

Commerce City Organizational Sustainability Recommendations

Introduction

The purpose of this memo is to identify the key components of a vision for organizational sustainability and recommendations for the City of Commerce City (the City / Commerce City) to consider regarding energy efficiency, fleet management, waste reduction, water use, and organizational capacity-building strategies as it pertains to municipal facilities and operations. This is an organization wide effort; therefore, outreach was conducted across all departments. Consultants from Lotus Engineering and Sustainability, LLC. (Lotus) conducted research, facilitated informational interviews and a focus group with staff, and disseminated a citywide survey to ensure a comprehensive outlook of organizational sustainability recommendations. This effort took place from April to September 2021.

This document outlines the findings and the top sustainability recommendations for the organization based on those activities. Recommendations are sorted by sector, and the items that were prioritized by staff rose to the top tier of recommendations, with a focus on those activities that are expected to have the most impact with little effort. The second tier of recommendations can be done with little effort but have a lower impact. The third tier recommendations have a high impact but are likely to require more effort, which may be more appropriate for longer-term implementation.

VISION STATEMENT:

To drive sustainability work within Commerce City, consultants developed 3 vision statements based on staff input. Staff who participated in the focus group voted in their top choice for a vision statement that aligned with this work. Below is the vision statement for organizational sustainability that received the most votes.

The City of Commerce City is committed to environmental stewardship and is dedicated to making internal improvements that foster a sustainable future.



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Overview of Organizational Sustainability Recommendations

Below is an overview of the top recommendations sorted by impact and effort based on staff input and consultant expertise. The recommendations are listed based on the priority level that they were assigned by staff that attended the focus group and responded with their prioritized recommendations. Please see the section “Detailed Recommendations by Sector” for further information on each recommendation, including the level of impact and effort involved, which department is responsible, and a more detailed description of the activity.

First Tier Recommendations High Impact, Low Effort (1–2 years)
<ol style="list-style-type: none"> 1. Implement digital systems to reduce the amount of paper used. 2. Make it a policy to upgrade facility, street, and trail lights to high-efficiency LEDs. 3. Develop processes and policies for maintaining and replacing equipment to reduce energy use, conserve fuel, and reduce air pollution. 4. Develop a Green Meetings and Events Policy with checklists and resources for staff. 5. Ensure all waste disposal systems are consistent in terms of look, style, and signage. 6. Create a City-wide Green Team with representation from each department to lead sustainability efforts. 7. Provide incentives for sustainability-based professional development. 8. Recognize staff for sustainable decision-making. 9. Adopt work-from-home policies. 10. Purchase Renewable Energy Credits.
Second Tier Recommendations Low Impact, Low Effort (2–4 years)
<ol style="list-style-type: none"> 1. Improve air quality in buildings. 2. Develop a City-wide environmental management system (EMS) that is fully integrated and operational across all facilities. 3. Develop a program for employees that provides sustainable education, training, and incentives. 4. Develop a policy for recycling electronic office equipment and other hard to recycle items. 5. Establish an employee donation or volunteer program. 6. Require that new City infrastructure projects be evaluated for environmental and social impacts.



7. Develop a municipal policy and procedure to consider life-cycle costs in procurement.
8. Develop waste reduction and diversion policies that are aligned with zero-waste practices and include green standards.
9. Ensure facilities cleaning contractors are utilizing sustainable practices.

Third Tier Recommendations | High Impact, High Effort (4+ years)

1. Improve building efficiency.
2. Introduce electric and hybrid vehicles into the fleet and invest in the charging infrastructure needed to support electric vehicles.
3. Implement Xeriscaping.
4. Identify and develop projects to expand local renewable energy generation and use on City facilities and land.
5. Collect data to start building climate action plans and goals.
6. Develop a policy to increase construction recycling for City-funded projects.
7. Diversify staff.
8. Develop a sustainability or innovation grant program for staff to implement and make operations more sustainable.
9. Adopt a policy that all new City facilities or major renovations will be built to a high-efficiency standard (e.g., LEED).

