City of Fort Collins

2019 Municipal Sustainability and Adaptation Plan

Rolland Moore Park fields and community garden are irrigated with raw water from this pond.

Letter from the City Manager and Chief Sustainability Officer

Darin Atteberry
City Manager

Jacqueline Kozak Thiel
Chief Sustainability Officer

The City of Fort Collins is committed to providing world-class municipal services, both today and as we grow and change in the future. In order to do so, our organization must be sustainable and resilient. Since the City's first Municipal Sustainability Plan in 2013, we have learned more about what sustainability and resilience means within the City organization and its operations. Sustainability is woven into the City's strategy and stewardship is one of our values. This plan outlines how the organization will continue on that path.

Over the past year, more than 100 staff worked to develop our 2019 Municipal Sustainability and Adaptation Plan (MSAP), which outlines goals, objectives and strategies for our organization to achieve in the coming decades. The plan also includes an expanded focus on how the City will respond and adapt to climate change and its potential impacts to operations.

The MSAP includes a triple bottom line perspective. The goals and strategies demonstrate commitment to employee well-being as well as thoughtful financial and environmental stewardship. It builds upon the City's Strategic Plan and directly integrates strategies within the Economic Health, Environmental Health, Transportation and High Performing Government outcome areas.

The MSAP addresses several themes that emerged during the planning process including the need for:

- Increased coordination and standardization among service areas
- Climate resilience and adaptation work
- Staff commitment and culture
- Increase social and economic focus of the triple bottom line within sustainability work
- Highly inter-connected municipal departments and natural systems

To achieve the goals outlined in this plan, the entire organization must be committed and involved in the process. We encourage you to learn more about the challenges ahead and the plan to meet them. It is crucial for each of us to align our work and implement strategies that will make our organization sustainable and resilient now and into the future.

Acknowledgments

Sustainability Services Area would like to acknowledge the commitment and hard work of the leadership and staff that dedicated time and energy to make the MSAP integrated, meaningful and useful for all City employees. Thank you!

Fort Collins City Leadership

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Working Groups

A list of all staff members that contributed is in Appendix F.

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Introduction

This Municipal Sustainability and Adaptation Plan (MSAP) is the employee roadmap for operating and building a healthy and sustainable organization by 2050.

The City defines sustainability: To systematically, creatively, and thoughtfully utilize environmental, human and economic resources to meet our present needs and those of future generations without compromising the ecosystems on which we depend.

For nearly two decades the City of Fort Collins organization has been leading the nation and the Fort Collins community in addressing complex and interrelated challenges. In this update to the 2013 Municipal Sustainability Plan, the 2019 Municipal Sustainability and Adaptation Plan outlines a systems-oriented and triple bottom line approach for the organization to lead by example. The MSAP includes six goals and 17 objectives that provide direction for long term action up to 2050, while strategies and an implementation plan provide a five-year focus for implementation from 2019 to 2023.

To further demonstrate the City's commitment to addressing climate change, in 2015 Mayor Wade Troxell signed the Global Covenant of Mayors for Climate and Energy, joining over 600 other cities. This agreement committed Fort Collins to not only reducing greenhouse gas emissions, but also enhancing the City's resilience to climate change with an adaptation plan. As part of the 2017-2018 Budgeting for Outcomes process, Offer 26.4 for $50,000 was approved for the development of this plan.

The Planning Process

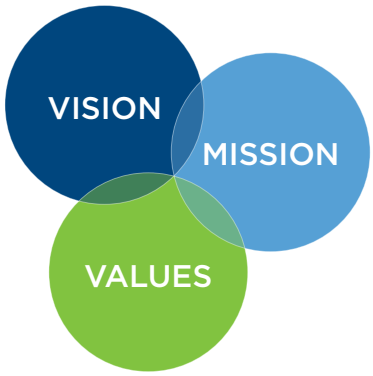
To create the MSAP, over 100 staff from all eight City Service Areas and all thirty departments participated in a year-long process conducted throughout 2018. Scenario-based planning was a new approach that helped staff envision a desired future based on two key challenges for municipal government – fiscal health and staff capacity. The MSAP includes several phases:

1. Define a vision for a sustainable municipal organization.
2. Exploration of future scenarios to identify adaptive management strategies.
3. Establish goals, objectives and strategies.
4. Develop and prioritize tactics.
5. Define the implementation and measurement principles.

See Appendix C for details on the planning process.

City Vision, Mission, & Values*

The City of Fort Collins is an organization committed to high-quality public service and is a nationally recognized leader in the use of leading-edge management practices. As a best practice, we focus on data-informed decision making, long-term effects and continuous improvement. We aspire to provide world-class services to the community while cultivating an outstanding organizational culture for employees. Both internal and external services are data-informed and implemented according to our organizational values. Compliance with all regulations and laws with a strong focus on ethics are foundational to our culture. We develop resiliency and sustainability through organization-wide systems and processes that ensure consistent employee work practices and alignment across service areas.



Vision:
To provide world-class municipal services through operational excellence and a culture of innovation.

Mission:
Exceptional service for an exceptional community.

Values:

- Collaboration
- Excellence
- Integrity
- Outstanding Service
- Safety & Well-being
- Stewardship**

**See Appendix G for more information about our City Government organization*

***See Appendix B Glossary for the definition of stewardship.*

Purpose

The Purpose of the MSAP

The Municipal Sustainability and Adaptation Plan (MSAP) is our roadmap to being a sustainable organization and can help guide our actions at work to support this ambition. Being sustainable and resilient means that we can continue to provide world-class services and demonstrate excellence and innovation in our daily work. With this new plan, the City is formally addressing climate adaptation and resilience, which will prepare us for the future.

The MSAP builds on the City's current priorities and is designed to integrate and synthesize existing codes, roadmaps and strategic plans with the lens of sustainability and resilience. It is meant to be the guiding document that provides direction for the coming decades to advance sustainability efforts and build individual and organizational capacity to:

- Adapt to a changing climate to ensure City operations and employees are resilient
- Create efficiencies, synergies, and consistencies among policies, plans and programs
- Maximize cost savings opportunities
- Align the City with agency counterparts for grant funding and partnership opportunities
- Create goals to measure success and progress

This municipal building has solar photovoltaic (PV) systems.

Maintaining healthy City fields is important to our community and employees.

Sustainability Vision, Principles, and Goals

The planning process explored what it would look like if the City were to incorporate and operationalize sustainability into the core of how we operate. The following vision and guiding principles are a result of that process and provide guidance on understanding organizational progress over time. Our continued success in these areas will help us move forward in being a sustainable and adaptive municipality.

Vision: We are a sustainable and resilient organization.

Our organization's history and legacy is one of sustainability and resilience (see Appendix A). The MSAP guides staff on organization-wide systems and processes that ensure consistent employee work practices and integration across service areas.

Guiding Sustainability Principles

Be a High Performing and Resilient Organization

- We deeply value our employees and treat them with respect.
- We are a high performing and innovative organization that continuously seeks to improve and accelerate positive change.
- We prepare for, mitigate, respond to and recover from disruptive events and conditions of all scales.

Lead by Example

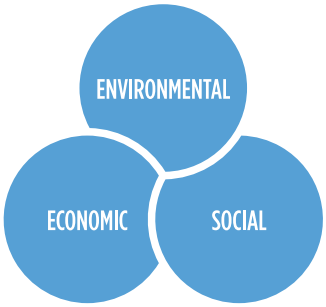
- Stewardship is demonstrated daily in how we operate.
- Our policies, plans and procedures include goals for sustainability, fiscal responsibility and outstanding service throughout all levels of the organization.

Steward Our Natural Resources for Future Generations

- We proactively manage our natural resources resulting in healthy, resilient ecosystems.
- We manage our land, water, air and energy with science-based targets.
- Evaluate Success Through A Triple Bottom Line Lens.
- We have a balanced decision-making approach towards achieving positive impacts on employees, community, environment and the economy.
- We are a responsible steward of public dollars by seeking the highest level of efficiency and value to maintain or exceed our level of service.

