

PHASE 2 WORK PLAN

Instructions:

This work plan template aims to help you articulate how your city's bold ideas will come to life and generate concrete impact for the community and the environment. It is being adopted by all finalist cities of the American Cities Climate Challenge to ensure consistency of planning.

There are two documents linked to it:

- Template 1: A policy / program map (power point) to help you identify and prioritize the biggest opportunities for impact; and
- Template 2: A Measuring Success spreadsheet (excel) to identify how progress will be tracked.

Please note: We suggest you complete Template 1 (Policy/Program Map) first, followed by Template 2 (Measuring Success) before answering the questions below. The two templates build on each other; you may find that after doing Template 2, it influences your decisions in Template 1 as well. Please note the page limits on the work plan narratives.

Your city worked on elements of these templates as part of the Phase 1 application to the Climate Challenge and either have or will continue that work during your site visit. In these cases, the purpose is to build on the work done rather than start from square one. Our support team (NRDC and Delivery Associates) is available to provide support to your city team to develop this work plan alongside you. Please feel free to reach out with any questions or feedback.

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Part 1- General information and baseline data

(no more than 2 pages single-spaced, 11 point Arial font)

Name of municipality: City of San Antonio

Mayor name: Mayor Ron Nirenberg

Name of Staff contact: Douglas Melnick

Title: Chief Sustainability Officer

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Baseline Data

In the Phase 1 application, we asked cities to provide information on existing carbon emission reduction goals, which often vary between cities. For the American Cities Climate Challenge, we will ask cities to commit to carbon emissions reductions goals with consistent timelines across all cities that allow us to work collectively towards a shared future. To that end, we will work with applicants to modify existing goals to hit interim or new target dates of 2020 and 2025 using a 2005 baseline. Please complete the table below.

Sector	2005 Baseline in MMT CO ₂ <i>(if you do not have a 2005 baseline, please specify the year your baseline was conducted)</i>	Most recent year inventory emissions in MMT CO ₂	2020 target emissions (% reduction compared to 2014)	2025 target emissions (% reduction compared to 2014)
Municipal Operations	.571	.462	25	50
Buildings	9.797	8.101	20	25
Transportation	6.511	6.614	5	12
Total	19.213 (2014)	17.350 (2016)	20	25

What is your city's current protocol for how often you will complete a GHG inventory? If you do not have a recent inventory, do you have plans to complete one?

The City completed its first GHG inventory in 2014 and updated it 2 years as part of the development of the SA Climate Ready Climate Action & Adaptation Plan. The protocol moving forward will be to update every 3 years, however, a final determination will be made as we finalize the SA Climate Ready Climate Action and Adaptation Plan over the next few months.

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Part 2 - Workplan Questions *(no more than 8 pages single-spaced, 11 point Arial font)*

1. What policies or programs are your biggest opportunities for acceleration of impact through the Challenge and why? Please refer to **Templates 1 and 2** and select 6-8 policies or programs of which between 2 to 4 are Ambitious or Moonshot actions. These programs will form the core of your work plan and will be prioritized to receive support resources through the Climate Challenge. Building off your responses to **Template 2**, please describe in specific, measurable terms, what you commit to accomplish by 2020 for each action selected.

Transportation:

As 38% of San Antonio's emissions come from the transportation sector, with 54% of that from passenger vehicles, it is essential that we provide effective and efficient mobility options. Opportunities are currently aligning to advance and improve public transit in two transformational ways. The first is improving the transit user experience and expanding public transit express service and park & rides, implementing 10 additional miles of bus-only lanes, implementing technology that includes city-wide, real-time arrival data; off-board fare collection at busy stops/routes; and incorporating first-mile/last-mile modes such as bike, and ride and carshare. All buses will be equipped with GPS tracking devices and will be Transit Signal Priority Ready. The City has increased funding to VIA Metropolitan Transit from \$4.3M to \$10M in FY19 to support these improvements. The second is advancing ConnectSA, which is a City and County long-range initiative focused on developing and implementing a modern public transportation system through securing broad-base community input and support; increasing public awareness of the significant and rapid growth of our community (additional 1 million by 2040); and the need for a comprehensive, multimodal mass transit system. This will lead to the 2019 public vote that will secure a funding package to implement a modern, high capacity transit system. This effort will be supported by developing and implementing municipal and community-wide TDM commuter incentive programs with new dedicated professional staff at multiple agencies (City, County and MPO). Utilizing the results from a community-wide EV and Infrastructure Study currently in RFP, we will begin electrifying the City fleet, develop a comprehensive citywide EV charging network, and reduce barriers to residential and commercial EV ownership and use. At the time of this application, the San Antonio area is proposed to receive \$73.5M in VW Mitigation Trust Settlement funds for electric vehicles and charging infrastructure purchases.

