



Strategic Plan FY2023 - FY2025



Adopted September 13, 2022

The Cibolo City Council's Vision is...

*“A community that is proud of our historic roots,
responsive to residents, and innovating for our future.”*

The City of Cibolo’s City Council developed its first-ever Strategic Plan in 2022, beginning at its strategic planning workshop on January 26, 2022, and over the course of the next six months. Wayne Reed, ICMA-CM, City Manager, facilitated the strategic planning workshop and subsequent updates and feedback sessions to compile this plan.

City Council adopted its FY2023 – FY2025 Strategic Plan on September 13, 2022.



Mayor
Stosh Boyle



District 1
T.G. Benson



District 2
Victor Osorio



District 3
Reggie Bone



District 4
Katie Cunningham



District 5
Mark Allen



District 6
Dick Hetzel



District 7
Joel Hicks

Mayor Stosh Boyle, “I would like to thank all of the staff and council that have helped put together our Strategic Plan. It is so very important to have a focus-driven initiative that reflects the wishes of our citizens and respects the history of our community. It is an honor to participate in the process, but more importantly, it is an honor to live in a community that takes steps, such as these, to implement the desired direction of the community as a whole.”

Special thanks to Mr. Steve Quinn, Council Member District 2 (Nov. 2019 – May 2022), for his support and participation in the development of City Council’s Strategic Plan.

PREFACE

by Wayne Reed, City Manager, ICMA-CM

Creating an Organization of Excellence

It has been a privilege to work with Mayor Boyle and the City Council members in 2022 to develop the first City Council Strategic Plan. This is a critical resource for Cibolo to becoming an organization of excellence that delivers world class services to its residents and businesses. This Strategic Plan will serve as a guide for Fiscal Years 2023 – 2025. It will be updated annually by the City Council with a rolling three-year horizon; an Action Plan is located at the end for tracking progress. Based upon reports from the executive staff in January and February, each annual update will include an identification of work performed and accomplishments regarding Goals and Actions.

To achieve the Council’s Vision for the community, Cibolo as an organization must transition from a reactive governance approach to an intentional, strategic model of governance, if it is to maximize the opportunities and mitigate the threats to its quality of life and the public’s health and safety. Our mantra is to be **Vision Inspired, Mission Focused, Values Driven, and Performance Based.**

Pivotal Moment

Cibolo is at a pivotal point in its history. At the beginning of this century, there were 3,035 people in 1,092 households residing in the City of Cibolo. A short twenty (20) years later, the U.S. Census found the community had grown by more than nine-fold to 32,276 residents and 9,106 households. Economic forecasts project our community and region will continue to experience strong growth over the next two decades and beyond. Cibolo is posed to grow with available land area for residential and nonresidential development along with its continued investment in infrastructure and resources needed to create high quality neighborhoods, commercial centers, parks and recreational amenities, and primary employment businesses. The organization must approach the future with a different approach if it wants to improve the outcomes and shed some of its past practices that led to less than optimal results.

Strategic Thinking

The Strategic Plan can be a very effective “tool in the toolbox” for City Council. It illustrates Council’s desire to use strategic thinking to view and make sense of the environment (both internally and externally) that influences and surrounds the community. City Council’s intention to use this plan to guide its decision-making reaffirms its commitment to develop a new approach to governance as they look toward the future with confidence so that its decisions and actions today will produce the best possible results over the next three years and beyond. The City Council understands the environments at the local, state, and national levels are ever

changing and will require the organization to be flexible in its execution and to constantly survey the environment to make sure their strategies, initiatives, and goals maintain their long-term Vision.

Team Cibolo

The success of the City Council's Strategic Plan will be measured by the ownership from Team Cibolo. Achieving Council's aspiration will be a day-to-day process involving a lot of hard work. Successfully using the plan will require establishing clear roles and expectations, making strategic planning a way of doing business, tracking performance, communicating progress, revisiting the plan annually, and holding one another accountable. I am confident this Strategic Plan will provide you with the insight on the City Council's Vision, Strategies, and Goals. I am looking forward seeing the team overcome obstacles that hinder our progress and celebrating the successes we will achieve together.

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INTRODUCTION

This plan is intended to communicate the long-term vision of the Cibolo City Council and how it plans to allocate the organization's limited resources in a realistic and practical manner to proactively improve the community and better serve its residents, businesses, and various stakeholders, while it goes about fulfilling its everyday business. The journey to organizational and operational excellence requires everyone to be rowing in the same direction, willing to make incremental improvements, and committed to being accountable to Team Cibolo.

This document includes a comprehensive overview of the steps taken to build the strategic plan. It walks through the process in detail and shows how each session was building on the last and with every step building consensus. A summary of the Cibolo City Council strategic plan and the process to achieve these goals follows.

This plan is to be used in numerous ways to help the City Council and City staff be proactive and intention in their governance. It is a communication, budgetary, and an accountability tool.

The development of this strategic plan evolved over six months and required multiple work sessions at different Council meetings as explained in the following sections. In addition to the work by Mayor Boyle and the Council members to develop the Vision, Strategies and Goals, the Cibolo executive staff played an important role by asking clarifying questions about goals and adding Actions to execute on Council's work. This plan includes an execution("action") plan.

Strategic Plan Framework

This strategic plan is inspired by the Council Vision Statement and is organized by **5 core Strategies**. Each Strategy has multiple **Strategic Initiatives** with **Goals** and supporting **Actions** under each Goal, all promoting the Vision statement. Here is an explanation of the levels:

STRATEGY: A plan of action or an approach designed to use resources in most effective and efficient way to achieve the City Council's Vision.

Strategy (an Initiative) is about making choices; it's about deliberately setting a course for the future of the organization. It recognizes that investing resources in other initiatives should be tempered or run the risk of overreaching, exhausting the capacity of the organization to be effective at execution.

Strategy (an Initiative) is about moving an organization from where it is today to where it wants to be in the future.

GOAL: A desired result that an organization plans and commits to achieve a Strategy. It is the aim toward which effort is directed. Endeavor to reach a goal within a finite time by setting deadlines.

ACTION: An action is Specific, Measurable, Attainable, and Realistic. It is an accomplishment of a Goal over a period of time. Actions are assigned to individuals and/or groups to accomplish.

