

SUSTAINABILITY PLAN

FOR THE CITY OF
SAN MARCOS, TX

October 2013



G R E S H A M
S M I T H A N D
P A R T N E R S



TABLE OF CONTENTS

- City Manager's Message on Sustainability 1
- Executive Summary 3
- 1.0 Introduction 5
 - 1.1 Overview of the City of San Marcos 5
 - 1.2 Plan Development Process 6
 - 1.3 City of San Marcos Sustainability Vision Statement 7
 - 1.4 Purpose and Scope 8
 - 1.5 Plan Format 8
- 2.0 Sustainable Elements 11
 - 2.1 Air Quality & Greenhouse Gases 11
 - 2.2 Energy Efficiency and Renewables 14
 - 2.3 Water Quality and Conservation 18
 - 2.4 Waste Management 20
 - 2.5 Land Use and Habitat Conservation 22
 - 2.6 Green Purchasing 24
 - 2.7 Budget and Finance, Successes 26
 - 2.8 Education and Outreach 28
 - 2.9 Workplace Safety & Wellness 30
 - 2.10 Culture and Diversity 32
- 3.0 Implementation and Management 35
- 4.0 Conclusion 39
- Appendix
 - Appendix A
 - Appendix B



Photograph: Don Anders



CITY HALL
SAN MARCOS, TEXAS



CITY MANAGER'S MESSAGE ON SUSTAINABILITY

The City of San Marcos prides itself on leading by example. Guided by our City Charter's mission and the City Council's vision and policies, City employees are committed to providing a work environment that balances the needs of our citizenry, our spectacular natural resources and our economic life.

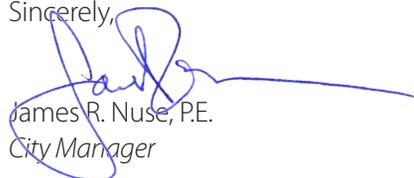
The City of San Marcos has established this Sustainability Plan for our internal operations as a means to implement programs and best management practices that protect the natural and built environment and enhance the quality of life within the workplace, while remaining economically feasible. City employees have contributed generously to this plan, building on previous successes and experience and providing innovative ideas and strategies for the future. Such dedication and hard work allows us to be effective as we strive to implement this sustainability vision statement:

From the River to our Historic Square, the City of San Marcos must lead by example to preserve the legacy that is San Marcos by maintaining a careful balance between our environment, economy and society, both now and in the future.

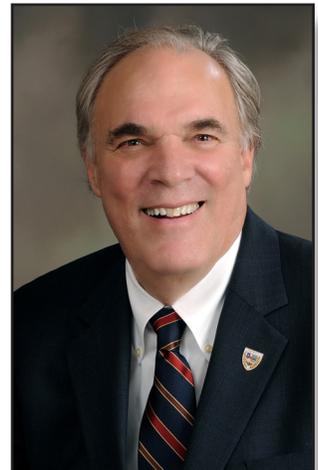
Through this Sustainability Plan, we will establish goals to reduce our energy consumption, water use and waste generation, while increasing health and wellness, habitat diversity, and educational opportunities for our employees. This document addresses important objectives for air quality and greenhouse gases, energy efficiency and renewables, water quality and conservation, land use and habitat conservation, green purchasing, budget and finance, education and outreach, workplace safety and wellness, and work environment that supports a culture of diversity.

The City Council and staff are thinking proactively about the future beyond our immediate, short-term needs. We aspire to improve the quality of our community through effective sustainability practices. We anticipate that this Sustainability Plan will help us achieve both cost savings and environmental benefits. Our long-term focus will help us to better serve our community, to strengthen our work force, and to preserve the wonderful natural resources of San Marcos.

Sincerely,



James R. Nuse, P.E.
City Manager



Photograph: City of San Marcos



EXECUTIVE SUMMARY

The City of San Marcos has developed this Sustainability Plan to organize and assess sustainability initiatives for the City’s internal operations, and to identify opportunities for the future. The City’s sustainability vision is included in this Plan to set the foundation upon which many City initiatives will be built. Chapters lay out opportunities in the following areas: Air Quality and Greenhouse Gases, Energy Efficiency and Renewables, Water Quality and Conservation, Land Use and Habitat Conservation, Green Purchasing, Budget and Finance, Education and Outreach, Workplace Safety and Wellness, and Culture and Diversity. Metrics are presented to determine quantitatively whether actions taken by City employees to reach these identified goals have been effective. Every department within the City has a role to play in advancing the sustainability vision; departments and individuals put the vision and guiding principles to work through their actions. The City plans to improve environmental quality and improve social and economic conditions through the implementation of this internally-focused Plan. This Plan is a living document that will be reviewed, updated and revised periodically.



Photograph: Dan Anders



1.0 INTRODUCTION

San Marcos, Texas is located in Hays County along the rapidly growing IH35 corridor between Austin and San Antonio. San Marcos is home to Texas State University and more than 34,000 students who attend the university, resulting in an active daytime population of approximately 66,100 people. San Marcos has been recognized by *BusinessWeek* as one of the “Best Places to Raise Your Kids.”

The community is located at the gateway to the scenic Texas Hill Country, along the banks of the spring-fed San Marcos River. The area is considered to be one of the oldest continuously inhabited sites in the northern hemisphere, with evidence of ancient native Americans dating back more than 12,000 years. The river is home to several endangered and threatened plant and animal species that are unique to the San Marcos River. The river is also a popular destination for both residents and tourists, and is vital to the economic, cultural and environmental life of the community.

The residents of San Marcos recognize that economy, society, and the environment are closely interconnected. To ensure San Marcos remains a beautiful and healthy place to live, work and visit, it is necessary to consider the future in decisions that are made today.

The City of San Marcos (the City) provides a variety of important services for San Marcos residents, and therefore wishes to lead by example the practice of sustainability through the development of this internally-focused Sustainability Plan (Plan). The Plan will guide the City in implementing forward-thinking policies, programs and activities for City operations, and will encourage environmental stewardship and fiscal and social responsibility in day-to-day decisions and operations.

This Plan is focused on internal operations and is designed to guide the City in the expansion of current sustainability efforts through implementation of a formal sustainability program. The program will include activities that cultivate environmental stewardship, enhance employee morale, and are fiscally responsible. This Plan addresses both short-term and long-term sustainability activities with identified metrics for measuring progress.

1.1 OVERVIEW OF THE CITY OF SAN MARCOS

The City has a Council-Manager form of government with approximately 500 employees. The San Marcos City Council consists of the Mayor, elected at-large for a term of two years, and six Council members, also elected at-large for staggered three-year terms. The City Council operates under the City Charter adopted by residents of San Marcos. The Council enacts policies, adopts ordinances and resolutions, establishes the annual budget and sets City tax, water, electric, and wastewater rates for San Marcos.



Photograph: Don Anders

The City has more than 20 departments and divisions to serve the community. The goals of all City departments are to support the initiatives of the City Council and City Manager; to provide prompt, courteous service to the residents; and to protect the safety and welfare of residents and visitors alike. City departments and divisions include:

- Airport
- Animal Services
- City Clerk
- City Manager
- Communications
- Electric Utility
- Emergency Management
- Engineering/Capital Improvements
- Finance
- Fire
- Environmental Health
- Facilities
- Fleet
- Human Resources
- Information Technology
- Legal
- Library
- Main Street
- Marshal's Office
- Municipal Court
- Parks and Recreation
- Permit Center
- Planning and Development
- Police
- Purchasing
- Solid Waste and Recycling
- Transit
- Transportation
- Utility Customer Services
- Water/Wastewater
- Women, Infants and Children

The City provides a variety of services that stimulate economic development, conserve resources, and improve the work environment for City staff. For the 2013 fiscal year, the City's adopted budget is approximately \$160 million, which includes General Funds, the Debt Service Fund, Special Revenue Funds, Permanent Funds, Capital Improvements Funds and Proprietary Funds.

1.2 PLAN DEVELOPMENT PROCESS

The Sustainability Plan development process began with a kick-off meeting with the San Marcos Green Team, a group of City employees selected to help develop the sustainability program. The meeting included an overview of the project scope and management expectations. Details of the sustainability vision statement development process, baseline data collection, identification of Plan elements and format, and selection of a reporting framework were all discussed.

Since the term "sustainability" means different things to different people and organizations, the Green Team began by establishing what sustainability means to the City of San Marcos. This vision statement serves as the cornerstone for the Plan. The Green Team collaborated to develop the vision statement for the City. Discussions included ideas and suggestions as to what would resonate with the City staff, including the importance of having



"We do not inherit the planet from our ancestors, we borrow it from our children."

– Native American Saying

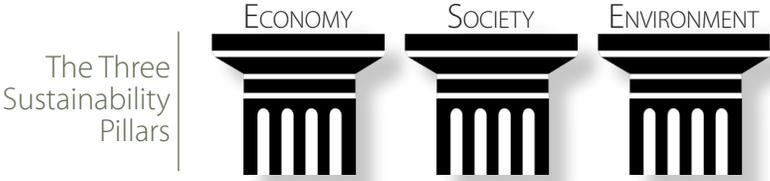
"In nature there are neither rewards nor punishments; there are consequences."

*– Robert G. Ingersoll,
lawyer and orator
(1833-1899)*



*Cypress trees along the bank of the San Marcos River
Photograph: City of San Marcos*

an internal focus, and terms such as “balance” to emphasize the connection of the three sustainability pillars: Economy, Society, and Environment. The Green Team felt that important natural features, such as the San Marcos River, should be incorporated into the vision statement to make it unique to San Marcos.



To establish a baseline and build on current successes, an inventory was conducted to capture existing City programs, policies and practices related to sustainability. This baseline inventory was developed based on a review of existing sustainability practices, current policies and planning documents, and interviews with City staff. Following the baseline inventory, a comparison of activities being implemented by other, similar cities was completed. A gap analysis matrix comparing the City’s existing sustainability efforts, best management practices and metrics with those of other selected municipalities is presented in Appendix A. The comparison assisted the City to identify program elements of interest and to aid in the expansion of a City sustainability program. Many of the best practices identified in the gap analysis have been incorporated into this Plan.

Potential program elements were identified and ranked. Factors considered as part of the ranking criteria included associated economic, societal and environmental benefits, costs (both human and financial), feasibility, and implementation expectations.

