



City of San Marcos 2015 – 2016 Goals

Goal #1: Assess, present a plan for, and begin the update of City facilities

Guidance:

- City Manager to present an analysis that includes the following by December 21, 2015:
 - Existing needs and assets including an inventory of land we own
 - What facilities can be renovated and what facilities need new construction
 - Costs for a bond package to address all facility needs
 - Projections for on-going operating and maintenance costs on new and renovated facilities
- Council to determine the best course of action and timing for moving forward to update facilities. This could include presenting a bond package, partnerships with the ISD or private entities, or others as identified.

Goal #2: Beautify and Enhance the Quality of Place for San Marcos.

Guidance:

- Focus efforts to remove slums and blighted areas from the community.
- Focus efforts on projects to increase the aesthetic appeal of the community.
- Focus attention on cleanliness of public and private property.
- Preserve the San Marcos River as a unique and valued asset within the community.
- Enhance and expand parks and trails within the community.

Goal #3: Continue Downtown redevelopment.

Guidance:

- Prioritize implementation projects for completing the Downtown Master Plan.
- Explore optional funding sources for expediting downtown redevelopment.
- Identify and recommend projects that will take the downtown area to the next level of appeal.

Goal #4: Recruit employers that will provide job opportunities for knowledge and skilled manufacturing workers.

Guidance:

- Identify potential employers that will provide knowledge worker and skilled manufacturing jobs to the community.
- Present incentive options and plans to Council for discussion and consideration.

Goal #5: Maintain and improve the City's infrastructure.

Guidance:

- Maintain and update neighborhood infrastructure as indicated by CIP plan. Staff should present a plan with options based on needs.
- Implement Complete Streets with all infrastructure projects.
- Ensure that San Marcos maintains a water supply to support the community as it grows.

Goal #6: Continue to build on positive working relationships between Council and staff to enhance communication, decision making, and execution.

Actions Council can do to improve consistency with staff – 90 day follow-up to see how we are doing

- Define direction –vote if possible
- Preserve institutional memory (multi-year contract for manager)
- Workshops to address large issues as needed
- Council-recognize requests cause disruptions
- Staff provide options to get direction
- City Manager provide clear direction on where Council wants to go

Actions staff can do to improve consistency with Council – 90 day follow up to see how we are doing

- Don't be hesitant to relate benefits and constraints
- Start with identifying issues- what are we asking Council to decide
- Be prepared
- Clear and neutral communication
- Agenda packets-on time and complete
- Give options to focus on goal
- Explain capacity constraints
- Speak up when direction conflicts with policy
- Consistent in all cases – (permitting, enforcement)
- Need to do critical analysis on capacity and priority
- Consider maintenance on issues

Guidance to staff to enable Council to be more effective:

- Enhance how staff presents information to Council to improve clarity and speed decision making:
 - Reference the applicable master plan when presenting to Council to ensure that a connection is being made between planning and execution
 - Ensure that presentations are purposeful, succinct, and provided in advance so Council has time to review and raise questions
 - Communicate monthly on the status of projects
 - Provide a semi-annual update on the City's plans and projects with Texas State University
- Complete a functional analysis of current staffing and future needs to determine that we have enough staff and the right staff doing the right things for now and in the future
- Present options for electronic voting and communication management

***Note:** Items included in Council guidance are not goals. They are requests for information or action that will enable Council to make better and quicker decisions.*

Council Discussion: What should we stop doing to ensure our success in the future?

- Focusing on small details to detriment of big picture
- Ignoring reality
- Changing goals & plans without adequate discussion and explanation
- Low quality development
- Thinking like we are desperate
- Making decisions and taking action based on what is good for the few rather than the many