


City of San Marcos  
**2021-22 Strategic Initiatives Status Report – 4th Quarter**

FY 2021 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
 <b>WORKFORCE HOUSING</b>					
Outcome(s)	• 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. Research intentional community outreach engagement related to housing.				
Tasks	a. Improve the website as a resource to low- and moderate-income residents seeking housing	December 2021 and Ongoing for updates	PADS	In Progress	<p>The LIHTC application is on the website. Staff created an interactive map of all LIHTC projects in San Marcos and a new LIHTC page has been added to the website with this map. This map also includes a link to each project’s website to allow residents to more easily find affordable housing options.</p> <p>PADS/Community Development staff created a landing page with links to all housing programs, policies, and plans <a href="http://sanmarcostx.gov/3054/Housing">http://sanmarcostx.gov/3054/Housing</a>. This provides a cohesive presentation of all City activities related to affordable housing, and a single-entry point for applicants and developers interested in the programs. Staff will work to provide links to the actual complexes for people to apply to live there as well as links to file complaints and the San Marcos Housing Authority.</p>
	b. Regular updates with the completion and initiation of new initiatives and programs	Every Month, as needed	PADS	Ongoing	<p>The landing page has been created and an intern in PADS is responsible for proactively seeking updates to the webpages monthly. Staff will also submit updates to the designated intern as they occur. We will begin determining what additional resources should be translated into Spanish, utilizing existing staff in Communications and outreach efforts funded through the American Rescue Plan approved by Council. All CDBG-related documentation is distributed in Spanish and English.</p>
Strategy	II. 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.				
	a. Staff Training and Cross Training	Ongoing	PADS	In Progress	<p>Staff initiated and marketed a Fair Housing training opportunity for all landlords, presented by the Fair Housing Program Director of the Austin Tenants Council. This was an interactive meeting held April 22 virtually due to the ongoing pandemic.</p> <p>The next impediment to fair housing survey is scheduled to be completed as part of the next 5 Year Consolidated Plan, so the next analysis should be finished by December 2024.</p>
	b. Develop partnerships and working relationships with affordable housing developers and other support services.	Ongoing	PADS	In Progress	<ul style="list-style-type: none"><li>• The new Administrator will be tasked with evaluating the HOME program and will attend training in late 2021 / early 2022 if it is deemed necessary.</li><li>• Staff has met with several developers proposing LIHTC projects in San Marcos, including meeting with developers to discuss providing affordable lots for workforce housing.</li><li>• Participating in design competition led by Texas State University CIEDAR to develop affordable housing product that may be replicated in the city.</li></ul>

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					<ul style="list-style-type: none"> <li>Assessing the following city owned properties for infill mixed and workforce housing: Holland &amp; Academy Fire Station, Broadway Fire Station, Craddock &amp; Ramona Circle, Midway between Perkins &amp; Alto.</li> <li>Coordination with developers and Habitat for Humanity in newer neighborhoods such as Whisper and Trace.</li> </ul>
Strategy	III. Focus on improving sub-standard housing and research additional funding sources.				
Tasks	a. Determine appropriate role for code enforcement.		PADS		On May 4, 2021, City Council approved a contract for demolition of homes beyond repair using \$125,000 in CDBG Entitlement funding. Code Enforcement staff will identify the homes in need of demolition and initiate contact with the property owners; Community Development staff will conduct income verifications and follow through with the demolition of the property and placement of a lien for the cost. This program will remove blight from neighborhoods and provide a fresh start for owners who are not able to afford demolition.
	b. Assess the need for a local resource to interact with the Austin Tenants Council.	June 2021	Neighborhood Enhancement	Ongoing	Research the ability for Austin Tenant Council to add additional services to meet local needs. Current activities include: <ul style="list-style-type: none"> <li>Outreach and Education: Dedicated page on the agency website with tenant-landlord information for San Marcos residents and Texas State University students</li> <li>Direct services: Available to Texas State University students living in Hays and Williamson counties and all persons living within the city limits of San Marcos. Services may be provided through in-office appointments, online help sessions and telephone sessions.</li> <li>Data collection: Population, location, issue and service type are tracked</li> <li>Monthly reporting: Includes the demographic information and narrative content related to successful service outcomes.</li> <li>Survey: ATC will provide satisfaction surveys of all clients who participate.</li> <li>Monthly reports received from ATC</li> </ul>
	c. Evaluate requirements for owners to make repairs to rental properties.	June 2022	Neighborhood Enhancement	In Progress	On 12/2/2020, City Council approved keeping the current long-term rental registration ordinance and have staff develop rental registration component. <ul style="list-style-type: none"> <li>Prepare model ordinance for approval</li> <li>Seek stakeholder input</li> <li>Determine staffing needs</li> <li>Currently updating short term rental ordinance. Rental property ordinance update to follow.</li> </ul>
	d. Set up a more accessible resource for housing discrimination complaints and provide additional outreach.		PADS		Lorena Escobar, Housing Coordinator has been established as the Fair Housing Officer as required by HUD. This is a transition and staff will continue to work on accessibility.
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	December 2021	PADS	In Progress	Nine homes will be constructed as quickly as possible. Five City-owned lots were donated to the program by approval of City Council on April 6, 2021. One will be re-zoned and re-platted to yield a total of six lots.  Staff are proactively seeking three additional lots; cost and location have been obstacles to overcome. Requests for proposals for contractors or subrecipients to manage the construction are in draft form and will be published in the summer. December 2021 is a


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			ENG		realistic date for program completion. Negotiating consultant contract for development entitlement of: Holland & Academy Fire Station, Broadway Fire Station, Craddock & Ramona Circle, Midway between Perkins & Alto. Will result in lots ready for construction in compliance with LDC
Strategy	II. 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	PADS	In Progress	Policies and procedures for the CDBG Entitlement housing rehabilitation program were completely updated, followed by procedures for the CDBG Disaster Recovery program (CDBG-DR). Implementation of the programs necessitated procurement processes for construction contractors or subrecipients, after which the programs will be active. Programs are currently projected to be active by Spring 2022.
	b. Continue to work with PY19 CDBG Housing Rehabilitation Programs: Southside and BR3T	Program Year begins October 1, 2019 and ends September 30, 2020	PADS	In Progress	Policies and procedures for the CDBG Entitlement housing rehabilitation program were completely updated, after which the Southside Rehabilitation program can resume. So that the application and contracting processes can be combined, this program will likely resume at the same time as other housing programs <b>by Spring 2022</b> .
Strategy	III. 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.				
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	PADS		Staff are proactively seeking additional lots; cost and location have been obstacles to overcome. Staff performed additional research and had additional communications with the County in Winter 2021 regarding this topic, with a commitment from the County to notify the City when these properties come up for auction.
	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	PADS		The City Manager has continued to have discussions with the Superintendent regarding the topic of tax delinquent properties.
	c. Draft and approve an interlocal agreement	June 2021	PADS		Staff worked 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. Commit General Funds to land banking, investigate other revenue streams such as density bonuses.				
Tasks	a. Initiate entity creation	December 2020	PADS	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. <b>This task was placed on hold pending the adoption of the Strategic Housing Action Plan</b>
Strategy	V. Determine if the City can provide an incentive or assistance, i.e. financing, to get vacant lots utilized.				
Tasks	a. Research additional methods to secure additional lots for affordable housing		PADS	In progress	Five City-owned lots were donated to CDBG by approval of City Council on April 6, 2021. One will be re-zoned and re-platted to yield a total of six lots. Staff are proactively seeking three additional lots; cost and location have been obstacles to overcome. Requests for proposals for contractors or subrecipients to manage the construction are in draft form and will be published in the summer.  We are assessing the following city owned properties for infill mixed and workforce housing: Holland & Academy Fire Station, Broadway Fire Station, Craddock & Ramona Circle, Midway between Perkins & Alto.  We are also coordinating with developers and Habitat for Humanity in newer neighborhoods such as Whisper and Trace.
Strategy	VI. Explore the feasibility of the City backing loans related to development of workforce housing.				
Tasks	a. Identify communities with loan programs for the development of workforce housing.		PADS	In progress	The Community Initiatives Division is focused on clearing the current backlog of programs and can add this initiative to their work plan in 2022. CDBG housing