1.3 CITY OF SAN MARCOS SUSTAINABILITY VISION STATEMENT

Through the plan development process, the Green Team created a sustainability vision statement unique to the City of San Marcos. After a preliminary discussion of concepts to be included in the vision statement, the Green Team was presented with several different styles of vision statements, from which they voted for their top choice. The final Sustainability Vision Statement is as follows:

"From the River to the Historic Downtown, the City of San Marcos must lead by example to preserve the legacy that is San Marcos by maintaining a careful balance between our environment, economy and society, both now and in the future."

1.4 PURPOSE AND SCOPE

The City will use this Plan as a guide to build upon the City's existing sustainability efforts. This will be achieved by implementing programs and best management practices that protect the natural and built environment, enhance the quality of life within the workplace, and are economically feasible. This Plan has been developed to identify and document the City's sustainability vision, determine priorities, and set a path forward to achieve sustainable internal operations. To achieve the goals outlined within the Plan, the City will identify which recommendations to incorporate, consider implementation practices that drive continual improvement, and promote City staff participation and education. The Plan applies to all facets of internal City operations, including facilities and employees.

1.5 PLAN FORMAT

Each chapter of this Plan is presented in a similar format. The Plan is divided into multiple chapters addressing specific sustainability topics. Each chapter contains a goal, a description of the importance of the topic, and information on the City's current sustainability-related programs and practices. A table listing recommendations and associated metric(s) for performance tracking are also included. A brief description of each chapter is detailed below.

GOAL

A goal statement is presented at the beginning of each chapter to succinctly describe what the City wants to achieve related to the topic.

Each chapter lists the economic, societal, and environmental benefits expected to occur through implementation of the recommended programs and policies.

The first paragraph within each chapter presents and defines the sustainability topic, along with an explanation of the importance of the topic, and why it is addressed within this Plan.

SUCCESSSES

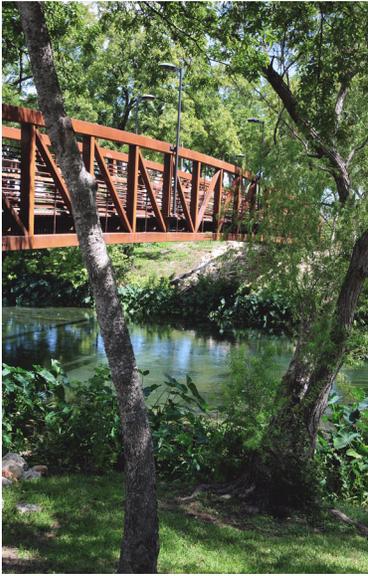
Current programs and projects are documented within this section to demonstrate previously achieved success. This section acknowledges the City has already begun incorporating sustainability into their operations, and provides an established foundation for continued success.

PATH FORWARD

A summary of recommended opportunities that will help the City achieve its goals and inspire continual improvement is provided.

“For most of history, man has had to fight nature to survive; in this century he is beginning to realize that, in order to survive, he must protect it.”

–Jacques-Yves Cousteau



*Footbridge over San Marcos River
Photograph: Don Anders*

*“A river
seems a
magic
thing.
A magic,
moving,
living part
of the very
earth itself.”*

– Laura Gilpin

OPPORTUNITIES

Recommended opportunities are listed to provide guidance for the City to achieve stated goals. The opportunities account for existing programs and practices, programs being implemented by other cities, and available resources. Recommendations range from addressing short-term, easily attainable opportunities (such as energy conservation education) to the exploration and implementation of innovative technologies (such as solar energy projects).

TIMELINE

Recommendations are listed according to a suggested implementation schedule:

- 🕒 – short-term (0 to 5 years)
- 🕒🕒 – medium-term (5 to 10 years) and;
- 🕒🕒🕒 – long-term (10+ years).

METRICS

For each recommendation, metric(s) have been selected to provide for future tracking, to measure progress, and to document successes and/or challenges.

COST

An estimated cost has been provided with each recommendation based on information researched through the gap analysis exercise and outside resources. Costs have been broken down into three categories:

- \$ – minimal investment or fee
- \$\$ – moderate investment
- \$\$\$ – substantial capital investment.

DEPARTMENTS

City departments that will be involved in designing, planning, or implementing each opportunity are listed. Most opportunities will involve cross-department collaboration but in an effort to establish primary responsibility for each opportunity, the lead department is marked with an asterisk.

RESOURCES

Each chapter contains a list of resources used to help develop the Plan. These resources include published reports, funding sources, other municipal sustainability plans and their associated websites, and state and federal agencies.



2.0 SUSTAINABLE ELEMENTS

Sustainable Elements include:

- Air Quality & Greenhouse Gases
- Energy Efficiency and Renewables
- Water Quality and Conservation
- Waste Management
- Land Use and Habitat Conservation
- Green Purchasing
- Budget and Finance
- Education and Outreach
- Workplace Safety & Wellness
- Culture and Diversity

2.1 AIR QUALITY & GREENHOUSE GASES

GOAL

Reduce the impact of City operations on local air quality.

Healthy air is essential to maintaining high quality of life. The agency that regulates air quality in Texas is the Texas Commission on Environmental Quality (TCEQ). While air quality in San Marcos currently meets federal standards, central Texas and the IH35 corridor has been close to non-attainment status for the Clean Air Act's eight hour ozone standard. In 2011 the Capital Area Council of Governments (CAPCOG) ozone monitoring station in Hays County recorded six days with high ozone levels, commonly referred to as smog. Breathing air that contains too many pollutants can cause chronic health conditions such as asthma and bronchitis. Poor air quality can also restrict economic development opportunities and decrease aesthetic appeal.

Air emissions from City operations can come from sources such as vehicles, painting and generators, to name a few. Greenhouse gas emissions, a type of air pollutant, originate from many sources including vehicles and energy generation facilities. Greenhouse gas emissions may contribute to global climate change, which has the potential to alter the prevalence and severity of weather extremes such as heat waves, storms, floods and droughts.

SUCSESSES

The City has made progress in reducing air pollution from its operations by replacing numerous traditional gasoline and diesel powered vehicles with hybrid and alternative fuel vehicles. As of 2012, the fleet includes 77 E85 vehicles, eight propane vehicles, seven hybrid vehicles and one electric vehicle. While the majority of flex fuel vehicles are operated by the Police Department, many other departments also operate alternative fuel vehicles. The Parks Department uses propane powered lawn mowers, and the Electric and Traffic Departments both utilize propane vehicles. At this time, the purchase of alternative fuel/hybrid vehicles is optional because

Photograph: Don Anders

these vehicles are more expensive than traditional vehicles. However, a City mandate is in place encouraging all departments to conserve fuel.

City staff proactively maintains vehicles in an effort to produce fewer emissions. A preventive maintenance program has been implemented to operate City vehicles in the most efficient manner possible. In addition, the City offers direct deposit of paychecks for employees to reduce vehicle miles traveled and associated air emissions. A voluntary education effort informs employees about ozone, its health effects and suggested actions to reduce emissions.

PATH FORWARD

The City will continue to grow its fleet of hybrid and alternative fuel vehicles and to encourage hybrid and/or alternative fuel vehicle usage by additional departments. If grant opportunities to make green vehicle purchases more cost effective are identified, the City may consider making the purchase of alternative fuel/hybrid vehicles mandatory in the future. The City will create a baseline inventory of greenhouse gas emissions and use it to track future emission reductions. The City also plans to evaluate several new programs and methods to positively impact air quality and consider potential long-term impacts of climate change caused by air pollution.

Recommended air quality opportunities and associated metrics are listed in Table 1.



*Bike Rack at San Marcos City Hall
Photograph: Don Anders*

Table 1. Recommended Sustainable Elements – Air Quality

Opportunities	Timeline	Metrics	Cost	Departments
Continue purchasing hybrid, propane, and flex fuel vehicles as appropriate	🕒	Number of alternative fuel/hybrid vehicles purchased	\$\$\$	Purchasing* Fleet
Continue to maintain City vehicles according to preventive maintenance program to reduce emissions	🕒	Number of preventive maintenance activities implemented	\$\$	Fleet
Implement and enforce a no-idling policy for City employees	🕒	Policy implemented and enforced	\$	Human Resources*
Research available grants to support the purchase of alternative fuel/hybrid vehicles	🕒🕒	Number of grants, number of grant dollars spent, number of alternative fuel/hybrid vehicles purchased	\$	Finance* Community Services
Create a green fleet policy that mandates the purchase of alternative fuel/hybrid vehicles by obtaining Council support to edit the vehicle replacement policy	🕒🕒🕒	Policy in place, tons of greenhouse gas emissions reduced, percent of greenhouse gas emissions reduced	\$\$\$	Purchasing

Opportunities	Timeline	Metrics	Cost	Departments
Develop and implement a Climate Action Plan with a mitigation and adaptation component	🕒🕒🕒	Plan developed and implemented	\$\$	Electric Utility* Solid Waste/Recycling
Implement a carpool, mass transit incentive, telecommuting and/or flexible work schedule program for City employees	🕒🕒🕒	Number of employees participating, tons of emissions reduced	\$\$	Human Resources
Evaluate the use of compressed natural gas (CNG) for City buses	🕒🕒🕒	Evaluation of CNG technology performed	\$\$\$	Transit* Fleet
Establish baseline and tracking methodology for City greenhouse gas emissions	🕒🕒🕒	Baseline established	\$\$	Electric Utility

Timeline Key

- 🕒 Short = 0 to 5 years
- 🕒🕒 Medium = 5 to 10 years
- 🕒🕒🕒 Long = over 10 years

Cost Rating Key

- \$ = minimal investment or free
- \$\$ = moderate investment
- \$\$\$ = substantial capital investment

RESOURCES

- United States Environmental Protection Agency (US EPA)
- Capital Area Council of Governments (CAPCOG) CAC Flex Plan Emission Reduction Measure Survey Results

*“Man
masters
nature not
by force,
but by
under-
standing.”*

–Jacob Bronowski

2.2 ENERGY EFFICIENCY AND RENEWABLES

GOAL

Maximize energy efficiency and increase the percentage of purchased energy from renewable sources.

Addressing energy use and energy supply are key to planning for long-term viability of any community. Energy use includes both behavioral practices and technology availability. Incorporation of energy efficient practices such as shutting off lights, using task lighting, and maintaining the thermostat at recommended levels are examples of behavioral practices that influence the amount of energy consumed. Technology such as the use of LED lighting, high-efficiency heating-ventilation-air conditioning (HVAC) systems and variable frequency drives also decrease energy consumption. Lower energy demands result in lower operational costs.

