

VISION: “DMD – inspired leadership shaping Downtown El Paso’s future!”

STRATEGIC AREA DRIVERS

- I** COMMUNICATIONS/ MARKETING
- II** ORGANIZATIONAL MANAGEMENT
- III** FUNDING/ RESOURCES
- IV** TECHNOLOGY/ INFORMATION MGT.
- V** SUPPORT SERVICES

MISSION: “DMD’s purpose is to serve as a valuable and compelling driving force in facing the challenges and opportunities impacting Downtown El Paso.”

STRATEGIC S.M.A.R.T. GOALS

A GOAL A: “We will ensure the foundation, sustainability, and growth for DMD services and programs with a measured tax assessment rate increase.”

B GOAL B: “We will grow DMD’s leadership role from promotion to a driving force of influence and impact for an enhanced border community quality of life.”

C GOAL C: “We will increase Downtown residential living options with a residential development plan, policies, incentives, and support services fundamental to enriching Downtown’s living experience.”

D GOAL D: “We will increase public awareness, appeal, safety, and engagement to Downtown supported events and entertainment with sustained staff and resource investment.”

E GOAL E: “We will influence decisions in all matters that affect Downtown by providing DMD information, expertise, recommendations, and support leadership.”

REPRESENTATIVE STRATEGIC INITIATIVES

- Tax Assessment Rate Plan
- Refined DMD Budget Plans
- Feedback Mechanisms Program for DMD Stakeholders
- DMD Revenue Growth Plan
- Report of Print/Electronic Media Placements
- Ongoing Property Value Growth Assessment
- Feedback Mechanisms Program for DMD Stakeholders
- Business Attraction/ Commerce Report
- Report of Print/Electronic Media Placements
- Pool of DMD Board and Taskforce Candidates
- Expanded DMD Business District Footprint Plan
- DMD Programs & Services Resource Plan
- Regional Quality of Life Impact Statement
- DMD Demographic Impact Statement
- Formal Residential Development Plan (including policies, incentives, and support services)
- Residential Plan Marketing Program
- Stakeholder Feedback Mechanism Regarding Downtown Residency
- Downtown Residency & Demand Report (including repatriated prospects)
- DMD Stakeholder Feedback Mechanism Program
- Demographic Profile & Impact Analytics
- Downtown Event Management Program
- Downtown Event Marketing Program
- Downtown Venue Sales Analysis
- DMD Board Feedback Mechanism
- DMD Partnership Program
- History of “One Stop Shop” Activity
- Profile of DMD Leadership Regarding Downtown
- Profile of Media Partnerships & Impact
- Social Media Engagement Report
- Demographic Profile & Impact Analytics

Shaping Downtown El Paso's Future!"

EP DOWNTOWN MANAGEMENT DISTRICT STRATEGIC PLAN



DRAFT

**EL PASO DOWNTOWN
MANAGEMENT
DISTRICT
STRATEGIC THINKING/
PLANNING INITIATIVE**

MARCH 2023

Version 2.00

Prepared & Facilitated By:



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El Paso, TX 79901



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FOREWORD

*This **EP Downtown Management District (DMD) 5-Year Strategic Plan** document details the updated and refined strategic intent developed and proposed by the team of strategic thinkers comprised of key stakeholders (i.e., Board of Directors, administrative leadership, staff/ employees, etc.). This strategic thinking and planning (ST/SP) process is an integral part of the formal practice of strategic thinking and planning undertaken by DMD Leadership focused on building a **value-driven strategic roadmap for the DMD high-performing organization**.*

The El Paso Downtown Management District (DMD) is a municipal government focused on and delivers economic development-driven initiatives, projects, programs and services that create a more vibrant, welcoming environment. The DMD is governed by Board of Directors which adopts the annual budget and provides strategic guidance to achieve the organization's mission.

The organization is primarily funded by assessment revenue from property within the district and supplemented through collaboration on specific projects and programs with the City, County, and other local organizations and individuals. The assessment rate of \$0.12 per \$100 of property valuation is the same as the year the DMD was created.

The district is generally bounded on the north by Wyoming Street/I-10, on the south by the Cesar Chavez Memorial Hwy, on the west by Coldwell and Paisano, and on the east by Ochoa and Alley G (Kansas). The El Paso Downtown Management District was officially created in March 1997.

ACUITY Consulting's partnership with the DMD included the management and facilitation of its ST/SP © strategic planning approach. This process undertaken by the DMD team was to reflect, review, refine, and resolve its future strategic intent and direction by engaging in innovative strategic thinking and planning driven with a strong vision and value commitment. The team of strategic thinkers was asked to engage on a four-stage process including a revisiting and refining of its vision, mission, and core values aligned with a refined DMD value proposition profile. Defining a success template for future strategic initiatives must positively impact its growth, contributions, and value to the region it serves.

*The specific premise for this **DMD Strategic Planning Initiative** is as follows:*

"To collectively bring together the necessary forces in elevating and sustaining DMD as a high-performance entity that will positively impact the organization's strategic value and leadership in fulfilling its mission, strategic goals and objectives in support of its DMD stakeholders."

Using the most current organizational strategic thinking and planning tenets, this 'value-based' planning process was managed and facilitated by lead strategist Dr. Gilberto Moreno of Prestige Consulting Services. Special thanks to DMD Board President Ruben Torres, the DMD Strategic Plan Steering Committee and DMD Executive Director Joe Gudenrath and the capable leadership team of strategic thinkers for their engagement in facilitating the definition of the new DMD strategic sandbox.

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STRATEGIC THINKERS

STRATEGIC THINKING/ PLANNING WORKSHOPS

The following team of strategic thinkers engaged in the various stages of the strategic planning process including workshops, pre- and post- workshop reviews, surveys, etc.

Project Kickoff Workshop -- Conducted at DMD Offices, Jan. 6, 2023

DMD STRATEGIC PLAN STEERING COMMITTEE

- Jamie Gallagher
- Joe Gudenrath
- Johnny Escalante
- Steve Ortega
- Ruben Torres

Board Strategic Planning Workshop #1 -- Conducted at Hotel Paso Del Norte, Jan. 26, 2023

DMD BOARD OF DIRECTORS/ STAFF

- | | |
|--|--|
| <ul style="list-style-type: none">▪ Nadia Baem▪ Richard Bustamante▪ Arlene Carroll▪ Lupe Diaz▪ Jamie Gallagher▪ Joe Gudenrath▪ Edgar Lopez▪ Teresa Mais▪ Martin Morgades | <ul style="list-style-type: none">▪ Eugenio Mesta▪ Steve Ortega▪ Michael Parra▪ Eric Pearson▪ Lindsey Resignato▪ Peter Spier▪ Brad Taylor▪ Ruben Torres |
|--|--|

Intermission Planning Workshop #1 -- Conducted at DMD Offices, Feb. 9, 2023

DMD STRATEGIC PLAN STEERING COMMITTEE

- Richard Bustamante
- Lupe Diaz
- Joe Gudenrath
- Teresa Mais
- Lindsey Resignato

Intermission Planning Workshop #2 -- Conducted at DMD Offices, Mar. 14, 2023

DMD STRATEGIC PLAN STEERING COMMITTEE

- Richard Bustamante
- Jamie Gallagher
- Joe Gudenrath
- Teresa Mais
- Lindsey Resignato
- Ruben Torres

