

City of San Marcos  
**2020-21 Strategic Initiatives Status Report**

FY 2020 Strategic Initiatives	Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update 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> <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> <li>• Maintain existing workforce housing in safe and healthy conditions.</li> </ul>				
A. Update, consolidate and communicate housing policies and action plans.					
Strategy	I. Update the Affordable Housing Policy and adopt a housing framework/blueprint based on the work of the San Marcos Workforce Housing Task Force.				
	a. Draft an updated policy based on recommendations from Housing Needs Assessment and community outreach and Task Force	3 months /Jan 2020	Staff Resources	Complete	The Workforce Housing Task Force presented the Strategic Housing Action Plan to City Council in Fall of 2019. The Action Plan is pending adoption by City Council.  The LIHTC Program was most recently updated in February of 2020 following recommendations from the Workforce Housing Council Committee.
	b. Presentation and Review of Draft Policy	3 Months / January 2020	Staff Resources	Complete	The Affordable Housing Policy will be replaced by the Strategic Housing Action Plan after it is adopted by City Council. The LIHTC Policy will be added as an appendix to the Strategic Housing Action Plan.
	c. Adoption of draft policy	3 Months / January 2020		Complete	Policy was adopted in February, 2020. The LIHTC Policy will be added as an appendix to the Strategic Housing Action Plan.
Strategy	II. 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	<del>October 2019</del> <u>December 2020 and Ongoing for updates 1 Month /</u>	Staff Resources	In Progress	The LIHTC application is on the website. Staff created an interactive map of all LIHTC projects in San Marcos and a new LIHTC page will be added to the website with this map.  <u>Staff is also looking at adding all LIHTC projects to the website with contact information to allow individuals to find affordable housing options. Staff will be looking into this project over the second half of 2020.</u>
	b. Regular updates with the completion and initiation of new initiatives and programs	Every Month, as needed	Staff Resources	In Progress	Staff attended the Austin Housing Works Conference in March, 2020. Staff completed a Community Land Trust Webinar, and completed HOME training March 11, 2019.
Strategy	III. Develop internal City capacity and support capacity building efforts in community partners to advance the City's housing goals. 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.				
	a. Staff Training and Cross Training	Ongoing		In Progress	Staff attended the March 1, 2019 Housing Works event in Austin. Staff completed a Community Land Trust Webinar, and completed HOME training March 11, 2019.  Staff attended the VAD Academy (Vacant, Abandoned, and Deteriorated Properties training) by Community Progress in May, 2019.  Staff attended the Center for Community Progress Reclaiming Vacant Properties Conference 2019, Equity First: Revitalizing Communities Together, in October 2019.
	b. Develop partnerships and working relationships with affordable housing developers and other support services.	Ongoing		In Progress	<ul style="list-style-type: none"> <li>• Staff met March 4 and March 6, 2019 with Habitat for Humanity to discuss partnership opportunities.</li> <li>• Staff met with Albert Sierra and developers planning to build senior affordable housing.</li> </ul>

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					<ul style="list-style-type: none"> <li>• Five staff attended HOME training with TDHCA on March 11, 2019.</li> <li>• Staff met with a developer and member of the Workforce Housing Taskforce to discuss opportunities for the University and area developers to provide affordable housing.</li> <li>• Staff met with Albert Sierra of the San Marcos Housing authority to discuss revisions to the LIHTC Policy to allow tax exemption requests.</li> <li>• Staff has met with several developers proposing LIHTC projects in San Marcos.</li> <li>• Staff facilitated meetings with Nicholas Hall of the Houston Land Bank to discuss land banks with the community and stakeholders in August 2019.</li> <li>• Staff conducted 38 community conversations with community groups and organizations to discuss housing and potential partnerships as part of SMTX 4 All.</li> </ul>
Strategy	IV. Focus on improving sub-standard housing and research additional funding sources.				
Tasks	a. Determine appropriate role for code enforcement.		<u>Code Enforcement</u>		<u>New item under review</u>
	b. Research budgetary impact of increased role for Tenants Council.				
	c. Evaluate requirements for owners to make repairs to rental properties.				
B. Develop dedicated housing and revenue sources that meet goals.					
Strategy	I. Build additional permanently affordable homes targeted to flood victims on City-owned lots with CDBG-DR funds.				
Tasks	a. Eligibility Review – Begin Construction	October 2019	Staff Resources and construction contractors – DR funds	Complete	Three (3) homes were completed on City-owned lots.
	b. Eligibility Review – Begin Construction	<del>June 2021</del> January 2020	Staff Resources and construction contractors – DR funds	In Progress	<del>Nine homes will be constructed pending acquisition of additional lots. Seven (7) homes will begin construction on City-owned lots.</del>
Strategy	II. Apply for HOME funds. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program.				
Tasks	a. Fund CDBG applicants requesting Housing Rehabilitation Program funds for PY2019.	Program Year begins October 1, 2019 <u>and ends Sept 30, 2020</u>	Staff Resources - Community Initiatives Division, PAD Services	<u>In Progress</u>	<u>Staff is in the process of developing the policies and procedures for the program.</u>
	b. Submit Application to Texas Department of Housing & Community Affairs (TDHCA).	October 2019	Staff Resources - Community Initiatives Division, PAD Services	<u>Complete</u>	<u>The City was awarded HOME funds through TDHCA.</u>
	c. Continue to work with PY19 CDBG Housing Rehabilitation Programs: Southside and BR3T	Program Year begins October 1,	Staff Resources - Community	<u>In Progress</u>	<u>The programs are currently being carried out.</u>

