

## **City of Stoughton Sustainability Committee Meeting, Monday, February 13, 2023**

Members present: Rachel Venegas, Donelle Scaffidi, Denise Duranczyk, Katelyn Geleynse, Heath Massey, Steve Jackson, Sienna S., Jen Cummings

Non-members present: Mayor Swadley, Sharon Lezberg

6:02 PM Rachel Venegas calls meeting to order.

New committee member Katelyn Geleynse introduces herself

Land Acknowledgement: Donelle shares Ho Chunk book

### **Kevin Short – Tree Commission Presentation:**

Commission advocates on behalf of urban forest, assists urban forester, makes policy recommendations to Public Works & Council, pursue grants, discusses concept of canopy cover, which is correlated with most benefits of trees, 2013 study found that 25-28% of Stoughton under tree canopy cover, Fitchburg has canopy cover goal of 30% within their urban service area, Stoughton will set target canopy once next tree canopy assessment comes out; hopes Sustainability Comm. will offer support to commission for meeting tree canopy goal.

Committee members express support for incorporating tree commission's ideas into plan

### **Communications:**

Donelle reminds us of joint RDA, Sustainability Committee, & Stoughton Innovation on February 23<sup>rd</sup>.

Sustainable Stoughton is hosting a "planting a pollinator garden" event on Feb. 18, 10-12 at the firehouse

Scott is talking to planners and sustainability coordinators in McFarland, Sun Prairie & Middleton about strategies for implementing sustainability plans. He will record his notes in shared Sheets document from previous conversations with those communities.

Steve moves to approve Jan 9 meeting minutes, motion carries.

### **Survey Update:**

To date there are 202 responses according to Kristen

We review outreach schedule:

Postcards will hit mailboxes this week

Stoughton Utilities bills just hit mailboxes and this triggered an uptick in responses

Rachel will redouble social media posts

Donelle will print more flyers

**Donelle urges us to communicate survey to our personal networks, this is very effective**

**Next Steps for Public Engagement:**

Focus groups – business & school district/early childhood

Survey of city staff & council

Community conversations (these can happen after plan draft)

Donelle proposes 6-month timeline for public engagement & first draft of plan.

We discuss how many and what types of focus groups. Perhaps one for developers and home builders, another for large energy & water consumers & those who create large volumes of waste, both private and public. But we may have a separate focus group for the school district for a total of 3 focus groups.

7:31Pm Scott moves to adjourn, Denise seconds.

## Six Month Timeline

	<b>Public Engagement</b>	<b>Writing the Sustainability Plan</b>
<b>February</b>	<ul style="list-style-type: none"> <li>- Determine audience for (1) Focus Groups and (2) City Survey/Questionnaire</li> <li>- Determine working groups/pairs for (1) Focus Groups and (2) City Survey/Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>- Determine working group/pairs for writing the plan (<i>Idea: break it into parts with 2 people working together on each: Introduction(s), Recommendations, Appendices</i>)</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>- Survey analysis and report (UW Extension)</li> <li>- Invitation logistics and Design (1) Focus Groups</li> <li>- Design and send out (2) City Survey/Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>- Review feedback from Scott's outreach with neighboring communities, followup as needed</li> </ul>
<b>April/May</b>	<ul style="list-style-type: none"> <li>- Collect and analyze (2) City Survey/Questionnaire (report - UW Extension)</li> <li>- Conduct (1) Focus Groups</li> </ul>	<ul style="list-style-type: none"> <li>- Determine layout and terminology for recommendations</li> <li>- Work on Appendices and Introduction</li> </ul>
<b>May/June</b>	<ul style="list-style-type: none"> <li>- Data consolidation and analysis of (1) Focus Groups (report - UW Extension)</li> </ul>	<ul style="list-style-type: none"> <li>- Begin drafting recommendations</li> <li>- Draft of Appendices and Introduction</li> </ul>
<b>July</b>	<p><i>Public input on Sustainability Committee recommendations - not sure where this fits in or if we will have time for this (or at least have time to incorporate the feedback into the final plan).</i></p>	<ul style="list-style-type: none"> <li>- Draft recommendations and share with City officials &amp; departments</li> <li>- Finalize Appendices and Introduction</li> </ul>
<b>August/ early September</b>		<ul style="list-style-type: none"> <li>- Final Draft of Sustainability Plan</li> </ul>

# Focus Group Process & Timeline

City of Stoughton Sustainability Committee

**Background:** As a part of the public engagement process for the Sustainability Committee, we will be hosting focus groups. A focus group is a kind of organized discussion guided by a few specific questions. The purpose is to gain a deeper understanding of participants' views, experiences, feelings, perceptions, beliefs, knowledge, and attitudes about the topic being investigated. Dane County Extension has drafted the tentative timeline and process below. This will be shared with the Sustainability Committee and may be amended as needed.

Timeline:

Month	Task	Responsible Party
March, 2023	Determine focus group attendees (aim for 8-10 per group)	Stoughton Sustainability Committee
	Finalize focus group questions	Extension
	Determine if focus groups will be virtual or in-person <ul style="list-style-type: none"> <li>- If virtual, logistics include date and sending link</li> <li>- If in-person: logistics include venue, dates, food, accessibility</li> </ul>	Stoughton Sustainability Committee
	Develop invitation list and send invitation letters with date and logistics <ul style="list-style-type: none"> <li>- Invitation letter includes background about Sustainability Committee &amp; questions</li> </ul>	Stoughton Sustainability Committee would send the email & Extension (Aly) can help draft
April, 2023	Finalize focus group processes <ul style="list-style-type: none"> <li>- Facilitator and notetaker roles</li> <li>- Agenda for focus group session</li> <li>- Assure that there are enough participants per session and that they represent the sector adequately</li> </ul>	Extension
	<ul style="list-style-type: none"> <li>- Identify and train facilitators and note-takers</li> </ul>	Extension
A week prior to focus group	Follow-up with invitees to assure participants attend and send questions	Stoughton Sustainability Committee

