



**CITY OF
WEBSTER GROVES
STRATEGIC PLAN**

Adopted July 18, 2023

Vision

Webster Groves strives to be welcoming and a collaborative regional leader with a diverse community and connected neighborhoods where people and businesses thrive.

Mission

Webster Groves provides residents, businesses, organizations, and visitors with exemplary, fiscally sound, and responsive services to enrich and strengthen our community and our natural environment.

Values

People

Webster Groves values People. We respect all individuals and the groups they form – families, schools, faith communities, neighborhoods, businesses, and other formal and informal organizations. We recognize the variety of priorities, resources, needs, and interests across the people of Webster and aspire to honor and be mindful of those differences as we make decisions together.

Excellence in Service

Webster Groves values Excellence in Service. We are committed to good stewardship of our assets, investment in employees, data-informed decisions, and organizational adaptability.

Diversity, Equity, and Inclusion

Webster Groves values Diversity, Equity, and Inclusion. We seek to create a community-wide culture in which we appreciate differences; provide equitable access to services, facilities, opportunities, housing, and employment; promote an environment of respect and dignity; and strive to be a place where all residents, employees, businesses, organizations, and visitors are valued, respected, and supported.

Creativity

Webster Groves values Creativity. Our heritage is rooted in creativity, and creativity is a cornerstone of our present and future. We embrace originality of thought and expression in all its forms, viewing and solving complex problems with imagination and innovation, fostering cultural dialogue, and promoting physical and emotional well-being. We value the many creative practitioners and learners who bring vitality to the lives of Webster Groves residents every day.

Sustainability

Webster Groves values Sustainability. We endeavor to balance our human, economic, and natural resources in order to fulfill the needs of the present community and ensure abundance for future generations.

Leadership

Webster Groves values Leadership. Throughout our city, leadership is a process of ongoing positive influence, maximizing the mutual efforts and goals of the community and region. Leaders foster forward movement that is rooted in trust and transparency.

Guiding Principles

- Inclusion
- Fiscal Integrity as an Organization and through Economic Development
- Purposeful Land Use
- Foundation in the Arts
- Open Communication/Transparency
- Partnering with Neighboring Cities

Strategic Goal Areas

In order to accomplish the city's Mission and Vision Statement, the following strategic goal areas will focus tactics and actions for the future:

1. Provide Excellence in Service
2. Achieve Diversity, Equity, and Inclusion
3. Cultivate a Diverse Housing Stock
4. Ensure Long-term Fiscal Integrity
5. Strengthen Economic Development
6. Adopt Sustainable Practices

STRATEGIC GOAL AREA #1		Provide Excellence in Service	
STRATEGIC GOAL		Ensure that residents, business owners, and visitors are provided with timely, responsive, and professional services.	
TACTIC #	DEPT	TACTIC	DEADLINE
1	Fire	<p>Service Oriented Workforce: The fire department will enact Community Risk Reduction (CRR) Educative Initiatives to include CPR classes, Home Safety Surveys, and Smoke Alarm Blitzes for our Community members to educate the public and reduce risk through prevention efforts.</p> <p>Measurables: Number of classes in relation to call volume (increase or decrease), call type and severity, and reduction of fire loss in relation to cost.</p>	July 1st, 2024
2	Fire	<p>Prepared Workforce: Prepare first responders for all hazards through training with measurable benchmarks such as number of training hours for members and opportunities for specialty training for Webster Groves target hazards within the community.</p> <p>Measurables: Yearly hours of training and specialty trainings.</p>	Current
3	Fire	<p>A Collaborative Planning Workforce: Create a strategic plan in which the fire department will be better prepared for recruitment and retention of firefighters, calculated replacement of apparatus & equipment based on fire service standards, and planning for facility needs to support fiscal responsibility and longevity.</p> <p>Measurables: Fire Service NFFPA (National Fire Protection Agency) Standards replacement schedule based on Best Practices with recommended life span of equipment, gear, and apparatus.</p>	January 1st, 2025
4	Police	Prepare and Review Quarterly Reports for Evaluation of Operations and Performance	Next Scheduled June 2024