Buildings:

San Antonio will tackle emissions from the building sector, which account for 47% of our ghg emissions, by developing and adopting Benchmarking, Retrocommissioning and Disclosure Requirements for Existing Buildings, updating the Unified Development Code to require EV and Solar Ready for new construction and substantial rehabs, and develop, adopt, and implement a county-wide PACE Program in partnership with Bexar County. The City will lead by example by ensuring 100% renewable energy for municipal electricity demand, including purchased and on-site generation and work to identify opportunity to develop a Resilience Hub at a city facility to include solar with battery back-up.

2. For the policies and programs you listed above, please fill out the table below clarifying who is the single lead point of contact, and their time dedicated to the project. Please also indicate other key staff who will support the lead point of contact.

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Program/Policy	Person, Position	Time commitment (% FTE)	Other Key Staff
100% Renewable Energy for Municipal Operations	Doug Melnick, CSO, CoSA	10%	Assistant Director, Public Utilities, CoSA Senior Policy Advisor, Mayor's Office, CoSA Director, Climate and Sustainability, CPS Energy
Expand efficiency, speed and reliability of transit services	Jeff Arndt, CEO, VIA	30%	Assistant Director, TCI; CoSA Chief of Policy; Mayor's Office, CoSA
Expand EV charging network and reduce barriers to EV ownership and use	Julia Murphy, Sustainable Special Projects Manager, CoSA	30%	CSO, CoSA Senior Project Manager, CPS Energy Strategic Research & Innovation Manager, CPS Energy
Develop and implement citywide and municipal TDM Program	Art Reinhardt, Interim Deputy Director, TCI, CoSA	25%	TDM Project Manager, TCI, CoSA Special Projects Manager, Office of Sustainability, CoSA Director, Human Resources, CoSA Assistant Director, Economic Development Department, CoSA
Develop and adopt Benchmarking and Disclosure Requirements	Doug Melnick, CSO, CoSA	25%	CSO, CoSA Assistant Director, Development Services, CoSA Energy Manager, Office of Sustainability, CoSA
Develop and adopt EV and Solar Ready standards	Amin Tohmaz, Assistant Director, Development Services, CoSA	10%	Development Services Engineer, CoSA CSO, CoSA Energy Manager, Office of Sustainability, CoSA Climate Program Manager, CoSA
Develop and initiate a PACE Program	Doug Melnick, CSO, CoSA	10%	Sustainability Planning Manager, CoSA Linda Rivas, Bexar County
Advance ConnectSA Transportation Program	Marisa Bono, Chief of Policy, Mayor's Office, CoSA	20%	Director, TCI, CoSA Assistant Director, TCI, CoSA Deputy City Manager, CoSA CSO, CoSA

3. Who is responsible for holding all parties above accountable for continual progress? Ideally there will be one single person monitoring and holding all parties accountable and an oversight body across departments that will regularly meet to help troubleshoot and push difficult actions forward. How often will your mayor be updated on progress so that each program or policy lead is individually held accountable based on evidence?

The City of San Antonio's (CoSA) Chief Sustainability Officer will be the primary individual responsible for internal and external coordination and ensuring accountability for continued progress. The CSO has weekly communications with both the Mayor's Office, as well as with the City Manager's Office and will ensure active engagement from these important stakeholders. CoSA has an established network of Sustainability Liaisons in all City

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departments which will be utilized to provide coordination for key activities. In addition, engagement with community stakeholders will occur through our existing SA Climate Ready Steering Committee and Technical Working Group members. These existing structures are in place to successfully advance the ACCC priority projects.

