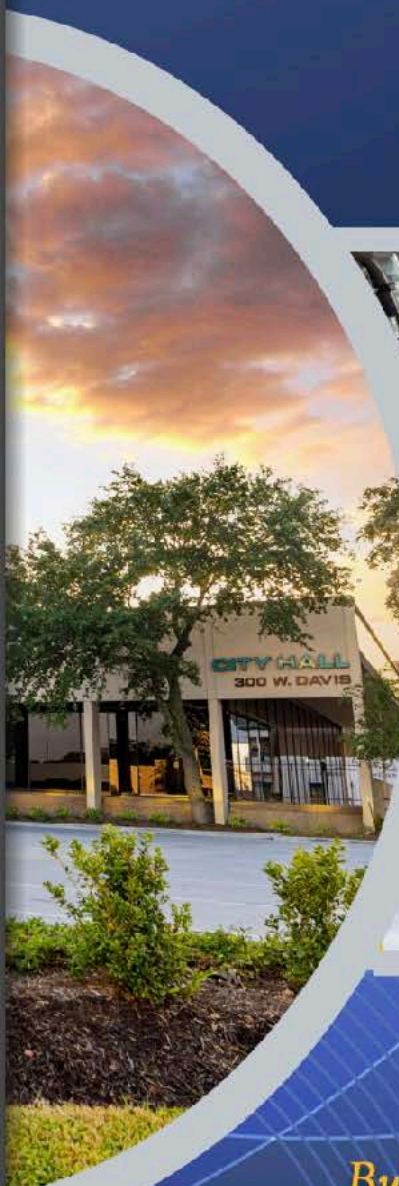




CITY OF CONROE
2024-2026

RESPONSIBLE LEADERSHIP. REAL RESULTS.
A Hallmark Administration: Results that Matter



Building a Stronger Conroe for Today and the Future



Click the sections below to learn more

FINANCIAL STEWARDSHIP

INFRASTRUCTURE & GROWTH

EMPLOYEES & CULTURE

GOVERNANCE & TRANSPARENCY

PUBLIC SAFETY & COMMUNITY

QUALITY OF LIFE & COMMUNITY IMPACT

FUTURE VISION



This two-year look back highlights the accomplishments, progress, priorities, and vision that continue to shape the future of Conroe—driven by the strong leadership of the Administration Team and the ongoing support of the City Council.



A MESSAGE FROM THE CITY ADMINISTRATOR AND DEPUTY CITY ADMINISTRATOR

The City of Conroe continues to grow at an unprecedented pace, bringing both opportunity and responsibility. Our focus has been clear: plan strategically, manage resources responsibly, and deliver results that make a meaningful difference for our residents.

Over the past several years, we have taken a disciplined approach to financial stewardship—reducing debt, eliminating unnecessary costs, and improving operational efficiency across all departments. At the same time, we have made critical investments in infrastructure, public safety, and community programs to support both current needs and future growth.

Every decision has been guided by a commitment to accountability, transparency, and long-term planning. From strengthening our financial foundation to advancing key infrastructure projects, the goal remains the same: to position Conroe for continued success.

This report highlights the progress we've made together and the vision that will continue to guide us forward.

Gary A. Scott
City Administrator
City of Conroe

Nancy S. Mikeska
Deputy City Administrator
City of Conroe



Duke W. Coon
Mayor



David Hairel
Council Member



Shana R. Arthur
Council Member



Harry Hardman
Council Member &
Mayor Pro Tem



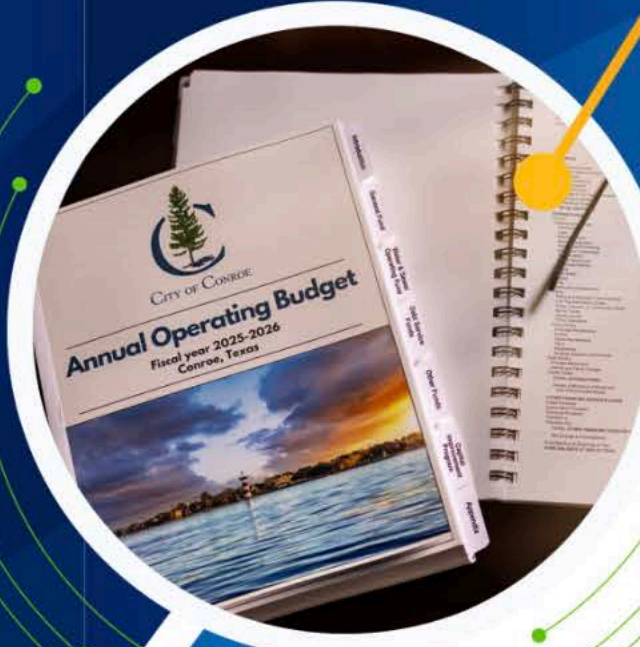
Howard Wood
Mayor Pro Tem &
Council Member



Marsha Porter
Council Member

Protecting Taxpayers. Delivering Measurable Results.

FINANCIAL STEWARDSHIP



A Stronger Financial Future for Conroe

Under the leadership of the Administration Team, the City of Conroe has taken a disciplined, results-driven approach to financial management—focused on reducing long-term obligations, increasing efficiency, and ensuring that every taxpayer dollar is used responsibly. Over the past three years, this strategy—implemented by the Administration Team and backed by the Council—has reduced debt obligations by more than \$68 million.

Through strategic decision-making and careful planning, the City has strengthened its financial foundation while continuing to support growth, infrastructure, and essential services.

\$68 MILLION

Debt Reduced

\$4.6 MILLION

Saved Through Centralized Purchasing

\$8.7 MILLION

Saved Through Smart Staffing

\$500K+

Saved Through Travel Policy Updates

\$14 MILLION

Debt Eliminated Sick Leave Payout

\$13 MILLION

Saved Through Settlement SJRA

“Responsible leadership means protecting taxpayer dollars while planning for the future.”



