


City of San Marcos
2020-21 Strategic Initiatives Status Report

FY 2020 Strategic Initiatives	Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes	
 WORKFORCE HOUSING					
Outcome(s)	<ul style="list-style-type: none"> • Increase the percentage of home ownership in San Marcos and provide additional workforce housing. • 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. • Maintain existing workforce housing in safe and healthy conditions. 				
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	December 2020 and Ongoing for updates	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> <u>By December 2020, Community Development staff will create a landing page with links to all housing programs, policies, and plans. This will provide a cohesive presentation of all City activities related to affordable housing, and a single entry point for applicants and developers interested in the programs.</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. <u>After creation of the housing landing page, one of the interns in the Planning and Development Department will be responsible for proactively seeking updates to the webpages monthly. Staff will also submit updates to the designated intern as they occur.</u>
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	Staff Resources	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.

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				<p>Staff attended the VAD Academy (Vacant, Abandoned, and Deteriorated Properties training) by Community Progress in May, 2019.</p> <p>Staff attended the Center for Community Progress Reclaiming Vacant Properties Conference 2019, Equity First: Revitalizing Communities Together, in October 2019.</p>	
	b. Develop partnerships and working relationships with affordable housing developers and other support services.	Ongoing	Staff Resources	In Progress	<ul style="list-style-type: none"> • Staff met March 4 and March 6, 2019 with Habitat for Humanity to discuss partnership opportunities. • Staff met with Albert Sierra and developers planning to build senior affordable housing. • Five staff attended HOME training with TDHCA on March 11, 2019. • 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. • Staff met with Albert Sierra of the San Marcos Housing authority to discuss revisions to the LIHTC Policy to allow tax exemption requests. • Staff has met with several developers proposing LIHTC projects in San Marcos. • Staff facilitated meetings with Nicholas Hall of the Houston Land Bank to discuss land banks with the community and stakeholders in August 2019. • Staff conducted 38 community conversations with community groups and organizations to discuss housing and potential partnerships as part of SMTX 4 All.
Strategy	IV. Focus on improving sub-standard housing and research additional funding sources.				
Tasks	a. Determine appropriate role for code enforcement.		Code Enforcement		<p>New item under review</p> <p><u>Community Development and Code Enforcement staff met in August to discuss policies and procedures for CDBG-funded programs related to repair, rehabilitation, and demolition of homes in San Marcos. Policies and procedures for these programs will be developed jointly by the two divisions in November and December, which will determine the exact roles played by each division and specific staff members in order to implement the programs. It is anticipated that the repair, rehabilitation, and demolition programs will be active in the first quarter of 2021.</u></p> <ul style="list-style-type: none"> • <u>CE Staff attended the VAD Academy (Vacant, Abandoned, and Deteriorated Properties training) by Community Progress in October, 2020.</u> • <u>CE Staff attended the National Property Preservation Conference in October, 2020.</u> • <u>CE can help identify substandard housing.</u> • <u>Identify properties by conducting proactive or complaint driven inspections. Research property: owner, mortgagee, deed history, probate, etc.</u> • <u>Determine if property is structurally unsound and what steps need to be taken (demolition or securing of property).</u> • <u>Determine any life-safety issues that exist if occupied.</u> • <u>Discuss intent of property with property owners. Work on a feasible plan/timeline.</u> • <u>Determine if property would qualify for housing rehabilitation for owner-occupied homes.</u> • <u>For rental properties with violations, additional enforcement action can be taken by Code Enforcement: citations, utility disconnection.</u>
	b. Research budgetary impact of increased role for Tenants Council.				