4. What specific areas of work would you propose your Climate Challenge City Advisor will focus on and, given your city's context, what qualities will be necessary in a successful City Advisor?

Due to the level of support needed from the community to achieve our goals for Connect SA and the various code updates, including Benchmarking, Retrocommissioning and Disclosure and Solar and EV Ready, we would prefer an advisor who has big-city experience developing and initiating successful campaigns that lead to code adoption, experience with surveying public opinion, developing and growing strategic partnerships, and convening diverse stakeholder groups around a common objective. Technical experience in energy, building efficiency, and multimodal transportation will be essential. The City of San Antonio is a fast-paced, responsive, innovative and collaborative organization with a focus on increasing equity in our community. Having an ACCC Advisor that has understanding of equity concepts and has worked in diverse organizations and communities will be important.

5. What additional resources would you need from Climate Challenge to be successful in achieving the prioritized policies and programs? Potentially available resources include, but are not limited to, campaign and communications support, polling information, technical consultants, data structuring and management, performance management, innovation (e.g., ideation, prototyping), behavioral insights, and citizen engagement.

To advance most, if not all of the policies or programs, will require significant community engagement, strategic partnerships, and campaign, communications, and polling support. These activities will require cultural and equity competencies, as San Antonio is a very diverse community. Due to the nature of the commitments, technical consultant support in areas regarding municipal code development, economic analysis, scenario modelling, behavior change experience, and innovation will help make the case and provide the vehicle for aggressive action.

6. What opportunities and challenges, both political and non-political, could affect your city's ability to successfully achieve the above policies or programs? If legislation (ordinances) or new policy is required, who are the key actors that will be required for success? Please be specific in your response and reflect on the Delivery Chain exercise employed during your site visit to provide additional insights.

The recent adoption of the SA Tomorrow Plans in August 2016, which address sustainability, transportation, and growth and land use, serve as a significant opportunity for the successful implementation of San Antonio's ACCC work plan. These plans serve as the broad framework for ghg reductions through many current activities that include regional center planning, high capacity corridor planning, and several energy and sustainability initiatives. SA Tomorrow is also the basis for the current development of our Climate Action & Adaptation Plan. As a result of this previous work, staff, stakeholders and elected leadership are already educated and on board with the need to implement these important plans and programs to remain economically strong, environmentally regenerative, and equitable for all current and future residents. Other opportunities are associated with San Antonio's pride in

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the city's heritage, an appreciation for cultural diversity and natural resource protection, and a history of collaborative inter-agency partnerships that have consistently resulted in innovative and forward-thinking policies and programs.

As San Antonio is looking to lead the nation in the generation and delivery of clean, reliable, affordable energy, our close relationship with CPS Energy, our municipally-owned energy utility, will allow us to accelerate our efforts to secure emission-free electricity and expand energy efficiency programs that will support our community's building, transportation, and equity initiatives.

Additional opportunities include leveraging our rapid population growth (one million more residents by 2040) and the new development, infrastructure and related service needs that will result. The time has never been more opportune to set new standards for codes, permits, incentives, bond projects, transportation improvements and energy efficiency. All of Texas is indeed experiencing dramatic population growth. In Central Texas, the Austin-San Antonio corridor, connected by IH-35, forms a powerhouse leg of the Texas triangle and is quickly becoming a metroplex. As such, the greater effort of regional planning is already cemented through robust business activity, international transport, and local and state legislative alliances. Austin and San Antonio agency staff currently work collaboratively and provide climate leadership for this economically important region in the state and nation. Additionally, as Military City USA and home to Joint Base San Antonio (JBSA), we have the opportunity to coordinate with the U.S. Military on initiatives focused on renewable energy, resilience, electrification, and TDM, all of which JBSA has expressed interest in collaborating with the City on.

