

City of San Marcos

Strategic Initiatives Quarterly Report (April - June 2018)

FY 2019 Strategic Initiatives	Timeline/Estimated Completion Date	Budget and Resources	Status	Notes	
 <b>WORKFORCE HOUSING</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>• Increase the percentage of home ownership in San Marcos and provide additional workforce housing.</li> <li>• 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.</li> <li>• Maintain existing workforce housing in safe and healthy conditions.</li> </ul>				
<b>A. Update, consolidate and communicate housing policies and action plans.</b>					
Strategy	<b>I. Conduct a housing study that analyzes housing supply, housing demand and housing choice.</b>				
Tasks	a. RFP and Contract	4 Months / August 2018	CDBG-DR Planning	Started	
	b. Housing Study Work	4 Months / December 2018			
	c. Adoption of Housing Study	1 Month / January 2019			
Strategy	<b>II. Update the Affordable Housing Policy to reflect the work on Code SMTX, and policy direction on Low Income Housing Tax Credits (LIHTC)</b>				
Tasks	a. Draft an updated policy based on recommendations from Housing Study and community outreach	1 Month / November 2018	Staff Resources		This update is scheduled to be concurrent with the work on the Housing Study; an update to the LIHTC Program was approved in June 2018
	b. Presentation and Review of Draft Policy	1 Month / December 2018	Staff Resources		
	c. Adoption of draft policy	1 Month / January 2019			
Strategy	<b>III. Define workforce housing and create a shared understanding around the priority.</b>				
Tasks	a. Discussion during Council Subcommittee	3 Months / May 2018	Staff Resources	Complete	
	b. Draft an interim update to City's affordable housing policy	1 Month / May 2018		Complete	
	c. City Council adoption of updated policy	1 Month / June 2018		Complete	
Strategy	<b>IV. Maintain a robust website and participate as a community partner in advancing the City's housing goals.</b>				
Tasks	a. Initial update to housing page with adopted strategic initiatives	1 Month / June 2018	Staff Resources	In Process	LIHTC Application is on website and we have received 1 application.
	b. Regular updates with the completion and initiation of new initiatives and programs	Every 3 Months	Staff Resources		
Strategy	<b>V. Develop internal City capacity and support capacity building efforts in community partners to advance the City's housing goals.</b>				
Tasks	a. Address Workforce Housing Initiative during Budget	FY 19 Budget Process		In Process	<ul style="list-style-type: none"> <li>• Programmatic Requests – Fund for Land Bank and Tax Forfeiture Properties</li> <li>• Staffing Requests – August 7, 2018 – taking Housing Coordinator position back to Council for approval.</li> </ul>
	b. Staff Training and Cross Training	Ongoing			
	c. Develop partnerships and working relationships with affordable housing developers and other support services.	Ongoing			
Strategy	<b>VI. 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.</b>				
Tasks	a. Form a Task Force of area representatives	2 Months / August 2018	Staff Resources	In Process	
	b. Hold Bi – Annual or Quarterly Meetings	September / March			