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	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 and construction contractors – DR funds	Complete	Three (3) homes were completed on City-owned lots.
	b. Eligibility Review – Begin Construction	June 2021	Staff and construction contractors – DR funds	In Progress	Nine homes will be constructed pending acquisition of additional lots. <u>Staff are proactively seeking additional lots; cost and location have been obstacles to overcome. June, 2021 is a realistic date for program completion.</u>
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 and ends Sept 30, 2020	Staff Resources - Community Initiatives Division, PAD Services	In Progress	<u>Policies and procedures for the CDBG Entitlement housing rehabilitation program are being completely updated and will be in place by October 30, 2020, followed by updated procedures for the CDBG Disaster Recovery program (CDBG-DR) in November. Implementation of the programs will likely necessitate procurement processes for administration of the program, after which the programs will be active in the first quarter of 2021. 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 - Community Initiatives Division, PAD Services	Complete	The City was awarded HOME funds through TDHCA.
	c. Continue to work with PY19 CDBG Housing Rehabilitation Programs: Southside and BR3T	Program Year begins October 1, 2019 and ends September 30, 2020	Staff Resources - Community Initiatives Division, PAD Services	In Progress	<u>Policies and procedures for the CDBG Entitlement housing rehabilitation program are being completely updated and will be in place by October 30, 2020, after which the Southside Rehabilitation program can resume. So that the application processes can be combined, it may start up again in the first quarter of 2021 with the other housing programs. The programs are currently being carried out.</u>
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.	March 2021	Staff Resources		<u>Staff are proactively seeking additional lots; cost and location have been obstacles to overcome. June, 2021 is a realistic date for program completion.</u>
	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.	March 2021			
	c. Draft and approve an interlocal agreement	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	Complete	In December 2019, the City was provided a letter from Attorney Nicholas Hall about recommendations on land banking options.

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	b. Initiate entity creation	December 2020	Staff Resources	In Progress	Staff will review the recommendations as set forth in the letter from Attorney Nicholas Hall and provide recommendations on how to proceed with them.
Strategy	V. Establish an Emergency Housing Rehabilitation Program.				
Tasks	a. Establish an Emergency Housing Rehabilitation Program.	Begin October 1, 2019 End Sept 30, 2021	Staff Resources - Community Initiatives Division, PAD Servcs <u>And Code Enforcement</u>	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 the program policies and procedures. <u>Policies and procedures for the program will be developed in November and December, 2020, and this program is anticipated to go live in the first quarter of 2021 with the other housing-related programs.-</u> <ul style="list-style-type: none"> • <u>Code Enforcement will assist in identifying properties by conducting proactive or complaint driven inspections.</u> • <u>Visit with property owner(s) to determine the intent of the property.</u> • <u>Based on policies/procedures set by CDBG guidelines, match up needs with resources.</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	December 2021	Planning	In Progress	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. There have been one-two requests for “Planning Area Districts” since the adoption of Code SMTX in 2018, which one is located in an employment center (Sportsplex) and will not include housing. <u>The second (The Barracks) was approved and, while not under construction yet, will require a percentage of affordable housing. One Planning Area District zoning request is in review.</u>
	b. Identify potential code amendments during the annual code update process.	March 2022	Planning	In Progress	Currently, Phase Two of the Code amendments <u>was approved on second reading on September 1, 2020. 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 <u>Fall 2020</u> and last for approximately 18 months
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	Continuous	Planning	In Progress	The bonus density program in Code SMTX the San Marcos Development Code has not been requested by an applicant since the adoption of the Code. The Housing 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.
	b. Identify potential code amendments during the annual code update process	March 2022	Planning	In Progress	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 <u>Fall 2020</u> and last for approximately 18 months.
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.	December 2020	Planning	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.

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	b. Track development inquiries and identify constraints in the permitting and development process for missing middle housing types.	Continuous	Planning	In Progress	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, <u>Lockhart Street and Valley Street</u>) <u>A request for ND-3 on Valley Street is in process.</u>
	c. Track the number of units added	Continuous	Planning	In Progress	No One new missing middle housing types have been <u>was</u> built <u>on Marilton since 2018, under Code SMTX</u>
	d. Propose code updates during the annual code update process	March 2022	Planning	In Progress	<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 Fall, 2020 and last for approximately 18 months.</u> 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. 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.
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.	March 2022	Planning	In Progress	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. 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-Fall 2020 and last for approximately 18 months.
	b. Draft zoning code for public review	June 2022	Planning	In Progress	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. 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-Fall 2020 and last for approximately 18 months.
	c. Adoption Meetings	August 2022			
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.
FY 2020 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
 MULTI-MODAL TRANSPORTATION					
Outcome(s)	<ul style="list-style-type: none"> 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 To identify the small UZA Direct Recipient entity and create a shared governance structure compliant with State and Federal guidelines. 				