A final recommendation that is crucial to ensuring the success of both Commerce City's internal (i.e., organizational) and external (i.e., community-wide) sustainability work is to build capacity and skill within the organization to lead sustainability efforts. **Lotus recommends that Commerce City consider creating a staff position specifically dedicated to leading City-wide organizational and community sustainability efforts;** this position could be housed in the City Manager's Office or Community Development, but it is recommended that the position be structured to specially work on sustainability projects alone, including implementing the recommendations herein and the forthcoming community-wide sustainability strategies that Commerce City is developing in partnership with a community Environmental Policy Advisory Committee. By maintaining the core functions of the position discreetly on sustainability, staff in this position would have the ability to focus time on implementing sustainability policies and programs, collaborating with other City departments to ensure success, and facilitating a City-wide Green Team to continue to build capacity for sustainability throughout the organization.



Data Collection and Methodology

PEER CITY RESEARCH

Research was conducted on the current sustainability practices within peer cities both within and outside Colorado. The cities chosen were based on similar demographics and structure to Commerce City, or unique and innovative approaches to sustainability. Below is a list of peer cities and organizations that help guide recommendations:

- City of Fort Collins.
- City of Thornton.
- City of Westminster.
- City of Lancaster, MA.
- City of Portland, ME.
- Anchorage, AK.
- New Belgium Brewery (B-Corp).
- Adam's County.



HIGH LEVEL TAKEAWAYS FROM PEER CITIES RESEARCH

The organizations researched are at varying levels of the depth of their sustainability efforts. Some organizations have been engaged with sustainability for 5+ years (City of Fort Collins, City of Portland, ME, Anchorage, AK, Adams County, New Belgium) and are focusing on organizational sustainability goals that will help them reach their climate targets. These organizations often have a specific staff member (or team) dedicated to leading the organization's sustainability work (both internally and externally). Based on staff engagement, access to resources, alignment with other efforts, and perceived impact, the largest efforts within these organizations are generally in building efficiency and fleet management.

Other organizations are just beginning to develop policies and programs around sustainability (City of Westminster, City of Thornton, City of Lancaster). These organizations that are newer to sustainability are focusing on staff education and policy development, data collection, and waste diversion. Some of these organizations (e.g., the City of Westminster) have dedicated staff to lead this work, while others have integrated sustainability into other staff roles. In general, having a specific staff member (or a team) dedicated to implementing sustainability related work is more likely to result in success, especially when the organization is approaching sustainability from both an internal (i.e., organizational) and external (i.e., community-wide) perspective. Based on this research, it is best practice to start with data collection, goal setting, and recommendations that are considered low effort/high impact.

See Appendix A: Research Matrix for more detailed information on the specific policies and procedures that are being implemented within each of these organizations.

Recommended Best Practices in Organizational Sustainability

Starting with data collection and goal setting in regard to organizational sustainability opportunities will allow the City to focus on opportunities for integrating sustainability that have the highest impact with the least amount of effort.

Formalizing a staff position that is specifically devoted to implementing and advancing the City's sustainability goals is more likely to result in successful implementation and collaboration across City departments and levels of leadership.



Recommended Best Practices in Organizational Sustainability

Strategies and actions that are chosen for implementation should:

- Be developed by sector, not by department, to encourage cross-collaboration.
- Be data-driven and have clear metrics.
- Be tied to current and future plans/policies/programs.
- Include employee education and culture changes.
- Include incentives and be coupled with tools and resources for success.

STAFF INFORMATIONAL INTERVIEWS

Five departments across Commerce City engaged in informational interviews. These interviews allowed Lotus to dive deeper into the specific needs, pinch points, and ideas around sustainability particular to each department. The five departments that participated were:

- Public Works.
- Fleet and Facilities.
- Information Technology.
- Parks, Recreation, and Golf.
- Emergency Management.



