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## ***“From Vision to Value”***

***-- Setting Our Strategic Roadmap For Success***

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# ***STRATEGIC THINKING / STRATEGIC PLANNING PROJECT***

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***Mayor-Council-City Management Team***

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***City of El Paso, Texas***

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***Version 1.20 FINAL DRAFT***



***Facilitated & Prepared By:  
Prestige Consulting  
Services***



***OCTOBER 2013***

***CITY OF EL PASO –STRATEGIC THINKING / PLANNING PROJECT***  
***Comprehensive Strategic Thinking / Planning Workshop Results – October 2013 Version 1.20***



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## FOREWORD

*This document details the innovative strategic intent and plan developed and proposed by the team of strategic thinkers comprised of the City of El Paso leadership: the Mayor, City Council, City Manager, Deputy City Managers and other top administrative personnel. This process is an integral part of the formal discipline of strategic thinking and planning undertaken by the leadership team focused on building a collaborative team environment. The purpose of this effort is to continuously “reflect, review, refine and resolve” the strategic direction in relation to and congruent with the refined City of El Paso vision, mission, values and non-negotiable statements aligned with the newly developed value proposition profile. Defining a success template for future strategic initiatives must positively impact the value and enhance the quality of lives for the all the citizens of El Paso. The specific premise for this planning project is as follows:*

***“To define collectively as the Mayor, Council and Administrative leadership team our strategic intent to collaboratively deliver outstanding customer service and solutions for a better border community. This strategic roadmap will positively impact and enhance the City of El Paso’s strategic value and improved quality of life contributing to the success and growth of our community. Specifically, the team of strategic thinkers will “reflect, review, refine and resolve” its strategic direction building on its values of excellence, integrity, respect and accountability.”***

*Using the most current organizational strategic thinking and planning tenets, this ‘value-based’ planning process was managed and facilitated by lead strategist Gilberto Moreno of Prestige Consulting Services. Special thanks to Mayor Oscar Leeser for his executive sponsorship and his staff and the staff of City Manager Joyce Wilson for their leadership and logistical assistance in facilitating the definition of the City of El Paso’s new strategic sandbox.*

*The City of El Paso reserves the rights to all aspects of this planning document.*



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## **STRATEGIC THINKERS**

This workshop was conducted at the El Paso City Hall meeting facilities with the following participant sign-ins.

### **WORKSHOP – October 3, 2013**

- **Ann Lilly**
- **Bill Studer**
- **Carl L. Robinson**
- **Carmen Arrieta-Candelaria**
- **Cortney C. Niland**
- **David Almonte**
- **Eddie Holguin**
- **Emma Acosta**
- **Jane Shang**
- **Joyce Wilson**
- **Larry Romero**
- **Lynly Leeper**
- **Matthew McElroy**
- **Michiel Noe**
- **Oscar Leeser**
- **Sean McGlynn**
- **Sylvia B. Firth**

### **Strategist / Facilitator:**

**Gilberto Moreno – Prestige Consulting Services**

## WORKSHOP PREMISE



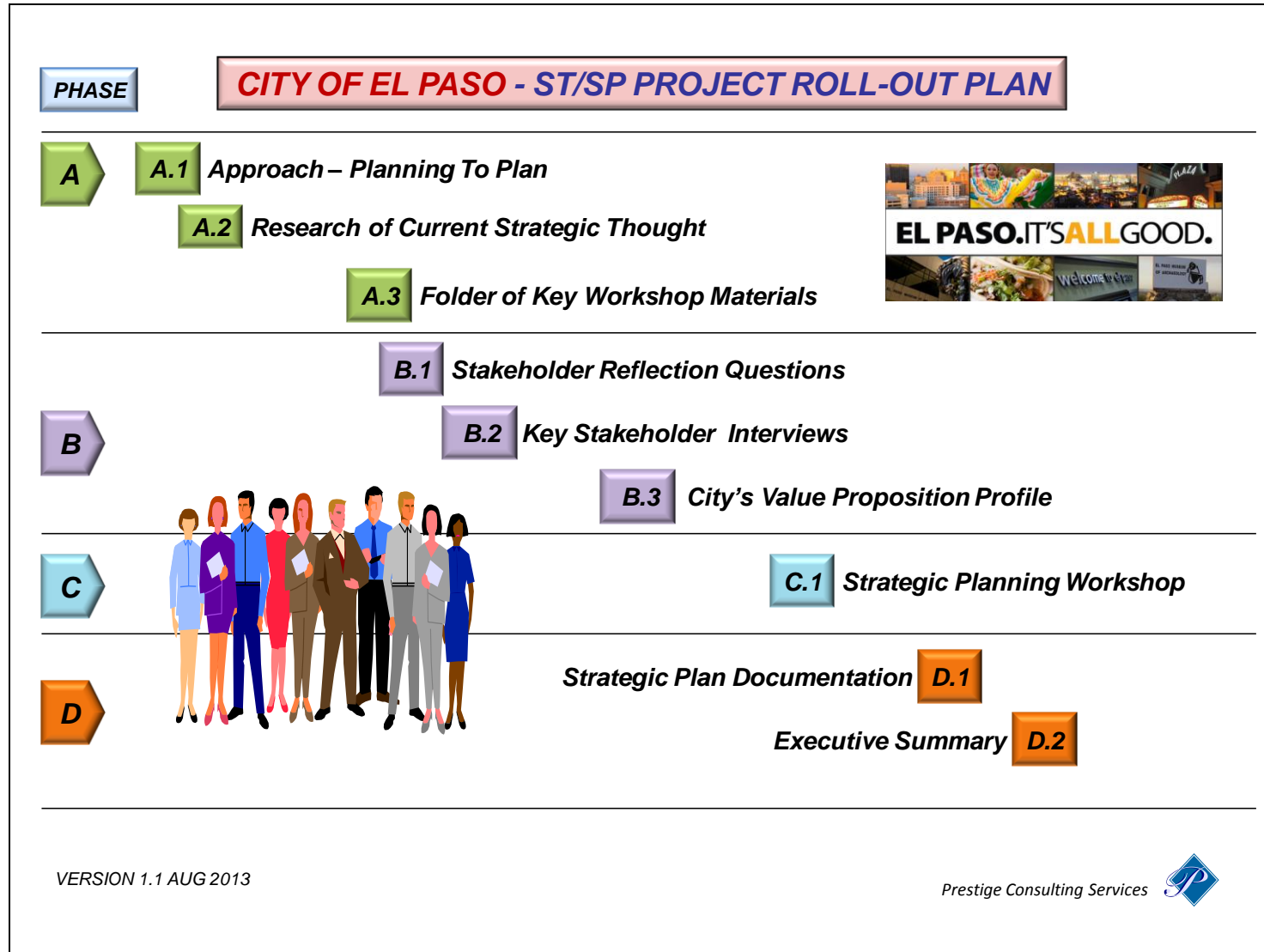
# PROJECT PREMISE

*"To define collectively as the Mayor, Council and Administrative leadership team our strategic intent to collaboratively deliver outstanding customer service and solutions for a better border community. This **strategic roadmap will positively impact and enhance the City of El Paso's strategic value and improved quality of life contributing to the success and growth of our community. Specifically, the team of strategic thinkers will "reflect, review, refine and resolve" its strategic direction building on its values of excellence, integrity, respect and accountability."***



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## PROJECT ROLLOUT PLAN CHART



## STRATEGIC THINKER INTERVIEW REFLECTION QUESTIONS

**PURPOSE:** Gilberto Moreno of Prestige Consulting conducted interviews with the Mayor, City Council, City Manager, Deputy City Managers and other administrative support personnel in preparation for the October 3, 2013 workshop. The following is the list of reflection questions used to gather their input.

