



**DRAFT**

CITY OF SEDONA

# **DRAFT - Municipal Sustainability Plan**

**2024**



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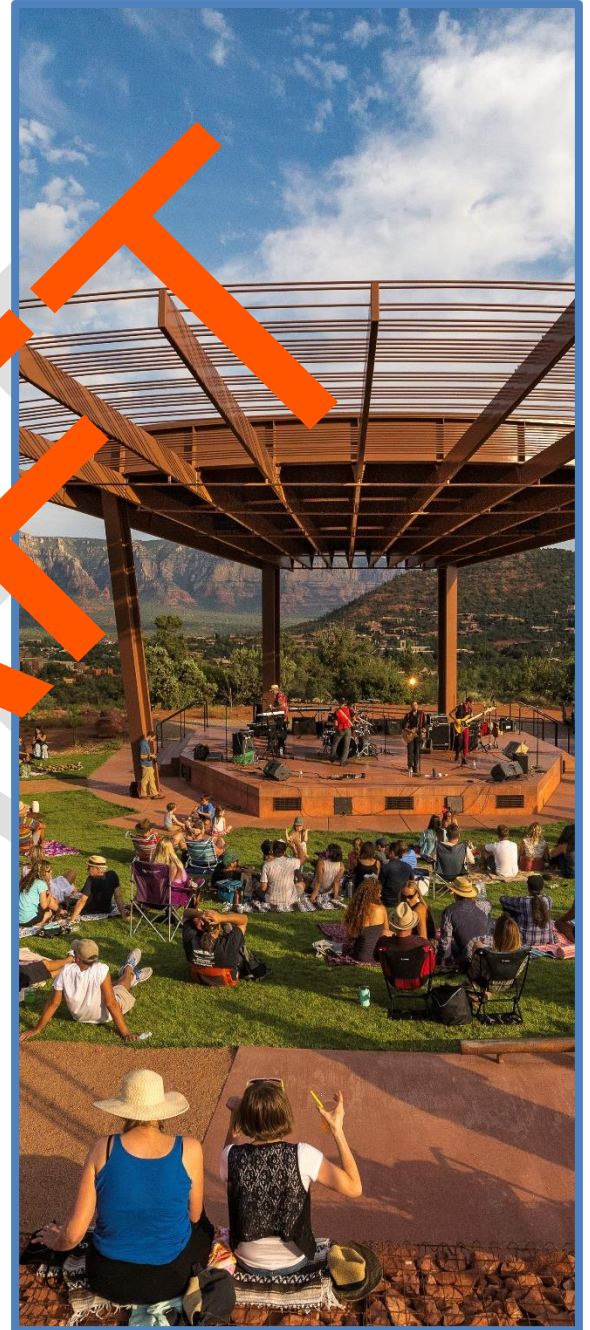
# LETTER FROM THE CITY MANAGER

PLACEHOLDER

PLACEHOLDER

PLACEHOLDER

**DRAFT**



Karen Osburn  
City Manager

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## ACKNOWLEDGMENTS

We would like to acknowledge the thoughtfulness and commitment of the staff that dedicated their time contributing to this plan. Cross department collaborations are key to achieving the objectives in this plan. Thank you!

## ADVISORY INPUT

**Josh Frewin**, *recreation manager*  
**Jason Vargo**, *recreation coordinator*  
**Lauren Browne**, *communications manager*  
**Steve Mertes**, *director of community development*  
**Kurt Harris**, *public works director*  
**Shannon Boone**, *housing manager*  
**Stephanie Frantz**, *chief of police*  
**Ryan Hayes**, *maintenance supervisor*  
**Roxanne Hollan**, *wastewater manager*  
**Bryce Beck**, *sustainability manager*  
**Zachary Ward**, *sustainability coordinator*  
**Sarah Escobedo**, *sustainability coordinator*  
**Abby Hill**, *AmeriCorps VISTA sustainability coordinator*  
**Phanthia Lovely**, *senior planner*  
**Brenda Tommarine**, *human resources director*

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## THE PURPOSE OF THE PLAN

The Plan is our guide and commitment to be a sustainable organization. This is the 2nd iteration of the Municipal Sustainability Plan (MSP) and builds upon the 2020 planning efforts. While the city of Sedona has made efforts towards sustainability, updating this plan allows the city to continue its commitment to addressing sustainability in our operations. Additionally, the focus on climate resilience will prepare our organization for our changing future.