HIGH LEVEL TAKEAWAYS FROM INFORMATIONAL INTERVIEWS

The commonality these departments shared was a desire for more sustainable practices across the organization. It was agreed that implementation should happen in phases, be developed cross-collaboratively, and that staff who would be directly impacted should be involved in the planning process for sustainability work. The recommendations that were similar across departments were around waste diversion and building efficiency. However, because operations differ across departments, there were some differences in prioritization around some recommendations. There were also some hesitations expressed by staff due to a lack of proven available technology on the market currently (i.e., a challenge for converting maintenance equipment to electric engines), infrastructure (i.e., lack of current access to transit near City facilities), and safety (i.e., difficulty of banning space heaters before building occupant comfort issues are improved).

Recommended Best Practices in Organizational Sustainability

- Practice phased implementation to allow the organization to iterate on its own successes.
- Develop and implement sustainability strategies and actions collaboratively across departments, divisions, and levels of management.
- Involve staff who will be directly impacted by strategies and actions in the planning process.

CITYWIDE STAFF SURVEY

The citywide staff survey was open for several weeks. Seventy-three employees filled out the survey, and at least one staff member per department participated. The survey had questions regarding:

- Current sustainability efforts within departments.
- Areas of improvement for sustainability by sector.
- What actions need to be taken in order to implement recommendations.



- The level of support staff has for recommendations.
- Barriers that exist to implementation.
- Potential risks associated with implementation.

HIGH LEVEL TAKEAWAYS FROM THE STAFF SURVEY

Staff had many recommendations to share for each sector, with the most ideas and enthusiasm around waste diversion and organizational culture/employee education. It was evident from the survey that staff believes there is a lack of current policies in place to support sustainability, and developing such policies is critical for implementation.

Staff also shared what barriers they believe need to be addressed in order to turn opportunities into action. The key takeaways are that the organization's most significant challenges to enhancing sustainability are a lack of current policy and a lack of support for change, including from leadership. It is important to note that staff seemed willing to take this work on and, in general, do not feel they are too busy to implement sustainability practices. Further details on the survey results can be found in Appendix B: Staff Survey Results.

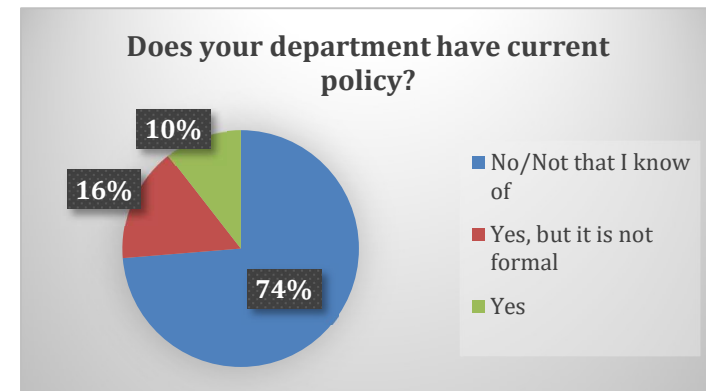


Figure 1. Results from the staff survey regarding current policy.

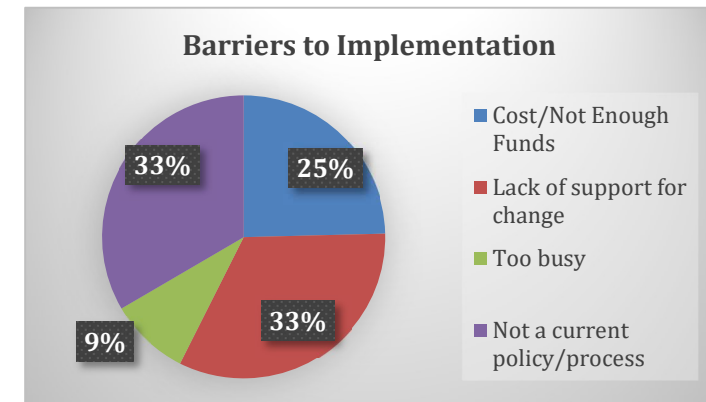


Figure 2. Results from the staff survey regarding barriers to implementation.