*The City of El Paso's vision is to "be a high-performance, customer-focused organization" with a mission of being "dedicated to outstanding customer service for a better community" while delivering services with "excellence, integrity, respect and accountability".*

Given the above strategic intent, as it relates to the City of El Paso:

1. What **strengths** should the City **sustain**? What must we preserve?
2. What **weaknesses** should the City **change**? What needs to change?
3. What **opportunities** should the City **pursue or explore**? What new initiatives have merit or value?
4. What **threats** should the City **avoid**? What are key lessons learned?
5. What is the ultimate **value(s) proposed** for the taxpayers and the community being served?
6. What is the ultimate **value(s) proposed** for the City staff and employees who serve the citizenry?
7. What is the ultimate **value(s) proposed** for the City's partners and contractors who serve the citizenry?
8. Ultimately, what constitute the City's **measures of success**? Of value?



## **SUMMARY OF STRATEGIC THINKER INTERVIEW SWOT PROFILE**

The following S.W.O.T Profile was summarized from interviews conducted with the team of ‘strategic thinkers (Mayor, Council, City Manager, Deputy City Managers, and Other Administrative Staff).

### **City of El Paso S.W.O.T. Profile -- STRENGTHS**

<b><span style="color: blue;">STRENGTHS – City of El Paso</span></b>	<b><span style="color: blue;">STRENGTHS – EP City Government</span></b>
<p><b><span style="color: red;">“What should we SUSTAIN?”</span></b></p> <ul style="list-style-type: none"> <li>✓ People – good, caring, unique sense of home (9)</li> <li>✓ Quality of Life / family-oriented / weather (8)</li> <li>✓ Progressive spirit / investing in ourselves (7)</li> <li>✓ Heritage, legacy, history, pride (5)</li> <li>✓ Land of opportunity / right place at the right time (5)</li> <li>✓ Gateway to Mexico (4)</li> <li>✓ Safe, border city (4)</li> <li>✓ Military (3)</li> <li>✓ Affordability (2)</li> <li>✓ Majority of community behind us (2)</li> <li>✓ Institutions of Higher Learning (2)</li> <li>✓ Increased competitiveness in the Southwest (2)</li> <li>✓ Conservative values</li> <li>✓ International trade legacy</li> <li>✓ Arts and culture infrastructure</li> </ul>	<p><b><span style="color: red;">“What should we SUSTAIN?”</span></b></p> <ul style="list-style-type: none"> <li>✓ City Manager form of government / leader (6)</li> <li>✓ Strong financial health / rating (6)</li> <li>✓ Increased staff professionalism (5)</li> <li>✓ Good, talented employees (4)</li> <li>✓ Financial management / streamlined budgeting tied to customer service metrics (3)</li> <li>✓ Continuous improvement focus (3)</li> <li>✓ New Mayor &amp; Council leadership (2)</li> <li>✓ Weathered recession well (2)</li> <li>✓ Strategic investments in infrastructure (2)</li> <li>✓ No experienced corruption issue</li> <li>✓ Responsiveness to the public</li> <li>✓ Previous Council acting as lighthouse for future</li> <li>✓ Cross-training, professional development</li> <li>✓ Sustainability program</li> <li>✓ Revenue diversification</li> <li>✓ Departmental strategic plans</li> <li>✓ Support for changing how we do business</li> <li>✓ Community involvement</li> </ul>

## City of El Paso S.W.O.T. Profile -- **WEAKNESSES**

<b>WEAKNESSES – City of El Paso</b>	<b>WEAKNESSES – EP City Government</b>
<p><b><i>“What should we CHANGE?”</i></b></p> <ul style="list-style-type: none"> <li>✓ Must regain trust from the citizens (6)</li> <li>✓ Small, vocal group driving discussion (5)</li> <li>✓ Need to respect our community, citizens and the public (4)</li> <li>✓ Feeling that we are too poor, undeserving (4)</li> <li>✓ Not accepting ourselves and the value we bring (3)</li> <li>✓ Mexican buying power not leveraged (3)</li> <li>✓ Borderplex approach not fully understood (3)</li> <li>✓ Not getting the word out about EP, poor image (3)</li> <li>✓ Growing tax burden (3)</li> <li>✓ Rate of change causes some people to stay behind and this builds controversy (2)</li> <li>✓ Limited entertainment options for kids and families (2)</li> <li>✓ Big city with small town mentality</li> <li>✓ Some feel status quo is okay</li> <li>✓ Rising interest rates</li> <li>✓ No destination city portfolio of attractions</li> <li>✓ Low voter turnout</li> </ul>	<p><b><i>“What should we CHANGE?”</i></b></p> <ul style="list-style-type: none"> <li>✓ Council lack of mutual respect with negativism and adversarial tone (10)</li> <li>✓ Disrespecting / scrutinizing staff in public (7)</li> <li>✓ Need to address economic development (jobs) (6)</li> <li>✓ Image of divided Council impacts our marketability (5)</li> <li>✓ Need to work for a common City goal, not just the District represented (5)</li> <li>✓ Not getting the TOTAL picture on projects (4)</li> <li>✓ Need for Mayor &amp; Council strategic direction and policy (4)</li> <li>✓ Need realistic affordability assessment of fire and police pensions – collective bargaining reality (4)</li> <li>✓ Bureaucratic, nothing done fast (4)</li> <li>✓ Need transparency in government (3)</li> <li>✓ Council lack of understanding how City runs / not attending legislative sessions (3)</li> <li>✓ Need to balance progressive tone with financial impact on the City (2)</li> <li>✓ Improper use of electronic devices at Council (2)</li> <li>✓ Processes need to be more business friendly (2)</li> <li>✓ Internal/external communications ineffective (2)</li> <li>✓ Honesty and integrity in government (2)</li> <li>✓ Tight budget year</li> <li>✓ Budget process not inclusive</li> <li>✓ Overworked departments (IT, Finance, OMB, HR)</li> <li>✓ Need advocacy for City major initiatives, especially from business community</li> <li>✓ Need better pay for Mayor &amp; Council</li> <li>✓ Incurring increased debt</li> <li>✓ Higher quality of training needed</li> <li>✓ Need for new sources of revenue</li> <li>✓ Need efficiency in more processes</li> <li>✓ Need to review benefits contributions</li> <li>✓ Doing more with less mindset is hurting</li> <li>✓ Need to downsize some areas of government</li> <li>✓ Being unjustifiably attacked by the public</li> </ul>

