



AGENDA ITEM SUMMARY

Agenda Date

May 12, 2026

Requested Action

APPROVE THE CITY'S UPDATED STRATEGY MAP.

Contact Person

Ben Thatcher, City Manager

Background Information

City Council adopted the City of Boerne Strategy Map in 2023 as the foundation of a more disciplined, aligned, and measurable approach to organizational management. Over the past three years, it has served as a unifying “north star” for City Council and staff by connecting policy direction to operations, operations to outcomes, and outcomes back to community expectations. Strategy Maps are most effective when reviewed periodically to ensure they continue to reflect current community priorities, organizational realities, and Council direction.

Process Overview

The proposed update reflects input gathered through three complementary streams over the past several months:

1. Council’s SPOT (Strengths, Problems, Opportunities, Threats) feedback from the February Winter Workshop, organized into themes and documented in the Winter Workshop Reflection Report.
2. Council’s discussion at the meeting where the Winter Workshop Reflection Report was approved, including in-session comments and observations made about the Strategy Map itself.
3. Director feedback gathered through a follow-up questionnaire sent to all department heads, asking how the existing Strategy Map aligns with their work and whether any objectives needed refinement.

The goal throughout was to strengthen alignment, clarity, and measurability while preserving the Strategy Map’s core function as an organizational management tool. Where feedback overlapped, such as on environmental responsibility, growth pressures, and the value of efficient service delivery, those themes were prioritized for

	<p>inclusion. Where feedback was operational rather than strategic, it was noted for the implementation phase rather than expanding the map.</p> <p>Summary of Proposed Changes The proposed Strategy Map preserves the existing four-quadrant Balanced Scorecard framework (Customer, Financial Stewardship, Business Processes, and Learning & Growth) and the four organizational tenets above the line (Safety & Security, Fiscal Excellence, Community Charm, and Environmental Responsibility). Within that structure, the update adds four new objectives, modifies six existing ones, and leaves six unchanged, for a total of 16 objectives, four in each quadrant.</p> <p>New Objectives</p> <ul style="list-style-type: none"> • C4 — Preserving community charm, walkability, and the unique character of Boerne. • F4 — Delivering cost-effective services that provide strong value to residents and taxpayers. • B4 — Administering environmental stewardship programs and protecting Boerne’s natural resources. • L4 — Attracting, developing, and retaining high-quality talent and leaders. <p>Modified Objectives C1, C2, F2, F3, L1, and L3 were modified to tighten language, sharpen strategic intent, or absorb key themes from feedback into existing objectives rather than adding new lines.</p> <p>Unchanged Objectives C3, F1, B1, B2, B3, and L2 continue to serve their intended purpose well and were retained without modification.</p> <p>Council Review The proposed Strategy Map was circulated to City Council in advance of this meeting for individual review and feedback. Any feedback received was incorporated where appropriate prior to placement on this agenda. The full proposal document, including the rationale for each change, is available on request.</p> <p>Recommendation Staff recommends approval of the proposed updated City of Boerne Strategy Map as presented in the attached document.</p>
<p>Strategic Alignment</p>	<p>Engaged and Dynamic Community Tenets C2 - Seeking customer-driven feedback B1 - Utilizing data to drive smart decision making</p>

Financial Considerations	N/A
Citizen Input/Board Review	City Council provided input through the SPOT exercise at the February Winter Workshop and through Council discussion at the meeting where the Winter Workshop Reflection Report was approved. Department directors provided additional input through a follow-up questionnaire. The proposed map was circulated to City Council in advance of this meeting for individual review.
Legal Review	N/A
Alternative Options	City Council may approve the proposed updated Strategy Map as presented, request modifications prior to approval, or retain the existing 2023 Strategy Map without changes.
Supporting Documents	Proposed Updated City of Boerne Strategy Map (visual); Proposed Strategy Map Modifications Summary (detailed proposal document)