



## City Council Special Meeting

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Tuesday, January 13, 2026, 5:00 PM

Est. Duration: 20 min

Council Chambers  
200 S. Main St.  
Cibolo, Texas 78108

### **1. Call to Order**

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### **2. Roll Call and Excused Absences**

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### **3. Invocation**

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### **4. Pledge of Allegiance**

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### **5. Citizens to be Heard**

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This is the only time during the Council Meeting that a citizen can address the City Council. It is the opportunity for visitors and guests to address the City Council on any issue to include agenda items. All visitors wishing to speak must fill out the Sign-In Roster prior to the start of the meeting. The City Council may not debate any non-agenda issue, nor may any action be taken on any non-agenda issue at this time; however, the City Council may present any factual response to items brought up by citizens. (Attorney General Opinion – JC-0169) (Limit of three minutes each.) All remarks shall be addressed to the Council as a body. Remarks may also be addressed to any individual member of the Council so long as the remarks are (i) about matters of local public concern and (ii) not disruptive to the meeting or threatening to the member or any attendee including City staff. Any person violating this policy may be requested to leave the meeting, but no person may be requested to leave or forced to leave the meeting because of the viewpoint expressed.

### **6. Executive Session**

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The City Council will meet in Executive Session as Authorized by the Texas Gov't Code Section 551.071, Consultation with Attorney and Section 551.074, Personnel Matters to discuss the following:

6.A. City Secretary appointment, employment, evaluation, and duties.

### **7. Open Session**

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The City Council will reconvene into Regular Session and take/or give direction or action, if necessary, on items discussed in the Executive Session.

### **8. Discussion/Action**

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8.A. Discussion/Action on the City Council's Policies.

8.B. Discussion/Action on the FY25 Annual Report and the updated FY26-FY27 Council Strategic Plan, including the public posting of these documents on the City's website. (Mr. Reed/Mr. Morris)

### **9. Adjournment**

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This Notice of Meeting is posted pursuant to the Texas Government Code 551.041 - .043 on the front bulletin board of the Cibolo Municipal Building, 200 South Main Street, Cibolo, Texas which is a place readily accessible to the public at all times and that said notice was posted on

Peggy Cimics, TRMC

City Secretary

Pursuant to Section 551.071, 551.072, 551.073, 551.074, 551.076, 551.077, 551.084 and 551.087 of the Texas Government Code, the City of Cibolo reserves the right to consult in closed session with the City Attorney regarding any item listed on this agenda. This agenda has been approved by the city's legal counsel and subject in any Executive Session portion of the agenda constitutes a written interpretation of Texas Government Code Chapter 551. This has been added to the agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.144.

A possible quorum of Council, committees, commissions, boards and corporations may attend this meeting.

This facility is wheelchair accessible and accessible parking space is available. Request for accommodation or interpretive services must be made 48 hours prior to the meeting. Please contact the City Secretary at (210) 566-6111. All cell phones must be turned off before entering the Council Meeting.

I certify that the attached notice and agenda of items to be considered by the City Council was removed by me from the City Hall bulletin board on the \_\_\_\_ day of \_\_\_\_\_ 2026.

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Name and Title



Date Posted: January 7, 2026 04:56 pm



City Council Special Meeting Staff Report

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**A. Discussion/Action on the City Council's Policies.**

Meeting	Agenda Group
Tuesday, January 13, 2026, 5:00 PM	Discussion/Action Item: 8A.
From	
Peggy Cimics, City Secretary	

**PRIOR CITY COUNCIL ACTION:**

N/A

**BACKGROUND:**

N/A

**STAFF RECOMMENDATION:**

N/A

**FINANCIAL IMPACT:**

N/A

**MOTION(S):**

N/A

**Attachments**

[Policy 1 for packet.pdf](#)

[Policy 2 for packet.pdf](#)

[Policy 3 for packet.pdf](#)



## City Council Policy Directive No. 2020-001

This Policy is required by the City Charter

### CITY OF CIBOLO MEETINGS - COUNCIL/BOARD/COMMISSION/COMMITTEE/CORPORATION RULES AND PROCEDURES

#### Part I. General Provisions

**Rule 1. Scope of Rules.** These rules shall govern the conduct of the Council, Boards, Commissions, Committees, and Corporations and shall be interpreted to ensure fair and open deliberation and decision making.

**Rule 2. Rulings; Matters Not Covered.** The presiding Officer shall rule on all questions of procedure.

**Rule 3. Interpretation.** These rules are intended to supplement and shall be interpreted to conform to the statutes of the State of Texas and the Ordinances of the City of Cibolo. In general, these rules shall be interpreted to allow the majority to prevail but preserve the Right of the Minority to be heard.

#### Part II. Time and Place of Meetings

**Rule 1. Regular Meetings.** The City Council shall meet in regular session on the second and fourth Tuesday in each calendar month beginning at 6:30 pm unless postponed or cancelled for valid reason(s), in the Cibolo Council Chambers. All Boards, Commissions, Committees, and Corporations will set a regular date each month to conduct their meeting and meeting times should be at 6:30 pm to allow citizens an opportunity to attend all meetings. The meetings in extraordinary circumstances may be set to start at a different time. Meetings of all Boards, Commissions, Committees, and Corporations may be cancelled if there are no discussion or action items to be presented.

**Rule 2. Special Meetings.** A Special Meeting is any meeting, other than a regular meeting, where a quorum of members of a specific Council, Board, Commission, Committee or Corporation are present to deliberate public business that the City Council, Board, Commission, Committee, or Corporation has supervision or control over the topic being deliberated.

**Commented [DS1]:** Recommend not including the Cibolo EDC under this directive. City Council must separately approve their Bylaws anyway and there are statutory flexibilities they will lose if required to operate in the manner set forth herein

- A. Special Meetings may be called at the request of the Mayor or a majority of the City Council or the President or Chairman of a Board, Commission, Committee, or Corporation. Said meetings will be held at the time and place as posted on the meeting agenda but should try and keep the time and place the same as the regular scheduled meetings.
- B. Special Meeting must be posted by the City Secretary's Office 72 hours prior to the scheduled meeting. All rules of a regular meeting apply to a Special Meeting.

Commented [DS2]: On its face, this would constitute deliberations of a majority outside a posted meeting and violate the TOMA

Commented [DS3]: New law requires three business days

**Rule 3. Executive Sessions.** The City Council, Board, Commission, Committee, and Corporation may meet in executive session in compliance with the Texas Open Meetings Act. Chapter 551, Governance Code is very specific in regard to the limited subjects a governmental body may discuss in closed or executive session. A vote, if needed, or a matter deliberated in an executive session will be made in an open meeting for which the proper notice is provided.

Commented [DS4]: Government

**Rule 4. Quorum; Majority Vote.** A majority of Council, Board, Commission, Committee, and Corporation shall constitute a quorum at all meetings, unless provided differently by state law, for the transaction of business, and no action of the Council, Board, Commission, Committee, and Corporation shall be of any affect unless it is adopted by the favorable vote of a majority of Council, Board, Commission, Committee or Corporation.

Commented [DS5]: It should actually be stated as a majority of those present and qualified unless a different number is required by state law

**Part III. Regular City Council/ Board/Commission/Committee/Corporation Agenda Packet**

**Rule 1. Agenda Packet.** The Agenda Packet includes the meeting notice ("agenda") and any supporting documentation for agenda items. Supporting documentation will not be handed out the night of the meeting as it does not give Council, Board, Commission, Committee and Corporation the opportunity to review the item prior to discussion of the item. If a document needs to be given out (emergency only) the night of the meeting those documents should be given to the City Secretary for distribution to the Council, Board, Commission, Committee and Corporation. All items requested to be placed on the agenda should be discussed with the City Manager/Chairman/President prior to it being given to the City Secretary to be included on the agenda and all backup material will be required at the time. The City Secretary's Office is responsible for assembling the proposed agenda packet for each meeting a final packet with all items will be required to be given to the Office of the Secretary for file.

**Rule 2. Consent Agenda.** The Mayor/President/Chairman/City Secretary/City Manager may separately designate items as consent items which shall be placed under Consent Agenda on the agenda. The Consent Agenda shall consist of routine items, which the Mayor/ President/Chairman/City Secretary/City Manager determinations can be appropriately considered as a group (without separate discussion) at the meeting.

**Rule 3. Meeting Notice Deadline.** All requests to place a subject on the agenda must be in writing with supporting documentation provided to the City Manager/Chairman/President no later than the week preceding the meeting. All items are due to the office of the City Secretary by close of business one week preceding the regular meeting. Items received after this time will be placed on the next agenda. To keep the agenda from going into the late evening the City Manager may ask if an item can be placed on the next agenda.

**Rule 4. Meeting Notice; Posting.** The City Secretary's Office is responsible for posting the agenda for each meeting. The city's official posting location for the agenda is the bulletin board located at the front of City Hall. The agenda will also be placed on the City's web site.

**Rule 5. Withdrawal of Items.** The Mayor/President/Chairman may withdraw an item on the meeting notice prior to the meeting, and a Council/Board/Commission/Committee/Corporation member may withdraw a item he or she placed on the agenda meeting but in withdrawing an item that has been posted, shall state the reason therefore which reason shall be posted and transmitted to the Council, Board, Commission, Committee and Corporation.

#### **Part IV. Conduct of Meetings**

In accordance with the City of Cibolo City Charter Section 3.12 the City Council will adopt rules and regulations to conduct business.

**Rule 1. Roll Call.** Before proceeding with the business of the Council/Board/Commission/Committee/Corporation the City Secretary determines the presence of a quorum as required by law. When the roll call is taken by either the Mayor/President or Chairman the City Secretary will enter into the minutes all members that were present and all members that were absent from the meeting. The City Secretary will provide the Mayor/President or Chairman any written correspondence received from a member that is not present at the meeting. The Mayor/President or Chairman will inform all other members of the Council, Board, Commission, Committee or Corporation of the absent and the reason the individual could not be present. A vote will be taken to determine if the absence will be recorded as an excused absence. Any member of the Council, Board, Commission, Committee, or Corporation that fails to notify the Office of the City Secretary of the absence at least one hour prior to the start of the meeting will be considered unexcused in the minutes.

**Rule 2. Call to Order.** The presiding officer shall call the meeting to order.

**Rule 3. Presiding Officer.** The Mayor, Chairman, President or in the absence of this individual or the inability to perform, the Mayor Pro Tem, Vice Chairman, Vice President, shall be the presiding officer at all Council meetings or meeting of that particular Commission, Committee, Board or Corporation. If both these individuals are absent or unable to perform, the most senior member present shall preside. In the event two or more members equally possess the greatest seniority, then the eldest person among them shall preside. For this purpose, seniority is measured by current, continuous service on the City Council, Commission, Committee, Board or Corporation.

**Rule 4. Control of Discussion.** The presiding officer shall moderate discussion of the Council, Board, Commission, Committee, or Corporation on each agenda item to assure full participation in accordance with these rules. The presiding officer will preserve order and decorum, preventing the impugning of any member's motives or other personal comment not relative to the orderly conduct of business. The presiding officer shall request all speakers to keep comments brief and relevant to the question before the Council, Board, Commission, Committee, or Corporation. **All persons present in the meeting room should refrain from abusive, rude or inappropriate conduct.** See Chapter 38 of the Texas Penal Code regarding the "hindering" of official proceedings.

**Commented [DS6]:** It should be known that an item placed on an agenda for which a public hearing has been published should not be removed in as much as the public hearing should still be held because the public interest is deemed to have attached

**Rule 5. Order of Consideration of Agenda.** Except as otherwise provided in these rules, each agenda item shall be considered in the numerical order as listed on the meeting notice. Each agenda item shall be introduced by the presiding officer. After an item is introduced, the standard procedure is as follows:

1. Reading of the item by the presiding officer.
2. The Mayor/President/Chairman or other person may present a statement on the item.
3. Discussion with the presenter. A Council, Board, Commission, Committee or Corporation Member may request and receive information, explanations or the opinions of the City Manager or City Employee present.
4. Ask for a motion; if made, ask if there is a second. If seconded, proceed to Rule 5.5. If there is no motion or second, item dies due to lack of motion.
5. Discussion amongst Council, Board, Commission, Committee or Corporation Members on item motion.
6. Unless required by law or Council, Board, Commission, Committee or Corporation Member requests a roll call vote, informal voting shall be used.

**Rule 6. Presiding Officer's Right to Enter into Discussion.** The presiding officer as a Member of the Council/Board/Commission/Committee/Corporation may enter into any discussion.

**Rule 7. Limit on Remarks.** Each Council, Board, Commission, Committee or Corporation Member shall limit their relevant remarks to a reasonable length.

**Rule 8. Presiding Officer's Right to Speak Last.** The presiding officer has the right to speak last on any item.

**Rule 9. Closing Discussion.** Discussion shall be closed on any item by the presiding officer with the concurrence of a majority of the Council, Board, Commission, Committee or Corporation present.

#### **Part V. Council/Board/Commission/Committee/Corporation Action**

**Rule 1. Recording Names of Moving Members.** The City Secretary shall record the name of the Council, Board, Commission, Committee or Corporation Member making each motion and seconding each motion.

**Rule 2. Call for Vote.** At the conclusion of the discussion, the presiding officer shall call for a vote by voice, show of hands or roll call. The presiding officer shall announce the results of the vote. Roll call votes are called in either alphabetical order, from left to right or from right to left with each member responding in the affirmative or negative (aye, yes, nay, or no). If a member does not wish to vote, they answer abstain. In case of a tie, the presiding officer votes. If the presiding officer cannot vote, the motion fails. The Mayor, President or Chairman will only vote in a tie.

**Rule 3. Voting Required.** Each Council, Board, Commission, Committee or Corporation Member present shall vote except the Mayor, unless abstaining, on every action taken by Council, Board, Commission, Committee, Corporation. Any Council, Board, Commission, Committee, Corporation

Member refusing to vote and not excused from voting shall be recorded in the minutes as voting in the affirmative.

**Commented [DS7]:** This cannot be counted as an affirmative vote per Texas Supreme Court case law

When abstaining the member shall state they are abstaining and, if they choose, provide reason as to the abstention. If a member has substantial interest in a business entity or in a real property, the official shall file, before a vote or discussion on any matter involving the business entity or the real property, and affidavit stating the nature and extent of the interest if:

1. In the case of substantial interest in a business entity the action on the matter will have a special economic effect on the business entity that is distinguishable from the effect on the public; or,
2. In the case of substantial interest in real property, it is reasonably foreseeable that an action on the matter will have a special economic effect on the public. Any Council/Board/Commission/Committee/Corporation Member prohibited from voting by personal interest shall announce at the commencement of consideration of the matter and shall not enter into discussion on any such matter.

**Rule 4. Separate Consideration.** Except as otherwise required by these rules, each agenda item shall be voted upon separately with the vote recorded by the City Secretary.

**Rule 5. Action or Consent Agenda.** Except as herein provided the "Consent Agenda" shall be considered as a group (without separate discussion on each item). When the Consent Agenda is introduced each Member of Council, Board, Commission, Committee, Corporation has the right to remove any item. After items are removed, the presiding officer shall ask for a motion on the remaining Consent Agenda items. The item removed will be considered immediately after the consent agenda is completed.

**Rule 6. Consideration Out of Order.** At the request of the Mayor/President/Chairman or a Council, Board, Commission, Committee, Corporation member and with the consent of the rest of Council, Board, Commission, Committee, Corporation any agenda item may be considered out of order.

**Rule 7. Council Action to Withdraw or Defer.**

A Council, Board, Commission, Committee, Corporation Member wishing to withdraw or defer an item may make motion to that effect.

#### **Part VI. Citizen Participation**

**Rule 1. Recording Names of Moving Members.** Comments and suggestions by the public are highly valued and encourages during those parts of a meeting designated for public participation. Speakers must register in advance and limit their presentations to no more than three minutes. If a member has signed up to speak and wants to give their time to someone else this can only be done once as no speaker will be allowed to speak more than six minutes. A Councilmember may read a letter submitted to them by a member of their district who was unable to attend, as long as the letter is no long than three minutes. Speakers should direct all remarks and questions to the Council, Board, Commission, Committee, or Corporation. The presiding officer may refer a matter for investigation, response or other action. The "Texas Open Meetings Act" requires the City to post a notice, in advance, listing every topic or subject to be considered by the Council, Board, Commission, Committee, or Corporation. This Law

may prevent the Council, Board, Commission, Committee, or Corporation from considering a subject raised by a member of the public. Citizens will only speak during the public hearing or citizen to be heard area of the agenda. At no other time should the public get involved in the discussion of an agenda item.

Commented [DS8]: Highly recommend discontinuing the practice of reading comments submitted

**Rule 2. Manner of Addressing Council/Board/Commission/Committee/Corporation.** A person desiring to address the Council/Board/Commission/Committee/Corporation shall sign in prior to the commencement of the meeting. When called forth, the person wishing to comment shall step to the lectern, state their name and address for the record, and then address the Council, Board, Commission, Committee, Corporation. If a person has an item to be given to the Council, Board, Commission, Committee, Corporation, it will be given to the City Secretary for distribution to Council, Board, Commission, Committee, Corporation. No person should approach the dais unless directed by the presiding officer. The City Secretary will keep one item for entry into the packet that is kept on file.

**Rule 3. Total Time Limits.** Total time for public comment on any subject or multiple subjects under Council, Board, Commission, Committee, Corporation consideration is limited to three minutes. One person may give their time to someone else if that person has signed up. No more than six minutes will be allowed.

Commented [DS9]: Highly recommend discontinuing this practice

**Rule 4. Remarks to be Germane.** Public comments at a Public Hearing must be kept relevant to the subject before the Council, Board, Commission, Committee, Corporation. The presiding officer shall rule on the relevance of comments. Persons making irrelevant, personal, impertinent, or slanderous remarks may be barred by the presiding officer from further comment before the Council, Board, Commission, Committee, Corporation during the meeting.

**Rule 5. Matters Not on the Agenda.** Discussion of matters not on the agenda is usually governed by Section 551.042 of the Texas Government Code, which provides:

- A. If, at a meeting of a governmental body, a member of the public or of the governmental body inquires about a subject for which notice has not been given as required by this subchapter, the notice provisions of this subchapter do not apply to:
  - 1. A statement of specific factual information given in response to the inquiry; or
  - 2. Recitation of existing policy in response to the inquiry.
- B. Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a subsequent meeting.

PASSED AND APPROVED THIS 23<sup>RD</sup> DAY OF JUNE 2020

Stosh Boyle  
Mayor

ATTEST

Peggy Cimics, TRMC  
City Secretary



## City Council Policy Directive No: 2020-002

### Council Appointments:

#### Appointment by Council to Board/Commission/Committee/Corporation

##### **Rule 1. Qualifications.**

All members appointed to Council, Board, Commission, Committee or Corporation must be qualified voters, at least 21 years of age and residents of the City of Cibolo. All members serve at the pleasure of the City Council and may be removed at the discretion of the City Council at any time. Members of such Council, Board, Commission, Committee and Corporation serve without compensation but may be reimbursed for actual expenses as approved by the City Council. Other qualifications may be required by the ordinance that created that Council, Board, Commission, Committee and Corporation. Cibolo has two (2) primary commissions (the Economic Development Corporation (EDC) and the Planning and Zoning Commission (P&Z)). All other Council, Board, Commission, Committee or Corporation are considered secondary. Council will NOT appoint members to serve on both primary committees at the same time. The two-primary commission/corporation term of office will coincide with the City Council terms of office. Appointments for these two-primary commission/corporation will be in February. This will ensure that all members term of office will not expire at the same time giving continuity to the commission/corporation. No Board, Commission, Committee or Corporation members will serve more than six years. Members will be eligible to reapply after a one (1) year break.