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	<ul style="list-style-type: none"> To develop a coordinated financial plan to include contract negotiations, operating funds, investment capital, combined infrastructure, maintenance, and passenger amenities. To develop joint transit routes to improve frequency and provide all riders maximum community access. To contribute to the achievement of regional goals to reduce traffic and protect air quality. 				
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 <u>September 15, 2020</u>		In Progress <u>Complete</u>	Update presentation provided to Council on 2 June. Final presentation and Strategic Plan adoption in August. Strategic Plan adopted on September 15, 2020.
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.	Future		Future	Implement Five Year Strategic Plan for Transit Service
	b. Expand community access to transit options.	Future		Future	Implement Five Year Strategic Plan for Transit Service
	c. Share capital budget resources.	Future		Future	Implement Five Year Strategic Plan for Transit Service
	d. Coordinate transit routes to maximize efficiency.	Future		Future	Implement Five Year Strategic Plan for Transit Service
	e. Leverage state and federal funding opportunities.	On going		In Progress	FTA Small Transit Intensive City (STIC) funds apportioned in FY19 and FY20 - \$2.6 million. CARES Act allocation grant of \$6.4 million applied for and obligated. executed and active. <u>City to reimburse transit service costs beginning February 1, 2020 through end of fiscal year 2021 and possibly beyond.</u>
	f. Contribute to regional goals to reduce traffic and protect air quality.	On going		In Progress	Public transit services continue to mitigate traffic and protect air quality by offering alternatives to single occupancy vehicles
Strategy	III. Evaluate the challenges of a transit partnership with Texas State.				
	a. Create a shared governance structure	Future <u>In Progress</u>		Future <u>In Progress</u>	Implement Transit Plan Study Phase II and establish Interlocal Agreement with Texas State University <u>Discussions on the Interlocal Agreement with Texas State University have begun. University is evaluating the benefits of becoming a subrecipient of the City so they may receive federal funds to implement public transit projects.</u>
	b. Compliance with federal and state regulations to include paratransit services	On going		In Progress	Staff continues to meet the Federal and State compliance requirements <u>Public Transportation Agency Safety Plan adopted by Council on June 16, 2020. TxDOT concurrent of Plan received on July 20, 2020.</u>
	c. Coordinate transit routes to maximize efficiency	Future		Future	Implement Five Year Strategic Plan for Transit Service.
	d. Establish a financial plan to include operating funds, initial investment of capital for vehicles, maintenance facility and passenger amenities.	Future <u>In Progress</u>		In Progress	Implement Five Year Strategic Plan for Transit Service and establish Interlocal Agreement with Texas State University to equitably share the STIC funds <u>and possibly some CARES Act 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	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
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 <u>twenty</u> times with staff to consider implementation steps.

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	b. Prioritize Transportation Master Plan projects to improve multi-modal alternatives.	Ongoing	Staff resources.	In Progress	<u>TMP projects completed: Mobility Hub; CM Allen; Mill Street</u> <u>TMP projects in construction or ready to bid: Hopkins St (Bishop to Moore), E Hopkins Ped & Bike (CM Allen to Thorpe); Hunter/Wonder World Bike & Ped Intersection Imp; Hunter Road Re-Striping (Bike Lanes from WW to San Antonio); Umland Road Improvements (10' Shared Use Path); Guadalupe St Improvements (Buffered Bike Lanes & Sidewalk)</u> <u>TMP projects in design: Bishop & Belvin Imp (Sidewalk, Bike); Old RR 12 Bike/Pedestrian & Widening; Purgatory Creek Imp (Greenway); Sessom & Academy (Sidewalk & Bike Lanes); Sunset Acres (Broadway Bike Lanes); TxDOT IH-35 & SH123 Imp (10' Shared Use Path & connections across IH-35)</u>
	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.				
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. VeoRide exited the market in August, 2020. In partnership with Texas State University, City deployed scooter pilot program with SPIN. Fleet includes 50 scooters for City and 150 scooters for the University. Multimodal Parking Initiatives Manager may be assigned responsibility for this task.
	b. Revisit Complete Streets policy and propose changes for Council consideration.			In Progress	Parking & Mobility Manager-Multimodal Parking Initiatives Manager may be assigned responsibility for this task.
	c. Consider creation of a Bicycle & Pedestrian Advisory Committee.			Future	Multimodal Parking Initiatives Manager may be assigned responsibility for this task.
	d. Adopt and implement bicycle master plan.			Future	
	e. Engage Community at events for bicycles.		<u>Transit and NH Enhancemnt</u>	Future	<u>Multimodal Parking Initiatives Manager may be assigned responsibility for this task. Neighborhood Enhancement will incorporate bicycle valet utilizing volunteers at community events.</u>
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	<u>To be considered during preliminary engineering report on the Transit Plaza recommendation of the Five-Year Strategic Plan for Transit Service.</u>
	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.				