The organization has had three iterations of a tool to evaluate decision making. The first tool – Triple Bottom Line Analysis Map – was developed in 2010. The next tool – the Sustainability Analysis Tool – was initially used by staff for larger projects, some of which were decided upon by Council. Finally, the refined Triple Bottom Line – Scan (TBL-Scan), is our current tool.

Triple Bottom Line Decision Making



The City uses the TBL-Scan tool to evaluate the triple bottom line implications of proposed policies and programs. The tool assesses the economic, environmental and social impacts of decisions, thereby increasing awareness and often revealing ways that decisions can mitigate negative impacts and improve overall outcomes. This process helps to address tensions and improve balance, while reducing impacts when trade-offs are unavoidable.

Construction of the Poudre River Whitewater Park, a project that will bring the river back to a more natural state and improve the river floodplain.

Goals

To advance this vision and use the guiding principles, the 2019 Municipal Sustainability and Adaptation Plan identifies six goals for municipal operations by 2050:

We Are Resilient | City operations are prepared for and adapt to climate change and disruptive events of all scales.

Our Public Lands Thrive | Our public lands support a healthy ecosystem and are resilient to climate and population growth pressures.

We Are Water Smart | We sustainably manage our water resources and lead Colorado in water efficiency.

We Are Zero Waste | We responsibly manage goods, products and services throughout their life cycle to achieve waste reduction outcomes.

We Are Carbon Neutral | Our transportation systems, energy production, and facilities lead the nation in sustainable performance and resource efficiency.

We Are A World Class Workplace | The City is a high performing and resilient organization that has a culture of sustainability.

City staff at the opening of the Micro-hydro power project which will provide approximately 25% of the Water Treatment Plant's energy.

How to Use this Plan

The MSAP is the employee roadmap for operating and building a healthy and sustainable organization by 2050. This is an opportunity for all of us, as City staff, to find our role in the City's action towards strategic and systematic sustainability in alignment with our overall strategic plan.

The MSAP is organized around the six goals (see Appendix F), and each goal is organized the following way:

GOAL

The broad primary outcome that defines what we want to accomplish.

OBJECTIVE

A concrete break down of the goal into measurable steps.

STRATEGY

Our approach on how to accomplish the objective.

The next step is to develop a tactical plan, or concrete implementable actions, for prioritized strategies. This is not in the MSAP because tactics shift due to budgets, resources and other large organizational priorities. Annually, there will be a focus goal that will incorporate employee engagement programs and innovation funds to creatively solve complex issues.

To realize the vision of a sustainable organization, all employees should feel engaged in realizing the strategies outlined. Staff should use the MSAP in the Budgeting for Outcomes (BFO) process in order to highlight organizational strategies in need of resources. The interdepartmental Sustainability Team, composed of representatives from every department, are the engagement champions of the MSAP and provide advice, guidance and success stories.

The MSAP should be viewed as a dynamic document. It sets an organization-wide baseline from which we can continue to innovate and explore. It will evolve and change over time, with a formal process to update the MSAP every five years. City staff throughout the organization will be working on implementation as well as measuring and monitoring success. A tactical plan will be developed annually based on priorities and budget.

Goals, Objectives & Strategies

We Are Resilient

Goal 1 - We Are Resilient | City operations are prepared for and adapt to climate change and disruptive events of all scales.

Systems • People • Assets

Resilient cities work to minimize the risks and costs of climate-driven threats and stressors to the organization and the community by ensuring natural systems are supported and man-made systems are well designed, built and managed.

Preparing the organization to respond to and recover from disruptive events and stressors will make us resilient by strengthening emergency response to ensure that the City is prepared for disruptive events. It is also necessary to assess, upgrade and budget for existing facilities and infrastructure to withstand disruptive events in order to integrate resilience components into future facilities and infrastructure. A city-wide vulnerability assessment and corresponding plan and budget will prepare our organization.

Alignment:

- City Strategic Plan
  - 4.5 Develop strategies to improve the community's climate resiliency

Successes:
In response to changing conditions such as precipitation patterns, an increase in the frequency of fire and flood, and infestations like the emerald ash borer, Fort Collins has already begun to integrate climate adaptation into operations. *See Appendix D on Municipal Resilience*

Opportunities:
Align the MSAP with the newly optimized Office of Emergency Management.
Leverage existing vulnerability assessments.

Objective 1.1. City assets, infrastructure, and services are resilient.

1.1.1. Prepare the City's critical services and assets to be resilient.

- May include continuity of operations plans for critical departments

1.1.2. Prepare the City's buildings and infrastructure to be resilient.

- May include resilience analysis for facility updates and repairs

1.1.3. Incorporate best practices into preparation for disruptive events and conditions.

- May include regular scans of emerging trends for inclusion in preparedness activities

1.1.4. Develop and foster community relationships and partnerships to strengthen cooperation in the event of emergencies or events.

- May include developing response agreements with key partners

Objective 1.2. City staff are prepared to respond to and recover from disruptive events.

1.2.1. Build staff capacity to prepare and recover from disruptive events.

- May include providing training for response for all City staff

1.2.2. Increase emergency management and preparedness throughout the organization.

- May include identifying opportunities for staff redundancy and cross train

1.2.3. Recognize departments already undertaking adaptation initiatives and optimize support for all departments.

- May include inventory of site specific activities as part of MSAP reporting

The Federal Emergency Management Agency (FEMA) identifies sixteen critical infrastructure sectors important for strengthening climate resilience. While we recognize that we are part of a community that touches all sectors (i.e. healthcare), many are specifically relevant to municipal operations planning including:

- **Communications, particularly broadband and phone service continuity**
- **Emergency Management Services**
- **Energy, particularly electricity supply during emergencies**
- **Financial Recovery Plan**
- **Government facilities**
- **Information Technology**
- **Transportation systems**
- **Waste management**
- **Water and wastewater systems**

Our Public Lands Thrive

Goal 2 - Our Public Lands Thrive | Our public lands support a healthy ecosystem and are resilient to climate and population growth pressures.

Ecosystems • Waterways • Practices

The City's public lands account for a wide variety of landscapes ranging from natural areas, parks and infrastructure, to stormwater detention sites and building landscapes. Sustainable management of these lands has been a source of pride within Fort Collins with many recognition awards.

Given that water is a critical resource in Colorado, and that it is also threatened by climate change, sustainable management of the City's water resources and watersheds is an important focus area. Water plays a role not only in sustaining our community with a potable water supply but is the lifeblood of the Cache la Poudre river and watershed.

Additionally, this goal recognizes the need to engage staff and the public in stewardship of our lands. These strategies address the important role all community members play as custodians of our parks, cemeteries, golf courses, natural areas and other public land sites.

Alignment:

- City Strategic Plan
  - 4.8 Protect and enhance natural resources on City-owned properties and throughout the community
  - 4.9 Sustain and improve the health of the Cache la Poudre River and its watershed
  - 4.10 Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and access to nature
- Natural Areas Department Plan
- Nature in the City

Successes:
The Parks Department maintains parks, cemeteries, trails, medians and other public lands for a clean, safe and attractive environment. Our parks and trails currently have over 925 acres with more than 35 miles of paved trails.

Opportunities:
Because several departments manage public lands, there are numerous plans that guide management decisions. This goal recognizes the need to continue and expand collaboration, communication, and alignment among all City departments that manage land.

Objective 2.1. Public lands support healthy ecosystems and deliver ecosystem services.

2.1.1. Mitigate negative impacts of stormwater runoff by consistently integrating Low Impact Development (LID) infrastructure.

- May include identifying barriers to LID use and applications

2.1.2. Implement Nature in the City principles and strategies into the management of public properties.

- May include incorporating these principles and strategies into the management of more municipal properties

2.1.3. Minimize chemical use by utilizing Integrated Pest Management (IPM) on all land areas for weed, disease and insect management.

