



"City of Choice"

City Council Workshop

Tuesday, February 24, 2026, 5:00 PM
Council Chambers
200 S. Main St.
Cibolo, Texas 78108

Est. Duration: 10 min

1. Call to Order

2. Roll Call and Excused Absences

3. Discussion/Direction

- 3.A. Discussion/Direction on Negotiations with Mosaic Land Development, LLC, on Proposed Development located in the City of Cibolo's ETJ, including a Strategic Partnership Agreement and a Development Agreement. (Wayne Reed)
- 3.B. Discussion/Work on Performing a Trend Analysis to examine and reflect on the organization and community - what has happened, is happening, and might perhaps happen in a desired future.

4. Adjournment

This Notice of Meeting is posted pursuant to the Texas Government Code 551.041 - .043 on the front bulletin board of the Cibolo Municipal Building, 200 South Main Street, Cibolo, Texas which is a place readily accessible to the public at all times and that said notice was posted on

Peggy Cimics, TRMC

City Secretary

Pursuant to Section 551.071, 551.072, 551.073, 551.074, 551.076, 551.077, 551.084 and 551.087 of the Texas Government Code, the City of Cibolo reserves the right to consult in closed session with the City Attorney regarding any item listed on this agenda. This agenda has been approved by the city's legal counsel and subject in any Executive Session portion of the agenda constitutes a written interpretation of Texas Government Code Chapter 551. This has been added to the agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.144.

A possible quorum of Council, committees, commissions, boards and corporations may attend this meeting.

This facility is wheelchair accessible and accessible parking space is available. Request for accommodation or interpretive services must be made 48 hours prior to the meeting. Please contact the City Secretary at (210) 566-6111. All cell phones must be turned off before entering the Council Meeting.

I certify that the attached notice and agenda of items to be considered by the City Council was removed by me from the City Hall bulletin board on the ____ day of _____ 2026.

Name and Title

Peggy Lewis

Date Posted: February 18, 2026 04:27 pm



City Council Workshop Staff Report

A. Discussion/Direction on Negotiations with Mosaic Land Development, LLC, on Proposed Development located in the City of Cibolo's ETJ, including a Strategic Partnership Agreement and a Development Agreement. (Wayne Reed)

Meeting	Agenda Group
Tuesday, February 24, 2026, 5:00 PM	Discussion/Direction Item: 3A.
From	
Wayne Reed, City Manager	

PRIOR CITY COUNCIL ACTION:

None

BACKGROUND:

City staff is seeking the following Council feedback and direction:

1. Does City Council support a Strategic Partnership Agreement to create a limited purpose annexation of a special district and preserve the opportunity, but not the obligation, to proceed with a full-purpose annexation at the end of the 30 year term?
2. Does City Council support City staff and the Developer continuing with negotiations as outlined in the draft Development Agreement?

Mosaic Land Development, LLC, is proposing the Bolton Road Municipal Utility District (MUD) of Guadalupe County. The project contains roughly 294 acres across 2 tracts located in the City's ETJ with 1,378 single-family lots (see Land Plans). Based on the City of Cibolo's average household size of 3.2 persons per household (U.S. Census, 2020), the estimated population in this district will be approximately 4,409 residents upon build-out. The Developer expects 40 to 60 homes per year, per project or a total of 80 to 120 homes per year when both projects are building homes:

- Haeckerville Tract 192 +/- acres with 815 SF lots located in City's future CCN; and
- Schmoekel Tract 101.5 acres with 563 SF lots (front loaded) located in GVSUD's CCN

Strategic Partnership Agreement. The Texas Local Government Code (the "Code") Section 43.0751 (the "SPA Statute") provides authority for municipalities and special districts to enter into an agreement that may provide for, among other things, the limited purpose annexation of a special district. The attached PowerPoint presentation provides more detail. Also, see the attached SPA.

The proposed SPA will be between the **City of Cibolo, Texas**, and the **Bolton Road Municipal Utility District (MUD) of Guadalupe County** and contains the following provisions:

- Limited Purpose Annexation upon approval of both entities (Section 3.01)
- Exempt from Cibolo Property Tax and Debt during term (Section 3.02)
- Municipal Utility District retains powers and authority of a MUD (Section 3.03)

- MUD to remain in Cibolo's ETJ (Section 3.04)
- Qualified voters in the District may vote in Cibolo elections for elected officials (Article IV)
- City's Sales and Use tax (1%) imposed within the District
- City may pursue Full Purpose Annexation at termination of agreement (Section 6.02)
- Term of agreement is 30 years (Section 8.02)

Development Agreement. The Texas Local Government Code Section 212.172(b) (Development Agreement) provides the governing body of a municipality may make a written contract with an owner of land that is located in the extraterritorial jurisdiction of the municipality to:

1. guarantee the continuation of the extraterritorial status of the land and its immunity from annexation by the municipality;
2. extend the municipality's planning authority over the land by providing for a development plan to be prepared by the landowner and approved by the municipality under which certain general uses and development of the land are authorized;
3. authorize enforcement by the municipality of certain municipal land use and development regulations in the same manner the regulations are enforced within the municipality's boundaries;
4. authorize enforcement by the municipality of land use and development regulations other than those that apply within the municipality's boundaries, as may be agreed to by the landowner and the municipality;
5. provide for infrastructure for the land, including:
 - (A) streets and roads; (B) street and road drainage; (C) land drainage; and (D) water, wastewater, and other utility systems;
6. authorize enforcement of environmental regulations;
7. provide for the annexation of the land as a whole or in parts and to provide for the terms of annexation, if annexation is agreed to by the parties;
8. specify the uses and development of the land before and after annexation, if annexation is agreed to by the parties; or
9. include other lawful terms and considerations the parties consider appropriate.

Some of the benefits of Proposed Development Agreement are as follows:

- Implementation of Long Range Plans
- Land Plans
- Architectural and Development Standards
- Parks, Amenities, and Community Features
- Foundation Standards and Inspections
- Perimeter Fencing
- Tree Requirement
- Wastewater
- Solid Waste Services
- Transportation

STAFF RECOMMENDATION:

1. Strategic Partnership Agreement. Staff supports this agreement to protect Cibolo's ETJ, preserve opportunity for future full-purpose annexation at end of term, and on-going collection of the City's 1% sales and use tax during term.
2. Development Agreement. Staff supports continued negotiations on this agreement following the scope of terms outlined in this presentation, including, but not limited to, extending the City's planning authority over the land by providing for a development plan under which certain general uses and development of the land

are authorized and authorize enforcement of certain land use and development regulations as contained in the agreement.

FINANCIAL IMPACT:

As proposed, the Bolton Road Municipal Utility District (MUD) of Guadalupe County will remain in the City of Cibolo's ETJ, not inside the city limits. Under a limited purpose annexation, the City will not provide local services, including Police, Public Works, Fire, and other local services offered by the City. Fire protection may be provided if the City maintains its interlocal government agreement with Guadalupe County or through a mutual aid agreement. Under a limited purpose annexation, the City would not impose or collect its property tax on development in the

- Wastewater. Pro-rata contributions to wastewater infrastructure.
- Every Cibolo wastewater customer will be subject to the City's wastewater fees (monthly).
- Haeckerville Tract. This subdivision will contribute \$3,959,270 in wastewater pro-rata fees with its proposed 815 SF lots.
- Schmoekel Tract. This subdivision with 563 SF lots (front loaded) is located in GVSUD's CCN. As such, GVSUD may request to use its treatment capacity and transport capacity before having to trigger paying Cibolo costs.
- Solid Waste. This development will use the City's solid waste provider, resulting in \$1,621.85 in franchise fee/month to the City.
- Sales and Use Tax. The SPA imposes the City's 1 cent general sales and use tax on residents within the district.

MOTION(S):

N/A

Attachments

[CC Presentation on Bolton Road MUD 2026-02-24](#)

[1 Draft Development Agmt - City of Cibolo 2026-02-17](#)

[1 Exhibit 1 -Haeckerville Landplan](#)

[1 Exhibit 2 - Schmoekel Landplan](#)

[1 Exhibit A- Haeckerville Amenity Examples](#)

[1 Exhibit B - Elevation Mix Presentation](#)

[1 Exhibit C - Architectural Design Product Mix Standards](#)

[1 Exhibit D - Strategic Partnership Agmt](#)

[1 Exhibit F – ROW Dedication & Street Connectivity](#)

Overview of the proposed Development in Cibolo's ETJ near I-10

City Council Workshop
February 24, 2026



Presentation Overview

1. Cibolo's Goals
2. Overview of Agreements
 - Strategic Partnership Agreement
 - Development Agreement
3. Fiscal Impact

NOTE: This is an on-going negotiation with the Developer, Mosaic Land Development, LLC.



Staff Recommendation

1. Strategic Partnership Agreement. Staff supports this agreement to protect Cibolo's ETJ, preserve opportunity for future full-purpose annexation at end of term, and on-going collection of the City's 1¢ sales and use tax during term.
2. Development Agreement. Staff supports continued negotiations on this agreement following the scope of terms outlined in this presentation, including, but not limited to, extending the City's planning authority over the land by providing for a development plan under which certain general uses and development of the land are authorized and authorize enforcement of certain land use and development regulations as contained in the agreement.



Council Feedback and Direction

1. Does City Council support a Strategic Partnership Agreement to create a limited purpose annexation of a special district and preserve the opportunity, but not the obligation, to proceed with a full-purpose annexation at the end of the 30 year term?
2. Does City Council support City staff and the Developer continuing with negotiations as outlined in the draft Development Agreement?



Part 1. Cibolo's Goals



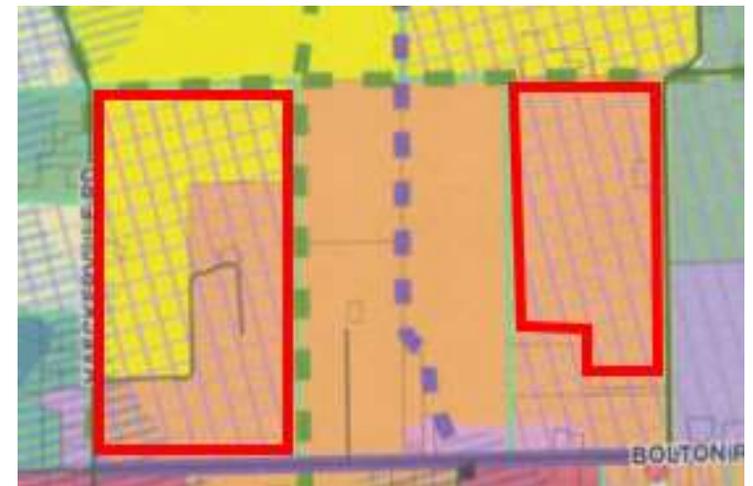
Cibolo's Goals

- **Controlling Our Destiny...** To control the future of growth and development inside the City's new Wastewater service area, an area of 5 square miles, including the City's ETJ.
- Implement Long Range Plans
- Quality Development
- Infrastructure
- Partnerships
- Generate Revenue



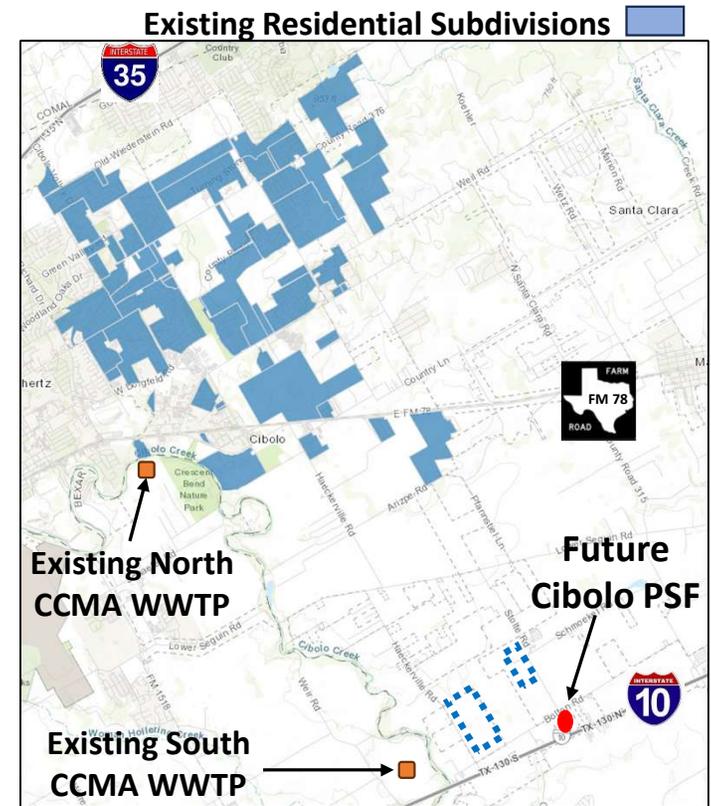
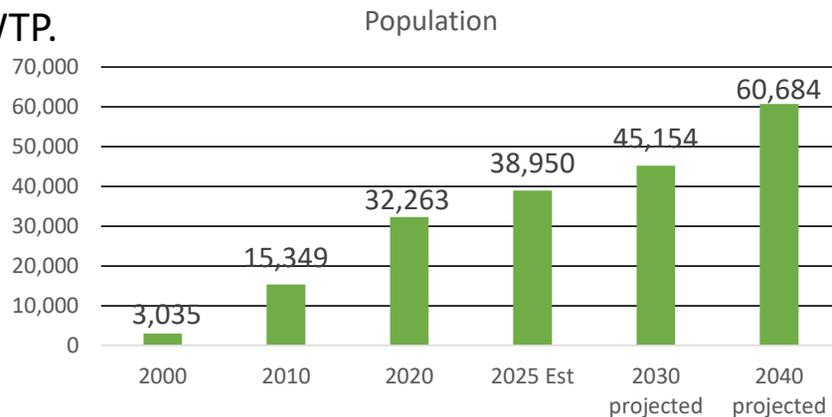
Controlling Our Destiny – Residential Growth

- Mosaic Land Development, LLC, is proposing the Bolton Road Municipal Utility District (MUD) of Guadalupe County.
- 294 acres across 2 tracts located in the City's ETJ with 1,378 single-family lots
 - Estimated population of 4,409 residents upon build-out
 - Haeckerville Tract 192 +/- acres with 815 SF lots located in City's future CCN
 - Schmoekel Tract 101.5 acres with 563 SF lots (front loaded) located in GVSUD's CCN
- Developer anticipates construction and delivery of approximately 40–60 homes per year per project, subject to market conditions, infrastructure availability, and construction timelines.



Controlling Our Destiny – Residential Growth

- Cibolo has been one of the fastest growing cities in Guadalupe County over past 2 decades.
- Estimated population of 37,816 (2024-07) by the US Census. The City of Cibolo is posed to exceed 40,000 by end of 2026. This growth has been supported by the CCMA North WWTP.
- With Cibolo’s commitment to provide wastewater between FM 78 and I-10 within new CCN, future growth will be supported by new wastewater infrastructure and the CCMA South WWTP.



Proposed Residential Development located in ETJ

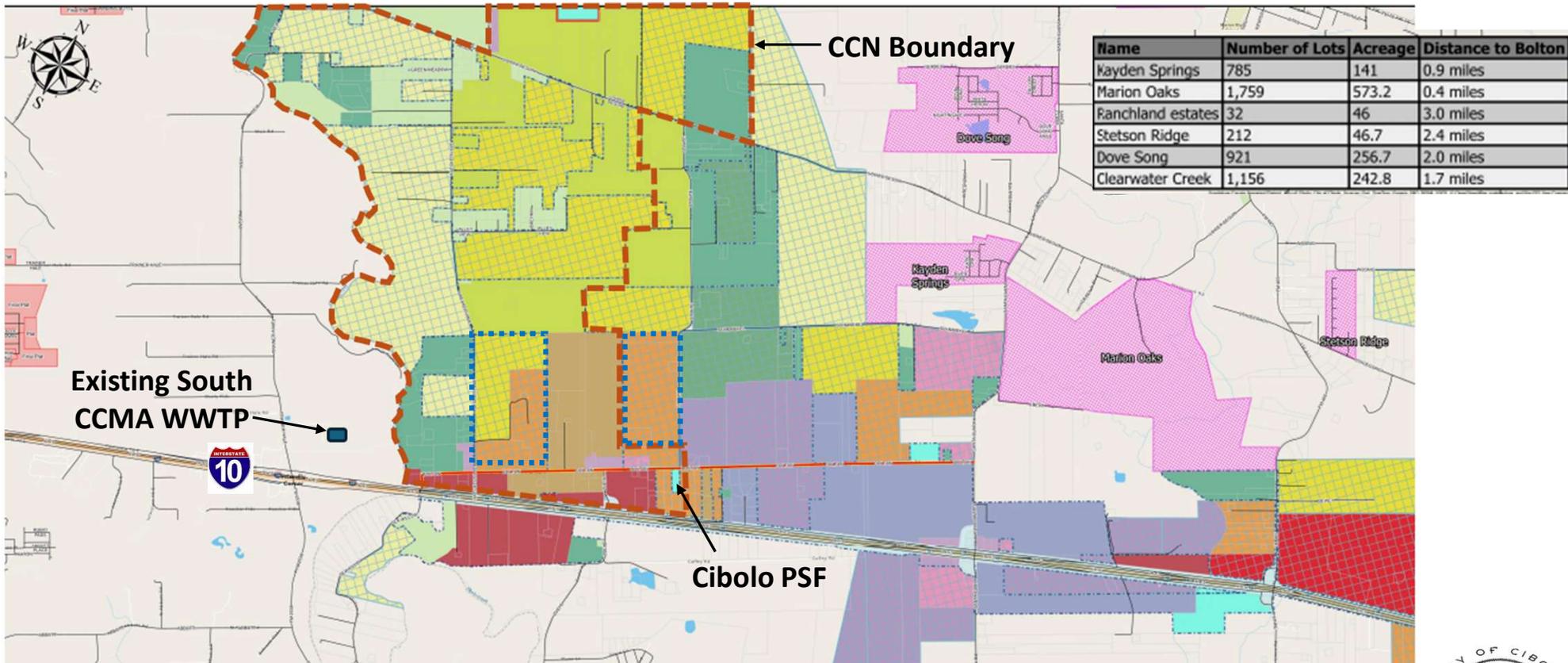


Cibolo's Goals

- Controlling Our Destiny
- **Implement Long Range Plans...**
 - **Future Land Use Map...** Diverse and balanced land uses
 - **Master Thoroughfare Plan...** Regional Mobility
 - **South Sanitary Sewer Master Plan...** Adequate Public Facilities
- Quality Development
- **Infrastructure...** Ensure development provides adequate public facilities and contributes to the cost of infrastructure consistent with the City's Master Plans and State law.
- Partnerships
- Generate Revenue