**Rule 2. Initial Appointments.** Council will only appoint members to Primary and Secondary Board, Commission, Committee and Corporation from the applications that individuals have filed with the Office of the City Secretary. Applicants will be required to be present for initial interview as this will give Council the opportunity to ask questions and make sure that the applicant understands the duties and responsibilities and the times and dates of the meetings. Council has four (4) circumstances that an individual may not be present for initial interviews. They are:

1. A family relative in the first degree of consanguinity and affinity for a medical emergency
2. Death of a family relative in the first degree of consanguinity and affinity
3. Short-term military obligation (6months or less)
4. A first responder emergency

After interviewing all candidates Council may/may not appoint at this meeting. Council will keep open all initial interviews for a period of ninety (90) days. During this time applicants can be appointed by Council without interviewing again or being present to be appointed. Applications will be kept on file with the

City Secretary for six months before a new application will be required. When making appointments to all Council, Board, Commission, Committee and Corporation other than the primary commissions Council will do everything possible to ensure that all Districts are represented. No District should have more than two (2) members on any Secondary Board, Commission, Committee or Corporation at any time without a vote for an exception to this rule. Welcome letters will be sent to new members of any/all Council, Board, Commission, Committee and Corporation.

**Rule 3. Attendance.** Council will ensure at the time of appointment that those appointed know the appointed day of the month their Board, Commission, Committee or Corporation will meet. Council understands that there may be times that a member must miss a meeting for family or work. Members that are on a Board, Commission, Committee or Corporation that meet on a monthly basis and miss more than four (4) meetings in one (1) year (excused or unexcused) will automatically be considered for removal by the City Council. The Chairman/President of the Board, Commission, Committee and Corporation should contact and speak to that individual, making sure they are aware that continued absences could result in removal. No member should be surprised if they are removed for failing to attend meetings. Council will always consider extenuating circumstances before removing a member from a Board, Commission, Committee or Corporation. Members shall advise the City Secretary by written correspondence (email, letter, fax, etc.) giving the reason for the absence if they are unable to attend a scheduled meeting. The City Secretary shall advise the Presiding Officer prior to the meeting of the absence and reason for the absence. The Presiding Officer will announce to the remaining members the absence and reason. The Council, Board, Commission, Committee, or Corporation then will vote to either approval or disapproval the absence. Disapproval would make the absence an unexcused absence. Failure to notify the City Secretary of an absence is recorded as an unexcused absence. The minutes will reflect whether the absence was approved or unexcused. This policy is the same for both regular and alternate members.

**Commented [DS1]:** These specific requirements need to be incorporated into the CEDC Bylaws

**Commented [DS2]:** ZBOA members may only be removed for cause after a public hearing regardless of this provision

**Rule 4. Council/Board/Commission/Committee/Corporation Reassignments.** Council may, at its discretion reassign regular Board, Commission, Committee, or Corporation members to alternate positions. Such reassignments should be discussed with the affected Board, Commission, Committee, or Corporation member and the President/Chairman of the affected body prior to Council action on the issue.

**Commented [DS3]:** It is questionable whether this can be done with ZBOA members

**Rule 5A. Alternates.** All standing Board, Commission, Committee or Corporation have alternates with the exception of the Animal Advisory Committee. The purpose of the alternate is to ensure that a quorum of the body is present to conduct the meeting. Alternates will only sit at the dais, participate in the discussion, and vote if a regular board member is absent. The President/Chairman of the body will call on the alternates to fill in for absent regular members as necessary. Alternates who are not seated may be called upon by the President/Chairman to provide reports and answer questions with regard to items under discussion by the body. Alternates will alternate sitting at the dais when a regular member is absent.

**Rule 5B. Alternate Advancement.** Alternates may be advanced to the positions of regular membership on the Board, Commission, Committee or Corporation on which they serve when a position is vacated by a regular member at the discretion of Council. Advancement to such positions will be based on but not limited to the District represented by the vacating member and the District

representation of the remaining members and the recommendation of their Councilmember serving in the District that is vacant. **Advancement is NOT automatic.** Council will make every effort to ensure that all Districts are represented on each Board, Commission, Committee or Corporation in accordance with Part VII, Rule 2 of this policy.

**Rule 6. Re-Appointments.** When individuals have completed their term as a regular member or alternate on a Board, Commission Committee or Corporation they will be allowed to submit a new application for consideration for another term. All members and alternates of Board, Commission, Committee or Corporation have a term limit of six (6) years. Re-Appointments are **NOT automatic**, and an application must be filed with the City Secretary. Their application will be put in the Council packet along with all other applications that are on file for that particular Board, Commission, Committee or Corporation. There is no guarantee that an individual will be re-appointed. If any individual has been re-appointed the Office of the City Secretary will send a letter of re-appointment no later than two (2) weeks from the time of Council decision. If any individual resigns, moves from the area or is no longer appointed as a member of a Board, Commission, Committee or Corporation the Office of the City Secretary will send a letter thanking the individual for their time serving as a volunteer with the City of Cibolo.

**Rule 7. Ethics, Open Meetings and Public Information Act and Cyber Security Training.**

All Board, Commission, Committee and Corporation members **MUST** complete the mandatory City of Cibolo Ethics paperwork prior to the second meeting of their respective Board, Commission, Committee and Corporation if they were appointed after the mandatory February training date. Without signed paperwork an individual will **NOT** be able to participate in their respective meeting until all paperwork is complete and given to the City Secretary. Ethics training will be mandatory in the month of February for all new members of Council, Board, Commission, Committee and Corporation. All members of Council, Board, Commission, Committee and Corporation will be required to attend Ethics training every three years. Those members that do not attend training may be removed by the Council and will not participate in meeting until council makes a ruling on this issue. All members are also required to complete the Open Records and Public Information video available on the Texas Attorney General web site. Videos must be completed within thirty (30) days of appointment. If training is not completed within thirty (30) days member **will NOT be able to participate** in the meeting and considered absent until training is complete. Failure to comply with this training may be considered as grounds for removal by Council. Once videos are completed they must print a certificate of completion and a copy must be given to the Office of the City Secretary. **Members of the Economic Development Corporation and Planning and Zoning Commission will also be required to have Cyber Security Training and a quiz completed in February of each year.** This is a requirement as they are assigned a city email. Failure to complete this training could result in removal of the council.

Commented [DS4]: ZBOA would still require a for cause public hearing to be removed

**Rule 8. Removal from Committee/Commission/Board/Corporation**

If at any time a Councilmember feels that an individual from their district serving on a Board, Committee, Commission or Corporation that is not performing or representing that district as required by that Councilmember communication between both parties should take place and documented. If the individual does not wish to comply that Councilmember may ask for a resignation. If the individual does not feel they should resign than that Councilmember should place an item on the agenda for Council to vote on the removal of this individual.

**Rule 9. Officer Appointment.** Upon appointment vacancy of any Officer of a Board, Commission, Committee or Corporation (For any reason) the remaining Appointed members will "Discuss and Take Action" to nominate a current Board, Commission, Committee or Corporation member to the Council as a successor to the specific Office vacated. The following criteria will be utilized for all candidates nominated by the governing body.

- Candidate for nomination must have at least 12 months service on the specific Board, Commission, Committee or Corporation.
- Candidate for nomination must NOT be considered for confirmation if candidate confirmation of office would result in both the Planning and Zoning Commission and Economic Development Corporation Board Officer selection simultaneously.
- Other Candidate qualifications outlined in the Ordinance that created the specific Board, Commission, Committee or Corporation may be required and should be considered prior to forwarding nomination of confirmation to the Council.

Any deliberation about the confirmation of the nominated candidate MUST be performed in Open Session of the Council (As allowed by law). Nominee MUST be present at the City Council Meeting where the nomination is considered for confirmation. Upon confirmation to the Board, Commission, Committee, or Corporation Office, the Oath of Office will be administered by the presiding Officer or the City Secretary.

PASSED AND APPROVED THIS 23<sup>RD</sup> DAY OF JUNE 2020.

**Commented [DSS]:** This would need to be separately incorporated into the CEDC Bylaws as they are a distinct corporate entity

Stosh Boyle  
Mayor

ATTEST

Peggy Cimics, TRMC  
City Secretary



## City Council Policy Directive

No: 2020-003

### Code of Conduct

It is Cibolo City Council's desire and direction for all Cibolo elected officials and appointed members of the City's Boards, Commissions, Committees, and Corporations to follow the City's Code of Conduct, a guide to remind members they should operate in a respectful and courteous manner when conducting the business of the citizens of Cibolo. All elected and appointed members are expected to follow this policy directive.

#### 1. Applicability and Scope

This Code of Conduct shall apply to the Mayor, member of City Council, and all appointed Board, Commission, Committee, and Corporation members of the City of Cibolo; who shall collectively be referred to as "members" in this code. However, as City Council realizes that individual conduct and interpersonal behavior is nearly impossible to mandate and enforce, this Code of Conduct is to serve as a guide as to how members should conduct themselves in both the conduct of city business and in their personal lives.

#### 2. Purpose

Election to the public office of Mayor or City Council reflects the trust the citizens of the City of Cibolo have placed in its elected members, and; appointment to a Board, Commission, Committee, or Corporation reflects equal trust City Council places in appointed members. The purpose of this Code is to describe the manner in which members should aspire to treat one another, City staff, constituents, and others as representatives of the City of Cibolo. And while it is understood that members shall not always agree as to adoption of policy and decisions that affect the City, members must always be mindful that citizens expect members to conduct themselves in a respectful and civil manner. **The subsection below, while not an exhaustive list, are set out as a guide** as to manner members should conduct themselves at all times.

#### 3. Guiding Principles

##### 1) Respect for each other, City staff and the citizens of Cibolo

- a) Honor the principles of representative government. Members shall recognize that public policy decisions, based on established values, are ultimately the responsibility of the entire City Council.
- b) Honor the role of the presiding officer in maintaining order. It is the responsibility of the mayor or the Board, Commission, Committee, or Corporation chair to keep the comments of members on track during their respective meetings. Members should

honor efforts by the presiding officer to focus discussion on current agenda items. If there is a disagreement about the agenda or the presiding officer's actions, those objections should be voiced politely and with reason as prescribed by the Charter.

- c) Continuance of respectful behavior in private discussions. Members are expected to carry the same respect deemed appropriate for public discussion into private conversations, whether they be face-to-face, written communications, voicemails, emails, texts, or through social media. Members should refrain from making belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments in public or private conversation.
- d) Treat all staff as professionals. The City staff is composed of professionals who have been hired to execute the policies, ordinances, and laws put into effect by the City of Cibolo, the State of Texas, and the United States of America. As such, clear, honest communication that respects the abilities, experience, and dignity of each individual is expected.
- e) Honor the work of Boards, Commissions, Committees, and Corporations. Members shall respect the value of the independent advice of City Board, Commission, Committee, or Corporation to the public decision-making process and shall refrain from using their position to unduly influence the deliberations or outcomes of boards, committees and commission proceedings.
- f) Maintain respect for City staff and citizens. Members shall support the maintenance of a positive and constructive workplace environment for city employees and for citizens and businesses dealing with the city. Members shall recognize their special role in dealing with City employees and in no way create the perception of inappropriate direction to staff.
- g) Never publicly criticize an individual employee. Members should refrain from expressing concerns about the performance of a city employee in public or to the employee directly. Comments about staff performance should only be made to the city manager through private correspondence or conversations.
- h) Practice civility and decorum in discussions and debate. Members should preserve order and decorum during meetings and should not, by conversation or other action, delay or interrupt the proceedings or refuse to obey the orders of the presiding officer of the meeting or of this Code of Conduct. Members should, when addressing staff or members of the public, confine themselves to questions or issues then under discussion. Members shall not engage in personal attacks, nor impugn the motives of any speaker, and shall at all times, while in session or otherwise, conduct themselves in a manner appropriate to the dignity of their office.
- i) Speak with one voice. Members will frequently be asked to explain an action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of the facts or city policies as they relate to actions taken by the City Council, Board, Commission, Committee, or Corporation. Objectively present the City Council, Board, Commission, Committee, or Corporation's collective decision or direction, even when you may not agree with the collective decision or direction. If you feel the need to express your own opinion, state it in a way that does not undermine the collective decision or direction made.

- 2) Endeavor towards effective and efficient governance.
- a) Strive for efficiency. Members shall be dedicated to public service by being cooperative and constructive, and by making the best and most efficient use of available resources.
  - b) Direct administrative and operational questions to City management. Questions of City staff and/or requests for additional information that would be of interest to all members should be directed to the City Manager. City Council may direct questions to the City Secretary. Materials supplied to a member in response to a request will be made available to all members so that all have equal access to information.
  - c) Keep communications with City staff concise, to the point. Every effort should be made to limit disruption to the work of City staff. Members should avoid making requests to staff who are in meetings, on the phone, or engrossed in performing their job functions.
  - d) Check with City staff on correspondence before taking action. Before sending correspondence, members should check with the city manager to see if an official City response has already been sent or is in progress.
  - e) Legal advice. Before requesting research or other action by the City attorney, members should consult with the city manager or obtain the concurrence of the City Council to ascertain whether the request or action is appropriate can be accomplished more cost effectively by alternative means. Requests of the city attorney should be made through the city manager. Exceptions to this are issues related to the performance of the city manager and unique and sensitive personal, yet City business related, requests. The City attorney shall, in any case, provide any written response to the full City Council and city manager.

PASSED AND APPROVED THIS 13<sup>TH</sup> DAY OF OCTOBER 2020.

Stosh Boyle  
Mayor

ATTEST

Peggy Cimics, TRMC  
City Secretary

**Commented [DS1]:** I recommend this be re-worded or removed from this policy. It will require me to choose between following my Rules of Professional Conduct or this policy in many circumstances. There are many times when council and appointed officials may need to seek legal counsel and should be free to do so without the CM as a gatekeeper. If I am called I am taking the call and may need to provide an answer at that moment rather than to the entire council or CM. I will practice law in accordance with my Rules for my license.

**CIBOLO CITY COUNCIL, BOARDS, COMMISSIONS, COMMITTEES AND  
CORPORATIONS:**

**MEMBER STATEMENT**

As a member of the Cibolo City Council, or a Board, Commission, Committee or Corporation, I do hereby agree to uphold and abide by the City's Code of Ethics and Code of Conduct for elected and appointed officials adopted by the City, and I will conduct myself by being the model of excellence. I will:

- Recognize the worth of individual members and appreciate their individual talents, Perspectives and contributions
- Help create an atmosphere of respect and civility where individual members, City staff, and the public are free to express their ideas and work to their full potential.
- Conduct my personal and public affairs with objectivity, impartiality, honesty, integrity, respect, faithfulness, and transparency.
- Respect the dignity and privacy of individuals and organizations.
- Keep the common good as my highest purpose and focus on achieving constructive solutions for the public benefit.
- Avoid and discourage conduct which is divisive or harmful to the best interest of Cibolo.
- Treat all people with whom I come in contact in the manner I wish to be treated.

As a member of the Cibolo City Council, or a Board, Commission, Committee or Corporation, I acknowledge that although violations of the City's Ethics Ordinance do not have criminal consequences, those actions might violate other Texas penal codes and/or federal law.

I affirm that I have read and understand the City of Cibolo's Code of Ethics, and, I agree to abide by this Code to the best of my ability. Violations of this code could result in censure (Council members) or removal by City Council from my appointed position.

Name: \_\_\_\_\_ (Print)

Date: \_\_\_\_\_

Office Held: \_\_\_\_\_ (Print)

Signature: \_\_\_\_\_



City Council Special Meeting Staff Report

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**B. Discussion/Action on the FY25 Annual Report and the updated FY26-FY27 Council Strategic Plan, including the public posting of these documents on the City's website. (Mr. Reed/Mr. Morris)**

Meeting	Agenda Group
Tuesday, January 13, 2026, 5:00 PM	Discussion/Action Item: 8B.
From	
Peggy Cimics, City Secretary	

**PRIOR CITY COUNCIL ACTION:**

January 2022... City Council

**BACKGROUND:**

N/A

**STAFF RECOMMENDATION:**

N/A

**FINANCIAL IMPACT:**

N/A

**MOTION(S):**

N/A

**Attachments**

[Final - FY2025-2027 Strategic Plan Revision.pdf](#)

[Finalv2 - FY2025 Annual Report.pdf](#)



City of Cibolo, Texas

# FY23-27 STRATEGIC PLAN

Revised for FY26-FY27



## The Cibolo City Council's Vision is...

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

### CONNECT WITH US

 [www.cibolotx.gov](http://www.cibolotx.gov)

 (210) 658-9900

 200 S Main St, Cibolo, TX 78108

### ABOUT THIS PLAN

Strategic Plan Originally Approved by City Council on September 13, 2022

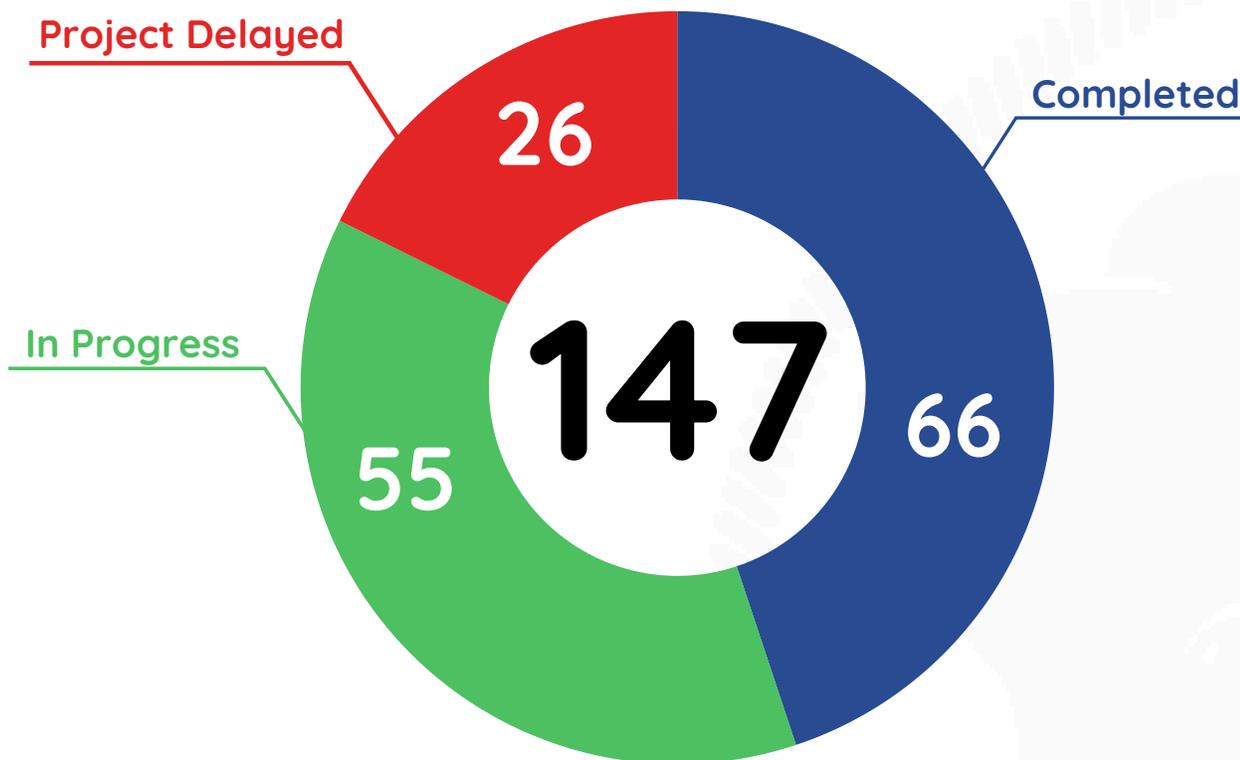
Council revised the Number of Core Strategies from 5 to 6 on May 23, 2023

FY23-27 Strategic Plan Update published on December XX, 2025

*Vision Inspired, Mission Focused, Values Driven, and Performance Based*

# FY25 IN REVIEW

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In FY2025, **147** total goals were identified – **66** goals were '**Completed**', **55** goals are '**In Progress**' with completion in future fiscal years, and **26** goals were identified as '**Project Delayed**', including projects not yet funded.

