



## STRATEGIC PLAN 2024-2029





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Adopted March 2024



# From the Mayor

As the Mayor and a member of your City Council, I understand that you have entrusted the leaders of this organization to guide our community through making strategic investments that shape our community and have a lasting impact on the lives of all current and future residents.

I am proud to share with you the 2024-2029 City of New Braunfels Strategic Plan. This plan will set the foundation for the next phase of our city's growth and development. It serves as a roadmap, outlining our priorities, goals, and the objectives required to achieve them.

Getting to this point was a collaborative and interactive process involving input from community leaders, stakeholders, and most importantly, you – the residents, the heart and soul of our city. Hearing directly from the residents of New Braunfels about their vision for the future was a vital component of the strategic planning process. We gathered information from 140 stakeholder interviews, 4 community forums, 99 website comments, and 662 survey responses. Your input was instrumental in crafting a plan that truly reflects the goals and needs of our community.

This plan will help us build a New Braunfels that is innovative and sustainable while preserving our unique heritage and community identity. Through implementation of this plan, we hope to address current challenges, capitalize on opportunities, and ensure that our community thrives for generations to come.

We have operationalized the plan through the development of objectives and performance measures that align to five strategic priorities, which can be found starting on page 5.

I encourage all New Braunfels residents to actively participate in continually improving our community that we are all so proud of. Your insights, ideas, and perspectives are invaluable as we shape the future together. Attend City Council meetings, join a City Board or Commission, complete any City surveys you see, participate in City University, Citizens Police Academy, or Citizens Fire Academy, visit our beautiful parks and libraries, and connect with your community and other residents at community events like Wassailfest, Saengerfest, and Live @ Landa.

I am confident that together, we will build the New Braunfels that we and generations to come deserve – a place where opportunity flourishes and the quality of life is unmatched.

Thank you for your commitment to the future of New Braunfels.



Neal Linnartz

Mayor of New Braunfels





## Our Mission

The City of New Braunfels serves the community by planning for the future, responding to community needs, and preserving our natural beauty and unique heritage.

## Our Vision

The City of New Braunfels is a vibrant and inviting place where people enjoy meaningful community connections, unique cultural opportunities, and an exceptional quality of life surrounded by world class natural resources.



## Who We Are

### Core Values

#### Integrity

We operate with integrity, holding ourselves to the highest standards of ethical conduct, transparency, accountability, and performance.

#### Service

We engage with our community in an intentional and helpful manner to find solutions for the people we serve.

#### Visionary Leadership

We embrace new and innovative approaches, courageous decision-making, and implement solutions that are in the best long-term interest of the community.

#### Stewardship of Resources

We make decisions that promote long-term viability of our financial and natural resources and are prudent and responsible so that our community is sustained into the future.

#### Cultural Heritage

We celebrate our unique and diverse cultural heritage, community spirit, and work to promote a sense of belonging for all people in New Braunfels.



# Plan at a Glance





# Economic Mobility

## Objectives

1. Incentivize mixed-use developments and redevelopments in targeted locations to create a built environment with integrated housing, commercial centers, and opportunities for improved connectivity.
2. Support Confluence, the New Braunfels Chamber of Commerce Economic Development Strategic Plan, by helping to ensure a community that supports the targeted industries and increases the diversity of job opportunities in the community.
3. In partnership with the New Braunfels Economic Development Corporation (NBEDC) and New Braunfels Utilities, develop a cohesive framework for economic development incentives that encourage a built environment that results in enhanced walkability, mixed housing types, and the co-location of commercial and residential uses.
4. To support the development of additional workforce housing units, create an incentive policy to include variances for height restrictions, density limits, parking minimums and other requirements as well as encouraging the use of Public Facility Corporations and Tax Increment Financing.
5. Establish programs and opportunities that leverage private and public sector dollars for use as gap financing in the production and preservation of affordable workforce housing units.
6. Continue to develop a series of policies and programs to encourage the construction of different housing types, such as accessory dwelling units, to increase the diversity of the housing supply, especially in areas of the community that are undergoing changes to current development patterns and where demand is outpacing supply.
7. Look for opportunities to incentivize child development centers to increase the supply of high-quality childcare in the community that supports the local workforce.
8. In partnership with the NBEDC, undertake an asset and ecosystem mapping exercise to identify the entrepreneurial assets available in the community and work toward closing the gaps identified.
9. Identify and secure a mid-to-long-term leasing or ownership opportunity for a business incubator to help foster the development of new, locally grown businesses and support entrepreneurship.

