

# City of San Marcos Strategic Initiatives 2022-2026



## Workforce Housing

- Eliminate barriers to housing.
- Elevate housing rehabilitation program as a specific strategy.
- Update, consolidate and communicate housing policies and action plans.
- Develop dedicated housing and revenue sources that meet goals.
- Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.



## Community Safety

- Increase safety across the City, especially Downtown
- Emergency preparedness.
- Address the factors that cause individuals to become homeless and assist those experiencing homelessness.



## Economic Development

- Ensure that our City looks top notch.
- Leverage and continue partnerships with Texas State University, Austin Community College, Community Action, Chamber of Commerce and Greater San Marcos Partnership to provide additional resources in the community.
- Facilitate opportunities for training and programming for residents.
- Support diversified business activity, including local and emerging small businesses.
- Downtown is accessible and has a quality of place.



## Sustainability

- Develop a baseline of sustainability performance measures.
- Promote sustainability practices throughout the community.
- Sustainability incorporated into City construction and operations.
- Develop economic development and procurement policies to encourage sustainability for businesses that work with the City.



## Covid Response

- Accurate, up-to-date information is disseminated throughout the community.
- More frequent communication with the County, School District, Texas State, non-governmental organizations (NGOs), and Community Organizations Active in Disaster (COAD).
- Continue search for resources and collaboration with local partners to address community needs.



## Assessment of Community Assistance (Area of Focus)

- Establish initial assessment and documentation process.
- Effective case management.
- Optimize social service agency application process.






## Develop Equity Policy (Area of Focus)

- Develop a shared understanding of equity.
- Work towards an equity-based budget.

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**Legend**

-  = Complete
-  = In progress/Ongoing
-  = Pending

**Bold** = core service

\*\*\* = additional resources needed



# Workforce Housing

- Includes housing affordability.
- Eliminate barriers to housing.
- Elevate housing rehabilitation program as a specific strategy.
- Update, consolidate and communicate housing policies and action plans.
- Develop dedicated housing and revenue sources that meet goals.
- Implement land use and zoning regulations that support diverse, mixed income communities in all areas of the City.

Short Term (completed in 12-18 months)

**1. Encourage mixed income communities within new development. (Planning and Development Services)**

- 🕒 Monitor the implementation of Planning Area District (PAD).




Update: One PAD was approved in 2020 and one PAD was rezoned to CD-5 in 2022. Implementation has not started.

**2. Focus on improving sub-standard housing and research additional funding sources.\*\*\* (Planning and Development Services)**

- 🕒 Evaluate requirements for owners to make repairs to rental properties
- 🕒 Identify potential code amendments during the annual code update process


Update: Staff anticipates research on this topic will begin once CDBG-DR infrastructure projects are underway. HUD and TDHCA may have funding and programs the City may tap into, however income limits will likely apply. Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is currently in process.

**3. Build additional permanently affordable homes targeted to flood victims on city-owned lots with CDBG-DR funds. (Planning and Development Services)**

-  City Council approved the donation of city owned properties for this program
-  Finish platting and zoning of City-owned lots and begin construction.
-  Identify two additional City-owned lots for use in the program.



Update: Platting and zoning of the City-owned lots is underway and should be complete in the 4<sup>th</sup> Quarter 2022. A memo describing the need for the additional lots has been drafted and is under review.

**4. Utilize CDBG funds to preserve and maintain for households earning less than 80% AMI through the Housing Rehabilitation Program. (Planning and Development Services)**




-  Implement Housing Rehab programs by completing home rehabilitations and repairs for eligible homeowners.

Update: Contractors will be contacting homeowners in June 2022, to visit the homes and create a complete scope of work. The required environmental review is underway and should be completed in July 2022, after which repair work can begin.


**5. Work with the Neighborhood Commission to address multifamily substandard conditions, outreach to apartments, and add an apartment complex representative. (Neighborhood Enhancement)**

-  Assess need for a local resource to interact with Austin Tenants Council
-  Set up a more accessible resource for housing discrimination complaints and provide additional outreach



Update: The Neighborhood Commission approved the addition of an Apartment Representative to the commission at the May 18, 2022 meeting. Ordinance update sent to City Council.

6. 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/implement housing solutions and overcome systemic barriers regarding renting and homeownership.\*\*\* (Planning and Development Services)
-  Develop partnerships and working relationships with affordable housing developers and other support services
  -  Identify code amendments during annual process
  -  Monitor the bonus density program for implementation in areas of stability

Update: Staff works closely with these developers as they work through the entitlement and permitting processes. Staff is beginning to work with other service providers and anticipates future updates at Workforce Housing Committee meetings. There has been little interest in the bonus density program, already outlined in the Code.

7. Monitor the bonus density program for effectiveness and re-assess during the annual Code update. (Planning and Development Services)
-  Monitor the program for implementation in Areas of Stability and Growth Areas

Update: There has been little interest in the bonus density program, already outlined in the Code. Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is currently in process.

8. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update. (Planning and Development Services)
-  Develop partnerships and working relationships with affordable housing developers and other support services.
  -  Monitor the implementation of zoning districts which allow missing middle housing types.

Update: Staff works closely with these developers as they work through the entitlement and permitting processes. Staff is beginning to work with other service providers and anticipates future updates at Workforce Housing Committee meetings. No new zoning districts have been approved which allow missing middle housing types.

