

KEY PRIORITIES:

The Strategic Initiatives identified by the Council during the Visioning Advance in January 2018 lend themselves to being organized around the following key priorities:

- Workforce Housing;
- Public Transit;
- Stormwater;
- Community Partners; and
- City Facilities.

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 to reflect the work on Code SMTX and new strategic initiatives
- III. Define workforce housing and create a shared understanding around the priority.
- IV. Maintain a robust website and participate as a community partner in advancing the City's housing goals.
- V. Develop internal city capacity and support capacity building efforts in community partners to advance the City's housing goals.
- VI. 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.
- III. 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.

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: Public Transit**A. City becomes the Direct Recipient for federal and state transit funding allocated to the San Marcos urbanized area.****Strategies:**

- I. Reach a local consensus and secure a City Council resolution authorizing the City Manager to request that the Capital Area Metropolitan Planning Organization (CAMPO) officially recognize the City as the Direct Recipient.
- 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.
- III. After official concurrence from both 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.
- IV. Consider the potential impacts of the 2020 Census upon transit services in the San Marcos urbanized area.

B. City researches the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State.**Strategies:**

- I. Explore transit partnership models 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. Review the needs of different ridership requirements
 - e. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility, and passenger amenities
- V. Evaluate the benefits of regional transit partnerships with interurban providers.
- VI. Select a management model to operate and manage the transit services.
- VII. Consider the potential impacts of the 2020 US Census upon transit services in the San Marcos urbanized area.

Key Priority: Stormwater**A. Create a community resilient to regional and localized flooding events and improve stormwater quality.****Strategies:**

- I. Complete CDBD-DR projects in areas impacted by 2015 floods (Uhland, Blanco Gardens, Clarewood/Barbara, Midtown, Blanco Riverine).
- 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.
 - f. Incorporate identified stormwater system and water quality improvements with other funded CIP projects whenever possible.
- 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).
 - IV. Develop flood warning and emergency management tools to improve City response during flood events.
 - V. Implement new Stormwater Technical Manual to facilitate new development to reduce impervious cover through Low Impact Development.

B. Create a sustainable stormwater utility that effectively and equitably funds stormwater improvements and leverages funding through alternative sources.

Strategies:

- 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.
- II. Update Drainage Utility rates to new Stormwater Utility reflecting City Council budget priorities.
- III. Complete preliminary design for “shovel-ready” projects that meet criteria for

alternate funding sources such as state and federal programs.

- IV. Implement development fees and requirements to fund regional solutions.
- V. Coordinate drainage projects and regional solutions with new development to leverage funds through oversizing and development participation.

C. Develop regional partnerships to maximize solutions for both current and future flood resiliency.

Strategies:

- I. Work with USACE and other regional partners on long-term solution for Blanco River flooding impacts.
- 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.
- III. Coordinate with upstream and downstream communities to prevent future damages from increased runoff associated with growth and increased impervious cover.
- IV. Use state and federal lobby efforts to seek regional funding solutions.

Key Priority: Community Partners

A. Meetings with the University President (Texas State), Governing Bodies (Hays County and SMCISD), and key staff.

Strategies:

- I. Establish semi-annual meetings with University President, 2 Council Members and key staff to include University VP’s, City Manager, ACM’s and other lead staff depending on the issue.
- II. Establish semi-annual meeting with Hays County with 2 County Court Members, 2 Council Members and key staff to include Chief of Staff or Executives, City Manager, ACM’s and other lead staff depending on the issue.

- III. Establish semi-annual meetings with San Marcos CISD with 2 School Board Members, 2 Council Members and key staff to include the Superintendent, Associate Superintendent, City Manager, ACM's and other lead staff depending on the issue.

B. Establish goals and opportunities with a common interest and benefit to our constituents.

Strategies:

- I. Define goals and objectives to be discussed.
- II. Items to be discussed that lead to policy, memorandum of agreements or collaborations of mutual benefit and public interest.

C. Develop regional partnerships to maximize solutions for both current and future flood resiliency.

Strategies:

- I. Coordinate with upstream and downstream communities to prevent future damages from increased runoff associated with growth and increased impervious cover.
- II. Use state and federal lobby efforts to seek regional funding solutions.

Key Priority: City Facilities

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

Strategies:

- I. Determine 3-4 staff growth potential for 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 strategic 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