

Renard U. Johnson  
Mayor

Dionne Mack  
City Manager



CITY COUNCIL  
Alejandra Chávez, District 1  
Josh Acevedo, District 2  
Deanna Maldonado-Rocha, District 3  
Cynthia Boyar Trejo, District 4  
Ivan Niño, District 5  
Art Fierro, District 6  
Lily Limón, District 7  
Chris Canales, District 8

## **NOTICE OF SPECIAL MEETING OF THE EL PASO CITY COUNCIL**

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**February 23, 2026**

**Downtown Visitor Information Center - Ocotillo Room, One Civic Center Plaza  
1:00 PM**

Notice is hereby given that a Special Meeting of the City Council of the City of El Paso will be conducted on February 23, 2026 at 1:00 P.M. at the Downtown Visitor Information Center - Ocotillo Room, One Civic Center Plaza, El Paso, TX 79901.

In compliance with the requirement that the City provide two-way communication for members of the public, members of the public may communicate with Council Members during public comment. A sign up sheet will be available at the event.

**A quorum of City Council must participate in the meeting.**

### **AGENDA**

1. Presentations, discussion and action on an update to the Strategic Plan, including, but not limited to, the proposed pillars, goals, objectives, and core strategies toward a two-year action plan. [26-0240](#)

**All Districts**

City Manager's Office, Juliana Baldwin-Munoz, (915) 354-2335

### **ADJOURN**



El Paso, TX

300 N. Campbell  
El Paso, TX

Legislation Text

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**File #:** 26-0240, **Version:** 1

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**CITY OF EL PASO, TEXAS  
LEGISTAR AGENDA ITEM SUMMARY FORM**

**DISTRICT, DEPARTMENT, CONTACT INFORMATION:**

*Please choose District and Department from drop down menu. Please post exactly as example below.  
No Title's, No emails. Please use ARIAL 10 Font.*

**All Districts**

City Manager's Office, Juliana Baldwin-Munoz, (915) 354-2335

**AGENDA LANGUAGE:**

*This is the language that will be posted to the agenda. Please use ARIAL 11 Font.*

Presentations, discussion and action on an update to the Strategic Plan, including, but not limited to, the proposed pillars, goals, objectives, and core strategies toward a two-year action plan.

**CITY OF EL PASO, TEXAS  
AGENDA SUMMARY FORM**



**DEPARTMENT / COUNCIL OFFICE:**

**AGENDA DATE:**

**PUBLIC HEARING DATE:**

**CONTACT PERSON NAME:**

**PHONE NUMBER:**

**2nd CONTACT PERSON NAME:**

**PHONE NUMBER:**

**DISTRICT(S) AFFECTED:**

**AGENDA ITEM:**

**ISSUE STATEMENT:**

**BACKGROUND:**

**COUNCIL OPTIONS:**

**COMMITTEE REVIEW AND/OR RECOMMENDATION:**

**COMMUNITY AND STAKEHOLDER OUTREACH (if applicable, as an attachment) – please include:**

**RELATED CITY POLICIES:**

**PRIOR COUNCIL ACTION:**

**LEGAL REVIEW:**

*Legal counsel reviewed as a part of Council packet*

*Legal counsel reviewed in advance of packet as an individual item*

**AMOUNT AND SOURCE OF FUNDING:**

**REPORTING OF CONTRIBUTION OR DONATION TO CITY COUNCIL:**

| NAME | AMOUNT (\$) |
|------|-------------|
|      |             |

**ATTACHMENTS:**

**FOR MORE INFORMATION:**

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\*\*\*\*\*REQUIRED AUTHORIZATION\*\*\*\*\*

**SIGNATURE:** \_\_\_\_\_

(If Agenda Summary Form is initiated by Purchasing, client department should sign also)

The City of El Paso is a reflective, forward-looking organization, guided by a shared commitment to serve our community with intention and care. Our Strategic Planning Process is where that commitment takes shape, setting the direction for how we respond to community needs today and how we prepare for the future we want.

This work matters because our Strategic Plan is built around the people we serve. It translates community insights into clear priorities, aligns City efforts around what matters most to residents, and guides the decisions that ensure progress is not only made, but can be felt across neighborhoods.

A key milestone in this journey is our biennial Strategic Planning Session, where City leaders consider key strategic priorities and shape a focused, two-year action plan that advances our shared vision. The next Strategic Planning Session will take place February 23–24, 2026.

Together, we will:

- Create, convey, and instill a strategic direction by illustrating and providing examples of what the future will look like; and
- Strengthen connections across the organization so every department, every team, and every role understand how their work brings the plan to life.

This packet provides the following key information in preparation for the session:

- **What to Expect (The 2026 Strategic Planning Session Approach)**  
*Agenda flow and details:*
  - Day One: Monday, February 23<sup>rd</sup>
    - *Setting the tone through strategy mapping*
  - Day Two: Tuesday, February 24<sup>th</sup>
    - *From consensus to commitment through strategy development*
- **What We Did (Process)**
  - Strategic Planning Process recap
  - Assessment Phase snapshot

**WHAT TO EXPECT**  
(Session Approach)



**DAY ONE: Monday, February 23, 2026 (Afternoon Only)**

**Setting the tone through Strategy Mapping**

| Focus                               | Description  | Presented /Facilitated By  | Time/Duration        |
|-------------------------------------|--|--|----------------------|
| Session Kick-off                    | Welcome + Key Strategic Context  | Mayor Renard Johnson<br>City Manager Dionne Mack   | 1:00 pm<br>~15 mins. |
| 1. People                           | To be successful in our strategic direction, what must we first get right first about considering our workforce – as a community?                          | Leila Melendez, CEO<br><i>Workforce Solutions Borderplex</i>   | 1:15 pm<br>~ 1hr.    |
| 2. Community Perspectives           | City Council reflections.<br>Summary of the data and key insights gathered during the assessment phase.<br>A presentation by Youth Advisory Board Members. | City Council Members<br>Juliana Baldwin-Munoz, Chief Strategy Officer<br>Stephanie Otero, VP of Operations,<br><i>El Paso Community Foundation</i><br>Youth Advisory Board Members | 2:15 pm<br>~1hr      |
| <i>Break + Interactive Activity</i> |  |  |                      |
| 3. Internal Perspectives            | A Senior Leadership snapshot highlighting key opportunities and considerations tied to the community's key priority areas.                                 | Deputy City Managers   | 3:30 pm<br>~45 mins. |
| 4. Financial Perspectives           | Key factors shaping our budgeting realities.<br>What key decisions are needed to properly fund & support the execution of key strategies?                  | Robert Cortinas, Chief Financial Officer/Deputy City Manager   | 4:15 pm<br>~45 mins. |
| <i>Adjourn</i>                      |  |  |                      |