May, 2023	Hold focus group sessions	Extension
May-June 2023	Organize data and generate report (analysis of focus groups)-	Extension

### Focus Group Sequence:

This is a very basic agenda for how the actual focus group will run

- Greeting/Welcome
- Introduction (facilitation team)
  - Overview/purpose, Background (sustainability committee), Participants' Selection, Roles of facilitation/recording Team
  - Logistics of focus group and how the information will be used (time duration, method of discussion, recording, confidentiality, and refreshments, communication guidelines)
- Participant introductions (name, organization, role in organization)
- Question #1 (round robin - everyone answers)
- Questions that follow can include everyone or be answered by whomever chooses to answer; some 'prompt' questions included)
- Summary (Thank you; restate how the information will be used)
  - Indicate that we will send the summary report (of all focus groups) to them for review (to check for accuracy)

### Proposed reconsideration of Focus Group Audiences

During the last Stoughton Sustainability Committee meeting, we began a discussion about the focus groups (continued community engagement). The purpose of the focus groups is to get input from specific audiences who may not have been engaged in the community conversation or survey, and who are important in the implementation of the sustainability plan and recommendations.

We (Michelle and Sharon) would like to propose four audiences (four focus groups):

- 1) Manufacturing and utilities (larger industry sector)
- 2) School district
- 3) Environmental groups
- 4) Community anchor institutions (this would include organizations that represent businesses, such as the Chamber and the Business Association)

Below, we offer details about proposed audiences, what we want to learn from each audience, and draft questions.

## Focus Group Audiences (detail) and Draft Questions

In order to gain input from the full-breath of sectors in Stoughton, we will host 4 focus groups. The explanation of each audience is below along with examples of who might be invited. The Sustainability Committee should determine the final list of invitees:

- 1) **Manufacturing and Utilities:** This group will focus on the industry and larger businesses that are present in Stoughton.
  - a) **What do we want to learn from this group?**
    - i) What sustainability practices (operations) are currently practiced; what is possible for the industry/business?
    - ii) What are the barriers to sustainability?
    - iii) What can the sustainability committee do to overcome barriers/incentivize sustainability?
  - b) **Draft invite list:**
    - i) Stoughton Trailers
    - ii) Stoughton Utility
    - iii) Dairyland Electrical Industries
    - iv) Cummins
    - v) The Vital Foundry
    - vi) Zalk Josephs Fabricators
    - vii) Zinkpower-Stoughton
    - viii) Emmi Roth
    - ix) Durr Universal
    - x) Eri Floral
    - xi) Hospital
  - c) **Introduction should include:**
    - i) The focus areas for the sustainability plan
    - ii) Note that the purpose of this focus group is to gather information to inform the plan; the plan will be aspirational but will take into consideration barriers/constraints
    - iii) We are recording comments that will be attached to your industry/business but not to your name. This will help us with interpretation and analysis.
  - d) **Proposed questions:**
    - i) What is your business/industry currently doing with regard to sustainability practices in the focus areas?
      - What initiatives has your business/industry taken that you are particularly proud of?

- ii) Where do you see additional possibilities for incorporating sustainability practices in your business/industry?
  - Process innovations?
  - Monitoring/tracking resource use and waste management?
  - Product innovations?
- iii) Does your industry/business have sustainability goals? Who sets them?
  - Are there 'champions' in your industry/business who are leading efforts to incorporate sustainability practices?
  - If you do not have sustainability goals, what might be the reasons that these are not included in your business planning?
- iv) What are the barriers to achieving your sustainability goals?
- v) How might the City, the County, or other entities (such as nonprofit organizations) help overcome these barriers in order that you could reach your goals?

2) **School District:** There were many opportunities for the school identified in the community dialogue.

**a) What do we want to learn from this group? (facilities/operations, instruction, student engagement)**

- i) What sustainability innovations are possible?
- ii) What are the barriers to sustainability?
- iii) How is sustainability being taught?
- iv) What opportunities are there for students to get involved in sustainability initiatives in their school?
- v) Where are opportunities for partnerships (in education/ in implementation of sustainability plans)

**b) Draft invite list:**

- i) Advisor to environmental club
- ii) Facility managers
- iii) School board members
- iv) Administrators

**c) Introduction should include:**

- i) Share the focus areas for the sustainability plan
- ii) Note that the purpose of this focus group is to gather information to inform the plan; the plan will be aspirational but will take into consideration barriers/constraints
- iii) We hope that this focus group is just the beginning of the relationship with the School district. We learned from our community conversations that residents view the District as a key player in promoting/educating about sustainability.
- iv) Recognition that they are coming from different starting points (facilities, operations, classroom instruction, student engagement).

**d) Possible questions**

- i) What are current efforts toward sustainability in the schools? (facilities, processes, student learning, engagement)
- ii) What other possibilities have you recognized but so far been unable to implement?
- iii) What are your goals in terms of sustainability?
- iv) What are the barriers to reaching these goals?
- v) What do you see as the role of the school district in moving Stoughton toward being a more sustainable community?
- vi) How might the City, the County, or other entities (such as nonprofit organizations) help the school district accelerate sustainability efforts?

3) **Environmental Groups:** There were many ideas for environmental education and practice implementation given at the community dialogue.

**a) What do we want to learn from this group?**

- i) What role they can play in promoting sustainability in the community
- ii) Who they partner with (or could partner with) in their work and in implementing sustainability recommendations
- iii) What are their barriers to accelerating efforts and what support do they need to overcome barriers?

