

## **EXECUTIVE ORDER NO. 123**

**TO:** All Agencies Under the Mayor

**FROM:** Michael B. Hancock, Mayor

**DATE:** March 11, 2013

**SUBJECT:** Office of Sustainability and Citywide Sustainability Policy

**PURPOSE:** This Executive Order creates the Office of Sustainability and establishes it as the successor to the Greenprint Denver Office. This Executive Order also establishes key sustainability policies for the City and County of Denver. Executive Order 123 and Memoranda A through G dated December 17, 2010 are hereby canceled and superseded by this Executive Order 123 and Memoranda A-G dated March 11, 2013.

The applicable authority relevant to the provisions and requirements of this Executive Order 123 is found in Section 2.2.10 of the 2002 Revised Charter.

This Executive Order is divided into the following chapters and subjects:

- Chapter 1 – Office of Sustainability
- Chapter 2 – High Performing Green Buildings
- Chapter 3 – Green Fleet Program
- Chapter 4 – Electric Vehicle Readiness
- Chapter 5– Materials and Waste Management
- Chapter 6 – Water Conservation
- Chapter 7 – Water Quality
- Chapter 8 – City Tree Preservation
- Chapter 9- Local Food
- Chapter 10 – Environmental Management System Policy
- Chapter 11 – City Land Use Policies
- Chapter 12 - Climate Resilient Denver
- Chapter 13– Memorandum Attachments

Chapter 1 – Office of Sustainability

The Office of Sustainability is hereby established. The Office of Sustainability is the successor to the Greenprint Denver Office. Sustainability is an end result and a process of planning and operating that provides for the needs of our people and businesses today without impairing our ability to continue providing for their needs in the future. The City's central purpose in pursuing sustainability is to conduct City communications, business transactions and governance in ways that will help to make the City a prosperous, world class community where people and nature thrive by providing for the needs of current residents and businesses while preserving the City's ability to do the same for residents and businesses in the future. The mission of the Office of Sustainability is to provide leadership, guidance, and coordination to city agencies to implement

its pursuit of sustainability. Success in implementing this mission will create a competitive advantage for the City, allowing it to retain and expand current businesses and attract new ones.

1.1 The following functions will be the responsibility of the Office of Sustainability:

- a. Establish a vision of sustainability for the City and a multi-year sustainability plan.
- b. Set clear metrics of success and report progress annually on the sustainability plan.
- c. Promote sustainability as a core business value in City government and foster efficiencies in resource use, reduce environmental impacts, expand economic opportunities and improve quality of life.
- d. Position Denver to become a leader in urban food production, processing, distribution, preparation and marketing through the Denver Seeds program, growing a fresh-food economy that will lead to new jobs and greater access to healthy, locally produced food in every neighborhood.
- e. Promote interagency cooperation to adapt operational and administrative targets towards accomplishment of sustainability goals. Procedural information can be found in Memorandum 123-A of this Executive Order.
- f. Encourage “triple bottom line” analysis in City policy and program decisions, i.e., short- and long-term economic, social, and environmental considerations.
- g. Communicate sustainability as a public value and position the City Government as a catalyst for creating/maintaining a sustainable city.
- h. Partner with community organizations, cultural institutions, businesses, other communities in the Greater Denver region and the Office of Sustainability Advisory Council to achieve broad impact and to work together to preserve and enhance the ecosystem services on which the region’s residents and businesses depend.
- i. Continually monitor advancements in the technology, theory, application, management and culture of sustainability to ensure that best management practices are utilized within the City.
- j. Coordinate hazard mitigation efforts with the Office of Emergency Management and Homeland Security to help improve Denver’s disaster resilience.