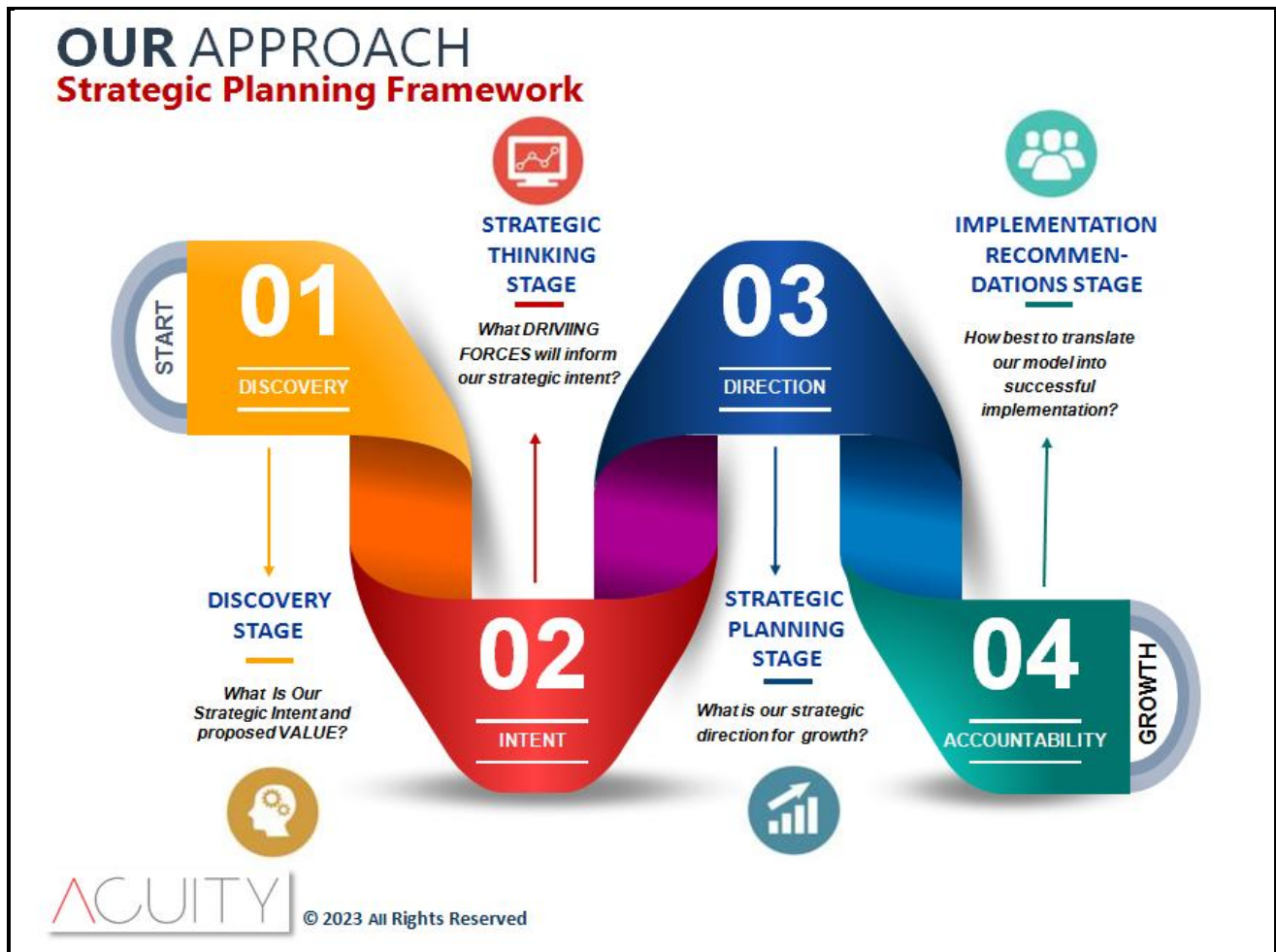
Board Strategic Planning Workshop #2 -- Conducted at Blue Flame Building, Mar. 23, 2023

DMD BOARD OF DIRECTORS/ STAFF <ul style="list-style-type: none">▪ Richard Bustamante▪ Lupe Diaz▪ Jamie Gallagher▪ Joe Gudenrath▪ Andrea Hutchins▪ Edgar Lopez▪ Teresa Mais▪ Martin Morgades▪ Eugenio Mesta	<ul style="list-style-type: none">▪ Steve Ortega▪ Michael Parra▪ Cynthia Pina▪ Lindsey Resignato▪ Alma Rodriguez (guest)▪ David Stout▪ Brad Taylor▪ Ruben Torres
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Strategists / Facilitators:
Dr. Gilberto Moreno – ACUITY Consulting

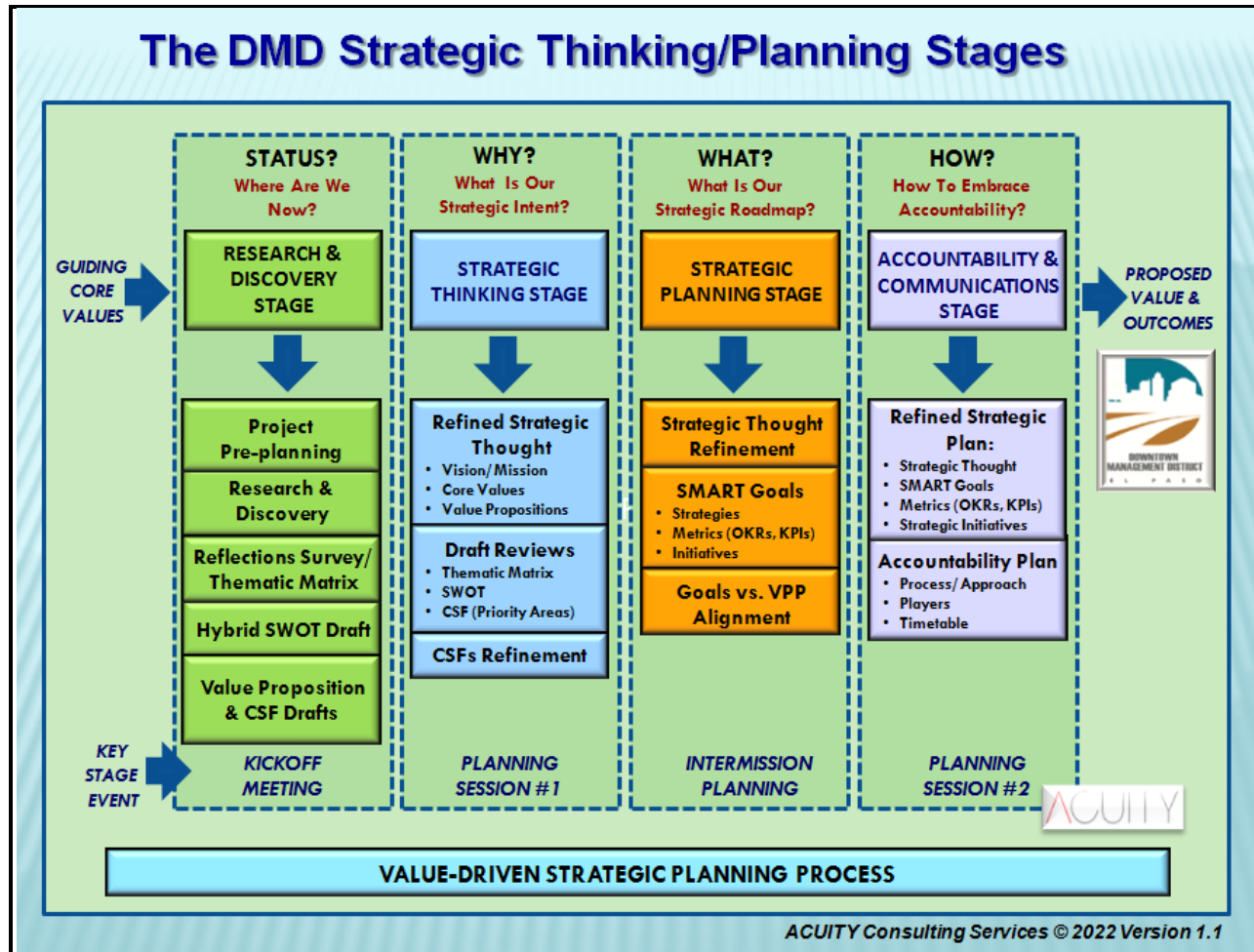
DMD ST/SP PLANNING FRAMEWORK

The diagram below describes the strategic thinking and planning (ST/SP) framework engaged by the DMD team of strategic thinkers.