**b) Draft Invite List:**

- i) Sustainable Stoughton
- ii) Friends of Viking County Park/Lake Kegonsa State Park Friends Group
- iii) Rock River Coalition/Friends of Badfish Creek Watershed
- iv) Prairie Task Force (if still active)
- v) Sustain Dane
- vi) Wisconsin 350

**c) Introduction should include:**

- i) Share the focus areas for the sustainability plan
- ii) Note that the purpose of this focus group is to gather information to inform the plan; the plan will be aspirational but will take into consideration barriers/constraints
- iii) Collaboration/collective action: moving toward an ecosystem where all entities in the community are committed to becoming a sustainable community

**d) Possible questions**

- i) What are current efforts of your organization to promote sustainability in the community?
- ii) What are you most proud of?
- iii) What do you want to do more of?
- iv) What are the barriers to advancing sustainability in Stoughton?
- v) What are the barriers for your organization?
- vi) What opportunities do you see for nonprofit and community organizations to work together to advance sustainability in the community?



- vii) What support would you like to see from the city, school district, or other entities?

4) **Community Anchor Institutions:** During the Community Dialogue, there were comments on the importance of making sustainability part of Stoughton's identity. This group was identified as organizations or events that uphold Stoughton's identity.

**a) What do we want to learn from this group?**

- i) What they are currently doing toward advancing sustainability, and/or discussing doing in the future.
- ii) How anchor institutions can promote sustainability and incorporate sustainability into the community identity
- iii) Understand the barriers for business entities and events in adopting sustainability practices
- iv) Identify ways the committee can assist in overcoming barriers

**b) Draft invite list:**

- i) Stoughton Opera House
- ii) Stoughton Chamber of Commerce
- iii) Syttende Mai
- iv) Visit Stoughton
- v) Downtown Business Association

**c) Introduction should include:**

- i) Share the focus areas for the sustainability plan
- ii) Note that the purpose of this focus group is to gather information to inform the plan; the plan will be aspirational but will take into consideration barriers/constraints
- iii) Encouraging collaboration/collective action: moving toward an ecosystem where all entities in the community are committed to becoming a sustainable community
- iv) Anchor institutions play a big role in defining the identity of the community; we are hopeful that they will embrace the opportunity for Stoughton to be recognized as a sustainable community.

**d) Possible questions**

- i) What are current efforts within your organization to move toward sustainable operations?
- ii) Where do you see additional possibilities for incorporating sustainability practices in your organization and/or events that you sponsor?
  - (1) Process innovations?
  - (2) Monitoring/tracking resource use and waste management?
  - (3) Product innovations?
- iii) For umbrella organizations:
  - (1) In what ways is sustainability discussed within your membership and in your organization?

- (2) Are there champions within your organization promoting activities that improve sustainability?
- iv)** What are the barriers to advancing sustainability within your organization?
- v)** What do you see as the role of your institution/organization in promoting sustainability in Stoughton?
- vi)** How might the City, the County, or other entities (such as nonprofit organizations) help your organization accelerate sustainability efforts?

# Appendix B – City Department Surveys





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**DIVISION:** Public Works

**DIVISION HEAD:** Benjamin John

1. What does sustainability mean to your division?

Sustainability to Public Works means operating in a manner that balances the need for efficient and cost effective solutions, with a desire to act in an environmentally friendly way.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

When planning operations, sustainability is considered in terms of how current practices can be altered or improved to incorporate; more efficient, less resource intensive, and more environmentally activities.

3. Please describe to what extent your department is currently or could be practicing sustainability.

- a. **How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?**

Staff are conscious of the amount of resources consumed, a prime example being the monitoring of salt applied to the roadway during snow operations.



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**b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

Prior to COVID, staff would gather every workday to review safety procedures. Moving forward this will be put into practice again. Personal health and wellness is an area that the department should focus on addressing, especially given the toll the pandemic is taking on mental & physical well-being of our staff.

**c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

Public Works has an impact upon the local economy in that well maintained infrastructure is crucial for economic growth.

**4. What metrics are in place to measure your progress?**

Staff have been monitoring the amount of salt used per year. Management are continuing to develop metrics to track our activities.



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**5. What challenges or barriers prevent you from practicing sustainability and why?**

Often times more sustainable options are cost prohibitive. Additionally there is a small segment of the workforce who are resistant to change and hesitant to embrace more sustainable practices.

**6. What do you consider to be the least sustainable aspects of your department's operation?**

Our reliance on gas and diesel vehicles. Unfortunately, for much of our heavy equipment including our patrol trucks, a more sustainable option is not yet available. However, Dane County and the City of Madison who are both leaders in Fleet sustainability practices, are providing our staff with excellent learning opportunities for changes we can make here.

Please return completed survey no later than **Friday, October 2, 2020** to Sarah Sauer, [ssauer@cityofsunprairie.com](mailto:ssauer@cityofsunprairie.com).



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**DIVISION:** Economic Development

**DIVISION HEAD:** Neil Stechschulte

1. What does sustainability mean to your division?

Economic sustainability of projects, reducing environmental impacts on projects, and encouraging energy efficiency in projects.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

Included as part of our criteria for evaluating requests for financial assistance. Highlight successful examples in the private sector.

3. Please describe to what extent your department is currently or could be practicing sustainability.

- a. **How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?**

Department operations have little impact. Biggest opportunities are saving electricity and recycling paper.



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**b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

Virtual check ins twice per week, and other division and departmental meetings where resources are shared.

**c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

Sharing resources, tracking economic data, networking, retention surveys, offering \$ assistance, community partnerships; etc.