- May include holistic data collection on chemical types and application rates

2.1.4. Utilize public lands to support climate change resilience and adaptation through carbon sequestration.

- May include requesting additional funds for Emerald Ash Borer mitigation

2.1.5. Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and access to nature.

- May include conserving and restoring ecological function on Natural Areas

Objective 2.2. The City manages its watersheds, river, and tributaries to reduce levels of pollution and enhance ecosystem functions.

2.2.1. Sustain and improve the health of the Cache la Poudre River and its urban watershed.

- May include working toward minimum environmental flows in the Poudre River

2.2.2. Collaborate and implement projects on local streams to improve health indicators.

- May include fulfilling the Natural Areas Department Restoration Plan for riparian habitat restoration

Objective 2.3. Our staff and community are informed and engaged on land management decisions and stewardship.

2.3.1. Engage City departments and our community in public land management through education and collaboration.

- May include providing educational sessions on municipal land management challenges and goals

2.3.2. Provide consistent outreach on the value of and goals for our public lands.

- May include removing barriers to access and encouraging stewardship

Leading by Example

The Natural Areas Department celebrated its 25th year in 2018. Staff manage the 49 natural areas of over 36,000 acres with more than 100 miles of trails.

We Are Water Smart

Goal 3 - We Are Water Smart | We sustainably manage our water resources and lead Colorado in water efficiency.

Outdoor • Indoor • Processes

Across Colorado, water demand is declining and is being used more efficiently by communities as a result of increased awareness of its value and technological improvements. The City has already been working to convert public landscapes to xeric demonstrations sites, where appropriate, as well as integrate more efficient water use into green building design. The City has also done work to detect and fix water loss in the distribution system; however, with this plan we will examine the full system.

Alignment:

- Water Efficiency Plan

  By state statute, municipal water utilities are required to produce water efficiency plans approved by the Colorado Water Conservation Board. The City's current community-wide water efficiency plan was adopted in 2016 and established a goal to reach 130 gallons per capita per day (gpcd) by 2030.

Successes:
Fort Collins' community-wide water demand has declined from a 2001 baseline of around 198 (gpcd) to 141 gpcd in 2017.

Opportunities:
Gather system-wide data on municipal uses of water and identify efficiency opportunities.

Objective 3.1. Reduce outdoor water use on public lands.

3.1.1. Collect comprehensive data to determine outdoor water use.

- May include identifying a staff coordinator for data collection

3.1.2. Convert and create landscapes that are drought-tolerant, water wise and resilient for our climate.

- May include updating minimum standards for new or retrofitted irrigation systems

3.1.3. Implement low-water technologies and best management practices for outdoor water efficiency

- May include strategies from the Parks Irrigation System Master Plan.

3.1.4. Seek alternative non-potable water sources to diversify our water portfolio for irrigation and municipal uses.

- May include completing a study to assess alternative water sources for irrigation, recognizing that our parks are already mostly irrigated with non-potable water.

Objective 3.2. Reduce indoor water demand in City buildings and facilities.

3.2.1. Convert and create building landscapes that are drought-tolerant, water wise, and resilient for our climate.

- May include collecting consumption data for benchmarking

3.2.2. Retrofit City facilities with high efficiency (HE) plumbing fixtures and appliances.

- May include identifying efficiency upgrades that also maintain water quality.

3.2.3. Maintain City facilities and assets with best practices to minimize water waste.

- May include providing regular reporting on water use and leaks to facility managers and occupants

3.2.4. Educate City employees on water smart practices.

- May include providing individual building water use report compared to other City sites

Objective 3.3. Our systems for delivering, treating, and distributing water are efficient.

3.3.1. Develop baseline data to understand delivery systems gaps.

- May include measuring additional water inflows into the water treatment facility

3.3.2. Analyze processes that utilize water as an input for optimization.

- May include conducting audit and inventory of input water use

3.3.3. Enhance distribution system efficiency.

- May include improvements to routine leak detection on pipes

3.3.4. Enhance collection and reclamation process efficiency.

- May include identifying industry benchmarks to evaluate infiltration and inflow

Leading by Example

The Water Treatment Facility, a gold partner in the Environmental Leadership Program, is committed to continued improvements and environmental performance. The facility and its operations have implemented an ISO 14001 Environmental Management System to ensure operational best practices.

The Drake Water Reclamation Facility has implemented an ISO 14001 certification for its Environmental Management System.

We Are Zero Waste

Goal 4 - We Are Zero Waste | We responsibly manage goods, products and services throughout their life cycle to achieve waste reduction outcomes.

Purchasing • Use • Disposal

In 2013, Fort Collins City Council adopted community-wide goals to achieve 75% waste diversion by 2020, 90% by 2025 and to be zero waste by 2030. The City created a Road to Zero Waste Plan to implement these goals. Since adopting that plan, municipally generated waste management has shifted from a predominately 'downstream focus' of finding solutions for the waste generated by City operations to better managing the entire materials flow cycle. The first of these approaches includes whole life costing, taking into account how staff make sustainable purchases that reduce waste and incorporate triple bottom line impacts. The second approach integrates life-cycle management concepts into how the City staff use and maintain its materials, products and assets to maximize longevity.

Alignment:

- Road to Zero Waste Plan
- Regional Wasteshed Plan
- Municipal Codes for construction debris management

Successes:
By recycling materials from road and other projects at Hoffman Mill, we save money by not incurring landfill fees. Reusing material can extend the life of other aggregates and raw material sources. Recycled material is a great resource in road maintenance for City projects. Our Hoffman Mill site provides recycled materials for sale to the public.

Opportunities:
The Road to Zero Waste Plan will be updated in 2019 and 2020, and this section will likely evolve with new strategies and objectives to achieve the City's goals.

Objective 4.1. The products and services purchased by the City have inherent social, environmental and economic impacts. The City's procurement decisions will consider the principles of the triple bottom line where reasonably possible and in the best interest of the City.

4.1.1. The City will work to update Purchasing Procedure No. 08, Sustainable Purchasing, to expand upon best practices for considering social, economic and environmental sustainability values and principles where reasonably possible in the procurement of goods and services.

Objective 4.2. Employees sustainably utilize products and services to increase product longevity and reduce municipal consumption.

4.2.1. City departments adopt systems for comprehensive Sustainable Materials Management.

- May include promoting a sharing economy of surplus materials and supplies

4.2.2. Educate employees on how to sustainably utilize products and services.

- May include developing an engagement program for efficient use and care of materials and assets

Objective 4.3. City operations reduce disposable waste.

4.3.1. Implement waste reduction and recycling at all City facilities and operations.

- May include prioritizing recycling upgrades for expanded access in City facilities and operations

4.3.2. Adopt comprehensive best management practices to handle and reduce municipally generated industrial waste.

- May include creating a system to track industrial waste material hauling for soil, aggregate, stormwater, etc.

4.3.3. Manage waste responsibly originating from public spaces and public activities.

- May include the integration of best practices for management of biohazards

4.3.4. Manage waste responsibly originating from disruptive events or natural disasters.

- May include the development of a disaster waste and debris management plan

Leading by Example

In 2017, the City received a Gold Award for its achievements in the State Electronics Challenge, a comprehensive nationwide environmental sustainability initiative that has been implemented in 39 states. The IT and Purchasing Departments were recognized for accomplishments in purchasing, energy conservation and responsible recycling of electronic office equipment.

We Are Carbon Neutral

Goal 5 - We Are Carbon Neutral | Our transportation systems, energy production, and facilities lead the nation in sustainable performance and resource efficiency.

Transportation • Energy • Buildings

The City of Fort Collins aspires to become one of the most energy efficient cities in the nation and become carbon neutral by 2050. Since setting its first community-wide climate mitigation goals in 1999, the City has tracked its municipal progress. The City uses the same incremental goals as the community of a 20% reduction in greenhouse gas emissions from the 2005 baseline by 2020 and 80% by 2030. In 2017, the City exceeded its 2020 goal by reducing emissions by 21%. Now, the City needs to focus on achieving the 2030 goal.

