City of San Marcos

630 East Hopkins
San Marcos, TX 78666

Workshop Agenda - Final

City Council

Friday, January 10, 2020 | **8:30 AM** | **Activity Center, Room 2 - 501 E. Hopkins**

City Council Visioning Session - Day 1

I. Call To Order

II. Roll Call

1. Hold discussion and participate in Fiscal Year 2020-2021 Visioning Workshop, topics discussed may or may not include or be limited to: growth, quality of life, economic development policies, transportation, community partners, outreach, future infrastructure and facility needs, beautification and community enhancement, enhancement of core services including future staffing and personnel needs, flood mitigation strategies, and provide direction to Staff.

III. Adjournment.

POSTED ON MONDAY, JANUARY 6, 2020 @ 3:00PM

TAMMY K. COOK, INTERIM CITY CLERK

Notice of Assistance at the Public Meetings

The City of San Marcos does not discriminate on the basis of disability in the admission or access to its services, programs, or activities. Individuals who require auxiliary aids and services for this meeting should contact the City of San Marcos ADA Coordinator at 512-393-8000 (voice) or call Texas Relay Service (TRS) by dialing 7-1-1. Requests can also be faxed to 855-461-6674 or sent by e-mail to ADArequest@sanmarcostx.gov

City of San Marcos

630 East Hopkins
San Marcos, TX 78666

Legislation Text

File #: ID#19-840, **Version:** 1

AGENDA CAPTION:
Hold discussion and participate in Fiscal Year 2020-2021 Visioning Workshop, topics discussed may or may not include or be limited to: growth, quality of life, economic development policies, transportation, community partners, outreach, future infrastructure and facility needs, beautification and community enhancement, enhancement of core services including future staffing and personnel needs, flood mitigation strategies, and provide direction to Staff.
Meeting date: January 10, 2020

Department: City Clerk's Office for City Council

Amount & Source of Funding
Funds Required: N/A
Account Number: N/A
Funds Available: N/A
Account Name: N/A

Fiscal Note:

Prior Council Action: Click or tap here to enter text.

City Council Strategic Initiative: All will be discussed.

Choose an item.

Choose an item.

Comprehensive Plan Element (s): [Please select the Plan element(s) and Goal # from dropdown menu below]

☐ Economic Development - Choose an item.

☐ Environment & Resource Protection - Choose an item.

☐ Land Use - Choose an item.

☐ Neighborhoods & Housing - Choose an item.

☐ Parks, Public Spaces & Facilities - Choose an item.

☐ Transportation - Choose an item.

☐ Not Applicable

Master Plan: *[Please select the corresponding Master Plan from the dropdown menu below (if applicable)]*

Choose an item.

Background Information:

The City Council holds an annual Visioning Workshop at the beginning of each year to set their goals and priorities for the upcoming budget season. Once drafted the Council will be adopting their goals in open session at a regular meeting.

Council Committee, Board/Commission Action:

Click or tap here to enter text.

Alternatives:

Click or tap here to enter text.

Recommendation:

Click or tap here to enter text.

City of San Marcos

City Council Visioning Session
San Marcos Activity Center Room 2
January 10 and 11, 2020

AGENDA

Day 1 (January 10)

8:00am Breakfast

8:30am Welcome – Mayor

Setting the Stage – City Manager

Status of Comprehensive Plan Goals – Planning and Development Services

Update on Key Strategic Priorities– City Manager

Determine Key Strategic Priorities for 2020 and Beyond – City Council

City Logos – City Council

Adjourn

** Lunch to be served between 11:30am – 12:15pm*

Day 2 (January 11)

8:00am Breakfast

8:30am Review and Finalize Key Strategic Priorities for 2020 and Beyond – City Council

Evaluate Council Committees based on Strategic Priorities status and needs – City Council

City Logos – City Council (if necessary)

Wrap-up and Next Steps – City Manager

Adjourn

SAN MARCOS

City Council Visioning Session

Friday, January 10, 2020

Saturday, January 11, 2020

Setting the Stage

Day 1

- Status of Comprehensive Plan Goals
- Update on Key Strategic Priorities
- Determine Key Strategic Priorities for 2020 and Beyond
- City Logos

Setting the Stage

Day 2

- Review and Finalize Key Strategic Priorities
- Evaluate Council Committees
- City Logos (if necessary)
- Wrap-Up and Next Steps

Status of Comprehensive Plan Goals

Planning and Development Services

SANMARCOS

ECONOMIC DEVELOPMENT

- Goal 1: Abundant opportunities created by the ingenuity and intellectual capital of University, Business, Civic and Cultural Leaders.
- Goal 2: Workforce and Education excellence.
- Goal 3: Emerging markets and industry relationships that generate quality entrepreneurial and employment opportunities.
- Goal 4: An enhanced and diverse local economic environment that is prosperous, efficient and provides improved opportunities to residents.
- Goal 5: Fiscally responsible incentives for economic development.
- Goal 6: Promote and support the maximum potential of the San Marcos Municipal Airport.
- Goal 7: Sports tourism, eco-tourism, retail tourism and the community's 13,000 year heritage as an economic generator.

Notable Projects:

GSMP Vision 2020 Plan

BIG Grant

Evaluation of City Owned Property

Code SMTX

Youth Master Plan

Economic Development Policy

Airport Plans and Infrastructure Improvements

Impediments to Fair Housing Plan

Transportation Master Plan

Negotiated Chapter 380 Incentive Agreements

ENVIRONMENT AND RESOURCE PROTECTION

- Goal 1: Public and private sectors working together to protect water quality and facilitating appropriate development in the San Marcos and Blanco rivers watersheds, and over the Edwards Aquafer using measurable and scientific methods.
- Goal 2: Natural resources necessary to our community's health, well-being, and prosperity secured for future development.
- Goal 3: Proactive policies that enforce recycling and resource and energy efficiency.
- Goal 4: A population prepared for and resilient to man-made and natural disasters.

Notable Projects:

Stormwater Technical Manual

Warn Central Texas

Conservation tiers in Utility Rate structure

Inspection program for existing detention ponds

Watershed Protection Planning Efforts and MS4 Program

Additional Environmental Staff (Arborist, Environmental Inspections Manager)

SECO Loans

Code SMTX

Floodplain Ordinance Updates

Disaster Recovery Grant Implementation

LAND USE

- Goal 1: Direct growth, compatible with surrounding uses.
- Goal 2: High-density mixed-use development and infrastructure in the activity nodes and intensity zones, including the Downtown area supporting walkability and integrated transit corridors.
- Goal 3: Set appropriate density and impervious cover limitations in the environmentally sensitive areas to avoid adverse impacts on the water supply.

Notable Projects:

Code SMTX

Annexation and ETJ Management Plan

Strategic Transit Plan

Complete Streets Policy

Land Use Suitability Map

Development Code Annual Update

Affordable Housing Policy

TxDOT Roadway negotiations

Stormwater Technical Manual

Transportation Master Plan

SANMARCOS

NEIGHBORHOODS AND HOUSING

- Goal 1: Neighborhoods that are protected and enhanced in order to maintain a high quality of life and stable property values.
- Goal 2: Housing opportunities for students of Texas State University in appropriate areas and create and implement a plan to accomplish this vision.
- Goal 3: Diversified housing options to serve citizens with varying needs and interest.
- Goal 4: Well-maintained, stable neighborhoods protected from blight or the encroachment of incompatible land uses.

Notable Projects:

Code SMTX

Annexation and ETJ Management Plan

Land Use Suitability Map

Workforce Housing Committee

Strategic Transit Plan

Housing Needs Assessment

Historic Resources Survey

Nuisance Abatement Program

Affordable Housing Policy

Transportation Master Plan

Workforce Housing Task Force

Texas State Mater Plan

Strategic Housing Action Plan

PARKS AND PUBLIC FACILITIES

- Goal 1: Well-maintained public facilities that meet the needs of our community.
- Goal 2: A differentiated collection of connected and easily navigated parks and public spaces.
- Goal 3: A vibrant central arts district and robust arts and cultural educational opportunities for everyone.
- Goal 4: Funding and staffing to ensure quality public safety and community services.
- Goal 5: Effective social services delivered to those who can most benefit from them.

Notable Projects:

Facilities Master Plan
Code SMTX
5 year sidewalk Maintenance and Gap Program
Social Services Needs Assessment Study
Vehicular Way Finding
Parks and Open Space Master Plan
Waste Water Master Plan
Transportation Master Plan
Sidewalk Inventory
Strategic Transit Plan
Governor's Achievement Award Projects
Bond Election for public safety and library
Water Master Plan

TRANSPORTATION

- Goal 1: A safe, well-connected transportation system implemented in an environmentally sensitive manner.
- Goal 2: A multi-model transportation network to improve accessibility and mobility, minimize congestion and reduce pollution.

Notable Projects:

Transportation Master Plan

Code SMTX

5 year sidewalk Maintenance and Gap Program

Strategic Transit Plan

Campo 2040 Plan

Bus Stop Instillations

CAMPO Platinum Planning

City Manager Update

- **Update on Key Strategic Priorities**
  - Workforce Housing
  - Multi-Modal Transportation
  - City Facilities
  - Workforce Development
  - Downtown Vitality

SAN MARCOS

Workforce Housing

Update, consolidate and communicate housing policies and action plans.

- ✓ Updated Low Income Housing Tax Credits policy - recommendation from Workforce Housing Committee
- ✓ Added new LIHTC webpage with map of all projects
- ✓ Strategic Housing Action Plan approved by Workforce Housing Task Force and Planning Commission

Develop dedicated housing and revenue sources that meet goals.

- ✓ Completed construction on permanently affordable homes targeted to flood victims on City-owned lots
- ✓ Instituted Homebuyer Loan Program for employees of SMCISD (8 loans granted)
- ✓ Created land bank and community land trust
- ✓ Developed marketing campaign for Homebuyer Program

Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.

- ✓ Identified potential code amendments during the annual code update process (in progress)

Workforce Housing

Key next steps:

- **Issue an RFP for mixed income development on City-owned properties**
- **Adoption of the Workforce Housing Task Force Strategic Housing Action Plan**
- **Complete construction on seven additional homes on City-owned lots**
- **Potential code amendments identified through the annual code update process**

SAN MARCOS

Multi-Modal Transportation

City becomes the Direct Recipient for federal and state transit funding allocated to San Marcos urbanized area.

- ✓ FTA concurred with TxDOT - City officially designated the Direct Recipient effective October 1, 2019

City reviews the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State University.

- ✓ Completed Transit Plan Study Phase II
- ✓ Coordinated with TxDOT on Downtown bike paths
- ✓ Developing scope with TxDOT and University for Five Year Strategic Master Plan for Transit Service (in progress)

City continues other multi-modal initiatives.

- ✓ Appointed Parking Advisory Board in April
- ✓ Approved second year extension to VeoRide contract
- ✓ Completed construction of Downtown Mobility Hub
- ✓ Updated 5-year Sidewalk Maintenance and Gap Infill program prioritizing needed connections

Multi-Modal Transportation

Key next steps:

- **Continue to meet/coordinate with CARTS on transfer of roles and responsibilities**
- **Implement Transit Plan Study Phase II**
- **Improve Bicycle Friendly Community rating**

SAN MARCOS

City Facilities

Explore short-term alternatives for staff expansion within City Hall Complex.	✓ Placed portable building in June 2019 – utilized by Neighborhood Enhancement
Review all possible alternative delivery methods for new facility construction.	✓ Continued working with Jacobs Engineering to oversee project management
Develop a 5-year Fiscal Strategic Plan for implementation of Bond Projects.	✓ Approved Library remodel and expansion – construction underway ✓ Approved Fire Station #2 construction contract – groundbreaking scheduled January 17 ✓ Amended Fire Training Field contract to design phase 1
Develop Public Services, Community Services and City Hall Project Design and Scope.	✓ Approved contract for pre-development design and engineering services relating to the new Public Services Complex
Explore alternatives for future land purchases for facilities.	✓ Continue to monitor options for land during development agreement negotiations

City Facilities

Key next steps:

- **Continue implementing bond projects**
- **Continue development of Public and Community Service Maintenance Facility**
- **Determine next steps for new City Hall**

SANMARCOS

Workforce Development

Leverage and Partner with the Community.