STAFF FOCUS GROUP

Staff from various departments joined a focus group to review the findings and recommendations of the research, interviews, and citywide staff survey. They were asked to provide additional feedback and sort the various opportunities into an impact and effort matrix. Following that sorting, staff provided input on the ways that different opportunities may align with or conflict with current work, any synergistic efforts happening, and some of the critical first steps that should be taken to implement this work. Finally, staff were asked to rank their top three recommendations.

Full details on the input provided by staff can be found in Appendix C: Focus Group Notes.

Detailed Recommendations by Sector

Further information on the recommendations within each sector are provided in the table below, including the level of impact and effort involved, predicted duration, a more detailed description of the activity, and which department is responsible. Note: this is an organization-wide effort, therefore the department noted here is the suggested 'lead' department'. However, collaboration across departments and levels of management will be essential for the success

Commerce City Staff Interest in Sustainability

In the staff survey, Commerce City employees showed the greatest enthusiasm for sustainability actions that would address waste diversion and they would provide employee education around sustainability. Staff noted they were interested in pursuing this work and do not feel they are too busy to implement sustainability in their workflow.

Perceived Barriers to Organizational Sustainability in Commerce City

In the staff survey, Commerce City employees expressed that the barriers to organizational sustainability include:

- A lack of current policy.
- A lack of support for change at the leadership level within the organization.
- A lack of sustainability being woven through organizational culture.



for the majority of recommendations. Impact, effort, and duration were defined by Lotus based on research and past experience and then further informed by staff input during the focus group.

Impact, effort, and duration were defined as:

Impact (I.E., SOCIAL, ENVIRONMENTAL, AND ECONOMIC BENEFITS)

High	✓✓✓	Likely to significantly reduce energy use, costs, or greenhouse gas (GHG) emissions.
Medium	✓✓	Likely to somewhat reduce energy use, costs, or GHG emissions.
Low	✓	Likely to reduce energy use, costs, or GHG emissions by a small amount.

Effort (I.E., COMPLEXITY OF IMPLEMENTATION)

High	✓✓✓	Likely to require significant staff resources (i.e., greater than 0.25 Full-Time Employees [FTE] per week).
Medium	✓✓	Likely to require moderate staff resources (i.e., between 0.1-0.25 FTE/week).
Low	✓	Likely to require minimal staff resources (i.e., less than 0.1 FTE/week).































DURATION (I.E., LENGTH OF TIME FOR FULL IMPLEMENTATION)

Long	✓✓✓	Likely to require 12 months or more to complete.
Medium	✓✓	Likely to require 6-12 months to complete.
Short	✓	Likely to require less than 6 months to complete.
Ongoing	Ongoing	This effort will continue into perpetuity once started. Note, if an effort is ongoing, the initial duration for implementation of the effort will be listed first.

It should be noted that the final groupings into first, second, and third tier were based on the level of impact and effort as well as the level of priority placed on the action by staff that participated in the focus group.