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		2019 and ends September 30, 2020	Initiatives Division, PAD Services		
Strategy	III. 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. City Council approved \$164,898 of CDBG funds to be used for land acquisition June 19, 2018. Staff developed a land acquisition plan to meet federal compliance and is working with the County on appropriate properties.	<del>October 1, 2019</del> March 2021	Staff Resources		
	b. Discuss with our Community Partners in 2019, and staff held a stakeholder meeting with SMCISD administration on the creation of a potential land bank.	<del>October 1, 2019</del> March 2021			
	c. Draft and approve an interlocal agreement	<del>October 1, 2019</del> June 2021			Staff is working with our state Lobbyists (Bickerstaff) for amendments to the local government code to facilitate this process. This legislation did not move forward for a vote. Upon agreement of the partners to participate in the Land Bank, an interlocal agreement will be drafted.
Strategy	IV. Establish a land bank and community land trust with the purpose of supporting permanently affordable workforce housing.				
Tasks	a. Explore different land bank models	December 2019	Staff Resources	Completed	In December 2019, the City was provided a letter from Attorney Nicholas Hall about recommendations on land banking options.
	b. Initiate entity creation	<del>Winter 2020</del> December 2020	Staff Resources	In Progress	<ul style="list-style-type: none"> <li>Staff will review the recommendations as set forth in the letter from Attorney Nicholas Hall and provide recommendations on how to proceed with them.</li> </ul>
Strategy	V. Establish an Emergency Housing Rehabilitation Program.				
Tasks	a. Establish an Emergency Housing Rehabilitation Program.	Begin October 1, 2019 <del>2019</del> End Sept 30, 2021	Staff Resources - Community Initiatives Division, PAD Services	In Progress	City Council approved the Program for the CDBG PY19 Action Plan during the June 18, 2019 City Council meeting, and staff is currently working on <a href="#">the program policies and procedures.its implementation.</a>
<b>C. Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.</b>					
Strategy	I. Encourage mixed income communities within new development.				
Tasks	a. Monitor the implementation of the Planning Area District Implementation	<del>April 2019</del> December 2021 12 Months / April 2019		In Progress	<p>The Workforce Housing Task Force identified “Implementing lifecycle and diverse housing principles” (Strategy B) as one of their strategies in the Strategic Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future.</p> <p><del>There have been no requests for “Planning Area Districts” since the adoption of Code SMTX.</del>  <a href="#">There has been one request for “Planning Area Districts” since the adoption of Code SMTX which is located in an employment center (Sportsplex) and will not include housing. One Planning Area District zoning request is in review.</a></p>
	b. Identify potential code amendments during the annual code update process.	<del>January 2020</del> March 2022		In Progress	<a href="#">Currently, Phase Two of the Code amendments have been recommended for approval by Planning and Zoning Commission. They will be presented to City Council on August 18, 2020.</a>

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					<p><u>Other policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is set to begin during the summer 2020 and last for approximately 18 months.</u></p> <p><del>City Council discussed amendments to the existing neighborhood-regulating plan process on January 15, 2019, and determined that this would be part of the annual code update. Staff and Council have identified various code amendments which are anticipated to be discussed late 2019 / early 2020.</del></p>
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	<u>Continuous 12 Months / April 2019</u>		In Progress	<p><del>During the Small Area Plan survey, housing affordability was identified as a top concern that should be addressed by small area plans. The Small Area Plan Program is pending approval from the City Council.</del></p> <p>The bonus density program in Code SMTX has not been requested by an applicant since the adoption of the Code.</p> <p>The <u>Housing</u> Task Force identified “Pre-approve residential development in strategic locations” (Strategy D) and “Implementing lifecycle and diverse housing principles” (Strategy B) as one of their strategies in the Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future.</p>
	b. Identify potential code amendments during the annual code update process	<u>March 2022 January 2020</u>		In Progress	<p><u>Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is set to begin during the summer 2020 and last for approximately 18 months.</u></p> <p><del>The Task Force identified “Pre-approve residential development in strategic locations” (Strategy D) and “Implementing lifecycle and diverse housing principles” (Strategy B) as one of their strategies in the Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future. Staff and Council have identified various code amendments which are anticipated to be discussed late 2019 / early 2020.</del></p>
Strategy	III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.				
Tasks	a. Implement recommendations from Housing Study to gauge performance in this initiative.	<u>-December 2020 January 2020</u>		In Progress	The Housing Needs Assessment was completed in April, 2019. The Action Plan is intended to go before the City Council for consideration in the near future.
	b. Track development inquiries and identify constraints in the permitting and development process for missing middle housing types.	<u>Continuous 12 Months / April 2019</u>		In Progress	<p><del>Staff completed an interactive guide to building an ADU in San Marcos to encourage and assist homeowners with the process.</del></p> <p><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></p> <p>One request for a zoning change to ND-3 was approved by City Council in August, 2018 on Bishop Street and allowed one additional unit on the property. Other requests which may have provided for the missing middle were denied and / or ultimately withdrawn by the applicant (Spring Ranch Villas, Windmill Drive, Earle Street, and two requests on Hopkins Street)</p> <p><u>A request for ND-3 on Valley Street is in process.</u></p>
	c. Track the number of units added	<u>Continuous 12 Months / April 2019</u>		<u>In Progress</u>	<u>No new missing middle housing types have been built under Code SMTX</u>
	d. Propose code updates during the annual code update process	<u>March 2022 January 2020</u>		<u>In Progress</u>	<del>Staff and Council have identified various Code Amendments which are anticipated to be discussed late 2019 / early 2020.</del>