STRATEGIC PLANNING WORKSHOP SUMMARY

The Cibolo City Council met on January 26, 2022, to conduct a strategic planning session to start on the City Council's first ever strategic plan. Council was given the opportunity to provide their input on the organization and community's strengths, weaknesses, opportunities, and threats (SWOT) on an individual basis in advance of the workshop. The all-day workshop was an opportunity for Council members to build their relationships with one another while creating consensus on their highest priorities and clarity on the direction they wanted to go over next 3 years. This workshop focused on drafting a vision statement and identifying strategies that would form the foundation of a strategic governance model to guide the community's growth.

Agenda

1. Workshop Overview
2. Council Conversation
3. SWOT Analysis Results
4. Council Vision Building
LUNCH
5. Identifying Strategies



Figure 1. City Council Strategic Planning Workshop on Jan. 26, 2022.
From left to right: TG Benson, Reggie Bone, Mark Allen, Joel Hicks,
Mayor Stosh Boyle, Katie Cunningham, Dick Hetzel.

1. Workshop Overview

The City Council's Strategic Planning Workshop was facilitated using a consensus building methodology to build agreement through a collective participation process (Figure 2). When consensus is reached, all participants feel their ideas, insights, and perspectives have been honored, and the consensus includes their ideas. This methodology was used during all subsequent input sessions over the next several months.

Figure 2. Facilitative Consensus Building from Technology of Participation (ToP)

Inclusive Participation

We will invite and sustain the participation of all members of this group.

Collaboration and Teamwork

Teamwork and collaboration are necessary to complete this challenge in an effective and efficient way.

Individual and Group Creativity

We will bring out the best in each person and encourage group creativity by soliciting ideas from one another.

Action and Ownership

We want to position all of you to take actions on the decisions owned and supported by this group.

Group ownership of decisions moves the group toward action!

Reflection and Learning

We want to confirm individual and group resolve and allow for full appreciation of the value and importance of consensus and collective action.

2. Council Conversation

The morning started with an informal conversation between the Mayor and Council members. They were asked to respond to the following two questions:

- What attributes do you bring to City Council to add value?
- What “footprint” (legacy) do you want to leave?

Following this conversation, Mayor Boyle shared his leadership philosophy.

The Mayor and Council members were then asked to answer 3 questions about Governance:

- How will you lead?
- How will you communicate?
- What are your expectations of Staff?

3. SWOT Analysis Results

Following the Council conversation, the elected officials reviewed and reflected on the results from their comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) exercise. Questions asked of the Mayor and Council members to reflect on the exercise were:

- What themes jump out at you the most?
- What theme gets you the most excited?
- What theme concerns you the most?

4. Council Vision Building

The Mayor and Council members were asked to participate in an exercise to develop a City Council Vision Statement. The outcome of the exercise would be their statement about what kind of community they envisioned, that they wanted to live in. This culminated in Council’s Vision Statement; it is the aspiration of the Council and was used as the foundation to build this Strategic Plan.

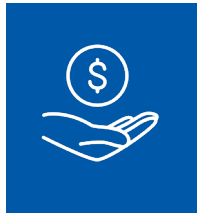
5. Identifying Strategies

After the lunch break, Council was excited to begin work on their strategies and to think more about courses of action they believe needed to be taken to respond to the SWOT. They were engaged and outspoken which generated a variety of ideas about how they thought they could move the organization from where it is today to where they wanted to be in the future. From this work, they were able to distill the ideas into 5 core strategies (see next page).

On the following pages, you will find more information about how Council worked through each of the parts of the Strategic Planning Workshop.

STRATEGIES

The City Council identified 5 Core Strategies to guide its strategic leadership to achieve its Vision:



1. ECONOMIC DEVELOPMENT

Guiding Principle: The City of Cibolo will promote a strong and diverse economy that strengthens the local tax base while also contributing to a high quality of life.



2. INFRASTRUCTURE

Guiding Principle: The City of Cibolo will proactively work towards addressing and anticipating both current and future infrastructure needs in all aspects - utilities, roads, transportation, parks, and more.



3. PARTNERSHIPS/RELATIONSHIPS

Guiding Principle: The City of Cibolo will strive to foster and develop both current and new relationships with community partners, residents, and employees.



4. QUALITY OF LIFE

Guiding Principle: The City of Cibolo will strive to create and sustain safe and well-kept neighborhoods and parks, while also providing recreational activities for all-ages to create memorable experiences.



5. GOVERNANCE

Guiding Principle: The City of Cibolo will foster fiscal health, strive for transparency with its residents, while also providing high-quality services that are responsive to citizens' needs.

The Strategic Initiatives under each Strategy are found on the next page. Learn more about these Strategies and their Initiatives and Goals by exploring this Strategic Plan's Action Plan (starting on Page 14).

Council developed **Initiatives** for each **Strategy**. To find the Goals and Actions for each one, look at the Action Plan at the back of this report.

Strategy 1 (Economic Development)

- Initiative 1.1.** Institute forward-thinking business, land use, development, and public safety strategies to promote community growth and development
- Initiative 1.2.** Promote attractive, well planned major thoroughfares
- Initiative 1.3.** Aggressive recruitment of targeted industries
- Initiative 1.4.** Promote and preserve our historic downtown

Strategy 2 (Infrastructure)

- Initiative 2.1.** Be intentional with infrastructure investment to promote economic development, responsible growth, and public safety
- Initiative 2.2.** Gain control of utility service areas within our growth areas

Strategy 3 (Partnerships/Relationships)

- Initiative 3.1.** Build strong connections and relationships with community partners, residents, and employees
- Initiative 3.2.** Lead efforts to advocate for legislation to promote Cibolo's interest
- Initiative 3.3.** Be prepared to engage partner agencies when at the table

Strategy 4 (Quality of life implementation plan)

- Initiative 4.1.** Promote active lifestyles for all ages by providing opportunities to recreate
- Initiative 4.2.** Create and sustain safe and well-kept neighborhoods that residents love to call home
- Initiative 4.3.** Support youth activities
- Initiative 4.4.** Provide unique outdoor experiences to create "Memorable experiences"

Strategy 5 (Governance Implementation Plan)