5	Police	Workload Assessment: Every three years, Department conducts an assessment of agency personnel workloads to determine if current scheduling/deployment is sufficient to accomplish its goals.	Scheduled August 2024
6	Police	Crime Analysis Report: In order to serve the community and the police department more efficiently, the Police Department employs the use of the Computer Assisted Report Entry (C.A.R.E) report writing system and the GLOBAL computer aided dispatch systems to develop data which through analysis may reveal emerging trends.	Monthly
7	Police	Attend and engage in Police Community Engagement meetings	Monthly
8	Police	Attend and engage in Traffic Advisory Commission meetings to allow citizen review and advice on traffic safety issues.	Bi-Monthly
9	Police	Attend and engage in Police Community Engagement meetings	Weekly
10	Police	Weekly Incident Report Preparation and Distribution: Weekly Incident Occurrence list distributed to resident and business subscribers via e-mail	Weekly
11	Police	Facebook Weekly Wrap-Up: Community Service Officer broadcasts video of past weeks incident/crime occurrence	Weekly
12	Police	Facebook Why Wednesday: Community Service Officer broadcasts video response to weekly community questions	Weekly
13	Police	Participate in the Webster Groves Citizen Satisfaction Survey (online)	Ongoing
14	Police	Provide a Variety of Mechanisms for Citizen Contacts, Feedback and Input into Police Operations	Ongoing
15	Public Works	All resident's emails, phone calls and in person inquiries will be responded to within 24 hours.	Monthly
16	Public Works	The department will prioritize all work orders based on severity of issue and location to make sure work is completed in a timely manner.	Weekly
17	Public Works	Customer training to be provided to all staff to ensure the professionalism and service being delivered meets the	Semi-Annually

		required standards, which have been set out in advance.	
18	Parks & Recreation	Twice a year review both public-facing and internal information to ensure all posted information is relevant, up to date and user-friendly.	October 1, 2023 February 1, 2024
19	Parks & Recreation	By December 31, 2023, seek citizen and user input on program offerings utilizing an in-house survey tool.	December 1, 2023
20	Parks & Recreation	Increase online sales transactions by 10% by utilizing CivicRec to provide more opportunities for online reservations, programs registrations, and memberships renewals.	May 30, 2024
21	Parks & Recreation	Survey 50% of program participants utilizing CivicRec for after action surveys of program participants.	December 31, 2023 June 30, 2023
22	Planning & Development	Updates to MAGNET system to allow for online permit submittal for over-the-counter permits (Mechanical, Electrical and Plumbing permits that do not require plan review; Sewer Lateral permits; Demolition permits) and online inspection scheduling.	End of Year 2023
23	Planning & Development	Connect the MAGNET system with other systems to allow for online permit drawing submittal. This online permit submittal could include building permits, interior and exterior; accessory structure permits and other permits with standard plan review.	2024 - 2025
24	Planning & Development	Provide additional training for customer service on an annual basis. This training would cover out in the field interactions as well as skills for handling in office interactions and conflict resolution.	Ongoing
25	Human Resources	Provide prompt responses to all applicants acknowledging receipt of application.	Ongoing
26	Human Resources	Provide responses to employees within 24-48 hours of receipt of request- if resolution cannot be completed in 24-48 hours, HR will provide estimated time of completion.	Ongoing

