

Envision

Martindale

Community Strategic Plan

2025



www.martindale.texas.gov

Revision History

Version	Summary of Changes
0.1	Initial Draft for city council review and commenting
0.2	Revisions based on city council input: removed mention of public restroom facility in the library as part of the city’s financial support for the library; included an outdoor performing arts venue as a desired park amenity; removed social media as a public communication channel. Other revisions included updated language in the letter from the mayor and corrected typographical errors and other non-substantive changes.
1.0	Final Version City Council Adopted on August 7, 2020

Current Version 1.0

August 7, 2020

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Letter from the Mayor

I would like to express my sincere appreciation to the residents of the City of Martindale, Texas, and my fellow elected leaders for participating in the Envision Martindale community-based strategic planning process. Martindale is committed to supporting practices that maximize citizen involvement in shaping the future of the city. It is my hope that our community engagement during the planning process promotes a sense of citizen ownership in the strategic plan. We strove to include many voices in the development of this plan through public workshops and surveys. Our Community Strategic Plan captures the best ideas and constructive feedback from residents gathered through our engagement efforts.

The objectives of our strategic planning process are to align city programs with citizen expectations, promote public accountability and transparency, and provide a foundational blueprint for community goals and initiatives to serve the basis for future budgetary considerations and decisions. Our Community Strategic Plan identifies the most important community priorities and initiatives to guide future decisions over the course of the next five years. Martindale will manage the implementation of the Community Strategic Plan through the subsequent development of Future Years Spend Plans, a formal Strategic Performance Monitoring Framework, and annual budgets. Most of all, the strategic plan is a living document and may be updated to address changing needs and priorities of our community. I would like to encourage all our residents to be involved and share your opinions on issues that matter to you. It is through your participation that we become a better, stronger community.

Thank you for the opportunity serve you as the Mayor.

Sincerely,

Robert Deviney

About Martindale

Life in Martindale

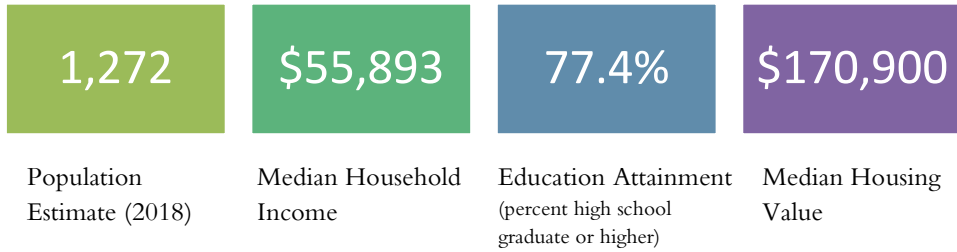
The City of Martindale is a charming, small city in Central Texas with a unique character. Located in the Austin Metropolitan Region, Martindale provides an oasis from the hustle-and-bustle of the I-35 corridor. People are drawn to Martindale because of its serene agricultural and natural environment and its proximity to regional amenities. Martindale is also a regional destination for visitors seeking to enjoy the San Marcos River.