Diverse energy supplies such as renewable and alternative energy sources provide reduced risk when fossil fuel prices fluctuate. Alternative energy sources such as ethanol, biodiesel, hydrogen, compressed natural gas (CNG) and propane provide options for a diverse energy portfolio. In addition, long-term renewable energy options such as solar, wind, geothermal, biomass, hydropower and hydrogen are available locally.

Currently, the City purchases electricity from the Lower Colorado River Authority (LCRA) where approximately 46 percent of power is generated from coal, 50 percent from natural gas, and 4 percent from renewable sources including wind and hydroelectric. Proactive energy management, addressing both energy use and supply, will support the City's economic, social and environmental sustainability goals.

SUCCESSSES

The City of San Marcos has recently conducted a City-wide energy audit of all facilities. The results of the audit provide baseline data for prioritizing proposed energy efficiency projects. Some progress has already been made with energy efficient facility upgrades including lighting retrofits, HVAC upgrades, installation of occupancy sensors, use of variable frequency drives and use of energy management systems. Additionally, the City is installing energy efficient street lighting, transitioning to smart meters and migrating to virtual servers to further increase energy efficiency.

PATH FORWARD

The City plans to continue looking for opportunities to increase energy efficiency in City facilities. The City plans to implement energy efficiency recommendations from the recently completed energy audit through funding from the State Energy Conservation Office (SECO) LoanStar Program. An Energy Master Plan that includes goals, metrics, actions, and purchasing/usage policies



*Wind turbine at Five Mile Dam Soccer Complex
Photograph: Don Anders*

*"... any
development
that is not
sustainable
is not
development."*

– Maurice Strong

Table 2. Recommended Sustainable Elements – Energy Efficiency and Renewables Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Establish a City policy that requires staff to turn off lights and computers when not in use	🕒	Policy in place	\$	Human Resources* Information Technology
Create an incentive-based energy savings contest between City departments	🕒	Number of participants	\$	Electric Utility
Continue migration to virtual servers	🕒	Electricity usage	\$\$	Information Technology
Retrofit street lighting with energy efficient bulbs	🕒	Electricity usage	\$\$\$	Electric Utility
Replace or upgrade HVAC, where appropriate	🕒	Electricity usage	\$\$\$	Facilities
Install variable frequency drives (VFD) on motors, where appropriate	🕒	Electricity usage	\$\$\$	Water/Wastewater
Install blower replacement and aeration airflow control, where appropriate	🕒	Electricity usage	\$\$\$	Water/Wastewater
Install occupancy lighting sensors, where appropriate	🕒	Electricity usage	\$\$\$	Facilities
Implement an Energy Management System to gather data on energy usage	🕒🕒	System installed	\$\$\$	Electric Utility
Weatherize City facilities	🕒🕒	Electricity usage	\$\$\$	Facilities
Install solar hot water systems at fire stations	🕒🕒	% Energy from renewable sources	\$\$\$	Facilities* Fire
Install photovoltaic systems at City facilities, as appropriate. Opportunities may include: <ul style="list-style-type: none"> • Outdoor warning sirens • Traffic signs • Power pumps • Solar covered parking areas 	🕒🕒🕒	% Energy from renewable sources	\$\$	Facilities* Marshal's Office Transportation Water/Wastewater
Install white roofing on facilities, as applicable	🕒🕒🕒	Electricity usage	\$\$\$	Facilities
Create and utilize a project review process for major energy consuming projects	🕒🕒🕒	Process in place	\$	Electric Utility
Purchase more energy from renewable sources	🕒🕒🕒	% Energy from renewable sources	\$\$	Electric Utility

Opportunities	Timeline	Metrics	Cost	Departments
Require all new appliances to have Energy Star rating	🕒🕒🕒	Policy in place	\$\$	Purchasing
Require all new City-financed construction to meet LEED standards	🕒🕒🕒	Policy in place	\$\$\$	Planning and Development
Create and implement an Energy Master Plan	🕒🕒🕒	Plan in place	\$\$	Electric Utility

*lead department

Timeline Key
 🕒 Short = 0 to 5 years
 🕒🕒 Medium = 5 to 10 years
 🕒🕒🕒 Long = over 10 years

Cost Rating Key
 \$ = minimal investment or free
 \$\$ = moderate investment
 \$\$\$ = substantial capital investment

related to energy is being evaluated. While the City has been successful with targeted energy efficiency projects, a policy specifying energy performance criteria and protocols for City facilities and purchased equipment is not in place and may be considered. The City plans to create a project review process for major energy-consuming projects to ensure projects are engineered to capacity to save on future energy costs.

In addressing renewable energy supply goals, the City will encourage LCRA to increase the percentage of renewable energy offered, and will investigate other clean energy sources to supplement current supplies. The City will also evaluate opportunities to install renewable energy sources such as solar and wind on City properties.

Recommended energy efficiency and renewables opportunities and associated metrics are listed in Table 2.

RESOURCES

- US EPA Carbon Pollution Standard
- Lower Colorado River Authority website



"The Texas Energy Office's LoanStar Program has reduced building energy consumption and taxpayers' energy costs through the efficient operation of public buildings, saving taxpayers more than \$172 million through energy efficiency projects."

*– Rosa DeLauro,
U.S. Representative for Connecticut*

*Downtown San Marcos
Photograph: Don Anders*



2.3 WATER QUALITY AND CONSERVATION

GOAL

Conserve water resources to ensure adequate, high quality water supplies will be available in the future.

Water resource planning and management are fundamental components of both community and municipal sustainability. The City of San Marcos is known to many because of the beautiful parks and recreational opportunities associated with the pristine San Marcos River. Rivers and aquifers are valuable to San Marcos as a source of safe and reliable drinking water, as a unique environmental and cultural asset, and as a source of natural beauty. Whether for public consumption, fire protection, recreation, or industrial uses, water resources may be affected by pollution, drought, and water scarcity, further driving the need for holistic water management.

SUCSESSES

The City is proactively addressing water quality and supply through a variety of programs and initiatives. The City has an active leak detection program to detect and control leaks in the water distribution system. The surface water treatment plant provides a diversified and reliable source of drinking water and reduces the City's dependence on groundwater resources. The City proactively addresses stormwater contamination and implements best management practices to eliminate or reduce contaminants entering the storm sewer system. The Advanced Metering Infrastructure (AMI) program, expected to be complete in 2013, will provide real time data for water usage analysis. Conservation of the San Marcos River has been a major priority for the City with a watershed protection plan in progress and several beautiful river-front recreation areas in place.

PATH FORWARD

The City will continue current programs and initiatives that conserve water and ensure water quality. San Marcos will lead by example by educating its employees on water conservation and promoting green landscaping techniques at City facilities. The City will focus on preventive maintenance and upgrades of its surface water treatment plant to continue to provide high quality drinking water and realize associated water and energy savings. The City will develop a comprehensive water facilities master plan to proactively address water supply capital improvement projects, and will continue participation in the Hays Caldwell Public Utility Agency (HCPUA) to secure future water supplies. When the City receives a Municipal Separate Sewer System (MS4) permit, extensive measures related to stormwater controls and best practices will be implemented as they relate to internal operations. Integrated Pest Management methods will be considered to minimize pesticide and herbicide discharge to rivers, lakes and streams.



*Rainwater harvesting system at fire station
Photograph: Don Anders*

*“We never
know the
worth of
water 'til the
well is dry.”*

–Thomas Fuller

Additional land use strategies intended to preserve water quality are described in Chapter 2.5 - Land Use and Habitat Conservation.

Recommended water quality and conservation opportunities and associated metrics are listed in Table 3.

Table 3. Recommended Sustainable Elements – Water Quality and Conservation Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Continue water distribution system leak detection and repair program	🕒	Number of inspections and repairs	\$\$	Water/Wastewater
Continue water meter maintenance program	🕒	Number of meter replacements	\$\$	Water/Wastewater
Continue system water audits	🕒	Number of system water audits performed, Baseline established	\$	Water/Wastewater
Implement MS4 permit including controls and best practices	🕒	Number of permit deviations	\$\$	Transportation
Continue to upgrade water and wastewater facilities with efficient equipment such as: • Fine bubble air diffusers • Variable frequency drives • Air-bearing blowers • Solar-powered Grease/Odor control chemical feed stations	🕒🕒	Number of gallons of water conserved, kWh of electricity conserved	\$\$\$	Water/Wastewater
Incorporate stormwater improvements (vegetative filters, rain gardens, water-wise landscaping, etc.) according to the Low Impact Development Manual	🕒🕒	Funds leveraged by the City for low impact MS4 improvements	\$\$\$	Planning & Development Services
Create and implement water conservation education program for city employees	🕒🕒	Number of participants	\$	Water/Wastewater
Create and implement an Integrated Pest Management Plan	🕒🕒🕒	Plan in place	\$	Facilities
Develop and implement a comprehensive water facilities master plan	🕒🕒🕒	Plan in place	\$\$	Water/Wastewater

Timeline Key

- 🕒 Short = 0 to 5 years
- 🕒🕒 Medium = 5 to 10 years
- 🕒🕒🕒 Long = over 10 years

Cost Rating Key

- \$ = minimal investment or free
- \$\$ = moderate investment
- \$\$\$ = substantial capital investment

RESOURCES

- City of San Marcos website
- US EPA WaterSense

15%

The City obtains approximately 85% of its drinking water from Canyon Lake, a water supply reservoir operated by the Guadalupe-Blanco River Authority (GBRA). The remaining 15% of the City's water comes from the Edwards Aquifer, which is also the source of the San Marcos Springs and River.

2.4 WASTE MANAGEMENT

GOAL

Reduce the amount of waste generated by City operations and increase the City's recycling rate.

The most effective way to manage waste is not to create it in the first place. By reducing and reusing materials, natural resources are preserved and costs associated with waste management avoided. For wastes that are unavoidable, recycling can reduce solid waste disposal fees paid by the City while also conserving valuable natural resources. The City generates many types of wastes including paint, batteries, light bulbs, paper, solids from waste-water treatment, oil, cardboard and metal. The disposal of waste offsite represents an operational cost that the City can minimize by reducing the waste it generates.

SUCSESSES

The City has made progress in implementing a single stream recycling program for office recyclables at City facilities and establishing recycling outlets for scrap metal, oil, tires, and lead acid batteries. The City operates a household hazardous waste facility for the community that encourage proper disposal of wastes that can be dangerous to humans and/or the environment. The City will also begin an internal collection program for hazardous waste generated by City departments. In an effort to encourage recycling and limit solid waste in public areas, the City has installed six trash compactors and six recycling collection units in City parks, soccer fields and downtown. The first three trash compactors were purchased with grant funding. The City has established an internal electronic waste donation program, and also co-sponsors community "E Waste" events. In addition, as departments no longer need furniture or equipment they are made available to other departments before being sold at auction or discarded.