The Plan provides direction over the next four years to advance sustainability efforts and build capacity to:

- **Adapt to a changing climate to ensure city operations and employees are resilient to these changes.**
- **Maximize cost savings opportunities.**
- **Create goals to measure success and progress toward achieving sustainability and resilience.**
- **Provide community leadership in sustainability.**

## THE PLANNING PROCESS

To create the MSP, staff from 11 city departments participated in the update process conducted throughout 2023. Staff worked to envision projects to build upon the efforts from the 2020 plan. Leading and supporting departments were identified to carry out MSP action items. The MSP encompasses several phases:

- **Defining a vision for a sustainable municipal organization.**
- **Establishment of goals, objectives, and strategies.**
- **Development and prioritization of tactics.**
- **Implementation.**

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## A VISION FOR A SUSTAINABLE ORGANIZATION

To be a sustainable municipality, our guiding principles are:

- **We lead by example.**
- **We are a resilient organization.**
- **We evaluate success through a triple bottom line – people, planet, and prosperity.**
- **We steward our natural resources for present and future generations.**

To advance this vision and follow these principles, the MSP identifies seven goals for municipal operations by 2030. The natural resources upon which we all depend – air, water, and land – are distributed across goals in many interrelated objectives.



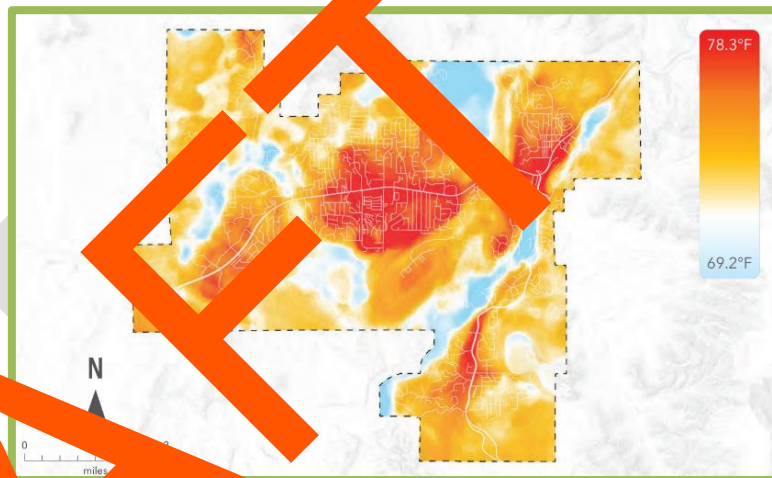
Mayor Scott Jablow at the Posse Grounds Park electric vehicle charging stations.

Triple Bottom Line is a concept that takes into account the full cost of doing business: people (social responsibility), planet (environmental responsibility), and prosperity (monetary responsibility).

## GOAL 1. BE RESILIENT

City operations will prepare for and adapt to climate change and disruptive events.

### **ACCOMPLISHMENTS:**



Be Resilient

Sedona's surface level heat map, created using data collected by 26 volunteers in collaboration with the Sustainability Department, Arizona's State Climatologist, the National Oceanic and Atmospheric Administration, and CAPA LLC.

### **Objective 1.1** Critical assets, infrastructure and services are resilient.

Action Item	Description	Lead Department	Supporting Department
<b>Action 1.1.1</b>	Conduct a risk assessment for utility, information technology, and building systems in response to emergency events or threats with solutions for identified vulnerabilities.	Police Department	Information Technology Department
<b>Action 1.1.2</b>	Upon identification of critical infrastructure needs, develop emergency energy systems in event of utility outages.	Police Department	Public Works, Informational Technology, Sustainability, and Wastewater Department
<b>Action 1.1.3</b>	Partner with the Sedona Fire District to conduct a wildfire risk assessment at City facilities.	Police Department	City Manager's Office

**Objective 1.2** Build staff capacity to prepare and recover from disruptive events.

Action Item	Description	Lead Department	Supporting Department
<b>Action 1.2.1</b>	Align municipal operations with the Emergency Operations Plan.	Police Department	All
<b>Action 1.2.2</b>	Identify and Implement safety trainings annually at city facilities.	Police Department	Human Resources, City Manager's Office

## GOAL 2. SUPPORT THRIVING MUNICIPAL LANDS

Our municipal lands will support a healthy ecosystem and be a model for the community.

### ACCOMPLISHMENTS:



Action Item 2.4.1

Since 2019, the annual household hazardous waste and electronic collection event has diverted 102,619 pounds of waste from the landfill.



Action Item 2.2.5

Native plant demonstration garden at City Hall featuring a Desert Willow and many other native plants.



Action Item 2.3.1

Natural organic herbicides are now used on city property.

**Objective 2.1** Integrate Low Impact Development practices into city operations.

Action Item	Description	Lead Department	Supporting Department
<b>Action 2.1.1</b>	Create and incorporate a DREAM Plan checklist into municipal projects.	Community Development	Public Works
<b>Action 2.1.2</b>	Provide annual workshops on LID best management practices tailored to Community Development, Public Works, and Housing.	Public Works	Sustainability & Community Development

Low Impact Development is the use or mimic of natural processes (soil, vegetation) that slow runoff water, evaporate or otherwise use stormwater in a sustainable way that protects water quality and the surrounding habitat.

