


**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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></ul>				
	<ul style="list-style-type: none"><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></ul>				
	<ul style="list-style-type: none"><li>• Maintain existing workforce housing in safe and healthy conditions.</li></ul>				
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 / <u>October</u> 2018	CDBG-DR Planning	<u>Complete</u>	<u>As part of the qualitative aspect of the survey, the housing survey was released December 10 and has received approximately 1,800 responses to date. In addition, three focus groups were conducted on December 13 including a social services, business, and university group. A draft data brief will be available to Task Force Working groups in February and a presentation to City Council and Task Force of the draft study will be made in March.</u>
	b. Housing Study Work	6 Months / April 2019		<u>In Progress</u>	
	c. Adoption of Housing Study	1 Month / April 2019			
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 and community outreach/ Task Force	12 Month / September 2019	Staff Resources	In Progress	This update is scheduled to be concurrent with the work on the Housing Study and the Task Force; an update to the LIHTC Program was approved in June 2018.
	b. Presentation and Review of Draft Policy	1 Month / October 2019	Staff Resources		
	c. Adoption of draft policy	1 Month / January 2020			
Strategy	III. Define workforce housing and create a shared understanding around the priority.				
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	IV. 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 / June 2018	Staff Resources	In Progress	LIHTC Application is on website.
	b. Regular updates with the completion and initiation of new initiatives and programs	Every 3 Months	Staff Resources	In Progress	A Housing Task Force page has been added and remains up to date.
Strategy	V. Develop internal City capacity and support capacity building efforts in community partners to advance the City's housing goals.				
Tasks	a. Address Workforce Housing Initiative during Budget	FY 19 Budget Process		Complete	<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><li>• <b>CDBG DR Housing Coordinator has been hired.</b></li></ul>


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**Strategic Initiatives Quarterly Report**

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	b. Staff Training and Cross Training	Ongoing		<u>In Progress</u>	<u>Staff is attending the March 1, 2019 Housing Works event in Austin.</u>
	c. Develop partnerships and working relationships with affordable housing developers and other support services.	Ongoing			
Strategy	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.				
Tasks	a. Form a Task Force of area representatives	2 Months / August 2018	Staff Resources	Complete	
	b. Hold a meeting every 3 months	12 months /September 2019	Third party facilitator/ Funded from Comp Plan implementation	<u>In Progress</u>	<u>Second meeting was held on December 13, 2018 where participants worked to prioritize strategies. Working groups will be formed and meet during the months of January and February to identify action steps.</u>
	c. Build identified solutions into the City's Housing Policy	16 months /January 2020	Staff	In Progress	
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	<u>July November 2018</u>	Staff Resources -DR funds	In Progress	
	c. Contract Closing – Begin Construction	<u>July 2018 February 2019</u>	Staff Resources and construction contractors – DR funds	In Progress	End construction <u>December 30, 2018 June 2019.</u>
Strategy	II. Apply for HOME funds.				
Tasks	a. Develop Application	Complete by July 2018	Staff Resources - Community Initiatives Division, PAD Services	<u>In Progress</u> <u>Complete</u>	Pending final coordination with TDHCA to accept application.
	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	<u>In Progress</u> <u>Complete</u>	<u>Will submit Submitted</u> to TDHCA week of October 1, 2018.
Strategy	III. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program.				
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	Complete	Completed 13 housing rehabilitation projects.
	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	<u>In Progress</u> <u>Complete</u>	City Council approval of CDBG Action Plan for program year 2018 during City Council meeting held June 19, 2018.
Strategy	IV. Lend CDBG first-time homebuyer funds to households earning less than 80% AMI to purchase housing.				