1.2 Topic-specific sustainability policies are provided in the following chapters.

## Chapter 2 – High Performing Green Buildings

- 2.0 In order to maximize the productivity of the built environment while mitigating its negative environmental impacts, and to recognize the total cost of capital project ownership, all buildings constructed, renovated or maintained with City funds or using City bonding capacity are to be designed, constructed, operated, and maintained according to the principles outlined in the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program, the United States Environmental Protection Agency's ENERGY STAR program, and other applicable best management practices for sustainability and energy efficiency. Procedural information regarding green building guidelines can be found in Memorandum 123-B of this Executive Order.
- a. All new City buildings and major renovations will be certified to the applicable LEED Gold Certification, with the goal of achieving LEED Platinum where economically feasible.
  - b. New buildings that meet ENERGY STAR's eligibility requirements should be designed to also achieve ENERGY STAR status after one year of operation (see U.S. EPA's "Design to Achieve ENERGY STAR" program).
  - c. Existing buildings that meet ENERGY STAR's eligibility and energy efficiency requirements will be certified on an annual basis.
  - d. All capital improvement projects will be designed and constructed using LEED best practices and applicable Greenprint Denver Construction Project Guidance ("What You Need to Know") documents.
  - e. All City construction projects including new and remodel vertical and horizontal projects will adhere to the requirements set forth in the applicable Greenprint Denver Construction Project Guidance and Closeout Forms.
  - f. All existing and future City-owned and operated facilities will incorporate all applicable LEED for Existing Buildings: Operations and Maintenance (LEED-EB O+M) best practices into facility operation and maintenance.
- 2.1 It will be the policy of the City to achieve the Better Buildings Challenge goal to reduce portfolio energy use by 20% per square foot by 2020 from the 2011 annual baseline by improving energy efficiency in all City facilities. The City will also continue pursuing renewable energy projects and programs.

## Chapter 3 – Green Fleet Program

- 3.0 The City's Green Fleet program is designed to ensure that to the extent the City needs to use vehicles for its operations, the City procures and operates a fleet of vehicles that minimizes environmental impact, contributes to enhancing domestic energy security, enhances regional energy resilience, and maximizes fuel efficiency and diversification.

- 3.1 All City light-duty vehicles in need of replacement will be replaced with hybrids, alternative fuel vehicles, or the most fuel-efficient and least-polluting vehicles available for specific functions whenever cost and reliability are similar to traditional vehicles. All City diesel vehicles that must use a liquid fuel will use biodiesel fuel that replaces at least 5% of the petroleum content with fuel derived from biological sources when operationally and economically feasible. The use of biodiesel substantially reduces hydrocarbon and particulate emissions compared to 100% petroleum diesel fuel. Biodiesel fuel can include fuel derived from algae and other biological sources where available at a competitive price.
- 3.2 The City will reduce petroleum use by the City's fleet through an increase in the fleet's average fuel economy; increased purchase of electric, hybrid, alternative fuel (including compressed natural gas), and fuel-efficient vehicles; and/or a decrease in vehicle miles traveled. The City will also seek opportunities to collaborate with surrounding communities and businesses to develop shared infrastructure for servicing public and private fleets with non-petroleum fuels.
- 3.3 The Green Fleet Committee will establish a city-wide vehicle anti-idling policy for the City's fleet by July 1, 2013. The City will also consider standardizing across all agencies with fleet vehicles a uniform GPS system that will provide reports covering location tracking, idle time, average miles traveled and mileage.
- 3.4 Procedural information regarding the structure, functions, and responsibilities of the Green Fleet Committee can be found in Memorandum 123-C of this Executive Order.

#### Chapter 4 – Electric Vehicle Readiness

- 4.0 The City will support efforts to reduce dependence on liquid petroleum fuels and improve regional air quality through accelerated support and adoption of infrastructure needed to support electric drive vehicles and related charging equipment on City property.
- 4.1 The City will participate actively in collaborative attempts to address how road infrastructure can be maintained if efforts to reduce vehicle miles traveled, increase fuel efficiency and move substantial numbers of vehicles away from operation on gasoline are successful.
- 4.2 New parking lots with 100 parking spaces or more available for use by the general public constructed on City property will have at least one parking space exclusively for electric vehicles and equipped with an electric vehicle charging system located anywhere in the parking structure or lot.

#### Chapter 5 – Materials and Waste Management

- 5.0 All agencies will pursue integrated materials management strategies that include reducing consumption, reusing materials, recycling waste materials that cannot be reused, and

purchasing cost-competitive recycled-content and recyclable products. Where appropriate and cost-effective, agencies will lease products rather than purchasing them, e.g. carpeting. More information on the City's environmentally preferable purchasing policy can be found in Memorandum 123-D of this Executive Order.

- 5.1 All City building and infrastructure projects that incorporate concrete will utilize concrete containing a percentage of fly ash and will use recycled aggregates wherever appropriate, as long as the availability and price of fly ash and aggregates are similar to cement and conventional sources of aggregate. Fly ash is a waste product generated from coal-burning power plants that produces a highly durable, less expensive, and eco-efficient concrete.
- 5.2 All construction projects using City funds, including new construction, large and small renovations, and CIP projects will recycle construction and demolition waste, and install building materials that are locally-sourced and contain recycled content wherever possible. Project teams will use the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program for guidance in construction and demolition waste recycling and use of recycled materials.
- 5.3 Recommendations to reduce waste and reuse resources can be found in Memorandum 123-E of this Executive Order.