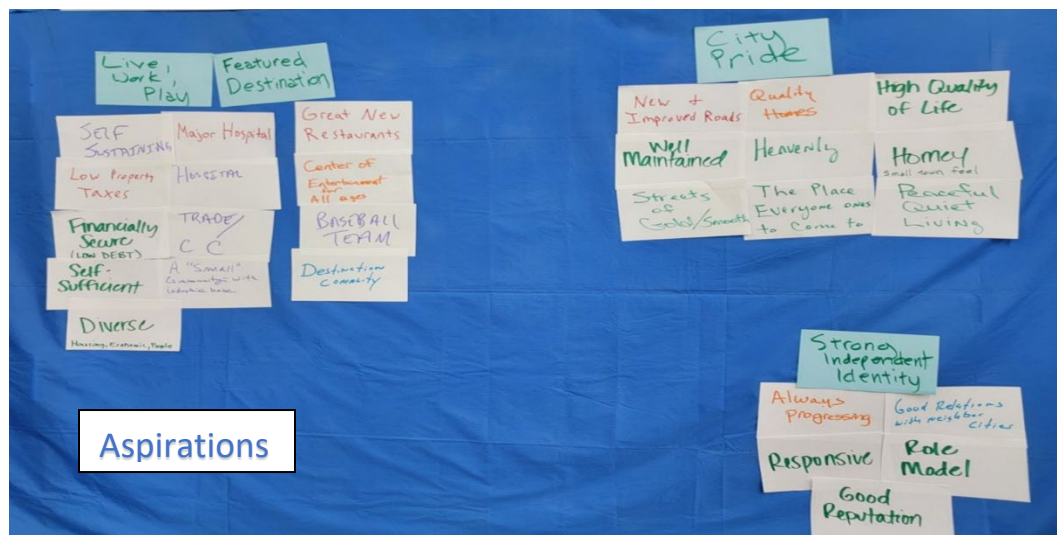
- Initiative 5.1.** Foster fiscal health through disciplined long-term planning, cost control, efficiency, increased revenue, & innovative funding solutions
- Initiative 5.2.** Communicate our goals, successes, and challenges to the community and serve as a leader and champion for the community
- Initiative 5.3.** Govern openly and transparently, building, and sustaining trust through citizen inclusion and involvement
- Initiative 5.4.** Provide high-quality services that are responsive to citizens' needs, readily accessible, courteously delivered, and professionally managed

VISION BUILDING EXERCISE

At its Strategic Planning Workshop City Council worked on developing its Vision Statement. To start the exercise, Council was asked to envision the future by thinking about *the organization's purpose, Cibolo's problems, and what the community would be like when they have achieved their aspirations*. The Vision statement depicts the City of Cibolo when it has fulfilled its purpose.

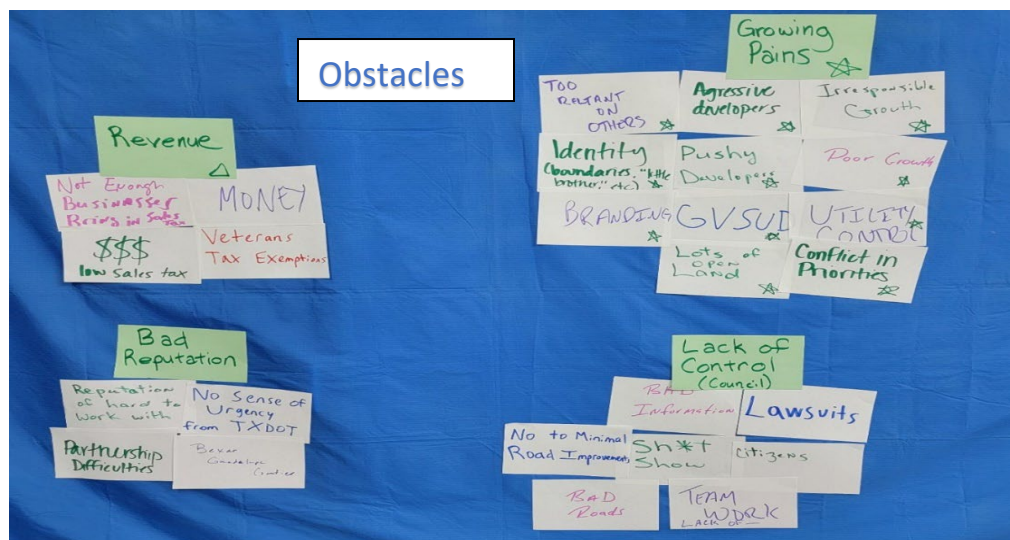
1. What is your purpose?

- Purpose is the reason you or your organization exists apart from what you do, how you do it, or what you get in return for what you do.
- Purpose is your usefulness, your contribution, and your value add.



2. What is your problem?

- Without talking about solutions, look at the SWOT analysis and write down what is our problem? What are we trying to make better?



Following the first 2 questions, Council shifted to thinking about envisioning the City had fulfilled its purpose and solved all of its problems.

3. What would the world be like without that problem?

Strong Independent Identity

Good Relations with Neighboring Cities	Always Progressing
Responsive	Good Reputation
Role Model	

City Pride

New and Improved Roads	Streets of Gold/Smooth
Well Maintained	Homey small-town feel
Heavenly	High quality of life
Peaceful Quiet Living	Quality of Homes
The place everyone comes to	

Featured Destination/ Live, Work, Play

A “small” community with industrial base	Diverse
Financially Secure (low debt)	Hospital
Self-Sustaining	Destination Community
Self-Sufficient	Major Hospital
Trade/CC	Center of Entertainment for all ages
Low Property Taxes	Great New Restaurants

The Mayor and Council members developed four draft vision statements at the workshop (see below). They would continue working on the Vision Statement until April. The initial statements were:

Vision Statement - Version 1

Cibolo: A model community that is proud of our historic roots, responsive to residents, and innovating for our future.

Vision Statement - Version 2

Cibolo: A historic community that is model of innovation for the future of our residents. To leave Cibolo a better place for future generations.

Vision Statement - Version 3

Cibolo: Striving to preserve our authentic history by being a model of innovation and responsive to our existing and future residents.

Vision Statement - Version 4

Cibolo: Honoring our Historic roots while striving towards an innovative, inclusive, and prosperous future.

