

It is with a heavy heart I formally announce my retirement and leave as City Manager for the City of San Marcos effective January 31, 2022. This has been something I have been planning for almost 2 years with a goal to leave when I am ready to begin my next adventure and a decision strictly driven by when I was able to take this next important step in my life!

I have had the very distinct honor and privilege to serve in this capacity since August 2017 and have dedicated my entire career of working directly in city management for the last 40 years. This is all I have done, have always wanted to do, have had fun doing it, but it is now time for me to do extensive traveling, take on new hobbies and volunteer. I look forward to spending time with my 3 grandsons and 1 granddaughter, three of the best kids any dad could have, and, above all, my best friend and wonderful wife of 38 years who has been by my side every step of way!

While growing up as a young man in a low-income family, 7 kids and parents who gave us everything but didn't have much, I knew I wanted to make a difference. Despite facing all types of adversities, I knew I wanted to be the first to go to college, set a goal, reach it and not make excuses for not being the best that I could be! I was inspired by my dad who had nothing more than a 6th grade education, a WW II vet, hard worker and had a passion for serving my hometown as a leader in the American Legion, volunteer firefighter, and a long time City Council member and Mayor Pro-Tem. When I choose City management in my freshman year of college in 1978, I knew what life had in store for me and have never looked back. But now for me, it is about looking forward!

I am extremely proud of what we have been able to accomplish in such a short period of time and firmly believe our staff has made and continue to make a huge difference! Someone once said, "**As a leader, you must envision the future, passionately believe you can make a difference, and inspire people to achieve more than they may ever dreamed possible.**" Our focus for the last 4 years has turned out to be a major rebuild, attention to core service needs, tackle long overdue and tough problems, building a critical leadership and organizational team, allow rock stars to shine, develop new organizational values and culture, formulating new and diverse initiatives, make changes to processes and in a variety of areas, a new vision for our bright future. It certainly has not been easy but even when tested in every case, our staff has more than risen to the challenge and that is all I have asked.

The following are many of our initiatives our team has accomplished, put on the path for significant success, or made great strides with Council support.

- **\$32 million voter approved bond projects** for our citizens all to be completed successfully by the early part of next year
- **\$44 million new Public Service Center** for our hardworking employees with completion in October of this year
- **Adopted Plans. New SMTX Land Development Code and Amendments Phase I & II, Downtown Architectural Standards and Master Plan, revised Parks & Open Space Master Plan, Historic District and Resources Survey, Housing Action Plan, CDBG Disaster Recovery Plan, updating our 5-year Sidewalk Maintenance Plan, Community Risk Assessment and Standards for Cover for Fire, Cybersecurity Plan, updated Airport Master Plan, and major work on a Comprehensive Plan**
- **Key partnerships with Texas State University** in areas of a seamless Public Transit system, Bikeshare program, Electric scooters, joint planning around trail projects within the university,

working collaboratively on proposed or active projects, identify ways to solve issues, or create partnerships, advising on our COVID variant planning, Affordable Housing competition with Cieder Consortium, Texas State and private capitol.

- **Organization**. Hired a strong Executive Team with a diverse set of professionals, key hires in my whole Executive Team, Director and Assistant Directors of Finance, Chief of Police, Emergency Management, Economic and Business Development, and working on completing hires in Communication/IGR, Director of Utilities and Director of Public Works, created an employee driven set of Organizational Values and culture, implemented new mandatory ethics and cybersecurity training for all employees, made significant changes in our purchasing card policy with more accountability and controls, creating a new Customer Experience set of standards with customer feedback, reorganized areas in the City Manager's office, Community Services, Public Services, created new areas in Neighborhood Enhancement with more outreach, and changed Code Compliance model to more proactive/resource assistance for citizens vs. violations.
- **Financial**. Successful reaffirmation of the City's Double AA bond ratings with positive comments on our stable outlook, maintained our A- bond rating for our Electric utility despite many utilities being downgraded, budget recognition and awards for our sound practices, came up with very solid financial planning during the COVID pandemic to cut expenses, freeze positions and stay within very limited means and achieved clean audits annually with solid financial accountability.
- **Workforce Housing**. Creation of a Workforce Housing Task Force, completed a Housing Needs Study, taking 3 City owned sites for workforce housing units, developed a new framework for a Community Land Bank, aggressively pursuing current and new housing developers for possible partnerships on land, creation of a new Emergency and Housing Rehab program and successful implementation of our CDBG-DR program.
- **Workforce Development**. Created a new small business counseling program, collaborating with ACC on a Continuing Education program for certifications and trades, 1 million cups partnership with GSMP, new Business Retention/Expansion outreach with local employers and partnership with Workforce Solutions to identify individuals for a High Demand Job Training program with free training.
- **Economic Development**. In the last 4 years, we have worked on relocation projects for Blueshift Technologies, Coast Flight, Urban Mining, and ZOOP Plastics Manufacturing, and expansions for Berry Aviation, Bearden Investments, and Northpointe Development, as well the location of Amazon SAT-6 Facility, Parallel, Live Oak and Cooperative Laundry. All producing millions of dollars in investment and hundreds of new jobs.
- **Downtown**. Completion of our new Downtown HUB, vision to include a new Transit Center, work with the Arts Commission to identify projects linking our downtown and river, new wayfinding system, staff team focused on infrastructure, security, crime and lighting needs, Main Street staff focus on new flower bed improvements and creating live music activities, working on a new legacy business program, acquisition of properties along Guadalupe St. in collaboration with the Downtown TIRZ for redevelopment, and initiated a new Downtown pattern book for consistent development.
- **Sustainability**. Introduced new cost effective, energy saving, sustainability and efficiency standards in new city buildings, updated the Climate Action Plan, promotion of water and energy rebate programs, training for new employees, proposed a new grass turf rebate program, developed low impact development practices in CIP and downtown projects and proposed new customer purchase of renewable energy credits.
- **Homelessness**. Active contributor and staff support for the formation of the new Homeless Coalition, volunteers in the annual PIT counts, working on a new Homeless Needs Assessment

with Texas State University, started a new strategy to reach out to unhoused neighbors and connect them with community resources, and led efforts to create a new Community Organization Active in Disasters (COAD).

- **Other initiatives.** Completion of a 5-year Transit plan, proposed a Transportation Plan with a need for alternative modes of transportation, brought forward a new Work Session approach to present key topics for future Council consideration, initiated new Master plan concepts and market needs for a new City Hall, completed a new CAMPO Corridors Study with focus on 3 locations, re-formatted annual Council Visioning to focus on 5 key priorities, led efforts on new Live Outcomes strategies and Animal Shelter Implementation Plan as well as work with our community stakeholders and government partners, created a new process for future bond projects to complete 30% design to better estimate projects, and formed an area City Manager's roundtable with neighboring colleagues on collaborative solutions,.

It is interesting as the leave, to note I began my career with the City of San Marcos as an intern during my senior year at Southwest Texas State University in 1981. It is only befitting I finish out my career 40 years later in a city we have loved for many years and home of my alma mater!

I want to personally thank each of you for allowing me this tremendous opportunity to serve this beautiful city while working with some of the very best in my career in our fantastic organization! I have been truly blessed but go knowing we have made a difference, given it our best with very little and worked tirelessly to give back to our community!

Respectfully,

A handwritten signature in black ink, appearing to read 'Bert Lumbreras', written in a cursive style.

Bert Lumbreras