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Tasks	a. Work with Grant Manager for seeking out, applying for, and managing grant funding opportunities.	Ongoing	<u>General Services, Engrg</u>	In progress	<u>City Engineering coordinating on \$1.3M Hwy 80 Shared Use Path Project (Thorpe to River Road) accepted by TxDOT as a State pedestrian improvement project. Required City funding reduced to less than \$50k</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	After August 2020		Future	<u>Garver Plan release anticipated November 2020.</u>
	b. Leverage state and federal funding opportunities	Ongoing	Varies	Ongoing	<u>CARES Act allocation to airport of \$157,000 for operations. Monitoring pending congressional action for potential funding allocation and grant opportunities.</u>
	c. Establish zoning ordinances to protect airport approaches as residential growth continues east of IH-35	After approval of Airport Layout Plan in Master Plan Update		Future	
	d. Improve vehicular access	Ongoing	Varies	Ongoing	<u>Evaluating options for shared access from FM110 with Gary Job Corp Cntr. Includes FM 110 and SH 21 improvements</u>
	e. Leverage proximity of SMART Terminal for logistic operations	Ongoing		Ongoing	In conjunction with Master Plan Update
FY 2020 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Notes
 WORKFORCE DEVELOPMENT					
Outcome(s)	<ul style="list-style-type: none"> To align city, business, workforce, education, social service, and economic development policies and programs to grow and sustain a healthy local economy. To close the skills gap and build a workforce that will meet local business demand. 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. 				
A. Leverage and Partner with the Community					
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	<u>Local information has been evaluated as available. ALICE, E3 Alliance, Texas Workforce Solutions, and GSMP have all produced useful studies. The Library did promote the census, which will also be a source of information. Library is also participating in the Community Assessment being led by Community Action and started in September 2019.</u>
	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	<u>Participated in all facets of the Pathways to Prosperity. Working with ACC to offer classes at El Centro, were put on hold when COVID struck. Active participant in the E3 initiative. Assisting with consortium for people experiencing homelessness. Large meetings that are community-wide are on hold due to COVID-10. GSMP has reorganized a workgroup to include Education and Workforce together and Deborah Carter will be representing the library going forward.</u>
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)	<u>Complete</u>	<u>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 a certified National Resume Writer. She provides one-to-one assistance on a daily basis via zoom, telephone, or meeting them outside on the library porch. She is now attending classes to be certified as a Texas Benefits Counselor. This will allow her to access systems directly to determine programs that could providing training or support in order for the patron to participate in educational programming to</u>


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					improve their skills. 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	In early 2020, GSMP organized a workgroup to include Education and Workforce together and Deborah Carter attended the organizational meeting, but no other meetings have been scheduled. The Chamber of Commerce Education Committee is not meeting during COVID, but the contacts made through this long-standing group are only a phone call away. The Office for P-16 Initiatives at Texas State would normally help with one-to-one job assistance, but they are not operational during COVID. 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.		<u>Staff Resources</u>	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. The library hosted two job fairs online, but they are not as successful as the in-person programs. Library staff toured the SMCISD Career & Technology Academy and the courses available while still in high school are quite impressive. The Texas Workforce Rural Capital offices have moved 7 miles from downtown and it is not served by public transportation. Even people with cars are having difficulty finding the right building. Some Texas Workforce were meeting clients at the library and once COVID is more under control, we expect that will continue. In the meantime, we have been promoting the training that may be available for free to many of our patrons. https://workforcesolutionsrca.com/seekers/target-occupations-list
	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 3rd Microsoft Certification classes started in January and finished up online. So far a total of 56 people have completed training and 40 have received certification and at least 8 were hired in new jobs right away. GED and English classes also started inhouse and have moved online. 387 classes were offered at the library with 4,455 total attendance. The 2nd Microsoft Certification class was completed and the 3rd 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		<u>Ongoing Complete</u>	Information will be gathered in April 2019 and follow-up discussions were held in October 2019 and the data is now available - https://data.e3alliance.org/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.