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# HISTORY & COUNCIL

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The City of Cibolo’s City Council developed its second ever Strategic Plan in 2023, beginning at its strategic planning workshop on March 17, 2023, and over the course of the next seven 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 updated FY2024 – FY2027 Strategic Plan on October 10, 2023. Council revised the Number of Core Strategies from 5 to 6 on May 23, 2023.



**Mark Allen**  
Mayor



**Jeff McGlothlin**  
District 1



**Randy Roberts**  
District 2



**Robert Mahoney**  
District 3



**Katie Cunningham**  
District 4



**Norma Sanchez-Stephens**  
District 5



**Donetta Roberts**  
District 6



**Joel Hicks**  
District 7

# EXECUTIVE TEAM

---



**Wayne Reed**  
City Manager



**Peggy Cimics**  
City Secretary



**Bryan Huggins**  
Safety & Infrastructure



**Thedrick Andres**  
Police Chief



**Mario Troncoso**  
Fire Chief



**Rick Vasquez**  
Planning & Economic  
Development



**Anna Miranda**  
Finance



**Tracy Beekman**  
Information Services



**Elizabeth Taplin**  
People & Performance



**Julio Gomez**  
Public Works & Capital  
Improvement Projects



**Matt Hanson**  
Chief Building Official



**Nicole Perez**  
Executive Assistant,  
City Manager

# PREFACE

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by Wayne Reed, City Manager, ICMA-CM

### **Creating an Organization of Excellence:**

It has been a privilege to work with Mayor Allen and the City Council members in 2023 to develop the City of Cibolo's second City Council Strategic Plan. This is a critical resource for Cibolo to become 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 2024 - 2027. 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**. The Council's Strategic Plan is a critical step on this journey.

### **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 the 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 our community leaders' approach 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 the Council's aspirations 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 into the City Council's Vision, Strategies, and Goals. I am looking forward to seeing the team overcome obstacles that hinder our progress and celebrating the successes we will achieve together.

### **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 built on the last and through every step consensus was reached. 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 seven months and required multiple work sessions at different Council meetings as explained in the following sections. In addition to the work by Mayor Allen 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 **6 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.

**FY2025 Strategic Planning Workshop Summary:**

The Cibolo City Council met on April 5, 2025, to conduct a strategic planning session. Led by the City Manager and facilitated by the Executive Staff, the workshop engaged Council in conversations over the following topics:

- Performance Management Program Evolution
- Strategic Plan Accomplishments
- Operation Matters
- SWOT Trend Analysis
- Plus/Delta Exercise

**Items Not Addressed:**

- Alignment with Strategic Plan



Figure 1: Strategic Planning Workshop held on April 05, 2025.

## 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.

### 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 towards 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.

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

## Importance of Strategic Planning:

At the beginning of the workshop, City Manager, Wayne Reed, led Council through a background discussion on the importance of strategic planning and their role in leading the organization and the community through the plan they create through two main questions, 1) "Why are we here?" and 2) "What is the purpose of a Strategic Plan?".

"Why are we here?"

- The Strategic Management Workshop reinforces Council's Vision, Strategies, and Goals.
- Council can respond to and take advantage of the constantly changing environment to ensure Cibola moves the needle towards its aspiration, its VISION.
- Strategic thinking deliberately sets aside time to think strategically to lead our community. It creates a space that is conducive to thinking strategically. It is also to use the Strategic Plan to create how we do business.
- It is to foster positive, productive, and professional working relationships between City Council members and City Staff.

“What is the purpose of a Strategic Plan?”

- It shapes and guides what an organization is, who it serves, what it does, and why it does certain activities...focus on the future.
- It is an organizational management activity that helps identify Council’s priorities and aligns them with the budget process.
- It allows Staff to focus energy and resources across the year to implement the identified ACTIONS.
- It prepares the organization for the future and sets expectations on the outcomes.
- **It is the Guiding North Star, providing stability and more certainty in the face of challenges (elections, state laws, staff, economy, etc.).**

### **Performance Management Program (PMP) Evolution:**

The morning started with an informal conversation between the Mayor, Council members, and City staff. The conversation covered the following topics:

- How has PMP evolved in FY2025?
- What are the expectations and deliverables for this program for the upcoming year?

The Senior HR Business Partner, Mr. Dustin Morris, spoke about the newly created Green Belt training program for Continuous Process Improvement. The training highlights the integration of the Cibolo Green Belt Program and an Innovation Form to drive continuous improvement and data-driven change.

The program is focused on systematically improving our existing processes. To support this, staff has implemented an Innovation Form as a key tool for streamlined communication and the collection of data necessary for informed decision-making.

This Innovation Form focuses on capturing essential information, including the Problem being addressed, associated Costs, relevant Metrics for measurement, and key Lessons learned. Staff’s analysis process emphasizes the consideration of both data and equity in evaluating potential improvements.

For effective utilization of these tools, staff emphasizes the importance of a strong “Why” behind each initiative, the use of supporting data, and effective teamwork. The primary focus of these efforts is to identify and address roadblocks and waste, ultimately leading to the implementation of impactful solutions.

### **Operation Matters:**

The next goal of the Workshop led Council through a series of operational concerns and objectives staff felt critical to the upcoming few years. Topics discussed included:

o **Emergency Preparedness:**

- Need and Scope - The initial discussion centered on establishing warming centers to address the needs of vulnerable populations, particularly older residents in underserved areas, during major weather events. The conversation then shifted to emergency management for shelters.
- Partnerships and Pilot - Exploring partnerships with organizations like HEB and YMCA was suggested, with a pilot program seen as a valuable starting point to assess feasibility.
- Demographics and Impact - Understanding the local demographics, especially the senior population, and focusing on the human impact of setting up shelters and emergency preparedness were emphasized.
- Emergency Management Integration - Strong coordination with the City's and surrounding area's Emergency Management teams is considered essential for resource planning and activation.
- Operational Considerations: Key operational aspects discussed included securing appropriate locations with necessary resources, leveraging community volunteer support, and aligning with existing emergency management policies.
- Facility Limitations and Coordination: The city's current limited sheltering capacity and the need for coordination with Guadalupe County for larger events were noted.
- Funding and Sustainability: The overarching goal is to identify funding sources and develop a sustainable model for emergency preparedness operations.

o **CIP Exercise**

SMW 2025 CIP & Parks Exercise	FY25	FY26	FY27	FY28	FY29	FY30
	\$11.5M	\$4M (Revised: \$4.5M)	\$13M (Revised: \$9.625M)	\$9.5M (Revised: \$7.575M)	\$16M (Revised: \$21.35M)	\$8.955M
<b>FACILITIES</b>					Lift Station Decommission (\$2.4M)	
<b>ROADS</b>	FM1103 Phase II Utility Relocation (\$2M) Green Valley Road Recon (\$441K) Green Valley Rd Mill & Overlay (\$633K) Silver Wing (\$738K) Firebird Lane (\$1.3M) Deer Creek Blvd (\$2.2M)	FM1103 Phase II Match (\$3.4M) Cibolo S. Neighborhood (\$5.68M)		Heackerville Rd. Extension (\$7.89M)		Weidner Road (Cost -TBD)
<b>DRAINAGE</b>						
<b>PARKS</b>	Niemetz Park (\$1.3M) Veterans Park (\$632K) Parks FY25 (\$750K) MEC Sod & Sprinklers (\$275K)		Schlater Park Renovations (\$1.3M) Parks & Rec Master Plan (\$250K) <i>NOTE: This will include a master plan for the Sports Complex and Warbler Woods Park Land</i>	Tolle Nature Center (\$1.1M)	Al Rich Park Renovations (\$788K) Schlather Park Renovations (\$928K)	
<b>TOTAL EST.</b>	<b>\$10.269M</b>	<b>\$9.08M</b>	<b>\$1.5</b>	<b>\$9M</b>	<b>\$1.7M</b>	

- **CIP Exercise (continued):**

- Parks Feedback - What does Council want to see with Parks?
  - The Council's vision for Parks includes several key priorities: upgrading Niemetz Field with more parking and relocating Parks Division storage; initiating development at Tolle Nature Park and the Town Creek Trail; optimizing space for family activities like volleyball, pickleball, and basketball across parks, coupled with improved parking; enhancing Niemitz and Al Rich baseball fields with better parking and updated signage, and updating the Veterans entrance sign; addressing playground safety and equipment at Veterans and Niemitz; improving the Schlather Park Frisbee Golf course, potentially with community input; exploring the Schefter Road field for sports; finding football field solutions, prioritizing Veterans and then the new property near the bird sanctuary, with softball and baseball near the sports complex; and generally improving parking, activities, and beautification across all parks.
- Solid Waste Franchise Update
  - **Service Continuation:** Mr. Hicks wants assurance that trash container pickup by the current provider will continue until a new provider/contract is in place.
  - **Recycling Frequency:** Mrs. Cunningham, with Mrs. Sanchez-Stephens concurring, expressed concern about a potential shift to every other week recycling, emphasizing that many residents rely on weekly recycling. They requested consideration of Option B, which includes weekly recycling.
  - **Additional Recycling Cart:** Mr. Hicks inquired about the possibility of residents having two trash carts and two recycling carts.
  - **Extra Bin Costs:** Council requested that the extra cost for additional bins be presented to them when the staff brings the matter for official adoption.
  - **Loose Trash Bags:** There was an inquiry about Waste Connections potentially requiring residents to get a second bin if they consistently pick up loose bags of trash (and they would take photos as evidence).

(The rest of this page was left intentionally blank. Please continue to the next page.)

### Strategic Plan Accomplishments for FY2025 Actions Items (Green Card Exercise):

Following the Council Conversations around Performance Management, Council was briefed on the accomplishments made by staff towards the current Strategic Plan. The conversation covered the following topic through a Green Card Exercise (**Figure 3**):

- Update on Strategic Initiatives and Goals - Review What has been Accomplished and What Remains a Work in Progress

To read more about the accomplishments made towards FY2024 goals, please read the FY2024 Strategic Plan Annual Report located on the City’s website.

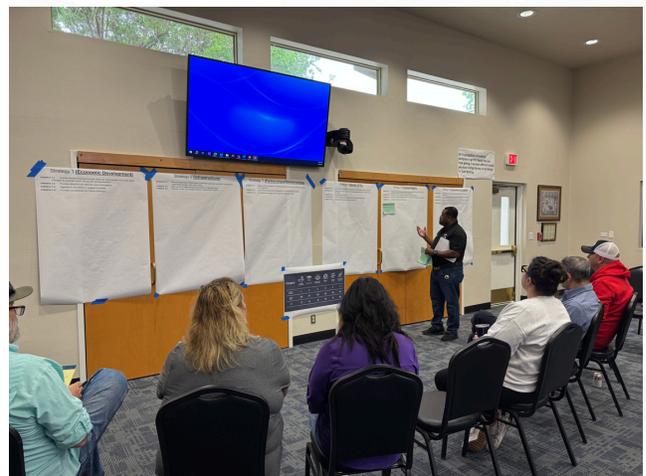
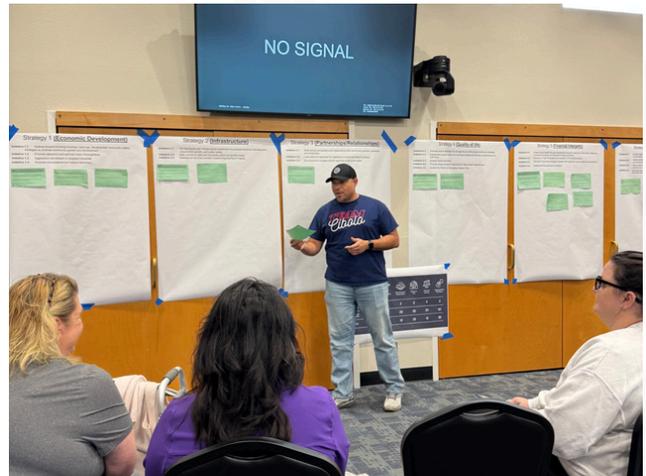


Figure 3: Green Card Exercise led by members of the Executive Staff covering accomplishments on FY2025 goals.

SWOT Analysis: (Figure 4)

PAST		PRESENT		FUTURE	
Accomplishments	Setbacks	Strengths	Weaknesses	Risk	Opportunities
<i>As illustrated by:</i>		<i>As illustrated by:</i>		<i>As illustrated by:</i>	
<ul style="list-style-type: none"> <li>Started &amp; Finished Drainage Project</li> <li>Ordinance Revisions (ex: Noise &amp; Foundations)</li> <li>Finishing CIP Underbudget</li> <li>Cibolo Valley Drive</li> <li>Reconstruction of Dean Road &amp; the Low Water Bridge on GVD.</li> <li>Increased Property &amp; Sales Tax Revenue</li> <li>Master Plan Complete</li> <li>CIP</li> <li>Setting Up CIP</li> <li>Reconstruction of Cibolo Valley Drive</li> <li>Relationships with County, TxDOT, AAMPO, &amp; Other Cities</li> <li>CIP Projects</li> <li>Some Economic Tax Base Increasing w/ New Opening Businesses</li> <li>GVSUD</li> </ul>	<ul style="list-style-type: none"> <li>Money</li> <li>Money</li> <li>TxDOT – FM1103</li> <li>FM1103 Not Starting on Time</li> <li>Not Following Through Fully on CIP Projects</li> <li>Can Kicking</li> <li>Employee Performance – Leadership Not Knowing What Their People Are Doing</li> <li>Ordinance Updates (UDC still in Progress)</li> <li>Companies Locating in Cibolo</li> <li>Economic Inflation</li> <li>Need Stronger Economic Development Tax Base</li> <li>CIP Delays from Deadline</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships</li> <li>9+ Road Projects (Need 10 More)</li> <li>CMO working to Find Funding For Projects</li> <li>Relationships</li> <li>Ability to Start Looking to the Future on Roads</li> <li>Opened 40 new Businesses in 2024</li> <li>Increase Commercial Revenue</li> <li>Old Town Commercial Development in Advantage of Open Land</li> <li>AA+ Rating</li> <li>SCUCISD (need to keep improving relationship)</li> <li>Getting Better at Goal Setting &amp; Playing Catchup</li> </ul>	<ul style="list-style-type: none"> <li>Old Town (Zoning, Drainage, etc.)</li> <li>TxDOT</li> <li>Short on Resources</li> <li>Can't Annex New Land</li> <li>EDC Update</li> <li>Roads (Maintenance, Aging Roads)</li> <li>Funds to Hire the Talent Needed</li> <li>Train Crossings</li> <li>Need to Get Going on Tolle Road</li> <li>Staffing (Not Enough)</li> <li>Leadership Not Knowing What Their Real Culture is Outside of City Hall</li> <li>Partnerships for Human Services Side (Non-Profits)</li> <li>Need to Think Creatively to Maximize Resources &amp; Move Forward</li> <li>We Need Better Communication</li> <li>Neimitez Park &amp; EDC Project Went Nowhere</li> </ul>	<ul style="list-style-type: none"> <li>Current Zoning (Multi-Family)</li> <li>Cost of Materials/Projects/Man power</li> <li>DOGE Eliminating Federal Jobs in Cibolo</li> <li>Economy (People Losing Jobs, ASIN w/ Tariffs)</li> <li>Increasing/Outpacing Tax Exemptions w/ New Residential Development</li> <li>Reputation</li> <li>Need Utilities on I10 (Both Sides)</li> <li>Internal Conflict Persisting</li> <li>Difficulty of New Businesses Coming to Cibolo (UDC)</li> <li>Not Enough Funding</li> <li>Legislation Passing Bills Against Cities</li> <li>Relationships w/ Other Entities</li> <li>Reputation</li> <li>UDC is Taking Too Long</li> <li>Businesses Overlooking Cibolo</li> </ul>	<ul style="list-style-type: none"> <li>I-10 is great for more Commercial Businesses</li> <li>We Plan to Help Open 50 New Businesses This Year</li> <li>FM1103 is Starting this Month</li> <li>Grants</li> <li>Working on S. Cibolo Wastewater to Attract Growth</li> <li>Need Nice New Neighborhoods Between I-10 &amp; FM 78</li> <li>Long Term Planning</li> <li>Great Relationships w/ Entities</li> <li>Setting Up Master Plans Helped to Get Grants</li> <li>ACM</li> <li>TxDOT/MPO/Grants (Need Creative Funding Ideas)</li> <li>Plans in Place (Comp Plan, Others In-Progress)</li> <li>Plans Being Started &amp; Continued to Evolve</li> </ul>

Figure 4: SWOT Trend Analysis - Past, Present, Future with Council responses.

**Past:**

Accomplishments: Council reviewed past successes, including completed infrastructure projects (drainage, road revisions, Cibolo Valley Drive, Dean Road bridge), under-budget CIP finishing, increased property and sales tax revenue, a master plan completion, setting up the CIP, reconstruction projects with various entities, CIP projects, some economic tax base increase, and new business openings.

Setbacks: Council acknowledged past challenges, primarily centered around financial issues (money), TxDOT-related delays (FM1103), projects not starting on time or fully following through (CIP projects), employee performance leadership gaps, difficulties with ordinance updates (UDC), companies locating in Cibolo, economic inflation, a need for a stronger economic development tax base, and CIP delays from deadlines.

**Present:**

Strengths: The council identified current advantages, such as partnerships, a need for more road projects, a CMO looking for funding, strong relationships, the ability to start looking to the future on

roads, newly opened businesses in 2024, increasing commercial revenue, old town commercial development, the city's advantageous location, an AA+ rating, SCUCISD relationships, getting better at goal setting and playing catchup.

Weaknesses: The council recognized current limitations, including old town zoning issues, TxDOT constraints, a short supply of resources, inability to annex new land, EDC updates, road maintenance challenges, difficulty funding hired talent, train crossings, a need to get on the toll road, staffing shortages, leadership not knowing the real culture, outside city hall partnerships for human services (non-profits), a need to think creatively to maximize resources and move forward, and the Nemitz Park & EDC project not progressing.

### **Future:**

Risks (Threats): The council anticipated potential future challenges, including current zoning (multi-family) concerns, the cost of materials/projects/manpower, DOGE eliminating federal jobs, economic issues (people losing jobs, ASW/tariffs), increasing outpacing tax exemptions, new residential development, reputation concerns, the need for utilities on I-10 (both sides), internal conflict persisting, the difficulty of new businesses coming to Cibolo (UDC), not enough funding, legislation passing bills against cities, relationships with other entities, UDC taking too long, and businesses overlooking Cibolo.

Opportunities: The council identified potential future advantages, such as I-10 being favorable for more commercial businesses, plans to help open 50 new businesses this year, FM1103 starting this month, grants becoming available, working on S. Cibolo wastewater to attract growth, a need for nice new neighborhoods between I-10 & FM 78, long-term planning, great relationships with entities, setting up master plans to help get grants, ACM, TxDOT/MPO grants (needing creative funding ideas), plans in place (Comp Plan, others in progress), and plans being started and continued to evolve Cibolo.

### **Plus/Delta Exercise:**

Lastly, the Council participated in a Plus/Delta exercise to solicit feedback on how staff could improve future Strategic Management Workshops. The following feedback was provided on the following page ([Figures 5 & 6](#)):

### PLUS - Questions to Consider

- What worked well today?
- What provided value to help you focus on the future?
- What can we build on?

### PLUS - Example Feedback from Council

- Clear and informative materials were provided.
- Well-organized staff delivered comprehensive information and resources.
- Demonstrated effective time management and focus on tasks.
- Expressed enthusiasm for discussions and work related to roads and parks.
- Showed interest in learning about Lean Processes and Activities.
- Maintained a positive balance with directors (In 2026, include an additional PMP Quarterly Meeting with the City Manager and Department Head).
- Identified SMW as a valuable tool.

Figure 5: The 'Plus' portion of the exercise

### DELTA - Questions to Consider

- What can be done better or differently to help you focus on the future?