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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Tasks	a. Fund Community Initiatives \$80,000 Request in FY18 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	<del>In Progress</del> <u>Complete</u>	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.
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.				
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.
	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. <u>A follow up presentation was delivered during the second Community Partnerships Meeting on November 30. Additional follow up with the school board was requested.</u>
	c. Draft and approve an interlocal agreement	2 Months / August 2018		<u>In Progress</u>	<u>Staff is working with our state Lobbyists (Bikerstaff) for amendments to the local government code to facilitate this process.</u>
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		In Progress	City Council approved \$164,898 of CDBG funds to be used for land acquisition June 19, 2018.
	b. Initiate entity creation	April 2019		<u>In Progress</u>	<u>Staff is working with our state Lobbyists (Bikerstaff) for amendments to the local government code to facilitate this process.</u>
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	<del>8 Months / January 2019</del> <u>12 Months / April 2019</u>		<u>In Progress</u>	<u>The Workforce Housing Task Force prioritized 'focusing on development process and codes with the goal of increasing the supply of workforce housing'. Recommendations from the Workforce Housing Task Force will be included during the annual code update process.</u>
	b. Identify potential code amendments during the annual code update process	3 Months / <del>March</del> <u>June</u> 2019		<u>In Progress</u>	<u>In City Council will discuss amendments to the existing neighborhood regulating plan process on January 15, 2019.</u>
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	<del>8 Months / January 2019</del> <u>12 Months / April 2019</u>		In Progress	Small Area Plan Survey is open for comment from September 15 to October 31, 2018. <u>During the Small Area Plan survey, housing affordability was identified as a top concern that should be addressed by small area plans.</u>
	b. Identify potential code amendments during the annual code update process	3 Months / <del>March</del> <u>June</u> 2019		<u>In Progress</u>	<u>The Workforce Housing Task Force prioritized 'focusing on development process and codes with the goal of increasing the supply of workforce housing'. Recommendations from the Workforce Housing Task Force will be included during the annual code update process.</u>
Strategy	III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.				

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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	a. Implement recommendations from Housing Study to gauge performance in this initiative.	After <del>January-March</del> 2019			<u>The draft Housing Study will be available for review in March and finalized in April 2019.</u>
Tasks	b. Track development inquiries and identify constraints in the permitting and development process for missing middle housing types.	<del>8-12</del> Months / <del>January-April</del> 2019		In Progress	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	<del>8-12</del> Months / <del>January-April</del> 2019			
	d. Propose code updates during the annual code update process	3 Months / <del>March</del> <u>June</u> 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 Workforce Housing Task Force and Affordable Housing Subcommittee.	4 Months / March 2019			<u>The Workforce Housing Task Force prioritized ‘focusing on development process and codes with the goal of increasing the supply of workforce housing’. Recommendations from the Workforce Housing Task Force will be included during the annual code update process.</u>
	b. Draft zoning code for public review	2 Months / January 2020			
	c. Adoption Meetings	2 Months / March 2020			
 <b>PUBLIC TRANSIT</b>					
Outcome(s)	• Provide a seamless transit service for all customers with expanded community access and coordinated transit routes that maximize operational efficiency.				
	• Identify the small UZA Direct Recipient entity and create a shared governance structure compliant with State and Federal guidelines.				
	• Develop a coordinated financial plan to include contract negotiations, operating funds, investment capital, combined infrastructure, maintenance, and passenger amenities.				
	• Develop joint transit routes to improve frequency and provide all riders maximum community access.				
	• Maintain 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. 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