**DAY TWO: Tuesday, February 24, 2026**

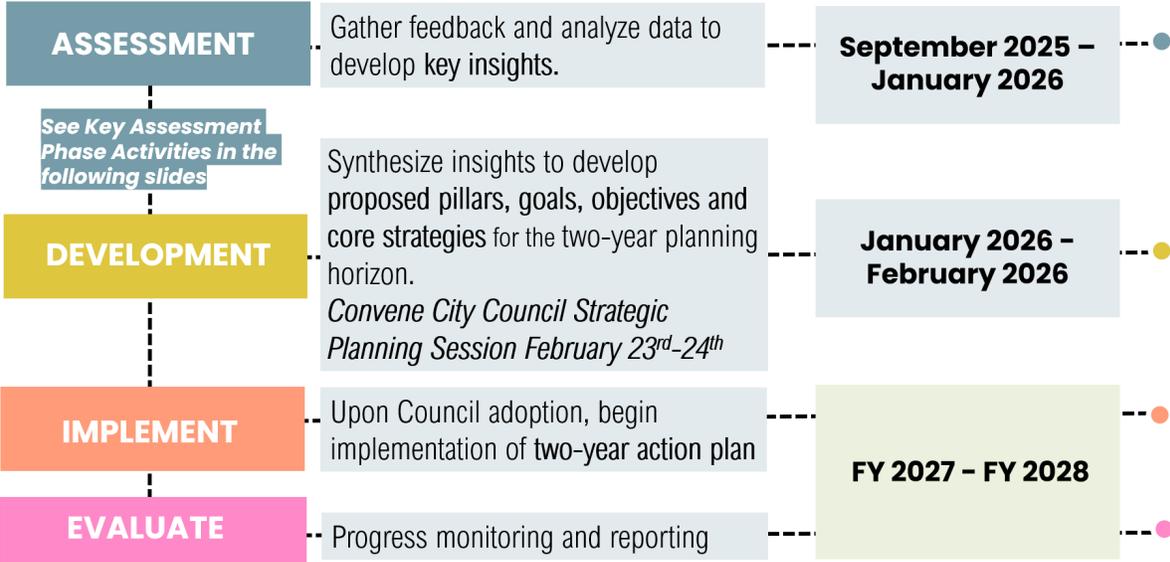
**From Consensus to Commitment Strategy Development**

| Activity   | Description   | Facilitated/Presented By   | Time/Duration         |
|--|---|--|-----------------------|
| 1. Creating a Placemat                               | We will use a best-practice framework to align the proposed pillars, goals, objectives, and initial core strategies to guide our strategic direction.   | Juliana Baldwin-Munoz, Chief Strategy Officer  | 9:00 am<br>~15 mins.  |
| 2. Making it Real                                    | Through a series of interactive breakout discussions aligned by proposed pillars, we will formulate core strategies by applying real-life scenarios aimed at creating resident-centered impact. | Juliana Baldwin-Munoz, Chief Strategy Officer<br>Roman Sanchez, Chief Innovation Officer | 9:15 am<br>~2.45 hrs. |
| <i>Interactive Activity + Lunch Provided On-Site</i> |   |  |                       |
| 3. Action Planning                                   | To bring a unified vision of the future to life, we will affirm the <b>pillars, goals, objectives</b> and <b>core strategies</b> that guide the two-year action plan.                           | Juliana Baldwin-Munoz, Chief Strategy Officer<br>Nicole Cote, Deputy City Manager        | 1:00 pm<br>~3 hrs.    |
| 4. Start Implementing                                | City Council will consider adopting a two-year action plan that moves the organization into the implementation phase of the Strategic Planning Process.   | Mayor and City Council   | 4:00 pm<br>~1 hr.     |
| <i>Adjourn</i>                                       |   |  |                       |

**WHAT WE DID** (*Process*)

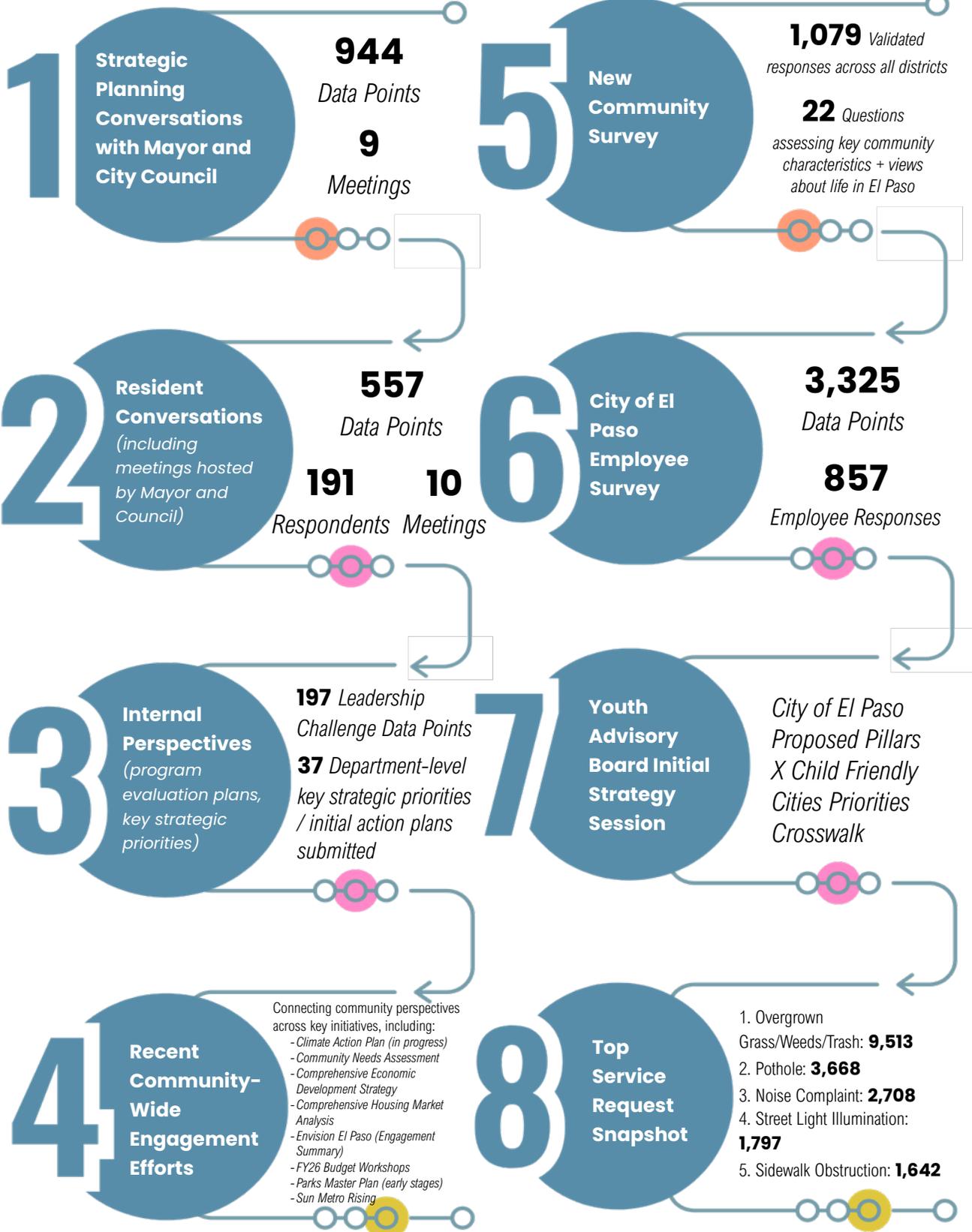
City Leaders undertake a Strategic Planning Process that is dynamic and driven by the data, dialogue, and key decisions that will shape our future. This process consists of four key phases as illustrated below:

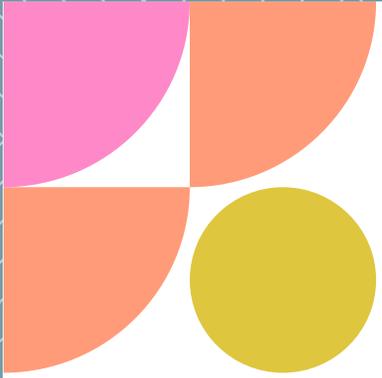
**2025–2026 Strategic Planning Process Cycle (Recap)**



During the assessment phase, the Strategy team convenes several conversations, workshops, and data reviews in a variety of formats and settings to gather feedback. This phase helps ensure community and internal perspectives are captured, analyzed and synthesized to **generate key insights** for the development phase. The following page provides a snapshot of the key assessment phase activities.