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					rehabilitation and reconstruction programs are backlogged from 2019, and \$3.4 million in grant administration for the general fund and coronavirus-related programs was added to the Housing Division’s workload in 2020 and 2021. Note: Staff may have to charge their hours on this initiative to the City’s general fund.
	b. Research the risks, typical parameters, and outcomes of several example programs.	Summer 2022	PADS	In progress	
	c. Make a recommendation based on risks and outcomes to either continue research into programmatic details or to stop researching.	Summer 2022	PADS	In progress	
Strategy	VII. Establish an Emergency Housing Rehabilitation Program.				
Tasks	a. Establish an Emergency Housing Rehabilitation Program.	Begin October 1, 2019 End Sept 30, 2021	PADS; Neighborhood Enhancement	In Progress	City Council approved the Program for the CDBG PY19 Action Plan during the June 18, 2019 City Council meeting. This program is anticipated to go live by <b>Spring 2022</b> with the other housing-related programs. <ul style="list-style-type: none"> <li>Code Enforcement will assist in identifying properties by conducting proactive or complaint driven inspections.</li> </ul>
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	PADS	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 & Zoning Commission recommended modifying action items under this strategy. The Action Plan is pending adoption by City Council. There have been two requests for “Planning Area Districts” since the adoption of Code SMTX in 2018, one is located in an employment center (Sportsplex) and will not include housing. The second (The Barracks) was approved and, while not under construction yet, will require a percentage of affordable housing.
	b. Identify potential code amendments during the annual code update process.	Fall 2022	PADS	In Progress	Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is currently in process.
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	PADS	In Progress	The bonus density program in 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 & Zoning Commission recommended modifying action items under this strategy. The Action Plan is pending adoption by City Council.
	b. Identify potential code amendments during the annual code update process	Fall 2022	PADS	In Progress	Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is currently in process.
Strategy	III. Monitor the number of new missing middle housing types built under Code SMTX and re-assess during the annual Code update.				

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Tasks	a. Implement recommendations from Housing Study to gauge performance in this initiative.	December 2020	PADS	In Progress	The Housing Needs Assessment was completed in April 2019. The recommendations in the Housing Study have not been adopted by City Council. <b>This task was placed on hold pending the adoption of the Strategic Housing Action Plan</b>
	b. Track development inquiries and identify constraints in the permitting and development process for missing middle housing types.	Continuous	PADS	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, two requests on Hopkins Street, Lockhart Street and Valley Street)
	c. Track the number of units added	Continuous	PADS	In Progress	One new missing middle house was built on Marlton since 2018.
	d. Propose code updates during the annual code update process	Fall 2022	PADS	In Progress	Policy changes, identified as Phase Three Code Amendments, will occur after the completion of the Comprehensive Plan project, which is currently in process.
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	PADS	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 currently in process. There is no update until the Strategic Housing Action Plan is approved. Currently, we do not have opt-in zoning. <b>This task was placed on hold pending the adoption of the Strategic Housing Action Plan</b>
	b. Draft zoning code for public review	June 2022	PADS	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 currently in process. <b>This task was placed on hold pending the adoption of the Strategic Housing Action Plan</b>
	c. Adoption Meetings	August 2022			
Strategy	V. Explore home-sharing and provide a report.				
Tasks	a. Research home-sharing companies, such as Nesterly, and determine if Code amendments are necessary for it to operate in the city.	June 2021	PADS Neighborhood Enhancement		The city currently has a Short-term Rental Ordinance governing rentals such as those on AirBNB. Nesterly is another site provided to staff to research. Staff sent a report regarding their research on June 10. No code amendments are necessary. This was discussed at the July Sustainability Committee meeting. An update will be provided at the next meeting to review options for conditional use permits in zoning to encourage Nesterly and address any occupancy restrictions.
FY 2021 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Notes
 <b>WORKFORCE DEVELOPMENT</b>					

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Outcome(s)	• 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	Library	Ongoing	Local information has been evaluated as available. ALICE, E3 Alliance, Texas Workforce Solutions, and GSMP have all produced useful studies. The Library promoted the census, which will also be a source of information.
	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.		Library	Ongoing	Participated in all facets of the Pathways to Prosperity. Assisting with consortium for people experiencing homelessness. Large meetings that are community-wide are on hold due to COVID. Library staff hosted ACC Continuing Education department for a tour of the library expansion and met to discuss a future partnership to offer ACC services and possible classes. The library would like to focus on trade and technical certifications. A partnership with ACC, Community Action, and the City Library has resulted in our first HVAC class. Certification requires students take and pass four classes to become certified and classes will run three days a week through February. Fifteen students were selected from applications to participate in this free program, and four of them are receiving technical English language class as well. We are working together to determine what classes we can offer in the spring. The Library Jobs and Resources Page has been found to be a valuable site for the community with 1,800 members.
	c. Include Community Action as a resource, promote their certification programs.		Library	Ongoing	Programs for the summer include Certified Nursing Assistant (CNA), College Prep Academy, ESL, GED. ESL classes have resumed with 21 students attending four sessions per week. 32 students are enrolled in GED classes which are offered mornings, afternoons, and evenings. A new ESL/GED combination class has twelve students. A new CNA class is enrolling now.
Strategy	II. Identify community partner to anchor a cradle to career initiative.				
Tasks	a. Coordinate with businesses, chamber of commerce, GSMP, SMCISD, Texas State University, Texas Workforce, and other stakeholders.		Library and Economic & Business Development	Ongoing	<p>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. In partnership with GSMP, the library began work to form “1 Million Cup San Marcos” – a program to empower entrepreneurs with tools to break down barriers standing in the way of starting and growing businesses. Meeting online right now, this program will be housed at the library when in-person events are safe. <a href="https://www.1millioncups.com/greatersmtx">https://www.1millioncups.com/greatersmtx</a></p> <p>Several City employees are on the Community Organizing Team: Tiffany Harris (Neighborhood Enhancement), Deborah Carter (Library), and Josie Falletta (Main Street). All events are promoted on Facebook. <a href="https://www.facebook.com/1MCGreaterSMTX">https://www.facebook.com/1MCGreaterSMTX</a></p> <p>The Economic &amp; Business Development Manager attended the Chamber’s education committee which started back up on July 14. A State of Workforce &amp; Education Summit hosted by GSMP and the Chamber was held September 15, 2021. Staff is also coordinating with SMCISD and Hays CISD to arrange tours of local manufacturing businesses with students to introduce different career paths for consideration.</p>
Strategy	III. Identify and develop outreach opportunities.				
Tasks	a. Participate with the Chamber of Commerce Education Committee, Rotary Job Fair, SMCISD Career & Technical		Library	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