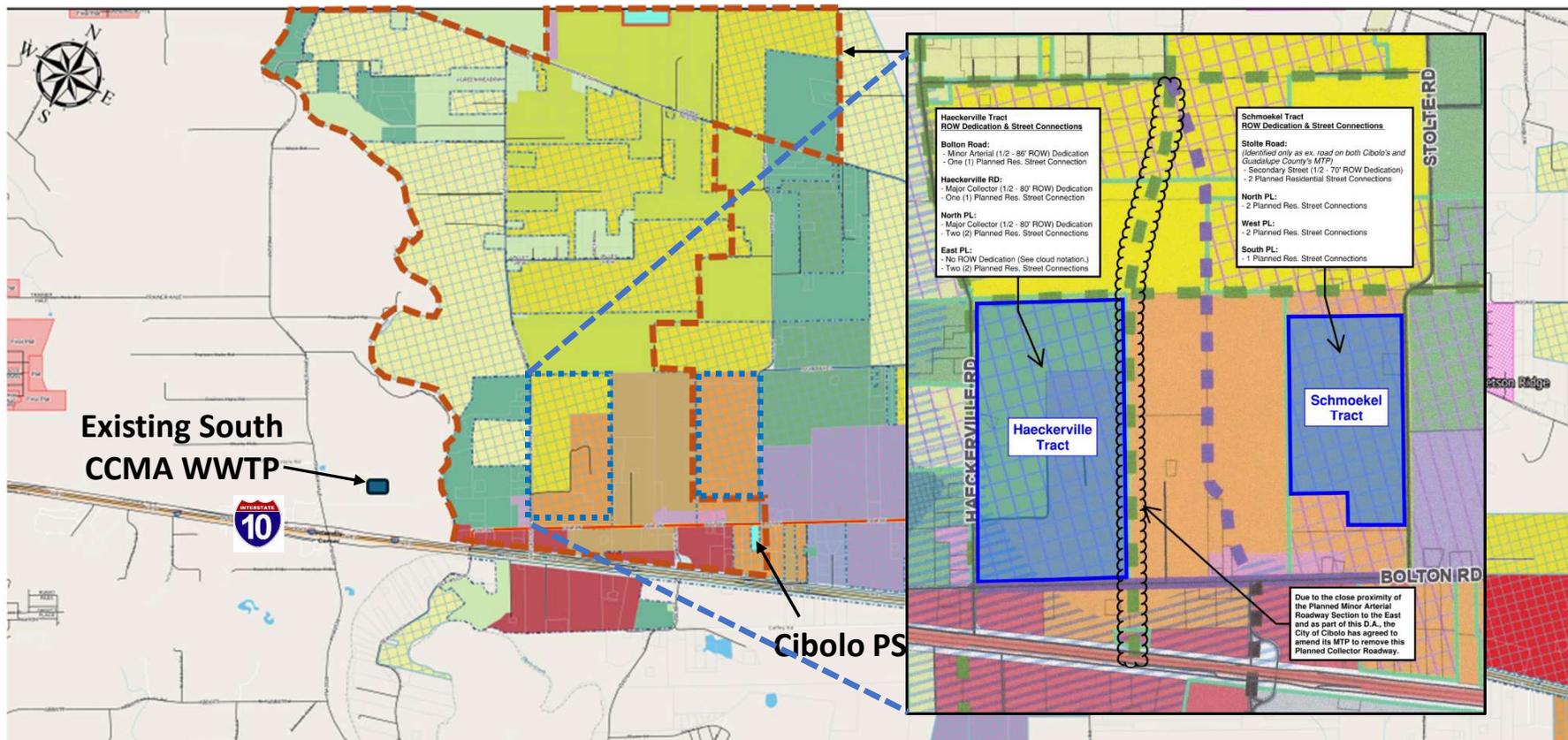
Implement Comp Plan – Future Land Use Map



Proposed Residential Development located in ETJ



Implement Master Thoroughfare Plan



Proposed Residential Development located in ETJ



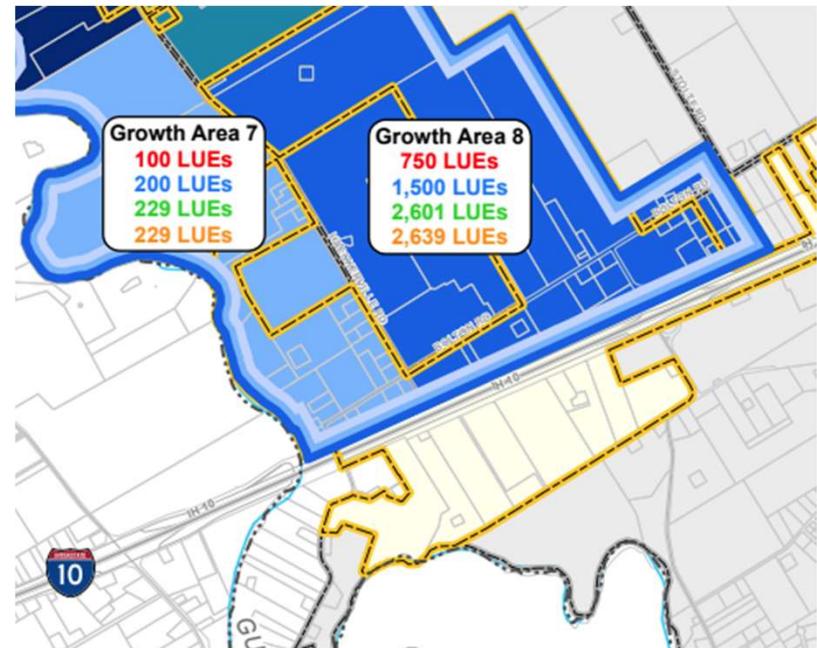
Implement South Sanitary Sewer Master Plan

Table 4-1: Projected Dry Weather Wastewater Flows

Basin Flow Projections (MGD)				
Growth Area	2030	2035	2050	Buildout
7	0.02	0.05	0.06	0.06
8	0.18	0.37	0.64	0.65
GVSUD	0.025 <i>0.05[†]</i>	0.125 <i>0.225[†]</i>	0.35 <i>0.525[†]</i>	0.35 <i>0.525[†]</i>
South	0.225 <i>0.250[†]</i>	0.705 <i>0.805[†]</i>	2.250 <i>2.425[†]</i>	2.350 <i>2.525[†]</i>

[†]Assumes all GVSUD flow purchases per CSA are realized

Figure 3.2 City of Cibolo South Sanitary Sewer Future Growth Areas

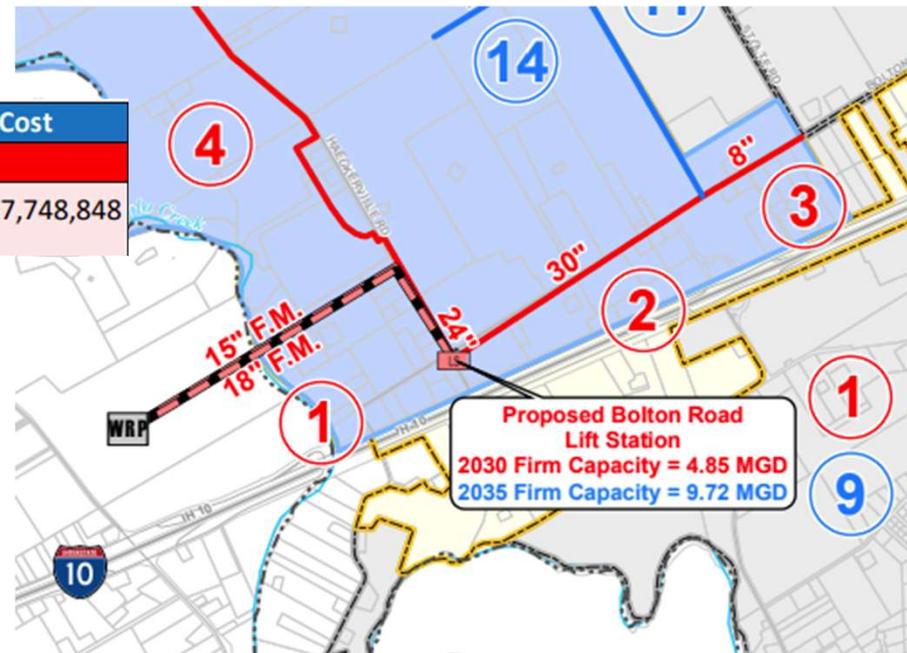


Implement South Sanitary Sewer Master Plan

Figure 5-1 City of Cibolo South Sanitary Sewer Capital Improvements Plan

Table 5-1: CIP Summary

Project Name	Cost
Short Term Projects	
New Bolton Road Lift Station with 18-inch/15-inch Force Mains (Alignment Option B)	\$ 37,748,848



Implement South Sanitary Sewer Master Plan

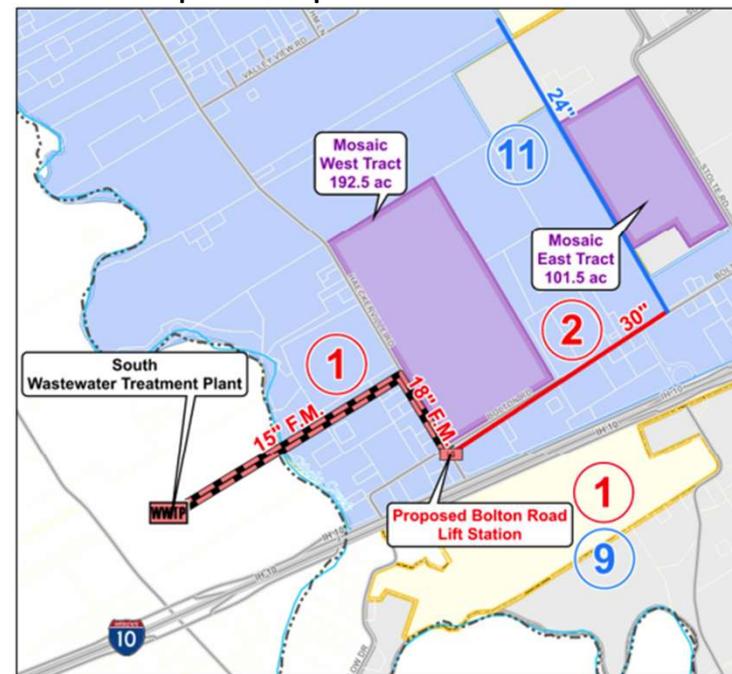
The City of Cibolo is committed to advancing the South Sanitary Sewer Master Plan.

The immediate priority is to design and construct Project 1 with Projects 2, 9, and part of 11 as next level.

Capital Improvement Projects Summary

Opinion of Probable Construction Cost		
Project	Description	Total
1	New 4.85 MGD Haeckerville Lift Station & 12-inch Force Main	\$37,748,848
2	30-inch Bolton Road Trunk Line	\$4,371,920
9	Bolton Road Lift Station Expansion	\$3,720,000
11	24-inch Bolton Road Trunk Line Extension	\$3,845,200
Estimated Project Total:		\$49,685,968

Figure 5-1 City of Cibolo South Sanitary Sewer Capital Improvements Plan



Cibolo's Goals

- Controlling Our Destiny
- Implement Long Range Plans
- **Quality Development...** To establish and enforce quality development standards to create residential subdivisions that reflect our community values.
- Infrastructure
- Partnerships
- Generate Revenue



Proposed Land Plan – Haeckerville Tract

DEVELOPMENT SUMMARY			
USE	LOTS	ACREAGE	DU/Ac.
45' LOTS	405	52.99	7.64
50' LOTS	410	58.55	7.00
ROW	N/A	35.29	N/A
OPEN SPACE	N/A	36.16	N/A
DETENTION	N/A	6.57	N/A
AMENITY	N/A	3.00	N/A
PARK	N/A	1.00	N/A
LIFT STATION	N/A	0.31	N/A
TOTAL	815	193.87	4.20

LOT SUMMARY		
SIZE	LOTS	% LOT COUNT
45' LOTS	405	49.69%
50' LOTS	410	50.31%
TOTAL	815	100.00%



Proposed Land Plan – Schmoekel Tract

DEVELOPMENT SUMMARY			
USE	LOTS	ACREAGE	DU/Ac.
40' LOTS	563	64.19	8.77
ROW	N/A	19.62	N/A
OPEN	N/A	9.72	N/A
DETENTION	N/A	5.71	N/A
PARK	N/A	2	N/A
TOTAL	563	101.24	5.72



Proposed Development – Schmoekel Tract

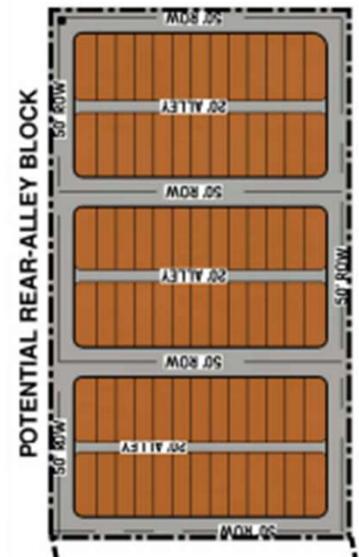


Minimum Lot Dimensions and Setbacks

Description	Schmoekel	
	40' Lots	Rear-Alley
Lot Size, minimum square feet	4000	3450
Lot Width, minimum feet	40	30
Corner Lot Width, minimum feet	50	40
Lot Depth, minimum feet	100	115
Front Setback, minimum feet	20	12
Side Setback, minimum feet	5	5
Rear Setback, minimum feet	20 ¹	5
Side/Rear Street Setback, minimum feet	15	15

Notes:

1. Rear setbacks for irregular shaped lots may be reduced to 10'.
2. Irregular shaped lots shall maintain a min. road frontage of 25'.



Quality Development

- The proposed Development Agreement contains several provisions that will require the Developer to follow development standards with properties within the 294 acres:
 - Land Plans
 - Architectural and Development Standards
 - Parks, Amenities, and Community Features
 - Foundation Standards and Inspections
 - Perimeter Fencing
 - Tree Requirement
- See slides on Development Agreement for more details and the attached, draft Development Agreement to this item.



Cibolo's Goals

- Controlling Our Destiny
- Implement Long Range Plans
- Quality Development
- Infrastructure
- **Partnerships...** To join with a developer to ensure the timing of City investments has customers who will contribute a pro-rata share of the costs.
- **Generate Revenue...** To the degree possible, find ways to offer city services that will benefit the City long-term.



Partnership

It is the intent of the Developer to construct its subdivisions at the same time as the City is constructing the wastewater infrastructure. The Developer will be responsible through the Agreements to the following:

- Pro-rata contributions to wastewater infrastructure;
- Dedicate site for lift station and on-site easements at no cost to City;
- Conduct a Traffic Impact Analysis (TIA) to identify contributions to transportation system and dedicate right-of-way for Haeckerville Road, Bolton Road, Stolte Road, and new collector across north side of Haeckerville Tract (see Exhibit F to Dev. Agmt.)



Generate Revenue

- Wastewater. Pro-rata contributions to wastewater infrastructure.
 - Haeckerville Tract. This subdivision will contribute \$3,959,270 in wastewater pro-rata fees with its proposed 815 SF lots.
 - Schmoekel Tract. This subdivision with 563 SF lots (front loaded) is located in GVSUD's CCN. As such, GVSUD may request to use its treatment capacity and transport capacity before having to trigger paying Cibolo costs.
- Solid Waste. This development will use the City's solid waste provider, resulting in \$1,621.85 in franchise fee/month to the City. The current monthly solid waste and recycling fee for a residential account (1 cart for each) is \$21.89, including \$1.99 franchise fee.
- Sales and Use Tax. The Strategic Partnership Agreement imposes the City's 1 cent general sales and use tax on residents within the district. Home/on-line deliveries will collect the City's 1 cent general sales tax.



Part 2. Overview of Agreements



Proposed Strategic Partnership Agreement

Strategic Partnership Agreement. Texas Local Government Code (the “Code”) Section 43.0751 (the “SPA Statute”) provides authority for municipalities and special districts to enter into an agreement that may provide for, among other things, the limited purpose annexation of a special district.