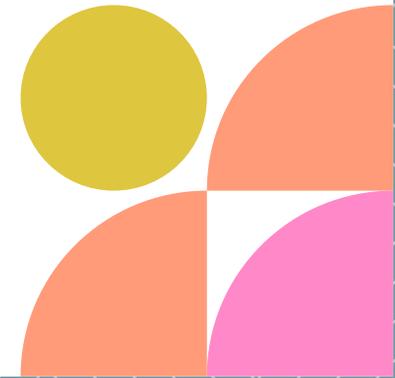
**WHAT WE DID** (*Process*)



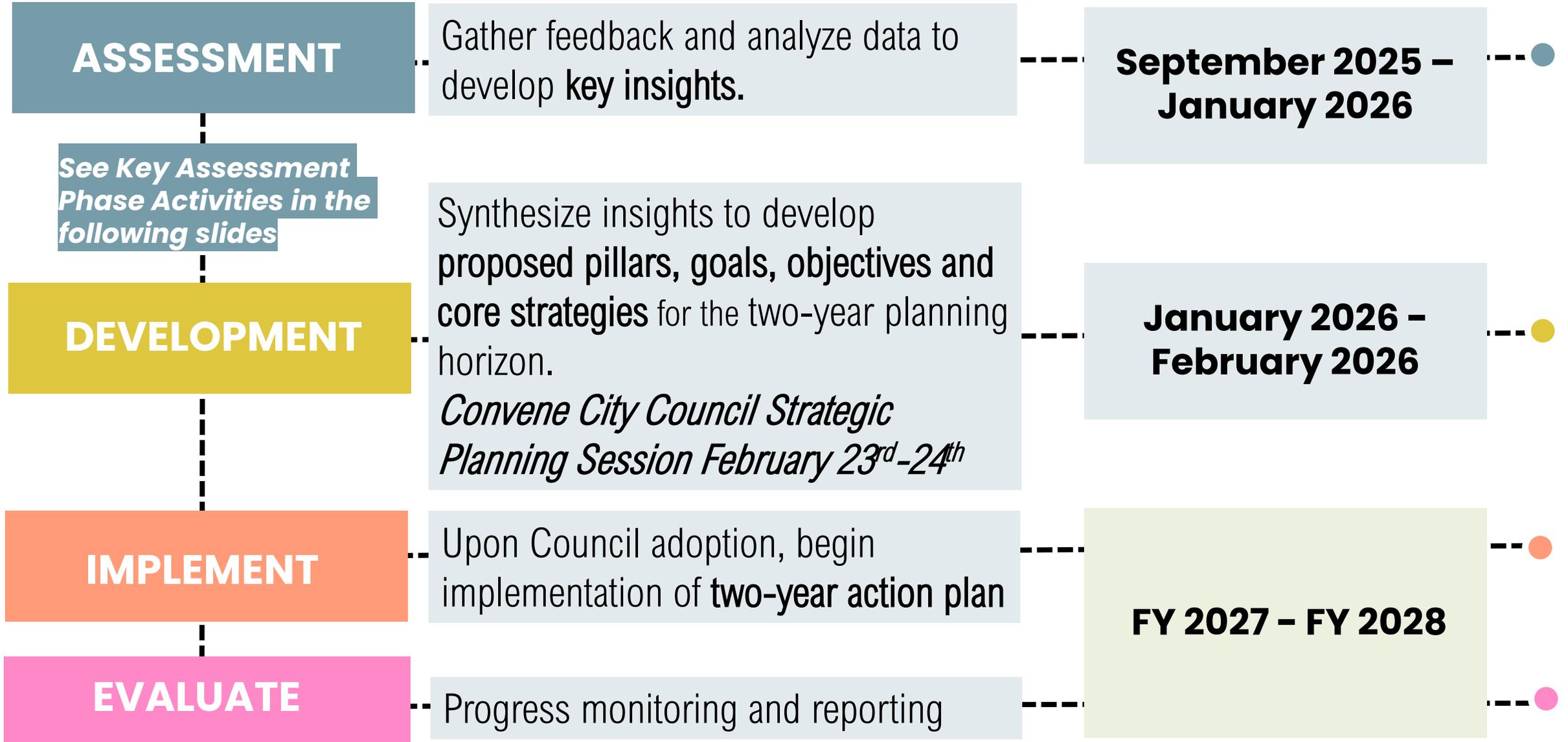


# 2026 Strategic Planning Session (SPS) Insights Summary

February 2026  
Assessment Phase (Key Activities)



# 2025–2026 Strategic Planning Process Cycle (Recap)



# Assessment Phase Snapshot

**1** Strategic Planning Conversations with Mayor and City Council

**944** Data Points

**9** Meetings

**3** Internal Perspectives (program evaluation plans, key strategic priorities)

**197** Leadership Challenge Data Points

**37** Department-level key strategic priorities / initial action plans submitted

**2** Resident Conversations (including meetings hosted by Mayor and Council)

**557** Data Points

**191** Respondents

**10** Meetings

**4** Recent Community-Wide Engagement Efforts

Connecting community perspectives across key initiatives, including:

- Climate Action Plan (in progress)
- Community Needs Assessment
- Comprehensive Economic Development Strategy
- Comprehensive Housing Market Analysis
- Envision El Paso (Engagement Summary)
- FY26 Budget Workshops
- Parks Master Plan (early stages)
- Sun Metro Rising

# Assessment Phase Snapshot

**5** **New Community Survey**

**1,079** *Validated responses across all districts*

**22** *Questions assessing key community characteristics + views about life in El Paso*

**7** **Youth Advisory Board Initial Strategy Session**

*City of El Paso Proposed Pillars X Child Friendly Cities Priorities Crosswalk*

**6** **City of El Paso Employee Survey**

**3,325** *Data Points*

**857** *Employee Responses*

**8** **Top Service Request Snapshot**

- 1. Overgrown Grass/Weeds/Trash: **9,513**
- 2. Pothole: **3,668**
- 3. Noise Complaint: **2,708**
- 4. Street Light Illumination: **1,797**
- 5. Sidewalk Obstruction: **1,642**

