

CITY OF FORT COLLINS

# Action Plan for Sustainability:



Policy and  
Recommended Strategies

SEPTEMBER 2004





Over the past year, City of Fort Collins staff members have been working on a visionary step in creating the Action Plan for Sustainability. This plan provides recommended policy, goals, and targets for advancing sustainability within City operations with a unified, cross-departmental approach. A staff team with representation from each service area across the City developed this Action Plan using the Sustainable Development Commission’s *Resourceful Government Guidebook: Tools to Put Sustainability Into Action in Local Government Agencies* as a guide. The first step the team undertook was to develop the following policy statement for City adoption:

*“The City of Fort Collins will serve as a community leader in sustainability by conducting daily operations through balanced stewardship of human, financial, and environmental resources for present and future generations.”*

In order to put policy into action, the next step was to assess existing sustainability practices and identify new opportunities in daily City operations. Based on these documented successes and opportunities, the team then prioritized 9 areas of key importance to the City from a list of 31 sustainability topics for local governments. The nine areas are treated equally with no implied priority.

Priority A: Sustainable Purchasing – General

Priority B: Sustainable Purchasing – Auto Vehicles and Equipment

Priority C: Healthy Productive Employees – Employee Health

Priority D: Healthy Productive Employees – Employee Safety

Priority E: Green Buildings – New Construction, Major Retrofits, and Operations and Maintenance

Priority F: Healthy Ecosystems – Water Use Management, Irrigation

Priority G: Sustainable Energy – Employee Commuting

Priority H: Pollution and Waste Reduction – Office Recycling and Waste Reduction

Priority I: Management Tools – Planning

The final step in the planning process was to develop goals and quantitative targets for each of the nine priorities. Each target contains four elements: (1) performance measure: how results will be quantified; (2) scope: what part of the operation will be measured; (3) performance goal: what the desired outcome is; and (4) completion date: when the outcome will be achieved.

The team recommends the following steps for accomplishing the goals and targets:

- Obtain Executive Leadership Team (ELT) support for this Action Plan.
- Establish an organizational structure to coordinate implementing this Action Plan.
- Work with appropriate departments to finalize the recommended goals and targets.
- Evolve finalized and approved targets into detailed implementation plans that identify specific resource needs, responsible staff members, and timelines.

The City is already practicing many aspects of sustainability. Measuring, managing, and optimizing the existing sustainability practices and emerging opportunities will accelerate the City's progress. The policy, goals, targets, and resources (included in Appendix D) described in this report provide the structure for ensuring that sustainability is maintained in the future.





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## 1.0 Background

Along with fulfillment, fairness, and choices, *sustainability* is one of the four cornerstones that serve as the underpinning philosophy for the vision and goals set forth within City Plan. City Plan defines sustainability as, “*the long-term social, economic, and environmental health of our community.*” Inherent in sustainability is the concept of providing for today without compromising the ability of future generations to meet their needs. As stated in City Plan, “Our actions today affect what future generations have to admire or regret.”

The City has an opportunity to lead by example, promoting the sustainability of City Plan within its own operations. The City is already practicing sustainability in many areas. A sustainability policy and this Action Plan for Sustainability (Action Plan) will accelerate the City’s progress in a more coordinated manner with greater outcomes.

The City has a long history of environmental planning, ranging from the 1992 Framework for Environmental Action to the Air Quality Policy Plan, Natural Areas Policy Plan, Environmental Policy Plan, and more recently, the Greenhouse Gas Reduction Plan. These and other policies and plans serve as the environmental foundation for the City’s sustainability efforts. However, environmental planning is only one-third of the sustainability picture. Sustainability, by definition, takes a broader look beyond the environment to include economic and social health as well. This triple bottom line (environment, economy, and social health) merges nicely with the City’s Diversity Plan approach: City as an Employer, City as a Leader, and City as a Service Provider. When the City examines its role as an employer, sustainability includes maintaining the health and well-being of staff members, including limiting harmful environmental exposures and providing a healthy and productive work environment. In the City’s role of service provider, sustainability calls for being economically accountable to taxpayers. In its role as a leader, sustainability extends beyond compliance to proactively protecting natural resources for future generations.

The remainder of this Action Plan describes the methodology and expected benefits for developing such a plan, a proposed policy statement for City adoption, existing practices and emerging opportunities in sustainability, recommended goals and targets for



## 1.1 Motivation and Benefits From An Action Plan For Sustainability

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implementing the plan, and resources for getting started. During the course of developing this Action Plan, staff members raised several questions to clarify the boundaries and objectives of the project. Appendix A contains a list of the frequently asked questions (FAQs) and their answers.

### 1.1 Motivation and Benefits From an Action Plan for Sustainability

The City is involved in numerous sustainability practices; however, coordination and standard metrics of performance are lacking. There may be overlapping practices in place, but no coordinated effort toward measurement, management, or optimization. Thus, the motivation for this Action Plan is to elevate the City's sustainability performance through a strategic and systematic path. The specific project objectives and benefits presented to the Environmental Leadership Team (ELT) when the project was initiated support this path.

#### *Objectives and Benefits Presented to the ELT:*

- Develop a City-wide sustainability policy.
- Assess internal successes and prioritize future opportunities.
- Highlight successes while adapting to change.
- Create efficiencies, synergies, and consistencies among policies, plans, and programs.
- Maximize cost savings opportunities.
- Provide community leadership in sustainability.
- Align the City with agency counterparts for grant funding opportunities.
- Create targets and goals to measure the City's progress toward sustainability.

In addition to the objectives and benefits stated above, the team identified the following added value the City can expect from a well-developed Action Plan:

- Sustainability practices are simplified enough for people to put into their own business operations (recycling, wellness programs, etc.).
- Establishes a framework that can be used in different areas with enough flexibility to make staff members enthusiastic and engaged as team players.
- Helps show the citizens that the City is spending money wisely and is obtaining value.

- Supports the Sustainability policy with a structured framework for implementation.
- Helps ensure that sustainability becomes a tangible concept employees can understand and use.
- Establishes the City as an organizational leader in the community, encouraging individuals and organizations to push for higher levels of performance using sustainability as a guiding principle.
- Helps build a City-wide awareness toolbox of existing practices and resources that individual departments may already have in place so others can learn from their efforts.
- Addresses conflicting policies, objectives, regulations, etc., by considering the triple bottom line.

## 1.2 How the Team and the Process Worked

The ELT established a technical team to develop this Action Plan. The team consisted of members from each service area across the City. The Brendle Group, Inc. and its subcontractor, Colorado State University Institute for the Built Environment, facilitated the team process, providing technical support in developing the Action Plan. In addition, the U.S. Environmental Protection Agency (EPA) Region 8 provided in-kind technical support to the process. The project team members are listed below:

Margit Hentschel	Team Leader
Bruce Biggi	Economic Advisor, City Manager's Office
Peggy Bowers	Cultural, Library & Recreation Services
Opal Dick	Purchasing
Sarah Fox	Community Planning & Environmental Services
Joe Gerdon	Police Services
Jack Gianola	Operation Services
Mark Jackson	Transportation Services
Gale McGaha-Miller	Utilities Services
Melissa Moran	Communications & Public Involvement
Ginny Sawyer	Neighborhood Resources
Tom Vosburg	City Manager's Office
Judy Dorsey	The Brendle Group, Inc.

## 1.2 How the Team and the Process Worked

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Julie Sieving	The Brendle Group, Inc.
Brian Dunbar	Colorado State University, Institute for the Built Environment
Midge Toomey	Colorado State University, Institute for the Built Environment
Tamera Bedford	EPA Region 8, Performance Track Program
David Schaller	EPA Region 8, Sustainability Coordinator

The team used the Sustainable Development Commission's *Resourceful Government Guidebook: Tools to Put Sustainability Into Action in Local Government Agencies* to guide the development of the Action Plan for Sustainability. The team met monthly from April through August to develop the Action Plan. The five-meeting process is described below:

### **April (Phase 1)**

#### Meeting 1. April 6, 2004

- Describe project background
- Define roles, responsibilities
- Review work plan
- Develop draft sustainability policy

### **May (Phase 2)**

#### Meeting 2. May 17, 2004

- Review/refine draft Successes and Opportunities Assessment
- Discuss prioritization methods and options

### **June (Phase 2, Continued)**

#### Meeting 3. June 14, 2004

- Prioritize opportunities
- Create recommendations and goals for top priorities
- Develop report outline

**July (Phase 3)**

Meeting 4. July 12, 2004

- Review/refine draft report
- Create strategies for building management support
- Plan August outreach activities

**August (Phase 3, Continued)**

Meeting 5. August 16, 2004

- Refine second revision of report based on management feedback
- Review/refine outreach presentation
- Discuss next steps for carrying momentum forward

The project boundaries established for the process were to develop an Action Plan for Sustainability that includes all City departments and internal operations designed to apply the triple bottom line of sustainability. Policies and programs that affect stakeholders external to the City as an employer were not included in the project boundary. Also, it was outside of the scope of this Action Plan to cover regulatory compliance issues or to serve as a management system. During the 5-month project, team members were encouraged to share information about the team's progress with their respective service areas. Meeting minutes, a progress summary, and a list of frequently asked questions (FAQs) were developed to help the team share this information. The FAQs and their answers are included in Appendix A.





## 2.0 Sustainability Policy Statement

The first step the team undertook was to develop a proposed policy statement for City adoption. Policy becomes the driving force for a program, providing both top management support and a unifying theme for staff members.

The team discussed these elements of a strong policy statement:

- Implies visible management support
- Reflects organizational culture and style
- Is consistent with other organizational policies
- Applies to all major operations
- States beliefs and intentions (what), not ways for meeting intentions (how)
- Provides direction for decision-making
- Provides a foundation for planning and action
- Is documented and clearly communicated to all employees
- Drives change in the workplace
- Inspires commitment
- Serves as a unifying theme

After considering four sample policy statements adapted from other organizations, the team developed a draft policy statement for the City:

*“The City of Fort Collins will serve as a community leader in sustainability by conducting daily operations through balanced stewardship of human, financial, and environmental resources for present and future generations.”*

This draft policy statement was presented to the ELT in July 2004 and was approved by the ELT without revision.