#### Chapter 6 – Water Conservation

- 6.0 The City will demonstrate wise water use in City facilities, buildings, and parks through identification of water inefficiencies and implementation of water conservation projects and programs to implement xeriscaping; and improve the efficiency of plumbing fixtures, irrigation systems, cooling towers, kitchen operations, swimming pool operations, laundries, and other water uses.
- 6.1 City agencies will promote water conservation in all operations, and lead in early adoption of Denver Water's conservation programs.
- 6.2 The City will follow recommendations from the *Green Industry Best Practices (BMP's) for the Conservation and Protection of Water Resources in Colorado*.

#### Chapter 7 – Water Quality

- 7.0 Clean waterways are precious amenities that connect land and water, provide important wildlife habitat, offer vibrant recreational and educational opportunities, and enhance livability and economic vitality of our neighborhoods. The City's vision is that all Denver waterways will be swimmable and fishable.
- 7.1 An integrated approach to stormwater management is critical in improving overall water quality. Such an approach entails the following:

- 7.1.1 Planning, design and construction of strategic water quality systems will provide flexible, innovative and adaptable pollutant removal to the maximum extent practicable for site specific and regional conditions.
- 7.1.2 Storm water quality facilities will be attractive and functional, support public safety, environmental health, and serve as a public amenity.
- 7.1.3 Operation and maintenance will be conducted regularly, effectively and efficiently.
- 7.1.4 Planning, design and construction will support long-term operation and maintenance, and sustain the intended uses of the facility.
- 7.1.5 An interagency planning, programming, regulatory and financing approach will provide multi-disciplinary collaboration and project life cycle considerations that are supportive of both public and private development throughout the City and County of Denver.

#### Chapter 8 - City Tree Preservation

- 8.0 All City construction and renovation projects will be designed in a manner that allows for the successful protection and preservation of existing trees. Unavoidable tree removals will be mitigated through new plantings equal to or greater than that which was lost. Projects will incorporate the tree planting site infrastructure and soil volume needed for growing large shade trees to shade and cool the property.
- 8.1 The City will design and execute its projects in a manner that supports the protection and preservation of Denver's existing 19% tree canopy cover. Tree canopy cover that must be removed through City projects will be replaced through new trees planted on public grounds. New tree planting sites will be designed in a manner that will allow for the long term successful growth of the tree.
- 8.2 The City will view urban trees as an aesthetic asset to the City, but more importantly recognize the many environmental, social and economic services trees provide.

#### Chapter 9 – Local Food

- 9.0 Denver Seeds is a community-wide effort to support small businesses, create jobs and shift food production from large out-of-state industrial operations toward local growers.
- 9.1 City agencies will source foods locally in catering or other transactions and consider on-site food production, where cost effective.

#### Chapter 10 – Environmental Management System (EMS) Environmental Policy

- 10.0 All City employees and contractors must be familiar with and follow the City's Environmental Policy, which has been signed by the Mayor and is referenced in Memorandum 123-F of this Executive Order. The Policy will be used as a tool to complement the sustainability directives described in this Executive Order, and will support systematic environmental sustainability management in all City agencies.

## Chapter 11 – City Land Use Policies

- 11.0 Blueprint Denver is the City’s integrated land use and transportation plan, adopted in 2002 as a supplement to the Denver Comprehensive Plan. Denver’s New Zoning Code, adopted in 2010, guides orderly development of the City to preserve and promote the public health, safety, prosperity, and welfare of its inhabitants. These documents balance conservation with development, encourage design excellence in the built environment, and improve the function and livability of streets for people among many other benefits.
- 11.1 To promote a prosperous and sustainable future, agencies will ensure City activities and resources are directed to create long term value for the community consistent with Blueprint Denver and the current Zoning Code.

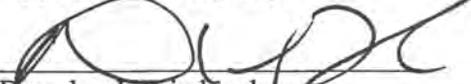
## Chapter 12 - Climate Resilient Denver

- 12.0 As the global climate changes rapidly, Denver must initiate and implement preparations to address potential adverse impacts on the city and the ecosystem services on which its residents and businesses depend. These impacts, which include risks from heat waves, drought, new disease vectors, changing precipitation patterns, increased risk of severe weather and flooding and added stress on water and energy systems, may be felt throughout Denver by every resident, and will require high level leadership and coordinated response by many different agencies and partners. Planning and response capability is needed in areas ranging from emergency response to, and management of, extreme weather events, conservation of scarce resources such as water and non-renewable energy, public health impacts, building, zoning, and infrastructure requirements, and operations management.
- 12.1 City agencies will plan and implement strategies, programs and/or projects to prepare Denver for a rapidly-changing climate and to respond to extreme events. A City and County of Denver Climate Resiliency Plan will be developed, the elements of which will be integrated into individual Department Strategic Plans, Annual Environmental Management System Plans, Capital Improvement Plans and Peak Performance reviews.
- 12.2 Procedural information regarding climate resiliency work can be found in Memorandum 123-G of this Executive Order.