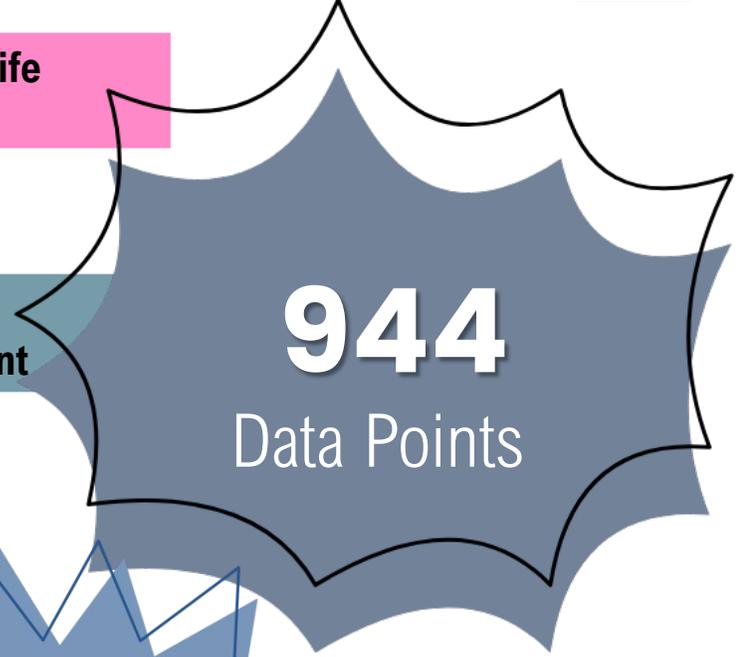
# 1

# Mayor & City Council Key Priority Areas



*Top community-focused priorities over the next two fiscal years*

| Mayor | Economic Development                     | Infrastructure                                 | Public Safety   | Quality of Life      |                                |
|-------|--|--|---|----------------------|--------------------------------|
| D1    | Infrastructure (Maintenance)             | Quality of Life (Community Spaces)             | Public Safety (Sustaining Safety)   |                      |                                |
| D2    | UNICEF Youth Focus                       | Infill Development/ Urban Core                 | Quality of Life   | Economic Development |                                |
| D3    | Creating Community Engagement            | Reinforcing Civic Pride, Sharing the good news | Funding resurfacing or reconstruction of city streets                     |                      |                                |
| D4    | Economic Development                     | Infrastructure                                 | Quality of Life   |                      |                                |
| D5    | Clean and safe streets with less traffic | Quality of Life, public spaces, better parks   | Economic Development expansion. Better high quality and well-paying jobs. |                      |                                |
| D6    | Better Streets                           | Public Safety                                  | Parks   | CR process           |                                |
| D7    | Quality of Life                          | Economic Development                           | Housing   | Education            | Green Space and Beautification |
| D8    | Human Services                           | Housing Planning                               | Community Connection  | Sustainable Planning |                                |



# Visual Mapping



*Top community-focused priorities over the next two fiscal years*

|   |   |                                   |  |  |
|---|---|-----------------------------------|--|--|
| Economic Development  | Infrastructure  | Public Safety                     | Quality Of Life                              | (Good Governance)  |
| Economic Development  | Infrastructure (Maintenance)                          | Public Safety (Sustaining Safety) | Quality of Life (Community Spaces)           | Education  |
| Economic Development  | Clean and safe streets with less traffic              | Public Safety                     | Quality of Life                              | Sustainable Planning                                     |
| Economic Development  | Infrastructure  |                                   | Quality of Life, public spaces, better parks | Reinforcing Civic Pride, Sharing the good news           |
| Economic Development expansion. Better high quality and well-paying jobs. | Better Streets  |                                   | Parks  | UNICEF Child Friendly City Initiative (CFCI) Youth Focus |
| Infill Development/ Urban Core  | Funding resurfacing or reconstruction of city streets |                                   | Quality of Life                              | Creating Community Engagement                            |
| Housing Planning  | Green Space and Beautification                        |                                   | Human Services                               | Community Connection                                     |
| Housing   |   |                                   | Quality of Life                              | CR process   |

# Resident Conversations *(including meetings hosted by Mayor and Council)*

What you want most for El Paso is...

557

Data Points

191

Respondents

Top 3 Insights

Economic Opportunity & Affordability

Infrastructure & Transportation

Community, Safety, and Quality of Life

POSTCARD  
From El Paso



Name: District 4 Resident

Why I choose to be here:

To be part of the solution to the problem not just a nagging person. El Paso is home <3

What I want most for El Paso is:

For equality no matter what side of town you live you can have amenities

If I were writing the story of El Paso today, it would say:

It's a big city with small town feeling

10

Meetings

POSTCARD  
From El Paso



Name: District 4 Resident

Why I choose to be here:

To learn what the city is envisioning for future development

What I want most for El Paso is:

Safe place for my kids to raise their kids

If I were writing the story of El Paso today, it would say:

Friendly community that is forgotten by the rest of Texas.

Greetings From  
EL PASO.

Top operator-focused priorities over the next two fiscal years

## Top 5 Insights

Public Safety & Community Security

Communication & Engagement

Community, Health, and Quality of Life

Workforce Pay and Growth Opportunities

Service Excellence & Accountability

197

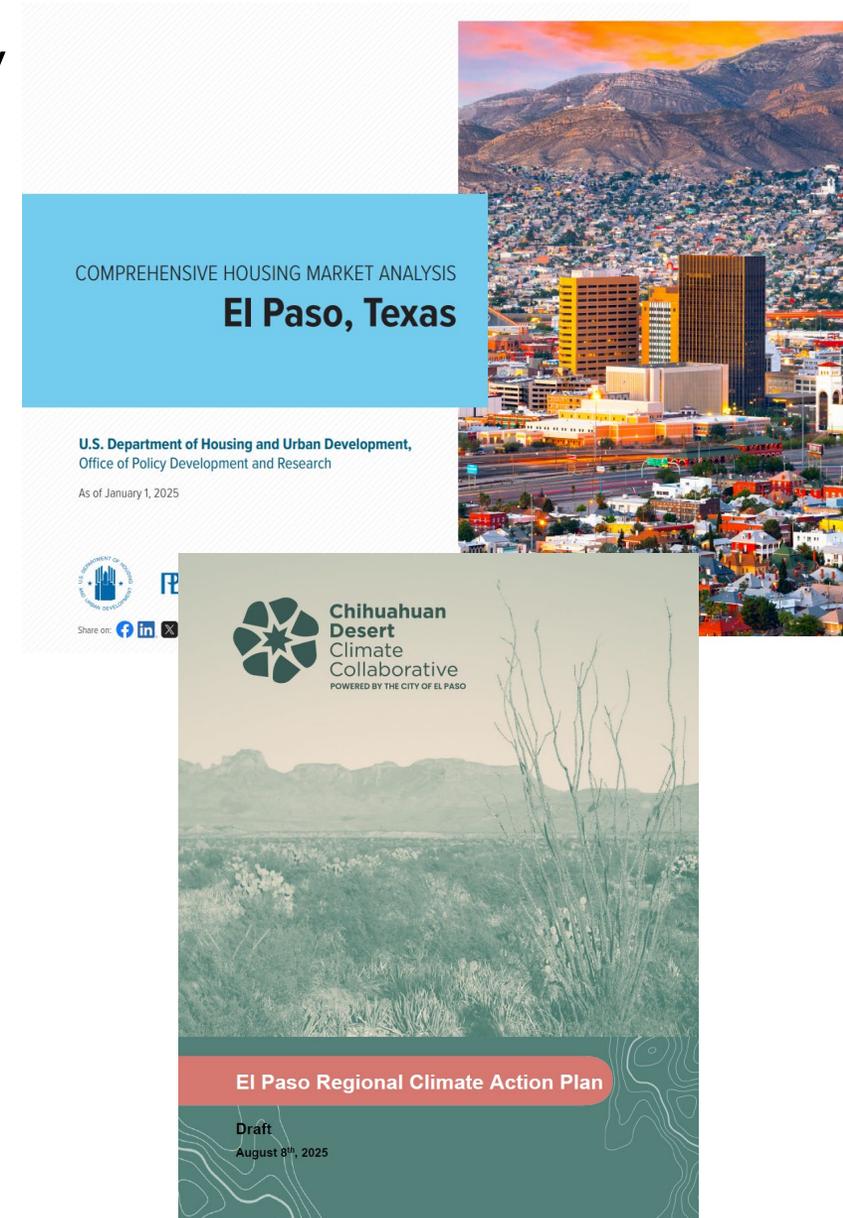
Leadership Challenge  
Data Points

37

Department-level key strategic priorities /  
initial action plans submitted

Connecting community perspectives across key initiatives, including:

- *Climate Action Plan (in progress)*
- *Community Needs Assessment*
- *Comprehensive Economic Development Strategy*
- *Comprehensive Housing Market Analysis*
- *Envision El Paso (Engagement Summary)*
- *FY26 Budget Workshops*
- *Parks Master Plan (early stages)*
- *Sun Metro Rising*



**1,079**

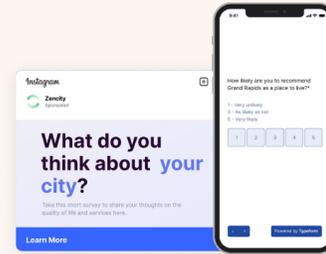
*Validated responses across all districts*

## Zencity Community Survey

Ongoing Representative Survey

Hear from more residents with always-on, digital benchmarking surveys designed by data scientists to be accessible, representative of your community, and statistically sound.