- ✓ Created Task Force with numerous community entities
- ✓ Partnered with Texas Workforce Solutions to provide a job fair in October

Facilitate opportunities for Training and Programming.

- ✓ Worked with non-profits and social services to develop a service guide
- ✓ Added a Job and Career Center at the Library
- ✓ Enhanced content on the library website referencing training available within 30 miles of San Marcos

SANMARCOS

Workforce Development

Key next steps:

- **Identify potential items to include in economic development agreements, i.e. educational initiatives**
- **Continue coordinating with businesses, Chamber of Commerce, GSMP, SMCISD, Texas State University, Texas Workforce and other stakeholders to identify challenges and unmet community needs**
- **Evaluate GSMP contract to include deliverables of training and programming opportunities**

SAN MARCOS

Downtown Vitality

Support diversified business activity.

- ✓ Included Downtown Master Plan in scope of 2020 Comprehensive Plan update
- ✓ Main Street program visioning and priority projects discussed by Main Street Advisory Board in November

Take measures to improve downtown quality of place.

- ✓ Approved preliminary engineering and field services contract for Reconstruction of Kissing Alley
- ✓ Completed cost analysis of converting electric overhead lines to underground
- ✓ Implemented Downtown Pattern Guidelines for consistency of light fixtures, seating areas, etc.

Accessibility to and within the downtown.

- ✓ Awarded contract for the San Marcos River Bike and Pedestrian Trail Project
- ✓ Convened Parking Advisory Board to consider bylaws and work plan
- ✓ Updating numerous trails

Downtown Vitality

Key next steps:

- **Begin a revised Downtown Master Plan**
- **Review permitting and conditional uses in Downtown**
- **Define goals and objectives of Main Street Program**

SANMARCOS

Additional accomplishments

- ✓ *Parks and Open Space Master Plan – Revised March 2019*
- ✓ *Historic District and Resources Survey – Summer 2019*
- ✓ *Animal Shelter Implementation Plan – June 2019*
- ✓ *Housing Needs Assessment*
- ✓ *Housing Action Plan – approved by Planning and Zoning Commission, pending Council adoption*
- ✓ *Airport Master Plan Update – nearing completion*
- ✓ *Cyber Security Plan*
- ✓ *Climate Action Plan update*

Policy Code amendments

- ✓ *City Events Sponsorships and Donation Policy implementation*
- ✓ *Social Services and Youth Initiatives Policy*

Determine Key Strategic Priorities for 2020 and Beyond

City Logos

SAN MARCOS

SM TX

THE CITY OF SAN MARCOS

DOWN TOWN SMTX

DOWNTOWN SMTX.com

SAN MARCOS SM TX TEXAS

Review and Finalize Key Strategic Priorities for 2020 and Beyond

Council committees

- *Workforce Housing Committee (previously Affordable Housing)*
- *Student Housing Committee*
- *Finance & Audit Committee*
- *Joint Partnership Committee of City Council, Hays County Commissioners, SMCISD Board of Trustees*
- *Multimodal Transit Committee (previously Transit Committee)*
- *Rental Registration Council Committee*
- *Legislative Committee*
- *LaCima Committee*
- *Lindsey Hill Committee*
- *Sustainability Council Committee*
- *Criminal Justice Committee*
- *Conditional Use Permit (CUP) Committee*
- *Cresta Verde*
- *Sylvan 75*

Wrap-up and next steps

Comprehensive Plan Objective	Objective Status
Green boxes indicate that all associated projects have been completed on time. **Red boxes indicate that at least one assocatied project has not been completed within the predicted timeframe.**	
Economic Development	
Goal 1: Abundant opportunities created by the inginuity and intellectual capital of University, Business, Civic and Cultural Leaders.	
Create a communications plan to share economic development progress with residents, the development community and target industries	Continuous
Collaborate with social service providers to provide input on barriers for the unemployed and underemployed	Continuous
Partner with all community assets to develop programming that engages new audiences in economic development efforts in San Marcos	Complete
Goal 2: Workforce and Educational Excellence.	
Develop a strategy with appropriate partners to promote the San Marcos CISD as an educational system of choice	Complete
Promote all community education options to local and prospective residents	Future
Pursue partnerships to support Core 4's programming and capital funding needs	Complete
Collaborate with all educational institutions to support workforce development for specific industry needs	Complete
Improve communication between workforce training providers, public school systems, higher education institutions, job seekers and local business leaders	Complete
Goal 3: Emerging markets and industry relationships that generate quality enterprises and employment opportunities.	
Conduct target industry marketing plans regularly	Complete
Increase the amount of Class A office and industrial space attractive to target industries	In Progress
Develop industrial settings that provide shovel ready opportunities for prospective companies and employers	In Progress
Identify gaps in utilities for employment and activity nodes, reprioritize Capital Improvement Projects to support the preferred scenario	In Progress [1]
Goal 4: An enhanced and diverse local economic environment that is prosperous, efficient and provides improved opportunities to residents.	

Establish a process to analyze the market impacts of Capital Improvements Plan projects from an economic development perspective	Future
Develop programs to support local businesses to encourage job creation and capital investment	In Progress
Create a pro-active, comprehensive strategy to attract development consistent with the plan	Complete
Create a plan to relocate City Hall prioritizing the Downtown in site selection	Complete
Create a regulatory framework that will encourage residential development Downtown	In Progress [2]
Integrate economic development into the 2013 Transportation Plan Update	Complete
Create opportunities for local companies to procure contracts with governmental agencies and educational institutions	In Progress
Goal 5: Fiscally responsible incentives for economic development.	
Reflect the Comprehensive Plan, Economic Development Strategic Plan and Downtown Master Plan in the City's incentive policy	Complete
Review incentive policies with consideration of current economic development strategy, as well as labor, infrastructure, capital and business cost requirements of target industries	Complete
Develop a standard process for reviewing and scoring prospects for incentives, with weight only going to projects that create permanent diverse, high paying jobs in the areas that are environmentally sustainable	Complete
Expedite the entitlement process for high performance local or preferred-industry employers locating in the activity nodes or employment centers of the preferred scenario	In Progress
Evaluation of city-owned property that might be sold for economic development in order to raise revenue and/or reduce debt	In Progress
Create incentive packages to support entrepreneurs, target industries and growing industry sectors	In Progress
Goal 6: Promote and support the maximum potential of the San Marcos Municipal Airport.	
Enact appropriate regulations and plans to protect airport operations and enhance future development.	In Progress
Maximize development opportunities within the airport boundary	In Progress
Develop connections between community and airport including enhanced road, transit and utility infrastructure	In Progress
Build internal airport community	Complete
Goal 7: Sports tourism, eco-tourism, retail tourism and the community's 13,000 year heritage as an economic generator.	
Engage appropriate partners to create a citywide strategy to better protect the area's natural resources and ecosystem's history	Complete
Create an arts and cultural center/district	In Progress

Develop and maintain a high-quality system of parks, natural areas, greenways and trails to draw visitors and encourage new business opportunities	In Progress
Develop a transit plan that matches preferred scenario map to encourage connectivity between centers	Complete
Create a strategy to prioritize and complete infrastructure upgrades in Downtown in order to enhance accessibility and the physical appearance	In Progress
Develop a strategic plan for Downtown Business Development as recommended in the Downtown Master Plan to ensure Downtown San Marcos retains a diverse mix of businesses to accommodate the entire community and attract tourists	Complete
Establish gateway corridors as identified in the Downtown Master Plan and the preferred scenario	In Progress [3]
Coordinate with private efforts to update and expand recreation fields	In Progress

Comprehensive Plan Objective	Objective Status
Environment and Resource Protection	
Goal 1: Public and private sectors working together to protect water quality and facilitating appropriate development in the San Marcos and Blanco River watersheds, and over the Edwards Aquifer using measurable and scientific methods.	
Incorporate Low Impact Development practices and other best practices early on and throughout the development process	Complete
Audit the effectiveness of Environmental Code Compliance and use this information to recommend staffing levels, training, and code changes	Complete
Develop an educational and place-making program illustrating the location of the natural boundaries and environmentally sensitive areas of our city including watersheds and Edwards Aquifer recharge zone and contributing zones	In Progress
Adopt watershed specific regulations based on scientific understanding of water quality impacts	Complete
Develop a regional detention and water quality strategy (including fee-in-lieu) to improve land efficiency, affordability, and efficacy of systems	In Progress

Establish a team with representatives from the County, City, and other public and private entities to identify lands and develop policies for the preservation and maintenance of environmentally sensitive watershed lands	In Progress
Incentivize dense development within the activity centers by lifting the regulatory environment, streamlining the development process and proactively building the infrastructure and regional detention facilities to support this growth	In Progress
Goal 2: Natural resources necessary to our community's health, well-being, and prosperity secured for future development.	
Develop a coordinated tree preservation and planting program	In Progress
Join the regional effort to improve air quality	Complete
Adopt comprehensive ordinances that actively supports local food production and preservation of agricultural lands for farming	Future [4]
Model sustainable practices in infrastructure, operations, and facilities in City projects	In Progress
Adopt a program to implement the greenway system that is identified in the preferred scenario and integrate this trail system with the Parks Master Plan	In Progress [5]
Goal 3: Pro-active policies that encourage recycling and resource and energy efficiency.	
Conduct a rate structure study, use the information to balance water and energy conservation goals with the economic viability of the utility	Complete
Decrease per capita energy and water use to meet the highest standards of the STAR guide for cities	Future
Adopt and implement the recommendations of the Municipal Solid Waste Task Force	In Progress
Create a point system to measure the sustainable elements of proposed development in order to qualify for utility, process, and other incentives	Complete
Goal 4: A population prepared for and resilient to man-made and natural disasters.	
Develop re-claimed water infrastructure plan for activity centers	In Progress
Create connected network for non-automobile travel	In Progress [6]
Adopt comprehensive floodplain development regulations	Complete
Implement an education and outreach program that identifies, and alerts citizens to, risks and responses to all hazards In coordination with other governmental entities	Complete

Comprehensive Plan Objective	Objective Status
Land Use	
Goal 1: Direct growth, compatible with surrounding uses.	
Update Future Land Use Map that is based on the development intensities specified in the preferred scenario	Complete
Update Annexation/ETJ Management Plan	Continuous
Create a Sustainability Plan to identify affordable and realistic sustainability practices to be encouraged	In Progress [7]
Replace the Land Development Code with an updated document to support preferred scenario	Complete
Align infrastructure plans to achieve preferred scenario	In Progress
Goal 2: High-density mixed-use development and infrastructure in the activity nodes and intensity zones, including the downtown area supporting walkability and integrated transit corridors.	
Develop a parking plan in downtown, and other activity nodes, that supports the preferred scenario and implement incentives such as parking reductions for mixed-use developments near transit or employment centers	In Progress [8]
Require all developments dedicate adequate right-of-way to accommodate all modes of transportation	Continuous
Implement a complete economic development strategy for downtown	Complete
Review and update the Downtown Master Plan	Future
Create a fiscal impact model to quantify the costs and benefits of incentives	Complete
Maintain a current Thoroughfare Plan in order to preserve necessary right-of-way	Complete
Set aside areas for high quality public spaces during the development process	Complete
Goal 3: Set appropriate density and impervious cover limitations in the environmentally sensitive areas to avoid adverse impacts on the water supply.	
Create specifications for the use of pervious materials	Complete
Implement rain water retention and storm water Best Management Practices	Complete
Track and monitor pervious cover at the watershed level	Continuous
Adopt a Water Quality Model that will ensure water quality standards are met and to minimize water degradation	Complete
Adopt scientific standards for development in environmentally sensitive areas	Complete