## 3.0 Successes & Opportunities Assessment

The next step in the planning process was to take stock of sustainability practices already in place and to identify new opportunities in daily City operations. The assessment process was based on worksheets in the *Resourceful Government Guide* tailored to City operations. The worksheets cover 31 categories across 7 topic areas as outlined in the table below:

<b>1. Sustainable Purchasing</b>
1.1 General
1.2 Auto Vehicles & Equipment
1.3 Office Equipment
1.4 Office Furnishing
1.5 Paper Products
<b>2. Healthy, Productive Employees</b>
2.1 Core Values
2.2 Civility, Diversity & Equity
2.3 Employee Health
2.4 Employee Safety
2.5 Training
<b>3. Green Building</b>
3.1 New Construction & Major Retrofits
3.2 Operations and Maintenance
<b>4. Healthy Ecosystems</b>
4.1 Water Use Mgmt (Irrigation Activities)
4.2 Chemical & Nutrient Containment
4.3 Instream Riparian/Wetland Protection and Restoration
4.4 Land Cover, Storm Water Runoff, Erosion Control
<b>5. Sustainable Energy</b>
5.1 Facilities Vehicles & Equip Owned by Bureau
5.2 Office Equipment
5.3 Work Travel
5.4 Employee Commuting
<b>6. Pollution &amp; Waste Reduction</b>
6.1 Construction & Demolition
6.2 Office Recycling & Waste Reduction
6.3 Toxic or Hazardous Substances
6.4 Food Waste
6.5 Cleaning Supplies/Practices
6.6 Other Waste Streams
<b>7. Management Tools</b>
7.1 Planning
7.2 Evaluation
7.3 Recognition or Incentive Systems
7.4 Staffing



### **3.0 Successes and Opportunities Assessment**

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The complete Successes and Opportunities Assessment is provided in Appendix B1. An expanded discussion of the key successes is included in Appendix B2. A summary of these successes to date and emerging opportunities are listed below:

#### **Key Successes to Build Upon**

- The City of Fort Collins' Administrative Policies and Procedures relevant to Priorities A – I (detailed in Section 4.0)
- Alternate fuel vehicles
- Green building efforts
- Purchases and reuse of office equipment and furnishings
- Core values development
- Employee wellness and safety measure/programs
- Employee training opportunities
- Water-efficient landscaping, irrigation, and education
- Work and commuter travel vehicle miles traveled (VMT) reductions
- Comprehensive recycling programs and waste minimization practices
- Routine optimization of multiple bottom lines through city processes
- Comprehensive Stormwater Management Plan

#### **Opportunities Moving Forward**

- Transfer and expand existing City-wide successes.
- Increase awareness and implementation of City's administrative policies and procedures.
- Set targets, stay current, and offer training related to purchasing.
- Develop, expand, and broaden markets for alternatives to disposal.
- Implement performance-based planning and budgeting.
- Conduct safety evaluations for all buildings.
- Take advantage of new building/major retrofit opportunities and capital improvements.
- Provide sustainability training: purchasing, cost accounting, demolition, green buildings, information technology applications.
- Include sustainability elements in specifications (including purchasing, demolition, green buildings).
- Set goals and track and measure success.
- Develop formalized wetland banking plan.
- Develop multi-modal transportation system focused internally (including work travel and employee commuting alternatives).



## 4.0 Action Plan Recommendations

After assessing successes and emerging opportunities, the next step was to prioritize the areas to include in the Action Plan for Sustainability and then to set goals and targets for these priority areas. The purpose of prioritizing was to reduce the 31 categories of sustainable practices to a more manageable list, enabling the City to focus its resources on the areas of greatest anticipated benefit.

### 4.1 Prioritization Process and Results

The prioritization process, which took place at the June team meeting, combined two methods to achieve its goals. First, team members were asked to individually complete the worksheet in Appendix C, ranking the 31 sustainability categories in terms of triple bottom line benefits and likelihood of success according to the following attributes:

- Economics
- Employees
- Environment
- Cost effectiveness
- Ease of implementation
- Visibility/management support/timeliness

Then, individual team members were asked to qualitatively vote for what they perceived to be the top three priorities. The team reviewed and compared the results of both exercises before selecting the following nine priority areas. The nine categories are treated equally, with no implied priority, throughout this Action Plan:

Priority A: Sustainable Purchasing – General

Priority B: Sustainable Purchasing – Auto Vehicles and Equipment

Priority C: Healthy Productive Employees – Employee Health

Priority D: Healthy Productive Employees – Employee Safety

Priority E: Green Buildings – New Construction, Major Retrofits, and Operations and Maintenance

Priority F: Healthy Ecosystems – Water Use Management, Irrigation

## 4.2 Goals and Targets for Top Priorities

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Priority G: Sustainable Energy – Employee Commuting

Priority H: Pollution and Waste Reduction – Office Recycling and Waste Reduction

Priority I: Management Tools – Planning

## 4.2 Goals and Targets for Top Priorities

### *Approach*

The draft goals and targets for the top nine priority areas were developed by groups of 2-3 team members. The facilitated sub-teams were provided with relevant examples from other local governments or businesses. Sub-team members were encouraged to obtain input from staff members working in these topic areas to prepare for the meetings. During the July meeting, the team reviewed each draft goal and corresponding target(s) as a group. The team identified areas that would benefit from follow-up with affected staff members to obtain their input. The revised targets and goals are provided later in this section. They are presented as the team's recommendations and still require review and modification/approval by the ELT.

### *Format and Definitions for Writing Goals and Targets*

For consistency, each sub-team was asked to use the same format and definitions for developing goals and targets:

Goals – Broad, general statements about the expectations of a program, project, or activity. Goals are not measurable; rather they provide direction for the program, project, or activity.

Targets/Objectives – More specific statements that provide a standard of measurement to evaluate progress toward the stated goal, a performance measure, a scope, a performance goal, and a completion date.

- Performance measure: how results will be quantified?
- Scope: what part of an operation will be measured?
- Performance goal: what is the desired outcome?
- Completion date: when will the outcome be achieved?

For each sub-topic, the team agreed to limit the number of goals to three and the number of targets for each goal to three as well. Ultimately, the team developed 10 goals for the 9 topic areas. Each goal has one to three targets for a total of 28 targets.

### *Summary of Goals*

The following goals were developed for the nine priority topics:

- A. **General Purchasing.** Establish a purchasing guideline.
- B. **Auto Vehicles and Equipment.** Purchase the highest fuel efficient and/or lowest emission vehicles for the requested transportation application.
- C. **Employee Health.** Increase overall mental and physical health of employees. Value mental and physical health within the City organization.
- D. **Employee Safety.** Incorporate a City-wide program fostering a culture of safety that is supported by administration and practiced throughout the organization.
- E. **New Construction and Major Retrofit.** Pursue the Leadership in Energy and Environmental Design for New Construction and Major Renovations (LEED-NC) Silver requirements.  
**Operations and Maintenance.** Report utility usage for all City buildings to promote resource efficiency.
- F. **Water Use Management.** Reduce water use at City-owned landscapes.
- G. **Employee Commuting.** Reduce employee single occupancy vehicle trips. Increase the number of work-related trips using ultra low emitting vehicles (ULEVs).
- H. **Office Recycling and Waste Reduction.** Institute reduction practices.
- I. **Management Tools - Planning.** Make sure the Action Plan for Sustainability does not sit on a shelf. Institute the ongoing maintenance of the Action Plan for Sustainability. Reflect sustainability in the capital planning process.

## 4.2 Goals and Targets for Top Priorities

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### *Goals and Related Targets*

For each of the 10 goals, the team established targets for reaching the goal. The following text describes the Goals and Related Targets.

### **Goals and Related Targets**

#### **A. Sustainable Purchasing - General**

Goal: Establish a purchasing guideline.

Target: Publish a purchasing guideline by December 2004.

#### **B. Sustainable Purchasing – Auto Vehicles and Equipment**

Goal: Purchase highest fuel efficient and/or lowest emission vehicles for the requested transportation application.

Target: Purchase three to five of the highest fuel efficient and/or lower emission light-duty City fleet vehicles per year according to the Environmental Project Agency's Green Vehicle Guide<sup>1</sup>.

#### **C. Healthy, Productive Employees – Employee Health**

Goal: Increase overall mental and physical health of employees.

Targets (2): (1) 51 percent of benefited City Employees participate in wellness programs within 1 year of established sustainability program.  
(2) Reduce overall sick time for 51 percent of City employees with City benefits each year over the next 3 years.

Goal: Value mental and physical health within the City organization.

Target: Establish and fund strong incentive programs to motivate employees and maintain good health by January 2006.

#### **D. Healthy, Productive Employees – Employee Safety**

Goal: Incorporate a City-wide program fostering a culture of safety that is supported by the administration and practiced throughout the organization.

Targets (3): (1) Each City department, in conjunction with Risk Management, will prepare an annual report identifying top workers compensation claims and prevention actions within 6 months of adopting this Action Plan.

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<sup>1</sup> The Environmental Protection Agency's (EPA) Green Vehicle Guide gives information about the environmental performance of vehicles. [www.epa.gov/greenvehicles/](http://www.epa.gov/greenvehicles/)

(2) Each City department, in conjunction with Risk Management, will develop training safety programs within 6 months of report findings from Target 1 and annually evaluate training safety programs.

(3) Supervisors will ensure attendance of all new employees at safety training upon hire.

E. **Green Building – New Construction, Major Retrofits, and Operations and Maintenance**

Goal: Pursue the LEED-NC<sup>2</sup> Silver requirements.

Targets (3): (1) All new construction of City buildings will pursue LEED-NC Silver requirements; certification submissions will be determined on a case-by-case basis.

(2) Evaluate all components using the most energy efficient systems on major renovations.

(3) One or more City employees will be LEED accredited by 2007.

Goal: Report utility usage for all City buildings to promote resource efficiency.

Targets (2): (1) Publish the first annual report on all gas, electric, and water use for all existing City buildings by 2006.

(2) Publish the first annual report on all gas, electric, and water use for all newly constructed City buildings and compare against original LEED-NC design criteria within 18 months of occupancy.

F. **Healthy Ecosystems - Water Use Management (Irrigation)**

Goal: Reduce water use at City-owned landscapes.

Targets (3): (1) Beginning in January 2005, convene a task force of irrigation/landscape managers yearly to identify opportunities to optimize irrigation efficiency.

(2) Identify three sites to pilot for improved irrigation efficiency. Audit the sites for initial efficiency, evaluate opportunities to improve irrigation, implement changes where appropriate, and monitor results. Commence in 2006 and select three new sites each year thereafter.

## 4.2 Goals and Targets for Top Priorities

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(3) Complete an evaluation of City Plan landscape guidelines for medians and other City-owned landscapes by the end of 2006 to identify barriers to lower water use installations as well as opportunities for more water efficient new installations.

### G. Sustainable Energy - Employee Commuting

Goal: Reduce employee single occupancy vehicle trips.

Targets (3):

- (1) Increase the number of City employees eligible for telecommuting by x<sup>3</sup> percent by x date.
- (2) Increase the number of City employees using alternative modes to commute to/from work by x percent by x date.
- (3) Increase the number of City employees using alternative modes for work-related trips by x percent by x date.

Goal: Increase the number of work-related trips using ULEVs<sup>4</sup>.

Targets (3):

- (1) Develop baseline and performance metrics to measure employee commuting and work-related ULEV trips by x date.
- (2) Increase City ULEV use for work-related trips by x percent by x date.
- (3) Increase the number of City employees using ULEVs to commute to work by x percent by x date.

### H. Pollution and Waste Reduction - Office Recycling and Waste Reduction

Goal: Institute reduction practices.

Targets (3):

- (1) Each department reduce overall annual paper purchases by 10 percent by 2006.
- (2) Each department commit to using 30 to 50 percent or higher recycled content paper by 2006.
- (3) Reduce or divert total trash production by 50 percent by 2010.

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<sup>2</sup> Leadership in Energy and Environmental Design (LEED) is a green building certification program administered by the U.S. Green Building Council. [www.usgbc.org](http://www.usgbc.org).

<sup>3</sup> The variables in the Sustainable Energy – Employee Commuting targets remain undefined pending the completion of related SmartTrips efforts due in September 2004.

<sup>4</sup> ULEV= ultra low emission vehicle.

I. **Management Tools - Planning**

Goal: Make sure the Action Plan does not sit on a shelf. Institute the ongoing maintenance of the plan.

Targets (2): (1) The City Manager will charter an ongoing sustainability action planning cross-departmental team by January 2005.  
(2) Publish the first biannual implementation/status report by Aug 2006.

Goal: Reflect sustainability in the capital planning process.