## City of El Paso S.W.O.T. Profile -- **OPPORTUNITIES**

### **OPPORTUNITIES – City of El Paso**

#### ***“What should we EXPLORE?”***

- ✓ Build community buy-in for and engagement with quality of life bond projects (9)
- ✓ Focus on creating a better image, face to the world (7)
- ✓ Create strong Mayor & Council teamwork and leadership (6)
- ✓ Buy local, buy El Paso (5)
- ✓ Sustain stakeholder relationships with improved communications (4)
- ✓ Increase citizen involvement in government (4)
- ✓ Celebrate, sell our border region (3)
- ✓ Become a destination city for sports and cultural events, etc. (3)
- ✓ Increase private sector partnerships P<sup>3</sup> (2)
- ✓ Improve quality of life to attract outside business (2)
- ✓ Build on our international trade legacy (2)
- ✓ Improve transportation infrastructure
- ✓ Continue federal, state investments in our region
- ✓ Better, educated workforce
- ✓ Not recognizing that without opportunity our talent will leave
- ✓ Take care of our neighborhoods
- ✓ Increase public safety
- ✓ Protect our water capacity and resources
- ✓ Have a safe, attractive downtown
- ✓ 5-Star convention hotel
- ✓ Sell the true regional buying power to attract new retailers
- ✓ Prudent replacement of City Manager
- ✓ More trail bike parks
- ✓ Strengthen relationship with Ciudad Juarez

### **OPPORTUNITIES – EP City Government**

#### ***“What should we EXPLORE?”***

- ✓ Have a defined City role in economic development process and job creation (12)
- ✓ Create a friendly, positive and respectful tone to Council meetings (10)
- ✓ Be responsible to do the right thing for the City, not just a District (6)
- ✓ Increase the tax base, not the tax burden (5)
- ✓ Create of cooperative, realistic collective bargaining climate (4)
- ✓ City is ready and open for and to businesses (3)
- ✓ Retention of quality, professional City staff (3)
- ✓ Focus on continuous process improvement (3)
- ✓ Align, improve Mayor & Council / City Manager communications channels (2)
- ✓ Run smoother, effective City Council meetings (2)
- ✓ Improve employee service mindset (2)
- ✓ Have a better understanding of the complexity of running the City (2)
- ✓ Revisit software and IT investments and systems including user functional competencies (2)
- ✓ Formalize succession planning (2)
- ✓ Resolve key issues quickly and professionally (2)
- ✓ Increase employee morale, service mindset (2)
- ✓ Building Council’s confidence in City Manager team
- ✓ Make it easier to do business with the City
- ✓ Frank assessment of resources and infrastructure
- ✓ Refocus, redefine City Council priorities
- ✓ Increase revenue diversification
- ✓ Focus on better time management for all
- ✓ Balance downtown for city-wide activity, projects
- ✓ Leverage the best deal for entire City
- ✓ Tie efficiency to quality of life bond projects
- ✓ Explore, evaluate owning the utilities
- ✓ By 2014, all departments complete strategic plans
- ✓ Increase fees based on need not just as a revenue source
- ✓ Tap into features and strengths of new IT systems
- ✓ Look at 2-year budget cycle
- ✓ Synchronize elections with budget cycle
- ✓ Pursue consolidation of services with other entities

**City of El Paso S.W.O.T. Profile -- *THREATS***

<b>THREATS – City of El Paso</b>	<b>THREATS – EP City Government</b>
<p><b><i>“What should we AVOID?”</i></b></p> <ul style="list-style-type: none"> <li>✓ Not being transparent, open with full disclosure (5)</li> <li>✓ Not being upfront, inclusive of the majority (3)</li> <li>✓ Not focusing on stakeholder communications (3)</li> <li>✓ Legal not supporting innovation or creativity (2)</li> <li>✓ Not focusing on buying, hiring El Paso (local) (2)</li> <li>✓ Not admitting to mistakes</li> <li>✓ Not making decisions based on sound business versus politics</li> <li>✓ Adding roadblocks to service and progress</li> <li>✓ Not enhancing our image</li> <li>✓ Thinking government is dependent on a few</li> <li>✓ Not thinking big or regionally</li> <li>✓ Paying attention to the naysayers</li> </ul>	<p><b><i>“What should we AVOID?”</i></b></p> <ul style="list-style-type: none"> <li>✓ Being influenced by a few with an agenda (5)</li> <li>✓ Not supporting what has been decided or approved (3)</li> <li>✓ Disrespecting each other (3)</li> <li>✓ Not closing the loop with stakeholders – ignoring public comment (3)</li> <li>✓ Not appreciating the VALUE game (2)</li> <li>✓ Making rash judgments, not listening first (2)</li> <li>✓ Thinking as one person and not as a team (2)</li> <li>✓ Not doing what’s right versus politically expedient (2)</li> <li>✓ Not committing sufficient resources to each functional area (2)</li> <li>✓ Not focusing on building relationships</li> <li>✓ Not accepting that disagreement is okay whereas disrespect is not</li> <li>✓ Not sharing ideas or taking responsibility for change</li> <li>✓ Not stepping back to reflect</li> <li>✓ Pursuing unattainable goals</li> <li>✓ Not staying focused on a finite set of priorities</li> <li>✓ Not making wise hiring decisions</li> <li>✓ Avert “that is the way we have always done it” mentality</li> <li>✓ Not addressing change management</li> <li>✓ Not rewarding employees who do well</li> <li>✓ Self-sabotaging</li> <li>✓ Not understanding or undertaking our different roles</li> </ul>

## STRATEGIC THINKER INTERVIEWS TAKE-AWAYS

The following was summarized from interview input from the team of strategic thinkers.



### Interviews Take-Aways...

- ☐ teamwork
- ☐ respect / trust
- ☐ professionalism
- ☐ city growth / prosperity
- ☐ open communications
- ☐ transparency / honesty
- ☐ better jobs / new economy
- ☐ outcome-driven accountability
- ☐ health / public safety
- ☐ succession planning
- ☐ citizen engagement



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## ***WHAT THE LEADERSHIP TEAM VALUES IN OTHERS...***

As part of their introductory remarks, each strategic thinker was asked to identify what they value in others. The number in parenthesis denotes the number of times an item was mentioned.

- **Honesty (8)**
- **Integrity (5)**
- **Compassion**
- **Commitment**
- **Collaborative spirit**
- **Moral code**
- **Respect / respectfulness**
- **Other's opinion**
- **Friendship**
- **Loyalty**
- **Enthusiasm**
- **Hard-work ethic**
- **Courage**

## ***WHAT MAKES FOR A HIGH-PERFORMANCE TEAM...***

The team of strategic thinkers identified the following attributes of a high-performance team. These are not listed in any particular order.

- **Unity**
- **Teamwork**
- **Collaboration**
- **Communications**
- **Understanding and Respect**
- **Trust**
- **Results orientation**
- **Direction**
- **Non-traditional ideas**
- **Shared goals**
- **Acknowledgement of weaknesses**
- **Having a big heart**
- **Capability / know how to do things**

## **CITY OF EL PASO VISION**

The team of strategic thinkers accepted the current vision statement previously developed with the following minor change:

Current City of El Paso Vision Statement:

***“To be a high-performance, customer-focused organization.”***

Recommended Version: (making it a more declarative statement)

***“The City of El Paso is a high-performance, customer-focused organization.”***

## **CITY OF EL PASO MISSION**

The team of strategic thinkers accepted the current mission statement previously developed with the following minor change:

Current City of El Paso Mission Statement:

***“Dedicated to outstanding customer services for a better community.”***

Recommended Version: (making it a more declarative statement)

***“Dedicated to providing outstanding customer services for a better El Paso.”***

What does a ‘better El Paso’ mean?