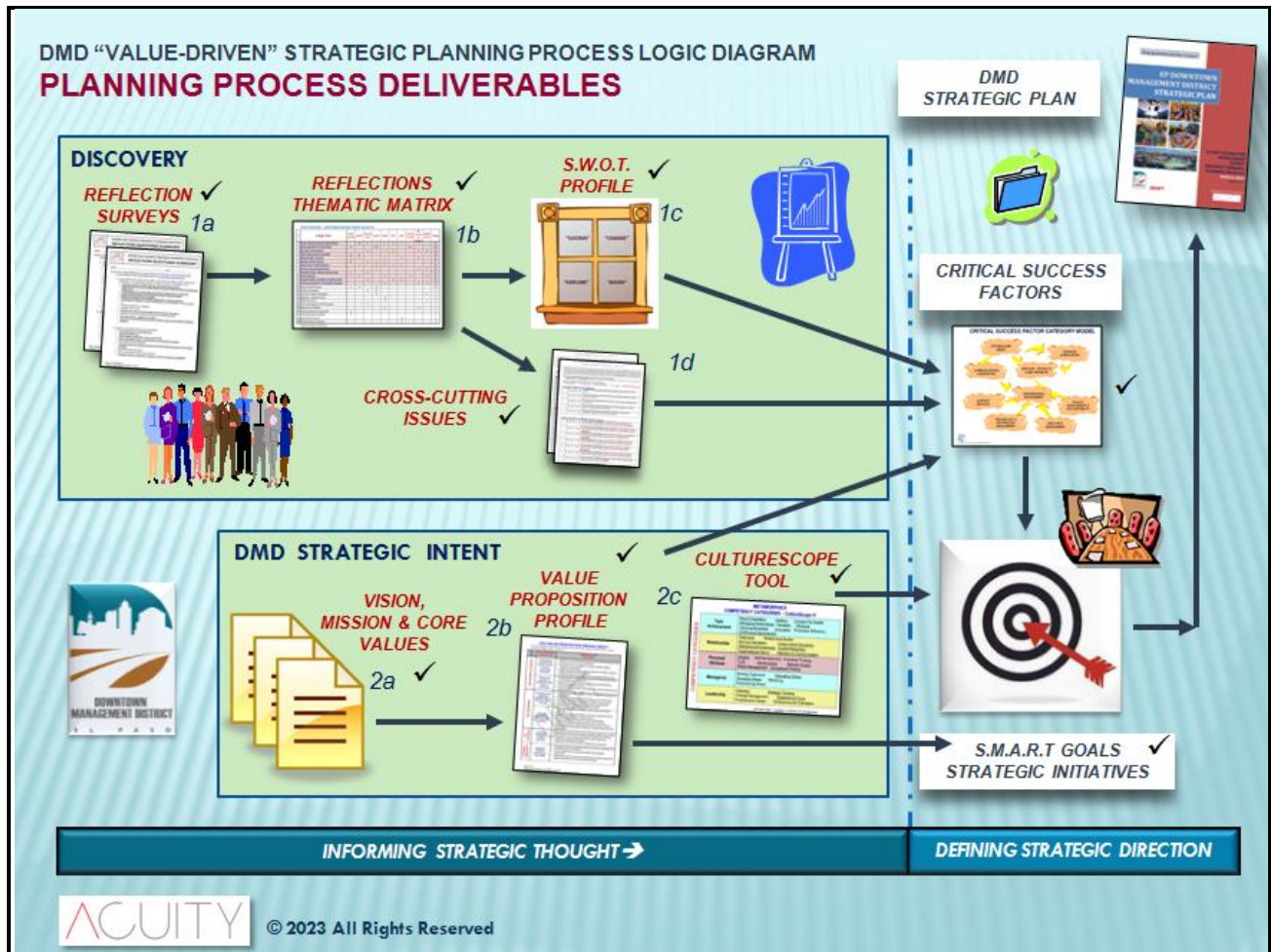
DMD STRATEGIC PLANNING STAGES

The diagram below outlines the stages and key components aligned with the strategic thinking and planning (ST/SP) framework engaged by the DMD team of strategic thinkers as facilitated by ACUITY Consulting.



DMD STRATEGIC PLANNING PROCESS DELIVERABLES

The diagram below highlights the planning process deliverables derived from the building block of tasks undertaken by the team of strategic thinkers. The process focused on two key thinking and planning drivers: a) informing DMD's strategic direction, in order to b) define DMD's strategic intent.



DMD TEAM REFLECTION SURVEY RESULTS



As part of the strategic thinking process, the team of DMD “strategic thinkers” shared their reflections to the following questions. Like responses are marked with a “*” indicating similar remarks.

A. In its recent history, what do you consider to be DMD’s MAJOR SUCCESSES, VALUE AND CONTRIBUTIONS to the community and its stakeholders?

▪ Major Downtown program successes including beautification, sanitation, permitting, façade grant incentives, security, etc. *****
▪ Downtown events regularly created, scheduled, and implemented. *****
▪ Strong advocacy on issues facing Downtown including development, investment, and businesses (e.g., arena, historic district, promotion, etc.) ****
▪ Increased public awareness of Downtown, both residents and visitors raising the visibility of Downtown as a destination with increased participation. ***
▪ Role and contributions to the post-pandemic reactivation of Downtown El Paso.
▪ Raising the DMD profile.
▪ High level of DMD professionalism with ethical standards.

B. What do you LIKE BEST about DMD?

▪ Focus on DMD’s mission and what Downtown is and can be as an attraction for tourists as well as residents. ****
▪ Combines ongoing Downtown lively activity with venue for persons having specific focus in Downtown business growth and development. ***
▪ High level of service for Downtown businesses and patrons pushing existing/ new businesses to improve conditions for all. ***
▪ Well-managed and professionally-run organization. *
▪ Strong connection between the City and private Downtown interests. Well respected by the City and its government. *
▪ Leading the blocking, tackling and promotion of its programs, public advocacy, and stakeholder relationships. *
▪ Its level of flexibility to respond, adjust and cultivate new ideas.
▪ Façade renovation incentive.
▪ Board diversity.
▪ Appreciate street maintenance.

C. What do you **WISH for DMD's future?**

▪ Key role in increasing Downtown residential living (e.g., housing projects, grocery store, etc.) ***
▪ Continuity of Downtown awareness inducing projects and current program growth. ***
▪ Growth of DMD financial resources including increased funding through property valuation increases, rate increases, and property investments. **
▪ Greater partnerships with merchants and residential developers. Increasing merchant involvement and how to promote their businesses. *
▪ More progressive City Hall and pro-Downtown City leadership with vision to grow the DMD. *
▪ Support continued progress and active role in contravening the anti-growth voices regarding Downtown. *
▪ Increased say and responsibility for the Downtown area (e.g., codes, safety, cleanliness, etc.)
▪ Increased sanitation and cleaning resources.
▪ More Downtown festivals.
▪ Sensible boundary expansion into uptown.

D. To what degree do you feel DMD has been **faithful to its vision, mission, and values? Why?**

▪ To a high degree – above and beyond. Its focus is on target. The DMD has made Downtown better championing a spirit of a vibrant Downtown El Paso. *****
▪ Always thoughtful of its impact on all aspects of Downtown helping all businesses reach their full potential. Every program under a watchful eye and enhanced where possible. ****
▪ Consistent Downtown dedication, promotion and advocacy for continued development and engagement with existing businesses, stakeholders, tenants, and residences. ****
▪ The strategic plan has been a guiding path for the DMD administration and the Board with focus maintained on its true organizational role. *
▪ Need more Board involvement – what is our true political clout? *
▪ Perhaps develop a larger vision of what is possible for Downtown and what the DMD can accomplish.
▪ The DMD budget limits efforts beyond its core values.

E. What should the DMD continue to focus and sustain as **STRENGTH(S) key to its future success? Why?**

▪ Advocacy and promotion of Downtown and its events. *****
▪ Continued enforcement to ensure Downtown appeal, aesthetics, cleanliness, stays orderly and public safety. *****
▪ Continued focus on affordable programs underway (e.g., façade renovation, sanitation, etc.) plus new emerging programs (e.g., homelessness, migrant influx, etc.) *****
▪ Developing community among those working and living in an appealing Downtown. ****
▪ Putting Downtown businesses and merchants first encouraging membership to march forward together building on DMD strengths. **
▪ Have City government lean more on DMD's intelligence and management in larger issues (e.g. Downtown arena, I-10 expansion, etc.)
▪ Focus on areas that always attract the public's attention (e.g., stagnant areas, changes, novelty, etc.)
▪ Feature different categories or areas of downtown.

F. What CHANGE(S) to the DMD are needed and warrant attention or rethinking to enable it to realize its future strategic success? Why? How would you suggest this be achieved?