The proposed **SPA** will be between the **City of Cibolo, Texas**, and the **Bolton Road Municipal Utility District (MUD) of Guadalupe County** and contains provisions:

- Limited Purpose Annexation upon approval of both entities (Section 3.01)
- Exempt from Cibolo Property Tax and Debt during term (Section 3.02)
- Municipal Utility District retains powers and authority of a MUD (Section 3.03)
- MUD to remain in Cibolo’s ETJ (Section 3.04)
- Qualified voters in the District may vote in Cibolo elections for elected officials (Article IV)
- City’s Sales and Use tax (1%) imposed within the District
- City may pursue Full Purpose Annexation at termination of agreement (Section 6.02)
- Term of agreement is 30 years (Section 8.02)



Development Agreement Overview

Development Agreement. Texas Local Government Code Section 212.172(b) (Development Agreement) provides the governing body of a municipality may make a written contract with an owner of land that is located in the extraterritorial jurisdiction of the municipality to:

- (1) guarantee the continuation of the extraterritorial status of the land and its immunity from annexation by the municipality;
- (2) extend the municipality's planning authority over the land by providing for a development plan to be prepared by the landowner and approved by the municipality under which certain general uses and development of the land are authorized;
- (3) authorize enforcement by the municipality of certain municipal land use and development regulations in the same manner the regulations are enforced within the municipality's boundaries;
- (4) authorize enforcement by the municipality of land use and development regulations other than those that apply within the municipality's boundaries, as may be agreed to by the landowner and the municipality;



Development Agreement Overview

Development Agreement (continued):

- (5) provide for infrastructure for the land, including:
 - (A) streets and roads; (B) street and road drainage; (C) land drainage; and (D) water, wastewater, and other utility systems;
- (6) authorize enforcement of environmental regulations;
- (7) provide for the annexation of the land as a whole or in parts and to provide for the terms of annexation, if annexation is agreed to by the parties;
- (8) specify the uses and development of the land before and after annexation, if annexation is agreed to by the parties; or
- (9) include other lawful terms and considerations the parties consider appropriate.

Per Texas law, a landowner is not required to enter into a development agreement.



Proposed Development Agreement

- **Benefits of Proposed Development Agreement**

- Implementation of Long Range Plans
- Land Plans
- Architectural and Development Standards
- Parks, Amenities, and Community Features
- Foundation Standards and Inspections
- Perimeter Fencing
- Tree Requirement
- Wastewater
- Solid Waste Services
- Transportation



Proposed Development Agreement

The proposed **Development Agreement** will be between the **City of Cibolo, Texas**, and **Mosaic Land Development, LLC**, and contains provisions to provide for:

- **Project Description...** planned as master planned residential communities with 1,378 dwelling units on a total of 295.15 acre with supporting infrastructure, amenities, and public improvements coordinated with the City (Section 1)
- **Future Land Use Map...** developed in general conformity with the existing Future Land Use Map (FLUM) adopted by the City with the Schmoekel tract being classified as 100% (“Compact Residential”) and Haeckerville being classified as 50% (“Compact Residential”) and 50% (“Community Residential”) (Section 2)
- **Land Development Regulations...** The Projects are not subject to City zoning regulations due to their location within the ETJ. Development standards applicable to the Projects shall be governed by this Agreement. (Section 3)
- **Future Thoroughfare Map...** Developer shall dedicate right-of-way consistent with the City’s adopted **Major Thoroughfare Plan (“MTP”)**.... Such dedications shall be made at the time of platting and shall not require construction of ultimate roadway improvements. **Notwithstanding the foregoing, the City agrees to amend the MTP to remove the planned collector roadway currently depicted along the eastern boundary of the Haeckerville Tract**, and no right-of-way dedication shall be required for such facility as part of the Haeckerville Project. **(Exhibit “F”)**



Proposed Development Agreement

Development Agreement (Continued)

- **Street Connections...** Internal street networks within the Projects shall be designed to provide adequate connectivity to existing and planned public roadways as determined by a **Traffic Impact Analysis (“TIA”)**. Developer agrees to provide necessary street connections consistent with approved plats and engineering standards. (Section 5)
- **Drainage...** Stormwater drainage for the Projects shall be designed and constructed in accordance with City drainage criteria, applicable state regulations, and approved drainage studies. Developer shall be responsible for onsite drainage facilities necessary to serve the Projects. (Section 6)
- **Parks, Amenities, and Community Features (Section 7)**
 - **Amenities:** Construction of a park (approximately one (1) acre) and a separate amenity center (approximately three (3) acres) within the **Haekerville Project** substantially similar to the (“**Exhibit A**”), interconnected by a walking trail. Construction of a separate amenity center (approximately two (2) acres) within the **Schmoekel Tract. and Community Features**
 - **Amenity Center / Major Park Elements (Haekerville & Schmoekel)**
 - **Playscapes / Pocket Park Elements (Haekerville)**
 - **Amenity Timing:** Construction of amenity centers for each Project shall commence upon achievement of **thirty percent (30%)** buildout of the applicable Project.



Proposed Development Agreement

Development Agreement (Continued)

- **Parks, Amenities, and Community Features (Section 7)**
 - **Community Features:** Enhanced entry monumentation and perimeter fencing consistent with approved concepts and substantially similar to (Exhibit "A").
 - **Proposed Land Donation & Outdoor Recreation Facility**
- **Environmental...** Environmental Assessments have been conducted on both projects. (Section 8)
- **Soils & Residential Foundations...** (Section 9)
 - **Residential Foundations**
 - **Foundation Standards:** All residential lots within both Projects shall be constructed in accordance with one of the following foundation design approaches: (i) compliance with the City of Cibolo's adopted foundation design criteria as set forth in **Ordinance No. 1409**, or (ii) a lot-specific geotechnical investigation and corresponding structural foundation design prepared by a licensed professional engineer. In the event the lot-specific design approach is utilized, the builder shall provide a minimum ten (10)-year structural foundation warranty for each residence.



Proposed Development Agreement

Development Agreement (Continued)

- **Streets...** Streets within both projects will be designed in accordance with the City of Cibolo's standards for construction.... (Section 10)
- **Sanitary Sewer...** Sanitary sewer service for both Projects shall be provided by the **City of Cibolo** ("Wastewater Collection and Transport Provider") subject to the terms and conditions in the Comprehensive Settlement Agreement ("CSA") between the City of Cibolo, Texas, and Green Valley Special Utility District, as may be amended.... (Section 11). The following are highlights:
 - **Capacity:** Maximum of 1,400 Equivalent Dwelling Units (EDUs).
 - **Developer Contribution Cap (Cibolo):** \$4,858 per EDU.
 - **CIP Infrastructure:** City agrees to pursue construction of CIP sewer infrastructure.
 - **Lift Station & Easements:** The Developer shall dedicate a site for a lift station and on-site easements at no cost to the City.
 - **Schmoekel Tract – GVSUD NSSA:** City agrees to aid and, if necessary, be a party to Developer's Non-Standard Service Agreement (NSSA) with **GVSUD** for the Schmoekel Tract.
 - **CCN Transfer Cooperation:** Developer shall support the CCN transfer between GVSUD and the City without protest,....



Proposed Development Agreement

Development Agreement (Continued)

- **Water...** Potable Water Service shall be provided by the applicable retail water provider (**Green Valley Special Utility District**) (Section 12)
- **Architectural Controls and Product Standards...** Developer shall implement architectural and product standards substantially similar to Exhibit “B” and formally governed by Exhibit “C” as follows. (Section 13):
 - **Masonry:** Homes within the Haeckerville Project shall provide a minimum of **eighty percent (80%) masonry** (where masonry is applicable) on front facades.
 - **Lot Mix:** The Haeckerville Project shall include a mix of 45- and 50-foot typical lot widths. The Schmoekel Project is currently planned as a 40-foot typical lot width community.
 - **Alley Loaded Lots:** The Developer has identified potential alley-loaded blocks within the Schmoekel Tract (**Exhibit “2A”**) and agrees to use commercially reasonable, good-faith efforts to incorporate such product through future builder negotiations.
 - **Facade Variety:** Architectural variety shall be achieved through builder product mix and design guidelines administered by **Developer’s Architectural Review Committee (“ARC”)** and formally governed by (**Exhibit “C”**).
 - **Tree Plantings:** Tree planting shall include two (2) trees per residential lot. The Front yard is limited to one (1) tree.



Proposed Development Agreement

Development Agreement (Continued)

- **Vested Rights and Governance...** This Agreement shall serve as a vested rights development agreement pursuant to applicable Texas law and shall control over conflicting ordinances or policies. The Developer is seeking exemption and relief from **City Ordinance No. 1261 Sec.19.4 Block Design (A)** in exchange for the standards established in the agreement. (Section 14)
- **City services and Fees...** Developer shall pay all applicable fees in connection with processing an official development application . (Section 15):
 - **Solid Waste Service:** Developer agrees that residential units within both Projects shall utilize the City of Cibolo's solid waste collection provider, subject to standard service terms.
 - **Development Application: Tree Plantings:** Tree planting shall include two (2) trees per residential lot. The Front yard is limited to one (1) tree.



Part 3. Fiscal Impact



Fiscal Impact

Under limited purpose annexation, the City will not provide local services, including Police, Public Works and others. Fire protection may be provided if the City maintains its interlocal government agreement with Guadalupe County.

- **Wastewater.** Pro-rata contributions to wastewater infrastructure.
 - Every Cibolo wastewater customer will be subject to the City's wastewater fees (monthly).
 - Haeckerville Tract. This subdivision will contribute \$3,959,270 in wastewater pro-rata fees with its proposed 815 SF lots.
 - Schmoekel Tract. This subdivision with 563 SF lots (front loaded) is located in GVSUD's CCN. As such, GVSUD may request to use its treatment capacity and transport capacity before having to trigger paying Cibolo costs.
- **Solid Waste.** This development will use the City's solid waste provider, resulting in \$1,621.85 in franchise fee/month to the City.
- **Sales and Use Tax.** The SPA imposes the City's 1 cent general sales and use tax on residents within the district.



Council Feedback and Direction

1. Does City Council support a Strategic Partnership Agreement to create a limited purpose annexation of a special district and preserve the opportunity, but not the obligation, to proceed with a full-purpose annexation at the end of the 30 year term?
2. Does City Council support City staff and the Developer continuing with negotiations as outlined in the draft Development Agreement to ?



DEVELOPMENT AGREEMENT

HAECKERVILLE & SCHMOEKEL TRACTS

THE STATE OF TEXAS §

COUNTY OF GUADALUPE §

This Development Agreement (“**Agreement**”) is made and entered into by and between **THE CITY OF CIBOLO, TEXAS**, a Texas home-rule municipality (“**City**”), acting by and through its City Council (“**Council**”), and **MOSAIC LAND DEVELOPMENT, LLC**, a Texas limited liability company (“**Developer**”).

Developer represents that it is authorized to enter into this Agreement on behalf of the owners of the real property subject to this Agreement, including **SA Not For You, LLC, SA Landon Ridge, LLC, RHPT, LLC, and Holly P. Garza**, an individual owning separate property (collectively, the “**Property Owners**”).

The City and Developer are sometimes referred to herein individually as a “**Party**” and collectively as the “**Parties**.”

AGREEMENT

The Parties agree to provide the following services, either directly or by contracting, and to the following levels of funding subject to the conditions and exceptions in this Agreement.

1. Project Description

This Development Agreement (“**Agreement**”) is entered into by and between **Mosaic Land Development**, (“**Developer**”), and the **City of Cibolo**, (“**City**”). This Agreement governs the development of two residential projects known as **Haeckerville (Exhibit “1”)** and **Schmoekel (Exhibit “2”)** (collectively, the “**Projects**”).

Both Projects are located within the extraterritorial jurisdiction (“**ETJ**”) of the City of Cibolo and within the future **Bolton Road Municipal Utility District** (“**Bolton Road MUD**”). The Projects are planned as master planned residential communities with supporting infrastructure, amenities, and public improvements coordinated with the City.

The Projects collectively contemplate a maximum total of **1,378 residential dwelling units on a total of 295.15 acres**. Development shall proceed in multiple phases and shall be coordinated with existing utility capacity, infrastructure delivery schedules, and agreed absorption schedules.

2. Future Land Use Map

The Projects shall be developed in conformity with the existing **Future Land Use Map (FLUM)** adopted by the City with the Schmoekel tract being classified as 100% (“Compact Residential”) and Haeckerville being classified as 50% (“Compact Residential”) and 50% (“Community Residential”)

This Development Agreement shall serve as confirmation of the intended residential land use pattern depicted on approved land plans and exhibits, and no separate land study shall be required for either Project.

3. Land Development Regulations

- **Zoning:** The Projects are not subject to City zoning regulations due to their location within the ETJ. Development standards applicable to the Projects shall be governed by this Agreement, and the City’s valid subdivision ordinances consistent with state law and applicable within the ETJ as applicable. No zoning or rezoning approvals shall be required as a condition of development.
- **Preliminary Platting:** Upon execution of this development agreement the Developer will submit overall preliminary subdivision plats for both projects to the City for approval. The City agrees to use best efforts to process, review, and approve preliminary plats in a timely manner.

4. Future Thoroughfare Map

Developer shall dedicate right-of-way consistent with the City’s adopted **Major Thoroughfare Plan (“MTP”)**, as applicable to the layouts for the Projects. Such dedications shall be made at the time of platting and shall not require construction of ultimate roadway improvements. Notwithstanding the foregoing, the City agrees to amend the **MTP** to remove the planned collector roadway currently depicted along the eastern boundary of the Haeckerville Tract, and no right-of-way dedication shall be required for such facility as part of the Haeckerville Project. (**Exhibit “F”**)

5. Street Connections

Internal street networks within the Projects shall be designed to provide adequate connectivity to existing and planned public roadways as determined by a **Traffic Impact Analysis (“TIA”)**. Developer agrees to provide necessary street connections consistent with approved plats and engineering standards. Developer shall provide additional stub-outs to adjacent tracts to facilitate future connectivity and orderly development of surrounding properties.

6. Drainage

Stormwater drainage for the Projects shall be designed and constructed in accordance with City drainage criteria, applicable state regulations, and approved drainage studies. Developer shall be responsible for onsite drainage facilities necessary to serve the Projects.

7. Parks, Amenities, and Community Features

Developer shall provide parks, amenities, and community features as follows:

- **Amenities:** Construction of a park (approximately one (1) acre) and a separate amenity center (approximately three (3) acres) within the **Haeckerville Project** substantially similar to the (“**Exhibit A**”), interconnected by a walking trail. Construction of a separate amenity center (approximately two (2) acres) within the **Schmoekel Tract**. These amenities shall satisfy and exceed any parkland dedication or fee-in-lieu requirements.
 - **Amenity Center / Major Park Elements (Haeckerville & Schmoekel):**
 - Swimming pool, Pool deck with hardscape and seating areas, Pool fencing and controlled access gates, Restroom building, Outdoor furniture (tables, benches, loungers)
 - **Playscapes / Pocket Park Elements (Haeckerville)**
 - Playground equipment (slides, climbing structures, swings), Engineered play surface (mulch or turf), Benches and picnic tables, Park signage or monument feature
- **Amenity Timing:** Construction of amenity centers for each Project shall commence upon achievement of **thirty percent (30%) buildout** of the applicable Project.
 - **Haeckerville - 30% Buildout:** Construction of the required amenities shall commence prior to the issuance of utility service connections for the two hundred forty-fifth (245th) residential unit within the Haeckerville project. Once commenced, amenity construction shall be diligently pursued and completed within eighteen (18) months. In the event amenity construction is A) not commenced by the issuance of utility service connection for the two hundred forty-fifth (245th) residential unit or B) completed within such eighteen (18)-month period, and no mutually agreeable extension or modification has been approved by the City and Developer in writing, the City may withhold approval of future construction plans for the Haeckerville project until such time as the amenity construction is completed or an alternative agreement is reached.

- **Schmoekel 30% Buildout:** Construction of the required amenities shall commence prior to the issuance of utility service connections for the one hundred seventy-first (171st) residential home within the Schmoekel project. Once commenced, amenity construction shall be diligently pursued and completed within eighteen (18) months. In the event amenity construction is not completed within such eighteen (18)-month period, and no mutually agreeable extension or modification has been approved by the City and Developer in writing, the City may withhold approval of future construction plans for the Schmoekel project until such time as the amenity construction is completed or an alternative agreement is reached.
- **Community Features:** Enhanced entry monumentation and perimeter fencing consistent with approved concepts and substantially similar to **(Exhibit “A”)**.
 - **Perimeter Fencing:** Shall consist of six-foot (6’) cedar cap-and-rail fence with cap and trim, stained, with exposed “X” bracing. Masonry or stone columns approximately (2’×2’×6’) shall be located at each corner and spaced at intervals of up to one hundred feet (100’). Perimeter fencing shall be owned and maintained in perpetuity by a homeowners’ association or the Bolton Road MUD.
- **Proposed Land Donation & Outdoor Recreation Facility:** The Developer is planning to donate approximately **10+ acres to a local non-profit organization** within the Haeckerville Tract, at or near the intersection of Haeckerville Road and Bolton Road, for youth sports or recreational use. Currently, the Developer is in negotiations with the **Marion Youth Sports Organization (“MYSO”)**. The plan is for the facility to be open and available to the public, with direct walkable access from the Haeckerville project. The facilities will be constructed, owned, operated, and maintained by the MYSO or a similar organization. **(See Exhibit A)**

8. Environmental

Environmental Assessments have been conducted on both projects. Developer shall comply with all applicable federal, state, and local environmental regulations. No known regulated environmental conditions materially affecting development have been identified, and development shall proceed subject to standard environmental due diligence.

9. Soils & Residential Foundations

Soils: Geotechnical investigations shall be performed for the Projects in accordance with standard engineering practices. Development shall account for site-specific soil conditions through appropriate foundation design, street design standards, drainage improvements, and construction methods.