FINANCIAL WINS

WATER LAWSUIT SETTLEMENT WITH SJRA— \$13 Million Saved

- \$2 Million/year in legal cost savings
- \$11 Million recaptured in penalties + late fees
- Lower water bills for every household
- Water capacity increased to 7-10 million gallons/day



**“A turning point for Conroe—
lower costs, greater capacity,
and a stronger future.”**

TURNING THE TIDE: A LANDMARK WATER AGREEMENT DELIVERS LASTING RESULTS

For years, the City of Conroe faced a costly and complex legal battle tied to the **2010 Groundwater Reduction Plan**. The lawsuit with the San Jacinto River Authority (SJRA) created uncertainty around water costs, long-term obligations, and the City’s ability to plan for future growth.

That changed when the Administration Team reach a decisive settlement that not only resolved the litigation, but delivered meaningful and lasting benefits for the community.

The agreement brings an estimated **\$13 million in total savings to Conroe residents**, including approximately **\$2 million per year in avoided legal expenses**. It also provides immediate financial relief by reducing the GRP pass-through rate by \$0.40 per 1,000 gallons—**lowering water bills for households across the City**.

Beyond the immediate savings, the settlement significantly improves Conroe’s long-term financial outlook. The contract term was shortened from 2089 to 2045 or sooner, and the City is no longer responsible for millions of

dollars in future plant expansion costs unless it chooses to participate. In addition, millions in water import fees were eliminated or waived under certain conditions.

Just as critical as the financial impact is the expansion of water capacity. The agreement **increases Conroe’s allocation from 2–6 million gallons per day to 7–10 million gallons per day**—providing the resources needed to support continued residential growth, business development, and economic opportunity.

Equally important, the settlement restores a working partnership between the City of Conroe and SJRA, **creating a more stable and collaborative path forward**.

The settlement negotiated by the Administration Team and approved by the Council, represents more than the end of a lawsuit—it marks a turning point. By **reducing costs, increasing capacity, and strengthening regional cooperation**, the City has positioned itself to **meet the demands of a growing community while protecting the interests of its residents**.

CITY OF CONROE SAVED MILLIONS THROUGH SMART STAFFING

\$8.7 Million Saved

Smarter staffing. Stronger service.

Under the direction of the Administration Team, the City of Conroe improved operational efficiency by ensuring every position delivers value to the community.

Through careful planning and review led by the Administration Team, the City reduced redundant positions, streamlined departments, and combined roles to improve service delivery.

These efforts resulted in \$4.565 million in restructuring savings and \$1 million from eliminating redundancies, contributing to \$8.7 million in total personnel savings.



CAPITAL IMPROVEMENT PROGRAM REDUCED

(10 to 5 Years)

Planning that adapts to growth.

At the recommendation of the Administration Team, the City of Conroe shortened its Capital Improvement Program from 10 years to 5 years to improve flexibility, strengthen financial planning, and better align projects with current needs.

This approach allows the City to prioritize **high-impact projects**, **reduce reliance on debt**, and respond more quickly to changes in **growth and development**.

The result is a more **efficient, practical, and financially responsible** project delivery system.



ECONOMIC DEVELOPMENT – MCKESSON EXPANSION

\$3.4 Million Saved

Smart incentives. Strong growth.

The City of Conroe discontinued the practice of paying incentives on behalf of Montgomery County, resulting in **\$3.4 million in savings for taxpayers**.

At the same time, the City **partnered with Montgomery County** to support McKesson's **\$40 million expansion project**, strengthening regional economic growth and job creation.

This approach balances fiscal responsibility with **strategic economic development**.

TRAVEL POLICY UPDATES

\$500,000+

Necessary training. Responsible spending.

At the **recommendation of the Administration Team**, the City of Conroe updated its travel policies to reduce non-essential expenses while maintaining access to **critical training and meetings**.

These changes ensure taxpayer dollars are used responsibly while **prioritizing resources** that directly benefit the community.

The result is **over \$500,000 in savings** without compromising operational effectiveness.

CENTRALIZED PURCHASING IMPROVES EFFICIENCY

\$4.6 Million Saved

Better processes. Better pricing. Better value.

The **Administration Team implemented** a centralized purchasing process to improve efficiency, increase transparency, and strengthen cost control across all departments.

This approach ensures **consistent project specifications**, **increases vendor competition**, and **reduces change orders and cost overruns**—resulting in **lower overall expenditures for taxpayers**.

A key example is **Fire Station No. 8**, where a competitive bidding process delivered approximately **\$2 million in savings**.



ELIMINATION OF SICK LEAVE PAYOUT FOR NEW HIRES

\$14 Million Future Savings

Reducing today's liabilities for tomorrow's stability.

The City Council approved a proposal from the Administration Team eliminating the policy that allowed employees to be paid for up to 720 hours of **unused sick leave upon separation.**

This change significantly **reduces long-term financial obligations** and is projected to lower future liabilities by more than **\$14 million.**

The policy applies to new hires moving forward while maintaining existing commitments to current employees.

HIRING FREEZE & CONTRACTUAL REFORM

Thoughtful decisions. Long-term impact.

The City of Conroe implemented a hiring freeze to **evaluate staffing needs, improve efficiency, and align positions with long-term priorities.**

Additionally, outdated executive employment contracts totaling millions in potential obligations were closed out, ensuring more **responsible use** of taxpayer funds.

These actions support **sustainable budgeting** and **long-term financial stability.**

COMMITMENT TO COMMUNITY SERVICE

Service first. Spending second.

The City Council discontinued compensation for volunteer boards and committees, reinforcing the principle of **public service** while reducing unnecessary expenditures.

At the same time, **insurance coverage** for Council and CIDC board members was increased to ensure appropriate protection and support.

