City-Wide Survey Results Analysis

&

Final Committee Recommendations

Presented November 14, 2017

Dear Mr. Herrera & Councilmembers,

Enclosed is the Communication & Technology Committee's final report. Most notably, we have included the results of the survey, which we found statistically significant and complementary to the survey conducted while developing the Master Plan. Two of our questions aligned with the prior survey, and we have addressed each within the final report.

We also understand during the budget meetings a few months ago $70,000 was set aside for our recommendations, but not yet allocated. The report not only adds emphasis to what we recommended earlier, but we have prioritized the actions we found you should take to improve communication. Overwhelmingly our committee agrees, and the data supports, you need to hire a trained and educated public relations specialist as soon as possible. I cannot stress enough how important this action is, and it will serve as the cornerstone to improved communication. Without this action, the remaining recommendations will be under-served.

Additionally, we have included everything from the interim report, but have simplified it, with each recommendation on a single page, and all supporting information included in Appendixes at the end.

Finally, I speak for our entire committee when I say it was an honor and privilege to serve Cibolo in this capacity. We ask you to continue to use the members of the committee as your focus group or advisory body as you work toward implementing these recommendations, especially in developing a new website.

With the utmost respect,

Robert L. Frank
Chairman, Communications & Technology Committee

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Committee Activities

Committee Background

- Resolution 1550 - The Communications & Technology Advisory Committee will act as an advisory group to the Mayor and City Council and shall:
    - Identify community interests and areas of focus;
    - Set goals, objectives, and responsibilities for community involvement;
    - Identify tools to effectively interact with community members;
    - Recommend communication strategies to best meet the needs of the community and Council

- Members:
    - Robert Frank, Chairman
    - Joshua Hatfield, Vice-Chairman
    - Jody Burnett
    - Katie Cunningham
    - Scott D'Amico
    - Randall Hawkins
    - Carole Herr
    - Abimael Leon
    - Ashley Zimmermann

- City Advisor: Kristopher McDaniel, Information Technology Director

- Vision:

    Establish an enduring communication strategy to connect the citizens of Cibolo with their government, and strengthen the relationship between the citizens and the city

- Meetings to date:
    - May 30, 2017
    - June 7, 2017
    - June 19, 2017
    - July 17, 2017
    - July 24, 2017
    - August 2, 2017
    - September 5, 2017
    - September 28, 2017
    - November 2, 2017

Committee Actions

- **Outlined eight potential root cause barriers to communication**
  - Ineffective public engagement
  - Inconsistent information and lack of uniformity
  - A non-user-friendly webpage
  - Disjointed social media engagement
  - Outdated or lacking processes and policies
  - Only the bare minimum/legal requirements are done
  - Not enough regional engagement
  - No data on what is and is not working

- **Identified data validation needs**
  - Survey recommended to validate our initial views
    (In addition to Master Plan survey results)
    - Welcome instructions
    - Two multiple choice questions
    - Three Likert rating scale questions
    - One open field question
    - Three demographic questions
  - Statistical significance requires 2,193 respondents
    - Population of 25,280
    - Margin of error of 2%
    - 95% confidence
  - Time Frame: Aug 1 – Oct 14, 2017 – **Extended to October 22, 2017**

- **Crafted initial recommendations for change**
  - Free or low cost
    1. Develop policies and procedures for communication
    2. Conduct town hall meetings on a consistent basis (quarterly)
    3. Consider Rosenberg's Rule of Order to conduct meetings
    4. Allow citizens to speak at meetings just prior to agenda items
    5. Include HOA management in quarterly meetings
    6. Include representation from ETJ/Non-Annexation areas on committees
    7. Apply for AmeriCorps program – provides free interns
  - Budgetary considerations
    1. Establish a public relations director
    2. Overhaul website
    3. Budget for more signs for public hearings/events/etc

4. Purchase new public hearing signs that are much bolder
5. Purchase a portable digital sign

- **Presented low-cost and budgetary considerations**
  - Required by council prior to fiscal year 2018 budget cycle
  - Based off of discussions and shared experiences
  - Needed validation through the survey

- **Conducted survey analysis**
  - Evaluated statistical significance
  - Compiled data that directly supports the initial recommendations
  - Categorized new recommendation

- **Amended interim recommendations**
  - Added supporting data to current recommendations
  - Presented additional recommendations by citizens

- **Finalized report and presented to the City**

Other articles and recommended reading:

- Meeting Great Expectations: Dealing with Emotional Audiences | October 2009 | League of California Cities http://www.westerncity.com/Western-City/October-2009/Meeting-Great-Expectations-Dealing-With-Emotional-Audiences/

- Strategies for Creating a More Collaborative, Effective Council | September 2011 | League of California Cities http://www.westerncity.com/Western-City/September-2011/Strategies-for-Creating-a-More-Collaborative-Effective-Council/

- City of Plano: Love Where You Live | https://www.plano.gov/652/Love-Where-You-Live

Survey Results

&

Analysis

Data & Statistical Significance

Survey Completion: The survey ran from August 1, 2017 until October 14, 2017, and the Committee had a goal of 2,193 respondents to produce a margin of error less than 2% with a 95% confidence level based on a population of 25,280.

The survey was completed by a total of 1,235 participants through the following outlets:

- Cibolo Social Media – 740
- HOA Newsletter – 164
- Social Media by Council Members – 176
- Cibolo Website – 60
- Cibolofest – 48
- Newsletter – 46
- Flyer – 1

Statistical Significance: Given the lower response rate, the recalculated margin of error was raised slightly as follows:

Confidence Level:	95%	99%
Margin of Error:	±2.72%	±3.58%

The adjusted margin of error increased by less than one percent of the Committee's goal, and indicates a statistically significant survey that is representative of the citizens with a low margin of error and high confidence level. The Committee found the survey to be a valid tool to assess communication needs for the city.

Note: there were 236 more respondents to this survey as compared to the 2016 Master Plan survey, and most likely represents the population growth during that time, putting them on even statistical ground. Additionally, this survey narrowed down respondents by resident status as well as neighborhood (*see results on page 9*), whereas the Master Plan survey did not. The two questions asked during the Master Plan survey that are relevant to our most recent survey will be addressed in the analysis of the first few question (*see pages 4 and 6*).

Survey Results: For complete transparency, the complete survey results are attached in *Appendix A* of this report to include the number of respondents by question and the actual comments provided within the survey. As a reminder, this survey was anonymous.

Survey Analysis: The following pages include a breakdown and analysis of all the survey questions.

Current & Desired Information Channels

Background: The following question was used to establish which means of communication are currently utilized by citizens the most often and which methods are desired. The Committee used these responses to determine the priority level of strategies recommended to the City.

Corresponding Survey Questions:

1. *How do you find information about the City of Cibolo events, programs, services, changes in policies, and/or future plans?*

2. *Where would you like to see more information about the City of Cibolo events, programs, services, changes in policies, and/or future plans?*
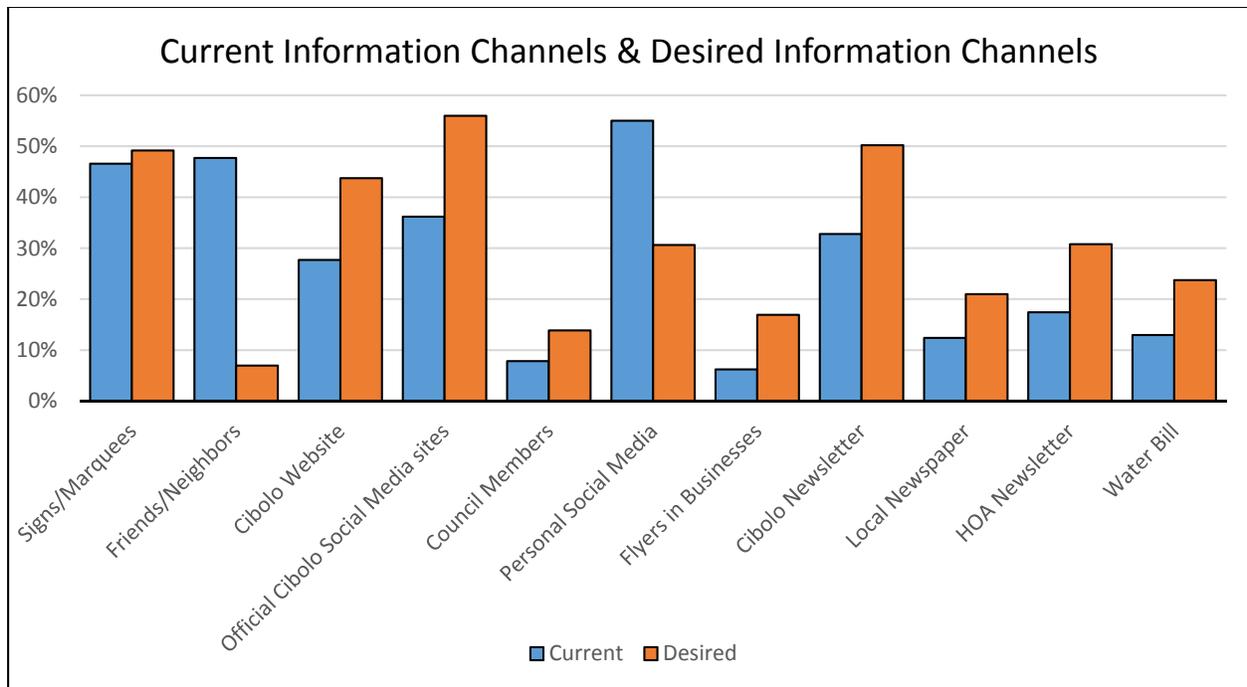
Figure 1

Analysis: The data shows citizens are currently receiving communication through personal social media, signs/marquees, friends/neighbors, and official social media sites. Survey participants overwhelming did not want as much information coming from friends/neighbors or personal social media. The data shows that the desired communication includes official social media, the Cibolo Newsletter, signs/marquees, the website, and local/ HOA news.

Master Plan Data: We compared these items to the 2016 Master Plan survey and found a decline in the desire for social media and the website as desired communication methods, and it may be a result of several additional options presented in this survey. However, in both instances, a strong desire exists for an official presence online though the web and social media.

Master Plan Survey Comparison
Preference for Social Media and City Website Communication

Figure 2

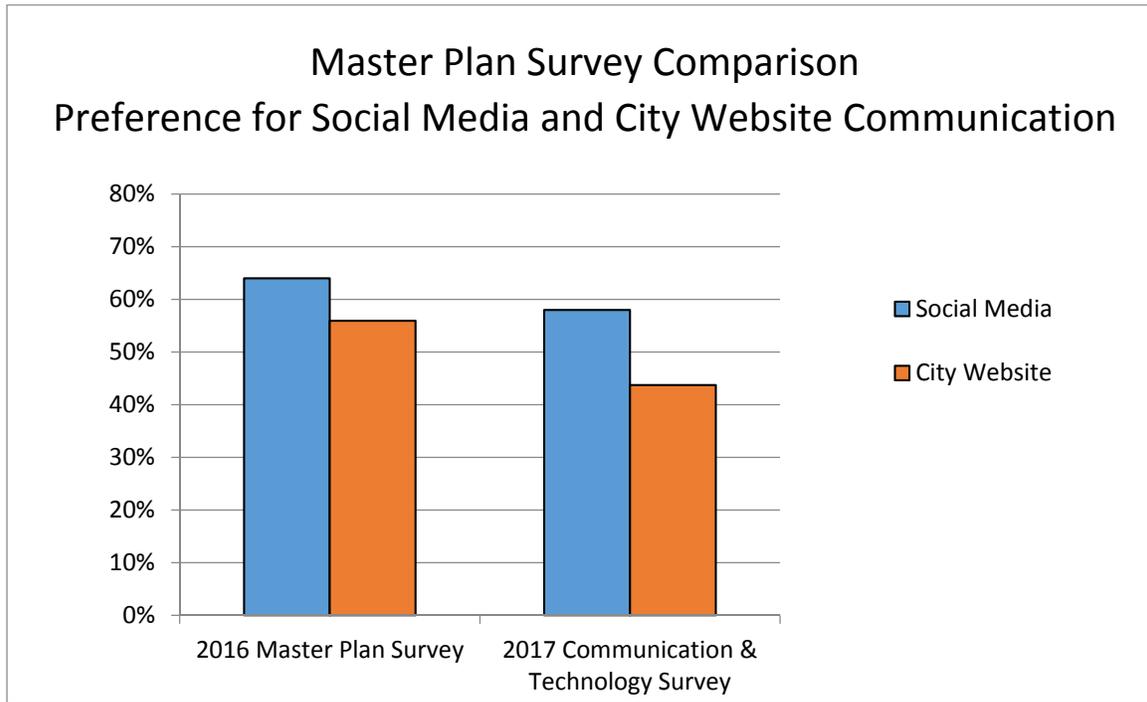# City Communication Effectiveness

Background: The following question was used to establish which means of communication are perceived as effective by citizens. The Committee used these responses to determine the current effectiveness of communication projects by the city and priority level of strategies recommended to the City.

Corresponding Survey Questions:

3. *Please rate the following statements by choosing one of the following:*
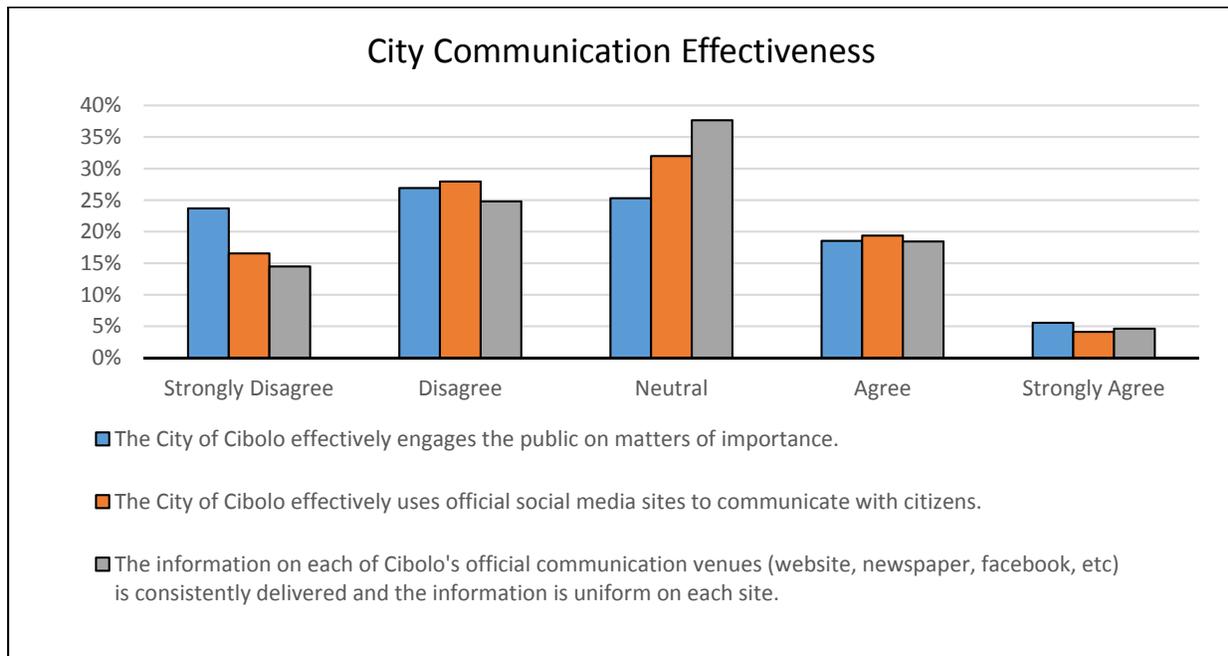
Analysis: Citizens indicate they agree (or strongly agree) with these statements less than 25% of the time, and disagree (or strongly disagree) 51% for effective engagement, 45% for use of social media, and 39% for consistency of information. Neutrality was highest for consistency, possibly indicating people are more confident in this area versus other areas.

