



# City Council Winter Workshop SPOT Strategic Reflection Summary & Strategy Map Review Brief



Prepared for the Mayor and City Council  
City of Boerne, Texas  
March 2026

# Transmittal

Mayor and Members of Council,

This report documents the outputs of the facilitated SPOT strategic reflection exercise conducted during the February City Council Winter Workshop. The facilitated portion of the exercise took approximately 40 minutes to complete. Thanks to your pre-work and advance preparation, the session was highly efficient and allowed for broad participation and thoughtful input from every member of council.

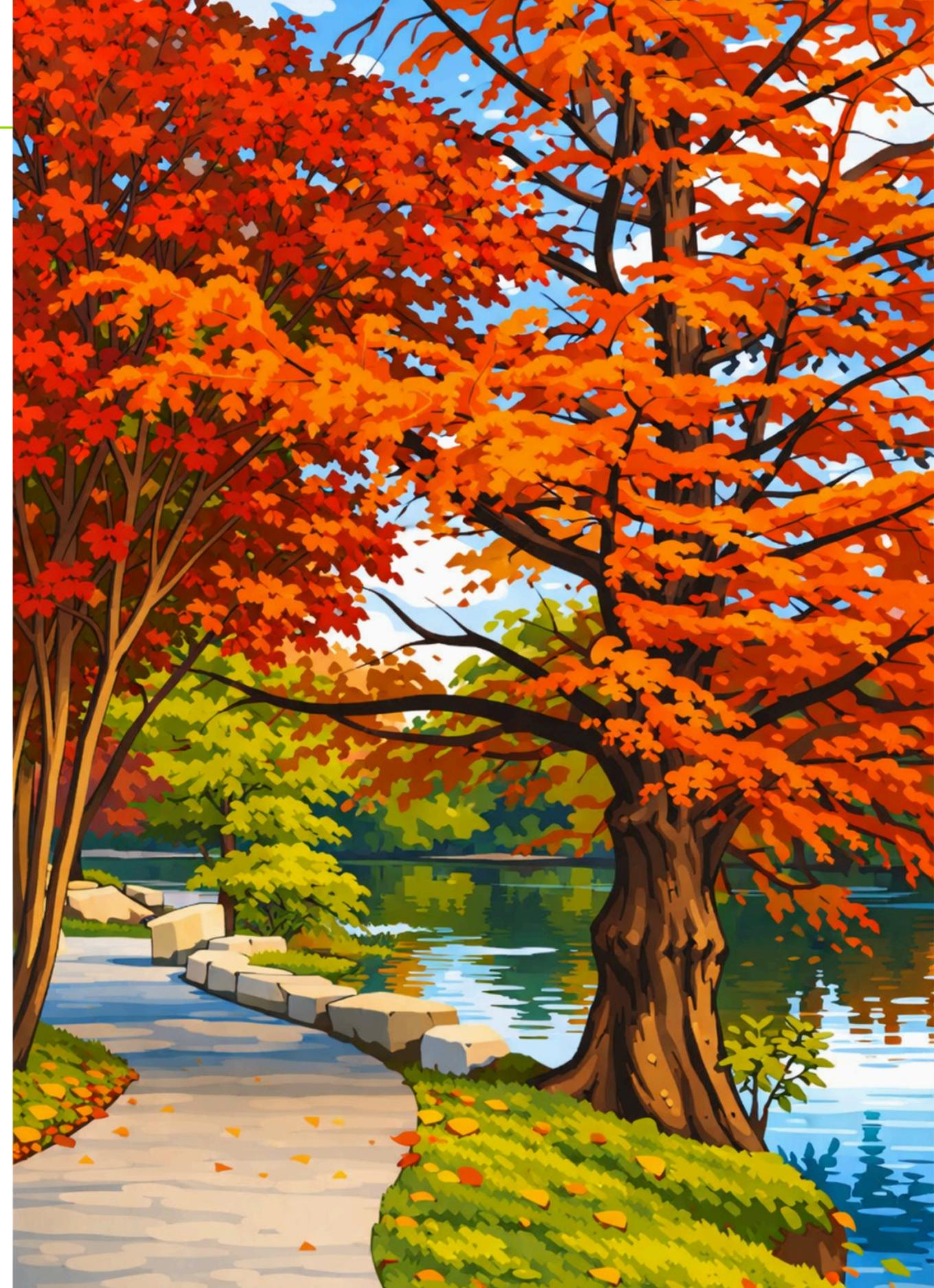
This report is structured to support your upcoming Strategy Map review by integrating three complementary inputs:

1. Council's SPOT feedback (verbatim comments organized into themes).
2. A brief Strategy Map refresher (purpose, history, and how it functions as a management tool).
3. Resident survey trendlines and recurring community feedback (2021, 2023, and 2024).

Taken together, these inputs are intended to help Council determine whether any edits to the Strategy Map are warranted to strengthen alignment, clarity, or measurability while preserving the tool's core function as an organizational management system.

Respectfully submitted,

Ben Thatcher  
City Manager



# Executive Summary

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The SPOT exercise surfaced a set of consistent themes that align solidly with resident feedback trends from the City's last three community surveys. Council's next step is to review the Strategy Map through the lens of these themes and confirm whether the current framework remains the best one-page representation of Council's strategic policy direction and the organization's performance focus.

## Key Takeaways

- Council expressed strong confidence in core services; particularly public safety, utilities, and the overall governance model.
- Traffic/mobility, infrastructure timing, and long-term water resilience were the most frequently cited pressure points.
- Growth management and development standards remain both an opportunity and a source of community tension.
- There is clear interest in strengthening downtown vitality, walkability, parks, and cultural amenities as quality-of-place priorities.
- External pressures, state legislative actions, cost escalation, environmental risks, and intergovernmental dynamics, were identified as material long-term risks.

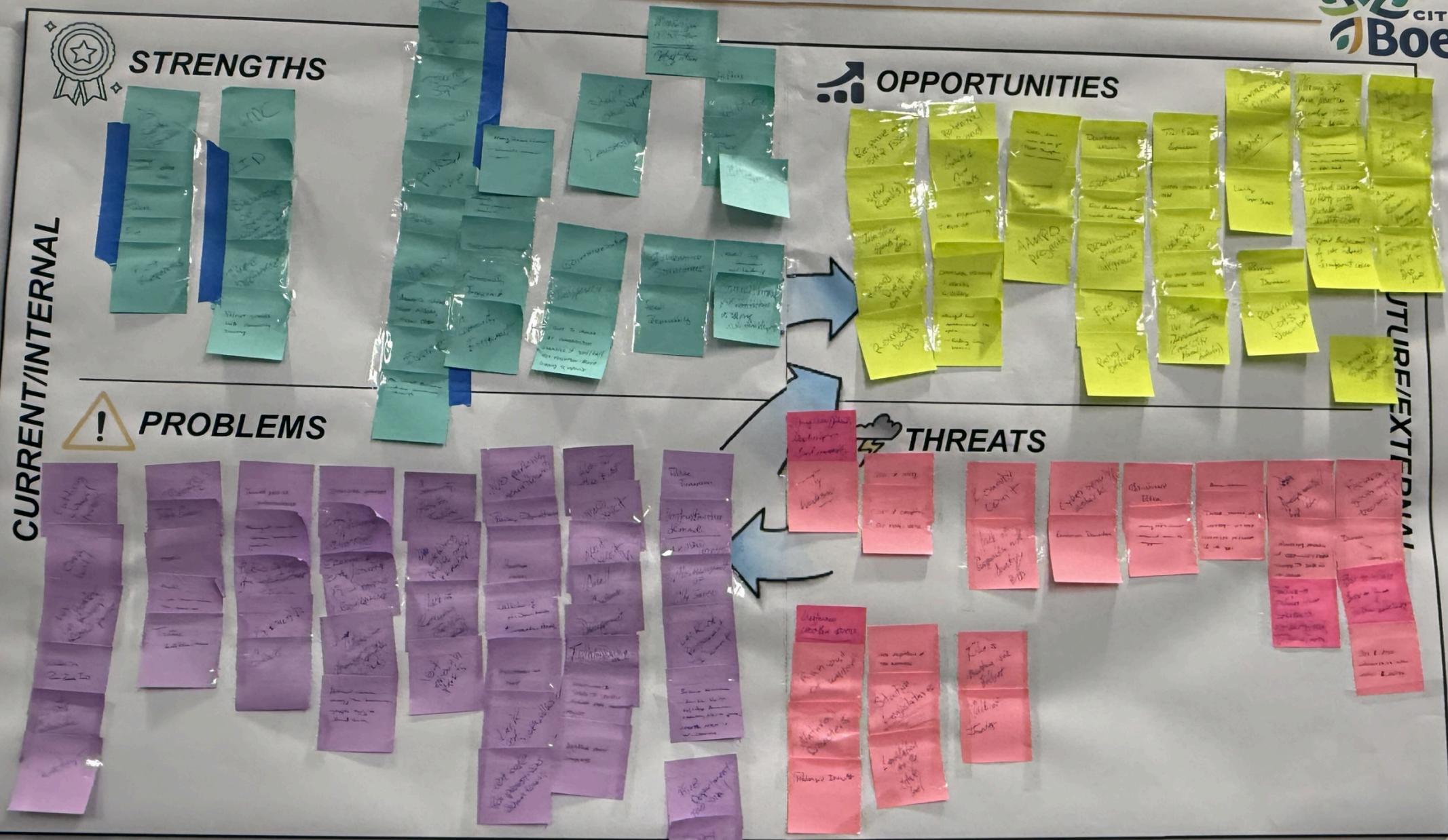
## Recommended Next Step

Use the Strategy Map review to answer four practical questions:

1. Do the map's objectives and measures clearly reflect durable priorities (mobility, growth management, capacity planning, and water resilience)?
2. Do we have explicit strategic ownership and measurable indicators for the "growth interface" functions where resident experience is most sensitive (planning, permitting, engineering/mobility)?
3. Are quality-of-place and community charm being treated as deliberate strategy (with clear measures), not only as outcomes of good intentions?
4. Does the map appropriately emphasize proactive communication and transparency, especially around development activity, infrastructure progress, and service expectations?