<ul style="list-style-type: none"> Address limiting funding. Propose new mandatory tax rate for downtown property owners/ businesses with joint DMD and City support and enforcement to generate more DMD revenue for its work in promoting/ growing Downtown. ****
<ul style="list-style-type: none"> Commit significant DMD effort and resources to increase residential housing and living Downtown. **
<ul style="list-style-type: none"> More resources to sustain Downtown presence with clean-up efforts and ambassadors. *
<ul style="list-style-type: none"> Increased DMD role in economic development including Downtown infrastructure (e.g., acquire property, provide grants, fund BRR&E program, etc.). *
<ul style="list-style-type: none"> Garner greater stakeholder involvement (merchants, business owners, property owners, developers) with effective communications, liaison networking, short term needs surveys, etc. *
<ul style="list-style-type: none"> More progressive City Hall and pro-Downtown leadership with vision to grow the DMD.
<ul style="list-style-type: none"> Expanded focus in key Downtown areas (e.g., from plaza west to the entertainment district, east of Courthouse and Texas street)
<ul style="list-style-type: none"> Increased, willing Board involvement to build more influence
<ul style="list-style-type: none"> Maintaining mission focus.
<ul style="list-style-type: none"> Increase in DMD staff to build consensus around bigger issues and maintain high levels of service.

G. What new OPPORTUNITIES should DMD explore that will enhance its sphere of influence and ability to accomplish its vision, purpose, and expansion? Why is this key?

<ul style="list-style-type: none"> Greater City and County partnerships and pro-Downtown leadership to attain more successful active progress. Schedule meetings immediately with three new City Council members. *****
<ul style="list-style-type: none"> More private investment in businesses Downtown with more business owners to pressure City leadership to build and grow a vibrant Downtown with the right type of growth. ***
<ul style="list-style-type: none"> Residential development Downtown partnering with developers and the City on a long term vision for a vibrant Downtown.***
<ul style="list-style-type: none"> Attract people Downtown with additional Downtown programmatic investments (e.g. acquire property, provide grants, and fund the BRR&E program)
<ul style="list-style-type: none"> More public engagement to fuel support for future investments.
<ul style="list-style-type: none"> Bring back the music festival.
<ul style="list-style-type: none"> Accomplish the arena and I-10 Deck projects transformative to the entire City.
<ul style="list-style-type: none"> Text messaging platform to expand the marketing program.
<ul style="list-style-type: none"> Greater public safety so that Downtown remains welcoming to everybody.

H. What should the DMD AVOID as it moves forward towards realizing its strategic direction?

<ul style="list-style-type: none"> Trying to do too much with too little revenue. Taking on too many projects rather than a viable number that can have significant impact. Mission creep. ****
<ul style="list-style-type: none"> Not evolving and staying fresh with new concepts – the status quo. *
<ul style="list-style-type: none"> Not ensuring the City balances their DMD expectations with more revenue.
<ul style="list-style-type: none"> Not staying out of politics.
<ul style="list-style-type: none"> Being too focused on some areas (e.g., the east part of Downtown and the plaza).

El Paso Downtown Management District
STRATEGIC THINKING/ PLANNING INITIATIVE – Version 2.00

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|---|
| ▪ Not being more vocal and taking more risks. |
| ▪ Shying away from potentially controversial parts of the Downtown conversation without getting in the weeds. |
| ▪ Not exploring financing possibilities for residential projects. |
| ▪ Not providing economic incentives to businesses to relocate Downtown. |
| ▪ Not providing grants to start-up businesses. |

I. How can DMD improve its COMMUNICATIONS AND COLLABORATION with its stakeholders to enhance its organization value?

- | |
|---|
| ▪ Does fine right now – working well. *** |
| ▪ Direct outreach from staff with every business in the DMD zone at least every quarter. Telephones and visits are always better than mass communications. ** |
| ▪ Direct Board member engagement with stakeholders. Short concise communication with stakeholders separate from the weekly mailers.** |
| ▪ Become more contemporary in its communication methods with online mechanism. * |
| ▪ Look at existing media sources to communicate with the entire population and Downtown stakeholders. * |
| ▪ Show the value of a strong DMD to property owners, business owners, etc. |
| ▪ Create smaller task groups that zero in on specific projects. |

DMD THEMATIC MATRIX

Using the input from the REFLECTION SURVEY, the following major themes surfaced as key components to be considered in the strategic thinking and planning process.

REFLECTION QUESTIONNAIRE THEMATIC SUMMARY

EP DOWNTOWN MANAGEMENT DISTRICT -- QUESTIONNAIRE RESPONSE THEMATIC MATRIX V1.0											
#	Strategic Theme	MAJOR SUCCESSSES	LIKE BEST	WHAT WE WISH	FAITHFUL TO VISION	SUSTAIN	CHANGE	EXPLORE	AVOID	COMMUNL / COLLAB.	TOTAL
1	Advocacy/influence re: Downtown Issues, growth & dev. projects	6	5		5	9	3	1		1	30
2	Major Downtown Program Success (sanitation,permitting, grants, etc.)	9	4	2		6		1	1		23
3	Increased Downtown public awareness, appeal and safety	4	1	4		7		2			18
4	Downtown events and festivals (current and new)										17
5	Focus on DMD mission / strategy for Downtown vibrancy & future vision										17
6	Partnership with City/County and pro-Downtown leadership & interests										14
7	Partnerships/ services with merchants, developers, property owners, etc.										14
8	Downtown residential living and housing										12
9	Growth of DMD financial resources, revenue, and funding										11
10	Effective communications including new methods/ mechanisms										9
11	Level of Board involvement including access to stakeholders										8
12	Trying to do too much with limited revenue, staff, & resources										8
13	Garner greater support from stakeholders										6
14	Developing community partnerships										5
15	High Level of Board involvement										4
16	Strategic planning										3
17	Not evolving										3
18	Balance focus on development and preservation										3
19	Staying out of business										3
20	Providing economic development										1
21	Boundary expansion										1
22											0
Prepared by ACU											
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DMD S.W.O.T. PROFILE

The following SWOT Profile was derived from the REFLECTION SURVEY input provided and refined by the team of strategic thinkers.

SWOT WINDOW PROFILE DRAFT <i>El Paso Downtown Management District Strategic Planning – January 2023 Version 1.20</i>			
STRENGTHS <i>“what should we sustain?”</i> <ul style="list-style-type: none"> ▪ Strong advocacy and promotion of the most effective Downtown events ▪ Continued enforcement ensuring Downtown appeal, attraction, safety, and cleanliness ▪ Value of existing and emerging programs and services (e.g., façade renovation, sanitation, etc.) ▪ Building a growing sense of community among those working and living in Downtown ▪ Focused attention and advocacy regarding issues/ challenges of Downtown businesses, merchants, property owners, etc. ▪ DMD expertise, intelligence & expertise regarding larger Downtown issues ▪ Strong stakeholder opinion regarding DMD impact in building a vibrant Downtown district 		WEAKNESSES / NEEDS <i>“what should we change or address?”</i> <ul style="list-style-type: none"> ▪ Need to commit the necessary resources, staffing, volunteers, etc. to deliver, grow, and sustain current and innovative DMD programs and services ▪ Need to attract more funding and revenue to expand internal capacity & competency to deliver ▪ Need to increase Downtown residential housing and living options ▪ Need to increase DMD leadership role and influence in economic development impacting the Downtown infrastructure ▪ Need to garner greater stakeholder engagement (merchants, business owners, property owners, developers, etc.) supportive of Downtown growth ▪ Need to grow the base of City/ County and pro-Downtown leadership ▪ Need to leverage Board influence with increased engagement with DMD stakeholders ▪ Need to know what the greater community wants 	
OPPORTUNITIES <i>“what should we explore?”</i> <ul style="list-style-type: none"> ▪ Attract more people Downtown with additional, innovative programmatic and event investments ▪ Explore new strategies for generating revenue concepts to enable strategic Downtown development --may necessitate rate increase ▪ Explore property ownership to increase revenue ▪ Sustain and grow DMD's value and brand building supportive community at-large relationships Nurture greater City and County partnerships and pro-Downtown leadership to build and grow a vibrant Downtown ▪ Attract more private investments for Downtown business growth ▪ Engage in defining a long-term residential development plan with housing options supporting a vibrant Downtown ▪ Sustain and grow viable strategic alliances and partnerships that make sense and are of value ▪ Leverage technology to enhance effective communications and grow the DMD level of influence aligned with its mission ▪ Provide additional incentives for businesses to relocate Downtown ▪ Assess anti-Downtown vs. pro-Downtown forces and motives 		THREATS <i>“what should we avoid?”</i> <ul style="list-style-type: none"> ▪ Allowing mission creep to consume our efforts trying to do too much with too little ▪ Not embracing a strategic plan that includes realistic goals and objectives ▪ Not ensuring the City/ County balances their expectations with additional advocacy and revenue ▪ Not focusing on consistent, clear and frequent communications with our stakeholders ▪ Not being more vocal and influential while taking prudent risks regarding Downtown issues ▪ Not exploring optimal use of social media to market, communicate, and educate ▪ Not exploring creative, innovative options for expanded Downtown residential housing options ▪ Complacency ▪ Not being data-driven in assessing what the greater community desires ▪ Not being aligned with customer needs 	

Prepared by ACUITY Consulting Services

CROSS-CUTTING ISSUES / PIVOT POINTS

The following “cross-cutting” issues of pivot points were identified by the SP Steering Committee for discussion and reflection by the Board of Directors and staff team. Corresponding critical success factors were defined or refined to include the key input listed in the next section.