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					Currently, Phase Two of the Code amendments have been recommended for approval by Planning and Zoning Commission. They will be presented to City Council on August 18, 2020.  <u>Other policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is set to begin during the summer 2020 and last for approximately 18 months.</u>
Strategy	IV. Draft an ordinance targeting geographic locations and non-profit home builders 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.	<u>March 2022</u> <del>4 Months / March 2019</del>			The Workforce Housing Task Force included an action item, "Opt-In Zoning Overlay Districts" to the Housing Action Plan. The Action Plan is intended to go before the City Council for consideration in the near future.  <u>Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is set to begin during the summer 2020 and last for approximately 18 months.</u>
	b. Draft zoning code for public review	<u>June 2022</u> <del>2 Months/January 2020</del>			The Task Force identified "Pre-approve residential development in strategic locations" (Strategy D) and "Implementing lifecycle and diverse housing principles" (Strategy B) as one of their strategies in the Housing Action Plan. The Planning Commission recommended modifying action items under this strategy. The Action Plan is intended to go before the City Council for consideration in the near future.  <u>Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is set to begin during the summer 2020 and last for approximately 18 months.</u>
	c. Adoption Meetings	<u>August 2022</u> <del>2 Months / March 2020</del>			
Strategy	V. Research what is necessary in order to utilize data, such as average median income, specific to San Marcos instead of data for the Austin metropolitan statistical area in regards to low income housing tax credit and other housing projects.				
Tasks	a. Research what is necessary in order to utilize data, such as average median income, specific to San Marcos instead of data for the Austin metropolitan statistical area in regards to low income housing tax credit and other housing projects			Complete	Staff has researched how a community would be excluded from the MSA boundaries, and it was advised from federal staff that it would take an act of Congress to change them.
<b>FY 2020 Strategic Initiatives</b>		<b>Timeline/ Estimated Completion Date</b>	<b>Budget \$ and Resources</b>	<b>Status</b>	<b>Update Notes</b>
 <b>MULTI-MODAL TRANSPORTATION</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>To provide a federally-compliant, coordinated public transit system that leverages state and federal grant funding opportunities, increases operational efficiency, reduces costs, and increases transit access for the community</li> </ul>				
	<ul style="list-style-type: none"> <li>To identify the small UZA Direct Recipient entity and create a shared governance structure compliant with State and Federal guidelines.</li> </ul>				
	<ul style="list-style-type: none"> <li>To develop a coordinated financial plan to include contract negotiations, operating funds, investment capital, combined infrastructure, maintenance, and passenger amenities.</li> </ul>				
	<ul style="list-style-type: none"> <li>To develop joint transit routes to improve frequency and provide all riders maximum community access.</li> </ul>				
<ul style="list-style-type: none"> <li>To contribute to the achievement of regional goals to reduce traffic and protect air quality.</li> </ul>					

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A. City reviews the benefits and challenges of creating an integrated, seamless transit partnership between the City and Texas State University.

Strategy	I. Assess the operating and financial alternatives for coordinated transit services.				
Tasks	a. Continue Five Year Strategic Plan for Transit Services	August 2020		In Progress	Update presentation provided to Council on 2-June. Final presentation and Strategic Plan adoption in August.
Strategy	II. Evaluate the benefits and constraints of a transit partnership with Texas State to include the following.				
	a. Seamless transit services for all customers.	<u>Future</u>		<u>Future</u>	<u>Implement Five Year Strategic Plan for Transit Service</u>
	b. Expand community access to transit options.	<u>Future</u>		<u>Future</u>	<u>Implement Five Year Strategic Plan for Transit Service</u>
	c. Share capital budget resources.	<u>Future</u>		<u>Future</u>	<u>Implement Five Year Strategic Plan for Transit Service</u>
	d. Coordinate transit routes to maximize efficiency.	<u>Future</u>		<u>Future</u>	<u>Implement Five Year Strategic Plan for Transit Service</u>
	e. Leverage state and federal funding opportunities.	<u>On going</u>		<u>In Progress</u>	<u>FTA Small Transit Intensive City (STIC) funds apportioned in FY19 and FY20 - \$2.6 million. CARES Act allocation of \$6.4 million applied for and obligated.</u>
	f. Contribute to regional goals to reduce traffic and protect air quality.	<u>On going</u>		<u>In Progress</u>	<u>Public transit services continue to mitigate traffic and protect air quality by offering alternatives to single occupancy vehicles</u>
Strategy	III. Evaluate the challenges of a transit partnership with Texas State.				
	a. Create a shared governance structure	<u>Future</u>		<u>Future</u>	<u>Implement Transit Plan Study Phase II and establish Interlocal Agreement with Texas State University</u>
	b. Compliance with federal and state regulations to include paratransit services	<u>On going</u>		<u>In Progress</u>	<u>Staff continues to meet the Federal and State compliance requirements</u>
	c. Coordinate transit routes to maximize efficiency	<u>Future</u>		<u>Future</u>	<u>Implement Five Year Strategic Plan for Transit Service</u>
	d. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility and passenger amenities.	<u>Future</u>		<u>In Progress</u>	<u>Implement Five Year Strategic Plan for Transit Service and establish Interlocal Agreement with Texas State University to equitably share the STIC funds</u>
Strategy	IV. Consider the potential impacts of the 2020 US Census upon transit services in the San Marcos urbanized area.				
Tasks	a. Potential outcomes include the following: 1) San Marcos Urbanized Area (UZA) remains autonomous; 2) San Marcos UZA is absorbed by a Large Urbanized Area, such as Austin UZA; and 3) San Marcos UZA boundary & population adjustments.	March 2023		Future	<u>Significant population undercount could occur due to COVID-19, and could result in loss of funding. Continue coordination with regional partners including the Capital Area Metropolitan Planning Organization, the Texas Department of Transportation-Public Transportation Division and the Federal Transit Administration to evaluate potential impacts of the 2020 U.S. Census</u>

B. City continues other multi-modal initiatives.

Strategy	I. Transportation Demand Management/ including downtown parking management.				
Tasks	a. Adopt and implement parking management plan.	May 2019 - Present	Staff resources.	In Progress	Council approved Kimley-Horn Plan and Ordinance on May 7, 2019, and Parking Advisory Board. PAB has met fourteen times with staff to consider implementation steps. <del>On-Street Paid Parking Implementation Plan and enabling Ordinance scheduled for Council consideration and action on May 7, 2019. Council appoints Parking Advisory Board April 2019. PAD has met seven times with staff to consider implementation steps.</del>
	b. Prioritize Transportation Master Plan projects to improve multi-modal alternatives.	Ongoing	Staff resources.	In Progress	Engineering/CIP Department has primary responsibility for this task. Desired outcomes to be achieved through the budget process.
	c. Evaluate and prioritize other transportation demand management tactics.	Future	Staff resources.	Future	Parking & Mobility Manager (when position is filled) and Parking Advisory Board have primary responsibility for this task.
	d. Work with Texas State on park and ride locations				
	e. Market businesses that promote multimodal transportation.				
Strategy	II. Improve Bicycle Friendly Community rating.				