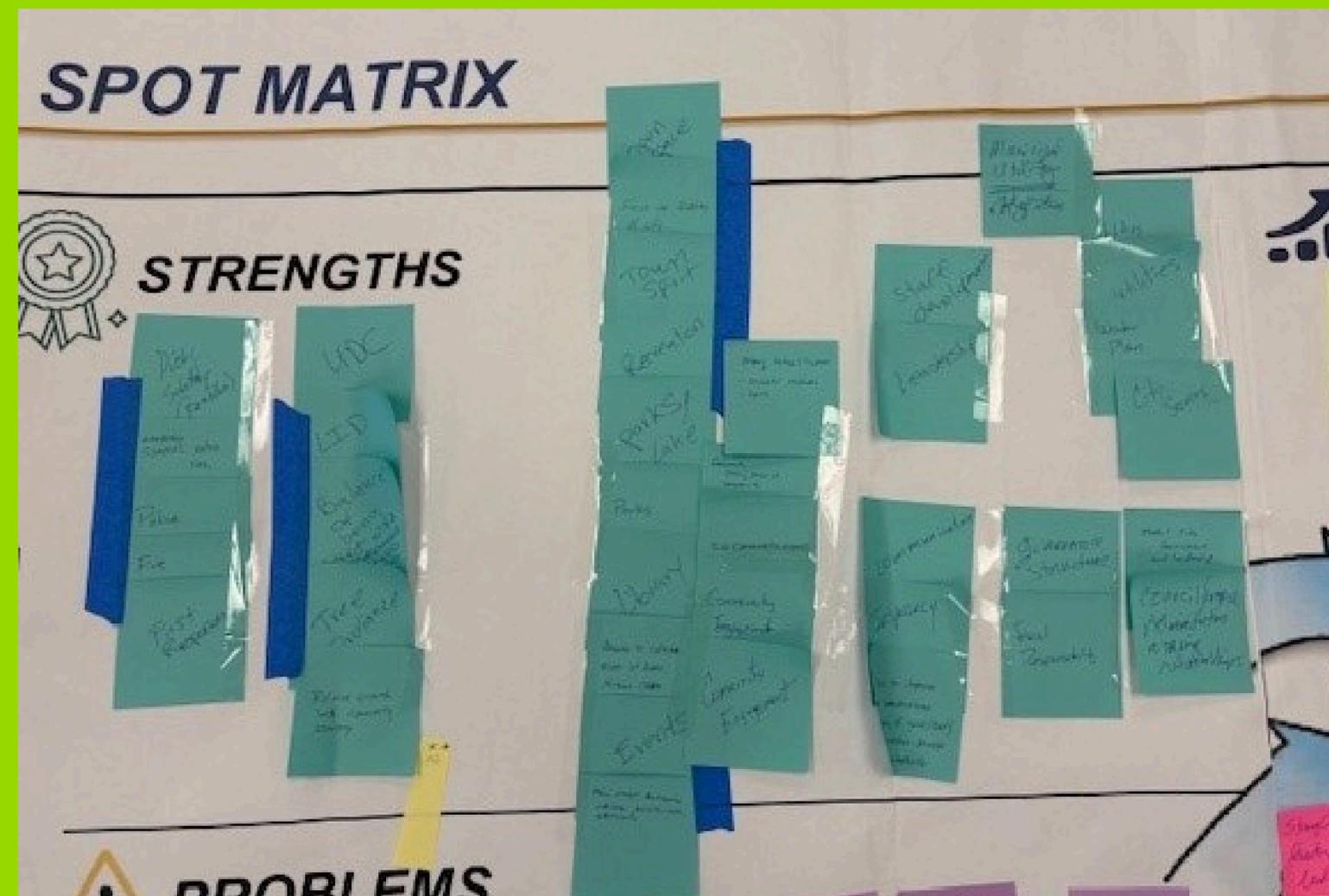
# SPOT MATRIX



## 2. SPOT Findings (Verbatim Comments Organized by Theme)

### Strengths

**Guiding Question: What are the City's key strengths today?**





# Strengths

## Public Safety & Emergency Response

- “Public safety (fire & police)”
- “Emergency services police, fire”
- “Police”
- “Fire”
- “First Responders”

## Utilities

- “Utilities”
- “Utilities”
- “Water plan”
- “Municipal Utility”
- “City services”

## Governance, Leadership & Operating Excellence

- “Governance structure”
- “Fiscal responsibility”
- “Model city government and leadership”
- “Council/Mayor administration working relationships”

## Community Character & Quality of Life

- “Focus on quality of life”
- “Town spirit”
- “Library”
- “Strong school system- successful students, sports”
- “Adhere to cultural roots of Boerne, historic charm”
- “Events”
- “Main Street businesses – diverse entertainment, & restaurants”

## Parks & Recreation

- “Open Space”
- “Recreation”
- “Parks/lake”
- “Parks”