- ✓ Full service distribution
- ✓ Unlimited translations of questions
- ✓ Customized questionnaire
- ✓ Analysis of open ended responses
- ✓ Designed reports that are digestible by stakeholders



Zencity

## Quality of Life

- *How is the overall quality of life in the City of El Paso?*
- *What is your favorite thing about living in the City of El Paso*
- *What is the thing you would most want to change about life in the City of El Paso?*

## Community Characteristics

- *Availability of affordable housing*
- *Availability of jobs that pay a living wage*
- *Access to quality health care services*
- *Access to quality education*
- *Ability for residents to give input to the El Paso city government*
- *Ease of getting around by public transportation*
- *Sense of overall safety*
- *Sense of community among residents*
- *Acceptance of residents of all backgrounds*
- *Overall cleanliness and maintenance*
- *Quality of parks and recreational amenities*
- *Overall quality of services provided by the city*
- *Quality of waste and recycling services*
- *Availability of a variety of art and cultural events*
- *Condition of streets*
- *Economic development (business growth, business attraction, and job opportunities)*
- *The values of services for the taxes paid to the City of El Paso*

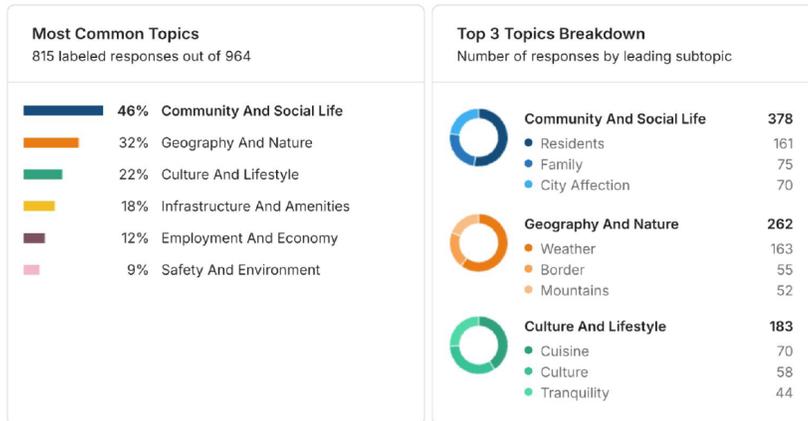
Zencity Community Survey

November - December 2025

Powered by Zencity

BETA

Question:  
**What is your favorite thing about living in El Paso?**



**22**

*Questions assessing key community characteristics + views about life in El Paso*

“Everything! The beautiful way they do things. The stone decorations. **The people.** The weather. The geographical location.”

“The **climate**, the culture, and the people”

“I don't need to go from one side of the city to the other to have **places to exercise, restaurants, and shops.** I also have access to the mountains.”



Youth Advisory Board Member Feedback during January 12<sup>th</sup> meeting:

*In the next two years, the one thing I would most want to change about life in El Paso...*

#### ECONOMIC DEVELOPMENT [MOBILITY]

***“For El Paso to grow economically and to also be somewhere to grow and start a career and grow a better relationship with our healthcare in the community.”***

#### INFRASTRUCTURE

***“Landscaping-when I see pretty landscaping whether it be in the form of greenery or structures. I think it adds so much life to an area. Personally, I would like to go bring back full streets of people walk around.”***

#### PUBLIC SAFETY

***“I would like for El Paso to focus more on activities that bring the City together and other people, like a festival. Focus more on safety and prioritizing the DUI issue here in El Paso.”***

#### QUALITY OF LIFE

***“I want El Paso to have more clubs and school activities available to all schools and more education on drugs and overall health.”***

***“I want to see more things to do. Not to say there isn’t but it doesn’t get publicized well and it gives El Paso a “boring” reputation.”***

***“Have more opportunities for teenagers, make it more accessible to branch out.”***

#### GOOD GOVERNANCE

***“School motivation!***

- ***Mental health services***
  - ***Nutrition and guidelines***
  - ***Immunization (mandatory)***
  - ***Sports & activities (funding)***
  - ***Providing tools for students to feel “not pressured” to fit it***
- \*Scheduling.”***

Youth Advisory Board Member mapping activity conducted on January 12, 2026.

## ECONOMIC DEVELOPMENT [MOBILITY]

**Safety and inclusion**  
Adress inequities (emphasis on those from marginalized backgrounds) **X2**

**Safety and inclusion**  
Inclusive social services, education, health, and protection

**Play and leisure**  
Family connection opportunities for parents/guardians to collaborate

**Safe Living Environments**  
Basic Services-access to quality education, healthcare and social services

## INFRASTRUCTURE

**Safe Living Environments**  
Health & Environment- Access to clean air, safe water, sanitation, and green spaces **X2**

**Play and Leisure**  
Beyond Playgrounds- City wide masterplan that repurposes urban spaces and creates child friendly maps **X2**

**Equitable Social Services**  
Identifying, understanding and removing barriers for marginalized children

**Safety and Inclusion**  
Create safe physical environments-transportation, air, public services

## PUBLIC SAFETY

**Safe Living Environments**  
Health & Environment- Access to clean air, safe water, sanitation, and green spaces **X4**

**Safety and Inclusion**  
Create safe physical environments- transportation, air, public services **X3**

**Safe Living Environments**  
Basic Services-access to quality education, healthcare and social services **X2**

**Safe Living Environments**  
Physical Safety-protection from violence, accidents, and environmental hazards **X2**

**Safety and Inclusion**  
Inclusive Social Services- education, health, and protection

## GOOD GOVERNANCE

**Safety and inclusion**  
Child responsive governance- prioritizing children's well-being **X2**

**Safety and inclusion**  
Inclusive social services, education, health, and protection

**Play and leisure**  
Beyond Playgrounds- City wide masterplan that repurposes urban spaces and creates child friendly maps

**Play and leisure**  
Family connection opportunities for parents/guardians to collaborate

**Play and leisure**  
Holistic Development--- Prioritize play to foster creativity, problem-solving, social skills, self-regulation and cognitive growth

**Child Participation**  
Integration- Embedding youth participations in health, education, play, environment, protection **X2**

**Child Participation**  
Empowerment- giving children agency

**Child Participation**  
Platforms for voice- formal and informal

**Child Participation**  
Rights-based approach grounded in UN Convention (Articles 3 & 12)

**Play and leisure**  
Right to play-rest, play, and cultural participation are rights (3)

**Safe Living Environments**  
Basic Services- access to quality education, healthcare and social services **X2**

**Safe Living Environments**  
Physical Safety- protection from violence, accidents, and environmental hazards

**Safe Living Environments**  
Inclusion-Children feel respected, valued, and have access to opportunities

**Equitable Social Services**  
Accountability & transparency-clear delivery plan and transparent decision making

Youth Advisory Board Member mapping activity conducted on January 12, 2026.