### DELTA - Example Feedback from Council

- Continue to minimize scheduling conflicts with other events (e.g., avoid scheduling during Spring Break).
- Establish and confirm the 2026 SMW date by May 2025.
- Incorporate dedicated time and activities for team building.

Figure 6: The 'Delta' portion of the exercise

For more information on all products from the Strategic Management Workshop held on April 5, 2025, please visit the City's website or by [clicking here](#).

# STRATEGIC GOALS



## #1. ECONOMIC DEVELOPMENT

**Guiding Principle:** The City of Cibolo will promote a strong and diverse economy that strengthens the local sales tax and property 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, 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. FINANCIAL INTEGRITY

**Guiding Principle:** The City of Cibolo will manage its finances in a transparent, accountable, and responsible manner; building public trust and ensuring that its financial resources are used to the best advantage of its citizens.



## #6. ORGANIZATIONAL EXCELLENCE

**Guiding Principle:** The City of Cibolo will strive to be the best it can be by constantly seeking ways to improve its processes, service delivery, and outcomes to our customers.

# ECONOMIC DEVELOPMENT

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**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 throughfares

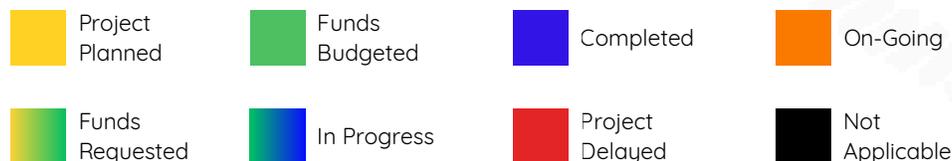
**Initiative 1.3** Aggressive recruitment of targeted industries

**Initiative 1.4** Promote and preserve historic downtown

## Strategic Goal #1

# ECONOMIC DEVELOPMENT

1.1	Institute forward thinking business, land use, development, and public safety strategies to promote community growth and development	'23	'24	'25	'26	'27
1.1.1	Update the Comp Plan's FLUM to reflect a balance Cibolo's tax base to include increased revenue through sales tax	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
1.1.2	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.	Funds Requested	Project Delayed	Project Delayed	Project Planned	Not Applicable
1.1.3	Update FM 78 Corridor Plan	Project Delayed	Project Delayed	Project Delayed	Project Delayed	Project Planned
1.1.4	Achieve 50% revenue increase from sales tax over next 3 years by attracting quality retail businesses	Completed	In Progress	In Progress	Not Applicable	Not Applicable
1.1.5	Conduct an E.D.C. Strategic Plan	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
1.1.6	Explore improving access to broadband internet service by engaging local providers	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.1.7	Seek grants and assistance to explore options to bring broadband service to parts of city that are in need	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
1.1.8	City Economic Development staff to facilitate with the EDC Board and City Council the development of the first-year work plan (one-year strategy) of the Strategic Economic Development Plan (adopted 7/23/24) and a more refined work plan for next 2-5 years.	Not Applicable	Not Applicable	Completed	Project Planned	Not Applicable
1.1.9	Align roles of current staffing positions with existing programs and develop a plan on how to grow economic development activities following the recommendations in the Strategic Economic Development Plan (see Pages 7-15 and 7-16) and as identified in the implementation matrix.	Not Applicable	Not Applicable	Completed	Project Planned	Not Applicable
1.1.10	Evaluate deeper lots along major thoroughfares to identify desirable land development patterns	Not Applicable	Not Applicable	Completed	On-Going	On-Going
1.1.11	In reference to 1.1.10, Ensure landowners are informed of discussions	Not Applicable	Not Applicable	Completed	On-Going	On-Going



1.2	Promote attractive well planned major thoroughfares	'23	'24	'25	'26	'27
1.2.1	Promote growth near I-10 by coordinating with utility providers in the area to plan for adequate infrastructure to support future growth needs	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.2.2	Promote growth near I-10 by investing in roadway improvements to support industrial/manufacturing	Completed	In Progress	Completed	On-Going	On-Going
1.2.3	Promote growth near I-10 by designing a Public Safety Facility for fire and police presence	In Progress	Completed	Completed	Not Applicable	Not Applicable
1.2.4	Promote growth near I-10 by constructing a Public Safety Facility for fire and police presence	Not Applicable	Not Applicable	Project Delayed	Project Planned	Not Applicable
1.2.5	Develop an incentive agreement package to assist with development	Not Applicable	In Progress	In Progress	Project Planned	Not Applicable
1.2.6	Update Thoroughfare Plan with FLUM and initiate ROW acquisition/reservations in phases to connect I-10 to FM78	In Progress	Completed	Not Applicable	Not Applicable	Not Applicable

1.3	Aggressive recruitment of targeted industries	'23	'24	'25	'26	'27
1.3.1	Prepare a recruitment plan to bring industry to IH-10; including IT companies	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.3.2	Attract the City's first Hotel/Motel by promoting the EDC Property & Cibolo Crossing Sites	In Progress	In Progress	Project Delayed	On-Going	On-Going
1.3.3	Explore a Hospital District and what components would go into establishing one	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.3.4	Conduct Retail Study to identify opportunities to attract new retail sectors and strategy to target retailers to attract them to Cibolo	Funds Requested	In Progress	Completed	Not Applicable	Not Applicable
1.3.5	Develop a Retail Recruitment Strategy for FY 23-24 that includes regular outreach to targeted retailers	Not Applicable	In Progress	Completed	Not Applicable	Not Applicable
1.3.6	Create a formalized incentive policy and application	Not Applicable	In Progress	In Progress	Project Planned	Not Applicable

1.4	Promote and preserve historic downtown	'23	'24	'25	'26	'27
1.4.1	Develop a strategy for a safe pedestrian walkway across R.R. downtown by engaging UPRR and TxDOT for right-of-way entry for a public project	In Progress	In Progress	In Progress	Project Planned	Not Applicable
1.4.2	Explore options to enhance the pond near H-E-B; provide options to Council for consideration (and include in Parks and Rec. Master Plan)	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.4.3	Create a communications calendar to engage with stakeholders annually; including Cibolo Magazine (newsletter)	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.4.4	Create a communications calendar to update Council on ED activities monthly	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
1.4.5	Create "Main Street" program w/ focus on small business growth/support	In Progress	Project Delayed	In Progress	Not Applicable	Not Applicable
1.4.6	Review and present on the Downtown "CORE" Plan	Funds Requested	In Progress	Completed	Not Applicable	Not Applicable
1.4.7	Amend Downtown CORE Plan at Council direction and revise UDC	Funds Requested	In Progress	In Progress	Project Planned	Not Applicable



# INFRASTRUCTURE

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**Initiative 2.1** Be intentional with infrastructure investment to promote economic development, responsible growth, and public safety

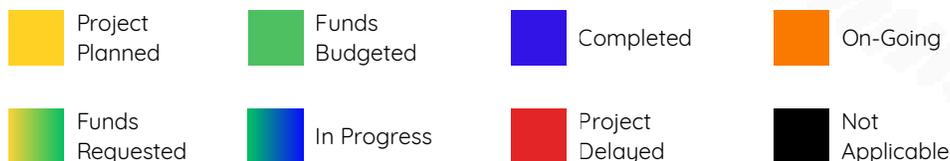
**Initiative 2.2** Gain Control of utility service areas within our growth area

**Initiative 2.3** Execute on the City's funded Capital Improvement Projects

## Strategic Goal #2

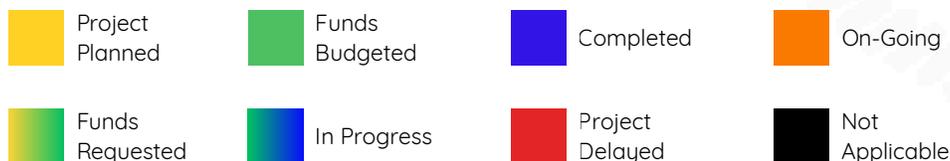
# INFRASTRUCTURE

2.1	Be intentional with infrastructure investment to promote economic development, responsible growth, and public safety	'23	'24	'25	'26	'27
2.1.1	Create a master information technology strategic plan to incorporate in to master plan or as a standalone strategic plan	Not Applicable	In Progress	Completed	Not Applicable	Not Applicable
2.1.2	Create a CIP practice during annual budget process to look at infrastructure coordination over multiple years (2-3)	Completed	In Progress	In Progress	On-Going	On-Going
2.1.3	Create a meeting schedule between City Staff and utility providers to ensure coordination is taking place with development	Completed	In Progress	In Progress	On-Going	On-Going
2.1.4	Reauthorize street maintenance tax in November 2022	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
2.1.5	Continually market benefits of street maintenance tax to the public through various communication channels	Completed	Completed	Completed	On-Going	On-Going
2.1.6	Explore Right-of-Way (ROW) permit program and staff resources required to implement	Project Delayed	Project Delayed	In Progress	Project Planned	Not Applicable
2.1.7	Advocate with Guadalupe County for it to share back the lateral road tax based on the tax revenue generated from Cibolo properties	Completed	Completed	Completed	On-Going	On-Going
2.1.8	Conduct a feasibility study for ambulance service to understand the steps, requirements, and costs associated with implementing a new ambulatory service, including a comparison analysis to cost and level of service of current arrangement with Schertz EMS	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
2.1.9	Present on the City's Pavement Management Plan Report City of Cibolo (dated 6/27/2019) annually during budget workshops	Completed	Completed	Completed	On-Going	On-Going
2.1.10	Hire a consultant to complete an update to the DCM	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
2.1.11	Create a communication plan to promote the Public Safety Facility to ensure citizens understand what is being asked on the November 2024 ballot	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
2.1.12	Create a communication plan to promote the Animal Services Facility to ensure citizens understand what is being asked on the November 2024 ballot	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
2.1.13	Remain active on AAMPO, TAC, & NEP as well as working with County on Lateral Road tax with the goal to improve FM78	Completed	Completed	Completed	On-Going	On-Going
2.1.14	Bring road maintenance funds to at least \$1M annually in 3 years (FY23, FY24, FY25)	In Progress	In Progress	Completed	Not Applicable	Not Applicable
2.1.15	Develop an annual street maintenance program including presentation to Council and RFBs	Completed	Completed	Completed	On-Going	On-Going

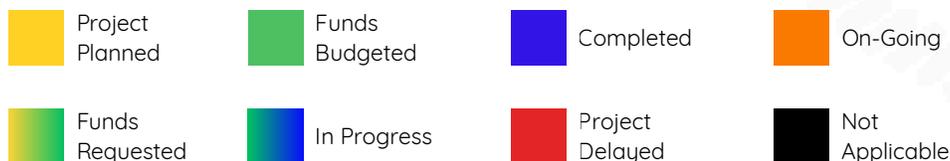


2.1	Be intentional with infrastructure investment to promote economic development, responsible growth, and public safety	'23	'24	'25	'26	'27
2.1.16	City staff to work with San Antonio River Authority as FEMA's Cooperating Technical Partner to obtain latest floodplain mapping to learn of flood risk		In Progress	Project Delayed	Project Planned	
2.1.17	Provide opportunity through public workshops for residents to give input on updated floodplain maps to understand local flooding events and document this data in a local data repository; evaluate local flooding accounts to develop possible solutions to reduce potential risks		Project Delayed	Funds Budgeted		
2.1.18	Fund and conduct a formal Master Drainage Study using local knowledge and resident accounts collected to develop a plan to reduce flood risks.			Project Delayed	Project Planned	

2.2	Gain control of utility service areas within our growth area	'23	'24	'25	'26	'27
2.2.1	Create a quarterly or semi-annual meeting schedule with other utility providers to strengthen partnerships	Completed	Completed	Completed	On-Going	On-Going
2.2.2	Engage GVSUD on wastewater CCN through participation in on-going litigation meetings	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
2.2.3	Explore CCN for Wastewater	Completed	Completed	In Progress	Project Planned	
2.2.4	Discuss options for dual-certification of CCN – Water and Sewer with GVSUD	Completed	Completed	Completed	Not Applicable	Not Applicable
2.2.5	Decide on City's commitment to financially contribute to the CCMA Woman Hollering Creek WWTP by Dec 2023 (FY24 Budget)	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
2.2.6	Decision on CVLGC water projects. Explore SSLGC partnership on water resources	Completed	In Progress	Funds Budgeted	Not Applicable	Not Applicable
2.2.7	Engage GVSUD to build working relationship through recurring meetings with staff presence	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
2.2.8	Explore options to expand broadband internet service	Completed	Completed	Completed	On-Going	On-Going
2.2.9	Coordinate with broadband providers to locate WCP (5G) facilities	Completed	In Progress	Completed	On-Going	On-Going
2.2.10	Present options to expand broadband internet service to the City Council	Completed	Completed	Completed	On-Going	On-Going
2.2.11	To remain compliant with TCEQ reserve requirements, develop a plan to replace the Crystal Clear SUD leased water. (741-acre feet)	Not Applicable	In Progress	Completed	Completed	Not Applicable
2.2.12	Continue to work on developing long term water sources and determine if CVLGC will remain as our primary project	Completed	In Progress	Completed	On-Going	On-Going
2.2.13	As a Public Water System, continue to maintain our system to retain our rating as a Superior Water System and develop adequate water resources to remain in compliance with TCEQ regulations related to water reserve requirements	Completed	Completed	Completed	On-Going	On-Going



2.3	Execute on the City's funded Capital Improvement Projects	'23	'24	'25	'26	'27
2.3.1	12" Water Main - G.V.R Mesa Western to Town Creek Rd (Design)		In Progress	Completed		
2.3.2	12" Water Main - Haeckerville Rd South to Arizpe Rd (Design)		In Progress	Completed	Project Planned	
2.3.3	Sewer Trunk Line Venado L.S. West to Haeckerville Area (Design)		In Progress	Completed	Project Planned	
2.3.4	12" Water Main - Haeckerville Rd - Arizpe to Lower Seguin (Design)		In Progress	Completed	Project Planned	
2.3.5	Dean Rd		Completed			
2.3.6	Bolton Rd		Completed			
2.3.7	5 Other Roads - Design Only		Completed			
2.3.8	Schlather Park - Restrooms		Project Delayed	Project Delayed	Project Planned	
2.3.9	Deer Creek Automatic Low Water Crossing Gates		Project Delayed	Project Delayed	Project Planned	
2.3.10	Lower Seguin Rd		In Progress	Completed		
2.3.11	Loose Equipment - Fire		Completed			
2.3.12	Fire Fleet - Engine/Pumper		Completed			
2.3.13	Fire Fleet - Ladder Truck		Completed			
2.3.14	Public Works Fleet		Completed			
2.3.15	Police Fleet		Completed			
2.3.16	Warbler Woods Preservation		In Progress	Project Delayed	Project Delayed	
2.3.17	15" Wastewater Gravity Main		Completed	Project Delayed	Project Planned	
2.3.18	Fiber to City Facilities		In Progress	Completed		
2.3.19	Animal Services Facility (existing) - Improvements to the office and the kennels			In Progress	Project Planned	
2.3.20	Town Creek Trail Parking Lot (Construction)			Completed		
2.3.21	FM 78 Water Main Extension (Construction)			In Progress	Project Planned	
2.3.22	Deer Creek Drainage Channel Improvements (Construction)			In Progress	Project Planned	
2.3.23	Green Valley Road Low Water Crossing (Construction)			Completed		
2.3.24	Tolle Road (Design and Right-of-Way Acquisition)			In Progress	Project Planned	
2.3.25	Deer Creek, Town Creek, Fire Bird Run, Silver Wing, and two other portions of Green Valley Road (Construction)			In Progress	Project Planned	
2.3.26	Wastewater CCN Infrastructure (Design)			In Progress	Project Planned	



# PARTNERSHIPS & RELATIONSHIPS

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**Initiative 3.1** Build strong connections and relationships with community partners, residents, and employees

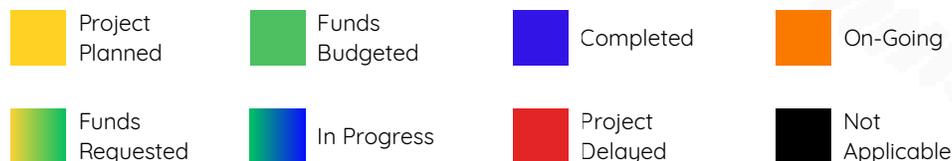
**Initiative 3.2** Lead efforts to advocate for legislations to promote Cibolo's interest

**Initiative 3.3** Be prepared to engage partner agencies when at the table

## Strategic Goal #3

# PARTNERSHIPS & RELATIONSHIPS

3.1	Build strong connections and relationships with community partners, residents, and employees	'23	'24	'25	'26	'27
3.1.1	Create a monthly schedule for developer meetings with staff to share 3-6-month projections to help with demand forecasting	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.2	Create a communication standard for Council covering existing standards and how they can share that with developers	Project Delayed	Completed	Not Applicable	Not Applicable	Not Applicable
3.1.3	Create a master developers contact list and maintain with updates annually	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.4	Create and maintain an annual meeting plan for Planning Staff to collaborate/share ideas with other Planning Departments in the area	Funds Requested	Completed	Not Applicable	Not Applicable	Not Applicable
3.1.5	Create and maintain an annual meeting plan with the VFW, VA, and other veteran's group as appropriate	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.6	Develop a transitional workforce program for local veterans to include training opportunities	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.7	Create and maintain an annual meeting plan for the Guadalupe County Mayors, Judge, and Commissioners (Pct. 3 & 4) meetings	Completed	Completed	Completed	On-Going	On-Going
3.1.8	Create and maintain an annual meeting plan for Economic Development staff to meet with local/regional development organizations/groups	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.9	Create and maintain an annual meeting plan to engage local non-profits and religious organizations to increase community participation	Completed	Completed	Completed	On-Going	On-Going
3.1.10	Create and maintain an annual regional calendar that is shared with Council that includes events in other cities nearby	Completed	Completed	Completed	On-Going	On-Going
3.1.11	Create and maintain an annual meeting plan with SCUCISD	Completed	Completed	Completed	On-Going	On-Going
3.1.12	Create and maintain an annual meeting plan for the City Manager to meet with other city managers in our area	Completed	Completed	Completed	On-Going	On-Going
3.1.13	Create and maintain an annual meeting plan for the City Manager to meet with our local Chambers of Commerce	Completed	Completed	Completed	On-Going	On-Going
3.1.14	Create and maintain an annual meeting plan for the City Manager and appropriate staff to meet with utility providers that service Cibolo	Completed	Completed	Completed	On-Going	On-Going



3.1	Build strong connections and relationships with community partners, residents, and employees	'23	'24	'25	'26	'27
3.1.15	Create and maintain a current HOA contact list to host annual town halls with topics important to HOAs	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.16	Create and maintain an annual meeting plan with State Reps and other state-level organizations/groups	Completed	Completed	Completed	On-Going	On-Going
3.1.17	Implement a college-level internship program annually	Completed	Project Delayed	Project Delayed	On-Going	On-Going
3.1.18	Host an annual Volunteer recognition event to celebrate our citizens that serve on a volunteer body	Completed	Completed	Completed	On-Going	On-Going
3.1.19	Implement a City Manager's recognition program to recognize employees on-the-spot	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.1.20	Create and maintain an annual Years of Service recognition program for employees	Completed	Completed	Completed	On-Going	On-Going
3.1.20	Host an annual recognition/appreciation event for all employees	Completed	Completed	Completed	On-Going	On-Going

3.2	Lead efforts to advocate for legislation that promotes Cibolo's interests	'23	'24	'25	'26	'27
3.2.1	Create and maintain a list of staff members that can serve as support staff for Council; review annually	Completed	Completed	Completed	On-Going	On-Going
3.2.2	Create and maintain an annual action plan for TML items in the coming year to share with Council and staff	Completed	Completed	Completed	On-Going	On-Going
3.2.3	City Attorney is required to provide an annual update regarding new laws that impact municipal authority for development	Completed	Completed	Project Delayed	On-Going	On-Going

