TEAM EP TX

STRATEGIC PLAN 2019

25 BY 2025
Mayor and City Council

Mayor
Dee Margo

District 1
Peter Svarzbein

District 2
Alexsandra Annello

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

City Manager
Tommy González
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
Goal 1. CULTIVATE AN ENVIRONMENT CONDUCIVE 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

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)
Goal 5.

Establish technical criteria for improved Quality of Life facilities

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

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
Strengthen messaging opportunities through media outlets and proactive community outreach

Goal 6.

SET THE STANDARD FOR SOUND GOVERNANCE AND FISCAL MANAGEMENT

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

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
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

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 consumpton

- 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