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	Trades teachers, Texas Workforce, Community Action Adult Education, and other existing groups to promote a successful career path for students and residents.				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. <a href="https://workforcesolutionsrca.com/seekers/target-occupations-list">https://workforcesolutionsrca.com/seekers/target-occupations-list</a> The return to in-person jobs fairs has begun and our first Job and Training Fair was held in March at Embassy Suites and sponsored by GSMP.
	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.		Library	Ongoing	The 3 <sup>rd</sup> 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. <b>Computer classes including Word, Excel, and Internet are being offered in-person at the library. 1 Million Cups San Marcos continues to recruit new participants and provides networking opportunities.</b>
Strategy	IV. Identify challenges and unmet needs in the business community that are impacted by Workforce Development.				
Tasks	a. Develop volunteer and mentoring opportunities community-wide.	March 2020	Library and Economic & Business Development	Ongoing	We regularly do internships with Texas State through their various programs, placing them throughout various city departments. Mentoring has been greatly impacted by COVID-19. 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 and has continued offering volunteer hours into the school year. 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. <b>Teens and adults who are considering college have been provided an opportunity to take Princeton SAT, ACT, PSAT, and a program to find your dream college.</b>
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.		Library/ Neighborhood Enhancement	<b>In progress</b>	Neighborhood Enhancement is researching a program in Fort Worth and reaching out to staff there in order to learn more. In Fort Worth, the City does not administer the program but rather partnered with a non-profit for administration of the program. Finance is also researching if any of the Federal funding received due to COVID could be used for this program. <b>This will be further evaluated through the homeless needs assessment.</b>
Strategy	VI. Assist local businesses with their search engine optimization, focusing on historically under-utilized businesses.				
Tasks	a. Hire Economic and Business Development Manager	April 2021	City Manager's Office	Completed	Kelsee Jordan Lee joined the City of San Marcos in May 2021.
	b. Research possible ways to increase visibility of local businesses, specifically those historically under-utilized.	Q2 2022	Economic & Business Development	In progress	A three-year small business counseling program is in the process of procurement for professional services. Once established, it will offer one-to-one training and micro-grants for implementation of strategies for digital marketing (including search engine optimization) in addition to legal, accounting/finance, and human resources/succession

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					planning. This program is also intended to offer sessions in multiple languages to ensure a wider range of business owners have equal access to business counseling services.
Strategy	VII. Research the use of opportunity zones				
Tasks	a. Research opportunity zones and the feasibility of their use in San Marcos	December 2021	Economic & Business Development	Complete	The Governor was able to designate up to 25% of its eligible low-income census tracts as Opportunity Zones. Five tracts were designated in San Marcos. They can be found <a href="#">here</a> . An entity can temporarily defer tax on eligible gains when they invest in a Qualified Opportunity Fund in a Qualified Opportunity Zone. This incentive does not come from the City of San Marcos but is fulfilled through the IRS. When prospective businesses indicate they are interested in a property within an Opportunity Zone, they are informed of the incentive. <b>Information about the available Opportunities Zones was added to the City's economic development webpage including an interactive map where prospects can identify eligible areas.</b>
Strategy	VIII. Research daycare needs for children and the elderly, available resources, outreach opportunities, and potential funding – focus on preparing children for Kindergarten.				
Tasks	a. Obtain the latest copies of the Community Needs Assessments done by the Hospital System and Head Start every two years and summarize the information included on this topic.		Neighborhood Enhancement	In progress	Childcare was listed as a priority for the \$640,000 in CRF/General Fund dollars in the application process that closed in June.  CDBG Public Services funding can be used to support services to the elderly and children; however, funding is limited to 15% of the annual allocation (\$115,000 this year). Generally, the City Council chooses to fund advocates for foster children for \$60,000 annually, so about \$55,000 could be considered available for other programs
	b. Research other available resources such as <a href="https://www.nhsa.org/child-care-development-block-grant/">https://www.nhsa.org/child-care-development-block-grant/</a>		Neighborhood Enhancement	In progress	CDBG Public Services funding can be used to support services to the elderly and children; however, funding is limited to 15% of the annual allocation (\$115,000 this year). Generally, City Council chooses to fund advocates for foster children for \$60,000 annually, so about \$55,000 could be considered available for other programs. Applications were due June 18.
<b>B. Facilitate opportunities for Training and Programming.</b>					
Strategy	I. 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	June 2021	Economic & Business Development	Complete	Staff has reviewed economic development incentive policies and applications for the cities of Austin, Buda, Carrollton, Cedar Park, Dripping Springs, Flower Mound, Fuquay-Varina, Houston, Kyle, La Grange, Lower Merion, Mauston, Phoenix, Richardson, Rockdale, San Antonio, Transylvania, and the counties of Travis and Leon. Applicable best practices have been included within the draft economic development incentive policy for San Marcos.
	b. Provide City Council with possible educational initiatives that could be included in future agreements.	1Q 2022	Economic & Business Development	In-Progress	<b>Participation and partnership with SMCISD are 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 will be presented to City Council for consideration as part of the proposed update.</b>
Strategy	II. Evaluate Greater San Marcos Partnership (GSMP) contract to include deliverables that require training and programming opportunities.				
Tasks	a. Work with Barbara Thomason and other members of GSMP to determine what their current agreement requires.	October 2021-September 2022	Economic & Business Development	Ongoing	<b>The new GSMP agreement includes a deliverable of four educational events per fiscal year that focus on the needs of small businesses, microbusinesses, woman and minority owned businesses, or entrepreneurs. One event was held on November 10<sup>th</sup> during Global Entrepreneurship Week through 1 Million Cups in partnership with city departments. A business branding session is in the process of being scheduled for 2022 and a financial literacy program is scheduled for February 2022.</b>

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	b. Determine community partners that could benefit from the training required in the agreement.	October 2021-September 2022	Economic & Business Development	Ongoing	The new GSMP agreement names the Small Business Development Center, Workforce Solutions Rural Capital Area, Gary Job Corps, Austin Community College, and Texas State Occupational, Workforce and Leadership Studies as organizations for GSMP to partner with to support local businesses and workforce development efforts. Staff has made additional effort to share these opportunities with the community.
Strategy	III. 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.				
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.		Library	Ongoing	Working with ACC to provide classes when it is safe to offer inside or better weather to offer outside. Library staff is working with Workforce Solutions to identify possible students for the “High Demand Job Training Program.” The program provides free training to eligible adults. In Hays County, this list includes careers like carpenter, CAN, childcare, teacher’s assistant, customer service, home health, janitor, landscaping, and office clerk. The Library will also be promoting the ACC Fast Track careers, which lead to better-paying positions. These courses are not offered free, but the library will work one-to-one to assist with the FAFSA and find other social services that could help. HVAC is our first class to offer and all students were able to attend for free. The library is also providing services and classes that develop opportunities for people wanting to enter the workforce. Regular classes include resumes, online job search, career counseling, and computer basics. Many people are looking to remain working from home and the library offered classes on navigating remote work and also how to protect yourself from getting involved in a scam. In addition, the library is offering budgeting and other classes that focus on finances.
	b. Identify possible regional partners that could expand into the City of San Marcos and provide additional career training.		Library	Ongoing	<p>Working with ACC Continuing Education. They are providing HVAC now and we are in discussion about what could be offered when this class finishes in March. Other partners in HVAC included Texas Workforce and Community Action.</p> <p>Working with Community Action to provide GED, GED in Spanish, ESL and will start a Microsoft Certification program in mid-January.</p> <p>Working with Texas Workforce Solutions and referring qualified people to resources available to apply for job training as part of the Workforce Innovation &amp; Opportunity Act that includes training for identified Target Occupations and High Demand Job Training Program.</p> <p>For clients under the age of 24, we will also make them aware of the free vocational training available at Gary Job Corps.</p> <p>Other options we are considering include: <a href="https://freemindsaustin.org/">https://freemindsaustin.org/</a> This organization is offering some online academic classes for ACC credit now and we are promoting this to our patrons. <a href="https://freemindsaustin.org/apply-2-2/">https://freemindsaustin.org/apply-2-2/</a></p> <p>The Library has partnered with the Princeton Review to bring ACT, SAT, College Essay programming to high school students and adults considering college.</p> <p>GSMP 1 Million Cups Greater SMTX is providing support to new and existing entrepreneurs.</p>

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					<p>The library has partnered with several organization and individuals to provide financial literacy classes. Local and online providers include: Flashpoint Financial Services, RBFCU, Shalana Poole CDFA &amp; CFP, Linda Barfield, Spoole 360 Divorce financial advice, and specific life planning for seniors on finances including Medicare and Social Security provided by Angie Serna Biehunko, Paul Davis, and Kurt Schick.</p> <p>We are providing referrals for people that have been unemployed for a long time and unable to find a job for an extended period of time. Our partners that hire and train include Easter Seals, Goodwill, and ARCIL.</p>
	c. Provide GED, English Language, Computer Classes, and other workforce training at the San Marcos Public Library and at other locations around the city.		Library	Ongoing	<p>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. October included a program on managing change and stress in the workplace and a program on Going Back to School as an Adult. During April 2021, the library provided 47 GED classes and English Language classes with attendance of 416.</p>