## OUR GOAL

Create an economic ecosystem where all people have access to housing and meaningful work to live self-reliantly within the community.





# Economic Mobility

## Performance Measures

### Milestone

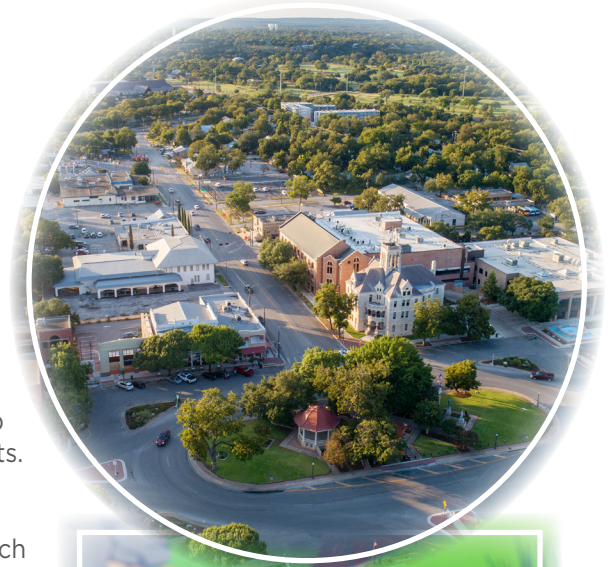
1. Complete an entrepreneurship asset inventory by the end of 2025
2. In partnership with the NBEDC, establish funding source(s) dedicated to the creation of additional workforce housing units
3. Issue Notice of Funding Availability (NOFA) to explore partnership opportunities for the creation of additional affordable housing units.

### Output

1. Increase the number of new affordable housing units produced each fiscal year.
2. Increase the number of affordable housing units preserved each fiscal year.

### Outcome

1. Two percent increase in median income annually year over year
2. Increased percentage of citizens who work and reside in New Braunfels.
3. Reduce collective percentage of household income dedicated to housing and transportation.
4. Decrease in percentage of cost-burdened households.
5. Increase National Citizen Survey rating of "Variety of housing options."
6. Increase National Citizen Survey rating of "Availability of affordable quality housing."
7. Increase National Citizen Survey rating of "Availability of affordable quality childcare/preschool."



# Enhanced Connectivity

## Objectives

1. Identify and establish planning, capital, and operating funding to support and maintain a well-connected transportation network serving pedestrians, bicyclists, transit users, children, older individuals, individuals with disabilities, motorists, and freight vehicles.
2. Establish appropriate level of General Fund funding to support the ongoing maintenance of the City's multimodal transportation network to ensure new capital investments in mobility are sustained over time.
3. Implement improved local and regional public transportation services to connect the community to employment, education, healthcare, recreational and other destinations.
4. Collaborate with governmental partners to improve transportation access and connections throughout the region.
5. Develop a sidewalk inventory and process to assess pedestrian connectivity and Americans with Disabilities Act (ADA) accessibility and establish priorities for funding, constructing and maintaining pedestrian improvements.
6. Inform residents and visitors of transportation options on the City's website and social media platforms, including transit services, sidewalks, trails, and bikeways.

## OUR GOAL

Coordinate land use  
with strategic investments  
in multimodal transportation,  
so residents and visitors  
can travel safely and easily  
throughout the City.





# Enhanced Connectivity

## Performance Measures

### Milestone

1. Assess vehicle, pedestrian and bicycle network connectivity and develop baseline connectivity rating.
2. Set a baseline traffic congestion measure.
3. Complete a sidewalk Inventory.
4. Complete an ADA transition plan.
5. Begin citywide micro transit service by the end of FY 2025.
6. Develop an interactive trail and shared use path map and feature on the City's website and social media platforms.

### Output

1. Increase the recurring funding for bikeway and trail maintenance annually.
2. Set a baseline of existing bikeway, trail, and sidewalk miles.
3. Set total number of linear feet of gaps and measure progress made through redevelopment, capital investment, etc.

### Outcome

1. Increase National Citizen Survey overall satisfaction in the "overall quality of the transportation system."
2. Increase National Citizen Survey overall satisfaction with "ease of travel by bicycle."
3. Increase National Citizen Survey overall satisfaction with "ease of travel by walking."
4. Add measures for connectivity rating, congestion, and transit in years 3 - 5 of the plan once the milestone measures are complete
5. Increase in walk and bike Score.
6. Increased bikeway, trails, and sidewalk miles.