Intermediate (completed in 18-36 months)

- 9. Enter into cooperative agreements with the County and School District to identify tax-forfeiture properties and make them available for construction of permanently affordable workforce housing.**
- 10. Establish an Emergency Housing Rehabilitation Program.**
- 11. Determine if the City can provide an incentive or assistance, i.e. financing, to get vacant lots utilized.\*\*\***
12. Identify housing barriers and how they may be overcome.\*\*\*
13. Investigate creating a CUP to go above occupancy restrictions in defined cases.\*\*\*
14. Research if there are ways to require LIHTC/Housing Authority properties to accept housing vouchers.\*\*\*
15. Determine if there are barriers to remove or if incentives needed to help developers build condos.\*\*\*
16. Research and implement intentional community outreach engagement related to housing.
17. Explore home-sharing and provide a report.\*\*\*

Long Term (completed in over 36 months)

18. Commit General Funds to land banking, investigate other revenue streams such as density bonuses.
19. Explore the feasibility of the City backing loans related to development of workforce housing.
20. Draft an ordinance targeting geographic locations and non-profit home builders for appropriate zoning when permanently affordable for sale housing is constructed.



# Sustainability

- Develop a baseline of sustainability performance measures.
- Promote sustainability practices throughout the community.
- Sustainability incorporated into City construction and operations.
- Develop economic development and procurement policies to encourage sustainability for businesses that work with the City.

## Short Term (completed in 12-18 months)

### 1. **Better sidewalk mapping and ADA accessibility. (Public Works, Utilities, Human Resources)**

- 🔧 Partner with WalkSMTX to identify and understand gaps.
- 🔧 Create a map for walkers to plan their route and place online.
- 🕒 Create an event for able persons to understand what it's like to be ADA.




Update: An initial meeting was held with WalkSMTX on June 2, 2022. The web map is currently under development. The event will be scheduled when weather is cooler.

### 2. **Determine needs of River clean-up advocates and assist in search for resources; assess funding sources, e.g HCP, HOT.\*\*\* (Neighborhood Enhancement)**

- 🔧 Quarterly meeting with City departments and TXST on outreach
- 🔧 KSMB provides supplies (bags, gloves and grabbers) for organizations who want to do a cleanup, and helps them identify problem areas.



Update: Staff will set up a meeting with Texas State once classes begin in fall. KSMB has provided supplies for different organizations and will continue this.

**3. Develop and implement programs for elimination of bottled water usage and other single use plastic products (SUPs).\*\*\* (Neighborhood Enhancement, Finance/Purchasing)**

-  Complete webinar on sustainable procurement process.
-  Research SUPs for potential incorporation into policy
-  Create Single Use Product policy



Update: Purchasing will provide an update on an SUP policy by Fall 2022.

**4. Consider policies incorporating sustainability in the procurement process. (Finance/Purchasing)**

-  Incorporate sustainability into the City's Purchasing Policy.
-  Research additional methods to incorporate sustainability in the procurement process.



Update: Our Purchasing Policy currently encourages use/purchase of recycled products as well as requires recycling of materials on demolition projects.

**5. Installation of renewable energy facilities where applicable to provide resilient, reliable energy.\*\*\* (Utilities)**

-  Research the feasibility of renewable energy opportunities in the community.
-  Provide an update on findings at a future Sustainability Committee meeting.



Update: Utilities has identified a consultant with expertise in this area and will work on a proposal. Potential sites are being evaluated.

**6. Investigate wind power at utility- and individual-house scale. (Planning and Development Services, Utilities)**



-  Research feasibility of wind power in our area, including what is allowed within City Code regarding safety and aesthetics.
-  Provide an update on findings at a future Sustainability Committee meeting.

Update: City Code already allows and the City provides rebates for distributed generation, which includes both solar and wind. Additional guidance is needed regarding what is allowed in City Code regarding development regulations.





7. Determine feasibility of renewable energy opportunities for City facilities to provide reliable power in times of disaster.\*\*\* (Utilities)
-  Research the feasibility of installing renewable energy opportunities in City facilities.
  -  Provide an update on findings at a future Sustainability Committee meeting.




Update: Utilities has identified a consultant with expertise in this area and will work on a proposal.

8. Work with Texas State to stay abreast of renewable power innovation. (Utilities)
-  Meet with Texas State at least annually to discuss innovative methods they are investigating or pursuing regarding renewable power.
  -  Provide an update on findings at a future Sustainability Committee meeting.

Update: We are working with Texas State to determine appropriate staff for annual meeting.




9. Work with Texas State University and other Texas communities to assess their sustainability programs. (Utilities)
-  Assess sustainability programs of other Texas cities with populations greater than 50,000.
  -  Monitor Texas State Office of Sustainability website.

Update: Working with Texas State to determine appropriate staff for annual meeting.

10. Consider if a consultant is necessary in order to determine the baseline of sustainability measures.\*\*\* (Public Works)
-  Reach out to the State Energy Conservation Office (SECO) to conduct an on-site audit.
  -  Provide information to SECO to conduct an on-site audit.
  -  Analyze audit results to determine cost/benefit status of potential improvements.


Update: SECO provided a review of electric consumption. There were some general recommendations, many of which we are already implementing (LEDs and occupancy sensors). SECO recommends additional study be conducted to determine cost/benefit status of potential improvements.

