Photo courtesy of the Fort Collins Facebook page.

Water Resource Matters in the Fort Collins Growth Management Area: Study Report

September 2022

Contents

Introduction

Overview of Water Service in the Growth Management Area

Fort Collins Utilities (Utilities) is one of six water service providers currently serving the Fort Collins Growth Management Area (GMA) (**Figure 1**). This situation arose from decisions made in the 1950s and 1960s, when property owners in unincorporated areas north and south of Fort Collins requested that the City extend water service into those areas to facilitate development. The City determined that the expansion was beyond their financial capabilities and denied the service requests. Therefore, Title 32 special utility districts were formed to provide the services. [1] The City has since annexed or included in the GMA areas that are now served by other water service providers (City of Fort Collins, 2015).

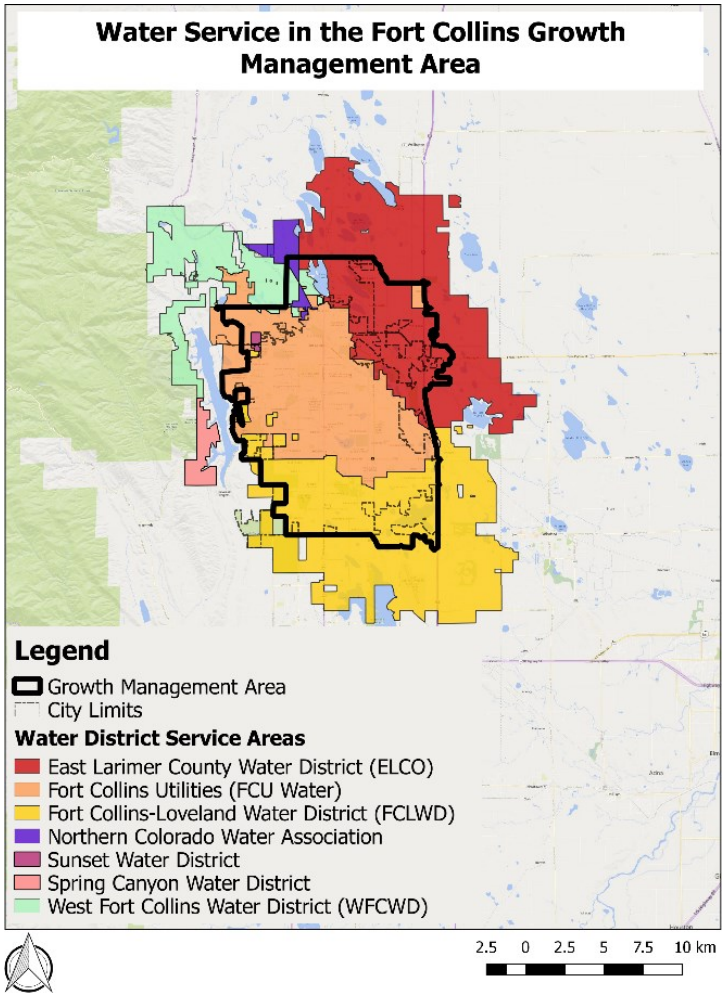

Figure 1. Water Service in the Fort Collins Growth Management Area

Significant differences exist among the water service providers in terms of mission, organizational size, staffing, and financial resources. Utilities is currently the largest water provider in the GMA (**Table 1**).

[1] The other water providers are commonly referred to as "the Districts," even though not all are legally defined as Title 32 special districts.

According to the City Plan Trends and Forces Report (City of Fort Collins, 2018), "most of the vacant land in the GMA is not served by City sewer and water utilities," meaning that much of the future growth in the GMA is expected to be served by the other water providers (i.e., Districts).

Table 1. Current Service Population for Water Service Providers That Serve Within the GMA (CDPHE, 2022)

Water Provider	2022 Service Population*
Fort Collins Utilities (Utilities)	179,901
Fort Collins Loveland Water District (FCLWD)	51,500
East Larimer County Water District (ELCO)	20,503
Northern Colorado Water Association	4,550
West Fort Collins Water District	4,000
Spring Canyon Water and Sanitation District	2,120
Sunset Water District	425

** In 2022, Colorado Department of Public Health and Environment (CDPHE) changed guidance and service population estimates now include transient populations e.g., people coming into and out of the service area for the day for work). The service population provided is for the water provider's entire service territory, not just the portion within the Fort Collins GMA.*

History of Regional Water Collaboration

Utilities has a history of valuing regional water collaboration. The 2012 Water Supply and Demand Management Policy highlights regional collaboration as one of six policy elements (e.g., water use efficiency, water supply acquisition, water supply reliability, treated and raw water quality, use of surplus raw water, and regional collaboration) (City of Fort Collins, 2012). The regional collaboration policy element emphasizes the importance of good relationships with regional entities and the coordination of efforts to achieve mutual goals where possible.

Significant milestones in regional water collaboration include the following:

- Various water treatment, supply, conservation, and infrastructure sharing/sales agreements (over many years) between the City and other water providers.
- Long-standing (but periodic) meetings with staff of the City and Soldier Canyon Water Treatment Authority entities (ELCO, FCLWD, and NWCWD) on treatment and water resource issues (informally known as the Regional Water Collaboration Committee).
- In 2015, City Council directed staff to pursue regional collaboration opportunities with ELCO and FCLWD, including ways to address water supply requirements for affordable housing.
- In 2016-2017, a regional water steering committee was chartered and met, but then dissipated, seemingly due to lack of progress and staffing transitions.
- In 2018, Utilities, ELCO, FCLWD, and the North Front Range Metropolitan Planning Organization (NFRMPO) participated in the Growing Water Smart program to work on integrated water and land use planning issues.
- In 2019-2020, Utilities, ELCO, FCLWD, and NWCWD worked collaboratively on the Horsetooth Outlet Project. Also, the first Regional StratOp meeting was held to discuss Northern Colorado water issues.
- In 2021-2022, Utilities initiated this study to evaluate water resource matters in the GMA that arise from having multiple water service providers. Also, Larimer County initiated a regional

water existing conditions report. A second Regional StratOp meeting was convened by the Community Foundation of Northern Colorado with representatives from Larimer and Weld Counties, municipalities, and water providers.

Drivers for Regional Water Collaboration

The City has adopted a broad suite of climate, sustainability, water, and housing goals that sometimes lead to competing priorities (e.g., increased costs of new water supplies and affordable housing); that sometimes require coordination among multiple agencies to achieve (i.e., the City reviews and approves new development but the Districts set water supply requirements and development fees). Utilities, as a part of the City organization, is better able to support a broad range of objectives, though staff are mindful that Utilities' funds are constrained in how they can be used to be "neutral to the ratepayer" as required in the City's charter and municipal code (City of Fort Collins, 2022). Districts are more singularly focused on providing their customers reliable, high quality water service.