These changes balance fiscal responsibility with **responsible governance.**

DELIVERING RESULTS THAT MATTER

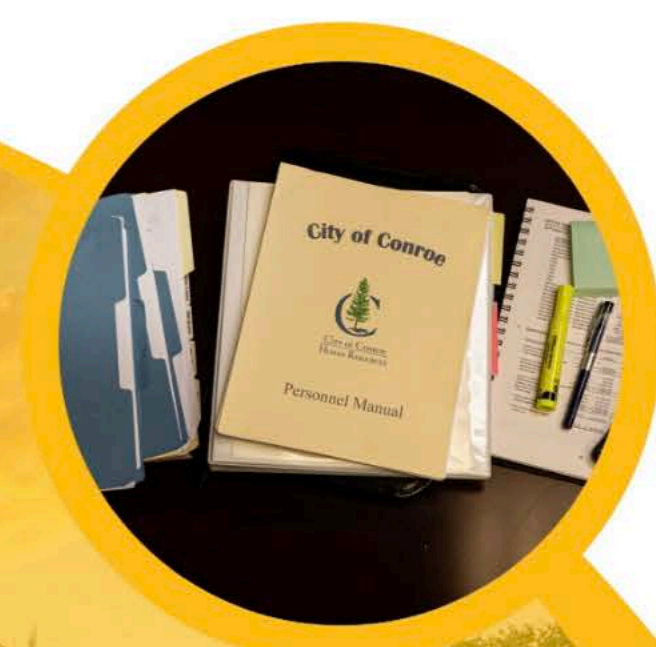
A stronger financial foundation today ensures a stronger Conroe tomorrow.



Delivering Results That Matter

Every financial decision made by the City of Conroe reflects a commitment to accountability, efficiency, and long-term planning.

By reducing debt, eliminating unnecessary costs, and improving operational efficiency, the City continues to build a strong financial foundation that supports growth, protects taxpayers, and prepares for the future.



“ A stronger financial foundation today ensures a stronger Conroe tomorrow.”



As Conroe continues to grow, this Administration is taking a deliberate approach to planning, infrastructure, and financial policy—ensuring that progress is both sustainable and responsible.

From improving water systems and advancing major transportation projects to implementing fair and balanced policies, each initiative reflects a commitment to long-term growth and accountability.

These efforts are not only supporting development today, but also strengthening the foundation needed to serve future residents, businesses, and the broader community.

Turning Strategic Decisions into Real-World Results



INFRASTRUCTURE AND GROWTH

\$51
MILLION

Infrastructure Savings

\$4
MILLION

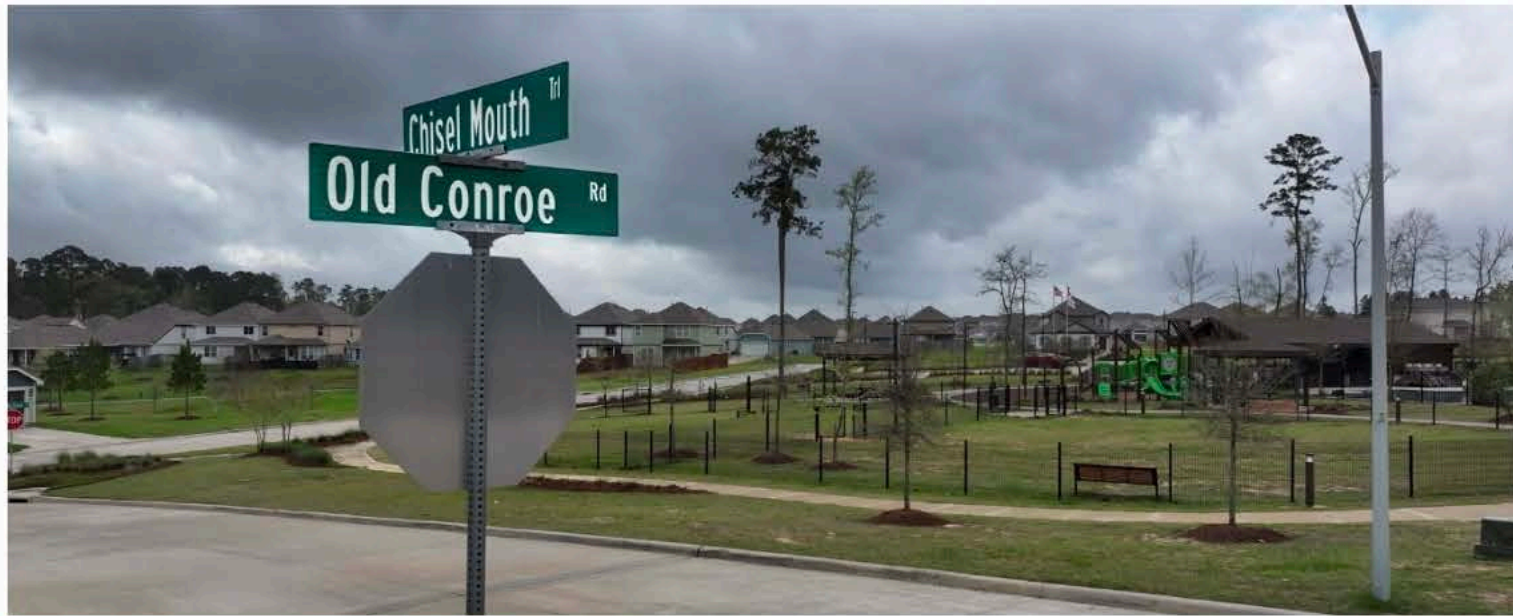
Water Fund
Additional Revenue

8,265

Future New Utility
Service Connections

“Planning ahead. Building for the future.”

OLD CONROE ROAD PROJECT MOVES FORWARD



\$51 Million in total savings A long-awaited project—now moving forward with real results.

After years of delays, the Old Conroe Road Project is moving forward—**bringing resolution** to one of the City’s most significant and long-standing infrastructure challenges.

Originally initiated in 2018, the project had stalled, leaving uncertainty around both funding and execution. Recognizing the importance of this **major transportation corridor**, the current Administration worked to finalize an agreement that would not only advance the project, but also protect the City’s financial position.

The Administrative Team negotiated an interlocal agreement with Montgomery County, that allowed the \$221 million project to now be managed by the County and primarily funded by the Houston-Galveston Area Council (HGAC), a regional organization that supports large-scale infrastructure improvements.