11. Increase public education and outreach of City's conservation and sustainability efforts, including available rebates. (Utilities)

-  Evaluate optional or mandatory training on sustainability (anti-idling, recycling, etc.) for City staff.
-  Increase use of social media such as Facebook to promote environmental programs; add environmental programs to FB schedule.
-  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).



Update: Human Resources has incorporated sustainability training into onboarding for all new city employees. The City reaches out to the school district every year to discuss including environmental curriculum.

12. Continue evaluation of alternate energy technologies and opportunities. (Utilities)

-  Evaluate alternate energy technology and opportunities for the City's power portfolio.





Update: The City is constantly looking for new sources for wholesale power.

13. Research and adopt policies encouraging sustainability in economic development. (Economic and Business Development)

-  Create program guidelines and documents for the Sustainable Resources Grant
-  Implement the Sustainable resources Grant for small businesses, subject to City Council funding in FY 23.

Update: City Council approved the updated Economic Development Policy for incentives which included a grant for small businesses to implement sustainability practices. Staff has requested funding in the FY 23 budget to activate this program.

Intermediate (completed in 18-36 months)

14. **Require developers to include sustainable practices if they pursue public improvement districts.**
15. Promote farming, community gardens, and local production of goods through incentives, education.\*\*\*
-  Partnering with Community Action Inc at the Arizona St Community Garden on workshops
  -  Planning workshops in targeted neighborhoods on growing own food.
  -  Look for Community Garden site east of Interstate 35
16. Investigate potential options for landscaping and green space.
-  Certified Habitat Stewardship Program created and awaiting adoption.
17. Promote the installation and use of rainwater capture systems.\*\*\*

Long Term (completed in over 36 months)

18. **Increase education of River litter in order to reduce/eliminate the litter.\*\*\***
19. **Research cost/benefit of renewable power from existing infrastructure, e.g. Spring Lake and wastewater discharge.\*\*\***
20. **Consider tenets of Slow Streets.\*\*\***
21. **Include historic preservation as a component.\*\*\***
22. **Develop a formal Building Design Standard for municipal buildings or design elements that reduce resource consumption.\*\*\***
23. Research potential funding sources and revenues for sustainability initiative implementation.\*\*\*



# Covid Response

- Accurate, up-to-date information is disseminated throughout the community.
- More frequent communication with the County, School District, Texas State, non-governmental organizations (NGOs), and Community Organizations Active in Disaster (COAD).
- Continue search for resources and collaboration with local partners to address community needs.

## In Process

### **1. Monitor COVID-mitigation supply availability and consider funding sources for COVID response supplies after current funding is expended. (Emergency Management, Finance/Purchasing)**

- ✓ Partner with the San Marcos COAD to distribute PPE and free COVID tests.
- ✓ Conduct a survey of local providers to provide updated testing and vaccination information to the community.
- ⚙️ Publicize updated testing and vaccination information.

Update: COVID testing supply is probably the most germane topic in this area. Emergency Management just recently conducted a survey of local providers to be able to provide updated testing and vaccination information to the community. Updated information will be shared by Communications via our usual outlet channels.


## Short Term (completed in 12-18 months)

### **2. Focus on education dissemination by assessing needs and distributing up-to-date, accurate information to the public. (Communications)**

- ✓ Conduct a survey of local providers to provide updated testing and vaccination information to the community.
- ⚙️ Publicize updated testing and vaccination information.





Update: COVID testing supply is probably the most germane topic in this area. Emergency Management just recently conducted a survey of local providers to be able to provide updated testing and vaccination information to the community. Updated information will be shared by Communications via our usual outlet channels.

**3. Consider offering Zoom access for Council meetings, boards and commissions, Council committees, and events that involve the public, as applicable to the event.\*\*\* (City Clerk, Communications)**

-  Continue assisting and providing Council, boards and commissions with Zoom access for public meetings and broadcast live on our broadcast channel when able.


Update: Zoom access continues to be an option for all meeting chairs and administrators. Staff will continue to help provide this option as necessary.

**4. Monitor ongoing needs related to COVID response and recovery, including distribution of personal protective equipment. (Emergency Management, Human Resources)**

-  Partner with the San Marcos COAD to distribute PPE and free COVID tests.
-  Conduct a survey of local providers to provide updated testing and vaccination information to the community.
-  Publicize updated testing and vaccination information.
-  Continue to monitor the infection rate in the community


Update: Emergency Management just recently conducted a survey of local providers to be able to provide updated testing and vaccination information to the community. PPE distribution is currently not in high demand due to the low community use of masks.

**5. Continue promoting resources available to residents in the community. (Communications)**

-  Continue updating webpage and providing updates via our usual social media channels when new or updated information is shared.

Update: Information from the Community Survey is expected to show how our community receives information and how we can improve as well as resources they need.

**6. Identify possible barriers to assistance and remove them if possible, by City Council decision. (Communications, Finance/Purchasing)**

-  Waiting on results from the Community Survey scheduled to be distributed in September 2022.

Update: Information from the Community Survey is expected to show how our community receives information and how we can improve as well as the physical locations in San Marcos we may be missing.

**Bold** = core service

\*\*\* = additional resources needed


7. More frequent coordination with the Hays County to see what we can do to assist in promoting rental assistance and determine barriers to successful applications. (Neighborhood Enhancement)

 Continue working with Hays County to cross promote events and programs.