Examples of regional water issues that affect the City and Utilities include the following:

- **Water to support new development is increasingly expensive and complex.** Water supplies have gotten significantly more expensive over the past ten years (Error! Reference source not found.). The Colorado Real Estate Journal reports that *"[i]n response to high prices and limited remaining supply, the volume of CBT trades recently has declined. CBT units will continue to be desirable assets with transfers to municipal use, but the pricing is likely to continue to diverge from the costs of alternative water sources and from being affordable for new development. In short, CBT prices are becoming less relevant as the remaining inventory winds down (Colorado Real Estate Journal, 2020)."*
- **The cost of water is driving up the cost of development**: Water supply costs can constitute a significant portion of the cost of new development. Utilities recently analyzed typical water supply costs for different development types and water service providers as part of the water supply requirements update and reported the following results (City of Fort Collins, 2021b):
    - Water supply costs for a typical single-family home in Northern Colorado: $14,900-$31,700
    - Water supply costs for a multi-family development in Northern Colorado: $250,182-$961,000
    - Water supply costs for a 4,300 sq ft office (or ¾" commercial tap) in Northern Colorado: $3,600-$44,000
    - Water supply costs for a 2,800 sq ft restaurant (or ¾" commercial tap) in Northern Colorado: $39,400-$85,000
- **Housing is becoming increasingly unaffordable**: *"Fees for infrastructure, water, and development review continue to rise as resources become scarcer and development challenges become more complex. In 2015, the average cost to build a unit of housing was about $278,000, while today it costs close to $330,000. Median income households can only afford a home priced at about $330,000. Developers build housing for a profit and thus cannot build new homes for purchase for less than $330,000 without some form of subsidy (Fort Collins, 2021a)."*
- **Infrastructure maintenance and failures impact multiple water service providers**. Though water service providers are separate legal entities, they increasingly rely on common water sources and infrastructure. Utilities, ELCO, and FCLWD all rely on a combination of Poudre River water and Colorado-Big Thompson Project water for their water supplies. When Northern Water and the US Bureau of Reclamation needed to upgrade the Soldier Canyon Outlet Works at Horsetooth Reservoir, *"several years of coordination were required to make this work*

(Northern Water, 2020)." Potential failures of shared infrastructure (e.g., pipelines) could also have regional effects.

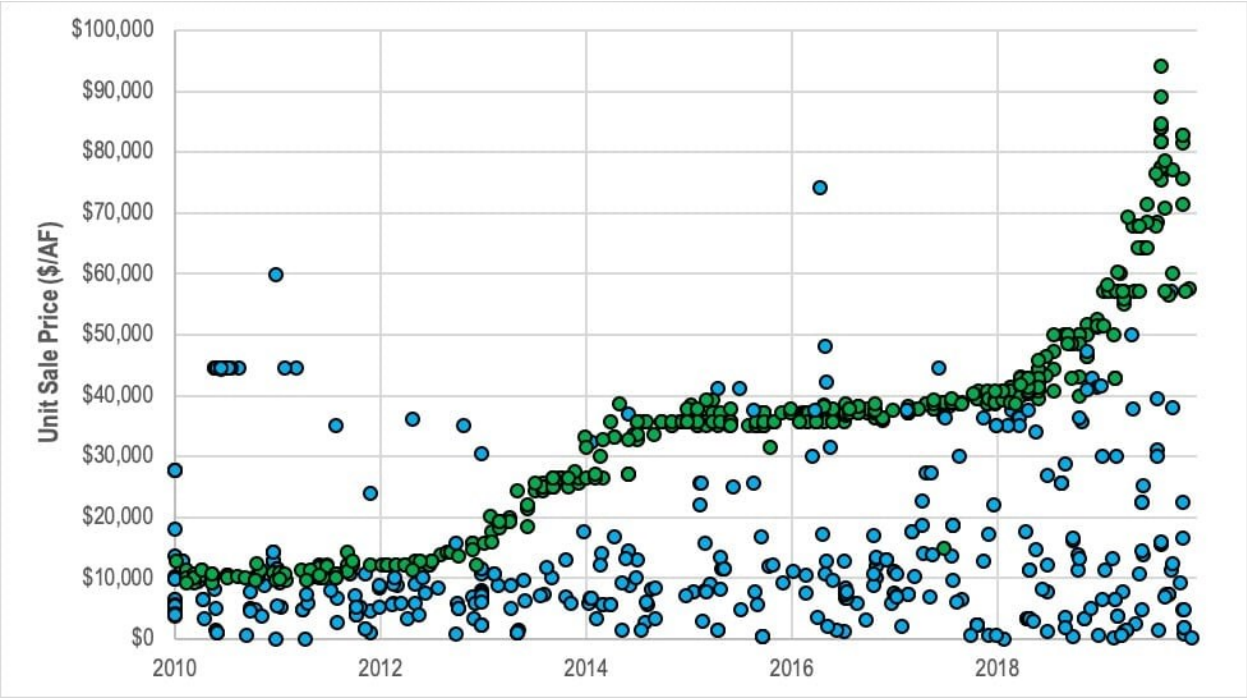

Figure 2. Water right sales in the Northern Front Range over the past 10 years (Colorado Real Estate Journal, 2020). Green dots represent Colorado-Big Thompson share transactions; blue dots represent sales of other water rights.

Developers, residents, and businesses are also affected by having multiple water service providers in the GMA. Developers experience differences in water supply requirements, infrastructure standards, and costs. Residents and businesses experience differences in water billing rates, customer options, water restrictions, and more.

Study Overview

Objectives

Fort Collins Utilities' Water Resources Division staff found they were spending significant time attempting to address regional water issues as they arose on an *ad hoc* basis; so, in 2020 Utilities initiated the Water Resource Matters in the GMA study to:

- Improve understanding of regional water matters and improve alignment across City and Utilities organizations.
- Better understand the perspectives of District water providers and other stakeholders working in the GMA about what it is like to work with the City and Utilities organizations on water-related matters.
- Systematically evaluate the challenges and opportunities that arise from having multiple water service providers in the Fort Collins GMA.

Note that since Utilities, ELCO, and FCLWD are the largest water services providers in the GMA, they were a key focus of the study. Sanitation districts were not a focus of this effort.

Stakeholder Engagement

Four stakeholder groups were formed to provide direction and gather the input needed to achieve the study objectives:

- The Utilities **project manager** met routinely with the consultant team to provide direction on the day-to-day study execution.
- A **core team** was formed to serve as an advisory board and provide direction on key decisions. Core team members included the Utilities project manager and representatives from Water Resources, Water Conservation, Economic Health Office, and Utilities leadership.
- A **City working group** was formed, with more than 60 representatives from the City and Utilities, to provide input through interviews, polling, and large group meetings.
- An **external stakeholder group** was consulted for input through interviews, polling, and large group meetings. Representatives included the Fort Collins Water Commission (previously, the Water Board), Chamber of Commerce (COC) Local Legislative Affairs Committee (LLAC), and staff and board members affiliated with ELCO, FCLWD, and Soldier Canyon Water Treatment Authority.

Appendix A contains a list of stakeholders along with their roles in the study.

Approach

Phase 1: Discovery

In the Discovery phase, Brendle Group gathered input from the City working group and the external stakeholder group through interviews, polling, and large group meetings. An interview template was developed to illuminate the challenges and opportunities that arise from having multiple water providers serving the GMA (**Appendix B**). Sixty-one (61) City and Utilities staff and seven (7) representatives from the Districts provided input through a series of 18 facilitated interviews and polling questions. Additionally, Brendle Group made presentations to and sought input from the Fort Collins Water Board, ELCO board, FCLWD board, and COC LLAC.

Information collected through the interview, polling, and presentation process was compiled into a Microsoft Excel-based evaluation framework. The evaluation framework contained:

- **Matter Categories:** The “matter categories” are topical groupings of the types of water matters identified in the interviews. The categories are used to group and filter the full register of matters on the “register of matters” worksheet. Additionally, the “matter categories” worksheet shows linkages to potential types of solutions.
- **Register of Matters:** The “register of matters” worksheet contains a compilation from the interview process, including a unique matter number, a matter category to help filter and sort distinct types of matters, a matter description, and documentation of the source interviews that raised the matter. Most matters represent challenges that arise from having multiple water service providers in the GMA, but occasionally they represent opportunities that arise.
- **Solution Categories:** Like the matters categories, the “solution categories” represent topical types of solutions that are used to group and synthesize the full register of solutions.
- **Register of Solutions:** The “register of solutions” worksheet contains a compilation from the interview process, including a unique solution number, a solution category, a solution description, and documentation of the source interviews that raised the solution. Because the interview content focused more on matters than on solutions, the solution register may be

incomplete and/or may contain solutions that are infeasible or otherwise undesirable. Additional research and engagement may be necessary to identify an exhaustive list of solutions or to further vet the feasibility of identified solutions.