History of Martindale

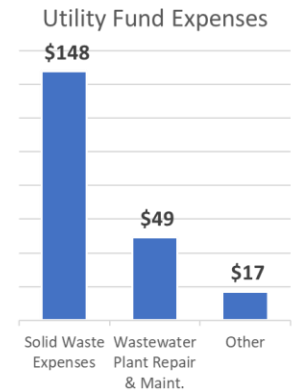
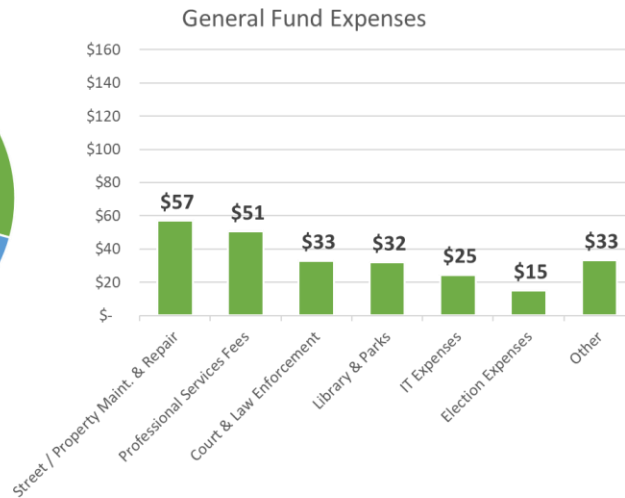
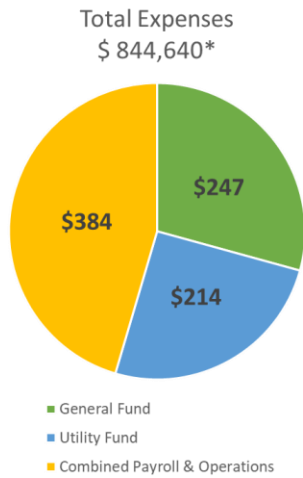
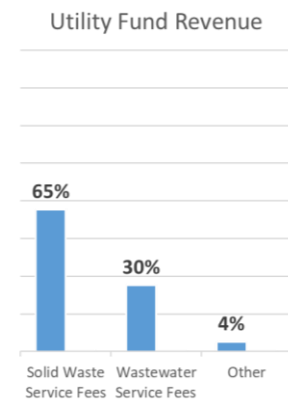
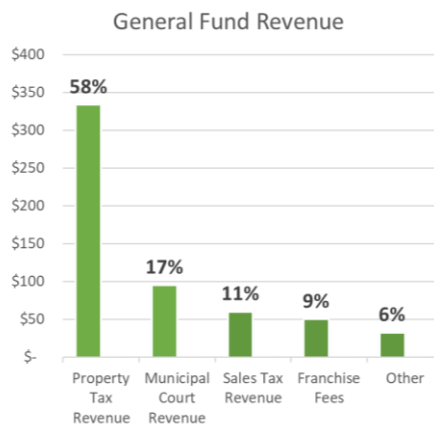
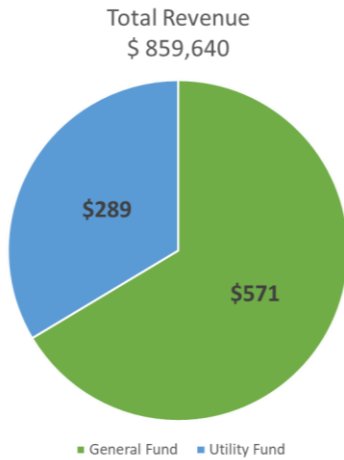
The town of Martindale was established in 1855 by Nancy Martindale, who donated land for the town site. Agriculture has played a significant role in the development of Martindale. By 1890, the town had four general stores and four gristmills and cotton gins. In 1949, cottonseed and hybrid seed corn companies near Martindale supplied over 65 percent of the hybrid seed corn and a large percentage of the pedigreed cottonseed produced in Texas. In 1982, the town became the third city in Caldwell County to incorporate.



Martindale by the Numbers¹



Fiscal Year 2020 Budget Summary² (\$k)



* Does not include a \$15,000 transfer to the emergency fund

¹ Source: U.S. Census Bureau

² Fiscal Year 2020 Annual Budget is the most recent enacted budget at the time of writing this plan. For updated annual budgets in subsequent years, please visit the city's website at www.martindale.texas.gov.

Martindale's Community Strategic Plan

Martindale's city leaders identified the need for a strategic plan that is focused on meeting the priorities of the city's residents. The city's most recent planning document is a comprehensive master plan created in 1997, which was intended to guide the city's development over the following 20 years. Although many observations made in 1997 remain true today, the document provides little insight of the priorities of current residents and will need to be refreshed in the future. The City Council of Martindale resolved to commence with a community-based strategic planning process on February 4, 2020. A community-based strategic plan identifies the community's strategic priorities within a 5-year planning horizon based on community input gathered during the planning process. The city was able to collect the best ideas and constructive feedback from residents by using a community-based planning approach. As a result of this approach, the strategic plan articulates citizen expectations, provides a blueprint for community goals and initiatives, and serves as the basis for budgetary considerations and decisions.

Benefits of Community-Based Strategic Planning



Collects the best ideas and most constructive feedback from residents



Articulates citizen expectations for local government



Provides a blueprint for community goals and initiatives



Serves as the basis for budgetary considerations and decisions

Strategic Planning Methodology: Community Engagement

In keeping with its objectives, the strategic planning process was designed to focus on resident input to ensure the future strategic plan would be firmly grounded in the community. The data gathering phase of the strategic planning process focused on community feedback collected through surveys and public workshops. The surveys were publicly available online via the city website and available in print at city hall.

A key benchmark for community outreach included achieving a participation rate roughly equal to the voter turnout in the last municipal general election, which was 14% of registered voters³. Unfortunately, the level of participation fell short of this target and achieved a participation rate roughly equal to 6% of the number of registered voters in the city. However, a significant number of residents participated in the data gathering process and their responses helped identify the most important community priorities and initiatives for the city.