Update: Hays County Emergency Rental Assistance and Texas Rent Relief are no longer taking applications. Community Action and Southside Community Center offer very limited utility and rental assistance at this time. We are working to identify any additional sources for rental assistance.


8. Prepare for and facilitate vaccination rollout. (Emergency Management)


 Determine community partners that are providing the vaccine.

 Provide accurate information to those seeking a vaccine or booster.

Update: We can mark this one as complete. Rollout is complete but vaccinations are ongoing and available from the medical community.

9. Determine use of potential freed up General Fund dollars. (Finance/Purchasing)

 Assess amount of funds remaining from Coronavirus Relief Funding and American Rescue Plan

 Analyze community survey results.

 Discuss process to allocate remaining funds with City Council.

Update: Staff is currently assessing the funds allocated, encumbered and expended under the Coronavirus Relief Funding and American Rescue Plan Act. A process will be proposed to Council to allocate any remaining funds.

Long Term (completed in over 36 months)

**10. Pursue grants and other funding opportunities.**

11. Continue partnerships with local entities, including assistance in acquiring and maintaining grants.

# Community Safety

- Includes criminal justice reform and homelessness.
- Increase safety across the city, especially Downtown.
- Emergency preparedness.
- Address the factors that cause individuals to become homeless and assist those experiencing homelessness.

## In Process

1. Work on how we gather information/implement a Homeless Management Information System (HMIS). (Neighborhood Enhancement)
  - ⚙️ Continue implementation of HMIS by identifying partners that need access.

Update: Licenses have been purchased.

## Short Term (completed in 12-18 months)

2. **Consider increase in personnel as needed in regard to Community Safety.\*\*\* (Fire, Police)**
  - ⚙️ Hire and train staff approved through mid-year budget amendment.
  - ⚙️ Request personnel in the FY22-23 budget.

Update: SMPD has appointed a 5th Police Commander after Council approved the budget ordinance. A second crime analyst is currently posted and will be hired in August 2022. Four new telecommunicators were hired and are currently in training. There are three officers in field training orientation (FTO) right now, and another three certified officers who will start FTO in July. Non-certified applicants will then begin backgrounds to become cadets to attend CAPCOG.

**3. Work with community stakeholders to reduce violent crime by 5%.\*\*\*  
(Police)**

- ✓ Initiate a Violent Criminal Apprehension Team (ViCAT) within SMPD.
- ✓ Develop a Crime Harm Index that will identify the top violent offenders in San Marcos that warrant further consideration.
- ⚙️ Research and implement technology solutions to assist in investigations and crime prevention.
- ⚙️ Implement Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and Intelligence-led Policing (ILP).

Update: Downtown cameras should be installed by the end of July 2022. Automated license plate reader (ALPR) cameras have been installed on all major ingress/egress routes. SMPD has also purchased a rapid deployment surveillance camera, GrayKey (allows for forensic access to locked phones), and BriefCam to assist with video searches, since it will now have much greater access to videos from everywhere in the City. The ViCAT team stood up within SMPD is focusing on repeat, violent offenders and is supported by the District Attorney's Office. A DDACTS workshop was held in May 2022.

**4. Providing robust Mental Health services - need increased resources and collaborative strategies.\*\*\* (Police)**

- ✓ Request funds for embedded mental health clinician as part of the City's ARPA funding.
- ⌚ Participate in Sequential Intercept Model (SIM mapping) with Hays County.

Update: The embedded mental health clinician was approved by City Council as part of the City's ARPA funding requests on July 5, 2022. A Sequential Intercept Model (SIM mapping) has been scheduled for San Marcos and Hays County in September 2022.



**5. Address all stakeholder concerns - victims, families, those who perpetrate the crime.\*\*\* (Police)**

- ⚙️ Identify and meet with stakeholders to discuss concerns related to crime in the community

Update: Chief Standridge met with local pastors to discuss violent crime and was invited by the same pastors to speak about crime during the Juneteenth celebration on Saturday, June 18, 2022. There have been several meetings between SMPD and SMCISD leadership regarding active attack concerns following the Uvalde tragedy. SMPD worked to cover all schools for the remainder of the year. SMPD also covered all daycares in response to an alleged threat, and with the assistance of the FBI were able to apprehend the offender in Florida.

**6. Implementing Fire Department Community Risk Assessment Standards of Cover, including additional fire stations/equipment.\*\*\* (Fire)**

- ⚙️ Determine if these positions can be budgeted in one, two, or three years and begin implementation.
- ⚙️ Request facility and personnel for Fire Station 7 in the FY22-23 budget.
- ⚙️ Construct Station 7, order Engine 7, and hire 15 additional personnel to staff Station 7.



Update: Budget requests have been submitted.

**7. Support adding telephonic crisis consultations dispatch option when calling 911.\*\*\* (Police)**

- 🕒 Assess resources needed to implement addition of telephonic crisis consultation dispatch option
- 🕒 Submit budget request to implement program




Update: This will likely take several years to implement, and it will have to be done in conjunction with a fiscal budget.

**8. Evaluate resources provided by the Tenant's Council to tenants, considering additional services and outreach. (Neighborhood Enhancement)**

-  Continue to research additional services and outreach methods
-  Continue to publicize this resource

Update: Recent outreach methods include an article in the San Marcos Record in May, articles shared with local Facebook groups, and seeking coverage in the University Star and Texas State's Facebook page.

