

## MEMORANDUM

TO: Darin Atteberry, City Manager

FROM: Greg Byrne, CPES Director  
Ken Mannon, Operations Services Director

DATE: April 24, 2006

SUBJECT: First Quarter 2006 - Progress Update on **Action Plan for Sustainability**

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The City's work on implementing the Action Plan for Sustainability is now well underway. Progress has been made on the four steps that were recommended to implement the plan. (See page ii of the Plan's Executive Summary.)

### **I. Obtain ELT support for the Action Plan.**

Completed September 2004.

### **II. Establish an organizational structure to coordinate implementing the Action Plan.**

Done in 2006.

### **III. Work with appropriate departments to finalize the recommend goals and targets.**

Many of the goals and targets in the original plan have been reviewed. See Attachment A to this memo, "Evaluation of Goals and Related Targets in SAP" for details.

### **IV. Evolve finalized and approved targets into detailed implementation plans that identify specific resource needs, responsible staff members, and timelines.**

In February, Sustainability Team members submitted 2006 work plans for many targets identified in the Plan. Thirteen work plans were received. In addition to the work plans, progress is happening on some other target areas under existing staff work. See Attachment B to this memo, "Sustainability Action Plan Progress Update – First Quarter 2006" for recent progress.

### **Other actions completed in Q1 2006**

#### **Intern Hired**

Amanda Sutton, a junior in CSU's Environmental Health Program, was hired to assist with implementation of the employee outreach on sustainability and the pilot paper reduction project. Amanda will also be working on the Climate Wise program, but not in conjunction with the Action Plan for Sustainability.

### Relationship between Sustainability Action Plan and the City's Environmental Management Activities

Utilities is commencing work on BFO Offer #541 that addresses the City's environmental management activities. Work will commence in a staged approach, moving from ensuring compliance to increasing employee awareness, to ultimately developing an Environmental Management System (EMS) for the entire City organization. Carol Webb, Acting Environmental & Regulatory Affairs Manager in Utilities, is overseeing this work. Carol has recently joined the Sustainability Team. At a recent Team meeting, she discussed the plans to address this offer, beginning with determining the status of City compliance with existing regulations and re-establishing the Environmental Management Team.

Later stages of offer 541 call for the development of a City-wide EMS. Because an EMS embodies three important components; compliance, pollution prevention, and continual improvement, there is clearly a relationship between the EMS work and the Action Plan for Sustainability work. Staff will be sure to maintain close coordination between these two complementary efforts. When an EMS is developed for the City, it can embody the elements of the Action Plan for Sustainability.

**Attachment A - Evaluation of Goals and Related Targets in SAP.**

**Attachment B - Sustainability Action Plan Progress Update – First Quarter 2006**

Please contact Lucinda Smith at (970)224-6085, [lsmith@fcgov.com](mailto:lsmith@fcgov.com), with questions or if more information is needed.

Original Goal/Target	Changes
<b>A. Sustainable Purchasing – General</b>	
<i>Goal: Establish a purchasing guideline.</i>	No Change
<u>Target:</u> Publish a purchasing guideline by December 2004.	This target completed in September 2004.
	<p>New targets for 2006 were added to support the goal:</p> <ul style="list-style-type: none"> <li>• Include enviro/sustainability training in “Purchasing 101” Training.</li> <li>• Purchasing staff will support purchases involving enviro/sustainable purchases by researching and incorporating appropriate terms and conditions in bids.</li> <li>• Add green purchasing or sustainability links to the Purchasing Web page to train and assist purchasing customers.</li> </ul>
<b>B. Sustainable Purchasing – Auto Vehicles and Equipment</b>	
<i>Goal: Purchase highest fuel efficient and/or lowest emission vehicles for the requested transportation application.</i>	No Change
<u>Target:</u> 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.	City fleet vehicle requests will be analyzed with the following priority: 1) Could a hybrid work? 2) Could an alternative-fueled vehicle work? 3) Can the vehicle be down-sized?
<b>C. Healthy, Productive Employees – Employee Health</b>	
<i>Goal: Increase overall mental and physical health of employees.</i>	No Change
<u>Target 1)</u> 51 percent of benefited City Employees participate in wellness programs within 1 year of established sustainability program.	Not finalized yet
<u>Target 2)</u> Reduce overall sick time for 51 percent of City employees with City benefits each year over the next 3 years	Not finalized yet
<i>Goal: Value mental and physical health within the City organization.</i>	No Change
<u>Target:</u> Establish and fund strong incentive programs to motivate employees and maintain good health by January 2006.	Being addressed by Employee Wellness Program
<b>D. Healthy, Productive Employees – Employee Safety</b>	
<i>Goal: Incorporate a City-wide program fostering a culture of safety that is supported by the administration and practiced throughout the organization.</i>	No change