The City has also had success in converting paper processes into electronic ones. Previously, City Council Agenda packets could exceed 300 pages. The paper used in the submittal and review process, as well as printing packets for the Council Members and staff, was significant. Now the process is completely electronic with the final packet provided digitally. The success of the Council process resulted in the Planning and Zoning Commission process also being converted to electronic means. In 2012, the Planning and Development Services Department invested in new software which allows the digital submittal and review of construction plans.

PATH FORWARD

The primary focus will be on minimizing wastes and increasing recycling efforts. Tracking the amount of landfilled material and recycled material coming from City facilities would allow the City to quantify how much waste is being generated and to establish a



*Solar powered trash compactor
Photograph: Don Anders*

*"The earth
does not
belong
to us.
We belong
to the
earth."*

*-Chief Seattle,
The Chief Seattle Speech*

benchmark recycling rate. This benchmark will enable the City to gauge progress and to quantify environmental impacts. The City will also determine if additional recycling opportunities exist for items that are currently being thrown away. In addition, the City would like to encourage their contractors to participate in recycling efforts.

Recommended waste management opportunities and associated metrics are listed in Table 4.

Table 4. Recommended Sustainable Elements – Waste Management Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Identify and evaluate all waste streams for potential elimination, reuse, and/or recycling	🕒	Number of materials from City operations eliminated, reused or recycled	\$	Solid Waste/Recycling
Track disposal and recycling rates of all City facilities	🕒	Disposal and recycling rate tracked	\$	Solid Waste/Recycling
Continue to convert paper processes to electronic processes, when possible	🕒	Number of processes converted, Number of pages saved	\$	Solid Waste/Recycling* All
To minimize the amount of hazardous soil being disposed, upgrade pistol range to include a metal backstop	🕒🕒🕒	Upgrade complete	\$\$	Police
Establish and implement a compost program to include landscape waste and/or biosolids	🕒🕒🕒	Tons of material composted	\$\$\$	Solid Waste/Recycling
Develop and implement a policy for City staff and contractors that requires construction debris recycling and prohibits landfilling of excavated soil	🕒🕒🕒	Policy in place	\$\$	Solid Waste/Recycling

Timeline Key

- 🕒 Short = 0 to 5 years
- 🕒🕒 Medium = 5 to 10 years
- 🕒🕒🕒 Long = over 10 years

Cost Rating Key

- \$ = minimal investment or free
- \$\$ = moderate investment
- \$\$\$ = substantial capital investment

RESOURCES

- EPA Waste website

2.5 LAND USE AND HABITAT CONSERVATION

GOAL

Preserve and increase the amount of habitat and open space within the City of San Marcos.

Conserving open spaces and habitat not only results in cleaner air and water, but also can add positive long-term economic return for the community. The natural resources of San Marcos help define the unique character of the city, and also attract visitors. The San Marcos River is a popular recreational area and is a destination for visitors interested in tubing, canoeing, swimming, and fishing. The upper San Marcos River is one of the most biologically diverse aquatic ecosystems in the southwestern United States. A number of endemic species, including the Fountain Darter, Texas Blind Salamander, the San Marcos Salamander and Texas Wild Rice, can be found in the region. Consequently, the U.S. Fish & Wildlife Department and Texas Parks and Wildlife Department have designated the San Marcos Springs and Spring Lake ecosystem as critical habitat. Critical habitat refers to a particular geographical area that contains the physical, chemical and biological attributes needed for the continued success of endangered plants or animals that require specific conditions for their management and protection.

SUCCESSSES

The City owns and maintains more than 1,700 acres of open space, including trails, neighborhood parks, community gardens and undeveloped areas. The City values and respects the San Marcos River and is implementing protection measures as designated in the Edwards Aquifer Habitat Conservation Plan, as well as independently pursuing a watershed protection plan. A Parks, Recreation and Open Spaces Master Plan has been created to guide purchases of future open space and maintain current holdings. The City Council has demonstrated a robust commitment to smart growth by listing "Quality of Life and Place" as one of their three strategic goals.

PATH FORWARD

The City considers development and resource conservation inter-related priorities, and will continue to strategically acquire and manage property in a way that best meets the needs of the City. Smart growth will be considered when managing and purchasing City properties, and a comprehensive approach to site planning and development will occur through the use of the San Marcos Green Infrastructure/Low Impact Development Manual.

Recommended land use and habitat conservation opportunities and associated metrics are listed in Table 5.



*Entrance to Purgatory Creek Natural Area
Photograph: Don Anders*

"When one tugs at a single thing in nature, he finds it attached to the rest of the world."

– John Muir

Table 5. Recommended Sustainable Elements – Land Use and Habitat Conservation Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Continue to purchase and develop open space per the Parks, Recreation and Open Space Master Plan	🕒🕒	Funds leveraged by the City to purchase and develop open space, acres purchased, acres developed	\$\$\$	Parks & Recreation
Encourage City employee participation at Keep San Marcos Beautiful events, including cleanups	🕒	Number of participants	\$	Parks & Recreation
Become a Tree City	🕒🕒	Status attained	\$	Parks & Recreation
Formally integrate Low Impact Development and Complete Streets practices into City development planning processes	🕒🕒	Low Impact Design manual followed, Complete Streets guidance followed	\$	Planning & Development Services
Develop and implement a tree planting and protection program at City facilities	🕒🕒	Number of trees planted at City facilities	\$\$	Parks & Recreation
Maintain and restore riparian areas under the City's control by planting native species and removing hardscaped banks and non-native species	🕒🕒	Acres restored	\$\$\$	Parks & Recreation
Develop and implement sustainable landscaping requirements for use at City facilities	🕒🕒🕒	Requirements developed	\$	Parks & Recreation* Facilities
Develop and use a sustainability checklist for City capital improvement projects that incorporate Low Impact Development, endangered species protection, etc.	🕒🕒🕒	Checklist developed	\$	Engineering & Capital Improvements* Parks & Recreation Planning & Development Services

Timeline Key

🕒 Short = 0 to 5 years

🕒🕒 Medium = 5 to 10 years

🕒🕒🕒 Long = over 10 years

Cost Rating Key

\$ = minimal investment or free

\$\$ = moderate investment

\$\$\$ = substantial capital investment

RESOURCES

- 2010 City of San Marcos Parks, Recreation and Open Space Master Plan
- City of San Marcos website
- Texas Parks and Wildlife Department

2.6 GREEN PURCHASING

GOAL

Consider environmental and social impacts when purchasing products and services on behalf of the City.

Green purchasing can be defined as the acquisition of products and services that effectively minimize negative environmental and social impacts during their life cycle, including production and/or manufacturing, transportation, use and disposal. Products may be environmentally preferable because they include recycled content or packaging, or are more durable, less toxic or more energy efficient than similar products on the market. In addition, locally manufactured products do not require extensive transportation for consumers, therefore decreasing transportation related greenhouse gas emissions. Products or services may be socially preferable because they encourage fair trade, support payment of a living wage, or are locally sourced. Examples of green products or services include recycled paper, low volatile organic compound (VOC) paints and use of local catering services. As a major purchaser in the region, the City has the opportunity to positively influence the local economy by supporting environmentally and socially sustainable products and services.

SUCCESSSES

The City is actively participating in various green purchasing opportunities. Several City departments have started using environmentally friendly cleaning products, oils and chemicals instead of more toxic products. Most departments purchase recycled office paper. The City's fleet managers buy alternative fuel and hybrid vehicles when feasible. Green purchasing by City vendors is encouraged through language in bid specifications and requests for proposals.

PATH FORWARD

The City plans to formalize the green purchasing program through the development of a policy, procedures, and topic-specific training. To begin, the City plans to implement a pilot project requiring the purchase of recycled office paper and green cleaning chemicals since these products tend to be readily available and cost effective. From there, additional opportunities for green purchases will be identified and a comprehensive green purchasing policy will be developed and adopted.

Recommended green purchasing opportunities and associated metrics are listed in Table 6.



*Pond in Spring Lake Natural Area
Photograph: Don Anders*

*"Living in
the midst of
abundance
we have
the greatest
difficulty in
seeing that
the supply
of natural
wealth is
limited..."*

– W.H. Carothers

Table 6. Recommended Sustainable Elements –
Green Purchasing Opportunities And Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Require the use of green cleaning chemicals and 20% post-consumer recycled office paper in City facilities	🕒	Policy in place	\$\$	Purchasing
Maintain a database of local vendors and track the number of local vendors used for City projects	🕒	Database created, number of local vendors	\$	Purchasing
Set and achieve departmental green purchasing goals	🕒🕒	Goals set, goals achieved	\$\$	Purchasing
Train a purchasing representative from each City department on green purchasing practices	🕒🕒	Training complete	\$	Human Resources* Purchasing
Using input from purchasing representatives and experience gained during the pilot program, develop a broad green purchasing policy	🕒🕒🕒	Policy in place	\$\$	Purchasing

Timeline Key

🕒 Short = 0 to 5 years

🕒🕒 Medium = 5 to 10 years

🕒🕒🕒 Long = over 10 years

Cost Rating Key

\$ = minimal investment or free

\$\$ = moderate investment

\$\$\$ = substantial capital investment

RESOURCES

- U.S. EPA Environmentally Preferable Purchasing (EPP) *Program State and Local Government Pioneers*, November 2000
- San Marcos Vendor Policy and Procedure Manual

2.7 BUDGET AND FINANCE

GOAL

Evaluate and implement initiatives that are fiscally responsible, protect human and natural resources, and support the long-term vision of the City.

A viable economy represents one of the three pillars of sustainability and is a key to the City's success. The City government is a significant economic engine, driving business development, tourism and population growth for the region. The City directly employs over 500 people and has an operating budget of \$160 million. To maintain its financial health, the City must continually identify creative strategies to finance sustainability initiatives. Actions the City can take internally to stimulate economic growth include implementing effective and efficient operational practices, proactively identifying cost-saving measures, and reducing monetary risk through effective management of social and environmental programs. Budgeting and funding opportunities can be useful in setting standards of performance, motivating management and City staff, and providing a tool to measure results. These actions taken together create a long-term financial plan that contributes to the success of San Marcos.