**Objective 2.2** Incorporate native landscaping and xeriscaping practices into the management of municipal properties.

Action Item	Description	Lead Department	Supporting Department
<b>Action 2.2.1</b>	Place perennials, shrubs, and pollinator-friendly plant lists in a central location on the city's website.	Communications	Community Development & Sustainability
<b>Action 2.2.2</b>	Provide annual workshops for Community Development and Public Works staff on best management practices for xeriscaping, native, and pollinator-friendly landscapes.	Sustainability	Community Development & Public Works
<b>Action 2.2.3</b>	New or renovated landscaped areas should include 80% of plantings from the native plant and perennial lists for municipal projects (must be at least 50% native per LDC).	Public Works	Community Development
<b>Action 2.2.4</b>	Identify, remove, and replace invasive species with adaptive plants from municipal landscaping at Posse Grounds, Sunset Park, Brewer Road and Uptown rights-of-ways once a year.	Public Works	Sustainability

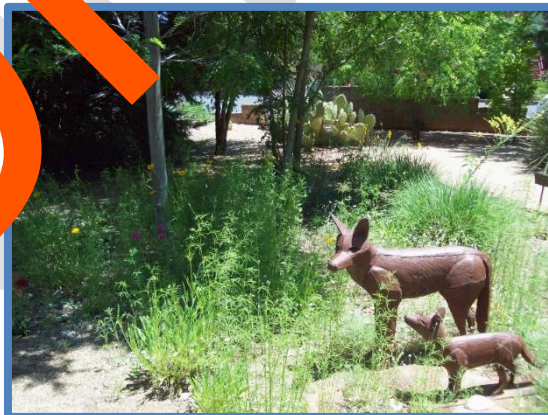


Xeriscaping is the process of landscaping or gardening using native, drought-resistant plants to reduce the need for supplemental watering or irrigation.

**Objective 2.3** Use Integrated Pest Management (IPM) on all municipal land areas for weeds, diseases and insect management to minimize chemical use.

Action Item	Description	Lead Department	Supporting Department
<b>Action 2.3.1</b>	Develop integrated pest management plan.	Sustainability	Public Works
<b>Action 2.3.2</b>	Identify and create exotic invasive species list for incorporation into the integrated pest management plan.	Sustainability	Community Development & Public Works
<b>Action 2.3.2a</b>	Conduct two annual public outreach campaigns on invasive species, chemical use, and public health, and management solutions.	Sustainability	Public Works & Communications

Integrated Pest Management (IPM) is an ecosystem-based form of pest prevention and control. IPM uses a variety of techniques including biological, physical, and cultural controls. The goal of IPM is to minimize harm to both people and the environment.



**Objective 2.4** Manage watersheds, Oak Creek, and tributaries to reduce levels of pollution and enhance ecosystem functions.

Action Item	Description	Lead Department	Supporting Department
<b>Action 2.4.1</b>	Create regional partnership on household hazardous waste and electronics collection with Verde Valley communities and/or Flagstaff.	Sustainability	Coconino County Solid Waste Division
<b>Action 2.4.1a</b>	Create micro-projects or events increasing household hazardous waste disposal options within the City.	Sustainability	Parks and Recreation
<b>Action 2.4.2</b>	Conduct 6 annual cleanup events and/or native species planting in partnership with regional conservation groups.	Sustainability	Public Works
<b>Action 2.4.3</b>	Partner with ADEQ and regional groups on behavioral change, water quality improvements, and pet waste mitigation efforts.	Sustainability	Public Works & Communications
<b>Action 2.4.3a</b>	Explore feasibility of bioplastic, compostable, or other alternatives for pet waste receptacle liners.	Sustainability	Public Works

**Objective 2.5** Manage exterior lighting to protect Sedona's dark skies.

Action Item	Description	Lead Department	Supporting Department
<b>Action 2.5.1</b>	Conduct an audit of municipal exterior lighting to ensure dark sky compliance.	Community Development	Public Works & Sustainability

## GOAL 3. BE WATER SMART

We will sustainably manage our water resources and lead Arizona in water efficiency.

### ACCOMPLISHMENTS:



Action Item 3.3.

Aquifer recharge well at the Sedona Wastewater Treatment Facility. The addition of two water recovery wells under the goal 3 permit has allowed the city to save 73,000 gallons of water per year.