**9. Support the Police Department's goal to earn accreditation from the Texas Police Chief's Association.\*\*\* (Police)**

-  Assign accreditation manager
-  Compile information to submit to TPCA for review.
-  Submit packet to TPCA for review.


Update: Assistant Chief Bob Klett is the Department's accreditation manager. He reinitiated the Department's pursuit of accreditation in June 2022. It will take a year to accomplish this objective.

**10. Support the Fire Department's goal to earn accreditation from the Texas Fire Chief's Association.\*\*\* (Fire)**

-  Submit packet to TFCA Best Practices Review Committee.

Update: The review will likely take several weeks to months; we are in line behind the Dallas Fire Department.

**11. Signage in restaurants and bars – alcohol-related (overconsumption, drinking and driving, drinking while pregnant), trafficking of minors, sex trafficking to provide information to help those affected, fentanyl.\*\*\* (Planning and Development Services, Police)**

-  Find or create signage that could be distributed as part of the conditional use permit application process.

Update: This could be included as a requirement of a Conditional Use Permit, staff would need to find or create signage and could distribute as part of the application process

## 12. Seek University involvement in community safety programs.\*\*\* (Police)

- ✔ Discuss possible collaboration with the University Police Department to address downtown staffing.

Update: University Police Department has agreed to provide SMPD one uniformed officer to assist downtown from 11:00pm to 3:00am, thus enabling one Crime Reduction Unit Officer to move from downtown to Violent Criminal Apprehension Team (ViCAT).

## 13. Review Campaign Zero Policies and consider implementation of those that apply to San Marcos to help enhance trust in our local police.\*\*\* (Police)

- ⚙ Discuss these items with the City Council's Criminal Justice Reform Committee.

Update: These items are reviewed through the Criminal Justice Reform Committee. Some have already been reviewed.

## 14. Review decriminalization of marijuana to determine if there are benefits to the City.\*\*\* (Police)

- ⚙ Discuss with the City Council's Criminal Justice Reform Committee.

Update: The Department conducted a 1-hour CJR session on the effects of decriminalization of marijuana on June 1, 2022.

## 15. Clarity of Chapter 143 to enhance trust in Police.\*\*\* (Police)

- ✔ Discuss with the City Council's Criminal Justice Reform Committee.
- ✔ Provide presentation to Chief's Advisory Panel.

Update: Presentations on this topic have been provided to the Criminal Justice Reform Committee and the Chief's Advisory Panel. As of yet, there is no planned community-wide presentation.

## 16. Promote Veteran housing vouchers.\*\*\* (Communications)

- 🔧 Work with Hays County to determine areas of need and best ways to cross promote the program.

Update: Neighborhood Enhancement reports there are no Veteran housing vouchers available in San Marcos *unless* the Veteran goes up to the Austin VA and requests to be housed in the San Marcos area. There is a Hope 4 Hays program that has funding to help Veterans and their families with past due rent, mortgage payments, utilities, car payments, cell phone bills, etc. Staff will ensure they attend our Resource Fair in December, and perhaps we could look at some other ways to promote the program through the Library.

## 17. Assess food handling requirements and consider amendments to increase food access. (Neighborhood Enhancement)

- ✅ Create and implement a Charitable Feeders policy to ease some regulations regarding feeding of individuals.
- 🔧 Continue to work with the community on education and requirements that fit individual needs.

Update: Neighborhood Enhancement, Environmental Health has implemented a policy addressing this area. The department cannot stray far from the state Texas Food Establishments Rules (TFER) but continue to make reasonable accommodations when possible.

## 18. Consider staffing needs (possibly short-term) to determine baseline needs to assist those experiencing homelessness – possibly through grant funds, ARP funds.\*\*\* (Neighborhood Enhancement)

- ✅ Request ARP funds for program manager and two case managers.
- 🔧 Continue to work with Local Homeless Committee to complete strategic plan.

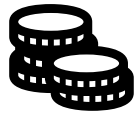
Update: Program Manager and Case Manager positions to assist those experiencing homelessness were submitted as funding requests for the second tranche of American Rescue Plan funding and have been included as Other Staff Identified Community Programs to be considered by City Council once the community survey is complete.

Intermediate (completed in 18-36 months)

19. **Support actions to achieve ISO (Insurance Services Office) Public Protection Class of 1.**\*\*\*
20. Identify sources or methods to establish mailing addresses for homeless residents.\*\*\*
21. Improve/expand capacity to house those experiencing homelessness, e.g. shelters, single room occupancies.\*\*\*
22. Determine if and how we are enforcing the conditions in a Student Housing CUP to ensure students have a place to live.\*\*\*

Long Term (completed in over 36 months)

23. **Implement process for after action report and improvement plans for major disasters.**
24. Determine actions needed to prevent homelessness.\*\*\*
25. Study redlining behaviors that keep people homeless.\*\*\*
26. Review comprehensive needs assessment for those experiencing homelessness. Implement actions recommended and accepted.\*\*\*



# Economic Development

- Includes workforce development and Downtown vitality.
- Ensure that our City looks top notch.
- Leverage and continue partnerships with Texas State University, Austin Community College, Community Action, Chamber of Commerce and Greater San Marcos Partnership to provide additional resources in the community.
- Facilitate opportunities for training and programming for residents.
- Support diversified business activity, including local and emerging small businesses.
- Downtown is accessible and has a quality of place.