SUCCESSSES

The City is using the State Energy Conservation Office (SECO) LoanStar Program to fund various facility improvements including HVAC, lighting and irrigation system upgrades. The City has also applied for and will continue to seek funding through the Capitol Area Council of Governments (CAPCOG) Regional Solid Waste Grant Program. CAPCOG grants have previously provided funding for recycling bins, storage buildings for the household hazardous waste drop-off facility, and disposal of household hazardous waste. The City currently tracks cost savings associated with some sustainability initiatives and plans to extend tracking efforts to other sustainability programs.

PATH FORWARD

The City will continue to use traditional funding sources (such as operational funds, bond issuance, and grants) to fund sustainability initiatives, while increasing the use of alternative sources of funds such as public-private partnerships, rebate programs, and environmental fees. Potential funding sources will be evaluated at the time initiatives are proposed to City Council. Specific programs and projects will be evaluated for potential economic, social, and environmental impacts. Development of a comprehensive cost-benefit analysis model for proposed projects will provide additional information on the associated social, environmental and economic risks.

Recommended budget and finance opportunities and associated metrics are listed in Table 7.



*“Economy
and
environment
are the
same thing.
That is the
rule of
nature.”*

– Mollie Beattie

Table 7. Recommended Sustainable Elements –
Budget and Finance Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Continue to identify and apply for grant funding to support sustainability goals	🕒	Number of grant applications submitted	\$	Community Services
Track cost savings associated with sustainability initiatives	🕒	Savings tracked	\$	Finance* Electric Utility
Develop a cost-benefit analysis model to demonstrate feasibility of sustainability projects	🕒🕒	Model developed	\$	Finance
Evaluate and establish rebate programs or environmental fees to fund additional sustainability programs	🕒🕒🕒	New funding source(s) identified	\$	Finance

Timeline Key

🕒 Short = 0 to 5 years

🕒🕒 Medium = 5 to 10 years

🕒🕒🕒 Long = over 10 years

Cost Rating Key

\$ = minimal investment or free

\$\$ = moderate investment

\$\$\$ = substantial capital investment

RESOURCES

- State Energy Conservation Office website
- City of San Marcos website
- Minutes of 4/17/12 City Council meeting

2.8 EDUCATION AND OUTREACH

GOAL

Engage and educate City staff about sustainable initiatives and goals.

Education is an essential element of any sustainability program. Engaging City employees in sustainability initiatives is crucial to the success of those initiatives. Offering educational opportunities can make City employees leaders and motivate them to support a broader culture change toward sustainable City operations.

SUCSESSES

The City offers numerous internal and external training courses to its employees, as well as tuition reimbursement. Several internal courses, such as defensive driving and safety topics, include sustainability components. A City-wide development and training coordinator is responsible for career planning and training programs for City employees. The River Scene newsletter is published and distributed to facilitate communication and improve the connectivity of City staff. The City has had success executing large-scale environmental initiatives such as the Environmental Management System. San Marcos will use that proven strategy as a model for executing the Sustainability Plan.

PATH FORWARD

The Green Team, made up of City employees integral to the development of this Plan, will facilitate many of the recommended opportunities in the Plan. Internal educational materials on sustainability topics will be developed and provided to staff, as well as inter-departmental contests and challenges to educate employees about sustainability. An employee challenge focused on recycling or energy conservation efforts could be developed to reward departments with the best performance. Opportunities to give awards recognizing individual sustainable behaviors and efforts will also be considered. The City will continue to extend sustainability outreach and education efforts to residents, business owners and the public.

Recommended education and outreach opportunities and associated metrics are listed in Table 8.



*“In the end,
we will only
conserve
what we
love...
what we
understand
...what we
are taught.”*

– Baba Dioum

Table 8. Recommended Sustainable Elements –
Education and Outreach Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Maintain the employee Green Team	🕒	Team in place	\$	Electric Utility
Conduct an energy conservation or recycling employee challenge	🕒🕒	Number of participants	\$	Electric Utility* Community Services
Revise existing training courses to incorporate sustainable practices, where applicable	🕒🕒	Revised courses in place	\$	Human Resources
Develop and communicate internal educational materials on sustainability topics	🕒🕒	Educational materials in place	\$\$	Human Resources* Communications
Expand sustainability outreach efforts beyond City employees	🕒🕒🕒	New programs and outreach efforts in place	\$	Communications* All
Establish an awards program focused on sustainability	🕒🕒🕒	Program in place	\$	Human Resources

Timeline Key

🕒 Short = 0 to 5 years

🕒🕒 Medium = 5 to 10 years

🕒🕒🕒 Long = over 10 years

Cost Rating Key

\$ = minimal investment or free

\$\$ = moderate investment

\$\$\$ = substantial capital investment

RESOURCES

- Gallup Business Journal, *Turning Around Employee Turnover*, Accessed July 10, 2012
- City of San Marcos website

2.9 WORKPLACE SAFETY & WELLNESS

GOAL

Continually improve the safety and health of the workplace for City of San Marcos employees.

City operations are varied and involve various levels of risk to personal health. From workplace ergonomics and indoor air quality to operating heavy equipment to handling chemicals and/or firearms, hazards are present for almost all City employees. With over 500 employees working for the City, safety and wellness are essential in providing quality services to the residents of San Marcos. A safe and healthy workplace is a crucial element in attracting the best and brightest employees.

SUCCESES

The City considers the safety and health of its employees in both short-term and long-term decisions, and has a proactive safety program.

The City provides a robust benefits package that includes preventive care and an employee assistance program for mental and emotional wellness. The City also provides intellectual wellness programs such as career development and tuition reimbursement, and physical wellness programs such as free activity center membership, participation in the annual corporate challenge and sponsorship of weight watchers at work meetings. Social wellness is encouraged through City participation in various community programs such as United Way, Earth Share, Red Ribbon Week and the American Heart Walk.

PATH FORWARD

The City strives to continually improve the safety and health of the workplace for City employees. Increasing the consistency and visibility of safety is a top priority to continue to reduce the number of workplace accidents.

Recommended safety and wellness opportunities and associated metrics are listed in Table 9.



“For safety is not a gadget but a state of mind.”

– Eleanor Everet

3.3
MILLION

"Every day in America, 12 people go to work and never come home. Every year in America, 3.3 million people suffer a workplace injury from which they may never recover. These are preventable tragedies that disable our workers, devastate our families, and damage our economy."
(Solis, 2011)

Table 9. Recommended Sustainable Elements – Safety And Wellness Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Continue tracking the employee injury rate	🕒	Number of injuries/ Number of hours worked	\$\$	Human Resources
Maintain employee wellness incentive program for Weight Watchers	🕒	Number of participants	\$\$	Human Resources
Continue providing free membership to the Activity Center for all employees	🕒	Number of employee visits	\$	Human Resources
Continue hosting annual health and wellness fair to educate employees	🕒	Number of employees who attend health and wellness fair	\$	Human Resources
Promote safe and healthy employee commutes, such as walking and biking	🕒	Number of employees who walk or bike to work	\$	Human Resources
Update emergency procedures for each City building	🕒🕒	Procedures updated	\$	Human Resources
Develop and adopt a Safety Management System	🕒🕒🕒	Number of workplace injuries, incurred compensation costs for the City	\$\$	Human Resources* Fire Department Police Department Marshal's Office

Timeline Key

🕒 Short = 0 to 5 years

🕒🕒 Medium = 5 to 10 years

🕒🕒🕒 Long = over 10 years

Cost Rating Key

\$ = minimal investment or free

\$\$ = moderate investment

\$\$\$ = substantial capital investment

RESOURCES

- Secretary of Labor (Secretary of Labor Hilda Solis, April 28, 2011 blog)

2.10 CULTURE AND DIVERSITY

GOAL

Continue to sustain a work environment that encourages diversity among employees.

Workplace diversity, defined by the cross-section of the workforce representing a unique nationality, heritage, socio-economic background, education level, religion, etc., creates opportunities for varied perspectives that enrich and enhance an organization. Sharing experiences and perspectives among co-workers can facilitate alternative solutions to address the operations of the City and better meet the needs of the diverse community the City serves. Diversity of the City's workforce can be achieved through both strategic recruiting efforts and varied social, cultural and collaborative events. Encouraging workplace diversity is fundamental to promoting sustainability.

SUCSESSES

The City has articulated a commitment to diversity by stating "we envision San Marcos with educational, economic and cultural diversity" as a core value of the Dream San Marcos Comprehensive Plan. The City is proud of its diverse workforce and is strategically proactive when hiring candidates. As of 2010, the cross-section of the City's workforce is represented by 37.8% Hispanic or Latino heritage, 5.5% black, 1.6% Asian, 0.9% American Indian or Alaskan Native, and 0.1% Hawaiian or Pacific Islander. In addition, the City conducts periodic diversity training sessions for City employees.

PATH FORWARD

San Marcos will expand policies and practices that support and embrace diversity since they contribute to the City's goals. By continuing to offer internal courses focused on diversity awareness and cross-cultural communication, the City will maintain a demonstrated commitment to diversity and provide employees the tools to succeed in a diverse work environment. The creation of a cross-functional employee team focused on diversity efforts would empower employees and foster appreciation of our differences.

Recommended culture and diversity opportunities and associated metrics are listed in Table 10.



"We all do better when we work together. Our differences do matter, but our common humanity matters more."

– Bill Clinton

Table 10. Recommended Sustainable Elements – Culture and Diversity Opportunities and Associated Metrics

Opportunities	Timeline	Metrics	Cost	Departments
Plan and celebrate an event related to diversity	🕒	Event celebrated	\$	Human Resources
Create an internal diversity team	🕒🕒	Team in place	\$	Human Resources
Create and implement a diversity policy to attract and retain a diverse workforce	🕒🕒	Policy in place	\$	Human Resources
Continue to participate in career fairs to recruit diverse candidates	🕒🕒	Career fairs attended	\$	Human Resources
Set and achieve diversity goals	🕒🕒🕒	% employees in each diversity category (age, race, etc.)	\$	Human Resources

Timeline Key

- 🕒 Short = 0 to 5 years
- 🕒🕒 Medium = 5 to 10 years
- 🕒🕒🕒 Long = over 10 years

Cost Rating Key

- \$ = minimal investment or free
- \$\$ = moderate investment
- \$\$\$ = substantial capital investment

RESOURCES

- *San Marcos Comprehensive Plan*
- City of San Marcos website
- *2010 Federal Census*
- Montalvo and Montalvo and Reynal-Querol. (2005) Ethnic diversity and economic development. *Journal of Development Economics*, 76



3.0 IMPLEMENTATION AND MANAGEMENT

This Plan was developed to establish a cohesive, comprehensive approach to organize and assess sustainability initiatives, and to improve the City's overall sustainability performance. Implementation of this Plan requires dedicated staff, management support, and a variety of material and financial resources. The City of San Marcos has already demonstrated a commitment to sustainability initiatives, and continued success is dependent on the involvement and support of employees, management, and City leaders such as the Mayor and City Council. This Plan provides a framework by which to execute short, medium, and long-term sustainability goals, and serves to communicate the City's continued commitment to sustainability.

