



"City of Choice"

City Council Meeting

Saturday, March 7, 2026, 10:00 AM
Council Chambers
200 S. Main St.
Cibolo, Texas 78108

Est. Duration: 5 min

1. Call to Order

2. Roll Call and Excused Absences

3. Discussion/Action

- 3.A. 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

Valerie A. Chapman, 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

Date Posted: March 3, 2026 12:27 pm



City Council Workshop Staff Report

A. 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
Saturday, March 7, 2026, 10:00 AM	Discussion/Action Item: 3A.
From	
Valerie Chapman, City Secretary	

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 Attachment4)

BACKGROUND:

At the February 24th Council workshop, City Council did not have time to work on the Trend Analysis. Therefore, we are holding a workshop on Saturday, March 7th, ahead of the March 28th Strategic Management Workshop. The City Manager's Office will be providing copies of the exercise materials to each councilmember with sheets to record their ideas for this exercise during the week of March 2nd. This will allow staff to place individual councilmember's ideas on the Past, Present, Future wall at the workshop. This will ensure the final product reflects as many councilmembers' ideas as possible.

The cover memo from February 24, 2026, is attached for more background along with the same attachments.

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

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

[CC Cover Memo 2026-02-24 - Trend Analysis Exercise.pdf](#)

[Att. 1 - SWOT Analysis PPT - SPW 2022-01-26.pdf](#)

[Att. 2 - SWOT Analysis Clusters Summary - SPW 2022-01-26.pdf](#)

[Att. 3 - SMW Summary 2023-03-17.pdf](#)

[Att. 4 - Trend Analysis Summary 2025-04-05.pdf](#)

[Att. 5 - SWOT Questions to Generate Ideas.pdf](#)



City of Cibolo

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/Action 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.

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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 goals 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	
Strengths	Weaknesses
backward-looking	

External Factors	
Opportunities	Threats
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.

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What are important areas of progress?	What factors intruded on plans?		What are major organizational issues?	Where are potential dangers in the future?	What are ideas whose time has come?
What went well?					

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- What challenges are shaping our present and possibly our future?
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- 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>		
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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 – CCSCCT, 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	
<i>Accomplishments</i>	<i>Setbacks</i>	<i>Strengths</i>	<i>Weaknesses</i>	<i>Risk</i>	<i>Opportunities</i>
<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

Council Strategic Management Workshop

Council Chambers

04/05/2025

PAST

Accomplishments

- Master Plan Complete
- CIP Projects
- CVSUD
- Minerup
- CIP
- Some extent, there is a lot of work to do
- FINISHED Drainage Project A
- Relationship Co. Toilet, RAMROCK
- Company's Location in C. Lolo
- Did some updates (cool stuff)
- Economy & Inflation
- Need stronger Economic "regional" plan
- CIP delays from outside

Setbacks

- Money
- TxDOT 1103
- Setbacks from 1103
- Can Kickin
- Company's Location in C. Lolo
- Did some updates (cool stuff)
- Economy & Inflation
- Need stronger Economic "regional" plan
- CIP delays from outside

PRESENT

Strengths

- Partnerships
- Commercial
- Old town (coming down, etc)
- Train crossings
- TxDOT
- Weakness need to get some on Talle Rd
- Short on Resources
- Staffing (not enough)
- Relationship AA+
- Scenic
- EDC update
- Roads
- Need to hire the talent

Weaknesses

- Old town (coming down, etc)
- Train crossings
- TxDOT
- Weakness need to get some on Talle Rd
- Short on Resources
- Staffing (not enough)
- Relationship AA+
- Scenic
- EDC update
- Roads
- Need to hire the talent

FUTURE

Risks

- Current Zoning (multi-family)
- Reputation
- Risk
- Risk
- Economic
- UDC
- Business

Opportunities

- Need NICE
- Long term Planning
- Grants
- ACM

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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?