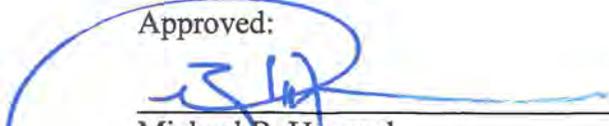
## Chapter 13 – Memorandum Attachments

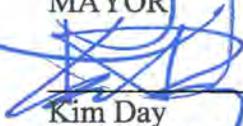
- 13.0 The procedures for implementing this Executive Order may be defined by Memorandum Attachments to the Executive Order, which will become a part of the Executive Order. The Office of Sustainability, which is responsible for the content of this Executive Order, will have the authority to issue procedural Memorandum Attachments relative to this Executive Order.

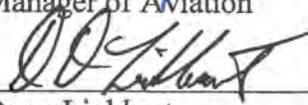
Approved for Legality:

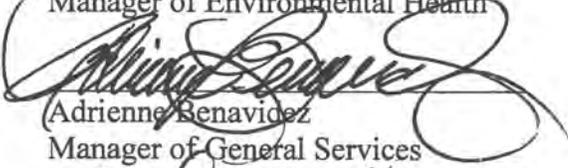
  
\_\_\_\_\_  
Douglas J. Friednash  
City Attorney for the City and County  
of Denver

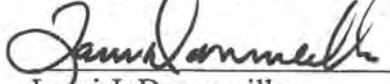
Approved:

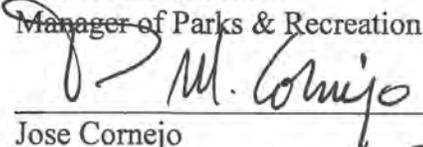
  
\_\_\_\_\_  
Michael B. Hancock  
MAYOR

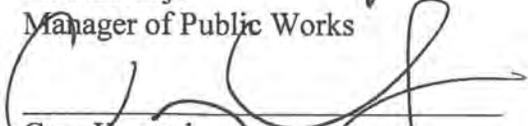
  
\_\_\_\_\_  
Kim Day  
Manager of Aviation

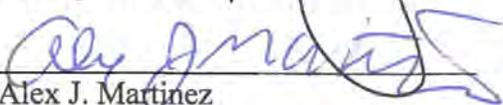
  
\_\_\_\_\_  
Doug Linkhart  
Manager of Environmental Health

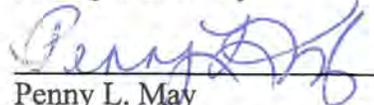
  
\_\_\_\_\_  
Adrienne Benavidez  
Manager of General Services

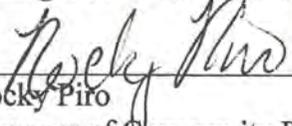
  
\_\_\_\_\_  
Lauri J. Dannemiller  
Manager of Parks & Recreation

  
\_\_\_\_\_  
Jose Cornejo  
Manager of Public Works

  
\_\_\_\_\_  
Cary Kennedy  
Manager of Finance

  
\_\_\_\_\_  
Alex J. Martinez  
Manager of Safety

  
\_\_\_\_\_  
Penny L. May  
Manager of Human Services

  
\_\_\_\_\_  
Rocky Piro  
Manager of Community Planning  
and Development

Memorandum 123-A

**TO:** All Agencies Under the Mayor

**FROM:** Michael B. Hancock, Mayor

**DATE:** March 11, 2013

**SUBJECT:** City Government Sustainability Targets and Implementation

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy."