27	Human Resources	Provide outside trainings on personal financial/retirement planning (such as through Nationwide, Mission Square).	Ongoing
28	Finance/IT	FINANCE/IT: Complete transition to fully cloud-based operations within three years and maximize customer on-line experience.	July 2026
29	Public Affairs	Conduct ongoing customer service training for customer interacting staff; Implement a simple ongoing customer service survey function on all customer interactions.	January 2024
30	Public Affairs	Implement a subscription-based notification system for notice of roadway/right-of-way construction.	November 2023
31	Public Affairs	Develop metrics and reporting on implementation of strategic communications plan.	December 2024
32	IT	Develop and seek approval of IT Master Plan for improvements over the next 5 years for the City.	February 2024
33	IT	Complete and activate IT improvements in Wi-Fi connectivity, new network creation, cloud computing migration, etc. Develop metric for project timelines for reporting and transparency.	February 2024
34	IT	Develop and implement virtual access IT ticket system to record IT problems and time to completion of repair/restoration.	December 2023

STRATEGIC GOAL AREA #2		Achieve Diversity, Equity, and Inclusion	
STRATEGIC GOAL		Ensure that in all areas of service provision, policy development, program implementation and employment we are deliberately working to achieve diversity and equity and to be inclusive.	
TACTIC #	DEPT	TACTIC	DEADLINE
1	Fire	<p>Recruitment: With the ever-changing recruitment and retention challenges fire service wide, the City of Webster Groves fire department will rely on data driven research for fire service trending to drive recruitment practices such as targeting second career firefighters. One medium to accomplish this task will be through a Citizens Fire Academy where community members can partake in basic fire/EMS training where we, as the FD, educate the community and use this opportunity as a recruitment tool for a career change to become a firefighter/paramedic.</p> <p>Measurables: Development and Implementation of the CFA, number of participants, number of contact hours, and number of CFA graduates who ride-along with the FD after graduation.</p>	Late 2024 - Early 2025
2	Fire	<p>Recruitment: The fire department will partake in career days at local high schools and colleges to educate students on fire service options should they be interested in a fire/EMS career where we can provide a “road map” to becoming certified, which could support the need to diversify our fire department members to represent the people we serve.</p> <p>Measurables: Track number of contact hours and events in relation to number of applicants for City of Webster Groves FD.</p>	Current

3	Fire	<p>Internal DEI Initiatives: To better ensure DEI initiatives are being addressed internally, the fire dept. will continue trainings which focus on diversity, equity, and inclusivity which showcase the commitment to being better people, accepting people, and welcoming people into the fire service as we create an environment built upon DEI.</p> <p>Measurables: Number of training hours for staff with DEI initiatives as well as an internal survey focusing on policy and practice in regard to DEI perspectives to measure DEI impact and effectivity.</p>	Ongoing
4	Police	Continue Recruitment Plan including solicitation of candidates from Academies and Schools serving a significant minority population.	Established Ongoing
5	Police	Participate in Academy and College Job Fairs	Ongoing
6	Police	<p>Written Recruitment Plan: Plan shall include notification and job/position announcements to all surrounding Missouri P.O.S.T. certified law enforcement training centers; Distribution of job announcements or information regarding career opportunities with the Department as well as participation in job fairs at local universities and colleges; Specific efforts will be made to those colleges, universities or educational institutions which have an existing Criminal Justice programs, and/or a substantial body of minorities or women; Provide career opportunity announcements to the minority community with the cooperation of various neighborhood and community organizations, as well as postings in publications oriented to minority demographics; maintain an intern program for potential</p>	Established Ongoing