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	b. Develop volunteer and mentoring opportunities community-wide.	March 2020		New	<p><u>Mentoring has been greatly impacted by COVID-19. 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 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.</u></p> <p>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 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.</p>
Strategy	V. Explore possibility of a day labor program implemented through social service agencies.				
	a. Explore possibility of a day labor program implemented through social service agencies.				
B. Facilitate opportunities for Training and Programming.					
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	<p>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. https://www.facebook.com/groups/SMPLJobsandResources/ <u>This group is really active and successes are recorded regularly. The library introduced a new YouTube channel this past quarter. Videos are posted on the Facebook page, but people can find the Nine videos in the Workforce series can be easily found on YouTube. https://www.youtube.com/playlist?list=PLGSQeEA80JFQwZ54Lhftbp75mrMJ3E1vr Video topics include resume writing, cover letters, interviewing skills, materials available at the library to help with career decisions, and the newest title "Going Back to School as an Adult."</u></p>
	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	<p>Local Educational Opportunities directory was updated in November and will be updated annually. It is available at http://sanmarcostx.gov/DocumentCenter/View/8808/Local-Adult-Education-Directory-PDF A directory to help people with basic needs is available on the library's website http://sanmarcostx.gov/3231/Community-Help-in-San-Marcos</p>
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	<p>GED and English classes moved online in response to COVID. In January, financial literacy classes were offered under the title Your Financial New Year.</p>
Strategy	III. Identify potential gaps and barriers for San Marcos residents and consider alternate delivery methods when possible.				

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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 <u>and this will be updated each January.</u> 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. <u>Once Deborah Carter becomes a certified Texas Benefits Counselor, our access to assist customers in need will be improved.</u> http://sanmarcostx.gov/3231/Community-Help-in-San-Marcos
	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			New	<u>Economic Development Policy Work Session scheduled for December 4, 2020.</u>
	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.				
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.
FY 2020 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
 DOWNTOWN VITALITY					
Outcome(s)	<ul style="list-style-type: none"> To support diversified business activity. 				

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	<ul style="list-style-type: none"> To take measures to improve downtown quality of place. Accessibility to and within the downtown. 				
A. Support diversified business activity.					
Strategy	I. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts.				
Tasks	a. Scope and Visioning exercise with district stakeholders and City Council.	Summer 2020	Seeking source.	<u>In Process</u>	\$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	<u>TBD Planning Staff</u>	<u>Completed</u>	<u>MIG selected as the Vendor. Completed with the Comp Plan award</u>
	c. Public outreach with key stakeholders including the Downtown Association, Main Street, the University, as well as other key stakeholders.	<u>Fall/Winter 2020</u>	<u>Funded</u>	<u>In process</u>	<u>Working with consultant to begin the process. Staff kick-off held in late August.</u>
	d. Work with Arts Commission to identify projects linking Downtown and the river.	<u>Spring/Winter 2020</u>	Previous year funds	In progress	Arts Commission has begun the discussion process.
	e. Drafting and adopting the Downtown Master Plan.	<u>Winter/Spring 2021</u>	<u>Planning Staff</u>		<u>Overseen by Planning and Development Services. Incorporated in to the Comp Plan process.</u>
Strategy	II. Define goals and objectives for the Main Street program.				
Tasks	a. Review current goals and objectives within the Four Point approach of; 1-Economic Vitality, 2-Design, 3-Organization, and 4-Promotion	Ongoing	<u>Staff resources- CVB/Main St</u>	Ongoing	Main Street Advisory Board Agenda item —April—November 2019
	b. Develop a strategy for transformation of Downtown along the Four Points.	Ongoing	<u>CVB/Main St Staff resources.</u>	Ongoing	Main Street Advisory Board Agenda item —May—November 2019
	c. Define quantifiable outcomes and projects for the Implementation Plan strategies identified.	July 2019-January 2020	<u>CVB/Main St Staff resources.</u>	Ongoing	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.	<u>CVB/Main St Staff resources.</u>	Ongoing	Main Street Advisory Board Agenda item —May 2019—March 2020
Strategy	III. Review possible programs for legacy businesses.				
Tasks	a. Promoting City grant programs.	Project on hold due to projected funding deficit			
	b. Buying down interest rates for small businesses.	Project on hold due to projected funding deficit			
Strategy	IV. Evaluate funding for co-working sites.				
Tasks	a. Splash program? Other programs?				
B. Take measures to improve downtown quality of place.					
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	<u>DT TIRZ Staff resources.</u>	<u>In progress</u>	Collaborative effort of multiple departments to achieve additional public space as an event destination. Reconstruction of Kissing Alley - <u>Preliminary Engineering Report complete. Public and downtown stakeholder participation underway on event space.</u>