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Tasks	a. Improve and expand dockless bike share program and explore other shared mobility opportunities.	Ongoing service	Staff resources.	In Progress	Council approved VeoRide bike share program in 2018. Fleet was expanded to include e-assist bikes in February, 2019. Council approved second year extension to VeoRide contract in August 2019.
	b. Revisit Complete Streets policy and propose changes for Council consideration.			In Progress	Parking & Mobility Manager may be assigned responsibility for this task.
	c. Consider creation of a Bicycle & Pedestrian Advisory Committee.			Future	
	d. Adopt and implement bicycle master plan.			Future	
	e. Engage Community at events for bicycles.			Future	
Strategy	III. Improve pedestrian connectivity and accessibility.				
Tasks	a. Conduct updated assessment of existing sidewalk infrastructure.				
	b. Develop and adopt Sidewalk Master Plan.				
	c. Identify and program long-term pedestrian improvements				
	d. Conduct site survey sampling for ADA compliance.	Oct 2019 – Sept 2020	Staff Resources		To be completed with Public Services-Transportation's sidewalk assessment update.
Strategy	IV. Other regional transit partnerships.				
Tasks	a. Evaluate the benefits of regional transit partnerships with interurban providers including multi-modal transit facility options.	Future		Future	
	b. Investigate light rail, AMTRAK, and other future transit opportunities.	Future		Future	
	c. Explore options for a downtown circulator, including all alternative fuel/vehicle options.	Future		Future	
Strategy	V. Pursue multi-modal funding opportunities.				
Tasks	a. Work with Grant Manager for seeking out, applying for, and managing grant funding opportunities.	<u>Ongoing</u>		<u>In progress</u>	
Strategy	VI. Improve and develop San Marcos Regional Airport in accordance with the newly updated Master Plan.				
	a. Establish stakeholder group and meet regularly to discuss airport growth and future plans	<u>After August 2020</u>		<u>Future</u>	
	b. Leverage state and federal funding opportunities	<u>Ongoing</u>	<u>Varies</u>	<u>Ongoing</u>	<u>CARES Act allocation to airport of \$157,000 for operations</u>
	c. Establish zoning ordinances to protect airport approaches as residential growth continues east of IH-35	<u>After approval of Airport Layout Plan in Master Plan Update</u>		<u>Future</u>	
	d. Improve vehicular access	<u>Ongoing</u>	<u>Varies</u>	<u>Ongoing</u>	<u>Includes FM 110 and SH 21 improvements</u>
	e. Leverage proximity of SMART Terminal for logistic operations	<u>Ongoing</u>		<u>Ongoing</u>	<u>In conjunction with Master Plan Update</u>
<b>FY 2020 Strategic Initiatives</b>		<b>Timeline/ Estimated Completion Date</b>	<b>Budget \$ and Resources</b>	<b>Status</b>	<b>Notes</b>
<b>WORKFORCE DEVELOPMENT</b>					
Outcome(s)	<ul style="list-style-type: none"> <li>To align city, business, workforce, education, social service, and economic development policies and programs to grow and sustain a healthy local economy.</li> <li>To close the skills gap and build a workforce that will meet local business demand.</li> </ul>				

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	<ul style="list-style-type: none"> <li>To increase the number of residents earning a living wage and to encourage our youth to obtain additional training to become “job ready” in the future.</li> </ul>				
<b>A. Leverage and Partner with the Community</b>					
Strategy	I. Identify current assets including partners, existing services, possible locations, and organizational purpose. Include mapping of assets and services within the City.				
Tasks	a. Evaluate studies that have already been done, including the ALICE (Asset Limited, Income Constrained, Employed) Report.	October 2019		Ongoing	Local information has been evaluated. Library is also participating in the Community Assessment being led by Community Action and started in September 2019.
	b. Coordinate community-wide conversations to identify ways our students and residents can overcome obstacles and create more local opportunities for education and career success.	April 2019		Ongoing	Participated in all facets of the Pathways to Prosperity. Working with ACC to offer classes at El Centro. GSMP has reorganized a workgroup to include Education and Workforce together and Deborah Carter will be representing the library going forward.
Strategy	II. Identify community partner to anchor a cradle to career initiative.				
Tasks	a. Within the City of San Marcos, the Public Library has been identified as the department to anchor this initiative. A Librarian with workforce development skills will be added to the team in the new budget year.	After October 2019	\$67,768 (salary + benefits of new Librarian)	Deborah Carter was hired in Nov 2019	Deborah Carter has degrees in Social Work, Adult Education, and Library Science. She previously worked at SMPL and for San Antonio PL running their GED and JOBS programs. Deborah is taking a class to become certified as a National Resume Writer. This will allow Deborah to consult with all levels of jobseekers
	b. Coordinate with businesses, chamber of commerce, GSMP, SMCISD, Texas State University, Texas Workforce, and other stakeholders.	January 2020		Ongoing	Participated in GSMP Education and Workforce Initiative which is chaired by Christian Duran of GSMP and Dr. Eugene Bourgeois from Texas State. The Office for P-16 Initiatives at Texas State will be providing regular support for community members that need assistance with college applications, scholarships, FAFSA, and other career information. The library is providing one-to-one assistance for job-seekers. One-to-one assistance has been the most successful since adults can receive the exact help that they need. Programs for businesses including Triple Duty about working from home, Planning for the post-COVID new normal, Maintaining staff and customer base during crises.
Strategy	III. Identify and develop outreach opportunities.				
Tasks	a. Participate with the Chamber of Commerce Education Committee, Rotary Job Fair, SMCISD Career & Technical Trades teachers, Texas Workforce, Community Action Adult Education, and other existing groups to promote a successful career path for students and residents.			Ongoing	The library has provided a table at several job fairs in the community in order to provide information about our job assistance programs and materials. The library also hosted two onsite Workforce Job Fairs including their first-ever Saturday event. Both the Census and the IRS provided job interview and on-the-spot hiring events at the library. The IRS hired 25 people from that event. The Census was also provided space to train their workforce. Workforce and SMPL joined together for an online job fair.
	b. Help increase the productivity of area business and the advancement of incumbent workers by promoting employee retention programs, on-the-job training, lifelong learning, and industry-recognized credential attainment.			Ongoing	The 2 <sup>nd</sup> Microsoft Certification class was completed and the 3 <sup>rd</sup> started at the library and has moved online. GED and English classes also started inhouse and have moved online (but attendance has suffered). Class developed and presented in January was Introduction to Digital Marketing for Small Business.
Strategy	IV. Identify challenges and unmet needs in the business community that are impacted by Workforce Development.				
Tasks	a. Include challenges and unmet needs in the community conversations facilitated by E3 Alliance.	October 2019		Ongoing	Information will be gathered in April 2019, but detailed reports will not be available until October 2019. A final meeting was held in early October and reports will follow. Reports have been used to develop the basic classes and one-to-one assistance many of our customers need.
	b. Develop volunteer and mentoring opportunities community-wide.	March 2020		New	City employees interested in mentoring a SMCISD student will attend an organization meeting on October 7. So far 25 COSM employees have signed up to be a mentor. SMCISD Crossroad students have been gaining experience at the library and at other sites around SM. The Summer Reading program is including a teen virtual volunteer experience under the direction of Teen Librarian Pamela Carlile teens can develop

