement Program**
- Enhance cross-border mobility experience for bridge users (2.0)
- Capital Improvement implementation
- Revamp toll operation schedules and lane management

## 1.6

**Provide business-friendly permitting and inspection processes**

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

## 1.7

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

- **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 bi-national community**

**Goal 2. 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**
  - **Add 300 new police officers; net 156 (2017-2020)**
  - **Program annual Police and Fire vehicle replacement**
  - **Development and completion of new public safety facilities**

- **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****Goal 3. PROMOTE THE VISUAL IMAGE OF EL PASO**

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**3.1****Improve the visual impression of the community (gateways, corridors, intersections, and parkland)**

- **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****Goal 4. 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**
- **Deliver programmed Quality of Life Bond projects, including:**
  - **Children's Museum**
  - **Mexican American Cultural Center**
  - **Eastside Regional Park, Phase 1**
  - **Eastside Sports Complex**
  - **Zoo: Chihuahuan Desert Exhibit Complex**
  - **Lomaland Community Center**
  - **Chamizal Community Center**
  - **Alameda Community Center**

- **Complete Quality of Life Bond Projects and develop signature programming (2.0):**
  - **Mexican American Cultural Center**
  - **Children's Museum**
  - **Multipurpose Entertainment and Performing Arts Center**

**4.2****Create innovative recreational, educational and cultural programs**

- **Realize Aquatics Plan**
  - **Complete 8 spray parks**
  - **Complete 3 regional family aquatic centers**
  - **Complete 2-50 meter indoor competition pools**
- **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

- Expand free Wi-Fi service at 27 Quality of Life facilities by 2020

## Goal 5. PROMOTE TRANSPARENT AND CONSISTENT COMMUNICATION AMONGST ALL MEMBERS OF THE COMMUNITY

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## 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

Strengthen messaging opportunities through media outlets and proactive community outreach

## Goal 6. SET THE STANDARD FOR SOUND GOVERNANCE AND FISCAL MANAGEMENT

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## 6.1

Recruit and retain a skilled and diverse workforce

## 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 multisector partnerships and demonstrate results and 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 a citizen-led bond election

### 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**

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

## **Goal 7. ENHANCE AND SUSTAIN EL PASO'S INFRASTRUCTURE NETWORK**

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**7.1****Provide reliable and sustainable water supply and distribution Systems (El Paso Water)**

- 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

### 7.3

#### Enhance a regional comprehensive transportation system

- **Complete 2 Brio routes and streetcar system by 2018, and fourth Brio route operational by 2020**
- **Develop plan for next phase(s) of streetcar system**
- **Implement improvements and activate programming that support and promote 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

- **Establish Eastside and Mission Valley Growth Plan and begin implementation and complete Comprehensive Master Plan update**
- **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 update**

## Goal 8. NURTURE AND PROMOTE A HEALTHY, SUSTAINABLE COMMUNITY

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### 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

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

### 8.3

Enhance animal services to ensure El Paso's pets are provided a safe and healthy environment

- Continue no-kill shelter effort leading to 90% live-release rate by 2020
- Sustain the Live-Release Rate (2.0)

### 8.4

Reduce operational energy consumption

- 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 implement resilience strategy**

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

# NOTES



# NOTES





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