**4. What metrics are in place to measure your progress?**

Division - Major projects, DA's, Lot Sales, marketing efforts, presentations, community and site tours, retention contacts, potential startups, specific workforce development efforts, and site search responses.

CDA - Applications for \$, city council initiatives passed, # on inquiries on publicly owned parcels, completed projects related to blight elimination, planning efforts on redevelopment.





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**5. What challenges or barriers prevent you from practicing sustainability and why?**

Not always enough time to address it, lack of interest from the private developer, perceived cost impacts, lack of knowledge on financial payback, doesn't always get prioritized over other factors, lack of direction on what the City's priorities are.

**6. What do you consider to be the least sustainable aspects of your department's operation?**

Sustainability is not prioritized in the overall negotiations on requests for financial assistance--in part because we haven't defined our own goals for the City.

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DIVISION: Public Services

DIVISION HEAD: Engineering

1. What does sustainability mean to your division?

Analyzing decisions with a focus and consideration for sustainability.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

Discussions are here and there, but the analysis of the decisions being made have a sustainable goal. The stormwater department goals mirror that of sustainability.

3. Please describe to what extent your department is currently or could be practicing sustainability.

a. How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?

Generally by ordinance requirements for handling of stormwater. City standard specifications take into account the sustainability of the infrastructure being built.



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- b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

We have OSHA requirements for construction safety that we follow. We often are communicating with contractors and residents on the safety of our projects.

- c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

Our projects and specifications are designed to be efficient with taxpayer dollars.

- 4. What metrics are in place to measure your progress?**

CIP budgets



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**5. What challenges or barriers prevent you from practicing sustainability and why?**

funding - stormwater could create much more sustainable features throughout the city but they require investment and maintenance  
staffing - more staff would free up time and efforts to focus on implementing sustainability programs

**6. What do you consider to be the least sustainable aspects of your department's operation?**

dependency on paper, one-call field marking

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DIVISION:     Finance    

DIVISION HEAD:   Kristin Vander Kooi-----  

1. What does sustainability mean to your division?

Sustainability means trying to be proactive in the use of natural resources. It also means assisting other departments in purchasing sustainable goods and materials.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

The finance department does not discuss sustainability on a regular basis. We discuss when staff bring up ideas to improve ways to be sustainable.

3. Please describe to what extent your department is currently or could be practicing sustainability.

- a. **How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?**

The finance department tries to cut down on paper usage where possible. This is difficult as two of our larger functions (payroll and AP) require the use of paper. We address this by purchasing recycled paper and products as much as possible to cut down on waste. We also try not to print unless it is needed.



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**b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

The finance department is conscious of the safety and wellbeing of our coworkers and the public. We maintain social distancing, encourage payments to be paid on-line or through the mail. We encourage ergonomic office equipment like standing desks to assist with the health of our employees. Lastly, similar to other departments, we support our coworkers by encouraging them to stay home when they feel sick or need a mental health day. We work together to make sure that work gets done, whether we are short staff or not.

**c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

The finance department assists other city departments in the purchasing of goods and services. Through our RFP process, we encourage buying local by giving points to vendors who are within Sun Prairie/Dane County. The department also assists departments in purchasing goods/services for the lowest price possible. This keeps the costs of the city down, which in turn assists in keeping the property taxes that our community pays lower than it would be if we were not searching out these opportunities.

**4. What metrics are in place to measure your progress?**

The finance department does not currently have formal metrics in place to measure progress. The department is an internal service department and many of our outputs are located in other departments.



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**5. What challenges or barriers prevent you from practicing sustainability and why?**

Current systems to process payroll and AP are very paper driven. Until our ERP software provider can assist us with keeping information digital, we will need to process with paper. It is also difficult to keep these processes electronic due to the checks and balances we have to have in place. We have to have at least two people reviewing and verifying these processes before they can be complete. Processing these tasks electronically would currently be inefficient.

**6. What do you consider to be the least sustainable aspects of your department's operation?**

The paper we need to process payroll, AP, create the CIP, and create the budget.

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**DIVISION:** GIS & Asset Management

**DIVISION HEAD:** Lou Rada

1. What does sustainability mean to your division?

- ✓ It means finding ways to reduce our impact on the environment both driven by our department, and operations citywide.
  - ✓ WebGIS applications reduce plotting and printing demand.
  - ✓ Infrastructure asset management maximizes asset life cycles.
  - ✓ Public apps. reduce the use of environmental resources.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

- ✓ Our department does this in two ways:
  - ✓ Build databases to track and inventory assets (mains, valves, etc.).
  - ✓ Work with other departments to communicate a valuable city resource (CIP Storymap, School Locator Bus Service, My Government Services, Bike Routes, etc.).

3. Please describe to what extent your department is currently or could be practicing sustainability.

**a. How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?**

- ✓ Infrastructure inventories - Wastewater Collection, Stormwater Collection webGIS applications and asset management.
- ✓ Recycle and Refuse webGIS applications.
- ✓ Lot more can be done, just have to dream it up.





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**b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

- ✓ WebGIS applications like Prairie Maps contains Police Districts and contacts to key staff.
- ✓ EMS incident dashboard is used to understand all the calls over a period of time. Could be used for staffing, future buildings, etc.

**c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

- ✓ Department has not allocated a lot of resources to this to date.
- ✓ A project has started to address cost of single family affordable housing.
- ✓ Can work with Econ. Dev. and Planning to address these topics.

**4. What metrics are in place to measure your progress?**

- ✓ None at this time



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**5. What challenges or barriers prevent you from practicing sustainability and why?**

- ✓ None, Public Services and Engineering support GIS development.
- ✓ In a round about way, GIS addresses these issues everyday.
- ✓ A challenge is our department doesn't use a sustainability thought process on a daily basis. Need to train our brains to think this way.