Comprehensive Plan Objective	Objective Status
Neighborhoods and Housing	
Goal 1: Neighborhoods that are protected and enhanced in order to maintain a high quality of life and stable property values.	
Update the current process for Land Use Amendments to provide for more holistic review	Complete
Improve communication of neighborhood information regarding enforcement and incentives	In Progress
Goal 2: Housing opportunities for students of Texas State University in appropriate areas and create and implement a plan to accomplish this vision.	
Revise development codes in Intensity Zones to allow and streamline the process for appropriate uses and densities	Complete
Develop a plan to reduce congestion and parking issues caused near campus and in dense housing areas including community transit options that integrate with existing university systems	In Progress
Goal 3: Diversified housing options to serve citizens with varying needs and interests.	
Revise zoning code to allow for more diverse housing types and mixed-use development	Complete
Update infill housing program	In Progress
Develop an affordable housing program	In Progress
Goal 4: Well maintained, stable neighborhoods protected from blight or the encroachment of incompatible land uses.	
Review and update city ordinances regarding maintenance of property	Complete
Develop a process to enforce city codes related to property maintenance	Complete
Update and improve notice requirements for zoning changes	Complete
Create clear criteria for zoning changes to apply to all cases	Complete
Identify and create Character Index studies for neighborhoods inside and outside of intensity zones	In Progress [9]
Develop a plan to manage parking demand	Complete

Comprehensive Plan Objective	Objective Status
Parks, Public Spaces, and Facilities	
Goal 1: Well maintained public facilities that meet the needs of our community.	
Develop a full comprehensive plan for locating a new City Hall/Municipal Complex, prioritizing Downtown in site selection	In Progress
Coordinate with SMCISD to direct future site decisions to align with this Comprehensive Plan.	Future
Expand the scope of the local radio station (KZOS) and local TV station	Continuous
Create a Sidewalk Master Plan	Complete
Review and approve infrastructure plans every five (5) years to be consistent with the preferred scenario and comprehensive plan vision and goals.	In Progress
Expand the current library	In Progress [10]
Construct regional branch libraries, based on nationally recognized standards and preferred scenario	Future
Review and implement a program to fulfill the need to expand City cemetery	In Progress
Goal 2: A differentiated collection of connected and easily navigated parks and public spaces.	
Develop a comprehensive way-finding system for City, including all transportation options (trails to roads)	In Pprogress
Create and implement a policy that ensures adequate resources are identified to develop and maintain parks and public space prior to acceptance of dedication	In progress
Create a Greenways Master Plan	Complete
Develop a beautification schedule for gateways	In Progress [11]
Goal 3: A vibrant central arts district and robust arts and cultural education opportunities for everyone.	
Create funding mechanism(s) for the area designated as the Central Arts District	Future
Establish an Arts District Development Task Force to identify the location for, and implement the creation of, the Central Arts District	Future [12]
Develop an Art in Public Places Program and identify areas of the city that could be used for murals/public art displays	Future [13]
Goal 4: Funding and staffing to ensure quality public safety and community services.	
Make fire and police asset investments that accommodate the more compact, sustainable, and dense development and infrastructure in the preferred scenario	Complete

Perform an analysis to create and maintain a fire and police station location plan which identifies, based on nationally recognized and accepted response times, the appropriate locations for future fire, EMS, and police stations	In Progress
Expand our volunteer system to create a Central Volunteer System.	Future [14]
Establish a park amenities schedule for a maintenance/repair/replacement program	In Progress
Goal 5: Effective social services delivered to those who can most benefit from them.	
Conduct a gap analysis of current social services and facilitate cooperation between the public and private social service providers to better meet community needs	In Progress
Study and address homelessness issues through qualitative and/or quantitative analysis	Future
Partner with local healthcare systems and relevant stakeholders to provide more robust public and mental healthcare infrastructure with focused locations in activity nodes	Continuous

Comprehensive Plan Objective	Objective Status
Transportation	
Goal 1: A safe, well-coordinated transportation system implemented in an environmentally sensitive manner.	
Update Transportation Plan in 2013 to address transportation issues	Complete
Determine appropriate modes of transportation in and around new developments, subdivisions, site plans, the University and high density residential areas	Complete
Evaluate the Traffic Impact Analysis (TIA) process regularly to address future traffic impact expectations	Complete
Maintain a current Travel Demand Model (TDM) to be utilized for continued analysis of the transportation network	Complete
Goal 2: A multimodal transportation network to improve accessibility and mobility, minimize congestion and reduce pollution.	
Focus on non-vehicular transportation improvements in updated Transportation Master Plan	Complete
Develop a multimodal transportation system that integrates with existing University and proposed regional systems	Continuous
Obtain "Bicycle Friendly Community" designation	Future
Create a Sidewalk Master Plan	Complete

Develop and implement a complete streets policy for coordination with other transportation related entities to properly integrate all modes of transportation into the transportation network	Complete
Pilot Green Street program to minimize environmental impacts and reduce maintenance cost, while improving street aesthetics	Future
Integrate the transportation system by coordinating with all related public entities, including, but not limited to CAMPO, the counties, TxDOT, the University, and the rail district	Continuous

Notation References

1. Electric Master Plan has not been completed. **San Marcos Electric Department**

2. Tasks assigned to *Alcohol Conditional Use Permit Committee* have not yet been completed. **Planning and Development Services**

3. Several infrastructure related projects are not yet completed, including:

- CM Allen reconstruction (so close) **Engineering Department**
- Mobility I-35 **TXDOT**
- Guadalupe improvements **TXDOT/Engineering Department**

4. This objective not been assigned tasks or a department.

5. Several infrastructure projects have not yet been completed, including:

- Hopkins bike/ped project **Engineering Department**
- River parks trail improvements, including east/west trail connectors under IH 35 (Cross Town Pathways) **Parks Department / TXDOT**

6. Several infrastructure projects have not yet been completed, including:

- Hopkins bike/ped project **Engineering Department**
- River parks trail improvements, including east/west trail connectors under IH 35 (formally called Cross Town Pathways) **Parks Department / TXDOT**
- 5 Year Sidewalk Maintenance and Gap infill program (continuous) **Transportation Department**

7. The San Marcos Strategic Housing Acton Plan has not been adopted. **Planning and Development Services**

8. Downtown Parking Management Plan yet to be implemented. In addition, several infrastructure projects have not yet been completed, including**:**

- TXDOT roadway negotiations **TXDOT / Engineering**
- Guadalupe improvements **TXDOT / Engineering**
- CM Allen improvements **Engineering**

9. Neighborhood Character Studies / Small Area Plans have not been completed. **Planning and Development Services**

10. Library expansion has not been completed. **Facilities Department**

11. Gateway Improvements Plan has not been completed. TXDOT roadway improvements have not been completed. **Engineering / TXDOT / City Manager's Office**

12. Arts Master Plan not yet completed. **Parks Department**

13. Arts Master Plan not yet completed. However a mural arts program has been established. **Parks Department**

14. Central Volunteer System created for the Parks Department, however there is not yet a Central Volunteer System for the City as a whole. **No Department assigned**

Key Priorities:

The Strategic Initiatives identified by the Council during the Visioning Meeting in January 2019 focus around the following key priorities:

- Workforce Housing
- Multi Modal Transportation
- City Facilities
- Workforce Development
- Downtown Vitality

Strategic Initiatives

Key Priority: **Workforce Housing**

A. Update, consolidate and communicate housing policies and action plans.

Strategies:

I. Conduct a housing study that analyzes housing supply, housing demand, and housing choice.
II. Update the Affordable Housing Policy and adopt a housing framework / blueprint based on the work of the San Marcos Workforce housing Task Force.
III. Maintain a robust website and participate as a community partner in advancing the City's housing goals.
IV. Develop internal city capacity and support capacity building efforts in community partners to advance the City's housing goals. Work with local employers such as Texas State University, San Marcos ISD, Hays County, Central Texas Medical Center, the banking community, the Greater San Marcos Partnership and area non-profits to identify and implement housing solutions.

B. Develop dedicated housing and revenue sources that meet goals.

Strategies:

I. Build permanently affordable homes targeted to flood victims on city-owned lots with CDBG-DR funds.
II. Apply for HOME funds. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program.
IV. Lend CDBG first-time homebuyer funds to households earning less than 80% AMI to purchase housing.
V. Enter into cooperative agreements with other taxing entities to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing.
VI. Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing.
VII. Establish an Emergency Housing Rehabilitation Program.

C. Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.

Strategies:

I. Encourage mixed income communities within new development.
II. Monitor the bonus density program for effectiveness and re-assess during the annual code update.
III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.
IV. Draft an ordinance targeting geographic locations and non-profit home builders for appropriate zoning when permanently affordable for sale housing is constructed.

Key Priority: **Multi-Modal Transportation**

A. City becomes the Direct Recipient for federal and state transit funding allocated to the San Marcos urbanized area.

Strategies:

I. Formalize official concurrence from TxDOT-PTN and the FTA, that the City is the Direct Recipient for the San Marcos urbanized area. All federal and state requirements for the Direct Recipient from CARTS to the City by October 1, 2019.

II. Consider the potential impacts of the 2020 Census upon transit services in the San Marcos urbanized area.

B. City reviews the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State University.

Strategies:

I. Review transit partnership models and select a system model to operate and manage the transit services, which that historically have been accepted by the FTA and TxDOT.

II. Assess the operating and financial alternatives for coordinated transit services.

III. Evaluate the benefits and constraints of a transit partnership with Texas State, to include:

   a. Seamless transit services for all customers.
   b. Expand community access to transit options
   c. Share capital budget resources.
   d. Coordinate transit routes to maximize efficiency.
   e. Leverage state and federal funding opportunities.
   f. Contribute to regional goals to reduce traffic and protect air quality.

IV. Evaluate the challenges of a transit partnership with Texas State, to include:

   a. Determine who will be the Direct Recipient.
   b. Create a shared governance structure.
   c. Compliance with federal and state regulations, to include paratransit services.
   d. Coordinate transit routes to maximize efficiency.
   e. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility, and passenger amenities.

V. Consider the potential impacts of the 2020 US Census upon transit services in the San Marcos urbanized area.

C. City continues other multi-modal initiatives.

Strategies:

I. Transportation Demand Management/ including downtown parking management:

   a. Adopt and implement parking management plan.
   b. Prioritize Transportation Master Plan projects to improve multi-modal alternatives.
   c. Evaluate and prioritize other transportation demand management tactics.

II. Improve Bicycle Friendly Community rating:

   a. Improve and expand dockless bike share program and explore other shared mobility opportunities.
   b. Revisit Complete Streets policy and propose changes for Council consideration.
   c. Draft Vision Zero policy for Council consideration.
   d. Consider creation of a Bicycle & Pedestrian Advisory Committee.
   e. Adopt and implement bicycle master plan.