		candidates; Involve department personnel who are encouraged to communicate career opportunities to individuals they believe are qualified applicants	
7	Police	Broadcast Social Media Submissions and Posts: Announce and encourage potential candidates on Facebook, Twitter and other platforms encouraging minority and female applicants	Ongoing
8	Public Works	The department will seek training opportunities for all employees on diversity, equity and inclusion.	Semi-annually
9	Public Works	Develop methods to measure customer satisfaction.	Semi-annually
10	Parks & Recreation	Provide parks with activities for all age groups and abilities, equally distributed throughout the community.	October 1, 2023 February 1, 2024
11	Parks & Recreation	Annually provide staff with minimum of 2 training opportunities focusing on DEI initiatives.	July 1, 2024
12	Parks & Recreation	Update the ADA transition plan by March 1, 2024.	April 1, 2024
13	Parks & Recreation	Develop 2 new programs that will expand and broaden the diversity of our visitors and workforce. Examples: World Dance Day, The World's Largest Swim Lesson.	June 30, 2024
14	Parks & Recreation	Develop Learn-To-Skate program focused on children and adults with disabilities for fall sessions.	December 31, 2023
15	Parks & Recreation	Annually provide staff with minimum of 2 training opportunities focusing on DEI initiatives.	July 1, 2024
16	Planning & Development	Expand options in providing notifications to the community for public meetings and community input. Expand e-mail lists, mailing lists and other forms of resident and community notifications.	Fiscal Year 2024 and Ongoing
17	Planning & Development	Provide annual Diversity, Equity and Inclusion training for staff in their work with the community at large.	Ongoing

18	Human Resources	Create internal options for work accessibility- telework, and alternate work schedules.	July 1, 2023
19	Human Resources	Employ hiring processes to increase diversity such as blind resume reviews, using community resources for hiring.	Ongoing
20	Human Resources	Inclusion: Employee celebrations- Years of Service awards, chili cookoff, Holiday party. Create calendar highlighting different national holidays.	Begin 2024 and ongoing
21	Human Resources	Assess and foster creation of identified Employee Resource Groups (ERG) (LGBTQ, Parenthood, POC, Veterans) & foster communication to increase the sense of belonging for all employees.	January 2, 2024
22	Human Resources	Advance employee options for ergonomic workstations.	2 nd Quarter, 2024
23	Administration	Collaborate with City Council on the creation of a Diversity Commission.	February 2024
24	Public Affairs	City will create a training for staff in Website Accessibility to improve the accessibility of online resources.	December 2024
25	Public Affairs	City will update the Employee webpage with more information and resources.	December 2023

STRATEGIC GOAL AREA #3		Cultivate a Diverse Housing Stock	
STRATEGIC GOAL		Continuously explore policies, procedures, and partnerships that increase and preserve housing options attainable across all income levels.	
TACTIC #	DEPT	TACTIC	DEADLINE
1	Fire	<p>Prevention: The fire department will identify susceptible fire areas and hold an annual smoke alarm blitz where we and trained community members install smoke detectors for free. This service event could not only reduce fires and save lives but increase the preservation of housing in Webster Groves and keep insurance rates lower due to the reduction of fires in identified “fire risk” areas.</p> <p>Measurables: Number of smoke alarms installed in a given District of Webster Groves in relation to fire loss reduction to elimination.</p>	Fall of 2024
2	Fire	<p>Statistical Trending via Data Analytics: Identify fire and EMS data trends based on demographics, economic status, and age of homes to the support needs of the community and reduce risk for the identified populations and areas. By reducing risk, we can reduce call volume as this is driven by data analysis, educative outreach, and building relationships with local leadership. This data can be obtained through reporting software and community surveys.</p> <p>Measurables: Track number of calls and call types in relation to demographics and create educative events for these targeted areas.</p>	Current-Yearly
3	Public Works	Maintain the highest quality streets possible by continuing aggressive maintenance programs to ensure longevity of pavements.	Annually

4	Public Works	Improve drainage facilities to prevent possible damage to public and private property.	Annually
5	Public Works	Continue to hold utilities, contractors, and residents accountable for all damage caused by utility work in the rights-of-way.	Weekly
6	Parks & Recreation	Enhance the quality of life and desirability of living in Webster Groves by maintaining a system of public parks and open space which meets the varied needs of present and future populations.	Revolving
7	Planning & Development	Explore options for zoning code amendments related to the continued variety of housing within the community. Code changes could include Accessory Dwelling Units, Two-Family zoning or Multiple Family zoning amendments.	2024
8	Planning & Development	Review Occupancy codes and regulations for possible amendments.	2024-2025
9	Planning & Development	Update the 1978 Comprehensive Plan through a community planning process. This process can include additional focus on housing, sustainability in the coverage of community issues.	2024
10	Human Resources	Annually review employee classification and compensation to assure competitive wages for employees to be able to afford housing.	Every February/March
11	Finance	Develop metrics by which success of housing stock options will be measured.	April 2024