# Community Identity

## Objectives

1. Initiate the update to Envision New Braunfels, the City's comprehensive plan, and use the Land Use Fiscal Assessment to bring a data-driven element to the Future Land Use Map.
2. Adopt the new Land Development Ordinance that implements goals of our residents identified in Envision New Braunfels, including but not limited to protecting historic structures, preserving and increasing green space and tree canopy, protecting natural resources, and safeguarding the character, integrity, and stability of neighborhoods.
3. Develop and implement comprehensive brand identity that represents the entire organization, clearly articulates and celebrates the culture of New Braunfels, highlights the unique assets of the community, and supports economic development and tourism efforts as well as City operations, including recruitment and retention.
4. Develop an Arts and Culture Master Plan to define the role of the City and key community partners in supporting arts and culture to improve quality of life and economic development in New Braunfels and to guide the City's strategic plans and future investments.
5. Continue engagement with the arts and culture sector to preserve and support the community's culture and identity through community events, arts programming, and classes via the Library and Parks & Recreation.

## OUR GOAL

Foster a sense of community  
for all City residents,  
preserve the City's key  
historic and cultural assets,  
expand cultural programming,  
and take advantage of  
development opportunities  
that complement the  
City's unique heritage.





# Community Identity

## Performance Measures

### Milestone

1. Begin the adoption process for the Land Development Ordinance by December 2024.
2. Adopt updated Envision New Braunfels by Summer 2026.
3. Complete Brand Strategy by Summer 2026.
4. Allocate resources and recurring funding dedicated to community wide beautification and streetscape enhancement.

### Output

1. Increase Library items per capita.
2. Increased historic preservation programming and outreach.
3. Increased Library program participants.
4. Increased public art and/or placemaking installations.

### Outcome

1. Increase National Citizen Survey overall satisfaction with "Preservation of the historical or cultural character of the community."
2. Maintain National Citizen Survey overall satisfaction with "Opportunities to attend cultural/arts/music activities" above the national benchmark.
3. Maintain National Citizen Survey overall satisfaction with "Opportunities to attend special events and festivals" above the national benchmark.



# Organizational Excellence

## Objectives

1. Formalize a succession planning process to ensure knowledge transfer and successful transitions in leadership roles.
2. Continue to utilize cross departmental teams to enhance services provided to internal and external customers.
3. Review and present customer satisfaction survey results and identify areas of improvement.
4. Continue to hold stakeholder workshops/focus groups to collect qualitative feedback to enhance the customer experience.
5. Develop a comprehensive recruitment strategy to ensure the City has high-quality candidate pools from which to hire the next generation of public servants.
6. Continue to refine departmental performance measures to make sure they are relevant and add value.
7. Continue to develop alternative funding strategies to support technology and heavy equipment replacement, including public safety vehicles.
8. Update the City's Capital project and funding methodology and process to include anticipated ongoing operational costs associated with new capital investments.
9. Develop staffing and resource allocation strategies driven primarily by data and key performance indicators.
10. Considering statutory and market-based factors, continue to diversify revenue streams to support long-term fiscal sustainability of the organization.

## OUR GOAL

Use data-driven  
decision-making to  
provide efficient,  
effective, and  
high-quality services.





# Organizational Excellence

## Performance Measures

### Milestone

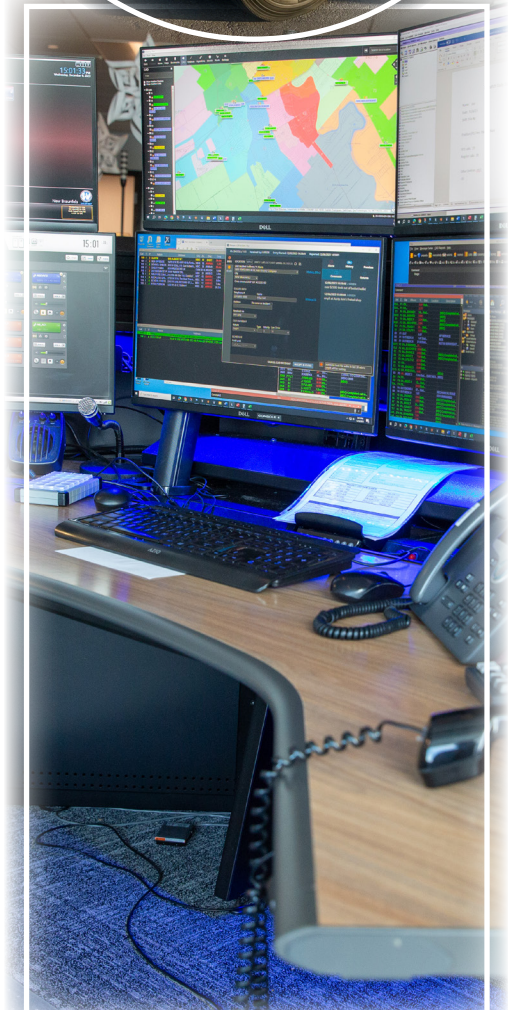
1. In conjunction with department heads, Human Resources develops and submits departmental succession plans to the City Manager's Office by the end of FY 2025.
2. Establish funding options and adopt a strategy for all heavy equipment assets, including fire apparatus by the end of FY 2025.
3. Present updated benchmark cities to City Council by the end of FY 2024.
4. Conduct an annual fee evaluation process for the next two fiscal years.
5. Incorporate fee schedule in the Adopted Budget process by FY 2026.
6. Establish technology replacement schedule and define annual funding requirement.
7. Present departmental KPIs bi-annually to City Council beginning in FY 2025.