On April 26, 2022, City Council voted in favor of the following vision statement:

VISION STATEMENT

The Cibolo City Council's Vision is...

“A community that is proud of our historic roots, responsive to residents, and innovating for our future.”

GOVERNANCE DISCUSSION

At its Strategic Planning Workshop, City Council was asked how they would like to govern and how they would like to see their Governance in action.

How will you lead?

- Invite community participation at Council meetings
- Promote community participation and recognize it
- Mutual respect for one another
- Will go to others, not wait for people to come to them
- Speak with a positive tone even when needing to be critical
- Accountability (Council needs to be accountable for selection of Citizens onto committees)
- Lead by example
- Be humble, but confident
- Be seen as being at the table; providing strong representation

How will you Communicate?

- Have integrity and accuracy
- Follow-through
- Consistency among elected officials
- Transparency
- Always seek to improve

What are your expectations of Staff?

- Accurate and honest information; want to trust the source
- Trustworthy, Respect, Accountability, Professionalism
- Be prepared; anticipate
- Seek partnership with other agencies
- Enforce Councils decisions and properly document
- Follow-through
- To not speak poorly of Council
- Submit City Council packet items on time
- Have a P.R. packet to help Council understand what to do when contacted by media
- Be professional and follow up on Council direction
- Give Council options

Council also listed that they wanted staff to find a Grant seeker/writer and to grant opportunities.

MAYOR'S LEADERSHIP PHILOSOPHY

On January 26th, City Council held a Strategic Planning Workshop. Mayor Stosh Boyle shared his Leadership Philosophy with the Council members. This helped inform new and existing members about Mayor Boyle's standards for himself and expectations of the entire Council.



Mayor
Stosh Boyle

- 1. Continuity**
- 2. Consistency**
- 3. Respectful**
- 4. Promote between one another, and with the Public at meetings**
- 5. Honor what each member brings to Council**
- 6. Inclusive**
- 7. Council represents the community**
- 8. Walk the talk**

SWOT ANALYSIS

On January 11th, City Manager Reed facilitated a discussion with the City Council at their regularly scheduled meeting as an introduction to the SWOT Analysis activity. This discussion served as a starting point for Council’s Strategic Planning. It was an opportunity for them to provide their individual thoughts on what they saw as the organization’s **Strengths**, **Weaknesses**, **Opportunities**, and **Threats (SWOT)**.

At the following City Council meeting held on January 25th, Mr. Reed provided a summary version of Council’s feedback. The exercise would help Council use strategic thinking to view and make sense of the environment (both internally and externally) that influences and surrounds the community. Understanding the environment would help Council respond to and to take advantage of the constantly changing environment to ensure Cibolo sustains its aspiration to be a City of Choice.

	Helpful	Harmful
Internal	<ul style="list-style-type: none"> • Strong Management/Leadership/ Dedicated Staff • Location • Finances • Military Presence • Community Pride/Uniqueness <p>S</p>	<ul style="list-style-type: none"> • Infrastructure – Roads, Flooding, • Broadband • Internal Processes/Prof. Development/ Project Management • Branding/Public Relations • Strategic Planning <p>W</p>
External	<ul style="list-style-type: none"> • Location • Economic Development • Partnerships/Infrastructure • Broadband • Quality of Life • Communications • Workforce <p>O</p>	<ul style="list-style-type: none"> • Economic Competition • Growth – Housing Diversity • Infrastructure • Strategic Planning/Project Manage • Branding/Communication/Engage • Partnerships • Utility Dependency <p>T</p>

The entire SWOT Analysis is available in a separate document, because of the amount of feedback Council provided in eight (8) separate responses.

EXECUTIVE TEAM CONTRIBUTIONS

The City Manager and Executive Team began the process of reviewing the outcomes of the Council’s Strategic Planning workshop and the initial Action Plan. The Executive team met over the course of four working sessions to develop goals that would implement the Council Strategies and Goals. During these working meeting, the team members left questions next to some goals, recommended new ones, and suggested consolidating some goals, while they wrote Actions for the Goals.

The dates of the Executive Team’s work are as follows:

- ***Friday, April 22, 2022 - Economic Development***
- ***Thursday, May 26, 2022 - Infrastructure***
- ***Tuesday, May 31, 2022 - Partnerships/Relationships and Quality of Life***
- ***Wednesday, June 1, 2022 - Governance***

Following the work by the Executive Team, a draft Action Plan was shared with City Council at future workshops. The detailed implementation plan is included at the end of this Strategic Plan.

Note: It should be noted here that the City Manager and Executive Team recommended consolidating various initiatives and adding goals and action steps to provide clarity and substance to the strategic plan. The Implementation Plan provided is a product of that effort.



CONCLUSION

The City of Cibolo Mayor and City Council came together to create a cohesive strategic plan. This is the first strategic plan the City Council has created and comes at a time when decisions made now can change the trajectory of the community. This plan has goals that Council agreed are a priority and outlines the implementation and the actions identified to achieve these goals.

With this plan being agreed upon and adopted, the City of Cibolo can ensure all facets of the organization are working towards the common goals set forth by City Council. After adoption of the plan, Staff will have a clear focus area for their departments to ensure that as daily operations continue, the long-range goals are being achieved. The process has helped align staff leadership and Council. In fiscal year 2023, the City Manager's Office will work with each department and service area to develop annual business plans and will track progress on ACTIONS to ensure staff is advancing Council's Strategies.