STRATEGIC GOAL AREA #4		Ensure Long-Term Fiscal Integrity	
STRATEGIC GOAL		The City is committed to engaging stakeholders to implement and maintain transparent and strong fiscal plans and policies to provide for a sustainable future for residents, businesses, and employees.	
TACTIC #	DEPT	TACTIC	DEADLINE
1	Fire	Community Engagement and Satisfaction: The fire department will issue a fire department satisfaction survey service users (residents and non-residents) to identify what the community knows about the services the fire department provides and what the level of satisfaction of service delivery entails. Measurables: Satisfaction Survey	Fall 2023
2	Fire	Strategic Planning: The fire department will have a strategic plan to encompass people, places, and things which connect to fiscal responsibility and accountability for future planning. Measurables: Strategic Plan, Budgetary Trending, and Budgetary needs for future planning (both short- and long-range planning).	January 1st, 2025
3	Fire	EMS Billing Review: EMS billing is one of the only revenues streams the fire department has to re-coup some of the monies spent for service delivery in regard to inventory supply needs, mileage on ambulances, and fuel costs. This review process could help the City in policy and practice by setting competitive reimbursement rates to help offset the cost of equipment and supplies. Measurables: Identify Current rates in relation to other FD transport services in the area to include and absorb supply rate increases up to a designated amount at a flat fee.	July 1st, 2024, to be replicated each year
4	Police	Staff Annually Update Goals and Objectives, Provide Workload Assessments and Review Needs of Special Assignments.	July 2024
5	Police	Consistently research and assess potential for shared and contractual services with other entities and Agencies	Ongoing

6	Police	Annually assess Patrol Resource and Equipment Requirements through Crime and Calls for Service Analysis	July 2024
7	Police	Policy for Annual Assessment (measured by Budget Year) and Written Submission to Chief's Office from Division Commanders (with input from Junior Command Staff, Supervisors and Officers) on items necessary for operations. Items prioritized by needs; Critical, Important, Desirable and Luxury.	Established/ Ongoing
8	Police	Conduct Annual Audit on property and operational items to ensure control, proper use and continued need.	Yearly
9	Police	Workload Assessment: Every three years, Department conducts an assessment of agency personnel workloads to determine if current scheduling/deployment is sufficient to accomplish its goals.	Scheduled August 2024
10	Public Works	Track all purchases and all budget items to ensure the department stays within budget for the year.	Weekly
11	Public Works	The department has been doing more work in house and coordinating on projects with the Parks Department to contain costs.	Yearly
12	Public Works	Evaluate each activity within Public Works for cost savings and improve methods in the field to ensure efficient time management.	Monthly
13	Parks & Recreation	Annually seek input and guidance on fees, revenue, and expenses from P&R Commission and Greenspace Commission.	October 1, 2023
14	Parks & Recreation	Seek out more grant opportunities and apply for a minimum of 4 grants per year.	June 1, 2024
15	Parks & Recreation	Leverage partnerships with other city departments to complete as much work as possible in-house. Anticipated savings of \$25,000.	June 1, 2024
18	Planning & Development	Continue to research options for budget items that could lower overall budget costs including free educational training for staff.	Ongoing
19	Planning & Development	Review any potential budget implications should changes be made to any codes or any currently required inspections or permits.	Ongoing
20	Human Resources	Move completely to NEOGOV system for recruitment, hiring, onboarding & Employee Performance Evaluations.	January 2, 2024