Target: The capital <sup>5</sup> planning team will modify the feasibility, urgency, need, desirability (FUND) scoring criteria to include the triple bottom line by January 2006.

The following figure summarizes the targets in a timeline from present through 2010, showing short-term, mid-term, and long-term goals.

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<sup>5</sup> Capital improvement projects are defined as any major project requiring the expenditures of public funds (over and above operation expenditures) for the purchase, construction, or replacement of the physical assets or infrastructure of the community.



## 4.2 Goals and Targets for Top Priorities

### Timeline for Sustainability Targets

Priorities and Targets	Short Term		Mid Term			Long Term		
	2004	2005	2006	200x <sup>1</sup>	2007	2008	2009	2010
<b>A. Sustainable Purchasing - General</b>								
Published Purchasing guideline	X							
<b>B. Sustainable Purchasing - Auto Vehicles and Equipment</b>								
Purchase highest fuel efficient/lower emission vehicles		X	X	X	X	X	X	X
<b>C. Healthy, Productive Employees - Employee Health</b>								
51% participation in wellness program		X	X	X	X	X	X	X
Reduce overall sick time for 51% of employees		X	X	X				
Establish and fund strong incentive programs			X					
<b>D. Healthy, Productive Employees - Employee Safety</b>								
Annual report on claims and actions		X	X	X	X	X	X	X
Develop training safety programs		X						
Annual evaluation of training safety programs			X	X	X	X	X	X
<b>E. Green Buildings - New Construction, Major Retrofits, Operations and Maintenance</b>								
LEED-NC <sup>2</sup>		X	X	X	X	X	X	X
Energy-efficiency components of major renovations <sup>3</sup>		X	X	X	X	X	X	X
LEED accredited City employee(s)					X			
Publish annual utility report for existing buildings			X					
Publish annual utility report for any new buildings <sup>3</sup>				X	X	X	X	X
<b>F. Healthy Ecosystems - Water Use Management, Irrigation</b>								
Task force of irrigation/landscape managers		X	X	X	X	X	X	X
Irrigation efficiency improvements for 3 sites			X	X	X	X	X	X
Evaluate City Plan landscape guidelines			X					
<b>G. Sustainability Energy - Employee Commuting</b>								
Telecommuting eligible employees				X <sup>1</sup>				
Use of alternative modes for work commuting				X <sup>1</sup>				
Use of alternative modes for work-related trips				X <sup>1</sup>				
Develop baseline, metrics for ULEV trips				X <sup>1</sup>				
Increase ULEV use for work-related trips				X <sup>1</sup>				
Increase ULEV use for commuting				X <sup>1</sup>				
<b>H. Pollution and Waste Reduction - Office Recycling and Waste Reduction</b>								
Reduce overall paper purchases by 10%			X					
30-50%, or higher, recycled content paper			X					
Reduce, or divert, total trash by 50%								X
<b>I. Management Tools - Planning</b>								
Chartered sustainability action planning team		X						
Publish biannual implementation/status report			X	X	X	X	X	X
Modify FUND scoring criteria			X					

<sup>1</sup> Dates remain undefined pending the completion of related SmartTrips efforts (09/2004).

<sup>2</sup> Specific target timeline dependent on individual construction project schedule.

<sup>3</sup> Report to follow within 18 months of any new building occupancy.



## 5.0 Implementation Recommendations

### 5.1 Implementation Steps for the Goals and Targets

This Action Plan for Sustainability, which represents a City-wide team effort, marks a transition from a broad set of goals and targets to the next phase: putting these recommendations into action. The Action Plan recommends that the City Manager's office creates an inter-departmental implementation team and tasks the team with reporting biannually on progress toward the goals and targets of the Action Plan. Ultimately, the departments will implement the specific actions for achieving targets. However, the implementation team will provide support and will be responsible for measuring and reporting progress toward the targets.

Many departments are already implementing some of the goals and targets. A realistic schedule for new goals and targets will be developed with departments as the implementation phase of this project is developed. Goals and targets can be modified along the way as the methods for achieving them unfold. For now, the goals and targets are presented as recommendations. Ultimately, the ELT and the implementation team will finalize the goals, targets, and implementation steps. In addition to the specific goals and targets, the team recommends the following steps for implementing the goals and targets:

- Obtain ELT support for this Action Plan.
- Develop a broadly supported organizational structure to coordinate implementing the goals and targets described in this Action Plan. Create a new team, or build from an existing inter-departmental team, such as the Energy Team.
- Work with affected departments to finalize the recommended goals and targets.
- Obtain ELT support for the finalized goals and targets.
- Evolve finalized and approved targets into more detailed implementation plans that include specific resource needs, responsible staff members, and timelines.
- Communicate Action Plan and Implementation Plan components to City employees.

### 5.2 Immediate Resources for Interested Staff

While planning is important to maintain momentum, immediate action from staff interested in getting started right away should be encouraged. As part of ongoing efforts, the implementation team may develop checklists, resource listings, or other effective tools to assure that best sustainability practices are being carried out. In the meantime, the Sustainability Action Plan team has developed two resources for staff members interested in starting now: (1) Ten Things Every City Employee Can Do to Embrace Sustainability (Appendix D1), and (2) Toolbox of Resources for Implementing Sustainability (Appendix D2).

### 5.3 Building Understanding and Support from Management and Staff

Effective organizational change requires a period of education and outreach to staff members. The implementation phase will need to include developing and implementing a marketing plan for educating staff members and gaining staff and management support. As a starting point, the Sustainability Action Plan team has identified the following recommendations:

- Develop education and outreach materials for all staff members.
- Include sustainability in new employee education.
- Hold brown bag lunches for staff members to learn about specific topics related to sustainability.
- Include presentations on sustainability at City-wide events, such as United Way functions and the annual health fair.
- Present to management groups.
- Develop customized presentations to individual service areas and departments.
- Distribute materials/make presentations to City boards.

### 5.4 Sustaining the Sustainability

The City is already practicing many aspects of sustainability. However, there is no coordinated effort for measuring, managing, or optimizing the existing sustainability practices and emerging opportunities. Recognizing the need to be more strategic, along with the need to stay committed over the long-term, the Sustainability Action Plan team developed the concept of “Sustaining the Sustainability”. In other words, the City needs to consider how to sustain the important work that it has initiated. The policy, goals, targets, and resources described in this Action Plan provide the structure for ensuring that sustainability is sustained over the next several years. It marks an important first

step toward establishing the City as an organizational leader in the community, and encourages individuals and organizations to push for higher levels of performance using sustainability as a guiding principle. It is a visionary product created by an inter-departmental team using a nationally recognized process for sustainability planning for local governments.





## Frequently Asked Questions

*Question:* Aren't City departments already doing sustainability? What's new about this effort?

**Reply:** The City is already practicing many aspects of sustainability. One of the first tasks of the City's Sustainability Action Plan team was to assess existing successes already in place in City operations, as well as additional opportunities that could be implemented. The successes and opportunities assessment helped to identify and document existing sustainability practices. However, there is no measurement, management, or optimization of the existing sustainability practices and emerging opportunities. The purpose of the Action Plan for Sustainability (Action Plan) is to be more strategic about sustainability. This project has goals of bringing together and highlighting the many existing sustainable efforts as well as organizing new, collective efforts in an attempt to maximize the opportunities to sustain and grow in a healthy, efficient, and productive manner.

*Question:* What is sustainability?

**Reply:** You may have heard the word uttered, skimmed over it in a magazine, or perhaps overheard co-workers talk about it, but do you know what sustainability is? The City of Fort Collins defines sustainability in City Plan as, "the long-term social, economic, and environmental health of a community." Another example is the most internationally recognized definition from the 1987 Brundtland Commission: "Meeting the needs of the present without jeopardizing the ability of future generations to meet their own needs." This definition builds off the concept that human consumption has exceeded the earth's carrying capacity and we need to bring that back in balance if we expect future generations to survive.

*Question:* What is the triple bottom line?

**Reply:** To bring the global concept of sustainability to action at the local level, sustainability advocates using the triple bottom line in decision-making. Essentially, costs are looked at across three categories: social, economic, and environmental. Rather than making decisions solely on the basis of the economic bottom line, the three bottom lines – (social, economic, and environmental impacts) are considered. City Plan already uses this triple bottom line approach when it defines sustainability as, "the long-term social, economic, and environmental health of our community." For the City's Action Plan, it means creating an optimal mix of resource efficiency, cost effectiveness, and employee well-being in implementing daily City operations.

*Triple Bottom Line Sub-question:* How can the City use the triple bottom line to make decisions?

**Reply:** There are two areas where the City can use the triple bottom line: (1) planning and (2) daily decision-making at the staff level. On the planning level, the triple bottom line was used

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within the Action Plan for Sustainability to prioritize areas on which to focus based on their potential triple bottom line benefits. Similarly, the Action Plan recommends that the capital planning team modify the feasibility, urgency, need, and desirability (FUND) scoring criteria to include the triple bottom line. In terms of daily decision-making, an example of purchasing paper can be used. If the City follows the triple bottom line approach, it might be asking a few questions: What is the budget for purchasing paper? Are we spending too little or too much to meet our needs? What products will foster employee productivity (e.g., avoid equipment jams, etc.)? Will purchased products have a minimum recycled content and/or be chlorine-free? What impacts will various paper products have on employee well-being and the environment?

*Triple Bottom Line Sub-question:* Is the environment valued above the other two tenants of the triple bottom line?

**Reply:** While sustainability emerged out of the environmental movement, there is increased recognition that environmental gains must be balanced with economic and social well-being.

*Triple Bottom Line Sub-question:* How does social well-being fit into the City's Action Plan?

**Reply:** For the scope of this project, "employee well-being" encompasses the social component of sustainability for City staff members. Employee well-being includes physical health, such as the City's wellness, health, and safety programs. Also, employee communications are identified in the City's core values. Finally, employee satisfaction and enjoyment of the workplace is part of this definition. The definition of the social component was narrowed for this project to define a consistent project boundary around the City's day-to-day operations as opposed to the community at large. However, it should certainly be recognized that fostering employee well-being helps the citizens of Fort Collins because employees become more productive and cost effective in their jobs.

*Question:* How does sustainability fit in with existing City plans and programs?

**Reply:** The City already has existing plans and programs that incorporate sustainability principles. Some examples include: Wellness Programs, Core Values, Health and Safety, Economic Vitality and Sustainability Plan, Energy Policy, Cities for Climate Protection, and Green Building Guidelines. The Action Plan for Sustainability helps identify the commonalities between programs and maximize returns by selecting action steps that incorporate principles from all three categories (social, economic, and environmental). For instance, Green Building could incorporate Energy Policy and Wellness principles, inspiring a building design that saves money from energy costs (economic), reduces energy consumption (environment), and uses low toxicity materials to protect employee health (social).

*Question:* Will this effort conflict with other existing policies?

**Reply:** There are many existing City operational policies that include sustainable practices and overlap with the goals of the Action Plan for Sustainability. In those cases, staff members can determine how to best refine City practices to include the best sustainable methods. If there are conflicts with existing policies, staff members can determine whether the existing policy or practice should be updated or refined or whether the sustainability goal or target is more appropriate.

*Question:* How will this affect my job? Will it require me to do more?

**Reply:** The objective is for the City's Action Plan for Sustainability to be used in all City operations with enough flexibility to encourage staff enthusiasm and overall well-being. Sustainability is about creating

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links so that staff members can conduct their jobs more effectively, thereby enhancing employee job satisfaction and enjoyment. For example, creating a toolbox of existing practices that individual departments may already have in place so other departments can avoid reinventing the wheel will actually reduce the effort for some.