ACTION PLAN

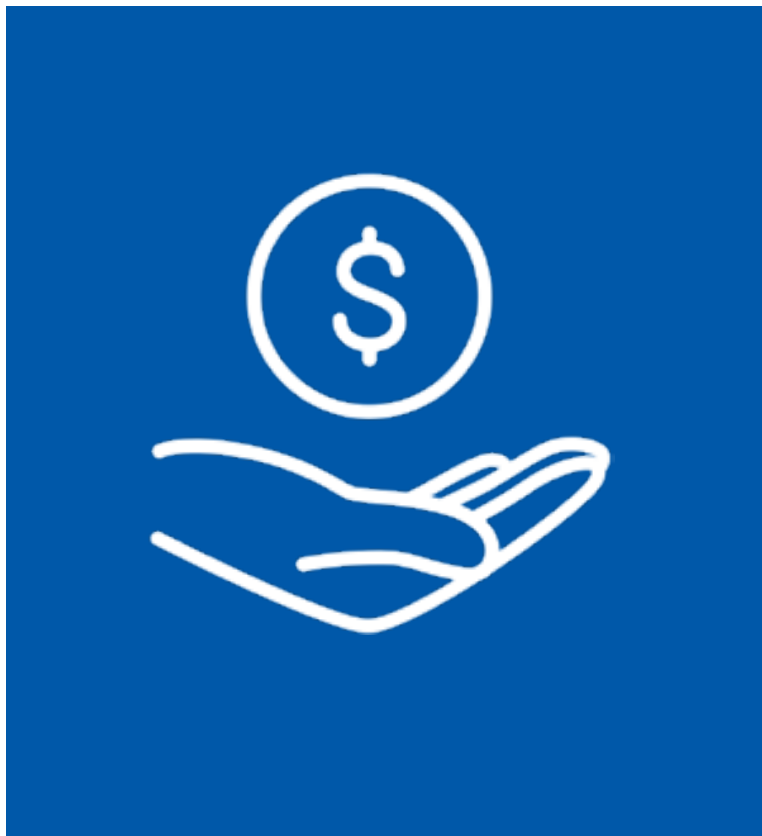
Strategy 1. Economic Development

Strategy 2. Infrastructure

Strategy 3. Relationships/Partnerships

Strategy 4. Quality of Life

Strategy 5. Governance



Strategy 1. Economic Development

Council Strategic Planning Workshop – Goals Economic Development Implementation Plan

(Approved September 13, 2022)

	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY23	FY24	FY25
1.1	Institute forward thinking business, land use, development, and public safety strategies to promote community growth and development							
		1.1.1	Balance Cibolo's tax base to include increased revenue through sales tax	Update to Comp Plan's Future Land Use Map (FLUM) should reflect a balance between residential and nonresidential to produce a sustainable growth pattern that provides revenue to provide levels of service that meet community expectations.	Planning	X - Start	X - Finish	
				Create a Fiscal Impact Model that is custom tailored to Cibolo to calculate the revenues produced versus cost to serve from a project to understand how land development will contribute to sustaining City's LOS; also to calculate build-out. Continue to use impact data to understand economic impact of projects.	Economic Development	X		
		1.1.2	Invest in Water and Wastewater Infrastructure (community-wide)	See Infrastructure Strategy 2.2.2		X		
		1.1.3	Expand 78 Corridor	Update FM 78 Corridor Plan *In coordination w/ comp plan update	ED/Planning	X - Start	X - Finish	
		1.1.4	Balance property vs sales tax	Achieve 50% revenue increase from sales tax over next 3 years by attracting quality retail businesses	ED	X	X	X
		1.1.5	Develop ED Plan including calendar of planned outreach/conferences	Conduct an E.D.C. Strategic Plan	ED	X - Start	X - Finish	
		1.1.6	Explore improving access to broadband internet service	Engage local providers, including GVEC, AT&T, and Spectrum as well as possibility of municipal broadband	IT and ED	X	X	
				Seek grants and assistance to explore options to bring broadband service to parts of city that are in need	Finance	X	X	X

Council Strategic Planning Workshop – Goals Economic Development Implementation Plan

(Approved September 13, 2022)

1.2	Promote attractive well planned major throughfares							
		1.2.1	Promote growth near I-10	See Goals 1.1.1, 1.1.2, and 1.2.3		X	X	
				Coordinate with GVSUD on adequate infrastructure to support growth	Planning/CMO	X	X	X
				Invest in roadway improvements to support industrial/manufacturing	CIP Manager	X	X	X
				Design Public Safety Facility Fire/Police	CIP Manager/CFD	X		
				Construct Public Safety Facility Fire/Police	CIP Manager/CFD		X - Start	X - Finish
				Incentive agreements to assist business w/ cost for public infrastructure	ED	X	X	X
		1.2.2	Connect I-10 to FM 78	In coordination w/ update to FLUM, update Thoroughfare Plan and initiate ROW acquisition/reservations in phases	Planning/CIP Manager	X	X	X
		1.2.3	Expand to I-10 (Land Development)	See Goals 1.1.1, 1.1.2, 1.2.1, and 1.2.2				
				See 1.3.1 and 1.3.2				
		1.2.5	Begin mtgs w/ TxDOT, County, Cities on FM 78 improvements	Remain active on AAMPO, TAC, & NEP as well as working with County on Lateral Road tax	CMO/Public Works/CIP Manager	X	X	X
		1.2.6	Bring road maintenance funds to at least \$1M annually in 3 years	Council annual budget priority	City Council	X	X	X
				Develop an annual street maintenance program including presentation to Council and RFBs	Public Works and CIP Manager	X	X	X
1.3	Aggressive Recruitment of targeted industries							
		1.3.1	Bring industry to I-10	See Goals 1.1.1, 1.1.2, 1.2.1, 1.2.2, and 1.2.3	ED	X	X	X
		1.3.2	Bring IT Companies to I-10	See Goals 1.1.1, 1.1.2, 1.2.1, 1.2.2, and 1.2.3	ED	X	X	X
				Part of an E.D. Strategic Plan (see Goal 1.1.5)	ED	X		
		1.3.3	Attract the City's first Hotel/Motel	Promote EDC Property & Cibolo Crossing Sites	ED	X	X	
		1.3.4	Explore a Hospital District	Explore as part of ED Strategic Plan as a targeted industry (see Goal 1.1.5)	ED	X		
		1.3.5	Conduct Retail Study to identify opportunities to attract new retail sectors and strategy to target retailers to attract them to Cibolo	Proactively recruit specific retailers to Cibolo "target recruitment"	ED	X		

Council Strategic Planning Workshop – Goals Economic Development Implementation Plan

(Approved September 13, 2022)