**6. What do you consider to be the least sustainable aspects of your department's operation?**

- ✓ As a department manager, my lack of understanding of just what sustainability is and how it can make for better services. This has been talked about for years, but it has an obscure meaning to me. Maybe some training to help focus on what is important to our community.

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**DIVISION: Sun Prairie Public Library**

**DIVISION HEAD: Svetha Hetzler**

1. What does sustainability mean to your division?

Sustainability at the library means the ability to provide 21st century public library services within and outside our facility. This includes outreach efforts, facility improvements, technology, digital services and traditional resources. Sustainability also means that we are able to meet the needs of our most marginalized and underrepresented residents.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

The library has a five year Strategic Plan with five initiatives. We have an established Strategic Planning Committee and Facilities Committee. Together we assess current needs as well as future needs so that we can prioritize projects and work towards future goals. This year we have identified: 1) safe reopening & continuity of service, 2) service to those most impacted by Covid-19, and 3) racial literacy. Our plan includes establishing a Digital Services Team.

3. Please describe to what extent your department is currently or could be practicing sustainability.

- a. **How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?**

- 1) Expansion of digital resources and use of technology to reduce waste.
- 2) Staff kitchen is equipped with dishes and silverware to reduce paper waste.
- 3) Digital communication
- 4) Scanning documents and utilizing Adobe Acrobat to reduce paper waste.



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**b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

Library staff is represented on the City's Safety & Security committee and Health & Wellness committee. The Library also has an internal "Sunshine Team" for overall staff well-being. The library offers a collection and programs for residents on a variety of topics include safety, security, health and wellness. Last year, our Beyond the Page grant funded programs and collection to support mental health.

**c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

One of the main areas of focus for Wisconsin Public Library's is workforce development. We have traditional and digital resources to support our residents in this area. SCLS has dedicated staff to support member libraries with new resources and partners.

**4. What metrics are in place to measure your progress?**

Metrics are collected annually as part of the DPI's annual report for all WI Public Libraries. We measure a variety of output measures including library visits, circulation, computer usage, program attendance and collection size. We are able to track our facility repairs and maintenance costs through MUNIS.



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**5. What challenges or barriers prevent you from practicing sustainability and why?**

Financial resources and dedicated staff .

**6. What do you consider to be the least sustainable aspects of your department's operation?**

An inefficient facility that lacks flexibility and is in need of constant repair due to age and inefficiency. Aging mechanicals are not environmentally sustainable. Our IT plan is a replacement plan but not necessarily a plan that has the room for new innovations that is necessary for sustainability. We lack a dedicated budget for 21st century digital services.

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**DIVISION:** Sun Prairie Historical Library & Museum

**DIVISION HEAD:** Jennifer Harper

1. What does sustainability mean to your division?

Set goals to be more self-sufficient by creating new revenue streams.  
Reduce our carbon footprint and use of non-renewable resources.  
Rely heavily on volunteers and donations.  
Make sure we are a valued part of community.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

We are actively brainstorming various ideas to create renewable revenue streams. We are also developing a "wish list" for our website in order to actively seek not only items we are missing in our museum collection, but also random operational needs.

3. Please describe to what extent your department is currently or could be practicing sustainability.

- a. **How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?**

We recycle our garbage, use recycled paper towels and use water only in our restrooms.  
We have accepted a donation of paper from a retiring school teacher and are open to all donations.



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**b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?**

This is a priority. This year we have repaired smoke detectors, installed security cameras, installed a cold plasma air filter in HVAC, and repaired wheelchair lift doors. we are open to the public but require face masks, limit capacity to six people at a time and regularly wipe down doors, handrails and desks. Director was recently re-certified in CPR.

**c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?**

Admission is free and appropriate for most age groups. We have just joined the Chamber of Commerce in order to network and find new ways to partner. We promote local businesses and other non-profit organizations on our social media platforms. We are altering our historic walking tours to include information about current businesses hours and specials.

**4. What metrics are in place to measure your progress?**

We currently have no sustainability metrics (besides financial), but we have recently developed a Dashboard to report Key performance Indicators to our Board. Adding new metrics will be easy for us to do.



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**5. What challenges or barriers prevent you from practicing sustainability and why?**

We have a great space for solar panels on our roof, but cost and space for batteries are significant barriers. Lack of information on how we, as a city division, can improve our sustainability practices is also preventing us from doing better in this area.

**6. What do you consider to be the least sustainable aspects of your department's operation?**

Ideally, our collection of artifacts should be kept in cold storage. Because we share our space with other city departments in the Westside Community Center, we can't keep the rooms as cold as we would like. We also cannot change the temperatures at night for this same reason.

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## **DIVISION: Parks, Recreation, and Forestry**

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### **DIVISION HEAD: Kristin Grissom**

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#### The SP Sustainability Task Force Survey – Parks, Rec & Forestry

##### 1.) What does sustainability mean to your department?

- Self-sufficiency
- Finding balance/being balanced
- Not being wasteful
- Identifying and implementing practices that create efficiencies

##### 2.) To what extent does your department focus and strategize sustainability? How does sustainability factor into department decision-making?

Currently, we do have many underlying conversations and strategies as it relates to sustainability, but there is certainly room for improvement. Specific examples of our sustainable strategies include:

- Developing, implementing and annually updating the PRF fees and charges policy built on principals of self-sufficiency in recreation budgets
- Moving Recreation programs into a 100% cost recovery special revenue account
- Retaining a large pool of summer seasonal staff that we can also utilize for fall, winter and spring programming. Sharing seasonal staff between both the parks and recreation divisions.
- Discussions with the PRF Leadership team (Chad, Joleen and Kristin) regarding succession planning. Identifying gaps in skill sets/preparing for retirements/departures that will leave a gap in skill sets and developing a plan to address this, such as professional development, org restructure and/or cross training.
- Repurposing of items. Small thing such as used printer paper for things such as scratch paper notepads and for filing receipts, and larger things such as scrapping old playground equipment and auctioning off old, unneeded recreation program equipment instead of these items going to a landfill.