Based on this data, citizens rated the city in these three areas with 2.55 out of 5 for public engagement, 2.67 out of 5 for use of social media, and 2.74 out of 5 for consistency of information being delivered.

Master Plan Survey Data Comparison
Communication Effectiveness
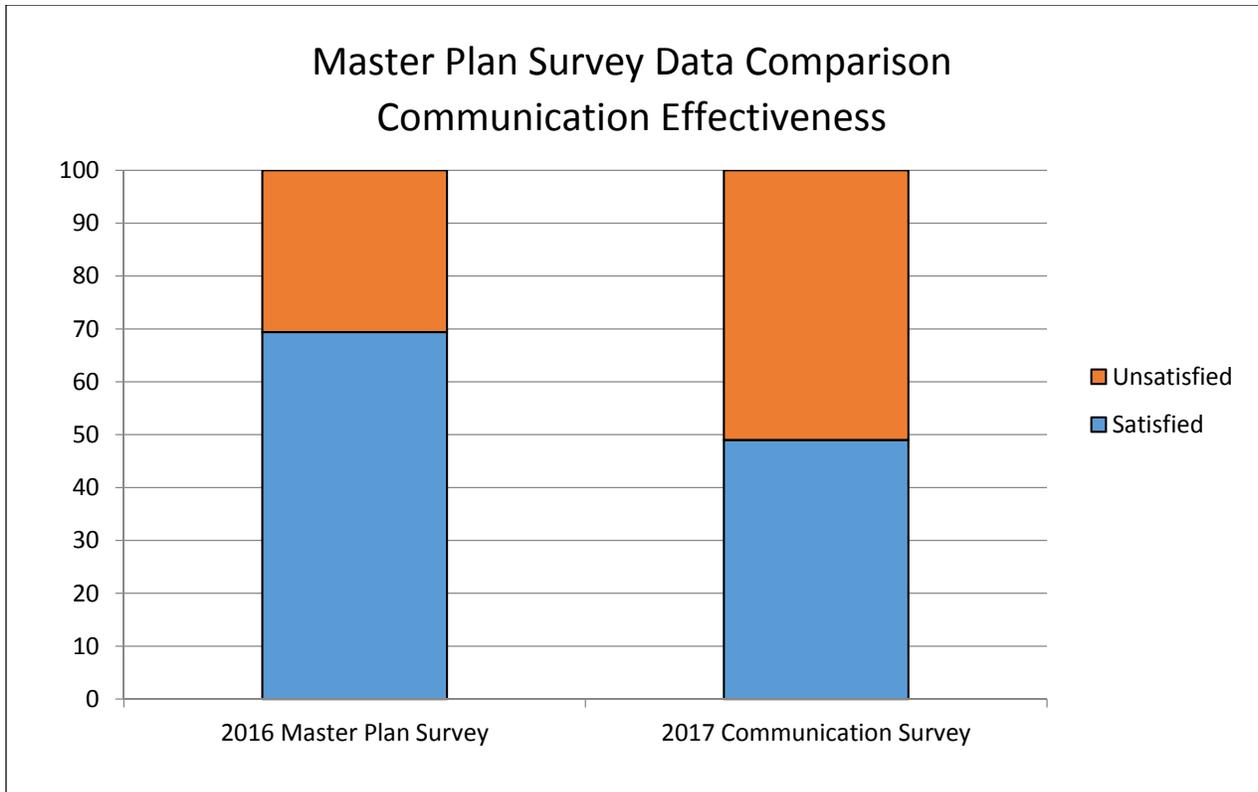
Figure 4

Master Plan Data: To contrast this survey with the one conducted as part of the 2016 master plan, there was a significant departure from those results. The most striking contrast is between our first element above ("The City of Cibolo effectively engages the public on matters of importance") and the first element of the 2016 Master Plan survey where it was indicated the citizens had a 69.4% satisfaction rate for communicating on important issues. The change represents a 45% difference resulting in a 65% decrease in the level of satisfaction. No other questions on the Communication & Technology Survey correlated with categories from the 2016 Master Plan survey.

Other Communication Challenges – Written Comments

Background: The Committee wanted to give citizens a chance to provide feedback on communication issues, strengths, and ideas on ways to improve communication and technology in Cibolo.

Corresponding Survey Questions:

> 4.   *Are there any other communication challenges you would like to address?*
> 5.   *What are the other communication challenges you would like to address?*

Analysis: Of the 1,235 survey participants, 292 (25%) wanted to address additional concerns. Of these 292 survey participants who wanted to address other concerns, 264 provided specific comments.

Many comments were specific to current city projects. The Committee reviewed the written survey results and divided them into categories based on the recommendations given by each citizen. The full text of all (anonymous) written comments can be found in *Appendix A*.

Recommendation	Frequency	% of recommendations
Institute a text/email notification system	38	14.39%
Added Mailings	24	9.09%
Expand social media presence (official)	20	7.58%
Bring important issues (like the toll road) to referendum	11	4.17%
Door flyers	11	4.17%
Survey more often	7	2.65%
Change newspaper	6	2.27%
Use local television news station	6	2.27%
Develop a smartphone application	5	1.89%
Create/govern official social media pages for city officials	4	1.52%
Simplify mailings (cost) – lower grade paper and no color	3	1.14%
Interactive option for video broadcasts of meetings	2	0.76%
Later City Council meetings	2	0.76%
Door-to-door information by staff member	2	0.76%
Law enforcement meetings in sub-divisions	1	0.38%
Institute a community WiFi system	1	0.38%
Create official magazine	1	0.38%
More community events	1	0.38%
Civics 101 class	1	0.38%
Utility companies as a communication channel	1	0.38%
Create a 311 site	1	0.38%
Add prior citizens to be heard topics to next agenda	1	0.38%
Add banners at main intersections	1	0.38%

Respondent Residency Information

Background: It is difficult to control who responds to online surveys. The Committee added two questions to the survey in order to determine if the survey was being answered by residents or non-residents. Additionally, a question asking which neighborhood the respondent lives in was asked to determine if responses were equal between districts. Since most citizens do not know what district they live in, asking which neighborhood was a more effective question.

Corresponding Survey Questions:

6.   Are you a Cibolo resident or business owner?
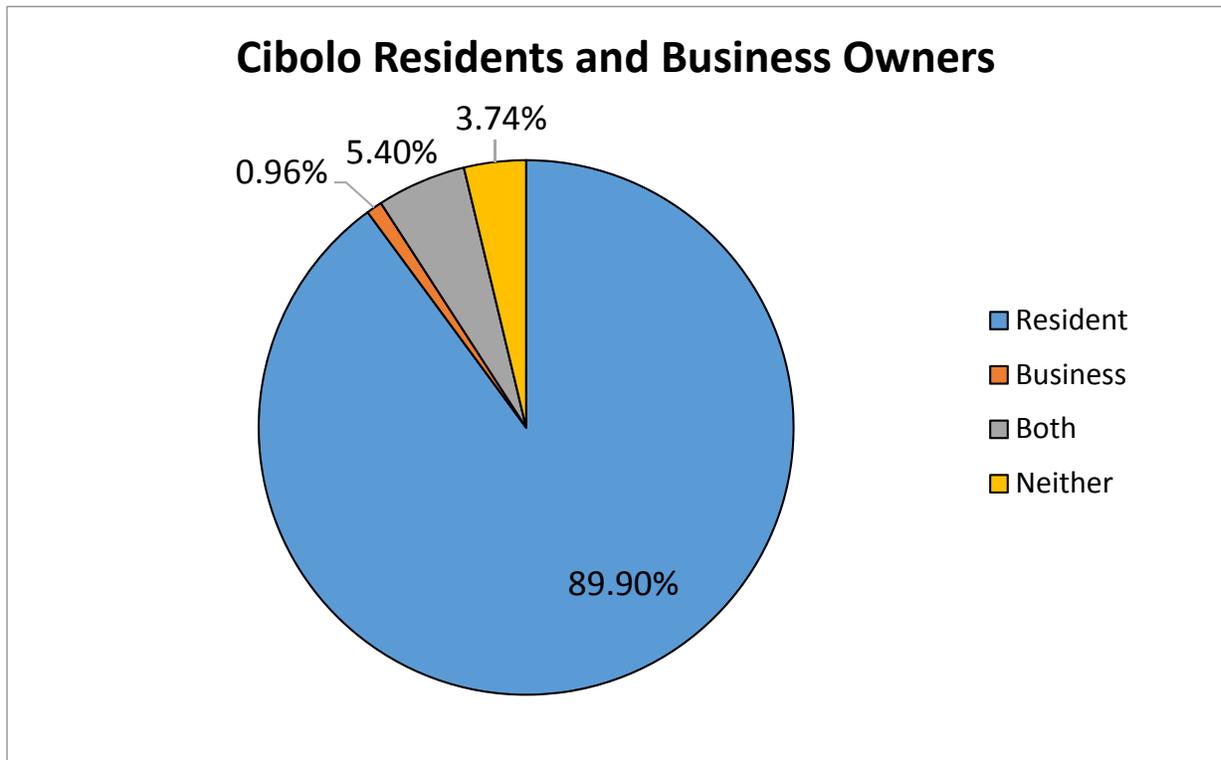
Figure 5

Analysis: The majority of respondents were residents of Cibolo, at 95.3%, and business owners represented 6.4%. Surprisingly, 3.7% of respondents weren't in either category, and this allows us to filter out non-residents for statistical purposes, yet capture any good ideas the non-residents/business owners provided.

7. ***What neighborhood do you live in?***
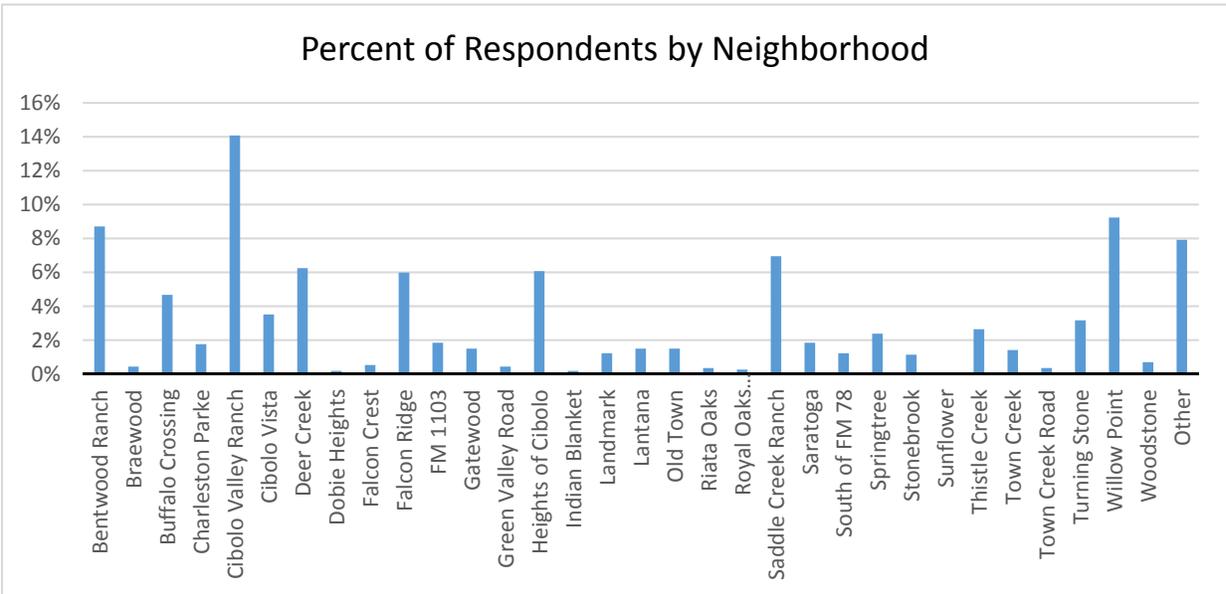
Figure 6

Analysis: The survey participants represented all of our neighborhoods except Sunflower, and some more than others. Without an accurate count of residents in each neighborhood, it is not apparent if any particular area over or under represented their community.

Given more time, the Committee would like to analyze the number of respondents for each neighborhood and the way in which they accessed the survey to see if there are differences in how each district and neighborhood is accessing information from the city. This would allow the Committee to create a more effective plan.

Respondent Demographic Information

Background: The Committee recognizes that communication and technology preferences can vary depending on demographic differences such as age. The Committee determined the age groups based on "generation" age ranges in order to more accurately analyze data and communication recommendations.

Corresponding Survey Questions:

8. What is your age group?

Survey Participant Demographics [1]

- Under 22 — Generation Z — 0.79%
- 22-40 — Generation Y/Millennials — 30.63%
- 41-52 — Generation X — 37.61%
- 53-71 — Baby Boomers — 27.66%
- 72+ — Traditionalists — 3.32%
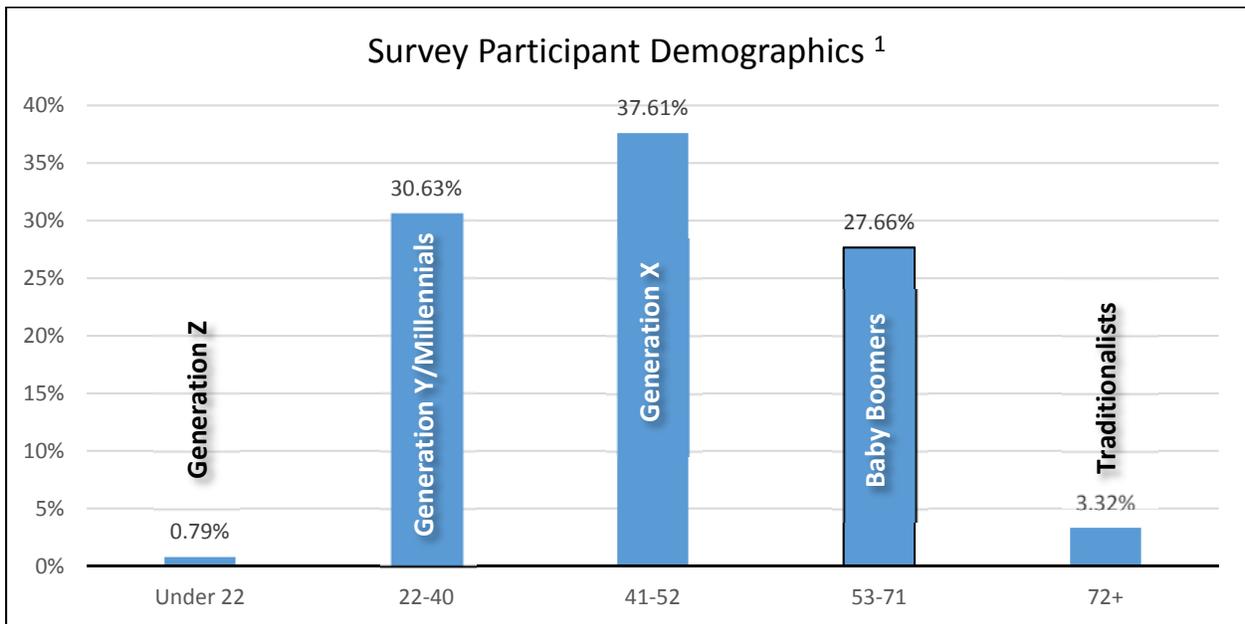
Figure 7

Note 1: Generation categories courtesy of The Center for Generational Kinetics, http://genhq.com/faq-info-about-generations

Analysis: The majority of survey participants spanned three generations, and the most prominent participant were from Generation X, followed by Millennials, and finally Baby Boomers. This is similar to the result the committee was expecting and therefore didn't affect outcomes much. Further analysis to see how each generation accessed the survey would be useful in determining how to best reach all Cibolo residents.