- ***A better quality of life***
- ***Safe environment***
- ***Better business environment***
- ***Informed citizenry***
- ***An improved community***
- ***Engaged community***
- ***Results that drive value***

## **CITY OF EL PASO TAGLINE**

The team of strategic thinkers accepted the current tagline with no changes.

***“Service, Solutions, Success”***

## **CITY OF EL PASO VALUES**

The team of strategic thinkers accepted the current value statements previously developed with the following addition:

### **Current City of El Paso Value Statements:**

**EXCELLENCE**  
**INTEGRITY**  
**RESPECT**  
**ACCOUNTABILITY**

### **Recommended Version:** (making it a more declarative statement)

***We value:***

- ✓ **EXCELLENCE**
- ✓ **INTEGRITY**
- ✓ **RESPECT**
- ✓ **ACCOUNTABILITY**
- ✓ **OUR PEOPLE**

## **CITY OF EL PASO TEAM NON-NEGOTIABLES**

As the Mayor, Council and Administrative leadership move forward as a team, what is not negotiable?

- **Focus on working for all citizens**
- **Adherence to our values**
- **Respecting / being respectful**
- **Zero-tolerance for corruption**
- **Failure – learning from it and picking ourselves up**
- **Disagreement is okay**
- **Openness**

## CITY OF EL PASO VALUE PROPOSITION PROFILE

The following Value Proposition Profile was developed by the Prestige staff from interviews conducted with the team of strategic thinkers (Mayor, Council, City Manager, Deputy City Managers and Other Administrative Staff) and endorsed at the October 3, 2013 workshop with minor edits. (Version 1.1)

Stakeholder Group	VALUE PROPOSITION SUMMARY AREA	CONTRIBUTING VALUE PROPOSITIONS
TAXPAYERS / COMMUNITY	ENHANCING OUR QUALITY OF LIFE	<ul style="list-style-type: none"> <li>Continued recognition for El Paso as a safe and healthy city (5)</li> <li>Prioritized quality municipal services through an enhanced infrastructure and quality support system (9)</li> <li>Increased regional prosperity with growth, competitiveness and employment (6)</li> </ul>
	BALANCING ACCOUNTABILITY AND EFFICIENT GOVERNMENT	<ul style="list-style-type: none"> <li>El Pasoans are knowledgeable about the progress and value of City project investments (9)</li> <li>Fiscal accountability of taxpayer funds (6)</li> <li>Optimal financial and project management including bond projects (5)</li> <li>Timely delivery of accurate data for sound decision-making at City Council (5)</li> <li>Citizen acknowledgement of transparency in City government (4)</li> </ul>
	CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY	<ul style="list-style-type: none"> <li>Taxpayers are consulted and engaged in their City government (7)</li> <li>Keeping El Paso talent in the community (4)</li> <li>Majority opinion drives strategic direction and priorities (4)</li> </ul>
CITY STAFF / EMPLOYEES	LEVERAGING STAFF TALENT & CONTRIBUTIONS	<ul style="list-style-type: none"> <li>Recognition and appreciation of staff based on merit, innovation and competency (11)</li> <li>Nurturing of a learning culture through staff development (9)</li> <li>Building leadership through formal succession planning (5)</li> <li>Retention of the best qualified staff based on merit and competency (5)</li> </ul>
	SUSTAINING ORGANIZATIONAL EXCELLENCE AND COMPETENCY	<ul style="list-style-type: none"> <li>A strong spirit of teamwork and collaboration at all levels (6)</li> <li>Sustaining a culture of continuous improvement, staff initiative and innovation (7)</li> <li>High morale through employee self-recognition of their roles and the value they deliver (5)</li> </ul>
CITY PARTNERS / VENDORS / CONTRACTORS	EXPANDING COLLABORATIVE PARTNERSHIPS & ENGAGEMENT	<ul style="list-style-type: none"> <li>Increased partnerships and business opportunity for LOCAL business development (14)</li> <li>Increased partner dialogue, input and ideas leading to a business friendly environment (8)</li> <li>Recognition of a level playing field in procurement (6)</li> </ul>
	LEVERAGING PARTNERSHIP TALENT & RESOURCES	<ul style="list-style-type: none"> <li>Enhanced value for the citizens with a more business friendly climate and business processes (9)</li> <li>Recognized honesty and transparency when working with the City (6)</li> <li>Consistent application of rules and code across all firms (4)</li> <li>Community and business partners are recognized for their contributions (2)</li> </ul>

## **“TRUTH CARD” EXERCISE**

The TRUTH CARD © exercise is an effective mechanism to “take the temperature” of an organization’s or team’s climate and attitude regarding key organizational success factors. These four (4) factors include an assessment of the organizational:

- ✓ overall **strategic direction** (its key strategic initiatives in pursuit of its vision, goals and objectives tied to its proposed value system)
- ✓ pursuit of its **key opportunities** that support its common purpose (for example, in the case of a school, its learning opportunities)
- ✓ nurturing and care for its **human assets** (a typical organization may have over 80% of its budget contributing to salaries, benefits, etc.)
- ✓ **support systems** (the systems, resources and processes supporting its stakeholders and the functional value they deliver)

The TRUTH CARD exercise presented below was conducted with the *City of El Paso strategic thinkers during the strategic planning workshop* where they were asked to share their opinion as a group regarding the current state of the organization for the four key factors described above. There are “no right or wrong answers” to the exercise, since it asks for peoples’ perceptions. It is an opportunity to share their opinion regarding these key organizational success factors. The results are presented in the subsequent pages.

