

Proposed Strategy Map Modifications

CUSTOMERS (C) — We Serve Our Customers

#	Current	Revised Proposal	Rationale
C1	Offering quality customer experiences	Offering consistent, high-quality customer experiences across every point of contact	Modify. Addresses the "growth interface" concern raised by Council (planning, permitting, engineering) without naming specific departments; stays broad enough to apply to every customer-facing function. "Consistent, high-quality" reinforces expectations by naming both the delivery pattern (consistent across departments) and the standard (high-quality, not merely acceptable).
C2	Seeking customer-driven feedback	Anticipating community needs through customer-driven feedback and proactive communication about city priorities, development, and service delivery	Modify. Merges the communication/transparency theme from the workshop report and Council's explicit interest in proactive development visibility. Adopts the Communications Director's "anticipating community needs" framing, which signals strategic intent rather than passive responsiveness.
C3	Collaborating with community partners to enhance quality of life	<i>(unchanged)</i>	Strong as-is. The current language is broad enough to encompass partnerships with intergovernmental entities (BISD, County, etc.) without locking in specific partners.
C4	<i>(new)</i>	Preserving community charm, walkability, and the unique character of Boerne	Add. Answers the Council's in-session observation that there's little in the objectives about unique community charm. Gives the Community Charm tenet an explicit anchor below the line.

FINANCIAL STEWARDSHIP (F) — We Provide Financial Stewardship

#	Current	Revised Proposal	Rationale
F1	Committing to strategic, responsible, and conservative financial management	<i>(unchanged)</i>	Strong as-is. Resident sentiment on fiscal management is consistently positive. Captures both current-year discipline and long-term sustainability.
F2	Investing in and maintaining high-quality infrastructure	Investing in and maintaining high-quality and resilient infrastructure,	Modify. Elevates mobility, adds "resilient" (which does real work given water/drought/weather threats in SPOT), and keeps public assets to

#	Current	Revised Proposal	Rationale
	systems and public assets	mobility, and public assets	broaden the scope beyond infrastructure systems alone.
F3	Maintaining a balanced and diversified economy	Supporting a resilient and diversified local economy aligned with community priorities	Modify. Adopts Finance Director's proposed language. Replaces internally-focused "maintain/balanced" with "support/resilient," and creates an explicit feedback loop to C2. Serves as the docking point for economic development work.
F4 <i>(new)</i>		Delivering cost-effective services that provide strong value to residents and taxpayers	Add. Fills a real gap: F1 addresses aggregate financial management, but nothing currently addresses efficient service delivery. Responds to SPOT operational efficiency concerns, Parks' and Library's efficiency requests, and resident survey questions about value for tax dollars. Brings Financial to symmetric 4-objective count.

BUSINESS PROCESSES (B) — We Achieve Best-in-Class Status

#	Current	Revised Proposal	Rationale
B1	Utilizing data to drive smart decision making	<i>(unchanged)</i>	Still sound. Enables data-driven alignment across all quadrants.
B2	Advancing master plan recommendations	<i>(unchanged)</i>	Broad enough to encompass all department plans without locking in a project list.
B3	Providing streamlined and efficient processes	<i>(unchanged)</i>	"Streamlined and efficient" implicitly covers consistent development standards and code enforcement concerns raised by Council and SPOT report.
B4 <i>(new)</i>		Administering environmental stewardship programs and protecting Boerne's natural resources	Add. Closes the gap Council flagged; Environmental Responsibility is a named tenet but was invisible in the current objectives. "Administering programs" correctly frames this as a process (what the organization does), not an aspiration.

LEARNING & GROWTH (L) — We Aspire to Be an Employer of Choice

#	Current	Revised Proposal	Rationale
L1	Promoting learning and growth	Promoting lifelong learning and intentional growth	Modify. Adopts a more descriptive version. Sharpens a phrase that was more vanilla without losing its meaning.

#	Current	Revised Proposal	Rationale
L2	Fostering a strong culture of employee engagement	<i>(unchanged)</i>	Captures the "how employees feel connected to the work" dimension that is distinct from performance orientation (L3) and talent pipeline (L4).
L3	Emphasizing a values-centric work culture	Emphasizing a values-centric, high-performing work culture	Modify. Captures the CMOs organizational goal of becoming a "high-performing organization". Strengthens the quadrant's performance narrative without adding a fifth objective.
L4	<i>(new)</i>	Attracting, developing, and retaining high-quality talent and leaders	Add. Consolidates two of HR's three proposed additions (talent attraction/retention + leadership development) into a single objective. Addresses a genuine gap; L2 and L3 don't cover the talent pipeline.

Change Summary

4 Additions: C4 (community charm) · F4 (cost-effective service delivery) · B4 (environmental stewardship) · L4 (talent & leadership)

6 Modifications: C1 · C2 · F2 · F3 · L1 · L3

6 Unchanged: C3 · F1 · B1 · B2 · B3 · L2

Net result: 16 objectives total — 4 in each quadrant. Symmetric, framework-coherent, every tenet above the line has a clear anchor below it.