- A. **Rethink the DMD mission from one of “promoting” to “driving” key issues and initiatives impacting Downtown. This would necessitate consideration of a rate hike to generate additional funds and revenue and possibly a new organizational legal structure. (See CSF #1 and #10)**
- B. **Remain the status quo – rely on existing funding sources with incremental growth. This scale back version requires pulling back or reducing the level of service delivery to recapture resources and funding. The benefit would be a greater focus or greater concentration of funding on priorities, however, an expanded role would not be possible. The DMD value is a function of revenue and the number and amount of services delivered given the finite resources. (See CSF #11)**
- C. **Change our focus from “Downtown” to a larger footprint, such as, “Central City” by recommending the district zone expansion to include Uptown, north towards UTEP, etc. (See CSF #12)**
- D. **Increase the DMD level of influence with expanded outreach to investors, grassroots, candidate forums, City Council, County Commissioners, multiple tribes, etc. for increased engagement by all stakeholders. (See CSF #2)**
- E. **Rethink the role, engagement and leadership of the DMD Board in cementing stronger partnerships with pro-Downtown players to engage their advocacy, influence, and resource investments. This entails an amplified role in Downtown advocacy and leadership (“need to fight for what we need”). Complacency has allowed anti-Downtown forces to prevail. (See CSF #3)**

SUMMARY INPUT ON CROSS-CUTTING ISSUES / PIVOT POINTS

The following is the summary input of the “cross-cutting” discourse from the team of DMD strategic thinkers for each of the issues/ pivot points enumerated below. This discourse was used as input to the development of the critical success factors that were categorized and prioritized in the following sections:

CROSS-CUTTING ISSUE(S)	INPUT
<p>A. <u>Rethink the DMD mission from one of “promoting” to “driving” key issues and initiatives impacting Downtown.</u></p> <p>B. <u>Remain the status quo – rely on existing funding sources with incremental growth. This scale back version requires pulling back or reducing the level of service delivery to recapture resources and funding.</u></p>	<ul style="list-style-type: none"> • “Where are we? Advocating or leading?” • “We are in the advocacy role but not in other areas that impact Downtown.” • “We are promoters, not leaders.” • “The arena decision is an example of where we were surprised by the results – we should have seen it coming!” • “5 years ago the DMD had a louder voice, more of a driving factor beyond promotion.” • “Not as active a driver today.” • “Tend to be more complacent with our successes – not just the DMD but the City.” • “We have a unique development opportunity to preserve the EP Downtown uniqueness.” • “The voter quality of life vote was significant.” • “We have three drivers of Downtown to address: public, private, and non-profit.” • “We need dramatic increase in Downtown density.” • “Do not confine residential development to Downtown only, but include adjacent areas as well.” • “Should we transition more into the public sector?” • “We need to communicate where the City wants and needs to go – we have not been communicating this properly.” • “The DMD can play a key role in bringing disagreeing players to reach agreement and alignment in their goals.” • “We must acknowledge and nurture respectful disagreement (it is too caustic now).” • “What is our focus – as an example Ft. Worth and Dallas have different focus for their Downtowns.” • “The DMD should be walking the tightrope of preservation/ conservation vs. development.” • “We failed in the Loop 375 project to bring it to Downtown.” • “Need to address relationship with not just the Grossman group (that has legal resources) but also City Hall.” • “What does the community want? Compromise is needed.” • “The DMD must have its ear to the ground to respond to things as they are coming.” • “The DMD can transition to become the “trusted broker” of common interests for Downtown.” • “We can become the connector for collaboration – an advocate for a Downtown that has something for everybody.” • “We need to be in the driver’s seat regarding residential options.” • “DMD should provide a reflection for all parts of the community.” • “The DMD status quo is not an option. Why? <ul style="list-style-type: none"> ▪ Going backwards as a community ▪ Need growth opportunities ▪ Improved quality of life ▪ Want kids to stay in EP • “Need more residential in EP Downtown.” • “What can the DMD control?” • “What is Downtown’s role in changing the perception of El Paso?” • “Who are we?”

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(continued)

CROSS-CUTTING ISSUE(S)	INPUT
(continued)	<ul style="list-style-type: none"> • “A great Downtown is vital to a successful community.” • “Events drive Downtown activity – people are engaged with increased attention to activities.” • “Are we an entertainment-driven Downtown.” • “Are people coming to live Downtown.” • “The DMD needs to support residential development in and around Downtown.” • “The DMS staying at status quo is a regression formula – we lose any progress made reducing income, population, etc.” • “What about the new workforce dynamics – the new work from home community?” • “Need a stronger DMD leadership role.”
<p>C. <u>Change our focus from “Downtown” to a larger footprint, such as, “Central City” by recommending the district zone expansion to include Uptown, north towards UTEP, etc.</u></p>	<ul style="list-style-type: none"> • “Need a larger Downtown Central Business District (we stop at I-10).” • “Should we allow for another entity to drive Uptown.” • “Our ambition goes beyond the 20 blocks.” • “We need an expanded community.” • “What is the role of City and County government?” • “Who controls the zoning? City of EP.” • “The DMD is in the driver seat to advocate for incentives to invest in expanded use.” • “The DMD has to encourage in-field development.” • “Need to provide resources for in-field development.” • “Must address code-enforcement in neglected properties.” • “Must explore existing buildings for expanded residential; e.g., Popular, Hotel Cortez, etc. – build rooftops first. Does not have to be the 300 unit building.” • “There is demand for Downtown residential (all current units are full).” • “Is the DMD driving housing, residential, new options, affordable housing impact, etc.?” • “Is the DMD the data analyst of Downtown housing?” • “The \$50K ‘Uptown Plan’ focuses heavily on residential. What is the City and County’s role? What is their willingness to support the plan? What is the balance of affordable vs. market rate housing options?” • “Nobody is against Downtown development – we need a well-thought out residential development plan.” • “The community is key to collaboration.” • “Need to create a data base with data analytics to how the research and demand.” • “Need to understand why people want to move Downtown.” • “Need to promote grocery store development (recruit and retain).” • “Need other retail: Apple store, Trader Joes, HEB, etc.) – other cities subsidize.” • “Need residential representation on the DMD.” DONE • “Need a DMD Residential Committee to explore tax credits, investors, opportunities, etc.” • “DMD has the option to buy properties for redevelopment.” • “Will the City and County support a Downtown residential project?” • “There are many layers to the DMD data sources and research.”

El Paso Downtown Management District
STRATEGIC THINKING/ PLANNING INITIATIVE – Version 2.00

CROSS-CUTTING ISSUE(S)	INPUT
D. <u>Increase the DMD level of influence with expanded outreach</u> E. <u>Rethink the role, engagement and leadership of the DMD Board</u>	<ul style="list-style-type: none">• “Does the County have an increasing role to play?”• “Will the County have an appetite to lead.”• “The language needs to change to ensure a pro-Downtown mindset.”• “The needs to be met need to be community-driven.”• “Listening is the key to communicating effectively.”• “The DMD needs to get Instagram (and other social media) input and buy-in to key Downtown issues, needs, priorities, etc.”• “Need to get constituencies integrated as part of the feedback loop.”• “Need to ensure diverse representation.”• “DMD needs to have the “pulse” of the community’s interest regarding Downtown.”• “Need to see/ sell the value proposition of the vision for Downtown.”• “Must communicate directly to stakeholders in order to increase their engagement with their Downtown.”