Martindale's Strategic Priorities

Data from survey responses and public workshops were analyzed to identify community priorities. Based on resident feedback, the most important community priorities are: Infrastructure and Public Amenities; Maintain Community; Economic Development and Planning; Management and Public Services. Within the plan, each strategic priority is accompanied by several strategic initiatives that identify specific actions, programs, or ideas that, when fulfilled, achieve desired outcomes for that priority area. Many of the strategic initiatives provided in this plan were proposed by residents. The plan also identifies desired outcomes for each strategic priority to guide the development of performance metrics. The performance metrics will aid the city in tracking progress toward achieving its strategic priorities.

³ Voter registration was not required to participate in the strategic planning process.

Martindale's Strategic Priorities



Priority #1:
Infrastructure and
Public Amenities



Priority #2:
Maintain Community



Priority #3:
Economic Development
and Planning



Priority #4:
Management and
Public Services

Strategic Priority #1: Infrastructure and Public Amenities

We must improve, maintain, and expand the city's infrastructure and public amenities to ensure the future economic viability of the city and to enhance the quality of life within our community. The foremost need in this area is the repair and resurfacing of deteriorating city roads. We must also protect our precious natural resources and maintain the environment. The San Marcos River is an important asset to be protected while remaining accessible and enjoyed by current and future generations. We also value our parks, library, and cultural amenities and would like these facilities expanded in the future.

Initiatives

- Create a Capital Improvement Plan that identifies projects and available financing mechanisms to address deteriorating roads, improve walkability and rideability within the city, and remedy wastewater system deficiencies
- Support the library
- Convert existing greenspace to city parks or other public uses
- Improve access to natural areas, to include biking and hiking trails
- Provide space for youth sports and other activities, such as a multi-sport athletic field and outdoor performing arts venue

Desired Outcomes

- Capital Improvement Plan completed, and financing mechanisms identified
- Roads quality is improved on highly trafficked streets and devoid of significant ride-quality defects or pavement distress features
- Sidewalk and bike lane network significantly expanded, and hiking and biking trails present within the city
- Access to wastewater system expanded, abandoned on-site sewage facilities from prior wastewater system expansions are remedied, reduced corrective maintenance costs through improved preventative maintenance measures
- Library is financially supported by the city
- City-owned greenspaces along Thomas Dr., Fannin St., and FM 1979 are converted to public use and enjoyment
- Park facilities include a permanent public restroom facility, multi-sport athletic field, and outdoor performing arts venue

Strategic Priority #2: Maintain Community

We desire to maintain the small-town atmosphere, quiet neighborhoods, and the rural character of the city. Our identity as a quaint town is deeply tied to the serenity of the agricultural and natural environment, particularly the San Marcos River. We share a strong sense of community and pride in the agricultural history of the city. We enjoy the current minimal light and noise pollution. Interactions with neighbors, attending city events, and volunteering are important social resources that involve people in the life of the city and help to knit the community together. We want to improve the appearance of the city and remedy unkept properties and other public nuisances.

Initiatives

- Expand enforcement of city codes regarding animal control, public nuisances, substandard buildings, and property conditions
- Improve the perception and differentiation of the city by placing signs along city entrances
- Regulate light pollution
- Promote home rehabilitation programs that may be available to new and existing property owners through, federal, state, or non-governmental programs.
- Foster community relationships, sponsor city events, promote inclusivity, celebrate the City's history and diversity, and encourage volunteerism

Desired Outcomes

- City sponsors events at least once every season/quarter (for example: Civic Day event, July 4th Parade and Fireworks, an autumn festival/event celebrating inclusivity and diversity, and Tree Lighting Celebration)
- Significant reduction in stray animal reports, public nuisance complaints, and number of substandard building and property conditions
- Home rehabilitation resources and information provided on city website
- Beautification of neighborhoods and city entrances complete
- Light pollution ordinance adopted
- Attractive signs placed at city entrances and visual promotion of historic district located along SH 80

Strategic Priority #3: Economic Development and Planning

The city has a unique opportunity to shape the future of the community through development of vacant land and buildings. We want to see a vibrant, revitalized downtown area that contains locally owned retail, dining, and entertainment options. Downtown revitalization should not alienate current residents by creating a loud, party-like atmosphere. Our city government should play an active role in promoting current businesses within the community and attracting businesses to Martindale, to include marketing, recruitment, and incentives. While we welcome retail stores along SH 80, we do not want a strip of fast food and convenience stores. Our city's central location to nearby growing urban areas is a strength, yet growth should reflect and maintain the quality, character, and feel of life within Martindale. We enjoy the current agricultural character of the city and expect future developments to preserve that history and identity as much as possible. We desire affordable housing options in addition to the large residential lots available within the city.