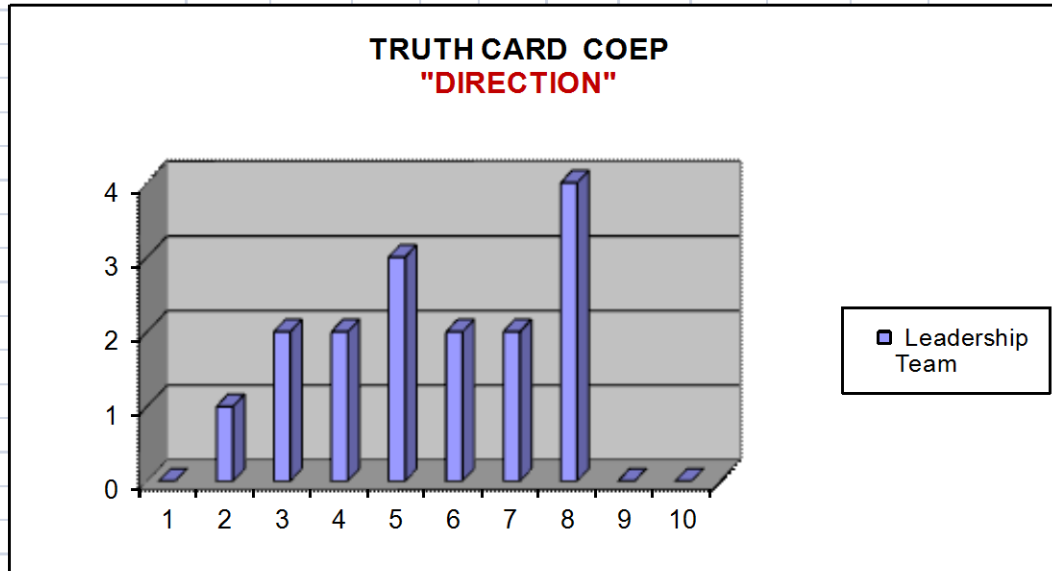
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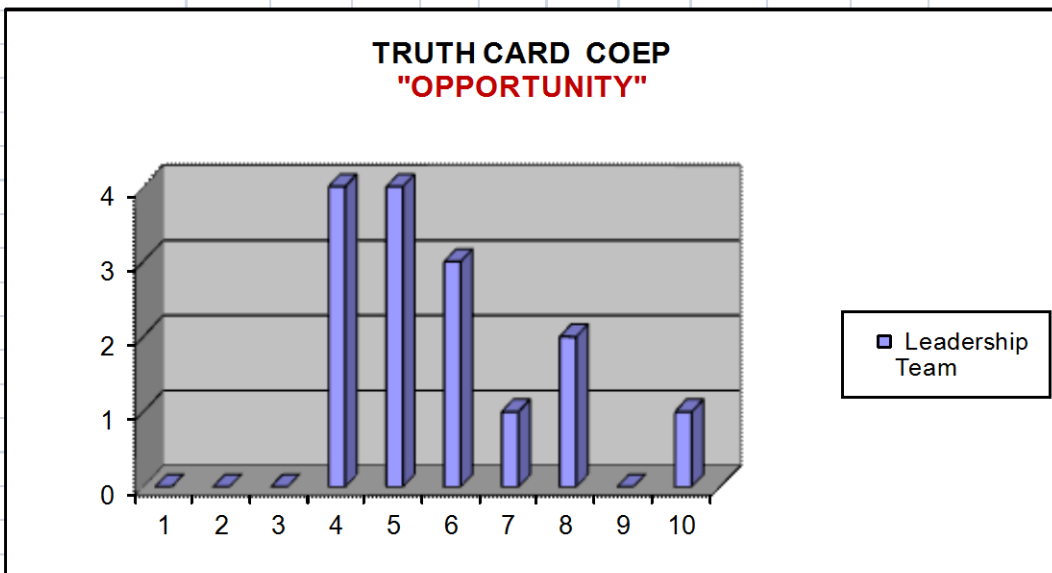
**DIRECTION SCORES**

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	1	2	2	3	2	2	5	0	0	5.71



**OPPORTUNITY SCORES**

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	0	5	6	3	1	2	0	1	5.61

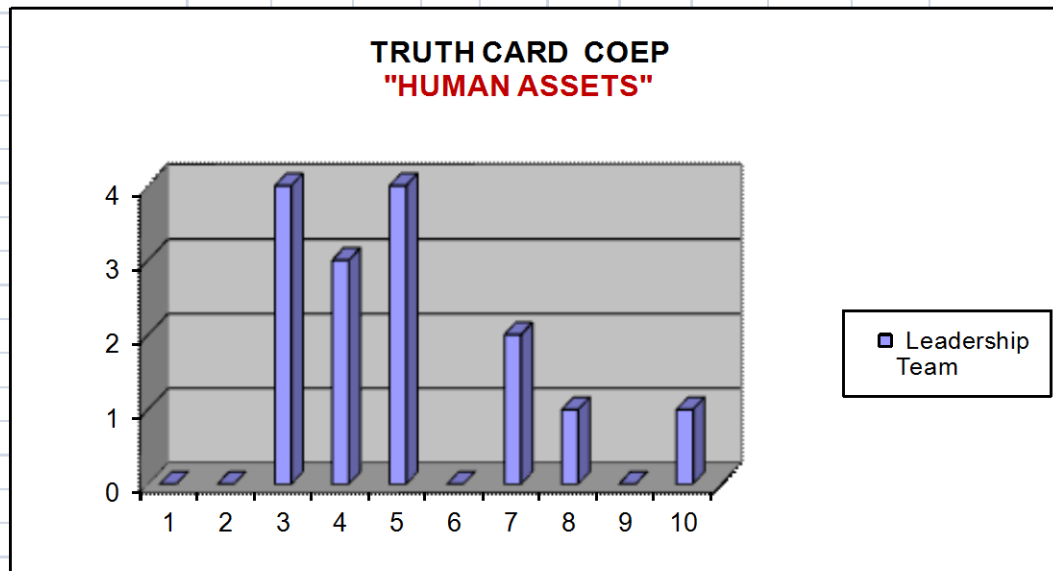


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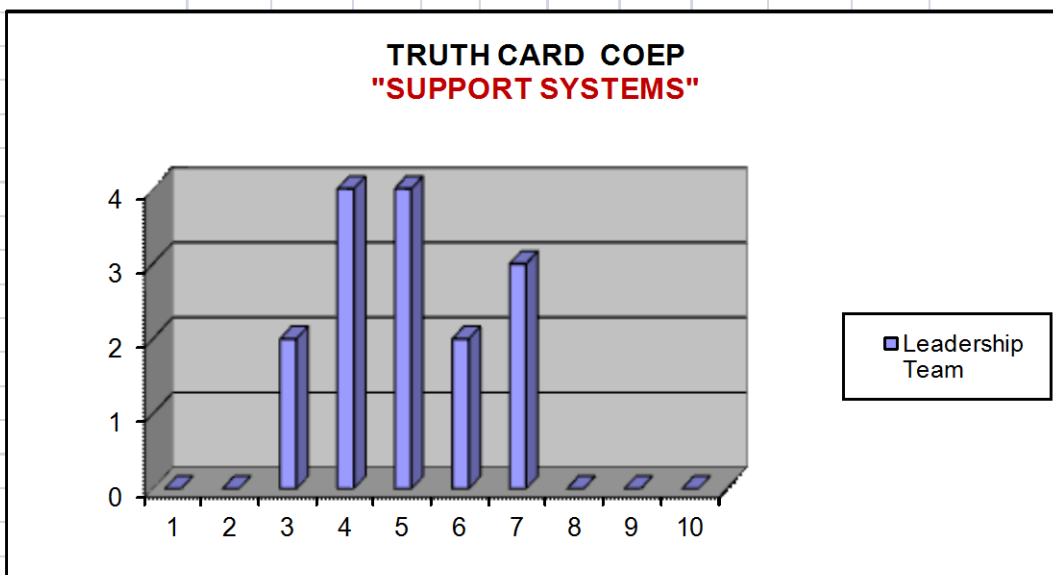
**HUMAN ASSET SCORES**