21	Human Resources	Maintain strict control of budgetary expenditures, look for cost savings where possible.	Ongoing and during budget
22	Finance	Create a long-term plan for revenue growth and sectors for concentration.	January 2025
23	Finance	Update Fund Balance Policy and consider what amount of fund balance to dedicate to unplanned or unfunded expected Capital facility needs.	April 2024
24	Finance	Recreate and implement a cash handling policy that minimizes staff interaction with cash to lessen fraud and loss and maximizes customer-based payment ease.	November 2023
25	Finance	Develop conversation with Community partnerships/organizations leading towards more non-government oversight of community functions and events.	June 2024

STRATEGIC GOAL AREA #5		Strengthen Economic Development	
STRATEGIC GOAL		City policies will help sustain and grow a vibrant economy where there is opportunity for job creation and entrepreneurship, and where Webster Groves will be known as a destination for creative and innovative goods and services.	
TACTIC #	DEPT	TACTIC	DEADLINE
1	Fire	<p>Insurance Services Office (ISO) Rating: The Webster Groves Fire Department maintains a Class 2 ISO rating from the Insurance Services Office (ISO). This is the second highest possible rating for fire protection services. Four areas are evaluated to determine this rating: Emergency communications, water supply, fire risk assessment and community risk reduction. The safer the community is, the lower the home insurance rates are for the people that occupy your city as well as businesses. Although an ISO 2 is exceptional, the FD's goal would be to move to an ISO 1 in the next 1-5 years.</p> <p>Measurables: Identify lower ISO performing areas and align with strategic plan for accomplish an ISO of 1 in the next 1-5 years.</p>	Ongoing for each 5-year period with a start date in Fall of 2023
2	Public Works	Maintain street sweeping and tree trimming throughout the business districts to encourage businesses to stay and to encourage new businesses to open.	Monthly
3	Public Works	Continue to support special activities in the business districts by supplying the needed barricades and no parking signage for all events.	As events happen
4	Planning & Development	Provide easy to follow checklists and instructions for new businesses wanting to open in the community.	End of Year 2023
5	Planning & Development	Streamline processes and applications for businesses including separating the license from the occupancy.	2024-2025

6	Human Resources	Encourage Employees to utilize local businesses through giving out Webster Bucks as Seniority Awards & other event prizes.	Ongoing
7	Human Resources	Support hiring & employee development to provide services & infrastructure to support businesses.	Ongoing
8	Human Resources	Marketing Webster Groves events in City Hall & on webpage.	January 2, 2024
9	Human Resources	Develop experiential and paid internships within all departments.	May 2024
10	Finance	Develop a City-wide economic development plan focusing on destination retail and improved land-use for revenue purposes.	January 2025
11	Finance	Assess value and, if appropriate, create plan for funding of marketing of community events to regional audience.	February 2024
12	Finance	Develop conversations and connections with the goal of creating and seeding a community foundation to hold charitable and grant making opportunities for community organizations/events.	February 2024
13	Finance	Prioritize funding and policy towards collaboration between business districts and other commercial/industrial areas of the City.	June 2025
14	Finance	Create standardized City policy and goals surrounding infrastructure improvements for streetscapes, etc.	June 2025

STRATEGIC GOAL AREA #6		Adopt Sustainable Practices	
STRATEGIC GOAL		The city is committed to partnering with stakeholders to advance the “Forever Webster” sustainability plan while balancing environment, economy, and community desires and prioritizing the quality of life for future generations.	
TACTIC #	DEPT	TACTIC	DEADLINE
1	Fire	<p>Fire Service Landscape Shift: With the new standards to support sustainability in regard to Electric Vehicles (EV’s), Solar Panel Power, and “in home” Charging Stations, the fire department must shift from a traditional mindset of emergency call approach and re-educate emergency operational procedures to prepare for emergencies such as these. This involves training initiatives specifically designed for fire and emergency calls involving alternative power sources in the city.</p> <p>Measurables: Hours of training from content experts to prepare our firefighters for emergency calls such as these as well as sustainable practices to be “ahead” of the change for first responders to prepare for the shift in fire service landscape for alternative power sources.</p> <p>Measurables: Identifying what percentage of homes in Webster Groves have home charging stations, solar panels, and EV’s.</p>	Current-Yearly
2	Fire	<p>Emergency Electric Vehicles (EV): With sustainability initiatives and vehicles to reduce emissions, the fire service has started creating EV fire apparatus. The most recent cost association for an EV Fire Engine is approximately \$1.9 million with a charging station of \$125k. Battery replacement is approximately every 10 years at \$50k. With sustainability in mind,</p>	Current-Yearly