- 1.0 The Office of Sustainability will propose 2020 Goals to the Mayor by December 31, 2012. Upon approval by the Mayor, all City agencies will adapt operational and administrative processes towards accomplishment of these Goals.
- 2.0 A Sustainability Implementation Committee will be established and meet regularly. The purpose of this committee is to 1.) provide updates on current sustainability efforts within each agency, 2.) evaluate the effectiveness of citywide sustainability initiatives to achieve established targets, 3) recommend modifications of the City's sustainability goals to the Mayor, as needed, 4) coordinate on sustainability initiatives and 5) make recommendations to the Office of Sustainability for improvements to policies or programs.
  - 2.1 This committee will be diverse and represent major agencies within the City. The core membership will consist, at a minimum, of senior management or senior staff representatives from the following:
    - a. Office of Sustainability – Facilitator
    - b. Budget and Management Office
    - c. Department of Aviation
    - d. Department of Community Planning and Development
    - e. Department of Environmental Health
    - f. Department of General Services
    - g. Department of Parks and Recreation
    - h. Department of Public Works
    - i. Office of Economic Development
    - j. Agency for Human Rights and Community Partnerships
    - k. Office of Emergency Management and Homeland Security
    - l. Denver Sheriff Department
- 3.0 When additional sustainability policies and procedures become necessary, ad hoc subcommittees will be created to research specific issues. These subcommittees will report findings and recommendations to the full Committee. In addition, the Mayor may designate members of the Mayor's Office staff to serve on the Committee as ex officio members.

4.0 The Office of Sustainability, with input from the Implementation Committee, will produce a yearly report that describes progress towards the 2020 Goals using numeric indicators. The first such report will analyze progress achieved in 2013.

5.0 Based on the results in the report, and any other evaluations, the 2020 Goals will be modified as needed. Any modifications will be noted in the document so as to track the history of any changes in the Goals.

Memorandum 123-B

**TO:** All Agencies Under the Mayor  
**FROM:** Michael B. Hancock, Mayor  
**DATE:** March 11, 2013  
**SUBJECT:** High Performing Green Building Guidelines

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy," and will serve in part to facilitate the City's performance of its commitment under the federal Better Buildings Challenge.

- 1.0 This policy will apply to all new City building projects over 5,000 square feet (SF) that are funded after the adoption of said Executive Order 123.
  - 1.1 Projects less than 5,000 SF are expected to meet the intent of LEED-BD+C (Building Design and Construction) Gold certification (with a goal of achieving LEED-NC Gold) and adhere to requirements listed in the Greenprint Denver Construction Project Guidance documents.
  - 1.2 In the rare case that a building's design (e.g., historic or unique features) renders LEED certification cost-prohibitive or technically infeasible, the project team must submit documentation of technical infeasibility and receive a policy exemption from the Mayor or his/her designee. If given a formal exemption the project will use LEED-BD+C guidelines and Greenprint Denver Construction Project Guidance to achieve the equivalent of LEED-BD+C Gold certification with a goal of achieving LEED-BD+C Platinum
- 2.0 This policy also applies to renovations that include major HVAC renovation, envelope modifications, and major interior rehabilitation.
- 3.0 All General Fund agencies are directed to work with General Services to implement LEED EB: O+M best practices. This includes energy initiatives and the support of policies and procedures as established within Facilities Management's Tenant Handbook.
- 4.0 New buildings that meet ENERGY STAR's eligibility requirements will achieve ENERGY STAR status after one year of operations (see U.S. EPA's "Design to Achieve ENERGY STAR" program).

Memorandum 123-C

**TO:** All Agencies Under the Mayor  
**FROM:** Michael B. Hancock, Mayor  
**DATE:** Amended effective August 27, 2013  
**SUBJECT:** Green Fleet Committee

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy."

- 1.0 A Green Fleet Committee will be established and meet regularly. The purpose of this committee is to ensure that that the City procures and operates a fleet of vehicles that minimizes environmental impact, contributes to enhancing domestic energy security, enhances regional energy resilience, and maximizes fuel efficiency and diversification. The Committee is responsible for maintaining an approved list of electric, hybrid, alternative fuel, and fuel-efficient vehicles for purchase, and developing policies and procedures to implement this Executive Order.
- 1.1 The Committee will consist of representatives from:
  - a. Department of Environmental Health - Facilitator
  - b. Budget and Management Division of the Finance Department
  - c. City Council (invited and if accepted, appointed by Council President)
  - d. Office of Sustainability
  - e. Managers and/or Fleet Directors from the Department of Public Works, Department of Aviation, Department of Safety, and Department of Parks and Recreation
  - f. Purchasing Division of General Services
- 1.2 The following goals will determine the success of the Green Fleet program:
  - a. Increase the average fuel economy of the fleet
  - b. Increase the number of hybrid, alternative fuel, and fuel-efficient vehicles in the fleet
  - c. Minimize the total vehicle miles traveled by City employees using fleet vehicles
- 1.3 Each Fleet Director is responsible for providing and/or certifying data regarding accomplishment of the Committee's goals. A report detailing the current year fleet and a comparison to previous years will be generated on an annual basis and submitted to the Office of Sustainability, with the first such report due after the end of 2013. This report will contain:
  - a. Fuel economy of new vehicles purchased during the previous year
  - b. Fuel economy of vehicles retired from the fleet during the previous year
  - c. Total number of vehicles in the fleet