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					crafts, take/edit photos for the website and social media, create videos, and provide other postings to be used throughout the summer and school year.
Strategy	V. Explore possibility of a day labor program implemented through social service agencies.				
	a. <u>Explore possibility of a day labor program implemented through social service agencies.</u>				
<b>B. Facilitate opportunities for Training and Programming.</b>					
Strategy	I. Identify and communicate existing training available, including through technology such as a mobile phone application.				
Tasks	a. Promote community awareness of area occupations in demand and the associated skill sets required.	October 2020		Ongoing	A JOBS Center opened in January as part of the learning center and it includes books, job announcements, and jobhunting tips. The area also includes an office that can be booked ahead of time. The office includes a computer with camera and microphone, along with the most common interview software platforms. This allows people to schedule an online interview. It is also available for employers so they can meet prospective employees onsite. The office is used regularly by Workforce Solutions. San Marcos Public Library's new YouTube channel has begun posting job related videos. A new Jobs, Education, and Career Growth Opportunities Facebook group has garnered 200 members in the first month. <a href="https://www.facebook.com/groups/SMPLJobsandResources/">https://www.facebook.com/groups/SMPLJobsandResources/</a>
	b. Provide enhanced web content on the library website to refer to existing training available within a 30-mile radius of San Marcos.	July 2019		Ongoing	Local Educational Opportunities directory was updated in November and will be updated annually. It is available at <a href="http://sanmarcostx.gov/DocumentCenter/View/8808/Local-Adult-Education-Directory-PDF">http://sanmarcostx.gov/DocumentCenter/View/8808/Local-Adult-Education-Directory-PDF</a>
Strategy	II. Explore opportunities to promote Career and Technical Education (CTE), General Education Diploma (GED), financial literacy, and life skills.				
	a. Programming at SM Public Library			Ongoing	GED and English classes moved online in response to COVID. In January, financial literacy classes were offered under the title Your Financial New Year.
Strategy	III. Identify potential gaps and barriers for San Marcos residents and consider alternate delivery methods when possible.				
Tasks	a. Work with non-profits and social services to develop a guide to services that could be accessed in a printed directory as well as online.			Ongoing	The second printing which includes a helpful index is available in paper format at locations around SMTX and online. first draft of this directory has been completed and is available in paper format at the library. The printed copy of this directory will be updated every December. During COVID, a shorter English/Spanish list of services was available online and was distributed at locations around the community.
	b. Review the findings from the Workforce Housing Initiative, Partnership Initiative, and Multi-Modal Transportation Initiative.	July 2019		Ongoing	
Strategy	IV. Identify potential items to include when incentivizing economic development agreements.				
Tasks	a. Identify model cities and determine what economic development agreements could be useful to our population	January 2020		New	
	b. Provide City Council with possible educational initiatives that could be included in future agreements.	April 2020		New	
Strategy	V. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.				
Tasks	a. Work with Chris Duran and other members of GSMP to determine what their current agreement requires.			New	A new Education and Workforce Task Force had the first meeting in September 2019.
	b. Determine community partners that could benefit from the training required in the agreement.			New	
Strategy	VI. Determine where to invest City funding to mitigate gaps and barriers that have been identified including a possible training location.				

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Tasks	a. Partner with existing nonprofits, agencies, and schools to provide job training and encourage development of the soft skills necessary to be successful in the modern workforce.			New	Dependent on Librarian position
	b. Identify possible regional partners that could expand into the City of San Marcos and provide additional career training.			New	Dependent on Librarian position
	c. Provide GED, English Language, Computer Classes, and other workforce training at the San Marcos Public Library and at other locations around the city.			Ongoing	This is done by many different staff now, however to have a more cohesive message and expand workforce services, the Librarian position would have to be filled. In March, the library hosted GED, English, Spanish, Medical Career Investigation, Basic Internet, keyboarding, Word, Excel, and a 12-week class to become Microsoft Staff Certified. In April, the library will have all of the classes as we had in March and in addition, we will provide Introduction to Virtual Reality, Equitable Housing program, and a Saturday series: (Week 1) Market Yourself, Getting the Job You Want; (Week 2) Interviewing for Success; (Week 3) Growth Mindset, motivated for life and work. During August, the library provided 25 GED classes and 23 English Language classes. Upcoming in October is a program about managing change and stress in the workplace. A new series of financial literacy classes will start in November.