The City is a leader in sustainable building design, with the first LEED Platinum municipal building designation in Colorado. In considering the broader sustainability lens, this plan introduces whole life costing, which includes costs to operate, maintain and repair buildings, and non-monetary benefits, such as carbon mitigation and employee productivity. Throughout this planning effort, the importance of budgeting for the operation, maintenance and repair of the City's assets was highlighted by staff. As a result, it is a key recommendation that is woven throughout this plan for multiple asset and infrastructure related objectives.

Alignment:

- City Strategic Plan
  - 4.1 Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals and
  - 4.3 Achieve 2020 Energy Policy goals and work towards Climate Action goals for carbon neutrality
- Fort Collins Electric Vehicle Readiness Roadmap
- 100% Renewable Electricity Goal (Resolution 2018-094)– set by City Council to provide renewable resources while continuing to balance the three principles of financial sustainability, reliability and environmental stewardship

Successes:
Fort Collins' Fleet Services division was named a Top 10 Leading Fleet in 2018 by the Government Fleet and the American Public Works Association. The award recognizes public-sector fleets for their leadership, efficiency, and vision.

Opportunities:
Implementation and alignment with the newly updated 2019 City Plan and Transit Master Plans. Development of a pathway to achieve 2030 climate action goals for the community and organization via the Climate Action Plan and Energy Policy, with completion in 2020.

Objective 5.1. City transportation systems and equipment are carbon neutral, resilient, and efficient.

5.1.1. Increase electric vehicles in the City fleet by making 100% of light duty* vehicle purchases plug-in electric by 2025.

- May include assessing how fleet passenger cars and light duty truck purchases can be electric

5.1.2. Invest in the charging infrastructure needed to support electric vehicles in the City fleet and provide adequate workplace charging for employees.

- May include identifying funds for charging stations

5.1.3 Convert municipal small engines, such as lawn and garden equipment, to be fossil fuel free.

- May include work with consultants (American Green Zone Alliance) and Regional Air Quality Council (RAQC) to help define goals, funds and timelines for complete conversion of commercial-grade electric lawn and garden equipment

5.1.4. Support City employees to lead by example in sustainable vehicle use and commuting.

- May include creating internal policy for Travel Demand Management (TDM)

5.1.5. Operate City transportation systems with increasing efficiency.

- May include integrating smart cities concepts such as implementation of connected and autonomous vehicle technology

**"light-duty" refers to passenger cars and trucks intended for on-road use.*

Low carbon transportation, like the rapid transit system MAX bus use of compressed natural gas, will help us be carbon neutral.

Objective 5.2. City energy systems and supplies are 100% renewable by 2030.

5.2.1. Lead by example by investing in 100% renewable electricity for municipal operations.

- May include telling our story to demonstrate how we are doing so far and sharing the 100% renewable electricity policy

5.2.2. Demonstrate techniques to electrify heating loads and move toward an electrified building system.

- May include piloting new technology, where appropriate, to assess the feasibility of various techniques

Objective 5.3. City facilities and assets are carbon neutral, energy efficient, comfortable, long-lasting and resilient.

5.3.1. Develop a minimum energy performance metric for City buildings and make ENERGY STAR scores publicly available.

- May include developing an externally facing website to illustrate building performance and identifying city priorities for upgrades

5.3.2. Build and retrofit City building energy systems to meet or exceed net zero energy where technically feasible.*

- May include reestablishing the Municipal Energy Efficiency Fund to increase energy performance of existing buildings

5.3.3. Build and retrofit City building energy systems to meet sustainable design standards.

- May include developing updated design standards aligned with the 2030 CAP Plan Update and implementing as funding is available

5.3.4. Manage overall City building stock to be net carbon neutral.

- May include a Citywide building assessment to develop strategy to achieve carbon neutral building stock

5.3.5. Engage staff to use, operate and maintain buildings sustainably.

- May include continuing educational and incentive programs to encourage active employee engagement in building operations, e.g., turning off lights when leaving rooms and turning off computers at the end of the day

**Where not technically feasible, buildings should be brought to the highest standard possible.*

Leading by Example

In 2017, the City organization reached the 2020 Climate Action Plan goal 3 years ahead of schedule, achieving 21% below 2005. Estimated net lifetime savings for 2017 investments in municipal energy efficiency were $630,000 and 5,500 MTCO2e.

This municipal building was the first LEED v4 Platinum building constructed in Colorado.

We Are A World Class Workplace

Goal 6 - We Are A World Class Workplace | The City is a high performing and resilient organization that has a culture of sustainability.

Policies • Culture • Excellence

The City of Fort Collins has expressed in its 2018 Strategic Plan that it desires to be *"an efficient, innovative, transparent, effective and collaborative City government."*

This goal is the foundation for achieving all the other goals in this Plan. During this planning process, employees expressed support for the organizational value of excellence. The recommendations for this goal provide specific actions that outline a path to a world class workplace.

Alignment:

- City Strategic Plan
  - 7.2 Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
  - 7.4 Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
  - 7.5 Foster a culture of safety and well-being across the City organization
  - 7.6 Leverage data, technology, metrics and benchmarks to guide decisions, improve results and enhance service delivery
  - 7.8 Maintain assets to reduce life cycle costs while improving reliability and accessibility

Successes:
We use several organization-wide tools that assist with consistency and communication.

Opportunities:
The use of our staff engagement tool, Core 34, can be leveraged and used as a performance indicator.

Objective 6.1. The City adopts policies that support and foster healthy and engaged employees.

6.1.1. Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the current and future needs of the community.

- May include providing opportunities and support for career advancement within the City

6.1.2. Support and foster life balance for all employees.

- May include identifying challenges and opportunities for maintaining life balance

6.1.3. Lead by example as an inclusive, diverse and equitable workplace.

- May include broader use of inclusive and equity best practices for meetings and other workplace activities

Objective 6.2. City management systems support a safe, inclusive and healthy culture.

6.2.1. Provide employees with the tools, equipment, materials and technology to safely do their jobs.

- May include empowering City employees to identify and abate hazards within their workplaces

6.2.2. Foster a culture of safety and well-being across the City organization.

- May include highlighting safety success stories

6.2.3. Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency.

- May include ensuring consistency throughout the organization with use of Core 34 data analysis, action planning and implementation

6.2.4. Implement programs that support inclusive excellence throughout the organization.

- May include ongoing outreach and dialogue such as the Respect Campaign and equitable meeting toolkit, etc.

Objective 6.3. Employees incorporate innovation and management systems to achieve operational excellence.

6.3.1. Develop a City-wide environmental management system (EMS) that is fully integrated and operational across all facilities and operations.

- May include building support from leadership for consistent application and collaboration across departments to reduce silos and streamline processes

6.3.2. Engage employees in sustainability.

- May include additional awareness and staff training to encourage systematic use of the Triple Bottom Line Scan for decision making

6.3.3. Use innovation and process improvements.

- May include achieving goal of 50% of all staff trained in FC Lean basics

6.3.4. Strengthen operation systems to ensure financial stewardship of municipal funds.

- May include ensuring budgets reflect maintenance priorities to extend asset life cycle and functionality

6.3.5. Enhance collaboration on planning efforts for City projects and maintenance.

- May include identifying tools to facilitate capital or large-scale project collaboration to avoid duplicative efforts

6.3.6. Decisions are made based on triple bottom line outcomes.

- May include highlighting where the Triple Bottom Line Scan was used and how it led to better project outcomes

Leading by Example

In 2018 the City received the national Malcolm Baldrige Quality Award for performance excellence. The award is given to organizations that are outstanding in leadership, strategy, customers, measurement, analysis, knowledge management, workforce, operations and results. Fort Collins was the third city to win in the award's history.

Receiving the Malcom Baldridge National Quality Award in 2017 demonstrates the City's commitment to performance excellence.

Putting the Plan Into Action

Implementation Principles

We may not know exactly how we will accomplish all of the objectives and strategies listed; however, the following standards provide guidance for developing annual tactical action plans:

SYSTEMS THINKING:
Sustainability and adaptation work are complex and interrelated, based on triple bottom line decision making. As such, the decisions we make on any component must be evaluated by their impacts on the other related components. The economic, environmental, social and operational aspects will be evaluated as systems from source to consumption.