- **Case Studies:** The "case studies" worksheet compiles examples and case studies that were mentioned during the interview process as examples from within the City or Utilities organizations, case studies showing desirable outcomes, or case studies showing adverse outcomes.

Results from the Discovery phase are discussed in the **Study Outcomes** section, under **Current State of Collaboration on Water-Related Matters in the GMA** and **Matters that Arise from Having Multiple Water Service Providers in the GMA**.

Phase 2: Evaluation

In the Evaluation phase, Brendle Group worked with the core team to develop a scoring rubric to help evaluate the identified solutions. The scoring rubric considers resource needs, benefits to the City and Utilities organizations, benefits to external organizations, and benefits to the community (**Table 2**). Low score values are associated with undesirable conditions (high resource needs and/or low benefits) and high score values are associated desirable conditions (low resource needs and/or high benefits).

Table 2. Solution Evaluation Scoring Rubric

Resources

Score Value	Description
1	High - needs a new funding and/or hiring strategy for additional investment of staffing and financial resources
2	Medium - can be accomplished with additional staff time, consultant support, or budget offer that can be allocated through annual budgeting
3	Low - can be accomplished within existing staff time and operating budgets

Benefits to City/Utilities Organization

Score Value	Description
1	Low - Benefits a relatively contained portion of the City and Utilities organization
2	Medium - Benefits most of the City and Utilities organization
3	High - Directly supports City and Utilities achieving currently established strategic goal

Benefits to External Organizations

Score Value	Description
1	Low - Helps external organizations be better informed about City and Utilities operations and initiatives
2	Medium - Opens opportunity for external organizations to be consulted and provide feedback on City and Utilities operations and initiatives
3	High - Directly related to business operations of external organizations

Benefits to Community

Score Value	Description
1	Low - Residents and businesses indirectly benefit from better functioning government and utility services
2	Medium - Residents and businesses directly benefit within a single service area (e.g., the Fort Collins Utilities service area)
3	High - Residents and businesses directly benefit across multiple service areas

Each member of the core team independently ranked the solutions, using the scoring rubric. Scores were synthesized across core team members, using totals and average values. The solutions that rise to the top depend on the priorities of the City and Utilities organizations. For example, is the City interested in low-resource quick wins? Or does the City want to make investments to achieve strategic outcomes?

Results from the Evaluation phase are discussed in the **Study Outcomes** section, under **Solutions to Improve Water-Related Matters in the GMA**. The completed "solution evaluation" is provided as **Appendix C**.

Phase 3: Outputs

Study outputs include work products and materials to support City and Utilities staff in understanding and presenting about water resource matters in the GMA. Key work products and educational materials are appended to this study report:

- **Appendix A:** Water Resource Matters Study: Stakeholder List
- **Appendix B:** Water Resource Matters Study: Interview Template
- **Appendix C:** Water Resource Matters Study: Solutions Evaluation

Study Outcomes

Current State of Collaboration on Water-Related Matters in the GMA

City and Utilities Staff Responses

Sixty-one (61) City and Utilities staff members provided input via polling. At the time the Water Resource Matters study was being conducted, significant staffing transitions were occurring in the City and Utilities, including several long-tenured staff members with a significant amount of institutional knowledge or history promoting regional water collaboration (**Figure 3**). As new staff are onboarded, it will be important to educate them about the issues and opportunities that arise from having multiple water service providers in the GMA and to transition relationship management with regional partners.

Figure 3. City and Utilities staff polling results: How long have you been with the Fort Collins organization?

Utilities and City staff reported a moderate impact to their job functions from having multiple water service providers in the GMA (**Figure 4**). Multiple departments reported being significantly impacted, all in the Utilities organization (e.g., Water Resources, Watershed, Water Quality, Water Treatment, Water Conservation). At least one department in the City organization reported being highly impacted but not daily (e.g., Social Sustainability).

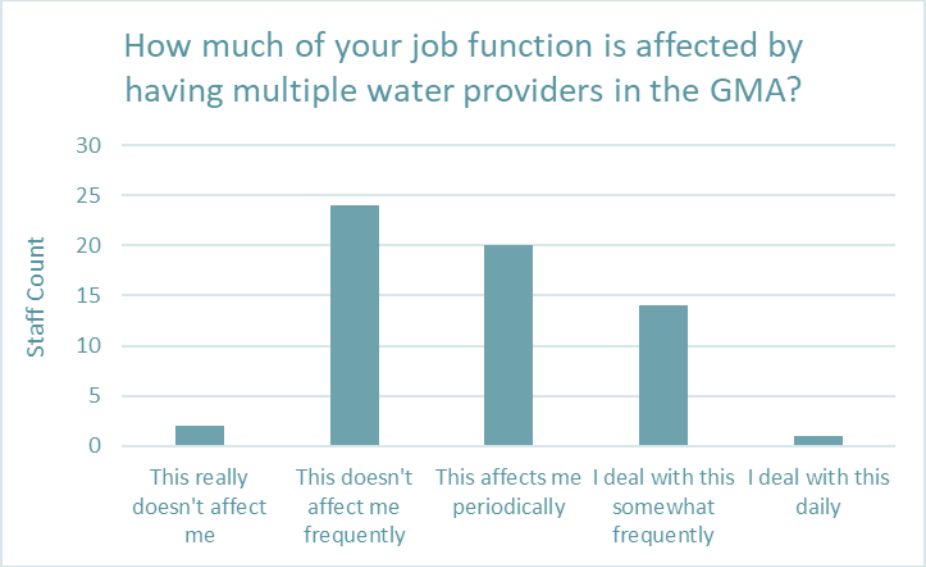

Figure 4. City and Utilities staff polling results: How much is your job function affected by having multiple water providers in the GMA?

Almost everyone within the City and Utilities was satisfied with internal collaboration with Utilities (**Figure 5**), reporting that Utilities staff serve as excellent resources for answering questions, working together, and finding creative solutions. It was common for interviewees to comment that being within the same organization helps collaboration and that continued education on these topics is needed within and across the organization.

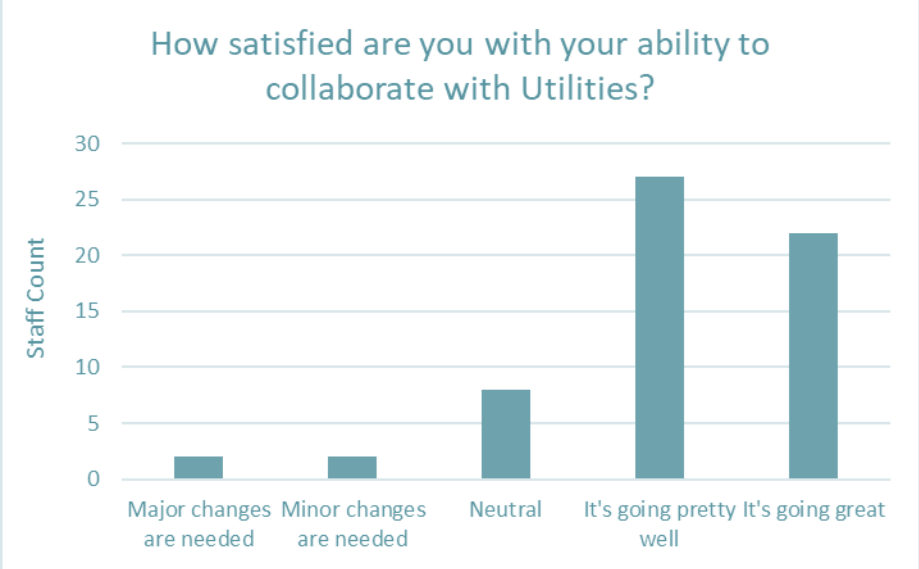

Figure 5. City and Utilities staff polling results: How satisfied are you with your ability to collaborate with Utilities?