FY 2021 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
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 <b>DOWNTOWN VITALITY</b>
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Outcome(s)	<ul style="list-style-type: none"> <li>To support diversified business activity.</li> </ul>
	<ul style="list-style-type: none"> <li>To take measures to improve downtown quality of place.</li> </ul>
	<ul style="list-style-type: none"> <li>Accessibility to and within the downtown.</li> </ul>

<b>A. Support diversified business activity.</b>
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Strategy	I. Begin a revised Downtown Master Plan including, the innovation, cultural and arts districts.				
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Tasks	a. Scope and Visioning exercise with district stakeholders and City Council.	2022	PADS	In Process	\$100,000 is the estimated costs. Overseen by Planning and Development Services. Incorporated into the Comp Plan process.
	b. Public outreach with key stakeholders including the Downtown Association, Main Street, the University, as well as other key stakeholders.	2021/2022	Funded	In process	Working with consultant to begin the process. Staff kick-off held in late August
	a. Work with Arts Commission to identify projects linking Downtown & river.	2020	Deficit in funding	In progress	Due to limited funds, the Arts Commission did not select downtown projects for FY21 (and FY22).
	a. Drafting and adopting the Downtown Master Plan.	Spring 2022	Planning Staff		Overseen by Planning and Development Services. Incorporated into the Comp Plan process.

Strategy	II. Define goals and objectives for the Main Street program.				
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Tasks	a. Review current goals and objectives within the Four Point approach of; 1-Economic Vitality, 2-Design, 3-Organization, and 4-Promotion	Ongoing	Destination Services	Ongoing	Main Street Advisory Board Agenda item. Annual process in summer, scheduled for Sept. 2021. Goals and objectives are selected annually. Downtown lighting improvements and pedestrian safety has been prioritized.
	b. Develop a strategy for transformation of Downtown along the Four Points.	Ongoing	Destination Services	Ongoing	Main Street Advisory Board Agenda item. Annual process.

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	c. Define quantifiable outcomes and projects for the Implementation Plan strategies identified.	Ongoing	Destination Services	Ongoing	Main Street Advisory Board Agenda item. Annual process.
	d. Align organizational resources to achieve desired outcomes through the budget process.	Discussion with other departments.	Destination Services	Ongoing	Main Street Advisory Board Agenda item. Annual process.
Strategy	III. Review possible programs for legacy businesses.				
Tasks	a. Promoting City grant programs.	Ongoing	Economic & Business Development and Downtown ARP Funds		Economic Development and Main Street staff worked with the Communications team to develop outreach materials to inform businesses of ARP-funded grants through the BIG Grant program in English and Spanish. Staff updated the city website with information on incentives and grants. Staff also presented at the Chamber of Commerce Board of Directors meeting and the Four Rivers Realtors Board of Directors meeting to share on economic development activities and incentives.
	a. Buying down interest rates for small businesses.	Project on hold due to projected funding deficit			
	a. Address needs of businesses due to the COVID-19 pandemic.			Ongoing	Addressed needs of small, local Downtown business and the Chamber due to COVID pandemic through Main Street including curbside parking spots, signage. Additional resources and programs are in development funded with ARP grants.
	a. Explore and research potential framework for future legacy business programming.	Spring 2021	Destination Services/PADS	Complete	Main Street + Historic Preservation Commission created a joint subcommittee to learn best practices and consider potential framework. Council approved October 2021.
	a. Develop implementation plan for legacy business program, to include marketing, administration and potential incentives.	Fall 2021	Destination Services/PADS /Economic & Business Development	Ongoing	Council approved resolution by Main Street and Historic Preservation Commission October 19, 2021.
	a. Utilize ARP funding to support small businesses and generate visitor attraction to downtown.	Fall 2021 – Fall 2023	ARP Funding/ Economic & Business Development/ Destination Services	Ongoing	Submitted and received approval from City Council to utilize American Rescue Plan funding to address the following areas: <ul style="list-style-type: none"> <li>- Develop small business counseling program. (in procurement)</li> <li>- Business retention and expansion program development, including new CRM software to track health of businesses served (in staff training and onboarding)</li> <li>- Create new/additional events which drive visitor traffic to businesses and generate sales tax + heads in beds (2022 event calendar under development)</li> <li>- Develop marketing grant to digital campaigns to indicate open for business</li> <li>- Training and professional development on small business development strategies, COVID recovery, etc.</li> <li>- Funding for Business Improvement &amp; Growth (BIG) Grant with additional focus on touchless and air filtration improvements (in progress with business applicants)</li> </ul>
Strategy	IV. Evaluate funding for co-working sites.				
Tasks	a. Splash program? Other programs?	4Q 2022	Economic & Business Development/ Main Street	In progress	Preliminary discussions have begun with Splash Coworking to evaluate continued or expanded services to support coworking in San Marcos. Staff is also exploring other best practices in coworking that may meet the needs of the San Marcos business community. Staff is working with the Greater San Marcos Partnership, Chamber, and other community partners to explore the possibility of a new or expanded incubator or accelerator space that would offer office space and entrepreneur support services. Developing such a space is also one of the GSMP Vision 2025 workgroup initiatives and is expected to be a community priority throughout 2022.

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Strategy V. Analyze office space needs post-COVID.					
Tasks	a. Inventory available office space downtown.		Economic & Business Development/ Main Street	Complete	The Main Street Program team inventoried existing and available space downtown.
	b. Connect with local real estate partners to determine inquiries for office space.		Economic & Business Development	Complete	Discussions with GSMP and Carson Properties indicate that demand for office space is slowly increasing post-pandemic. There appears to be demand for both ends of the spectrum with inquiries for small office spaces (less than 10k sf) and large headquarter spaces (greater than 50k sf). A specific hurdle for office attraction is a lack of high quality, move-in ready space, with dedicated parking. Inquiries for office space is still down and few office prospects reach out to the City with interest.
	c. Partner with Splash Coworking to evaluate current flex space needs and potential clients who are expanding to stand-alone facilities.		Economic & Business Development	Complete	Report from Splash is that there is not enough flexible space that can be adapted/sized as needed. It is too expensive to build out a traditional space, especially for smaller office needs and this could cause San Marcos to lose out on prospective office users.
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 2023	Downtown TIRZ	In progress	Collaborative effort of multiple departments to achieve additional public space as an event destination. Reconstruction of Kissing Alley - Preliminary Engineering Report complete and design underway. Main Street facilitation on final design of event space. Design scheduled to be completed in 2022, with construction complete in 2023.
	b. Other sites assessed <ul style="list-style-type: none"> <li>• Mobility Hub</li> <li>• Train Depot pocket park</li> <li>• Downtown Mural Arts Gallery</li> <li>• Downtown Square</li> <li>• CM Allen Parkway</li> </ul>	Fall/Winter 2021	Destination Services/ Keep San Marcos Beautiful	Ongoing	Activation of mobility hub – themed and holiday time frames and installed community library and coordinating small music type events. Downtown Square - Landscaping, additional seating, tree lighting and street banners. Benches were added. Four sets of seasonal street banners to rotate. Landscaping set for Spring 2022. Purchased Downtown properties on Guadalupe with TIRZ funding; investigating uses for properties, including mixed-use development. Beautification of the Depot pocket park at 122 S Edward Gary St – partnership with KSMB. Mural Arts Downtown Gallery at 111 E MLK Dr completed October 2021. Completed CM Allen Parkway public improvement project.
	c. Continue to improve and beautify targeted activation site, “the Depot”. Explore partnerships and funding alternatives for future improvements.	Summer 2021	Destination Services/Keep San Marcos Beautiful	In progress	Grant and partnership research currently underway. Grants received from Union Pacific for landscaping and fence improvements.
	d. Guadalupe Street acquisition	Fall/Winter 2021	Various Departments TIRZ Funds	Complete	Purchased Downtown properties on Guadalupe with TIRZ funding; investigating uses for properties, including mixed-use development. Council was updated on 9/7. CAMPO study on potential development of purchased site. Public open house on-line for input November 2- December 3 <sup>rd</sup> .
	e. Pedestrian Lighting improvements	Fall/Winter 2021	Destination Services/CIP funding	In progress	Investigating lighting option improvements – temporary and permanent. Pedestrian lighting along Guadalupe between MLK & RR tracks being installed with Guadalupe project. Completion early 2022. (Additional lighting in existing lamps will be improved across downtown utilizing TIRZ#5 funding.)
Strategy II. Review and address underground electric ordinances.					
	a. Identify code amendments during the annual code update process.	Ongoing	Utilities	Complete	No amendments were proposed in Phase 1 or 2. Following the Comprehensive Plan & Downtown Master Plan, additional amendments may be considered.