Residential Foundations: Residential Foundations within both the Projects shall be permitted and inspected with the City of Cibolo’s third-party inspection company. Developer and City’s third-party inspection company will contract directly and Developer will be responsible for inspection payment.

- **Foundation Standards:** All residential lots within both Projects shall be constructed in accordance with one of the following foundation design approaches: (i) compliance with the City of Cibolo’s adopted foundation design criteria as set forth in **Ordinance No. 1409**, or (ii) a lot-specific geotechnical investigation and corresponding structural foundation design prepared by a licensed professional engineer. In the event the lot-specific design approach is utilized, the builder shall provide a minimum ten (10)-year structural foundation warranty for each residence.

10. Streets

Streets within both projects will be designed in accordance with the City of Cibolo’s standards for construction. The City of Cibolo shall have the right but not the obligation to inspect the construction of all streets and drainage structures within both projects. The streets will be publicly accessible, but privately maintained by the MUD or HOA until such time as the City of Cibolo may exercise its right per the SPA to annex the developments.

11. Sanitary Sewer

Sanitary sewer service for both Projects shall be provided by the **City of Cibolo** (“Wastewater Collection and Transport Provider”) subject to the terms and conditions in the Comprehensive Settlement Agreement (“CSA”) between the City of Cibolo, Texas, and Green Valley Special Utility District, as may be amended, utilizing infrastructure connected to the **Cibolo Creek Municipal Authority (CCMA)** (“Wastewater Treatment Provider”) system. Key provisions include:

- **Capacity:** Total wastewater capacity for both Projects shall not exceed **1,400 Equivalent Dwelling Units (EDUs)**, inclusive of any nonresidential or common area meters such as parks, amenity centers, and landscape irrigation.
- **Developer Contribution Cap (Cibolo):** Developer’s total contribution for wastewater service to the City of Cibolo shall be capped at **\$4,858 per EDU** based upon a pro-rata fee calculation by Freese & Nichols in its role as the City’s consultant to perform an impact study for wastewater services. This amount shall be accepted by the City as full and final consideration for all wastewater impact fees, capacity charges, and connection fees for the **Haeckerville** Tract (Exhibit “1”). Developer’s contribution for wastewater service for the **Schmoekel** Tract (Exhibit “2”) is subject to GVSUD fees, policies, and standards based on the location of this property in the GVSUD CCN at this time. If the City and GVSUD agree on an

amendment to their wastewater CCN boundaries and place the **Schmoekel** Tract in the City of Cibolo's wastewater CCN, the Developer's total contribution to the City of Cibolo for wastewater service shall be capped at **\$4,858 per EDU**.

- **Allocation of Fees:** The \$4,858 per EDU contribution shall be exclusive to the City of Cibolo collection system and does not include any CCMA impact fees. Developer acknowledges that there is a separate CCMA impact fee in addition to the \$4,858 per EDU contribution.
- **Timing of Fee Payment:** Developer shall pay all applicable impact fees and per-EDU utility contributions at the time of individual lot service connection.
- **City Capacity Commitment:** City shall reserve wastewater treatment capacity interest rights at the South CCMA WWTP in Phase I and future expansions necessary to serve the Projects as contemplated by this Agreement.
- **CIP Infrastructure:** City agrees to acquire required off-site easements and construct necessary CIP sewer infrastructure pursuant to the South Sanitary Sewer Master Plan, with service available no later than [insert date] , subject to force majeure.
- **Lift Station & Easements:** Developer shall dedicate a site and necessary easements at no cost to the City for a sanitary sewer lift station at a mutually agreeable location and shall dedicate on-site sewer easements at no cost to the City as required.
- **Schmoekel Tract – GVSUD NSSA:** City agrees to aid and, if necessary, be a party to Developer's Non-Standard Service Agreement (NSSA) with **Green Valley Special Utility District (GVSUD)** for interim wastewater service to the Schmoekel Tract.
- **CCN Transfer Cooperation:** Developer shall support the CCN transfer between GVSUD and the City without protest, provided such transfer does not delay service availability or materially increase Developer's costs related to the Projects.

12. Water

Potable Water Service shall be provided by the applicable retail water provider (**Green Valley Special Utility District**) consistent with existing certificates of convenience and necessity. Developer shall construct and dedicate all onsite water infrastructure and dedicate necessary easements.

13. Architectural Controls and Product Standards

Developer shall implement architectural and product standards substantially similar to **Exhibit “B”** and formally governed by **Exhibit “C”** as follows:

- **Masonry:** Homes within the Haeckerville Project shall provide a minimum of **eighty percent (80%) masonry** (where masonry is applicable) on front facades. Corner lots shall include three-sided masonry only to the extent reasonably visible from public rights-of-way. Final masonry placement and materials may vary by builder product.
- **Lot Mix:** The Haeckerville Project shall include an approximate 50% / 50% mix of 45- and 50-foot typical lot widths, with a minimum lot width of 45 feet. The final lot distribution may be adjusted by the Developer based on market conditions, engineering, or drainage considerations. The Schmoekel Project is currently planned as a 40-foot typical lot width community, with a minimum lot width of 40 feet.
- **Alley Loaded Lots:** The City has indicated a preference for the inclusion of rear alley-loaded product within the Projects. The Developer has identified potential alley-loaded blocks within the Schmoekel Tract (**Exhibit “2A”**) and agrees to use commercially reasonable, good-faith efforts to incorporate such product through future builder negotiations. Notwithstanding the foregoing, any lots within either Project with a typical front lot width of less than 40 feet shall be developed exclusively as rear alley-loaded lots. Such Alley loaded lots will not be subject to the architectural requirements detailed in (**Exhibit “C”**).
- **Facade Variety:** Architectural variety shall be achieved through builder product mix and design guidelines administered by **Developer’s Architectural Review Committee (“ARC”)** and formally governed by (**Exhibit “C”**). Different elevations, materials, and floorplans will be used and appropriately mixed so that the same product is not next door to each other.
- **Tree Plantings:** Tree planting shall include two (2) trees per residential lot. The Front yard is limited to one (1) tree.
- **Inspections:** City and Developer shall coordinate limited-purpose building inspection services solely to verify compliance with the architectural standards set forth in **Exhibit C** and the applicable provisions of this Development Agreement. Such inspections shall be narrowly scoped and shall not extend to general building code, zoning, or permitting enforcement beyond the express architectural and design criteria agreed herein. All inspection services shall be performed at Developer’s sole cost pursuant to a separate agreement directly between Developer and the City’s designated third-party inspection firm and the City shall not impose, assess, or apply any markup, surcharge, administrative fee, or other additional cost in connection with such inspections or any related approvals.

14. Vested Rights and Governance

This Agreement shall serve as a vested rights development agreement pursuant to applicable Texas law and shall control over conflicting ordinances or policies. The Agreement shall bind successors and assigns.

- **Limited Purpose Inspections:** Developer shall coordinate with the City's third-party permit review provider for plumbing and exterior building inspections, provided such inspections are limited to compliance with this Agreement and conducted under ARC oversight.
- **Vesting:** The Agreement shall confirm vesting for a minimum of 40' Feet Wide Lots without alley requirements for the Schmoekel Tract. The Projects are exempt and expressly granted relief from **City Ordinance No. 1261 Sec.19.4 Block Design (A)** in exchange for the development and architectural standards established herein. Unless otherwise stated in the terms of this development agreement, both projects will be built consistent with the applicable city ordinances and rules as of the time of the execution of this development agreement.

15. City Services & Fees

- **Solid Waste:** Developer agrees that residential units within both Projects shall utilize the City of Cibolo's solid waste collection provider, subject to standard service terms.
- **Development Application Fees:** Developer agrees that in connection with the execution of this agreement, development agreement fees are payable to the City of Cibolo, calculated at \$33,015, plus any professional services fees incurred with the review and processing of this agreement. In addition, developer agrees to sign a professional services agreement with this development application that is an acknowledgement that the City uses engineering and legal consultants who have been and will be involved in the development and review of the agreement and that developer is responsible for the professional planning, engineering and/or legal fees charged to the City by third party planners, engineers, and attorneys.

16. Project Schedule

Developer anticipates construction and delivery of approximately **40–60 homes per year per Project**, subject to market conditions, infrastructure availability, and construction timelines. This schedule shall inform wastewater capacity planning and CIP sequencing.

17. Strategic Partnership Agreement (SPA) – Delayed Annexation

Developer agrees to a delayed annexation of the Projects pursuant to a **Strategic Partnership Agreement (SPA) (Exhibit “D”)**, to occur following repayment of any public improvement bonds or equivalent obligations. Annexation shall not be a condition of precedent to utility service, vesting, or development approvals under this Agreement.

Exhibits

Exhibit 1 - Haeckerville Landplan

Exhibit 2 – Schmoekel Landplan

Exhibit 2A – Schmoekel Landplan (Alley Option)

Exhibit A – Haeckerville Amenity Examples

Exhibit B – Elevation Mix Presentation

Exhibit C – Architectural Design and Product Mix Standards

Exhibit D – Bolton Road MUD – Final SPA

Exhibit E – Cibolo Sewer Cost Memo

Exhibit F – Major Thoroughfare Amendment – To Be processed

LEGEND

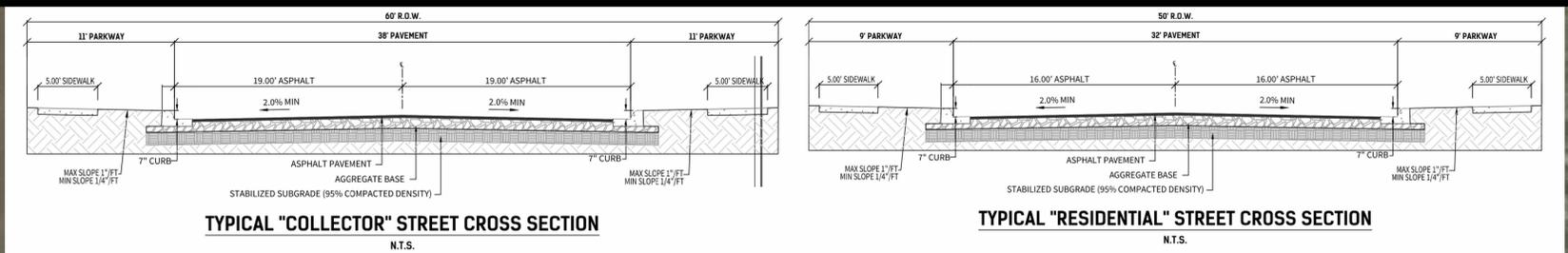
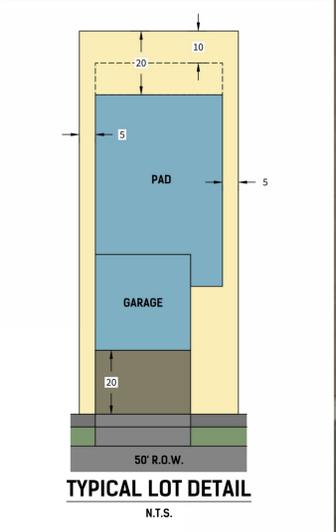
- TRACT BOUNDARY
- 45' LOTS
- 50' LOTS
- RIGHT OF WAY
- TRAIL
- OPEN SPACE
- LIFT STATION
- AMENITY/PARK
- DETENTION

DEVELOPMENT SUMMARY

USE	LOTS	ACREAGE	DU/Ac.
45' LOTS	405	52.99	7.64
50' LOTS	410	58.55	7.00
ROW	N/A	35.29	N/A
OPEN SPACE	N/A	36.16	N/A
DETENTION	N/A	6.57	N/A
AMENITY	N/A	3.00	N/A
PARK	N/A	1.00	N/A
LIFT STATION	N/A	0.31	N/A
TOTAL	815	193.87	4.20

LOT SUMMARY

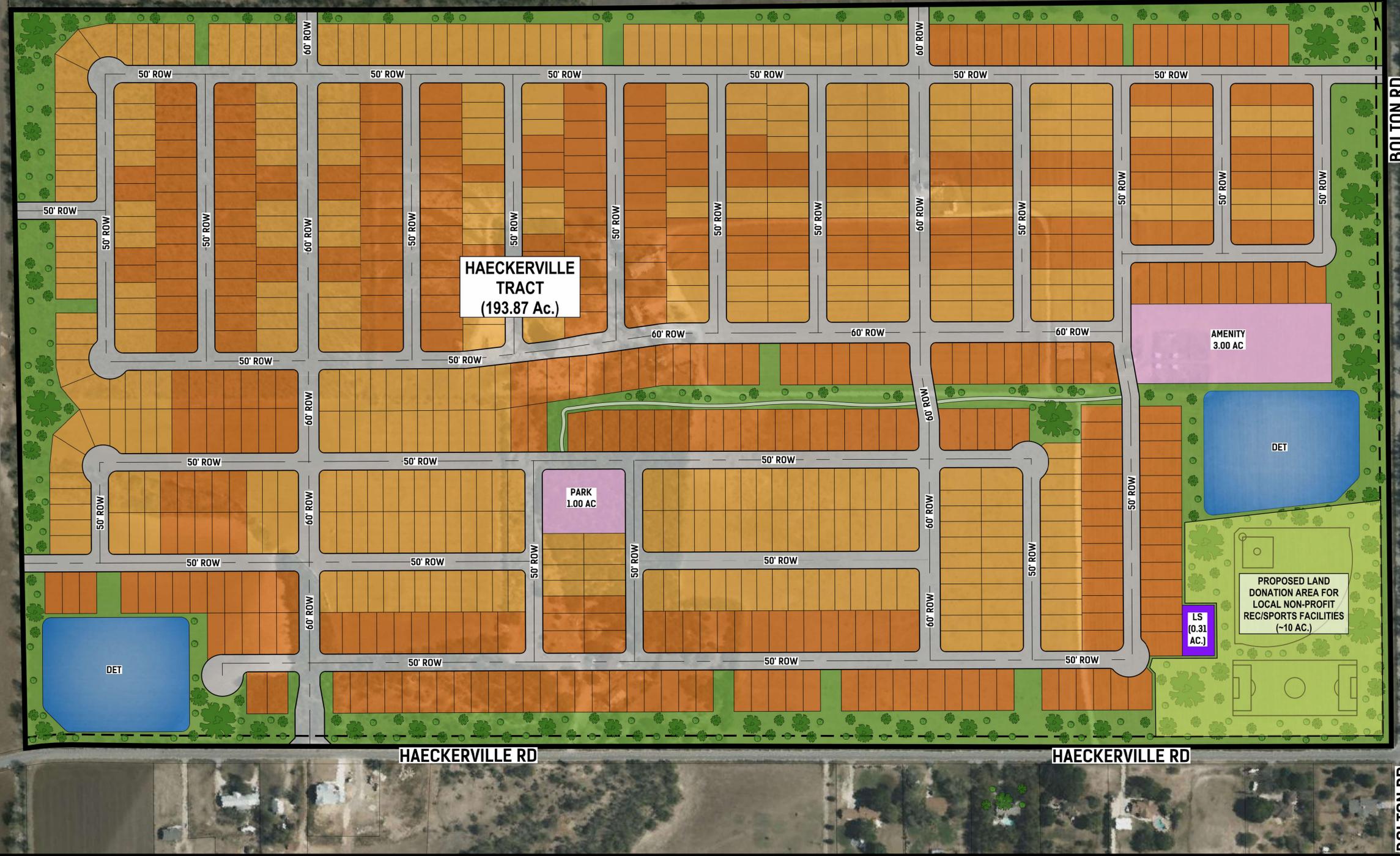
SIZE	LOTS	% LOT COUNT
45' LOTS	405	49.69%
50' LOTS	410	50.31%
TOTAL	815	100.00%



Minimum Lot Dimensions and Setbacks

Description	Haekerville 45'-50' Lots
Lot Size, minimum square feet	4500
Lot Width, minimum feet	45
Corner Lot Width, minimum feet	55
Lot Depth, minimum feet	100
Front Setback, minimum feet	20
Side Setback, minimum feet	5
Rear Setback, minimum feet	20 ¹
Side/Rear Street Setback, minimum feet	15

Notes:
 1. Rear setbacks for irregular shaped lots may be reduced to 10'.
 2. Irregular shaped lots shall maintain a min. road frontage of 25'.



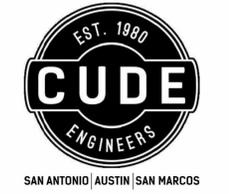
HAECKERVILLE / MASTER LAND PLAN

CIBOLO, TEXAS

JANUARY 2026



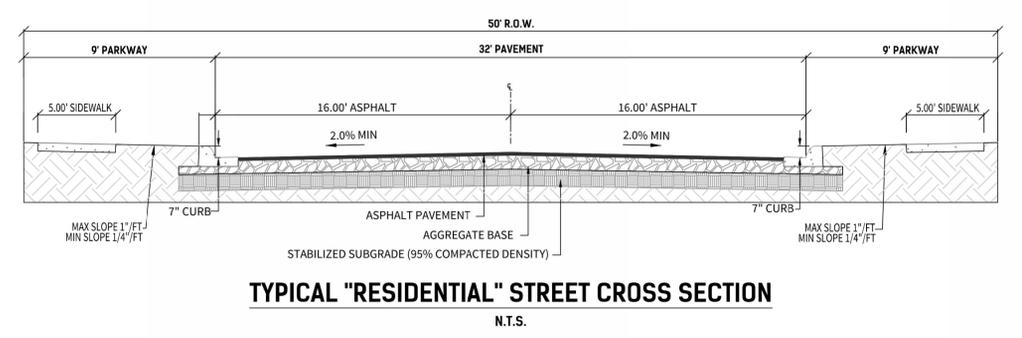
CUDE ENGINEERS
 4122 POND HILL ROAD, SUITE 101
 SAN ANTONIO, TEXAS 78231
 P:(210) 681.2951 F:(210) 523.7112



P:\04348\000\3-DWG\1-Exhibits\1-Exhibits\2025-10-21 GarzaBaraka Amen.dwg 2026/01/27 1:36pm amacias

LEGEND

- SCHMOECKEL TRACT BOUNDARY
- RIGHT OF WAY
- OPEN SPACE
- TRAIL
- DETENTION
- HOA PARK
- 40' LOTS
- 32' LOTS



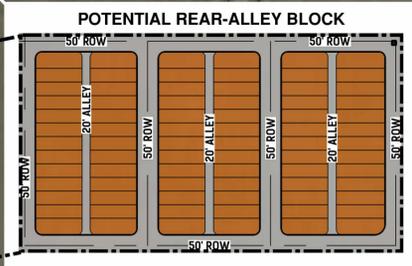
EXAMPLE SUMMARY WITH REAR-ALLEY LOADED PRODUCT
(Note: Rear alley access required for typical lot width less than 40'.)