### Output

1. Increase online customer survey participation annually.
2. Attend or host eight recruiting events per fiscal year.
3. Seventy percent of positions with sufficient data at or above market per biennial market study.
4. Reduction in the percentage of separation indicating compensation and advancement opportunities as reason for leaving.

### Outcome

1. Maintain AA bond rating.
2. Maintain annual full time turnover rate of 15% or lower.
3. Reduce reliance on General Fund primary revenue sources (property taxes, sales taxes, and franchise fees) by ensuring that non-primary revenues are aligned with the market and achieving the appropriate level of cost recovery.
4. As measured through the national citizen survey, continue to increase the percentage of participants that actively use the City's website and social media platforms to learn about city news and updates.



# Community Well-Being

## Objectives

1. Implement the Mobile Integrated Health unit and scale it to meet demand.
2. Complete the Parks Master Plan to identify needs including strategic land acquisition, facilities, trails, and programming.
3. Create a future bond proposition and pursue other funding sources to support quality of life investments, specifically focused in the underserved areas of New Braunfels, including those identified in the 2025 Parks Master Plan.
4. Develop capital and staffing investments that improve safety, reduce heat islands, and encourage transportation modes that support healthier lifestyles and exercise such as biking, walking and running.
5. Look for opportunities to reconnect the community by mitigating highways, waterways and other transportation facilities that create barriers to community connectivity.
6. Formalize the partnership with Police, Fire, and the City's non-profit/ social sector, to respond to critical issues, address non-emergency social services and evaluate holistic public health and safety needs.
7. Evaluate public safety front line equipment to ensure they meet the demand and the call "type," where the response resource matches the risk.
8. Continue to develop alternative public safety deployment strategies that align to call type and statutory requirements to allow for efficient use of current and future staff resources.
9. Support the New Braunfels Youth Collaborative and other organizations to ensure middle and high school aged youth in the community can flourish intellectually, physically, and emotionally.

## OUR GOAL

Implement services  
that enhance health and  
well-being to improve  
overall quality of life  
for residents.





# Community Well-Being

## Performance Measures

### Milestone

1. Complete Parks and Recreation Master Plan by December 2025
2. Implement top three priorities from the New Braunfels Street Safety Action Plan.
3. Formalize fire-police community task force by the end of FY 2025.

### Output

1. Reduce the number of 911 medical call super users by 5% annually.
2. Seek opportunities for continual improvement of response times, including Police Priority one calls.
3. Maintain Average Response Time of 5 minutes or less for structure fires inside the City limits.

### Outcome

1. Progress toward acres of parkland per 1,000 residents metric as established by updated Parks and Recreation Master Plan.
2. Maintain National Citizen Survey overall satisfaction for “Overall health and wellness opportunities.”
3. Maintain National Citizen Survey overall satisfaction for “Overall feeling of safety.”





# Why a strategic plan?

## Charts the Course

The Strategic Plan's five-year timeline allows for thoughtful sequencing of initiatives. The alignment with the City's annual budget process creates a stronger connection between finances and operations. With the Strategic Plan as a guide, other City plans and initiatives will be built to align. In addition to priorities, goals and objectives, this plan includes performance measures for government transparency, accountability, and ongoing improvement.

## Results for the Community

We know the residents of New Braunfels have high standards and aspirations for our City. We enjoy a high quality of life here and want to remain an excellent place to raise a family even as we continue to grow and evolve. The City's Strategic Plan lays a foundation for progress, defines a shared vision for the future and focuses City resources on five key strategic priorities: Economic Mobility, Enhanced Connectivity, Community Identity, Organizational Excellence, and Community Well-Being. These priorities, and their supporting goals and objectives, came from considerable community input and feedback. These priorities drive us toward meaningful outcomes and big steps forward on the road to reaching our collective long-term vision.