Resources:

Specific analysis by Next City on Generation X and how they can help a community can be found here: https://nextcity.org/daily/entry/generation-x-ideas-fixing-cities-millennials-boomers.

The second largest group of Millennials, has a penchant to volunteer as outlined here by Forbes: https://www.forbes.com/sites/causeintegration/2015/01/18/need-fundraising-ideas-talk-to-a-millennial/#182840aa7d9c

Baby Boomers and older adults can be a force in building communities, as discussed by the American Society of Aging here: http://www.asaging.org/blog/encore-movement-baby-boomers-and-older-adults-can-be-powerful-force-build-community

Finally, a little insight into our newest generation is outlined by Zendesk here: https://relate.zendesk.com/articles/eyes-wide-open-generation-z-looks-serve-share-impact/

Additional data on these generations and additional categories can be found at the Corporation for National & Community Service: https://www.nationalservice.gov/vcla/demographic

Final

Recommendations

Part A:

Budget Considerations

Priority #1: Hire a Public Relations Manager/Director

Background: All of the committee members agree, and the survey data supports the recommendation to hire someone to oversee and be accountable for public relations as their primary duties. This responsibility ultimately falls upon the shoulders of the City Manager, but we recognize the need for him to have a right hand for communications that is trained and educated and focused on public relations. We would recommend someone with experience in similar sized cities, but also recognize the budget impact. As we conducted root cause analysis, we found every one of the eight problems identified earlier could all be attributed to the lack of a public affairs/public relations manager. There were several items that lack codification, but those too boiled down to an absence of someone responsible for regulatory guidance. Several of the committee members have experience with public relations departments in a variety of applications to include city government and military affairs, and we recognized the vast benefit of a capable and responsible public relations communicator.

Root cause(s) addressed: Ineffective public engagement, inconsistent information and lack of uniformity, a non-user-friendly webpage, disjointed social media engagement, outdated or lacking processes and policies, only the bare minimum/legal requirements are done, not enough regional engagement, and no data on what is or is not working.

Survey Support: The significant decline in confidence for official communication from the 2016 Master Plan survey, as well as the need to respond to the desires of how citizens want to receive information, strongly supports a need for someone to specifically manage relationships and communication with the citizens. 60% of the survey comments addressed either the direct need for a public relations employee, or addressed the duties of someone in this position.

Committee recommendation: Hire a public relations manager immediately and establish the position in accordance with Sections 3.06 (5) and 4.05 (1) of the city charter. Allocate a portion of the budget set aside for the committee's recommendation towards this position. It is of the highest priority, and our committee agrees this is the most important action items from the committee's recommendation. The person could have minimal experience, but be fully trained and educated in the public relations field, and preferably a candidate with some level of experience in a municipal setting. We recommend the hiring process begin within 30 days. If the process will be delayed, the committee recommends engaging a short term contract with a public relations firm. This contract should include establishing the expected duties and responsibilities of this position to include policy development; this will immediately affect change in how our city communicates.

Additional background, analysis, and support:

Information presented as part of the committee's interim report are located in *Appendix B* of this final report.

Priority #2: Overhaul City Website

Background: The committee identified the need to improve our City website. Numerous studies have been conducted and found websites and social media are the most highly effective means of communication. According to the City's Master Plan developed in 2016, nearly 60% of all surveyed stated they use the City's website, and a little over half of all respondents stated they are satisfied with the City's effort to communicate. We developed a survey to further analyze and validate the data from the plan, but also recognize there are several problem areas on the website. The City Manager, Information Technology Director, Police Chief, and all the members of the City Council acknowledge the website is dated, lacks good functionality, and is in need of an update. The committee started to analyze the website, but were urged by Council members and staff to move on to another topic, as the website was already being addressed. We have come to understand there is not current funding committed to revamping the website, and want to provide our support for this effort, even though we have not conducted an in-depth evaluation. The consensus is the city should hire a professional firm to design and develop the site, and the Information Technology Director should manage it thereafter. We also request to be part of the entire process, to include selection of a vendor, development, and change management as we prepare our citizens for a new site.

Root cause(s) addressed: Ineffective public engagement, inconsistent information and lack of uniformity, a non-user-friendly webpage, only the bare minimum/legal requirements are done, and no data on what is or is not working

Survey Support: The desire for more website information is clearly identified in questions 1 & 2, and 12% of the comments addressed the website needs. The number one additional recommendation on the survey addresses an effective e-mail and/or Short Message Service (SMS), a.k.a. "Text" system for notifications and information flow.

Committee recommendation: Recommend making current effort to redesign the website a priority. The committee was encouraged by the effort to date, and the members of the committee would like to volunteer in an advisory capacity as the website is developed.

Furthermore, there was significant desire for a functional e-mail and Short Message Service (SMS) capability with the city to provide notifications. It was reported to the committee there is a current capability to do this, and if so, we recommend it be a core requirement in the design of the new website. Furthermore, the city must effectively use this kind of system to gain the most value in sharing information and providing urgent information.

Additional background, analysis, and support:

Information presented as part of the committee's interim report are located in *Appendix C* of this final report.

Priority #3: Increase Sign Budget & Purchase Signs

Background: The committee discussed the lack of sufficient signs to notify the public about a variety of events to include public hearings (at locations other than the affected site), community events, town halls, etc. We feel adding signs and consistently deploying them under a strategic communication policy would benefit the communication efforts of the City.

The committee has identified the public hearing signs are not as visible as they could be. Both size and placement are a factor. The city complies with the minimum requirement to provide notice, but we feel it could be better. Larger signs with bolder information, potentially placed at a 45 degree angle in both directions on a road, will better inform those affected by the notice. We agree signs similar in size to the large signs placed at projects and construction sites would better address the needs of the community.

The committee discussed enhancing the City's installation of a stationary electronic marquee with a portable version. We discussed the extreme versatility a sign like this presents, and believe it would bring the right attention to very important topics, meetings, or community events. The value of a portable version would be the City's ability to take a complex message to any location in the city.

Root cause(s) addressed: Ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done

Survey Support: Questions 1 & 2 indicate a desire for more signs/marquees, and approximately 10% of the survey comments address signs as a method of communication

Committee recommendation: Recommend the Council earmark the budget for signs, and direct the City Manager to inventory current capability and garner three bids for signs of this nature. Also, recommend the Council direct the City Manager to create a comprehensive portable sign policy and implementation plan to ensure consistent deployment of these kinds of signs. Additionally, we recommend reviewing the results of the survey prior to purchasing any new signs.

Increase budget for public hearing signs by $2500 and direct the City Manager to bid and purchase 10 reusable public hearing signs (more or less based on City Manager's historical data on simultaneous notices).

Recommend purchase of a smaller digital sign, such as the Solar Powered Silent Messenger Message Board IV by SolarTech for approximately $11,000. http://www.fleetsafety.com/solar-powered-silent-messenger-message-board-iv-by-solartech/

Additional background, analysis, and support:

Information presented as part of the committee's interim report are located in *Appendix D* of this final report.

Final

Recommendations

Part B:

Low Cost Considerations

Priority #1: Develop Policies & Procedures for Communication

Background: The committee has identified the city does not have policies or procedures specific to communication. The conditions for communication have changed considerably over the last few years. Today there are opportunities for direct dialogue and contact in a way that did not exist before. More than ever, good communication is a key to good quality. The city does follow the city charter and Texas state law but because the city does not have its own policies and procedures in place communication is disjointed and inconsistent. Additionally, the city charter does not address all aspects of communication and many communication channels, such as social media, are not addressed. Establishing clear, consistent communication and technology policies would improve consistency and better address the needs of the community.

The purpose of the government communication policy is two-fold: 1) getting the message out to those who need it 2) establishing a dialogue between the citizens and the government. The fundamentals of a city's communication policy are democracy, openness and participation. The city's communication should be characterized by openness – the city should have an active dialogue with the citizens on the development of services and policies. The communication policy should lay the foundation for democratic participation and public debate and provide for the citizens' ability to ensure their democratic rights. In encounters with citizens, organizations, businesses, other public enterprises and the media, city governments must compare their own communication practices to the objectives of the new policies. City governments should choose the policy instruments that to the greatest extent make it possible to reach the citizens. The communication policy will influence the implementation as well as the priorities of communication activities in the coming years.

Root cause(s) addressed: ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done, disjointed social media engagement, outdated or lacking processes and policies

Survey Support: Residents who provided written recommendations indicated a need for communication policies and procedures (aggregate) for the recommended items listed below.

Policy and procedure recommendation:

After developing guiding principles and identifying all stakeholders we recommend that the following policies/procedures be developed.

- Records Request
- Publication Request and Media Interaction
- Press Releases
- Website Information (Guidelines, Analytics, Review, etc.)
- Internal Communication System
- Special Projects

- Emergency Communications
- Education and Outreach
- Marketing Plan (Shred Day, Summer Trash Pickup, etc.)
- Social Media

Other policies/procedures:

- *Graphics & Style Guide*
- *City Logos & Mottos*
- *PowerPoint Presentations*

Special Considerations: SOCIAL MEDIA

Special care should be taken when considering social media policies and procedures. The committee recommends that official social media pages be maintained by the City and relevant departments (Police, Fire, etc.). Additionally, the committee recommends each council district have its own Facebook page under the city email address for that district. Having official district pages instead of pages created by council members there will be less follower turnover and confusion when new candidates take office.

Recommended social media sites:

- Facebook
- Twitter
- Instagram
- Nextdoor
- Snapchat

Sample policies:

- City of Seabrook, TX | 2017 | http://seabrooktx.gov/DocumentCenter/View/933
- City of Surprise, AZ | 2002 |
  https://www.surpriseaz.gov/DocumentCenter/Home/View/4410
- City of Austin, TX (Social Media Only) | 2011 |
  https://www.austintexas.gov/sites/default/files/files/Law/Council_Portal_Page/Admin_Bulletin_08-05_Social_Media.pdf

Cost: No cost other than staff time in developing and approving policies and procedures.

Potential cost: Attorney time, possibly an outside consultant.

Committee recommendation: Develop policies and procedures for communication that cover at minimum the recommended policies listed above.

Additional background, analysis, and support: Information presented as part of the committee's interim report are located in *Appendix E* of this final report.

Priority #2: Conduct Town Hall Meetings

Background: Town hall meetings, also referred to as town halls or town hall forums, are a way for local and national politicians to meet with their constituents, either to hear from them on topics of interest or to discuss specific upcoming legislation or projects.

Town hall meetings are commonly held in a range of venues, including schools, libraries, municipal buildings, and churches. A number of officials have also experimented with digital formats for town halls. Town hall meetings are often held in a variety of locations distributed across a voting district so that elected representatives can receive feedback from a larger proportion of constituents. Historically, no specific rules or guidelines have defined a town hall meeting.

The purpose of these meetings is to enhance City Council's community outreach by hosting quarterly town hall-style meetings in nearby neighborhoods that address area- specific subjects. The goal is to offer residents a closer, more accessible and convenient venue to interact with City Council and City Staff periodically.

Root cause(s) addressed: ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done.

Survey Support: Survey results indicate a desire for more public engagement opportunities (14%), more community events, more communication from council, and interest in a "Civics 101" session.

Sample meeting format: The Schertz Council On the Go meeting initiative started February 16,2016 at the City's North Center in the Northcliffe area. They have continued quarterly since then.

The Communication Survey indicated residents would like a "Civics 101" type session to attend. This session would include information about how Cibolo functions, the roles and responsibilities of council and staff, the different departments within the city, etc. The Town Hall Meetings would be an appropriate time and place to hold these sessions.

Cost: No cost other than staff time.

Possible costs: A/V equipment to broadcast/record meetings, venue rental fee, advertising/mailings

Committee recommendation: Begin having town hall meetings once per quarter at locations around the city. Advertise the meetings using social media, periodicals, the city website, signage, possible mailings, etc.

Other Resources: Managing Town Hall meetings so that everyone benefits (and relatively few are miserable) | May 19, 2015 | https://www.linkedin.com/pulse/managing-town-hall-meetings-so-everyone-benefits-few-della

Other considerations if Town Hall Meetings are not possible:

Consider Rosenberg's Rule of Order to conduct meetings

> **Background:** Per the city charter, Cibolo currently a modified version of Robert's Rules of Order is used to conduct city meetings and limits the amount of input from the public. A newer process called Rosenberg's Rules of Order is being used in other cities and is much more effective. The city should update procedures to reflect changing times and encourage more input from citizens.
>
> http://empowerla.org/wp-content/uploads/2012/04/Rosenbergs_Rules_of_Order.pdf
>
> http://www.soronc.org/files/documents/RosenbergsRulesCheatSheet.pdf
>
> http://www.publiclawgroup.com/wp-content/uploads/2012/08/RSHS-Parliamentary-Procedures-Cheat-Sheet1.pdf
>
> **Root cause(s) addressed:** ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done, outdated or lacking processes and policies.
>
> **Sample Rules of Procedure:**
>
> Weatherford, TX Rules of Procedure | September 2015 | http://tx-weatherford2.civicplus.com/DocumentCenter/Home/View/2591
>
> **Cost:** No cost other than staff time.

Allow citizens to speak just prior to agenda items

> **Background:** In 2016 the city decided to change the rules for Citizens to be Heard during city meetings. Previously citizens could fill out a form to speak during Citizens to be Heard at the beginning of the meeting as well as before a specific agenda item. Citizens do not feel heard when they speak on an agenda item that will not be discussed until the end of the meeting. The city should update procedures to reflect changing times and encourage more input from citizens.
>
> **Root cause(s) addressed:** ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done, outdated or lacking processes and policies.
>
> **Sample Rules of Procedure:** See forms previously used by Council.
>
> **Cost:** No cost other than staff time.

Additional background, analysis, and support: Information presented as part of the committee's interim report are located in *Appendix E* of this final report.

Priority #3: Include representation from Extra Territorial Jurisdiction (ETJ) and Non-Annexation areas on committees

Background: The City of Cibolo has a large area outside of the city limits that is either a part of the ETJ or is under Non-Annexation agreements and will be a part of the city in the future. These citizens are directly affected by city decisions and city projects but do not have representation on Council, most committees, or the right to vote for representation.

ETJ (YELLOW) is the acronym for Extra Territorial Jurisdiction and is the legal ability to exercise authority of the nearest town / city's form of government. An ETJ is measured from any given city limit line to a mile out or more depending on the population of the adjacent town / city

Non-Annexation/Annexation Agreements (GRAY) are authorized by Chapters 43 and 212 of the Texas Local Government Code and negotiated with property owners and adopted by City Council. Such agreements are often used in conjunction with the following: 1. An Industrial District for Extraordinary Economic Development Projects, 2. A Special Utility District or Public Improvement District that has taxing authority to pay for infrastructure improvements, or 3. An agreement for

Services in Lieu of Annexation that may be negotiated with property owners who do not want to be placed in a Municipal Annexation Plan but have areas for which the City would like to extend regulations and services. An Annexing municipality must offer non-Annexation agreements to property owners who have Agricultural Tax Exemptions if the area is slated to be placed in a Municipal Annexation Plan. The agreement is only valid while an agricultural exemption is maintained and becomes void if development activity is pursued.

Root cause(s) addressed: ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done, outdated or lacking processes and policies, not enough regional engagement.