THE DMD STRATEGIC THOUGHT SUMMARY



THE DMD SHARED VISION STATEMENT

The team of strategic thinkers reviewed, refined and proposed the following NEW DMD vision statement.

THE DMD SHARED **VISION** STATEMENT DRAFT



OPTION V-1 – FINAL RECOMMENDED VERSION (10 Votes)

“DMD – inspiring leadership shaping Downtown El Paso’s future!”

OPTION V-2 (6 Votes)

“DMD – fueling a thriving, sustainable, and prosperous Downtown El Paso!”

OPTION V-3 (1 Votes)

“Downtown El Paso – enriching the quality of life in the Borderplex!”



Version 1.1

THE DMD MISSION STATEMENT

The team of strategic thinkers reviewed, refined and proposed the following updated DMD mission statement. .

THE DMD MISSION STATEMENT DRAFT

“DMD’s purpose is to serve as a valuable and compelling driving force in creating opportunities and facing challenges impacting Downtown El Paso.”

The DMD is committed to:

- ☐ impact through its leadership the region’s quality of life with innovation that showcases the richness of our international community.
- ☐ provide the resources and professionalism to harness the strengths of private and public sector partnerships.
- ☐ take positions on crucial issues affecting Downtown, such as housing, retail, mobility, infrastructure, equity & inclusion, cleanliness & safety, workforce dynamics, etc.
- ☐ grow a burgeoning Downtown that transforms the economy of the Paso del Norte region.



DOWNTOWN EL PASO

Version 1.1

THE DMD CORE VALUES

The team of strategic thinkers reviewed, refined and proposed the following NEW core value statements.

THE DMD CORE VALUES DRAFT



"We believe...."

CORE VALUE A

... DMD's **LEADERSHIP** is critical in advocating and driving for a prosperous Downtown.

CORE VALUE B

... DMD's **SERVICE CULTURE** optimizes the use of our resources and talent in attracting/ engaging stakeholders to events and programs in Downtown.

CORE VALUE C

... that **STAKEHOLDER INPUT, ENDORSEMENT, AND ENGAGEMENT** continuously improves DMD's strategic initiatives value.

CORE VALUE D

... DMD's **PROFESSIONALISM WITH ETHICAL STANDARDS** produces reliability, value and integrity.

CORE VALUE E

... DMD's serves a key role as **THE GO-TO SOURCE FOR INPUT** affecting the future of Downtown El Paso.

Version 1.1

“WHAT DO YOU VALUE MOST IN OTHERS?”

The team of strategic thinkers reflected on what they value most in others as part of the introductory process.

WHAT WE VALUE IN OTHERS.....

- **PERSPECTIVE ✓✓✓**
- **PASSION ✓✓**
- **ETHICS ✓**
- **HONESTY ✓**
- **LOYALTY**
- **DOING FOR OTHERS**
- **HELPING DOWNTOWN**
- **GETTING THINGS DONE**
- **INTEGRITY**
- **WORK ETHIC**
- **GRIT**
- **RESILIENCY**
- **BEING GENUINE**
- **AUTHENTICITY**



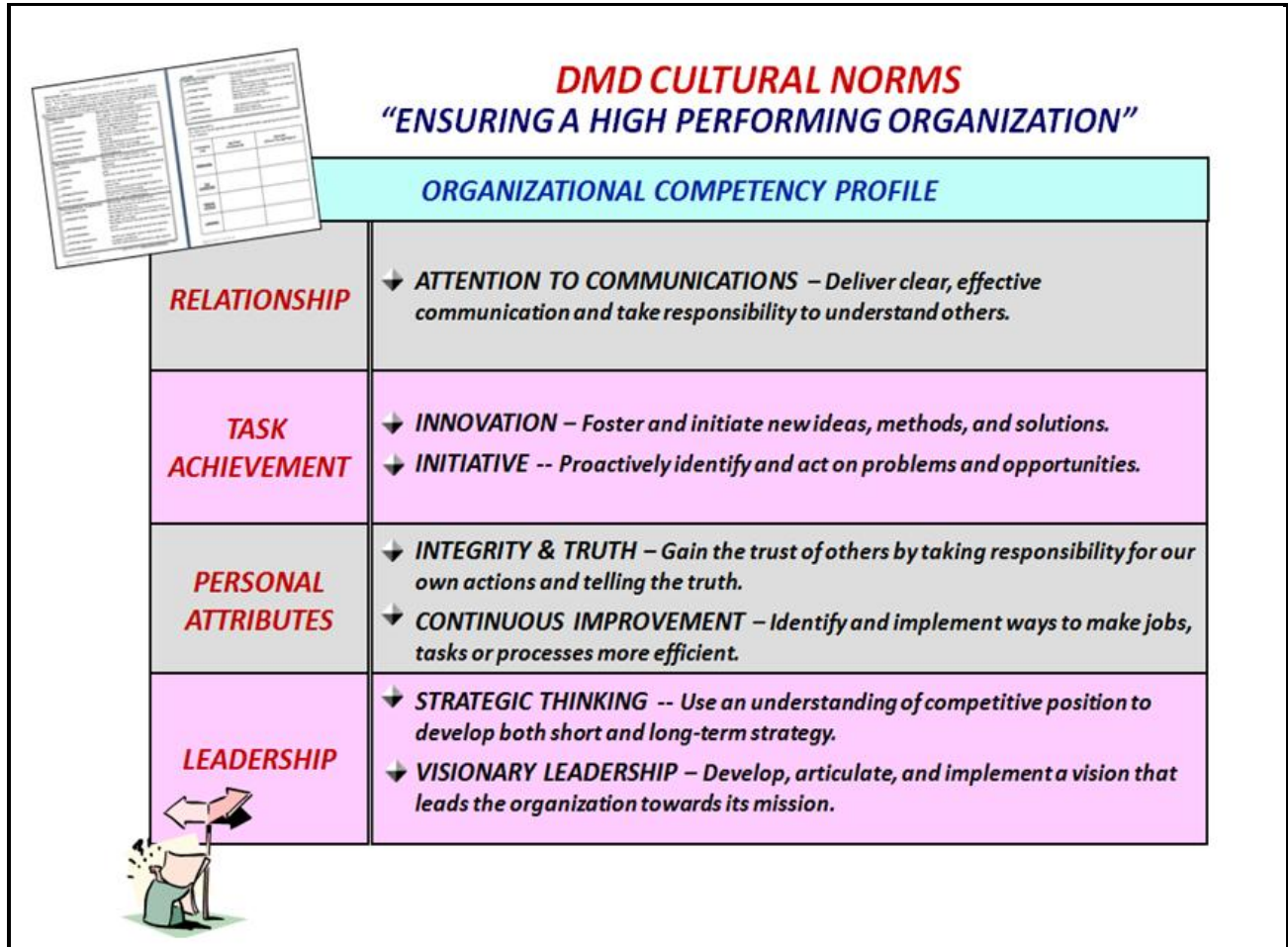
THE DMD VALUE PROPOSITION PROFILE

This Value Proposition Profile (VPP) was developed using key information and input provided by the DMD Staff and team of Strategic Thinkers.