3.3	Be prepared to engage partner agencies when at the table	'23	'24	'25	'26	'27
3.3.1	Explore a County/City joint facility off of IH-10, e.g. Fire Station #4 and Police Annex	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.3.2	Apply for grants to seek funding for new public safety facilities and other city facilities	Completed	Completed	Funds Requested	On-Going	On-Going
3.3.3	Explore/Develop an appropriate method of communication with developers building in non-annexed areas to encourage annexation annually	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
3.3.4	Create a communication plan to engage with neighboring cities to coordinate/cooperate on infrastructure projects and events	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
3.3.5	Engage the County on reallocating lateral-road tax revenue to consider road improvements within the City and the ETJ	Completed	Completed	Completed	On-Going	On-Going



# QUALITY OF LIFE

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**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 “Memorable experiences”

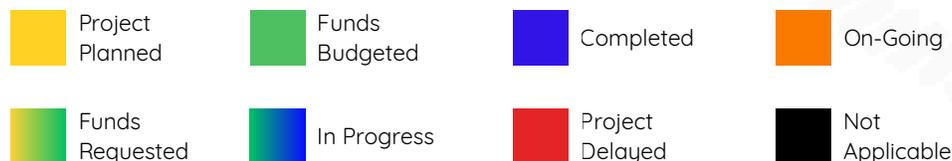
**Initiative 4.5** Update the Parks & Recreation Master Plan

## Strategic Goal #4

# QUALITY OF LIFE

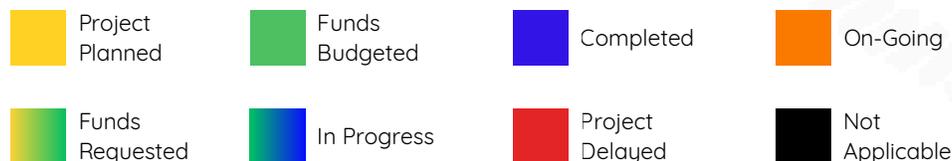
4.1	Promote active lifestyles for all ages by providing opportunities to recreate	'23	'24	'25	'26	'27
4.1.1	Explore development of new sports fields for events by conducting a feasibility study to identify resources and impact for the City					
4.1.2	Develop a trail system that connects neighborhoods and commercial areas					
4.1.3	Explore the possibility of utility easements for hike and bike trail connectivity throughout the City					
4.1.4	Develop a Grants Program Master Plan to identify funding opportunities that support the development of parks/trail systems					
4.1.5	Explore personnel policies that can support work-life balance and compare to other local comparable agencies					
4.1.6	Explore incorporating designs and costs for on-street shared use paths to be considered in future Thoroughfare Master Plan updates					
4.1.7	Recruit bike friendly companies					
4.1.8	Develop marketing initiatives that strengthen the image of Cibolo being a "City of Choice" in relation to recreation opportunities					
4.1.9	Ensure all current/new public facilities comply with ADA requirements to create a safe and fair environment for the public					
4.1.10	Monitor the utilization of the existing Senior Program and provide annual updates to Council with a presentation					
4.1.11	Explore opportunities to provide a larger facility					
4.1.12	Adopt/Update City standards for public park improvements and minimum amenities					

4.2	Create and sustain safe and well-kept neighborhoods that residents love to call home	'23	'24	'25	'26	'27
4.2.1	Create a 'Quality Development Standards' document that can be shared with all developers to help communicate the City's vision					
4.2.2	Increase shifts from four (4) patrol offices plus sergeant to (5) patrols officers plus sergeant to provide extra coverage for neighborhoods					



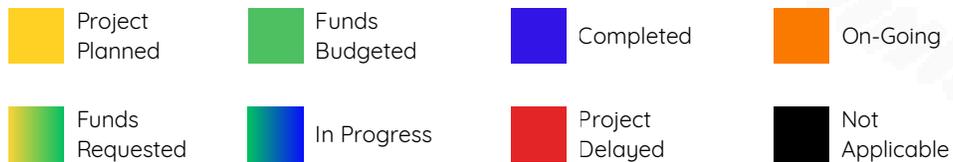
4.2	Create and sustain safe and well-kept neighborhoods that residents love to call home	'23	'24	'25	'26	'27
4.2.3	Promote/Encourage the creation of Neighborhood Watch Programs through educational presentations	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
4.2.4	Evaluate park impact fees for park dedication fee changed to developer in lieu of land dedication	Not Applicable	Project Delayed	Project Delayed	Project Planned	Not Applicable
4.2.5	Create a schedule to update, maintain and enhance GIS products posted on City website (such as the Current Developments Map)	Completed	Completed	Completed	On-Going	On-Going
4.2.6	Conduct annual sidewalk inventory and create a funding plan that prioritizes repairs and filling gaps	Project Delayed	In Progress	In Progress	On-Going	On-Going
4.2.7	Increase promotion of SeeClickFix for citizens to help build better relationships with quality City-to-citizen service delivery times	Completed	Completed	Completed	On-Going	On-Going
4.2.8	Develop a neighborhood parks range of features so that as local parks develop, the features complement, rather than duplicate one another	Completed	Project Delayed	In Progress	On-Going	On-Going
4.2.9	Conduct a study on City's Fire ISO and identify recommendations on how to improve Fire ISO	Not Applicable	In Progress	Completed	Not Applicable	Not Applicable

4.3	Support youth activities	'23	'24	'25	'26	'27
4.3.1	Promote a youth sports association by engaging local groups to evaluate interest and incorporate findings into the P&R Master Plan	Completed	Project Delayed	In Progress	Project Planned	Not Applicable
4.3.2	Exploring funding for Phase II of the Youth Sports Complex	Not Applicable	Project Delayed	In Progress	Project Planned	Not Applicable
4.3.3	Provide Council with a semi-annual report on field usage by YMCA	Completed	Completed	Project Delayed	On-Going	On-Going
4.3.4	Schedule an annual presentation from the YMCA to Council	Completed	Completed	Project Delayed	On-Going	On-Going
4.3.5	Track usage of playing fields in City Parks and MEC and report on an annual basis and identify best practices that are supporting the aim to maximize use of city parks	Completed	Project Delayed	Project Delayed	On-Going	On-Going
4.3.6	Make online parks reservation portal available to customers on the new website	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
4.3.7	Execute agreement with Relentless Sports for multi-year arrangement for the use of the Multi-Event Center	Not Applicable	Project Delayed	Project Delayed	Project Planned	Not Applicable



4.4	Provide unique outdoor experiences - “Memorable Experiences”	‘23	‘24	‘25	‘26	‘27
4.4.1	Update Downtown Master Plan to create clear vision for the heart and soul of our community					
4.4.2	Continue Cibolo Summer Nights, Market Days, Holiday Parade, Cibolofest and other complementary special events on an annual basis					
4.4.3	Explore acquisition of Warbler Woods property for park land and preservation of the nature preserve in partnership with Green Space Alliance and the property owner					
4.4.4	Design and construct Council identified improvements in existing city parks per 5-year CIP					
4.4.5	Complete design and initiate construction of the Town Creek Trail from FM 1103 to the Community Center					

4.5	Update the Parks & Recreation Master Plan	‘23	‘24	‘25	‘26	‘27
4.5.1	Update the Parks & Recreation (P&R) Master Plan to include the linear park/trail system					
4.5.2	Identify and explore current/new recreation trends and consider updating the P&R Master Plan to include findings					
4.5.3	Update the Thoroughfare Master Plan for on-street bike lanes while coordinating with the P&R Master Plan when funding is available					



# FINANCIAL INTEGRITY

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**Initiative 5.1** Foster fiscal health through disciplined long-term planning, cost control, efficiency, increased revenue, & innovative funding solutions

**Initiative 5.2** Develop 5-Year Forecasts and maintain CIP funding sources

**Initiative 5.3** Develop Financing strategies aligned with customer service delivery expectations

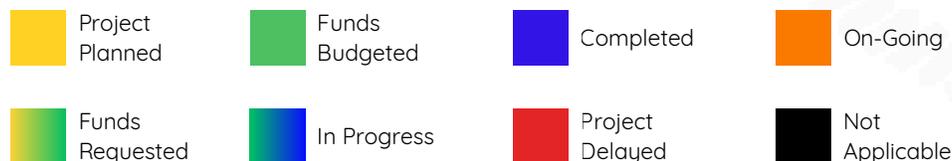
**Initiative 5.4** Implement Procurement Functions

## Strategic Goal #5

# FINANCIAL INTEGRITY

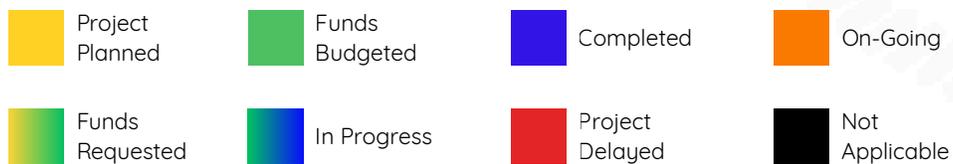
5.1	Foster fiscal health through disciplined long-term planning, cost control, efficiency, transparency, increased revenue, & innovative funding solutions	'23	'24	'25	'26	'27
5.1.1	Ensure a balanced budget is achieved through the annual budget process by managing expenses within revenues	Completed	Completed	Completed	On-Going	On-Going
5.1.2	Create city facility master plan to provide long term facility needs as City grows and maintain annually	Not Applicable	In Progress	In Progress	On-Going	On-Going
5.1.3	Collect quotes for a new contract for printed newsletter	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
5.1.4	Implement fiscal transparency tool included with Open Gov	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
5.1.5	Achieve TX state comptroller awards for transparency annually	Completed	Completed	Completed	On-Going	On-Going
5.1.6	Utilize PEG Funds and create production studio and PEG channel	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
5.1.7	Maintain market pay to be competitive in workforce to attract and retain top talent	Completed	In Progress	In Progress	On-Going	On-Going
5.1.8	Annually review official City financial policies	Completed	Completed	Completed	On-Going	On-Going
5.1.9	Provide total rewards statement to every employee on annual basis	Project Delayed	In Progress	In Progress	On-Going	On-Going

5.2	Develop 5-Year Forecasts and maintain CIP funding sources	'23	'24	'25	'26	'27
5.2.1	Develop a 5-year financial plan and update annually during the budget process	Funds Requested	Project Delayed	Completed	On-Going	On-Going
5.2.2	Develop 5-year CIP projections and update annually during the budget process	Completed	Completed	Completed	On-Going	On-Going
5.2.3	Provide a CIP scope of work, timeline, and outcomes to Council Subcommittee as required	Completed	Completed	Completed	On-Going	On-Going
5.2.4	Strengthen CIP by creating procurement templates, dashboard, master schedule, and communication of future projects forms and contracts, and ensure timely execution from time of funding and update annually as needed	Completed	Completed	Completed	On-Going	On-Going
5.2.5	Complete project development, including costs, before bonds are issued	Completed	Completed	Completed	On-Going	On-Going
5.2.6	Initiate Capital Improvement Projects within 12 months of debt issuance	Completed	Completed	Completed	On-Going	On-Going



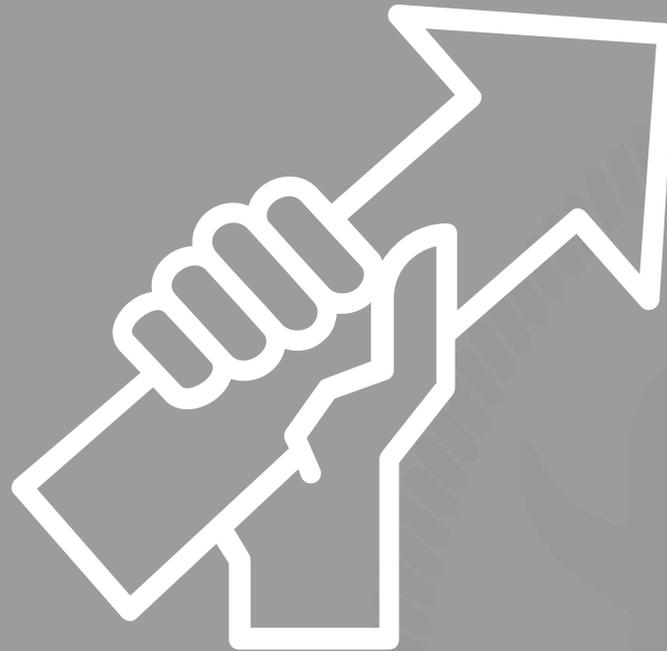
5.3	Develop financing strategies aligned with customer service delivery expectations	'23	'24	'25	'26	'27
5.3.1	Update All Impact Fee Studies		Red	Red	Yellow	
5.3.2	Address sales tax base - sales tax audit		Red	Red	Yellow	
5.3.3	Develop a sustainable and equitable Water Rate		Blue			
5.3.4	Develop a sustainable and equitable Wastewater Rate		Blue			
5.3.5	Evaluate and Develop Capital Replacement Funding (Vehicles/Equipment, Facilities, Infrastructure)		Blue			

5.4	Develop and implement improved internal policies and procedures	'23	'24	'25	'26	'27
5.4.1	Hire Procurement Specialist	Blue				
5.4.2	Establish Procurement Policy to include purchases, credit card purchases, employee reimbursables, etc.	Blue	Blue			
5.4.3	Implement Purchase Order Process in OpenGov and create Citywide SOP		Blue	Blue		
5.4.4	Formalize process for contracts execution and compliance	Blue	Blue			



# OPERATIONAL EXCELLENCE

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- Initiative 6.1** Govern openly to build and sustain trust through citizen inclusion and involvement
- Initiative 6.2** Cibolo communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community
- Initiative 6.3** High quality services are responsive to citizens' needs, readily accessible, courteously delivered, and professionally managed
- Initiative 6.4** Commitment to the pursuit of continuous improvement for the benefit of the organization and the community we serve

## Strategic Goal #6

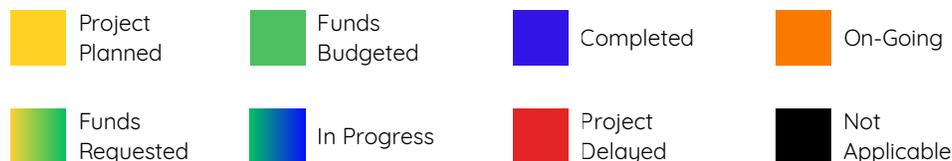
# OPERATIONAL EXCELLENCE

6.1	Govern openly to build and sustain trust through citizen inclusion and involvement	'23	'24	'25	'26	'27
6.1.1	Create an annual UDC work program using UDC Advisory, P&Z, and Council direction on Committee	In Progress	In Progress	In Progress	Project Planned	Not Applicable
6.1.2	Update Comprehensive Plan	In Progress	Completed	Not Applicable	Not Applicable	Not Applicable
6.1.3	Update Parks and Recreation Master Plan after Comprehensive Plan	Not Applicable	Project Delayed	Project Delayed	Project Planned	Not Applicable
6.1.4	Update UDC after Comprehensive Plan	Not Applicable	In Progress	In Progress	Project Planned	Not Applicable
6.1.5	Update the DCM	Not Applicable	In Progress	Completed	Not Applicable	Not Applicable
6.1.6	Fund Update Water/Wastewater Master Plan after City resolves litigation with GVSUD	Not Applicable	In Progress	In Progress	Project Planned	Not Applicable
6.1.7	Update the Pavement Management Plan Report from June 2019	Not Applicable	In Progress	In Progress	Project Planned	Not Applicable
6.1.8	Continue CIP Staff Committee to coordinate on project development and management	Completed	Completed	Completed	On-Going	On-Going
6.1.9	Provide calendar of community engagement opportunities on City Website	Completed	Completed	Completed	On-Going	On-Going
6.1.10	Implement a Public Input survey for citizen engagement	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
6.1.11	Ensure that there is a requirement in RFP or RFBs for CIP projects to include renderings	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.1.12	Have developers and builders provide renderings for development projects	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.1.13	Enhance GIS products and maps on City Website	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
6.1.14	Implement new website (Revize) and survey tools to provide greater accessibility for citizens to provide feedback	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.1.15	Conduct in-person Town Hall meetings twice annually and test virtual town halls	Completed	Completed	Completed	On-Going	On-Going
6.1.16	Annually review official City personnel policies	Completed	Project Delayed	In Progress	On-Going	On-Going



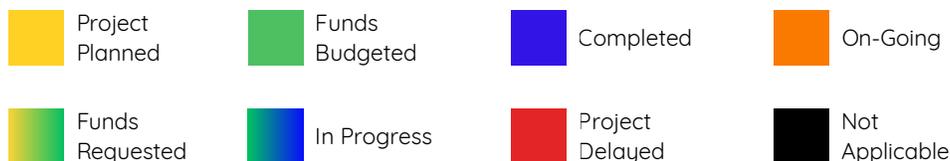
6.2	Cibolo communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community	'23	'24	'25	'26	'27
6.2.1	Create digital newsletter content calendar	Completed	Completed	Not Applicable	Not Applicable	Not Applicable
6.2.2	Create annual EDC report	Completed	Completed	Completed	On-Going	On-Going
6.2.3	Conduct townhall meetings with opportunities for Utilize Public Input tool through digital options (such as the City's website)	Completed	Completed	Completed	On-Going	On-Going
6.2.4	Utilize Everbridge option for Town Hall notice to Citizens	Not Applicable	In Progress	Completed	Not Applicable	Not Applicable
6.2.5	Hold Town Hall meetings with elected officials	Completed	In Progress	In Progress	On-Going	On-Going
6.2.6	Create a "Council Action" recap video series for citizens by the Mayor	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.2.7	Continue posting after Council presentations, proclamations, service awards, etc...	Completed	Completed	Completed	On-Going	On-Going
6.2.8	Develop videos of Public Works staff completing projects	Completed	Completed	Completed	On-Going	On-Going

6.3	High quality services are responsive to citizens' needs, readily accessible, courteously delivered, and professionally managed	'23	'24	'25	'26	'27
6.3.1	Provide Bond and CIP updates to the public with a dedicated webpage, social media blasts and newsletter articles	Completed	Completed	Completed	On-Going	On-Going
6.3.2	Re-establish Council Orientations and ensure there is representation from all departments	Completed	Completed	Completed	On-Going	On-Going
6.3.3	Create and maintain all committee orientations	Completed	Completed	Completed	On-Going	On-Going
6.3.4	Maintain existing GIS Development map and website, add CIP tracker	Completed	Completed	Completed	On-Going	On-Going
6.3.5	Mandatory staff training on SeeClickFix for each department	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.3.6	Increase video presence on new website and social media accounts	Completed	Completed	Completed	On-Going	On-Going
6.3.7	Continue to execute Organizational Excellence through Vision Inspired, Mission Focused, Values Driven, and Performance Based strategy Hire, retain, and develop top talent and hold employees accountable to the Departmental Business Plans	Completed	Completed	Completed	On-Going	On-Going
6.3.8	Implement a performance management program built off of department/service area missions and strategic goals	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.3.9	Revamp recruiting process to reduce vacancy times and employee turnover	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.3.10	Conduct staffing analysis to determine LOS to meet Council and community expectations	Not Applicable	Project Delayed	Project Delayed	Project Planned	Not Applicable
6.3.11	Revamp Building Services Department	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable

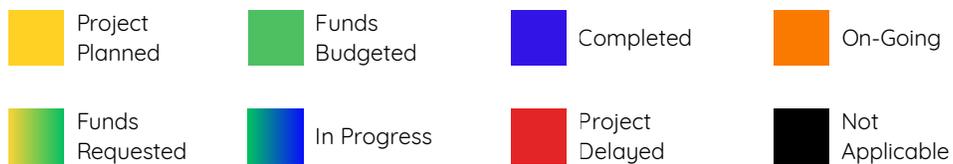


6.3	High quality services are responsive to citizens' needs, readily accessible, courteously delivered, and professionally managed	'23	'24	'25	'26	'27
6.3.12	Explore telecommuting & flex work policy by presenting a proposed policy and management structure to Council	Completed	Not Applicable	Not Applicable	Not Applicable	Not Applicable
6.3.13	Collect data regularly over the telework policy and make routine presentations to Council	Not Applicable	Completed	Completed	On-Going	On-Going