**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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	e. Evaluate Direct Recipient options (CTP Phase I)	May 2018 – July 2018		Complete	CTP Phase I report and Powerpoint prepared for Council work session.
	f. Provide Phase I – DR recommendation to City Council	August 2018		Complete	KA Associates presented Phase I recommendation to Council at August 7, 2018 work session.
	g. Direct Recipient Resolution	August 2018		Complete	City Council voted on August 22, 2018 for the City to become the authorized Direct Recipient for the San Marcos urbanized area.
Strategy	II. Request CARTS provide formal concurrence of the City's Direct Recipient status, and conveys such support to the attention of the TXDot-PTN and the FTA.				
Tasks	a. Facilitate a meeting between City & CARTS staff to discuss City's resolution	September 2018		Complete	City & CARTS staff met on September 6, 2018 to discuss the City's DR resolution, the transition process, and CARTS concurrence support to the TXDot-PTN and the FTA.
	b. FY 2019 Interlocal Agreement with CARTS	October 2018	\$450,000.00	<u>Complete</u>	Resolution to Council to consider the Interlocal Agreement between the City and CARTS for the provision of transit operations in the San Marcos UZA for FY2019 –Oct. 16, 2018.
	c. CARTS to provide formal concurrence and convey such support to TxDOT-PTN and the FTA	October-November 2018		<u>Complete</u>	<u>CARTS Board passes resolution to support concurrence on September 27, 2018. CARTS forwarded letter of concurrence on November 20, 2018 to TxDOT-PTN.</u>
	d. <u>DR Resolution and Legal opinion documents sent to TxDOT-PTN.</u>	<u>January 2019</u>		<u>In Progress</u>	<u>City staff forwards Legal opinion and Resolution 2018-148R to TxDOT-PTN for State concurrence and support to FTA.</u>
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			
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

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**Strategic Initiatives Quarterly Report**

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	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		Complete	CTP Phase I report and powerpoint for Council Work Session.
	f. Provide Phase I – DR recommendation to City Council	August 2018		Complete	KA Associates presented Phase I recommendation to Council at August 7, 2018 work session.
	g. Direct Recipient Resolution	August 2018		Complete	City Council voted on August 22, 2018 for the City to become the authorized Direct Recipient for the San Marcos urbanized area.
Strategy	II. Assess the operating and financial alternatives for coordinated transit services.				
Tasks	a. Coordinated Transit Plan Study Phase II	August - <del>December 2018</del> <u>February 2019</u>		In Progress	
	b. Implement Transit Plan Study Phase II	Begin <del>January</del> <u>February</u> 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 – <u>February 2019</u>		In Progress	
	b. Implement Transit Plan Study Phase II	Begin <u>February 2019</u>			
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 – <u>February 2019</u>		In Progress	
	b. Implement Transit Plan Study Phase II	Begin <u>February 2019</u>			
Strategy	V. Evaluate the benefits of regional transit partnerships with inter-urban providers.				
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 – <u>February 2019</u>		In Progress	
	b. Implement Transit Plan Study Phase II	Begin <u>February 2019</u>			
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			

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**


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	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)	• Increase the number properties that are protected by a stormwater system meeting City standards.				<b>Measurement:</b> Number of properties improved
	• Improve stormwater quality from existing developed areas				<b>Measurement:</b> Pounds of Total Suspended Solids removed from runoff or mitigated
	• Improve the flood resiliency of the City and work with regional partners to mitigate future flooding.				<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	<b>Project Name</b>	<b>Completion Date</b>	<b>Project Cost</b>	<b>Phase</b>	<b>Status</b>
	a. Uhland Road Improvements	2020	\$4,190,000	Design	DR Funds-90% design & EA underway
	b. Clarewood/Barbra Drive Improvements	2020	\$2,500,000	Design	DR Funds – add'l PER analysis underway
	c. Blanco Gardens Stormwater Imps	2020	\$5,500,000	Design	DR & Woods Funds – PER submitted & under review
	d. Midtown Stormwater Improvements	2021	\$850,0000	Design	DR Funds – conceptual solutions submitted, TxDOT coordination
	e. Blanco Riverine Improvements	2023	\$8,932,200	Design	DR & TWDB Funds-Alt analysis comp. Public Mtg 9/12
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	Complete	WQ improvements
	c. Oakridge culvert replacements	August 2018	\$183,173	Complete	Storm water improvements
	d. CM Allen Improvements	August 2019	\$2.9M	Construction	Storm water & WQ improvements
	e. Coers Drainage Improvements	September 2020	\$1.7M	Construction	Storm water & WQ improvements
	f. Victory Gardens Neighborhood Imp	December 2020	\$8.2M	Construction	Storm water and WQ improvements
	g. Travis Drainage Improvements	September 2019	\$2,951,774	Construction	Storm water and WQ improvements
	h. Mill Street Improvements	September 2019	\$2.4M	Construction	Storm water improvements
	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	