However, City and Utilities staff reported a much lower level of satisfaction in their ability to collaborate with the Districts (**Figure 6**). Cited reasons for lower levels of satisfaction include:

- Different organizational structures, mission, values
- Lack of relationships (especially proactive and ongoing, versus as needed or under emergency conditions)
- Lack of a clear point of contact and/or District responsiveness
- Lack of understanding on District decision-making processes, structures, and timelines

It should be noted that a few departments were satisfied with their interactions with the Districts.

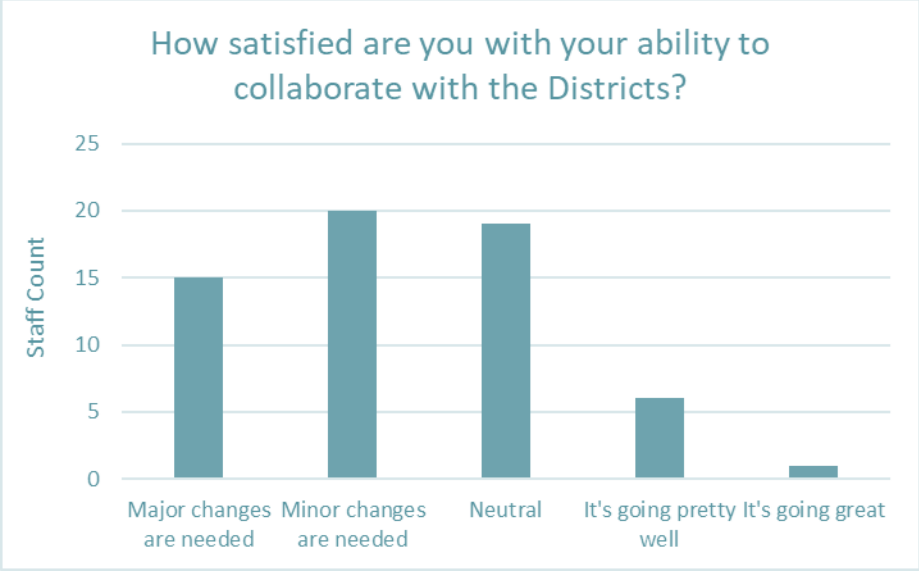

Figure 6. City and Utilities staff polling results: How satisfied are you with your ability to collaborate with the Districts?

City and Utilities staff reported a mix of whether their department has the staffing, budget, and knowledge needed to effectively address water-related matters now (**Figure 7**). Most staff expect their staffing, budget, and knowledge needed to address water-related matters to grow in the future (**Figure 8**).

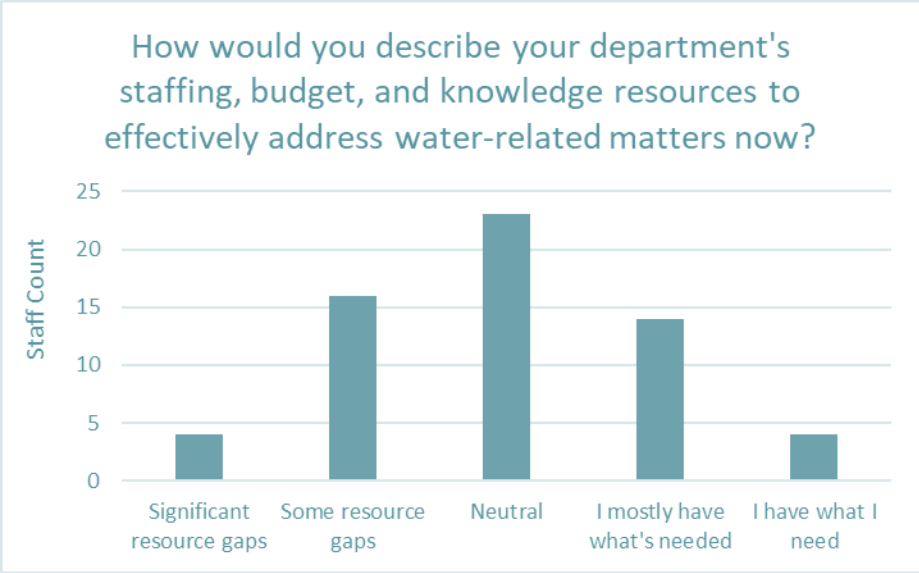

Figure 7.City and Utilities staff polling results: How would you describe your department's staffing, budget, and knowledge resources to effectively address water-related matters now?

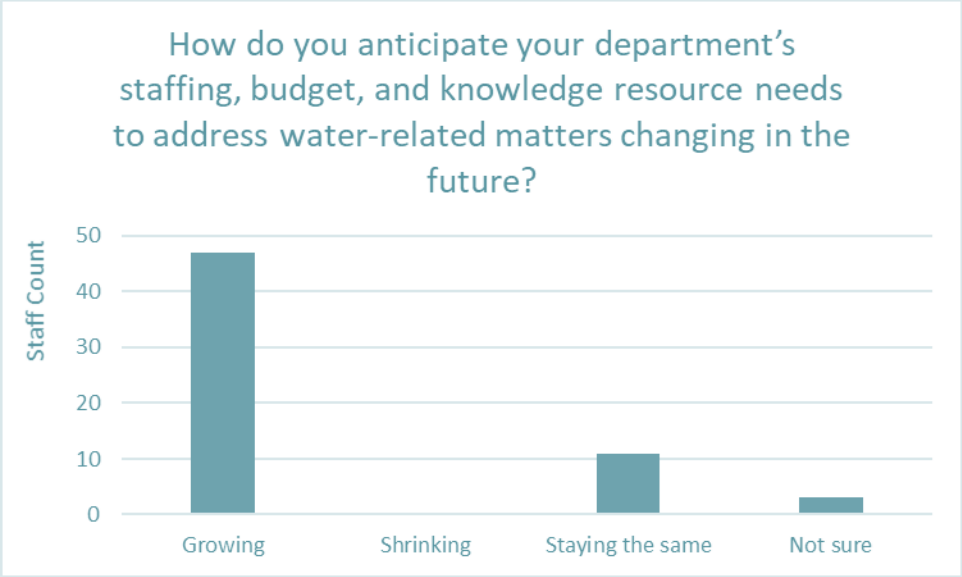

Figure 8. City and Utilities staff polling results: How would you anticipate your department's staffing, budget, and knowledge resource needs to address water-related matters changing in the future?

City and Utilities staff report a mix of whether their department has the influence and support needed to address water-related matters (**Figure 9**). Staff report that they commonly receive special requests that they feel pressured to solve, even if the requests are technically outside of the purview of the City or Utilities. Also, because these requests lack a standardized response process, they take significant staff time to review and formulate a response. Staff expressed that they lack a clear understanding of who is the City's decisionmaker in regional water matters, what the desired ultimate outcome is, and what tradeoffs the City and Utilities may be willing to make. Staff worry about potential negative blowback on the City and Utilities when developers and residents experience "unexpected surprises." Staff expressed appreciation for the Water Resource Matters study, liked being included in interviews, and think now is the time to address regional water matters.