First Tier Recommendations




























Energy and Water Use	
Adopt a policy to upgrade the facility, street, and trail lights to high-efficiency LEDs. While facilities often already replace lights with LEDs, a concrete policy will ensure this is standard practice.	Department: Facilities
	Impact:  
	Effort: 
	Duration: 
Purchase Renewable Energy Credits (RECs). RECs can be purchased through the local electricity utility to offset the carbon emissions associated with energy used in City facilities. When on-site renewable energy is not an option, this is an easy and low-cost way to offset emissions and energy use.	Department: Finance; Facilities
	Impact:   
	Effort: 
	Duration:  , Ongoing
TRANSPORTATION	
Adopt work-from-home policies. Staff have already become accustomed to working from home throughout the COVID-19 pandemic. By continuing to provide opportunities for staff to work remotely, energy use, GHG emissions, and air quality impacts associated with staff commuting can be mitigated. This additionally is seen as a quality-of-life benefit for many employees.	Department: Human resources
	Impact:   
	Effort: 
	Duration: 
WASTE DIVERSION	
Implement digital systems to reduce the amount of paper used. Staff frequently noted the use of redundant and excessive paper for processes that could be digitized, including building permits and internal documentation. Digital systems may also help to reduce staff time associated with tasks as these systems can be more efficient; proper training on the use of the systems will be necessary.	Department: Information Technology
	Impact:   
	Effort:  
	Duration:   , Ongoing
Develop processes and policies for maintaining and replacing equipment. Ensuring there is a formalized and written process for maintaining equipment (e.g., mowers, lawn equipment, and office equipment) to ensure that it is functioning well and efficiently can save staff time and energy in the long run. This policy should also include details on when equipment should be replaced and the criteria that should be used for replacement.	Department: Purchasing
	Impact:   
	Effort: 
	Duration:  
Develop a Green Meetings and Events Policy with checklists and resources for staff. This policy should include information on the types of materials that can be used for events and meetings (i.e.,	Department: City Manager's Office
	Impact:  
	Effort: 























banning the use of Styrofoam or single-use items) and guidance on how to host a “green” event or meeting.	Duration:	✓
Ensure all waste disposal systems are consistent in terms of look, style, and signage. A tenet of a strong waste diversion program is consistent collection bin style and signage that is clear, illustrative, and hung at eye level for the user. Trash and recycling bins should always be co-located.	Department:	Facilities
	Impact:	✓✓✓
	Effort:	○
	Duration:	✓, Ongoing
CULTURE AND RESILIENCY		
Create a City-wide Green Team with representation from each department to lead sustainability efforts. Many staff noted the desire to participate in a formal group that was moving sustainability work forward within the City. A Green Team would ensure there is a group accountable for identifying opportunities and supporting implementation.	Department:	City Manager’s Office
	Impact:	✓✓✓
	Effort:	○
	Duration:	✓, Ongoing
Provide incentives for sustainability-based professional development. This may include providing formal opportunities for staff training (i.e., through sustainability associations or professional development organizations) or creating internal trainings that may be led by outside experts or staff themselves (i.e., on proper recycling, how to compost, use of digital tools, etc.). This could be coordinated by the Green Team.	Department:	City Manager’s Office; Human Resources
	Impact:	✓✓
	Effort:	○
	Duration:	✓✓, Ongoing
Recognize staff for sustainable decision-making. Either through the existing staff rewards and recognition program (i.e., Kazoo) or through developing another recognition platform (e.g., ‘Sustainability Star of the Quarter’), a rewards program can be a useful driver for behavioral change. This could be managed by the Green Team.	Department:	Human Resources
	Impact:	✓
	Effort:	○
	Duration:	✓, Ongoing