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					Electric utility provided a summary of cost estimates and process in 2019.
Strategy	III. Review and assess strategies for vacant and neglected buildings.				
Tasks	a. Review model programs, including incentives, and identify resources.	Ongoing	Neighborhood Enhancement & Destination Services	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. 'Legend Has It' project - installed the first sets of panels at three locations. Creating a walking tour of locations. Hosted Vacancy Abatement Workshop June 2021 to learn best practices from other cities. The Downtown Mural Gallery, a new vacant building beautification initiative, was installed on October 22.
	b. Propose Code amendments during the annual code update process, including the property maintenance code.	Ongoing	Neighborhood Enhancement & Destination Services	In progress	Updated Downtown Design Standards and Guidelines were approved in March 2021. Staff considering recommendations for code amendments.
	c. Identify possible options to maintain health and safety, including inspections.	Ongoing	Neighborhood Enhancement & Destination Services	Complete	Code Compliance will work with the Downtown Coordinator to identify vacant/neglected buildings and utilize the property maintenance code to address ongoing issues.
	d. Investigate mixed-use development for Downtown properties acquired through TIRZ funding.		Destination Services		Staff is monitoring known contamination of the property, assessing safety concerns of the current buildings, and researching costs to prepare the site for redevelopment. Other interim uses were investigated; however, the actions listed preclude alternative use.
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.	Ongoing	Neighborhood Enhancement	In progress	Maintenance responsibility coordination plan executed. Various departments.
	b. Explore the long-term solutions for beautification plan and maintenance including a downtown management district with downtown stakeholders.	Ongoing	Neighborhood Enhancement	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.	Winter/Spring 2021	Neighborhood Enhancement		Submission of completed plan including all departments and stakeholders to administration for FY2022 funding.
Strategy	V. Identify advertising opportunities with area stakeholders to highlight city attractions.				
	a. Downtown Advertising Coop	FY2022	CVB/Main St	Ongoing	\$20,000 available for FY22. Fifty percent match. Staff is preparing promotion. Currently, the Downtown CoMarketing Fund is for media purchases only. The new CVB website provides assistance and links for small businesses who do not currently have websites, and Main Street has also been working with downtown businesses in this area.
Strategy	VI. Continue working with Texas State University Police regarding Downtown Patrols.				
	B. Continue working with Texas State University Police regarding Downtown Patrols		Police	Ongoing	Chief Standridge continues to determine how to allocate staffing effectively to mitigate criminal activity in the Downtown area while ensuring the rest of the areas of the City are adequately covered. Chief Standridge and Interim Chief Dixon are working on a plan that would allocate TX State PD Officers in the downtown area working alongside SMPD Officers. As of July 2021, SMPD staffed the downtown unit with a Sergeant, Corporal, and three officers. The downtown unit works to mitigate criminal activity. They also conducted fake identification training for the bars in the downtown district. The staffing

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					<p>of the unit allowed resources dedicated to other parts of the city to remain in their patrol districts.</p> <p>Chief Standridge has worked with the City Manager’s Office to create VCCR – Violent Crime Comprehensive Response. This program will be multi-faceted and involve numerous subcommittees, including downtown businesses (daytime and nighttime). In July 2021, the department held the initial meeting with a multitude of community partners. Subcommittees of community stakeholders were formed. They were given tasks to research and collect data on various ways to respond to violent crime outside of traditional police methods. Additionally, the PD has nearly completed research on downtown camera systems and a gunshot detection system. This process is ongoing as the department is attempting to identify a system to meet our needs that will work with the City’s current network infrastructure. A gunshot detection system will not be cost feasible, but the Department will seek the purchase of (8) cameras that will be strategically located. (PD was granted TIRZ funding for eight street cameras.)</p>
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**C. Accessibility to and within the downtown.**

Strategy I. Approve and implement the Parking Management Plan.					
Tasks	a. Hire Multimodal Parking Initiatives Manager.	TBD – funding source	Transit	Future	Budget amendment approved by council in December 2018. Recruitment pending Council approval of On-Street Paid Parking Implementation Plan and enabling Ordinance.
	b. Procure parking management technology (meters and mobile app.).	Future	Transit	Future	Awaiting consensus and recommendation resolution from the Parking Advisory Board to City Council.
	c. Create program branding and marketing campaign.	Future	Transit, 3 <sup>rd</sup> party parking mgmt firm	Future	This work will be coordinated by Multimodal Parking Initiatives Manager (when position is filled) and performed by 3rd party parking management firm.
	d. Initiate phased rollout of on-street paid parking.	Future	Transit, 3 <sup>rd</sup> party parking mgmt firm	Future	Awaiting consensus and recommendation resolution from of the Parking Advisory Board to City Council.
	e. Negotiate off-street parking agreements with private property owners and facilitate options.	As opportunities arise	Transit	In Progress	At the Parking Advisory Board’s request, staff has been in discussions with three property owners to arrange agreement(s) for subsidized downtown employee parking solutions. Once agreement is agreed in principle and should be active in January-February timeframe for initial Employee Parking Program Pilot.
	f. Partner with TXST to select a micro-mobility vendor, and co-implement program.	Fall 2021	Transit/Destination Services	Completed	Completed with full time provider active in September 2021 for e-scooters and dockless bicycles launched late October 2021.
	g. Implement electric cab circulator pilot program.	Fall 2022	Transit/Destination Services	In progress	Purchasing in progress. RFP finalized and to be posted on December 27, 2021.