## QUALITY OF LIFE

### Safe Living Environments

Inclusion-Children feel respected, valued, and have access to opportunities **X6**

### Safe Living Environments

Physical Safety-protection from violence, accidents, and environmental hazards

### Safe Living Environments

Basic Services-access to quality education, healthcare and social services

### Child Participation

Integration- Embedding youth participations in health, education, play, environment, protection **X2**

### Child Participation

Rights-based approach grounded in UN Convention (Articles 3 & 12)

### Safety and inclusion

Inclusive social services, education, health, and protection **X2**

### Safety and inclusion

Child responsive governance- prioritizing children's well-being

### Safety and Inclusion

Create safe physical environments-transportation, air, public services

### Play and leisure

Family connection opportunities for parents/guardians to collaborate **X3**

### Play and leisure

Holistic Development--- Prioritize play to foster creativity, problem-solving, social skills, self-regulation and cognitive growth **X3**

### Play and leisure

Beyond Playgrounds- City wide masterplan that repurposes urban spaces and creates child friendly maps **X2**

### Equitable Social Services

Equity and Identifying, understanding, and removing barriers for marginalized children **X3**

### Equitable Social Services

Holistic services-address public services to support children's well-being **X2**

### Equitable Social Services

Accountability & transparency-clear delivery plan and transparent decision making **X2**

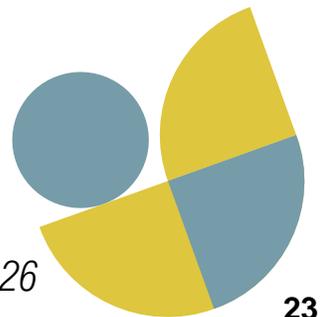
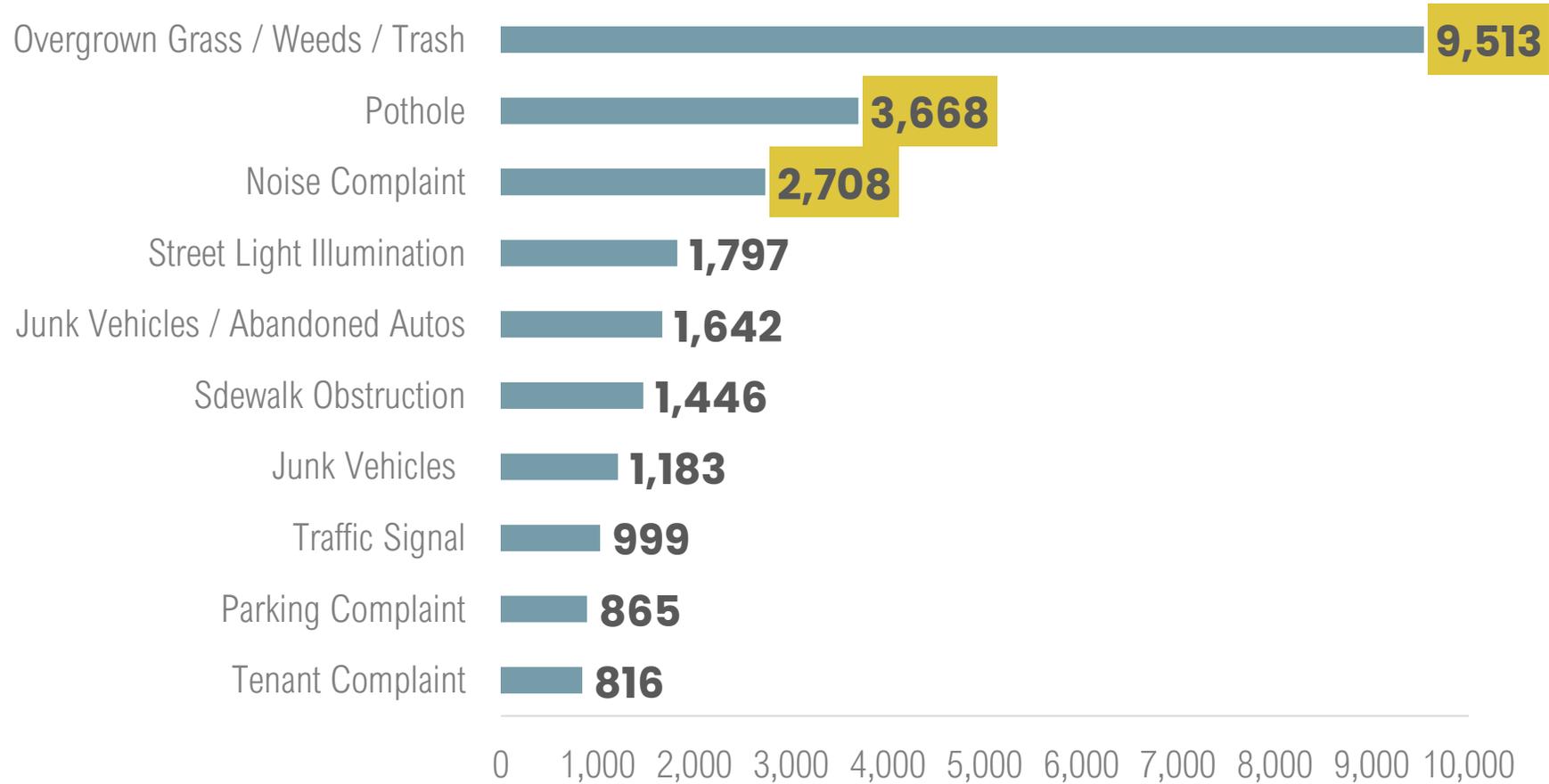
### Equitable Social Services

Child Centered Approach-integrating child's best interests in all decisions

# 8 Top Service Request Snapshot

The dataset reflects the top 10 most frequently submitted 311 request types across all districts:

## Top 311 Service Requests - Citywide



As of 1/30/2026

## Top 311 Service Requests – By District

The dataset reflects the top 3 most frequently submitted 311 request types by districts:

### District 1

Top issues mirror citywide trends, driven by vegetation, road condition, and neighborhood quality calls.

1. Overgrown Grass / Weeds / Trash — 1,333
2. Pothole — 553
3. Noise Complaint — 481

### District 2

Higher levels of tenant and abandoned vehicle complaints relative to other districts.

1. Overgrown Grass / Weeds / Trash — 1,564
2. Pothole — 362
3. Junk Vehicles / Abandoned Autos — 327

### District 3

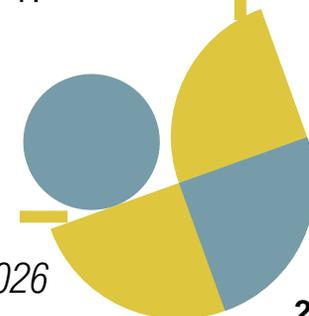
Notable for elevated **illegal dumping** and **abandoned vehicle** requests.

1. Overgrown Grass / Weeds / Trash — 941
2. Pothole — 446
3. Noise Complaint — 280

### District 4

Consistent with infrastructure-related demand (lighting, potholes, traffic signals).

1. Overgrown Grass / Weeds / Trash — 1,425
2. Noise Complaint — 418
3. Pothole — 347



From March 2025-January 30, 2026

## Top 311 Service Requests – By District

The dataset reflects the top 3 most frequently submitted 311 request types by districts:

### District 5

One of the highest-volume districts overall; strong demand for code enforcement and vegetation management.

1. Overgrown Grass/Weeds/Trash — 958
2. Noise Complaint — 513
3. Pothole — 239

### District 6

High levels of junk vehicle and abandoned auto complaints.

1. Overgrown Grass/Weeds/Trash — 846
2. Pothole — 591
3. Noise Complaint — 306

### District 7

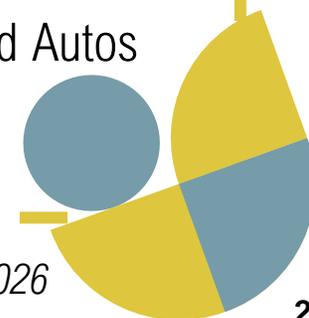
Moderate levels of traffic-related issues (traffic signals and signs).