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	c. Build identified solutions into the City's Housing Policy				
<b>B. Develop dedicated housing and revenue sources that meet goals.</b>					
<b>Strategy I. Build permanently affordable homes targeted to flood victims on City-owned lots with CDBG-DR funds.</b>					
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	In Process	Published Amendment No. 6 in newspaper and on website for 30-day comment period to end May 1, 2018. City Council to approve Amendment No. 6 May 1, 2018, with submission of document to HUD May 2, 2018. HUD has 45 days to review the submission.
	b. Environmental Assessment	July 2018	Staff Resources -DR funds	In Process	
	c. Contract Closing – Begin Construction	July 2018	Staff Resources and construction contractors – DR funds		End construction December 30, 2018.
<b>Strategy II. Apply for HOME funds.</b>					
Tasks	a. Develop Application	Complete by July 2018	Staff Resources - Community Initiatives Division, PAD Services	In Process	PHD intern hired to complete this task.
	b. Request matching funds from City Council	August 2018	Staff Resources - Community Initiatives Division, PAD Services		City is required to match 25% of funds. City Council Meeting agenda item August 7, 2018
	c. Submit Application to Texas Department of Housing & Community Affairs (TDHCA).	August 2018	Staff Resources - Community Initiatives Division, PAD Services		City Council - August 7, 2018 - Submit as soon as Resolution and Application are signed.
<b>Strategy III. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program.</b>					
Tasks	a. Continue to work with PY17 CDBG Housing Rehabilitation Programs: Southside and BR3T	September 2017 – October 2018	Staff Resources - Community Initiatives Division, PAD Services	In Process	Will complete 14 housing rehabilitation projects by September 30, 2018.
	b. Fund CDBG applicants requesting Housing Rehabilitation Program funds for PY18	New program year begins October 1, 2018.	Staff Resources - Community Initiatives Division, PAD Services		City Council approval of CDBG Action Plan for program year 2018 during City Council meeting held June 19, 2018.
<b>Strategy IV. Lend CDBG first-time homebuyer funds to households earning less than 80% AMI to purchase housing.</b>					
Tasks	a. Fund Community Initiatives \$80,000 Request in PY18 CDBG funds for 12 Homebuyer Incentive Program loans.	New program year begins October 1, 2018 and ends September 30, 2019.	Staff Resources - Community Initiatives Division, PAD Services	In Process	City Council approved CDBG Action Plan for program year 2018 during June 19, 2018 City Council meeting. Action Plan will be submitted to HUD for approval August 10, 2018.
<b>Strategy 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.</b>					
Tasks	a. Develop a proposal	1 Month / May 2018	Staff Resources	In Process	City Council approved \$164,898 of CDBG funds to be used for land acquisition June 19, 2018.
	b. Discuss with our Community Partners with at Hays County and SMCISD as part of the first meeting.	July/August 2018		In Process	Appointments made to represent the City Council in May 2018; SMCISD and Hays County appointments made in June 2018. Staff is working to schedule the first meeting.

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	c. Draft and approve an interlocal agreement	2 Months / August 2018			
Strategy	VI. 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			City Council approved \$164,898 of CDBG funds to be used for land acquisition June 19, 2018.
	b. Initiate entity creation	April 2019			
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	8 Months / January 2019			
	b. Identify potential code amendments during the annual code update process	3 Months / March 2019			
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	8 Months / January 2019			
	b. Identify potential code amendments during the annual code update process	3 Months / March 2019			
Strategy	III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.				
	a. Implement recommendations from Housing Study to gauge performance in this initiative.	After January 2019			
Tasks	b. Track development inquiries and identify constraints in the permitting and development process for missing middle housing types.	8 Months / January 2019		In Process	Completed an interactive guide to building an ADU in San Marcos to encourage and assist homeowners with the process. <a href="https://user-3vpeqil.cld.bz/A-Guide-to-Accessory-Dwelling-Units">https://user-3vpeqil.cld.bz/A-Guide-to-Accessory-Dwelling-Units</a>
	c. Track the number of units added	8 Months / January 2019			
	d. Propose code updates during the annual code update process	3 Months / March 2019			
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 affordable housing subcommittee.	4 Months / August 2018			
	b. Draft zoning code for public review	2 Months / October 2018			
	c. Adoption Meetings	2 Months / December 2018			
 <b>PUBLIC TRANSIT</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>Provide a seamless transit service for all customers with expanded community access and coordinated transit routes that maximize operational efficiency.</li> </ul>				
	<ul style="list-style-type: none"> <li>Identify the small UZA Direct Recipient entity and create a shared governance structure compliant with State and Federal guidelines.</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop a coordinated financial plan to include contract negotiations, operating funds, investment capital, combined infrastructure, maintenance, and passenger amenities.</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop joint transit routes to improve frequency and provide all riders maximum community access.</li> </ul>				