				Develop a retail recruitment strategy	ED	X		
1.4	Promote and preserve historic downtown							
		1.4.1	Develop strategy for safe pedestrian walkway across R.R. downtown	Engage UPPR and TxDOT on process and funding opportunities	Public Works	X		
		1.4.3	Pond with scenic views and special features	Provide Council opportunity to set specific expectations in CC budget workshop	Public Works - Parks			
				Ensure this is part of future Parks and Recreation Master Plan	Public Works - Parks			
		1.4.4	Constant communication and activities	QR Codes, Digital newsletters	Communications	X	X	
				Annual Mtgs with stakeholders	CMO, ED, and Planning	X	X	X
				Provide monthly reports to Council on ED activity	ED	X	X	X
		1.4.5	Create “Main Street” program w/ focus on small business growth/support	Explore membership with the Texas Main Street program	ED	X		
		1.4.6	Utilize the study from years ago – Downtown Revitalization Plan	Review and present on the Downtown “CORE” Plan	Planning and ED	X		
				Amend Downtown CORE Plan at Council direction and revise UDC	Planning and ED	X		



Strategy 2. Infrastructure

Council Strategic Planning Workshop - Goals Infrastructure Implementation Plan
(Approved September 13, 2022)

[illegible]

		2.1.4	Use street maintenance report to develop road repair plans	Present on the City's <u>Pavement Management Plan Report</u> City of Cibola (dated 6/27/2019) annually during budget workshops. Use for street maintenance program and consider in each budget cycle.	CIP Manager		X	X	X
		2.1.5	Update UDC	See Governance Strategic Initiative 5.1.3					
				Comprehensive update after Comp Plan in FY24.	Planning			X	
				Convene UDC Advisory Committee and identify amendments for FY23	Planning		X		
		2.1.6	Update DCM	Hire a consultant to complete process.	Planning		X (Needs Funding)		
2.2	Gain Control of utility service areas within our growth area								
		2.2.1	Work with utility providers to coordinate services	Quarterly or semi-annual meetings with other utility providers to ensure the City is "at the table" and is prepared to strengthen partnerships where we have a willing partner.	Executive Staff		X	X	X
		2.2.2	Invest in Water and Wastewater Infrastructure (community-wide)	Engage GVSUD on wastewater CNN; Dependent on litigation	Public Works/CMO		X		
				Explore CCN for Wastewater	Public Works			X	
				Discuss options for dual-certification of CCN – Water and Sewer with GVSUD.	Public Works		X		
				Decide on City's commitment to financially contribute to the CCMA Woman Hollering Creek WWTP by Dec 2023 (FY24 Budget)	Public Works		X		
				Decision on CVLGC water projects. Explore SSLGC partnership on water resources	Public Works/CMO		X		
		2.2.3	Engage GVSUD to build working relationship through recurring meetings	City presence at all GVSUD meetings	CMO/Planning/ Public Works		X		
		2.2.4	Explore options to expand broadband internet some to cover entire city.	Present on options to improve broadband internet service.	IT		X		
				Coordinate with broadband providers to locate WCP (5G) facilities.	Planning/IT		X		



Strategy 3. Relationships/Partnerships

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	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY23	FY24	FY25
3.1	Build strong connections and relationships with community partners, residents, and employees							
		3.1.1	Developer meetings	Monthly meetings. City development services and economic development staff to facilitate monthly meetings with development community (builders, developers, etc...). Share City development activity, special projects, and city initiatives to build stronger relationship. Request attendees share with City their activity and plans for next 3-6 months to help City forecast demand on development services. - Share expectations like set clear expectations for quality development prohibition of temp signs in ROW, and maintain SWPPP and clean streets during construction	ED/Planning/PW	X	X	X
				Present to Council existing standards and how to communicate expectations to developers	Planning	X		
				Create contact list and update yearly	ED/Planning/PW	X	X	X
		3.1.2	City outreach to Veterans groups and civic groups	Annual meetings with VFW, VA, and others (Veterans workforce)	ED	X	X	X
				Establish connection with Disabled Veterans (DAV)	ED	X	X	X
				Partner with EDOs, (GreaterSATX) and workforce partners (TWC) on Veteran training opportunities	ED	X	X	X
				Develop transitional workforce program with local employers and GBSA. Maybe partner with TheChamber	ED	X	X	X
		3.1.3	Continue relationships with other entities	Continue Council involvement and attendance at the Guadalupe County Mayors and County Judge meetings	City Council	X	X	X
				ED to meet semi-annually with GVEC, GVSUD, and other local development organizations	ED	X	X	X
				Engage nonprofits and faith-based organizations to increase community engagement	City Council/ED	X	X	X
				Share calendar invites for Schertz city events to keep council informed	Communications/CSO	X	X	X
				Continue standing SCUCISD & City Management Mtgs.	CMO	X	X	X
				Continue standing City Manager meetings with other CMs and TheChamber	CMO	X	X	X
				Planning Director & Staff to meet with School District and neighboring Planners	Planning	X	X	X

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				Continue City Manager, PW Director, CIP Manager, Planning Director with GVSUD Leadership meetings	Executive Staff	X	X	X
				Continue City Manager meetings with Guadalupe Co. Judge and Commissioners Pct. 3 & 4	CMO	X	X	X
				Provide Council contact information to TheChamber to receive invitations to business events	CSO	X	X	X
		3.1.4	Coordinate with HOA- “All about the City” to help with HOA issues and questions	Update HOA contact information listing on regular basis	Communications	X	X	X
				Hold HOA Town Hall meetings (educational & informative)	City Council/CMO	X	X	X
		3.1.5	Expand internship program	Implement College Internship program in FY23	HR/CMO	X	X	X
		3.1.6	Reach out to County/State resources (WIC, GRASP, TWC)	Request meetings with state reps and coordinate with the Guadalupe County Mayor’s and Judge Group	CMO/CC	X	X	X
		3.1.7	Recognition Program	Continue Council Recognition program for community members (volunteers)	CSO	X		
				Set up budget and consistent measures for recognition program	HR	X		
				Continue to use Motivosity for employee’s peer to peer recognition	HR	X		
				Implement Annual Recognition Program for employees	HR	X		
				Create program for on-the-spot CM recognition	HR/CMO	X		
				Continue to recognize employees for years of service at both the department level and at council meetings	HR	X	X	X
				Provide council with calendar invites to official employee recognition events, such as swearing in of new police officers and firefighters, employee appreciation events, and the Annual Holiday Party	CMO/HR/CSO	X	X	X
3.2	Lead efforts to advocate for legislations to promote Cibolo’s interest							
		3.2.1	Council to be active liaisons to City and internal agencies	Create list for Council Appointments	CSO	X	X	X
				Create list for staff to support Council	CSO	X	X	X
				Review list annually	CSO	X	X	X
		3.2.2	Quarterly meetings with County, State Representatives, and Senators. Continue to talk to and work with State Representatives	Participate in Guadalupe Co. Mayors and Judge meetings, including meetings with State Reps	City Council/CMO	X	X	X