1. Overgrown Grass/Weeds/Trash — 788
2. Pothole — 651
3. Street Light Illumination — 280

### District 8

Strong pattern of tenant complaints and street/traffic issues.

1. Overgrown Grass/Weeds/Trash — 1,600
2. Pothole — 444
3. Junk Vehicles / Abandoned Autos — 231





## C. Council Adopted Two-Year Action Plan (2024-2026)

| Priority | Key Focus Area                              | Strategic Objective  | *Status | 2026 Update (as of January)  |
|----------|---|--|---------|--|
| People   | Workforce Focus: Recruit + Retain Employees | Develop an alternative benefits package  |         | Will be adding Ancillary insurance plans to supplement health insurance coverage. Planned employee survey to identify key benefits available and possible gap(s) in offerings.   |
|          |   | Deliver new leadership development opportunities and recognition programs  |         | Leadership Fundamentals 18 hour Training Plan completed by 487 leaders, 600 leaders attended 4 hour Leadership Challenge celebrating and educating all City departments; comprehensive service time recognition program to celebrate employee milestones.  |
|          |   | Grow in-house capacity and expertise (target specific areas)   |         | Delivery of new 12 hour next level leadership series focusing on critical skills of leaders (ICMA standards)- on track to have over 100 graduates in 2026; Creation of a New Leader onboarding and Get to Know Program (GTK); Vocational Partnerships; Focus on data analytics and research methods with embedded data scientists and new Chief Data Administrator role.   |
|          |   | Celebrating our identity and talent  |         | Increased Recruitment fairs and Affiliation Agreements. Created a UTEP Cohort as well as Internships with Texas Tech. Delivered trade skills in-house Training Program; Implemented enhanced Marketing Campaign for Recruitment.   |
|          |   | Focus on livable wages, training, and capability enhancement<br>- Regular adjustments to wages tied to cost of living and additional certifications  |         | Effective February 23, 2025, the City's Minimum wage was raised to \$15.75 and the General Services (GS) payscale was increased for all pay grades. Effective January 11, 2026, the City's Professional/Managerial (PM) payscales was increased for all pay grades as well as a Compressional calculation across the organization. Critical Skills In Person cross departmental workshop series completed over 120 hours of training and on track for 1,000+ cross departmental leadership development in 2026.  |
|          | Customer Experience And Civic Engagement    | Redesign and reimagine the 311 process through Human Centered Design and new training plan   |         | <b>311 Service Request Submission:</b> Web App launched March 2025. Workflow, routing and communication feature improvements scheduled for FY26.<br><br><b>District submissions:</b> Allows District Representatives and aides to create, search, and view Service Requests (SR) for their respective districts. Continue partnering with staff through workshops to surface insights and co-design request-processing solutions in 311/CR workflow, followed by iterative review and refinement starting in Q3. |
|          |   | Pilot a One-Stop-Shop for Social Services (BEAST Location)   |         | <b>New Emerging priority:</b> New program launched as a welcome center for unhoused community members providing wrap-around services. FY 26- This item would require a feasibility review/funding in order to proceed.   |
|          |   | Expand and replicate Neighborhood Leadership Academy model (more department interaction, participatory budget process opportunities, training future leaders, engaging youth in civic processes) |         | Introduced a new approach to begin the FY26 Budget conversations in March. Department speed sessions with all directors, live polls to understand key topics, provided budget basics, and outlined new community outreach approach featuring District-based community workshops.   |



# Council Adopted Two-Year Action Plan (2024–2026)

| Priority        | Key Focus Area                           | Strategic Objective   | *Status | 2026 Update (as of January)  |
|-----------------|--|---|---------|--|
| People          | Customer Experience And Civic Engagement | Pursue "Child-Friendly City" recognition  |         | Completed MOU with the El Paso Community Foundation in Fall 2025 culminating with a launch event at the MACC. Currently, working alongside EPCF on stakeholder engagement phase. Conducted an initial strategy session with the Youth Advisory Board.  |
|                 |  | Virtual seminars and forums to foster community involvement and transparency  |         | Integrated virtual versions of in-person community workshop opportunities (i.e., Budget workshop for D8, Historic Landmark Community Meeting, and enhancements to accessibility for QoL programming).<br>Completed virtual and hybrid forums engaged residents in co-designing solutions and improving transparency, including FY2026 Budget Community Workshops (with a hybrid District 8 session), Sun Metro Citizens Advisory Committee, HEARTS Program discussions on unhoused encampments, Quality of Life Programming workshops to improve accessibility, Senior Citizen Center workshops to better meet community needs, Envision workshops supporting long-range planning, and a 311 Community Experience workshops focused on improving service navigation. |
|                 | Partnership Focus                        | Designate and/or create liaison roles for targeted areas (i.e. education (K-12 and post secondary)), strengthen Fort Bliss focus, special projects, larger economic development |         | Economic Development works closely with over 30 Entrepreneur Support Organizations (ESOs) to ensure every entrepreneur has access to the resources and relationships that they need to start and grow a thriving business; ED Liaison Program consists of 4 grant funded positions as "boots on the ground" for our small businesses. To date, the Program has engaged 800+ local businesses to provide proactive support and build long-term networks. Launched new partnerships with Fort Bliss including veterans programming, transit (in progress), infrastructure development, and NDAA coordination. Prioritized Fort Bliss partnerships in State and Federal Legislative Agendas.  |
| Financial Focus | Budget Process Enhancements              | Develop a multi-year approach<br>- Include grant match funding plan with training<br>- Focus on equitable services  |         | The Multi-Year Financial Outlook will be refreshed and presented to City Council as part of the FY 2027 budget development. The City is in the process of implementing Program Based Budgeting for all departments. This new initiative will focus on program measures and outcomes.   |
|                 |  | Codify funding for critical services (i.e., fleet and facility maintenance repair and replacement plans) and incremental funding strategies to address deferred maintenance     |         | <i>Preparing fleet policy and facilities maintenance five-year roll out plan during FY27 budget development process. Management Update to Council slated for Summer 2026.</i>  |
|                 |  | Planning for future facilities and infrastructure with sustainable practices in mind  |         | Envision El Paso, Comprehensive Plan process, in-progress with completion and recommendations anticipated in Spring 2026. Proposed new HOT revenue tools in the State Legislative Agenda for the 90th Session and Opportunity Zones in the Federal Legislative Agenda for the 120th Congress.  |