DMD VALUE-PROPOSITION PROFILE This Value Proposition Profile (VPP) was developed by ACUITY Consulting and using key information and input refined by the DMD Staff as part of their strategic thinking and planning process. (Version 1.1)		
Stakeholder Group	VALUE PROPOSITION SUMMARY AREA	CONTRIBUTING VALUE PROPOSITIONS
DMD STAKEHOLDERS (Downtown Merchants, Property Owners, Business Owners, Developers, Residents, Neighbors, etc.)	IMPACTING DOWNTOWN GROWTH & STAKEHOLDER SUCCESS	<ul style="list-style-type: none"> Timely support for DMD stakeholders with programs, initiatives, campaigns and connections to valued information, resources, and services Sustained open dialogue with the Downtown stakeholder community Continued Downtown beautification and upkeep with formal programs Downtown events spilling vitality into restaurants, bars, retail and services
	NURTURING A VIBRANT DOWNTOWN INFRASTRUCTURE	<ul style="list-style-type: none"> Strengthening the pulse of Downtown with old and new construction adding to the Downtown skyline Revitalization of Downtown bringing historic buildings back to life Attraction of increased new business relocation and investment to Downtown Increased public appeal with innovative programs such as façade improvement grants, iconic signage and lighting, etc. Effective project management coordination of infrastructure improvements cultivating a fluid experience for all
DMD BOARD & STAFF	DELIVERING A VALUED SERVICE PROFILE	<ul style="list-style-type: none"> Consistent promotion, messaging and networking regarding Downtown as a viable center for regional economic prosperity Advocacy for the abundance and variety of Downtown events and activity adding to the regional quality of life Portfolio of enjoyable and safe event experiences for visitors and residents through authorized permitting program Accountability for DMD strategic plan progress that assists in the articulation of value to DMD stakeholders and the community
	SUSTAINING ORGANIZATIONAL EXCELLENCE AND LEADERSHIP	<ul style="list-style-type: none"> DMD recognition as a pillar in the community contributing to the El Paso regional renaissance Sustained maintenance and sanitation for a clean, welcoming environment for visitors, employees and residents alike Commitment to an organizational culture of professional and ethical business practices Convener of collaborative efforts that serve Downtown in a positive way advocating for progress and value
DMD PARTNERS	LEVERAGING PARTNERSHIP TALENT & RESOURCES	<ul style="list-style-type: none"> Galvanizing the resources and expertise of numerous economic development partners Working with partners for reinforcement of a positive and genuine perception in their engagement with Downtown initiatives Building strong relationships focused on creating opportunity and growth Champion for partners advocating for Downtown economic development Bringing private and public partnerships in support of planned and unplanned challenges, such as COVID
REGIONAL COMMUNITY (Visitors, Residents)	NURTURING DOWNTOWN AS A RECOGNIZED COMMUNITY ASSET	<ul style="list-style-type: none"> Downtown established as “ground zero” for community gathering, sharing, AND comfort Attraction of a diverse people from all walks of life celebrating a variety of events, venues and experiences Community recognition of the DMD’s impact on Downtown’s appeal Downtown as a continued source of pride for the entire community

THE DMD ORGANIZATIONAL COMPETENCY PROFILE

Given its commitment to sustain itself as a high-performing organization, the team of strategic thinkers was asked to prioritize the key organizational competencies using the Culture Scope tool as it implements the new strategic plan.



DMD CRITICAL SUCCESS FACTORS (CSFs)

Critical success factors (CSFs) were defined as important to the future success of the organization. These areas were categorized and prioritized into the major themes of CSF domain categories and used to define the SMART strategic goals. *Sample initiatives were captured in brackets.*

CRITICAL SUCCESS FACTORS	Votes	Domain Category
1. We must constantly grow alternative sources of revenue and funding including a rate hike in order to ensure the sustainability and growth of programmatic services with innovative offerings that align with the DMD mission and needs of DMD stakeholders.	10	Funding and Resources
2. We must enhance DMD's internal/ external communications effectiveness with expanded influence and outreach in order to increase the diversified leadership, pro-Downtown support and engagement from all DMD stakeholders and the community.	5	Communications / Marketing
3. We must enhance DMD Board and staff role, leadership and engagement cementing stronger partnerships and stakeholders (i.e., policymakers, City/County leadership, property/ business owners, developers, grassroots, etc.) in order to realize the new DMD shared vision and strategic plan with pro-Downtown advocacy, influence, and resource investments.	3	Organization Management
4. We must maintain DMD's momentum of a strong record of events, services and programmatic support with sustained DMD staff and resource investments in order to ensure continued success and value in building public awareness, appeal, safety and attraction to Downtown events, entertainment and strategic initiatives.	11	Resource Management
5. We must join forces with property owners and developers to implement a Downtown residential development plan, policy, incentives, and support services in order to increase the Downtown residential housing options fundamental to enriching Downtown living.	11	Services, Products & Deliverables
6. We must expand our marketing and visibility footprint bringing clarity and focus of DMD's vision, mission and strategic intent in order to grow the base and diversity of engaged pro-Downtown advocates, leadership, partnerships, and investments.	6	Communications / Marketing

(Continued)

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Prepared by ACUITY Consulting

CRITICAL SUCCESS FACTORS	Votes	Domain Category
7. We must enhance our business retention, expansion, and development initiatives in order to increase the critical business and commerce vital to Downtown’s ecosystem success.	5	Services, Products & Deliverables
8. We must focus and prioritize our investments of DMD time energy, and resources aligned with our strategic plan in order to effectively deliver on the DMD mission directly tied to our value propositions.	1	Organization Management
9. We must ensure our sustained role in providing DMD information, expertise, recommendations, and leadership in order to influence decisions in all matters that affect Downtown’s future.	8	Stakeholder Needs
10. We must rethink the nature and purpose of the DMD organization from one of “promoting” to “driving” key Downtown issues and initiatives in order to enhance DMD’s leadership role and influence in impacting the border community’s quality of life with a vibrant Downtown.	8	Organization/ Management
11. We must scale back the level of service delivery to recapture resources and funding sin order to bring a realistic focus or greater concentration of funding on priorities without an expanded role.	0	Services, Products & Deliverables
12. We must expand our focus from “Downtown” to a larger footprint (e.g., “Central City”) in order to grow our base of support, revenue, investors, partners and value in enriching the community’s quality of life.	8	Organization/ Management

CRITICAL SUCCESS FACTOR SUMMARY PROFILE

Critical success factors (CSF) derived from the “cross-cutting issues” were selected by the team of strategic thinkers as high priority and are bolded and shaded. The subscript represents the number of votes. Similar themes were combined.

KEY STRATEGIC AREAS	CSF #
I. ORGANIZATION MANAGEMENT	3 ₃ 8 ₁ 10₈ 12₈
II. SERVICES/ PRODUCTS/ DELIVERABLES	5₁₁ 7 ₅ 11 ₀
III. RESOURCE MANAGEMENT	4₁₁
IV. FUNDING/ RESOURCES	1₁₀
V. STAKEHOLDER NEEDS	9₈
VI. COMMUNICATIONS/ MARKETING	2 ₅ 6 ₆

DMD S.M.A.R.T. GOALS AND OBJECTIVES

NOTE: Strategic areas are not listed in any particular priority. Proposed strategic initiatives are listed as representative and to be added on-going, planned, or committed initiatives.

STRATEGIC AREA I. FUNDING/ RESOURCES

GOAL A: “We will ensure the foundation, sustainability, and growth for DMD services and programs with a measured tax assessment rate increase.”

Strategic Area Owner /Board Committee(s): TBD

Goal A. OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPIs) (Measured By):

- A.1 Acquiring a successful rate increase enabling the implementation of DMS’s strategic plan
- A.2 Evidence of enhanced and new offerings (programs, services, and events) that support the DMD value statements.
- A.3 Evidence of pursuing and acquiring alternative sources of income/ revenue.
- A.4 Evidence of appreciable increase in positive electronic & print media placements with strong evidence of DMD’s impact.
- A.5 Recognized stakeholder appreciation of the DMD sustained value, impact, and influence on the DMD district and overall border community quality of life.
- A.6 Evidence of growth in property values in the District.

Goal A Representative Strategic Initiatives

- 1) Tax Assessment Rate Plan
- 2) Refined DMD Budget Plans
- 3) Feedback Mechanisms Program for DMD Stakeholders
- 4) DMD Revenue Growth Plan (including alternative sources)
- 5) Report of Print/Electronic Media Placements
- 6) Ongoing Property Value Growth Assessment

STRATEGIC AREA II. ORGANIZATION MANAGEMENT

GOAL B: “We will grow DMD’s leadership role from promotion to a driving force of influence and impact for an enhanced border community quality of life.”