### Objective 3.1 Reduce water use on city property.

Action Item	Description	Lead Department	Supporting Department
Action 3.1.1	Develop a water reuse project for the splash pad at Sunset Park.	Public Works & Parks and Recreation	Sustainability
Action 3.1.1a	Explore feasibility for rainwater harvesting projects at City facilities.	Sustainability	Public Works & Parks and Recreation
Action 3.1.2	Conduct inventory of irrigation systems and seek smart tech upgrades.	Public Works	Sustainability

### Objective 3.2 Reduce indoor water demand in municipal buildings and facilities.

Action Item	Description	Lead Department	Supporting Department
Action 3.2.1	Audit and replace 50% of high use fixtures within FY25, 100% replacement within 3 years (FY27), of high-use fixtures in need of conversion with low-flow equivalent products.	Sustainability	Public Works
Action 3.2.2	Develop pilot project for water efficiency fixtures in public restrooms and parks.	Sustainability	Public Works & Parks and Recreation
Action 3.2.3	Provide resources to city staff on how they can be water smart through internal platforms.	Sustainability	Human Resources & Public Works

**Objective 3.3** Increase water reuse and/or aquifer recharge.

Action Item	Description	Lead Department	Supporting Department
Action 3.3.1	Develop solutions report for increasing water reuse and aquifer recharge.	Wastewater	Sustainability

## GOAL 4. BE ZERO WASTE

We will responsibly manage goods, products, and services throughout their lifecycle to achieve waste prevention and reduction outcomes.

**ACCOMPLISHMENTS:**



Action Item 4.3.1  
Water bottle filling station to reduce plastic water bottle at city facilities



Action Item 4.3.5  
Karen Kwitkin helping sort reusable dishware at Sedona's Breakfast with Santa event.



Action Item 4.3.5  
Abby Hill sorting compost and recyclables from waste at the Sedona Food Truck Festival.

**Objective 4.1** Maximize the positive social, economic, and impact of city purchases and goods.

Action Item	Description	Lead Department	Supporting Department
Action 4.1.1	Adopt a comprehensive sustainable purchasing policy that incorporates triple bottom line thinking in alignment with city sustainability goals.	Finance	Sustainability

Zero Waste refers to a waste management strategy that rethinks the way products are designed, used, and disposed of (also known as a product's lifecycle). The goal of zero waste is to generate little or no waste with a resource recovery rate of at least 90 percent. This includes the responsible production, consumption, and reuse of products, thereby preventing waste materials from entering landfills, water, and air to preserve both human and environmental health.

**Objective 4.2** Sustainably utilize products and services to increase product longevity and reduce municipal consumption.

Action Item	Description	Lead Department	Supporting Department
<b>Action 4.2.1</b>	Support department transitions to paperless operations.	All Departments	Sustainability & Information Technology

**Objective 4.3** Reduce disposable waste in city operations.

Action Item	Description	Lead Department	Supporting Department
<b>Action 4.3.1</b>	Incorporate metrics within waste management partnership agreements.	Public Works	Sustainability
<b>Action 4.3.2</b>	Implement recycling curbside facilities and standard operations to non-single stream sources by FY25.	Sustainability	Public Works
<b>Action 4.3.3</b>	Implement composting options for food waste at all municipal facilities, include composting education for staff and provide training for custodial staff to ensure proper disposal.	Sustainability	Public Works
<b>Action 4.3.4</b>	Incorporate waste reduction strategies in Special Events, such as festivals, community outreach workshops, Citizen Academy, and Anti-Work Task Force Initiatives.	Sustainability	Parks & Recreation
<b>Action 4.3.4a</b>	Provide recycling and compost service at all major city-hosted events.	Sustainability	Parks & Recreation
<b>Action 4.3.5</b>	Identify and fill gaps in water refill station coverage and provide reusable bottles to City staff.	Sustainability	Public Works & Human Resources
<b>Action 4.3.6</b>	Implement expansion and renovation of drying beds at the Wastewater Treatment Plant.	Wastewater	Sustainability
<b>Action 4.3.7</b>	Develop feasibility study of biosolid to energy options.	Sustainability	Wastewater

## GOAL 5. BE CARBON NEUTRAL

Our transportation systems, energy production and facilities will lead in sustainable performance and resource efficiency.

### ACCOMPLISHMENTS:



Action Item 5.1.1

Action Item 5.1.2

Launching e-Bike program for staff use to reduce miles driven in gas cars.

Develop Green Fleet Policy

**Objective 5.1** Reduce emissions associated with city transportation systems and equipment.

Action Item	Description	Lead Department	Supporting Department
<b>Action 5.1.1</b>	Establish target for production timeline aligns with Green Fleet Policy	Sustainability	All Departments
<b>Action 5.1.1a</b>	Account for emissions of vehicles in accordance with the Green Fleet Policy annually.	Finance	Sustainability & All Departments
<b>Action 5.1.1b</b>	Target highest usage and lowest efficiency vehicles for replacements.	Sustainability	Police Department, Public Works, Community Development, and Wastewater
<b>Action 5.1.2</b>	Implement charger rebate program for employees.	Human Resources and Finance	Sustainability and City Manager's Office
<b>Action 5.1.2a</b>	Implement carpool system.	Sustainability	Public Works, Information Technology, Human Resources