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	<ul style="list-style-type: none"> <li>Maintain regional goals to reduce traffic and protect air quality.</li> </ul>				
A. City becomes the Direct Recipient for federal and state transit funding allocated to the San Marcos urbanized area.					
Strategy	I. Reach a local consensus and secure a City Council resolution authorizing the City Manager to request that the Capital Metropolitan Planning Organization (CAMPO) officially recognize the City as the Direct Recipient (DR).				
Tasks	a. RFP Coordinated Transit Plan (CTP) Study awarded to KA Associates	March 2018	\$38,856.10	Complete	TX State led procurement effort
	b. City Transit Work Session	April 2018		Complete	Staff provided overview of transit systems operations and funding. Staff tasked to modify CTP scope of work into a two phased approach. Phase 1 will discuss DR options
	c. Start Coordinated Transit Plan (CTP) Study Phase I with TX State University	May 2018	\$19,428.05 (City share)	Complete	
	d. KA Associates facilitate transit stakeholder meetings with Texas State Students/Faculty and City of San Marcos City Council/Community Stakeholders	June 11, 2018 – June 12, 2018		Complete	Four stakeholder meetings held on June 11-12 to provide insight on Transit visions, barriers, and support. "All meetings conducted in similar fashion with similar outcomes" according to KA Associates staff
	e. Evaluate Direct Recipient options (CTP Phase I)	May 2018 – July 2018		In Process	
	f. Provide Phase I – DR recommendation to City Council	August 2018		In Process	Scheduled for August 7, 2018 work session.
Strategy	II. Request CAMPO provide formal concurrence by the Transportation Policy Board (TPB) of the City's Direct Recipient status and, subsequent to this action, that the CAMPO conveys such support to the attention of the Public Transit Division of the TxDOT-PTN.				
Tasks	a. Facilitate a meeting between City & CAMPO staff to discuss City's resolution	After October 2018			
	b. Facilitate a meeting between City Council, Hays County Commissioner & CAMPO Transportation Policy Board (TPB) to discuss the City's resolution	After October 2018			
	c. Request CAMPO provide formal concurrence by the TPB, and convey such support to TxDOT-PTN	After October 2018			
Strategy	III. After official concurrence from both Federal Transit Administration (FTA) and TxDOT-PTN that the City is the Direct Recipient for the San Marcos urbanized area, all federal and state requirements for a Direct Recipient will become the City's responsibility.				
Tasks	a. DR will ensure compliance with all FTA requirements & guidance in the provision of public transit services	After October 2018			
	b. DR will collect and report data accurately to the National Transit Database (NTD) & TrAMS (FTA grant management system)	After October 2018			
	c. DR will manage grant funds, maintain financial management systems, monitor eligible expenses, & conduct audits (i.e. FTA Triennial Review)	After October 2018			

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Strategy	IV. Consider the potential impacts of the 2020 Census upon transit services in the San Marcos urbanized area.				
Tasks	a. San Marcos Urbanized Area (UZA) remains autonomous	March 2023			
	b. San Marcos UZA is absorbed by a Large Urbanized Area, such as Austin UZA	March 2023			
	c. San Marcos UZA boundary & population adjustments	March 2023			
B. City researches the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State.					
Strategy	I. Explore transit partnership models that historically have been accepted by the FTA and TxDOT.				
Tasks	a. RFP Coordinated Transit Plan (CTP) Study awarded to KA Associates	March 2018		Complete	TX State led procurement effort
	b. City Transit Work Session	April 2018		Complete	Staff provided overview of transit systems operations and funding. Staff tasked to modify CTP scope of work into a two-phased approach. Phase 1 will discuss DR options
	c. Start Coordinated Transit Plan (CTP) Study Phase I with TX State University	May 2018		Complete	
	d. KA Associates facilitate transit stakeholder meetings with Texas State Students/Faculty and City of San Marcos City Council/Community Stakeholders	June 11, 2018 – June 12, 2018		Complete	Four stakeholder meetings held on June 11-12 to provide insight on Transit visions, barriers, and support. “All meetings conducted in similar fashion with similar outcomes” according to KA Associates staff
	e. Evaluate Direct Recipient options (CTP Phase I)	May 2018 – July 2018		In Process	
	f. Provide Phase I – DR recommendation to City Council	August 2018		In Process	Scheduled for August 7, 2018 work session.
Strategy	II. Assess the operating and financial alternatives for coordinated transit services.				
Tasks	a. Coordinated Transit Plan Study Phase II	August 2018 – December 2018			
	b. Implement Transit Plan Study Phase II	Begin January 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 – December 2018			
	b. Implement Transit Plan Study Phase II	Begin January 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) Review the needs of different ridership requirements; 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 – December 2018			
	b. Implement Transit Plan Study Phase II	Begin January 2019			
Strategy	V. Evaluate the benefits of regional transit partnerships with inter-urban providers.				