COLLABORATION:
Success in achieving these goals depends on the commitment and involvement of our entire organization as well as regional partners.

ALIGNMENT:
The MSAP reflects the sustainability practices the City is already pursuing, with the intent of elevating the City's sustainability performance through strategic and systematic integration of existing plans, policies, codes, roadmaps, etc.

STEWARDSHIP:
Efforts to achieve the goals will leverage existing programs and services to maximize financial stewardship. This means that goals and strategies address support of employees as well as financial and environmental stewardship.

ITERATIVE:
The goals described in this plan are ambitious and span a time frame of 5–35 years. The MSAP is not definitive and inflexible. Instead, it is iterative by design, following the "Plan, Do, Check, Act" model for which the City of Fort Collins is already known. The strategies and programs identified to achieve the goals will require periodic reevaluation and updating, taking into consideration advancements in technology, staff feedback and financing approaches. Strategies and tactics will have different timeframes – some will be short term actions (1-3 years), some will be mid-term (3-5 years) and some will be long-term (5+ years). Recognizing that technologies and markets will continue to evolve, financing structures and opportunities may expand, and scientific findings will continue to emerge over time, the MSAP will be updated every 5 years.

EVALUATION:
Annual evaluation will occur to prioritize strategies and determine action plans. An annual report will track progress toward the goals.

Metrics

The following table lists existing indicators already tracked by departments across the City organization that could be used to measure progress toward the MSAP goals. As this plan is implemented, the suitability of these indicators for MSAP goals will be further evaluated, and new measures will be developed. The indicators below are coded (ENV, SAFE, etc.) to the City of Fort Collins' strategic outcome areas (see appendix G).

GOAL #1. We Are Resilient	Preliminary Metrics
City operations are prepared for and adapt to climate change and disruptive events of all scales.	• **SAFE 41.** % of Residents Responding Very Good/Good Quality of Emergency Preparedness in Fort Collins • **SAFE 81.** Compliance with National and State Standards for Emergency Preparedness • **SAFE 83.** Ongoing Training to Internal and External Customers in the Area of Emergency Preparedness • S**AFE 91.** % of City Departments that Have Current Emergency Preparedness/Response Plans

GOAL #2. Our Public Lands Thrive	Preliminary Metrics
Our public lands support a healthy ecosystem and are resilient to climate and population growth pressures.	• **CR 18.** Number of Trees Pruned for an 11 Year Cycle • **CR 66.** Condition of Natural Area Trails • **ENV 15.** Natural Areas Land Conservation (Cumulative Acres) • **ENV 44.** Poudre River Riparian Restoration Measured by Cumulative Area Brought into the 5 Year Floodplain • **ENV 58.** Cumulative Acres in Ecological Restoration

[1] The list represents only measures tracked in the City's metric tracking software, ClearPoint. Other measures may be tracked outside of this software and further assessment is necessary to gain a complete list of available data.

GOAL #3. We Are Water Smart	Preliminary Metrics
We sustainably manage our water resources and lead Colorado in water efficiency.	• **ENV 1.** Wastewater Treatment Effectiveness Rate (%) • **ENV 36.** Operational Optimization - Cost per 1000 gal Wastewater Treated • **ENV 38.** Energy Consumption Efficiency for Wastewater Treatment • **ENV 122.** Resource Adequacy: Water Production Energy Efficiency

GOAL #4. We Are Zero Waste	Preliminary Metrics
We responsibly manage goods, products and services throughout the life cycle to achieve waste reduction outcomes.	• **CR 19.** Forestry Waste Wood Diverted from Landfill • **In development:** Municipal diversion rates

GOAL #5. We Are Carbon Neutral	Preliminary Metrics
We sustainably manage our water resources and lead Colorado in water efficiency.	• **ENV 35.** Electricity (kilowatt hours) 2020 CAP Goal vs. Actual • **ENV 39.** Total Fleet Green House Gas (GHG) Emissions 2020 CAP Goal vs. Actual • **ENV 109.** City Buildings Average Energy Used per Square Foot

GOAL #6. We Are A World Class Workplace	Preliminary Metrics
The City is a high performing and resilient organization that has a culture of sustainability.	• **HPG 5.** City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD • **HPG 6.** City Employee Cumulative Turnover Rate • **HPG 46.** Average Number of Well Days Earned per Participant • **HPG 47.** Percent of Employees Who Enroll in the (Well Days) Program and Complete the Pre-Program Survey

Monitoring Success

Measuring progress on municipal sustainability and adaptation

If strategies are successfully implemented, objectives will be achieved and consequently goals reached. In order to evaluate whether an objective has been accomplished, we will need to track key performance data and align the data with numerical targets. The data that is tracked may directly measure the performance of an objective but in some cases this may not be possible. In these cases, we can look to the strategies supporting the objective and track their outcomes (e.g. gallons of water saved by implementing water efficient technology) or related outputs/activities (e.g. acres of City land managed with water efficiency best practices). While the best-case scenario would be to have metrics that track the performance of both strategies and outcomes, this may be unrealistic due to time and resource constraints, as well as availability of data or measurement best practices. In some cases, tracking may be technically possible but impractical to implement. In these cases, staff will move through the following list to identify the right type and number of metrics based on the aforementioned factors.

- If possible, track the outcome of individual objectives
- If that is not possible, track outcomes or outputs/activities for each strategy related to the objectives
- If that is not possible, select one strategy that best tracks with the progress of the objective

Reporting will occur annually.

Fort Collins staff encouraging small "shifts" that can help to reduce waste.

Appendix

A. A History of Sustainability
B. Glossary of Terms and Definitions
C. Development of the MSAP
D. Strengthening Municipal Resilience
E. Climate Hazards Facing Fort Collins
F. MSAP Working Groups
G. About the City Government Organization
H. City Environmental Policy

Appendix A: A History of Sustainability

Selected Sustainability Accomplishments to Date

Value: Stewardship

1989 Undergrounding of power lines begins (currently 99% underground) for reliability

1992 Open Space sales tax passed

Framework for Environmental Action

1997 Open Space sales tax voter-approved to extend until 2005

1999 First Climate Action Plan

2002 Open Space Yes sales tax approved until 2030

2004 City Action Plan for Sustainability

2005 Fort Collins and Larimer County named Top Nature-Friendly Communities

2006-2010 Utilities Global Reporting Initiative (GRI) sustainability reports

2007 First Municipal Sustainability Coordinator hired

2009 First Climate Action Plan municipal targets set for carbon reduction

LEED Gold designation for the Northside Aztlan Community Center

2010 Forestry department diverts 96% of wood from landfill

City adopts environmentally preferable purchasing as best practice

2011 First solar PV system installed on a municipal building

Fort Collins Utilities completes first Climate Vulnerability and Risk Assessment

2012 Formation of the Sustainability Services Area

Recycling guidelines established at City facilities

Anti-idling Policy adopted

First electric fleet vehicles purchased

2013 Municipal Government Sustainability Management Plan created

Platinum Bicycle Friendly Community rating awarded

Safe and Sustainable Snowfighting Award for Streets Department

Municipal Climate Vulnerability Assessment completed

2014 MAX Rapid Transit launched

2015 Climate Action Plan updated including new reduction targets to be carbon neutral by 2050

City joined Global Covenant of Mayors for Climate and Energy

2016 First LEED v4 Platinum building constructed (3rd in USA)

2017 Solar (PV) systems located at 10 City facilities

Municipality exceeded 2020 goal with a 21% carbon reduction

2018 City Council adopted goal for 100% renewable electricity for municipal organization and community

City received #3 Green Fleet Award for the Americas

Appendix B: Glossary of Terms and Definitions

Best Practices for Establishing Metrics and Managing Performance

Adaptation: Adaptation is defined as adjustments in human and natural systems, in response to actual or expected climate stimuli or their effects, that moderate harm or exploit beneficial opportunities. *International Panel on Climate Change, AR5 Synthesis Report, 2014*

City/Municipal: Refers to the City of Fort Collins as an organization that serves the Fort Collins community.

