



City Policy Priority Plan 2019-2020

Approved: August 12, 2019

Strategic Priorities – The City Council has determined that there will be five strategic priorities that the City will focus on in 2019 and 2020:

Economic Development Inclusive Community and Governance Capital Improvements
Housing Environmental Sustainability

In order to implement these priorities, the City Council has identified strategic initiatives under each Strategic Priority.

Economic Development

- Foster Twin Lakes Redevelopment
- Facilitate City-wide Economic Development
- Advance Rice/Larpenteur Alliance Plan

Inclusive Community and Governance

- Continue Imagine Roseville Efforts and follow through with outcomes
- Implement Racial Equity Plan
- Create Community Engagement Toolkit

Public Improvements

- Increase Pedestrian Connectivity and Safety
- Improve Storm Water Facilities
- Expand Transit Connections

Housing

- Housing in Roseville Meets All Identified Needs (Housing Style/Type, Affordability, Availability, Market Needs)

Environmental Sustainability

- Reduce City's Carbon Footprint
- Increase Green Step City Step Certification Level

Roseville City Priority Plan 2019-2020

Strategic Priority: Economic Development

Strategic Initiative: Foster Twin Lakes Redevelopment

Desired Outcomes: Achieve market value growth of at least \$20 million by the end of 2020

Goals/Focus Area	Responsible Staff/Commission	Timeline
Achieve market value growth in Twin Lakes through redevelopment, business attraction, and job growth	<p>Staff Lead: Community Development</p> <p>Supporting Staff: City Manager, Public Works Department</p> <p>Commissions: EDA, Planning Commission</p> <p>Others: Consultants, Twin Lakes property owners</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • Evaluate policies that are barriers to redevelopment in Twin Lakes <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Track progress by regularly communicating with stakeholders in Twin Lakes <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Prepare updated content on Twin Lakes for Grow Roseville website • Map market value growth and decline by parcel <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Ensure at least 2 business visits to Twin Lakes businesses are conducted <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Evaluate market value growth & adjust as necessary

Measure of Success:

- Achieve market value growth of at least \$20 million by the end of 2020

Roseville City Priority Plan
2019-2020

Strategic Priority: Economic Development

Strategic Initiative: Facilitate City-Wide Economic Development

Desired Outcomes: Retain & Expand Existing Business & Attract New Business

Goals/Focus Area	Responsible Staff/Commission	Timeline
Continue Business Retention, Expansion & Attraction programming for existing and new businesses	<p>Staff Lead: Community Development</p> <p>Supporting Staff: City Manager</p> <p>Commissions: EDA</p> <p>Others: Consultants, Ramsey County, Twin Cities North Chamber of Commerce & Saint Paul Area Chamber of Commerce</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • Conduct Roseville Business Council and education meetings <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Conduct Roseville Business Council and education meetings • Collaborate with SPACC to schedule BRE&A visits • Conduct annually Job Fair in partnership with the school district <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Conduct business Council and education meetings <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Conduct Roseville Business Council and education meetings • Launch Marketing efforts for Open to Business services • Hold Roseville Business Exchange event • Conduct annual update to business list thru Resource USA <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Conduct business Council and business education meetings

Measures of Success:

- Increase attendance at Business Council and Education meetings by 10%
- Conduct at least two business visit a month
- Conduct two ambassador visits a year
- Using References USA, annually track the number of businesses and evaluate trends in business loss and gain

Roseville City Priority Plan 2019-2020

Strategic Priority: Economic Development

Strategic Initiative: Implement Rice/Larpenteur Alliance

Desired Outcomes: Economic investment in SE Roseville
Improvement of Quality of Life in SE Roseville
Increased Public Safety in SE Roseville
Increased connectivity/transportation options in SE Roseville