*Question:* What happens if we don't achieve the sustainability goals and targets?

**Reply:** Many departments are already implementing some of the goals and targets. The organizations making the greatest strides are those that are thinking long-term and setting measurable goals and targets to drive the action. A realistic schedule for new goals and targets will be developed with departments as the implementation phase of this project is developed. Goals and targets can be modified along the way as the methods for achieving them unfold. They are organizational targets to accelerate progress toward sustainability.

*Question:* Who will implement and track the targets?

**Reply:** The Action Plan for Sustainability, which represents a City-wide team effort, marks a transition from a broad set of goals and targets to the next phase: putting these recommendations into action. The Action Plan recommends that the City Manager's office creates an inter-departmental implementation team and tasks the team with reporting biannually on progress toward goals and targets. Ultimately, the departments will implement the specific actions for achieving targets. However, the implementation team will provide support and will be responsible for measuring and reporting progress.

*Question:* Will there be checklists available for staff members to easily implement sustainability?

**Reply:** As part of ongoing efforts to implement and measure updated or new operations, the implementation team may develop checklists, resource listings, or other effective tools to assure that best practices are being carried out.

*Question:* What are other cities doing about sustainability?

**Reply:** Many cities throughout the world are practicing aspects of sustainability, and several have developed formal policies and action plans. Three good examples include the cities of Calgary, Seattle, and Portland, which have all adopted sustainability policies. The Fort Carson Army Base in Colorado Springs provides a good local example and has a 25-year vision for a comprehensive sustainability planning process, including goals and quantitative targets.

*Question:* Is this effort going too far to emphasize sustainability?

**Reply:** Many businesses and government entities have determined that there is a correlation between sustainability and best practices. Emphasizing sustainable practices throughout operations has a number of long- and short-term advantages. Measurement is used to monitor progress and to determine if new or revised practices need refinement.

*Question:* How will this effort affect my budget?

**Reply:** Based on the sustainability concept of triple bottom line cost-benefit analysis, a positive affect on budget has been shown in a number of business and governmental operations studies. The studies indicate that as sustainable outcomes, such as reduced waste, increased health and productivity, clean air, and efficient operations, are realized, cost-effective and positive financial benefits result.



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*Question:* How do I learn more about the Action Plan for Sustainability?

**Reply:** Once the Action Plan for Sustainability is completed, it will be presented to the Executive Leadership Team for its feedback and suggestions for improving the plan. We will then share this guidance and the next steps with you. We envision communicating the Action Plan for Sustainability goals and targets with all of the service areas in much the same way as the Wellness Program opportunities are shared and encouraged.



## Successes and Opportunities

### B1. Complete Successes and Opportunities Worksheets

Please note: Definitions for the acronyms referenced in this appendix are as follows:

- APP = City of Fort Collins Administrative Policies and Procedures
- P2 Rpt = Supplemental Environmental Project II: Pollution Prevention Assessments for Five City Departments (1999)
- YAC = Youth Activities Center
- SI = City of Fort Collins Sustainability Inventory (2003)
- AQP = Fort Collins Air Quality Plan (2004)
- LEED = LEED (Leadership in Energy and Environmental Design) Green Building Rating System™
- HVAC = Heating, ventilating and air-conditioning
- ULEV = Ultra low emitting vehicle
- EPA = U.S. Environmental Protection Agency

## 1. Sustainable Purchasing

Opportunities	Successes	Opportunities Description
<p><b>General</b> (applicable to all categories)</p>	<p>1. Activities with greatest economic, enviro and community impacts 2. Completed projects that demonstrate successes</p> <ul style="list-style-type: none"> <li>- Life cycle cost analysis utilized in Purchasing Department.</li> <li>- Purchasing Department is open and flexible when working with other departments to establish bid criteria.</li> <li>- City evaluation criteria is not exclusively low bid.</li> <li>- City urges employees to apply environmental considerations when making purchases (APP).</li> <li>- City discourages use of non-recyclable products and materials by City employees and contractors (APP).</li> <li>- Purchase items with less packaging and shipping materials (APP).</li> <li>- Use existing stock rather than purchasing new materials (APP).</li> <li>- Various departments use of inventory management practices (P2 Rpt)</li> <li>- Use Material Safety Data Sheets to help select less hazardous materials (APP).</li> <li>- Purchase chemicals and other hazardous material in small quantities to ensure that all stock is used (APP).</li> </ul>	<p>1. Activities with greatest economic, enviro and community impacts 2. Upcoming projects that present opportunities</p> <ul style="list-style-type: none"> <li>- Interact with external vendors of various products/services regarding sustainability issues.</li> <li>- Add sustainability elements into purchasing specifications.</li> <li>- Research/training on sustainable products available (and those not environmentally friendly) and create a 'toolbox' of this info.</li> <li>- Build on Purchasing's training and voluntary approach to implement sustainability.</li> <li>- Fundamentally stay current on sustainable resources/practices: knowledge, training and evolution.</li> <li>- Examine purchasing policies throughout departments to determine any alternatives for pricing, etc.</li> <li>- Establish more dynamic method for evaluating purchasing needs.</li> <li>- Set targets for procurement of environmentally/socially-responsible goods and track progress (SI).</li> <li>- Purchase training/guidance for City Staff at project initiation.</li> <li>- Create cyclical sustainability system including feedback, re-equipping 'toolboxes' and updates.</li> <li>- Evaluate City procurement of goods and services guidelines that would limit emissions from non-road sources (AQP).</li> <li>- Tie into the "support your local businesses" program with a "buy local and support your natural areas program".</li> </ul>
<p><b>Automotive Vehicles and Equipment</b></p>	<ul style="list-style-type: none"> <li>- Hybrid vehicles are purchased and in use by various Departments.</li> <li>- Use of old tires</li> <li>- Used vehicles are auctioned.</li> <li>- Vehicles are reused within internal departments.</li> <li>- Police services quartermaster locates best prices for equipment.</li> <li>- Police Services Take Home Car Policy</li> <li>- Departments are strongly urged to consider buying models of trucks and cars rated for low emissions and high gas mileage (APP).</li> <li>- The City takes initiative in buying vehicles that use alternative fuels, including electric, compressed natural gas and propane cars (APP).</li> </ul>	<ul style="list-style-type: none"> <li>- City admin policy on topic could be tighter, more closely followed-up</li> <li>- Educate employees on vehicle choices</li> <li>- Evaluate air quality, maint costs vs needs</li> <li>- Off-vehicle emissions alternatives</li> <li>- Purchase more alt fuel vehicles and implement green fleet measures (SI)</li> <li>- City will look for opportunities to include ULEV or LEV vehicles in fleet (APP)</li> </ul>
<p><b>Office Equipment</b></p>	<ul style="list-style-type: none"> <li>- Use of ENERGY STAR (energy saving) computers</li> <li>- Classes on office equipment purchases are available.</li> <li>- Also see equipment comments of Sustainable Energy/Office Equipment</li> </ul>	<ul style="list-style-type: none"> <li>- Increase ENERGY STAR purchases</li> <li>- Chairs selection</li> <li>- Recommendations from intern looking at environmentally preferable purchasing - office equipment, furnishings, etc.</li> <li>- Duplexing copiers/printers</li> <li>- Training and authority to make environmentally preferable ENERGY STAR purchases</li> <li>- Also see equipment comments of Sustainable Energy/Office Equipment</li> </ul>
<p><b>Office Furnishing</b></p>	<ul style="list-style-type: none"> <li>- Significant amount of 281 N. College building furniture was reused at YAC.</li> <li>- Furnishings inventory control system (warehouse)</li> <li>- Unused items auctioned (availability information emailed to employees)</li> <li>- Standards are in place that allow for office furnishings re-use and re-use does occur.</li> <li>- Ergonomics/safety program available, including workstation evaluation.</li> <li>- Office furnishing purchases through Facilities at the "Facility Barn"</li> <li>- Investment in quality carpet for less frequent disposal (P2 Rpt)</li> <li>- Use of re-stamped carpet and carpet squares</li> <li>- Salvaged carpet squares from Lincoln Center used in EPIC and YAC.</li> <li>- Non oil-based paints purchases (P2 Rpt)</li> <li>- Recycled content park bench purchases (P2 Rpt)</li> </ul>	<ul style="list-style-type: none"> <li>- Add sustainability for standardization committee consideration, including training (e.g., Information Technology).</li> <li>- Share office equipment/artwork/furnishings, etc. when one department is done with them</li> <li>- Use of formaldehyde free furnishings</li> <li>- Lease carpet squares (P2 Rpt)</li> <li>- Increase ENERGY STAR purchases of non-office equipment (e.g. refrigerators, dishwashers, etc.)</li> <li>- Also see intern comments of Sustainable Energy/Office Equipment</li> </ul>
<p><b>Paper Products</b></p>	<ul style="list-style-type: none"> <li>- Internal office reuse of used binders and file folders</li> <li>- Minimum 30% recycled content specification (APP)</li> <li>- Various departments have eliminated use of styrofoam.</li> <li>- Green meeting practices, including use biodegradable/compostable paper products</li> <li>- Also see comments regarding paperless operations under "Pollution and Waste Reduction"</li> </ul>	<ul style="list-style-type: none"> <li>- Purchase recycled paper for Transportation Services plotters</li> <li>- Conduct tests to establish user acceptance of various paper products</li> <li>- Utilize reusable plates, ware, etc.</li> <li>- Expand purchase of biodegradable/compostable products</li> </ul>