Ecosystem Services: The direct and indirect benefits people derive from ecosystems. *Millennium Ecosystem Assessment*

Integrated pest management: An ecosystem-based strategy that focuses on the long-term prevention of pests using biological, mechanical, cultural and minimal chemical methods. When used, maximizes economics with the least possible hazard to people, property and the environment. *Biodiversity System for Europe*

ISO 14001: An international standard that maps a framework and set of criteria for an Environmental Management System and certification. *International Organization for Standardization*

Mitigation: The process of risk reduction through identifying those who live or work in high risk areas and, following this identification, designing systems that will reduce the impact of a disastrous event. *fcgov.com/oem*

Resilience: Resilient systems withstand, respond to, and adapt more readily to shocks and stresses to bounce back stronger after tough times, and live better in good times. *City Resilience Framework, The Rockefeller Foundation and Arup*

Stewardship: We are dedicated to protecting and enhancing our organization and community's social, economic and environmental resources. *The City of Fort Collins values definition*

Sustainability: To systematically, creatively, and thoughtfully utilize environmental, human and economic resources to meet our present needs and those of future generations without compromising the ecosystems on which we depend. *City of Fort Collins*

Triple bottom line: To bring the global concept of sustainability to action at the local level, sustainability advocates use the triple bottom line in decision-making. Essentially, that means projects are evaluated based on their social, economic and environmental impacts. Rather than make decisions based on profit or the economic bottom line, three bottom lines (social, economic and environmental) are considered. For the City, it means creating an optimal mix of resource efficiency, cost effectiveness and employee well-being in daily City operations. *fcgov.com/sustainability*

TBL-Scan: A tool crafted in 2018 for the City to assess and report to City Council the economic, social and environmental sustainability of a project or policy requiring Council approval. *City of Fort Collins*

Watershed: For the purposes of this plan, the watershed is defined as the urban land areas that drain to our local streams and river. Watershed reports can be found at *fcgov.com*.

Appendix C: Development of the MSAP

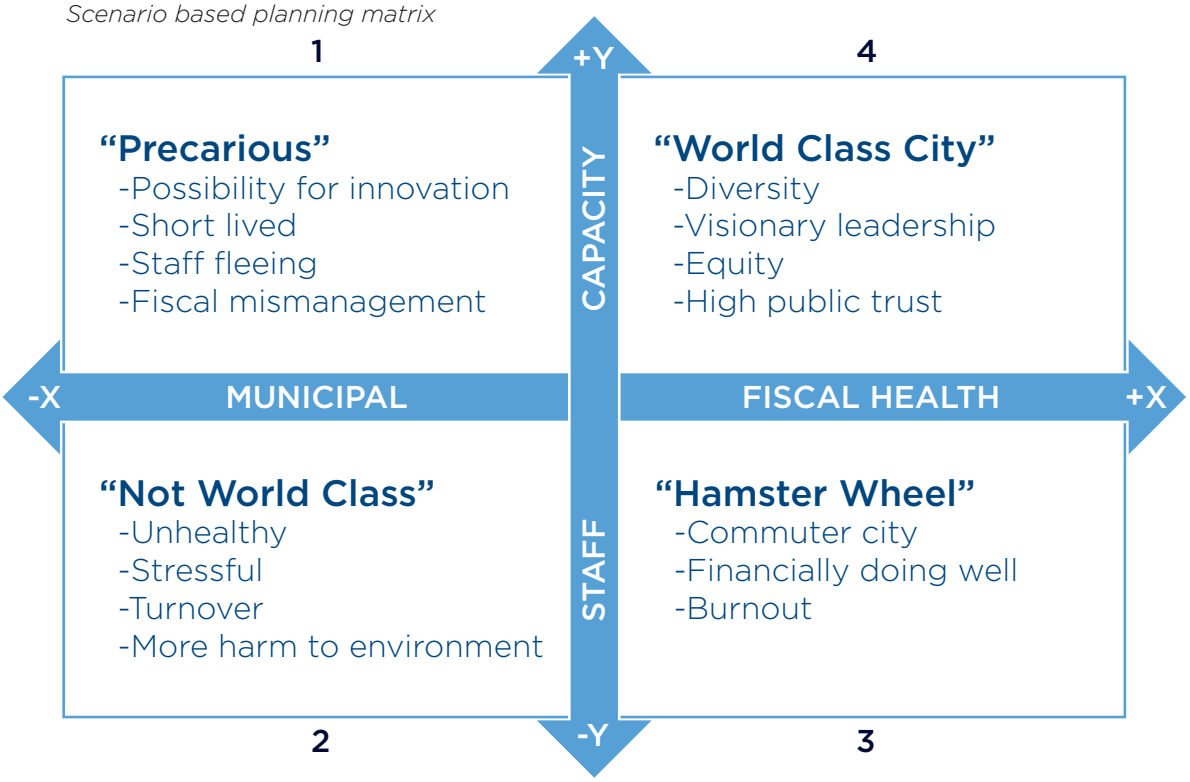
To create the MSAP, the Environmental Services Department involved staff from all eight service areas and all 30 departments in a year-long process conducted throughout 2018. The MSAP evolved over several phases including:

- Defining a vision for a sustainable municipal organization
- Exploration of future scenarios to identify adaptive management strategies
- Establish goals, objectives and strategies
- Development and prioritization of tactics
- Define the implementation and measurement principles

With the need to update both the 2013 Municipal Sustainability Plan and complete the City's first adaptation plan, City staff and leaders determined that combining the plans was the best approach. This provided an excellent opportunity to explore the interconnection of sustainability, mitigation and adaptation as well as leverage limited staff time. The majority of planning was completed by working groups formed for each of the six goal areas. Each working group consisted of members of the Sustainability Team as well as additional representation from across the organization. These groups met in multiple focused work sessions to develop the objectives and strategies.

Additionally, two workshops were held in May and July that brought staff together to discuss climate and sustainability trends impacting Fort Collins now and into the future. During these workshops, staff explored four future scenarios created by the intersection of two critical municipal operations factors: staff capacity and fiscal health (see diagram below). Using this method is unique and allowed staff to fully explore and plan for future City scenarios with the constraints of these two factors.

Scenario based planning matrix



Once the four 'future' scenarios were developed, a theoretical exercise to apply climate impact stressors allowed staff to develop a list of themes needed to plan for our ideal future. Seven themes emerged that were consistent across all four scenarios, which have been addressed throughout. These included the need to:

1. Build a culture of preparedness with staff and staff capacity.
2. Foster a culture of emergency preparedness.
3. Invest in staff wellness.
4. Expand Environmental Management Systems.
5. Strengthen relationships through collaboration and build partnerships.
6. Ensure triple bottom line decision making.
7. Expand fiscal systems and accountability.

Planning support was provided by the Sonoran Institute and Del Corazon Consulting provided facilitative and technical assistance.

Integration of resources within the MSAP

Unique to this plan is the integration of resources throughout multiple goal areas. Themes such as water or energy are woven into objectives, strategies and actions throughout the MSAP's six goals.

For example, water resource management is integrated across multiple goals in order to address the interrelationships between the human and natural environments. Water is part of our operations as a municipal utility that treats and distributes water, and we are a water user in many processes, buildings, landscapes and via providing community services. Within one of our goals, *Our Public Lands Thrive*, the focus is on watersheds as a natural ecosystem to ensure healthy ecosystem functions. Within the *We Are Water Smart goal*, the focus is on the strategies that address water as a limited resource that should be used efficiently for indoor and outdoor uses as well as in processes. Finally, with the *We Are Carbon Neutral goal*, the focus is on how the design and operations of the water production and distribution system should be energy efficient. These municipal operation functions of managing the water system are complementary to the efforts underway by the City's Water Utility to enhance water supply resilience and demand management.