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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	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	Complete	Identifying needed improvements from study
Strategy	IV. Develop flood warning and emergency management tools to improve City response during flood events.				
Tasks	a. Complete preliminary report	<del>July 2018</del> January 2019	\$57,580	Underway	\$150,000 budget in DR Funds
	b. Decision on system scope	March 2019		Not started	
	c. Design & Construction of System	2019-2020		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	November 2018	\$85,000	Complete	
	b. Post to Web	December 2018	Staff Resources	Complete	
	c. Notification to engineering community	January 2019	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	Complete	
	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	<del>\$50,000</del> \$59,000	Underway	Council approved Change in Service 11/7/18 for additional funds for the second phase and then final analysis for FY20.
	e. Council discussion	May 2019		Not Started	
	f. Adoption/implementation	September 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	January 2019	\$467,440	Underway	Draft report to City December
	b. Blanco Riverine Phase 1 Analysis	October 2018	\$683,000	Complete	Pursue Alt #2, submitted application for additional FEMA Grant funds 12/10/18
	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	Complete	Fee in Lieu project
	d. Hutchison Water Quality Pond	May 2019	\$95,000	Construction	Fee in Lieu project, included with CM Allen construction.
	e. Cottonwood Creek Regional Detention	2021		Not Started	



**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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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		Complete	Regional Policy Mtg July & August 2018
	c. Determine continuing efforts	October 2018		Complete	Council direction Oct 2018 workshop to manage long term solution.
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	January 2019		Design	Draft PER to City December 14 <sup>th</sup>
	b. Hays County	June 2018		Complete	County Meeting 10/31, obtaining Emergency Action Plan for dams
	c. Hays Co/Upper San Marcos Meeting	January 2019		Not Started	Discussion to understand Upper S.M. Flooding Control District funding options
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	March 2019		Not Started	Initial meeting to discuss regional efforts
	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
 COMMUNITY PARTNERSHIPS					
Outcome(s)	• Develop memorandum of understandings and interlocal agreements between the City and Texas State University based upon shared interests that benefit our community.				
	• Develop memorandum of understandings and interlocal agreements between the City, Hays County and San Marcos CISD based upon shared interests that benefit our community.				
	• 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.				
	• Increase consistent and ongoing communication with the City and regional partners in our surrounding cities.				
A. Meetings with the University President (Texas State), Governing Bodies (Hays County and SMCISD), and key staff.					
Strategy	I. Establish meetings with University President and/or President's Cabinet Members, 2 Council Members and key staff to include University VP's, City Manager, ACM's and other lead staff depending on the issue				
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.

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
	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		Complete	First meeting held on August 10, 2018 at 11:30 a.m.
	f. Come to agreement regarding semi-annual meeting schedule	July/August 2018		<u>Ongoing</u>	<u>Second</u> meeting <del>scheduled</del> <u>held</u> November 30, 2018. <u>On going semi-annually.</u>

FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
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>				
	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	Ongoing	Staff Resources/Council	Ongoing	

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

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

Tasks	President's Cabinet members or University President and schedule meetings if needed				
	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	<u>Ongoing</u>	<u>First Partnership meeting held on August 10, 2018. Second meeting held on November 30, 2018.</u>
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		Ongoing	
	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		Ongoing	
	<ul style="list-style-type: none"> <li>Acquisition of Millecan Tract with the Texas Water Development Board</li> </ul>				
Strategy	II. Use state and federal lobby efforts to seek regional funding solutions				
Tasks	c. Work with Normandy Group to formulate the 2018 Federal Agenda for Washington D.C. Trip	April 2018		Complete	
	d. Council and staff delegation meet with Federal Legislators and other key entities to assist in furthering the Council's Strategic Initiatives	April 2018		Complete	
	e. Complete RFP process to select a State lobbying firm to represent the City's interest during the upcoming State Legislative Session	October 2018		Complete	
FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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		In-Progress 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.	September 2018	\$249,000 for purchase, set up and furnishings	In Progress	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. Portable building funding was approved by City Council on September 18 <sup>th</sup> , and Portable building acquisition was approved October 1 <sup>st</sup> . Building should be in place <del>November or December</del> 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 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. 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.