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	b. Other sites assessed	<u>Ongoing</u>	<u>Staff Resources</u>	<u>Winter/Spring 2021</u>	<u>Activation of mobility hub – themed and holiday time frames. Downtown Square - Landscaping, additional seating, tree lighting and street banners</u>
Strategy	II. Review and address underground electric ordinances.				
	a. Identify code amendments during the annual code update process.	<u>Ongoing</u>	<u>Staff Resources</u>		<u>No amendments were proposed in Phase 1 or 2. Following the Comprehensive Plan & Downtown Master Plan, additional amendments may be considered.</u> Electric utility provided a summary of cost estimates and process – 2019.
Strategy	III. Review and assess strategies for vacant and neglected buildings.				
Tasks	a. Review model programs, including incentives, and identify resources.	<u>December 2019 Summer/Fall 2020</u>	<u>Staff Resources/ Code Enforcement / CVB/Main Street</u>	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. <u>'Legend Has It' project - installed the first of set of panels. Creative in the works for the next set of vacant store fronts. Approval from multiple building owners. Will create a walking tour once additional locations are installed</u>
	b. Propose Code amendments during the annual code update process, including the property maintenance code.	<u>Spring 2020 Ongoing</u>	<u>Code Enforcement CVB/Main St</u>	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.		<u>Code Enforcement CVB/Main St</u>		
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.	<u>May/June Fall 2020</u>	<u>Staff resources.</u>	Delayed due to funding	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.	<u>June-Fall 2020</u>	<u>Staff resources.</u>	In progress	Researching funding options through public and private funding sources. Scheduled seasonal beautification and maintenance in public areas.
	c. Align organizational resources to achieve desired outcomes through the budget process.	<u>Winter/Spring 2021 August 2020</u>	<u>Staff resources.</u>		Submission of completed plan including all departments and stakeholders to administration for <u>FY2021-FY2022</u> funding.
Strategy	V. Identify advertising opportunities with area stakeholders to highlight city attractions.				
	a. Downtown Advertising Coop	<u>FY2021 June 2020</u>	<u>Staff resources CVB/Main St</u>	<u>Ongoing Delayed due to funding.</u>	<u>\$30,000 available for FY21. Fifty percent match. Staff is preparing promotion.</u>
Strategy	VI. Continue working with Texas State University Police regarding Downtown Patrols.				
	a. Continue working with Texas State University Police regarding Downtown Patrols				
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	TIRZ #5 Board approved revised plan in April, Revised Financing Plan in June to reduce the contribution from 70% to 25%.

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b. Present revised Project and Finance Plan for Council and Commissioner's Court consideration.	June 2020	Staff resources	In progress	TIRZ #5 Board approved Final revised plan in June. Council public hearing on June 16, 2020 and ordinance approval June 18 th . Revised plan to be approved by Commissioners Court in July.
c. Work with the County and the TIRZ Board on Downtown Vision	August 2020	Staff resources	In progress	Scheduling for next TIRZ meeting

C. Accessibility to and within the downtown.

Strategy I. Approve and implement the Parking Management Plan.

Tasks	a. Hire Parking and Mobility Manager <u>Multimodal Parking Initiatives Manager</u> .	TBD – funding source	Staff resources <u>Transit</u>	In Progress	Budget amendment approved by council in December 2018. Recruitment pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance. Parking Advisory Board recommends hiring after successful parking enforcement. Job description revised and position currently under consideration in managed hiring program.
	b. Procure parking management technology (meters and mobile app.).	Future	Staff resources <u>Transit</u>	Future	License Plate Recognition and enabling software are under review for effectiveness and efficiency
	c. Create program branding and marketing campaign.	Future	Staff resources <u>Transit</u> , 3 rd party parking mgmt firm	Future	This work will be coordinated by- Multimodal Parking Initiatives Parking & Mobility Manager (when position is filled) and performed by 3rd party parking management firm.
	d. Initiate phased rollout of on-street paid parking.	Future	Staff resources <u>Transit</u> , 3 rd party parking mgmt firm	Future	Under Parking Advisory Board review
	e. Negotiate off-street parking agreements with private property owners and facilitate options.	As opportunities arise	Staff resources	In Progress	Shared responsibility of- Multimodal Parking Initiatives Parking & Mobility Manager (when the position is filled) and Real Estate Division. Staff has begun discussions with private property owners for off-street parking. One agreement negotiated and in place. Pending due to COVID-19.