# How did we arrive at this plan?



## APRIL – MAY 2023

- Project Initiation and Management




## JUNE – AUGUST 2023

- Strategic Plan presentation to City Council at Annual Retreat
- Strategic Plan Website Launched
- Conducted Interviews and Focus Groups
- Community Forums held August 29 and August 31




## OCTOBER 2023

- City Council Strategic Planning Retreat October 25
- Staff Strategic Planning Session October 26




## NOVEMBER 2023–JANUARY 2024

- Developed Mission, Vision, and Core Values
- Developed Strategic Priorities, Objectives and Performance Measures




## FEBRUARY 2024

- Presented Initial Strategic Plan to City Council
- Implementation Planning with City Staff



## APRIL 2024

- Implementation Planning with City Staff
- Final Adoption of Strategic Plan



## APRIL 2024 – MAY 2029

- Implement City of New Braunfels Strategic Plan



**10,640**  
Online interactions  
with Social Pinpoint



**662**  
Survey  
responses



**99**  
Ideas Wall  
comments



**140**  
Interviews



**4**  
Community  
forums



**3**  
City Council  
Public Presentations

## Putting the Plan Into Action

Now that the Strategic Plan is adopted, the implementation phase begins in earnest.

This involves translating the outlined strategies into actionable steps, assigning responsibilities, and establishing timelines.

Regular monitoring and evaluation mechanisms will be put in place to assess progress and adjust as needed.

Feedback loops will also be established to help ensure continuous improvement and alignment with the City's overarching goals. Successful execution of the strategic plan will require adaptability, clear communication, and a commitment to achieving the defined objectives.

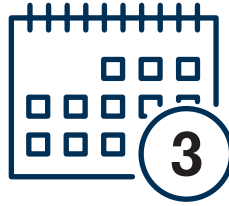
The Strategic Plan's goals and objectives will also be incorporated into the City's annual budget development process. You will see specific plan components used to guide funding decisions that drive the future of the City.



## What's Next?

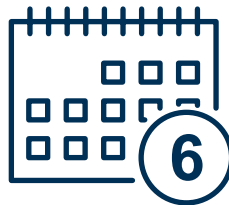
### Keeping Track Of Progress

How are we doing? We'll let you know!



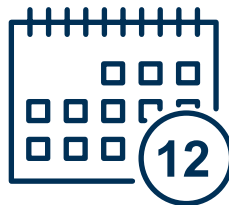
#### QUARTERLY

City leadership will track, record, and analyze progress made on performance measures.



#### TWICE A YEAR

The City staff will provide an updated to City Council for each Strategic Plan goal, including significant wins and challenges. As plan implementation unfolds, this reporting will also include status updates to performance measures and key performance indicators.



#### ANNUALLY

The City staff will prepare a year end update detailing progress on each Strategic Plan goal. The report will be shared annually with City Council.



# Acknowledgements

## Plan Development

The Strategic Plan is the result of the combined efforts of community members, elected officials, and employees. The City of New Braunfels would like to thank all those who participated in the months-long process, providing knowledge and insights throughout the various stages of the process.



### City Council

Neal Linnartz, Mayor  
Andrés Campos, District 1  
Christopher Willis, District 2  
Harry Bowers, District 3  
Lawrence Spradley, District 4  
Mary Ann Labowski, District 5  
April Ryan, District 6



### City Executive Leadership Team

Robert Camareno, City Manager  
Jordan Matney, Deputy City Manager  
Jared Werner, Assistant City Manager  
Valeria Acevedo, City Attorney  
Rose Zamora, Municipal Court Judge  
Chad Donegan, Parks and Recreation Director  
Garry Ford, Director of Transportation and Capital Improvements  
Tony Gonzalez, Director of Information Technology  
Jeff Jewell, Director of Economic and Community Development  
Christopher Looney, Director of Planning and Development Services  
Greg Malatek, Director of Public Works  
Becca Miears, Director of Human Resources  
Sandy Paulos, Director of Finance  
Gretchen Pruett, Library Director  
Jenna Vinson, Director of Communications and Community Engagement



### BerryDunn Consulting Team

Seth Hedstrom, Principal  
Michelle Kennedy, Project Manager and Lead Facilitator  
Karen Whichard, Facilitator  
Maddison Powers Spencer, Research Analyst



## STRATEGIC PLAN 2024-2029