Initiatives

- Partner with the regional economic development organization to market available commercial opportunities
- Enhance the public availability of information for building, planning, and zoning regulations and improve related internal processes
- Develop an updated comprehensive master plan
- Identify means to ease burdens on small business and improve the commercial environment downtown
- Support advertising of local businesses
- Preserve the city's identity through land use regulations and development agreements that maintain the agricultural heritage and intimate lifestyle
- Expand the city's Extraterritorial Jurisdiction (ETJ) to regulate development on the periphery of the city

Desired Outcomes

- New comprehensive master plan developed and published
- Housing developments include designs that incorporate small-scale cooperative farming, community vegetable and flower gardens, and other similar features that preserve elements of the current landscape, draw upon the community's history, and foster a community atmosphere.
- Restored downtown commercial buildings, possibly financed by leveraging a combination of private investment and outside grants
- Reduced vacancy rates of commercial buildings
- Achieve economic development projects without significantly raising property tax rates
- Improved city staff efficiency in processing permits, inspections, plats, and development agreements
- Building, planning, and zoning information and regulations conspicuously provided on city website
- Invitations sent to landowners notifying them of the opportunity and benefits of incorporating within the city's ETJ
- Local businesses promoted on the city's website and provided sponsorship opportunities for city events
- Commercial opportunities advertised through Greater San Marcos Partnership

Strategic Priority #4: Management and Public Services

We want a city government that operates efficiently and provides high-quality, basic public services. We feel that our community is safe and expect the city government to enforce existing ordinances. The city should scale services as the city grows while also maintaining low property taxes and generating other sources of revenue. We want to remain informed of developments, receive electronic announcements of public notices, and obtain faster and more accurate responses to requests for services or information. The city should strive to address existing grievances and inequality within the community. The city government should ensure expenditures reflect the priorities of its citizens.

Initiatives

- Establish a long-range budgeting framework and associated performance measures to maintain strong financial stewardship and achieve strategic priorities
- Balance expansion of police force and other services with the growth of the city
- Improve convenience, automation, and customer experience of city services
- Expand community outreach and engagement through multiple media channels (website, electronic notifications, mailers, traditional news outlets)
- Address issues of equity and existing grievances

Desired Outcomes

- Automated payment options for utility bills
- Expanded police coverage for nights and weekends
- Reduction in perceived lack of enforcement of city ordinances
- Future Years Spend Plan developed and published
- Strategic Performance Management Framework completed, and regular progress reports on achieving strategic priorities available online
- Public notices and information posted online via city website and updates notifications provided through email and text
- All areas of Martindale feel connected, valued, and heard
- Lag time for addressing complaints and requests for services significantly reduced

Next Steps: Implementing the Community Strategic Plan

The city will take specific actions to ensure the accomplishment of the strategic priorities listed in this plan. This plan will serve as the basis for developing subordinate planning, budgeting, and performance management documentation. The strategic priorities will act as a set of guiding principles to influence decisions during daily city operations, including land-use planning and negotiations with developers. A Future Years Spend Plan will be developed to outline the phased program investments to address strategic initiatives across a five-year planning horizon. The Community Strategic Plan and Future Years Spend Plan will inform resource allocation decisions during the annual budget formulation process. The Community Strategic Plan will help the city identify and eliminate waste and provide the political empowerment to say no to ‘shiny objects’ that do not align with the strategic priorities within the plan. The Annual Budget will align the city’s planned expenditures with citizen expectations articulated in the Community Strategic Plan and implement phased program investments identified in the Future Years Spend Plan. The city will develop performance metrics and measures derived from the desired outcomes identified in this plan and formalize the performance monitoring and reporting processes in the Strategic Performance Management Framework. This formal performance management process will align annual personnel performance goals to desired outcomes and the annual budget. The city and the community will be informed of progress towards achieving strategic priorities by implementing Strategic Performance Management Framework. The city will achieve accountability and transparency throughout the implementation of the Community Strategic Plan by publishing strategic performance reports and annual updates to the Future Years Spend Plan and through public comments during the Annual Budget process. Updates to the Community Strategic Plan will be considered when necessary based on the needs of the community and information gathered through the development of Future Years Spend Plans, Annual Budgets, and performance reports.

Strategic Planning Implementation