Action Item	Description	Lead Department	Supporting Department
<b>Action 5.1.2b</b>	Explore public transit expansion options (e.g., park and ride, employee shuttle services)	Transportation	Sustainability
<b>Action 5.1.3</b>	Implement covered bike parking at City Hall, Posse Grounds, and Sunset. Implement bike racks at popular trailhead shuttle locations, pocket parks, city-owned trailheads.	Sustainability	Public Works, Community Development & Parks and Recreation
<b>Action 5.1.4</b>	Pursue and apply to bike infrastructure grant opportunities.	Sustainability	Public Works

Carbon Neutral here refers to achieving net zero from Scopes 1 & 2 emission sources (carbon emitted equals carbon sequestered or offset). Initiatives will be made to reduce Scope 3 emissions that occur in the organization's value, but they remain largely the responsibility of external organizations.

**Objective 5.2** Increase efficiency of city energy systems and sourcing of renewable energy.

Action Item	Description	Lead Department	Supporting Department
<b>Action 5.2.1</b>	Evaluate feasibility of on-site renewable energy storage capabilities at high use locations.	Sustainability	Public Works & Wastewater
<b>Action 5.2.2</b>	Develop decarbonization roadmap across city facilities.	Sustainability	Public Works & Wastewater
<b>Action 5.2.2a</b>	Evaluate feasibility of sourcing renewable natural gas for systems not capable of electrification.	Sustainability	Public Works

**Objective 5.3** Transition city facilities towards carbon neutrality.

Action Item	Description	Lead Department	Supporting Department
<b>Action 5.3.1</b>	Incorporate low-carbon alternatives (i.e. CO2 sequestered cement, alternative building materials) into two City pilot projects.	Public Works	Sustainability
<b>Action 5.3.2</b>	Modify, adopt, and incentivize Coconino County's Sustainability Building Program Checklist with Sedona's land development and city code.	Community Development	Sustainability

**GOAL 6. BE A HEALTHY WORKPLACE**

The city will continue to build upon being a top performing and resilient organization that has a culture of operational sustainability.

**ACCOMPLISHMENTS:**



Left to Right: Anna Kerslake volunteering at an Oak Creek Watershed Council cleanup event, police attending an employee appreciation event, employees playing cornhole at employee appreciation event, and a Red Rock Pass that is available for employees to borrow.





Above: 2022 Halloween Costume Contest

**Objective 6.1** Adopt policies that support and foster healthy and engaged employees.

Action Item	Description	Lead Department	Supporting Department
<b>Action 6.1.1</b>	Implement quarterly Employee Retention Team meetings and incorporate front-line staff.	Human Resources	City Manager's Office
<b>Action 6.1.2</b>	Implement annual trainings on conflict resolution, workplace assessment, and emergency preparedness.	Human Resources	All Departments
<b>Action 6.1.3</b>	Conduct annual survey on employee wellness and job satisfaction.	Human Resources	All Departments
<b>Action 6.1.4</b>	Develop onboarding seminar for new team members.	Human Resources	All Departments

**Objective 6.2** Create an organizational culture of sustainability.

Action Item	Description	Lead Department	Supporting Department
<b>Action 6.2.1</b>	Develop cross-department activity challenges for sustainability initiatives (waste reduction, biking month, energy)	Sustainability	Human Resources

	usage, etc.).		
<b>Action 6.2.2</b>	Conduct an annual educational workshop to educate city employees on progress made in the Plan.	Sustainability	

## GOAL 7. BE EQUITABLE

The city will continue to build upon being a high performing and resilient organization and implement projects that incorporate multi-use developments and affordable housing.

**Objective 7.1** Adopt policies that support and foster equity, diversity, and inclusion.

Action Item	Description	Lead Department	Supporting Department
<b>Action 7.1.1</b>	Review existing policies to identify barriers to equity, diversity, and inclusion.	Human Resources	City Manager's Office
<b>Action 7.1.2</b>	Create Spanish language versions of City emergency management plan within FY24. City master plans by end of FY25.	Police, City Manager's Office, Community Development	All Departments
<b>Action 7.1.3</b>	Provide translation and interpretation services at City Council and Community Plan	City Clerk	All Departments

**Objective 7.2** Implement multi-use and affordable housing in municipal operations.

Action Item	Description	Lead Department	Supporting Department
<b>Action 7.1.1</b>	Incorporate mixed-used or multi-family developments into future City housing projects.	Housing Department	Community Development, Sustainability Department
<b>Action 7.1.2</b>	Evaluate asset acquisitions for affordable, employee, and/or mixed-used development inclusion.	Housing Department	Community Development, Sustainability Department

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## IMPLEMENTATION

With assistance from the Sustainability Department, city staff throughout the organization will collaborate, develop, and implement initiatives for each goal as well as measure and monitor success. During fiscal year budget preparation, departments will collaborate to align priorities and budget planning with MSP goals. The Plan will be updated every four years and reporting will occur annually at the end of the fiscal year. Staff will utilize a variety of tactics to educate employees and residents about progress on the Plan, including social media updates, news articles and information sessions.