The previous chapters presented goals, successes and opportunities related to specific sustainable components. This chapter lays out the next steps for implementation through a description of:

- Ranking and selecting opportunities
- Organization
- Implementation plans
- Metrics
- Future plans

Photograph: Don Anders

RANKING AND SELECTION PROCESS

A ranking process was used to guide implementation efforts and to help the City prioritize opportunities. The ranking criteria include: environmental benefit, social benefit, economic benefit, cost, staff feasibility, and timeline to implement. The following scores are associated with each criterion.

CRITERIA	RANKING			
	0	1	2	3
ENVIRONMENTAL BENEFIT Examples of environmental benefits include improved water quality and improved air quality. 	No Environmental Benefit	Minimal Environmental Benefit	Moderate Environmental Benefit	Significant Environmental Benefit
SOCIAL BENEFIT Examples of social benefits include improved employee morale and improved quality of life. 	No Social Benefit	Minimal Social Benefit	Moderate Social Benefit	Significant Social Benefit
ECONOMIC BENEFIT Examples of economic benefits include local job creation and cost savings. 	No Economic Benefit	Minimal Economic Benefit	Moderate Economic Benefit	Significant Economic Benefit
COST Cost criteria also relates to the cost column in each chapter's opportunity table. 	N/A	Substantial Capital Investment (\$\$\$)	Moderate Investment (\$\$)	Minimal Investment or No Cost Anticipated (\$)
STAFF FEASIBILITY 	No Qualified Staff Available to Implement	Minimal Staff Available to Implement or Extensive Training Required	Some Staff Available to Implement or Some Training Needed	Can Be Implemented by Existing Staff with No Additional Training
TIMELINE TO IMPLEMENT 	Can Be Implemented in Less than 12 Months	Implementation Will Take Longer than 12 Months	—	—

Most criteria were given equal weight with a possible high score of three (3). Timeline was deemed slightly less important and given a possible high score of one (1). The spreadsheet used to create Appendix B provides the capacity to further weight criteria should a need be identified in the future.

Each opportunity was scored through a collaborative third-party assessment and scores were verified by City staff. A ranking



*Hybrid vehicles at the San Marcos Rec Hall
Photograph: Don Anders*

*“The future
depends on
what you
do today.”*

– Mahatma Gandhi

of opportunities can be found in Appendix B. The opportunities do not need to be executed in the exact order presented in Appendix B, but the total scores may act as a guide in prioritizing opportunities.

ORGANIZATION

The San Marcos Green Team is a group of employees representing many different departments who will be instrumental in executing the opportunities in this Plan. In addition to executing the Plan, Green Team members will also act as program advocates and sponsors. The column labeled “Departments” in each opportunity table offers suggestions for assigning ownership of initiatives, since the City recognizes that accountability is a necessary requirement for success. Upper management will be actively engaged in coordinating the execution of the opportunities listed in the Plan.

IMPLEMENTATION PLANS

An implementation plan will be developed for each selected opportunity in order to assign responsibility, streamline resources, and facilitate cooperation among City departments.

METRICS

A meaningful metric should be established for each opportunity selected. Recommendations are provided in the opportunity table of each chapter. Metrics will provide City management with the information needed to make informed decisions on which initiatives require more/less resources, and how to allocate funds to achieve the sustainability goals in the Plan.

FUTURE PLANS

The City intends to revisit this Plan in five years to make adjustments as needed to fit the City’s goals and changing needs. New sustainability initiatives will be tracked and considered at that time to ensure the Plan continually evolves.



4.0 CONCLUSION

The City of San Marcos recognizes that our economy, society, and environment are closely interconnected. The implementation of this Plan will ensure San Marcos remains a beautiful and healthy place to live, work and visit, and will help to establish the City as a leader in the practice of sustainability.

The forward-looking policies, programs and activities recommended in this Plan will contribute to the fiscal, environmental and socially responsibility of the City. By engaging employees and encouraging sustainability in day-to-day decisions and operations, the City can establish a long-term approach that meets the needs of City employees and the City as a whole.



Photograph: Don Anders



APPENDIX

APPENDIX A

"To waste, to destroy our natural resources, to skin and exhaust the land instead of using it so as to increase its usefulness, will result in undermining in the days of our children the very prosperity which we ought by right to hand down to them amplified and developed."

-Theodore Roosevelt

Photograph: Don Anders

City of San Marcos Sustainability Plan Gap Analysis

BENCHMARKING	CITY OF SAN MARCOS CURRENT PROGRAMS	PEER MUNICIPALITY BEST PRACTICE EXAMPLES		SUMMARY & RECOMMENDATIONS
FUNDING	<ul style="list-style-type: none"> Public Services, which houses the Conservation Section, is supported by the general fund. The City actively identifies and applies for grant funding, such as SECO and EECBG, to help implement their sustainability initiatives. 	All Cities Interviewed	Funds from the Energy Efficiency and Conservation Block Grant (EECBG) were distributed to all cities interviewed for the benchmarking exercise.	<p>The EECBG has provided most of the funding for newly implemented City projects. Environmental or solid waste fees, other enterprise funding, and rebate programs are additional sources of funding for several programs.</p>
		City of Plano, TX City of Eugene, OR	Enterprise Funding from various departments.	
		Las Vegas, NV	The Green Building Resolution creates a green fund for the money to be reinvested and used for energy, LEED, green building, etc. projects/programs. The resolution also has the ability to generate revenue as it was designed to take a percentage of utility franchise fees for water, power and garbage.	
METRICS & REPORTING	<ul style="list-style-type: none"> Metrics are reported on a need to know basis. The City is working on developing a more organized tracking and reporting system for employee training. The City's annual budget includes performance measures with metrics and the actually, estimated and projected numbers. 	City of Denton, TX City of Plano, TX	Utilize Excel and/or Access for metric reporting.	<p>Greenhouse gas emissions, energy, water, fuel and waste tonnage are commonly tracked metrics. Of the cities formally tracking metrics, metrics are tracked within each department and published in an annual report. The City of San Marcos should identify measurable, quantitative results for each of the goals developed in the internal Sustainability Plan and publish annual progress reports.</p>
		City of Eugene, OR City of Fort Collins, CO City of Las Vegas, NV	Utilized ICLEI for greenhouse gas emissions inventory.	
		City of Plano, TX City of Fort Collins, CO City of Las Vegas, NV	Publish a sustainability progress report.	
GOAL SETTING METHOD	<ul style="list-style-type: none"> Departmental goals are developed from employee input, City mandates and Directives, etc. 	City of Fort Collins, CO	Staff assessed existing sustainability practices and identified new opportunities to incorporate into daily City operations. Based on documented successes and opportunities, staff prioritized nine areas of key importance, then developed goals and quantitative targets for each of the priorities. Each target contained four elements: 1) performance measure, 2) scope, 3) performance goal, and 4) completion date.	<p>City sustainability goals were developed internally by the majority of the cities interviewed. Cities with formal sustainability plans and/or Climate Action plans developed an initial list of goals within the plan and conduct an annual review process to track progress. The City of San Marcos should establish initial sustainability goals in the internal Sustainability Plan. The City should also consider using Environmental Waste Services EMS as a model for implementation of the Sustainability Plan.</p>
		City of Chattanooga, TN	The Chattanooga Green Committee and staff analyzed data, received community feedback and developed the recommendations found in the Climate Action Plan.	
		City of Eugene, OR	Sustainability goals were developed within the Climate and Energy Action plan which includes a list of 78 action items and recommendations.	

City of San Marcos Sustainability Plan Gap Analysis

BENCHMARKING	CITY OF SAN MARCOS CURRENT PROGRAMS	PEER MUNICIPALITY BEST PRACTICE EXAMPLES		SUMMARY & RECOMMENDATIONS
AIR QUALITY Programs and Initiatives	<ul style="list-style-type: none"> • Employee Flex hours • Strengthen tree preservation requirements • Tree Planting Program • Remote/VPN Tools 	City of Denton, TX City of Plano, TX	Telecommuting program for City employees; Installed video conferencing.	Identify and organize current initiatives. Include existing and new initiatives in the internal Sustainability Plan. Evaluate and implement other city programs such as Clean Fleet policy and associated programs to reduce vehicle miles traveled and air emissions.
		All Cities Interviewed	Use of either alternative fuel and/or hybrid vehicles in City fleet. Natural gas, propane, hybrid and electric were the most frequently utilized alternative fuel type.	
		City of Fort Collins, CO	Developed an Air Quality Draft Plan for 2011; Developed a Climate Action Plan; 2009 projects that yielded high GHG reductions were the Hoffman Mill Asphalt, Concrete and Toilet Recycling Project, and the Drake Wastewater Treatment Load Shedding Projects; Adopted a Wood Smoke Ordinance.	
		City of Eugene, OR	Anti-idling policy for City owned or leased vehicles and equipment; Developed a Community Climate and Energy Action Plan; Updating the greenhouse gas inventory to include all city operations; Clean Fleet Initiatives.	
		City of Huntsville, AL	Air Pollution Control activities for City facilities such as the issuance of permits and compliance inspections.	
ENERGY Programs and Initiatives	<ul style="list-style-type: none"> • Energy Efficient Street Lighting • Green Power • Smart Meters • Facility Water/Energy Audits • Server Virtualization • Virtual Technology Replacements • Occupancy Sensors • 33 Energy Cost Reduction Measures (see ECRM Document) • Solar Power Pumps 	City of Denton, TX	Denton Municipal Electric (DME) annually purchases 60 MW of wind generated energy; Methane gas is collected and used for power generation at landfill; participating in Smart Grid pilot project; distributes solar rebates; conducts residential energy efficiency audits.	Develop a formalized energy management program to reduce energy use through a variety of projects and monitor progress. Focus on reducing energy consumption from the user side and provide education and/or incentives. Continue to evaluate potential for on-site renewable energy production or renewable energy purchases.
		City of Plano, TX	Adopted City Energy Policy; Installed CO2 sensors in five City facilities; Solar power energy is used for over half of City's outdoor warning sirens; parks departments requires more game units played during daylight hours; On-site renewable generated from solar power; Replacing stand alone rack server with energy-saving blade server technology on new installs and replacements and using virtualization technology to reduce the number of servers needed; Energy efficiency retrofits at City facilities.	
		City of Richardson, TX	City purchases 10% renewable energy; Renewable energy demonstration projects at city facilities; City has a 4-year PC rotation policy, new workstations and computers are replaced with systems that have reduced wattage required by CPUs, hard drives, and memory; Installed real-time energy sensors on certain city facilities to monitor energy use.	
		City of Eugene, OR	Purchases 25% green wind power for electricity; Energy efficiency retrofits at City facilities; Adopted a Sustainable Building Policy; 80% of methane is captured at wastewater treatment plant to produce 50% of the plant's energy needs; Energy Management Program; Energy conservation training for City staff; Utilization of a centralized Systems Management Server (SMS); Green Power Partnership.	
		City of Fort Collins, CO	City staff organized an Energy Challenge to reduce electrical use in City facilities.	
		City of Las Vegas, NV	Installation of 25kW solar panel system at Fire Station; Solar covered parking program; 9.7% renewable energy purchased through utilities; Municipal building energy audits and retrofits; Partnership with GreenChips for nonprofit and residential energy audits and retrofits. GreenChips will work with the City to administer the energy retrofit revolving loan fund; Small Wind Energy System Ordinance; Adopted Internal Energy Conservation Code; Homeowner incentives for renewables and efficiency; Clean Renewable Energy Bonds; City Employees Lowering Energy cost By Recycling And Tracking Efficiency (C.E.L.E.B.R.A.T.E) Initiative to increase efficiency of city operations.	