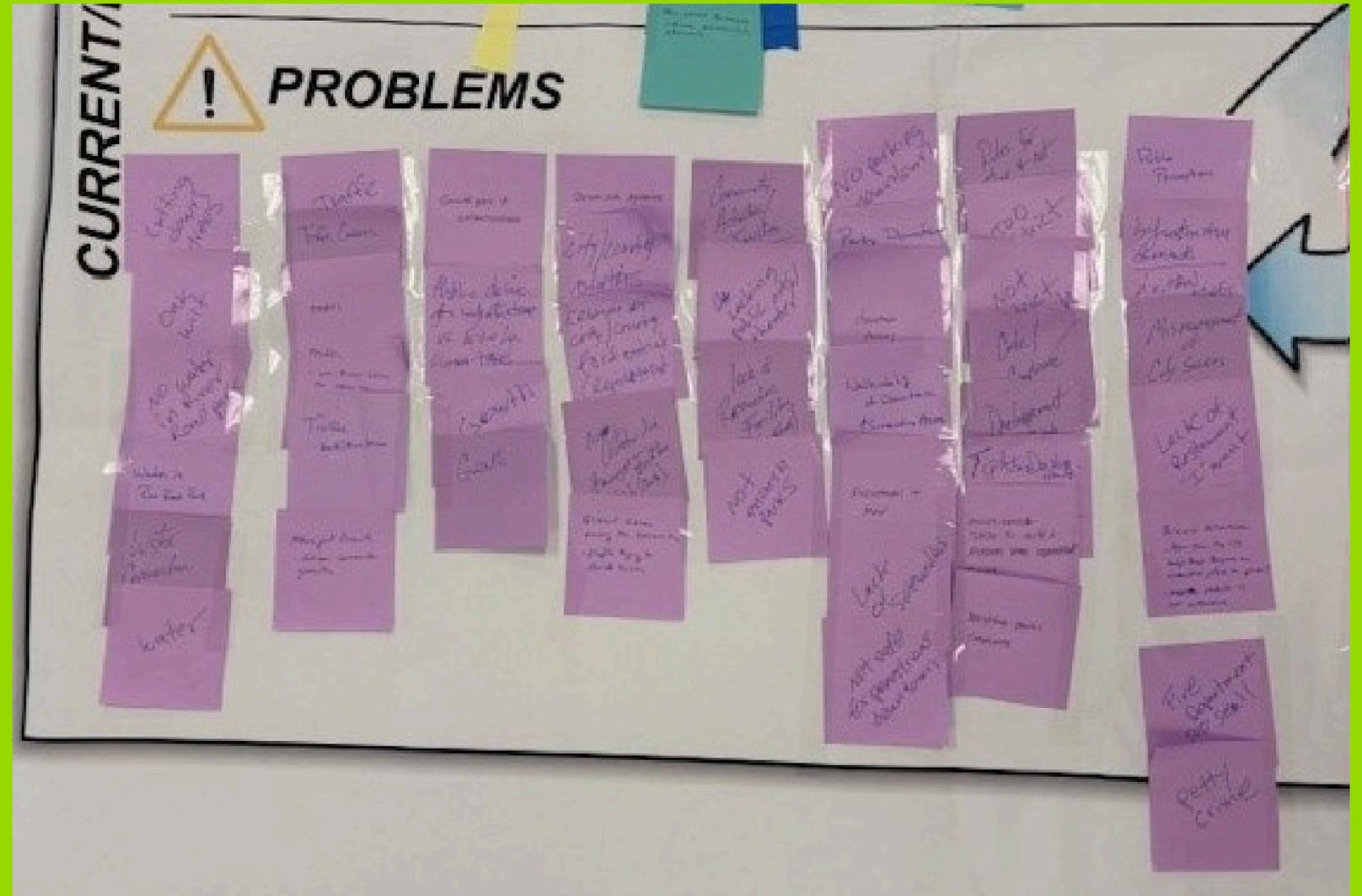
## Development Standards & Regulations

- “UDC”
- “Balance of being strict with development but also pro”
- “Tree ordinance”
- “Balanced Growth with community identity”

## 2. SPOT Findings (Verbatim Comments Organized by Theme)

### Problems / Tensions

**Guiding Question: Where do you believe the City is experiencing challenges or tension?**





# Problems / Tensions

## Transportation, Traffic & Mobility Friction

- “Traffic concerns”
- “Traffic- you know where the issues are.”
- “Traffic Herff, River, Main”
- “Infrastructure demands; new roads”
- “Traffic”

## Growth Management / Infrastructure

- “Growth pace vs. infrastructure”
- “Growth”
- “Growth”
- “Managed growth – citizen concern for growth”
- “Public desire for infrastructure vs. desire for lower taxes”