**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

FY 2019 Strategic Initiatives		Timeline/Estimated Completion Date	Budget and Resources	Status	Notes
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 architecture, 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.				
	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 24 <sup>th</sup> from Respondents. Contract for Owner's Rep Services will be on June 19, 2018 agenda.		In-Progress 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 <u>for all bond projects. City Hall and Public Services are still being evaluated for the best alternative delivery method.</u>
	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 <del>September</del> <u>October</u> 2018 <del>with evaluation and selection being made in October</del> with approval by City Council on <u>January 15, 2019. November</u> . Design Building RFQ for Library will be issued on <u>January 6, 2018 November-2018</u> . <u>Contract was awarded by City Council for Fire Training Master Plan in December 2018.</u> RFQ for Design Build for Fire Stations was put out for solicitation in December 2018. Award is scheduled for March 2019.
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.				

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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. <del>Architect Design Contract scheduled for November 2018.</del> <u>Contract for design services with KGA Architects scheduled on Council Agenda for January 15, 2019. Design work to begin immediately thereafter.</u>
	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. <del>Schedules will be created over the next month with an update to Council in August.</del> Council resolution passed on August 21, 2018 authorizing alternative delivery methods. Design Build RFQ will be released in <del>November 2018</del> <u>January 2019.</u>
	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. <del>Schedules will be created over the next month with an update to Council in August.</del> Council resolution passed on August 21, 2018 authorizing alternative delivery methods. <u>RFQ for Designed build was issued in December 2018. Award is scheduled for March 2019.</u>
	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. <del>Schedules will be created over the next month with an update to Council in August.</del> Council resolution passed on August 21, 2018 authorizing alternative delivery methods. <u>Architect Design scheduled for October 16, 2018. Fire Training Field Master Plan was awarded in December 2018.</u>
	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		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 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.		In Progress	Update on bond projects and Council resolution passed on August 21, 2018 authorizing alternative delivery methods. <u>Next update is scheduled for January 2019.</u>
	b. City will provide quarterly written updates to the May 2017 Community	First update in August 2018		In Progress	Next report will be <del>ready by October 10, 2018</del> <u>issued in January 2019.</u>

<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.

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

	Improvements Task Force and City Council.				
<b>FY 2019 Strategic Initiatives</b>		<b>Timeline/Estimated Completion Date</b>	<b>Budget and Resources</b>	<b>Status</b>	<b>Notes</b>
<b>D. Develop Public Services, Community Services and City Hall Project Design and Scope.</b>					
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 10 <sup>th</sup> . 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. <u>Staff is finalizing the program requirements for the facility.</u>
	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	<u>Procurement documents scheduled for February or March 2019.</u>
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 strategic 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 19 <sup>th</sup> . 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		<u>In Progress</u>	45 to 90 day evaluation period anticipated once a firm is hired. <u>City staff is exploring alternatives on proper firm to conduct City Hall master plan. Plan should be finalized in January 2019.</u>
	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		<u>In Progress</u>	<u>Public Private Cooperation presentation held at the September 18, 2018 meeting. Implementation Plan is being developed. Plan should be finalized in January 2019.</u>
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		<u>In Progress</u>	<u>Implementation Plan is being developed and should be finalized in January 2019.</u>
<b>FY 2019 Strategic Initiatives</b>		<b>Timeline/Estimated Completion Date</b>	<b>Budget and Resources</b>	<b>Status</b>	<b>Notes</b>
<b>E. Explore alternatives for future land purchases for facilities</b>					

**City of San Marcos**  
**Strategic Initiatives Quarterly Report**

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	