<b>FY 2020 Strategic Initiatives</b>	<b>Timeline/ Estimated Completion Date</b>	<b>Budget \$ and Resources</b>	<b>Status</b>	<b>Update Notes</b>
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 **DOWNTOWN VITALITY**

Outcome(s)	<ul style="list-style-type: none"> <li>To support diversified business activity.</li> <li>To take measures to improve downtown quality of place.</li> <li>Accessibility to and within the downtown.</li> </ul>
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**A. Support diversified business activity.**

Strategy	I. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts.
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Tasks	a. Scope and Visioning exercise with district stakeholders and City Council.	Summer 2020	Seeking source.		\$100,000 is the estimated costs. Overseen by Planning and Development Services. Incorporated in to the Comp Plan process.
	b. Request for Proposal (RFP) and contract for consultant.	Spring 2020	TBD		
	c. Public outreach with key stakeholders including the Downtown Association, Main Street, the University, as well as other key stakeholders.				
	d. Work with Arts Commission to identify projects linking Downtown and the river.	<u>Spring 2020</u>	<u>Previous year funds</u>	<u>In progress</u>	<u>Arts Commission has begun the discussion process.</u>
	e. Drafting and adopting the Downtown Master Plan.				

Strategy	II. Define goals and objectives for the Main Street program.
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Tasks	a. Review current goals and objectives within the Four Point approach of; 1-Economic Vitality, 2-Design, 3-Organization, and 4-Promotion	November 2019	Staff resources.	<u>Ongoing</u> <u>In progress</u>	Main Street Advisory Board Agenda item – April - November 2019
	b. Develop a strategy for transformation of Downtown along the Four Points.	November 2019	Staff resources.	<u>Ongoing</u> <u>In progress</u>	Main Street Advisory Board Agenda item – May - November 2019

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	c. Define quantifiable outcomes and projects for the Implementation Plan strategies identified.	July 2019- January 2020	Staff resources.	<u>Ongoing</u> In progress	Main Street Advisory Board Agenda item – May - November 2019
	d. Align organizational resources to achieve desired outcomes through the budget process.	Discussion with other departments.	Staff resources.	<u>Ongoing</u> In progress	Main Street Advisory Board Agenda item – May 2019 - March 2020
Strategy	III. Review possible programs for legacy businesses.				
Tasks	a. Promoting City grant programs.	<u>Project on hold due to projected funding deficit</u>			
	b. Buying down interest rates for small businesses.	<u>Project on hold due to projected funding deficit</u>			
Strategy	IV. Evaluate funding for co-working sites.				
Tasks	a. Splash program? Other programs?				
<b>B. Take measures to improve downtown quality of place.</b>					
Strategy	I. Review and assess possible sites and facilities which could promote San Marcos as a destination.				
Tasks	a. Utilizing Kissing Alley as event space.	Spring 2021	Staff resources.		Collaborative effort of multiple departments to achieve additional public space as an event destination. Reconstruction of Kissing Alley - Contract awarded for preliminary engineering and field services.
	b. Other sites assessed				
Strategy	II. Review and address underground electric ordinances.				
	a. Identify code amendments during the annual code update process.				
Strategy	III. Review and assess strategies for vacant and neglected buildings.				
Tasks	a. Review model programs, including incentives, and identify resources.	December 2019	Staff Resources/ Code Enforcement / Main Street	In progress	Research and identify programs in other communities. Prepare summary of ideas which work within our community. Public private partnership with building owners for consistent message. Work with building owners to design and improve vacant windows and spaces. Creative team in process of uniform design for windows and spaces. Downtown Committee for review.
	b. Propose Code amendments during the annual code update process, including the property maintenance code.	Spring 2020	Code Enforcement	In Progress	Review items with Downtown Vitality Team and schedule Workshop in Early 2020
	c. Identify possible options to maintain health and safety, including inspections.				
Strategy	IV. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.				
	a. Develop an interim maintenance and beautification plan and coordinate efforts amongst stakeholders.	May/June 2020	Staff resources.	<u>Delayed due to funding</u> In progress	Working with city departments and stakeholders to landscape downtown with native colorful plants.
	b. Explore the long-term solutions for beautification plan and maintenance including a downtown management district with downtown stakeholders.	June 2020	Staff resources.	In progress	Researching funding options through public and private funding sources. Scheduled seasonal beautification and maintenance in public areas.

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	c. Align organizational resources to achieve desired outcomes through the budget process.	August 2020	Staff resources.		Submission of completed plan including all departments and stakeholders to administration for FY2021 funding.
Strategy	V. Identify advertising opportunities with area stakeholders to highlight city attractions.				
	a. <a href="#">Downtown Advertising Coop</a>	<a href="#">June 2020</a>		<a href="#">Delayed due to funding.</a>	
Strategy	VI. Continue working with Texas State University Police regarding Downtown Patrols.				
	a.				
Strategy	VII. Review and amend the Downtown Tax Increment Reinvestment Zone (TIRZ) #5.				
Tasks	a. Prepare a revised Project and Finance Plan for Board consideration and approval.	May-June 2020	Staff resources	In progress	<a href="#">TIRZ #5 Board approved revised plan in April, Revised Financing Plan in June to reduce the contribution from 70% to 25%.</a>
	b. Present revised Project and Finance Plan for Council and Commissioner's Court consideration.	June 2020	Staff resources	In progress	<a href="#">TIRZ #5 Board approved Final revised plan in June. Council public hearing on June 16, 2020 and ordinance approval June 18<sup>th</sup>. Revised plan to be approved by Commissioners Court in July.</a>
	c. Work with the County and the TIRZ Board on Downtown Vision	August 2020	Staff resources	In progress	<a href="#">Scheduling for next TIRZ meeting</a>
<b>C. Accessibility to and within the downtown.</b>					
Strategy	I. Approve and implement the Parking Management Plan.				
Tasks	a. Hire Parking and Mobility Manager.	TBD – funding source	Staff resources	In Progress	Budget amendment approved by council in December 2018. Recruitment pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance. <a href="#">Parking Advisory Board recommends hiring after successful parking enforcement.</a>
	b. Procure parking management technology (meters and mobile app.).	Future	Unknown	<a href="#">Future</a>	<a href="#">License Plate Recognition and enabling software are under review for effectiveness and efficiency</a> <del>On-Street Paid Parking Implementation Plan and enabling Ordinance scheduled for Council consideration and action on May 7, 2019.</del>
	c. Create program branding and marketing campaign.	Future	Staff resources, 3 <sup>rd</sup> party parking mgmt firm	<a href="#">Future</a>	<a href="#">This work will be coordinated by Parking &amp; Mobility Manager (when position is filled) and performed by 3rd party parking management firm.</a> <del>Pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance, this work will be coordinated by Parking &amp; Mobility Manager and performed by 3rd party parking management firm.</del>
	d. Initiate phased rollout of on-street paid parking.	Future	Staff resources, 3 <sup>rd</sup> party parking mgmt firm	<a href="#">Future</a>	<a href="#">Under Parking Advisory Board review</a> <del>Pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance, this work will be coordinated by Parking &amp; Mobility Manager and performed by 3rd party parking management firm.</del>
	e. Negotiate off-street parking agreements with private property owners and facilitate options.	As opportunities arise	Staff resources	In Progress	Shared responsibility of Parking & Mobility Manager <a href="#">(when the position is filled)</a> and Real Estate Division. Staff has begun discussions with private property owners for off-street parking. <a href="#">One agreement negotiated and in place.</a>
<b>FY 2020 Strategic Initiatives</b>		<b>Timeline/ Estimated Completion Date</b>	<b>Budget \$ and Resources</b>	<b>Status</b>	<b>Update Notes</b>