6.4	Commitment to the pursuit of continuous improvement for the benefit of the organization and the community we serve	'23	'24	'25	'26	'27
6.4.1	(Building Inspections) Develop and implement the 'Codes and Coffee' program to foster communication and collaboration between contractors, developers, and Building Department staff to address process questions, permit software issues, and code-related queries	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
6.4.2	(City Manager's Office) Implement a development and policy review committee (DPRC) to provide a forum for technical staff to meet with executive leadership early in the process of developing policies, processes, initiatives, and development to enhance communication, improve execution, better coordination, and ensure alignment with the Council Strategic Plan	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
6.4.3	(City Secretary's Office) Develop and implement a shared digital calendar for the Multi Event Center that communicates upcoming reservations with the appropriate members of staff, while also communicating up-to-date availability to potential interested parties of the public	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
6.4.4	(Economic Development) Develop and implement a digital application process for the Economic Development Corporation's Business Improvement Grant	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
6.4.5	(Finance) Develop and implement a digital workflow through OpenGov to improve the approval process of Accounts Payable items and contracts resulting in a reduced processing time	Not Applicable	Funds Requested	Funds Budgeted	Project Planned	Not Applicable
6.4.6	(Fire) Work towards reducing response times to emergency calls to improve the chances of saving lives and property of our community and the surrounding areas	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
6.4.7	(Information Services) Lower the average wait time of IT service request tickets to improve customer service delivery by researching new external programs and what options are available with the current software	Not Applicable	Funds Requested	Funds Budgeted	Project Planned	Not Applicable
6.4.8	(Communications) Enhance stakeholder engagement and brand reputation through integrated multichannel communication and increased public transparency on social media	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable
6.4.9	(People & Performance) Using ADP's talent acquisition software, develop and implement a recruitment workflow to hire top candidates seamlessly, while maximizing recruiting efficiency and decreasing time-to-hire waiting periods.	Not Applicable	Completed	Not Applicable	Not Applicable	Not Applicable



6.4	Commitment to the pursuit of continuous improvement for the benefit of the organization and the community we serve - One project per service area each fiscal year	'23	'24	'25	'26	'27
6.4.10	(Performance Management Program) Through the use of Lean Process Improvement training opportunities and workshops, work with at least six (6) service areas to improve one (1) of their processes and document the results		In Progress	In Progress	Project Planned	
6.4.11	(Planning) Develop and implement a redesigned pre-development process to improve on customer service delivery		Completed			
6.4.12	(Police) Enhance the reporting on police activity in the community and office performance within the organization by researching record management software that will reduce customer waiting times, optimize staff time, and provide more transparency to the public		In Progress	In Progress	Project Planned	
6.4.13	(Public Works) Develop and implement a new digital workflow for SeeClickFix to better address citizen concerns in a more timely and consistent manner		In Progress	In Progress	Project Planned	



# FY2025 ANNUAL REPORT



## The Cibolo City Council's Vision is...

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

### CONNECT WITH US

-  [www.cibolotx.gov](http://www.cibolotx.gov)
-  (210) 658-9900
-  200 S Main St, Cibolo, TX 78108

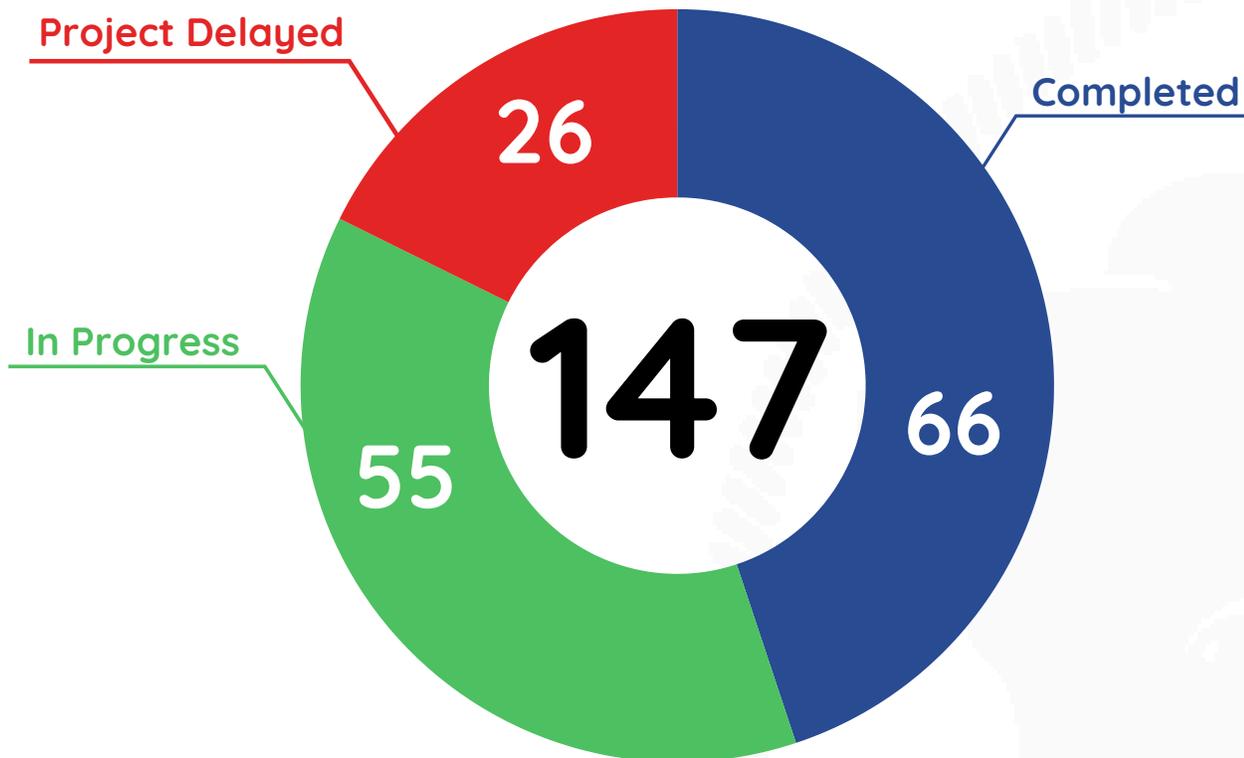
### ABOUT THIS REPORT

- Strategic Plan Originally Approved by City Council on September 13, 2022
- Council revised the Number of Core Strategies from 5 to 6 on May 23, 2023
- Annual Report published on January 13, 2026

*Vision Inspired, Mission Focused, Values Driven, and Performance Based*

# FY25 IN REVIEW

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In FY2025, **147** total goals were identified – **66** goals were '**Completed**', **55** goals are '**In Progress**' with completion in future fiscal years, and **26** goals were identified as '**Project Delayed**', including projects not yet funded.

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# INTRODUCTION & COUNCIL

The City of Cibolo's FY2025 Annual Report is a crucial supporting document to the City Council's FY2023-FY2027 Strategic Plan. Over the past year, dedicated City staff have worked tirelessly to achieve the goals and objectives identified by the City Council. From infrastructure development to public safety initiatives, the Annual Report highlights the key actions taken by staff to ensure that the City's strategic goals are met. By showcasing the progress made in various areas of the City, the Annual Report provides a clear picture and transparency of how the City's Departments are contributing to the overall success of the strategic plan. The report serves as an important tool that will help the City Council and the Public review the previous year's activities, identify areas of success and potential improvements, and guide the implementation of future policies and programs that will propel Cibolo to achieving its Vision. In FY2025, **147** total goals were identified – **66** goals were '**Completed**', **56** goals are '**In Progress**' with completion in future fiscal years, and **25** goals were identified as '**Project Delayed**', including projects not yet funded.



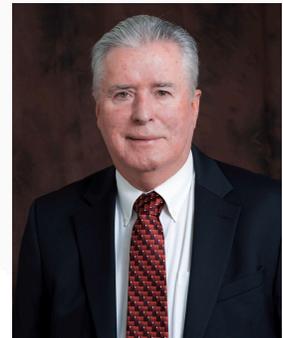
**Mark Allen**  
Mayor



**Jeff McGlothlin**  
District 1



**Randy Roberts**  
District 2



**Robert Mahoney**  
District 3



**Katie Cunningham**  
District 4



**Norma Sanchez-Stephens**  
District 5



**Donetta Roberts**  
District 6



**Joel Hicks**  
District 7

# EXECUTIVE TEAM

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**Wayne Reed**  
City Manager



**Peggy Cimics**  
City Secretary



**Bryan Huggins**  
Safety & Infrastructure



**Thedrick Andres**  
Police Chief



**Mario Troncoso**  
Fire Chief



**Rick Vasquez**  
Planning & Economic  
Development



**Anna Miranda**  
Finance



**Tracy Beekman**  
Information Services



**Elizabeth Taplin**  
People & Performance



**Julio Gomez**  
Public Works & Capital  
Improvement Projects



**Matt Hanson**  
Chief Building Official



**Nicole Perez**  
Executive Assistant,  
City Manager

# STRATEGIC GOALS



## #1. ECONOMIC DEVELOPMENT

**Guiding Principle:** The City of Cibolo will promote a strong and diverse economy that strengthens the local sales tax and property 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, 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. FINANCIAL INTEGRITY

**Guiding Principle:** The City of Cibolo will manage its finances in a transparent, accountable, and responsible manner; building public trust and ensuring that its financial resources are used to the best advantage of its citizens.



## #6. ORGANIZATIONAL EXCELLENCE

**Guiding Principle:** The City of Cibolo will strive to be the best it can be by constantly seeking ways to improve its processes, service delivery, and outcomes to our customers.

# ECONOMIC DEVELOPMENT

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**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 historic downtown

## Overview

# INITIATIVE 1.1

**Initiative 1.1** Institute forward thinking business, land use, development, and public safety strategies to promote community growth and development

1.1.2	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.	Project Delayed
1.1.3	Update FM 78 Corridor Plan	Project Delayed
1.1.4	Achieve 50% revenue increase from sales tax over next 3 years by attracting quality retail businesses	In Progress
1.1.8	City Economic Development staff to facilitate with the EDC Board and City Council the development of the first-year work plan (one-year strategy) of the Strategic Economic Development Plan (adopted 7/23/24) and a more refined work plan for next 2-5 years.	In Progress
1.1.9	Align roles of current staffing positions with existing programs and develop a plan on how to grow economic development activities following the recommendations in the Strategic Economic Development Plan (see Pages 7-15 and 7-16) and as identified in the implementation matrix.	In Progress
1.1.10	Evaluate deeper lots along major thoroughfares to identify desirable land development patterns	In Progress
1.1.11	In reference to 1.1.10, Ensure landowners are informed of discussions	In Progress

Under Initiative 1.1, 7 identified goals were in FY2025. Out of those 7 goals, 5 are considered ‘**In Progress**’ with anticipated completion in FY2026 or future fiscal years, and 2 are considered ‘**Project Delayed**’.

**1.1.2.....Project Delayed**

This project is considered delayed due to funding not being allocated for this item in FY25 and FY26. In March 2025, Staff contracted with an economic development modeling software company to measure economic impact, fiscal impact, and incentives on a project-by-project basis. Staff will be submitting again for FY27 consideration.

**1.1.3.....Project Delayed**

This project is considered delayed due to funding not being allocated for this item in FY2024, FY2025, and FY2026. Staff will be submitting again for FY2027 consideration.

**1.1.4.....In Progress**

While not met in the planned 3-year period, new business are continuing to choose Cibolo to diversify our tax base and work towards lessening the burden on homeowners. In FY20, the City collected \$3,943,739 (\$4M) in sales tax. The annual sales tax revenue has grown in FY25 to \$8,152,813 (\$8.2M), a more than doubling over this period of time. Over the last three fiscal years (FY23 - FY25), the sales tax revenue has grown by \$2.2M or 137% compared to FY22 collections of \$5,928,025.

**1.1.8.....In Progress**

This is an on-going item.

**1.1.9.....In Progress**

This is an on-going item.

**1.1.10.....In Progress**

As part of the ongoing rewrite of the Unified Development Code (UDC), the project consultants, in collaboration with City Staff, are reviewing current development regulations—including permitted land uses, zoning districts, and lot design standards—to better support more desirable and context-sensitive development patterns for deeper lots along major corridors. Community feedback obtained throughout the project will help shape these recommended updates.

**1.1.11.....In Progress**

Refer to goal 1.1.10 under Initiative 1.1.

## Overview

# INITIATIVE 1.2

**Initiative 1.2** Promote attractive well planned major throughfares

1.2.2	Promote growth near I-10 by investing in roadway improvements to support industrial/manufacturing	Completed
1.2.3	Promote growth near I-10 by designing a Public Safety Facility for fire and police presence	Completed
1.2.4	Promote growth near I-10 by constructing a Public Safety Facility for fire and police presence	In Progress
1.2.5	Develop an incentive agreement package to assist with development	In Progress

Under Initiative 1.2, 4 identified goals were in FY2025. Out of those 4 goals, 2 are considered 'Completed' and 2 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years.

**1.2.2.....Completed**

This project was completed in FY2025 in relation to the Bolton Road Reconstruction Project (Haeckerville Road to Stolte Road).

**1.2.3.....Completed**

In November of 2024, voters approved the construction of a Public Safety Facility. The design is still was substantially completed in 2025 with minor adjustments being made to accomodate a septic system to allow construction to commence in 2026 at Santa Clara Road and I-10.

**1.2.4.....In Progress**

In November of 2024, voters approved the construction of a Public Safety Facility. While construction of the project was estimated to begin in FY2025. Construction is now scheduled to commence in mid-FY2026 with a timeline of about 18-24 months for total construction.

**1.2.5.....In Progress**

Staff are actively reviewing current incentive agreement packages. During the June 24, 2025 regular City Council Meeting, Staff presented Council with a renewal of the current abatement policy.

## Overview

# INITIATIVE 1.3

### Initiative 1.3 Aggressive recruitment of targeted industries

1.3.2	Attract the City's first Hotel/Motel by promoting the EDC Property & Cibolo Crossing Sites	Project Delayed
1.3.4	Conduct Retail Study to identify opportunities to attract new retail sectors and strategy to target retailers to attract them to Cibolo	Completed
1.3.5	Develop a Retail Recruitment Strategy for FY 23-24 that includes regular outreach to targeted retailers	In Progress
1.3.6	Create a formalized incentive policy and application	In Progress

Under Initiative 1.3, 4 identified goals were in FY2025. Out of those 4 goals, 1 is considered 'Completed', 2 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years, and 1 is considered as 'Project Delayed'.

#### 1.3.2.....Project Delayed

Current hotel market is not favorable for new locations. On August 27, 2024, a City consultant presented his findings on hotel feasibility inside the city limits. He found the EDC property was at a disadvantage relative to the competitive market given current conditions and that the City should focus on the I-35 corridor where demand remains strong. Staff will continue conversations with all leads in FY2026 and report back during next year's Annual Report.

#### 1.3.4.....Completed

In FY2025, the Retail Study was conducted, and results are published here. Staff participated in multiple nationwide recruitment conventions such as ICSC. The retail categories identified with the largest leakage in the market analysis include electronics/appliance stores, building materials, and retail goods (clothing, sporting goods). In addition, the city continues to recruit sit down restaurants, because of the resident feedback from the survey conducted for the retail study.

#### 1.3.5.....In Progress

Staff has established regular participation in retail recruitment events 3x per year. including speaking at a panel at a retail conference about Cibolo.

#### 1.3.6.....In Progress

Refer to goal 1.2.5 under Initiative 1.2.

## Overview

# INITIATIVE 1.4

### Initiative 1.4 Promote and preserve historic downtown

1.4.1	Develop a strategy for a safe pedestrian walkway across R.R. downtown by engaging UPRR and TxDOT for right-of-way entry for a public project	In Progress
1.4.5	Create “Main Street” program w/ focus on small business growth/support	In Progress
1.4.6	Review and present on the Downtown “CORE” Plan	Completed
1.4.7	Amend Downtown CORE Plan at Council direction and revise UDC	In Progress

Under Initiative 1.4, 4 identified goals were in FY2025. Out of those 4 goals, 1 is considered ‘**Completed**’ and 3 are considered ‘**In Progress**’ with anticipated completion in FY2026 or future fiscal years.

#### 1.4.1.....In Progress

On November 18, 2025, City Council authorized the submission of a Public Project through U.P.R.R. for a sidewalk across the railroad on Main Street. In addition, the City and U.P.R.R. executed a preliminary engineering agreement to advance a design and assessment of the proposed pedestrian crossing. The design is estimated to take one year.

#### 1.4.5.....In Progress

While still waiting for delays due to a program freeze from the State of Texas during the last fiscal year to clear, Staff has researched and presented on the Texas Main Street Program to City Council and drafted application documents. At the time of writing, Staff and the City of Cibolo are part of the first initiative to join once the program and are waiting for the program to reopen.

#### 1.4.6.....Completed

Based on City Council’s feedback and direction on September 24, 2024, the RFP for the Old Town Master Plan was issued on October 15, 2024. City Council approved the award of contract on February 25, 2025. Since then, several engagement opportunities, including an open house, survey, walking tour, stakeholder sessions, and an advisory committee meeting—have taken place. Additional outreach efforts will continue through the project’s anticipated completion in FY2026.

#### 1.4.7.....In Progress

Refer to goal 1.4.6 above.

# INFRASTRUCTURE

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**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 area

**Initiative 2.3** Execute on the City's funded Capital Improvement Projects

## Overview

# INITIATIVE 2.1

**Initiative 2.1** Be intentional with infrastructure investment to promote economic development, responsible growth, and public safety

2.1.1	Create a master information technology strategic plan to incorporate in to master plan or as a standalone strategic plan	Completed
2.1.2	Create a CIP practice during annual budget process to look at infrastructure coordination over multiple years (2-3)	In Progress
2.1.3	Create a meeting schedule between City Staff and utility providers to ensure coordination is taking place with development	In Progress
2.1.5	Continually market benefits of street maintenance tax to the public through various communication channels	Completed
2.1.6	Explore Right-of-Way (ROW) permit program and staff resources required to implement	In Progress
2.1.7	Advocate with Guadalupe County for it to share back the lateral road tax based on the tax revenue generated from Cibolo properties	Completed
2.1.9	Present on the City's Pavement Management Plan Report City of Cibolo (dated 6/27/2019) annually during budget workshops	Completed
2.1.13	Remain active on AAMPO, TAC, & NEP as well as working with County on Lateral Road tax with the goal to improve FM78	Completed
2.1.14	Bring road maintenance funds to at least \$1M annually in 3 years (FY23, FY24, FY25)	Completed
2.1.15	Develop an annual street maintenance program including presentation to Council and RFBs	In Progress

2.1.16	City staff to work with San Antonio River Authority as FEMA's Cooperating Technical Partner to obtain latest floodplain mapping to learn of flood risk	Project Delayed
2.1.17	Provide opportunity through public workshops for residents to give input on updated floodplain maps to understand local flooding events and document this data in a local data repository; evaluate local flooding accounts to develop possible solutions to reduce potential risks	In Progress
2.1.18	Fund and conduct a formal Master Drainage Study using local knowledge and resident accounts collected to develop a plan to reduce flood risks.	Project Delayed

Under Initiative 2.1, 13 identified goals were in FY2025. Out of those 13 goals, 6 are considered 'Completed', 5 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years, and 2 are considered 'Project Delayed'.

**2.1.1.....Completed**

In FY2024, The City entered into an agreement with Sciens to create an IT Master Plan. On March 25, 2025, Council received a presentation on the 5-Year Strategic Technology Plan. The recommendations in this plan were considered in the FY26 budget process.