Sample Cities:

City of Sugar Land, TX | https://sugarlandtx.gov/554/Advisory-Committee-Applications

City of Jacksonville, NC | https://jacksonvillenc.gov/DocumentCenter/View/8

Cost: No cost other than staff time.

Committee recommendation: Review current charter, committee rules, policies and procedures and include the ETJ and Non-Annexation areas to the fullest extent possible.

Additional background, analysis, and support: Information presented as part of the committee's interim report are located in *Appendix E* of this final report.

Priority #4: HOA Involvement

Background: There are only 6-7 HOA management companies for the approximately 25 neighborhoods in Cibolo. As more neighborhoods come to Cibolo, especially south of FM 78, it is imperative that the city include HOAs as much as possible. The need for increased communication and involvement with the HOAs was brought up during the focus groups for the Master Plan and also discussed during the Master Plan Committee meetings.

Plateau

- Deer Creek
- Ridge at Deer Creek
- Bentwood Ranch
- Turning Stone
- Mesa at Turning Stone

First Service Residential

- Cibolo Vista
- Stonebrook
- Saddle Creek Ranch
- Charleston Parke

Asset Property Management

- Landmark Pointe

RealManage

- Spring Tree

Spectrum

- Belmont Park
- Falcon Ridge
- Cibolo Valley Ranch
- Heights of Cibolo
- Riata
- Buffalo Crossing
- Fairway Ridge
- Willow Pointe
- Enclave at Willow Pointe
- Thistle Creek
- Lantana
- Gatewood

Associa

- Saratoga

Wildwood:

- Town Creek

Root cause(s) addressed: ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done.

Survey Support: Survey results indicate a desire for more public engagement opportunities (14%), including increased neighborhood involvement and interaction with councilpersons.

Sample HOA Involvement Plan:

City of Plano, TX | https://www.plano.gov/988/HOAs-Neighborhood-Associations-and-Crime

City of Tempe, AZ | http://www.tempe.gov/city-hall/community-development/neighborhood-services/homeowners-associations

City of Grand Prairie, TX | http://www.gptx.org/residents/citizen-involvement/homeowners-associations

City of College Station, TX |
http://www.cstx.gov/Modules/ShowDocument.aspx?documentid=2926

Cost: No cost other than staff time.

Possible cost: Mailings

Committee recommendation: Begin having meetings with HOA management companies and/or board members once per quarter. Include links to HOAs on the City Website. Create information about HOAs and how they impact the city.

Additional background, analysis, and support: Information presented as part of the committee's interim report are located in *Appendix E* of this final report.

Priority #5: Apply for Americorps Program

Background: AmeriCorps is a civil society program supported by the U.S. federal government, foundations, corporations, and other donors engaging adults in public service work with a goal of "helping others and meeting critical needs in the community. Members commit to full-time or part-time positions offered by a network of nonprofit community organizations and public agency, to fulfill assignments in the fields of education, public safety, health care, and environmental protection. The program is often seen as a domestic Peace Corps. It employs more than 75,000 Americans in intensive service each year.

AmeriCorps is an initiative of the Corporation for National and Community Service (CNCS), which also oversees the Senior Corps and the formerly-funded Learn and Serve America.

The program first became operational in 1994 and has expanded over time, with over 80,000 members participating annually as of 2012. Members may be provided modest financial compensation in the form of cost-of-living allowances, student loan deferment, Public Service Loan Forgiveness, and the Americorps Education Award. Less tangible benefits include professional skill development and work experience. An internal study found that participation in AmeriCorps strengthened civic attitudes and sentiment, making members more likely to choose careers in public service.

Root cause(s) addressed: ineffective public engagement, inconsistent information and lack of uniformity, only the bare minimum/legal requirements are done, outdated or lacking processes and policies.

Survey Support: The significant decline in confidence for official communication from the 2016 Master Plan survey, as well as the need to respond to the desires of how citizens want to receive information, strongly supports a need for someone to specifically manage relationships and communication with the citizens. 60% of the survey comments addressed either the direct need for a public relations employee, or addressed the duties of someone in this position. If funds are not available for this position an intern through the Americorps Program is recommended.

Additional Information:

 https://www.nationalservice.gov/programs/americorps

Cost: No cost other than staff time.

Committee recommendation: The City of Cibolo should pursue the AmeriCorps program and attempt to get AmeriCorps members to assist the city with special projects, including communication.

Additional background, analysis, and support: Information presented as part of the committee's interim report are located in *Appendix E* of this final report.

Other articles as reference:

Meeting Great Expectations: Dealing with Emotional Audiences | October 2009 | League of California Cities
http://www.westerncity.com/Western-City/October-2009/Meeting-Great-Expectations-Dealing-With-Emotional-Audiences/

Strategies for Creating a More Collaborative, Effective Council | September 2011 | League of California Cities
http://www.westerncity.com/Western-City/September-2011/Strategies-for-Creating-a-More-Collaborative-Effective-Council/

City of Plano: Love Where You Live | https://www.plano.gov/652/Love-Where-You-Live

Appendix A: Survey Results

Question 1: How do you find information about the City of Cibolo events, programs, services, changes in policies, and/or future plans? Select your top five choices.

Answer Choices	Responses	
Signs/Marquees	46.56%	575
Friends/Neighbors	47.69%	589
Cibolo Website	27.69%	342
Official Cibolo Social Media sites	36.19%	447
Council Members	7.85%	97
Personal Social Media	54.98%	679
Flyers in Businesses	6.23%	77
Cibolo Newsletter	32.79%	405
Local Newspaper	12.39%	153
HOA Newsletter	17.41%	215
Water Bill	12.96%	160
Answered		**1235**
Skipped		**0**

Question 2: Where would you like to see more information on Cibolo events, programs, services, changes in policy, and/or future plans? Select your top five choices.

Answer Choices	Responses	
Signs/Marquees	49.15%	607
Friends/Neighbors	6.96%	86
Cibolo Website	43.72%	540
Official Cibolo Social Media Sites	55.95%	691
Council Members	13.85%	171
Personal Social Media	30.61%	378
Flyers in Businesses	16.92%	209
Cibolo Newsletter	50.20%	620
Local Newspaper	20.97%	259
HOA Newsletter	30.77%	380
Water Bill	23.72%	293
Answered		**1235**
Skipped		**0**

Question 3: Please rate the following statement by choosing one of the following choices:

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	Weighted Average
The City of Cibolo effectively engages the public on matters of importance.	23.7%	277	26.9%	315	25.3%	296	18.6%	217	5.6%	65	1170	2.55
The City of Cibolo effectively uses official social media sites to communicate with citizens.	16.6%	193	28.0%	326	32.0%	373	19.4%	226	4.1%	48	1166	2.67
The information on each of Cibolo's official communication venues (website, newspaper, facebook, etc) is consistently delivered and the information is uniform on each site.	14.5%	169	24.8%	289	37.7%	439	18.4%	215	4.6%	54	1166	2.74

Answered	**1173**
Skipped	**62**

Question 4: Are there any other communication challenges you would like to address?

Answer Choices	Responses	
Yes	25.02%	292
No	74.98%	875
Answered		**1167**
Skipped		**68**

Question 5: What are the other communication challenges you would like to address? [2]

Item	Response Date	Responses
1	Oct 30 2017 10:20 AM	They need to deliver that free newspaper in our neighborhood. Can not find it at any local businesses.
2	Oct 30 2017 10:18 AM	Update Cibolo website regularly.
3	Oct 30 2017 10:08 AM	Keep the city Website updated with timely changes to waste management. Sometimes it takes a lot of searching to find simple answers regarding bulk, shredding, etc...
4	Oct 30 2017 10:07 AM	More communication thru mail. There are a lot of the cibolo community that do not have a computer to check the website.
5	Oct 30 2017 10:05 AM	Mail directly to homes information not all citizens use social media websites. We need straight facts not hear say from others in the city or on social media websites to give their opinions. WE need updates on new businesses coming, personally, I would like to shop and give back to our city and neighbors then go shopping in other cities. We need to make Cibolo stronger , be united to makes out city prosper now and in the future.
6	Oct 30 2017 10:01 AM	Would like to see Cibolo announcements on local news/ morning shows. Would like local weekly newspaper to be delivered consistently. Each venue would help get word out about cibolo Happenings. Would very much like city council and mayor to be more forthcoming and less secretive. Their decisions have lasting effects and citizens need to know long before its too late to provide input. The community as a whole is unaware of city gov. plans.
7	Oct 26 2017 06:46 PM	more info of criminal activities cibolo happening in certain areas, may be having law enforcement meetings in each subdivison or school near affected subdivisons.
8	Oct 19 2017 12:15 PM	Can we sign up for an email reminder about upcoming events? Also, is there a calendar online that shows all the activities for the month? If so, I can't find it. Thank you!
9	Oct 14 2017 08:39 PM	Signs in the community about important changes to the community should be posted in all main roads and centers,ie TOLL ROAD!!!!!!
10	Oct 14 2017 08:36 PM	Emergencies
11	Oct 14 2017 08:17 PM	Communicate why exponential expansion is appropriate.
12	Oct 14 2017 08:13 PM	I'm a young adult of voting age who lives with my parents while going to college. A lot of young adults do who attend area colleges. My parents pay the utilities online. I rely on what info I find on the Internet to make choices about what candidates to vote for & to research issues. A lot of cities have a space on their city website to ask questions or leave comments. I can't find one on the city's site. The site is difficult to maneuver & seems to be updated infrequently. I feel a lot of times our city forgets about young adults. The communication seems antiquated. I hope my response helps. I feel most young adults believe the website & Facebook page were made for older people.
13	Oct 14 2017 07:35 PM	Cibolo needs a better, more modern, social media presence.
14	Oct 14 2017 07:27 PM	none
15	Oct 14 2017 05:07 PM	I believe the council has little or no power over the hidden agenda put in place by the city staff/manager.
16	Oct 12 2017 12:24 PM	Would like to see a Cibolo Community WiFi system that featured a city channel for local new and information
17	Oct 10 2017 09:07 AM	prefer old style; door-to-door communication or ballot box
18	Oct 09 2017 02:47 PM	The term "Official Social Media" is an oxymoron. The city should use the city website to notify the citizens on matters of interest. The information I typically receive is rumors posted on social media and is usually wrong. City employees and elected officials using social media for any reason should have their head examined and should be voted out of office.
19	Oct 08 2017 12:13 PM	Clearer communications from the lying city council... you all will be voted out of office for toll road
20	Oct 07 2017 09:24 AM	Allow residents to vote on important issues, i.e. 1103 toll road

Note 2: Although 292 selected "yes" to question 4, only 264 actually provided comments.

Item	Response Date	Responses
21	Oct 06 2017 03:42 PM	It seems like the city of Cibilo does not communicate things that the residence would deem unfavorable. Reference the toll road controversy.
22	Oct 05 2017 04:28 PM	Being timely & consistent with messaging & location. Mail flyers to all addresses.
23	Oct 05 2017 07:10 AM	Major changes to plans for the community and significant changes to the city should be published in a major news source. The newsletter only comes out quarterly and is usually out of date and leaves the reader in the position of being late to respond. Such as notification for the new master plan committee. The newsletter arrived the week of the meeting. To late to plan around or missed completely if arrived the day(s) after the meeting. Forums are good for community input but should not be the only avenue. This online survey is a good example for feedback and should be used for decisions that do not necessary require a community vote but would be a good idea to have community input.
24	Oct 05 2017 06:39 AM	- Informing parents not to block driveways when picking up their children from school. - Pet owners please clean-up after your pets (don't allow dog deposit matter in residence yards), and keep pets on a leash when walking them will be greatly appreciated.
25	Oct 04 2017 07:59 PM	I am concerned about the cost of mailing and paper supplies for the Buffalo Chronicle. It's extremely expensive paper and printed in color. Isn't there a better, less expensive way to keep the tax payers informed?
26	Oct 04 2017 06:55 PM	Miscommunication of toll road >:I
27	Oct 01 2017 03:11 PM	Toll roads and city develoopment
28	Oct 01 2017 01:59 PM	I rarely find out about ongoing projects (e.g., the recent installation of fiber optics along Cibolo Valley. Also it would be helpful if citizens had a central location to easily report potholes, inoperative street lights, etc.
29	Sep 29 2017 01:42 PM	The almost lack of information passed on to citizens
30	Sep 28 2017 07:50 PM	Go beyond a newsblast. Hold town halls, attend local HOA meetings, distribute information in schools that make it home to families.
31	Sep 28 2017 07:38 PM	The Planning and Zoning Committee should request the city to make the signs for rezoning bigger than the current yellow signs especially in this time of massive growth. Once the city is built out, you can go back to smaller signs. Many cities use large wooden signs. See https://goo.gl/images/NLMFVY
32	Sep 28 2017 07:34 PM	Send info by mail
33	Sep 28 2017 07:09 PM	A better and more effective way to communicate about candidates for office and issues up for election.
34	Sep 28 2017 06:00 PM	Emergency system options to inform residents of hazards.
35	Sep 28 2017 05:24 PM	If Cibolo has an official Facebook website I'm unaware. That being said, need more awareness messages via water bill, temporary billboards, etc.
36	Sep 28 2017 04:57 PM	The cops need to lighten up on traffic tickets and speed traps.... and try giving warnings once in a while especially to people who r new to cibolo. The lack sympathizing communication
37	Sep 28 2017 04:43 PM	My utility bills are on auto pay. I don't even open them! That's not a good source of communication.
38	Sep 28 2017 04:35 PM	Street conditions..property/tax value increases
39	Sep 28 2017 11:26 AM	Many new residents are not aware of the HOA website or Cibola/Schertz news. HOA should be actively engaging new residents, not just in the yearly event.
40	Sep 28 2017 10:52 AM	The use of texting to advise of emergency conditions.
41	Sep 27 2017 07:12 PM	No advance notice when the city council is making very important decisions that can affect all citizens.
42	Sep 27 2017 10:05 AM	Other than signs on the highway or FM 3009, We have never seen any communication from the City of Cibolo
43	Sep 26 2017 07:11 PM	Citizens who are in Cibolo ETJ are not informed of anything yet we are impacted by. City of Cibolo decisions

Item	Response Date	Responses
44	Sep 26 2017 06:59 PM	Email is one of the modern forms of communication. It would be great to receive emails on issues of importance where residents can select the issues that are important to them.
45	Sep 26 2017 06:54 PM	No toll road
46	Sep 26 2017 06:26 PM	A digital announcement (marquee)sign would look better than those awful signs posted all over. Also the voting and toll signs make our city look tacky and polluted. Take your own opinions and voting issues to the board meetings instead. Not a cute small country town anymore. Thank u
47	Sep 26 2017 03:02 PM	Very few people seem to know what is happening in the city. The newspaper is not used effectively. The website is not good. The newsletter isn't as visually current as it should be.
48	Sep 26 2017 02:32 PM	Do make decisions 9 months early than discussed
49	Sep 26 2017 01:07 PM	Why are people not told about issues like the roads being widened and a possible toll road. I moved to Cibolo because it was quite and now that is changing.
50	Sep 26 2017 01:05 PM	There is a general lack of communication overall throughout the city.
51	Sep 26 2017 12:58 PM	send emails
52	Sep 23 2017 07:16 AM	It's hard to stay in the loop.
53	Sep 22 2017 10:33 AM	The construction (roads) in our neighborhood. When it rains our neighborhood turns into a "soup bowl"
54	Sep 21 2017 09:31 PM	Our city is the absolute worse at getting information out to the citizens.
55	Sep 21 2017 08:24 PM	More signs and information on website especially about the toll road
56	Sep 21 2017 02:38 PM	No confidence in City Hall about anything. We were pulled into the city limits only for y'all to get our taxes. We fought it but, it passed anyway. Not everyone is on the computer and do not access social media.When there are meetings, one has to "sign up" to be heard at the meeting and MAYBE you might get to speak. Never happens. NO TOLL ROAD!!!!!
57	Sep 21 2017 10:06 AM	Broadcasting of city counsel meetings should be interactive so those who are unable to attend in person could also address the counsel/weigh in on issues
58	Sep 20 2017 08:55 PM	When is Cibolo/Schertz going to get a news channel or newspaper? Also, need a better way to communicate road closures, traffic issues and weather related issues. Everyone doesn't use social media.
59	Sep 20 2017 08:44 PM	Transparency within the City Government. Open communication with the Cibolo Residents. If they city council spent as much time door knocking or handing out flyers about important city/community issues on the streets, like they do their election propaganda, then the citizens would be better informed. If the city council spent as much time listening to their constituents then they might be more respected and trusted.
60	Sep 20 2017 06:57 PM	Not all citizens are on social media. You should utilize USPO more often
61	Sep 20 2017 06:19 PM	Honest toll road information
62	Sep 20 2017 05:41 PM	Probably doesn't have to do with the city, but HOA rules and regulations, as well as flyers for upcoming events
63	Sep 20 2017 04:09 PM	New residents are not made aware of the best place to access information. Information seems to be placed in multiple online places, but not just a single one website.
64	Sep 20 2017 03:48 PM	I have lived here since November and other than the marquee for Christmas parade and Cibolo fest, I have no idea what is going on
65	Sep 20 2017 02:34 PM	When you call the city offices with a question, you don't get a return call.
66	Sep 20 2017 01:35 PM	Properly address the City when make statements publicly.