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SUSTAINABILITY					
Outcome(s)	<ul style="list-style-type: none"> <li>To develop a baseline of sustainability performance measures.</li> </ul>				
	<ul style="list-style-type: none"> <li>Promote sustainability practices throughout the community.</li> </ul>				
	<ul style="list-style-type: none"> <li>Determine strategies to incorporate sustainability into City construction and operations.</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop economic development and procurement policies to encourage sustainability for businesses that work with the City.</li> </ul>				
A. Develop a baseline of sustainability performance measures.					
Strategy	II. Work with Texas State University and other Texas communities to assess their sustainability programs.				
Tasks	a. Current organizations available (Cost – initial staff time to analyze and hold meeting 2X per year)	<u>Sept. 2020</u>	<u>Jan</u> (Conservation)		
	b. Identify City and local stakeholders	<u>Sept. 2020</u>	<u>Jan</u> (Conservation)		
	c. Conduct networking opportunities	<u>TBD</u>	<u>TBD / Staff</u>		
Strategy	III. Consider if a consultant is necessary in order to determine the baseline of sustainability measures.				
Tasks	a. Data collection for usage (Cost – initial staff time to analyze and public outreach components). - Water, electric, fossil fuels, renewables (high view snapshot guesstimates) - City Facilities - Residential (public outreach) - Commercial (public outreach)	<u>TBD</u>	<u>Staff / Consultant</u>	<u>In Progress (partial)</u>	<u>Database inventory in progress</u> <u>SECO working on utility usage footprint</u>
	b. Possible Cost-Benefit analysis - Consider a means to evaluate upfront expenses compared to overall savings - Include quality of life in financial calculations	<u>TBD</u>	<u>Consultant</u>		
	c. Consultant (Cost – probably between \$50k-100k) - Coordinate data collection (or by staff) - Plan roll out of reduction programs - Public Outreach - Potentially identify need for full time position after observing roll out success metrics.	<u>TBD</u>	<u>Staff / Consultant</u>		<u>Budget issue</u>
B. Promote Sustainability Practices throughout the community.					
Strategy	I. Increase public education and outreach of City's conservation and sustainability efforts				
Tasks	a. Add Sustainability page to website to centralize City environmental programs (water/energy conservation, recycling, air quality, etc). Example-City of Austin Office of Sustainability page <a href="http://www.austintexas.gov/department/sustainability">www.austintexas.gov/department/sustainability</a> .	<u>Nov. 2020</u>	<u>Staff (Comm, Neig hborhood Serv. and other depts)</u>		<u>Need Comm. Dept. assistance. (Tom will contact Communication to discuss webpage development)</u>
	b. Increase use of social media such as Facebook to promote environmental programs; add environmental programs to FB schedule.	On-going	Taggart/Staff <u>(Comm and other depts)</u>	In progress	Water and energy rebate programs are posted monthly on FB