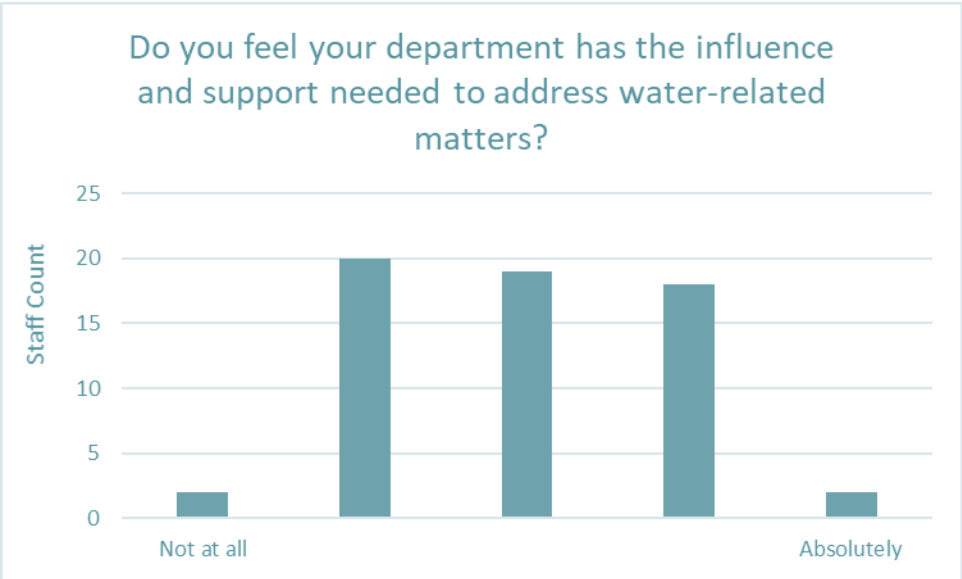

Figure 9. City and Utilities polling results: Do you feel your department has the influence and support needed to address water-related matters?

District Responses

Seven staff members from the Districts (ELCO (2), FCLWD (3), Soldier Canyon Water Treatment Authority (2)) provided input via polling questions. A summary of responses received from provider staff are contrasted with responses received from City and Utilities staff in **Figure 10**. A few takeaways include:

- On average, polling results show District staff reported being more affected by having multiple water service providers in the GMA than City and Utilities staff did.
- District staff and City/Utilities staff report similarly neutral feelings about their ability to collaborate with each other – leaving significant room for improvement.
- District staff, on average, report a lower level of satisfaction with the engagement and support they receive from the City.
- District staff, on average, report a neutral-to-negative opinion about working in the Fort Collins GMA compared to other jurisdictions.

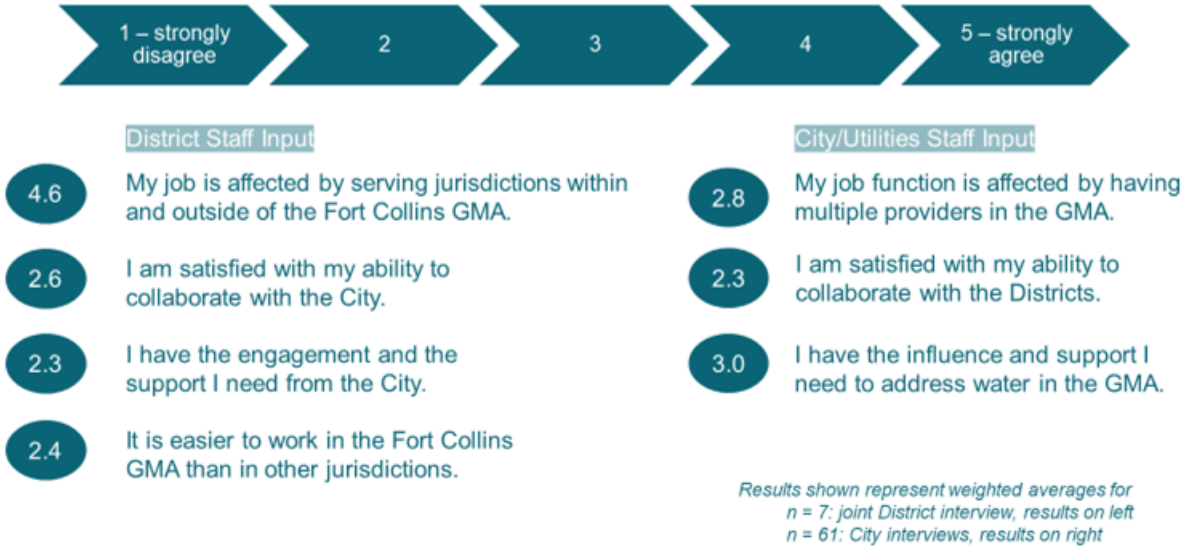

Figure 10. Polling results: Comparing District staff input with City/Utilities staff input

Matters that Arise from Having Multiple Water Service Providers in the GMA

Through the Discovery phase, Brendle Group identified and cataloged 167 distinct water-related matters, grouped into 16 categories (**Figure 11)**. Dark blue boxes in **Figure 11** represent the matter categories that contain the most frequently cited matters (i.e., the most common matters).

Figure 11. Matter Categories (dark blue boxes denote matter categories with the most cited matters)

Table 3 includes a brief description of each matter category as well as a few examples of matters that fall within the category.

Table 3. Matters that Arise from Having Multiple Water Service Providers in the GMA

Matter Category	Category Description	Example Matters
Competition	Water rights are scarce, competitive, expensive.	Water rights are scarce, so the market is sometimes cooperative but often competitive and challenging to navigate, especially in water court. Scarcity affects the Districts' ability to acquire new rights, primarily via dedication from developers. The Districts have expressed some concern that the City (especially Natural Areas) will use its resources to outbid the Districts in water right acquisitions. Prices are increasing – C-BT Project units are the most expensive, followed by North Poudre Irrigation Company shares, and then other Poudre basin ditch and reservoir shares. Water court proceedings are inherently full of conflict and can impact organizational relationships.

Matter Category	Category Description	Example Matters
Coordination	City relationships with the Districts vary. The City cannot control whether Districts take an active (collaborate) or passive (inform) role.	Different departments interface with different Districts, even beyond the GMA boundary. Fort Collins can give the impression of deciding on and delivering the message, and then forcing alignment with the Districts, rather than engaging in authentic collaboration.
Customer Experience	Customers have different experiences across water service providers (Utilities and the other Districts)	It is challenging to align communications and campaigns with exactly the right audience. Customers receive the same bill inserts regardless of which combination of services they receive from the City. Residents across the GMA have different water conservation incentive opportunities based on their water service provider.
Development	The City has land use authority across the GMA, yet development review and approval processes, standards, and fees vary across water service providers.	Because a single provider does not serve the full GMA, it opens the door to special requests. Developers pressure City staff to solve problems that arise from differences across providers. Differing fees and standards confuse City staff, developers, and contractors. District water supply requirements make innovative and affordable housing approaches time consuming and unpredictable to get to approval.
City as a Customer	City departments as a major water user must navigate the cost and service differences across providers.	City properties, especially parks and natural areas, are situated in District service areas. The City irrigates newly planted trees (using trucked water pulled from hydrants) and almost 1,000 acres of parks. The City is a paying customer of potable water service providers (~20% of park use) and raw water suppliers (~80% of park use).
Education & Advocacy	There is a need to educate the public on water resource matters in the GMA.	Turf conversion incentive programs are becoming more common beyond Utilities' service area. For example, Northern Water now offers a landscape transformation program.