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	5	3	5	0	2	1	0	1	4.94



**SUPPORT SYSTEMS SCORES**

Score	1	2	3	4	5	6	7	8	9	10	Average
Leadership Team	0	0	2	4	5	2	3	0	0	0	5.00



## CITY OF EL PASO CRITICAL SUCCESS FACTORS

<b>Votes</b>	<b>CRITICAL SUCCESS FACTORS</b>	<b>CSF Category</b>
1	1) We must lead, manage and produce results with a game plan in order to succeed and deliver value with definitive results.	<i>Organization / Management</i>
2	2) We must set policy that fosters economic growth in order to create jobs.	<i>Client Needs</i>
10	3) We must continuously improve and streamline our internal processes and reevaluate them in order to deliver services quicker and better.	<i>Quality / Accountability</i>
11	4) We must manage resources wisely and effectively in order to ensure the financial viability of the city.	<i>Funding / Resources</i>
11	5) We must have a regional strategic plan for economic development that directly benefits the El Paso tax base in order to: <ul style="list-style-type: none"> <li>• maximize our investment in economic development</li> <li>• improve our competitiveness</li> <li>• increase higher paying jobs</li> <li>• decrease tax rate</li> </ul>	<i>Client Needs</i>
1	6) We must identify the priorities and levels of service that the City can provide in order to adequately fund these services.	<i>Funding / Resources</i>
4	7) We must foster a climate supportive of economic development in order to create jobs, opportunities, grow the tax base, improve quality of life, retain talent, etc.	<i>Client Needs</i>
4	8) We must effectively communicate to all of our clients (stakeholders) in order to offer hope, encourage investment and development and retain our talent.	<i>Communications / Marketing</i>
9	9) We must maintain good financial stewardship in order to ensure the financial stability, bond ratings and sustainability of the City.	<i>Funding / Resources</i>
1	10) We must stop talking and move to action in order to produce positive results.	<i>Services / Products/ Deliverables</i>
22	11) We must initiate a formal succession plan in order to prepare a strong pool of management leadership.	<i>Resource Management</i>

**CITY OF EL PASO –STRATEGIC THINKING / PLANNING PROJECT**  
**Comprehensive Strategic Thinking / Planning Workshop Results – October 2013 Version 1.20**

(continued)

<b>Votes</b>	<b>CRITICAL SUCCESS FACTORS</b>	<b>CSF Category</b>
4	12) We must improve our relationships with our community in order to regain their trust and encourage improved participation.	<i>Communications / Marketing</i>
10	13) We must have strong positive leadership in order to implement and execute our vision.	<i>Organization / Management</i>
4	14) We must express respect for the individual in order to attract/retain talented employees, recruit new businesses and encourage public private partnerships.	<i>Organization / Management</i>
1	15) We must promote our multi-cultural success in order to encourage economic development.	<i>Communications / Marketing</i>
10	16) We must continue to bond as a Mayor, Council and City Manager team with stronger communications in order to improve teamwork and produce valued results. (similar to #19)	<i>Organization / Management</i>
1	17) We must explore third party, private partnerships (i.e., outsourcing) in order to reduce the cost of government services.	<i>Services / Products/ Deliverables</i>
9	18) We must build on-time and on-budget quality of life projects in order to deliver on our promises to the voters and gain public confidence.	<i>Quality / Accountability</i>
10	19) We must invest sufficient time in ourselves (Mayor, Council, City Manager & Staff) in order to work together, build the team and model a trusting environment. (similar to #16)	<i>Organization / Management</i>
6	20) We must be innovative and improve our technological infrastructure in order to reduce inefficiencies, deliver online services and communicate our value to the public.	<i>Technology</i>
11	21) We must improve our quality of life (including safety and health) in order to keep our current businesses and talent, attract new businesses, improve competitiveness and increase the tax base.	<i>Client Needs</i>
1	22) We must align community priorities and needs with city government initiatives in order to gain community support and have meeting of the minds by government and the community.	<i>Communications / Marketing</i>

## CRITICAL SUCCESS FACTORS SUMMARY PROFILE

*Critical success factors (CSF) selected by the team as high priority are bolded and shaded. The subscript represents the number of votes.*

KEY STRATEGIC AREAS	CSF #
<b>I. RESOURCE MANAGEMENT</b>	<b>11<sub>22</sub></b>
<b>II. ORGANIZATIONAL MANAGEMENT</b>	1 <sub>1</sub> <b>13<sub>10</sub></b> 14 <sub>4</sub> <b>16-19<sub>10</sub></b>
<b>III. CLIENT NEEDS</b>	<b>2<sub>2</sub></b> <b>5<sub>11</sub></b> 7 <sub>4</sub> <b>21<sub>11</sub></b>
<b>IV. QUALITY / ACCOUNTABILITY</b>	<b>3<sub>10</sub></b> <b>18<sub>9</sub></b>
<b>V. FUNDING / RESOURCES</b>	<b>4<sub>11</sub></b> <b>6<sub>1</sub></b> <b>9<sub>9</sub></b>
<b>VI. TECHNOLOGY MANAGEMENT</b>	<b>20<sub>6</sub></b>
VII. COMMUNICATIONS / MARKETING	8 <sub>4</sub> 12 <sub>4</sub> 15 <sub>1</sub> 22 <sub>1</sub>
VIII. SERVICES / PRODUCTS / DELIVERABLES	10 <sub>1</sub> 17 <sub>1</sub>

## CITY OF EL PASO STRATEGIC GOALS AND OBJECTIVES

NOTE: Strategic areas are not listed in any particular priority. Proposed initiatives or action items are captured in brackets.

### STRATEGIC AREA I. RESOURCE MANAGEMENT

Strategic Initiative Owner (SIO): To be named.

#### **GOAL A: “We will prepare for success by sustaining a strong pool of management leadership through a formal succession planning process.”**

##### **Goal A. OBJECTIVES (Measured By):**

- **The strength of a pool of internal candidates for job openings assessed annually. Candidates for job openings are determined via HR, management, and employee evaluation input on an annual basis. Emphasis is to be placed on “mission critical” areas and competencies.**
- **Through key performance indicators (KPI) regarding the management of the City including external recognition (e.g., bond rating, Plan El Paso done annually, Sun Metro awards, etc.).**
- **Annual assessment / priority of pending retirements in the next 24-36 months with a specific succession plan. [TBD – defined process for hiring key positions including the City Manager]**
- **Implementation on an annual basis of a formal leadership development plan for elected body, staff and other identified selected players. [engage Council in setting expectations, leadership concepts, etc.]**

[need a refined formal management leadership program]

[need a formal employee staff development program focused on leadership]

## **STRATEGIC AREA II. ORGANIZATION / MANAGEMENT**

*Strategic Initiative Owner (SIO): To be named.*

### **GOAL B: “We must set a climate of respect, collaboration and team spirit among the Council, staff and the community leading by example.”**

#### **Goal B. OBJECTIVES (Measured By):**

- *Annual formal feedback from the Mayor, Council, City Manager and staff as to their satisfaction of having attained a culture of respect and collaboration.*
  - *The Majority respond favorably starting in Year 1 and sustained through Year 5.*
- *Support in the development of the pool of leadership and talent (see Goal A).*
- *Mayor and Council lead by example and hold people accountable as assessed annually by the leadership team.*
- *Mayor and Council feedback and satisfaction with the timeliness and accuracy of information delivered to and from the staff averting misunderstandings and ensuring team accountability.*