**2.1.2.....In Progress**

Now a standard way of doing business. Will reoccur during each budget cycle. Conclusion will come in FY2027 to determine if this method of CIP practice is sustainable and beneficial to the City.

**2.1.3.....In Progress**

Now a standard way of doing business. Staff will continue to develop this schedule in FY2026 after the implementation of the Right-of-Way (ROW) Ordinance.

**2.1.5.....Completed**

With the street maintenance tax continuing through the voter's approval in the 2023 election, Staff in the Communication and Public Works Departments have published multiple project updates and overviews on road improvements made utilizing this tax source through social media and the printed InCibolo magazine.

**2.1.6.....In Progress**

Staff will work towards developing the ordinance in FY2026. This will include staffing requirements.

**2.1.7.....Completed**

With the completion of the Dead Road, Lower Seguin Road, and Bolton Road construction projects in 2025, a formal request for reimbursement was submitted to the County in December 2025. Staff will continue to advocate for joint funding on other roads as opportunities arise.

**2.1.9.....Completed**

Staff provided City Council with 2 presentations over Pavement Management in FY2025.

**2.1.13.....Completed**

Members of Council and Staff have remained engaged with the partnering organizations to ensure advocacy of improvements needed for FM78. This will continue as a normal business practice going forward.

**2.1.14.....In Progress**

Funding for street maintenance in FY25 was \$750,000.

**2.1.15.....Completed**

Completed for this fiscal year. See Goal 2.1.9 above. Will reoccur in future fiscal years during the budget process. In FY2025, 2 projects were completed - ~\$500,000.00 of Pavement Preservation efforts.

**2.1.16.....Project Delayed**

Staff continued to work on this initiative in FY2025. The City Engineer has made a request for the latest floodplain maps from the San Antonio River Authority (SARA). Staff will continue with this effort.

**2.1.17.....In Progress**

In FY2025, Staff initiated its MS4 Program and provided community outreach through City-sponsored events like Cibolofest. However, funding for a drainage master plan was not secured. Staff will continue to apply for grants to fund this project.

**2.1.18.....Project Delayed**

Staff applied for grant funding but was not selected. Will look at options during FY2026 or for FY2027 budget consideration. Presently, the City is supporting Guadalupe County’s request for funding to conduct a countywide drainage master plan in FY2026.

## Overview

# INITIATIVE 2.2

**Initiative 2.2** Gain Control of utility service areas within our growth area

2.2.1	Create a quarterly or semi-annual meeting schedule with other utility providers to strengthen partnerships	Completed
2.2.3	Explore CCN for Wastewater	In Progress
2.2.4	Discuss options for dual-certification of CCN - Water and Sewer with GVSUD	Completed
2.2.6	Decision on CVLGC water projects. Explore SSLGC partnership on water resources	In Progress
2.2.8	Explore options to expand broadband internet service	Completed
2.2.9	Coordinate with broadband providers to locate WCP (5G) facilities	In Progress
2.2.10	Present options to expand broadband internet service to the City Council	Completed
2.2.11	To remain complaint with TCEQ reserve requirements, develop a plan to replace the Crystal Clear SUD leased water. (741 acre feet)	Completed
2.2.12	Continue to work on developing long term water sources and determine if CVLGC will remain as our primary project	In Progress
2.2.13	As a Public Water System, continue to maintain our system to retain our rating as a Superior Water System and develop adequate water resources to remain in compliance with TCEQ regulations related to water reserve requirements	Completed

Under Initiative 2.2, 10 identified goals were in FY2025. Out of those 10 goals, 6 are considered 'Completed', and 4 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years.

- 2.2.1**.....**Completed**  
 Staff continues to meet regularly with the following utility providers: GVSUD, GVEC, CRWA, CCMA, and others. This has become a standard practice in the way Cibolo conducts business.
- 2.2.3**.....**In Progress**  
 The City hired a consultant to develop a SSWW Master Plan that is expected to be completed in the Spring of 2026. Currently, the PUC is still reviewing the application.
- 2.2.4**.....**Completed**  
 On-going communication with GVSUD regarding the service area south of FM 78 to Interstate 10.
- 2.2.6**.....**In Progress**  
 During the past year, the City Council gave direction to Staff to explore next steps with CVLGC, including an assessment of the value of CVLGC assets.
- 2.2.8**.....**Completed**  
 Cibolo has multiple providers to include Google Fiber and AT&T installing high-speed fiber in Cibolo over the next 2-3 years. Over the past year, AT&T has brought high-speed internet to multiple neighborhoods.
- 2.2.9**.....**In Progress**  
 At the time of writing, Staff has collected information from AT&T and is still working on the collection from the other service providers.
- 2.2.10**.....**Completed**  
 Google Fiber should begin installation of their fiber lines in the next 2 years using its ROW License agreement with the City.
- 2.2.11**.....**Completed**  
 The City is continuing to explore a short-term (5-10 year) solution. The City entered into an agreement with LRE Water to explore TCEQ water requirements and found the City does not need to acquire additional water to serve project growth past 2040.
- 2.2.12**.....**In Progress**  
 The City continues discussions with the City of Schertz (CVLGC Partner) to determine the viability of CVLGC as the long-term solution for future water needs. The City will explore the necessity of continuing with CVLGC in FY2026.
- 2.2.13**.....**Completed**  
 Tri-annual TCEQ inspection was completed in July 2024. TCEQ confirmed the City's rating as a Superior Water System for the next 3 years. Next inspection will occur in 2027. Utilities Division keeps up with routine maintenance and testing.

## Overview

# INITIATIVE 2.3

**Initiative 2.3** Execute on the City's funded Capital Improvement Projects

2.3.1	12" Water Main - G.V.R Mesa Western to Town Crk Rd (Construction)	Completed
2.3.2	12" Water Main - Haeckerville Rd South to Arizpe Rd (Design)	In Progress
2.3.3	Sewer Trunk Line Venado L.S. West to H'ville Area (Design)	In Progress
2.3.4	12" Water Main - H'ville Rd - Arizpe to Lower Seguin (Design)	In Progress
2.3.8	Schlather Park - Restrooms	Project Delayed
2.3.9	Deer Creek Automatic Low Water Crossing Gates	Project Delayed
2.3.10	Lower Seguin Rd	Completed
2.3.16	Warbler Woods Preservation	In Progress
2.3.17	15" Wastewater Gravity Main - Tolle Rd. (Design)	Project Delayed
2.3.18	Fiber to City Facilities	Completed
2.3.19	Animal Services Facility (existing) - Improvements to the office and the kennels	In Progress
2.3.20	Town Creek Trail Parking Lot (Construction)	Completed
2.3.21	FM 78 Water Main Extension (Construction)	In Progress
2.3.22	Deer Creek Drainage Channel Improvements (Construction)	Completed
2.3.23	Green Valley Road Low Water Crossing (Construction)	Completed

2.3.24	Tolle Road (Design and Right-of-Way Acquisition)	In Progress
2.3.25	Deer Creek, Town Creek, Fire Bird Run, Silver Wing, and two other portions of Green Valley Road (Construction)	In Progress
2.3.26	Wastewater CCN Infrastructure (Design)	In Progress

Under Initiative 2.3, 18 identified goals were in FY2025. Out of those 18 goals, 6 are considered 'Completed', 9 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years, and 3 are considered 'Project Delayed'.

**2.3.1**.....Completed

Completed.

**2.3.2**.....In Progress

Project is in design as a future project.

**2.3.3**.....In Progress

Project is in design as a future project.

**2.3.4**.....In Progress

Project is in design as a future project.

**2.3.8**.....Project Delayed

Project is delayed until FY2027.

**2.3.9**.....Project Delayed

Project is delayed until FY2026.

**2.3.10**.....Completed

Completed.

**2.3.16**.....In Progress

The City contributed \$140,000 towards the preservation of an additional 40 acres in Warbler Woods in 2025; part of a \$1,238,674 transaction to secure a conservation easement.

**2.3.17**.....Project Delayed

Project is delayed until FY2026.

**2.3.18**.....**Completed**

Completed.

**2.3.19**.....**In Progress**

Voters approved the bond for this project in the November 2024 Election. Quorum has been selected as the architect for this project. The design will be completed in 2026 with construction starting in late 2026 or early 2027.

**2.3.20**.....**Completed**

Completed.

**2.3.21**.....**In Progress**

Project is under construction.

**2.3.22**.....**Completed**

Project was completed but damaged with flooding in July 2025. The repairs were completed at the end of 2025.

**2.3.23**.....**Completed**

Completed.

**2.3.24**.....**In Progress**

Right-of-Way acquisition is on-going. Design is 90% complete.

**2.3.25**.....**In Progress**

4 of the 6 projects are completed. Remaining 2 are on-going.

**2.3.26**.....**In Progress**

On October 27, 2025, the City Council received a presentation on the final South Cibolo Wastewater Master Plan. It directed staff to bring it back for approval. The Master Plan is scheduled for approval on January 13, 2026, by resolution.

# PARTNERSHIPS & RELATIONSHIPS

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**Initiative 3.1** Build strong connections and relationships with community partners, residents, and employees

**Initiative 3.2** Lead efforts to advocate for legislations to promote Cibolo's interest

**Initiative 3.3** Be prepared to engage partner agencies when at the table

## Overview

# INITIATIVE 3.1

**Initiative 3.1** Build strong connections and relationships with community partners, residents, and employees

3.1.7	Create and maintain an annual meeting plan for the Guadalupe County Mayors, Judge, and Commissioners (Pct. 3 & 4) meetings	Completed
3.1.9	Create and maintain an annual meeting plan to engage local non-profits and religious organizations to increase community participation	Completed
3.1.10	Create and maintain an annual regional calendar that is shared with Council that includes events in other cities nearby	Completed
3.1.11	Create and maintain an annual meeting plan with SCUCISD	Completed
3.1.12	Create and maintain an annual meeting plan for the City Manager to meet with other city managers in our area	Completed
3.1.13	Create and maintain an annual meeting plan for the City Manager to meet with our local Chambers of Commerce	Completed
3.1.14	Create and maintain an annual meeting plan for the City Manager and appropriate staff to meet with utility providers that service Cibolo	Completed
3.1.16	Create and maintain an annual meeting plan with State Reps and other state-level organizations/groups	Completed
3.1.17	Implement a college-level internship program annually	Project Delayed
3.1.18	Host an annual Volunteer recognition event to celebrate our citizens that serve on a volunteer body	Completed
3.1.20	Create and maintain an annual Years of Service recognition program for employees	Completed
3.1.21	Host an annual recognition/appreciation event for all employees	Completed

Under Initiative 3.1, 12 identified goals were in FY2025. Out of those 12 goals, 11 are considered 'Completed', and 1 is considered 'Project Delayed'.

**3.1.7.....Completed**

This has become a standard practice in the way Cibolo conducts business. City Council participates with Guadalupe County Judge to attend the County's Mayors meeting.

**3.1.9.....Completed**

This has become a standard practice in the way Cibolo conducts business. The Police and Fire Departments regularly engage with local non-profits and religious organizations as part of their community engagement initiatives.

**3.1.10.....Completed**

A Regional Calendar has been created and shared by the City Secretary's Office.

**3.1.11.....Completed**

This has become a standard practice in the way Cibolo conducts business. There are scheduled monthly meetings with SCUCISD that alternate between the City and their location.

**3.1.12.....Completed**

This has become a standard practice in the way Cibolo conducts business. There are scheduled quarterly meetings with the surrounding cities that alternate between Cibolo and their locations.

**3.1.13.....Completed**

This has become a standard practice in the way Cibolo conducts business. There are quarterly meetings between the City Manager's Office and The Schertz-Cibolo-Selma Chamber that include the City Managers from the other two cities.

**3.1.14.....Completed**

There are regular meetings between the City Manager's Office, Public Works, Planning, and the utility providers that serve our area.

**3.1.16.....Completed**

This is an on-going process and will be repeated annually.

**3.1.17.....Project Delayed**

Due to budget constraints, this year's internship program was not funded. This will be evaluated in the FY2027 budget cycle.

**3.1.18**.....**Completed**

This year (April 2025) the City Secretary’s Office, with the help of Municipal Court, held the City Council Volunteer Dinner for all members of City Committees, Commissions, Boards, and Corporations. This dinner is to recognize all the citizens of the community that volunteer their time to help the city by serving on one of the 10 committees/commission/boards we have in Cibolo. Each member receives a small gift to go along with the theme chosen each year. In 2025 the theme was Hollywood. Staff had a red carpet when individuals arrived and a backdrop for pictures to be taken. Each person received a bag of goodies just like at the Oscars. Each group was announced, and pictures were taken with the Mayor and Council. Dinner was provided and served by the Mayor, Council, and City Manager to all the volunteers. After all the volunteers were served their meals the servers (Mayor, Council, and CM) sat down with the volunteers to talk with them and just to get to know them better.

**3.1.20**.....**Completed**

The City Manager’s Office and the People & Performance Department have ensured employees are recognized for their years of service throughout the year.

**3.1.21**.....**Completed**

This is an on-going process and will be repeated annually.

## Overview

# INITIATIVE 3.2

**Initiative 3.2**      Lead efforts to advocate for legislation that promotes Cibolo’s interests

3.2.1	Create and maintain a list of staff members that can serve as support staff for Council; review annually	Completed
3.2.2	Create and maintain an annual action plan for TML items in the coming year to share with Council and staff	Completed
3.2.3	City Attorney is required to provide an annual update regarding new laws that impact municipal authority for development	Project Delayed

Under Initiative 3.2, 3 identified goals were in FY2025. Out of those 3 goals, 2 are considered ‘**Completed**’ and 1 is considered ‘**Project Delayed**’.

**3.2.1**.....**Completed**

This is an on-going process and will be repeated annually.

**3.2.2**.....**Completed**

This is an on-going process and will be repeated annually.

**3.2.3**.....**Project Delayed**

This is an on-going process and will be repeated annually. It was not done in 2025 due to transition in the City Attorney’s Office.

## Overview

# INITIATIVE 3.3

**Initiative 3.3** Be prepared to engage partner agencies when at the table

3.3.2	Apply for grants to seek funding for new public safety facilities and other city facilities	In Progress
3.3.5	Engage the County on reallocating lateral-road tax revenue to consider road improvements within the City and the ETJ	Completed

Under Initiative 3.3, 2 identified goals were in FY2025. Out of those 2 goals, 1 is considered 'Completed' and 1 is considered 'In Progress' with anticipated completion in FY2026 or future fiscal years.

**3.3.2**.....In Progress

Staff is currently working with the in-house grant writer and third-party grant writer (Vickers Consulting Group) to make its 4th application. For Hiring Activity grants, recipients must contribute 25 percent of the actual costs incurred in each of the first and second years of the grant, and 65 percent of the actual expenses incurred in the third year of the grant.

**3.3.5**.....Completed

Refer to goal 2.1.7 under Initiative 2.1.

# QUALITY OF LIFE

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**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 “Memorable experiences”

**Initiative 4.5** Update the Parks & Recreation Master Plan

## Overview

# INITIATIVE 4.1

**Initiative 4.1** Promote active lifestyles for all ages by providing opportunities to recreate

4.1.1	Explore development of new sports fields for events by conducting a feasibility study to identify resources and impact for the City	Project Delayed
4.1.2	Develop a trail system that connects neighborhoods and commercial areas	In Progress
4.1.3	Explore the possibility of utility easements for hike and bike trail connectivity throughout the City	Project Delayed
4.1.6	Explore incorporating designs and costs for on-street shared use paths to be considered in future Thoroughfare Master Plan updates	In Progress
4.1.10	Monitor the utilization of the existing Senior Program and provide annual updates to Council with a presentation	In Progress
4.1.11	Explore opportunities to provide a larger facility	Completed
4.1.12	Adopt/Update City standards for public park improvements and minimum amenities	Project Delayed

Under Initiative 4.1, 7 identified goals were in FY2025. Out of those 7 goals, 1 is considered ‘**Completed**’, 3 are considered ‘**In Progress**’ with anticipated completion in FY2026 or future fiscal years, and 3 are considered ‘**Project Delayed**’.

**4.1.1**.....**Project Delayed**

Parks Master Plan is budgeted for FY26.

**4.1.2**.....**In Progress**

On-going design of the Town Creek Trail Project. In addition, the City funded a Parks and Trails Master Plan in the FY26 budget. A request for proposals will be initiated in 2026 after the completion of the Old Town Master Plan.

**4.1.3.....Project Delayed**

Project is delayed until FY2026. This will be explored as part of a new Parks, Open Space, and Trails Master Plan, which has been funded in FY26.

**4.1.6.....Project Delayed**

Project is delayed until FY2026. This will be explored as part of a new Parks, Open Space, and Trails Master Plan, which has been funded in FY26.

**4.1.10.....In Progress**

No action at this time as the renovation of the remaining sections of the Cibolo Community Center is underway.

**4.1.11.....Completed**

Program moved to the Cibolo Community Center in October 2025. The program continues to grow in membership. A presentation was provided to City Council on January 20, 2025.

**4.1.12.....Project Delayed**

Project is delayed until FY2026. This will be explored as part of a new Parks, Open Space, and Trails Master Plan, which has been funded in FY2026 budget.

## Overview

# INITIATIVE 4.2

**Initiative 4.2** Create and sustain safe and well-kept neighborhoods that residents love to call home

4.2.4	Evaluate park impact fees for park dedication fee changed to developer in lieu of land dedication	<b>Project Delayed</b>
4.2.5	Create a schedule to update, maintain and enhance GIS products posted on City website (such as the Current Developments Map)	<b>Completed</b>
4.2.6	Conduct annual sidewalk inventory and create a funding plan that prioritizes repairs and filling gaps	<b>In Progress</b>
4.2.7	Increase promotion of SeeClickFix for citizens to help build better relationships with quality City-to-citizen service delivery times	<b>Completed</b>
4.2.8	Develop a neighborhood parks range of features so that as local parks develop, the features complement, rather than duplicate one another	<b>In Progress</b>
4.2.9	Conduct a study on City's Fire ISO and identify recommendations on how to improve Fire ISO	<b>Completed</b>

Under Initiative 4.2, 6 identified goals were in FY2025. Out of those 6 goals, 3 are considered **'Completed'**, 2 are considered **'In Progress'** with anticipated completion in FY2026 or future fiscal years, and 1 is considered **'Project Delayed'**.

**4.2.4**.....**Project Delayed**

This will be explored as part of a new Parks, Open Space, and Trails Master Plan, which has been funded in FY2026.

**4.2.5**.....**Completed**

This is now considered a way of doing business and will continue for future years.

**4.2.6**.....**In Progress**

This is an on-going process. Work Orders are generated through SeeClickFix tickets.

**4.2.7**.....**Completed**

Through the use of social media and printed newsletters, Staff have continued to promote SeeClickFix and the benefits of the community utilizing this tool.

**4.2.8**.....**In Progress**

Currently working on this item with Kimley-Horn for Veterans Memorial Park and Niemietz Park. A comprehensive inventory will be completed as part of the Parks, Open Space, and Trails Master Plan.

**4.2.9**.....**Completed**

The Fire Department secured Mike Pietsch, P.E. Consulting Services, Inc., in December 2023 and has evaluated key components related to ISO ratings, including **1)** Fire Department; Staffing and Equipment **2)** Water Supply; Hydrant type and location with needed fire flow **3)** Emergency Communications System; Adequate CAD system, Facilities for dispatching fire companies/engines and **4)** Community Risk Reduction; Community outreach programs, Fire prevention enforcement. The initial phase was completed on February 2, 2024. The consultant found that the City of Cibolo's total earned credits would move to an ISO Class 2/2X. On August 29, 2024, the project was completed, and the new ISO class request was submitted. With approval in April of 2025, the City of Cibolo's ISO rating is now a 2 ISO rated community.