## Development Rules, Fairness & Compliance

- “Rules for thee & not me”
- “Not strict enough”
- “Too strict”
- “Code compliance”
- “Development overreach”
- “Tighter development rules vs. property rights”

- “Neighbor permit complaints”
- “Process, permit, & speed to build a personal home improvement project”

## Downtown Access, Parking & Pedestrian Safety

- “Parking downtown”
- “No parking downtown”
- “Downtown parking”
- “Not safe for pedestrians downtown”
- “Pedestrians on Main”
- “Lack of sidewalks”
- “Walkability of downtown & surrounding areas”

## Organizational / Service Delivery Concerns

- “Mismanagement of city services”
- “Public perception”
- “Petty Crime”
- “Business retention – how can the city help keep Boerne an attractive place to operate. North Main is not attractive.”

## City Facilities & Community Amenities Gaps

- “Lack of recreation facilities (pickleball)”

- “Lacking public arts / theater” “Not enough parks”
- “Lack of restaurant “I” want”
- “Fire Department too small”
- “Community activities / facilities”

## Intergovernmental / Community Alignment Challenges

- “Interlocal agreements”
- “City / County relations”
- “More collaborative amongst entities (city / county)”
- “Political issues among the community- people trying to divide the city.”
- “Erosion of city / county local controls (legislature)”

## Environmental (Trees / Water)

- “Oak wilt”
- “Cutting down trees”
- “No water in River Road Park”
- “Water in River Road Park”
- “Water conservation”
- “Water”

## 2. SPOT Findings (Verbatim Comments Organized by Theme)

### Opportunities

**Guiding Question:  
Looking ahead several  
years, what emerging  
issues or opportunities  
deserve greater strategic  
attention?**



## Transportation & Mobility

- “Repave and stripe Esser”
- “New roads”
- “Road diet on Blanco”
- “Roundabouts”
- “AAMPO projects”
- “Infrastructure grants & land”
- “Traffic issues- how do we get TxDOT to improve their intersections?”
- “Transportation- cars, people”

## Downtown Environment, Walkability, Place-Making

- “Downtown walkability”
- “Sidewalks”
- “City pedestrian zones. Widen all sidewalks”
- “Downtown plaza upgrade”
- “Parking downtown”
- “Parking lots downtown”

## Parks, Recreation & Trails

- “Trail & Park expansion”
- “Pocket parks”

## Arts, Culture & Destination Strategy

- “Unified culture & arts plan”
- “Big event-driven destination town”
- “Strengthen our community involvement (more city planned activities)”

## Economic Development

- “Commercial development”
- “Limiting vape shops”

## Water, Sustainability & Utility Resilience

- “Planning Dept. more proactive regarding water (rainwater / HVAC recapture)”
- “Pump water up river. Major concerns over the city attractiveness on River Road.”
- “Expand wastewater utility with potable water facility added.”

## Partnerships & Intergovernmental Collaboration

- “Partnerships w/local community businesses & events.”

- “Build relationships with county.”
- “Combine resources w/ businesses/entities”
- “Engaging our youth + BISD more”

## Regulatory / Enforcement Improvements

- “Expand enforcement of UDC related development codes.”

## Facility/Asset Improvements

- “Animal shelter upgrade”
- “Fire truck(s)”
- “Patrol officers”
- “Operational efficiency – vehicles, buildings”

## Financial Strength / Revenue

- “Managed and commercial tax options. Funding city services”
- “Potential bond”
- “Grants & more grants”
- “Fiscal responsibility 5, 10 years out”





# Threats / Risks

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## Water Supply, Drought & Environmental Hazards

- “Run out of water”
- “Prolonged drought”
- “Natural disasters”
- “Unforeseen Weather issues”
- “Cost of everything! But really, water”

## Fiscal Constraints

- “State regulation on tax revenues”
- “Cost of living”
- “Economic downturn”

## Federal/State/Regional Governance Risk

- “State Legislature”
- “Legislation at the state level”
- “Federal government turmoil”
- “Division in the council”