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Tasks	a. 5-Year Strategic Transit Master Plan	FY 19 Summer/Fall			
Strategy	VI. Select a management model to operate and manage the transit services.				
Tasks	a. Coordinated Transit Plan Study Phase II	August 2018 – December 2018			
	b. Implement Transit Plan Study Phase II	Begin January 2019			
Strategy	VII. Consider the potential impacts of the 2020 Census upon transit services in the San Marcos urbanized area.				
Tasks	a. San Marcos Urbanized Area (UZA) remains autonomous	March 2023			
	b. San Marcos UZA is absorbed by a Large Urbanized Area, such as Austin UZA	March 2023			
	c. San Marcos UZA boundary & population adjustments	March 2023			
 <b>STORMWATER MANAGEMENT</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>Increase the number of properties that are protected by a stormwater system meeting City standards.</li> </ul>				<b>Measurement:</b> Number of properties improved
	<ul style="list-style-type: none"> <li>Improve stormwater quality from existing developed areas</li> </ul>				<b>Measurement:</b> Pounds of Total Suspended Solids removed from runoff or mitigated
	<ul style="list-style-type: none"> <li>Improve the flood resiliency of the City and work with regional partners to mitigate future flooding.</li> </ul>				<b>Measurement:</b> The increase in flood protection provided (storm event)
A. Create a community resilient to regional and localized flooding events and improve stormwater quality.					
Strategy	I. Complete CDBD-DR projects in areas impacted by 2015 floods (Uhland, Blanco Gardens, Clarewood/Barbara, Midtown, Blanco Riverine).				
Tasks	a. Uhland Road Improvements	2020	\$4,190,000	Design	DR Funds-30% design, Public Meeting June 11 2018
	b. Clarewood/Barbra Drive Improvements	2020	\$2,500,000	Design	DR Funds
	c. Blanco Gardens Stormwater Imps	2020	\$5,500,000	Design	DR & Woods Funds
	d. Midtown Stormwater Improvements	2021	\$850,0000	Design	DR Funds
	e. Blanco Riverine Improvements	2023	\$8,932,200	Design	DR & TWDB Funds
Strategy	II. From the results of the Stormwater Master Plan: a) Use City developed flood models of Cottonwood, Purgatory, Willow, Sessom and Sink Creeks, and of San Marcos and Blanco Rivers to improve new development permitting; b) Use FLOMAD data on drainage hot spots in the design of stormwater CIP projects; c) Adopt new development detention and water quality “fee-in-lieu” calculations and fees to fund regional projects; d) Use “fully developed” conditions analysis on modeled creeks and rivers to plan for regional solutions (detention, capacity, land use) prior to future development; e) Incorporate recommended water quality projects from WQPP & WPP in CIP; and f) Incorporate identified stormwater system and water quality improvements with other funded CIP projects whenever possible.				
Tasks	a. Fee-in-Lieu Fee for Detention & WQ	April 2018	Staff Resources	Complete	Developed with Code SMTX
	b. City Park Bio-filtration Pond	July 2018	\$467,440	Construction	WQ improvements
	c. Oakridge culvert replacements	August 2018	\$183,173	Construction	Storm sewer improvements
	d. CM Allen Improvements	August 2019	\$300,000 of \$2.9M	Construction	Storm sewer & WQ improvements
	e. Coers Drainage Improvements	September 2020	\$1.3M of \$1.7M	Construction	Storm sewer & WQ improvements
	f. Victory Gardens Neighborhood Imp	December 2020	\$2.0M of \$8.2M	Construction	Storm sewer and WQ improvements