Item	Response Date	Responses
67	Sep 20 2017 10:47 AM	People are not being made aware of the proposed toll road. Magazines or brochures that are mailed by the city are generally not read by residents. I happen to read the ones I get, but I know that I am the exception. Also, the fact that a lot of residents are military, only stationed here temporarily, presents a problem. Communication needs to be established with the home owners, not the military renters, since their property is impacted by any changes. Renters will move and are usually not residents of Texas, so they will not or can not vote.
68	Sep 20 2017 10:30 AM	Should have some kind of Text alerts for important info that was just published on Cibolo website.
69	Sep 20 2017 09:55 AM	Not enough about council matters. Most of us regular people knew nothing about the recent zoning changes or the toll road fiasco
70	Sep 20 2017 09:22 AM	I would like to know more about housing opportunities - apartments , senior living !
71	Sep 20 2017 08:25 AM	Don't know how many and what they are and where to go to find out information.
72	Sep 20 2017 07:50 AM	Lack of public input (actually representing the citizens' wishes) in decisions facing our city
73	Sep 20 2017 07:37 AM	We do not receive a Cibolo newsletter. That would be helpful
74	Sep 20 2017 07:31 AM	Any decisions about our town should be up to everyone in the community. Instead of just holding meeting, as there are some of us with responsibilities which prevent us from coming to said meetings, what is wrong with sending out ballots in our mailbox and having someone in the community or a few count them to make sure the decision of the community is heard. I feel most meetings are not fully pubisized nor are they given an alternative to others that may not be able to make it.
75	Sep 20 2017 07:28 AM	I feel there is a lack of communication
76	Sep 20 2017 06:46 AM	Accurate information regarding future vision of Cibolo
77	Sep 20 2017 02:54 AM	Communications related to toll road deals that could negatively impact my homes value. Some things say it isn't a done deal, but others say it is.
78	Sep 20 2017 12:55 AM	Cibolo turnpike decision making and communication to the public was a SHAM. Efforts to convey were based on city council whim, with voting constituents deemed too underinformed to vote us into 50+years of inescapable private enterprise bondage. This backpedaling is a too little, too late bandaid fix. Looking forward to a new city council/mayor come November.
79	Sep 20 2017 12:01 AM	Honesty and timely communications. Town halls where questions and statements from public isn't limited. Truly listening to what the populist wants.
80	Sep 19 2017 11:05 PM	Cibolo needs to budget for sponsored "official" social media posts. That way citizens can be assured of city approved content going out to the public rather than relying on the many facebook pages that are run by random people in and out of the community.
81	Sep 19 2017 10:12 PM	1. Communicate Effectively 2. Text Message Notifications or Email Notifications could be a good idea to pass along information about what is going on in the city and on city councils agenda. 3. Full scale social media platform send outs, one location sends out the same information to all high volume social media platforms. 4. YouTube stream meetings or something better than what is there now.
82	Sep 19 2017 10:04 PM	To be truthful and include all Cibolo residents .
83	Sep 19 2017 09:58 PM	It is narrow minded thinking to believe social media or fliers in bills will reach all citizens. If city council and or mayors feel this way it shows how out of touch they truely are with citizens of Cibolo and how little they care if these citizens are informed or not. If citizens matter than mail out information they need to know.
84	Sep 19 2017 09:40 PM	The information listed on the City's website is ridiculously complicated, and anyone who is not familiar with legal terminology would struggle greatly to understand what is being said.
85	Sep 19 2017 09:27 PM	I would like for thr truth to be told the first time. Stop hiding the truth.
86	Sep 19 2017 09:03 PM	Be more open and clear on the communications. Better explanations. The little communication there is seems to be so abbreviated and acronym riddled at times it is impossible to figure out the idea, agenda, or information trying to be conveyed.

Item	Response Date	Responses
87	Sep 19 2017 06:56 PM	1. Get like the City of Schertz (and like most of the prominent large suburban metro cities in Texas --Do a 1st Class city magazine like Schertz puts out each month. Remember ya gotta spend money to make money. 2. The City of Cibolo website needs to be totally revamped/redone. It is not user friendly, nor does it even look interesting/inviting for that matter, to give the casual viewer more of an incentive to look explore the community farther (which is what I am assuming the city of Cibolo would like folks to explore/do) In a word, the current city website "sucks".
88	Sep 19 2017 12:55 PM	Give us the 'full' story & not what you want us to hear in an abridged version. So many communications say one thing but fail to explain any other details that may be of interest so as to minimize any replies that could complicate the Council's agenda.
89	Sep 19 2017 11:27 AM	A local Facebook community page, Cibolo/Schertz One Community is where I get my info. The admins pass on important notices. The official city website does not show up on my Facebook newsfeed.
90	Sep 19 2017 11:23 AM	Other cities utilize mass mailing features like mail chimp or mass text messaging systems. The city should look into these outlets
91	Sep 10 2017 04:15 PM	Mailing significant changes or ideas to residents.
92	Sep 09 2017 03:06 PM	Back in 2014 we use to get free local news paper in the mail...why did that disappear ?
93	Sep 09 2017 06:59 AM	many residents like me do NOT use social media, facebook, twitter, etc. don't rely on that, send more info in newspapers, fliers, mailouts, etc
94	Sep 07 2017 04:26 PM	New renter. It would be nice to have a checklist of things we need to be aware of so we can stop on point and not get in trouble.
95	Sep 07 2017 04:09 PM	Communications should be sent out by sms to people who opt in to that sort of service. For people on the go who dont look at facebook that often, this would be great. It should also include things like missing child, active shooters, car chase, etc..
96	Sep 07 2017 02:36 PM	Website for Cibolo and the city is dated, and boring, there is no pizaaz or anything that would drive ciboloians to the site other than to pay a bill
97	Sep 07 2017 01:16 PM	There are many in the community that would like to participate in the decisions and votes made that can't make it to meetings, if there was a way to open up a voting system online I think more would feel they were a part of the choice making process.
98	Sep 07 2017 12:06 PM	I get a lot of secondhand info from the Facebook groups. I would like a Cibolo rep get more involved in the social media groups so we can get more authoritative information.
99	Sep 07 2017 10:14 AM	Roads with too many dips and making neighborhood look clean.
100	Sep 07 2017 08:34 AM	We need updates and info about are city daily.
101	Sep 07 2017 05:56 AM	Please keep the official city web site current and up to date. When an event is planned please place the new date on the site instead of leaving last years date.
102	Sep 07 2017 05:38 AM	there is nothing to do here!! all these houses are being built and all these schools are getting thrown up, so a bunch of people start moving here and we all have to drive 15-20 minutes to eat or have a fun day out. let's get some cool stuff, HERE IN CIBOLO, to do! maybe an arcade or mini golf/putt-putt? roller blading rink?
103	Sep 07 2017 12:13 AM	It would be nice to get information directly from the city FB feed *before* seeing it argued about in other local social media sites.
104	Sep 06 2017 11:35 PM	This city website is just a wash. It is a basic wordpress stand up that really does bunk all to tell what is really going on in and around Cibolo. I love living here. But figuring out what is going? That can be tough. Not all of us living here like to "Facebook".
105	Sep 06 2017 10:58 PM	Wngage the community before contracts are signed, lands re-zoned, etc
106	Sep 06 2017 09:51 PM	Need periodic updates on economic development. Over a year ago they said HEB was coming, now we have no updates nothing. Don't get us excited and then leave us in the dark with out current updates.

Item	Response Date	Responses
107	Sep 06 2017 09:43 PM	Need information on disasters, what to do what to do etc. Do we even have an alarm system?
108	Sep 06 2017 09:32 PM	Continue to ask questions on why our roads etc are not being kept up since annexed. Also why are some neighbors allowed to burn or build huge bldgs on property without permits. City overlooks all the time. Never communicate with us except when elections are up
109	Sep 06 2017 09:18 PM	The nature of professionalism when communicating. When I have relayed my opinion both to City officials and City government, I have more than once been dismissed, talked down to, or directly lied to. This is already getting better however I think there is still room for improvement. It is important to treat residents/constituents with respect. I go out of my way to be respectful but even if a resident/constituent is Not it is important for the city to be professional and respectful and helpful in their interactions. It's frankly embarrassing to see a council member or city official making nasty or condescending or insensitive comments in public (in person or on social media).
110	Sep 06 2017 09:06 PM	The council needs to give accurate information presented rather than falsehoods and promises they back out on.
111	Sep 06 2017 08:58 PM	Communication cannot be expected to be covered by using the city utility records. Recently annexed properties use other sources for water or waste.
112	Sep 06 2017 08:55 PM	No communication from the mayor.
113	Sep 06 2017 08:53 PM	There is no communication to the vast majority of citizens. Most of us cannot attend council meetings due to other responsibilities. We have no idea what is going on with our local government.
114	Sep 06 2017 08:21 PM	The signs used are not updated and used enough. The newsletter is often too short and. It very informative.
115	Sep 06 2017 07:49 PM	Anything that affects the residents of Cibolo, i.e. the 1103 Toll Rd should be on a ballot where we as residents can vote on it.
116	Sep 06 2017 07:35 PM	It is 2017 - your communication methods and efforts should reflect that.
117	Sep 06 2017 06:53 PM	Several Cibolo city employees do not return telephone calls in a timely manner! They need to be reminded they have a job to support us!
118	Sep 06 2017 06:52 PM	Maybe communication via email or text
119	Sep 06 2017 06:51 PM	Hire a social media staff member to post on a regular basis regarding Council sessions, decisions, current projects, completed projects, kudos for staff, etc. Keep putting the word out and people will feel more connected.
120	Sep 06 2017 06:37 PM	Just wanted to say Thank You for your service to our community.
121	Sep 06 2017 06:36 PM	If you list events on your website include more information on its details.
122	Sep 06 2017 06:23 PM	Tv news and text
123	Sep 06 2017 06:16 PM	Because of the low participation which I can only chalk up to Cibolo being more of a military town, if you are informing residents of events or other agenda items that require a vote, be EXTREMELY clear about what they are voting for. Residents already have enough challenges for time in our lives without having to decipher what something means. It's been said by many that the way ballad items are versed versus what they actually mean come off as deceiving.
124	Sep 06 2017 06:14 PM	An option not listed would be to send information to each household whether it's in flyers on doors or sent via mail
125	Sep 06 2017 06:10 PM	Is there a communication strategy/plan? I'm not aware of any attempt by the city to inform it's citizens.
126	Sep 06 2017 05:58 PM	Toll road!!!!!
127	Sep 06 2017 05:58 PM	Some people don't have access to computers. What about old fashion flyers delivered to people?
128	Sep 06 2017 05:37 PM	Information on candidates Information on council meetings and agendas
129	Sep 06 2017 05:31 PM	I would like to be able to sign up for e-mailed updates of everything going on, as often I find out about it too late other ways.

Item	Response Date	Responses
130	Sep 06 2017 05:26 PM	Should put announcements on Next Door app
131	Sep 06 2017 05:16 PM	When things like Walmart/toll road arise it should be advertised on radio and local news ksat woai ect..... Facebook twitter
132	Sep 06 2017 05:14 PM	Why is there no staff to handle public information and community engagement? The police department does a wonderful job. Not sure if they have a person dedicated or not but they do a good job of keeping us informed.
133	Sep 06 2017 05:13 PM	The lack of events and opportunities for our community. We piggyback off of Schertz and sometimes I feel we are not our own unique town!
134	Sep 06 2017 05:09 PM	A more open means of relating news that impacts residents.
135	Sep 06 2017 11:50 AM	I would rather first hear it from an official city source before seeing it blow up on social media...even if that source was the official city social media.
136	Sep 04 2017 08:02 AM	Although many do, there are some people who do not have Facebook. Please provide information for those of us who do not use social media.
137	Aug 28 2017 06:43 PM	Once a year, the Council or City Staff could do a City Civics 101 class. Teach citizens about how the different processes in the City work...especially zoning issues as the city is growing rapidly.
138	Aug 27 2017 10:30 PM	Issues such as the approval of the Wal Mart store and more recently the approval of a Toll Road have not been opened to sufficient input from the Citizens.
139	Aug 26 2017 11:19 AM	The Web site is not always user friendly and many areas are out of date.
140	Aug 25 2017 07:14 PM	Example of inconsistency: the mixup on the starting time of the Easter Egg Hunt. All official information should be coordinated through one person/office to ensure all means of communication are accurate, and messaging and details are the same.
141	Aug 25 2017 11:54 AM	It would be nice to have a way to view road closures on a map through the city's website. This includes closures for construction as well as flooding.
142	Aug 25 2017 07:48 AM	My main suggestion would be to also post updates using the site "www.nextdoor.com". I've seen a significant increase in the number of people signed-up in the community. Nextdoor is a social network that automatically connects user with their neighbors. Making it easier for residents to interact with their local community online without the clutter of other social media sites.
143	Aug 25 2017 06:09 AM	Crimes committed and crime prevention Fires reported and fire prevention Photos and videos from the animal shelter. Let's move some pets to loving homes faster! Meet the Mayor broadcasts on FB Meet the Council- what's up in my district and report concerns to councilman via a FB scheduled CHAT! Meet the Chiefs - Alternate and have FB scheduled chats Redo the website, like NOW! Hire ButtonPushApps to do an Alexa voice skill that uses can enable as part of their morning daily news flash briefing.
144	Aug 24 2017 10:50 PM	Can I get emails about what is happening in Cibolo? I like the newsletter, but because I don't have school-aged kids, I miss a lot of what is happening.
145	Aug 24 2017 10:45 PM	Office workers able to supply up to date valid information.
146	Aug 24 2017 10:22 PM	I just thought there should have been more communication about the properties affected by the new toll road. I had to see in social media that I might have to more. Being a young couple it's not as easy
147	Aug 24 2017 10:09 PM	How about establishing a text sign up so the public can receive a quick text with a link to the city's website for the most current city meeting, services, and/or emergency info? Something similar to Remind101 that is used by the SCUC schools.
148	Aug 24 2017 09:58 PM	Acronym clarifications for wverythong and city council members that seem to be trying to reroute citizens from meetings and starting drama on social media
149	Aug 24 2017 08:50 PM	Upcoming issues seem to receive little advance information available. And, a better feedback system regarding opinions on issues is needed.
150	Aug 24 2017 08:08 PM	Council members meeting with their respective districts and hold smaller townhall events to discuss city issues.
151	Aug 24 2017 06:00 PM	Involve citizens regarding major changes that effect citizens and their property. I don't like to be informed after the fact.