FY 2020 Strategic Initiatives	Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
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 **SUSTAINABILITY**

Outcome(s)	<ul style="list-style-type: none"> To develop a baseline of sustainability performance measures. Promote sustainability practices throughout the community. Determine strategies to incorporate sustainability into City construction and operations. Develop economic development and procurement policies to encourage sustainability for businesses that work with the City.
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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)	Sept. 2020	Jan (Conservation)		
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	b. Identify City and local stakeholders	Sept. 2020	Jan (Conservation)		<u>SMRF, SSM, SM Greenbelt Alliance and Texas State Office of Sustainability have all been contacted and have responded favorably to the City's sustainability initiative. TxState does not currently have a Sustainability Plan but are planning to develop one. SSM submitted letter offering to host task force of stakeholders.</u>
	c. Conduct networking opportunities	TBD	TBD / Staff		<u>Committee has designated a November 2020 date for meeting to network and listen to topics of interest to the stakeholders.</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)	TBD	<u>Staff/ Consultant General Services, PW Conservatn</u>	In Progress (partial)	Database inventory in progress SECO working on utility usage footprint. <u>Pandemic precluded enterprise wide SECO on-site inspections, however, preliminary energy audit report was completed and received on City 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	TBD	<u>Consultant PW Conservatn</u>		<u>SECO recommends additional study be conducted to determine C/B status of potential improvements.</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.	TBD	Staff / Consultant		Budget issue
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 www.austintexas.gov/department/sustainability .	Nov. 2020	Staff (Comm, Neig hborhood Serv. and other depts)	<u>In progress</u>	Need Communication Dept. assistance. (Tom will contact Communication to discuss webpage development) <u>Kristy Stark has agreed to assist and Jan will coordinate with Amy Thomaides and others to consolidate their pages as relevant into this effort</u>
	b. Increase use of social media such as Facebook to promote environmental programs; add environmental programs to FB schedule.	On-going	Taggart/Staff (Comm and other depts)	In progress	Water and energy rebate programs are posted monthly on FB. <u>KSMB: new Facebook page: promoting all things sustainable, including city programs</u>
	c. Evaluate optional or mandatory training on sustainability (anti-idling, recycling, etc) for City staff.	Aug. 2020	Jan (HR and other depts)	In progress	Currently have poster programs and recycling info with receptacles. <u>Anti-idling vehicle stickers/signage under development. No idling posters are being hung in City facility breakrooms and signage is being installed in City yards/facilities. No idling windshield stickers for all City vehicles have been printed and are ready for distribution. A short sustainability section is being added to new employee orientation and will include info on no idling, recycling and energy/water conservation. Safety tailgates will add information on sustainability items related to field work.</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).	Sept. 2020	Jan (Conserv)	<u>In progress</u>	<u>Sample WaterWise Outdoor kits have been provided to SMCISD and SMA for review. SMCISD curriculum coordinator thinks program would work better with 4th grade and has requested kits for all 4th grade teachers to review; 35 kits are on order. Library has reviewed program and determined it is more suitable for in-school instruction than for Library programming.</u>

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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.	Nov. 2020	Tom/Jan (Conserv. Planning)	Complete/Pending Ord	Public Services staff has researched and gathered info on other turf limitation ordinances in TX, CA, NV . Need policy direction. Necessary ordinance amendments have been developed, and appropriate staff have met to discuss proposed changes. Proposed ordinance changes have been shared with the Austin Home Builders Association and they have given a thumbs-up. On council agenda for 11/04/20 for referral to P&Z
	b. Evaluate financial incentives to builders for using alternative landscaping (ie xeriscape and pervious hardscape) instead of turfgrass in new development.	Nov. 2020	Tom/Jan (Conserv. Planning)	Complete/Pending Ord.	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. Items A.(and D.) will accomplish this
	c. Evaluate financial incentives to builders to not install irrigation systems in new development.	Nov. 2020	Tom/Jan (Conserv. Planning)	Complete/Pending Ord	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. Items A (and D.) will accomplish this
	d. Research requirement for separate meters for all new irrigation systems (currently single-family is exempted).	Nov. 2020	Tom/Jan (Conserv. Planning)	Complete/Pending Ord	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. Necessary ordinance amendments have been developed, and appropriate staff have met to discuss proposed changes. Proposed ordinance changes have been shared with the Austin Home Builders Association and they have given a thumbs-up. On council agenda for 11/04/20 for referral to P&Z
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.	Sept. 2020	Devin (Conserv. Planning)	In progress	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.
	b. Discuss partnership with Combined Community Action on their existing weatherization program.	Sept. 2020	Devin (Conserv. Planning)	In progress	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. Agreement/contract for \$25K is being drafted by Legal Dept.
	c. Consider additional staff or contractor to evaluate and weatherize low-income homes.	TBD	Contractor	In progress	Pending budget availability. Cost per home ~\$5000-\$7500 plus cost for staff or contract labor. (CDBG funding?)
C. Determine strategies to incorporate sustainability into City construction and operations					
Strategy I. Implement sustainable infrastructure solutions in the City's capital improvement program efforts					
Tasks	a. Develop design guidelines/checklist for use in evaluation of project scopes	Jan 2021	Tom/Laurie	On-going	Stormwater Technical Manual updated to include Low Impact Development Practices; annual standard product list update to regulate approved products used in CIP/PCIP projects for quality & longevity; developing checklist for projects based upon sustainable infrastructure qualities.
	b. Develop pattern book of sustainable solutions	Jan 2021	Laurie	On-going	Developing Sustainable Infrastructure Qualities based upon the Global Future Council on Infrastructure recommendations: Benefit Sharing, Environmental Resilience, Social Acceptability, Economic & Institutional Effectiveness, Future Proofing, and Critical Mass Potential
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	Ongoing Complete	SECO	In progress Complete	The State Energy Conservation Office (SECO) is conducting an energy audit of City facilities and the Wastewater Treatment Facility. Report delivered to City in September 2020. Recommendations under evaluation.