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	g. Travis Drainage Improvements	2019		Design	
	h. Mill Street Improvements	2019		Design	
	i. William Pettus Drainage	2019		Design	
	j. River Road Bank Stabilization	2019		Design	
	k. SWTP Access Drainage Repair	2019		Design	
	l. Sessom Creek Improvements	2020		Design	
	m. Sessom at Academy Drainage	2020		Design	
	n. Hopkins Street Improvements	2021		Design	
	o. Wallace Addition Stormwater	2021		Design	
	p. Bishop Drainage Improvements	2022		Design	
	q. Purgatory Creek Channel Improvements	2022		Design	
	r. Hills of Hays Stormwater	2022		Design	
	s. Sunset Acres Improvements	2024		Design	
Strategy	III. Use 2D modeling to identify localized stormwater inundation areas outside the 100-yr floodplain and upgrade stormwater system to current standards to address. (Examples: Downtown, Heritage, Sunset Acres)..				
Tasks	a. Purgatory Watershed Analysis	September 2018	\$252,605	Underway	
Strategy	IV. Develop flood warning and emergency management tools to improve City response during flood events.				
Tasks	a. Complete preliminary report	July 2018	\$57,580	Underway	\$150,000 budget in DR Funds
	b. Decision on system scope	September 2018		Not started	
	c. Design & Construction of System	2019		Not started	
Strategy	V. Implement new Stormwater Technical Manual to facilitate new development to reduce impervious cover through Low Impact Development.				
Tasks	a. Complete Technical Manual	June 2018	\$85,000	Underway	
	b. Post to Web	July 2018	Staff Resources	Not started	
	c. Notification to engineering community	July 2018	Staff Resources	Not started	
B. Create a sustainable stormwater utility that effectively and equitably funds stormwater improvements and leverages funding through alternative sources.					
Strategy	I. Leverage acquisition costs by developing a comprehensive parcel acquisition map to coordinate and prioritize acquisitions meeting multiple city objectives such as flood protection, conservation, parkland, etc. Seek grant and subsidized funding sources for purchase.				
Tasks	a. Develop initial map in Engineering	June 2018	Staff Resources	Underway	
	b. Additions/Input from other Depts	August 2018	Staff Resources	Not Started	
	c. Staff Map to CMO	September 2018	Staff Resources	Not Started	
Strategy	II. Update Drainage Utility rates to new Stormwater Utility reflecting City Council budget priorities.				
Tasks	a. Imp. Cover update & acct. review	May 2018	\$49,280	Complete	
	c. Initial model/issue identification	June 2018	\$49,600	Complete	
	d. Final rate model development	Fall 2018	\$50,000	Not Started	
	e. Council discussion	Fall 2018		Not Started	
	f. Adoption/implementation	Fall 2019		Not Started	
Strategy	III. Complete preliminary design for "shovel-ready" projects that meet criteria for alternate funding sources such as state and federal programs.				
Tasks	a. Purgatory Creek Prelim. Eng. Report	October 2018	\$467,440	Underway	
	b. Blanco Riverine Phase 1 Analysis	October 2018	\$683,000	Underway	