Item	Response Date	Responses
152	Aug 24 2017 04:02 PM	Please take into consideration the areas of land that you keep annexing were never on Cibolo "proper" utilities. When addressing utilities, consider the water, electric and/or sewer. Thereby using the utilities as a communication source is certainly not all encompassing.
153	Aug 24 2017 03:56 PM	City Council Members need to listen to the Citizens of Cibolo and stop with the egos and hostilities. They need to act with responsibility and within a Code of Condoct befitting their position.
154	Aug 17 2017 09:17 AM	Our district council members should also reach out to intract with those they represent
155	Aug 13 2017 08:46 PM	Not all people are on social media or get their water or trash service through the city. Most people south of 78 are old farmers.
156	Aug 11 2017 06:10 PM	The communication between surrounding cities seems to be severely lacking.
157	Aug 11 2017 12:39 AM	City legal notices in a newspaper that nobody reads - Seguin's Gazette newspaper? Come on! So what if it costs a few bucks more. Publish legal notices in a newspaper Cibolo residents actually read.
158	Aug 10 2017 11:25 PM	The city of Cibolo is assuming everyone is on social media all the time which is not true. And I don't subscribe to the newspaper either. Nor do I pay a paper water bill. We pay online.
159	Aug 09 2017 09:05 PM	Listen to your citizens and stop this nonsense with the toll road!!!!
160	Aug 08 2017 11:46 PM	Letters, emails...social media.
161	Aug 08 2017 02:26 PM	We payed taxes to have the sidewalks fixed in Northcliff over 5 years ago this was suppose to be done!!
162	Aug 06 2017 07:38 PM	I know the City abides by the State standards for notifications of City business, such as upcoming meetings. However, I think the City could go a bit above and beyond the State standards. I realize that's a bit subjective, but using the "Remind" text message app, for example, could be a simple solution to "over communicate" with citizens. The Remind text app is used by SCUCISD schools to communicate with parents and students. I think "Remind" would be a simple solution to "spread the word".
163	Aug 06 2017 02:40 PM	A lot of people don't have internet access. So more information by mail would be better, especially for the elderly. I am only finding out information from my family that is important to me. I get the Seguin and San Antonio newspapers and do not see much in either about what is going on in Cibolo.
164	Aug 06 2017 02:00 PM	I would like and expect Cibolo to use all Forms of communication to keep the community informed. Citizens who are not aware of meetings and the like have a hard time being involved. With today's society and the many social media outlets I would gander it should not be as difficult as it has appeared.
165	Aug 06 2017 12:28 PM	No information on how to locate Cibolo specific information for new residents of the area. Information like that should be available in main public areas like the library, gas stations, utilities offices, so people are aware of what's going on in the community.
166	Aug 06 2017 10:26 AM	Email. It is FREE!
167	Aug 06 2017 08:45 AM	The city council is and has pushed issues that negatively impacts its neighbors. What goes around comes around. Be more responsive and responsible.
168	Aug 05 2017 02:46 PM	Tollway, Wiederstein Road, stop lights insufficient on Wiederstein, heavy traffic on Wiederstein, 1103 and Old Wiederstein, apparent lack of a city master plan and action to complete it.
169	Aug 04 2017 10:40 PM	New construction and building information
170	Aug 04 2017 03:25 PM	Tell the truth
171	Aug 04 2017 11:20 AM	Emergency notifications
172	Aug 04 2017 01:07 AM	I would love to be able to go to the website for any question I have regarding city events or programs.
173	Aug 04 2017 12:19 AM	Too many. Untruths and reason for toll road.
174	Aug 03 2017 07:59 PM	The city of Cibolo has annexed all this prpoerty, then expanded their etj without proper notice. You may say the Seguin gazette is the news paper, or the Herald or the herald, but I guess you are trying to hide just like the county commissioners. There are more less evasive routes that follow flood zones to run your "Parkway Project" but are to selfish to do that.

Item	Response Date	Responses
175	Aug 03 2017 07:23 PM	TOLL ROAD! Put it to a vote!
176	Aug 03 2017 03:20 PM	More local news
177	Aug 03 2017 01:23 PM	Comunucaton regarding toll road has being hidden and unclear I see a high opposition to it -and city still do it , same happen with Walmart is not helping locals to movilize economy and both will hurt local economy on long run
178	Aug 03 2017 01:04 PM	Residents should have the option to opt into mass email correspondence or text message services regarding Cibolo events, meetings, and important information.
179	Aug 03 2017 11:52 AM	I believe there should be one site we should be able to go to so that all communication is shared equally. That way we don't have to go to check several sites to see if there are any differences.
180	Aug 03 2017 09:41 AM	Clear expectations (start/finish) of city projects (roads, businesses, etc)
181	Aug 03 2017 06:05 AM	I would like to see tornado sirens and or a reverse 911 to notify residents of emergencies.
182	Aug 02 2017 04:47 PM	More signs. More respectful conversation on social media.
183	Aug 02 2017 03:38 PM	Don't assume you are doing what's best for the city when it comes to extremely important issues that commit the cities livelihood to such extents. Also when giving information you should give the whole story. Often times the subject explanation comes up short & doesn't tell the whole picture (most all of what I've seen applies to this). Just because you 'whisper' words 100 times doesn't mean you're being transparent.
184	Aug 02 2017 02:31 PM	CCC does not communicate honestly or effectively with the Citizens of Cibolo. They are not held accountable for their words or their actions.
185	Aug 02 2017 02:03 PM	My household does not get a water bill from Cibolo, we are GVSUD. Our HOA does not put out a newsletter. The city web site is difficult to maneuver through to find information on.
186	Aug 02 2017 12:07 PM	It doesn't seem that communication is a priority for the city.
187	Aug 02 2017 11:25 AM	The toll road communication has been a nightmare and truly embarrassing. The fact each council provides different answers/timelines is truly a detriment to the city. Providing a firm plan with details that each council can articulate is vital to keeping calm in a city. There are no answers and it is sad to watch.....
188	Aug 02 2017 11:22 AM	Consistent information, more clarity and transparency, more engagement of community
189	Aug 02 2017 10:17 AM	Handouts placed on your door and placed on light poles, community areas
190	Aug 02 2017 08:34 AM	Why there is no state of the city, no 311 site like Schertz?
191	Aug 02 2017 08:10 AM	What is the official socia media site or what is the primary communications portal for the city?
192	Aug 02 2017 07:16 AM	Who to contact for road upkeep in housing areas just annexed into city
193	Aug 02 2017 07:09 AM	If rezoning requests are requested the city only does the minimum required to notify citizens. Social media, newspapers, bigger and more signs should also be used.
194	Aug 02 2017 06:30 AM	Why can't we look into emails? Have residents volunteer to be on a mailing list from Cibolo (all Blind Copy of course) to receive current news on events, meetings, etc.
195	Aug 02 2017 05:33 AM	SMS notifications are to brief to understand the nature of the issue. Also, door hangers or flyers would be beneficial.
196	Aug 02 2017 02:12 AM	Legal notices used to be published in the Northeast Herald newspaper. This is a free newspaper that many Cibolo residents receive. Plus, the Herald does have a reporter who regularly attends city council meetings and write articles in the newspaper. Legal notices are currently being published in the Seguin Gazette. That paper may charge less money for the legal ads, but hardly anyone in Cibolo reads that newspaper. Besides, when was the last time the Gazette had a reporter at a Cibolo city council meeting?. If the city truly wants Cibolo residents to be better informed, then publish legal notices in the Northeast Herald and/or San Antonio Express-News newspapers.

Item	Response Date	Responses
197	Aug 01 2017 11:23 PM	Stream council meeting
198	Aug 01 2017 11:21 PM	The City of Cibolo does a very poor job in a clear, precise message to the public. The City needs to have a uniformed direct response when dealing with adversity. In a company there is a vision. Cibolo does NOT have one that I'm aware of.
199	Aug 01 2017 10:46 PM	mass email or phone call should/could be sent out to residents (if email/phone contact info on file). Had base/weather info messages sent to my cell phone from the installation operations office. This was in Korea and just like the schools have it here for SCUCISD.
200	Aug 01 2017 10:42 PM	Cibolo needs to copy Schertz in the way they communicate and listen to their citizens
201	Aug 01 2017 10:28 PM	I've lived here two months and haven't seen much information at all.
202	Aug 01 2017 10:19 PM	Reaching Citizens that don't use social media. There are a lot! Also the city should be notifying citizens that could be potentially effected by a project, like a new road within a certain mile radius so that they are aware of the potential change. Many people again that don't use social media have no clue on what could potentially effect them
203	Aug 01 2017 10:09 PM	District reps need to survey its constituents before any feux group is developed to make a toll road and run over peoples land before they decide to make a road to no where. Lack of real communication.
204	Aug 01 2017 09:57 PM	Seems there are too many different versions of the message.
205	Aug 01 2017 09:52 PM	When the council members do address citizens on social media, they are consistently condescending, mixed up on information and arrogant.
206	Aug 01 2017 09:40 PM	Transparency is key to effective leadership! The first step in change management is unfreezing; which encompasses buy-in to iliect a felt need for change. Considering using it when making big decisions for the city...
207	Aug 01 2017 09:38 PM	Informative, clear, concise communication. Through an email listing, flyers or social media would be great. I would like transparency on possible projects such as cost, timeline, etc.
208	Aug 01 2017 09:33 PM	Just getting the word out from an official page, because dates/times change so it would be nice to be able to go to a central place & know the information is available & up to date.
209	Aug 01 2017 09:30 PM	Be open and transparent. Gather information from citizens and actually represent your constituents instead of doing what you want.
210	Aug 01 2017 09:24 PM	I feel like the introduction of the toll road was kept very hushed until it was basically a done deal. No feedback was asked by citizens prior to the planning of it.
211	Aug 01 2017 09:14 PM	Email your customer's who pay their bills electonically, or, when they log onto pay, have some big flashy banner to tell us whats new
212	Aug 01 2017 09:10 PM	Would like an open discussion on the proposed toll road and a chance for the community to vote. The opportunity to vote on this particular issue will probably greatly enhance the results in the next public election of representatives for incumbants.
213	Aug 01 2017 09:04 PM	Email or mail
214	Aug 01 2017 08:55 PM	Why not use special mailings
215	Aug 01 2017 08:47 PM	Info for people who find it hard to get out of their homes or use the internet-fliers
216	Aug 01 2017 08:46 PM	City should have a way to communicate with each citizen within the city limit. Just because I can't attend city meeting shouldn't mean the information cannot reach my front door or mail box.
217	Aug 01 2017 08:07 PM	Lack of communication regarding major events that affects community in Cibolo
218	Aug 01 2017 07:40 PM	City council meetings later in evening and a more congenial environment
219	Aug 01 2017 07:36 PM	I'd like to see City Council Members at a couple of HOA meetings. I'd like to see frequent opportunities for people to converse in open/group settings with City Council members.
220	Aug 01 2017 06:50 PM	The tool road needs to be discussed and put on the ballout for citizens to decide. This is a federal matter not a municipality.
221	Aug 01 2017 06:02 PM	I applaud this effort to improve communication because I believe it is desperately needed. You have a city website, recommend you invest in keeping it up to date! This should be the one stop shop for ALL matters involving Cibolo!

Item	Response Date	Responses
222	Aug 01 2017 06:00 PM	Post bulletins on busy roads to indicate council meetings weeks in advance. Not all people use the internet or read local news
223	Aug 01 2017 05:22 PM	Council members addressing citizen concerns respectfully. City officials being transparent. City officials LISTENING to what citizens want.
224	Aug 01 2017 04:48 PM	Several emails to the city on failure to mow have been ignored. Most people work during the day, so calling is not an option until after work...when nobody answers the phones
225	Aug 01 2017 04:31 PM	No toll road!!!!
226	Aug 01 2017 04:23 PM	Just use Face Book more for communications. Web site still has a lot of work to be done on it. It could be update to allow more citizens to take care of business without having to call the city office.
227	Aug 01 2017 03:36 PM	It doesn't seem like there is much effort to get information out there in terms of current events, city council meetings
228	Aug 01 2017 03:20 PM	City council member Mr Webber has yet to respond to my email questions that I sent him while sitting in the last council meeting. I used the cities website to send the email and yet I have nothing. I have many questions as a new resident and apparently this doesn't seem to matter. Why isn't there a better form of communication. I had to find out about this survey on Facebook regarding the toll road. Not good for a town looking to grow.
229	Aug 01 2017 03:03 PM	City Council members (some) need to take a course to learn how to engage ALL members of the community without being rude or having a condescending attitude.
230	Aug 01 2017 02:18 PM	Sometimes the information is not timely I would like to see an easy to find and easy to read long term calender. This would make it easier for me to plan to attend events.
231	Aug 01 2017 02:15 PM	Back room deals should not be made! Important issues that effect our community should be brought to a vote of the people!
232	Aug 01 2017 01:22 PM	I do not use Social Media of any kind, so the information provided should be through newspaper, newsletter, or email.
233	Aug 01 2017 12:43 PM	The website is weak. Why doesnt the animal shelter have its own informational and interactive part of the city webpage. We cant find adoptable pets, found oets, the correct business hours or even a map to the shelter. The social media sights are inconsistently updated. Why isnt there an IT media person that does this on a regular basis.
234	Aug 01 2017 12:10 PM	The toll road has been poorly handled. The citizens were not asked and very little effort was/is being made to inform the citizens.
235	Aug 01 2017 12:08 PM	I would like to see a monthly flyer with the city bill of things going on. It could be on the back of the bill to save paper.
236	Aug 01 2017 11:45 AM	Should not have to dig through website. Everything should be found in 3 clicks or less.
237	Aug 01 2017 11:32 AM	The city needs to deliver flyers about agenda items to citizens and county residents in the etj when city decisions will impact those citizens and county residents property rights, taxes and other areas.
238	Aug 01 2017 11:29 AM	The city should be able to send text alerts or emails to all residents as other cities nowxhave setup.
239	Aug 01 2017 11:27 AM	When it comes to very important matters I believe the city should also communicate with its people door to door
240	Aug 01 2017 11:05 AM	I want to see an interactive city app for not only news but various city services
241	Aug 01 2017 10:51 AM	I feel the city of Cibolo doesn't communicate anything to citizens until decisions are made. (See Walmart and till road) Very disappointed! They only thing that's surely communicating is money .
242	Aug 01 2017 10:49 AM	Road closures-keeping residents living in the area informed and contacts if residents have an issue.
243	Aug 01 2017 10:44 AM	Actual councilmembers going out to the Citizens and talking to them in the neighborhoods not conversing in bars.