This agreement **removes** the City of Conroe’s **\$48 million financial obligation** while also providing \$3.4 million in reimbursement—allowing those funds to be **redirected toward other critical infrastructure needs**.

Once completed, the City will maintain only the portions of Old Conroe Road within city limits, further **reducing long-term costs and responsibilities**.

The result is a project that is not only back on track, but **delivering approximately \$51 million in total financial benefit to taxpayers**.

More importantly, this progress ensures that a critical transportation route will **support mobility, improve connectivity**, and accommodate the **continued growth** of the Conroe community.

\$48M CITY OBLIGATION REMOVED | **\$3.4M** REIMBURSED TO THE CITY | **\$221M** TOTAL PROJECT COSTS

AMENDED WATER RATES FOR MULTI-FAMILY PROPERTIES

\$4 Million Generated

Fair rates. For all.

A Councilwoman **identified** a long-standing imbalance in Conroe’s water rate structure—where single-family homeowners were effectively subsidizing multi-family properties.

The Administration Team followed through and delivered a revised rate structure that approved by the City Council in September 2024, to eliminate this subsidy and ensure all users pay their fair share.

This change created a more equitable system for residents while **strengthening the City’s financial position**, generating approximately **\$4 million in additional revenue** for the Water and Sewer Fund.

By addressing the issue directly, the City **improved fairness, protected homeowners, and reinforced long-term utility sustainability**.

DEVELOPMENT MORATORIUM RESOLVED

Keeping growth moving forward.

Under the direction of the Administration Team, the City of Conroe addressed **critical water capacity challenges** that had previously led to a development moratorium in August 2024, particularly impacting areas in North Conroe.

Recognizing the need to **support continued growth** while addressing infrastructure limitations, the Administration Team worked closely with the Texas Commission on Environmental Quality (TCEQ) to develop a path forward.

Through this collaboration, the City successfully secured a **waiver that prevented a citywide moratorium**.

This action allowed residential and commercial developments to continue being implemented—ensuring that **growth remains steady, responsible, and supported by future infrastructure improvements**.

DAVID MEMORIAL ROAD EXTENSION

\$2.1 Million Saved

Regional Collaboration. Reduced Cost. Shared Responsibility.

Through a collaborative effort led by the Administration Team, the City of Conroe worked with **Montgomery County, The Woodlands Township**, and regional partners to advance the extension of **David Memorial Road**, improving connectivity while reducing the City’s financial burden.

Through an approved **Interlocal Agreement (April 23, 2026)**, responsibility for the design, construction, and maintenance of an approximately **1,500-foot roadway extension to SH 242** was transferred to Montgomery County.

Originally, the City was expected to contribute approximately **\$2.1 million** toward the project. Under the new agreement, the City’s contribution is limited to up to **\$501,021 from its Regional Participation Account, while Montgomery County will fund the remaining design and construction costs—up to \$2.5 million—and secure the necessary right-of-way**.

This partnership-driven approach delivers critical infrastructure improvements while maximizing regional resources and minimizing taxpayer cost.

EXPANDING WATER SERVICE IN SOUTHWEST CONROE

Investing in infrastructure to support growth.

The Administration Team is actively negotiating and pursuing the acquisition of water and wastewater systems from Mid-South Electric Cooperative Association (MSEC, Inc.) to support continued growth.

The system currently serves approximately 8,265 connections, produces 1.5 billion gallons of water annually, and includes extensive production, treatment, and storage infrastructure.

If approved, this acquisition will immediately expand service capacity, support new development, and ensure reliable infrastructure for future growth.



WILLIS ISD PARTNERSHIP AGREEMENT

\$1.8 Million Generated

Investing in infrastructure to support growth.

The Administration Team successfully resolved litigation with Willis ISD and negotiated a comprehensive infrastructure and cost-sharing agreement, bringing a long-standing matter to a cooperative resolution.

This agreement addressed key utility, infrastructure, and property-related concerns, including issues tied to school sites and surrounding development, while strengthening collaboration between both entities.

Through coordinated planning and partnership, the City and Willis ISD established a framework that supports both community growth and public infrastructure needs.

As a result, the City of Conroe received \$1.8 million in cost-sharing support for infrastructure improvements, delivering both financial benefit and long-term value to the community.

Building a Stronger Conroe



CITY OF CONROE

As Conroe continues to grow, the City is taking a proactive approach to infrastructure, guided by the Administration Team's focus on thoughtful planning, strong partnerships, and responsible investment. From advancing major transportation projects to expanding water capacity and strengthening utility systems, each initiative supports both current needs and future growth.

At the same time, the City has prioritized protecting taxpayers by leveraging outside funding, securing cost-sharing agreements, and generating new revenue to support essential services. Together, these efforts reflect a clear commitment to sustainable growth, improved connectivity, and long-term success for the City of Conroe.

MAJOR INFRASTRUCTURE PROGRESS

- Old Conroe Road Project moving forward
- Largest off-system project funded by HGAC
- Improved mobility and long-term connectivity

WATER SYSTEM IMPROVEMENTS

- Increased water capacity for future growth
- Pursuing expansion in southwest Conroe
- Strengthening long-term system reliability

SMART FINANCIAL IMPACT

- \$51 million in total project value delivered
- \$4 million generated for Water & Sewer Fund
- \$1.8 million secured through partnership agreement

GROWTH WITHOUT DISRUPTION

- Development moratorium avoided
- Continued residential and commercial growth
- Proactive planning for infrastructure needs

STRATEGIC PARTNERSHIPS

- Collaboration with Montgomery County
- Agreement with Willis ISD
- Regional coordination for major projects
- Collaboration with The Woodlands Township



**“A growing city,
supported by
smart planning
and strong
infrastructure.”**



"City employees are our strength."

Investing in the People Who Serve Conroe



EMPLOYEES & CULTURE

The strength of any city starts with its people. In Conroe, that means investing in the employees who deliver essential services, support the community, and help the City grow every day.