EXAMPLE DEVELOPMENT SUMMARY			
USE	LOTS	ACREAGE	DU/Ac.
32' LOTS	78	6.54	11.93
40' LOTS	501	57.65	8.69
ROW	N/A	19.62	N/A
OPEN	N/A	9.72	N/A
DETENTION	N/A	5.71	N/A
PARK	N/A	2	N/A
TOTAL	579	101.24	5.72

Example summary assumes 32' wide alley loaded product.

TYPICAL 32' LOT DETAIL
N.T.S.

DEVELOPMENT SUMMARY			
USE	LOTS	ACREAGE	DU/Ac.
40' LOTS	563	64.19	8.77
ROW	N/A	19.62	N/A
OPEN	N/A	9.72	N/A
DETENTION	N/A	5.71	N/A
PARK	N/A	2	N/A
TOTAL	563	101.24	5.72



TYPICAL 40' LOT DETAIL
N.T.S.

TYPICAL <40' LOT DETAIL
N.T.S.
(Note: Rear alley access required for typical lot width less than 40'.)

Minimum Lot Dimensions and Setbacks

Description	Schmoekel	
	40' Lots	Rear-Alley
Lot Size, minimum square feet	4000	3450
Lot Width, minimum feet	40	30
Corner Lot Width, minimum feet	50	40
Lot Depth, minimum feet	100	115
Front Setback, minimum feet	20	12
Side Setback, minimum feet	5	5
Rear Setback, minimum feet	20 ¹	5
Side/Rear Street Setback, minimum feet	15	15

Notes:

- Rear setbacks for irregular shaped lots may be reduced to 10'.
- Irregular shaped lots shall maintain a min. road frontage of 25'.

SCHMOECKEL TRACT / MASTER LAND PLAN

Perimeter Fencing



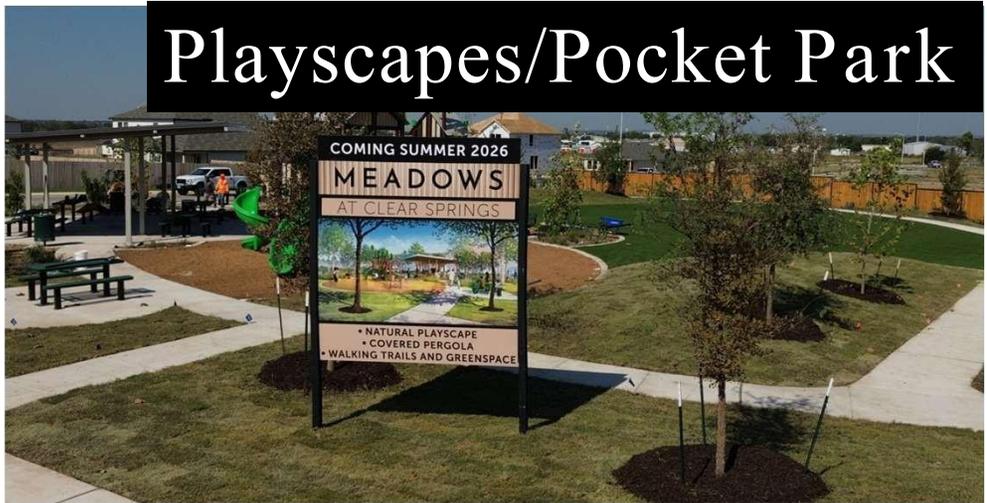
Monumentation



Amenity Center



Playscapes/Pocket Park



Playscapes/Pocket Park



Playscapes/Pocket Park



Sidewalk Trails



Sidewalk Trails



Sidewalk Trails



Sidewalk Trails



Elevation Mix

Conceptual Purposes Only - Final negotiated development standards and provisions will be solidified in a formal development agreement between both parties.



Elevation Mix

Conceptual Purposes Only - Final negotiated development standards and provisions will be solidified in a formal development agreement between both parties.



Elevation Mix

Conceptual Purposes Only - Final negotiated development standards and provisions will be solidified in a formal development agreement between both parties.



Corner Lots – 3-Sided Masonry

Conceptual Purposes Only - Final negotiated development standards and provisions will be solidified in a formal development agreement between both parties.



Architectural Design Standards

(Masonry Requirements)

Y. Architectural Design Standards

Y.1 Intent

The purpose of these Architectural Design Standards is to ensure a high-quality, durable, and visually cohesive residential character throughout the Development, while maintaining flexibility for production homebuilders.

Y.2 Front Façade Masonry Requirement

A minimum of **eighty percent (80%) of the applicable front façade area** of each residential structure shall be constructed of **masonry materials**.

For purposes of this Section, the “**applicable front façade area**” shall mean the vertical plane of the primary front elevation of the structure, **excluding**:

- Garage doors and garage door openings
- Front entry doors and sidelights
- Windows and glazing
- Decorative shutters
- Trim, soffits, fascia, and eaves
- Porch columns (if non-masonry)

The masonry requirement shall apply only to the remaining wall surface area of the front elevation.

Y.3 Corner Lot Public Right-of-Way Masonry

For any **corner lot adjacent to a public right-of-way**, the **street-facing side elevation** of the residential structure shall incorporate **masonry materials**.

Such masonry treatment shall be applied to a minimum of **sixty percent (60%) of the applicable side wall area**, excluding:

- Windows and doors
- Garage doors or openings

- Trim, soffits, fascia, and eaves

The masonry materials used on the side elevation shall be consistent with those used on the primary front façade.

Y.4 Acceptable Masonry Materials

Acceptable masonry materials for compliance with these Standards include:

- Clay brick
- Natural stone (limestone, sandstone, etc.)
- Cast stone
- Cementitious stucco (non-EIFS)
- Architectural masonry veneer approved by the City

The following materials shall not count toward the masonry percentage requirements:

- EIFS
 - Vinyl siding
 - Fiber cement lap siding
 - Metal panel systems
 - Wood siding or panel products
-

Y.5 Administrative Review

Prior to construction, Builder shall submit a **Master Product Set** to the City demonstrating compliance with these Standards, including typical elevations, material schedules, and color palettes.

City review and approval shall be **administrative only** and shall not involve discretionary architectural design review.

Once approved, individual homes consistent with the Master Product Set shall not require further City review.

Product Mix and Streetscape Diversity Standard

(Adjacency-Based with Corner Lot)

X. Product Mix and Streetscape Diversity

X.1 Intent

The Development shall provide a visually diverse residential streetscape and avoid repetitive or monotonous architectural patterns, while maintaining flexibility for production homebuilders.

X.2 Adjacent Home Limitation

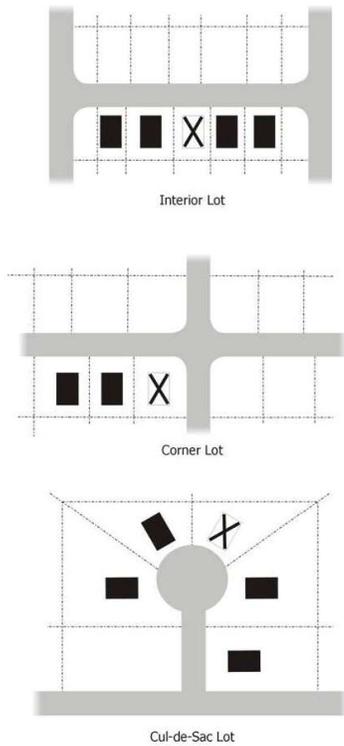
No two (2) residential structures located on **directly adjacent lots** shall have **the same house plan with the same front elevation**.

For purposes of this Section:

- “Directly adjacent” means lots sharing a common side property line.
- Minor architectural details or interior variations shall not be considered for compliance.

If **any one (1)** of the following elements is different, the homes shall be deemed compliant:

- House plan
- Front elevation



X.3 Corner Lot Public Right-of-Way Treatment

For any **corner lot adjacent to a public right-of-way**, the **street-facing side elevation** of the residential structure shall incorporate **masonry materials** consistent with the primary front façade.

Such masonry treatment shall extend along the side elevation visible from the public right-of-way and shall be applied to a minimum of **sixty percent (60%) of the applicable side wall area**, excluding:

- Windows and doors
- Garage doors or openings
- Trim, soffits, fascia, and eaves

Acceptable masonry materials shall be the same as those approved for front façades under these Architectural Control Standards.

**STRATEGIC PARTNERSHIP AGREEMENT
BETWEEN THE CITY OF CIBOLO, TEXAS, AND
BOLTON ROAD MUNICIPAL UTILITY DISTRICT
OF GUADALUPE COUNTY**

THE STATE OF TEXAS §
 §
COUNTY OF GUADALUPE §

This **STRATEGIC PARTNERSHIP AGREEMENT** (this “Agreement”) is entered into as of the Effective Date between the **CITY OF CIBOLO, TEXAS**, a municipal corporation principally situated in Guadalupe County, Texas, acting through its governing body, the City Council of the City of Cibolo, Texas (the “City”), and **BOLTON ROAD MUNICIPAL UTILITY DISTRICT OF GUADALUPE COUNTY**, a municipal utility district created pursuant to an Order of the Texas Commission on Environmental Quality, dated _____ (the “District”).

RECITALS

1. Texas Local Government Code, §43.0751 (the “Act”) authorizes the City and certain utility districts to negotiate and enter into a strategic partnership agreement by mutual consent; and

2. This Agreement provides for the limited-purpose annexation by the City of a tract of land included within the District boundaries, which is described by metes and bounds in Exhibit “A” and illustrated in Exhibit “B” attached hereto and incorporated herein for all purposes (the “Tract”); and

3. The City and the District desire to enter into this Agreement to provide the terms under which services will be provided by the District and under which the District will continue to exist for an extended period of time after the Tract is annexed for limited purposes; and

4. As required by the Act, the City held public hearings on _____ and _____, at City Council Chambers, City Hall, 200 S. Main St., Cibolo, Texas 78108, and the District held public hearings on _____ at _____ and on _____ at _____, at which members of the public were given the opportunity to present testimony or evidence regarding the proposed Agreement, and the City and the District made copies of the proposed Agreement available. The City and the District each gave notice of the public hearings prior to such public hearings in accordance with the terms of the Act.

THE PARTIES AGREE AS FOLLOWS:

ARTICLE I

FINDINGS

The City and the District find and declare:

1. The Act authorizes the City and the District to enter into this Agreement to define the terms under which services will be provided to the City and the District and under which the District will continue to exist after the Tract is annexed for limited purposes pursuant to this Agreement;
2. This Agreement does not require the District to provide revenue to the City solely for the purpose of obtaining an agreement with the City to forgo annexation of the District;
3. This Agreement provides benefits to the City and the District, including revenue, services, or regulations, which are reasonable and equitable with regard to the benefits provided by the other Party;
4. All the terms contained in this Agreement are lawful and appropriate to provide for the provision of municipal services; and
5. The City and the District negotiated this Agreement by mutual consent.

ARTICLE II

DEFINITIONS

Unless the context requires otherwise, and in addition to the terms defined above, the following terms used in this Agreement will have the meanings set out below:

“Act” means Texas Local Government Code, §43.0751 and any amendments thereto.

“Agreement” means this strategic partnership agreement between the City and the District.

“Board” means the Board of Directors of the District.

“City” means the City of Cibolo, Texas, a municipal corporation principally situated in Guadalupe County, Texas.

“City Charter” means the Charter of the City and any amendments thereto.

“City Code” means the Code of Ordinances of the City and any amendments thereto.

“City Controller” means the City Controller of the City or his or her designee.

“City Council” means the City Council of the City or any successor governing body.

“Consent Ordinance” means Ordinance No. _____ passed and approved by the City Council on _____, including all attachments and exhibits, consenting to the creation of the District and inclusion of certain land within the District boundaries.

“Comptroller” means the Acting Comptroller of Public Accounts of the State of Texas.

“Director” means the Director of the Planning and Development Department of the City or his or her designee.

“District” means Bolton Road Municipal Utility District of Guadalupe County, a municipal utility district created pursuant to an Order of the Texas Commission on Environmental Quality, dated _____.

“Effective Date” means the date the City Controller countersigns this Agreement.

“Government Code” means the Texas Government Code and any amendments thereto.

“Implementation Date” means the date the limited-purpose annexation ordinance is passed by City Council pursuant to Section 3.01.

“Landowner” means a person that owns real property in the District.

“Local Government Code” means the Texas Local Government Code and any amendments thereto.

“Party” or “Parties” means a party or the parties to this Agreement, being the City and the District.

“Resident” means a person that resides in the District.

“Sales and Use Tax” means the sales and use tax authorized to be imposed in the Tract by the Act and Tax Code Chapter 321.

“Tax Code” means the Texas Tax Code and any amendments thereto.

“Tract” means the tract(s) of land described in Exhibit “A” and illustrated in Exhibit “B” to this Agreement, but excluding territory outside the boundaries of the District.

ARTICLE III

LIMITED-PURPOSE ANNEXATION

Section 3.01 Generally

As soon as practicable following the approval of this Agreement by City Council, as authorized by the Act, the City shall annex the Tract for limited purposes.

Section 3.02 Property Taxes and District Liability for Debts of the City

During the term of this Agreement, except as provided in Article V, (i) neither the District nor any owner of taxable property within the District boundaries is liable for any present or future debts of the City, and (ii) current and future ad valorem taxes levied by the City will not be levied on taxable property within the District boundaries.

Section 3.03 Powers and Functions Retained by the District

Except as limited by the Consent Ordinance, the District is authorized to exercise all powers and functions of a municipal utility district provided by existing law or any amendments or additions thereto. The District’s assets, liabilities, indebtedness, and obligations will remain the responsibility of the District. Disposition or acquisition of additional assets, liabilities, indebtedness, and obligations will be governed by the Consent Ordinance to the extent the Consent Ordinance is not inconsistent with this Agreement, and any such actions taken by the District that are provided in and consistent with the Consent Ordinance are hereby approved by the City.

Section 3.04 Extraterritorial Jurisdiction

This Agreement does not remove any area within the District boundaries from the extraterritorial jurisdiction of the City. The City may regulate any area within the District boundaries in the same manner in which it may regulate other areas within the extraterritorial jurisdiction of the City.

ARTICLE IV

VOTING RIGHTS IN THE DISTRICT

Section 4.01 Generally

Upon annexation of the Tract for limited purposes by the City, the qualified voters of the Tract may vote in City elections pursuant to Local Government Code §43.130. Voting rights are subject to all state and federal laws and regulations.

Section 4.02 Notice

On or after the fifteenth (15th) day but before the fifth (5th) day before the date of the first (1st) election held in which the residents of the Tract are entitled to vote as set out in Section 4.01, the City at its own expense, shall publish a quarter-page advertisement in a newspaper of general circulation in the District, per Local Government Code §43.130(a), notifying the residents of the Tract of their eligibility to vote in the election and stating the location of all polling places within the Tract. The District, at its own expense, may provide for similar notice in a newspaper of general circulation in the Tract or otherwise.

Section 4.03 Designation of Precincts and Preparation of Ballots

The City shall include the Tract in an adjacent single-member City Council district and establish an election precinct or election precincts for the purpose of allowing qualified voters in the area to participate in City elections. The City Secretary shall prepare the official ballot by which the qualified resident voters of the Tract are entitled to vote pursuant to the laws of the State of Texas.

ARTICLE V

SALES AND USE TAX

Section 5.01 Imposition of the City's Sales and Use Tax

Pursuant to Subsection (k) of the Act, the City shall impose a Sales and Use Tax within the Tract upon the limited-purpose annexation of the Tract. The Sales and Use Tax shall be imposed on the receipts from the sale and use at retail of taxable items at the rate of one percent (1%) or the rate specified under future amendments to Chapter 321 of the Tax Code. The Sales and Use Tax shall take effect on the date described in Tax Code §321.102.

Section 5.02 Payment of Sales and Use Tax to the District

The City shall retain one hundred percent (100%) of the Sales and Use Tax revenues that are reported on the monthly sales tax report provided by the Comptroller and received by the City from the Comptroller after the date of the limited-purpose annexation of the Tract.

Section 5.03 Notification of Comptroller

The City shall send notice of this Agreement and the limited-purpose annexation of the Tract to the Comptroller within three (3) days of the Implementation Date in the manner provided by Tax Code §321.102. The City shall send to the District a copy of any notice from the Comptroller delaying the effectiveness of the Sales and Use Tax in the Tract.

ARTICLE VI

FULL-PURPOSE ANNEXATION

Section 6.01 No Full-Purpose Annexation During Term of Agreement

The City agrees that it will not annex or commence any action to annex all or part of the land included within the District boundaries for full purposes during the term of this Agreement.