##### 3.) Please describe to what extend your department is currently or could be practicing sustainability:

###### a. How does your departmental operations address environmental issues like waste, resource consumption and water use?

This is an area that we need to improve upon. Examples of things that we already do include:

- Recycling in our offices
- Elimination of a printed Recreation Guide (this was due to COVID-19, but is now forcing us to rethink the future of a paper copy rec guide even after COVID)
- Moving many of our “in-person” services to online such as shelter and Westside Community Services Building reservation requests. This was also due to COVID, but will continue to be offered online even after COVID. This reduces the need for folks to drive to WCSB.

Examples of things we could do include:

- Recycling in parks – we currently don’t do it because the public doesn’t typically cooperate. A city-wide campaign about recycling in parks could be something that could be effective.
- Implementing low-flow faucets in park restroom facilities
- Use of solar lighting in parks and park facilities

- Use of recycled paper for publications and marketing materials

**b. How does your departmental operations address social issues like safety and security, and health and wellness?**

This is an area that team PRF excels in. Examples include:

- Parks and open spaces provide excellent opportunities for community health and wellness.
- Recreation programs include fitness classes and programs centered around health and wellness.
- Neighborhood navigators program addresses safety, security and health and wellness by understanding the needs of the community and finding ways to meet those needs.
- Working towards inclusiveness and accessibility throughout the park system. The Vandenburg Heights Park redevelopment project is an obvious example of this, but also smaller projects that include adding poured in place pathways from playground entry points to transfer stations as a standard for ALL new playground replacement projects.
- Ensuring staff safety by providing training on Stop the Bleed, Active Shooter, and building safety. We also have emergency numbers posted by all office phones.
- Free Wi-Fi has been installed at Wetmore Park and the Family Aquatic Center and will be expanding to Sheehan Park, Liberty Park and Vandenburg Heights Park in 2021.
- Park security cameras are being installed throughout the park system.

**c. How does your departmental operations address economic issues like unemployment, inflation and local business/local economy?**

This is also an area that Team PRF does well in. Examples include:

- Hiring over 150 seasonal employees on an annual basis. We provide several seasonal positions with competitive wages that offer great job experience.
- We support local economy through programs, services and sponsorship opportunities. We invite local businesses to events such as Concerts and Movies in the Park.
- The park system provides free access to playgrounds, greenspace, trails, athletic fields and sport courts.
- Recreation programs are priced based on a model that subsidizes programs with the most community benefit/impact, while recovering over 100% of costs for programs that have the most individual/personal benefit and impact, which then allows us to achieve 100% cost recovery, while offering very low cost or free programs and events to the community.

**4.) What metrics are in place to measure your progress?**

This is definitely an area of improvement, but the following are metrics we currently utilize to measure progress:

- Cost recovery levels – we have goals for each category of programs and we evaluate this on a broad level after the previous year’s budget is reconciled and throughout the year, looking at individual programs and program categories.
- Scholarships – we want our programs to be accessible and reduce barriers. We evaluate the number of scholarships provided monthly and annually as well as the total dollar amount that was scholarshiped.
- The Neighborhood Navigators keep track of the unduplicated number of people served annually. We also collect stories of impact and narratives of success stories of those who we’ve touched through our work.

- The Rec team is constantly evaluating programs and services through surveys and program evaluations. We are intentional about the programming that we offer to ensure it meets the needs of the community. The fact that we do have 100% cost recovery on direct program costs illustrates that we are meeting the needs and offering programs that are relevant to the community.

5.) What challenges or barriers prevent you from practicing sustainability and why?

- Cost. There are many opportunities to practice sustainability such as solar power, green roofs, recycled products, low-flow fixtures, etc.
- Compliance/User habits. This relates to both the public and staff. From a waste/recycling perspective in parks and programs, it is challenging to get the general public to comply. From a staff perspective and generally speaking, we have some bad habits, too such as the use of paper and printing large paper copy manuals for seasonal staff.

6.) What do you consider to be the least sustainable aspect of your department's operations?

Our least sustainable aspect is probably park facility utility usage - from the FAC, to park lighting to shelter restrooms. There are solutions to address this, but they would require investment.



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DIVISION: Wastewater

DIVISION HEAD: Jeremy Cramer

1. What does sustainability mean to your division?

Wastewater treatment is a true sustainability activity. Water is cleaned and returned back to our environment to be used again by the people and other organisms at our planet. Sustainability to our department means accomplishing our job as efficiently as possible ~~and~~ and doing so in a manner that doesn't negatively impact our community or planet now or in the future.

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

Our team ~~now~~ discusses how we can improve our process and operation regularly. As part of these discussions, sustainable operations and new ways of utilizing the renewable energy we produce daily (biogas), and renewable soil fertilizer (biosolids), and ~~also~~ clean water ~~are~~ are strategized. We have included a \$400,000.00 solar array and \$12,000,000.00 solids handling and biogas project in the CIP. These projects are sustainability driven and will help the city do more renewable related projects.

3. Please describe to what extent your department is currently or could be practicing sustainability.

a. How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?

Yes. We try to re-use as much water as we can on a daily basis. We use approximately 300,000 gallon of treated wastewater on a daily basis instead of city drinking water for operations around the plant. We also utilize plant produced biogas to heat our buildings and digesters instead of using purchased natural gas.