## Short Term (completed in 12-18 months)

### **1. Increase exposure of local businesses, including search engine optimization. (Destination Services, Economic and Business Development)**

- ⚙️ Research possible ways to increase visibility of local businesses, specifically those historically under-utilized.
- ⚙️ Assist eligible businesses with joining the Small Business Counseling Program where they can receive 1:1 assistance with marketing and SEO training.
- ⚙️ Promote the Downtown Co-marketing (Downtown Advertising Coop) Program through Main Street/Destination Services.
- ⚙️ Provide a stipend to eligible businesses in the Small Business Counseling Program to implement a marketing campaign using the skills they learn in the program.



Update: The City Council approved the contract to provide small business counseling services. The first cohort of small businesses is expected to begin in Fall 2022 after the ecosystem audit and outreach.

**2. Monitor businesses' COVID-19 needs and consider assistance. (Economic and Business Development)**

-  Review business retention & expansion reports from the Greater San Marcos Partnership to ID any potential red flags of businesses needing assistance.
-  Administer the BIG Grant for Public Health which provides a reimbursement grant to businesses for property improvements that lead to improved public safety while shopping or dining locally during the pandemic.




Update: To date, 4 businesses have been approved to receive funds from the BIG Grant for Public Health. Staff receives monthly BRE reports from the Greater San Marcos Partnership and meets monthly with the GSMP staff to discuss specific red-flags or issues that arise from the one-to-one business meetings.

**3. Identify challenges and unmet needs in the business community that are impacted by workforce development. (Library, Economic and Business Development)**

-  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.
-  Participate in the State of Workforce & Education Summit with the Greater San Marcos Partnership and San Marcos Chamber of Commerce.




Update: The next State of Workforce & Education Summit has not yet been scheduled, but staff will participate when planning begins for next year's event. Community Action is providing classes in Office Skills and Microsoft Certification for the Fall 2022 semester at the SM Library. Austin Community College (ACC) Continuing Education in partnership with the COSM Library, Community Action, and Workforce Solutions is providing a Basic Accounting class. Offsite, we are promoting HVAC, Certified Nursing Assistant (CNA) Nursing, and Security Officer classes that are free for our community members, but not held at the library.

**4. Identify advertising opportunities with area stakeholders to highlight City attractions.\*\*\* (Destination Services)**

-  Continue to promote Downtown CoMarketing Fund opportunity to downtown businesses
-  Establish cooperative advertising agreement with YOLO TV to highlight San Marcos attractions. Timeline: Summer 2022
-  Explore other opportunities to work with stakeholders in Fiscal Year 2023.



Update: The timeline with YOLO TV to highlight San Marcos attractions is Summer 2022.

**5. Determine impediments to local vendors and assess requirements to awarding them municipal contracts.\*\*\* (Finance/Purchasing)**

-  Include an electronic bidding system in the FY23 budget to provide easier access to bidding opportunities
-  Provide additional points for local business presence for requests for proposal
-  Workshops on bidding/proposing on municipal projects




Update: An electronic bidding system was submitted by Finance/Purchasing as a supplemental budget request for Fiscal Year 2023.

**6. Implement Legacy Business Program, incentives for small businesses, and Economic Development Policy.\*\*\* (Economic and Business Development, Destination Services)**


-  Launch Legacy Business Program.
-  Promote City grant programs.

Update: A soft launch for the Legacy Business Program is scheduled for August 2022.




7. Review fees for new businesses and determine if they can be waived.\*\*\*  
(Planning and Development Services)
-  Complete Cost of Service study
  -  Consult with Economic & Business Development Manager about feedback from prospective businesses on fees that are hindering them
  -  Consult with Economic & Business Development Manager regarding existing programs new businesses can utilize to help offset some of their startup costs.

Update: The cost of service study is anticipated to be completed in late Summer/early Fall 2022. Additional analysis and discussion will occur once the study is complete.

8. Require businesses with Chapter 380 agreements to have internship opportunities for SMCISD and TX State students. (Economic and Business Development)
-  Include a scoring criterion in the Economic Development Policy for incentives to evaluate if the company will have partnerships with the local educational partners.

Update: Participation and partnership with SMCISD were proposed as a scoring criterion in the updated Economic Development Incentive Policy for businesses seeking a Chapter 312, Chapter 380, or other types of incentives from the City. This was presented to City Council for consideration as part of the proposed update.

9. Review and address underground electric ordinances. (Utilities)
-  Consider if additional amendments are necessary once the Comprehensive Plan and Downtown Master Plan are completed.

Update: No changes were proposed in Phase 1 or 2 of the code amendments. The electric utility provided a summary of cost estimates and process in 2019. Following the Comprehensive Plan & Downtown Master Plan, additional amendments may be considered.

10. Work with community partners on outreach for job fairs and other employment opportunities. Ask job fair organizers to work with TX State Career Services to see who posts on their job board, invite them to job fairs. (Library)

- ☀️ Identify possible regional partners that could expand into the City of San Marcos and provide additional career training.