## 2. Healthy, Productive Employees

Opportunities	Successes 1. Activities with greatest economic, enviro and community impacts 2. Completed projects that demonstrate successes	Opportunities Description 1. Activities with greatest economic, enviro and community impacts 2. Upcoming projects that present opportunities
<b>Core Values</b>	<ul style="list-style-type: none"> <li>- Various Service Areas report "top-down" success in use of core values model and incorporation.</li> <li>- Existing "Core Value" statement is posted in each building.</li> <li>- Ask "Dr. Cora" appears the monthly newsletter and promotes employee conversation ("life situation" questions are asked and answered).</li> <li>- Core Value plaques</li> <li>- Core Value Team</li> <li>- (Former) Employee Recognition Program to commend employees, record recognition in Human Resources files and initiate thank-you to the employee from supervisor</li> <li>- Employee Mediation Program</li> </ul>	<ul style="list-style-type: none"> <li>- Increase practice of Core Values</li> <li>- Core Value plaques should be easily/strategically posted and allow for quick interpretation (no small type)</li> <li>- Reinstate Employee Recognition Program</li> <li>- Increase visibility of Core Value Team</li> <li>- Measurement of successes</li> <li>- Continue Core Value Team opportunities</li> <li>- Create more volunteer opportunities and/or increase stewardship opportunities with local businesses</li> <li>- Revisit City core values to include sustainability</li> <li>- Internalize core values into employees' lives</li> <li>- Continue efforts to keep up employee morale</li> <li>- Address incentives, awards and compensation as budget allows</li> <li>- Employee pride</li> </ul>
<b>Civility, Diversity and Equity</b>	<ul style="list-style-type: none"> <li>- Diversity policies in place</li> <li>- Generally good diversity training availability to all employees</li> <li>- Cultural/ethnic program involvement</li> <li>- Spanish language training</li> <li>- Diversity teams from various Service Areas meet regularly</li> <li>- Civility Series (8-hr training) by Human Rights Department</li> <li>- ADA procedures: services and programs, communications, services carried out by contractors, legislative and judicial proceedings; and facilities and transportation (APP)</li> <li>- Work Options Program</li> </ul>	<ul style="list-style-type: none"> <li>- Increase diversity training</li> <li>- Diversity/sensitivity training available to part-time staff</li> <li>- Diversity team should submit to the "Dr. Cora's" monthly newsletter</li> <li>- Continue civility training, reframe with updates and current events</li> <li>- Increase attendance of Civility Series due to lack of viable candidates</li> <li>- Follow-up on Civility Series/Diversity Training to judge success</li> <li>- Promote, hire City staff from within</li> <li>- Promote females in management positions</li> <li>- Evaluate policies/cultures that differ for employees with and without family</li> <li>- Study hierarchy and impact to employees</li> <li>- Rename "floating" days to "personal" days</li> <li>- Make equity available to all employees</li> <li>- Cross-training for City staff</li> <li>- Succession planning for City staff</li> </ul>
<b>Employee Health</b>	<ul style="list-style-type: none"> <li>- Participation of various Service Areas in Wellness Program</li> <li>- Pedometer program</li> <li>- Exercise rooms in various City building (e.g., 215 N. Mason, etc.)</li> <li>- Showers in various bldgs to promote use of bikes and exercise equipment</li> <li>- Various Service Areas promote employee health</li> <li>- Employees discounts available through Parks and Recreation Department to City facilities (e.g., Mulberry Pool, etc.)</li> <li>- Bike programs (Bucks)</li> <li>- Yoga offered every week.</li> <li>- Police Services awards 20 vacation hours for every six months with no sick leave (total of 40 hours/year).</li> <li>- Safety, Wellness and Training News – a monthly newsletter to city staff that provides helpful safety and preventive health care news (SI)</li> <li>- Smoking not allowed inside City buildings (APP).</li> </ul>	<ul style="list-style-type: none"> <li>- Obesity Task Force (for internal customers)</li> <li>- Generally encourage exercise through Service Areas</li> <li>- Control of employee vending machines</li> <li>- Key person at every facility to help make people more 'fit'</li> <li>- Offer daycare and elder care services available to City staff</li> <li>- Create employee vegetable garden</li> </ul>
<b>Employee Safety</b>	<ul style="list-style-type: none"> <li>- Risk Management Division and Safety Program</li> <li>- Building safety training</li> <li>- Specialized safety training for various Service Areas, depending on work-related activities (e.g., 15-passenger van, blood born pathogens, defibrillators, construction, vehicle, etc.)</li> <li>- Safety Bucks</li> <li>- Quarterly meals as incentives to attend safety meetings</li> <li>- West Nile training</li> <li>- First aid and CPR training</li> <li>- Employee health/safety team</li> <li>- Free ice cream coupon for wearing seat belt</li> <li>- Panic buttons</li> <li>- Occupancy of City bldgs limited per local fire and building codes (APP)</li> <li>- Required eye protection use as applicable; required equipment is purchased/distributed by each department (APP).</li> <li>- Protective footwear required for employees as applicable (APP)</li> </ul>	<ul style="list-style-type: none"> <li>- If working at a Federal facility (e.g., railroads), certification by employee specific to project is required.</li> <li>- Evaluate all city buildings for safety issues (radon testing, IAQ, slippery steps, ADA, asbestos/sewer gas, mold)</li> <li>- Institute a program for facilities to have annual employee environmental health screening (would increase employee moral)</li> <li>- Use "buddy systems" when leaving building</li> <li>- Incorporate crime prevention design tactics in all City bldg construction (SI)</li> <li>- Increase number of available defibrillators in City buildings</li> </ul>

**2. Healthy, Productive Employees (continued)**

<p><b>Training</b></p>	<ul style="list-style-type: none"> <li>- City-wide Customer Service training</li> <li>- Specialized trainings for various Services Areas: aquatics, summer staff, etc.</li> <li>- Plentiful training resources are available to City staff, including trainings on video.</li> <li>- A position is dedicated to work on training classes.</li> <li>- Supervisor series with specified curriculum (electives and mandatory)</li> <li>- Police Services has State standard training in place.</li> <li>- Wellness training</li> <li>- Also see training related to Employee Safety</li> <li>- Also see training related to Pollution and Waste Reduction/Toxic or Haz Substances</li> </ul>	<ul style="list-style-type: none"> <li>- Continuing education for all employees as budget allows</li> <li>- Address concerns of training cuts due to budgetary concerns</li> <li>- Employee attendance to training sessions without burden or guilt</li> <li>- Personal enrichment</li> <li>- Job shares/exchanges to learn how others work; Cross-training for City staff</li> <li>- Create education centers/workshops that focus on land management issues</li> <li>- Increase sustainability training for City staff</li> <li>- Training for strategic planning methodology available to City staff</li> <li>- Internal education on: "What is a healthy ecosystem?".</li> <li>- Also see computer applications training under Pollution and Waste Reduction/Other Waste Streams</li> <li>- Also see various training references under Green Purchasing</li> </ul>
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### 3. Green Building

Opportunities	<b>Successes</b> 1. Activities with greatest economic, enviro and community impacts 2. Completed projects that demonstrate successes	<b>Opportunities Description</b> 1. Activities with greatest economic, enviro and community impacts 2. Upcoming projects that present opportunities
<b>New Construction and Major Retrofits</b>	<ul style="list-style-type: none"> <li>- Occupants from various Service Areas are involved in City building process.</li> <li>- Building commissioning is practiced.</li> <li>- Sustainable Design Criteria for New Buildings exists.</li> <li>- Goal in place to achieve LEED Silver for new City construction.</li> <li>- Waterless urinals are in select bldgs (215 N Mason, etc.)</li> <li>- Architects and engineers are hired based on qualifications (vs. low-bid).</li> <li>- Project manager within various Service Areas is dedicated to construction projects</li> <li>- Energy-efficient lighting/controls: o-sensors, low mercury and energy efficient lamps, etc. (P2 Rpt)</li> <li>- Energy-efficient HVAC equip: VFDs, RTU economizers, etc. (P2 Rpt)</li> <li>- Energy-efficient envelope elements: weather-stripping, double-pane windows, etc. (P2 Rpt)</li> <li>- Adequate space for recycling facilities is incorporated into new construction or remodeling projects (APP).</li> <li>- "Green building" measures are applied whenever possible in new construction or remodeling (APP).</li> <li>- Use of latest available proven technology to provide energy-efficient and cost-effective heating, cooling, lighting, and water heating services in design, construction, and renovation of all City facilities (APP)</li> <li>- Building materials and infrastructure design per LEED/Facilities Department</li> <li>- Wood fence material selection (e.g., arsenic issues)</li> <li>- Buck-n-rail fence usage</li> </ul>	<ul style="list-style-type: none"> <li>- New building/major retrofit opportunities: Aztlan, Police Services Building, Farm straw bale building, YAC gym and kitchen expansions</li> <li>- LEED being pursued for New Vehicle Storage Facility (including storm water de-watering facility)</li> <li>- Consider LEED-CI for interior only retrofits</li> <li>- Expand installations of waterless urinals</li> <li>- More training on green building, including project managers training (P2 Rpt, Interviews)</li> <li>- Higher level of visibility</li> <li>- Operable windows</li> <li>- Increase various Service Areas involvement in process</li> <li>- Address indoor air quality issues</li> <li>- Include green building design in Treatment Facilities Retrofits (project done wholly by Utilities)</li> <li>- Continue to use water efficient devices wherever possible (SI)</li> <li>- Evaluate financing options for municipal energy efficiency (AQP)</li> <li>- Low flow and composting toilets in Parks facilities (P2 Rpt)</li> <li>- Consider alternative energy generation options for any future City bldgs (SI)</li> <li>- Design for comfortable spaces to occupants</li> <li>- Utilize appropriately logged locale trees (from thinning operations using low impact techniques) as fencing materials</li> <li>- Add transportation as a factor for sighting new City buildings</li> <li>- Maximize number of City services in fewer, larger City buildings</li> <li>- Increase education to staff occupants of green buildings</li> </ul>
<b>Operations and Maintenance</b>	<ul style="list-style-type: none"> <li>- City purchases wind power.</li> <li>- Satisfactory heating, lighting controls are in place for various Service Areas.</li> <li>- Energy-efficient practices are optimized in many City bldgs.</li> <li>- The 281 N College de-lamping retrofit was a success.</li> <li>- Spot lighting control for building occupants.</li> <li>- Energy for Everyone training is available City-wide.</li> <li>- Methan gas is reclaimed at Treatment Facility.</li> <li>- Energy use studies (e.g., peak shaving, etc.) have been completed waste and water treatment plants.</li> <li>- Carpet squares are rotated regularly for even wear (P2 Rpt).</li> <li>- Carpet is re-stamp where appropriate such as the upper floor of the Library (P2 Rpt).</li> <li>- Replacing old motors with high efficiency new ones is encouraged (APP).</li> <li>- Keep office temperatures at recommended range of 70-74 degrees (APP).</li> </ul>	<ul style="list-style-type: none"> <li>- Match equipment schedules/programs (e.g., HVAC) more closely to actual employee schedules</li> <li>- Complete additional de-lamping in 281 N College building</li> <li>- Expand participation in Energy for Everyone training</li> <li>- Optimize and increase use of methane reclaim at Treatment Facility</li> <li>- Audit City facilities to identify cost-effective pollution prevention strategies (AQP).</li> <li>- Occupant controls (e.g., HVAC, lighting)</li> <li>- Re-post "Turn Lights Off" signs in City buildings.</li> <li>- Work to achieve a 15% reduction in City Building energy use, per square foot by 2010, compared to 1990 levels (AQP).</li> </ul>