Goals/Focus Area	Responsible Staff/Commission	Timeline
Implementation of Rice/Larpenteur Alliance	<p>Staff Lead: Community Development Department</p> <p>Supporting Staff: Fire Department, Parks and Recreation Department, Police Department, Public Works Department, City Manager.</p> <p>Commissions: Economic Development Authority; Human Rights, Inclusion, and Engagement Commission; Parks and Recreation Commission; Public Works, Environment, and Transportation Commission.</p> <p>Others: International Institute, Karen Organization of Minnesota, Bhutanese Community Organization of Minnesota, Association of Nepalis in Minnesota, existing Neighborhood Organizations, Non-profit agencies serving the area, Landlords, Roseville School District, Ramsey County, Area Businesses, and adjacent municipalities</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • Select consultant to perform Alliance efforts • Provide feedback at monthly Alliance meetings <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Execute Professional Services Agreement with SPACC & Cooperative Funding Agreements with St. Paul, and Maplewood. • Alliance hires consultant to prepare a name and logo for the area <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Select and launch name and logo • Hold a neighborhood event • Explore and report on safety coordination amongst various public safety agencies serving the area <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Implement place-making initiatives <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Implement place-making initiatives • Participate in permanent Alliance

Measures of Success:

- Hold at least one neighborhood event per year
- Make at least 10 Roseville business owner and commercial property owner contacts as part of Rice/Larpenteur Alliance per year
- Implement at least one place-making initiative per year
- Track amount of dollar investment of new infrastructure investment in area
- Receive annual report on Unity Park activities
- Track crime trends in the Rice/Larpenteur area

Roseville City Priority Plan

2019-2020

Strategic Priority: Inclusive Community and Governance

Strategic Initiative: Continue Imagine Roseville Efforts and follow through with outcomes

Desired Outcomes: Provide opportunity for community members to have conversations that make connections and foster positive relationships

Goals/Focus Area	Responsible Staff/Commission	Timeline
Outline the future goal/purpose and desired outcomes of Imagine Roseville efforts.	<p>Staff Lead: City Manager</p> <p>Supporting Staff: Assistant City Manager, Communications staff</p> <p>Commissions: Human Rights, Inclusion and Engagement</p> <p>Others:</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Council discussion scheduled for May 6, 2019 to discuss goals, purpose, desired outcomes and direction of Imagine Roseville efforts. <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Convene Imagine Roseville working group to discuss next steps and measures of success <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Report from Imagine Roseville working group to City Council on next steps and measures of success <p>2020 and Beyond</p> <ul style="list-style-type: none"> •

Measures of Success TBD

Roseville City Priority Plan 2019-2020

Strategic Priority: Inclusive Community and Governance

Strategic Initiative: Implement Racial Equity Plan

Desired Outcomes: Integrate racial equity into policies, procedures and processes in order to drive institutional and structural change within the organization.

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>Roseville's applicant pool and workforce is representative of the overall percentage of people of color living in Roseville.</p>	<p>Staff Lead: City Manager</p> <p>Supporting Staff: Assistant City Manager, Human Resources staff</p> <p>Commissions: Internal</p> <p>Others: All hiring departments</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • Provide Update to City Council on staff's GARE participation <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Gather demographic data of current workforce, and applicant data for open positions over the past year. Review data for trends. <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Begin reviewing current job postings and job descriptions for inclusive language. • Continue to develop recruitment strategies that expand the pool of applicants. <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Review screening questions, interview processes and start developing implicit bias training for key employees on interview panels. <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Develop a 5-10 year recruiting plan to build up a reliable, wide base of contacts that can assist with recruitment of diverse candidate pools. • Develop diverse pipeline of future employees through connections at high schools, colleges, trade schools, and other non-traditional avenues.

		<ul style="list-style-type: none"> • Look for ways to develop non-traditional applicants (i.e. internships, mentoring, apprenticeships, etc.) that will get applicants “in the door” and keep them.
<p>Racial equity is established as an on-going, sustainable and integrated priority of the city organization, elected and appointed leaders.</p>	<p>Staff Lead: City Manager, Assistant City Manager</p> <p>Supporting Staff: GARE team, Department Heads</p> <p>Commissions: Human Rights, Inclusion and Engagement Commission</p> <p>Others: City Council</p>	<ul style="list-style-type: none"> • 1st Quarter, 2019 <ul style="list-style-type: none"> • Provide Update to City Council on staff’s GARE participation • 2nd Quarter, 2019 <ul style="list-style-type: none"> • The Strategic Racial Equity Action plan is updated with specific actions, timelines and performance measures for the 2019-2020 priority items • 3rd Quarter, 2019 <ul style="list-style-type: none"> • Baseline racial equity knowledge training curriculum is developed for all staff. • Sessions are offered during 3rd and 4th quarter • 4th Quarter, 2019 <ul style="list-style-type: none"> • Baseline racial equity knowledge training sessions are offered. • 2020 and Beyond <ul style="list-style-type: none"> • All staff and new hires receive baseline racial equity knowledge training. • Advanced training on understanding and use of racial equity toolkit is developed and offered to key staff members. • Racial equity toolkit is utilized in development and review of city policies, procedures, budget requests and engagement activities.