III. Improve pedestrian connectivity and accessibility:

   a. Conduct updated assessment of existing sidewalk infrastructure.

b. Conduct gap analysis and identify/prioritize needed connections to multimodal facilities, transit stops, schools, neighborhoods, hike-bike trails, and east-west connections.
c. Develop and adopt Sidewalk Master Plan.
d. Identify and implement short-term maintenance and gap improvements.
e. Identify and program long-term pedestrian improvements.
f. Conduct site survey sampling for ADA compliance.
g. Continue utilizing external sources to confirm ADA compliance and staff training.

IV. Other regional transit:
a. Evaluate the benefits of regional transit partnerships with interurban providers including multimodal transit facility options.
b. Explore light rail, AMTRAK, and other future transit opportunities.
c. Explore options for a downtown circulator, including all alternative fuel/vehicle options.

V. Pursue multi-modal funding opportunities.

Key Priority: **City Facilities**

A. Explore short-term alternatives for staff expansion within City Hall Complex.

Strategies:

I. Determine 3-4 year staff growth potential for current City Hall Services.
II. Examine possible facility expansion alternatives to current City Hall campus, which could include temporary portable facilities.
III. Examine potential for possible short-term facility lease.
IV. Explore possible City Hall parking alternatives.

B. Review all possible alternative delivery methods for new facility construction.

Strategies:

I. Identify advantages and disadvantages of alternative delivery methods for City facility related projects.
II. Provide education materials to City staff and City Council on the alternative delivery methods.
III. Hire experienced project manager to implement those alternatives.
IV. Evaluate the success or issues related to each delivery method used by the City.

C. Develop a 5-year Fiscal Strategic Plan for implementation of Bond Projects.

Strategies:

I. Develop design and construction schedules for all facility projects.
II. Develop cost and time tracking system for all facility projects.
III. Develop Citizen Bond Review Committee that will meet periodically to review projects.
IV. Provide quarterly updates to Council.

D. Develop Public Services, Community Services and City Hall Project Design and Scope.

Strategies:

I. Develop RFP for Public and Community Service Maintenance Facility project.
II. Evaluate potential future alternatives for City Hall Campus.
III. Create a master plan for City Hall redevelopment.
IV. Implement strategic plan for City Hall redevelopment.

E. Explore alternatives for future land purchases for facilities.

Strategies:

I. Develop strategy for future facility site locations.
II. Build cost into 10-year CIP Projects.
III. Identify opportunities for land and/or facility acquisitions related to all City services and programs.

Key Priority: **Workforce Development**

A. Leverage and Partner with the Community.

Strategies:

I. Identify current assets including partners, existing services, possible locations, and organizational purpose. Include mapping of assets and services within the City.
II. Identify community partner to anchor a cradle to career initiative.
III. Identify and develop outreach opportunities.
IV. Identify challenges and unmet needs in the business community that are impacted by workforce development.

B. Facilitate opportunities for Training and Programming.

Strategies:

I. Identify and communicate existing training available.
II. Identify potential gaps and barriers for San Marcos residents.
III. Identify potential items to include when incentivizing economic development agreements.
IV. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.
V. Determine where to invest city funding to mitigate gaps and barriers that have been identified including a possible training location.

Key Priority: **Downtown Vitality**

A. Support diversified business activity.

Strategies:

I. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts.
   a) Scope and Visioning Exercise with district Stakeholders and City Council.
   b) Request for Proposal (RFP) and Contract for consultant.
   c) Public outreach with key stakeholders including the Downtown Association, Main Street, the University, as well as other key stakeholders.
   d) Drafting and adopting the Downtown Master Plan.
II. Review permitted and conditional uses in the downtown area.
   a) Identify potential code amendments during the annual code update process.
   b) Explore other modifications to alcohol Conditional Use Permits (CUP) related ordinances.
   c) Discuss bar service hours with the Council CUP Committee.
III. Define goals and objectives for the Main Street program.
   a) Review current goals and objectives within the Four Point approach of (1-Economic Vitality, 2-Design, 3-Organization, and 4-Promotion).
   b) Develop a strategy for transformation of Downtown along the Four Points.
   c) Define quantifiable outcomes for the transformation strategies identified.
   d) Align organizational resources to achieve desired outcomes through the budget process.

B. Take measures to improve downtown quality of place.

Strategies:

I. Review and assess possible sites and facilities which could promote San Marcos as a destination.
II. Review and address underground electric ordinances.
   a) Feasibility and cost analysis.
   b) Identify code amendments during the annual code update process.
III. Review and assess strategies for vacant and neglected buildings.

a) Review model programs and identify resources needed for implementation.
b) Propose code amendments during the annual code update process.

IV. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.
a) Define departmental roles and responsibilities with regard to design, construction, operation and maintenance of downtown streetscape and infrastructure improvements.
b) Develop an interim maintenance and beautification plan and coordinate efforts amongst stakeholders.
c) Explore the long-term solutions for beautification and maintenance including a downtown management district with downtown stakeholders.
d) Align organizational resources to achieve desired outcomes through the budget process.

V. Review and amend the Downtown Tax Increment Reinvestment Zone (TIRZ) #5.
a) Convene the TIRZ Board to consider pending funding request for Cheatham Street Flats project.
b) Ensure previously approved project (Crossroads/Justice Center) is completed, in conjunction with TxDOT and COSM improvements to Guadalupe Street.
c) Prepare a revised Project & Finance Plan for Board consideration and approval.
d) Present revised Project & Finance Plan for Council and Commissioner's Court consideration.

C. Accessibility to and within the downtown.

Strategies:

I. Complete the San Marcos River Bike and Pedestrian Trail project.
a) Finalize design.
b) Letting of Project – TXDOT.

II. Approve and implement the Parking Management Plan.
a) Hire Parking & Mobility Manager.
b) Parking Advisory Board orientation, bylaws and work plan.
c) Procure parking management technology (meters & mobile app).
d) Create program branding and marketing campaign.
e) Initiate phased rollout of on-street paid parking.
f) Negotiate off-street parking agreements with private property owners and facilitate options.

- *Staff will continue to prioritize work around Stormwater and Community Partnerships moving forward.*
- *Staff will work towards "Year of the City".*

City of San Marcos

2019-20 Strategic Initiatives Status Report

FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
WORKFORCE HOUSING					
Outcome(s)	• Increase the percentage of home ownership in San Marcos and provide additional workforce housing.				
	• Assemble a workforce housing task force that includes the City, County, Greater San Marcos Partnership, major employers, affordable housing developers and service providers, real estate community, Texas State University, Gary Job Corps, and school districts working towards common goals around housing.				
	• Maintain existing workforce housing in safe and healthy conditions.				
A. Update, consolidate and communicate housing policies and action plans.					
Strategy	I. Conduct a housing study that analyzes housing supply, housing demand and housing choice.				
Tasks	a. RFP and Contract	4 Months / October 2018	CDBG-DR Planning	Complete	
	b. Housing ~~Study~~ Needs Assessment Work	6 Months / April 2019		~~In Progress~~ Complete	• As part of the qualitative aspect of the survey, the survey was released December 10 and has received approximately ~~1,800~~ 2,000 responses to date. • Three focus groups were conducted on December 13, 2018 including a social services, business, and university group. A data brief will be available to the Task Force Working groups in February 2019 and a presentation to City Council and Task Force of the draft study will be made in March 2019. • The draft Housing Needs Assessment was presented during the March 14, 2019 Workforce Housing Taskforce Meeting. It was presented to City Council in a work session May 7, 2019.
	c. Adoption of Housing Needs Assessment	1 Month / April 2019		Complete	The Housing Needs Assessment provided an understanding of the housing challenges facing the community and was an essential resource in creating the Task Force Strategic Housing Action Plan
Strategy	II. Update the Affordable Housing Policy to reflect the work on Code SMTX, and policy direction on Low Income Housing Tax Credits (LIHTC)				
Tasks	a. Draft an updated policy based on recommendations from Housing ~~Study~~ Needs Assessment and community outreach~~/~~ and Task Force	~~12 Month / September 2019~~ 3 months /Jan 2020	Staff Resources	In Progress	The Workforce Housing Task Force is currently drafting the Strategic Housing Action Plan. The Action Plan is scheduled for final consideration by Council Fall 2019. This Action Plan will replace the existing affordable housing policy. An update to the LIHTC Program was approved in June 2018 and June 2019. The LIHTC policy is proposed to be updated at the October 15, 2019 City Council meeting with recommendations from the Workforce Housing Council Committee.
	b. Presentation and Review of Draft Policy	3 Months / January 2020	Staff Resources	In Progress	Replace the Affordable Housing Policy with the Workforce Housing Task Force Strategic Housing Action Plan. Add the LIHTC Policy as an appendix to the Housing Action Plan.
	c. Adoption of draft policy	3 Months / January 2020		In Progress	
Strategy	III. Maintain a robust website and participate as a community partner in advancing the City's housing goals.				
Tasks	a. Initial update to housing page with adopted strategic initiatives	1 Month / October 2019	Staff Resources	In Progress	The LIHTC application is on the website. Staff created an interactive map of all LIHTC projects in San Marcos. A new LIHTC page will be added to the website with this map.

	b. Regular updates with the completion and initiation of new initiatives and programs	Every Month, as needed	Staff Resources	In Progress	A SMTX 4 All page was added to the website detailing the work of the Workforce Housing Task Force. The page remains up to date.
Strategy	IV. Develop internal City capacity and support capacity building efforts in community partners to advance the City's housing goals. Work with local employers such as Texas State University, San Marcos CISD, Hays County, Central Texas Medical Center, the banking community, the Greater San Marcos Partnership and area non-profits to identify and implement housing solutions.				
Tasks	a. Address Workforce Housing Initiative during Budget	FY 19 Budget Process		Complete	• Programmatic Requests – Fund for Land Bank and Tax Forfeiture Properties • Staffing Requests – August 7, 2018 – taking Housing Coordinator position back to Council for approval. • CDBG DR Housing Coordinator has been hired.
	b. Staff Training and Cross Training	Ongoing		In Progress	Staff ~~is attending~~ attended the March 1, 2019 Housing Works event in Austin. Staff completed ~~completing~~ a Community Land Trust Webinar, and completed HOME training March 11, 2019. Staff attended the VAD Academy (Vacant, Abandoned, and Deteriorated Properties training) by Community Progress in May, 2019. Staff attended the Center for Community Progress Reclaiming Vacant Properties Conference 2019, Equity First: Revitalizing Communities Together, in October 2019.
	c. Develop partnerships and working relationships with affordable housing developers and other support services.	Ongoing		In Progress	• Staff met March 4 and March 6, 2019 with Habitat for Humanity to discuss partnership opportunities. • Staff met with Albert Sierra and developers planning to build senior affordable housing. • Five staff attended HOME training with TDHCA on March 11, 2019. • Staff met with a developer and member of the Workforce Housing Taskforce to discuss opportunities for the University and area developers to provide affordable housing. • Staff met with Albert Sierra of the San Marcos Housing authority to discuss revisions to the LIHTC Policy to allow tax exemption requests. • Staff has met with several developers proposing LIHTC projects in San Marcos. • Staff facilitated meetings with Nicholas Hall of the Houston Land Bank to discuss land banks with the community and stakeholders in August 2019. • Staff conducted 38 community conversations with community groups and organizations to discuss housing and potential partnerships as part of SMTX 4 All.
	d. Form a Task Force of area representatives	2 Months / August 2018	Staff Resources	Complete	
	e. Hold a meeting every 3 months	12 months /September 2019	Third party facilitator/ Funded from Comp Plan implementation	In Progress	• The Workforce Housing Task Force conducted five Task Force meetings and 11 working group meetings as part of the SMTX 4 All housing initiative.
	f. Build identified solutions into the City's Housing Policy	16 months /January 2020	Staff	In Progress	• The Strategic Housing Action Plan includes 4 goals, 6 strategies, and 23 action items for addressing housing affordability. The Action Plan has been approved by the Workforce Housing Task Force and Plan Commission. It is anticipated to be in front of the City Council in the near future.