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				Get involved with TML and other legislative committees and provide presentations to Council to formulate legislative priorities so that Council and staff have “One Voice” to express Cibolo’s interests	CMO	X	X	X
				CMO to present legislative topics to Council to build our legislative priorities	CMO	X	X	X
				Schedule standing meeting with State Officials	CMO	X	X	X
		3.2.3	Track new laws that impact municipal authority on for development	Annual update from City Attorney’s Office	CAO	X	X	X
				Elected officials need to be engaged with state reps during sessions	City Council	X	X	X
3.3	Be prepared to engage partner agencies when at the table							
		3.3.1	Explore County/City joint facility off IH-10	Look for grants to assist with funding	Finance	X		
				Coordinate with County to explore joint Public Safety Facility	CPD/CFD	X		
		3.3.2	Annexation balance between builders and citizens	Promote quality development with developers and seek annexation agreements to encourage annexation that achieve goals of City	Planning	X		
		3.3.3	Improve relationships with neighboring cities to cooperate on infrastructure projects and community events	Continue coordination with City of Schertz related to water, wastewater, transportation, and community events	Public Works/Communications	X	X	X
		3.3.4	Advocate to County for lateral-road tax revenue to be allocated for road improvements in and around Cibolo	Engage the County by requesting financial partnership on roadway improvements in and around Cibolo	City Council/CMO	X	X	X



Strategy 4. Quality of Life

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	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY23	FY24	FY25
4.1	Promote active lifestyles for all ages by providing opportunities to recreate							
		4.1.1	Explore development of sports fields for programmed events	Conduct feasibility Study to identify resource requirements to establish new sports fields that can accommodate youth/adult program (like BVYA) and resource impact for City (staff and budget) See 4.3.1	Public Works- Parks		X	
		4.1.2	True nature trail by creek	Include linear park/trail system in P&R Master Plan	Public Works - Parks		X	
				Explore possibility of utility easements for hike and bike trail connectivity	Public Works	X	X	X
				Seek grants (AAMPO & TPWD)	Finance/Parks/Planning	X	X	X
		4.1.3	Look at new and upcoming activities	Explore recreation trends and P&R master plan.	Public Works - Parks		X	
		4.1.4	Family – friendly workplace	Explore personnel policies to that can support work-life balance and compare to other local agencies	HR	X		
		4.1.5	Bike friendly	Explore during update to Thoroughfare Master Plan for on- street bike lanes and coordinate with the Parks & Rec master plan when it is funded	Public Works - Parks		X	
				Evaluate how to incorporate design for and cost for on-street shared use paths. Also need Council direction on its support for such on-street facilities.	Public Works - Parks		X	
				Recruit bike friendly companies.	ED	X	X	X
		4.1.6	Promote “Love Where You Live”	Develop marketing initiative strengthen the image of Cibola being a "City of Choice"	ED/Communications	X	X	

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		4.1.7	ADA friendly facilities/parks/trails	Ensure all public facilities comply with ADA.	Publics Works	X	X	X
		4.1.8	Senior oriented activities and programs	Monitor utilization of the existing Senior program and provide Council presentation	Public Works - Parks	X	X	X
4.2	Create and sustain safe and well-kept neighborhoods that residents love to call home							
		4.2.1	Talk with Developers to bring their best products that last a lifetime	ED/EDC will work with commercial developers to bring unique and quality developments	ED	X		
				Adopt City standards for public park improvements and minimum amenities	Public Works - Parks	X		
		4.2.2	Enhance Public Safety by providing sufficient police resources	Increase shifts from four (4) patrol offices plus sergeant to (5) patrols officers plus sergeant	CPD		X	
		4.2.3	Neighborhood Watch	Promote program through educational presentations to encourage these volunteer programs in neighborhoods	CPD	X		
		4.2.4	Purchase land	Evaluate park impact fees for park dedication fee changed to developer in lieu of land dedication	Public Works - Park	X		
		4.2.5	Start developing maps and renditions to accelerate	Continue to maintain and enhance GIS products posted on City website	IT	X		
		4.2.6	Promote pedestrian mobility by maintaining sidewalk network	Conduct sidewalk inventory to prioritize repairs and to fill gaps	Public Works - Streets	X		
				Promote use of SeeClickFix to help the City provided responses service delivery to Citizens	Communications	X		
4.3	Support youth activities							
		4.3.1	Promote a youth sports association	Evaluate interest by individuals/group to start a non-profit for youth sports See 4.1.1	Public Works - Parks	X		
		4.3.2	Work with all youth organizations and YMCA to bring and utilize our fields	Exploring funding for phase II of youth sports complex	Finance/Parks	X		

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				Provide Council with regular report (i.e., every 6 months) on field usage by YMCA	Public Works - Parks	X	X	X
				Schedule presentation from YMCA to Council to include Annual report	Public Works - Parks	X	X	
		4.3.3	Build an inclusive community which lends to positive and memorable experiences	Develop a neighborhood parks range of features so that as local parks develop, the features complement, rather than duplicate one another	Public Works - Parks		X	
				Develop trail system that connects neighborhoods and commercial areas	Public Works - Parks/Planning		X	
		4.3.4	Better utilization of City playing fields	Track usage of playing fields in City Parks and MEC	CSO/UB	X		
				Make online reservation portal available to customers	IT	X		
4.4	Provide unique outdoor experience “Memorable experiences”							
		4.4.1	Develop distinctive outdoor amenities and activities	Update Downtown master plan to create clear vision for the heart and soul of our community	ED/Planning		X	
				Continue Cibolo Summer Nights, Market Days, Holiday Parade, Cibolofest and other complementary special events	CSO/Communications/ Publics Works-Parks	X	X	X