Second Tier Recommendations























ENERGY AND WATER USE	
Improve air quality in buildings through policies and purchasing. Improved indoor air quality can result from multiple actions that the City can take: 1) improving air flow in buildings through the use of fans or the ability to open windows; 2) ensuring cleaning staff and contractors are using low-toxicity cleaning products; 3) developing a policy that requires only low- or no-VOC materials (furniture, carpets, paint, etc.) be used in City facilities.	Department: Facilities
	Impact:   
	Effort:  
	Duration:   , Ongoing
Develop a City-wide environmental management system (EMS) that is fully integrated and operational across all facilities. An EMS will establish a system and allow for the real-time tracking, monitoring, and communication of environmental policies, procedures, trainings, and data throughout City facilities and operations.	Department: City Manager's Office
	Impact:   
	Effort:  
	Duration:   , Ongoing
Ensure facilities cleaning contractors are utilizing sustainable practices. This includes both ensuring that contractors are using sustainable and low-toxicity products and materials in their work in City buildings, and also that recycling and other waste diversion activities are prioritized.	Department: Facilities
	Impact: 
	Effort: 
	Duration: 
Require that new City infrastructure projects be evaluated for environmental and social impacts. A sustainability checklist/assessment for City infrastructure projects that can be used as a decision-making tool is a key way to guide staff on conducting and evaluation for social and environmental impacts of projects. This could include staff training to encourage systematic use of the Triple Bottom Line Scan for decision making. Additionally, updating the Transportation Master Plan to include requirements for sustainable practices in public works projects will ensure this policy is followed.	Department: Community Development; Public Works
	Impact:  
	Effort:  
	Duration:  , Ongoing
WASTE DIVERSION	
Develop a policy for recycling electronic office equipment and other hard to recycle items. Many items and materials are recyclable but cannot be placed in a traditional recycling bin to be recycled properly. The City should ensure that all materials that are recyclable (e.g., electronics [including computers, cell phones, media, etc.], chemicals and paints, oils, etc.). are diverted from the landfill by establishing relationships with proper recycling entities and providing facilities and training/education for staff to recycle these items properly.	Department: Facilities
	Impact:  
	Effort:  
	Duration: 















<p>Develop a municipal policy and procedure to consider life-cycle costs in procurement. The City may establish an online decision-making tree for staff to look at before purchasing and develop guidelines for RFP and purchasing processes that ensure that sustainability of a material or service is considered as a scoring criterion when making a purchasing decision. Many peer communities have policies that could be considered as an example of a starting point.</p>	<p>Department: City Manager's Office; Purchasing</p> <p>Impact:  </p> <p>Effort:  </p> <p>Duration: </p>
<p>Develop waste reduction and diversion policies that are aligned with zero-waste practices and include green standards. This may include employee-based programs such as implementing a recycling challenge across City facilities, building floors, or departments. The City may also consider an office-supply exchange program, where unused or gently-used office supplies that are no longer needed by one employee/department can be reused by another. A key component to any waste reduction program will be education and training for staff.</p>	<p>Department: City Manager's Office</p> <p>Impact:  </p> <p>Effort:  </p> <p>Duration:  </p>
<p>CULTURE AND RESILIENCY</p>	
<p>Develop a program for employees that provides sustainable education, training, and incentives. Education, training, and providing incentives for behavior change are key components to getting staff excited and engaged in the City's internal sustainability efforts. The Green Team may be the ideal group to facilitate an education and training program, in collaboration with the Human Resources department or other staff training programs.</p>	<p>Department: Human Resources</p> <p>Impact:  </p> <p>Effort:  </p> <p>Duration:   , Ongoing</p>
<p>Establish an employee donation or volunteer program. While not directly related to sustainability, providing staff with the opportunity to give back to their community through a donation or volunteer program is an effective way to increase staff morale and create and improve a culture of service within the organization.</p>	<p>Department: Human Resources</p> <p>Impact: </p> <p>Effort:  </p> <p>Duration: Ongoing</p>