- d. Total miles driven by all vehicles
- e. Total quantities of each fuel type consumed
- f. Any additional information required for the annual report

1.4 Effective August 1, 2013, the following policy established pursuant to Section 3.3 of Executive Order 123 applies to the operation of all vehicles in the City's fleet and also to City-owned off-road construction equipment and gas-powered tools:

**Summary:**

This policy (1) reaffirms municipal and state requirements to ensure the City and County of Denver's (City) fleet of motor vehicles operates in compliance of laws designed to minimize the public's exposure to vehicle exhaust and maximize fuel efficiency by limiting unnecessary idling and (2) encourages City-owned off-road construction equipment and gas-powered tools to limit idling.

**Definitions:**

"Idling" means when the primary propulsion engine of a covered vehicle is running but the vehicle is not in motion.

"Motor vehicle" shall mean any self-propelled vehicle that is designed primarily for travel on the public highways or roadways and that is generally and commonly used to transport persons and property over the public highway or roadway; except that the term does not include low-power scooters, wheelchairs, or vehicles moved solely by human power.

**Policy:**

1. Idling restriction

- (a) No person who operates a City-owned vehicle shall allow it to idle for more than five (5) minutes in any one-hour period unless:
  - (1) The ambient outside air temperature has been less than twenty (20) degrees Fahrenheit for the previous twenty-four (24) hour period; or
  - (2) The latest hourly ambient outside air temperature is less than ten (10) degrees Fahrenheit.

The idling restriction in subsection (a) shall not apply to

- emergency vehicles;
- vehicles engaged in traffic control operations;
- vehicles which are being serviced or conducting pre- or post-trip safety checks;
- vehicles that must idle to operate auxiliary equipment, including but not limited to pumps, compressors or refrigeration units;
- vehicles stopped by traffic congestion, an official traffic control device or signal, or law enforcement officer;
- active loading or unloading times for buses designed to transport a minimum of sixteen (16) passengers or more.

2. Unattended motor vehicle

- (a) No person driving or in charge of a motor vehicle shall permit it to stand unattended without first stopping the vehicle, removing the key from the ignition, and effectively setting the brake.

3. Motor vehicle fueling

- (a) Motor vehicles must be turned off at all times during fueling operations. Exceptions are limited to:
- i. 'hot-fueling' at an incident or work site where continuous power from the vehicle engine is required to energize critical secondary systems (such pumps, hydraulics and power take off-driven hardware); or,
  - ii. fueling at a permanent station where uninterrupted power from the vehicle engine is required to power critical on-board systems (such as life support systems); or,
  - iii. emergency response vehicles only, when stopping the vehicle engine presents too great a risk of not restarting because of known or suspected mechanical problems.

4. Construction equipment and gas-powered tools

- (a) Due to the significant contribution of incomplete combustion to air quality and fuel economy, all equipment operated by Denver employees or their contractors is encouraged to be turned off whenever practical. This includes, but is not limited to:
- Off-road construction equipment
  - Gasoline powered tools such as leaf-blowers and trimmers.

**Authority:**

Executive Order No. 123, Section 3.3

D.R.M.C. 4-43

C.R.S. 42-4-1206.

Memorandum 123-D

**TO:** All Agencies Under the Mayor  
**FROM:** Michael B. Hancock, Mayor  
**DATE:** March 11, 2013  
**SUBJECT:** Environmentally Preferable Purchasing

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy."

- 1.0 The City's environmentally preferable purchasing (EPP) policy applies to the procurement of goods and services by all agencies under the Mayor. All other City-related entities should purchase environmentally preferable goods and services wherever possible.
- 2.0 The Purchasing Division of General Services will serve as the lead agency for the City's EPP program by:
  - 2.1 Providing guidance to all City agencies on EPP requirements, processes, and strategies
  - 2.2 Providing training to buyers
  - 2.3 Including standard EPP language in all formal solicitations and updating as necessary
  - 2.4 Assisting agencies in developing product and service specifications that meet the requirements of the City's EPP Program
  - 2.5 Where appropriate ensuring that EPP criteria are included in product or service evaluations. These criteria may not be appropriate when purchasing for emergency response situations.
  - 2.6 Tracking and reporting annually on the City's EPP program
  - 2.7 Communicating the City's EPP program to all agencies and independent agencies
- 3.0 City Agencies will implement the requirements of the EPP Program by:
  - 3.1 Working with the Purchasing Division to advance the goals of the City's EPP program
  - 3.2 Clearly and accurately communicating environmental goals and requirements in all request to purchase documents and formal solicitations whenever appropriate.
  - 3.3 Including EPP considerations in initial needs assessment for all product and service procurement