Strategy 5. Governance

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	STRATEGIC INITIATIVE		GOALS	ACTION STEPS	OWNER	FY23	FY24	FY25
5.1	Foster fiscal health through disciplined long-term planning, cost control, efficiency, increased revenue, & innovative funding solutions							
		5.1.1	5-year financial plan	Develop during annual budget process. It would be best to hire a consultant for the first 5-year plan with intent to have it updated annually through City staff during budget process	Finance		X	
		5.1.2	Balanced budget	Annual budget process requires a balanced budget by managing expenses within revenues to cover operations, maintenance, and debt payments, plus use of surplus funds for one-time projects	CMO/Finance	X	X	X
		5.1.3	Focus on long term planning to include UDC, CIP, and Master Plans	Provide upfront a CIP scope of work, timeline, and outcomes to Council Sub-committee	CIP Manager	X	X	X
				Prioritize projects by needs and funding (See 5.1.1)	CIP Manager/Planning	X	X	X
				Create city facility master plan to provide long term facility needs as City grows	CIP Manager/Public Works - Facilities		X	
				Manage schedules to meet expectations and understand how the completion of one study impacts the ability to start the next one. Example: Comp Plan update must be complete before rewrite of the UDC	Executive Staff	X	X	X
				Create an annual UDC work program using UDC Advisory, P&Z, and Council direction on Committee	CIP Manager/Planning	X	X	X
				Update Comprehensive Plan (Sept 2022 to October 2023)	CIP Manager/Planning	X - Start	X - Finish	
				Parks and Rec master plan to start after comp plan update.	Public Works - Parks		X - Start	X - Finish
				Update UDC after comp plan update – October 2023 – Sept 2024	Planning		X - Start	X - Finish

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				Update the DCM	Planning/ Public Works			
				Fund Water/Wastewater Master Plan after City resolves litigation with GVSUD	Public Works		X	
				Update the <u>Pavement Management Plan Report</u> from June 2019	CIP Manager/ Public Works		X	
				Continue CIP Staff Committee to coordinate on project development	CIP Manager	X	X	X
5.2	Cibolo communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community							
		5.2.1	Cibolo Magazine and annual report	Collect quotes for new contract for printed newsletter. Council direction in FY23 budget	Communications	X		
				Create digital newsletter content calendar	Communications	X		
				Work with PIO on content and postings	Communications	X		
				EDC Annual report posting	Communications/E D	X		
		5.2.2	Conduct townhall meetings	Use public input for digital options	Communications/ CMO	X	X	X
				Utilize Everbridge option for Town Hall notice to Citizens	IT	X	X	X
				Create calendar for Town Hall meetings with elected officials	Communications	X	X	X
		5.2.3	Transparency	Implement fiscal transparency tool included with Open Gov	Finance	X	X	X
				"Council Action" recap videos for citizens by the Mayor.	Communications/ CMO	X	X	X
				Achieve TX state comptroller awards for transparency.	Finance	X	X	X
		5.2.4	Post and promote social media	Continue posting after Council presentations, proclamations, service awards, etc...	Communications	X		
				Utilize new platforms for more engagement through public input, Everbridge, and Revize	IT/ Communications	X		
				Develop videos of P.W. staff completing projects	Communications		X	
				Council recap videos. Mayor to speak on what Council did	Communications		X	

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5.3	Govern openly and transparently, build and sustain trust through citizen inclusion and involvement							
		5.3.1	Community Engagement on Master Plan	Provide calendar of community engagement opportunities on City Website	Communications/ Planning	X		
				Public input survey for Citizen engagement	Communications	X		
		5.3.2	Provide maps and renditions to illustrate ideas	Requirement in RFP or RFBs for CIP projects to include renderings	CIP Manager	X		
				Have developers and builders provide renderings for development projects.	Planning	X		
				Enhance GIS products and maps on City Website	IT	X		
		5.3.3	Expand Communication Channels	Implement new website (Revize) and survey tools to provide greater accessibility for citizens to provide feedback	IT/ Communications	X		
				Conduct in-person Town Hall meetings twice annually and test virtual town halls	Communications/ CMO	X	X	X
		5.3.4	Annually review of official City policies	Financial policies	Finance	X	X	X
				Personnel policies	HR	X	X	X
5.4	High quality services are responsive to citizens' needs, readily accessible, courteously delivered, and professionally managed							
		5.4.1	Provide Bond and CIP updates to the public	Dedicated webpage, CIP updates and newsletter	CIP Manager/ Finance/ Communications	X	X	X
		5.4.2	Transparent leadership which keeps our citizenry constantly informed on current and future infrastructure improvements and community social engagement opportunities	Re-establish Council Orientations. Have staff reps from all departments. Town Halls can be used to provide updates on CIP and social engagement	CMO/Executive Staff	X	X	X
				Create and maintain all committee orientation	CMO/CSO/ Executive Staff	X	X	X

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		5.4.3	Rapid implementation of Bond issues before further inflation	Strengthen CIP by creating procurement templates, dashboard, master schedule, communication of future projects and better RFQ development	CIP Manager	X		
				Complete project development, including costs, before bonds are issued	CIP Manager	X	X	X
		5.4.4	Online – project completion, status of request, additional videos	Maintain existing GIS Development map and website, add CIP	IT	X	X	X
				Mandatory staff training on SeeClickFix for each department	Communications	X	X	X
				Increase video presence on new website and social media accounts	Communications	X	X	X
				Utilize PEG Funds and create production studio. Utilize PEG channel once stood up	Communications	X		
		5.4.5	Hire, retain and develop the best and hold employees accountable for actions	Continue to execute Organizational Excellence through Vision Inspired, Mission Focused, Values Driven, and Performance Based strategy	HR/CMO	X	X	X
				Implement a performance management program built off of department/service area missions and strategic goals in FY23, starting with a pilot program and then citywide	HR/CMO	X		
				Maintain market pay to be competitive in workforce to attract and retain top talent	HR/CMO	X	X	X
				Revamp recruiting process	HR	X		
				Conduct staffing analysis to determine LOS to meet Council and community expectations	HR		X	
				Provide total rewards statement to every employee on annual basis	HR	X	X	X
		5.4.6	Revamp Building Services Department	City outsourced to 3 rd party in FY22	DONE			
		5.4.7	Explore telecommuting & flex work policy	Present a proposed policy and management structure to Council	HR	X		