Third Tier Recommendations

ENERGY AND WATER USE	
Improve building efficiency (e.g., weatherize buildings, install automatic light switches and smart thermostats, retrofit City facilities with high efficiency (HE) plumbing fixtures and appliances, lighting, and HVAC in existing buildings). Many staff interviews and survey responses noted the need to improve building operational efficiency both to reduce energy use and improve occupant comfort. The Facilities team at Commerce City is actively working to address noted issues and starting with implementing any recommendations from the recent McKinstry building audit, as Facilities is planning to do, is a first step. Developing additional policies around building efficiency and the replacement of equipment and technology with high-efficiency options may be supportive of this effort.	Department: Facilities
	Impact:   
	Effort:  
	Duration:    , Ongoing
Implement Xeriscaping (i.e., create Xeriscape demonstration gardens on City land; convert turf to native grasses; plant more trees on City-owned properties). Utilizing Xeriscape design techniques can help to reduce water use on City properties and infrastructure, while also providing useful pilot and demonstration sites for low-impact development that can be used to communicate these design principals and any forthcoming requirements in City development code to project developers in the community. Pinyon Environmental, which are supporting the Water Quality scope of work in the Environmental Consulting Services contract, is currently working with City staff to identify sites and projects that may be useful for a low-impact development demonstration site, which could include Xeriscaping.	Department: Facilities; Parks, Recreation, and Golf
	Impact:  
	Effort:  
	Duration:   , Ongoing
Identify and develop projects to expand local renewable energy generation and use on City facilities and land. The use of renewable energy, including on-site solar, to power City facilities and infrastructure is one of the most immediate and effective ways to reduce the environmental impact of the City's daily operations. The City should consider rooftop space, open pieces of land, and other resources (e.g., geothermal or wind resources) that may be appropriate to deploy for a renewable energy project. Working closely with the City's utilities will be necessary for project success. The City could consider outright ownership of a renewable energy system, leasing a system, a power purchase agreement with a solar provider, or another model deemed appropriate in conversations with utility providers and renewable technology companies.	Department: Planning; Facilities
	Impact:   
	Effort:  
	Duration:   
Develop a City-wide municipal GHG inventory and set targets for emissions reduction and climate action. Without knowing the City's baseline GHG emissions, it is impossible to know whether	Department: Community Development; City Managers Office



any of the other recommended policies or strategies result in emissions reductions. Additionally, setting climate action and emissions reductions goals sends a strong signal to the community and to staff about the importance of this work.	Impact:  Effort:  Duration:  , Ongoing
Adopt a policy that all new City facilities or major renovations will be built to a high-efficiency standard (e.g., LEED).	Department: Facilities Impact:  Effort:  Duration: 
TRANSPORTATION	
Incorporate electric vehicles through right-timing purchases with a planned vehicle replacement schedule. Introduce electric and hybrid vehicles into the fleet and invest in the charging infrastructure needed to support electric vehicles. After investments in renewable energy, transitioning to a cleaner and greener fleet is a clear way to reduce carbon emissions and improve air quality. If appropriate models of fleet vehicles (e.g., sedans) are replaced with electric vehicles (EVs) and powered by carbon-free energy (e.g., solar), the environmental impact of these vehicles' operation is near to zero. As the City looks at the opportunity to renew its lease with Enterprise for the current fleet, significant consideration should be given to the ability to achieve green fleet objectives through this tool, and what other opportunities there may be to green the fleet by investing in EVs. While EVs sometimes come with a higher upfront cost (which can in some cases be offset by grants), the operational cost of these vehicles is much lower. In addition to vehicle replacements, the City should consider installing a networking of charging infrastructure to power any fleet vehicles and also provide access to charging for employees or members of the public that visit City facilities. Grants and support for both the purchase of EVs and the installation of charging stations are available through the Regional Air Quality Council's Charge Ahead Colorado program.	Department: Fleet Impact:  Effort:  Duration:  , Ongoing
Work to obtain the Government Fleet and American Public Works Association Leading Fleets Award. This award recognizes public sector fleets leadership, efficiency, and vision. Staff noted this as a goal to strive for and a useful framework for how to approach the green fleet transition.	Department: Fleet Impact:  Effort:  Duration: 
WASTE DIVERSION	
Develop a policy to increase construction recycling for City-funded projects. Construction and Demolition (C&D) projects result in a large amount of waste being produced; while a large portion of	Department: Community Development; Public Works; Facilities