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- b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?

Our team has monthly meetings related to safety training and safety related items. We also have recently started meeting as a full team to discuss inclusion and health and wellness issues.

- c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?

Our department does not impact these economic issues.

4. What metrics are in place to measure your progress?

The current metrics we use are cost per pound of BOD removed, average kWh consumed per day, kWh per 1000 PE, kWh/1000 lb of BOD/yr, amount of biogas produced and consumed, amount of biosolids produced, and amount of water reuse.



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5. What challenges or barriers prevent you from practicing sustainability and why?

Our barrier is like that most departments face, money to implement sustainability ~~actions~~ related projects.

6. What do you consider to be the least sustainable aspects of your department's operation?

~~Our~~ Our biosolids operation is the least sustainable of our operations.

7. Other

As a piece of related sustainability measures, ~~that~~ we will investigate the potential to change the sewer use ordinance to have food/garbage disposal units on home sinks. This could keep food waste out of landfills and be a way to help turn food scraps into renewable energy by getting the food to the wastewater plant and then going into anaerobic digestion and producing valuable biogas.

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DEPARTMENT: Administrative Services

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DEPARTMENT

MANAGER: Connie M DeKemper

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**1. What are your department's sustainability initiatives?**

OnBase and OpenGov – Allows City to go paperless and reduce the footprint for storage of documents. Also allows remote transactions for City Business.

Telecommuting. Reduces the City's building footprint requirements and transportation emissions.

**2. What are your department's strategies for future sustainable implementation?**

Would like to see more centralized purchasing. This will save time and resources for various supplies the City needs.

Get more departments converted to Onbase and OpenGov.

Our Department is support services and are most effective in assisting other department's success such as the recommendation for investment in the City's green space in the CIP.

**3. Does your department experience challenges or barriers to implementing sustainability? If so, please describe?**

The current processes require expertise knowledge, time and money. We have been moving at a slower pace as much of this work requires IT personnel to build and assist with implementation. They are typically drive the progress. They are all really good but they can only do so much within our financial constraints.

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**DEPARTMENT:** Emergency Medical Services

**DEPARTMENT**

**MANAGER:** Brian Goff

**1. What are your department's sustainability initiatives?**

We have moved, and continue to move, key business functions from an individual and into an automated solution.  
We perform annual review of financial management and service fees.  
We address succession planning through development of career progression opportunities.  
We leverage training/education to bring industry best-practice into the organization.

**2. What are your department's strategies for future sustainable implementation?**

We are pursuing continued development of career progression through first-level supervisor positions, as well as other support positions.  
We seek partnerships with external organizations to share workload and improve operational efficiencies.  
We aspire to implement entry pathways into the organization.  
We wish to take further advantage of training and education opportunities.

**3. Does your department experience challenges or barriers to implementing sustainability? If so, please describe?**

There is little opportunity to leverage existing talent within the City's workforce; employees are not able to transfer from one department to another.  
There is inadequate investment into staff positions such as those that create career paths and/or allow for pursuit of diversity.  
Cultural barriers to entry exist in the form of standards/qualifications that are too high and fail to consider systemic challenges of culturally diverse people.

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**DEPARTMENT: Police**

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**DEPARTMENT MANAGER: Brian Teasdale**

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What are your department's sustainability initiatives?

- Patrol fleet moving to hybrid squads. Fuel savings/emissions.
- Recycling containers throughout all buildings
- Shredder boxes in east/west buildings; recycling all paper products
- Operational paperless efforts; converted most operations to paperless
- Departmental forms moved to digital format
- Thermal paper squad printers; replaced 3-ply paper forms
- Rotating squad equipment into replacement cars on turn over
- Squad camera/body camera storage; digital server storage
- Crime scene photography is digital; digital storage
- District Attorney/Court paperless system; criminal paperwork processed electronically
- Transfer of open records files; drop box for City Attorney/CVMIC attorneys, DA
- Property and evidence; inventory completed by using scanners connected to RMS system
- Roll call systems are all electronic/no paper systems
- Smart Force software being used for electronic storage and tracking of patrol efforts
- Policy manual transitioned to electronic; paperless
- Dispatch movement of work processing to paperless systems
- Dictation of reporting; digital; no paper or tapes

What are your department's strategies for future sustainable implementation?

- Replacing multiple cars a year until the entire fleet is hybrid. Fleet plan initiatives.
- Evaluation system to be transferred to electronic format
- Personnel filing system to be transferred to electronic system
- Internal complaint reviews, use of force, pursuits, squad crash software implementation

Does your department experience challenges or barriers to implementation?

- Fleet adjustments for vehicle maintenance.
- Operational challenges with functionality of the hybrid squads.
- Squad equipment adjustments, staff education, and minor adjustments made successfully.
- Information Technology cost challenges to implement paperless systems
- Digital format compatibility with other departments that you need
- Wear and tear of equipment when rotating to new squads
- Cost of added software and transitions



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**DEPARTMENT:** ADMINISTRATION

**DEPARTMENT**

**MANAGER:** AARON OPPENHEIMER

**1. What are your department's sustainability initiatives?**

To connect with other municipalities and engage on sustainability topics and projects  
Collaborate with other departments on sustainability projects (i.e. LED lights, solar panels)  
Advocate for sustainable purchasing practices (i.e. hybrid police cars)  
Engage with residents and elected officials on sustainability

**2. What are your department's strategies for future sustainable implementation?**

Continue to invest in and advocate for sustainability projects  
Pursue a sustainability coordinator/buyer in the 2021 budget  
Pursue a sustainability committee following the task force

**3. Does your department experience challenges or barriers to implementing sustainability? If so, please describe?**

Knowledge of grants available for implementing sustainability initiatives

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**DEPARTMENT:** Community Development

**DEPARTMENT**

**MANAGER:** Scott Kugler

**1. What are your department's sustainability initiatives?**

In the Planning Division, implementation of the Comprehensive Plan policies, which contain many explicit and implicit sustainability initiatives. They include, among others, land use patterns that foster density, public transit, non-motorized modes of transportation, and more efficient use of infrastructure, as well as more direct recommendations and policies dealing with green technologies and initiatives. In the Economic Development Division, encouraging green architecture on publicly funded projects. In the Building Inspection Division, implementation of codes that incorporate, to the extent allowed by statutes, sustainable materials and practices.