Section 6.02 Full Purpose Annexation Option at Termination of Agreement

No later than eighteen (18) months prior to the date this Agreement terminates, the Director shall evaluate whether the City should negotiate a new strategic partnership agreement with the District, annex all of the land included within the District's boundaries for full purposes upon the termination of this Agreement, or allow this Agreement to expire. No later than twelve (12) months prior to the date this Agreement terminates, the Director shall make a recommendation to the City Council regarding the negotiation of a new strategic partnership agreement, the full-purpose annexation of all of the land included within the District's boundaries, or the expiration of this Agreement. If the Director recommends that the City negotiate a new strategic partnership agreement or annex all of the land included within the District's boundaries and the City Council approves such recommendation, the City shall begin proceedings to enter into a new strategic partnership agreement or shall begin proceedings to annex all of the land included within the District's boundaries for full purposes at the end of the term of this Agreement, as applicable. If the Director recommends that the City allow this Agreement to expire and the City Council agrees, or if the City Council rejects the Director's recommendation to negotiate a new strategic

partnership agreement or to annex all of the land included within the District's boundaries for full purposes, the City may begin proceedings to disannex the Tract for limited purposes if authorized under the applicable provision of the Local Government Code. If the City decides to disannex the Tract and has the authority to disannex, the City may institute proceedings to accomplish such disannexation to be effective upon the termination of this Agreement.

ARTICLE VII

MATERIAL BREACH, NOTICE AND REMEDIES

Section 7.01 Material Breach of Agreement

A. It is the intention of the Parties to this Agreement that the District and the City be regulated in accordance with the terms of this Agreement. A material breach of this Agreement by the District includes any one or more of the following:

1. Failure of the District to act in good faith in the annexation of the Tract by the City for limited purposes as authorized by this Agreement; or

B. A material breach of this Agreement by the City includes any one or more of the following:

1. Any attempt by the City to annex all or part of the land included within the District boundaries for full purposes during the term of this Agreement; or

If either Party to this Agreement alleges that the other Party has, by act or omission, committed a material breach of this Agreement, the provisions of this Article shall govern the remedies for breach of this Agreement.

Section 7.02 Notice of District's Default

A. The City shall notify the District in writing of an alleged failure by the District to comply with a provision of this Agreement, describing the alleged failure with reasonable particularity. The District shall, within thirty (30) days after receipt of the notice or a longer period of time as the City may specify in the notice, either cure the alleged failure or, in a written response to the City, either present facts and arguments in refutation or excuse of the alleged failure or state that the alleged failure will be cured and set forth the method and time schedule for accomplishing the cure.

B. The City shall determine (i) whether a failure to comply with a provision has occurred; (ii) whether the failure is excusable; and (iii) whether the failure has been cured or will be cured by the District. The District shall make available to the City, if requested, any records, documents or other information necessary to make such determinations.

C. If the City determines that the failure has not occurred, or that the failure either has been or will be cured in a manner and in accordance with a schedule reasonably satisfactory to the City, or that the failure is excusable, the determination shall conclude the investigation.

D. If the City determines that a failure to comply with a provision has occurred and that the failure is not excusable and has not been or will not be cured by the District in a manner and in accordance with a schedule reasonably satisfactory to the City, then the City may exercise the applicable remedy under Section 7.04(A).

Section 7.03 Notice of City's Default

A. The District shall notify the Director in writing specifying any alleged failure by the City to comply with a provision of this Agreement, describing the alleged failure with reasonable particularity. The City shall, within thirty (30) days after receipt of the notice or a longer period of time as the District may specify in the notice, either cure the alleged failure or, in a written response to the District, either present facts and arguments in refutation or excuse of the alleged failure or state that the alleged failure will be cured and set forth the method and time schedule for accomplishing the cure.

B. The District shall determine (i) whether a failure to comply with a provision has occurred; (ii) whether the failure is excusable; and (iii) whether the failure has been cured or will be cured by the City. The City shall make available to the District, if requested, any records, documents or other information necessary to make such determinations.

C. If the District determines that the failure has not occurred, or that the failure either has been or will be cured in a manner and in accordance with a schedule reasonably satisfactory to the District, or that the failure is excusable, the determination shall conclude the investigation.

D. If the District determines that a failure to comply with a provision has occurred and that the failure is not excusable and has not been or will not be cured by the City in a manner and in accordance with a schedule reasonably satisfactory to the District, then the District may exercise the applicable remedy under Section 7.04(B).

Section 7.04 Remedies

A. If the City determines that the District has committed a material breach of this Agreement, the City may file suit in a court of competent jurisdiction in Guadalupe County, Texas, and seek any relief available at law or in equity, including, but not limited to, injunctive relief, specific performance, an action under the Uniform Declaratory Judgment Act and termination of this Agreement in addition to the monetary awards as may be appropriate.

B. If the District determines that the City has committed a material breach of this Agreement, the District may file suit in a court of competent jurisdiction in Guadalupe County, Texas, and seek any relief available at law or in equity, including, but not limited to, injunctive relief, specific performance, an action under the Uniform Declaratory Judgment Act and termination of this Agreement in addition to the monetary awards as may be appropriate.

City: City of Cibolo
200 S. Main St
Cibolo, TX 78108
Attn: Director of Planning

District: Bolton Road Municipal Utility District
of Guadalupe County
c/o: Sanford Kuhl Hagan Kugle Parker Kahn LLP
1330 Post Oak Blvd., Suite 2650
Houston, Texas 77056
Attn: Julianne B. Kugle

The Parties may from time to time change their respective addresses, and each may specify as its address any other address within the United States of America by giving at least five (5) days' written notice to the other Party. If any date or any period provided in this Agreement ends on a Saturday, Sunday, or legal holiday, the applicable period for calculating the notice shall be extended to the first business day following the Saturday, Sunday or legal holiday.

Section 9.02 Time

Time is of the essence in all things pertaining to the performance of this Agreement.

Section 9.03 Severability

If any part of this Agreement is found to be unenforceable, all other parts remain enforceable unless the result materially prejudices either Party, in which case the Parties agree to negotiate in good faith to replace such part with a provision they believe to be valid.

Section 9.04 Waiver

Any failure by a Party to insist upon strict performance by the other Party of any material provision of this Agreement shall not be deemed a waiver thereof or of any other provision hereof, and the Party shall have the right at any time thereafter to insist upon strict performance of any and all of the provisions of this Agreement.

Section 9.05 Applicable Law and Venue

This Agreement shall be construed and interpreted in accordance with the applicable laws of the State of Texas and City of Houston without regard to conflicts of law principles. Venue for any disputes relating in any way to this Agreement shall lie exclusively in Harris County, Texas.

Section 9.06 Reservation of Rights

To the extent not inconsistent with this Agreement, each Party reserves all rights, privileges, and immunities under applicable laws.

Section 9.07 Further Documents

The Parties agree that at any time after execution of this Agreement, they will, upon request of the other Party, execute and deliver the further documents and do the further acts and things as the other Party may reasonably request in order to effectuate the terms of this Agreement.

Section 9.08 Incorporation of Exhibits and Other Documents by Reference

All Exhibits and other documents attached to or referred to in this Agreement are incorporated into this Agreement by reference for the purposes set forth in this Agreement.

Section 9.09 Effect of State and Federal Laws

Notwithstanding any other provision of this Agreement, the District shall comply with all applicable statutes or regulations of the United States, the State of Texas, and City Ordinances and City Charter provisions implementing such statutes or regulations.

Section 9.10 Authority for Execution

The City certifies and represents that the execution of this Agreement is duly authorized and adopted in conformity with the City Charter and City Ordinances. The District certifies and represents that the execution of this Agreement is duly authorized and adopted by the Board.

Section 9.11 Semi-Annual Review

At least semi-annually, the District shall review and confirm, and will notify the Planning and Development Department in a form prescribed by such department, of the accuracy of the list of resale permit holders as provided by the Comptroller.

[SIGNATURE PAGES FOLLOW]

IN WITNESS WHEREOF, the Parties have executed this Agreement in multiple copies, effective as of the date countersigned by the City Controller, each of which shall be deemed an original. Each person signing this Agreement represents and warrants that he or she is duly authorized and has legal capacity to execute and deliver this Agreement. The Parties hereby agree that each Party may sign and deliver this Agreement electronically or by electronic means and that an electronic transmittal of a signature, including but not limited to, a scanned signature page, will be as good, binding, and effective as an original signature.

**BOLTON ROAD MUNICIPAL UTILITY DISTRICT
OF GUADALUPE COUNTY**

By: _____
_____, President

ATTEST:

By: _____
_____, Secretary

Tax ID No.: _____

STATE OF TEXAS §
 §
COUNTY OF _____ §

This instrument was acknowledged before me this _____ day of _____, 20__ by _____, as President, and _____, as Secretary, of the Board of Directors of Bolton Road Municipal Utility District of Guadalupe County, a political subdivision of the State of Texas, on behalf of said political subdivision.

Notary Public in and for the State of Texas

(NOTARY SEAL)

CITY OF CIBOLO, TEXAS

Mayor

ATTEST:

City Secretary

APPROVED:

Director, Department of Planning and Development

COUNTERSIGNED:

City Controller

DATE COUNTERSIGNED: _____

APPROVED AS TO FORM:

City Attorney

EXHIBIT "A"

EXHIBIT "B"

Exhibit F – ROW Dedication & Street Connectivity

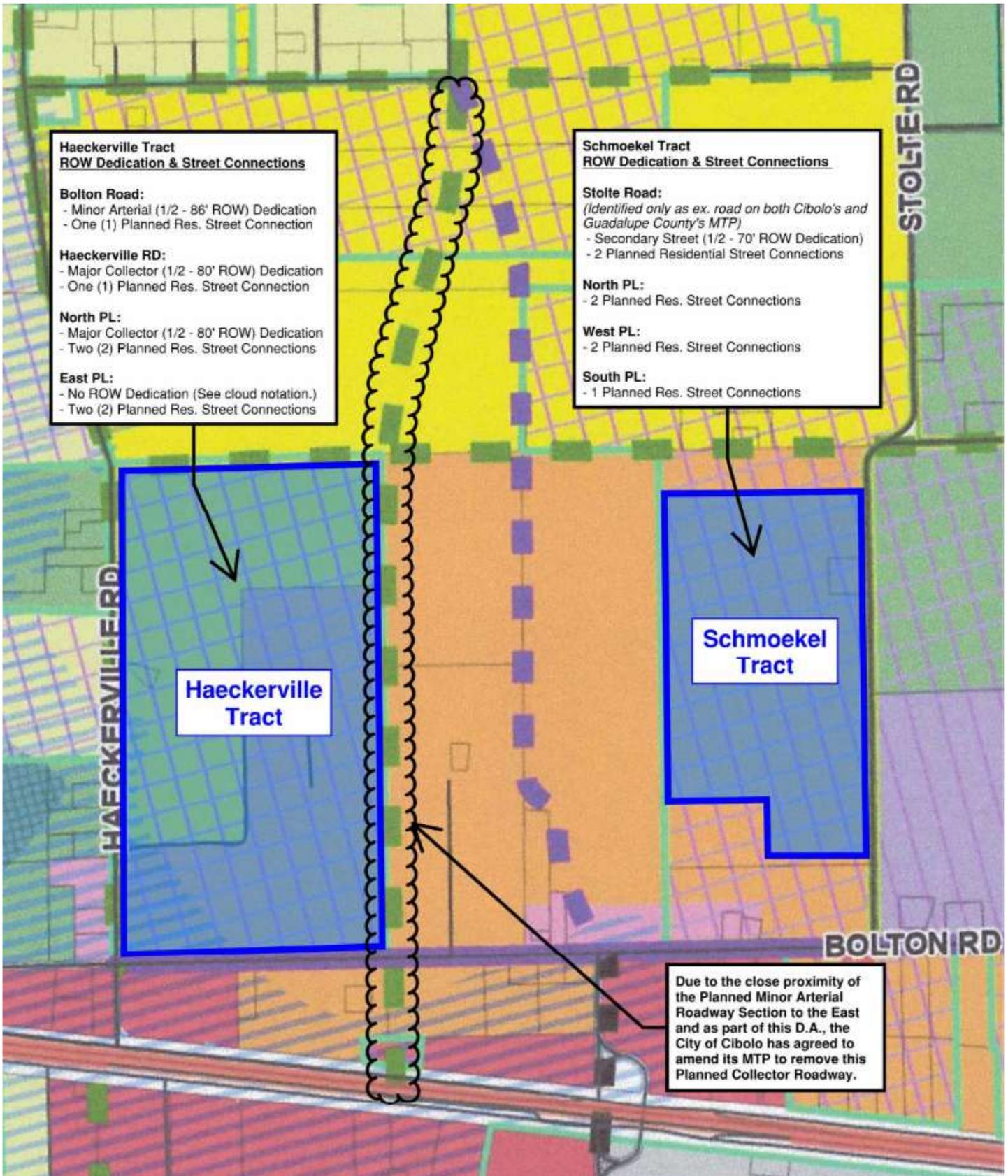
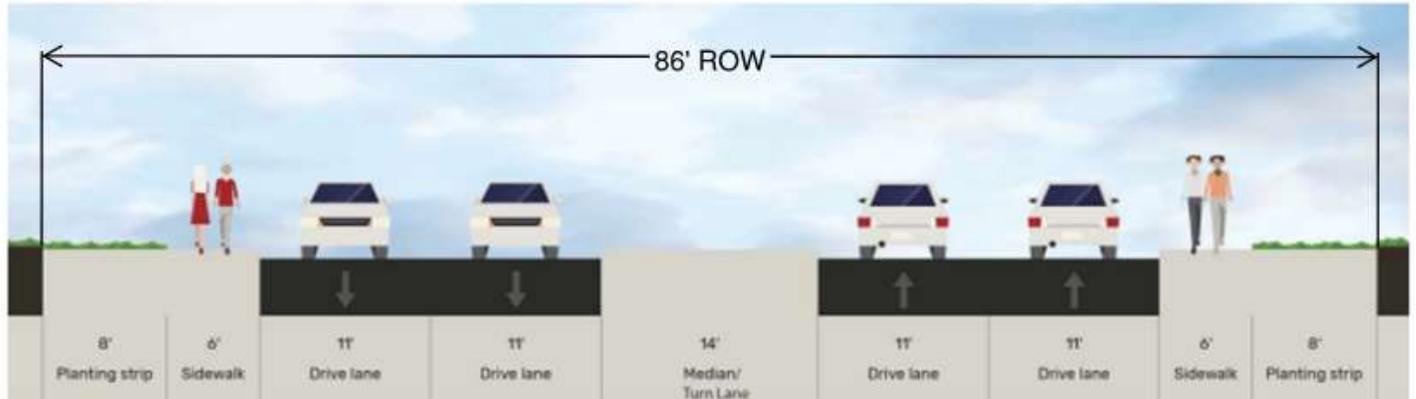


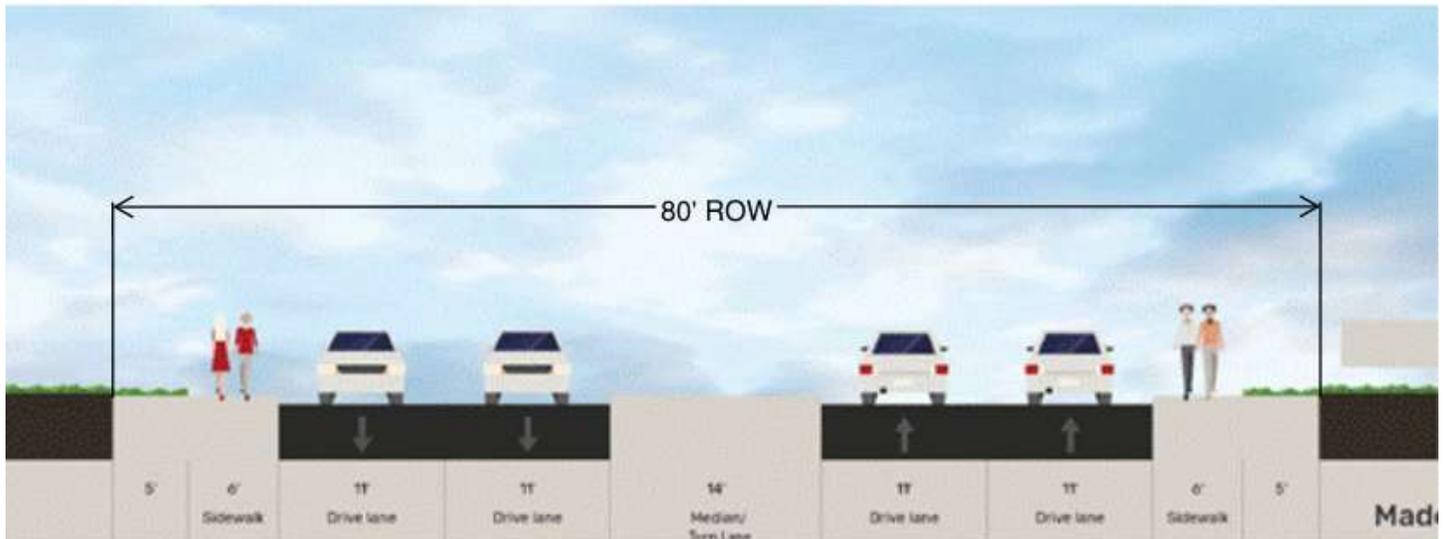
Exhibit F – ROW Dedication & Street Connectivity

Figure 4.8 | Minor Arterial - 4 lanes, divided



Common PlaceTypes along Minor Arterials - Compact Residential, Light Industrial/Business Park, Regional Activity Center, Neighborhood Commercial

Figure 4.9 | Major Collector - 4 lanes, divided



Common PlaceTypes along Major Collectors - Community Residential, Estate Residential, Compact Residential, Neighborhood Commercial



City Council Workshop Staff Report

B. Discussion/Work on Performing a Trend Analysis to examine and reflect on the organization and community - what has happened, is happening, and might perhaps happen in a desired future.