- 3.4 Identifying and pursuing opportunities to reduce overall consumption
  - 3.5 Assessing whether or not a product or service is necessary prior to starting the procurement process
  - 3.6 Assessing the Total Cost of Ownership by including initial cost, operating costs, and disposal or end of life cost, with due consideration of leasing as an alternative to outright purchase
  - 3.7 Selecting environmentally preferable products and services when available on the City's contracts or Master Purchase Orders over conventional products provided they meet required performance standards
  - 3.8 Seeking products where claimed environmental performance has been certified or rated by an independent, reliable third party entity.
  - 3.9 Working with vendors to advance the environmental performance of goods and services and recognizing vendors who do the same
  - 3.10 Participating in Purchasing Division pilots of new and innovative environmentally preferable products and services as they become available
- 4.0 The requirements of this policy apply to all purchasing mechanisms including delegated purchasing authority, requisitions, and RFPs
- 5.0 EPP attributes include, but are not limited to, the following:
- 5.1 Recycled content
  - 5.2 Recyclability
  - 5.3 Product disassembly potential
  - 5.4 Durability
  - 5.5 Reusability
  - 5.6 Reconditioned/remanufactured
  - 5.7 Take-back
  - 5.8 Bio-based
  - 5.9 Energy efficiency
  - 5.10 Water efficiency
  - 5.11 Low volatile organic compounds (VOCs)
  - 5.12 Indoor air quality
  - 5.13 Bio-degradable
  - 5.14 Less waste
  - 5.15 Locally sourced
  - 5.16 Other EPP attributes, such as minimal packaging
  - 5.17 Total cost of ownership analysis

Memorandum 123-E

**TO:** All Agencies Under the Mayor  
**FROM:** Michael B. Hancock, Mayor  
**DATE:** March 11, 2013  
**SUBJECT:** Materials and Waste Management

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy."

1.0 The Solid Waste Management Division of the Department of Public Works and the Purchasing, Central Services and Strategic Initiatives Divisions of the Department of General Services will be responsible for the development and implementation of cost-effective initiatives that will advance the policies established by Chapter 5 of this Executive Order and the Office of Sustainability.

1.1 All City employees will take measures to reduce waste and reuse resources, and implement the following strategies whenever possible:

- Avoid acquisition of materials
- Recycle relevant materials and compost where applicable
- Use electronic media in place of paper and travel
- Store documents electronically, use email, edit online, and employ all possible paper reduction strategies
- Office-wide memoranda should be emailed, placed in a common area, or circulated for staff to review
- Refrain from printing meeting agendas and minutes and instead use electronic media and erasable whiteboards
- Set printer and copier defaults to print and copy documents, including letters, memoranda, and reports, on both sides of the page
- Reduce font size and margins in appropriate documents
- Scan to e-mail rather than faxing whenever possible
- Where faxing is necessary, disable cover pages and confirmation pages on fax machines
- Printer banner pages should be used only in high-traffic environments (more than 25 users)
- Use efficient and cost-effective multi-function devices (MFDs) in lieu of desk jet and laser jet printers. If there is a compelling business or legal reason why MFDs are not appropriate, laser printers should be used.
- Network printing devices should be used and placed no less than 30 feet apart from each other, which should provide ample coverage to all employees
- Purchase paper containing at least 30% post-consumer content for all general office paper needs
- Agencies and contract custodial services should use recycled content items such as paper towels, toilet paper, and trash can liners
- Direct internal mail to be delivered in reusable inter-office envelopes

- Require contractors and consultants to use recycled-content products, submit documents electronically, and duplex print and copy all City documents and correspondence

Memorandum 123-F

**TO:** All Agencies Under the Mayor

**FROM:** Michael B. Hancock, Mayor

**DATE:** March 11, 2013

**SUBJECT:** City Environmental Policy

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy."

1.0 The City and County of Denver (CCD) is dedicated to working with our partners towards an environmentally, economically and socially strong future. Our organization and employees are committed to sound business practices, policies, action and programs that:

- Conserve energy and natural resources
- Prevent pollution
- Meet or exceed all legal requirements and voluntary commitments
- Continually improve, evaluate and communicate performance

2.0 The Environmental Quality Division of the Department of Environmental Health will have lead responsibility, with assistance from all agencies, to communicate this policy to all employees, individuals working on behalf of or under the direction of CCD or one of its agencies, and others operating on CCD premises. Each is accountable for following this policy and reporting any environmental, health, or safety concern to the Mayor's Office or to management of the applicable CCD agency.