Matter Category	Category Description	Example Matters
		The public and developers are increasingly accepting of low water using landscapes and other water conservation measures.
Future Challenges	Water related matters will grow and evolve in the future.	Staff are not sure how to manage future water requests from surrounding communities since Fort Collins has more senior and reliable water rights than other communities. Development in northwest Fort Collins has not been an issue to date, but development may increase in the future.
Intergovernmental Agreements (IGAs)	The City/Utilities and Districts formally work together through IGAs.	Utilities provides water services (treatment and/or supplies) under various IGAs (e.g., ELCO, FCLWD, WFCWD). Utilities ends up serving as a peaking plant for FCLWD, especially in summer. This results in operational complexity for staff and hidden energy costs for the City. City labs provide water quality testing for other Districts under a fee-for-service model.
Infrastructure & Service Areas	Providing water service requires infrastructure. Provider operations impact each other due to common water sources, infrastructure proximity, etc.	Service boundaries are not always clear. Staff time is wasted on figuring out which District(s) can serve customers, especially when on the boundary. It is difficult to properly size infrastructure because of changing water use patterns. Water service providers do not want to undersize or oversize infrastructure or leave infrastructure unused. Infrastructure from various organizations exists in proximity, which causes issues during maintenance and construction. Denser development plans are exacerbating this issue.
Joint Programs & Projects	The City/Utilities and Districts work together on some program and projects.	Utilities provides staff time to offer the sprinkler check-up program across the GMA, and the Districts reimburse Utilities for the program. Revenues go back into the water fund. Utilities and the Districts coordinate on river operations, as they are diverting at the same time under different water rights.

Matter Category	Category Description	Example Matters
Leadership	City Council and staff may have limited understanding of regional water issues.	City leadership and staffing changes make it difficult to institutionalize foundational knowledge of water matters and maintain strong relationships with the Districts. Elected Council member positions have minimal requirements, none of which relate to water, which means that Councilmembers may have little knowledge of water matters.
Mission & Values	The City/Utilities and Districts have different organizational missions and values.	As water service providers, Utilities and the Districts are in some cases more aligned than are the City and Utilities. The providers' top priority is to maintain reliable and high-quality water for current and future customers.
Modeling & Analysis	The City can do a better job of including more detailed technical analysis and modeling of water matters in City plans and operations.	City plans have not historically included much water-related technical analysis. Utilities has a long-term planning model but not a more real-time operations model to guide operational decisions. Models cover Utilities service area rather than city boundaries or GMA.
Organizational Structure and Resources	The City/Utilities and District organizations vary in size and resources.	Projects involving the Districts are a complexity and resource multiplier for the City. As smaller organizations, Districts have fewer financial and staffing resources. Districts have independent, politically elected boards whose members have different personalities, leadership styles, and objectives.
Planning & Policy Alignment	The City/Utilities and Districts have different plans and policies at play in the GMA.	Perception that water supply requirements may not be keeping up with water use and development trends. City staff are responsible for municipal code enforcement. The water waste ordinance lives in Chapter 26, which is specific to Utilities' service area. Districts deal with more than one land use authority. Aligning with the City may cause misalignment with other City and county authorities.

Matter Category	Category Description	Example Matters
Resilience	Having multiple providers in the GMA creates opportunities for water system redundancy and resiliency.	Interconnects between water service providers support operations such as emergency water exchanges when needed. Climate change impacts will affect water availability and service levels, water uses and levels, and operations for all providers. Hazards (e.g., wildfires) and damages are increasing in the Poudre watershed, but there are decreasing resources to address the impacts. Joint projects benefit all providers that use a common water source such as the Poudre.

Solutions to Improve Water-Related Matters in the GMA

Like the identification and cataloging of water-related matters in the GMA, Brendle Group also documented 106 potential solutions identified during the Discovery phase in the evaluation framework (**Appendix C**). The solutions were grouped into categories, some of which are internal to the City/Utilities and some which require partnership with the Districts.

Solution categories that apply within the City and Utilities:

- **Organizational Structures and Resources:** Align organizational structures and allocate resources to effectively address regional water matters.
- **City Operations, Plans, and Policies:** Address regional water matters in all relevant operations, models, plans, policies, and standards.
- **Education:** Educate staff, leadership, elected officials, developers, and utility customers to elevate awareness and understanding of regional water matters.
- **Infrastructure and Service Area Resilience:** Manage the service area and infrastructure to improve regional efficiency and resiliency, where feasible.

Solution categories that apply in partnership between the City/Utilities and the Districts:

- **Account/Relationship Management:** Foster proactive, frequent, transparent communication between the City and the Districts, at the staff and Board/Council levels.
- **Planning and Policy Alignment:** Align policies and standards across the GMA, where feasible.
- **IGAs:** Use formal agreements (IGAs) to clarify roles and responsibilities on joint projects.
- **Joint Programs and Projects:** Build up the portfolio of joint projects, where applicable.
- **Advocacy:** Identify regional water needs and advocate together.
- **Central or Regional Authority:** Create a regional water authority or work together through existing regional entities.
- **Water Sharing & Banking:** Establish new models for water banking or sharing of water resources.

The following sections present two sets of recommended solutions that represent high-benefit solutions and low-resource solutions, respectively, based on the scoring evaluation process described in **Phase 2: Evaluation**. The full register of solutions is included in the evaluation framework in **Appendix C**.

High-Benefit Solutions

- Support District strategies to increase raw water storage (where not in contradiction to Council direction).
- Develop an emergency plan IGA to have in place if/when it is needed.
- Explore establishment of a water bank program to buy raw water rights that can later be dedicated to help subsidize affordable housing or other community-benefitting projects.
- Exempt some water provider projects from potential 1041 permitting regulations.
- Expand conservation program offerings across the GMA through stacked incentives or shared program delivery (like the sprinkler checkup program).

Low-Resource Solutions

- Development Review
    - Work with Districts to educate and align on development review processes and expectations for comments and reviews.
    - Gather information and develop a handout of District requirements and costs - to provide during the development review process.
- Planning & Analysis
    - Quantify water impacts of long-range plans.
    - Across the GMA, conduct better assessments of future water demands as well as water supply and infrastructure constraints.
    - Include Districts in upcoming City/Utilities projects, such as the Water Efficiency Plan Update and the Water Supply and Demand Management Policy update.
- Boards & Leadership
    - Regularly attend District board meetings (City staff and/or Council members).
    - Recruit individuals with water expertise to run for boards and commissions.

Reflections & Recommendations

The City has been providing reliable water service since 1882. The City 's 2022 Strategic Plan (City of Fort Collins, 2022) reinforces this commitment through strategic goals to provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety (SAFE 5.5) and to provide a resilient, reliable, and high-quality water supply (ENV 4.4). Even in the face of population growth and water stress from a changing climate, these strategies are implemented through watershed protection, long-term storage, balancing water supplies and demands, meeting evolving regulatory standards, and recognizing that water is a finite resource. All these strategies benefit from regional water collaboration between the City/Utilities and the Districts.

In addition to the Water Resource Matters study, Fort Collins has been contributing to other important regional water collaboration efforts. Fort Collins can leverage existing efforts for building organizational relationships and identifying water-related matters that are more amenable to regional collaboration:

- The South Platte Basin Roundtable, which focuses on identifying projects and processes to close the gap between projected water supplies and demands. Fort Collins participates in the Roundtable.
- The Community Foundation of Northern Colorado convened Regional StratOp conversations that included Larimer and Weld Counties, communities, and water service providers. Fort Collins and the Districts participated in the May 16, 2022, meeting.
- Larimer County completed a foundational project to establish regional water existing conditions and will likely continue with water planning efforts and collaboration in the future. Fort Collins

staff reviewed the existing conditions report and participated in a public open house. The Districts were also invited to review the report and attend the open house.