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>Relationships between the city and leaders in communities of color are developed, and maintained.</p>	<p>Staff Lead: City Manager</p> <p>Supporting Staff: Assistant City Manager, GARE team, Communications staff, Police Department staff, Parks & Recreation staff.</p> <p>Commissions: Human Rights, Inclusion and Engagement</p> <p>Others: City Council, Department Heads</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • Provide Update to City Council on staff’s GARE participation • HRIEC discusses best practices for city engagement and outreach <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Discussion between HRIEC and Council on role of HRIEC in developing relationships and connections in communities of color (scheduled for June 3, 2019) • Communications staff begins discussions on how to further develop relationships in under-reached communities through micro-communication efforts. <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Strategic communications plan, along with engagement and outreach best practices are developed. <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • On-going efforts to communicate with, develop, and maintain relationships outside the boundaries of City Hall are continued. <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Training for key staff members in best practices for engagement and outreach

Measures of Success:

- Track number of job descriptions reviewed and/or revised using a racial equity lens number of applicants of color for jobs,
- Track number of applicants of color interviewed
- Track number of applicants of color hired
- Track number of staff trained on the baseline knowledge concept of the GARE principles
- Track number of connections made within communities of color

- Track number of persons of color volunteering with City
- Track number of applicants of color applying for and being appointed to City Commissions

Roseville City Priority Plan
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Strategic Priority: Inclusive Community and Governance

Strategic Initiative: Create Community Engagement Toolkit

Desired Outcomes: Best practices are used for city engagement and outreach efforts in order for all segments of the population to be heard.

Goals/Focus Area	Responsible Staff/Commission	Timeline
<p>A toolkit of best practices for engagement and outreach is developed and staff is trained on how to use it.</p>	<p>Staff Lead: Assistant City Manager</p> <p>Supporting Staff: City Manager, Communications staff, Department Heads</p> <p>Commissions: All City Commissions</p> <p>Others: Community partners, school cultural liaisons, community leaders</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • HRIEC and staff work to compile information and data relating to best practices for engagement and outreach. <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • HRIEC presents information to City Council on best practices recommendations. <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Staff and HRIEC work to refine specifics reflected in best practices document/recommendation. <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Staff begins to receive training on how to use best practices when developing and designing engagement and outreach efforts. Information is integrated into council reports reflecting the method of engagement used as well as the outcomes. <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Ongoing education of all Commissions of best practices for community engagement

<p>Develop micro-level communication efforts and channels in order to fill the gap in our mass communication efforts.</p>	<p>Staff Lead: City Manager</p> <p>Supporting Staff: Assistant City Manager, Communications staff</p> <p>Commissions: Human Rights, Inclusion and Engagement</p> <p>Others:</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Conduct a communication audit to identify areas of the community we may not be reaching with mass communication efforts. <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Conduct a SWOT analysis of communication efforts. • Begin to identify specific strategies to develop micro-level communication between the city and under-reached communities. <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Continue to identify communication strategies in under-reached communities. <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Work with leaders in under-reached communities to refine communication strategies and identify areas where the city should be communicating more and on which issues.
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Measures of Success

- Number of staff trained in engagement/outreach best practices
- Number of times the best practices model has been used

Roseville City Priority Plan 2019-2020

Strategic Priority: Housing

Strategic Initiative: Housing in Roseville Meets All Identified Needs (Housing Style/Type, Affordability, Availability, Market Needs)