## Growth & Development

- “Development loopholes”
- “Big \$ / outside influence on local politics & policy”

- “Decreasing approvals of BISD = less people choosing to build life in Boerne”
- “Failure to achieve timely solutions to mobility (need TxDOT & County)”

## Economic Development

- “Business retention”
- “Career-oriented job industry – we need lucrative professions & job opportunities”

## Intergovernmental Dynamics

- “County court”
- “Lack of cooperation with County/BISD”

## Security

- “Cybersecurity attack”

## Social/Community Cohesion Risks

- “Misinformed public”
- “Strong civic (political) leadership to lead community”
- “Strong public dissent – erosion of community engagement”
- “Failure to obtain electoral buy-in”

# 3. SPOT Synthesis: Observations and Implications

- Strong confidence in the City's core services, governance structure, and overall quality of life.
- Traffic/mobility, infrastructure timing, and water resilience emerged as the most consistent pressure points across multiple quadrants.
- Growth management continues to represent both opportunity and tension, often expressed through the lens of development standards, property rights, and community character.
- Clear interest in strengthening walkability, downtown vitality, parks, and cultural amenities as quality-of-place priorities.
- External pressures, particularly state legislative actions, water availability, cost escalation, and intergovernmental dynamics, were viewed as material risks that warrant ongoing strategic attention.



# 4. Strategy Map Refresher: Purpose, History, and Value to Organization

In 2023, the City of Boerne introduced a Strategy Map as the foundation of a more disciplined, aligned, and measurable approach to governance and organizational management. Over the past three years, it has served as a unifying “north star” for City Council and staff by connecting policy direction to operations, operations to outcomes, and outcomes back to community expectations.



## CITY OF BOERNE STRATEGY MAP

We are building an exemplary Hill Country Community by delivering high-quality, customer-focused essential services to all who live, work, and play in Boerne.

THE CITY OF BOERNE IS A MODEL OF AN **ENGAGED AND DYNAMIC** COMMUNITY CENTERED ON THE TENETS OF:



Safety & Security



Fiscal Excellence



Community Charm



Environmental Responsibility

**WE SERVE OUR CUSTOMERS**

We pursue this by

- C1** Offering quality customer experiences.
- C2** Seeking customer-driven feedback.
- C3** Collaborating with community partners to enhance quality of life.

**WE PROVIDE FINANCIAL STEWARDSHIP**

We pursue this by

- F1** Committing to strategic, responsible, and conservative financial management.
- F2** Investing in and maintaining high-quality infrastructure systems and public assets.
- F3** Maintaining a balanced and diversified economy.

**WE ACHIEVE BEST-IN-CLASS STATUS**

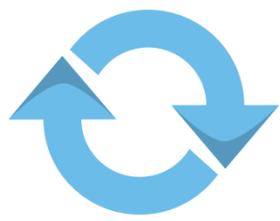
We pursue this by

- B1** Utilizing data to drive smart decision making.
- B2** Advancing master plan recommendations.
- B3** Providing streamlined and efficient processes.

**WE ASPIRE TO BE AN EMPLOYER OF CHOICE**

We pursue this by

- L1** Promoting learning and growth.
- L2** Fostering a strong culture of employee engagement.
- L3** Emphasizing a values-centric work culture.



# Strategy Map Refresher: Purpose, History, and Value to the Organization

## What a Strategy Map Is (and Is Not)

- A Strategy Map is a one-page visual framework that describes the City's strategy in a clear, structured way.
- It aligns priorities, budgeting, departmental planning, and performance measurement around a shared definition of success.
- It is not a list of projects, not a “plan on a shelf,” and not a messaging document only; it is a management tool.

## How the Strategy Map Has Helped Boerne Focus (2023-2026)

- Created a shared strategic language for Council and staff across four integrated perspectives.
- Improved focus by limiting the organization to the most essential outcomes and capabilities thus reducing initiative overload.
- Strengthened budgeting and CIP alignment by framing investments in terms of strategic objectives and measurable outcomes.
- Supported continuity over time by preventing strategic drift as conditions evolve.