Appendix D: Strengthening Municipal Resilience

Resilient systems withstand, respond to, and adapt more readily to shocks and stresses to bounce back stronger after tough times, and live better in good times.

~City Resilience Framework, The Rockefeller Foundation and Arup

Adaptation

Adaptation is defined as the actions taken to help communities and ecosystems cope with changing climate conditions in order to moderate potential harm or optimize potential beneficial opportunities.

Climate change has the potential to dramatically shape our future. Evidence of climate change is well documented, and the potential impacts to Fort Collins are substantial. Fortunately, the City has a long history of planning its responses to these opportunities and challenges and to maximize organizational, community, economic and environmental benefits.

To further demonstrate the City's commitment to addressing climate change, in 2015 Mayor Wade Troxell signed the Global Covenant of Mayors for Climate and Energy, joining over 600 other cities. This agreement committed Fort Collins to not only reducing greenhouse gas emissions, but also enhancing the City's resilience to climate change through adaptation.

In 2013, City staff completed a Municipal Vulnerability Assessment, which identified the major climate threats and stressors that could negatively impact the ability of the City organization to provide key community services. State scientific studies and local projections have identified three key climate-related impacts to City operations and services now and in the future.

The major climate threats and stressors include:

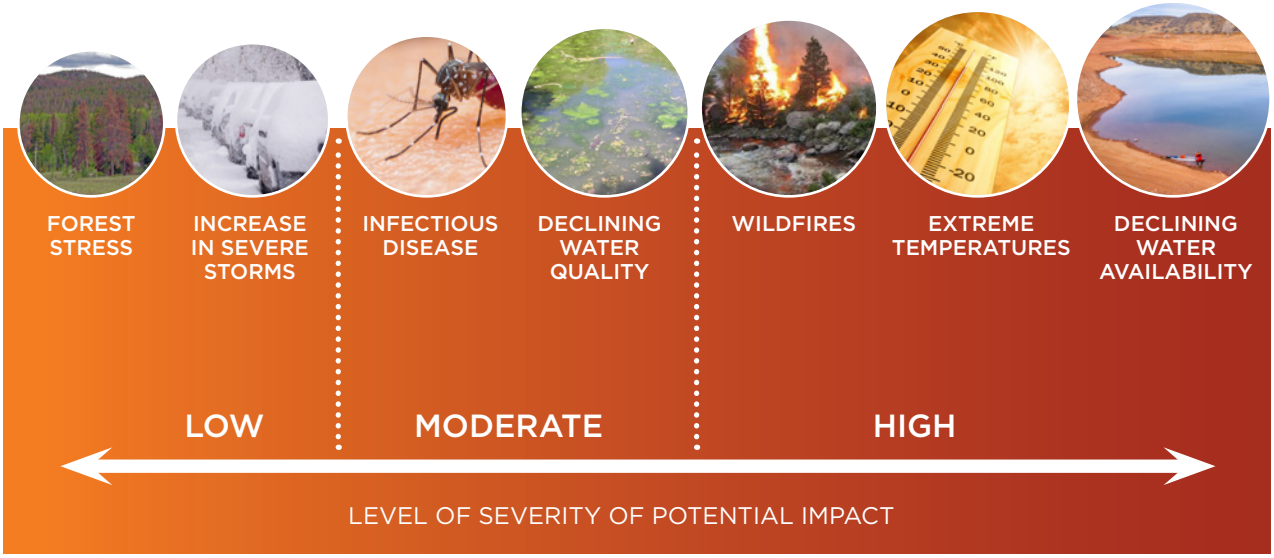
- **Increasing summer temperatures** that may impact air quality, human health, budgets and public and employee safety
- **Longer and more intense droughts** that are already negatively impacting the environment on all fronts from habitat to urban forest productivity
- **Less snowpack with earlier snowmelt runoff** that can result in increased water scarcity, increased risk of wild fire and other ecosystem and financial impacts

During this planning process, additional non-climate threats, such as economic trends and cybersecurity were also highlighted for their potential to disrupt City services. This plan considers all threats in its recommendations for ensuring Fort Collins is a sustainable, prepared and resilient city.

The MSAP strengthens municipal resilience by:

- **Strengthening emergency response** throughout the organization
- **Preparing facilities and infrastructure** to withstand disruptive events and create necessary redundancies
- **Fostering community relationships** that can enhance cooperation during event response and recovery
- **Maintaining and restoring ecosystem functions** of natural landscapes
- **Strengthening internal capacity and systems** to achieve goals

Appendix E: Climate Hazards Facing Fort Collins



1997 1 in 500-year flood event which claimed 5 lives and resulted in significant changes to Stormwater design criteria, systems and rates.

2011 An early winter storm broke many tree limbs throughout city with an unanticipated total cost of $1.8 million for debris clean-up.

2012 The High Park Fire burned more than 87,000 acres west of Fort Collins and social and environmental impacts were felt for years. Utilities had to explore options to address the financial impacts. Drinking water quality was not affected by the fires; however, experts had to continuously monitor incoming raw water to prevent potential contaminants from entering the treatment system. This stressed employee workloads for years.

2013 Colorado experienced one of its most extreme rainfall and flood events in recorded history. The storm triggered the activation of Fort Collins' Emergency Operations Center. For several counties in Colorado, the event resulted in both Presidential and State of Colorado Disaster Declarations. Certain locations in Fort Collins received up to 12 inches of rain, causing the largest flow of the Cache la Poudre River since 1930.

2016 Emerald Ash Borer was detected in a nearby county. Emerald Ash Borer is an aggressive insect that is responsible for killing an estimated 50 million ash trees in 21 different states. The Forestry Department estimated that Ash trees make up one third of the city's tree canopy and account for 15 percent of the Fort Collins tree inventory. The City began taking steps to mitigate this threat on City-owned property.

2018 The 3rd hottest summer on record in Colorado with multiple consecutive days of 95˚F and above causing poor air quality and concern for employees working outdoors.

Appendix F: MSAP Working Groups

We Are Resilient

Maren Bzdek, Historic Preservation
Chad Crager, Engineering
Mike Gavin, Office of Emergency Management
Cameron Gloss, Comprehensive Planning
Nicole Hahn, Engineering
Aaron Harris, Recreation
Brian Hergott, Operation Services - Facilities
Marsha Hilmes-Robinson, Stormwater
Pete Iengo, Community Engagement
Edward Modec, Lincoln Center
Marc Rademacher, Recreation
Tony Raeker, Environmental Services - Climate
Stu Reeve, Operation Services - Energy
Nick Sporer, Office of Emergency Management
Gregg Stonecipher, Water Treatment Facility
Matt Zoccali, Environmental Regulatory Affairs

Our Public Lands Thrive

Mike Brunkhardt, Parks
Randy Conard, Parks - Golf
Basil Hamdan, Environmental Regulatory Affairs
Wes Lamarque, Water Engineering Stormwater
Adelle McDaniel, Municipal Sustainability
Mariel Miller, Water Conservation
Mary Miller, The Gardens on Spring Creek
Missy Nelson, Zoning
Aaron Reed, Natural Areas
Molly Roche, Forestry
Justin Scharton, Nature in the City Programs
Rachel Steeves, Natural Areas
Susan Strong, Environmental Regulatory Affairs
Heidi Wagner, Natural Areas
Kevin Williams, Parks
Ralph Zentz, Forestry

We Are Water Smart

Kendra Boot, Forestry
Katie Collins, Water Conservation
Andrew Gingrich, Water Distribution Systems
Jason Haner, Water Quality Services
Liesel Hans, Water Conservation
Meagan Smith, Water Resources
Gregg Stonecipher, Water Treatment Facility
Wes Watkinson, Water Meters
Matt Weyer, Customer Accounts
Jill Wuertz, Parks

We Are Zero Waste

Nathanial Archuleta, Municipal Court
Elliot Dale, Purchasing
Honore Depew, Waste Management/Recycling
Errin Henggeler, Environmental Regulatory Affairs
Caitlin May, Streets
Molly Saylor, Climate Accounting
Kirsten Silveira, Budget
Kristy Volesky, Police Investigations