Through thoughtful policy updates, competitive compensation, and expanded benefits, this Administration Team has prioritized creating a workplace that values experience, supports families, and encourages long-term commitment.

These efforts not only strengthen the workforce, but also ensure the continued delivery of high-quality services to the residents of Conroe.



INVESTING IN EXPERIENCE: SUPPORTING THE PEOPLE BEHIND CITY SERVICES

A strong workforce is essential to delivering reliable, high-quality services—and under the leadership of the Administration Team, the City of Conroe has made it a priority to invest in the employees who serve the community every day.

Over the past two budget cycles, the City has implemented a meaningful compensation plans designed to recognize experience, reward performance, and remain competitive in a growing region. In 2024, employees received 5.5% merit increases along with civil service step raises. In 2025, all employees received a 6% cost-of-living adjustment, helping offset rising costs and support long-term retention. In March 2026, Civil Service employees received their full STEP pay raises. At the recommendation of the Administration Team and with support from City Council, this investment of over \$1 million further supported police officers and firefighters on the front lines every day.

In addition, the Administration Team addressed a long-standing gap in longevity pay. For the first time since 1994, longevity pay was increased—from \$4 to \$10 per month—recognizing the value of long-term service and institutional knowledge.

These investments reflect a broader commitment to building a stable, experienced workforce—one that continues to meet the needs of a growing community while maintaining a high standard of service.

"Investing in employees is investing in the community."



ADDITIONAL CHRISTMAS HOLIDAY

Recognizing service. Supporting families.

Christmas being the time for families, the Administration Team suggested and the City approved an additional day off being added to the **Christmas holiday schedule**, providing employees with **three total days** to spend with their families.

This change recognizes employee dedication while supporting work-life balance.

ENHANCED 457 RETIREMENT BENEFITS

More flexibility. Greater financial security.

The Administration Team enhanced the City's **457 retirement program** by reducing participant fees and allowing employees to borrow against their voluntary accounts.

These updates provide greater **financial flexibility** while helping employees retain more of their **retirement savings**—at no cost to taxpayers.

ETHICS & EMPLOYEE ACCOUNTABILITY

Doing the right thing—every day.

The City strengthened its commitment to ethical conduct by formalizing standards in the employee handbook and launching a **confidential hotline**.

Employees now have a secure way to report concerns, including **fraud, waste, and workplace issues**—reinforcing **accountability and integrity** across the organization.

EXPANDED SICK LEAVE FOR FAMILIES

Supporting families at work and at home.

At the recommendation of the Administration Team, the City updated its personnel policy to allow employees to use accrued sick leave to care for a **child or immediate family member**.

This change supports **working families** while maintaining **operational effectiveness and service delivery**.

ADDITIONAL HOLIDAYS FOR EMPLOYEES

Time for family. Time for community.

Listening to the staff, the Administration Team proposed and Council approved adding new paid holidays, including **Juneteenth and Presidents Day**, and aligned schedules with surrounding entities and local school districts.

These updates support **employee well-being** and help ensure families are not left without care during **school closures**.



Supporting the People Who Serve Conroe

From compensation and benefits to workplace culture and accountability, the City of Conroe continues to invest in its employees—recognizing that a strong workforce is essential to serving a growing community.

- 3 Major Policy Updates Supporting Families**
- 2 Years of Pay Increases**
- 1 Stronger, More Supported Workforce**



“Investing in employees strengthens the entire community.”



CITY OF CONROE



Accountability That Builds Trust

GOVERNANCE & TRANSPARENCY

“Transparency builds trust. Accountability sustains it.”

Strong communities are built on trust—and trust begins with transparency, accountability, and responsible leadership.

The Administration Team has taken meaningful steps to strengthen governance by formalizing ethical standards, improving oversight, and ensuring that major decisions reflect the voice of its residents. From updating the City Charter to implementing clear disclosure requirements, each action reinforces a commitment to open, honest, and accountable government.

These efforts are not only about policy—they are about ensuring that public service is conducted with integrity, fairness, and respect for the community it serves.

SETTING THE STANDARD: STRENGTHENING ETHICS AND ACCOUNTABILITY IN CONROE

In any growing city, maintaining public trust requires more than good intentions—it requires clear standards, defined expectations, and accountability at every level of leadership.

On July 24, 2025, following a presentation by the Administration Team and the approval by the Council, the City of Conroe took a significant step forward by formally adopting a **Code of Ethics and Financial Disclosure Ordinance** for City officials and employees. This action established clear reporting requirements related to professional conduct, financial interests, relationships, and potential conflicts—creating a stronger framework for ethical governance.

Building on this foundation, the Administration Team with the authorization of the Council, **Proposition I** before voters as part of a broader Charter amendment process. On November 4, 2025, Proposition I passed with **65.13% approval**, the highest approval percentage of any amendment in Conroe’s history.

The measure requires that candidates for Mayor or City Council complete all required financial disclosures prior to filing for office, ensuring transparency from the very beginning of public service.

Together, these actions represent a meaningful commitment to integrity in government. By clearly defining expectations and reinforcing accountability, the City has strengthened public confidence and established a standard that reflects the values of the community it serves.

65.13% Voter Approval

“Clear standards. Transparent leadership. Public trust.”

CHARTER AMENDMENTS & PROPOSITION C (QUORUM VOTE)

Letting Voters Shape Their Government

Under the direction of the Administration Team, the City undertook a comprehensive review of its Charter, resulting in **multiple proposed amendments** placed before voters in November 2025. Of the fifteen amendments presented, nine were approved.

Proposition C, which proposed changes to **quorum requirements** for conducting City business, did not pass, receiving 43.42% in favor and 56.58% against. As a result, the existing quorum structure remains unchanged.

This outcome reflects the City's commitment to allowing residents to **directly shape the structure of their local government**, reinforcing the principle that the Charter belongs to the citizens of Conroe.

PROPOSITION O – VOTER APPROVAL FOR DEBT ISSUANCE

Giving Residents a Voice in Financial Decisions

In response to community input the City placed **Proposition O** on the ballot to require voter approval before certain levels of debt can be issued.