There are many challenges associated with work plan. Examples that can impact success include funding support for large-scale transportation projects, state and federal policy action, challenges in securing cross sectoral buy-in, and implementing this work in an equitable way that serves all San Antonians. While equity considerations regarding growth and development of a more sustainable San Antonio are a clear challenge in terms of affordable housing and workforce development, they could, in fact, be opportunities that we can leverage in the delivery of our priority projects. Finally, the development and adoption of codes are a particular challenge, as it requires significant internal and external communications and coordination. However, the Delivery Chain exercise provided an excellent model that we plan to utilize in the implementation of our work plan.

7. Pick one of your Ambitious or Moonshot policies above and describe your plan to engage local partners and key stakeholders for consensus-building, outreach, training, advocacy, funding, or other activities, including assessments of key proponents and potential hurdles to overcome. Please be specific in your response and include both supporters and detractors.

ConnectSA was established by the Mayor and County Judge earlier in 2018 to focus on mitigating increasing traffic congestion and reducing emissions while enhancing economic development through a long-range transportation solution.

The City and VIA Metropolitan Transit (VIA) have made great strides through a strong partnership and augmented funding commitments to make taking the bus affordable, convenient, direct and comfortable. However a historic shortfall of funding has continued to be a problem. Even \$10 million from the City and \$14 million from VIA to improve frequency and amenities in FY19 is not enough for a city where people predominantly travel in single

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occupancy vehicles, the population is rapidly rising, and the City has a mandate to meet the goals of the Paris Climate Accord and, more urgently, federal ground-level ozone standards by the end of 2020. The service area for VIA is 1,226 sq. miles, presenting a challenge for prioritizing route improvements, as well as providing basic rider amenities like covered shelters and geographically-impactful park-and-ride centers.

The establishment of the ConnectSA 501(c)4 will bring relevant partners together in a influential task force with the singular goal of advancing a comprehensive mobility plan. ConnectSA will support and accelerate efforts already initiated by VIA, the Alamo Area Metropolitan Planning Organization, the San Antonio Mobility Coalition, City Council, Bexar County, our State Legislative delegation, and community leaders.

The ConnectSA chairs possess strong community credibility and have already begun meeting with transportation experts, City staff and other stakeholders to work towards finalizing a comprehensive mass transit plan with viable funding options. Hurdles will include raising enough money for a truly transformational mass transit system, overcoming an electorate who have been reluctant to vote for transportation improvements in the past, and meeting an aggressive timeline that will result in significant greenhouse gas reductions. Key to community buy-in will include a comprehensive public awareness and education campaign to ensure that voters understand not only the costs and benefits of a modern transit system, but the risks associated with not taking quick action regarding our transportation future.

8. Please provide an example of another project or initiative where you've collaborated with internal and external stakeholders to achieve a goal, preferably the passage of a piece of legislation or policy. What were the steps taken and obstacles overcome?

The City of San Antonio has been successful in passing ballot initiatives that designate 1/8 cent sales tax to fund water conservation through private land deals over the Edwards Aquifer and the expansion of the San Antonio Greenway Trail System. This initiative was initially controversial due to competing needs in the community, as well as the perception that the land deals were compensating already wealthy landowners outside of the City limits. In short, the communication challenge was to convince voters that conservation easements placed on private land over the aquifer recharge zone in counties to the west of San Antonio were necessary to ensure a clean and abundant public drinking water supply for city residents. The measure also provides funding for the development of the citywide Greenway Trail System. The "Expand Our Parks, Protect Our Aquifer" campaign was approved by 75% of voters to collect \$90M over a five-year period to accomplish the twin goals of additional trail miles and more undeveloped land acres conserved for aquifer protection. Passing this legislation required public opinion polling, significant public outreach, buy-in from city council and elected leadership, and the establishment of a political action committee with strong advocacy ties to the non-profit community and special interest groups. The Trust for Public Land and the Nature Conservancy provided essential assistance with statistically valid opinion surveys while "Get out the vote" grassroots efforts were accomplished by various non-profits and university students.

9. What is the timeline of good news that you want to announce over time? Look back at Templates 1 and 2 to identify communication opportunities associated with public-facing milestones, quick wins and progress on the project. Please list them by quarter below for the first year.