FY 2021 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"> <li>To develop a baseline of sustainability performance measures.</li> <li>Promote sustainability practices throughout the community.</li> </ul>
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	<ul style="list-style-type: none"><li>• Determine strategies to incorporate sustainability into City construction and operations.</li><li>• Develop economic development and procurement policies to encourage sustainability for businesses that work with the City.</li></ul>				
A. Develop a baseline of sustainability performance measures.					
Strategy	I. 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)		Utilities	In progress	Utilities staff has compiled a list of other Texas communities that have sustainability programs.
	b. Identify City and local stakeholders	Sept. 2020	Utilities	Complete	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. November 18, 2020: A meeting was held between the Sustainability Committee and local stakeholders to work towards a more coordinated effort between partners. Attendees included staff, Sustainable San Marcos, Betsey Robertson, Gabrielle Moore, Virginia Condie of the San Marcos River Foundation, and a representative from the Texas State University Sustainability Office. TxState does not currently have a Sustainability Plan but are planning to develop one. SSM submitted letter offering to host task force of stakeholders.
	c. Conduct networking opportunities	TBD	Utilities/ Neighborhood Services	Ongoing	In November 2020, local stakeholders met to discuss topics of interest in the community.  The Chamber has distributed a Green Business award for the past few years. They are starting Committee meetings in July and they’ll host quarterly/bimonthly lunch and learns.  November – Lunch and Learn with Amy Thomaides about Resource Recovery. Tyler Hjorth is also scheduled to present about the renewable credit program early in 2022.  Staff is researching Austin’s Vision Zero Plan and is in direct contact with Lewis Leff to understand costs and findings that led to establishment of Austin’s High Injury Network.
Strategy	II. 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	Public Works & Conservation, Utilities (3Q update)	In Progress (partial)	Because of COVID this wasn’t really an audit as much as a review of water and electric consumption. There were some general recommendations, many of which we are already implementing (LEDs, occupancy sensors, plumbing). Utilities and Public Works are coordinating on additional next steps. Staff has reached out to SECO to conduct an on-site audit. SECO will schedule the onsite audit after the new year.
	b. Possible Cost-Benefit analysis - Consider a means to evaluate upfront expenses compared to overall savings - Include quality of life in financial calculations	TBD	Facilities, Utilities (3Q update)	In Progress	SECO recommends additional study be conducted to determine cost/benefit status of potential improvements. Utilities and Public Works are coordinating on additional next steps. Staff has reached out to SECO to conduct an on-site audit. SECO will schedule the onsite audit after the new year.
	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	Utilities & Consultant		Budget issue – In regard to the question if American Rescue Plan funds could be used to pay for this, we would need to first define the scope of work of the consultants to determine what would be an eligible expense. Pre-project development costs are an allowable cost which consultants may fall under; however, the only infrastructure projects that are specifically allowable under the ARP funds are water, wastewater and broadband projects. All other infrastructure projects (including pre-project costs) could be funded IF we are able to justify “revenue loss” in out years, but at this time 2020 did not see a revenue loss; hence why we did not include with the initial \$9M allocation.

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B. Promote sustainability practices throughout the community.					
Strategy	I. Increase public education and outreach of City's conservation and sustainability efforts, including available rebates.				
Tasks	a. Increase use of social media such as Facebook to promote environmental programs; add environmental programs to FB schedule.	Ongoing	Utilities & Communications	Ongoing	Water and energy rebate programs are posted monthly on FB. KSMB: new Facebook page: promoting all things sustainable, including city programs. <b>The Library has added a link to City website that includes the sustainable features of the new library. Educational signage has been installed and a children's program called Growing Up Wild provides programming about preserving and respecting natural resources. The library has installed a seed library in the children's courtyard and it will provide a new for the community engage with the library and learn about gardening. <a href="http://sanmarcostx.gov/3471/Library-Sustainability-Feres">http://sanmarcostx.gov/3471/Library-Sustainability-Feres</a></b>
	b. Evaluate optional or mandatory training on sustainability (anti-idling, recycling, etc) for City staff.	Aug. 2020	Utilities	Complete	Currently have poster programs and recycling info with receptacles. 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.  2021: HR has incorporated sustainability training into the onboarding training for all employees.
	c. 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. 2021	Utilities	Ongoing	Sample WaterWise Outdoor kits have been provided to SMCISD and SMA for review. SMCISD curriculum coordinator thinks program would work better with 4 <sup>th</sup> grade and has requested kits for all 4 <sup>th</sup> 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.  Given the pandemic and remote learning, hands on learning was postponed throughout the 2020-2021 school year. Utilities staff has reached out to SMCISD to offer the program for the 2021-2022 school year and is awaiting a response.
	d. Assess funding levels for green space/trails and provide additional education.		Parks & CIP		As PARD continues to look for grant opportunities via State, Federal or private funding sources, it will be important for us to have a development plan in place first to be successful. Once the FY22 CIP is adopted we will begin work on our Open Space Development Plan. This document will provide guidance on the design and development of trail systems within our natural areas and will make us even more attractive for future funding opportunities.
Strategy	II. Consider tenets of Slow Streets.				
Tasks	a. Monitor potential State legislation.		Communications	In progress	<b>The Legislative Committee met in December and will be working towards approving the 2022 Guiding Principles. We received an update from the Normandy Group on the latest Infrastructure bill and will soon be holding a meeting with staff and the Legislative Committee to look in-depth into what our organization needs to be focused on in hopes of benefiting from some of the funds. We hope to have the Guiding Principles approved by the end of Q1.</b>
	b. Work with the Texas Department of Transportation to include aspects in projects within the City.		Engineering	Ongoing	<b>Release of CAMPO Regional Transportation Statistics and Metrics Dashboard site for TxDOT Crash Records Information System (CRIS) data.</b>

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					<a href="https://app.powerbi.com/view?r=eyJrJoiNDBjNTYzNWYtNTViNy00MzNiLWE2YzMtNTdjODAxNzNiZTIjIiwidCI6IjdlMjIwZDMwLTBiNTktNDdINS04YTgxLWE0YTlkOWFmYmRjNCIsImMiOiN9">https://app.powerbi.com/view?r=eyJrJoiNDBjNTYzNWYtNTViNy00MzNiLWE2YzMtNTdjODAxNzNiZTIjIiwidCI6IjdlMjIwZDMwLTBiNTktNDdINS04YTgxLWE0YTlkOWFmYmRjNCIsImMiOiN9</a> Provides easily accessible data for accident prevention design.
	c. Implement 25 MPH speed limits in qualifying neighborhoods	Ongoing	Public Works	In Progress	Currently working on Victory Gardens Neighborhood to reduce speed limits. The Victory Gardens Neighborhood speed limit reduction is schedule to go to City Council in February. Held Castle Forest Neighborhood meeting to discuss Craddock Street roadway diet and buffered bike lanes as traffic calming measure. The roadway diet was not universally well received. Other measures to be considered. Forest Hills Neighborhood completed on 10/19/21. Dunbar Neighborhood, Heritage Historical District, and Belvin Historical District are completed.
Strategy	III. Include historic preservation as a component.				
Tasks	a. Add a link to the City's Historic Preservation Program from the Sustainability webpage	January 2021	PADS	Complete	Historic Preservation is now live on the Sustainability page: <a href="https://www.sanmarcostx.gov/3276/Sustainability">https://www.sanmarcostx.gov/3276/Sustainability</a> . It's linked to the Historic Preservation page under Planning.
Strategy	III. Investigate potential options for landscaping and green space.				
Tasks	a. Promote local farming, including education and allowing urban farming in front yards.	Winter/Spring 2022	Neighborhood Services & Planning	Ongoing	Code amendment approved allowing the keeping of two miniature goats brought forward for consideration by Neighborhood Enhancement. Approved by City Council May 2021. Urban farming is undergoing code revision with estimated completion summer 2021. The City horticulturalist will begin promoting urban farming education through workshop during 2022. Going to evaluate omicron variant before having in-person workshops, or develop a safe outreach program that will reach any resident.
	b. Explore a xeriscaping program for existing development.		Utilities Neighborhood Enhancement (3Q update)	Ongoing	Grass Rebate Removal program in 2020 to encourage replacement of turf grass with less water intensive materials such as xeriscape beds. The Water Department also has a soil saver rebate that encourages core aeration, compost application, and mulch application.  The Certified Habitat Stewardship program will be launched in Summer 2021 and is also included in the Code rewrite. Neighborhood Enhancement has discussed the Code, new revisions, and how this will program will mesh. The City's Horticulturalist is working with our Community Enhancement Specialist to put this information on our webpage. This information will be released by the end of the summer. Neighborhood Enhancement partnered with TXST Horticulture to perform a dry run of the CSHP program application and provided feedback during the Fall 2021 semester. Community Enhancement will work with Code to tweak the ordinance before launching the program.
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	Engineering	Complete	Stormwater Technical Manual updated to include Low Impact Development Practices; annual standard product list updated to regulate approved products used in CIP/PCIP projects for quality & longevity. The design checklist from the Sustainable Infrastructure Qualities has been incorporated into project scoping checklist to aid staff during the design and construction of capital improvement projects. Those qualities include: <ul style="list-style-type: none"> <li>Benefit Sharing – CIP projects will be consistent within the community and seek to remove impediments within vulnerable or underserved areas.</li> <li>Environmental Resilience – CIP projects will be designed to protect our environment and for resiliency to climate change.</li> </ul>