Meeting	Agenda Group
Tuesday, February 24, 2026, 5:00 PM	Discussion/Direction Item: 3B.
From	
Wayne Reed, City Manager	

PRIOR CITY COUNCIL ACTION:

January 11-17, 2022... City Council was provided material on performing a **Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis** on January 11th in advance of the Council's Strategic Planning Workshop in late January. Over the following week, the Councilmembers wrote their ideas down and forwarded them to City Manager's Office so that they could be compiled and included in the January 25th Council packet.

January 25, 2022... Council **discussion and direction on SWOT Analysis.**

January 26, 2022... City Council conducted its first ever *Strategic Planning Workshop*. The agenda covered 1) **SWOT Analysis Results**. 2) Council Vision Building, 3) Strategic Planning, and 4) Plus/Delta Exercise. (See Attachments 1 and 2)

March 17, 2023... City Council held its annual all-day *Strategic Management Workshop*. The workshop served to provide Council an opportunity to **update its SWOT analysis**, and more. Rather than starting from scratch, the City Council reviewed its SWOT from 2022 and added the following under each component.

April 25, 2023... City Council was provided products from its Strategic Management Workshop. This presentation was intended to allow the Mayor and Council Members to **review the Strengths, Weaknesses, Opportunities, and Threats (SWOT) products** from its Strategic Management Workshop. This was the first step to updating the Council Strategic Plan FY23 – FY25 for FY24 – FY27. (See Attachment 3)

April 5, 2025... City Council held its annual all-day *Strategic Management Workshop*. The workshop provided a focused opportunity for Council to engage in discussions and provide direction on several key strategic areas, including performing **SWOT analysis session to identify key trends** and inform the development of future strategies.

May 27, 2025... City Council received a presentation and **took action on the recap of the Strategic Management Workshop** held on April 5th, including the results from the Trend Analysis. (See Attachment 4)

BACKGROUND:

This item is intended to be a working session for the City Council to conduct a Trend Analysis in advance of the Council's Strategic Management Workshop that is scheduled for March 28th. The purpose of the strategic management workshop will be to inspire a shared vision and to imagine what this outcome looks like in the next five years. Based on the good work of Council at this workshop (and the debrief during the Council's regular meeting), the City Manager's Office will produce a summary of Council's work and provide a product at the March 24th Council regular meeting. This will allow Councilmembers to review the product from the Trend Analysis in advance of the Strategic Management Workshop.

The purpose of the strategic management workshop (SMW) will be to inspire a shared vision and imagine what the Council wants to achieve in the next five years. It will be to draw a road map for the next five years so that the City Council and the Executive Team can align initiatives and gals with the outcomes the City Council wants to drive. Developing a deep understanding of the path forward is an important job for Council as the leaders of the organization and the community. **Thus, with the start of the work at tonight's workshop and the work at the SMW next month, the City Council will begin to connect vision with action.**

This year, like last, the City Council is being asked to conduct a **Trend Analysis**, which is a slight variation on a traditional SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. The trend analysis is an opportunity for us to learn important insight on how we got to where we are today and how that journey can help us look to the future for the next five years to drive even better outcomes. It is important for the Councilmembers to think about... *what are the things holding the organization back as well as propelling it forward, impeding or advancing our progress toward the accomplishments that Council believes are most important to achieving its vision over the next five years?*

This exercise works well for a newly formed team. As background, a SWOT Analysis is one of the most commonly used tools to assess the internal and external environments of an organization and is a valuable tool used in an organization's strategic planning process. A SWOT analysis helps with both strategic planning and decision-making, as it introduces opportunities to the organization as a forward-looking bridge to generating strategic alternatives.

STRENGTHS Characteristics of an organization which give it advantages over its competitors	WEAKNESSES Characteristics of a business which put it at a disadvantage relative to competitors
OPPORTUNITIES Elements in an organization's external environment that allow it to formulate and implement strategies to achieve its goals	THREATS Elements in the external environment that could endanger the integrity and financial strength of the organization

Internal Factors		External Factors	
Strengths	Weaknesses	Opportunities	Threats
backward-looking		forward-looking	

A Trend Analysis captures the same information as the traditional SWOT exercise but in a less rigid structure by allowing individuals to be generated as individuals associate them with a period of time.

Purpose

A Trend Analysis exercise will provide a quick poll of the City Council's understanding of the organization - what has happened, is happening, and might perhaps happen in a desired future. It will create shared ground for beginning the update to the Council's Strategic Plan and recasting the Vision across a time horizon of FY27 – FY30.

Rational Aim

To explore the history of and discern what is trending for our organization and community. This conversation will help the City Council explore more deeply the way members understand the organization, its vision, mission and values.

Experiential Aim

To assist the City Council in tuning in with one another and preparing for the real planning across the next 5 years. This exercise will allow the City Council to name and honor their past, present, and future in a relaxed setting, which will allow the members to become energized about moving forward together.

Time Frame

30 minutes.

Facilitation Approach

This exercise will require three (3) tables that represent the Past, Present, and Future.

The City Council will be placed into two groups of four and each group will be seated at one of the tables labeled. So, we may start with Group A seated at the "Past" table and Group B seated at the "Present" table. The groups will then complete their work at the tables and then get up and move to the next table, essentially rotating from table to table until they have completed all three (Past, Present, Future).

At the first table, the Councilmembers will have to generate their ideas to place on the board or flip chart. As they move to their 2nd or 3rd tables, the groups will add to ideas posted or they will put a check mark on the sheets that they agree with.

The time will be 10 minutes first round, 8 minutes for the second round and 5 minutes for the 3rd round. At the conclusion, the City Council will gather together and go table-to-table to briefly discuss the written results. (Due to the 30 minute time limitation in the workshop, the City Council will conduct its debrief during the regular meetings - see Item 13.G (Discussion on results from City Council's Trend Analysis conducted during the Council Workshop on February 24, 2026).

To help generate ideas, the city manager is providing the following interpretive level questions. It is strongly encouraged for Councilmembers to take some time to write their ideas down in advance of the workshop, because this will help each member be more productive and intentional in the workshop. Again, due to time limitations, the Council will revisit this Trend Analysis during the regular meeting so that it can summarize each table conversation using a flip chart to report insights on shifts and trends to the larger group.

PAST		PRESENT		FUTURE	
Accomplishments	Setbacks	Strengths	Weaknesses	Risks	Opportunities
<p>What have been important milestones and results?</p> <p>What have been significant efforts?</p> <p>What are important areas of progress?</p> <p>What went well?</p>	<p>What events and happenings have impeded progress?</p> <p>What things required taking a few steps back?</p> <p>What factors intruded on plans?</p>	<p>Where do we have real advantages and momentum?</p> <p>What have we built that we do not want to lose?</p>	<p>What are the areas that need development?</p> <p>Where are the gaps in effectiveness?</p> <p>What are major organizational issues?</p>	<p>What forces are working against us?</p> <p>What could “blow up” if not dealt with?</p> <p>Where are potential dangers in the future?</p>	<p>What forces are working for us?</p> <p>What doors are open to us?</p> <p>What are ideas whose time has come?</p>

Focused conversation at the end. This will be conducted during the Council's regular meeting due to time limitations (30 minutes) during the workshop.

- What stood out to you?
- What are you glad that was placed on the scan?
- What challenges are shaping our present and possibly our future?
- What causes you concern?
- What do we need to pay attention to over next 3-5 years?
- Where do you see the opportunity for the greatest impact?

STAFF RECOMMENDATION:

N/A

FINANCIAL IMPACT:

N/A

MOTION(S):

N/A

Attachments

- [Att. 1 - SWOT Analysis PPT - SPW 2022-01-26](#)
- [Att. 2 - SWOT Analysis Clusters Summary - SPW 2022-01-26](#)
- [Att. 3 - SMW Summary 2023-03-17](#)
- [Att. 4 - Trend Analysis Summary 2025-04-04](#)
- [Att. 5 - SWOT Questions to Generate Ideas](#)

SWOT Analysis

Presented by: Wayne Reed, City Manager

January 26, 2022



Strengths (internal) Themes

1. Strong Management/Leadership/Dedicated Staff
2. Location
3. Finances
4. Military Presence
5. Community Pride/Uniqueness
6. Partnerships
7. Water



Weaknesses (internal) Themes

1. Infrastructure – Roads, Flooding, Broadband
2. Internal Processes/Prof. Development/Project Management
3. Branding/Public Relations
4. Strategic Planning
5. Communication



Opportunities (external) Themes

1. Location
2. Economic Development
3. Partnerships/Infrastructure
4. Broadband
5. Quality of Life
6. Communications
7. Workforce



Threats (external) Themes

1. Economic Competition
2. Growth – Housing Diversity
3. Infrastructure
4. Strategic Planning/Project Management
5. Branding/Communication/Engagement
6. Partnerships
7. Utility Dependency



Strengths (Internal) Cluster
City Council's Strategic Planning Workshop
January 26, 2022

Strong Management/Leadership/Dedicated Staff	Location	Finances	Military Presence	Community Pride/Uniqueness	Partnerships	Water
<ul style="list-style-type: none"> • New City Manager • City Secretary with Experience • Dedicated Staff • Well Trained Fire and Police • Very Engaged Fire and Police • Energized and Dedication staff • Well Trained Police & Fire • Experienced City Secretary • New City Manager – New Ideas • Dedicated Staff • New City Manager – New Ideas • Great Fire & Police – Safe City • Great Fire & Police – Safe City • Staff Cares for Community • Proximity to Employment Opportunities • Appreciates public service • Support for essential workers (Police, Fire, and PW) • Appreciates public service • Support for essential workers (Police, Fire, and PW) • The organization wants to take care of the residents the best way they can • Residents are proud of the fire and police departments and how involved they are • the great relationship CPD has with the citizens they serve • Support of the City • The Best Mayor in the Region 	<ul style="list-style-type: none"> • Freight and Amtrak railroad running through it • Undeveloped areas to grow • Freight and Amtrak railroad running through it • Location of the City to Major Highways • Underdeveloped areas to grow • Lots of land between 78 & 10 for growth • Between two major throughfares • Location • Available space • Cibolo is well situated between two major highways within an area of Texas experiencing tremendous growth • Cibolo is situated to between two largest cities (Austin & San Antonio) It is a great city to live in and commute to work in one of these large cities. • Cibolo has an existing railroad which could someday be repurposed as a line for commuter trains that could take riders to the Quarry & Downtown San Antonio, New Braunfels, & Austin • We also have Cibolo Creek running through our town & it would be great if we could find a way to increase the water flow & then establish a route for people to tube in Cibolo Creek • Proximity to primary growth areas in South Central Texas with available land and telecom along IH-10 and IH-35 (although much of IH-35 has been utilized by adjoining communities) • Identified as a rural/suburban environment • South of SH 78, large tracts of land and some access to IH10 • A up and coming DT area that is attracting others to city • Cibolo is situated between two large cities (Austin & San Antonio), so it is a great city to live in & commute to work in one of these large cities 	<ul style="list-style-type: none"> • Money in the bank to build projects • Low tax rate (compared to surrounding cities) • Strong credit rating (AA) • Fully funded Fund Reserves • Low tax rate (compared to surrounding cities) • Strong credit rating (AA) • Fully funded Fund Reserves • Stable Thriving Economy • Lower tax rate • relatively low property taxes • Credit Rating • Reasonable taxes • Low Taxes • Well Funded Economic Development Corporation 	<ul style="list-style-type: none"> • Retired military needing direction to serve • Military proud and large population of veterans • Many retired military that can be put to action when motivated • Military proud and large population of veterans • Military community near bases • Close to military base for active and retirees 	<ul style="list-style-type: none"> • Strong and rich tradition • Downtown • Historic downtown with thriving businesses • Residents are proud to call Cibolo home • Established families that have been here for generations • Strong sense of belonging • Safe, thriving community • Strong school district • Family friendly special events • Historic downtown • Love downtown • Residents are proud to call Cibolo home • Established families that have been here for generations • Family friendly special events • Historic downtown • City Events and Festivals • Love Downtown • That residents love to call Cibolo home and many families have been here a long time • Awesome Schools • Cibolo citizens like the small-town look & feel here in Cibolo • Parade and activities • Safe, good quality of life • Citizens that love calling Cibolo home • Population and Median Income Growth • Median income is higher than other cities • Low number of abandoned homes/buildings • Educated workforce • A number of our citizens are “retired” and continue to work which provides a mature workforce • We have a unique, historic, downtown area with rich history & great locally-owned businesses 	<ul style="list-style-type: none"> • Getting the right businesses in • Residents, businesses, other surrounding cities, Guadalupe County, AACOG, and many other organizations • Residents, businesses, other surrounding cities, Guadalupe County, AACOG, and many other organizations • Santikos • Involved Chamber(s) • YMCA • Miracle Field • Businesses that open up in Cibolo end up with their Cibolo location(s) leading all of their other locations as far as business revenue in comparison to how their other locations perform throughout Texas & sometimes the Nation • Cibolo's next most important customer, are our businesses, & they value being able to stay open to serve their customers & for it to be easy to work with Cibolo through the permitting & inspection process as they seek to open their businesses 	<ul style="list-style-type: none"> • Water for current population • Water for current population

Weaknesses (Internal) Cluster
City Council’s Strategic Planning Workshop
January 26, 2022

Infrastructure-Roads, Flooding, Broadband	Internal Processes/Prof. Development/Project Management	Branding/Public Relations	Strategic Planning	Communication
<ul style="list-style-type: none"> • Roads • Water Procurement • Freight and Amtrak railroad running through it • Freight and Amtrak railroad running through it • Lack of Fiber Optics • Appearance of roadways or poor road conditions (“front door”) • Flooding issues • If it does not catch-up on street maintenance, it will become financially incapable of creating and sustaining a good street network • Infrastructure as a whole • ROADS • ROADS • Flooding in some areas • Flooding • Roads • Infrastructure – maintenance • Infrastructure • Roads • Flooding • If Cibolo does not begin fixing 10 or 11 roads in 2022, then the majority of Cibolo citizens will lose faith in their elected officials & city staff’s ability to deliver on our promises • If business owners don’t see Cibolo & TxDOT get busy on improving roads & other infrastructure, then they may alter plans to open new businesses in Cibolo & may seek to establish their new locations in more mature cities where the infrastructure is already in place • Cibolo needs to do a better job at maintaining & reconstructing / resurfacing the roads • Residents are very frustrated in how long it is taking to fix Cibolo Valley Drive, FM 1103, & the 9 other Cibolo roads which city council borrowed \$7.5M to fix • Businesses are also frustrated with the condition of our infrastructure (roads) & our lack of infrastructure (water, sewer, electricity, & internet) along I10 • Citizens are growing tired of hearing about Cibolo’s plans to fix the roads, yet not seeing any actual road construction taking place • Poor roads leading to additional traffic jams and accidents • Fiber internet access 	<ul style="list-style-type: none"> • Permitting • Understaffed in several service areas • Performance management • Instilling continuous improvement • Employee development • Employee recognition (inconsistent) • Not properly resourced for emergency management • Lack of facilities management staffing • Performance management • Instilling continuous improvement • Employee development • Employee recognition (inconsistent) • Not properly resourced for emergency management • Lack of facilities management staffing • Understaffed in several service areas • Permitting time is too long • Employee development • Performance reviews • Periodically, actions are not integrated • Work on being transparent, getting to work on time, wasteful time at work • Individuals that skirt the issues with excuses, attempt to spin, fluff, and give excuses, blaming someone or others • Caring about wastefulness/giving an honest 40 hrs. a week-some do-some don’t • Cibolo has a bad reputation from business owners when it comes to the permitting & inspection process when opening a new business in Cibolo -Slow to respond how (long to new impact fees? CIP projects etc.) • Late over budget projects • 1A projects never get completed on time/within budget • Permitting and Inspections • roads are dire, need repair • Poor maintenance of existing transportation infrastructure • Delivery of CIP projects takes longer than originally planned or expected • Need to get the very visible road, water, public safety, and flooding issues under control ASAP or we will continue to be behind and never catch up • Inspections-inconsistent and difficult to schedule for reinspection • Not market competitive in compensation to attract and retain top talent (NOTE: Police and Fire just brought to market Oct 21) 	<ul style="list-style-type: none"> • Inconsistent promotion of community (no annual plan of what we will be doing) • Not resourced adequately to promote Cibolo on social media and other outlets • Inconsistent promotion of community (no annual plan of what we will be doing) • Not resourced adequately to promote Cibolo on social media and other outlets • Perception as the little sibling of Schertz • People don’t know the city boundaries – too much going on at the northern entrances. Could benefit from “welcome to Cibolo” signs • PR • We have good services like See Click Fix but many residents don’t know about them • Our knowledge of these issues, yet inaction to remedy these issues contribute to a weaker brand image for Cibolo 	<ul style="list-style-type: none"> • Not forward thinking • Ok with status quo • Lack of Planning for the future • Inadequate Growth Management • Limited pre-planning (no strategic plan) • Do not update items that need to be (DCM) • Behind on flooding solutions (BLE, NAI, etc) 	<ul style="list-style-type: none"> • Communication • Lack of commination with GVSUD • That it seems that CC and City Staff does not work well together • Perceived communication issues (lack thereof) between city and residents • The feeling that they do not feel that their input is recognized • Insufficient support by citizens for committees