- The Larimer County Agricultural Advisory Board and Open Lands Advisory Board worked to bridge agricultural-municipal water use and promote water-sharing pilots. Fort Collins and the Districts lease surplus water to the agricultural sector. Water sharing between agriculture and municipal uses is a regional issue.
- The "Poudre Runs Through It" group brings together diverse stakeholders who have a vested interest in the Poudre River. Fort Collins and District staff participate in this group.
- Northern Water started a regional water efficiency program in 2018 for all allottees. Fort Collins and the Districts' residents and businesses are eligible for these programs since they all own C-BT Project units.

New staff, some of whom may not be familiar with Colorado water issues and/or having multiple service providers in the GMA, are joining the City and Utilities in leadership roles. City and Utilities leaders need to be educated about regional water issues, as well as understand Utilities' and Districts' water resources portfolios and needs, so they have the context needed to provide direction to staff about the scope of engagement, desired outcomes, and willingness to make tradeoffs to support regional water outcomes. New staff bring fresh perspectives and as the City/Utilities organization rebuilds, there may be an appetite to engage in new ways to address regional water matters.

The City and Utilities are working on key projects where regional water collaboration would be beneficial, including water supply adequacy determinations, the Water Supply and Demand Management Policy update, the Water Efficiency Plan update, the East Mulberry Corridor Plan, and potential annexation. Each project can be viewed as an opportunity to improve the understanding of water matters across the GMA and to strengthen relationships with the Water Districts.

Regional water issues are complex. Piloting solutions incrementally may be more effective than trying to implement all solutions and tackle all water matters (e.g., affordable housing projects, education, and training efforts) at once. Initial solutions should address a shared purpose and goals between the City/Utilities and water service providers - to build trust and establish a successful foundation for future collaboration endeavors.

The Water Resource Matters study focused on regional water issues from the water utility perspective. Breaking down silos between these utilities within the City/Utilities organization, as well as fostering regional collaboration with the Districts, support industry best practices around integrated water resources management (also known as One Water). Utilities recently underwent a One Water organizational assessment, which may help break down silos, and increase alignment and collaboration for the benefit of regional water, wastewater, and stormwater issues, along with community resilience.

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Appendix A: Stakeholder List

Name	Title	Organization	Department/Division	Type	Role
Meagan Smith	Water Resources Engineer	Fort Collins Utilities	Water Resources Division	internal	project manager
Liesel Hans	Interim Deputy Director	Fort Collins Utilities	Water Treatment & Operations	internal	core team
Donnie Dustin	Utilities Water Resource Manager	Fort Collins Utilities	WRTO, Water Resources Division	internal	City working group
Susan Smolnik	Water Resources Engineer	Fort Collins Utilities	WRTO, Water Resources Division	internal	City working group
Tony Spencer	Water Resources Engineer	Fort Collins Utilities	WRTO, Water Resources Division	internal	City working group
Mariel Miller	Interim Water Conservation Manager	Fort Collins Utilities	Water Conservation Team	internal	project manager (back up)
Abbye Neel	Water Conservation Sr Specialist	Fort Collins Utilities	Water Conservation Team	internal	core team
Eric Olson	Lead Technician	Fort Collins Utilities	CC, Water Conservation Team	internal	City working group
Katie Collins	Lead Technician	Fort Collins Utilities	CC, Water Conservation Team	internal	City working group
Kelly Doyle	Water Conservation Assistant	Fort Collins Utilities	CC, Water Conservation Team	internal	City working group
Alice Conovitz	Water Conservation Analyst	Fort Collins Utilities	CC, Water Conservation Team	internal	City working group
Kurt Friesen	Director	City of Fort Collins	CS, Park Planning	internal	City working group
Suzanne Bassinger	Engineer	City of Fort Collins	CS, Park Planning	internal	City working group
Matt Day	Sr Architect, Landscape	City of Fort Collins	CS, Park Planning	internal	City working group
Cameron Gloss	Manager	City of Fort Collins	PDT, CDNS, City Planning	internal	City working group
Ryan Mounce	Planner/Sr Planner	City of Fort Collins	PDT, CDNS, City Planning	internal	City working group
Kelly Smith	Planner/Sr Planner	City of Fort Collins	PDT, CDNS, City Planning	internal	City working group
Sylvia Tatman-Burruss	Planner	City of Fort Collins	PDT, CDNS, City Planning	internal	City working group
John Stokes	Interim Director	City of Fort Collins	CS - Community Services	internal	City working group
Julia Feder	Manager, Environmental Planning	City of Fort Collins	CS, Natural Areas	internal	City working group
Jen Shanahan	Sr Specialist	City of Fort Collins	CS, Natural Areas	internal	City working group
Bernadette Kuhn	Planner	City of Fort Collins	CS, Natural Areas	internal	City working group
Dave Myers	Manager/Sr Manager	City of Fort Collins	CS, Natural Areas	internal	City working group
Jill Oropeza	Director	Fort Collins Utilities	Water Quality Services Division	internal	City working group
Richard Thorp	Lead Specialist	Fort Collins Utilities	Watershed Program	internal	City working group
Jared Heath	Specialist	Fort Collins Utilities	Watershed Program	internal	City working group
Mark Kempton	Interim Deputy Director	Fort Collins Utilities	Water Treatment & Operations	internal	City working group
Ken Morrison	Manager, Plant Operations	Fort Collins Utilities	Water Treatment & Operations / WTF	internal	City working group
Ross Lamb	Supervison, Plant Operations	Fort Collins Utilities	Water Treatment & Operations / WTF	internal	City working group
Kelly DiMartino	Deputy City Manager	City of Fort Collins	City Manager's Office	internal	core team
Darin Atteberry	City Manager	City of Fort Collins	City Manager's Office	internal	City working group
Tyler Marr	Deputy Director	City of Fort Collins	City Manager's Office	internal	City working group
Eric Potyondy	Asst City Attorney (Water Attorney)	City of Fort Collins	City Attorney's Office	internal	City working group
Carrie Daggett	City Attorney	City of Fort Collins	City Attorney's Office	internal	City working group
Mike Calhoon	Director	City of Fort Collins	CS, Parks	internal	City working group
Robert Crabb	Sr Manager	City of Fort Collins	CS, Parks	internal	City working group
Jill Wuertz	Sr Specialist	City of Fort Collins	CS, Parks		
Kendra Boot	Sr Manager	City of Fort Collins	CS, Parks, Forestry	internal	City working group
LeaAnn Haisch	Sr Supervisor	City of Fort Collins	CS, Parks	internal	City working group
Kevin Williams	Sr Supervisor	City of Fort Collins	CS, Parks	internal	City working group
Paul Sizemore	Interim Deputy Director, PDT, CDNS	City of Fort Collins	PDT, CDNS - Community Development & Neighborhood Services	internal	City working group
Dean Klinger	Deputy Director, PDT	City of Fort Collins	PDT	internal	City working group
Meaghan Overton	Sr Planner (new Housing Manager)	City of Fort Collins	PDT, CDNS, Building & Development Review	internal	City working group
Rebecca Everette	Sr Manager	City of Fort Collins	PDT, CDNS, Building & Development Review	internal	City working group
Clark Mapes	Planner	City of Fort Collins	PDT, CDNS, Building & Development Review	internal	City working group
Rich Anderson	Sr Manager	City of Fort Collins	PDT, CDNS, Building & Development Review	internal	City working group
Russ Hovland	Supervisor	City of Fort Collins	PDT, CDNS, Building & Development Review		
Dave Betley	Manager, Civil Engineering	City of Fort Collins	PDT, Engineering	internal	City working group
Josh Birks	Director	City of Fort Collins	Sustainability Services, Economic Health	internal	City working group
Lucinda Smith	Director	City of Fort Collins	Sustainability Services, Environmental Services	internal	City working group
Michelle Finchum	Interim Manager, Env Sustainability	City of Fort Collins	Sustainability Services, Environmental Services	internal	City working group
Clay Frickey	Redevelopment Program Manager	City of Fort Collins	Economic Health/Urban Renewal Authority	internal	core team
Lindsay Ex	Interim Housing Manager	City of Fort Collins	Sustainability Services (Aff Housing Task Force)	internal	City working group
Katy McLaren	Lead Climate Specialist	City of Fort Collins	Sustainability Services, Environmental Services	internal	City working group
Sue Beck-Ferkiss	Lead Specialist	City of Fort Collins	Sustainability Services (Aff Housing Task Force)	internal	City working group
Beth Sowder	Director	City of Fort Collins	Sustainability Services, Social Sustainability	internal	City working group
Theresa Connor	Interim Executive Director	Fort Collins Utilities	Utilities	internal	City working group
Matt Fater	Interim Deputy Director	Fort Collins Utilities	Water Engineering & Field Services (Engineering)	internal	City working group
Andrew Gingerich	Interim Deputy Director	Fort Collins Utilities	Water Engineering & Field Services (Field Services)	internal	City working group
Wes Lamarque	Engineer	Fort Collins Utilities	Water Engineering Development Review	internal	City working group
Wes Watkins	Manager, Water Field Operations	Fort Collins Utilities	Water Engineering & Field Services (Field Services)	internal	City working group
James Carder	Manager, Water Field Operations	Fort Collins Utilities	Water Engineering & Field Services (Field Services)	internal	City working group
Mark Cassalia	Manager	Fort Collins Utilities	Customer Connections, Customer Accounts	internal	City working group
Gretchen Stanford	Manager (Soon to be Interim Deputy Director)	Fort Collins Utilities	Customer Connections, Public Engagment	internal	City working group
Lori Clements	Sr Manager	Fort Collins Utilities	Customer Connections, Customer Care & Technology (CCT)	internal	City working group
Diana Royval	Manager	Fort Collins Utilities	Customer Connections, Communications and Marketing	internal	City working group
Jason Graham	Director	Fort Collins Utilities	Water Reclamation & Biosolids	internal	City working group
Ken Sampley	Director	Fort Collins Utilities	Water Utility Engineering (Stormwater/Floodplain/Dev Review)	internal	City working group
Lance Smith	Director	Fort Collins Utilities	Utility Finance	internal	City working group
Joni Crist	Utilities Rate Analyst	Fort Collins Utilities	Utility Finance	internal	City working group
Jill White	Utilities Rate Analyst	Fort Collins Utilities	Utility Finance	internal	City working group
Mike Schied	General Manager	ELCO staff	East Larimer County Water District	external	external stakeholders
Randy Siddens	District Engineer	ELCO Staff	East Larimer County Water District	external	external stakeholders
Melissa Tremlling	Adminsitrative Manager	ELCO Staff	East Larimer County Water District	external	external stakeholders
Chris Matkins	General Manager	FCLWD staff	Fort Collins-Loveland Water District	external	external stakeholders
Brittany Lamb		FCLWD staff	Fort Collins-Loveland Water District	external	external stakeholders
Richard Raines	Water Resources Manager	Tri-Districts	Tri-Districts	external	external stakeholders
Chris Harris	Treatment Manager	Soldier Canyon Water Treatme	Tri-Districts	external	external stakeholders
		Fort Collins Executive Lead Team		internal	internal stakeholders
		Fort Collins Water Commission		external	external stakeholders
		Fort Collins Chamber of Commerce	Legislative Affairs Commitee	external	external stakeholders
		ELCO Board		external	external stakeholders
		FCLWD Board		external	external stakeholders