Original Goal/Target	Changes
<p><u>Target 1)</u> 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.</p>	<p>Risk Management to provide ongoing quarterly injury reports (loss runs) to all City departments, identifying top worker comp claims and losses specific to each department. Each department will identify two of the job tasks most frequently associated with these injuries. Departments to generate prevention strategies for RM review and assistance.</p>
<p><u>Target 2)</u> 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.</p>	<p>Complete Citywide Safety Manual to aid departments in establishing or re-establishing department-specific safety policies and procedures as well as training programs specific to the needs of each department by 10/06.</p>
<p><u>Target 3)</u> Supervisors will ensure attendance of all new employees at safety training upon hire.</p>	<p>Risk Management will provide semi-annual updates to the City's Executive Lead team regarding the status of employee injuries and the safety and health program. <i>Note – the Citywide Safety Manual will provide recommendations on relevant trainings for various job types.</i></p>
<p><b>E. Green Building – New Construction, Major Retrofits, and Operations &amp; Maintenance</b></p>	
<p><i>Goal: Pursue the LEED-NC Silver requirements.</i></p>	<p>No change</p>
<p><u>Target 1 )</u> All new construction of City buildings will pursue LEED-NC Silver requirements; certification submissions will be determined on a case-by-case basis.</p>	<p>No change</p>
<p><u>Target 2)</u> Evaluate all components using the most energy efficient systems on major renovations.</p>	<p>No change</p>
<p><u>Target 3)</u> One or more City employees will be LEED accredited by 2007.</p>	<p>No change.</p>
<p><i>Goal: Report utility usage for all City buildings to promote resource efficiency.</i></p>	<p>No change</p>
<p><u>Target 1)</u> Publish the first annual report on all gas, electric, and water use for all existing City buildings by 2006.</p>	<p>Track all monthly utility bills for 63 City buildings and parking lots. Create report on annual usage for 2006 and compare against established norms.</p>
<p><u>Target 2)</u> 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.</p>	<p>Not finalized yet.</p>

Original Goal/Target	Changes
<b>F. Healthy Ecosystems - Water Use Management (Irrigation)</b>	
<i>Goal: Reduce water use at City-owned landscapes.</i>	Goal: Improve water efficiency at City-owned landscapes.
<u>Target 1)</u> Beginning in January 2005, convene a task force of irrigation/landscape managers yearly to identify opportunities to optimize irrigation efficiency.	Collect and analyze irrigation consumption and methods. Water audit sites with >100% evapotranspiration.
<u>Target 2)</u> 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.	Select at least 3 sites to target for irrigation efficiency. For each, evaluate historic water use and estimate water efficiency, when available. Implement irrigation improvements. Monitor future water consumption and efficiency. Research purchasing a central controller for medians.
<u>Target 3)</u> 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.	Evaluate City policies effecting water efficiency and prepare a list of recommended revisions by the end of 2006.
<b>G. Sustainable Energy - Employee Commuting</b>	
<i>Goal: Reduce employee single occupancy vehicle trips.</i>	
<u>Target 1)</u> Increase the number of City employees eligible for telecommuting by x 3 percent by x date.	Not finalized yet and not planned in 2006.
<u>Target 2)</u> Increase the number of City employees using alternative modes to commute to/from work by x % by x date.	Not finalized yet and not planned in 2006.
<u>Target 3)</u> Increase the number of City employees using alternative modes for work-related trips by x percent by x date.	Not finalized yet and not planned in 2006.
<i>Goal: Increase the number of work-related trips using ULEVs.</i>	
<u>Target 1)</u> Develop baseline and performance metrics to measure employee commuting and work-related ULEV trips by x date.	Not finalized yet and not planned in 2006.
<u>Target 2)</u> Increase City ULEV use for work-related trips by x percent by x date.	Not finalized yet and not planned in 2006.