We Are Carbon Neutral

Belinda Barnes, Transfort/Parking Services
Adam Bromley, Light and Power Operations
Mike Eckels, IT Application Services
Lindsay Ex, Climate Programs
Shannon Hein, Economic Health
Aaron Iverson, FC Moves - Transportation
Mike Knox, Streets
Kirk Longstein, Energy Resource Conservation
Amanda Mansfield, FC Moves - Transportation
Tracy Ochsner, Operation Services - Fleet
Bridget Ronayne, Smart Grid & Systems Ops
Martina Wilkinson, Traffic Engineering
Emily Wilmsen, Communications and Public Involvement

We Are a World Class Workplace

Jolene Buxman, Sales Tax
Annie Bierbower, Communications and Public Involvement
Claire Goodwin, Safety, Security & Risk Mgmt.
Adelle McDaniel, Municipal Sustainability
Kendra Radford, Safety, Security & Risk Mgmt.
Terri Runyan, Performance Excellence
Lynn Sanchez, Human Resources
Dianne Tjalkens, Social Sustainability
Carol Workman, Police Information Services
Tyler Marr, City Manager's Office

Appendix G: About the City Government Organization

CITY LEADERSHIP

Fort Collins is a home rule city with a Council/Manager form of government. The Council is made up of six district councilmembers who are elected on a non-partisan basis for a four-year term and a Mayor who is elected at-large on a non-partisan basis for a two-year term. The Council appoints the City Manager, the City Attorney and the Municipal Judge, who in turn manage the professional municipal organization.

CITY SERVICES

The Fort Collins municipal organization provides a full range of services, including:

- Police
- Fire Protection through a local Authority
- Utilities: Light & Power, Water, Wastewater, Stormwater, Connexion (broadband)
- Streets, Transportation and Transit infrastructure
- Parks, Recreation, Natural Areas and Cultural facilities
- Planning, Engineering and Community Services
- Sustainability Services, including Economic Health, Environmental Services and Social Sustainability

STRATEGIC PLAN

The Strategic Plan is a document that serves as a five-year road map for the City that articulates community goals, ways to measure success and aligns work across projects and departments. It affects the development of the biannual budget. Where there were organizational-focused strategies that align with sustainability goals, strategic plan language was used. Our strategic plan is located at *fcgov.com/strategicplan*; the City budget can be reviewed at *fcgov.com/budget*.

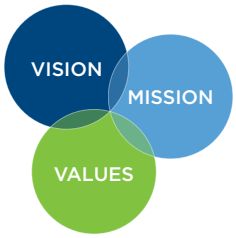
KEY OUTCOME AREAS

The strategic plan is organized by seven community-wide outcome areas:

- **Neighborhood Livability and Social Health**
- **Culture and Recreation**
- **Economic Health**
- **Environmental Health**
- **Safe Community**
- **Transportation**
- **High Performing Government**

CITY'S VISION, MISSION, & VALUES

Vision:
To provide world-class municipal services through operational excellence and a culture of innovation.



Mission:
Exceptional service for an exceptional community.

Values:

- Collaboration
- Excellence
- Integrity
- Outstanding Service
- Safety & Well-being
- Stewardship*

*See Appendix B Glossary for the definition of stewardship.

Appendix H: Environmental Policy

City Environmental Policy:

Section 3 - Environmental Stewardship

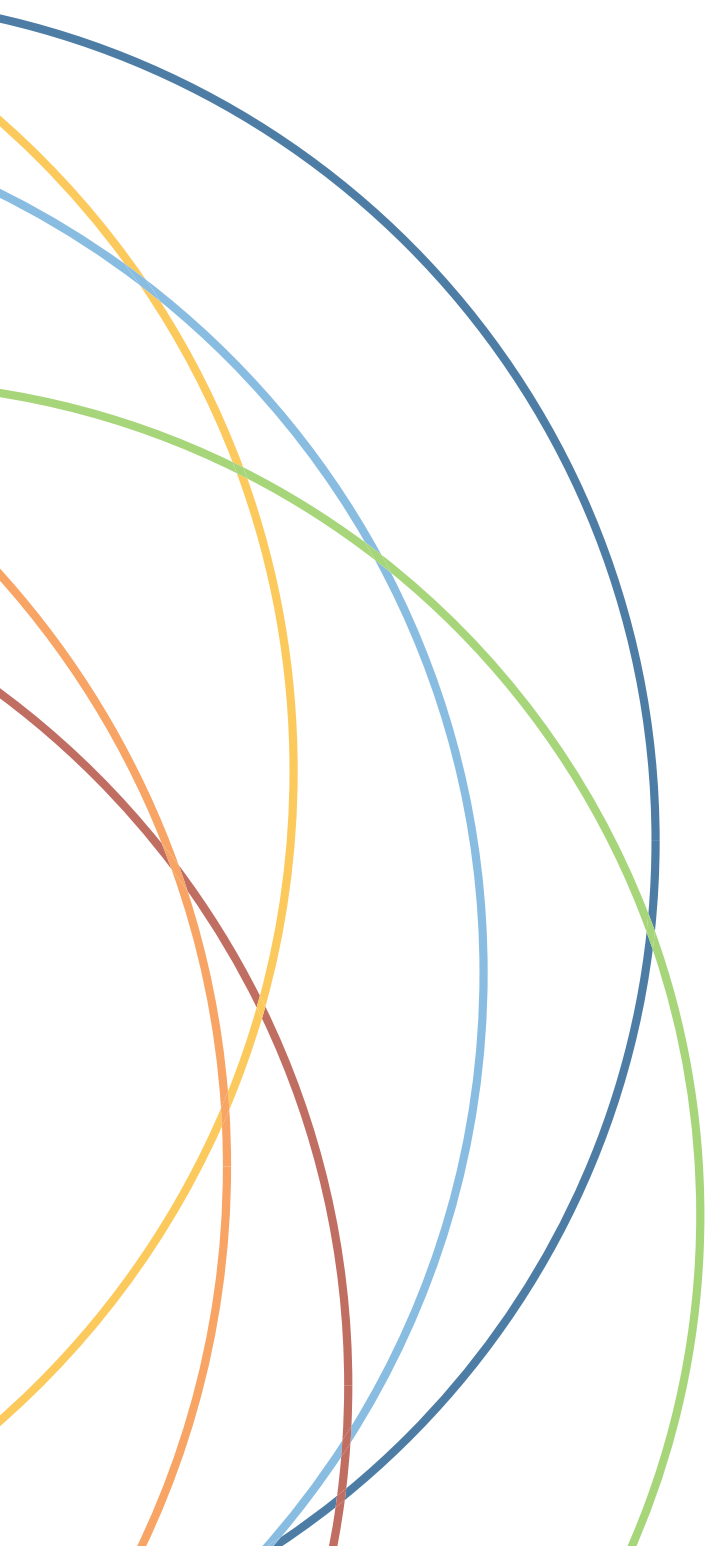
3.1 Environmental Commitment

The City of Fort Collins is committed to conducting its operations in a manner that is environmentally responsible and reflective of the community's strong commitment to the environment, optimizing decisions that are inclusive of the economy and social equity. The City will provide community leadership by reducing its environmental impact while benefiting residents, the economy and society. In order to meet or exceed these objectives, the City of Fort Collins will:

- Meet or exceed all legal compliance obligations and voluntary commitments
- Develop and implement programs for pollution prevention, energy conservation and natural resource protection
- Foster a culture through strong management commitment, education and investment where all employees are empowered and expected to proactively perform work in an environmentally responsible manner
- Commit to continuous improvement through establishing measurable objectives for evaluating environmental performance

This environmental policy will be communicated to employees and contractors and will be available to the public via the City's website, *fcgov.com*.

Riverbend Ponds Natural Area's land restoration included the removal of invasive trees and floodplain improvements.



City of Fort Collins