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 - Regular adjustments to wages tied to cost of living and additional certifications		Effective February 23, 2025, the City's Minimim 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 departmenal workshop series completed over 120 hours of training and on track for 1,000+ cross departmetnal leadership develoment in 2026.
	Customer Experience And Civic Engagement	Redesign and reimagine the 311 process through Human Centered Design and new training plan		**311 Service Request Submission:** Web App launched March 2025. Worflow, routing and communication feature improvements scheduled for FY26. **District submissions:** Allows District Representatives and aides to create, search, and view Service Requests (SR) for their respective districts. Contiune 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)		**New Emerging priority:** New program launched as a welcome center for unhoused community members providing wrap-around services. FY 26- This item would require a feasbility 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	Green	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	Green	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). 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	Green	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 - Include grant match funding plan with training - Focus on equitable services	Green	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 implmenting Program Based Budgeting for all departments. This new inititiative 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	Red	*Preparing fleet policy and faciliaites maintenace five-year roll out plan during FY27 budget development process. Management Update to Council slated for Summer 2026.*
		Planning for future facilities and infrastructure with sustainable practices in mind	Green	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. City of El Paso: Homestead exemption: additional $5,000 of appraised value, over 65/disability exemption increased from $42,500 to $45,000. 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. **New Public Health Electronic Medical Record:** New EMR was identified and implemented to modernize technology for Department of Public Health. **New Automated Medication Management System:** System Identified and implementation underway with estimated go live in March 2026. **New Laboratory Information Management System:** 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. **Launch of Medical Mobile Unit:** 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. **Roadway Markings** FY24 – 235 Lane Line Miles Striped FY25 - 420 Lane Line Miles Striped FY26 (YTD) - 203 Lane Line Miles Striped **NTMP Program** FY24 – 30 projects completed FY25 – 24 projects completed FY26 - 5 projects completed
		Street Focus	Yellow	**Resurfacing – Centerline Miles** FY24 – 17.7 Arterial CLM & 7 Residential CLM FY25 – 20.0 Arterial CLM & 10.8 Residential CLM FY26 (YTD) – 0.71 Arterial CLM & 4.17 Residential CLM
		Facilities Maintenance Program	Red	**SAM Citywide Facilities Capital Projects Assessment Plan. Funding reduced to achieve no-new revenue rate.** FY24 – 34 projects completed, $3.3M FY25 – 47 projects completed, $3.3M, 3 projects in progress FY26 (YTD) - 4 projects completed, $674,000, 9 projects in progress

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Priority	Key Focus Area	Strategic Objective	*Status	2026 Update (as of January)
Infrastructure	Program Key Maintenance Plans (Multi-Year)	Fleet Replacement Program		**SAM Citywide Fleet Replacement Program** FY24 - 71 Light Vehicles & 16 Heavy Vehicles/Equipment replaced FY25 – 52 Light Vehicles & 2 Heavy Vehicles/Equipment replaced FY26 (YTD) - In Process/Projected - 16 Light Vehicles, 5 Heavy Vehicles/Equipment, 9 Specialty Vehicles to be replaced **Fire:** FY2026 – 2 Quints, 1 Pumper, 3 UTVs, 1 Trailer, 2 SUVs, and 2 Pickup Trucks FY2027 – 1 Tiller, 1 Pumper, 2 Tankers, 3 Rescues **Police:** 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
		Park System Repairs and Modernization (including Parks Master Plan Update)		Master plan team has completed nearly all park assesments 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 parnerships 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 iniatied 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%)