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					<ul style="list-style-type: none"> <li>• Social Acceptability – CIP projects will engage stakeholders during design and construction to listen, inform, and develop project consent.</li> <li>• Economic &amp; Institutional Effectiveness – CIP projects will provide value for the current and long term investment.</li> <li>• Future Proofing &amp; Strategic Planning – The San Marcos Capital Improvement Program will be based upon financial responsibility, strategic planning and stewardship of City assets.</li> </ul>
	b. Develop pattern book of sustainable solutions	Jan. 2021	Engineering	Ongoing	Updates to Low Impact Development within Stormwater Technical Manual occur annually and as new tools are identified. Current efforts on design and use of permeable pavers with the Kissing Alley project.
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	SECO/Public Works	Complete	Staff has reached out to SECO to conduct an on-site audit. SECO will schedule the onsite audit after the new year. The State Energy Conservation Office (SECO) conducted an energy audit of City facilities and the Wastewater Treatment Facility. Report delivered to City in September 2020. Recommendations under evaluation.
	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. Police facility renovation includes upgrade to LED lighting fixtures. Future construction will include LED lighting and high efficiency HVAC systems. 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, UV-C air plenum upgrade to improve air quality, and building envelope penetration reseal.
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	Utilities	Ongoing	This is an ongoing effort by SMEU.
	b. Research feasibility of Time of Use (TOU) strategies (e.g. education, billing)	Jan. 2023	Utilities	In progress	Required hardware upgrades will be complete in October 2021. We will need a year or more data before conducting the analysis on how an electric TOU rate could be made attractive to customers and effective for the utility.
	c. Evaluate offering customer’s purchase of Renewable Energy Credits (RECs)	Sept. 2020	Utilities	Complete	<p>This program was implemented in May 2021. 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 accounts and financial tracking. Presented to Citizen’s Utility Advisory Board in Jan 2021 and Council after receiving and incorporating CUAB feedback. Enrollment began May 1, 2021 and outreach campaign is ongoing.</p> <p>We initially used the traditional methods of bill stuffers (electronic and paper depending on customer selection), website updates, social pages, newspaper press release, etc. We are also emphasizing the program in our summer student rush for new connections. We will evaluate enrollment in the fall and consider a second campaign as needed (beyond the recurring social posts that are already planned).</p> <p>REC program costs will be evaluated over time, by which we mean every 6-12 months to establish the upcoming enrollment pricing. The inputs into that are include costs to administer the program, and the need to have sufficient reserves of both RECs and cash</p>

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					to purchase REC's, and the cost of the RECs themselves which has the highest impact, always bearing in mind that this program must be 100% self-funded.
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	Utilities & Neighborhood Enhancement Purchasing (3Q update)	In progress	Utilities staff has researched and gathered examples of various policies that prohibit purchase of single-use water bottles and other SUPs. Neighborhood Enhancement plans to meet with Utilities on this topic. COVID and safety concerns did play a factor on halting this effort temporarily.
	b. Consider installing bottle fill/fountains in all City facilities.	Oct. 2020	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, 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.
Strategy	V. Research potential funding sources and revenues for sustainability initiative implementation				
	a. Grant application plan	TBD	Neighborhood Enhancement	Complete	Community Enhancement has received the following grants: <ul style="list-style-type: none"> <li>Recycling Partnership to evaluate multifamily recycle practices</li> <li>State of Texas Alliance for Recycling bin grant for desk side recycle and sidekick trash; breakroom eco-stations</li> </ul>
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) Create a standard set of sustainable preferences for developments and economic development projects.	Q1 2022	Economic & Business Development	In progress	Staff received feedback from City Council at the June 1, 2021, work session and incorporated sustainability items such as building materials, landscaping, electric vehicles, water reclamation, etc. as part of the scoring matrix when a business is seeking incentives. These will be presented before City Council for consideration.
	b) Resource Grants for sustainability (30k - 50K) 1. Focus on helping small businesses transition to sustainable practices - Work with Economic Development staff ( <i>City Staff time needed</i> ) - Installing solar, HVAC upgrades, windows, single use plastic/to-go containers, etc.	Q1 2022	Economic & Business Development	In progress	<b>Staff created a list of available grants related to sustainable or green initiatives on the economic development webpage. A small reimbursement grant to promote sustainable business practices is proposed as part of the updated Economic Development Incentive Policy which will be considered by City Council. This initiative would require City Council to allocate funding in future budgets to activate it.</b>
	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	TBD	Utilities	In progress/ongoing	Conservation and efficiency rebates are in place for home and business for both water and energy. Rainwater collection incentives in place. Display examples for commercial going in on Library and Public Services. Grey water is regulated by TCEQ. Staff has researched sustainability awards programs by other cities, they are typically done by the sustainability department or non-governmental orgs/non-profits. Staff is talking with the Chamber of Commerce about an all-encompassing sustainability award/marketing.
	3. Organizational partnerships and resources - Matching grants - Opportunities to use our marketing force to help (City Staff time needed) - Education, Outreach, Diversion bins	TBD	Neighborhood Services	In progress	<b>Community Enhancement is still working with athletics to reduce waste/divert at sports complexes.</b>
Strategy	II. Consider policies incorporating sustainability in the procurement process and City operations				

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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	Finance & Neighborhood Services	In progress	Resource Recovery is evaluating programs: <ul style="list-style-type: none"><li>Performing waste audits of trash dumpsters at the Municipal complex</li><li>Compost has been added to breakrooms at Grant Harris, CIP/Planning, Utilities</li><li>Creating recycling and composting videos for City's new learning management system</li></ul> Resource Recovery will work with Purchasing Manager on policy to purchase recycled content products
FY 2021 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
COVID Response					
Outcome(s)	<ul style="list-style-type: none"><li>Assess needs and distribute up-to-date, accurate information to the public.</li></ul>				
	<ul style="list-style-type: none"><li>Continue search for resources and collaboration with local partners to address community needs.</li></ul>				
A. Assess needs and distribute up-to-date, accurate information to the public.					
Strategy	I. Monitor ongoing needs related to COVID response and recovery, including distribution of personal protective equipment.				
Tasks	a. Work with local, state and federal partners to acquire supplies and equipment needed to slow the spread of COVID-19.	Spring/Summer 2021	City Manager's Office & Communications	Complete	<p>The Communications Department continues to share important information related to COVID-19 with the community with an emphasis on equitable and inclusive outreach. Dozens of posts have been made to the City's various social media channels in both English and Spanish encouraging residents to get vaccinated and take safety precautions. The department continues to share updated COVID-19 information and implemented best practices for responding to questions and comments from individuals on social media, to include correcting misinformation with links to reliable and trusted sources.</p> <p>The department has played an active role in notifying the community of upcoming vaccination clinics and has assisted in designing and distributing flyers to promote upcoming events. Additionally, the department partnered with SMCISD to design, print, and distribute flyers detailing vaccine safety, clinic locations, and COVID-19 testing center locations to all families within the school district and updated printed information in City facilities with an emphasis on public-facing counters and public restrooms. The department also partnered with SMCISD to market COVID vaccines for ages 5 and up. Staff physically visited many businesses to hang flyers and worked with transportation to set up traffic signs in high-trafficked areas and low-income neighborhoods.</p> <p>Graphics have also been updated with COVID-19 vaccine and safety information and air continuously on the City's government cable channels. Videos recorded and publicized by a nationally renowned group, the Kaiser Foundation, were added to the cable channel lineup and answer frequently asked questions in both English and Spanish.</p> <p>The department is currently working with Pink Consulting to put together a panel of experts to talk about the vaccine, address concerns from parents, the latest variant and look at why some individuals may not be receiving the vaccine. The department hopes to distribute the content to the community by the end of January 2021.</p>