City of San Marcos Sustainability Plan Gap Analysis

BENCHMARKING	CITY OF SAN MARCOS CURRENT PROGRAMS	PEER MUNICIPALITY BEST PRACTICE EXAMPLES		SUMMARY & RECOMMENDATIONS
WATER & WASTEWATER Programs and Initiatives	<ul style="list-style-type: none"> • Water Distribution System Leak Detection/Repair Program • Water Meter Maintenance Program • Fine Bubble Air Diffusers • Variable Frequency Drives • Air-Bearing Blowers • Solar-Powered Grease/Odor Control • Chemical Feed Stations • System Water Audits • Water Quality and Detention Program 	City of Plano, TX	Redesigned irrigation systems to conserve water and electricity; Use of native and drought tolerant plant species.	Include current initiatives in internal Sustainability Plan. Consider green landscaping techniques, storm water improvements, and water conservation education for city employees .
		City of Fort Collins, CO	City staff at the Drake Water Reclamation Facility have implemented a project that includes equipment replacement and load shedding during the peak period; Offers rebates and implemented a recycling program for Water Sense toilets.	
		City of Eugene, OR	Developed a Water Resources Conservation Plan; Implemented an ordinance that adopted the Water Resources Conservation Plan within Eugene City limits; Implemented a Storm water Program.	
		City of Las Vegas, NV	Adopted a Drought Ordinance; Developed a water conservation education campaign that includes distributing water pollution and resource brochures; Offers incentives for water efficient appliances and water smart landscape rebates; Developed storm water management initiatives.	
SOLID WASTE & RECYCLING Programs and Initiatives	<ul style="list-style-type: none"> • Paperless Council Agendas • Direct Deposit • Electronics Recycling • Single-Stream Recycling 	City of Denton, TX City of Plano, TX	Utilize paperless internal documentation.	Include current initiatives in internal Sustainability Plan. Continue to monitor and track existing recycling programs. Consider successful programs at other cities such as composting food waste, asphalt, and concrete and toilet recycling and reuse as road base material.
		City of Denton, TX City of Plano, TX	Implemented municipal composting program.	
		City of Plano, TX	Implemented internal recycling program; Departmental-specific objectives include adopting a policy to print documents double-sided and diverting 100% of landscape waste materials.	
		City of Chattanooga, TN	Developed a biosolids recycling program at wastewater treatment plant.	
		City of Fort Collins, CO	Hoffman Mill recycles asphalt, concrete and toilets and grounds them into road base material for City reuse.	
GREEN BUILDING Programs and Initiatives	<ul style="list-style-type: none"> • Adopt USGBC's LEED standards • Adopt NAHB/ICC Green Building Standards 	City of Denton, TX City of Mesquite, TX City of Plano, TX City of Richardson, TX	LEED certified municipal buildings.	Develop and implement a green building program for new and existing City facilities.
		City of Plano, TX City of Fort Collins, CO City of Las Vegas, NV	Internal Green Building Policy/Resolution.	
		City of Eugene, OR	Sustainable Buildings Resolution.	

City of San Marcos Sustainability Plan Gap Analysis

BENCHMARKING	CITY OF SAN MARCOS CURRENT PROGRAMS	PEER MUNICIPALITY BEST PRACTICE EXAMPLES		SUMMARY & RECOMMENDATIONS
TRANSPORTATION Programs and Initiatives	<ul style="list-style-type: none"> • Alternative Fuel Vehicles • Fleet Efficiency Evaluations and Progressive Maintenance • Fleet Fuel Reduction Program • Green Cleaning Products • LED Traffic Signals • Low VOC Roadway Striping • Bicycle & pedestrian facilities required when developing for any new streets 	City of Eugene, OR	Provides bus passes for all employees and educates staff about alternative modes of transit in new-employee orientation; Conducting a study of the current transportation system and will develop a Transportation System Plan to include multi-modal transportation options; Developed a Pedestrian and Bicycle Master Plan.	Consider implementing employee commute solutions such as carpool/vanpool and offering discounted bus passes to employees to increase ridership.
		City of Chattanooga, TN City of Fort Collins, CO	Alternative fuel, electric and/or hybrid bus system in place.	
		City of Lewisville, TX City of Richardson, TX City of Plano, TX	Constructed Dallas Area Rapid Transit (DART) rail stations.	
		City of Denton, TX City of Richardson, TX City of Plano, TX City of Chattanooga, TN City of Las Vegas, NV	Developed Hike and Bike trail ways and/or On-street Bicycle routes.	
		City of Fort Collins, CO	Advanced Traffic Management System, Bike Fort Collins, Bus transit and Safe Route to School are transportation strategies that have been implemented in Fort Collins.	
		City of Las Vegas, NV	Club Ride employee commute solutions; Implemented an Electric Bike Program to provide city employees with bikes to be used for short distances; Developing a Bus Rapid Transit program.	
ECONOMIC DEVELOPMENT Programs and Initiatives	<ul style="list-style-type: none"> • Green Valley Economic Development Policy • Business attraction 	City of Plano, TX City of Las Vegas, NV	Adopted an Environmental/Sustainable Purchasing Policy.	Organize current initiatives in the internal Sustainability Plan and consider expansion to entire City. Adopt a city-wide Sustainable Purchasing Policy. The City should discuss and establish the parameters of the economic development section within the sustainability plan. Most of the cities interviewed had an economic development section that focused on external initiatives.
		City of Fort Collins, CO	Sustainable Purchasing initiatives include: life cycle cost analysis used in Purchasing Department; Use existing stock rather than purchase new materials, Purchase items with less packaging and shipping materials, and encourage the purchase of recycled paper products.	
		City of Eugene, OR	Sustainable Procurement Policy; Developed a policy requiring the use of 100% post-consumer waste (PCW) recycled content office paper.	

City of San Marcos Sustainability Plan Gap Analysis

BENCHMARKING	CITY OF SAN MARCOS CURRENT PROGRAMS	PEER MUNICIPALITY BEST PRACTICE EXAMPLES		SUMMARY & RECOMMENDATIONS
DEVELOPMENT Programs and Initiatives	<ul style="list-style-type: none"> • LDC lighting standards/Dark Sky Ordinance • Mixed Uses • Alternative Infill Development standards • Transit Oriented Development • Conservation Development • Historic Preservation Tax Incentive • Alternative Urban Street Design • Investing in Downtown Redevelopment (county buildings, environmental problems, etc.) 	City of Denton, TX	The City has developed their Downtown Implementation Plan which provides recommendations for Denton's leaders to use in maximizing downtown Denton's economic development opportunities and increasing the quality of life downtown can provide.	Identify, evaluate and incorporate sustainability initiatives into City planning efforts such as strategic and comprehensive plans.
		City of Richardson, TX	The City of Richardson's Comprehensive Plan includes 'sustainability and livability' as one of the three overlying themes and is woven into the vision for the City throughout the plan.	
		City of Eugene, OR	Envision Eugene has two primary goals: 1) Determine how Eugene will accommodate the next 20 years of growth in the community, as required by state law, and 2) Create a future that is livable, sustainable, beautiful and prosperous.	

THIS PAGE LEFT INTENTIONALLY BLANK



APPENDIX B



“The earth will not continue to offer its harvest, except with faithful stewardship. We cannot say we love the land and then take steps to destroy it for use by future generations.”