## MONITORING SUCCESS

The MSP has identified seven goals that have related objectives and actions. If actions are successfully implemented, objectives will be achieved, and goals will be reached. To evaluate whether an objective has been accomplished, the city will need to track key performance data and align with numerical targets. In many cases, city-wide performance metrics are already tracked as part of the budget process. The data that are tracked may directly measure the performance of an objective but in some cases, the metrics or data gathering procedures haven't been created yet. In these cases, assigned departments can look to the actions supporting the objective and track their outcomes or related outputs/activities with established best practices.

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## APPENDIX A: GLOSSARY OF TERMS

- ◆ **Triple Bottom Line:** The three things all businesses should be concerned with are profit (monetary responsibility), people (social responsibility) and planet (environmental responsibility). Together, these things take into account the full cost of doing business. (University of Wisconsin, Sustainable Development)
- ◆ **Low Impact Development:** A land planning approach that manages stormwater runoff through the use or mimic of natural processes (soil, vegetation) that slow runoff, filter, evaporate or otherwise use stormwater in a sustainable way that protects water quality and the surrounding habitat. (EPA)
- ◆ **Xeriscaping:** The process of landscaping or gardening using native, drought-resistant plants to reduce the need for supplemental watering or irrigation. (Merriam-Webster)
- ◆ **Integrated Pest Management (IPM):** An ecosystem-based form of pest prevention and control. IPM uses a variety of techniques, including biological control, habitat manipulation, modification of cultural practices and use of resistant varieties. Pesticide is used only as a last resort. The goal of IPM is to minimize harm to both people and the environment. (University of California Agriculture & Natural Resources)
- ◆ **Zero Waste:** A waste management strategy that rethinks the way products are designed, used and disposed (also known as a product's lifecycle). The goal of zero waste is to generate little or no waste with a resource recovery rate of at least 90 percent. This includes the responsible production, consumption, and reuse of products, thereby preventing waste materials from ending up in landfills, water, and air to preserve both human and environmental health. (EPA)
- ◆ **Carbon Neutrality:** Achieving net zero carbon emissions through the balance of measured carbon released and carbon removed (sequestered or offset). (United Nations)

ADD RESILIENCY DEFINITION

# APPENDIX B: 2020 MSP ACTIONS

2020 MSP ACTION ITEM	
<b>GOAL 1. BE RESILIENT</b>	
<b>Objective 1.1 City assets, infrastructure and services are resilient.</b>	
Action 1.1.1 Conduct a vulnerability assessment of critical municipal services and assets.	
Action 1.1.2 Conduct wildfire risk assessment of city facilities.	
<b>Objective 1.2 Build staff capacity to prepare and recover from disruptive events.</b>	
Action 1.2.1 Update the Emergency Operations Plan.	
Action 1.2.2 Develop Emergency Action Plans for city facilities accounting for flooding, shelter-in-place, active shooter, wildfire, etc..	
<b>GOAL 2. SUPPORT THRIVING MUNICIPAL LANDS</b>	
<b>Objective 2.1 Integrate Low Impact Development practices into city operations.</b>	
Action 2.1.1 Develop Low Impact Development guidelines for community education and use on municipal projects and properties.	
Action 2.1.2 Provide staff training on Low Impact Development benefits and best management practices.	
<b>Objective 2.2 Incorporate native landscaping and xeriscaping practices into the management of municipal properties.</b>	
Action 2.2.1 Create a plant list of perennials to complement the city plant list that includes native and pollinator-friendly plants for community education and use on municipal projects and properties.	
Action 2.2.2 Provide staff training on the benefits and best management practices for xeriscaping, native plants and pollinator-friendly landscapes.	
Action 2.2.3 Incorporate plants from the city plant lists into existing and future city projects. Incorporate pollinator-friendly plants.	
Action 2.2.4 Inventory and audit city property landscaping.	
Action 2.2.5 Establish a native plant demonstration garden at City Hall.	