B. Develop dedicated housing and revenue sources that meet goals.					
Strategy	I. Build permanently affordable homes targeted to flood victims on City-owned lots with CDBG-DR funds.				
Tasks	a. City Council Approval - Amendment No.6 and HUD Approval Amendment No. 6	May 2018 June 2018	Staff Resources, legal notices, and postage costs – DR funds	Complete	City Council approved Amendment No. 6 May 1, 2018. Council approved Amendment No. 7 September 4, 2018.
	b. Environmental Assessment	November 2018	Staff Resources -DR funds	Complete	
	c. Contract Closing – Begin Construction	April 2019	Staff Resources and construction contractors – DR funds	~~In Progress~~ Complete	Three (3) homes were completed on City-owned lots.
	d. Eligibility Review – Begin Construction	January 2020	Staff Resources and construction contractors – DR funds	In Progress	Seven (7) homes will begin construction on City-owned lots.
Strategy	II. Apply for HOME funds. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program.				
Tasks	a. Develop Application	Complete by July 2018	Staff Resources - Community Initiatives Division, PAD Services	Complete	The HOME agreement has been executed by TDHCA and the City. Contractors are currently being procured for the program.
	b. Request matching funds from City Council	August 2018	Staff Resources - Community Initiatives Division, PAD Services	Complete	City Council approved August 7, 2018
	c. Submit Application to Texas Department of Housing & Community Affairs (TDHCA).	August 2018	Staff Resources - Community Initiatives Division, PAD Services	Complete	Submitted to TDHCA week of October 1, 2018.
	d. Continue to work with PY17 CDBG Housing Rehabilitation Programs: Southside and BR3T	September 2017 – October 2018	Staff Resources - Community Initiatives Division, PAD Services	Complete	Completed 13 housing rehabilitation projects.
	e. Fund CDBG applicants requesting Housing Rehabilitation Program funds for PY18	New program year begins October 1, 2018.	Staff Resources - Community Initiatives Division, PAD Services	Complete	City Council approval of CDBG Action Plan for program year 2018 during City Council meeting held June 19, 2018.
	f. Fund CDBG applicants requesting Housing Rehabilitation Program funds for PY2019.	Program Year begins October 1, 2019	Staff Resources - Community Initiatives	Complete	City Council approved CDBG Action Plan for PY2019 during the June 18, 2019 City Council meeting.

			Division, PAD Services		
Strategy	III. Lend CDBG and General ~~first-time homebuyer~~ funds to households earning less than 80% AMI to purchase housing.				
	a. Increase the number of eligible Homebuyer Loans	October 1, 2018 to September 30, 2019	$80,000 CDBG funds, $100,000 General Fund funds Community Initiatives, PADS	Complete	100% of CDBG funds were committed to fund 12 loans, and 80% of General Fund funds were committed to fund 16 loans, for a total of 28 loans. This was an increase in six loans.
	b. Fund City, Texas State Professors and SMISD Homebuyer Loan Program $80,000	October 2018 to September 2019	$100,000 General Fund funds, Community Initiatives, PADS	Complete	Sixteen homebuyer loans have been granted during the last year.
Tasks	c. Fund Community Initiatives $80,000 Request in FY18 CDBG funds for 12 Homebuyer Incentive Program loans.	October 2019 to September 2020	$84,000 CDBG funds, Community Initiatives, PADS	In Progress -	City Council approved CDBG Action Plan for program year 2019 during the June 18, 2019 Council meeting. HUD Program Year begins October 1, 2019 and ends September 30, 2020
	d. Institute a new Homebuyer Loan Program for employees of SMISD.	January 1, 2019 to September 30, 2019	$100,000 General Fund; SMCISD can begin applying Community Initiatives, PADS	Complete	A new SMCISD Residency Incentive Program was instituted December 2018. Eight (8) loans were granted to SMCISD employees.
	e. Develop marketing campaign for Homebuyer Program	September 2019	Community Initiatives will utilize PADS and/or CDBG funds to update and continue marketing programs	Complete	A commercial video was produced and airs on the City's TV channel, new brochures were created for all programs the website was updated with new program information. Staff attended community events and handed out program information and answered questions.
Strategy	IV. Enter into cooperative agreements with other taxing entities to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing.				
Tasks	a. Develop a proposal	1 Month / May 2018	Staff Resources	In Progress	City Council approved $164,898 of CDBG funds to be used for land acquisition June 19, 2018. • Staff developed a land acquisition plan to meet federal compliance. • Letters of intent to purchase property have been sent to two property owners. • Staff will be participating in the County Auction April 2, 2019 for appropriate properties.
	b. Discuss with our Community Partners with at Hays County and SMCISD as part of the first meeting.	July/August 2018		In Progress	Preliminary proposal was presented and discussed during the first Community Partnerships meeting with County and School District representatives. A follow up presentation was delivered during the second Community Partnerships Meeting on November 30, 2018. Additional follow

					up with the school board was requested. The PowerPoint presentation was revised. The next Community Partnerships Meeting is scheduled for Friday, March 29, 2019. Staff held a stakeholder meeting with SMCISD administration on the creation of a potential land bank.
	c. Draft and approve an interlocal agreement	2 Months / August 2018		In Progress	Staff is working with our state Lobbyists (Bickerstaff) for amendments to the local government code to facilitate this process. This legislation did not move forward for a vote. Upon agreement of the partners to participate in the Land Bank, an interlocal agreement will be drafted.
Strategy	V. Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing.				
Tasks	a. Explore different land bank models	January 2019		In Progress	City Council approved $164,898 of CDBG funds to be used for land acquisition June 19, 2018. Staff has identified property to purchase and is in the process of acquiring the land by federal guidelines.
	b. Initiate entity creation	Winter 2020		In Progress	• Staff is working to set-up the Land Bank legal entity. Land Banks are identified as an action item in the Strategic Housing Action Plan and is also an identified action in the Three-Year Implementation Plan. • Staff facilitated meetings with Nicholas Hall of the Houston Land Bank to discuss land banks with the community and stakeholders in August, 2019. • Staff is working with our state lobbyists (Bickerstaff) for amendments to the Local Government Code to facilitate this process. The legislation did not move forward. • Staff took a community land trust webinar.
Strategy	VI. Establish an Emergency Housing Rehabilitation Program.				
Tasks	a. Establish an Emergency Housing Rehabilitation Program.	Begin October 1, 2019	Staff Resources - Community Initiatives Division, PAD Services	In Progress	City Council approved the Program for the CDBG PY19 Action Plan during the June 18, 2019 City Council meeting, and staff is currently working on its implementation.
C. Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.					
Strategy	I. Encourage mixed income communities within new development.				
Tasks	a. Monitor the implementation of the Planning Area District Implementation	12 Months / April 2019		In Progress	The Workforce Housing Task Force identified "Implementing lifecycle and diverse housing principles" (Strategy B) as one of their strategies in the Strategic Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future. There have been no requests for "Planning Area Districts" since the adoption of Code SMTX.
	b. Identify potential code amendments during the annual code update process.	~~3 Months / June 2019~~ January 2020		In Progress	City Council discussed amendments to the existing neighborhood regulating plan process on January 15, 2019, and determined that this would be part of the annual code update. Staff and Council have identified various code amendments which are anticipated to be discussed late 2019 / early 2020.
Strategy	II. Monitor the bonus density program for effectiveness and re-assess during the annual Code SMTX update.				
Tasks	a. Monitor the program for implementation in Areas of Stability and Growth Areas	12 Months / April 2019		In Progress	During the Small Area Plan survey, housing affordability was identified as a top concern that should be addressed by small area plans. The Small Area

					Plan Program is pending approval from the City Council. The bonus density program in Code SMTX has not been requested by an applicant since the adoption of the Code. The Task Force identified "Pre-approve residential development in strategic locations" (Strategy D) and "Implementing lifecycle and diverse housing principles" (Strategy B) as one of their strategies in the Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future.
	b. Identify potential code amendments during the annual code update process	~~3 Months / June 2019~~ January 2020		In Progress	The Task Force identified "Pre-approve residential development in strategic locations" (Strategy D) and "Implementing lifecycle and diverse housing principles" (Strategy B) as one of their strategies in the Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future. Staff and Council have identified various code amendments which are anticipated to be discussed late 2019 / early 2020.
Strategy	III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.				
Tasks	a. Implement recommendations from Housing Study to gauge performance in this initiative.	~~After March 2019~~ January 2020		In Progress	The Housing Needs Assessment was completed in April, 2019. The Action Plan is intended to go before the City Council for consideration in the near future.
	b. Track development inquiries and identify constraints in the permitting and development process for missing middle housing types.	12 Months / April 2019		In Progress	Staff completed an interactive guide to building an ADU in San Marcos to encourage and assist homeowners with the process. https://user-3vpeqil.cld.bz/A-Guide-to-Accessory-Dwelling-Units One request for a zoning change to ND-3 was approved by City Council in August, 2018 on Bishop Street and allowed one additional unit on the property. Other requests which may have provided for the missing middle were denied and / or ultimately withdrawn by the applicant (Spring Ranch Villas, Windmill Drive, Earle Street, and two requests on Hopkins Street)
	c. Track the number of units added	12 Months / April 2019			
	d. Propose code updates during the annual code update process	~~3 Months / June 2019~~ January 2020			Staff and Council have identified various Code Amendments which are anticipated to be discussed late 2019 / early 2020.
Strategy	IV. Draft an ordinance targeting geographic locations and non-profit homebuilders for appropriate zoning when permanently affordable for sale housing is constructed.				
Tasks	a. Draft a proposal for Opt-In Zoning in Intensity Zones to be considered by the Workforce Housing Task Force and Affordable Housing Subcommittee.	4 Months / March 2019			The Workforce Housing Task Force included an action item, "Opt-In Zoning Overlay Districts" to the Housing Action Plan. The Action Plan is intended to go before the City Council for consideration in the near future.
	b. Draft zoning code for public review	2 Months/January 2020			The Task Force identified "Pre-approve residential development in strategic locations" (Strategy D) and "Implementing lifecycle and diverse housing principles" (Strategy B) as one of their strategies in the Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future.
	c. Adoption Meetings	2 Months / March 2020			

FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
MULTI-MODAL TRANSPORTATION					
Outcome(s)	• To provide a federally-compliant, coordinated public transit system that leverages state and federal grant funding opportunities, increases operational efficiency, reduces costs, and increases transit access for the community				
	• To identify the small UZA Direct Recipient entity and create a shared governance structure compliant with State and Federal guidelines.				
	• To develop a coordinated financial plan to include contract negotiations, operating funds, investment capital, combined infrastructure, maintenance, and passenger amenities.				
	• To develop joint transit routes to improve frequency and provide all riders maximum community access.				
	• To contribute to the achievement of regional goals to reduce traffic and protect air quality.				
A. City becomes the Direct Recipient for federal and state transit funding allocated to the San Marcos urbanized area.					
Strategy	I. Formalize official concurrence from TxDOT-PTN and the Federal Transit Administration (FTA) that the City is the Direct Recipient for the San Marcos urbanized area. All federal and state requirements for a Direct Recipient for CARTS to the City by October 1, 2019.				
Tasks	a. DR Resolution and Legal opinion of Counsel documents to TxDOT-PTN	February 18, 2018		Complete	Resolution 2018-148R and Legal Opinion of Counsel forwarded to TxDOT-PTN for State concurrence and support to FTA
	b. City staff & CARTS coordinate the transfer of the Direct Recipient roles and responsibilities	February – October 2019		In Progress	City staff continues to meet and coordinate with CARTS on transfer of buses, financial procedures, and grant management responsibilities
	c. DR will ensure compliance with all FTA requirements & guidance in the provision of public transit services	October 1, 2019		Complete~~In Progress~~	FTA concurred with TxDOT and the City is officially the direct recipient effective October 1, 2019
	d. DR will collect and report data accurately to the National Transit Database (NTD) & TrAMS (FTA grant management system)	October, 1 2019 – September 2020		In Progress	CARTS, as the service provider, will collect and assemble performance and financial data for the City to submit for the NTD report.
	e. DR will manage grant funds, maintain financial management systems, monitor eligible expenses, & conduct audits (i.e. FTA Triennial Review)	October, 1 2019 – September 2021		In Progress	
Strategy	II. Consider the potential impacts of the 2020 Census upon transit services in the San Marcos urbanized area.				
Tasks	a. Potential outcomes include the following: 1) San Marcos Urbanized Area (UZA) remains autonomous; 2) San Marcos UZA is absorbed by a Large Urbanized Area, such as Austin UZA; and 3) San Marcos UZA boundary & population adjustments.	March 2023			
B. City reviews the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State University.					
Strategy	I. Review transit partnership models and select a model system to operate and manage the transit services, which historically have been accepted by the FTA and TxDOT.				
Tasks	a. Coordinated Transit Plan Study Phase II	August 2018-February 2019		Complete	Coordinated Transit Plan Study Phase II completed.
	b. City Transit Work Session	February 5, 2019		Complete	Staff provided overview of Phase II recommendation including benefits and challenges, and requested Council guidance on next steps of coordinated transit joint RFP and ILA development.
	c. Conduct Five Year Strategic Master Plan for Transit Service	March 2019 – December 2019	$96,000 in FTA 5304 planning grant funds	In Progress	City staff developing plan scope and coordinating with TxDOT and University.
	d. Implement Transit Plan Phase II Recommendations	March 2019 – October 2020		In Progress	City & University staff meet weekly to discuss elements and draft the Joint RFP & ILA for Coordinated Transit Service.
Strategy	II. Assess the operating and financial alternatives for coordinated transit services.				

Tasks	a. Implement Transit Plan Study Phase II	Begin February 2019			
Strategy	III. Evaluate the benefits and constraints of a transit partnership with Texas State to include: a) Seamless transit services for all customers; b) Expand community access to transit options; c) Share capital budget resources; d) Coordinate transit routes to maximize efficiency; e) Leverage state and federal funding opportunities; and f) Contribute to regional goals to reduce traffic and protect air quality.				
Tasks	a. Coordinated Transit Plan Study Phase II	August 2018-February 2019		Complete	
	b. Implement Transit Plan Study Phase II	Begin February 2019			
Strategy	IV. Evaluate the challenges of a transit partnership with Texas State to include: a) Determine who will be the Direct Recipient; b) Create a shared governance structure; c) Compliance with federal and state regulations to include paratransit services; d) Coordinate transit routes to maximize efficiency; and e) Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility and passenger amenities.				
Tasks	a. Coordinated Transit Plan Study Phase II	August 2018-February 2019		Complete	
	b. Implement Transit Plan Study Phase II	Begin February 2019			
Strategy	V. Consider the potential impacts of the 2020 US Census upon transit services in the San Marcos urbanized area.				
Tasks	a. Potential outcomes include the following: 1) San Marcos Urbanized Area (UZA) remains autonomous; 2) San Marcos UZA is absorbed by a Large Urbanized Area, such as Austin UZA; and 3) San Marcos UZA boundary & population adjustments.	March 2023		Future	
C. City continues other multi-modal initiatives.					
Strategy	I. Transportation Demand Management/ including downtown parking management.				
Tasks	a. Adopt and implement parking management plan.	May 2019 – November 2019	Staff resources.	In Progress	On-Street Paid Parking Implementation Plan and enabling Ordinance scheduled for Council consideration and action on May 7, 2019. Council appoints Parking Advisory Board April 2019. PAD has met seven times with staff to consider implementation steps.
	b. Prioritize Transportation Master Plan projects to improve multi-modal alternatives.	Ongoing	Staff resources.	In Progress	Engineering/CIP Department has primary responsibility for this task. Desired outcomes to be achieved through the budget process.
	c. Evaluate and prioritize other transportation demand management tactics.	Future	Staff resources.	Future	Parking & Mobility Manager and Parking Advisory Board have primary responsibility for this task.
Strategy	II. Improve Bicycle Friendly Community rating.				
Tasks	a. Improve and expand dockless bike share program and explore other shared mobility opportunities.	Ongoing service	Staff resources.	In Progress	Council approved VeoRide bike share program in 2018. Fleet was expanded to include e-assist bikes in February, 2019. Council approved second year extension to VeoRide contract in August 2019.
	b. Revisit Complete Streets policy and propose changes for Council consideration.			In Progress	Parking & Mobility Manager may be assigned responsibility for this task.
	c. Draft Vision Zero policy for Council consideration.			In Progress	Engineering/CIP Department has primary responsibility for this task.
	d. Consider creation of a Bicycle and Pedestrian Advisory Committee.			Future	
	e. Adopt and implement bicycle master plan.			Future	
Strategy	III. Improve pedestrian connectivity and accessibility.				
Tasks	a. Conduct updated assessment of existing sidewalk infrastructure.				
	b. Conduct gap analysis and identify/ prioritize needed connections to multi-modal facilities, transit stoops, schools, neighborhoods, hike-bike trails, and east-west connections.	Complete	Staff Resources	Complete	Public Services-Transportation's 5-yr Sidewalk Maintenance and Gap Infill program prioritizes multi-modal sidewalk connections for the next 5 years and is updated annually.

	c. Develop and adopt Sidewalk Master Plan.				
	d. Identify and implement short-term maintenance and gap improvements.	Complete	Staff Resources	Complete	Public Services-Transportation's 5-yr Sidewalk Maintenance and Gap Infill program prioritizes short-term and gap projects for the next 5 years and is updated annually.
	e. Identify and program long-term pedestrian improvements.				
	f. Conduct site survey sampling for ADA compliance.	Oct 2019 – Sept 2020	Staff Resources / Interns		To be completed with Public Services-Transportation's sidewalk assessment update.
	g. Continue utilizing external sources to confirm ADA compliance and staff training.	Complete	Contracted Services	Complete	Public Services-Transportation utilizes TDLR Registered Accessibility Specialists (RAS) to inspect city sidewalk projects per ADA requirements. Public Services-Transportation also hires Registered Accessibility Specialists (RAS) to provide training to city street/sidewalk crews.
Strategy	IV. Other regional transit.				
Tasks	a. Evaluate the benefits of regional transit partnerships with interurban providers including multi-modal transit facility options.	After October 21, 2019		Future	
	b. Explore light rail, AMTRAK, and other future transit opportunities.	After October 21, 2019		Future	
	c. Explore options for a downtown circulator, including all alternative fuel/vehicle options.	After October 21, 2019		Future	
Strategy	V. Pursue multi-modal funding opportunities.				
Tasks	a. Hire Grant Manager with responsibility for seeking out, applying for, and managing grant funding opportunities.	May 2019		In Progress	
FY 2019 Strategic Initiatives		**Timeline/Estimated Completion Date**	**Budget and Resources**	**Status**	**Notes**
CITY FACILITIES					
Outcome(s)	• To maintain current facilities at minimal expense until new facilities can be procured allowing room for staff growth during that time period.				
	• To procure and construct quality bond projects in an efficient, expedient and cost-effective manner.				
	• To procure and construct a quality Public/Community Services Maintenance Facility in an efficient, expedient and cost- effective manner.				
	A. Explore short-term alternatives for staff expansion within City Hall Complex.				
Strategy	I. Determine 3-4 staff growth potential for City Hall Services.				
Tasks	a. Update projected staffing plan previously performed by PGAL Architecture Firm.	Completion by July 2018		Complete	Staffing plan has been updated.
Strategy	II. Examine possible facility expansion alternatives to current City Hall campus, which could include temporary portable facilities.				
Tasks	a. Staff examined opportunities for portable buildings and has developed potential budget for next 2 years.	June 2019 ~~September 2018~~	$249,000 for purchase, set up and furnishings	~~In Progress~~ Complete	Portable building acquisition was approved October 1st 2018. Building in place June 2019.~~Discussed with the City Council at the June 13th Budget Workshop. City Council wanted additional information related to purchasing a portable building. Portable building funding was approved by City Council on September 18th, and Portable building acquisition was approved October 1st. Building should be in place by the end of January 2019.~~
	b. Develop projections for how long portable buildings will sustain projected staffing.	Completed as part of PGAL staffing plan update		In Progress	Portable buildings will allow for approximately 30 more people. This is estimated to get us through construction of a new City Hall.

Strategy	III. Examine potential for possible short-term facility lease.				
Tasks	a. As portable building expansion possibilities are eliminated, city staff will explore opportunities for leasing additional space	Not needed until portable building possibilities are exhausted.			Not needed at this point.
Strategy	IV. Explore possible City Hall parking alternatives.				
Tasks	a. City Staff relocated existing City equipment from the maintenance complex to the 40 acres site, which freed up 22 spots behind the Municipal Building.	Complete April 2018	This was done at no cost to the City	Complete	Complete
	b. City staff identified the possible expansion of the existing parking lot in front of the Public Services facility. This expansion would increase parking by 22-24 new parking spaces.	Monitor the budget situation and parking issues for a period of time	$135,000 Recommended funding from unbudgeted sales tax revenue	In Progress	Discussed with the City Council at the June 13th Budget Workshop. City Council wanted more data related to the number of city staff who park daily at the City versus total spaces available. Options were brought back in August, but the project was denied. City staff has found a cheaper alternative and will implement in January 2019.
	c. City staff identified the possible expansion of the existing parking lot on the side of the Municipal Building. This expansion would increase parking by 5 additional spaces.	Monitor the budget situation and parking issues for a period of time before recommending a timeline	$12,200 Recommended funding from unbudgeted sales tax revenue	In Progress	This is an option that will be evaluated over time and will be based on need. Not recommended at this time.
	B. Review all possible alternative delivery methods for new facility construction.				
Strategy	I. Identify advantages and disadvantages of alternative delivery methods for City facility related projects.				
Tasks	a. City staff met with numerous architectural, Owner's Rep engineering firms and contractors to determine the best delivery methods for the potential projects the City is considering.	Complete		Complete	Complete Presented to City Council on May 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods.
	b. Develop matrix of strengths and weaknesses concerning each alternative delivery method.	Complete		Complete	Complete Presented to City Council on May 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods.
Strategy	II. Provide education materials to City staff and City Council on the alternative delivery methods.				
Tasks	a. City staff will hold a workshop to educate the City Council related to the various delivery methods available to construct a city facility.	Complete		Complete	Complete Presented to City Council on May 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods.
Strategy	III. Hire experienced project manager to implement those alternatives.				
Tasks	a. Issue Project Manager Owner's Rep Request for Qualification	Responses due May 24th from Respondents. Contract for Owner's Rep Services will be on June 19, 2018 agenda.		Complete	City Council award contracted to Jacob's Engineering on June 19, 2018 for all bond projects and Public/Community Services maintenance facility as well as a feasibility study for City Hall.
Strategy	IV. Evaluate the success or issues related to each delivery method used by the City.				
Tasks	a. Once the Owner's Rep is hired on June 19, 2018, the City will work with the chosen firm to finalize the delivery method that will be chosen for each of the City's projects.	This will be finalized by the beginning of July. Updates will be given to the City Council in August 2018		In Progress	Kick-off meetings with Jacobs for all facility projects started on June 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods for all bond projects. City Hall and Public Services are still being evaluated for the best alternative delivery method.