Approved by 61.24% of voters, this amendment **strengthens financial transparency** and ensures that residents have a **direct voice** in major financial decisions.

This action reflects a commitment to responsible governance, public engagement, and accountability in long-term financial planning.

ADDRESSING CONFLICTS OF INTEREST

Ensuring Fair and Unbiased Decision-Making

The City addressed concerns related to potential **conflicts of interest** within boards and commissions to strengthen transparency and public confidence.

The **Planning Commission** was paused after identifying that members actively conducting business with the City could create the risk of **undue influence** in development decisions. The Commission will be **restructured**.

This step reinforces the City's commitment to **fair, unbiased decision-making** and ensures that future appointments reflect the highest standards of **integrity**.

EMPLOYEE CONTRACT REVIEW & FISCAL RESPONSIBILITY

Aligning Commitments with Today's Needs

At the suggestion of the Administration Team, the City Council completed a comprehensive review of long-standing executive employment contracts that **no longer align with its current needs**.

Previously, fourteen high-level contracts included significant financial obligations that were more appropriate for a smaller city. These contracts have now been closed out, and no new similar agreements have been established.

This action ensures that **taxpayer funds** are used **responsibly** while maintaining a **fair and sustainable** approach to employee support.



Strengthening Trust Through Action

The City of Conroe has taken a deliberate and transparent approach to governance—ensuring that policies, processes, and decisions reflect strong accountability. From formalizing ethical guidelines to strengthening disclosure requirements and involving voters in Charter amendments, each step reinforces a commitment to open and responsible leadership.

These efforts ensure public service is conducted with integrity while giving residents a clear voice in shaping their government. By addressing conflicts of interest, improving oversight, and aligning policies with a growing community, the City continues to build a strong foundation of trust for the future.



ETHICS & ACCOUNTABILITY

Adopted a formal Code of Ethics and strengthened disclosure requirements for City officials and employees.

VOTER ENGAGEMENT

Residents approved key Charter amendments, reinforcing transparency and direct public participation in governance.

FINANCIAL OVERSIGHT

Voter-approved limits on debt issuance ensure greater accountability in major financial decisions.

RESPONSIBLE MANAGEMENT

Outdated contractual obligations were eliminated to better align with current needs and protect taxpayer resources.

“Accountability today builds trust for tomorrow.”

63.13% APPROVAL FOR PROP I | 61.24% APPROVAL FOR PROP O | 9 CHARTER AMENDMENTS APPROVED



STRENGTHENING PUBLIC SAFETY THROUGH LEADERSHIP AND INNOVATION

As Conroe grows, so do the demands on public safety. Recognizing this, the City has taken a proactive approach—investing in leadership, strengthening organizational structure, and introducing new technology to better serve the community.

In January 2025, the **Administration Team** recommended Jon Buckholtz to be appointed as Chief of Police, bringing a **forward looking vision focused on operational efficiency, leadership development, and long-term planning**. Under his leadership, the department has prioritized building a stronger foundation to support both current needs and future growth.

A key part of this effort included a strategic reorganization of the department. With the support of the Administration Team and City Council, three new **captain positions** were added to improve oversight, strengthen communication, and ensure leadership is present at every level of the organization.

Another significant change in the department was the launch of the **Axon Drone Program** which represents a major step forward in modern policing. This technology will significantly **improve response times, enhance situational awareness, and increase officer safety**, helping the department respond more effectively to emergencies across the City.

These efforts reflect a clear commitment to proactive planning, strong leadership, and innovative solutions—ensuring that Conroe’s public safety systems continue to evolve alongside its growing community.

Protecting What Matters Most



PUBLIC SAFETY & COMMUNITY

As Conroe continues to grow, the City remains focused on protecting the safety, well-being, and quality of life of its residents. Public safety is not only about responding to challenges—it is about planning ahead, strengthening leadership, and creating systems that support a safe and thriving community.

From investing in modern technology and infrastructure to implementing policies that reflect community concerns, each initiative is designed to ensure that Conroe remains a safe, responsive, and welcoming place to live, work, and grow.

“Safety, leadership, and community—working together.”

“Modern tools. Strong leadership. Safer community.”



A Safer, Stronger Conroe

Under the leadership of the Administration Team, the City of Conroe continues to take a proactive approach to public safety—ensuring that systems, leadership, and infrastructure evolve alongside a growing community.

From investing in modern technology and strengthening Police and Fire Department leadership, to advancing fire protection and implementing new safety policies, each initiative supports a safe, well-served community.

These efforts reflect a commitment not only to meeting today’s needs, but to preparing Conroe for a safe and resilient future.

FIRE STATION #8 – COST SAVINGS THROUGH COMPETITIVE PROCUREMENT

Delivering Public Safety with Fiscal Responsibility

The Administration Team advanced the construction of Fire Station #8 while achieving significant taxpayer savings through a competitive procurement process.

After the Administration Team recommended the rejection of the initial proposal of \$7.2 million, new Fire Department leadership was recommended by the Administration Team and hired by the City Council. In coordination with the City’s newly established

Centralized Purchasing Division, the project was resubmitted through a competitive Request for Proposal process.

The final approved contract of \$4.66 million resulted in approximately \$2 million in savings, demonstrating strong financial oversight while delivering critical public safety infrastructure.

COUNCIL CHAMBER SECURITY ENHANCEMENTS

Creating a Safe and Respectful Civic Environment

The Administration Team implemented new security measures for City Council meetings to ensure a safe and orderly environment for the public, elected officials, and staff.

Previously, no formal safety measures were in place. These updates support public participation, maintain order, and ensure that all voices can be heard in a respectful setting.

The goal is simple: to create a space where civic engagement can continue safely and effectively.

MEET & CONFER AGREEMENT AMENDMENT

Strengthening Recruitment and Reducing Costs

The Administration Team negotiated and the Council approved an amendment to the Meet and Confer Agreement with the Conroe Police Officers’ Association to allow recruitment of experienced lateral transfer officers.