Color Key
Covid Impacted
Not Pursued
Completed
Ongoing
Starting

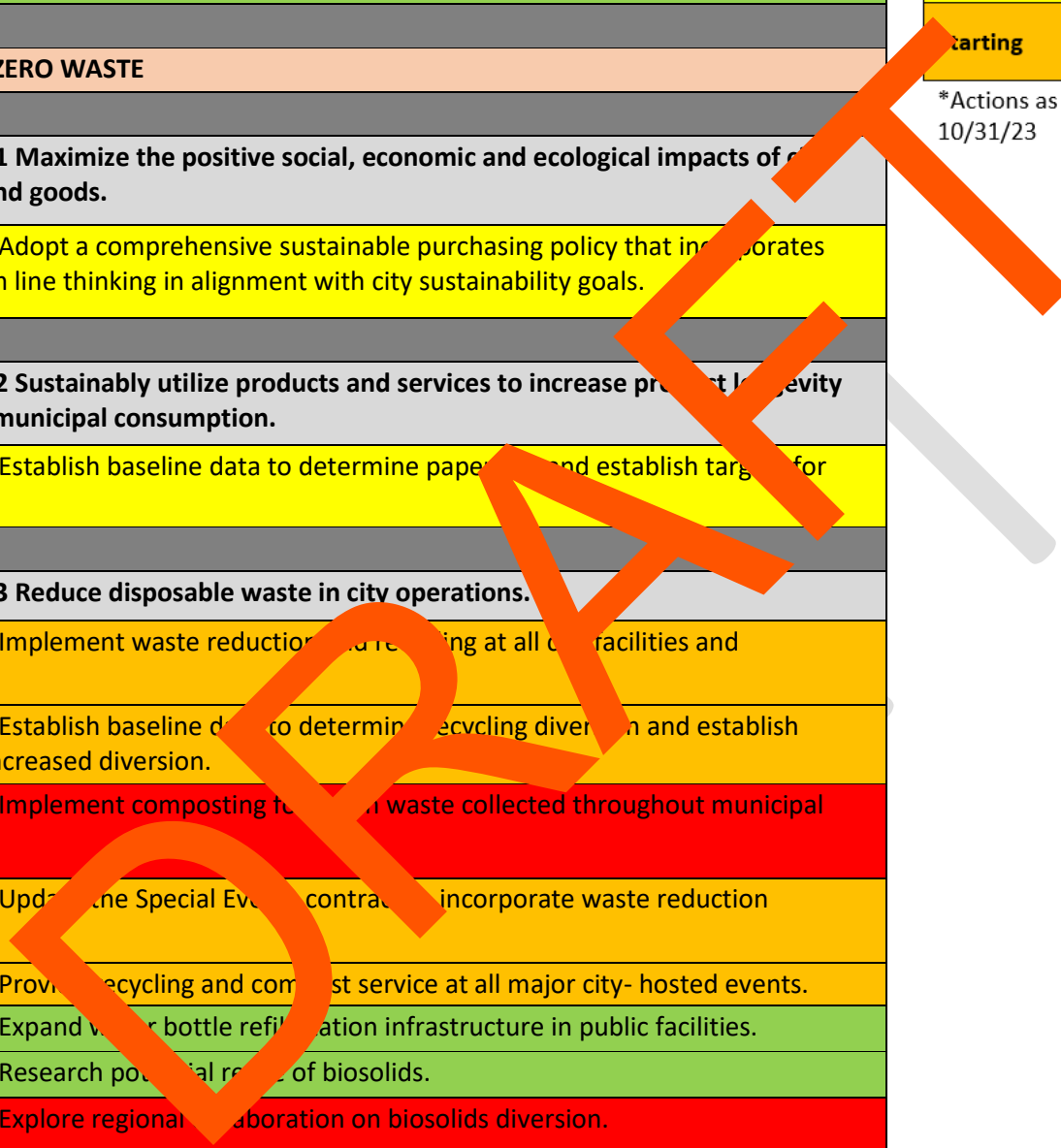
\*Action completed by 10/31/23

		Color Key
<b>Objective 2.3 Use Integrated Pest Management (IPM) on all municipal land areas for weeds, diseases and insect management to minimize chemical use.</b>		Covid Impacted
Action 2.3.1 Assess existing city pest management processes for improvement.		Not Pursued
Action 2.3.2 Conduct public outreach campaign about city's Integrated Pest Management efforts.		Completed
		Ongoing
		Starting
<b>Objective 2.4 Manage watersheds, Oak Creek, and tributaries to reduce levels of pollution and enhance ecosystem functions.</b>		*Actions as of 10/31/23
Action 2.4.1 Implement annual community household hazardous waste and electronics collection.		
Action 2.4.2 Increase educational canvassing on stormwater pollution.		
Action 2.4.3 Install additional pet waste stations through the city.		
<b>Objective 2.5 Manage exterior lighting to protect Sedona dark skies.</b>		
Action 2.5.1 Conduct an audit of municipal exterior lighting to ensure dark sky compliance.		
<b>GOAL 3. BE WATER SMART</b>		
<b>Objective 3.1 Reduce water use on city properties.</b>		
Action 3.1.1 Establish baseline data to determine outdoor water use and establish targets for reduction.		
Action 3.1.2 Install low water irrigation systems on city properties.		
Action 3.1.3 Seek alternative non-potable water sources for irrigation and municipal uses.		
<b>Objective 3.2 Reduce indoor water demand in municipal buildings and facilities.</b>		
Action 3.2.1 Establish baseline data to determine indoor water use and establish targets for reduction.		
Action 3.2.2 Retrofit city facilities with high efficiency (HE) plumbing fixtures and appliances.		
Action 3.2.3 Develop water conservation standard for all new plumbing fixtures.		