<p>that waste can be diverted from the landfill, it frequently is not due to a lack of infrastructure or policy requiring such diversion. City-funded C&D projects, including Public Works projects, should require that waste diversion be prioritized by contractors completing the work, and the evaluation of potential bids should include a scoring metric for the ability to divert waste.</p>	<table> <tr> <td>Impact:</td><td>✓✓✓</td></tr> <tr> <td>Effort:</td><td>✓✓✓</td></tr> <tr> <td>Duration:</td><td>✓✓</td></tr> </table>	Impact:	✓✓✓	Effort:	✓✓✓	Duration:	✓✓		
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CULTURE AND RESILIENCY									
<p>Diversify staff. Comments from staff surveys illustrated that there is a level of concern regarding how well the current City staff represent the broader Commerce City community in terms of culture, race, and heritage. A need for more Spanish-speaking staff was specifically noted by multiple interviewees and survey respondents. From a sustainability and resiliency perspective, ensuring that the civil servants that are accountable to the community reflect that community and their lived experiences is important to creating space for community-drive dialogue and public participation.</p>	<table> <tr> <td>Department:</td><td>City Manager's Office; Human Resources</td></tr> <tr> <td>Impact:</td><td>✓✓✓</td></tr> <tr> <td>Effort:</td><td>✓✓✓</td></tr> <tr> <td>Duration:</td><td>✓✓✓, Ongoing</td></tr> </table>	Department:	City Manager's Office; Human Resources	Impact:	✓✓✓	Effort:	✓✓✓	Duration:	✓✓✓, Ongoing
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<p>Develop a sustainability or innovation grant program for staff to implement and make operations more sustainable. Providing staff the opportunity to identify potential projects in the sustainability, resiliency, or innovation spaces (i.e., operational efficiency, employee well-being, etc.) is a unique and effective way to create a culture of sustainability and innovation and allow for a more engaged and invested staff community. The City could facilitate a mini-grant program where staff can propose small projects (e.g., those up to \$2,000, or another limit deemed appropriate) that will improve organizational sustainability, efficiency, or general culture. The Green Team could help to facilitate this program.</p>	<table> <tr> <td>Department:</td><td>City Manager's Office</td></tr> <tr> <td>Impact:</td><td>✓✓✓</td></tr> <tr> <td>Effort:</td><td>✓✓✓</td></tr> <tr> <td>Duration:</td><td>✓✓, Ongoing</td></tr> </table>	Department:	City Manager's Office	Impact:	✓✓✓	Effort:	✓✓✓	Duration:	✓✓, Ongoing
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Future Recommendations to Consider

Throughout conversations with staff and analyzing the survey data, it is recommended to consider the following opportunities once certain parameters are in place.

- As infrastructure improves (i.e., transit access increases or development around City facilities increases to facilitate non-vehicular trips), reduce vehicle miles travelled for business purposes by incentivizing alternatives for getting around such as walking, biking, carpooling, and taking public transit.
- As technology advances, convert municipal small engines, such as lawn and garden equipment, to be fossil fuel free.
- Once more data is collected, enhance the traffic operations center equipment to be more efficient.
- As buildings become more efficient and occupant comfort improves, ban the use of space heaters.

Data Collection

Through research of best practices in other municipalities, it is clear that an integral component of organizational sustainability work is to develop metrics and collect data prior to implementing policies or strategies; this allows one to measure the action against the baseline and the intended result. Below are some opportunities for this:

- **Citywide:**
 - Collect data to start building climate action plans and goals. This will help prioritize the following data and allow for the setting of metrics and a timeline.
- **Energy and Water Use:**



- Develop a Citywide building assessment to identify strategies and determine opportunities for building efficiency. Adopt green building standards for City facilities and establish policies that increase the efficiency of all new buildings.
- Gather system-wide data on municipal uses of water and identify efficiency opportunities to incorporate into policies and standard operating procedures.
- Conduct regular water and energy audits in all facilities
- **Transportation:**
 - Conduct a fleet analysis to determine types of cars and opportunities for efficiency.
- **Waste:**
 - Conduct a waste analysis for municipal buildings and improve waste data collection and tracking to evaluate life-cycle costs in planning and procurement.
- **Funding:**
 - Explore third party financing models and credit systems for clean energy projects to offset City facility energy use (e.g., on-site solar, community solar, purchase RECs, etc.).

Appendix A.

Research matrix.

Appendix B.

Citywide Staff Survey results.

Appendix C.

Staff focus group notes.