		<p>the fire department will explore future EV options for fire and EMS apparatus.</p> <p>Measurables: Track cost of fuel and vehicle maintenance on fire and EMS apparatus in relation to cost of EV apparatus as these become a new norm in the fire service.</p>	
3	Fire	<p>Budget Preparation: While balancing environment, economy, and community desires and prioritizing the quality of life for future generations, the fire dept. will track call volume, call types in relation to sustainability initiatives, time of day, and outcomes of call types.</p> <p>Measurables: Cost impact of call volume, call types in relation to sustainability initiatives, and cost outcomes of call types.</p>	Current-Yearly
4	Police	Replace Gasoline Fueled Fleet with Electric Vehicles	Ongoing Anticipated by 2032
5	Police	Incremental Replacement of Gasoline Fueled Fleet with Electric Vehicles	Begun FY '24 Six Year Target
6	Police	Current Practice, where possible and practical, purchase and maintain items constructed of renewable resources.	Ongoing
7	Police	Current Practice, recycle used brass from weapons qualification spent ammunition	Ongoing
8	Public Works	Complete the grant for recycling containers in the business districts. Purchases will be made in the next several weeks with delivery and set up scheduled for September.	Within the month
9	Public Works	Working to make the city fleet all electric vehicles by planning purchases of electric vehicles as the replacement schedule allows.	Yearly
10	Public Works	Encourage restaurants to join the Green Dining Alliance. The Sustainability Commission is working	Yearly

		on a grant program to assist the restaurants with this program.	
11	Parks & Recreation	Research and implement more energy efficient labor practices such as 4-day work weeks by August 1, 2023.	December 1, 2023
12	Parks & Recreation	Apply for \$400,000 DNR/EPA 319 clean water grant by July 1, 2023.	July 1, 2023
13	Parks & Recreation	Install 1 additional water bottle fillers to reduce plastic bottle waste by December 31, 2023.	December 1, 2023
14	Parks & Recreation	By October 1, 2023, update Greenskeepers program to digital/web-based program. Allow online registration for volunteer opportunities including all needed waiver and volunteer paperwork.	December 1, 2023
15	Parks & Recreation	Design the new aquatic facility to be as sustainable as possible within budget allowance.	April 1, 2024
16	Parks & Recreation	Install new LED lighting and window shades in the ice rink to reduce energy consumption for lights and HVAC by June 1, 2024.	June 30, 2024
17	Planning & Development	Amend zoning codes to encourage and allow for sustainable practices. Code changes could include Electric Vehicle charging in residential properties and green planning practices.	2024-2025
18	Planning & Development	Review lot coverage and stormwater codes for amendments to impervious surfaces.	2024-2025
19	Human Resources	Whenever possible, use sustainable items for employee events.	Ongoing
20	Human Resources	Strive to work with vendors that use recyclable products.	Ongoing
21	Human Resources	Collaborate with Public Works to create policy and practice for employees to recycle.	January 2, 2024
22	Finance/IT	Dedicate that within 3 years all major processes and operations can be effectively accomplished in a paperless manner.	July 2026
23	Finance	Create policy to eliminate single use products (i.e., bottled water, plastic forks, etc.)	September 2024

24	Finance	Adopt and support the green-dining program for local area food-service entities.	November 2023
----	---------	--	------------------