Update: Smaller job fairs focused on one segment of employment have been very popular. Recent job fairs held at the library include Community Action, Gary Job Corps, Labor Finders, and local Childcare Centers. The library also offered an information session for community members interested in completing their college degree. Texas State has received a “Reskilling Grant” that can be used to help pay the tuition and fees to complete their degree at Texas State even if they did not start their degree there. <https://www.finaid.txstate.edu/more-info/general/texas-reskilling-grant-2021.html>

Intermediate (completed in 18-36 months)

- 11. Consider using Community Enhancement Fee funds to fix street signage, downtown storefront covers for vacant buildings, removal of grass in curbs, downtown cleanliness, etc.\*\*\***
- 12. Investigate if City's contracted services can be brought in-house and/or review if contractors provide basic benefits and comparable pay.\*\*\***
- 13. Investigate ways to provide more services on the east side - possibly take resources provided by the workforce development staff of the Library to the neighborhood periodically, also look at school facilities and churches.\*\*\***
- 14. Identify current assets including partners, existing services, possible locations, and organizational purpose. Include mapping of assets and services within the City.**
- 15. Determine where to invest City funding to mitigate gaps and barriers that have been identified including a possible training location and regular access to workforce development resources on the east side.\*\*\***
- 16. Review and assess possible sites and facilities which could promote San Marcos as a destination.**
- 17. Identify strategic locations for streetscape and infrastructure improvements and identify funding options.**
18. Investigate possible Office of Innovation, Geekdom model from San Antonio.
19. Look at possible code changes regarding enforcement of construction practices, e.g. fencing, security, cleanliness.\*\*\*
20. Analyze permit process for commercial development to determine if there are obstacles that can be mitigated or removed.\*\*\*
21. Research working with Health Alliance for Austin Musicians (HAAM) to provide health insurance and benefits to local artists and musicians.


**Bold** = core service

\*\*\* = additional resources needed

22. Investigate ways to publicize and incentivize residents to take workforce development classes, including but not limited to providing childcare and transportation to training classes.\*\*\*
23. Analyze office space needs post-COVID.
24. Investigate additional opportunities to enhance/promote childcare/eldercare services.\*\*\*
25. Identify community partner to anchor a cradle to career initiative.

Long Term (completed in over 36 months)

- 26. Support emerging small businesses, including non-traditional – includes grant assistance, workspace, equipment, resource recovery for excess materials.\*\*\***

 Reuse Warehouse will be open by Fall 2022





- 27. Approve and implement the Parking Management Plan.\*\*\***

28. Explore fiber expansion as a possible way to provide additional jobs and open employment opportunities to residents who need high speed, reliable internet to work.\*\*\*
29. Determine needs for a community college district.\*\*\*
30. Assess need for an additional regional airport.\*\*\*
31. Determine community need and investigate ways to get Austin Community College courses offered to residents at reduced costs.\*\*\*
32. Explore possibility of a day labor program implemented through social service agencies.\*\*\*

# Downtown Vitality

Short Term (completed in 12-18 months)

### **33. Encourage murals, banners, walkways, painted transformer boxes reflecting the downtown San Marcos art community - Downtown Association concern\*\*\* (Destination Services)**


-  Transformer boxes - Arts Commission has secured funding and locations and will select artists in a phased approach.
-  Murals – One downtown mural in process.
-  Banners - Main Street to add one new set of banners per year, utilizing art by a local artist.
-  Walkways – Staff to research best practices for mural walkways.

Update: Traffic boxes phase one – artists have been selected for the next eight traffic boxes; timeline of installation is tentatively in August. Phase two includes an additional eight boxes throughout San Marcos. Phase three will include working with SMCISD art classes for the boxes closest to each school.

The large Downtown mural on the backside of the Industry/Aquabrew building is pending building owner approval. Approval has been granted by Union Pacific. The next step is issuing a request for qualifications for an artist.

The next step for the Banner project is negotiation with the artist. The Mural Committee is researching best practices for crosswalk murals.

### **34. Promote Downtown Mobility HUB and Parklet Program.\*\*\* (Destination Services)**

-  Host and promote ongoing activations such as markets and interactive installations.

Update: Artisan markets were held weekends in Spring. Next markets to occur in Fall. Interactive installations year-round with holiday/seasonal themes.

**35. Continue working with Texas State University Police regarding Downtown patrols.\*\*\* (Police)**

- ✔ Discuss possible collaboration with the University Police Department to address downtown staffing.

Update: University Police Department has agreed to provide SMPD one uniformed officer to assist downtown from 11:00pm to 3:00am, thus enabling one Crime Reduction Unit Officer to move from downtown to Violent Criminal Apprehension Team (ViCAT).

**36. Include trees, shrubs, and flowers in Downtown's streetscape ensuring ongoing maintenance and cleaning - Downtown Association concern\*\*\* (Parks and Recreation, Destination Services)**

- ✔ Addressed tree grate conflicts downtown trees
- ⚙️ Schedule regular tree maintenance with tree contractor
- ⚙️ City Horticulturalist monitors health of plants and soil.
- ⚙️ Develop downtown operations plan and secure resources needed for ongoing downtown maintenance.
- 🕒 Complete Downtown Tree planting project
- 🕒 Initiate communication with Hays County to plant some trees around the courthouse

Update: Urban Forester estimates fall 2022 completion of downtown tree work. Tree well conflicts were assessed and an action plan created. Downtown Operations Plan was presented to TIRZ#5 Board, and Main Street received funding to implement a one-year pilot program for downtown maintenance. This plan included the hiring of two full-time temporary staff, contracted landscaping maintenance, quarterly sidewalk cleanings, contracted tree trimmings and sidewalk joint repairs.