Item	Response Date	Responses
244	Aug 01 2017 10:28 AM	The City Council doesn't provide any feed back to members of the community that stand up in citizens to be heard. I know that they can't address it at the time but they never address it in the future either so it's a complete waste of time and builds up continued frustration with the community. How about an agenda item each meeting that addresses the concerns that the citizens brought up in the previous meeting, instead of never speaking about it.
245	Aug 01 2017 10:19 AM	Why do we over communicate festivals and events in the city but almost hide events/meetings regards to topics pertaining to life changing, property affecting, or property value affecting. It is very disappointing to be part of this city today.
246	Aug 01 2017 10:15 AM	It would be forward thinking if the city considered an app versus social media or a website.
247	Aug 01 2017 10:11 AM	Residents/ businesses that are not in the city limits, but are still affected by city decisions need to be informed and currently are being left out.
248	Aug 01 2017 09:58 AM	The notification of county residents directly ajacent to Cibolo being taken into the ETJ and the impact of the toll road on those county residents without input.
249	Aug 01 2017 09:51 AM	I feel that communication is lacking to homeowners where construction is taking place and will directly affect them. A marque is a not enough information. Also some people are notified but not others on the area I am assuming due to laziness because when I inquired why I was not notified Iwas told it was because I had a long drive and no fence to hang notification from. However I do have a mailbox and a door to leave notification.
250	Aug 01 2017 09:49 AM	The city website is outdated. I'd like to see an app built or the website be more consistent with the events it sends out.
251	Aug 01 2017 09:48 AM	Signage isn't easily noticed or present within the community. It could be possible to add banners at or around main intersections when events are upcoming. Also, clear & concise information that's easy to find on the city website when on a mobile platform would be appreciated.
252	Aug 01 2017 09:42 AM	I feel that Cibolo needs to be more Ikke Schertz in communication and govt planning.
253	Aug 01 2017 09:42 AM	Cibolo needs a communications manager or department like other surrounding cities have. It is growing too much to not have one.
254	Aug 01 2017 09:37 AM	It would be nice for city to have community event calendar so orgs & businesses can post up coming meetings & events.
255	Aug 01 2017 09:35 AM	The city has done a terrible job communicating with citizens about the toll road, about proposed plans and routes for the road, and communicating with the impacted citizens. The city needs to find other methods of communicating with residents using social media, e-newsletters, the city's website and the local paper. In order to reach citizens of varying ages multiple communication channels need to be explored. I'm military and I have lived in a lot of different cities and towns, including Schertz, and this is the worst communication I have experienced with any of them. Schertz did a wonderful job of communicating with us even when times were tough and FM 3009 was a construction nightmare. They were not afraid to communicate the good and the bad.
256	Aug 01 2017 09:34 AM	Actually communicate with the citizens, Cibolo is a small city and communication should not be difficult. Possibly, have some sort of text notification or email notification.
257	Aug 01 2017 09:11 AM	Clear succinct messages. The inability to find information efficiently.
258	Aug 01 2017 09:06 AM	Lack of communication to ETJ on matters that will affect them
259	Aug 01 2017 09:04 AM	Surveys are a great idea to get a feel of the public opinion that may not be able to attend the meetings. I wish this would have been done with the toll road nonsense.
260	Aug 01 2017 09:01 AM	The fact that cpuncil does not openly or even consider citizens concerns.
261	Aug 01 2017 08:57 AM	Put more items to a public vote rather than the city council only.
262	Aug 01 2017 08:54 AM	Listen to your citizens and don't act like you are better than them
263	Aug 01 2017 08:30 AM	The city needs to communicate better with its citizens. Currently it feels like the city is against the home owners and will do whatever it takes for development. If they would communicate ideas/proposals before they acted on them the city wouldn't constantly be in termoil.
264	Aug 01 2017 08:27 AM	The truth about what is REALLY going on in city hall and the plans for the future of the city --- short-term and long-term. (next 5 years, 10 years, etc)

Question 6: Are you a Cibolo resident or business owner?

Answer Choices	Responses	
Resident	89.90%	1033
Business	0.96%	11
Both	5.40%	62
Neither	3.74%	43
Answered		**1149**
Skipped		**86**

Question 7: What Neighborhood do you live in?

Answer Choices	Responses		Answer Choices	Responses	
Bentwood Ranch	8.71%	99	Lantana	1.50%	17
Braewood	0.44%	5	Old Town	1.50%	17
Buffalo Crossing	4.67%	53	Riata Oaks	0.35%	4
Charleston Parke	1.76%	20	Royal Oaks Acres/Cher Ron	0.26%	3
Cibolo Valley Ranch	14.08%	160	Saddle Creek Ranch	6.95%	79
Cibolo Vista	3.52%	40	Saratoga	1.85%	21
Deer Creek	6.25%	71	South of FM 78	1.23%	14
Dobie Heights	0.18%	2	Springtree	2.38%	27
Falcon Crest	0.53%	6	Stonebrook	1.14%	13
Falcon Ridge	5.99%	68	Sunflower	0.00%	0
FM 1103	1.85%	21	Thistle Creek	2.64%	30
Gatewood	1.50%	17	Town Creek	1.41%	16
Green Valley Road	0.44%	5	Town Creek Road	0.35%	4
Heights of Cibolo	6.07%	69	Turning Stone	3.17%	36
Indian Blanket	0.18%	2	Willow Point	9.24%	105
Landmark	1.23%	14	Woodstone	0.70%	8
			Other	7.92%	90

Question 8: What is your age group?

Answer Choices	Responses	
Under 22	0.79%	9
22-40	30.63%	351
41-52	37.61%	431
53-71	27.66%	317
72+	3.32%	38
Answered		**1146**
Skipped		**89**

Appendix B: Hire a Public Relations Manager/Director

SWOT Analysis if the recommendation is implemented:

Strengths:	Weaknesses:
- Strong oversight of public engagement - Trained and educated communicator - An individual responsible and accountable for communication and public relations - Social media expert	- Entry level director will lack experience - Lack of certification could impact position credibility - Weak budget could inhibit creativity
Opportunities:	Threats:
- Lessen the load on other positions - Coordinate communications across departments and functions - Establish city policy - Better manage social media - Potential for home office employee - Quality metrics on comm efforts	- Lack of office space - Impact on budget - Dual hat position may dilute position (i.e. serving as both technology director and public relations director) - A need for continued training (cost)

Surrounding cities/areas with Public Relations: Schertz, Seguin, Boerne, New Braunfels, Windcrest, Joint-Base San Antonio, San Marcos, Austin, and San Antonio

Comparison to closest neighbor who has a public relations department – Schertz: Our recommendation is based largely on our experiences, but also in comparison to our closest neighbor in Schertz who has a four-person public affairs department. Below is a budgetary comparison between our two cities. They lead us in every category compared except for the growth in sales tax, which we outpaced them with nearly four times as much growth. Of note, they have 42% more citizens, yet they more than double our revenue, and have similar figures in expenditures. Also, their personnel budget accounts for approximately 6% more of their general fund than Cibolo. If we were to spend to the same level, it would total an additional $450,000.

The most staggering numbers include the per capita revenue and expenses, and further indicates we need to grow our sales tax base to create a more balanced revenue stream. This is one more reason we recommend a public relations director: an educated, trained, and skilled communicator who can not only help convey the City's message to citizens, but just as

important, a message to our potential businesses. We believe public relations will have a critical role working with the Economic Development Corporation, Economic Director, and potential businesses and industry.

	Cibolo	Schertz	Difference
Population:	27,855	39,453	+ 41.6%
Tax Rates:			
Property (per $100 value):	$0.4454	$0.4999	+ 12.2%
Sales (per $1 purchase):	$0.0100	$0.0100	- even -
General Fund Revenue:	$10.8M	$28.5M	+ 163.9%
Property Tax:	$4.9M	$11.3M	+ 130.6%
Increase from last year:	5.84%	7.90%	+ 35.2%
Sales Tax:	$1.5M	$7.4M	+ 426.7%
Increase from last year:	15.6%	4.00%	**- 74.4%**
General Fund Expenditures:	$12.3M	$28.5M	+ 131.7%
Personnel:	$7.6M (61.8%)	$19.4M (68.0%)	+ 155.3%
Per capita:			
General Fund Revenue:	$387	$722	+ 86.6%
Property Tax:	$176	$286	+ 62.5%
Sales Tax:	$ 54	$188	+ 248.1%
General Fund Expenditures:	$442	$722	+ 63.3%
Personnel:	$273	$492	+ 80.2%

Proposed department description (benchmarked from Schertz Public Affairs Department)**:**

The Public Relations Department serves an estimated city population of 27,855, as well as an internal audience of 140 employees, as well as elected and appointed officials to uphold a

positive public image for the city, and serve as a conduit for information. The department is responsible to form relationships with internal departments and various members of the media, government agencies, non-profits, local businesses, potential businesses/industry, and the public.

The Public Relations Department creates and/or receives and utilizes photographic/video/audio recording of City events and activities. They also design City marketing materials, documents, hiring packets, graphics, logos, plaques, trophies, proclamations, and various related products.

The Public Relations Department will be responsible for content on the City's website, and will work with the Information Technology Director to ensure timely update of content and to implement enhancements to better serve the City and its citizens.

The Public Relations Department will also be responsible for social media engagement for the City, and oversee City social media activities to ensure uniformity and accuracy. The department will consistently monitor traditional and social media markets/venues to find new and emerging platforms for potential engagement by the City.

The department will be managed by a director who will report to the City Manager and work closely with the department heads and City Secretary. The director is responsible for establishing and maintaining internal and external communications that enhance the understanding, perception, and image of the City of Cibolo. The director may hire and direct public relations specialist and other staff, under the consent and supervision of the city manager if authorized through the budget.

The director will analyze, design, develop, implement, and evaluate public relations policy for the City. They will be responsible for creating and maintaining the City's communication strategy, and evaluating all departmental policies to ensure they remain in alignment with the overarching policy and procedures.

The director will promote, organize and support informational, educational, and special event activities that benefit the community and employees through advertising, production of city videos, radio spots, print ads, press releases, email blasts, website and electronic sign ad creation and posting, and award submissions.

The director is responsible for tracking effectiveness, and will measure various data points to assess the impact their department is responsible for. As a minimum, the director will monitor web and social media analytics, track customer calls, evaluate timely responsiveness, and conduct assessments on all special projects conducted by the department as to their effectiveness.

Goals and objectives for the Public Relations Department:

- Serve as the primary source of City information for residents, businesses, & departments
- To promote City activities throughout the region
- To disseminate accurate and timely information to residents and the media during emergency and non-emergency situations
- To provide excellent customer service and accurate information in all instances
- To efficiently and effectively manage City records
- To effectively deliver consistent content across web and social media platforms
- To help grow business and industry within Cibolo

Public Relations Director responsibilities (extracted from O*Net OnLine)**:**

- Respond to requests for information from the media or designate an appropriate spokesperson or information source
- Write press releases or other media communications to promote the City
- Establish or maintain cooperative relationships with representatives of community, consumer, employee, or public interest groups
- Plans or direct development or communication of programs to maintain favorable public perceptions of the City's accomplishments, agenda, or environmental responsibility
- Study the objectives, promotional policies, or needs of the City to develop public relations strategies to influence public opinion or promote ideas, products, or services
- Coach Directors in effective communication with the public or with employees
- Manage content posted on the City's website and social media venues
- Confer with other directors to identify trends or key group interests or concerns or to provide advice on administrative or regulatory decisions
- Prepare or edit organizational publications, to include strategic communication policy for the City, newsletters or reports, for both internal or external audiences
- Coordinate public responses to environmental management incidents or conflicts
- Arrange public appearances, lectures, contests, or exhibits for the City to increase product or service awareness or to promote goodwill
- Develop plans or materials to communicate activities undertaken by the City that are beneficial to the environment, public safety, or other important social issues
- Prepare or deliver speeches to further public relations objectives
- Confer with production or support personnel to produce or coordinate production of advertisements or promotions for the City
- Consult with agencies or staff to arrange promotional campaigns in all types of media for products, organizations, or individuals

- Plan or conduct market or public opinion research to test policies/activities to determine potential for success, communicating results to management and leadership

Public Relations Director competencies (extracted from O*Net OnLine)**:**

- **Knowledge**
  - *Communications and Media:* Knowledge of media production, communication, and dissemination techniques and methods. This includes alternative ways to inform and entertain via written, oral, and visual media.
  - *English Language:* Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
  - *Sales and Marketing:* Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
  - *Customer and Personal Service:* Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
  - *Administration & Management:* Knowledge of business & management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, & coordination of people/resources.
  - *Clerical:* Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

- **Skills**
  - *Active Listening*: Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
  - *Speaking*: Talking to others to convey information effectively.
  - *Coordination:* Adjusting actions in relation to others' actions.
  - *Social Perceptiveness:* Being aware of others' reactions and understanding why they react as they do.
  - *Time Management:* Managing one's own time and the time of others.
  - *Writing:* Communicating effectively in writing as appropriate for audience needs.
  - *Critical Thinking:* Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
  - *Reading Comprehension:* Understanding written sentences and paragraphs in work related documents.
  - *Persuasion:* Persuading others to change their minds or behavior.

- o *Complex Problem Solving:* Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- o *Judgment and Decision Making:* Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- o *Negotiation:* Bringing others together and trying to reconcile differences.
- o *Active Learning:* Understanding the implications of new information for both current and future problem-solving and decision-making.
- o *Service Orientation:* Actively looking for ways to help people.
- o *Monitoring:* Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- o *Systems Analysis:* Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.
- o *Systems Evaluation:* Identifying measures or indicators of system performance and actions needed to improve or correct performance, relative to the goals of the system.
- o *Instructing:* Teaching others how to do something.

- **Abilities**
- o *Oral Comprehension:* The ability to listen to and understand information and ideas presented through spoken words and sentences.
- o *Oral Expression:* The ability to communicate information and ideas in speaking so others will understand.
- o *Speech Clarity:* The ability to speak clearly so others can understand you.
- o *Written Expression:* The ability to communicate information and ideas in writing so others will understand.
- o *Speech Recognition:* The ability to identify & understand speech of another person.
- o *Written Comprehension:* The ability to read and understand information and ideas presented in writing.
- o *Deductive Reasoning:* The ability to apply general rules to specific problems to produce answers that make sense.
- o *Near Vision:* The ability to see details at close range (within a few feet of observer).
- o *Problem Sensitivity:* The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- o *Inductive Reasoning:* The ability to combine bits of information to form general rules or conclusions (includes finding relationships among seemingly unrelated events).
- o *Fluency of Ideas:* The ability to come up with a number of ideas about a topic (the number of ideas is important, not their quality, correctness, or creativity).
- o *Originality:* The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.

- o *Information Ordering:* The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
- o *Selective Attention:* The ability to concentrate on a task over a period of time without being distracted.
- o *Category Flexibility:* The ability to generate or use different sets of rules for combining or grouping things in different ways.