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	b. Cottonwood Creek Regional Detention	2021		Not Started	
Strategy	IV. Implement development fees and requirements to fund regional solutions.				
Tasks	a. Detention Fee-in-Lieu	April 2018	Staff Resources	Complete	Established with Code SMTX
	b. Water Quality Fee-in-Lieu	April 2018	Staff Resources	Complete	Established with Code SMTX
	c. City Park Water Quality Pond	July 2018	\$415,024	Construction	Fee in Lieu project
	d. Hutchison Water Quality Pond	May 2018	\$95,000	Construction	Fee in Lieu project
	e. Cottonwood Creek Regional Detention	2021		Not Started	
Strategy	V. Coordinate drainage projects and regional solutions with new development to leverage funds through oversizing and development participation.				
Tasks	a. Concho Commons	2019		Construction	Ext. of downtown storm sewer on Guadalupe St
	b. IH-35 Improvements	2021		Design	TxDOT coordination for storm sewer capacity increase
C. Develop regional partnerships to maximize solutions for both current and future flood resiliency.					
Strategy	I. Work with USACE and other regional partners on long-term solution for Blanco River flooding impacts.				
Tasks	a. Develop Blanco River Group	May 2018		Complete	Established with Blanco Riverine Study
	b. Long-Term Flood Mitigation Options	July 2018		Underway	Analysis of 2 alternatives, Regional Policy Mtg July 2018
	c. Determine continuing efforts	October 2018		Underway	Council mtg to review Phase I PER results Oct 2018
Strategy	II. Work with Hays County and Upper San Marcos Watershed Flood Control District on improvement and maintenance of flood control dams and the downstream discharge to Purgatory and Sink Creeks.				
Tasks	a. Purgatory Creek Imp. Prelim. Report	October 2018		Design	
	b. Hays County	June 2018		Underway	Coordination on flood control dam repairs
	c. Hays Co/Upper San Marcos Meeting			Not Started	Pending completion of Purgatory Report
Strategy	III. Coordinate with upstream and downstream communities to prevent future damages from increased runoff associated with growth and increased impervious cover				
Tasks	a. Coordinate with Regional Partnerships	2018			Potential item for discussion with Regional Partnership Strategy
	b. Engage consultant to facilitate tech info				
	c. Meeting to determine interest & next steps				
Strategy	IV. Use state and federal lobby efforts to seek regional funding solutions.				
Tasks	a. 2018 Washington D.C. Trip	April 2018		Complete	Regional solution options for \$24M in new CDBG-DR
	b. Follow-up with TxDOT D.C. on funding	June 2018		Complete	Request for assistance on bridge funding
 <b>COMMUNITY PARTNERSHIPS</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>Develop memorandum of understandings and interlocal agreements between the City and Texas State University based upon shared interests that benefit our community.</li> <li>Develop memorandum of understandings and interlocal agreements between the City, Hays County and San Marcos CISD based upon shared interests that benefit our community.</li> <li>Increase consistent and ongoing communication between the City and Texas State, Hays County, and San Marcos CISD regarding shared issues affecting our community to enhance the quality of place for our citizens.</li> </ul>				
	<ul style="list-style-type: none"> <li>Increase consistent and ongoing communication with the City and regional partners in our surrounding cities.</li> </ul>				
	A. Meetings with the University President (Texas State), Governing Bodies (Hays County and SMCISD), and key staff.				
Strategy	I. Establish <b>semi-annual</b> meetings with University President <b>and/or President's Cabinet Members</b> , 2 Council Members and key staff to include University VP's, City Manager, ACM's and other lead staff depending on the issue				

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Tasks	a. Establish proposed structure of Community Partnership(s) framework and provide to Dr. Trauth	February 2018	Staff Resources	Complete	After meeting with Dr. Trauth, it was determined that it was best to continue monthly Town/Gown meetings with City Executive Team and President's Cabinet members.
	b. Hold meeting with Texas State President and Cabinet Members to discuss proposed framework and potential agenda items	April 2018	Staff Resources	Complete	After meeting with Dr. Trauth, it was determined that it was best to continue monthly Town/Gown meetings with City Executive Team and President's Cabinet members.
	c. Continue monthly Town/Gown Dialogue meetings with City Manager, President's Cabinet and key staff to discuss ongoing collaborative issues	Ongoing	Staff Resources	Ongoing	
	d. Schedule meetings with the University President on an as-needed basis depending upon the nature of the issue	As needed			
Strategy	II. Establish semi-annual meetings with 2 County Court Members from Hays County, 2 School Board Members from San Marcos CISD, 2 Council Members and key staff to include Hays County Chief of Staff, Superintendent, Associate Superintendent, City Manager, City Chief of Staff, ACM's and other lead staff depending upon the issue.				
Tasks	a. Establish proposed structure of Community Partnership(s) framework and provide to the two entities	February-June 2018	Staff Resources	Complete	Proposed structure provided to San Marcos CISD administration and Hay County. Approved by both entities. City Council representatives appointed in May 2018. San Marcos CISD and Hays County appointments made in June 2018.
	b. Hold meeting with SMCISD Superintendent, Associate Superintendent, Hays County Commissioner Ingalsbe, County Chief of Staff and City staff to discuss proposed framework and potential agenda items	April 2018	Staff Resources	Complete	
	c. Appoint 2 Council Members to the committee	May 2018	Council	Complete	
	d. SMCISD and Hays County each appoint their 2 committee members	June 2018		Complete	
	e. Schedule first meeting with SMCISD, Hays County and City and prepare agenda	July/August 2018		In Process	Staff working to schedule a meeting in July or August.
	f. Come to agreement regarding semi-annual meeting schedule	July/August 2018		In Process	