-Pope John Paul II

City of San Marcos Sustainability Plan Opportunity Rankings

	Environmental Benefit (0,1,2,3)	Social Benefit (0,1,2,3)	Economic Benefit (0,1,2,3)	Cost (1,2,3)	Staff Feasibility (0,1,2,3)	Timeline to Implement (0,1)	Environmental Weight	Social Weight	Economic Weight	Cost Weight	Staff Feasibility Weight	Timeline Weight	Total Score
Expand Police bike patrol	3	3	3	2	3	1	1	1	1	1	1	1	15
Convert paper processes to electronic processes, when possible	3	2	3	3	3	1	1	1	1	1	1	1	15
Create an incentive-based energy conservation contest between city departments	2	3	3	3	3	1	1	1	1	1	1	1	15
Create and implement internal water conservation education program for city employees	3	3	3	3	2	1	1	1	1	1	1	1	15
Continue to purchase and develop open space per the Parks, Recreation and Open Space Master Plan	3	3	3	1	3	1	1	1	1	1	1	1	14
Encourage City employee participation at Keep San Marcos Beautiful events, including cleanups	3	3	3	1	3	1	1	1	1	1	1	1	14
Implement and enforce a no-idling policy for City employees	3	2	2	3	3	1	1	1	1	1	1	1	14
Identify and evaluate all waste streams for potential elimination, reuse, and/or recycling	3	3	2	3	2	1	1	1	1	1	1	1	14
Continue system water audits	3	1	3	3	3	1	1	1	1	1	1	1	14
Develop and utilize a sustainability checklist for City capital improvement projects that incorporate Low Impact Development, endangered species protection, etc.	3	1	3	3	3	1	1	1	1	1	1	1	14
Create and implement an Integrated Pest Management Plan	3	3	3	3	1	1	1	1	1	1	1	1	14
Become a Tree City	3	3	2	3	3	0	1	1	1	1	1	1	14
Require all new City-financed construction to meet LEED standards	3	3	3	1	3	0	1	1	1	1	1	1	13
Conduct an energy conservation or recycling employee challenge	3	3	2	1	3	1	1	1	1	1	1	1	13
Create a bike/alternative vehicle share program for City employees	3	3	2	2	3	0	1	1	1	1	1	1	13
Implement a carpool, mass transit incentive, telecommuting and/or flexible work schedule program for City employees	3	3	2	2	3	0	1	1	1	1	1	1	13
Purchase more energy from renewable sources	3	3	2	2	3	0	1	1	1	1	1	1	13

City of San Marcos Sustainability Plan Opportunity Rankings

	Environmental Benefit (0,1,2,3)	Social Benefit (0,1,2,3)	Economic Benefit (0,1,2,3)	Cost (1,2,3)	Staff Feasibility (0,1,2,3)	Timeline to Implement (0,1)	Environmental Weight	Social Weight	Economic Weight	Cost Weight	Staff Feasibility Weight	Timeline Weight	Total Score
Continue water distribution system leak detection/repair program	3	1	3	2	3	1	1	1	1	1	1	1	13
Continue water meter maintenance program	3	1	3	2	3	1	1	1	1	1	1	1	13
Maintain employee green team	2	3	1	3	3	1	1	1	1	1	1	1	13
Promote safe and healthy employee commutes, such as walking and biking	3	3	1	3	3	0	1	1	1	1	1	1	13
Create and utilize a project review process for major energy consuming projects	2	2	2	3	3	1	1	1	1	1	1	1	13
Extend sustainability outreach efforts beyond City employees	3	3	2	3	2	0	1	1	1	1	1	1	13
Establish a City policy that requires staff in municipal facilities to turn off lights and computers when not in use	2	1	3	3	3	1	1	1	1	1	1	1	13
Retrofit street lighting with energy efficient bulbs	3	2	3	1	3	0	1	1	1	1	1	1	12
Continue to maintain City vehicles according to preventative maintenance program to reduce emissions	2	2	2	2	3	1	1	1	1	1	1	1	12
Install occupancy sensors at City facilities where appropriate	2	1	3	3	2	1	1	1	1	1	1	1	12
To minimize the amount of hazardous soil being disposed, upgrade pistol range to include a metal backstop	3	1	3	2	2	1	1	1	1	1	1	1	12
Develop and implement a tree planting and protection program at City facilities	3	2	1	3	3	0	1	1	1	1	1	1	12
Train a purchasing representative from each City department on green purchasing practices	1	3	1	3	3	1	1	1	1	1	1	1	12
Develop and implement sustainable landscaping requirements for use at City facilities	3	3	2	3	1	0	1	1	1	1	1	1	12
Formally integrate Low Impact Development and Complete Streets practices into City development planning processes	3	3	2	3	1	0	1	1	1	1	1	1	12

City of San Marcos Sustainability Plan Opportunity Rankings

	Environmental Benefit (0,1,2,3)	Social Benefit (0,1,2,3)	Economic Benefit (0,1,2,3)	Cost (1,2,3)	Staff Feasibility (0,1,2,3)	Timeline to Implement (0,1)	Environmental Weight	Social Weight	Economic Weight	Cost Weight	Staff Feasibility Weight	Timeline Weight	Total Score
Maintain a database of local vendors and track the number of local vendors used for City projects	0	2	3	3	3	1	1	1	1	1	1	1	12
Continue to identify and apply for grant funding to support sustainability goals	2	2	3	3	2	0	1	1	1	1	1	1	12
Evaluate and establish rebate programs or environmental fees to fund additional sustainability programs	2	2	3	3	2	0	1	1	1	1	1	1	12
Create and implement Energy Master Plan	3	2	2	2	2	0	1	1	1	1	1	1	11
Maintain and restore riparian areas under the City's control by planting native species and removing hardscaped banks and non-native species	3	3	2	1	2	0	1	1	1	1	1	1	11
Install variable frequency drives (VFD) on motors where appropriate	3	1	3	1	2	1	1	1	1	1	1	1	11
Establish and implement a compost program to include landscape waste and/or biosolids	3	3	3	1	1	0	1	1	1	1	1	1	11
Replace or upgrade HVAC at municipal facilities where appropriate	3	3	3	1	1	0	1	1	1	1	1	1	11
Install vapor recovery units on fuel nozzles at City fueling facilities	3	3	1	2	1	1	1	1	1	1	1	1	11
Develop and implement a policy for City contractors that requires construction debris recycling	3	2	2	2	2	0	1	1	1	1	1	1	11
Implement MS4 permit including controls and best practices	3	3	2	2	1	0	1	1	1	1	1	1	11
Develop and implement a comprehensive water facilities master plan	2	2	3	2	2	0	1	1	1	1	1	1	11
Create an internal diversity team	0	3	1	3	3	1	1	1	1	1	1	1	11
Create and implement a diversity policy to attract and retain a diverse workforce	0	3	1	3	3	1	1	1	1	1	1	1	11
Continue providing free membership to the Activity Center for all employees	0	3	1	3	3	1	1	1	1	1	1	1	11
Recruit at a career fair for diverse candidates	0	3	1	3	3	1	1	1	1	1	1	1	11

City of San Marcos Sustainability Plan Opportunity Rankings

	Environmental Benefit (0,1,2,3)	Social Benefit (0,1,2,3)	Economic Benefit (0,1,2,3)	Cost (1,2,3)	Staff Feasibility (0,1,2,3)	Timeline to Implement (0,1)	Environmental Weight	Social Weight	Economic Weight	Cost Weight	Staff Feasibility Weight	Timeline Weight	Total Score
Set and achieve diversity goals	0	3	1	3	3	1	1	1	1	1	1	1	11
Update emergency procedures for each City building	0	3	1	3	3	1	1	1	1	1	1	1	11
Implement idle reduction technology	3	2	2	2	2	0	1	1	1	1	1	1	11
Continue purchasing hybrid, propane, and flex fuel vehicles as appropriate	3	2	1	1	2	1	1	1	1	1	1	1	10
Create and implement a green fleet policy that mandates the purchase of alternative fuel/hybrid vehicles	3	2	1	1	3	0	1	1	1	1	1	1	10
Incorporate stormwater improvements (vegetative filters, rain gardens, water-wise landscaping, etc) according to the Low Impact Development Manual	3	3	1	1	2	0	1	1	1	1	1	1	10
Weatherize City facilities	3	2	3	1	1	0	1	1	1	1	1	1	10
Require all new appliances purchased for City use to have Energy Star rating	2	1	1	2	3	1	1	1	1	1	1	1	10
Develop and implement a Climate Action Plan with a mitigation and adaptation component	3	3	1	2	1	0	1	1	1	1	1	1	10
Set and achieve departmental green purchasing goals	2	1	2	2	3	0	1	1	1	1	1	1	10
Using input from purchasing representatives and experience gained during the pilot program, develop a broad green purchasing policy	2	1	2	2	3	0	1	1	1	1	1	1	10
Establish an awards program focused on sustainability	0	3	0	3	3	1	1	1	1	1	1	1	10
Track disposal and recycling rates of all City facilities	1	1	1	3	3	1	1	1	1	1	1	1	10
Revise existing training courses to incorporate sustainable practices, where applicable	2	2	1	3	2	0	1	1	1	1	1	1	10
Plan and celebrate an event related to diversity	0	3	1	3	2	1	1	1	1	1	1	1	10
Ensure all City-owned buildings are fire code compliant	0	3	2	1	3	0	1	1	1	1	1	1	9
Continue to upgrade water and wastewater facilities with efficient equipment	3	1	3	1	1	0	1	1	1	1	1	1	9

City of San Marcos Sustainability Plan Opportunity Rankings

	Environmental Benefit (0,1,2,3)	Social Benefit (0,1,2,3)	Economic Benefit (0,1,2,3)	Cost (1,2,3)	Staff Feasibility (0,1,2,3)	Timeline to Implement (0,1)	Environmental Weight	Social Weight	Economic Weight	Cost Weight	Staff Feasibility Weight	Timeline Weight	Total Score
Continue tracking employee injury rate	0	2	1	2	3	1	1	1	1	1	1	1	9
Develop and communicate internal educational materials on sustainability topics	2	2	1	2	2	0	1	1	1	1	1	1	9
Continue hosting annual health and wellness fair to educate employees	0	3	1	3	2	0	1	1	1	1	1	1	9
Track cost savings associated with sustainability initiatives	0	0	2	3	3	1	1	1	1	1	1	1	9
Install solar energy at City facilities as appropriate	3	2	1	1	1	1	1	1	1	1	1	1	9
Use alternative fuel, such as CNG, for City buses	3	2	2	1	1	0	1	1	1	1	1	1	9
Hire a development and training coordinator	1	1	1	1	3	1	1	1	1	1	1	1	8
Install white roofing on facilities as applicable	3	1	2	1	1	0	1	1	1	1	1	1	8
Install blower replacement and aeration airflow control where appropriate	2	1	3	1	1	0	1	1	1	1	1	1	8
Implement Energy Management System	2	1	3	1	1	0	1	1	1	1	1	1	8
Require the use of green cleaning chemicals and 20% post-consumer recycled office paper in City facilities	2	1	1	2	2	0	1	1	1	1	1	1	8
Develop and adopt a safety management system.	0	3	2	2	1	0	1	1	1	1	1	1	8
Maintain employee wellness incentive program for Weight Watchers	0	3	2	2	1	0	1	1	1	1	1	1	8
Apply for grants to support the purchase of alternative fuel/hybrid vehicles	0	0	3	3	2	0	1	1	1	1	1	1	8
Install solar water hot water systems at fire stations	2	1	2	1	1	0	1	1	1	1	1	1	7
Establish baseline and tracking methodology for City greenhouse gas emissions	1	1	1	2	1	0	1	1	1	1	1	1	6
Migrate to virtual servers	1	0	2	2	1	0	1	1	1	1	1	1	6
Develop a cost-benefit analysis model to demonstrate feasibility of sustainability projects	0	0	2	3	1	0	1	1	1	1	1	1	6

THIS PAGE LEFT INTENTIONALLY BLANK