	b. Purchasing documents will then be created to facilitate the procurement of each of the proposed facilities.	Expected to be complete for the Library and Police Bond Projects by the end of August 2018 if not sooner.		In Progress	Kick-off meetings with Jacobs for all facility projects started on June 29, 2018RFQ for Police Architect services was issued in October 2018 with approval by City Council on January 15, 2019. Design Building RFQ for Library will be issued on January 6, 2018. Contract was awarded by City Council for Fire Training Master Plan in December 2018. RFQ for Design Build for Fire Station 2 was put out for solicitation in December 2018. Award is scheduled for March 2019.
	C. Develop a 5-year Fiscal Strategic Plan for implementation of Bond Projects.				
Strategy	I. Develop design and construction schedules for all facility projects.				
Tasks	a. Police Remodel and Expansion Project design and construction schedules will be started after the Owner's Rep Agent is hired on June 19, 2018.	Schedules will be completed by middle of July	$5.5M GO Bond Funds	In Progress	Kick-off meetings with Jacobs for all facility projects started on June 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods. Contract for design services with KGA Architects scheduled on Council Agenda for January 15, 2019. Design work to begin immediately thereafter. KGA Architects have conduced multiple meetings with Police Department staff and are actively working on design documents. The current schedule puts the documents going out for construction bids in late January, 2020.
	b. Library Remodel and Expansion Project design and construction schedules will be started after the Owner's Rep is hired on June 19, 2018.	Schedules will be completed by middle of July	$14.5 Go Bond Funds	In Progress	Kick-off meetings with Jacobs for all facility projects started on June 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods. Design Build RFQ will be released in January 2019.
	c. Holland Fire Station #2 Relocation will start design in July 2018.	Construction documents will be created before the end of 2018.	$5.2M GO Bond Funds	In Progress	Kick-off meetings with Jacobs for all facility projects started on June 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods. RFQ for Designed build was issued in December 2018. Award is scheduled for March 2019. West/East Architects has completed the site adapt design work and Flintco has arrived at a GMPP. Council will consider the GMPP on November 6, 2019.
	d. Fire Training Field design and construction schedules will be created by the end of July 2018.	City staff will work with owner's rep agent to select best procurement method.	$2.0M GO Bond Funds	In Progress	Kick-off meetings with Jacobs for all facility projects started on June 29, 2018. Council resolution passed on August 21, 2018 authorizing alternative delivery methods. Fire Training Field Master Plan was awarded in December 2018. Abercrombie has completed the master plan that was presented to Council in September. Council will consider amending the contract with Abercrombie on October 15, 2019 to allow design of phase 1 of the project.
	e. Trace Fire Station will be the last bond project to be implemented and will depend on the Trace Development housing take-down schedule.	City staff will work with Highpointe Developers to create a timeline on when the fire station funding will be available.	$4.3M GO Bond Funds, additional $2M Developer Funding		Possible Start in 2021-2022. Jacobs is to begin negotiations with West/East Architects to adapt the existing design from Station 2 to this site. Possible design work to begin in January, 2020.
Strategy	II. Develop cost and time tracking system for all facility projects.				
Tasks	a. Part of the scope of the Owner's Rep will include cost control and time tracking systems for all facility projects.	Owner's Rep contract will be awarded on June 19, 2018		Complete	City website Project Control Dashboard was created in September 2018
	b. City will display cost and time tracking system on the City website and information will be updated monthly.	Owner's Rep contract will be awarded on June 19, 2018		Complete	City website Project Control Dashboard was created in September 2018
Strategy	III. Develop Citizen Bond Review Committee that will meet periodically to review projects.				

Tasks	a. City staff will hold semi-annual workshops to update the City Council and citizens regarding the status of the May 2017 Bond Election Projects.	First workshop will be held May 29, 2018.		In Progress	Update on bond projects and Council resolution passed on August 21, 2018 authorizing alternative delivery methods. Next update is scheduled for January 2019.
	b. City will provide quarterly written updates to the May 2017 Community Improvements Task Force and City Council.	First update in August 2018		In Progress	
	D. Develop Public Services, Community Services and City Hall Project Design and Scope.				
Strategy	I. Develop RFP for Public and Community Service Maintenance Facility project.				
Tasks	a. An Owner's Rep firm should be hired by June 19, 2018 and will evaluate delivery methods for this facility.	Delivery method to be completed by August 2018.		In Progress	Kickoff meeting on July 10th. Council resolution passed on August 21, 2018 authorizing alternate delivery methods. Design Charrette held in September 2018. Public Private Cooperation presentation held at the September 18, 2018 meeting. Staff is finalizing the program requirements for the facility.
	b. Once the best delivery method is selected, the correct procurement documents will be crafted and issued for response.	Procurement documents to be issued by December 2018		In Progress	Procurement documents scheduled for February or March 2019.
Strategy	II. Evaluate potential future alternatives for City Hall Campus.				
Tasks	a. The City will retain an experienced real estate firm with experience related to redevelopment projects procured via some form of a public-private partnership.	Goal is to have a firm under contract by the end of July 2018		In Progress	45 to 90-day evaluation period anticipated once a firm is hired. Jacobs provided presentation on September 18, 2018 meeting. City staff exploring alternatives on proper firm to conduct City Hall master plan.
	b. Future workshop with City Council to discuss alternatives.	Projected Timeline-Fall of 2018		In Progress	Public Private Cooperation presentation held at the September 18, 2018 meeting.
Strategy	III. Create a master plan for City Hall redevelopment.				
Tasks	a. The City currently has an RFQ out to procure an experienced Owner's Rep with experience related to redevelopment projects procured via some form of a public-private partnership.	Owner's Rep contract will be approved on June 19, 2018		In Progress	Owner's Rep contract approved on June 19th. 45 to 90-day evaluation period anticipated. Public Private Cooperation presentation held at the September 18, 2018 meeting.
	b. The City will retain an experienced real estate firm with experience related to redevelopment projects procured via some form of a public-private partnership.	Goal is to have a firm under contract by the end of July 2018		In Progress	45 to 90-day evaluation period anticipated once a firm is hired. City staff is exploring alternatives on proper firm to conduct City Hall master plan. Plan should be finalized in January 2019.
	c. The firms retained in items a. and b. above will work with the City to develop a strategic plan.	This strategy can be developed by August 2018 with recommendations to City Council by Fall 2018		In Progress	Public Private Cooperation presentation held at the September 18, 2018 meeting. Implementation Plan is being developed. Plan should be finalized in January 2019.
Strategy	IV. Implement strategic plan for City Hall redevelopment.				
Tasks	a. This section will be added once the strategic plan is finalized in Strategy III above.	Implementation timeline will be developed once Strategy III is finalized		In Progress	Implementation Plan is being developed and should be finalized in January 2019.
	E. Explore alternatives for future land purchases for facilities				
Strategy	I. Develop strategy for future facility site locations.				
Tasks	a. Fire Station location plan is complete. City will continue to look for potential land for purchase in prime areas related to future stations. Hwy 80/21 Station land and Outlet Mall land will be a top priority.	The estimated time to purchase the first two station locations is		Ongoing	The timeline for these projects could vary depending upon the land that becomes available.

		estimated between 2020 and 2023			
	b. City staff will monitor options for land during the negotiation of development agreements.	Ongoing		Ongoing	
Strategy	II. Build cost into 10-year CIP.				
Tasks	a. There is currently land acquisition budgeted in the 10-year CIP for two additional fire stations.	Timeline for acquisitions could vary depending upon the land that becomes available.			Land has not been negotiated
	b. Future land acquisitions will continue to be evaluated.	Ongoing review each budget year		Ongoing	
Strategy	III. Identify opportunities for land and/or facility acquisitions related to all City services and programs.				
Tasks	a.			New	
FY 2019 Strategic Initiatives		**Timeline/Estimated Completion Date**	**Budget and Resources**	**Status**	**Notes**
WORKFORCE DEVELOPMENT					
Outcome(s)	• To align city, business, workforce, education, social service, and economic development policies and programs to grow and sustain a healthy local economy.				
	• To close the skills gap and build a workforce that will meet local business demand.				
	• To increase the number of residents earning a living wage and to encourage our youth to obtain additional training to become "job ready" in the future.				
	A. Leverage and Partner with the Community				
Strategy	I. Identify current assets including partners, existing services, possible locations, and organizational purpose. Include mapping of assets and services within the City.				
Tasks	a. Evaluate studies that have already been done, including the ALICE (Asset Limited, Income Constrained, Employed) Report.	October 2019		Ongoing	Local information has been evaluated. Library is also participating in the Community Assessment being led by Community Action and started in September 2019.
	b. Coordinate community-wide conversations to identify ways our students and residents can overcome obstacles and create more local opportunities for education and career success.	April 2019		Ongoing	Participated in all facets of the Pathways to Prosperity. Working with ACC to offer classes at El Centro. GSMP has reorganized a workgroup to include Education and Workforce together and Deborah Carter will be representing the library going forward.
Strategy	II. Identify community partner to anchor a cradle to career initiative.				
Tasks	a. Within the City of San Marcos, the Public Library has been identified as the department to anchor this initiative. A Librarian with workforce development skills will be added to the team in the new budget year.	After October 2019	$67,768 (salary + benefits of new Librarian)		While the library does provide some workforce development now, the increased focus on this issue will require additional personnel. Library job was posted in mid-September and candidate has been selected. Start date will be October 21, 2019. Library already has all furniture and technology.
	b. Coordinate with businesses, chamber of commerce, GSMP, SMCISD, Texas State University, Texas Workforce, and other stakeholders.	January 2020		Ongoing	Participated in GSMP Education and Workforce Initiative which is chaired by Christian Duran of GSMP and Dr. Eugene Bourgeois from Texas State. The Office for P-16 Initiatives at Texas State will be providing regular support for community members that need assistance with college applications, scholarships, FAFSA, and other career information. The library is providing one-to-one assistance for job-seekers. One-to-one assistance has been the most successful since adults can receive the exact help that they need. Library staff have trained six retired professionals to assist with this program and more volunteers are being sought.
Strategy	III. Identify and develop outreach opportunities.				