#### 4. Healthy Ecosystems

<b>Opportunities</b>	<b>Successes</b> 1. Activities with greatest economic, enviro and community impacts 2. Completed projects that demonstrate successes	<b>Opportunities Description</b> 1. Activities with greatest economic, enviro and community impacts 2. Upcoming projects that present opportunities
<b>Water Use Management (Irrigation Activities)</b>	<ul style="list-style-type: none"> <li>- City is committed to projecting water conservation ethic to community as model (APP)</li> <li>- Responsible irrigation water use by various Service Areas</li> <li>- Accelerate germination and the establishment of native plants; once establishment is secure irrigation is removed</li> <li>- Low water use plantings</li> <li>- Xeriscaping promoted to City through existing efforts</li> <li>- Water Conservation Education Pgm</li> <li>- Treated water recycled (including reuse at Rawhide for clg and irrigation water)</li> <li>- Raw water irrigation (P2 Rpt)</li> <li>- Pump switches on pump house to prevent watering during rain (P2 Rpt)</li> <li>- Regularly updated sprinklers programming (P2 Rpt)</li> <li>- Landscaping for City bldgs with priority on water conservation by grouping plants, limiting turf areas, use of drought tolerant plants (APP)</li> <li>- Facility and irrigation managers should strive to operate and maintain sprinkler systems at City facilities for water efficiency (APP)</li> <li>- Investigating and trying out using irrigation on larger scale restoration projects (typically streambank and/or upland grass plantings)</li> </ul>	<ul style="list-style-type: none"> <li>- Expand xeriscaping practices.</li> <li>- Continue to use water efficient (irrigation) devices wherever possible (SI).</li> <li>- Maximize City buildings use of native grasses vs sod (with awareness of actual water use and management buy-in).</li> </ul>
<b>Chemical and Nutrient Containment</b>	<ul style="list-style-type: none"> <li>- Hand-pulling of weeds</li> <li>- Topics included as part of Storm Water Mgmt Plan</li> <li>- Containment included in Utilities EMS</li> <li>- Chemical hygiene systems in place to monitor drainage</li> <li>- Int Pest Mgmt: best practices system to most effectively manage pests while limiting neg enviro (biocontrol, mechanical, cultural, and chemical)</li> <li>- Spot treat vs broad cast use of herbicides (P2 Rpt)</li> </ul>	<ul style="list-style-type: none"> <li>- Revisit and maintain good/sustainable mgmt/practices despite staffing turn over.</li> <li>- Apply Integrated Pest Management to herbicide and pesticide use (P2 Rpt).</li> </ul>
<b>Instream Riparian and Wetland Protection and Restoration</b>	<ul style="list-style-type: none"> <li>- Topics included in Master Plans for Storm Water Mgmt Plan</li> <li>- Development of review process</li> <li>- Upgrades completed whenever economically feasible</li> <li>- Wetland/riparian restoration currently underway</li> </ul>	<ul style="list-style-type: none"> <li>- Develop formalized wetland banking plan.</li> </ul>
<b>Land Cover, Storm Water Runoff, Erosion Control</b>	<ul style="list-style-type: none"> <li>- Runoff survey for the Farm complete for Utilities, Jan 2004</li> <li>- Development Review Criteria, Land Use Mgmt, Planning Review, Good Housekeeping measures</li> <li>- Plant cover crops to reduce wind erosion</li> <li>- Erosion control blankets used to prevent wind erosion</li> <li>- Planting of native willow plantings to limit bank erosion</li> <li>- Trails redesigned to reduce erosion</li> </ul>	<ul style="list-style-type: none"> <li>- Include all internal City projects in Planning Review (particularly smaller projects).</li> </ul>

## 5. Sustainable Energy

Opportunities	Relevance for Agency Hi/Med/Lo	Successes 1. Activities with greatest economic, enviro and community impacts 2. Completed projects that demonstrate successes	Opportunities Description 1. Activities with greatest economic, enviro and community impacts 2. Upcoming projects that present opportunities
<b>Facilities Vehicles and Equipment Owned by Bureau</b>		<ul style="list-style-type: none"> <li>- Alternative fuel vehicles are used in various Service Areas (e.g., electric, natural gas, hydrogen, propane, etc.)</li> <li>- Used vehicles are sold at City auction.</li> <li>- Recycled old school bus (for transportation use related to kids programs)</li> <li>- Employees urged to eliminate unnecessary idling of vehicles (APP).</li> <li>- Guidelines for effective and efficient management of City's fleet (APP).</li> <li>- LED Traffic Lights (P2 Rpt)</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to increase alternative fuel vehicle use.</li> <li>- Eliminate/cut back diesel use.</li> <li>- Encourage appropriate vehicle use for related work.</li> <li>- Work to achieve the internal City goal that 75% of the City's light duty fleet vehicles will meet ULEV standards by 2008 (AQP).</li> <li>- Reduce fuel consumption by municipal fleets through strategies such as reduced idling, purchasing more fuel-efficient vehicles, and minimizing employee driving (AQP).</li> <li>- Also see "Purchasing/Automotive Vehicles and Equipment"</li> <li>- Establish satellite City gas stations in south and southeast of town for City vehicles.</li> <li>- Promote re-fueling alternatives available to staff instead of travel to Wood St.</li> <li>- Satellite City offices to reduce travel.</li> <li>- Investigate regular weekend use of pool cars.</li> </ul>
<b>Office Equipment</b>		<ul style="list-style-type: none"> <li>- Used equipment sold at City auction.</li> <li>- Use of computer power management software.</li> <li>- Powering down equipment or using power-saving modes encouraged (APP)</li> <li>- Use of energy conservation cards for computers operating in unoccupied offices</li> <li>- ENERGY STAR office equipment in place (including copies, printers, computers)</li> <li>- Teletract (phone system that allows registration for Recreation programs) vs in-person or FAX registration (79% usage overall)</li> <li>- Some library books are available at schools, thus eliminating some need for travel (continuing?).</li> <li>- Also see duplexing copiers/printers comments under Sustainable Purchasing/Office Equipment</li> </ul>	<ul style="list-style-type: none"> <li>- Expand conservation cards participation</li> <li>- Institute ENERGY STAR as City requirement for office equipment.</li> <li>- Webtract (online registration for Recreation programs)</li> <li>- Establish networking option to power down computers.</li> </ul>
<b>Work Travel</b>		<ul style="list-style-type: none"> <li>- Bike storage, rooms at various buildings</li> <li>- Lockers at Transit Center</li> <li>- Transfort pass for all City employees</li> <li>- Commuter alternatives encouraged</li> <li>- Employee carpooling, bike and bus travel for work purposes</li> <li>- Employee walking for meetings in downtown offices</li> <li>- Majority of City buildings are in close proximity</li> <li>- If traveling longer distances, hybrid vehicles are utilized.</li> <li>- Free Wheels program</li> <li>- Telecons with a closed line system are used (e.g., Issues and Answers with City Mgr luncheons).</li> <li>- City is committed to reducing auto travel for purposes of reducing traffic congestion and air pollution (APP)</li> </ul>	<ul style="list-style-type: none"> <li>- Attend Council meetings through online or Channel 27 access.</li> <li>- Increase Free Wheels use.</li> <li>- Increase carpools and walking where possible.</li> <li>- Street legal, electric vehicles between buildings.</li> <li>- Increase encouragement of vehicle alternatives (e.g., use of hybrids, single car use avoidance, etc.)</li> <li>- Implement VMT-reduction activities per City Administrative Policy (AQP).</li> <li>- City department heads should review travel requirements imposed on employees and eliminate need for auto travel as much as possible (APP).</li> <li>- Expand options beyond bicycles, including electric scooters.</li> <li>- Expand close circuit TV usage to reduce travel.</li> <li>- Identify reasons for City staff single occupancy vehicle use and address (e.g. provide errand services to buildings/dry cleaning services/ATMs/umbrella availability/walkways or tunnels between buildings).</li> <li>- Use YAC as a program registration site.</li> <li>- Customer travel reduction (APP)</li> </ul>
<b>Employee Commuting</b>		<ul style="list-style-type: none"> <li>- Internal carpooling for City employees</li> <li>- Telecommuting occurs in various Service Areas.</li> <li>- Drive Less Program (incentive program) for City employees</li> <li>- Bike to Work Day and competitions to increase participation</li> <li>- Drive Less Challenge</li> <li>- Flextime/compressed work schedules (SI)</li> </ul>	<ul style="list-style-type: none"> <li>- Focus multi-modal system internally.</li> <li>- Increase efficiency of alternative transportation options.</li> <li>- Remove barriers, specifically address and update telecommuting policies/practices in various Service Areas.</li> <li>- Increase Drive Less Program.</li> <li>- Increase Bike to Work Day competitions across City.</li> <li>- Guaranteed Ride Home program</li> <li>- Increase Smart Trips programs (e.g., PassFort, etc.), explaining benefits and opportunities of use.</li> <li>- Promote staff incentives to reduce solo vehicle travel (SI).</li> </ul>



## 6. Pollution and Waste Reduction

Opportunities	Relevance for Agency Hi/Med/Lo	Successes 1. Activities with greatest economic, enviro and community impacts 2. Completed projects that demonstrate successes	Opportunities Description 1. Activities with greatest economic, enviro and community impacts 2. Upcoming projects that present opportunities
Construction and Demolition		<ul style="list-style-type: none"> <li>- Efforts related to LEED and Sustainable Design Criteria for New Bldgs</li> <li>- Percentage of construction recycling achieved during 215 N Mason construction.</li> <li>- Demolitions include appropriate asbestos, abatement practices.</li> <li>- Increase awareness of demolition materials available for reuse (e.g., bath tub).</li> </ul>	<ul style="list-style-type: none"> <li>- Develop, expand and broaden market for materials "disposal" (identify reclaim sales, online sales and donations opportunities).</li> <li>- Increase acceptance of efforts towards broader market development/expansion for materials "disposal".</li> <li>- Re-consider demolition contracts/reclaim projects for reuse (with resolution of risk mgmt, cost issues, materials quality/able to be used, etc.).</li> <li>- Internal construction and demolition workshop</li> <li>- Expand Operations Building Design Standards to include construction waste recycling (P2 Rpt).</li> <li>- Include salvage and recycling requirements in contracts with demolition or removal firms (APP).</li> </ul>
Office Recycling and Waste Reduction		<ul style="list-style-type: none"> <li>- Comprehensive City recycling program - paper, aluminum, plastics, printer/copier cartridges</li> <li>- Batteries recycling</li> <li>- Material recycling in conjunction with art programs</li> <li>- Various Service Areas notify staff of used binders availability and majority of binders are claimed by staff.</li> <li>- Use of electronic media (e.g., CD-ROMs) for archiving (vs paper)</li> <li>- Various online applications help to limit paper use and waste generation</li> <li>- Various Service Areas use double-sided copies</li> <li>- Shared copies through interoffice distribution system</li> <li>- Copies from Kinko's as needed for larger print jobs</li> <li>- Document/records filing/storage with intention of limiting paper use</li> <li>- Used computers auctioned/reused in other Departments</li> <li>- Committed to implementing effective internal office recycling program to reduce solid waste, conserve energy and natural resources and protect environmental quality (APP)</li> <li>- Employees encouraged to participate in recycling program (APP)</li> <li>- Efforts of many City departments encouraged as a creative, operations-specific approach to waste diversion to reduce amount of waste generated</li> <li>- Internal website available to review current types of recyclables that are accepted</li> <li>- Print jobs done using duplex copying whenever possible (APP)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase visibility</li> <li>- Some facilities do not have space for recycling pgm (e.g., Aztlan)</li> <li>- Share available materials rather than storing them (on a no cost basis)</li> <li>- Recycling program being updated</li> <li>- Internal material exchange</li> <li>- Engage in resource efficiency strategies in buildings, facilities operations and maintenance of bldgs (SI)</li> <li>- Recycling in City parks (P2 Rpt)</li> <li>- Further paperless operations development</li> <li>- Improve user friendliness of document/records filing/storage system</li> <li>- Training for computer applications to encourage paperless system implementation</li> <li>- Review all building/Department recycling practices to determine opportunity for expansion</li> <li>- Increased practice/availability of double-sided copying per APP</li> <li>- Expand City's internal recycling collection program to include new materials (APP)</li> <li>- Find uses for once-used (clean scrap) paper for internal use</li> <li>- Use electronic communication (e-mail, telephone, etc.) instead of paper whenever appropriate (APP)</li> <li>- Provide electronic forms and other applications to citizens whenever possible for services such as permits, registering for programs or classes, surveying, etc. (APP)</li> <li>- Revisit City's email retention policy</li> <li>- Collect scrap papers for printing</li> <li>- Enable web forms to be completed and returned online by staff</li> <li>- Ensure recycling gets picked up often enough for staff</li> <li>- Also see paperless system comments in Purchasing/Paper Products</li> </ul>
Toxic or Hazardous Substances		<ul style="list-style-type: none"> <li>- Training program available through Utilities and Natural Resources Dept</li> <li>- Well-trained, knowledgeable staff</li> <li>- Various Service Areas recycle fluorescent lamps</li> <li>- Hazardous Materials training</li> <li>- EPA audits on use/non-use</li> <li>- Various Departments avoid use of toxic or hazardous substances</li> <li>- Various Departments minimize or substitute for toxic/hazardous products</li> <li>- Maintain conditionally exempt status (specifically for Utilities facilities)</li> <li>- Low volatile organic compounds paints used for street painting (P2 Rpt)</li> <li>- Old paint reuse (P2 Rpt)</li> <li>- Waste solvent reuse (P2 Rpt)</li> <li>- Pressure sensitive sign materials used for glue activation, instead of baking (P2 Rpt)</li> </ul>	<ul style="list-style-type: none"> <li>- EPA Green Chemistry Program</li> <li>- Continue existing efforts</li> </ul>
Food Waste		<ul style="list-style-type: none"> <li>- Various Service Areas eliminate any waste through leftover offerings to staff/customers</li> <li>- Scraps fed to animals at The Farm</li> <li>- Worm bin composting all food, paper waste at Natural Areas facility</li> <li>- "Worm guy" (composting) hired for large events</li> <li>- Use of glasses instead of paper beverage containers</li> <li>- Donate leftover food to local shelter</li> <li>- Purchase organically (shade) grown and fairly traded coffee</li> <li>- Chicken eggs from The Farm are used for programs</li> </ul>	<ul style="list-style-type: none"> <li>- Green Meetings (limit food, paper waste, make composting available, etc.)</li> <li>- Food waste at Council, Executive Leadership Team dinners</li> <li>- Buy less food for events than anticipated need (to minimize waste)</li> <li>- Promote purchase of organic foods in municipal facilities (SI)</li> </ul>