## Overview

# INITIATIVE 4.3

### Initiative 4.3 Support youth activities

4.3.1	Promote a youth sports association by engaging local groups to evaluate interest and incorporate findings into the P&R Master Plan	In Progress
4.3.2	Exploring funding for Phase II of the Youth Sports Complex	In Progress
4.3.3	Provide Council with a semi-annual report on field usage by YMCA	Project Delayed
4.3.4	Schedule an annual presentation from the YMCA to Council	Project Delayed
4.3.5	Track usage of playing fields in City Parks and MEC and report on an annual basis and identify best practices that are supporting the aim to maximize use of city parks	Project Delayed
4.3.7	Execute agreement with Relentless Sports for multi-year arrangement for the use of the Multi-Event Center	Project Delayed

Under Initiative 4.3, 6 identified goals were in FY2025. Out of those 6 goals, 2 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years, and 4 are considered 'Project Delayed'.

#### 4.3.1.....In Progress

Staff is working with YMCA and Cibolo Little League for youth sport league coordination.

#### 4.3.2.....In Progress

On-going effort. The City was in discussions with a potential developer, but the project stalled.

#### 4.3.3.....Project Delayed

Staff will present in January 2026.

#### 4.3.4.....Project Delayed

Goal was not met in FY2025. The YMCA will present in January 2026.

**4.3.5.....Project Delayed**

Project is delayed until FY2026.

**4.3.7.....Project Delayed**

Council agreed to provide Relentless Soccer with preferred dates and times of MEC Field use while still providing usage of the facility to other local sports groups.



## Overview

# INITIATIVE 4.4

**Initiative 4.4** Provide unique outdoor experiences - “Memorable Experiences”

4.4.1	Update Downtown Master Plan to create clear vision for the heart and soul of our community	In Progress
4.4.2	Continue Cibolo Summer Nights, Market Days, Holiday Parade, Cibolofest and other complementary special events on an annual basis	Completed
4.4.4	Design and construct Council identified improvements in existing city parks per 5-year CIP	In Progress
4.4.5	Complete design and initiate construction of the Town Creek Trail from FM 1103 to the Community Center	In Progress

Under Initiative 4.4, 4 identified goals were in FY2025. Out of those 4 goals, 1 is considered ‘**Completed**’ and 3 are considered ‘**In Progress**’ with anticipated completion in FY2026 or future fiscal years.

**4.4.1**.....**In Progress**

Refer to goal 1.4.6 under Initiative 1.4.

**4.4.2**.....**Completed**

Successful completion of Cibolofest and Cibolo Summer Nights. Market Days was discontinued for FY2025 but will revisit for FY2026.

**4.4.4**.....**In Progress**

The City Council provided direction during the Council Budget Workshop. Veterans and Niemietz Parks are in the Planning Phase.

**4.4.5**.....**In Progress**

This is still under design due to issues with UPRR. Project will likely be completed in FY2027 or later.

## Overview

# INITIATIVE 4.5

### Initiative 4.5 Update the Parks & Recreation Master Plan

4.5.1	Update the Parks & Recreation (P&R) Master Plan to include the linear park/trail system	Project Delayed
4.5.2	Identify and explore current/new recreation trends and consider updating the P&R Master Plan to include findings	Project Delayed
4.5.3	Update the Thoroughfare Master Plan (T.M.P.) for on-street bike lanes while coordinating with the P&R Master Plan when funding is available	Project Delayed

Under Initiative 4.5, 3 identified goals were in FY2025. Out of those 3 goals, all 3 are considered as **‘Project Delayed’**.

**4.5.1**.....**Project Delayed**

The Cibolo EDC will be funding the Parks Master Plan in FY2026.

**4.5.2**.....**Project Delayed**

This will be part of the Parks Master Plan in FY2026. See 4.5.1.

**4.5.3**.....**Project Delayed**

This will be part of the Parks Master Plan in FY2026. See 4.5.1.

# FINANCIAL INTEGRITY

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**Initiative 5.1** Foster fiscal health through disciplined long-term planning, cost control, efficiency, increased revenue, & innovative funding solutions

**Initiative 5.2** Develop 5-Year Forecasts and maintain CIP funding sources

**Initiative 5.3** Develop Financing strategies aligned with customer service delivery expectations

**Initiative 5.4** Implement Procurement Functions

## Overview

# INITIATIVE 5.1

**Initiative 5.1** Foster fiscal health through disciplined long-term planning, cost control, efficiency, transparency, increased revenue, & innovative funding solutions

5.1.1	Ensure a balanced budget is achieved through the annual budget process by managing expenses within revenues	Completed
5.1.2	Create city facility master plan to provide long term facility needs as City grows and maintain annually	In Progress
5.1.5	Achieve TX state comptroller awards for transparency annually	Completed
5.1.7	Maintain market pay to be competitive in workforce to attract and retain top talent	In Progress
5.1.8	Annually review official City financial policies	Completed
5.1.9	Provide total rewards statement to every employee on annual basis	In Progress

Under Initiative 5.1, 6 identified goals were in FY2025. Out of those 6 goals, 3 are considered ‘**Completed**’ and 3 are considered ‘**In Progress**’ with anticipated completion in FY2026 or future fiscal years.

**5.1.1**.....**Completed**

A balanced budget was developed for FY2026 and adopted by City Council on September 18, 2025. Revenues are consistently monitored, and negative variances are communicated to the City Manager and to staff to ensure that we are managing costs to stay within our available revenues.

**5.1.2**.....**In Progress**

A presentation was provided to Council in March on the Facility Master Plan program. The City acquired the Noble Group Event Center in August to expand available office space for City employees and programs. Staff will continue exploring grants to fund a facility master plan in the next budget.

**5.1.5**.....**Completed**

The City maintained a star for Traditional Finances and will be seeking one to two additional stars in FY2026.

**5.1.7**.....**In Progress**

Market study has been completed for all remaining positions that were not moved to market in the FY2025 budget. Proposed market adjustments were presented to council during the FY2026 budget workshops and approved as part of the FY2026 budget. The adjustments are effective as of January 3, 2026.

**5.1.8**.....**Completed**

Official city financial policies include Fund balance policy, investment policy, purchasing policy and debt management policy. City Council was provided a presentation on the Fund Balance Policy on July 8, 2025, and directed Staff to return with an amendment. On October 14, 2025, City Council adopted Ordinance 1512 amending the City’s Investment Policy, which is required annually by the Public Funds Investment Act (PFIA). The City Council approved Resolution 1728 on August 26, 2025, amending the Fund Balance Policy, including changing the minimum Unassigned Fund Balance from 28% to 25% for the General Fund.

**5.1.9**.....**In Progress**

The City hired a new benefits broker which is providing the necessary software to generate Total Rewards Statements for employees. The first statement will be generated in January 2026 after market study adjustments and COLAs are issued to all employees.

## Overview

# INITIATIVE 5.2

**Initiative 5.2**      Develop 5-Year Forecasts and maintain CIP funding sources

5.2.1	Develop a 5-year financial plan and update annually during the budget process	In Progress
5.2.2	Develop 5-year CIP projections and update annually during the budget process	Completed
5.2.3	Provide a CIP scope of work, timeline, and outcomes to Council Sub-committee as required	Completed
5.2.4	Strengthen CIP by creating procurement templates, dashboard, master schedule, and communication of future projects forms and contracts, and ensure timely execution from time of funding and update annually as needed	Completed
5.2.5	Complete project development, including costs, before bonds are issued	Completed
5.2.6	Initiate Capital Improvement Projects within 12 months of debt issuance	Completed

Under Initiative 5.2, 6 identified goals were in FY2025. Out of those 6 goals, 5 are considered ‘**Completed**’, and 1 is considered ‘**In Progress**’ with anticipated completion in FY2026 or future fiscal years.

**5.2.1**.....**In Progress**

The Finance Director is developing a 5-year forecast of revenue and estimated expenses, accounting for any significant known events to determine capacity and prepare for future growth. A presentation will be scheduled in early 2026.

**5.2.2**.....**Completed**

A 5-Year CIP projection has been developed and is updated during each annual budget process.

**5.2.3**.....**Completed**

This is now considered a way of doing business and will continue for future years.

**5.2.4**.....**Completed**

This is now considered a way of doing business and will continue for future years.

**5.2.5**.....**Completed**

The CIP manager improved cost calculations during the FY2025 budget process. This improved the accuracy of bond issuance.

**5.2.6**.....**Completed**

The City has consistently issued bonds for design and construction services for capital improvement projects within twelve months of bond issuance since 2023.



## Overview

# INITIATIVE 5.3

**Initiative 5.3**      Develop Financing strategies aligned with customer service delivery expectations

5.3.1	Update All Impact Fee Studies	In Progress
5.3.2	Address sales tax base - sales tax audit	Project Delayed

Under Initiative 5.3, 2 identified goals were in FY2025. Out of those 2 goals, 1 is considered 'In Progress' and 1 is considered as 'Project Delayed'.

**5.3.1**.....**In Progress**

On January 14, 2025, the City Council approved a contract with Freese & Nichols and authorized the City Manager to execute the contract to update the City's water, wastewater, roadway, and drainage impact fees. Due to a delay in filling the Capital Improvement Advisory Committee (CIAC), the first CIAC meeting is scheduled for January 2026.

**5.3.2**.....**Project Delayed**

Project is delayed until FY2027.

## Overview

# INITIATIVE 5.4

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**Initiative 5.4**      Develop and implement improved internal policies and procedures

5.4.3	Implement Purchase Order Process in OpenGov and create Citywide SOP	Completed
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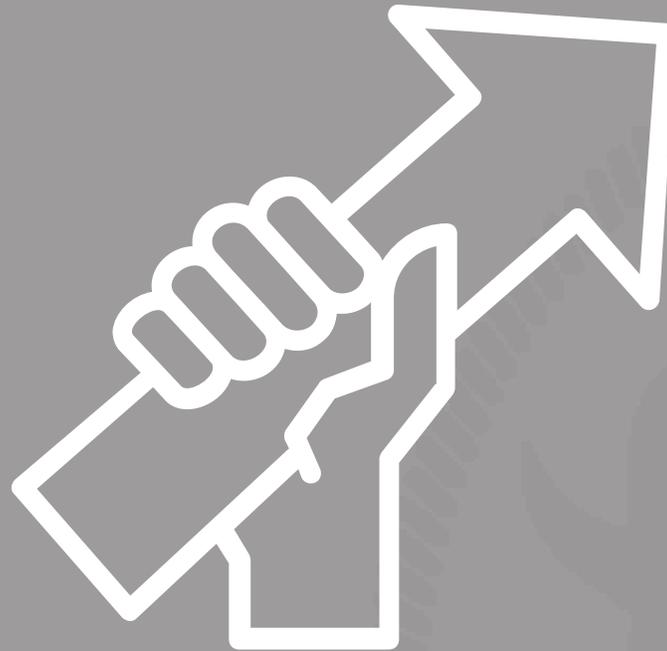
Under Initiative 5.4, 1 identified goal was in FY2025. This goal is considered as **‘Completed’**.

**5.4.3.....Completed**

Digital workflow process for requisitions and purchase orders are now in OpenGov. This new workflow replaced a manual process that involved more staff time. The digital workflow has reduced the time it takes to process requisitions and purchase orders as well as eliminated mistakes and duplication of staff efforts.

# OPERATIONAL EXCELLENCE

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- Initiative 6.1** Govern openly to build and sustain trust through citizen inclusion and involvement
- Initiative 6.2** Cibolo communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community
- Initiative 6.3** High quality services are responsive to citizens' needs, readily accessible, courteously delivered, and professionally managed
- Initiative 6.4** Commitment to the pursuit of continuous improvement for the benefit of the organization and the community we serve

## Overview

# INITIATIVE 6.1

**Initiative 6.1** Govern openly to build and sustain trust through citizen inclusion and involvement

6.1.1	Create an annual UDC work program using UDC Advisory, P&Z, and Council direction on Committee	In Progress
6.1.3	Update Parks and Recreation Master Plan after Comprehensive Plan	Project Delayed
6.1.4	Update UDC after Comprehensive Plan	In Progress
6.1.5	Update the DCM	Completed
6.1.6	Fund Update Water/Wastewater Master Plan after City resolves litigation with GVSUD	In Progress
6.1.7	Update the Pavement Management Plan Report from June 2019	In Progress
6.1.8	Continue CIP Staff Committee to coordinate on project development and management	Completed
6.1.9	Provide calendar of community engagement opportunities on City Website	Completed
6.1.15	Conduct in-person Town Hall meetings twice annually and test virtual town halls	Completed
6.1.16	Annually review official City personnel policies	In Progress

Under Initiative 6.1, 10 identified goals were in FY2025. Out of those 10 goals, 4 are considered 'Completed', 5 are considered 'In Progress' with anticipated completion in FY2026 or future fiscal years, and 1 is considered as 'Project Delayed'.

- 6.1.1**.....**In Progress**  
 The City has initiated a complete UDC rewrite.
- 6.1.3**.....**Project Delayed**  
 This project was delayed until FY2026 budget. It will begin after the Old Town Master Plan is completed in 2026.
- 6.1.4**.....**In Progress**  
 Following City Council’s direction on September 10, 2024, the RFP for the UDC Rewrite was issued on October 11, 2024. City Council approved an award of contract for the UDC Rewrite on December 10, 2024. Initial engagement has included stakeholder sessions and a joint workshop, and continued community engagement is planned throughout this ongoing initiative. Scheduled to be completed in 2026.
- 6.1.5**.....**Completed**  
 City Council received a presentation on the proposed amendments to the Streets Design Criteria Manual (DCM) and directed the City Engineer to return with ordinances. On August 26, 2025, City Council adopted Ordinance 1507.
- 6.1.6**.....**In Progress**  
 City Council received a presentation on October 27, 2025, and approved a resolution to adopt this plan on January 13, 2025.
- 6.1.7**.....**In Progress**  
 Funding was allocated in FY2026 in CIP to update the Pavement Management Plan.
- 6.1.8**.....**Completed**  
 Staff continues to have regular CIP Meetings to discuss current projects and plan for future eCIP projects.
- 6.1.9**.....**Completed**  
 Completed. This will be maintained annually.
- 6.1.15**.....**Completed**  
 Completed. This will be maintained annually.
- 6.1.16**.....**In Progress**  
 A review of the personnel policies began in the summer and presented to Council for feedback in September. Final review and adoption will be in Q1 of FY2026.

## Overview

# INITIATIVE 6.2

**Initiative 6.2** Cibolo communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community

6.2.2	Create annual EDC report	Completed
6.2.3	Conduct townhall meetings with opportunities for Utilize Public Input tool through digital options (such as the City's website)	Completed
6.2.4	Utilize Everbridge option for Town Hall notice to Citizens	Completed
6.2.5	Hold Town Hall meetings with elected officials	In Progress
6.2.7	Continue posting after Council presentations, proclamations, service awards, etc...	Completed
6.2.8	Develop videos of Public Works staff completing projects	Completed

Under Initiative 6.2, 6 identified goals were in FY2025. Out of those 6 goals, 5 are considered 'Completed' and 1 is considered 'In-Progress' with anticipated completion in FY2026 or future fiscal years.

**6.2.2**.....Completed

Staff now issues monthly reports on business development and Economic Development Department activities to give real-time overviews on the business climate instead of an annual report with the same information.

**6.2.3**.....Completed

Completed. Town Halls are scheduled on an as needed basis.

**6.2.4**.....Completed

Completed with the first Town Hall in FY2025.

**6.2.5**.....**In Progress**

Town Halls are scheduled on an as needed basis.

**6.2.7**.....**Completed**

Completed. This will be maintained annually.

**6.2.8**.....**Completed**

Completed. This will be maintained annually.



## Overview

# INITIATIVE 6.3

**Initiative 6.3** High quality services are responsive to citizens’ needs, readily accessible, courteously delivered, and professionally managed

6.3.1	Provide Bond and CIP updates to the public with a dedicated webpage, social media blasts and newsletter articles	Completed
6.3.2	Re-establish Council Orientations and ensure there is representation from all departments	Completed
6.3.3	Create and maintain all committee orientations	Completed
6.3.4	Maintain existing GIS Development map and website, add CIP tracker	Completed
6.3.6	Increase video presence on new website and social media accounts	Completed
6.3.7	Continue to execute Organizational Excellence through Vision Inspired, Mission Focused, Values Driven, and Performance Based strategy Hire, retain, and develop top talent and hold employees accountable to the Departmental Business Plans	Completed
6.3.10	Conduct staffing analysis to determine LOS to meet Council and community expectations	Project Delayed
6.3.13	Collect data regularly over the telework policy and make routine presentations to Council	Completed

Under Initiative 6.3, 8 identified goals were in FY2025. Out of those 8 goals, 7 are considered ‘**Completed**’ and 1 is considered as ‘**Project Delayed**’.

**6.3.1**.....**Completed**  
 Completed. This will be maintained annually. In 2025, residents were provided an update in the InCibolo magazine.

**6.3.2**.....**Completed**  
 Completed. This will be maintained following each local election.

**6.3.3**.....**Completed**

Completed. This will be maintained annually. Board and Commission orientations continue to evolve and include more training.

**6.3.4**.....**Completed**

Completed. This will be maintained annually.

**6.3.6**.....**Completed**

Completed. This will be maintained annually.

**6.3.7**.....**Completed**

Completed. This will be maintained annually.

**6.3.10**.....**Project Delayed**

This is expected to be discussed during the FY2027 budget process.

**6.3.13**.....**Completed**

During the update to the employee handbook, the City Council received an update on the utilization of telework by Staff. City Council approved Resolution 1737 on December 9, 2025, adopting an updated employee handbook, including the telework policy.

## Overview

# INITIATIVE 6.4

**Initiative 6.4** Commitment to the pursuit of continuous improvement for the benefit of the organization and the community we serve

6.4.5	(Finance) Develop and implement a digital workflow through OpenGov to improve the approval process of Accounts Payable items and contracts resulting in a reduced processing time	In Progress
6.4.7	(Information Services) Lower the average wait time of IT service request tickets to improve customer service delivery by researching new external programs and what options are available with the current software	In Progress
6.4.10	(Performance Management Program) Through the use of Lean Process Improvement training opportunities and workshops, work with at least six (6) service areas to improve one (1) of their processes and document the results	In Progress
6.4.12	(Police) Enhance the reporting on police activity in the community and officer performance within the organization by researching record management software that will reduce customer waiting times, optimize staff time, and provide more transparency to the public	In Progress
6.4.13	(Public Works) Develop and implement a new digital workflow for SeeClickFix to better address citizen concerns in a more timely and consistent manner	In Progress

Under Initiative 6.4, 5 identified goals were in FY2025. Out of those 5 goals, all 5 are considered ‘**In-Progress**’ with anticipated completion in FY2026 or future fiscal years.

**6.4.5**.....**In Progress**

Currently on-going. Staff is working with other departments to address a roadblock that is stalling project. Will conclude in FY2026.

**6.4.7**.....**In Progress**

The Information Systems Department is working with a new ticketing tool, NinjaOne, and is measuring results to identify if the rollout lead to lower wait times for ticket resolutions.

**6.4.10**.....**In Progress**

At the beginning of FY2025, the PMP program held its first Green Belt training cohort. This cohort had 13 members and consisted of all Executive Staff and Executive Assistants. This training taught Lean and Continuous Process Improvement methodology and the tools to capture meaningful and relevant data on processes being evaluated. While the cohort is still working on evaluating the success of their chosen process, FY2026 will welcome the next cohort and consist of front-line employees.

**6.4.12**.....**In Progress**

In June 2025, the Police Department started the implementation and rollout of the new Record Management System (RMS) with Tyler Technologies. While still in the process of moving systems, the ability to better maintain and produce police records, including data and statistics, is a projected outcome of this system switch. This project will be completed in FY2026. This transition to a new, modern, RMS will be completed by end of 2026.

**6.4.13**.....**In Progress**

Staff is working with the vendor to design and implement SOPs to address concerns about the time it takes for citizens to get a response to tickets. With report at the end of FY2026 with any outcomes.