Desired Outcomes: Increase the # of New Housing Units

Goals/Focus Area	Responsible Staff/Commission	Timeline
Ensure newly added housing units consist of a variety of housing styles and affordability levels	<p>Staff Lead: Community Development</p> <p>Supporting Staff: City Manager, Public Works Department</p> <p>Commissions: Planning Commission, EDA</p> <p>Others: Consultants, brokers, developers, property owners</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> • Make Housing Needs Assessment available on the City’s website <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Invite residential land broker to EDA meeting to provide a market update and conduct Q & A <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Reconcile Housing goals in Comp Plan w/Housing Needs Assessment and develop top 3-5 priorities for EDA consideration • Map housing priority sites in terms of 3-5 priorities – present to EDA for feedback & consensus <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Arrange & conduct an event for real estate professionals & developers focusing on promoting residential development in Roseville <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Monitor and update map of housing priority sites • Update Housing Needs Assessment • Annually track housing units added & type via building permit data

Measures of Success:

- EDA consensus on top 3-5 housing priorities
- Progress is made towards adding the prioritized housing unit types
- Promote Roseville housing opportunities to at least 3 developers a year

- Update Housing Needs Assessment every other year

Roseville City Priority Plan

2019-2020

Strategic Priority: Public Improvements

Strategic Initiative: Increase Pedestrian Connectivity and Safety

Desired Outcomes: Increased availability of pedestrian connections and a higher level of safety for pedestrians using sidewalks and trails

Goals/Focus Area	Responsible Staff/Commission	Timeline
Identification of and application for grants for pathway construction of grants for pathway construction.	<p>Staff Lead: Public Works Department</p> <p>Supporting Staff: Parks and Recreation Department</p> <p>Commissions: PWET Commission, Parks and Recreation Commission</p> <p>Others: Consultants, Ramsey County, MnDOT, Metropolitan Council</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Identify possible grant programs which fund pathways <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Work with Ramsey County to identify upcoming roadway projects and prioritize pathway segments based on upcoming development and construction <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Incorporate specific segments into the CIP <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Construct pathway segments
Develop and adopt a formal crosswalk policy for the installation and enhancement of marked crosswalks on local roadways.	<p>Staff Lead: Public Works</p> <p>Supporting Staff:</p> <p>Commissions: PWET Commission, Parks and Rec Commission</p> <p>Others: Ramsey County, MnDOT, possibly consultants.</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Identify all marked crosswalks on Roseville local roads and note common characteristics <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Review new model policies for crosswalks as developed by the Local Road Research Board (expected in Fall of 2019)

		<p>2020 and Beyond</p> <ul style="list-style-type: none"> • Work with PWET Commission and the general public to identify where to install marked crosswalks on local roadways. • Educate public on laws and proper usage of crosswalks for cyclists, drivers and pedestrians
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Measures of Success:

- Application of at least two grants for pathway segments
- Use of other available funding (i.e. remaining Parks Renewal Funds, Municipal State Aid Funds, etc.) for construction of pathway segments
- Presentation of a proposed Crosswalk Policy to the City Council in third quarter of 2020.
- Track amount of lineal feet of trails/pathways/sidewalks added

Roseville City Priority Plan 2019-2020

Strategic Priority: Public Improvements

Strategic Initiative: Improve Storm Water Facilities

Desired Outcomes: Ensuring storm water facilities are properly maintained and funded in order to guarantee that storm water quality is maintained and flooding issues are mitigated

Goals/Focus Area	Responsible Staff/Commission	Timeline
Develop Condition Rating Criteria for ponds, storm water pipes and structures and start intensive inspection program	<p>Staff Lead: Public Works</p> <p>Supporting Staff:</p> <p>Commissions: PWET Commission</p> <p>Others: Consultants, Watersheds</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Refine condition rating criteria for ponds, pipes and structures <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Start intensive inspection program using new asset management program and mobile devices <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Record condition ratings and refine CIP based on priority infrastructure needs
Develop a City wide storm water model to identify localized flooding locations and system deficiencies for large rain events	<p>Staff Lead: Public Works</p> <p>Supporting Staff:</p> <p>Commissions: PWET Commission</p> <p>Others: Consultants</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Propose budget for the phased development of a City wide storm water model <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Enhance as built data within GIS database to support city wide model <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Hire a consultant to complete phase one of the City wide storm water model

Measures of Success:

- Updated CIP and operating budget reports for the 2021 budget cycle identifying capital investment priorities for the storm water infrastructure
- Development of a city-wide storm water model with Phase 1 complete by fall of 2020