Memorandum 123-G

**TO:** All Agencies Under the Mayor

**FROM:** Michael B. Hancock, Mayor

**DATE:** January 22, 2014

**SUBJECT:** Climate Resilience

This memorandum will be attached to and become a part of Executive Order No. 123, dated March 11, 2013, subject "Office of Sustainability and Citywide Sustainability Policy." It replaces the previous Memorandum 123-G approved by the Mayor on March 11, 2013.

- 1.0 A Climate Resilience Committee will be established and meet regularly. The purpose of this Committee is to prepare the City for a rapidly-changing climate and develop a Resiliency Plan that is then integrated into individual Agency Strategic Plans, Annual Environmental Management Systems Plans, Capital Improvement Plans and Peak Performance reviews. Agencies' day-to-day operations will be conducted in a manner consistent with these Plans. The Committee will produce an annual report that tracks and evaluates progress, with the first such report to be submitted in 2015 regarding progress made in 2014.
- 2.0 The Department of Environmental Health (DEH) will serve as the lead agency for the City's Climate Resilience program and provide overall program guidance, coordination and support.
- 2.1 The Committee will consist of representatives from the following departments, with representatives designated by each Agency no later than February 1 of each year:
  - a. Department of Environmental Health – Facilitator
  - b. Office of Sustainability
  - c. Office of Emergency Management
  - d. Public Works
  - e. Parks and Recreation
  - f. Community Planning and Development
  - g. General Services
  - h. Office of Economic Development
  - i. Human Services
  - j. Denver International Airport
  - k. Budget and Management
  - l. Denver's Road Home

The Committee will also seek representatives from Denver Water and Denver Public Health, and encourage them to participate actively.

- 3.0 As of January 1, 2014 the Climate Resilience Committee had a draft Climate Resilience Plan under development. By March 31, 2014 the Committee shall submit a final draft Plan through the Office of Sustainability for approval by the Mayor. The report shall incorporate recommendations from the Committee on how to integrate the Plan into agency strategic plans (on an ongoing basis as such strategic plans are created or updated), EMS annual plans (starting in 2015), and Peak Performance reviews occurring on and after six months after mayoral approval of the Plan.
- 3.1 The Committee will monitor implementation of the Plan and related guidance documents and shall recommend periodic updates of the Plan and guidance documents, and improvements in methods of engagement of affected Agencies, as needed to assure that the City achieves the objectives of Chapter 12 of Executive Order 123.
- 4.0 To the extent needed, the Office of Sustainability will work with the Office of Budget and Management to develop guidance to agencies on how to incorporate the Plan into the annual budget process.
- 5.0 Although rapid climate change will likely affect Denver and Agencies under the Mayor for decades, the Plan shall focus on strategies to be implemented by these Agencies over the ten years following approval of the Plan. The Plan shall include the following:
  - a. A statement explaining the purpose of the Plan and its intended objectives.
  - b. A vision statement describing what success in implementing the Plan will look like when the Plan is fully implemented in ten years.
  - c. A statement of values that the Plan reflects.
  - d. A vulnerability assessment that describes the risks that rapid climate change is likely to present to the City's governmental operations over the ten-year period of the Plan, including the how rapid climate change will likely affect municipal operations related to the following:
    - a. Extreme weather and runoff events
    - b. Availability of potable and recycled water
    - c. Availability of energy, particularly non-renewable energy
    - d. Public health
    - e. Exposure of vulnerable populations served by the City, particularly low-income and homeless people
    - f. Stock and operation of City buildings
    - g. Land uses subject to City regulation
    - h. Energy, transportation, water and sewer infrastructure provided, needed or regulated by the City
  - e. A description of current initiatives of City Agencies that may mitigate one or more of these vulnerabilities, including a description of how and to what extent the initiative is expected to mitigate these vulnerabilities.
  - f. A description of additional strategies that the City should implement over the ten-year period of the Plan to assure that the City achieves the objectives of Chapter 12 of Executive Order 123. Each strategy should include identification of the Agencies

responsible for implementing the strategy, and an estimate of the time frame when the strategy can be implemented. Where possible, Agencies should provide rough cost estimates for implementation of the strategies.

- 6.0 The Climate Resiliency Plan to be developed under this Memorandum will focus on the the resilience of the municipal government of the City and County of Denver and may also address the resilience of the Denver community as a whole. Many city actions, projects, and policies affect community resilience.
- 7.0 In addition, at the discretion of the Committee the Climate Resiliency Plan may be closely connected to Denver's Climate Action Plan.