**2. What are your department's strategies for future sustainable implementation?**

Examples include: Education of the public and elected officials on matters pertaining to density and efficient development. Considering sustainable practices and concepts when providing recommendations and guidance on development projects. Supporting recommendations from other departments and agencies pertaining to the protection of environmental resources and sustainable storm water management practices during the development review process. Monitoring erosion control practices as part of the construction inspection process. Providing increased consideration of development incentives for green building technologies and features during TIF negotiations.

**3. Does your department experience challenges or barriers to implementing sustainability? If so, please describe?**

Certainly funding is always a challenge. Many sustainability initiatives compete for limited public resources with other necessary investments such as street reconstructions, facility upgrades, and other desired amenities that are sought after by residents and their elected representatives. Initiatives aimed at creating an active transportation plan to better focus efforts to encourage and provide infrastructure for non-motorized modes of transportation, for instance, have gone unfunded the past two years. Political pressures also provide a challenge anytime density is proposed. Push back from developers on green initiatives, usually related to the financial investment that might be necessary to implement such technologies, is also common.

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Website: <http://www.wisconsin.gov>

DIVISION: Human Resources

DIVISION HEAD: Brenda Sukenik

1. What does sustainability mean to your division?

Avoiding the depletion of natural resources —  
Energy usage and physical waste  
maintain at a certain level (economic)?

2. To what extent does your department discuss and strategize sustainability? How does sustainability factor into department decision-making?

Discussions have focused on digital solutions to avoid paper usage but also to provide remote access to information.

3. Please describe to what extent your department is currently or could be practicing sustainability.

- a. How does your departmental operations address ENVIRONMENTAL issues like waste, resource consumption and water use?

Focus has been on keeping electronic information electronic — not printing. Using Onboard and Onbase solutions.

Separate  
concept

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- b. How does your departmental operations address SOCIAL issues like safety and security, and health and wellness?

Security of electronic data is very important, IT has provided solutions in file transfer. Lead conversations in employee safety, health and wellness.

- c. How does your departmental operations address ECONOMIC issues like unemployment, inflation, and local business/local economy?  
(ut)

HR would be a partner in any day off conversations but workload of departments will drive unemployment.

Part of joint Employee Wellness Clinic initiative to control health insurance costs and provide low cost health care options to employees.

4. What metrics are in place to measure your progress?

Developing metrics for Employee Wellness Clinic ROI.  
Analyze health insurance utilization  
Monitor turnovers and annual UI costs.

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Website: [www.wisconsin.gov](http://www.wisconsin.gov)

5. What challenges or barriers prevent you from practicing sustainability and why?

Clear organizational goals not defined.

6. What do you consider to be the least sustainable aspects of your department's operation?

When outside legislation changes are made without clear direction - we spend so much time interpreting the information because guidelines are not in place.

Speed of:  
enactment  
without  
guidance  
Families First Leave  
Social Security deferral

Formal guidance comes after effective dates - we attempt to educate our employees on action taken without all of the information ourselves.

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**DEPARTMENT: Sun Prairie Public Library**

**DEPARTMENT MANAGER: Svetha Hetzler**

**1. What are your department's sustainability initiatives?**

Specific initiatives this year include budget initiatives as well as projects currently in place:

- 1) Increased funding for digital resources
- 2) Funding to bring Dream Bus services to our higher need neighborhoods
- 3) Funding for virtual programs and new collections to support racial literacy efforts
- 4) Funding for new service delivery: drive-up window, walk-up window, curbside pick-up
- 5) Our Strategic Plan has identified the need to establish a digital services team

**2. What are your department's strategies for future sustainable implementation?**

- 1) IT Replacement plan
- 2) Expansion/Renovation project to include green features such as: solar panels, permeable concrete, electric vehicle charging stations, and improved HVAC
- 3) Design considerations for flexible spaces so we can adapt to changing circumstances

**3. Does your department experience challenges or barriers to implementing sustainability? If so, please describe?**

Yes, we have an aging facility with end-of-life mechanicals which require regular repair and maintenance. We have consistent issues with a leaking roof and inefficient temperature control. In addition, financial resources for technology and digital services are limited.

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DEPARTMENT:

DEPARTMENT  
MANAGER:

**1. What are your department's sustainability initiatives?**

The overall goals of the department are related to energy use. We have begun to implement fleet vehicles that use alternative energy sources, energy reduction projects at City Facilities and the installation of rooftop solar panels. Additionally, at the WWTP energy consumption was a major factor in the design of the upgrade

**2. What are your department's strategies for future sustainable implementation?**

Purchase or lease more fuel efficient or alternative fuel vehicles  
Consider energy conservation in all building projects

**3. Does your department experience challenges or barriers to implementing sustainability? If so, please describe?**

The costs for newer or alternative fuel vehicles is higher than traditional vehicles, so funding is a concern  
We have placed Solar panels on two large roof areas at City Hall and WSCB, rooftop is often the easiest and most cost efficient, additional solar installations will need to be of a different type and suitable sites may be hard to identify.