**6. Pollution and Waste Reduction (continued)**

<p><b>Cleaning Supplies/Practices</b></p>	<ul style="list-style-type: none"> <li>- Changes in 3rd party custodial services (trash less frequently, appropriate for some Departments)</li> <li>- Any undesirable smells reported to janitorial administration</li> <li>- Limit use of caustic cleaning chemicals (P2 Rpt)</li> <li>- Use of extraction cleaning method (requires less chemicals) (P2 Rpt)</li> <li>- Reuse of custodial cleaning towels (P2 Rpt)</li> <li>- Team cleaning approach (practice is more energy efficient) (P2 Rpt)</li> <li>- More experienced cleaners use specialty cleaning products (P2 Rpt)</li> <li>- No cleaning chemicals are used during work hours, unless it is a 24 hr facility (e.g., Police) (P2 Rpt).</li> <li>- Cleaning on a quality contract basis rather than a fixed schedule (P2 Rpt)</li> <li>- Floors are stripped only as necessary; scrubbing and recoat is done instead (P2 Rpt)</li> </ul>	<ul style="list-style-type: none"> <li>- More services at high use/public bldgs (Northside, Epic showers)</li> <li>- Laundry service for vehicle shops rags (P2 Rpt)</li> </ul>
<p><b>Other Waste Streams</b></p>	<ul style="list-style-type: none"> <li>- Revegetation requirements</li> <li>- Utilities Environmental Management System development</li> <li>- Vehicle fluids recycling</li> <li>- Freon recycling</li> <li>- Converted parts washer to citrus fluid</li> <li>- Reuse of solid residuals at treatment plants</li> <li>- Sheldon Lake fish 'recycling' - 2002</li> <li>- Recycle iron and steel (P2 Rpt)</li> <li>- Asphalt recycling (P2 Rpt)</li> <li>- Electric hand dryers used in Parks facilities instead of equipment requiring paper (P2 Rpt)</li> <li>- Parks pallet give-away (P2 Rpt)</li> <li>- Parks yard material composting (P2 Rpt)</li> <li>- Animal by-products used in composting</li> <li>- Also see entries under Sustainable Energy/Vehicles</li> <li>- Also see paperless system comments in Purchasing/Paper Products</li> </ul>	<ul style="list-style-type: none"> <li>- Collect storm water debris and de-water (opportunity for water, organic material reuse)</li> <li>- Alternatives to land filling sawdust (P2 Rpt)</li> <li>- Use of recyclable Streets brushes (P2 Rpt)</li> <li>- Use of vegetable based oil on Streets painting vehicle (P2 Rpt)</li> <li>- Employing and increasing composting efforts for City-generated or City-collected plant debris (APP)</li> </ul>

## 7. Management Tools

Opportunities	Successes Description	Opportunities Description
<b>Planning</b> - Strategic planning - Budgeting - Process Improvement	<ul style="list-style-type: none"> <li>- Individual areas within City have adhoc systems in place</li> <li>- Previous practices that used measures/benchmarks in budgeting</li> <li>- Information technologies prototype for performance based strategic approach</li> </ul>	<ul style="list-style-type: none"> <li>- Research New Belgium Brewery model</li> <li>- Research City of Honolulu sustainability model</li> <li>- Add Strategic Planning Methodology City-wide that is outcome, performance based (defined in terms of sustainability outcomes)</li> <li>- Enterprise Resource Planning JD Edwards/One World System finance system possible start</li> <li>- Full cost accounting for managers</li> <li>- System to ensure resources link with service delivery</li> <li>- Need for more management methodology and rigor</li> <li>- General management reform</li> <li>- Expand holistic nature of City information technology systems</li> <li>- Capital Improvement Team (Capital Improvement/Building on Basics projects)</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>- Streets/Utilities may have some performance-based benchmarks</li> </ul>	
<b>Recognition or Incentive Systems</b>		<ul style="list-style-type: none"> <li>- Pay for performance system</li> <li>- Incentives based on sustainability</li> <li>- Speakers Bureau or lunch series</li> <li>- Bridge gap in City to take operational savings into consideration for system</li> <li>- Research feedback models (e.g. City of Loveland)</li> <li>- Also see "Energy/Employee Commuting"</li> <li>- Also see "Employees/Core Values"</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>- Core values, one organization</li> <li>- Flextime and telecommuting used at discretion of the supervisor</li> <li>- Many employees they have more than a job - personal commitment, sense of mission, contributions</li> <li>- By nature, political process routinely optimizes multiple bottom lines; calibration is key.</li> <li>- Specialized Industrial Hygienist is dedicated to Utilities.</li> <li>- City Energy Management Team</li> </ul>	<ul style="list-style-type: none"> <li>- Hire a City energy manager</li> <li>- Hire a City sustainability manager</li> <li>- Strategic management of human capital (recruit, retain, train/cross-train, re-think job titles, job positions to be more multi-faceted, innovative models)</li> <li>- Training that allows for out of box thinking</li> <li>- Avoid over managing</li> <li>- Regulatory and environmental safety staff green planning for projects (to be confirmed)</li> <li>- Consider Citywide Energy Manager (AQP)</li> <li>- Train staff in strategic planning methodology, including sustainability definition in success and performance</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>- Utilities Environmental Management Policy (2004)</li> <li>- Facilities Building Design Standards contains elements of green design (P2 Rpt)</li> </ul>	<ul style="list-style-type: none"> <li>- Economic Vitality and Sustainability Action Group due to Council 6/30</li> <li>- Proposed AQP Policy Changes - The City will lead by example in efforts to improve local air quality in the following ways:               <ol style="list-style-type: none"> <li>1. The City will make efforts to reduce and mitigate its own air pollution emissions before asking or requiring others to reduce and mitigate their emissions.</li> <li>2. The City will initiate and cooperate with other efforts to improve air quality, while avoiding duplication of effort. Others include government entities (other City departments, county, regional, state, national, global), the non-profit sector, businesses, and educational institutions.</li> </ol> </li> <li>- Adopt Sustainable Design Policy for City Buildings</li> <li>- Develop an Environmental Management System and a Sustainability Action Plan that will identify top opportunities for pollution prevention as the first means of reducing municipal emissions of air pollutants, air toxics, and greenhouse gases</li> </ul>

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## B2. Expanded Discussion of Key Successes

Section 3.0 highlighted key sustainability practices already in place at the City of Fort Collins. An expanded discussion on each of these successes is offered here.

- **The City of Fort Collins' Administrative Policies and Procedures** provides guidance and information relevant to many individual topics related to sustainability, such as:
  - General purchasing (including use of existing material stock, purchase of ENERGY STAR equipment, and Use of Material Safety Data Sheets)
  - Paper products (including a minimum recycled content specification)
  - Civility, Diversity, and Equity (including various American Disability Act procedures)
  - Employee Health (including the statement that smoking is not allowed inside City buildings)
  - Employee Safety (including topics of City building occupancy and protective equipment)
  - New Construction and Major Retrofits (including applying green building measures and using the latest available proven technology to provide energy-efficient and cost-effective design, construction, and renovation)
  - Operations and Maintenance (including topics of high efficiency motor replacements and office space temperatures settings)
  - Water Use Management/Irrigation Activities (including topics of model water conservation ethics and City landscaping with priority on water conservation)
  - Facilities Vehicles and Equipment Owned by Bureau (including eliminating unnecessary idling of vehicles and guidelines for effective and efficient management of the City's fleet)
  - Work Travel (including a commitment to reduce auto travel)
  - Office Recycling and Waste Reduction (including encouraging employee participation and duplex copying/printing)

The most recent version of the City's Administrative Policies and Procedures is dated April 9, 2003. New employees receive a copy of the document at the time of hire. When the document is updated, new versions are distributed to existing employees. Existing employees may also obtain an electronic copy of the document at any time through the City's intranet.

- The City owns over 75 **alternative fuel vehicles**. The types of these vehicles range from hybrid gasoline electric to compressed natural gas. Fleet Services has an internal policy in effect regarding alternate fuel vehicles:

*"In an effort to reduce tailpipe emissions and dependency on foreign oil, the City will purchase an alternative-fueled vehicle if all of the following criteria are met:*

1. *The fueling infrastructure is in place.*

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2. *The job application fits the type of factory equipped vehicle.*
  3. *The economics are beneficial to the City (capital, maintenance, and fuel costs).*
  4. *The vehicle meets the operational need of the department.”*

Additionally, as part of the City’s air quality plan in 2004, the City has drafted goals specifically related to purchasing and using alternative fuel vehicles:

- o Work to achieve the internal City goal that 75 percent of the City’s light duty fleet vehicles will meet ULEV (ultra low emission vehicle) standards by 2008.
- o Reduce fuel consumption by municipal fleets through strategies such as purchasing more fuel-efficient vehicles.

All employees have access to alternative fuel vehicles. For more information about using the City’s alternative fuel vehicles, contact Fleet Services at 221-6610.

- **Green building** efforts are underway at the City of Fort Collins. The Operation Services Department has “Green Building Criteria” that is available at <http://www.fcgov.com/opserv/pdf/green-bldg.pdf>. The Criteria are adapted from the U.S. Green Council’s Leadership in Energy and Environmental Design (LEED) Green Building Rating System and address green building issues related to site development, water efficiency, energy and atmosphere, building materials and resources, and indoor environmental quality. Operation Services has also established an internal goal to achieve a LEED rating of Silver for new construction projects. Additionally, a number of service areas report successes related to their direct participation with Operation Services in green building construction and/or remodel projects for areas related to their service activities.
- Building on the knowledge of staff and product vendors, the City has had success with both the **purchase and reuse of office equipment and furnishings**.
  - o Many service areas routinely purchase and operate ENERGY STAR equipment, including computers, printers, and copiers. Furthermore, as encouraged by the City’s Administrative Policies and Procedures, many City computers use power management software to save energy.
  - o Proposals, presentations, demonstrations, and training on office equipment being considered for purchase are available for scheduling with prospective vendors through the Purchasing Department. Contact David Carey at 416-2191 for more information.
  - o The Facilities Department encourages wise use of resources by managing an inventory of reusable furnishings that can be recycled within City departments.
  - o The City encourages purchasing and using re-stamped carpet, carpet squares, and higher quality carpet to encourage fewer disposals.