### **STRATEGIC AREA III.CLIENT NEEDS**

*Strategic Initiative Owner (SIO): To be named.*

#### **GOAL C: “We will build our economic base with a strategic plan that stabilizes taxes and grows the tax base.”**

##### **Goal C. OBJECTIVES (Measured By):**

- *Community opinion changes as to how El Paso is business friendly (“open for business”) assessed formally on an annual basis.*
- *Annual growth in assessed valuations.*
- *Evidence of net new jobs per year in the top wage categories beyond median wage.*
- *Annual increase in sales tax receipts.*
- *Annual increases in commercial building permits.*
- *Stabilized tax rates.*
- *Increased median family income.*
- *Lower unemployment rates.*
- *Increased labor force participation rate.*
- *Clustered industry and planned strategic growth. [Economic development strategic plan is tied to industry cluster plan]*
- *Economic regional development plan has clear definition of the City of El Paso roles / responsibilities.*

#### **GOAL D: “We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.”**

##### **Goal D. OBJECTIVES (Measured By):**

- *Implement quality of life bond projects cost effectively and with quality (i.e., on-time and on-budget).*
- *Annual assessment of improved comparative metrics as it relates to quality of place.*
- *Effectiveness of our formal marketing program that maximizes our assets and strengths.*
- *Positive feedback from citizenry on our creativity in balancing the tax burden/financial debts.*
- *Increased and innovative public, private partnerships.*
- *Sustained positive performance against a defined specific baseline of economic development key performance indicators KPIs as recognized by area CEOs and citizens.*

## **STRATEGIC AREA IV. QUALITY MANAGEMENT / ACCOUNTABILITY**

**Strategic Initiative Owner (SIO): To be named.**

### **GOAL E: “We will deliver services timely and efficiently with focus on continual improvement.**

#### **Goal E. OBJECTIVES (Measured By):**

- **Formal customer feedback loop attaining a satisfaction level of at least 70% satisfied in Year 1 and improved to 90% by Year 5. [need feedback mechanisms for all direct service departments enforced].**
- **Annually highlight the significant results of at least five (5) continuous improvement (CI) / innovation projects.**
- **Annual client feedback survey results show evidence of increasing satisfaction levels regarding service quality. [move to annual since currently done every 2 years]**
- **100% of senior management/junior management completes continuous improvement training and sponsors at least one continuous improvement (CI) project in the next 2-3 years.**

### **GOAL F: “We must deliver on our promises regarding the quality of life bond projects.”**

#### **Goal F. OBJECTIVES (Measured By):**

- **Delivery of on-time, on-budget projects.**
- **Quality Of Life Bond Committee is at least 90% satisfied with the progress and project results measured periodically.**
- **Mayor, City Council, City Manager and staff feedback regarding the quality of life bond projects is at least 85% satisfied.**
- **The Community satisfaction levels with the progress, outcomes, quality and expectations is at least 85%.**

## **STRATEGIC AREA V. FUNDING / RESOURCES**

*Strategic Initiative Owners (SIO): To be named.*

### **GOAL G: “We will ensure continued financial stability and accountability through sound financial management, budgeting and reporting.”**

**Goal G. OBJECTIVES (Measured By):**

- *Maintaining bond rating.*
- *Receiving unqualified annual audits.*
- *TFOA Center of Excellence continued recognition.*
- *Annual adoption of a balanced budget.*
- *No City shutdowns.*
- *Evidence of annual growth in reserves.*
- *Adoption of and adherence to debt management, investment, and other financial policies.*

## **STRATEGIC AREA VI. TECHNOLOGY**

*Strategic Initiative Owner (SIO): To be named.*

### **GOAL H: “We will leverage and expand the use of current and new technology to reduce inefficiencies and improve communications.**

- *Evidence of useful online services to clients (texting).*
- *Increased client feedback satisfaction (see Goal F)*
- *New i-Phone apps focused on reducing wait times and number of tasks.*
- *Mayor, Council, City Manager and staff increasing levels of satisfaction with the levels of organizational communications as enhanced by the use of technology.*
- *Paper reduction opportunities as part of continuous improvement projects (see Goal E) [reduce transaction cycle in key business processes, etc.]*
- *Reduction in personal interaction and client interactions with government as evidenced by client feedback.*
- *Annually updated and approved Technology Plan starting with the 2014-16 plan.*
- *Evidence of increasing levels of staff capabilities and competencies in the use of technology to improve customer service.*

## **STRATEGIC AREA VII. TRANSPORTATION**

**Strategic Initiative Owner (SIO):** To be named.

### **GOAL I: “We will establish a comprehensive transportation system.”**

#### **Goal I. OBJECTIVES (Measured By):**

- ***Becoming the least car dependent city in the Southwest.***
- ***Enhancing the street network as evidenced by optimal traffic management with high quality street infrastructure.***
- ***Improvements in international mobility with streamlined bridge operations and infrastructure planning.***
- ***Establishment of El Paso as an international transportation system HUB including optimizing freight movement, logistics and alternative energy infrastructure solutions.***

## CITY OF EL PASO STRATEGIC GOALS VS. VALUE CORRELATION MATRIX

To be completed by the strategic thinkers in subsequent meetings.

<b>STRATEGIC GOAL ALIGNMENT</b>  <u><b>2013 Strategic Plan</b></u>  <i>H = High Impact; M = Medium Impact; L = Low Impact</i>	TAXPAYERS/ COMMUNITY			CITY STAFF/ EMPLOYEES		CITY PARTNERS		COMMENTS
	ENHANCING OUR QUALITY OF LIFE	BALANCING ACCOUNTABILITY WITH EFFICIENT GOVERNMENT	CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY	LEVERAGING STAFF TALENT & CONTRIBUTIONS	SUSTAINING ORGANIZATIONAL EXCELLENCE & COMPETENCY	EXPANDING COLLABORATIVE PARTNERSHIPS	LEVERAGING PARTNERSHIP TALENT AND RESOURCES	
GOAL A: “We will prepare for success by sustaining a strong pool of management leadership through a formal succession planning process.”								
GOAL B: “We must set a climate of respect, collaboration and team spirit among the Council, staff and the community leading by example.”								
GOAL C: “We will build our economic base with a strategic plan that stabilizes taxes and grows the tax base.”								
GOAL D: “We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.”								
GOAL E: “We will deliver services timely and efficiently with a focus on continual improvement.”								
GOAL F: “We must deliver on our promises to the quality of life bond projects.”								
GOAL G: “We will ensure continued financial stability and accountability through sound financial management, budgeting and reporting.”								
GOAL H: “We will leverage and expand the use of current and new technology to reduce inefficiencies and improve communications.”								
GOAL I: “We will establish a comprehensive transportation system.”								