Action 3.2.4 Educate city employees on how they can be water smart.
<b>Objective 3.3 Increase water reuse and/or aquifer recharge.</b>
Action 3.3.1 Investigate options for increasing water reuse and aquifer recharge.
Action 3.3.2 Obtain Type 3 Recycled Water General Permit.
<b>GOAL 4. BE ZERO WASTE</b>
<b>Objective 4.1 Maximize the positive social, economic and ecological impacts of city purchases and goods.</b>
Action 4.1.1 Adopt a comprehensive sustainable purchasing policy that incorporates triple bottom line thinking in alignment with city sustainability goals.
<b>Objective 4.2 Sustainably utilize products and services to increase product longevity and reduce municipal consumption.</b>
Action 4.2.1 Establish baseline data to determine paper consumption and establish targets for reduction.
<b>Objective 4.3 Reduce disposable waste in city operations.</b>
Action 4.3.1 Implement waste reduction and recycling at all city facilities and operations.
Action 4.3.2 Establish baseline data to determine recycling diversion and establish targets for increased diversion.
Action 4.3.3 Implement composting to increase organic waste collected throughout municipal operations.
Action 4.3.4 Update the Special Events contract to incorporate waste reduction strategies.
Action 4.3.5 Provide recycling and compost service at all major city- hosted events.
Action 4.3.6 Expand water bottle refilling infrastructure in public facilities.
Action 4.3.7 Research potential reuse of biosolids.
Action 4.3.8 Explore regional collaboration on biosolids diversion.
<b>GOAL 5. BE CARBON NEUTRAL</b>
<b>Objective 5.1 Reduce emissions associated with city transportation systems and equipment.</b>

<b>Color Key</b>
<b>Covid Impacted</b>
<b>Not Pursued</b>
<b>Completed</b>
<b>Ongoing</b>
<b>Starting</b>

\*Actions as of 10/31/23



Action 5.1.1 Establish baseline data to determine fuel use and establish targets for reduction.
Action 5.1.2 Develop a Green Fleet policy.
Action 5.1.3 Identify high priority vehicles for replacement in fiscal year 2020/2021.
Action 5.1.4 Conduct employee commute survey to identify emissions associated with employee commutes.
Action 5.1.5 Incorporate covered bike parking in City Hall carport remodel.
Action 5.1.6 Develop a pool bike fleet for city staff use.
<b>Objective 5.2 Increase efficiency of city energy systems and sourcing of renewable energy.</b>
Action 5.2.1 Establish baseline data for renewable energy generation and establish targets for generation.
Action 5.2.2 Identify opportunities for on-site solar on municipal properties.
Action 5.2.3 Release Request for Proposals for solar on City Hall.
Action 5.2.4 Conduct phase two of MidState Energy retrofits.
Action 5.2.5 Conduct an energy audit of City Hall's thermal envelope including weather seals of doors and windows.
<b>Objective 5.3 Transition city facilities towards carbon neutrality.</b>
Action 5.3.1 Conduct municipal greenhouse gas inventory and establish targets for reduction and neutrality.
Action 5.3.2 Develop sustainable design standards for new municipal buildings.
<b>GOAL 6. BE A HEALTHY WORKPLACE</b>
<b>Objective 6.1 Adopt policies that support and foster healthy and engaged employees.</b>
Action 6.1.1 Implement regular Employee Retention Team meetings and incorporate additional front-line staff.
Action 6.1.2 Evaluate policies related to flexible scheduling, exercise and fitness, community volunteering, tuition assistance, remote work, parental leave, and employee housing.
Action 6.1.3 Conduct annual employee surveys.
Action 6.1.4 Develop a buddy program for new city employees in the on-boarding process.

<b>Color Key</b>
<b>Covid Impacted</b>
<b>Not Pursued</b>
<b>Completed</b>
<b>Ongoing</b>
<b>Starting</b>

\*Actions as of 10/31/23



<b>Objective 6.2 Adopt policies that support and foster equity, diversity and inclusion.</b>
Action 6.2.1 Review existing policies to identify existing barriers to equity, diversity and inclusion.
<b>Objective 6.3 Create an organizational culture of sustainability.</b>
Action 6.3.1 Implement a sustainability award for employee leadership.
Action 6.3.2 Develop a sustainability welcome packet for new employees
Action 6.3.3 Conduct an annual educational workshop to educate city employees on progress made in the Plan.

<b>Color Key</b>
Covid Impacted
Not Pursued
Completed
Ongoing
Starting

\*Actions as of 10/31/23

DRAFT