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- Q1 2019
 - Announce City of San Antonio Selection as an ACCC City
 - Announce VIA Transit corridor and route improvements
 - Launch “Alamo Commutes” TDM community web platform
 - Launch CoSA employees TDM pilot
 - Develop preliminary recommendations for a comprehensive multimodal transit plan and launch public education and input campaign for ConnectSA
- Q2 2019
 - SA Climate Ready Plan Adoption
 - Announce Initial First Phase EV Station Installations as part of VW Beneficiary grant program
- Q3 2019
 - EV and Solar Ready Ordinance Under Consideration
 - City procures renewable energy for municipal operations
- Q4 2019
 - 50 miles sidewalk improvements completed
 - 15 Greenway Trail system trail miles completed
 - ConnectSA Ballot Initiative
 - EV purchases for CoSA Fleet

Pick one of the moments listed above and describe in more detail what your media strategy would be and how you would utilize the mayor to accomplish that strategy? What support would you want from the Climate Challenge?

Announce City of San Antonio Selection as an ACCC City:

Working with professional City communications staff, we will:

- Develop key messages and media releases
- Hold press conference with the Mayor and civic leaders to announce the selection
- Deploy communications tactics including grassroots marketing and outreach to key stakeholder groups, such as the business community, chambers of commerce, and community organizations to engage them in understanding their roles in the work plan
- Develop go-to webpage for ACCC projects and establish schedule for digital outreach on established social media channels and public radio PSAs; Include message from the Mayor
- Hold Mayoral Facebook Live with CSO and representative from ACCC Team to discuss the program and work plan
- Schedule and market influencer outreach events such as walk or bike ride with Mayor or community champion
- Schedule guest spots (including Mayor) on Texas Public Radio’s “The Source,” and public affairs shows
- Coordinate with City Council and special interest newsletters and e-blasts
- Work with Convention & Visitors’ Bureau, Economic Development Foundation and International Affairs Office to raise awareness of San Antonio’s ACCC status and other climate efforts to attract green tourism, green business opportunities, and international conferences with innovators and thought-leaders

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10. Why should your city be selected as a winner of the American Cities Climate Challenge?

San Antonio is one of the fastest growing cities in the nation thanks to its dynamic economy, affordability, military presence, quality of life, rich cultural heritage and diverse neighborhoods. We are one of the strongest fiscally managed cities in the country and the only major city to earn a 'AAA' bond rating from all three major rating agencies. We value entrepreneurship, encourage investment and consistently look for ways to enhance and improve our infrastructure. The San Antonio community has consistently shown support for sustainability and a healthy environment including financial investments like municipal bonds and tax allocation to expand and improve bike and pedestrian infrastructure and protect and increase green space. In fact, our most recent City Council election campaigns were viewed as a referendum on climate action by many in our community. Their first legislative action item as a new Council was to pass a resolution in support of the Paris Climate Agreement and solidify our commitment as a community to climate action.

The City of San Antonio's multi-disciplined Climate Task Force is ready and focused on public health, environmental sustainability, and best practices in transportation, land use, buildings, energy, and the built environment. We have propelled our mitigation activities into high gear. We have recently adopted the SA Sustainability Plan, and the Climate Action & Adaptation Plan is currently in progress. The City of San Antonio, as well as business and institutional partners, have a number currently planned transformational projects that will benefit from this support. The high profile of the American Climate Cities Challenge will allow us to elevate projects that will have the greatest positive impact on our area.

With our recent designation of nonattainment of federal ground-level ozone standards, we are taking immediate action to meet the attainment level by the end of 2020, and to permanently maintain it, through partnerships with the community. The timing aligns perfectly with the ACCC and allows us unprecedented opportunity to focus on prioritized goals and implementation of projects. In short, City departments, VIA Metropolitan Transit, CPS Energy and related stakeholders are all laser-focused on emissions reductions.

The Climate Challenge will help raise the profile of San Antonio's efforts at the national scale, offer advice on messaging strategy to advance behavioral and policy change, and inspire community pride in emissions reductions activities that improve quality-of-life. Finally, we strongly believe that San Antonio can serve as a model for other cities to successfully take aggressive action and that if we can do it here, it can be done anywhere.