Original Goal/Target	Changes
Target 3) Increase the number of City employees using ULEVs to commute to work by x percent by x date.	Not finalized yet and not planned in 2006.
<b>H. Pollution and Waste Reduction - Office Recycling and Waste Reduction</b>	
<i>Goal: Institute reduction practices.</i>	No change.
Target 1) Each department reduce overall annual paper purchases by 10 percent by 2006.	Reduce department's overall 2006 paper purchases by 10%.
Target 2) Each department commit to using 30 to 50 percent or higher recycled content paper by 2006.	Strive for using paper that has a minimum 30-50% recycled content.
Target 3) Reduce or divert total trash production by 50 percent by 2010.	Not finalized yet and not planned in 2006.
<b>I. Management Tools – Planning</b>	
<i>Goal: Make sure the Action Plan does not sit on a shelf. Institute the ongoing maintenance of the plan.</i>	No change
Target 1) The City Manager will charter an ongoing sustainability action planning cross-departmental team by January 2005.	<p>The City Manager will charter an ongoing sustainability action planning cross-departmental team by January 2006.</p> <p>ADDED:</p> <ul style="list-style-type: none"> <li>• Raise employee awareness of sustainability so they consider social, financial, and environmental factors in decision-making, by implementing a "Sustainability 'What's THAT?'" campaign and Sustainability Rewards program.</li> <li>• Implement Sustainability Planning Committee to consider longer-term opportunities for City sustainability, evaluate relationships between sustainability and other interdepartmental team efforts, and look for additional funding</li> </ul>
Target 2) Publish the first biannual implementation/status report by Aug 2006.	Publish the first biannual implementation/status report by early 2007.
<i>Goal: Reflect sustainability in the capital planning process.</i>	Not finalized yet and not planned in 2006.
Target: The capital 5 planning team will modify the feasibility, urgency, need, desirability (FUND) scoring criteria to include the triple bottom line by 1/06.	Not finalized yet and not planned in 2006.

**Attachment B - Sustainability Action Plan Progress Update; First Quarter 2006**

Target	Q1 2006 Actions
<b>GENERAL PURCHASING</b>	
Include environmental/sustainability in Purchasing 101 Training for City employees.	Purchasing 101 Trainings scheduled for July 26 and October 11, 2006.
Purchasing staff will support purchases involving environmental/sustainable purchases by researching & incorporating appropriate terms & conditions in bids.	
Add Green Purchasing Links to Purchasing Web page to train and assist purchasing customers	Purchasing is compiling links and will work with IT to get them posted on Citynet.
<b>PURCHASING - AUTO VEHICLES AND EQUIPMENT</b>	
City fleet vehicle requests will be analyzed with the following priority: 1) Could a hybrid work? 2) Could an alternative-fueled vehicle work? 3) Can the vehicle be down-sized?	Ops Service has successfully worked with requesting buyers to down-size some vehicle purchases.
<b>EMPLOYEE HEALTH</b>	
Will report results from 2006 Employee Wellness Program.	Employee Well Days program was renewed for 2006, with Q1 registration ending on April 15, 2006.
<b>EMPLOYEE SAFETY</b>	
Complete Citywide safety manual that sets minimum criteria for department-specific safety policies, procedures, and training by 10/06.	A draft of the Citywide Safety Manual has been completed by RM and is being reviewed by the City Safety and Wellness Committee and Utilities H&S Management Team.
Risk Management provides quarterly injury reports to departments. Each dept. identifies the top two job tasks associated w/ injury. Depts will generate prevention strategies for RM review and assistance.	The first Loss-Run reports (covering Q1 2006) were generated and submitted to Service Areas and departments, covering injury, type, cost, etc. This info will enable departments to begin taking corrective steps to reduce job-related injury.
Semi-annual updates to the Executive Lead Team on status of employee injury.	Planned for mid 2006.
<b>GREEN BUILDING</b>	
All new construction of City Buildings will pursue LEED-NC Silver requirements.	City Vehicle Storage Facility is now officially LEED Silver certified! The new Police Services building and the Azatlan Center are in being designed to meet LEED Silver certification, per the City's building bid specifications. The City is considering LEED-NC Gold as its goal, taking into consideration impacts. Spring Canyon Park is being reconsidered for LEED Silver design.
Evaluate all components using the most energy efficient systems on major renovations.	City retrofits are now being evaluated to LEED-Existing Building to insure the City is achieving energy efficiency in retrofits.
One or more City employees will be LEED accredited by 2007.	Completed. David Yee, Architect/Planner in Operations Services, and Kathy Collier, Environmental Planner in Natural Resources received LEED accreditation in March 2006.