## **CITY OF EL PASO ACCOUNTABILITY AND COMMUNICATIONS PLAN**

<b>WHAT</b>	<b>WHO</b>	<b>WHEN</b>
1. Document the Strategic Plan (SP)	PCS- Gilbert Moreno → Joyce Wilson (JW)	Oct. 10, 2013
2. Edit/Comments from strategic thinkers to JW to PCS	<ul style="list-style-type: none"> <li>▪ JW → "Strategic Thinkers" and return to PCS</li> </ul>	Oct. 17, 2013
3. Get Council approval of the SP	<ul style="list-style-type: none"> <li>▪ Mayor +Council</li> </ul>	Dec.17, 2014 TBD
4. Communicate SP to stakeholders: <ul style="list-style-type: none"> <li>▪ community</li> <li>▪ media briefing</li> <li>▪ editorial board</li> <li>▪ Borderplex</li> <li>▪ Chambers</li> <li>▪ print/ electronic press</li> <li>▪ Hispanic media</li> </ul>	<ul style="list-style-type: none"> <li>▪ JW</li> <li>▪ PIO</li> </ul>	To be completed by Nov.17, 2013
5. Name the SIOs	Mayor, Council and City Manager	Nov. 15. 2013
6. Check on SP implementation progress	SIOs Strategic Thinkers	Start in February 2014 then Quarterly
7. Develop mechanisms to report SP progress to stakeholders [e.g., dashboards]	JW, OMB, IT	March 2014 then Quarterly
8. Integrate SP results into the "State of The City" presentations	Mayor	Every April
9. Refine the SP	"Strategic Thinkers"	Annually in October (after the budgeting process)



# City of El Paso Strategic Thinking / Planning Project





## Strategic Thinking / Planning Project

- Our strategic intent to collaboratively deliver outstanding customer service and solutions for a better border community
- This strategic roadmap will positively impact and enhance the City of El Paso's strategic value and improved quality of life contributing to the success and growth of our community
- Specifically, the team of strategic thinkers will "reflect, review, refine and resolve" its strategic direction building on its values of excellence, integrity respect and accountability



## Strategic Thinkers

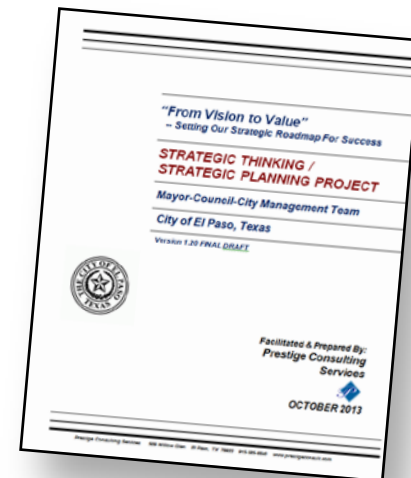
- Ann Lilly
- Bill Studer
- Carl L. Robinson
- Carmen Arrieta-Candelaria
- Cortney C. Niland
- David Almonte
- Eddie Holguin
- Emma Acosta
- Jane Shang
- Joyce Wilson
- Larry Romero
- Lynly Leeper
- Matthew McElroy
- Michiel Noe
- Oscar Leeser
- Sean McGlynn
- Sylvia B. Firth

***Strategist / Facilitator: Gilberto Moreno – Prestige Consulting Services***



## Project Planning Process

1. Research of Current Strategic Thought
2. Folder of Key Workshop Materials
3. Stakeholder Reflection Questions
4. Key Stakeholder Interviews
5. City's Value Proposition Profile
6. Strategic Planning Workshop





# Strategic Thinker Interviews Take-Aways

## TAKE-AWAYS...

- Teamwork
- Respect / Trust
- Professionalism
- City Growth / Prosperity
- Open Communications
- Transparency / Honesty
- Better Jobs / New Economy
- Outcome-driven  
Accountability
- Health / Public Safety
- Succession Planning
- Citizen Engagement



## City of El Paso Vision Statement

**Current:**

***“To be a high-performance, customer-focused organization.”***

**Recommended:**

***“The City of El Paso is a high-performance, customer-focused organization.”***



## City of El Paso Mission Statement

**Current:**

***“Dedicated to outstanding customer services  
for a  
better community.”***

**Recommended:**

***“Dedicated to providing outstanding customer  
services for a better El Paso.”***



## City of El Paso Tagline

**Current:**

***“Service, Solutions, Success”***

***The team of strategic thinkers accepted the current tagline with no changes***



# City of El Paso Core Values

## Current Value Statements:

**Excellence**

**Integrity**

**Respect**

**Accountability**

## Recommended Version:

**We value:**

✓ **Excellence**

✓ **Integrity**

✓ **Respect**

✓ **Accountability**

✓ **Our People**



# City of El Paso Value Proposition Profile

Stakeholder Group	VALUE PROPOSITION SUMMARY AREA
<b>TAXPAYERS / COMMUNITY</b>	<i>ENHANCING OUR QUALITY OF LIFE</i>
	<i>BALANCING ACCOUNTABILITY AND EFFICIENT GOVERNMENT</i>
	<i>CITIZENS ENGAGING IN THE FUTURE OF THEIR COMMUNITY</i>
<b>CITY STAFF / EMPLOYEES</b>	<i>LEVERAGING STAFF TALENT &amp; CONTRIBUTIONS</i>
	<i>SUSTAINING ORGANIZATIONAL EXCELLENCE AND COMPETENCY</i>
<b>CITY PARTNERS / VENDORS / CONTRACTORS</b>	<i>EXPANDING COLLABORATIVE PARTNERSHIPS &amp; ENGAGEMENT</i>
	<i>LEVERAGING PARTNERSHIP TALENT &amp; RESOURCES</i>



# City of El Paso Team Non-Negotiables

As the Mayor, Council and Administrative leadership move forward as a team, what is not negotiable?

- *Focus on working for all citizens*
- *Adherence to our values*
- *Respecting / being respectful*
- *Zero-tolerance for corruption*
- *Failure – learning from it and picking ourselves up*
- *Disagreement is okay*
- *Openness*



## **Critical Success Factors Summary**

- 1. Resource Management**
- 2. Organizational Management**
- 3. Client Needs**
- 4. Quality / Accountability**
- 5. Funding / Resources**
- 6. Technology Management**
- 7. Communications / Marketing**
- 8. Services / Products / Deliverables**



# City of El Paso Strategic Goals

## Strategic Area I. Resource Management

- *We will prepare for success by sustaining a strong pool of management leadership through a formal succession planning process.*

## Strategic Area II. Organization / Management

- *We must set a climate of respect, collaboration and team spirit among the Council, staff and the community leading by example.*



## City of El Paso Strategic Goals

### Strategic Area III. Client Needs

- *We will build our economic base with a strategic plan that stabilizes taxes and grows the tax base.*
- *We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.*



## City of El Paso Strategic Goals

### Strategic Area IV. Quality Management / Accountability

- *We will deliver services timely and efficiently with focus on continual improvement.*
- *We must deliver on our promises regarding the quality of life bond projects.*



# City of El Paso Strategic Goals

## Strategic Area V. Funding / Resources

- *We will ensure continued financial stability and accountability through sound financial management, budgeting and reporting.*

## Strategic Area VI. Technology

- *We will leverage and expand the use of current and new technology to reduce inefficiencies and improve communications.*



# City of El Paso Strategic Goals

## Strategic Area VII. Transportation

- *We will establish a comprehensive transportation system.*