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Strategy	II. Continue promoting resources available to residents in the community.				
Tasks	a. Optimize dashboard, provide routine updates to Council		City Manager's Office & IT	Ongoing	Beginning April 2021, Staff began uploading a COVID update to the Council message board. This update was originally incorporated into Council meetings as a presentation and update beginning in March 2020. The COVID-19 Task Force met on August 4 to increase vaccination outreach efforts and move closer to producing a written outreach plan that will be presented to Council. On Friday, August 6, City Manager sent an employee to all employees and Council encouraging masks, social distancing, appointments whenever possible. Telework is currently permitted in City policy. On 8/6/21 Director of Human Resources sent vaccination information and COVID safety protocols to all employees. On 8/7/21 Assistant City Manager, Stephanie Reyes, initiated communication with Council regarding the Delta Variant and Staff's commitment to keeping our community safe. <b>Curative is located at the Library and is providing free testing.</b>
Strategy	III. Prepare for and facilitate vaccination rollout.				
	a. The San Marcos Fire Department continues to provide personnel support at weekly vaccination clinics.	Ongoing	City Manager's Office & Communications	In progress	The City continues to work with the Hays County Health Department and Office of Emergency Services to get as much of the community vaccinated as possible. Communications included vaccination information links to the Hays County and Texas Division of Emergency Management websites within videos shared across social media. - All people age 12 and older may now receive the Pfizer vaccine. - Fully vaccinated percentage of the population age 12+: <b>63.24%</b> - Fully vaccinated percentage of population 65+: 84.47%
B. Continue search for resources and collaboration with local partners to address community needs.					
Strategy	I. Pursue grants and other funding opportunities.				
Tasks	a. Research ARP funding and eligible programs		City Manager's Office	In progress/ongoing	Staff conducted a departmental 'needs assessment' to determine best use of potential funding. In May 2021, Directors were asked to submit a list of funding needs and gaps to be filled to the City Manager's Office, and the proposed funding plan was presented to City Council at the end of June. <b>City Council approved the list of projects and programs at its August 3 meeting for the initial 1st half of allocation received. The remainder is expected to be received around June 2022 and will be allocated at that time.</b>
	b. Route COVID-related funding opportunities to community-based organizations/social service agencies.		City Manager's Office	In progress	Funding Bulletin shared with City points of contact who further disseminate to community contacts. <b>Departments developed recommendations for the initial first half of federal funding allocated to the City. The City will work to develop a recommendation to present to Council in Spring of 2022 to determine how the remaining funds to be received around June 2022 will be allocated.</b>
Strategy	II. Determine use of potential freed up General Fund dollars.				
Tasks	a. Present program parameters, receive Council direction, and provide programs for Council consideration.	Fall 2021	Finance, CDBG	In progress	City Council approved the categories for use of the \$2.6 million freed up in the general fund on April 20, 2021. A Notice of Funding Availability for \$640,000 in public services funds was published May 9, which opened the application process. Applications were due June 6 for this program. The City brought forward eligible entities that applied for the funding at the July 6 meeting and propose to roll over remaining funds into the Human Services Advisory Board process.

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					In addition, the City's Utilities department implemented a \$1 million program to provide assistance with unpaid utility bills. Between the initial Utility Assistance program and Utility Forgiveness program (approved by Council upon final reading at 9/6 Council meeting), the full \$1M has been expended. In addition \$579K was used of Enterprise Fund funds to fully fund the Utility Forgiveness program. This program is now complete.
Strategy	III. Continue partnerships with local entities, including assistance in acquiring and maintaining grants.				
Tasks	a. Collaborate with County to continue targeting at risk and underserved populations		City Manager's Office/ Emergency Management	In progress	<p>Hays County Health Department has held several free public vaccination clinics since the last update, the most recent of which was held at Dunbar Center in San Marcos on Thursday, May 13. In hopes of increasing participation in this event, our Community Vitality team partnered with Hays County prior to this event and publicized the event in the Dunbar neighborhood specifically. Fliers printed in English and Spanish were placed on doors throughout the neighborhood and 3 yard signs were placed at different locations within the neighborhood. Additionally, the event was publicized on all of the City and County social media pages as usual. 182 residents received vaccinations at this event.</p> <p>Hays County and COSM personnel have collaborated to provide vaccines to residents at non-conventional locations during multiple evens including: Summer in the Park, The Mermaid Festival, Movies in the Park, Neighborhood Clinics and soon at the downtown concert series during the month of October.</p> <p>Increase community outreach in preparedness and response through active Groups such as COAD, CERT and other NONGMO. Partnering with HAYS County Emergency Management in the development of these programs</p>

FY 2021 Strategic Initiatives		Timeline/ Estimated Completion Date	Budget \$ and Resources	Status	Update Notes
<b>Homelessness (Area of Focus)</b>					
Strategy	I. Investigate model that works best for San Marcos and identify community partners.				
Tasks	a. Create a Hays County Local Homeless Coalition		Library, Neighborhood Enhancement	Complete	The Council's Homelessness Committee determined that fostering the creation of a Hays County Local Homeless Coalition would be the best model for serving people who are homeless in San Marcos. This is a standard practice among communities that are working to provide assistance that lifts people out of homelessness. The Homeless Coalition is hosting a social service round-up at the library, fall 2021.
Strategy	II. Comprehensive needs assessment is needed – should analyze need for a larger shelter facility, transitional housing, continuum of care, mental health services, plan for when evictions are permitted again.				
Tasks	a. Secure funding for a needs assessment	Spring 2021	CMO/Finance	Complete	Funding has been set aside in General Fund from the CRF reimbursement.
	b. Solicit proposal for needs assessment	July 2021	CMO/ Neighborhood Enhancement	Complete	The City is working on a needs assessment proposal with Texas State University. City project managers are Shanna O'Brien, Environmental Health and Safety Manager, and Chase Stapp, Director of Public Safety.
	c. Conduct needs assessment	July – January 2022	PADS/ Neighborhood Enhancement	In Progress	a. July – August 2021 (Design and plan, review literature, identify and gain access to quantitative data sources, identify interviewees)

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					b. September – October 2021 (Analyze quantitative data, gather and analyze qualitative data) c. November – January 2022 (Complete database of providers, write report with findings and recommendations, present findings)
	d. Present needs assessment to City Council	January 2022			
Strategy	III. Work on how we gather information/implement a Homeless Management Information System (HMIS)				
Tasks	a. Determine coordination and distribution of Homeless Management Information System (HMIS) licenses to community organizations.		Planning and Development, Neighborhood Enhancement	In progress	<p>Neighborhood Enhancement has been collaborating with the Sociology and Geography departments at Texas State University to conduct an analysis to focus our efforts on the specific needs of the unhoused and housing vulnerable population in the City of San Marcos.</p> <p>San Marcos is a part of the “Texas Balance of State” Continuum of Care, which is administered by the Texas Homeless Network; therefore the HMIS implemented must be the same as the one used by Texas Homeless Network in order to provide for reporting, which can affect funding applications.</p> <p>Each region that sets up a Coordinated Entry System has a Coordinated Entry Planning Entity, and for San Marcos, the Hays County Local Homeless Coalition is serving as this entity in an informal capacity. Therefore, the implementation of a HMIS system would most appropriately be coordinated by the Local Homeless Coalition, although anyone who serves people who are homeless can contact Texas Homeless Network to obtain the specifics of the system and set up their own access point.</p> <p><b>The local homeless coalition is currently working to finalize HMIS program and process.</b></p>
Strategy	IV. Invite non-profits to present the services their organizations provide, initially focusing on services provided to those experiencing homelessness; use City channel to enhance education/promotion				
Tasks	a. Increase exposure of local organizations that provide services to those experiencing homelessness.		City Manager’s Office	Ongoing	<p>The Council Homelessness Committee has been receiving presentations from organizations that provide services to those experiencing homelessness in the community. <b>The Library is the new location for the Hays County Food Bank Drive-through operations every Monday.</b></p>