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B. Establish goals and opportunities with a common interest and benefit to our constituents.					
Strategy		Define goals and objectives to be discussed. Items to be discussed that lead to policy, memorandum or agreements or collaborations of mutual benefit and public interest. <sup>1</sup>			
Tasks	a. Continue monthly Town/Gown Dialogue meetings with Texas State President's Cabinet members, City Manager and key staff to discuss common interests and potential shared opportunities	Ongoing	Staff Resources	Ongoing	
	b. Continue Council one-on-one meetings with City Manager to determine if there are issues that need to be addressed with the President's Cabinet members or University President and schedule meetings if needed	Ongoing	Staff Resources/Council	Ongoing	
	c. Continue Council one-on-one meetings with City Manager to determine if there are issues that need to be addressed with Hays County and San Marcos CISD that can be discussed as part of the Community Partnership semi-annual meetings	Ongoing	Staff Resources/Council	Ongoing	
	d. Hold quarterly meetings with SMCISD, Hays County and City staff to discuss potential agenda items needing to be discussed during semi-annual meetings with the full committee	Quarterly	Staff Resources/Council	In Process	Staff working to schedule first meeting in July or August.
C. Develop regional partnerships to maximize solutions for both current and future flood resiliency.					
Strategy		I. Coordinate with upstream and downstream communities to prevent future damages from increased runoff associated with growth and increased impervious cover.			
Tasks	a. Schedule meetings with City Administration in Kyle, Buda and Wimberley to discuss potential strategies and partnerships for flood and runoff mitigation.	Ongoing			Meeting scheduled with area City Managers from Kyle, Buda, New Braunfels and Wimberly to discuss common issues facing our communities and how we can best address regional issues.
	b. Work with HUD-DR, GBRA, TxDOT, U.S. Fish and Wildlife, Texas Parks and Wildlife, FEMA, Texas Water Development Board and other entities regarding existing projects and future storm water strategies, regional flood mitigation and funding	Ongoing			
	<ul style="list-style-type: none"> <li>Acquisition of Millecan Tract with the Texas Water Development Board</li> </ul>				In Process
Strategy		II. Use state and federal lobby efforts to seek regional funding solutions			

<sup>1</sup> Strategies B.I. and B.II were combined from the original Strategic Initiatives document adopted by Council on March 6, 2018.

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Tasks	a. Work with Normandy Group to formulate the 2018 Federal Agenda for Washington D.C. Trip	April 2018		Complete	
	b. Council and staff delegation meet with Federal Legislators and other key entities to assist in furthering the Council's Strategic Initiatives	April 2018		Complete	
	c. Complete RFP process to select a State lobbying firm to represent the City's interest during the upcoming State Legislative Session	December 2018		In Process	
<b>FY 2019 Strategic Initiatives</b>		<b>Timeline/Estimated Completion Date</b>	<b>Budget and Resources</b>	<b>Status</b>	<b>Notes</b>
 <b>CITY FACILITIES</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>To maintain current facilities at minimal expense until new facilities can be procured allowing room for staff growth during that time period.</li> <li>To procure and construct quality bond projects in an efficient, expedient and cost-effective manner.</li> <li>To procure and construct a quality Public/Community Services Maintenance Facility in an efficient, expedient and cost-effective manner.</li> </ul>				
<b>A. Explore short-term alternatives for staff expansion within City Hall Complex.</b>					
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			Currently Underway
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.	September 2018			Discussed with the City Council at the June 13 <sup>th</sup> Budget Workshop. City Council wanted additional information related to purchasing a portable building. This will be brought back in August.
	b. Develop projections for how long portable buildings will sustain projected staffing.	Completed as part of PGAL staffing plan update			Started once PGAL staffing study is complete in July 2018
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.				
	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