**37. Tie Downtown to the River so that River visitors want to come Downtown. (Destination Services)**

- ⚙️ Work with Arts Commission to identify projects linking Downtown and the river.

Update: Arts Commission prioritized large scale projects in other locations. See #33.

38. Designate employee parking lots for those who work downtown, freeing up spaces for customers - Downtown Association concern\*\*\* (Public Works)
- ✓ Finalize initial agreement.
  - ⚙️ Implement program.
  - 🕒 Assess usage of program and determine next steps.

Update: Expected rollout late Summer 2022.

39. Consider additional signs, walkways and art leading visitors to visit both the river and downtown - Downtown Association concern\*\*\* (Destination Services)
- ✓ Install wayfinding signage which visibly links river to downtown
  - ⚙️ Install sidewalk medallions to link river and downtown

UPDATE: Downtown pedestrian wayfinding signage was installed April 6. Park wayfinding design to compliment gateway signage and park monument signage. Medallion design approved by task force. Working with vendor to complete. Timeline: three months.

40. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts. (Planning and Development Services)
- ⚙️ Incorporate the Downtown Master Plan into the Comp Plan Process.

Update: This project is currently in process and should be complete by the end of 2022.

Intermediate (completed in 18-36 months)

- 41. Consider incentives to attract new businesses, especially for vacant buildings, and a more streamlined permitting process - Downtown Association concern\*\*\*
- 42. Investigate why Downtown spaces are not filling up like other places in town and determine solutions to get them filled.\*\*\*
- 43. Review and assess strategies for vacant and neglected buildings including graphics, murals, or “Shop Downtown” promotion.\*\*\*
- 44. Determine if we can leverage resources with the Texas State to actively monitor Downtown cameras in real time.\*\*\*

Long Term (completed in over 36 months)

**45. Consider adding lamp posts for ambiance and more lighting in alleyways for safety - Downtown Association concern\*\*\***

**46. Encourage Greenspace in Downtown alleys/park.\*\*\***

47. Assess the amount of co-working space needed and determine appropriate level of financial assistance - Downtown Association concern\*\*\*

48. Complete an infrastructure audit related to broadband to plan/schedule updates downtown - Downtown Association concern\*\*\*

Included in Economic Development Policy

49. Identify potential items to include when incentivizing economic development agreements.

50. Review possible programs for legacy businesses.

Scheduled for discussion

51. Pay board and commission members\*\*\*



# Assessment of Community Assistance

- Additional area of focus.
- Establish initial assessment and documentation process.
- Effective case management.
- Optimize social service agency application process.

## Short Term (completed in 12-18 months)

- 1. Establish a method by which those who need help can start with one office to obtain information about the services they need – address, phone number, website, etc. (Benefit Navigator) (Library, Neighborhood Enhancement)**

- ✓ Request ARP funds for benefit navigator.
- ⚙️ Continue assessing what services may be provided through the San Marcos Public Library.

Update: A Benefit Navigator position to assist those seeking social services was submitted as a funding request for the second tranche of American Rescue Plan funding and have been included as Other Staff Identified Community Programs to be considered by City Council once the community survey is complete.

- 2. Set priorities each year before applications are accepted for Human Services Advisory Board funding (similar to CDBG process). (Planning and Development Services)**

- ✓ Add Council Strategic Initiatives to the scoring criteria.

Update: Council Strategic Initiatives were added to the scoring. Application process is now open.





## Develop Equity Policy

- Additional area of focus.
- Includes diversity and inclusion.
- Develop a shared definition and understanding of equity.
- Work towards an equity-based budget (San Antonio model).

### Short Term (completed in 12-18 months)

1. Research methods to mitigate the negative impacts of poverty. (City Manager's Office, Library, Communications)
  - ✓ Receive presentations from other municipalities regarding how equity programs were initiated and are utilized in their cities.
  - ⚙️ Research history of San Marcos to analyze origins of inequity in the community.
  - 🕒 Analyze community survey results.

Update: Directors and Assistant Directors received presentations from the cities of Austin and San Antonio in March to learn about their equity programs.

2. Invest in training to build our knowledge to remove disparities.\*\*\* (City Manager's Office, Human Resources)
  - ⚙️ Schedule facilitator for multi-day session to work on teambuilding as well as diversity, equity, and inclusion.
  - 🕒 Research and implement equity training for employees through the city's Learning Management System (LMS).

Update: Mr. Mike McMillion has been scheduled to facilitate a day and a half retreat focused on teambuilding as well as diversity, equity, and inclusion with Mayor, City Council and the City Manager's Office on August 30-31. Once equity for our community has been further defined, staff will research training opportunities for employees through LMS.

3. Complete an equity survey.\*\*\* (Communications)
  - ✔ Present the proposed community survey vendor and concept to City Council and receive feedback.
  - 🕒 Analyze community survey results.
  - 🕒 Develop and send out equity survey to the community.

Update: This item will be partially addressed during the community survey that will be sent out in September. The creation of that survey will begin in June. When we wrap up the community survey we can put out an individual survey primarily focused on equity, this will be separate from the September survey in hopes of preventing survey fatigue.

Intermediate (completed in 18-36 months)

4. Consider a Commission for Equity, Diversity, and Inclusion.