Tasks	a. Participate with the Chamber of Commerce Education Committee, Rotary Job Fair, SMCISD Career & Technical Trades teachers, Texas Workforce, Community Action Adult Education, and other existing groups to promote a successful career path for students and residents.			Ongoing	The library is partnering with Texas Workforce Solutions to provide a job fair on Saturday, October 26th at the library. We are developing a Microsoft Certification program that will begin in January 2020; classes will be limited to 14 people and offered for free. A grant has been secured to pay for the certification tests for all students that qualify.
	b. Help increase the productivity of area business and the advancement of incumbent workers by promoting employee retention programs, on-the-job training, lifelong learning, and industry-recognized credential attainment.			Ongoing	This is done by many different staff now, however to have a more cohesive message and expand workforce services, the Librarian position would have to be filled.
Strategy	IV. Identify challenges and unmet needs in the business community that are impacted by Workforce Development.				
Tasks	a. Include challenges and unmet needs in the community conversations facilitated by E3 Alliance.	October 2019		Ongoing	Information will be gathered in April 2019, but detailed reports will not be available until October 2019. A final meeting was held in early October and reports will follow.
	b. Develop volunteer and mentoring opportunities community-wide.	March 2020		New	City employees interested in mentoring a SMCISD student will attend an organization meeting on October 7. So far 25 COSM employees have signed up to be a mentor.
	B. Facilitate opportunities for Training and Programming.				
Strategy	I. Identify and communicate existing training available.				
Tasks	a. Promote community awareness of area occupations in demand and the associated skill sets required.	October 2020		New	Materials have been ordered and space has been cleared to add a Job and Career Center at the library. This dedicated space will include books and other materials to assist with resume and job information. It will also include a bulletin board with local job information and a section that will be devoted to upcoming companies and establishments that will be expanding or relocating in San Marcos and typical skills that will be needed to gain employment with these new businesses. In addition, we will have a room that will have a computer that includes a camera so that skype interviews can be done easily and with privacy.
	b. Provide enhanced web content on the library website to refer to existing training available within a 30-mile radius of San Marcos.	July 2019		Ongoing	Library staff will be updating the EDUCATION links in November.
Strategy	II. Identify potential gaps and barriers for San Marcos residents.				
Tasks	a. Work with non-profits and social services to develop a guide to services that could be accessed in a printed directory as well as online.			New	The first draft of this directory has been completed and is available in paper format at the library. The booklet has been sent to be indexed by a professional pro-bono and will be posted online when that is completed. A social services volunteer fair is scheduled for the first week in December.
	b. Review the findings from the Workforce Housing Initiative, Partnership Initiative, and Multi-Modal Transportation Initiative.	July 2019		Ongoing	
Strategy	III. Identify potential items to include when incentivizing economic development agreements.				
Tasks	a. Identify model cities and determine what economic development agreements could be useful to our population	January 2020		New	
	b. Provide City Council with possible educational initiatives that could be included in future agreements.	April 2020		New	
Strategy	IV. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.				

Tasks	a. Work with Chris Duran and other members of GSMP to determine what their current agreement requires.			New	A new Education and Workforce Task Force had the first meeting in September 2019.
	b. Determine community partners that could benefit from the training required in the agreement.			New	
Strategy	V. Determine where to invest City funding to mitigate gaps and barriers that have				
Tasks	a. Partner with existing nonprofits, agencies, and schools to provide job training and encourage development of the soft skills necessary to be successful in the modern workforce.			New	Dependent on Librarian position
	b. Identify possible regional partners that could expand into the City of San Marcos and provide additional career training.			New	Dependent on Librarian position
	c. Provide GED, English Language, Computer Classes, and other workforce training at the San Marcos Public Library and at other locations around the city.			Ongoing	This is done by many different staff now, however to have a more cohesive message and expand workforce services, the Librarian position would have to be filled. In March, the library hosted GED, English, Spanish, Medical Career Investigation, Basic Internet, keyboarding, Word, Excel, and a 12-week class to become Microsoft Staff Certified. In April, the library will have all of the classes as we had in March and in addition, we will provide Introduction to Virtual Reality, Equitable Housing program, and a Saturday series: (Week 1) Market Yourself, Getting the Job You Want; (Week 2) Interviewing for Success; (Week 3) Growth Mindset, motivated for life and work. During August, the library provided 25 GED classes and 23 English Language classes. Upcoming in October is a program about managing change and stress in the workplace. A new series of financial literacy classes will start in November.
FY 2019 Strategic Initiatives		**Timeline/Estimated Completion Date**	**Budget and Resources**	**Status**	**Notes**
DOWNTOWN VITALITY					
Outcome(s)	• To support diversified business activity.				
	• To take measures to improve downtown quality of place.				
	• Accessibility to and within the downtown.				
	A. Support diversified business activity.				
Strategy	I. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts.				
Tasks	a. Scope and Visioning exercise with district stakeholders and City Council.	Summer 2020	Seeking source.		$100,000 is the estimated costs. Overseen by Planning and Development Services. Incorporated in to the Comp Plan process.
	b. Request for Proposal (RFP) and contract for consultant.	Spring 2020	TBD		
	c. Public outreach with key stakeholders including the Downtown Association, Main Street, the University, as well as other key stakeholders.				
	d. Drafting and adopting the Downtown Master Plan.				
Strategy	II. Review permitting and conditional uses in the Downtown area.				

Tasks	a. Identify potential code amendments during the annual code update process.	Spring 2020	Staff resources	Spring 2020	Committee recommendations to be included in the annual update for council approval.
	b. Explore other modifications to alcohol Conditional Use Permits (CUP) related ordinances.	Spring 2020	Staff resources	Spring 2020	Committee recommendations.
	c. Discuss bar service hours with the Council CUP Committee		Staff resources		Collaborative effort of multiple departments.
Strategy	III. Define goals and objectives for the Main Street program.				
Tasks	a. Review current goals and objectives within the Four Point approach of; 1-Economic Vitality, 2-Design, 3-Organization, and 4-Promotion	~~Review April/May. Board approval June 2019~~ November 2019	Staff resources.	In progress	Main Street Advisory Board Agenda item – April - November 2019
	b. Develop a strategy for transformation of Downtown along the Four Points.	~~May/June discussion. Completion July 2019~~ November 2019	Staff resources.	In progress	Main Street Advisory Board Agenda item – May~~, June, July~~ - November 2019
	c. Define quantifiable outcomes and projects for the Implementation Plan strategies identified.	~~May/June discussion. Completion July 2019~~ July 2019- January 2020	Staff resources.	In progress	Main Street Advisory Board Agenda item – May~~, June, July~~ - November 2019
	d. Align organizational resources to achieve desired outcomes through the budget process.	Discussion with other departments.	Staff resources.	In progress	Main Street Advisory Board Agenda item – ~~May, June, July~~May 2019 - March 2020
	B. Take measures to improve downtown quality of place.				
Strategy	I. Review and assess possible sites and facilities which could promote San Marcos as a designation.				
Tasks	a. Utilizing Kissing Alley as event space.	Spring 2021 ~~January 2020~~	Staff resources.		Collaborative effort of multiple departments to achieve additional public space as an event destination. Reconstruction of Kissing Alley - Contract awarded for preliminary engineering and field services.
Strategy	II. Review and address underground electric ordinances.				
Tasks	a. Feasibility and cost analysis.	2019	Staff resources.	Completed	Estimated $54 million for overhead to underground conversion of the downtown areas (Smart Code)
	b. Identify code amendments during the annual code update process.				
Strategy	III. Review and assess strategies for vacant and neglected buildings.				
Tasks	a. Review model programs and identify resources needed for implementation.	~~April-May 2019~~ December 2019	Staff Resources/ Code Enforcement/ Main Street	In progress	Research and identify programs in other communities. Prepare summary of ideas which work within our community. Public private partnership with building owners for consistent message. Work with building owners to design and improve vacant windows and spaces. Creative team in process of uniform design for windows and spaces. Downtown Committee for review.
	b. Propose International Property and Maintenance Code amendments	~~June – August 2019~~ Spring 2020	Code Enforcement	In Progress	Review items with Downtown Vitality Team and schedule Workshop in Early 2020
Strategy	IV. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.				
Tasks	a. Identify departmental roles and responsibilities for downtown improvement and maintenance of streetscapes and infrastructure improvements.	October 2019	Staff resources.	In progress	Matrix of downtown roles and responsibilities is in process.
	b. Develop an interim maintenance and beautification plan and coordinate efforts amongst stakeholders.	May/June ~~2019~~ 2020	Staff resources. Seeking project funding options.	In progress	Working with city departments and stakeholders to landscape downtown with native colorful plants.

	c. Explore the long-term solutions for beautification plan and maintenance including a downtown management district with downtown stakeholders.	~~September 2019~~ June 2020	Staff resources. Seeking project funding options.	In progress	Researching funding options through public and private funding sources. Scheduled seasonal beautification and maintenance in public areas.
	d. Identify resources needed through the budget process.	August 2020	Staff resources. Funding amount TBD		Submission of completed plan including all departments and stakeholders to administration for FY2021 funding.
Strategy	V. Review and amend the Downtown Tax Increment Reinvestment Zone (TIRZ) #5.				
Tasks	a. Convene the TIRZ Board to consider pending funding request for Cheatham Street Flats project.	April 2019	Staff resources		Staff to review Cheatham Street Project plan.
	b. Ensure previously approved project (Crossroads/ Justice Center) is completed. In conjunction with TxDOT and COSM Improvements to Guadalupe St.	May 2019	Staff resources	In Progress	Departmental and stakeholder review of projects.
	c. Prepare a revised Project and Finance Plan for Board consideration and approval.	June 2019	Staff resources		Staff to research current and future development projects.
	d. Present revised Project and Finance Plan for Council and Commissioner's Court consideration.	August 2019	Staff resources		
	C. Accessibility to and within the downtown.				
Strategy	I. Complete the San Marcos River Bike and Pedestrian Trail Project.				
Tasks	a. Finalize design.	~~May-June~~ July 2019	Parks and Recreation	~~In Progress~~ Completed	TxDOT has completed review of 100% plans and provided approval to proceed with letting.
	b. Letting of Project – TxDOT.	September 2019	City will provide 10% matching funds for construction	~~In Progress~~ Completed	Project let in September with apparent low bid from SB Contractors LLC. Contract award is anticipated November 2019 and construction begins in December 2019.
Strategy	II. Approve and implement the Parking Management Plan.				
Tasks	a. Hire Parking and Mobility Manager.	~~May 2019 – July 2019~~ TBD – funding source	Staff resources	In Progress	Budget amendment approved by council in December 2018. Recruitment pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance.
	b. Parking Advisory Board orientation bylaws and work plan.	May 2019 – Nov. 2019	Staff resources	Completed	Board was established by Council in December 2018. Board will be convened to adopt bylaws and work plan upon Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance.
	c. Procure parking management technology (meters and mobile app.).	May 2019 – Nov. 2019 TBD – Pending Parking Committee	~$600,000		On-Street Paid Parking Implementation Plan and enabling Ordinance scheduled for Council consideration and action on May 7, 2019.
	d. Create program branding and marketing campaign.	May 2019 – Nov. 2019 TBD – Pending Parking Committee	Staff resources, 3rd party parking mgmt firm		Pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance, this work will be coordinated by Parking & Mobility Manager and performed by 3rd party parking management firm.
	e. Initiate phased rollout of on-street paid parking.	May 2019 – Nov. 2019 TBD – Pending Parking Committee	Staff resources, 3rd party parking mgmt firm		Pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance, this work will be coordinated by Parking & Mobility Manager and performed by 3rd party parking management firm.
	f. Negotiate off-street parking agreements with private property owners and facilitate options.	As opportunities arise	Staff resources	In Progress	Shared responsibility of Parking & Mobility Manager and Real Estate Division. Staff has begun discussions with private property owners for off-street parking.

San Marcos Destination Services
LOGO USAGE

CONVENTION AND VISITOR BUREAU

Logo is used in accordance with CoSM graphic standards. Full color where appropriate, one color where needed.

SANMARCOS
TourSanMarcos.com

Graphic image used on small platform Social Media for ease of recognition:

SM TX

Recent promotional and T-shirt designs:

#SMTXperience
SAN MARCOS, TEXAS

SAN MARCOS SM TX TEXAS

SAN MARCOS SM TX TEXAS

San Marcos TX

DOWNTOWN MAIN STREET

Official logo used:

DOWN TOWN SMTX

DOWNTOWN SMTX

DOWNTOWN SMTX

DOWNTOWN SMTX.com

Seasonal event promotions:

DOWN TOWN SMTX Trick or Treat

DOWN TOWN SMTX