This approach enhances staffing, supports current officers, and maintains high service levels while reducing training time. The initiative also delivers potential savings of up to \$330,000 per officer, reflecting strong fiscal responsibility and operational efficiency.

PIPELINE ORDINANCE & COMMUNITY ADVOCACY

Protecting Neighborhoods Through Community Action

Following a recommendation from the Administration Team, the City adopted new pipeline and compressor station regulations, strengthening oversight of future development within City limits.

This action followed significant community advocacy led by the Barholet family related to the Blackfin Pipeline Project. Through

public engagement and a strong Administrative Team and City Council, the project was ultimately moved outside the City limits.

The newly adopted ordinance reflects a commitment to public safety, responsible development, and protecting the quality of life for residents.





A NEW TRADITION: BRINGING THE COMMUNITY TOGETHER

In a city focused on **growth and progress**, creating moments that bring people together matters just as much as building infrastructure. The Administration Team launched Christmas in **Candy Cane Park** which marked the first new Visit Conroe-sponsored event in 15-years. Christmas in **Candy Cane Park** quickly became a signature community celebration.

Designed as a free event for residents and visitors, the celebration was fully funded through **Hotel Occupancy Tax (HOT) revenue**, requiring no use of General Fund dollars. This approach ensured fiscal responsibility while delivering a high-impact experience for the community.

The response was overwhelming. The event attracted **13,289 carloads of visitors** and **2,523 shuttle riders**, drawing thousands to Conroe to enjoy holiday lights, activities, and shared experiences.

Beyond the celebration itself, the event generated a meaningful economic activity. Visitors supported local **restaurants, retail shops, and hotels**, with many choosing to extend their stay in Conroe after attending.

More than just an event, Christmas in Candy Cane Park created a new tradition—one that strengthens community spirit, supports local businesses, and positions Conroe as a regional destination.

Creating Experiences. Strengthening Community.



QUALITY OF LIFE & COMMUNITY IMPACT

A strong city is measured not only by its infrastructure, but by the experiences it creates and the lives it impacts. In Conroe, that means investing in programs, spaces, and initiatives that bring people together and support residents at every stage of life.

From community celebrations and senior programs to housing initiatives and revitalization efforts, each investment reflects a commitment to enhancing quality of life while preserving the character of the community.

These efforts ensure that Conroe remains not just a place to live—but a place to connect, grow, and thrive.

“A community that invests in people creates lasting impact.”

“A new tradition for a growing community.”



SENIOR PROGRAM EXPANSION

Investing in Connection and Care

The Administration Team with the support of the Council transformed the City of Conroe Senior Program from a limited offering into a comprehensive, full-time initiative with three full-time staff members, expanded activities, and increased participation.

New services, including catering and wellness support, enhance both the social and nutritional needs of participants. The program has grown rapidly and is now at capacity, with plans for a future dedicated senior facility to meet increasing demand.



Enhancing Life in Conroe

The Administration Team and City Council continue to invest in programs and initiatives that strengthen community connections and improve quality of life for residents.

From expanding recreation opportunities and revitalizing public spaces to enhancing services that support both people and animals, each effort reflects a commitment to creating a vibrant and welcoming community.

Together, these initiatives help ensure that Conroe remains a place where residents can connect, participate, and enjoy a high quality of life.

CDBG HOUSING PROGRAM – NATIONAL RECOGNITION

Changing Lives Through Housing

Through the Community Development Block Grant (CDBG) Program, the Administration Team has completed 85 homes, providing life-changing housing support for families in need.

In 2025, the CDBG Program received national recognition in Washington, D.C., earning the Audrey Nelson Award. The program is 100% federally funded, requiring no local tax dollars, and in 2026 received a substantial increase in funding.

The City's CDBG Program reflects a strong commitment to affordable housing, community support, and improving quality of life for residents most in need.



SAM HOUSTON SCHOOL REDEVELOPMENT

Protecting Neighborhoods Through Community Action

At the recommendation of the Administration Team, the City preserved the historic Sam Houston School (1937) by approving its redevelopment into affordable housing while maintaining its architectural character.

The project included a \$4.3 million sale and early retirement of \$3 million in debt, saving approximately \$200,000 in interest.

This effort reflects a balanced approach to historic preservation, redevelopment, and fiscal responsibility.



COMMUNITY ENGAGEMENT

Launched a citywide holiday celebration that brings residents and visitors together.

SENIOR SERVICES

Expanded programs, staffing, and services to better support older adults.

HOUSING & SUPPORT

Delivered award-winning housing solutions for families in need.

RECREATION & PUBLIC SPACES

Opened new facilities and introduced programs that expand community access.

COMMUNITY ENHANCEMENTS

Improved downtown areas and strengthened animal shelter operations.



“A stronger community starts with quality of life.”



FUTURE VISION

Planning today. Delivering results that last.

As Conroe continues to grow, the Administration Team with the support of the Council, is taking a forward-thinking approach to ensure that progress is guided by vision, planning, and long-term strategy.

Through thoughtful investments in land, infrastructure, and community spaces, the Administration Team is preparing the City of Conroe for a future that supports both quality of life and economic opportunity. These efforts reflect a commitment not only to managing growth—but to shaping it in a way that benefits residents for generations to come.

160K RESIDENTS PROJECTED BY 2040 | 40 ACRES RESERVED FOR GREEN SPACE | 12 ACRES FUTURE CITY HALL



*“Responsible leadership. Real results.
A stronger Conroe for today—and for the future.”*

Deison Technology Park – A Vision for Community & Growth

Investing in Land. Planning for Generations.

Guided by the Administration Team’s vision for long-term growth, the City owns approximately 248 acres within the Deison Technology Park—land that has remained largely unoccupied for more than a decade. As part of a forward-looking initiative, the City has reserved approximately 40 acres for a future green space and amphitheater.

This space is envisioned as a community gathering place and regional destination, designed to bring people together, support local businesses, and create lasting economic impact—while preserving the natural character of the property.