Strategic Area Owner /Board Committee(s): TBD

Goal B. OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPIs) (Measured By):

- B.1 Evidence of the recognized DMD’s value and impact by DMD stakeholders’ positive responses. *[need to refine DMD stakeholder survey mechanisms]*
- B.2 Evidence of visual change in Downtown’s appearance, safety, attractiveness, people traffic, etc.
- B.3 Higher attraction levels for more businesses, commerce, etc. to the Downtown district.
- A.4 Evidence of appreciable increase in positive electronic & print media placements with strong evidence of DMD’s impact. (See Goal A)
- B.4 Evidence of increased awareness, commitment, and support by key policyholders as reflected in revenue and resource commitments.
- B.5 Evidence of increased interest in serving on the DMD Board and taskforces.
- B.6 Tangible growth in support of DMD’s expansion strategy and plan.
- B.7 Evidence of the proper commitment of the necessary resources and programs for an expanded DMD district footprint.
- A.5 Recognized stakeholder appreciation of the DMD sustained value, impact, and influence on the DMD district and overall border community quality of life. (See Goal A)
- B.8 Evidence of a strong demographic impact, including:
 - Downtown residential population
 - business relocations
 - property values increasing
 - attraction of new base of supporters
 - growth in the District without necessarily expanding the footprint (“grow up vs. grow out”)

Goal B Representative Strategic Initiatives

- 1) Feedback Mechanisms Program for DMD Stakeholders
- 2) Business Attraction/ Commerce Report
- 3) Report of Print/Electronic Media Placements
- 4) Pool of DMD Board and Taskforce Candidates
- 5) Expanded DMD Business District Footprint Plan
- 6) DMD Programs & Services Resource Plan
- 7) Regional Quality of Life Impact Statement
- 8) DMD Demographic Impact Statement

STRATEGIC AREA III. SERVICES/ PRODUCTS/ DELIVERABLES

GOAL C: “We will increase Downtown residential living options with a residential development plan, policies, incentives, and support services fundamental to enriching Downtown’s living experience.”

Strategic Area Owner /Board Committee(s): TBD

Goal C. OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPIs) (Measured By):

- C.1 Evidence of planned increases in the number of units available with a variety of tangible options (e.g., condos, apartments, single family dwellings, etc.)
- C.2 Evidence of positive feedback and support from Downtown residents and property owners.
- C.3 Consistent levels of policymakers’ endorsement and support for the residential plan, policies, etc.
- C.4 Sustained levels of occupancy and demand for Downtown residency.
- C.5 Evidence of the variety and diversity of rent levels offered.
- C.6 Growing emergence of new and effective support services.
- C.7 Evidence of strong interest from repatriated prospects.

Goal C Representative Strategic Initiatives

- 1) Formal Residential Development Plan (including policies, incentives, and support services)
- 2) Residential Plan Marketing Program
- 3) Stakeholder Feedback Mechanism Regarding Downtown Residency
- 4) Downtown Residency & Demand Report (including repatriated prospects)

STRATEGIC AREA IV. RESOURCE MANAGEMENT

GOAL D: “We will increase public awareness, appeal, safety, and engagement to Downtown supported events and entertainment with sustained staff and resource investment.”

Strategic Area Owner /Board Committee(s): TBD

Goal D. OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPIs) (Measured By):

- A.4 Evidence of appreciable increase in positive electronic & print media placements and metrics with strong evidence of DMD’s impact. (See Goal A)
- D.1 Evidence of sustained DMD stakeholders and public positive feedback regarding the value of DMD supported Downtown events, programs, and services,
- D.2 Evidence of strong and balanced demographics regarding Downtown visits, engagements, and positive value.
- D.3 Growing number and quality of Downtown events.
- D.4 Growing number and quality of entertainment, food, and beverage venues reflected in sales history.
- D.5 Positive DMD Board feedback and engagement regarding the management and value of DMD resource investments and commitments.
- D.6 Evidence of cementing at least (5) “significant” partnerships with the DMD every year. [*“significant” to be defined*]

Goal D Representative Strategic Initiatives

- 1) DMD Stakeholder Feedback Mechanism Program
- 2) Demographic Profile & Impact Analytics
- 3) Downtown Event Management Program
- 4) Downtown Event Marketing Program
- 5) Downtown Venue Sales Analysis
- 6) DMD Board Feedback Mechanism
- 7) DMD Partnership Program

STRATEGIC AREA V. STAKEHOLDER NEEDS

GOAL E: “We will influence decisions in all matters that affect Downtown by providing DMD information, expertise, recommendations, and support leadership.”

Strategic Area Owner /Board Committee(s): TBD

Goal E. OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPIs) (Measured By):

- E.1 Evidence of the recognition of DMD as the “One Stop Shop” for all matters relating to Downtown.
- E.2 Evidence of increasing demand for DMD services, expertise, and opportunities for collaboration.
- E.3 Evidence of quality content created for and consumed by DMD stakeholders, policyholders, partners, etc.
- E.4 A sustained role in working with electronic and print media partners with the DMD seen as the de facto Downtown experts.
- E.5 Sustained role in providing services that affect Downtown activity, such as permitting.
- E.6 Evidence of increased traffic in social media soliciting Downtown information.

Goal E Representative Strategic Initiatives

- 1) History of “One Stop Shop” Activity
- 2) Profile of DMD Leadership Regarding Downtown
- 3) Profile of Media Partnerships & Impact
- 4) Social Media Engagement Report
- 5) Demographic Profile & Impact Analytics

STRATEGIC GOALS VS. VALUE ALIGNMENT CORRELATION

H = High Impact; M = Medium Impact; L = Low Impact

	DMD STAKEHOLDERS		DMD BOARD & STAFF		DMD PARTNERS	REGIONAL COMMUNITY	
STRATEGIC GOALS <u>DMD 5-Year Strategic Plan</u>	IMPACTING DOWNTOWN GROWTH & STAKEHOLDER SUCCESS	NURTURING A VIBRANT DOWNTOWN INFRASTRUCTURE	DELIVERING A VALUED SERVICE PROFILE	SUSTAINING ORGANIZATIONAL EXCELLENCE AND LEADERSHIP	LEVERAGING PARTNERSHIP TALENT & RESOURCES	NURTURING DOWNTOWN AS A RECOGNIZED COMMUNITY ASSET	COMMENTS
GOAL A: “We will ensure the foundation, sustainability, and growth for DMD services and programs with a measured tax assessment rate increase.”	H	H	H	H	M	H	
GOAL B: “We will grow DMD’s leadership role from promotion to a driving force of influence and impact for an enhanced border community quality of life.”	H	H	H	H	H	H	
GOAL C: “We will increase Downtown residential living options with a residential development plan, policies, incentives, and support services fundamental to enriching Downtown’s living experience.”	H	H	M	M	H	H	
GOAL D: “We will increase public awareness, appeal, safety, and engagement to Downtown supported events and entertainment with sustained staff and resource investment.”	H	H	H	L	M	H	
GOAL E: “We will influence decisions in all matters that affect Downtown by providing DMD information, expertise, recommendations, and support leadership.”	H	H	H	H	H	H	

THE DMD SP ACCOUNTABILITY / COMMUNICATIONS PLAN

Updated by the DMD Team of strategic thinkers.

WHAT	WHO	WHEN
1. Document the V1 final draft of Strategic Plan (SP)	PCS- Gilbert Moreno (GM) → Joe Gudenrath (JG)	Mar 31
2. Team of DMD strategic thinkers edits the Strategic Plan	Steering Cmte & Staff → JG → GM	Apr 7
3. Present the Accountability Plan and final draft of Strategic Plan	Board of Directors	Apr 27
4. Board endorses the recommended SP Accountability Process	Board of Directors	Apr 27
5. Name the Strategic Area Owners (SAOs)	Joe Gudenrath (JG)	Apr 20
6. Confirm the committee members per strategic goal	Joe Gudenrath (JG)	Apr 20
7. Board approves the SP	Board of Directors	Apr 27
8. Conduct “Reality Check” Per SMART Goal	SP Committees Per SMART Goal	Start Aug 2023
9. Share the SP with stakeholders: <ul style="list-style-type: none"> a. Entire DMD Board b. Elected Officials/ Policy Makers (To include: City, County, EPISD, EPCC, UTEP, etc.) c. Funders/ Donors d. Community At-Large 	Joe Gudenrath (JG)	<ul style="list-style-type: none"> a. 4/27 b. Start Summer 2023 c. As Needed d. As Needed
10. Update the SP summary on the DMD website, e-newsletter, etc.	Joe Gudenrath (JG)	May 2023
11. Each SP Committee reports progress using the approved process	SP Committees Per SMART Goal	Start in Sept 2023 and ongoing
12. Conduct an annual 4Rs (reflect, review, refine, and resolve) update of the strategic plan prior to the budget planning cycle	SP Team of Strategic Thinkers (Board & Staff)	April 2024