# Council Adopted Two-Year Action Plan (2024-2026)

| Priority        | Key Focus Area                   | Strategic Objective  | *Status | 2026 Update (as of January)  |
|-----------------|----------------------------------|--|---------|--|
| Financial Focus | Property Tax Exemptions          | Age 65 or older and disabled residence homestead exemptions  |         | FY26 included increased exemptions. State: increased homestead exemption from \$100,000 to \$140,000, over 65/disability exemption increased from \$10,000 to \$60,000 for school districts, personal business property increased from \$2,500 to \$125,000 effective January 1, 2026.<br>City of El Paso: Homestead exemption: additional \$5,000 of appraised value, over 65/disability exemption increased from \$42,500 to \$45,000.<br>Status - Completed   |
|                 | Economic Development Initiatives | Larger economic drivers (i.e., Utilities)  |         | Development of joint datacenter policy with EPW; EPE rate case; City Council invested \$5 million in the Ysleta Port of Entry Feasibility Study in response to commercial traffic closures at the Bridge of the Americas (BOTA); established new partnerships with Fort Bliss in infrastructure, support agreements, and veterans transitioning out of the military; developed the City's first International Policy Agenda prioritizing policy and funding strategies for international ports of entry.                                     |
|                 |                                  | Refresh economic development policies - incentives for businesses which support community integration and contribute to the local economy                                      |         | REDI Sites coordination with utility partners to better leverage City-owned land for industry investmetn. 2026 adoption of Comprehensive Economic Development Strategy (CEDS); Chapter 380 Incentives rewrite via Newmark; Redevelopment and Infill policy rewrite as part of Envision El Paso. Adoption of new housing finance tools in coordination with the Housing Assessment and CFT.   |
|                 |                                  | Business support (i.e., Small Business One-Stop Shop, Supply El Paso financial literacy programs, attraction of large businesses, International Transition Assistance Program) |         | Construction underway for BOSS physical locations; Creation of International Transition Assistance Program (ITAP) for foreign companies relocating/expanding to the US; recruitment strategy/plan for Advanced Manufacturing District (AMD) and a new partnership with UTEP for the Build Back Better Regional Challenge grant.  |
|                 |                                  | Re-launch familiarization tours (economic development and conventions)   |         | Destination El Paso will continue to host familiarization (FAM) tours, bringing to El Paso, Meeting Planners, Travel Writers, Influencers, Travel Agents, Tour Operators etc. Joint/Coordinate inbound and outbound International Trade Missions in support of FDI and supply chain initiatives. Continue to develop partnerships with foreign chambers and industry leaders for business prospecting. Launched new programs with Fort Bliss to re-introduce El Paso to active duty military and veterans transitioning out of the military. |



# Council Adopted Two-Year Action Plan (2024-2026)

| Priority       | Key Focus Area                             | Strategic Objective                      | *Status | 2026 Update (as of January)  |
|----------------|--|--|---------|--|
| Infrastructure | Technology                                 | Data collection and sharing              | Yellow  | Q1 2026, Phase 1 of Program-Based Budgeting was completed with program training, design, and evaluation, and Phase 2 is now underway, focused on strengthening data governance through a formal committee, designated data stewards, and ongoing training to improve data quality, consistency, and sharing across the organization.<br><b>New Public Health Electronic Medical Record:</b> New EMR was identified and implemented to modernize technology for Department of Public Health. <b>New Automated Medication Management System:</b> System Identified and implementation underway with estimated go live in March 2026. <b>New Laboratory Information Management System:</b> New LIMS Identified and project has been kicked off with a 2 year completion timeline. |
|                |  | Accessible and reliable services         | Green   | Indepth review of the Permitting system Nov 2025. Expected Feb 2026 - detailed roadmap to address intake quality and workflow issue. Objective is to improve the permitting experience and turnaround times. <b>Launch of Medical Mobile Unit:</b> The new mobile clinic was acquired by DPH using grant funds and slowly building programming around it despite grant cuts.   |
|                |  | AI Focus, adopting emerging technologies | Green   | Copilot webchat launched July 2025. Potential AI pilot projects identified including EP311, city website, and dept specific projects.  |
|                | Program Key Maintenance Plans (Multi-Year) | Streets Focus                            | Green   | Continued growth and expansion to the City's Vision Zero Program through adopted Vision Zero Project Program; Continued Roll Out of the Community Progress Bonds Projects for civil infrastructure; Street Resurfacing, Street Reconstruction, Street Signal Installations, and Right of Way Extension projects.<br><br><b>Roadway Markings</b><br>FY24 – 235 Lane Line Miles Striped<br>FY25 - 420 Lane Line Miles Striped<br>FY26 (YTD) - 203 Lane Line Miles Striped<br><br><b>NTMP Program</b><br>FY24 – 30 projects completed<br>FY25 – 24 projects completed<br>FY26 - 5 projects completed  |
|                |  | Street Focus                             | Yellow  | <b>Resurfacing – Centerline Miles</b><br>FY24 – 17.7 Arterial CLM & 7 Residential CLM<br>FY25 – 20.0 Arterial CLM & 10.8 Residential CLM<br>FY26 (YTD) – 0.71 Arterial CLM & 4.17 Residential CLM  |
|                |  | Facilities Maintenance Program           | Red     | <b>SAM Citywide Facilities Capital Projects Assessment Plan. Funding reduced to achieve no-new revenue rate.</b><br>FY24 – 34 projects completed, \$3.3M<br>FY25 – 47 projects completed, \$3.3M, 3 projects in progress<br>FY26 (YTD) - 4 projects completed, \$674,000, 9 projects in progress   |



# Council Adopted Two-Year Action Plan (2024–2026)

| Priority  | Key Focus Area                             | Strategic Objective  | *Status   | 2026 Update (as of January)   |
|---|--|--|---|---|
| Infrastructure  | Program Key Maintenance Plans (Multi-Year) | Fleet Replacement Program  |   | <p><b>SAM Citywide Fleet Replacement Program</b><br/>           FY24 - 71 Light Vehicles &amp; 16 Heavy Vehicles/Equipment replaced<br/>           FY25 - 52 Light Vehicles &amp; 2 Heavy Vehicles/Equipment replaced<br/>           FY26 (YTD) - In Process/Projected - 16 Light Vehicles, 5 Heavy Vehicles/Equipment, 9 Specialty Vehicles to be replaced</p> <p><b>Fire:</b> FY2026 – 2 Quints, 1 Pumper, 3 UTVs, 1 Trailer, 2 SUVs, and 2 Pickup Trucks<br/>           FY2027 – 1 Tiller, 1 Pumper, 2 Tankers, 3 Rescues</p> <p><b>Police:</b> Received: 41 Marked Police SUVs (inc 5 K9), 11 CIT Specialty Vehicles, 4 SWAT Suburbans  March 2026: 18 BMW Motorcycles   (Off Track- pending decision point) FY26: Approx 35 Marked SUVs, STI Specialty Vehicle, Bomb Squad Specialty Vehicle</p> |
|   |  | Park System Repairs and Modernization (including Parks Master Plan Update) |   | Master plan team has completed nearly all park assessments evaluation 99 out of the 100 targeted parks between October and November 2025. Assessment of 15 facilities is 60% complete and expected to be finalized by March 2026. Implementation of public engagement plan in-progress.   |
|   |  | Climate and Renewable Energy Initiatives                                   |   | Development of the Climate Action Plan. Implementation of Solar Program for non-profits (Energy Efficiency Conservation Block Grant; LEED for Cities framework for climate action monitoring; launched new partnerships with El Paso Electric, Cool Roof Program, around efficiency and utility cost reductions for residents; Solar residential campaign, Switch Together, with Solar United Neighbors; Development of Cool El Paso campaign for heat mitigation awareness; Tree planting and volunteer engagement with 915TreeKeepers; Development and launch Energy Management program for City operations.  |
|   | Building Land Inventory Review             | Master planning for affordable housing (CoEP + EPW)                        |   | Development of the Citywide Housing Strategy--Adoption scheduled mid-2026 to identify policy and strategies for developing affordable housing. Established working groups comprised of affordable and for-profit housing developers, neighborhood associations/coalition, and community organizations. An existing housing inventory and gaps analysis and analysis of housing affordability was completed and presented to City Council in November of 2025.   |
| Identify facilities/buildings to address service coverage and align resident requirements |  |  | Analyzing existing city-owned assets, opportunities will be identified to reposition land and facilities to their highest and best use. To support the production of housing, sites suitable for this activity will be identified for development and/or in support of future LIHTC projects in accordance with the adopted policy. Additionally, existing City Quality of Life facilities will be analyzed as part of the Parks Master Plan which formally initiated at the end of 2025. |   |

|         |   |          |
|---------|---|----------|
| *Status | On-Track. Progress being made   | 25 (83%) |
|         | Off-Track. Pending decision point, funding, and/or additional resources | 3 (10%)  |
|         | Not Started   | 2 (7%)   |