Opportunities (External) Cluster
City Council's Strategic Planning Workshop
January 26, 2022

Location	Economic Development	Partnerships/Infrastructure	Broadband	Quality of Life	Communications	Workforce
<ul style="list-style-type: none"> Proximity to San Antonio/Ports Close to Cibolo Creek and can enhance Strategic location along the I-35 corridor and the Golden Triangle of Texas I-10 corridor for manufacturing and other primary job employers Strategic location along the I-35 corridor and the Golden Triangle of Texas I-10 corridor for manufacturing and other primary job employers FM78 I10 The Cibolo Crossing development, FM 1103, Cibolo Valley Drive, 78, & eventually I10 are all excellent locations for companies to open new great businesses here in Cibolo The corridor we live in Close proximity S.A., Austin, Houston Attractions of growing companies from places like Austin and San Antonio Companies looking at secondary markets/locations for new corporate HQs and other facilities Cibolo Creek 	<ul style="list-style-type: none"> Plenty of land to grow properly Plenty of room near I-10 for business growth Need hospital/medical care I-10 corridor looks promising going forward E-business is growing where brick and mortar is down, access to I-10 should be an opportunity for us Development of areas within our city for retail, manufacturing, and industrial to the level of quality we desire – creating destinations Create a connected transportation network as the city grows Development of areas within our city for retail, manufacturing, and industrial to the level of quality we desire – creating destinations 78 corridor is prime real estate for new businesses Prime location for post-secondary or vocational training 78 corridor is prime real estate for new businesses AW Texas breaking ground in Cibolo off I10 is our flagship industrial opportunity & we need to leverage that development when attracting other industries to open up shop here in Cibolo Development of commercial/manufacturing development along IH10 With the expansion of a Private School, that could be enhanced for further training in the areas of a post high school level (Jr. college/technical-telecom) opportunity Companies looking to expand Started to establish our Global Presence (AW) Tourism Engage more with county on emergency services look for a potential hospital district in Cibolo We have space to partner with the county on a community college (none in Guadalupe County, students have to pay out of area fee to use Alamo colleges) Transition as many city services as possible to be used online, permits, water and sewer bills etc. Improving Main Street – Look at businesses with old signs and give EDC 	<ul style="list-style-type: none"> Regional partnerships Inter-local government agreements (scale of costs down) Started to establish our Global Presence (AW) Rapidly growing county looking for city leadership from rapidly growing city Regional partnerships Inter-local government agreements (scale of costs down) Having individuals working with other entities and organizations (AACOG, AAMPO, & JBSA) Working with County on roads Extension of Tolle Rd to an elevated crossing over the railroad and connect to SH78 while closing an unsafe Country Ln connection to through traffic Solar and economical electrical grid (GVEC). 	<ul style="list-style-type: none"> Remote work Remote working (telework) Remote work Remote working (telework) Residents working from home Fiber Remote working (telework) Working with other entities to get Tech companies needing fiber 	<ul style="list-style-type: none"> Society has masked up, don't see that ever ending, look to outdoor activities, sports complex expansion etc. Becoming a Greener City Revitalization effort of downtown Cibolo Library – could do a Bibliotech (digital/device library) Great Parks Dept. – more classes for residents (how to make grass grow, etc.) Community garden – have one, most people don't know Plans for park/trail system – would be huge benefit Bikes – We are a hot spot for bikers, could try to get a bike shop out here and host bike races (not motorcycles, actual bicycles) Great school district – could partner more with them (used to have Cibolo Youth Council) Community Art – decorate utility boxes Due to many more people working from home, the need for childcare has decreased among some households & the need for family friendly local events & businesses has increased Enhancement of park areas for children With the increased number of high school students, opportunities to work in local jobs, etc. Urban Housing (garden homes) bougie apartments for young people Homebuilders are interested in building in Cibolo & we need to welcome the right types of new housing in Cibolo, such as large lot homes where homeowners can 	<ul style="list-style-type: none"> Having a better social media presence CPD does a very good job of shooting short films & putting them on YouTube, etc. Other departments within our city government could adopt these best practices to shoot other videos such as how to use our city website to pay their bills or traffic tickets & post these videos on the city website & on social media sites 	<ul style="list-style-type: none"> Internships (AmeriCorps – free for city, extra workers) More training for staff – certification programs, etc. to help give more opportunities to move up. One thing that the pandemic has taught society is that many of us can function effectively while working from home; Cibolo staff could identify which employees could work from home & offer a hybrid schedule where they could work from home some days & come into city hall on other days for in-person meetings, etc. As mentioned above, the recent widespread adoption of working from home has really changed the landscape of our Cibolo daytime environment, we experienced great economic growth during the height of the pandemic because people whom would normally be working in an office building or other business in San Antonio are instead staying in Cibolo to work, so we could target these citizens with offers to order lunch to go from local restaurants or even have their lunch orders delivered to them at home during the workday

Opportunities (External) Cluster
City Council's Strategic Planning Workshop
January 26, 2022

	<p>grants for improvement (Cibolo Bowling Club and the Grange are two that could use some help – these two are quintessential small town things we are very lucky to have and should help keep in business)</p> <ul style="list-style-type: none">• Large corporations are moving their operations to Texas to capitalize on our great workforce & low corporate tax rates, Cibolo needs to be aggressively perusing companies like Space X, Tesla, Google, & Facebook to see if they could consider Cibolo for their new campuses			<p>buy one-half or even one-acre lots between 78 & 110 in Cibolo</p>		
--	--	--	--	--	--	--

Threats (External) Cluster
City Council's Strategic Planning Workshop
January 26, 2022

Economic Competition	Growth	Infrastructure	Strategic Planning/Project Management	Branding/Communication/Engagement	Partnerships	Utility Dependency
<ul style="list-style-type: none"> • Business deciding to build next door • Other cities attracting businesses that could locate in Cibolo • Other cities attracting businesses that could locate in Cibolo • Competition of neighboring cities • Selma is doing a fantastic job of fixing their roads (Lookout & Evans Roads), they also have great businesses surrounding & within the Forum shopping center along i35, plus they also have one of the very lowest property tax rates within the great state of Texas • Schertz is doing a great job attracting large corporations such as Amazon, Lowes, & Walmart • Creating their own identity • City licensing of "food" trucks is providing additional revenue to other cities • Airbnb taxes to other cities are collected for nightly rentals. • Getting hotels and businesses to open in other cities which in turn don't come to Cibolo • Coordinated efforts in attracting businesses • Business attraction • Update to development regulations to respond to changing environment and forms of development • Business attraction • Attracting business opportunities • Update to development regulations to respond to changing environment and forms of development • Low sales tax income 	<ul style="list-style-type: none"> • Close minded growth • Increase in growth rate • We still act like a town of 6K • Increase in growth rate • Inability to responsibly grow • Controlled growth the right way • Rapid growth • Fixing the issues while still trying to continue the growth • Steele becoming a Athletic machine • The idea to come to Cibolo just for sport needs to change • Low-income housing or foreclosures brings in criminals, we want people that sill want country living • Irresponsible developers bringing in crap subdivision into ETJ • Annexation which results in significant tax support for their citizens. <div style="background-color: #cccccc; text-align: center; padding: 2px;">Housing Diversity</div> <ul style="list-style-type: none"> • Diversity of Housing Options • Residents passing through town because no viable house options available as they grow • Developers not listening to what Citizens want – larger lots -good people move to other cities 	<ul style="list-style-type: none"> • Street maintenance • Acquisition of raw water rights to keep pace with growth and regulations (at affordable cost) • Street maintenance • Inconsistent broad band service • Acquisition of raw water rights to keep pace with growth and regulations (at affordable cost) • Fiber • Infrastructure limits where businesses can go (water) • We have a pressing need to improve our infrastructure starting with the 11 roads (FM 1103 included) that we promised our citizens that we would fix; we need to get started on these road projects immediately • Cooperation from infrastructure providers (AT&T, GVEC, GVSUD, Time Warner, & TxDOT) have slowed down progress to reconstruct FM 1103 & we need to get these lines relocated so that TxDOT can begin widening FM 1103 in Schertz & Cibolo • Minimal telecom/internet support for new business • Lack of adequate traffic connections between interstate highways. There is only one direct connection to IH - 35, 1103, through a partial 3009 connection. Likewise, connections to IH-10 are even worse and those connections are not adequately interfaced to SH78 or IH 35. • Need GVEC and AT&T to bring more fiber • Inconsistent broad band service • Individuals moving out because they work from home -slow internet • Businesses not paying fair share of impact fees • Downtown is intersected by freight trains numerous times daily without providing any economic advantages. Other rail intersections have resulted in significant damage to property and personnel 	<ul style="list-style-type: none"> • If we do not stay focused on what we have been working on • Permit process • Permit process • Planning • Long range planning and minimal status reviews. • Getting projects finished on time and on budget (always late & over budget) • Right hand knowing what left hand is doing • Strategic plan to not have corporations shut down mom-and-pop businesses 	<ul style="list-style-type: none"> • Cibolo could do a better job at getting the word out about new business openings, new parks (ball fields), local businesses, & road projects via the city website & on social media, since we do not have a TV channel or any local newspapers to cover many of our local Cibolo announcements • Branding • Not putting the RIGHT kind of energy into our events • Branding • Negative posts / comments on social media may be threatening the viability or reputation of Cibolo • Not being more vocal during the CC meetings 	<ul style="list-style-type: none"> • Due to our proximity to Bexar/ Guadalupe County seats, entity support is minimal. • Working with the County to employ lateral road taxes in the communities. • The division of the City into two county precincts negatively impacts project supports. • Partnerships with TXDOT • State legislature • Loss of state/federal funding 	<ul style="list-style-type: none"> • Dependency on other agencies outside the city to provide services within our City (GVSUD) • Don't control utilities in our city • Inability to be service provider of W&WW throughout our ETJ and city limits • Inability to be service provider of W&WW throughout our ETJ and city limits • Dependency on other agencies outside the city to provide services within our City (GVSUD) • Not able to provide water to all of the residents • We do not have sufficient control over septic disposal (Green Valley/Schertz.

SWOT Summary from Council Strategic Management Workshop on March 17, 2023

Rather than starting from scratch, the City Council reviewed its SWOT from 2022 and added the following under each component.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> FM1103 & Cibolo Valley Drive are both under reconstruction Good relationships with H.E.B. and Wal-Mart Improving Downtown Senior Program Animal Shelter Improving – need plan GVSUD relationship potentially improving due to Cibolo – based board members and active residents Good relationships with County and State Reps Good relationship with our Congressman 	<ul style="list-style-type: none"> <i>Infrastructure South of FM28</i> <i>Lack of Infrastructure S. of 78</i> <i>Relationship with UPRR & ATT</i> <i>UP Railroad Safety & TxDOT – Country Ln, Main St.</i> <i>Policy and procedures not up to date as well as ordinances issues</i> <i>No current TSO map</i> <i>Few services for those in need locally</i> <i>Interconnecting Highways from FM78 to I-10</i> <i>Program status on Web updates</i> <i>Railroad just passes through Cibolo and offers us nothing but train/truck wrecks and potential train derailments</i> <i>Funding for everything</i> <i>Pedestrian Safety – Main St. and FM1103</i> <i>SCUCISD</i> <i>Planning Process</i> <i>Not following/enforcing our own rules/regulations</i> <i>YMCA weakness – double taxing for field use</i> <p><i>Relationship with SCUCISD</i></p>	<ul style="list-style-type: none"> Develop walking park and bridge behind City Hall To necessary bring in infrastructure Senior City Facility Annex neighborhoods in Cibolo ETJ areas Grant funding with new grant writer AmeriCorps Partnership w/non-profits for Human Service’s needs – CCSCT, Any Baby Can, Big Brothers Big Sisters Utility engagement PUC, CCN, etc. SCUCISD partnership – kid interns, shadow Bill that gives Cities within X miles to military bases reimbursement for lost tax revenue Cibolo ballfields need to be returned to Cibolo for reservations by Cibolo sports teams Sidewalks on both sides of Main St. Hybrid/Remote work = more people working in Cibolo Partnerships with County, Cities, State for training facility 	<ul style="list-style-type: none"> Growth – Police/Fire can’t keep up – hiring, facilities, equipment, etc. Rentals increasing due to interest rates Home building – done fast, low quality – foundations become city issue Council not working together – common goals vs. personal goals Train derailments Complacency Proposed de-annexation legislation Long-term plans – decisions have far-reaching impacts Not a lot of workforce housing Transparency/communication <ul style="list-style-type: none"> CC—Staff City – Public No infrastructure in Southern Cibolo State Legislation Eliminating Taxes

Council Strategic Management Workshop
Council Chambers
04/05/2025

PAST		PRESENT		FUTURE	
Accomplishments	Setbacks	Strengths	Weaknesses	Risk	Opportunities
<i>As illustrated by:</i>		<i>As illustrated by:</i>		<i>As illustrated by:</i>	
<ul style="list-style-type: none"> • Started & Finished Drainage Project • Ordinance Revisions (ex: Noise & Foundations) • Finishing CIP Underbudget • Cibolo Valley Drive • Reconstruction of Dean Road & the Low Water Bridge on GVD. • Increased Property & Sales Tax Revenue • Master Plan Complete • CIP • Setting Up CIP • Reconstruction of Cibolo Valley Drive • Relationships with County, TxDOT, AAMPO, & Other Cities • CIP Projects • Some Economic Tax Base Increasing w/ New Opening Businesses • GVSUD 	<ul style="list-style-type: none"> • Money • Money • TxDOT – FM1103 • FM1103 Not Starting on Time • Not Following Through Fully on CIP Projects • Can Kicking • Employee Performance – Leadership Not Knowing What Their People Are Doing • Ordinance Updates (UDC still in Progress) • Companies Locating in Cibolo • Economic Inflation • Need Stronger Economic Development Tax Base • CIP Delays from Deadline 	<ul style="list-style-type: none"> • Partnerships • 9+ Road Projects (Need 10 More) • CMO working to Find Funding For Projects • Relationships • Ability to Start Looking to the Future on Roads • Opened 40 new Businesses in 2024 • Increase Commercial Revenue • Old Town Commercial Development • Advantage of Open Land • AA+ Rating • SCUCISD (need to keep improving relationship) • Getting Better at Goal Setting & Playing Catchup 	<ul style="list-style-type: none"> • Old Town (Zoning, Drainage, etc.) • TxDOT • Short on Resources • Can't Annex New Land • EDC Update • Roads (Maintenance, Aging Roads) • Funds to Hire the Talent Needed • Train Crossings • Need to Get Going on Tolle Road • Staffing (Not Enough) • Leadership Not Knowing What Their Real Culture is Outside of City Hall • Partnerships for Human Services Side (Non-Profits) • Need to Think Creatively to Maximize Resources & Move Forward • We Need Better Communication • Neimitez Park & EDC Project Went Nowhere 	<ul style="list-style-type: none"> • Current Zoning (Multi-Family) • Cost of Materials/Projects/Manpower • DOGE Eliminating Federal Jobs in Cibolo • Economy (People Losing Jobs, ASIN w/ Tariffs) • Increasing/Outpacing Tax Exemptions w/ New Residential Development • Reputation • Need Utilities on I10 (Both Sides) • Internal Conflict Persisting • Difficulty of New Businesses Coming to Cibolo (UDC) • Not Enough Funding • Legislation Passing Bills Against Cities • Relationships w/ Other Entities • Reputation • UDC is Taking Too Long • Businesses Overlooking Cibolo 	<ul style="list-style-type: none"> • I-10 is great for more Commercial Businesses • We Plan to Help Open 50 New Businesses This Year • FM1103 is Starting this Month • Grants • Working on S. Cibolo Wastewater to Attract Growth • Need Nice New Neighborhoods Between I-10 & FM 78 • Long Term Planning • Great Relationships w/ Entities • Setting Up Master Plans Helped to Get Grants • ACM • TxDOT/MPO/Grants (Need Creative Funding Ideas) • Plans in Place (Comp Plan, Others In-Progress) • Plans Being Started & Continued to Evolve

Participants: Mayor Allen, Council Members J. McGlothlin, K. Cunningham, N. Sanchez-Stephens, D. Roberts, and J. Hicks
Facilitated By: City Manager's Office

SWOT Exercise – Questions to Generate Ideas

Provide Your Best Ideas

You are being asked to provide your best ideas.

Strengths:

Consider strengths from an internal and constituent perspective.

- What advantages does our organization have?
- What unique resources does Cibolo have that other cities do not or few do?
- What is Cibolo's Unique Selling Proposition? This is what does Cibolo offer to its customers that they value and who are its customers.
- What positive resident and business perception does our organization have?
- What low-cost resources does Cibolo have access to that others do not or few do?

Weaknesses:

Consider weaknesses from an internal and constituent perspective.

- What does our organization not do well?
- What weaknesses do residents and businesses see in our organization?
- What factors contribute to a weaker brand image?

Opportunities:

Consider opportunities from an external perspective.

- What good opportunities are available for Cibolo to grow and prosper?
- What are some trends that the City of Cibolo can capitalize on?
- Are there any changes in technology or markets that our organization can take advantage of?
- Are there any changes in lifestyle, social patterns, etc., that your organization and community can take advantage of?

Threats:

Consider threats from an external perspective.

- What obstacles does our organization face?
- What are the City's competitors doing better than you?
- Is a change in technology threatening the viability or reputation of the City?
- What threats do your weaknesses put the City and our community at risk of?
- Do changes in lifestyle, social patterns, etc., pose a threat to our organization and community?