Looking Ahead

The preservation of this heavily wooded property reflects a deliberate approach to growth—balancing development with open space. As planning continues, this future destination has the potential to enhance quality of life while strengthening Conroe’s position as a regional hub for community, culture, and recreation.

FUTURE CITY HALL – PLANNING FOR A GROWING CITY

With Conroe spanning approximately 77 square miles and continuing to grow, the City has taken steps to plan for future operations and accessibility.

A 12-acre site near IH-45, located near the Police Department and Municipal Court, has been acquired to support a potential centralized City Hall campus. This location provides the opportunity to improve accessibility, efficiency, and service delivery while preparing for future growth.



FUTURE SENIOR CENTER

Following a recommendation from the Administration Team, on April 9, 2026, City Council approved the designation of 36 acres of City-owned land near Grand Central for the future development of a Senior Center.

This forward-looking investment reflects Conroe’s continued commitment to supporting its growing senior population. The future facility is envisioned as a dedicated space designed to enhance wellness, social connection, and quality of life for older residents.



RECOGNIZING GROWTH & PREPARING FOR OPPORTUNITY

In May 2025, under the direction of the Administration Team, the City formally recognized Conroe as a community of more than 100,000 residents, aligning official status with its rapid growth. This recognition strengthens eligibility for state and federal funding opportunities and ensures the City is positioned to support continued expansion and long-term success.



Conroe is not waiting for the future—it is building it.

Looking ahead, Conroe is not simply responding to growth—it is planning for it. Guided by the Administration Team’s long-term vision, the City is making strategic investments in land, infrastructure, and community spaces that will shape the future of the community.

By aligning planning with opportunity, Conroe is positioning itself to support continued growth while preserving the character, connectivity, and quality of life that define the city. These efforts reflect a commitment to building a strong, sustainable future for generations to come.



“Conroe is not just GROWING, Conroe is PLANNING, Conroe is LEADING.”



ADDITIONAL MILESTONES

In addition to the major accomplishments highlighted, the **Administration Team** has delivered a wide range of initiatives that reflect strong leadership, innovation, and measurable results for the citizens of Conroe.

AWARD-WINNING CITY WEBSITE

Redesigned the City's website, earning regional recognition for accessibility, usability, and innovation.

HOTEL & CONVENTION CENTER PLANNING

Advanced strategic planning efforts for the City's ownership of the Hyatt Hotel and Convention Center.

STRENGTHENED COMMUNITY PARTNERSHIPS

Re-established collaboration with Conroe ISD to support education and community programs.

HISTORIC PRESERVATION EFFORTS

Relocated and preserved the 1948 Fire Truck, making it accessible to the public.

WASTE MANAGEMENT MODERNIZATION

Implemented a new service provider with technology-driven solutions for improved efficiency.

TOURISM & ECONOMIC IMPACT

Hosted a national fishing and archery tournament in Conroe, boosting local business and tourism.

CRITICAL WATER INFRASTRUCTURE EXPANSION

Secured land for water wells, strengthened partnerships, and supported growth in key development area.

CITY PROMOTIONAL MEDIA

Produced award-winning videos showcasing City services and community programs.

DOWNTOWN PUBLIC AMENITIES

Constructed long-awaited public restrooms at Founders Plaza.

SIGNAGE IMPROVEMENTS

Updated the Sign Ordinance to reduce billboard clutter and improve visual appeal.

COMMUNITY LANDMARKS & PROJECTS

Delivered key projects including Little League scoreboards and naming "Redemption Way."

GOVERNANCE SUPPORT

Strengthened and clarified City Council rules and procedures.

DISASTER RESPONSE LEADERSHIP

Provided critical support during Hurricane Beryl and the 2025 freeze.

ENVIRONMENTAL & DEVELOPMENT STANDARDS

Enhanced the Tree Ordinance, reduced clear-cutting, and lowered density from 20 to 6 units per acre.

COMMUNITY CLEAN-UP INITIATIVE

Removed 838 tires, 27.89 tons of debris, and 90 truckloads of waste through the CDBG Clean-Up Project.

RECREATION & PUBLIC FACILITIES

Opened the Oscar Johnson, Jr. Enrichment & Recreation Center, added a community mural, and built a public archery range.

OPERATIONAL EFFICIENCY IMPROVEMENTS

Restructured departments, expedited processes, and reduced costs related to permitting and development services.

LEADERSHIP DEVELOPMENT

Hired key leadership positions including City Attorney, Fire Chief, Police Chief, CFO, and City Secretary.

WASTEWATER SYSTEM IMPROVEMENTS

Enhanced operations at the Central Wastewater Treatment Plant to improve odor control.

BOARD COMPENSATION REFORM

Discontinued paid City boards, reinforcing community service and fiscal responsibility.

VEHICLE PROCUREMENT SAVINGS

Deferred and reevaluated vehicle purchases reduced costs from \$2.4 million to \$1.1 million, resulting in \$1.3 million in savings through careful review and planning.

DOWNTOWN FOCUS

Advanced downtown revitalization and clean-up by launching the Downtown Rangers program to improve cleanliness, upkeep, and overall appearance.

ANIMAL SHELTER CHANGES IN OPERATION & IMPROVEMENTS

Assumed direct oversight of the Conroe Animal Shelter, approved facility renovations, updated standard operating procedures, and enhanced operations to strengthen public safety and animal welfare.



"It has been our pleasure to move our City forward and to serve the Citizens of Conroe, these past few years. Conroe is financially stronger and our spirit is more resilient than ever. Conroe is well-positioned for continued growth thanks to careful planning responsible leadership, and the support of our community. We thank our families for their unwavering strength. Their sacrifice allowed us to make Conroe a better place."

Gary A. Scott

Gary A. Scott
City Administrator
City of Conroe

Nancy S. Mikeska

Nancy S. Mikeska
Deputy City Administrator
City of Conroe

These milestones reflect a results-driven administration focused on community, efficiency, transparency, and responsible growth—demonstrating a continued commitment to delivering meaningful outcomes for the citizens of Conroe.



CITY OF CONROE

Serving Today. Planning for Tomorrow.

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