## How Council Can Approach Edits Without Losing What Works

### A disciplined lens for Strategy Map refinement is:

- Clarity: Are the tenets and objectives stated in plain, actionable language?
- Relevance: Do they reflect today's operating environment and community expectations?
- Measurability: Can each objective be supported with clear indicators and a reporting cadence?
- Alignment: Does the map preserve coherent cause-and-effect logic (people and culture → processes → outcomes → stewardship)?



**Safety &  
Security**



**Fiscal  
Excellence**



**Community  
Charm**



**Environmental  
Responsibility**

# 5. Resident Survey Trends and Storylines (2021, 2023, 2024)

As a complement to the SPOT exercise, the City's last three community surveys (2021, 2023, and 2024) provide additional context on recurring resident priorities and satisfaction drivers. While the SPOT exercise captures Council's real-time observations and aspirations, these surveys reflect patterns in resident sentiment over time. Together, they offer a reliable trend story to inform the Strategy Map review.





# Recurring Survey Storylines

## 1) The community's baseline sentiment remains strong.

Across all three survey efforts, residents report a generally positive view of Boerne's quality of life. In 2024, overall sentiment strengthened further, including improvement in how residents compare Boerne to other cities. This context matters: Council and staff are stewarding a community residents already value, which naturally produces higher expectations and greater scrutiny as growth continues.

## 2) The central strategic tension is durable: growth pressure versus preserving community character.

Across survey cycles, residents consistently express concern that growth is changing the lived experience of the community; however, residents are not uniformly aligned on the appropriate policy response. This creates a predictable governance dynamic: the City must manage real growth impacts while navigating differing expectations about land use, standards, and property rights.

## 3) The most consistent priority and underperformance cluster remains mobility, growth management, and capacity.

Survey results repeatedly elevate traffic and mobility, growth management and density, infrastructure capacity, and water planning as high-importance areas where residents want continued progress. These issues persist even as overall sentiment improves, indicating they are structural and long-horizon challenges rather than one-time problems.

## 4) Resident experience varies sharply by service area, and pain points concentrate at the growth interfaces.

Functions such as planning and zoning, permitting/code compliance, and mobility-related engineering are consistently more sensitive in high-growth environments. When residents experience delays, uncertainty, or surprise related to development outcomes, trust impacts can surface even when underlying constraints are driven by state law, private property rights, or regional growth beyond city limits.

## 5) Visible quality-of-place sustains trust.

Residents place high value on parks, public spaces, aesthetics, cleanliness, and maintenance, all fundamentals that reinforce pride and shape how residents interpret broader growth pressures.

## 6) Communications expectations continue to rise—especially around development visibility.

Residents increasingly expect timely, practical communication about what is changing in the community, why it is happening, and what the City is doing to manage impacts; particularly around development activity, infrastructure, and mobility.

# 6. Bridge to the Strategy Map Review: Alignment Questions and Next Steps

Council's SPOT themes and resident survey trendlines provide a strong backdrop for Strategy Map refinement. A practical next step is to review the Strategy Map and confirm whether it adequately captures the priorities and risks surfaced through these inputs or whether targeted refinements should be considered.



## Recommended Review Questions

1. Do the Strategy Map's objectives clearly reflect durable priorities: mobility, growth management, capacity planning, and water resilience?
2. Do we have explicit ownership and measurable progress indicators for the growth interface functions where resident satisfaction is consistently challenged (planning, permitting, engineering/mobility)?
3. Is quality-of-place (parks, community charm, downtown vitality, walkability) explicitly reinforced as strategy with measurable objectives?
4. Does the map's communication and transparency posture match modern expectations, especially on development activity and infrastructure progress?

## Proposed Next Steps

1. Confirm completeness of SPOT notes and pass along Parking Lot items as needed to CMO.
2. Review Strategy Map and assess effectiveness of current objectives.
3. Conduct Council Strategy Map and review discussion and identify targeted edits (if any).
4. Adopt Strategy Map, if updated, before June 2026.