- **Activities**
  - o *Getting Information:* Observing, receiving, and otherwise obtaining information from all relevant sources.
  - o *Communicating with Persons outside Organization:* Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
  - o *Communicating with Supervisors, Peers, or Subordinates:* Providing information to supervisors, co-workers, & subordinates by phone, written form, e-mail, or in person.
  - o *Interacting with Computers:* Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
  - o *Thinking Creatively:* Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.
  - o *Establishing and Maintaining Interpersonal Relationships:* Developing constructive and cooperative working relationships with others, and maintaining them over time.
  - o *Developing Objectives and Strategies:* Establishing long-range objectives and specifying the strategies and actions to achieve them.
  - o *Updating and Using Relevant Knowledge:* Keeping up-to-date technically and applying new knowledge to your job.
  - o *Making Decisions and Solving Problems:* Analyzing information and evaluating results to choose the best solution and solve problems.
  - o *Organizing, Planning, and Prioritizing Work:* Developing specific goals and plans to prioritize, organize, and accomplish your work.
  - o *Interpreting the Meaning of Information for Others:* Translating or explaining what information means and how it can be used.
  - o *Performing for or Working directly with the Public:* Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

- o *Identifying Objects, Actions, and Events:* Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.
- o *Provide Consultation and Advice to Others:* Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.
- o *Selling or Influencing Others:* Convincing others to buy merchandise/goods or to otherwise change their minds or actions.
- o *Developing and Building Teams:* Encouraging and building mutual trust, respect, and cooperation among team members.
- o *Resolving Conflicts and Negotiating with Others:* Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.
- o *Scheduling Work and Activities:* Scheduling events, programs, and activities, as well as the work of others.
- o *Processing Information:* Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- o *Coordinating the Work and Activities of Others:* Getting members of a group to work together to accomplish tasks.
- o *Guiding, Directing, and Motivating Subordinates:* Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- o *Analyzing Data or Information:* Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- o *Documenting/Recording Information:* Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
- o *Coaching and Developing Others:* Identifying the developmental needs of others & coaching, mentoring, or otherwise helping others to improve their knowledge/skills.
- o *Monitor Processes, Materials, or Surroundings:* Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.
- o *Judging the Qualities of Things, Services, or People:* Assessing the value, importance, or quality of things or people.
- o *Training & Teaching Others:* Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.
- o *Monitoring and Controlling Resources:* Monitoring and controlling resources and overseeing the spending of money.
- o *Performing Administrative Activities:* Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

Position requirements:

- Bachelor's degree in public relations, journalism, communication, or a related field

- Minimum two years' experience in marketing, communications, or public relations with demonstrated success, preferably in a municipal or other government setting
- Demonstrated strong computer skills and knowledge of social media marketing
- Demonstrated work experience in writing press releases, making presentations and negotiating with the media along with exemplary oral communication skills
- Experience overseeing the design and production of print materials and publications
- Strong work ethic and ownership and goal-oriented mentality

Desired qualifications:

- Graduate degree in a related public relations or other communication field
- 5 years' experience in municipal public relations
- 10 years' experience in the public relations field
- Accreditation in Public Relations (APR) certified

Cost: $57,000 (total = salary + benefits + expenses).

- Salary: The Department of Labor, Bureau of Labor Statistics lists the median pay for a Public Relations Specialist at $58,020, and according to Indeed, the average in San Antonio is $49,012. Depending on experience, the director position could range between 40,000 - $65,000, and we recommend an initial salary target of $40,000.
- Department Budget: Initial Public Relations budget will mostly be realigned from other areas, but will need approximately $12,000 identified for benefits, and $5,000 initially established for training, materials, equipment, and other related items.

Appendix C: Overhaul City Website

SWOT Analysis if the recommendation is implemented:

Strengths:	Weaknesses:
- Better information flow - More visually appealing - Properly working mobile site - Easier to find information - Logical layout - Hiring a professional firm to design/develop will bring cutting edge capability from a vast background	- Change could hinder communication if not intuitive (retrain users) - May not reach full potential if developed in-house
Opportunities:	Threats:
- Self-service for residents - Self-service for businesses - Create consistency across platforms (linkage)	- Lack of content oversight by trained public relations specialist - Could be substantial cost to overhaul - Potential for proprietary procedures to manage site (contractor)

Surrounding cities with Websites for comparison: San Antonio, Selma, Garden Ridge, Universal City (potential benchmark), Schertz, Seguin, Boerne, New Braunfels, Windcrest, Joint-Base San Antonio, San Marcos (potential benchmark), Live Oak, Austin

Items needing evaluation for change: The single most recurring complaint is the website is not user-friendly. To break this down further, the following are a few of the specific issues that exist on the City's website:

- Site is not intuitive or easy to navigate
- Outdated information
- Missing links to information
- Slow performance
- Mobile version lacks functionality
- Web version performs poorly on mobile devices
- Notification system not operating
- Historical documents hard to find
- Ordinances are not well described
- City services are not well defined

We recommend a full analysis conducted with a professional vendor to fully vet the shortfalls and improvement opportunities to create a more comprehensive list. We recommend the following questions be answered in conjunction with developing a new site:

Background Information

1) Describe your target audience.
2) What is the purpose of the website?
3) What are your core values and how do you express them to your visitors?
4) What makes you different from other cities?
5) Why should people do business with you rather than in other cities?
6) Describe the style of the website you want.
7) Do you have specific colors that need to be used?
8) Can you provide the Pantone numbers for your colors?
9) Do you have any other materials that the site needs to match with in some way (brochures, press materials, etc.)?
10) What do you like most about your current website?
11) Is there any functionality or options on your current website that you plan to keep (other than the content)?
12) What are your top 3 frustrations with your current website?
13) What do other municipal websites have that you wish to have?
14) Are there any websites with designs that you like?
15) What about those websites would you like to be incorporated into your website?
16) What types of things do you see on other websites that you really like?
17) What types of things do you see on other websites that you really hate?
18) Name the 3 things that are most important in the design of your new website.
19) Name the 3 things that are least important in the design of your new website.
20) Where is your website hosted?
21) Do you have full access?
22) Can you provide usernames and passwords?
23) Who will be involved on your end in the development of the website?
24) Any other contractors?
25) Who or how will you be managing website upkeep?
26) Do you have a budget you are trying to meet?

Scope & Specs

27) Does your current web host meet all your new website's needs (space, bandwidth, databases, etc.)?
28) Do you plan on or need to move to a new host provider?
29) Do you need help finding the right web host?
30) Do you already have a URL you plan to use?
31) If not, do you need help selecting and registering a good URL?
32) Do you have a logo you plan to use or will one need to be created?
33) If you have one, can you provide the original artwork files?
34) Will you need a favicon created?
35) Do you have a tagline you wish to use or do you need help creating one for your site?

36) Do you have a completed site architecture for the new website or will this be part of the scope of work?

37) How many pages will the finished website be (estimated)?

38) Do you have any page wireframes ready or will those need to be produced as part of the scope of work?

39) Do you have the content for the website or will content creation be a part of the scope of work?

40) How many pages of content will need to be developed?

41) Will there be any cross promotion of content within the site?

42) Please provide details on content cross promotion.

43) Will we be importing and formatting your content, or do you plan to do this?

44) Do you or your team need training for making website updates, content publishing guidelines, etc.?

45) What types of actions do you want your visitors to take on your website?

46) Do you have any specific photos you plan to use?

47) Do you have full rights to those files?

48) Can you provide hi-res files to us?

49) Will we need to find and/or create any images for the website?

50) Will video or audio be a part of the new website?

51) Can you provide the proper files or is creation of this content part of the scope of work?

52) How many videos or audio files will be added and/or created?

53) Will any customizations need to be made such as optimizing for search, adding content overlays, customized wrappers, etc?

54) Do you require online chat features?

55) Do you have any other media or PDF documents that need to be incorporated, or will any need to be created?

56) Will these need to be optimized for search?

57) Will your visitors require any special needs (i.e., screen reader ready, larger fonts)?

58) Do you require your site to be mobile friendly (responsive design)?

59) Do you have any specific mobile requirements?

60) Do you need multi-language support?

61) Will you need a shopping cart system for e-commerce?

62) Do you have a system you already use?

63) Are you in need of an upgrade?

64) Do you need a content management system?

65) Do you have a preference for which CMS to use? (i.e., WordPress, Joomla, Drupal, Concrete 5, Magento, etc.)

66) If not, do you need help selecting the best CMS for your needs?

67) Will you need multiple levels of access?

68) Do you need to be able to manage content publishing approval processes?

69) Does your site need a blog or a forum?

70) Will users need to log in to your site for any reason?

71) If so, why?

72) Do you need any password protected areas?

73) What kind of content will be put behind password protected areas?

74) How many web forms does your new site need?

75) What is the purpose of each?

76) How do you want the submitted info handled? (email, database, etc.)

77) Do you need any social sharing features built in (tweet, like, +1, share, etc.)?

78) Will there be any third-party applications that will need to be integrated?

79) What are they?

80) Will you need an events calendar feature?

81) Do you have any subscription services?

82) Do you use a third party for any part of subscription content delivery and/or payment?

83) Do you require printer friendly options?

84) Do you wish to employ any "content-on-demand" features (i.e., hidden elements that are made visible with certain actions)?

85) Do you want a fixed-width or fluid-width design?

86) What information must be on the home page?

87) What information must always be visible?

88) What features, sections or information do you want emphasized on the site?

89) How would you like that to be featured?

90) Will different sections of your site require different designs, layouts or coloring?

91) Do you have any flash elements you want included?

92) Will those be provided or do they need to be created?

93) Do you need an internal site search feature?

94) Do you want contact phone numbers prominently displayed?

95) Do you require a database?

96) What specific functionality will it need?

97) Will you be offering advertising on the site?

98) How should that be implemented?

99) Do you have a Google Analytics account?

100) Can you provide vendor access?

101) Do you have any other specific functionality need that has not been addressed?

102) What is your time frame for total project completion?

103) Will you be looking for keyword optimization beyond the design/development scope?

Source: DeGeyter, S. (2014, June 17). 100+ questions you must ask when developing a website. Retrieved from http://marketingland.com/100-questions-you-must-ask-when-developing-web-site-86342

Cost: Between $10,000 and $30,000. Sample quotes for a project of this magnitude were between $15,000 and $25,488 for design and implementation of a fully functional website with e-commerce capabilities.

Original recommendation: Increase sign budget for public hearings, events, etc.

SWOT Analysis if the recommendation is implemented:

Strengths:	Weaknesses:
- More visible notifications - Wider dispersed notification areas	- Higher cost
Opportunities:	Threats:
- Spur more feedback and interaction - Garner more participation in events	- Potential clutter around city - Vandalism and theft

Sign description: 24" x 26" sign board on springer sign base. The board should be double sided, white with both red and black letters. Alternatively, the sign could be black with offsetting neon color letters.

Cost: Approximately $120 per sign. At the very least there are five high traffic locations where these signs could be deployed, and the budget could total upwards of $1,500 for two signs per location.

Original recommendation: Purchase new public hearing signs that are larger and bolder.

SWOT Analysis if the recommendation is implemented:

Strengths:	Weaknesses:
- Clear notification to all affected - Easier to read from the roadway	- May still not reach all audiences
Opportunities: - Better public awareness - Increased acceptance by the community - Better input for decision makers	Threats: - Theft and vandalism - Burden on city workers for large signs

Sign recommendation: 4' x 8' corrugated plastic sheet signs with bold yellow background and black print, or bold darker red background with white print. The words "PUBLIC HEARING" should be a minimum of 4" in height, and of an easily readable font. The date, time, and location of hearings should be at least 2" in height, and the remaining print should be as large as possible to accommodate all the text. Signs should be mounted on posts and either staked into the ground, or mounted on a portable stand that can be anchored (such as with sandbags). These signs could be designed as reusable, where specific information has a replaceable placard (such as hearing dates, case number, etc).

Sample signs:
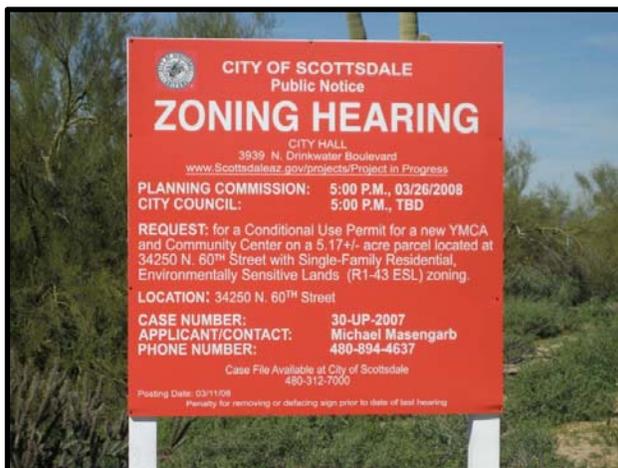
Cost: $120 - $250 per sign. Minimum two signs per notification totaling $500. If the city had 5 rezoning notices at one time, the total cost would be $2500 for reusable signs.

Original recommendation: Purchase a portable digital sign.

SWOT Analysis if the recommendation is implemented:

Strengths:	Weaknesses:
- Customizable message - Reusable sign - Multiple messages at one time - Portable sign, can be used anywhere	- Large and heavy - Hard to move around - Electronics susceptible to heat - Needs electricity
Opportunities: - Better public awareness - Increased acceptance by the community on city activities - Better input for decision makers - Improved public opinion	Threats: - Cost - Theft/vandalism - Lack of secure storage space

Sign recommendation: 3' x 5' or 4' x 8' trailer mounted double face electronic sign with full color/motion 16mm dot pitch. An alternative version is a 39" x 61" five color LED solar variable message sign that can be used for messaging.

Sample signs:

LED MOBILE TRAILERS

SILENT MESSENGER IV

MB IV with 60" v 30" Panel

Cost: Cost may be prohibitive at this time. A 4' x 8' electronic sign is approximately $6000 - $8000 per face, plus trailer/related equipment estimated to total upwards of $25,000 or more. For a color variable message trailer mounted sign, the total cost would be approximately $12,000 depending on options.

Appendix E: Low Cost Recommendations

Original SWOT Analysis for Low Cost Recommendations

The following SWOT Analyses were included in the Committee's report presented to Council in August 2017.

Low Cost Recommendation #1: Develop policies and procedures for communication

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- Consistent message - More transparency - Improved public trust - Greater public reach	- May still not reach all audiences - If not properly followed could lose public trust - If PR staff is not hired the development of the policies would have to be done by other staff
Opportunities:	Threats:
- Better public awareness - Increased acceptance by the community - Better input for and from decision makers	- Accountability

Low Cost Recommendation #2: Conduct town hall meetings on a consistent basis

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- More transparency - Residents who are more informed - Improved decision-making - Increased public participation - Better identification of public's ideas, values and recommendations - Improved public trust - Greater public reach	- May still not reach all audiences - If not executed effectively could lose public trust - If PR staff is not hired the task of organizing these meetings would fall on other staff - Another meeting – schedule is already pretty full
Opportunities:	Threats:
- Better public awareness - Increased acceptance by the community - Better input for and from decision makers - Opportunity to bring awareness of other lesser known city services	- Accountability

Low Cost Recommendation #3: Consider Rosenberg's Rule of Order to conduct meetings

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- More transparency - Increased public participation - Better identification of public's ideas, values and recommendations - Improved public trust	- May still not reach all audiences - If not executed effectively could lose public trust - May increase the length of meetings - Council/Staff will have to learn new rules
Opportunities: - Better public awareness - Increased acceptance by the community - Better input for and from decision makers - Opportunity to bring awareness of other lesser known city services - Timing of implementation (possible new council)	Threats: - Accountability

Low Cost Recommendation #4: Allow citizens to speak just prior to agenda items

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- More transparency - Increased public participation - Better identification of public's ideas, values and recommendations - Improved public trust	- May still not reach all audiences - If not executed effectively could lose public trust - May increase the length of meetings
Opportunities: - Better public awareness - Increased acceptance by the community - Better input for and from decision makers	Threats: - Accountability

Low Cost Recommendation #5: Include HOA management in quarterly meetings

Background:

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- More transparency - Better identification of community needs - Improved public trust	- May still not reach all audiences - If not executed effectively could lose public trust - Increased number of meetings
Opportunities: - Better public awareness - Increased acceptance by the community - Better input for and from decision makers - Improved safety	Threats: - Accountability - Refusal to participate

Low Cost Recommendation #6: Include representation from Extra Territorial Jurisdiction (ETJ) and Non-Annexation areas on committees

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- More transparency - Increased public participation - Better identification of public's ideas, values and recommendations - Improved public trust	- May still not reach all audiences - If not executed effectively could lose public trust
Opportunities: - Better public awareness - Increased acceptance by the community - Better input for and from decision makers	Threats: - Accountability - No one volunteers

Low Cost Recommendation #7: Apply for AmeriCorps program – provides free interns

SWOT Analysis for this recommendation (if implemented):

Strengths:	Weaknesses:
- Assistance for small tasks - Eager college graduates - New insight on communication methods, especially social media	- Someone would need to monitor progress of workers - Office Space
Opportunities: - Volunteers may end up being hired at the end of their service	Threats: - Not qualifying for the program