Roseville City Priority Plan

2019-2020

Strategic Priority: Public Improvements

Strategic Initiative: Expand Public Transit Connections

Desired Outcomes: Ensuring that there are adequate and frequent transit connections to meet the needs of Roseville residents, businesses, and visitors

Goals/Focus Area	Responsible Staff/Commission	Timeline
Expand Transit Opportunities in Roseville	<p>Staff Lead: Public Works Director, Community Development Director, City Manager</p> <p>Supporting Staff:</p> <p>Commissions: PWET Commission</p> <p>Others: Metro Transit</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <p>3rd Quarter, 2019</p> <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Invite Representatives from Metropolitan Council to meet with City Council to discuss the needs of additional transit in Roseville <p>2020 and Beyond</p> <ul style="list-style-type: none"> • City staff works with Metro Transit staff to identify transit opportunities and funding sources. • City staff provides regular updates on work with Metro Transit staff

Measures of Success:

- Creation of additional connections and/or routes of transit serving Roseville residents and businesses.

Strategic Priority: Environmental Sustainability

Strategic Initiative: Increase Green Step City Step Certification Level

Desired Outcomes: Best practices for environmental sustainability are incorporated into Roseville's programs and services.

Goals/Focus Area	Responsible Staff/Commission	Timeline
Achieve Minnesota Green Step 3 designation and work towards higher steps	<p>Staff Lead: Public Works</p> <p>Supporting Staff:</p> <p>Commissions: PWET Commission</p> <p>Others: Consultants</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> • Report to Green Team (PWET Commission) on current steps and initiatives <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> • Achieve Green Step 3 and receive recognition at League of MN Cities Annual Conference in Duluth, MN <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> • Report to City Council on additional tasks and timing to reach Green Step 4 and 5 <p>2020 and Beyond</p> <ul style="list-style-type: none"> • Annually report to Green Team and City Council on progress and propose budgets to support advancement through the Green Step program

Measures of Success:

- Achieve Green Step 3 in 2019
- Develop a clear path for additional steps within the next three years
- Progress towards Green Step 4 and 5

Strategic Priority: Environmental Sustainability

Strategic Initiative: Reduce City's Carbon Footprint

Desired Outcomes: Making a measurable reduction to Roseville's impact on the environment

Goals/Focus Area	Responsible Staff/Commission	Timeline
Using 2018 as a baseline, identify a percent reduction goal for the City's Carbon footprint by 2030	<p>Staff Lead: Public Works</p> <p>Supporting Staff: All other departments</p> <p>Commissions: PWET Commission</p> <p>Others: Minnesota Pollution Control Agency, other agencies that may provide grants/program assistance</p>	<p>1st Quarter, 2019</p> <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> Work with the PWET Commission to present expert recommendations and background data <p>3rd Quarter, 2019</p> <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> Provide a recommendation from PWET Commission for a percent reduction in the City's Carbon footprint by 2030 <p>2020 and Beyond</p> <ul style="list-style-type: none"> Identify specific measures and actions with CIP and budget impacts to implement new programs and technologies to reduce the City's carbon footprint
Update the City Campus Geothermal Master Plan to identify which buildings are feasible to connect to the existing capacity of the geothermal system in order to further reduce the City's carbon footprint	<p>Staff Lead: Public Works</p> <p>Supporting Staff: Parks and Recreation</p> <p>Commissions: PWET Commission, Parks and Recreation Commission</p> <p>Others: Consultants</p>	<p>1st Quarter, 2019</p> <ul style="list-style-type: none"> <p>2nd Quarter, 2019</p> <ul style="list-style-type: none"> Receive proposal from consultant to update the Geothermal Master Plan <p>3rd Quarter, 2019</p> <ul style="list-style-type: none"> Commission the update of the master plan <p>4th Quarter, 2019</p> <ul style="list-style-type: none"> Report to PWET Commission, Parks and Rec Commission and City Hall with final recommendations from updated Master Plan <p>2020 and Beyond</p> <ul style="list-style-type: none"> Adjust CIP and operating budget to reflect implementation of recommendations from the updated Master Plan

Measure of Success:

- Establishment of a percent reduction goal for the City's carbon footprint by the end of 2019
- Adoption of plan to reduce City's carbon footprint
- Updated Geothermal Master Plan identifying expansion to additional City facilities