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	c. Evaluate optional or mandatory training on sustainability (anti-idling, recycling, etc) for City staff.	<u>Aug. 2020</u>	<u>Jan (HR and other depts)</u>	<u>In progress</u>	<u>Currently have poster programs and recycling info with receptacles</u>
	d. Discuss with school district increased use of environmental curriculum (such as Learning to be WaterWise Outdoors program which is currently offered to teachers and funded by the City).	<u>Sept. -2020</u>	<u>Jan (Conserv)</u>		<u>Contacted SMCISD and San Marcos Baptist Academy about WaterWise Outdoors program inclusion in their curriculum. We will provide sample materials for their evaluation.</u>
Strategy	II. Develop and adopt incentive programs for water conservation to include incentivizing builders to reduce or eliminate turf irrigation systems				
Tasks	a. Consider building codes that limit the amount of turf in new development.	<u>Nov. 2020</u>	<u>Tom/Jan (Conserv/Planning)</u>	<u>Complete/Pending Ord</u>	<u>Public Services staff has researched and gathered info on other turf limitation ordinances in TX, CA, NV. Scheduling for Dream Team meeting discussion. Need policy direction</u>
	b. Evaluate financial incentives to builders for using alternative landscaping (ie xeriscape and pervious hardscape) instead of turfgrass in new development.	<u>Nov. 2020</u>	<u>Tom/Jan (Conserv)</u>	<u>Complete/Pending Ord.</u>	<u>Public Services staff has researched and found no such incentive programs, other than development agreements that have higher impact fees for developers/builders that do no implement turfgrass limits. Cost for incentives would likely be high (\$2500-\$5000 per home) due to higher costs for xeriscape vs grass. Need policy direction</u>
	c. Evaluate financial incentives to builders to not install irrigation systems in new development.	<u>Nov. 2020</u>	<u>Tom/Jan (Conserv)</u>	<u>Complete/Pending Ord</u>	<u>Public Services staff has researched and found no such incentive programs, other than development agreements that have higher impact fees for developers/builders that install irrigation systems. Need policy direction</u>
	d. Research requirement for separate meters for all new irrigation systems (currently single-family is exempted).	<u>Nov. 2020</u>	<u>Tom/Jan (Conserv)</u>	<u>Complete</u>	<u>Public Services staff has researched and many cities require separate irrigation meters for non-residential properties as does San Marcos. NBU requires separate irrigation meters for ALL new irrigation systems. Need policy direction</u>
Strategy	III. Develop and adopt incentive programs for comprehensive weatherization or energy efficiency retrofits				
Tasks	a. Investigate volunteer program, similar to Habitat for Humanity, to provide weatherization for low-income homes.	<u>Sept. 2020</u>	<u>Devin (Conserv)</u>	<u>In progress</u>	<u>Public Services staff has spoken with Habitat for Humanity and they do not work on existing homes, only new construction which already must meet minimum energy efficiency standards.</u>
	b. Discuss partnership with Combined Community Action on their existing weatherization program.	<u>Sept. 2020</u>	<u>Devin (Conserv)</u>	<u>In progress</u>	<u>Public Services staff has spoken with CCA and received confirmation that they would be interested in a partnership in which COSM provides funding for implementation of additional energy efficiency measures in low-income homes.</u>
	c. Consider additional staff or contractor to evaluate and weatherize low-income homes.	<u>TBD</u>	<u>Contractor</u>	<u>In progress</u>	<u>Pending budget availability. Cost per home ~\$5000-\$7500 plus cost for staff or contract labor. (CDBG funding?)</u>
<b>C. Determine strategies to incorporate sustainability into City construction and operations</b>					
Strategy	I. Implement sustainable infrastructure solutions in the City's capital improvement program efforts				
Tasks	a. <u>Develop design guidelines/checklist for use in evaluation of project scopes</u>	<u>Jan 2021</u>	<u>Tom/Laurie</u>		
	b. <u>Develop pattern book of sustainable solutions</u>	<u>Jan 2021</u>	<u>Laurie</u>		
Strategy	II. Develop a formal Building Design Standard for municipal buildings or design elements that reduce resource consumption.				
Tasks	a. Investigate opportunities for resource reduction in existing municipal buildings	<u>OngoingTBD</u>	<u>SECO</u>	<u>In progress</u>	<u>The State Energy Conservation Office (SECO) is conducting an energy audit of City facilities and the Wastewater Treatment Facility.</u>
	b. Implement design elements that reduce resource consumption in new City construction	<u>OngoingTBD</u>	<u>Staff / Jacobs</u>	<u>In progress</u>	<u>Public Services-Water is funding installation of rainwater harvesting systems at new Library and at new PS Building, to be used for irrigation and for community education/demonstration. Solar will also be installed on Utility Bldg. and Warehouse at new PS Building.</u>
Strategy	III. Continue evaluation of alternate energy technologies and opportunities.				
Tasks	a. Research feasibility of community solar project <u>or solar supply inclusion in power portfolio.</u>	<u>Jan. 2021</u>	<u>Tyler/Frank (SMEU)/Con</u>	<u>In progress</u>	

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	b. Request for Research feasibility of Time of Use (TOU) strategies (e.g. education, billing)	<u>Jan. 2021</u>	<u>Tyler (SMEU &amp; Billing)</u>		
	C. Evaluate offering customer's purchase of Renewable Energy Credits (RECs)	<u>Sept. 2020</u>	<u>Tyler/Tom</u>	<u>In Progress</u>	
Strategy	IV. Develop and implement programs for elimination of bottled water usage and other single use plastic products (SUPs).				
Tasks	a. Research purchasing and/or personnel policies that discourage or prohibit using City funds to purchase SUPs.	<u>Oct. 2020</u>	<u>Tom/Jan/Lynda</u>	<u>In progress</u>	<u>Public Services staff has researched and gathered examples of various policies that prohibit purchase of single-use water bottles and other SUPs. Need policy direction</u>
	b. Consider installing bottle fill/fountains in all City facilities.	<u>Oct. 2020</u>	<u>Staff (Facilities)</u>	<u>In progress</u>	<u>Public Services staff has researched cost; \$700-\$2900 for standard water fountain and \$1400-\$2400 for fountain with bottle fill. Bottle fill types are specified for new facilities.</u>
Strategy	V. Research potential funding sources and revenues for sustainability initiative implementation				
	a. <u>Grant application plan</u>	<u>TBD</u>	<u>Tom/Grant Writer</u>		
	i. Determine economic development and procurement policies to encourage sustainability for businesses that work with the City.				
Strategy	I. Research and adopt policies encouraging sustainability in economic development. Resource grants for sustainability (\$30K-50K)				
Tasks	a) Resource Grants for sustainability (30k - 50K) 1. Focus on helping small businesses transition to sustainable practices - Work with Economic Development staff ( <i>City Staff time needed</i> ) - Installing solar, HVAC upgrades, windows, single use plastic/to-go containers, etc.	<u>Dec 2020</u>	<u>Tom/Grant Writer/Scott</u>		
	2. Potential home/business conservation rebates - Farmland, wildscape, urban farms, water collection, grey water reclamation, etc. - Possible awards and marketing for businesses and maybe neighborhoods	<u>Dec. 2020</u>	<u>Devin-/ Grant Writer</u>	<u>In progress/ ongoing</u>	<u>Rainwater collection incentives in place. Display examples for commercial going in on Library and Public Services.</u>
	3. Organizational partnerships and resources - Matching grants - Opportunities to use our marketing force to help (City Staff time needed) - Education, Outreach, Diversion bins	<u>TBD</u>	<u>Staff internal and external</u>		
Strategy	II. Consider policies incorporating sustainability in the procurement process <u>and City operations</u>				
Tasks	a) Reduction projections ( <i>Cost - initial staff time to analyze</i> ) - Cut back on obvious waste - Paper purchasing, water bottles, color printing, single use plastic, etc. - Survey each office and ask where they think waste can be reduced.	<u>Nov. 2020</u>	<u>Tom/Lynda/ Amy</u>		