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- Many service areas also routinely reuse various office products, equipment, and furnishings. Items considered obsolete, surplus, or excess in one department are advertised as available to other City departments prior to being made available for sale to the general public. The City employs various means to sell obsolete, surplus, and excess equipment to the general public, including local public auctions and electronic on-line auction services. The City is also committed to properly recycling electronic equipment at the end of its useful life. Contact Ed Bonnette in Purchasing at 416-2247 for more information.
  - Non-profit organizations occasionally request donations of obsolete, surplus, or excess City merchandise. Such requests are referred to Jim O'Neill, Director of Purchasing and Risk Management, to determine if such donations are in the best interests of the citizens of Fort Collins.
  - Through an internal team, the City has established **core values**. These values are integrated into daily operations through various techniques, such as posted plaques and General Employment Application inserts. The June 2004 revisions to the core values state the following:

*“Our unifying mission is to provide high quality municipal services to help make our community an exceptional place to live.*

*Our core values are:*

- *Being trustworthy in dealings with others*
- *Treating people fairly*
- *Accepting accountability for one’s actions*
- *Recognizing that employees are our most important and valuable asset*
- *Communicating openly and honestly*
- *Behaving ethically, with integrity*

*This means:*

- *We respect and care about our community, our customers and each other.*
- *We are responsive, adaptable and creative.*
- *While we provide a variety of services and function as a collection of diverse businesses, we solve problems together to provide the greatest benefit to the community, and each of us represents the entire City organization.*
- *We share information and resources whenever appropriate.*
- *We respond to adversity and challenges in a respectful, positive manner.*
- *We respect our form of government and work to implement the policy decisions of the City Council.”*

City employees can contact Tess Heffernan at 416-2253 for more information.

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- The City offers strong **employee wellness and safety programs**. The mission of the wellness program describes the program:

*“It is the mission of the City of Fort Collins Wellness Department to provide a comprehensive program that is easily accessible and of high quality. Components of the program include screening, education, training, and program opportunities with the intention of reducing safety and health risk parameters, ultimately reducing healthcare utilization and workers compensation costs and improving organizational and personal health.”*

For more information on the benefits available to City employees through the Wellness Program, call 416-2098. Additionally, the City’s Risk Management Division has an extensive safety program to train employees on preventing injury and creating a safe working environment. For example, individual workstations can be evaluated to optimize ergonomic conditions. Individual service areas also conduct various safety events and trainings. Information on these existing safety programs is available at 221-6788.

- The City has a well-developed and actively evolving **training program** supported by a position dedicated to training classes. According to the 2004 catalog, training efforts for the current year are focused on building upon competencies in the following areas: Communication, Personal & Professional Effectiveness, Organizational Effectiveness, Technology, Safety, and Personal Enrichment. In addition to classes, numerous training resources are available to City staff, including monthly newsletters, training on video, etc. Contact Doreen Kemp at 416-2430 for more information.

- **Water-efficient landscaping, irrigation, and education** are an active part of the City’s operation. The City of Fort Collins’ Administrative Policies and Procedures state that, “The City is committed to projecting a water conservation ethic to the community, as a model for wise water use.” The administrative document continues, “Landscaping for City buildings being constructing or remodeled should place a high priority on water conservation by grouping plants with similar water needs, limiting turf areas and emphasizing the use of drought tolerant plantings.” Regarding irrigation, the administrative document asserts, “Facility and irrigation managers should strive to operate and maintain sprinkler system at City facilities for water efficiency.”

Indeed many service areas practice responsible irrigation water use and act as a xeriscaping model for the City and community. Examples of this include using raw water irrigation in a majority of the City’s irrigated parks. Additionally, regular training on efficient watering is conducted for all City employees and contractors involved in irrigating City landscapes. Another key success that demonstrates the City’s water conservation commitment is the practices in place to recycle treated water. The City has a water reuse agreement with Platte River Power Authority

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to use treated wastewater as a coolant in the power production process. Treated wastewater is also reused for crop irrigation.

- Many programs are in place to **reduce City employee work and commuter vehicle miles**. Programs include PassFort, Guaranteed Ride Home, DriveLess Challenge, Freewheels and other bicycle related resources, telecommuting support, carpooling, etc. For more information on how employees can participate in these efforts, contact SmartTrips at 224-6126.
- **Comprehensive recycling programs and waste minimization practices** are common throughout the City organization. Recyclable materials include paper, cardboard, newspaper, glass, aluminum, plastics, batteries, toner cartridges, etc. Various service areas also recycle other specialized materials. City staff members make noteworthy efforts to avoid or minimize the use of toxic or hazardous substances. A recycling director is available to employees on the City's intranet. Employees may also contact Shirley Burns at 221-6600.
- Similar to the approach of the triple bottom line, the City **routinely optimizes multiple bottom lines** by nature of the political process. Varying bottom line factors, such as economic vitality, environmental protection, and quality of life issues are often woven into many City efforts. Two examples of such efforts include the Economic Vitality and Sustainability Action Group (EVSAG) and the City Development Process. EVSAG was comprised of business and economic representatives of the community, as well as members of the general public, and was tasked with developing recommendations for an Economic Vitality and Sustainability Plan for the City. For more information on EVSAG, contact Bruce Biggie at 416-2259. All development proposals and projects within Fort Collins, both internal and external to City operations, must be reviewed through the City Development Process. For more information on this process, contact Cameron Gloss at 221-6750.
- The **Comprehensive Stormwater Management Plan** is another key success. This master plan, approved by City Council in June 2004, provides for the following:
  - Recommendations for cost-effective projects to remove properties from floodplains, reduce risk, and reduce street flooding
  - Guidance for new development in the basins to prevent problems from getting worse
  - Guidance for enhancements to the riparian habitat along stream corridors to improve water quality
  - Guidance for stabilizing the streams where necessary

Employees can view the Stormwater Management Plan on the City's Intranet or call 221-6700 for more information.







## Appendix-C

### Prioritization Worksheet

Opportunities (rate as follows: 0 = Insignificant 1 = Moderate 2 = Significant)	Triple Bottomline Benefits			Likelihood of Success			Summary
	Economics	Employees	Environment	Cost Effective-ness	Is easy to implement	visibility/ Mgmt Support/ Timely	Total score
<b>1. Sustainable Purchasing</b>							
1.1 General							0
1.2 Auto Vehicles & Equipment							0
1.3 Office Equipment							0
1.4 Office Furnishing							0
1.5 Paper Products							0
<b>2. Healthy, Productive Employees</b>							
2.1 Core Values							0
2.2 Civility, Diversity & Equity							0
2.3 Employee Health							0
2.4 Employee Safety							0
2.5 Training							0
<b>3. Green Building</b>							
3.1 New Construction & Major Retrofits							0
3.2 Operations and Maintenance							0
<b>4. Healthy Ecosystems</b>							
4.1 Water Use Mgmt (Irrigation Activities)							0
4.2 Chemical & Nutrient Containment							0
4.3 Instream Riparian/Wetland Protection and Restoration							0
4.4 Land Cover, Storm Water Runoff, Erosion Control							0
<b>5. Sustainable Energy</b>							
5.1 Facilities Vehicles & Equip Owned by Bureau							0
5.2 Office Equipment							0
5.3 Work Travel							0
5.4 Employee Commuting							0
<b>6. Pollution &amp; Waste Reduction</b>							
6.1 Construction & Demolition							0
6.2 Office Recycling & Waste Reduction							0
6.3 Toxic or Hazardous Substances							0
6.4 Food Waste							0
6.5 Cleaning Supplies/Practices							0
6.6 Other Waste Streams							0
<b>7. Management Tools</b>							
7.1 Planning							0
7.2 Evaluation							0
7.3 Recognition or Incentive Systems							0
7.4 Staffing							0
7.5 Policy							0





## *Appendix-D*

### **Immediate Resources for Interested Staff**

#### **D1. Ten Things Every Employee Can Do To Embrace Sustainability**

- 1) Fully use City wellness services.
- 2) Turn off computer and lights when you leave your office.
- 3) Choose alternative transportation to get to work.
- 4) Use hybrid vehicles from City fleet to get to remote meetings.
- 5) Maximize electronic file capabilities to limit the amount of paper use.
- 6) Fully use building recycling services for all materials.
- 7) Actively practice City's core values.
- 8) Educate yourself on how sustainability can be applied to your particular job.
- 9) Follow all safety rules and procedures and participate in offered programs.
- 10) Balance your purchasing decisions around employee well-being, budget/cost, and environmental impacts.

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## D2. Toolbox of Resources for Implementing Sustainability

### Existing City Resources

Human Resources 221-6535

- Recycling directory
- Ongoing safety program in Operations Services, Safety Bucks
- Purchasing life cycle cost analysis procedures
- Auction
- Furnishings inventory control system
- Ergonomics/safety program with site evaluation for workstations
- Internal office reuse of used binders and file folders
- Employee Mediation Program
- Civility Series (8-hr training) by Human Rights Department
- Work Options Program
- Safety, Wellness and Training News
- Energy for Everyone training City-wide
- Utilities Water Conservation Education Program
- Development Review Criteria
- Free Wheels
- Drive-Less Challenge
- SmartTrips Telework Initiative
- Parks pallets give-away
- Parks yard material composting
- Employees discounts available through Parks and Recreation to facilities
- Bike programs
- Risk Management Division and Safety Program
- Supervisor series with specified curriculum (electives and mandatory)
- Conservation cards for computers operating in unoccupied offices
- On-site amenities to support bike to work, including lockers, showers and bike lockers
- Telecons with a closed line system (e.g., Issues and Answers with City Manager luncheons)
- Fort Shorts – the employee newsletter; CityNet – the internal website

### External Resources – Publications

- **Natural Capitalism**, Paul Hawken, Amory Lovins, L. Hunter Lovins; Little, Brown; 1999.
- **The Natural Step Story: Seeding a Quiet Revolution**, Karl-Henrik Robèrt, Gabriola Island, BC: New Society Publishers, 2002. [www.newsociety.com](http://www.newsociety.com).
- *The Green CEO*, Fortune, 24 May 1999, at pp. 190-200. (and *Innovating* at p. 26).

### Existing Resources - Web Sites

- Smart Communities Network: [www.sustainable.doe.gov](http://www.sustainable.doe.gov)
- U.S. Green Building Council/LEED: [www.usgbc.org](http://www.usgbc.org)
- The Natural Step: [www.naturalstep.org](http://www.naturalstep.org)
- EPA Green Vehicle Guide: [www.epa.gov/greenvehicles/](http://www.epa.gov/greenvehicles/)

### Examples from Local Governments and Other Organizations

- Calgary, Alberta: [www.calgary.ca](http://www.calgary.ca)
- Portland, Oregon: <http://www.sustainableportland.org/>
- Seattle, Washington: <http://www.ci.seattle.wa.us/light/conservesustainability/resource/>

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