**Attachment B - Sustainability Action Plan Progress Update; First Quarter 2006**

Target	Q1 2006 Actions
Track all monthly utility bills for 63 City bldgs. Create report on annual usage for 2006 and compare against established norms.	Data are being compiled in Utility Manager (reporting software). Still having difficulty getting Utility-managed buildings utility data into this system.
<b>HEALTHY ECOSYSTEMS - WATER USE MANAGEMENT</b>	
Collect and analyze irrigation consumption and methods. Water audit sites with >100% evapotranspiration.	Parks has institutionalized the process of auditing all irrigation sites for efficiency. Auditing teams have been assembled and data are being collected and analyzed on a monthly basis.
Select at least 3 sites to target for irrigation efficiency. For each, evaluate historic water use and estimate water efficiency, when available. Implement irrigation improvements. Monitor future water consumption and efficiency. Research purchasing a central controller for medians.	Three sites have been chosen for implement improvements: Canterbury/Drake median, Taft/Drake median, and Oak Street Plaza.
Evaluate City policies affecting water efficiency (City Code, City Plan, Streetscape standards, etc.).	On April 6, an interdepartmental Committee was convened to implement this target. Group discussion led to the decision to focus on outdoor, City-owned and managed landscapes. Good information was shared among departments, and a few policy conflicts were revealed. Next steps are to evaluate details of relevant documents.
<b>SUSTAINABLE ENERGY - EMPLOYEE COMMUTING</b>	
These goals will not receive special focus in 2006 but progress made through existing programs can be reported.	
<b>POLLUTION AND WASTE REDUCTION - OFFICE RECYCLING AND WASTE REDUCTION</b>	
Reduce City departments overall paper purchases by 10% and strive for using paper that has a minimum 30-50% recycled content.	Three departments (of the needed four) have volunteered to participate (Operations Services, Purchasing, and HR). Data collection methods are being finalized and an intern, Amanda Sutton, has been hired to assist with this target.
<b>MANAGEMENT TOOLS – PLANNING</b>	
Charter an on-going sustainability action planning cross-departmental team by 2006.	Completed.
Publish the first biannual implementation status report by 2007.	No action in Q1 2006.
Raise employee awareness of sustainability so they consider social, financial, and environmental factors in decision-making, by implementing a "Sustainability 'What's THAT?'" campaign and Sustainability Rewards program.	Outreach campaign plans were developed. Implementation has been delayed temporarily with Melissa Moran's departure.
Implement Sustainability Planning Committee to consider longer-term opportunities for City sustainability, evaluate relationships between sustainability and other interdepartmental team efforts, and look for additional funding	A subcommittee met to discuss the relationship between Sustainability Action Plan work and the Environmental Management work now being done by Utilities under BFO offer 541. ELT will be asked to adopt an environmental management policy. The Sustainability work provides an umbrella for the City's environmental management work (compliance, pollution prevention, and improvement).

