

Strategic Goals and MVV (with revisions and their source) 11/29/14

Mission: Deliver outstanding services to support a high quality of life for residents, businesses and visitors.

Vision: El Paso will have safe and beautiful neighborhoods, a vibrant regional economy and exceptional recreational, cultural and educational opportunities. (ADDED "REGIONAL" PER CC)

Values: Integrity, Respect, Excellence, Accountability, People

Strategic Goals and Strategies:

- 1) Create an Environment Conducive to Strong, Sustainable Economic Development (CHANGED "CULTIVATE" TO "CREATE" AND ALSO CHANGED "SUCCESSFUL" TO "SUSTAINABLE" PER CC)
 - 1.1 Stabilize and expand El Paso's tax base
 - 1.2 Enhance visitor revenue opportunities
 - 1.3 Maximize venue efficiencies through revenue growth and control (CHANGED FROM "ENHANCE CONVENTION CENTER REVENUE OPPORTUNITIES" PER DESTINATION EL PASO)
 - 1.4 Grow the core business of air transportation
 - 1.5 Stimulate economic growth through transit integration
 - 1.6 Streamline processes to provide a solid foundation for development (CHANGED FROM "ENHANCE AND SUSTAIN CITY PROCESSES TO FACILITATE DEVELOPMENT" PER CC)
- 2) Set the Standard for a Safe and Secure City (DID NOT CHANGE THE STRATEGIC GOAL ALTHOUGH DISCUSSION WITH CC WAS MAKE 2.1 THE GOAL—FEEL THIS IS BROADER)
 - 2.1 Maintain designation as one of the Nation's top safest cities
 - 2.2 Strengthen community involvement in resident safety
 - 2.3 Increase public safety operational efficiency
 - 2.4 Improve motorist safety (CC DISCUSSED MERGING 2.2 AND 2.4 BUT LEFT AS IS BASED ON SPECIFIC ACTIONS AND TASKS THAT FOLLOW IN FULL PLAN)
 - 2.5 Take proactive approaches to prevent fire/medical incidents and lower regional risk (REPLACED "TARGET INITIATIVES" WITH "TAKE PROACTIVE APPROACHES" PER CC)
 - 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 (ADDED "ENHANCE VISUAL APPEARANCE" PER CC)
 - 2.9 Promote building safety
- 3) Promote the Visual Image of El Paso (REMOVED "EXCELLENCE IN LAND USE" PER CC)
 - 3.1 Provide business friendly permitting and inspection processes
 - 3.2 Improve the visual impression of the community
- 4) Enhance El Paso's Quality of Life through Recreational, Cultural and Educational Environments (REPLACED "RAISE" WITH "ENHANCE" PER CC)
 - 4.1 Deliver bond projects impacting quality of life across the city in a timely, efficient manner (ADDED "IN A TIMELY, EFFICIENT MANNER" PER CC)
 - 4.2 Create innovative recreational, educational and cultural programs
 - 4.3 Establish technical criteria for improved quality of life facilities
- 5) 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
 - 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 (ADDED NEW STRATEGY PER CM)
- 5.6 Strengthen messaging opportunities through media outlets (ADDED NEW STRATEGY PER CM)
- 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 (REMOVED "AND CONTROL COSTS" PER CC)
 - 6.3 Implement programs to reduce organizational risks
 - 6.4 Implement leading-edge practices for achieving quality and performance excellence
 - 6.5 Deliver services timely and effectively with focus on continual improvement
 - 6.6 Ensure continued financial stability and accountability through sound financial management, budgeting and reporting
 - 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 city fleet to ensure safe and reliable vehicles and equipment
 - 6.13 Maintain systems integrity, compliance and business continuity
- 7) Enhance and Sustain El Paso's Infrastructure Network
 - 7.1 Provide reliable and sustainable water supply and distribution systems
 - 7.2 Improve competitiveness through infrastructure investments impacting the quality of life
 - 7.3 Enhance regional comprehensive transportation system (CHANGED "ESTABLISH" TO "ENHANCE" AND ADDED "REGIONAL" PER CC)
 - 7.4 Continue the strategic investment in city facilities and technology
 - 7.5 Set one standard for infrastructure across the city (NEW STRATEGY ADDED BY CC)
- 8) Nurture and Promote a Healthy, Sustainable Community
 - 8.1 Deliver prevention, intervention and mobilization services to promote a healthy, productive and safe community
 - 8.2 Stabilize neighborhoods through community, housing and ADA improvements (ADDED "ADA IMPROVEMENTS" PER CC)
 - 8.3 Enhance animal services to ensure El Paso's pets are provided a safe and healthy environment
 - 8.4 Reduce operational costs and energy consumption
 - 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 requirements
 - 8.8 Increase resilience of El Paso by improving the community's ability to recover from extreme weather events
 - 8.9 Enhance vector control and environmental education to provide a safe and healthy environment