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	b. Implement design elements that reduce resource consumption in new City construction	Ongoing	Staff / Jacobs	In progress	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>Police facility renovation includes upgrade to LED lighting fixtures. Future construction will include LED lighting and high efficiency HVAC systems. Fire Station Two includes rainwater collection system for Edwards Aquifer recharge zone. Future City facilities and facility renovations will include highly reflective roof treatments, low E window treatments, and remote access HVAC controls. Recent City Hall improvements include hard wire HVAC controls and UV-C air plenum upgrade to improve air quality. City Hall building envelope penetration reseal in future.</u>
Strategy	III. Continue evaluation of alternate energy technologies and opportunities.				
Tasks	a. Research feasibility of community solar project or solar supply inclusion in power portfolio.	Jan. 2021	Tyler/Frank (SMEU)/ <u>Conserv. Planning</u>	In progress	<u>This is on ongoing effort by SMEU.</u>
	b. Request for Research feasibility of Time of Use (TOU) strategies (e.g. education, billing)	Jan. 2021	Tyler (SMEU & Billing)		
	C. Evaluate offering customer’s purchase of Renewable Energy Credits (RECs)	Sept. 2020	Tyler/Tom	In Progress	<u>Established account with ERCOT, Defined LCRA as REC broker, Acquired initial 500 recs. Set REC rate, Established utility bill changes to show elective REC charges. Established General Ledger Accts, financial tracking.</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.	Oct. 2020	Tom/Jan/Lynda <u>(Conserv. Planning and Purchasing)</u>	In progress	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>Policies for single-use water bottles on hold for now due to COVID.</u>
	b. Consider installing bottle fill/fountains in all City facilities.	Oct. 2020	Staff (Facilities)	In progress	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>and will be included in pattern book. Activity Center and Library have water bottle fill stations installed. All new water fountains required to have same feature.</u>
Strategy	V. Research potential funding sources and revenues for sustainability initiative implementation				
	a. Grant application plan	TBD	Tom/Grant Writer/ <u>Resource Recovery</u>		<u>Community Enhancement has received the following grants:</u> <ul style="list-style-type: none"> • <u>Recycling Partnership to evaluate multifamily recycle practices</u> • <u>State of Texas Alliance for Recycling bin grant for desk side recycle and sidekick trash; breakroom eco-stations</u>
D. 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	Dec 2020	Tom/Grant Writer/Scott		

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	plastic/to-go containers, etc.				
	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	Dec. 2020	Devin/Grant Writer	In progress/ongoing	Rainwater collection incentives in place. Display examples for commercial going in on Library and Public Services. <u>Staff has researched sustainability awards programs by other cities, they are typically done by the sustainability department or non-governmental orgs/non-profits.</u>
	3. Organizational partnerships and resources - Matching grants - Opportunities to use our marketing force to help (City Staff time needed) - Education, Outreach, Diversion bins	TBD	Staff internal and external		<u>Community Enhancement is working with athletics to reduce waste/divert at sports complexes.</u>
Strategy	II. Consider policies incorporating sustainability in the procurement process and City operations				
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.	Nov. 2020	Tom/Lynda/Amy		<u>Resource Recovery is evaluating program:</u> <ul style="list-style-type: none"> • <u>auditing recycle and green waste carts</u> • <u>will be conducting a random sample survey on program</u> <u>Resource Recovery will work with Purchasing Manager on policy to purchase recycled content products</u>