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Tasks	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		Discussed with the City Council at the June 13 <sup>th</sup> Budget Workshop. City Council wanted more data related to the number of city staff who park daily at the City versus total spaces available. This will be brought back in August.
	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		This is an option that will be evaluated over time and will be based on need.
<b>FY 2019 Strategic Initiatives</b>		<b>Timeline/Estimated Completion Date</b>	<b>Budget and Resources</b>	<b>Status</b>	<b>Notes</b>
<b>B. Review all possible alternative delivery methods for new facility construction.</b>					
Strategy	I. Identify advantages and disadvantages of alternative delivery methods for City facility related projects.				
Tasks	a. City staff met with numerous architecture, Owner's Rep engineering firms and contractors to determine the best delivery methods for the potential projects the City is considering.	Complete			Complete Presented to City Council on May 29, 2018
	b. Develop matrix of strengths and weaknesses concerning each alternative delivery method.	Complete			Complete Presented to City Council on May 29, 2018
Strategy	II. Provide education materials to City staff and City Council on the alternative delivery methods.				
	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 Presented to City Council on May 29, 2018
Strategy	III. Hire experienced project manager to implement those alternatives.				
Tasks	a. Issue Project Manager Owner's Rep Request for Qualification	Responses due May 24 <sup>th</sup> from Respondents. Contract for Owner's Rep Services will be on June 19, 2018 agenda.			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			Kick-off meetings with Jacobs for all facility projects will start on June 29 <sup>th</sup> , July 2 <sup>nd</sup> and July 10 <sup>th</sup> . Schedules will be created over the next month with an update to Council in August.
	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.			Kick-off meetings with Jacobs for all facility projects will start on June 29 <sup>th</sup> , July 2 <sup>nd</sup> and July 10 <sup>th</sup> . Schedules will be created over the next month with an update to Council in August.

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FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
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		Kick-off meetings with Jacobs for all facility projects will start on June 29 <sup>th</sup> , July 2 <sup>nd</sup> and July 10 <sup>th</sup> . Schedules will be created over the next month with an update to Council in August.
	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		Kick-off meetings with Jacobs for all facility projects will start on June 29 <sup>th</sup> , July 2 <sup>nd</sup> and July 10 <sup>th</sup> . Schedules will be created over the next month with an update to Council in August
	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		Kick-off meetings with Jacobs for all facility projects will start on June 29 <sup>th</sup> , July 2 <sup>nd</sup> and July 10 <sup>th</sup> . Schedules will be created over the next month with an update to Council in August
	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		Kick-off meetings with Jacobs for all facility projects will start on June 29 <sup>th</sup> , July 2 <sup>nd</sup> and July 10 <sup>th</sup> . Schedules will be created over the next month with an update to Council in August
	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 the 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
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			City website should have a Project Control Dashboard online by July 15, 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			City website should have a Project Control Dashboard online by July 15, 2018
Strategy III. <del>Develop Citizen Bond Review Committee that will meet periodically to review projects.</del> Develop Communications Plan for May 2017 Bond Election Projects. <sup>2</sup>					
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.			Next update in August 2018
	b. City will provide quarterly written updates to the May 2017 Community Improvements Task Force and City Council.	First update in August 2018			First update in August 2018
Strategy IV. <del>Provide quarterly updates to Council.</del>					

<sup>2</sup> Strategies C.III. and C.IV. were combined into one strategy that still encompasses the intent from the original Strategic Initiatives document adopted by Council on March 6, 2018.

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FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
<b>D. Develop Public Services, Community Services and City Hall Project Design and Scope.</b>					
<b>Strategy I. Develop RFP for Public and Community Service Maintenance Facility project.</b>					
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.			Kickoff meeting on July10th
	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			
<b>Strategy II. Evaluate potential future alternatives for City Hall Campus.</b>					
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			45 to 90 day evaluation period anticipated once a firm is hired.
	b. Future workshop with City Council to discuss alternatives.	Projected Timeline-Fall of 2018			
<b>Strategy III. Create strategic plan for City Hall redevelopment.</b>					
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			Owner's Rep contract approved on June 19 <sup>th</sup> . 45 to 90 day evaluation period anticipated
	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			45 to 90 day evaluation period anticipated once a firm is hired.
	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 brought to the City Council in the Fall of 2018			
<b>Strategy IV. Implement strategic plan for City Hall redevelopment.</b>					
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			

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FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
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 estimated between 2020 and 2023			The timeline for these projects could vary depending upon the land that becomes available.
	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	