Appendix B: Interview Template

Water Resource Matters in the Growth Management Area

XXX Interview, MMM DD, HH-HH

Interview Participants

List here

Project Background

This study aims to illuminate the challenges, opportunities, and barriers that arise from having multiple water providers serving the Growth Management Area (GMA). As you participate in this interview, please consider the interactions and dynamics that arise internally between the City organization and Fort Collins Utilities, as well as externally between your department and other water providers.

Interview Preparation

Ahead of your interview, please think about the following questions:

- What challenges and opportunities have you seen or experienced from having multiple water providers in the GMA?
- How do water matters relate to your department's goals and objectives?

Interview Ground Rules

- This interview is our major opportunity to speak in detail so please give us as much information as you can.
- We intend to record the interview for notetaking purposes only – the recordings will not be shared outside of the advisory team.
- While your input will inform the study findings, we don't intend to attribute input or findings to specific individuals. Findings may be summarized by department.
- We'll ask you to answer a few polling questions in addition to open-ended questions.
- We ask for honesty and transparency, even about sensitive and challenging topics.
- You'll be given the opportunity to engage in the study again through 2 large group meetings at project milestones and by reviewing substantive study deliverables.
- You can contact Meagan Smith or Amy Volckens at any time to provide additional input or ask questions.

Interview Questions

Part 1: Team & Project Introductions (10 min)

Part 2: Scope Identification (15 min)

- What functions of your department involve water-related matters? Please consider both day-to-day and long-term planning functions.
- What situations has your department faced from having multiple water providers in the GMA?
- Which water providers does your department interact with? How would you characterize the interactions (frequency, importance, tone, etc.)?
- In your department's work on the city's strategic objectives (e.g., affordable housing, climate action, sustainability goals), what water-related matters emerge?
- Do water matters present opportunities or barriers in achieving your department's goals and objectives?

Part 3: Opportunity and Barrier Identification (25 min)

- When your department is working on water-related matters:
  - What would you like to preserve?
  - What would you like to achieve?
  - What would you like to avoid?
  - What do you see changing in the future?
  - What solutions should the City and Utilities organizations consider?

Part 4: Interview Closing and Project Lookahead (10 min)

- Please share any written responses you've prepared.
- How can this project help your department?
- What would you want to know from other project participants?
- Are you aware of leading cities or best practices that we should consider?
- Are there any questions you would like to go back to, or any final comments?

Part 5: Polling Questions (10 min)

- We'll ask you to navigate to menti.com, enter a code, and answer 7 short questions.

Appendix C: Solutions Evaluation

			Synthesis & Averages					Synthesis & Totals				
			Resources	Benefits				Resources	Benefits			
Solution #	Solution Category	Solution Description	AVERAGE Staff, technical, other (3 low resource, 1 high resource)	AVERAGE City/Utilities (3 high benefit, 1 low benefit)	AVERAGE External Organization (3 high benefit, 1 low benefit)	AVERAGE Community (3 high benefit, 1 low benefit)	Average	TOTAL Staff, technical, other (3 low resource, 1 high resource)	TOTAL City/Utilities (3 high benefit, 1 low benefit)	TOTAL External Organization (3 high benefit, 1 low benefit)	TOTAL Community (3 high benefit, 1 low benefit)	Total
5-n	City Plans and Policies	Exempt FCU and other water providers from potential 1041 permitting regulations. The City has been working on 1041 regulations as a more comprehensive review process to the more routinely used site plan advisory review (SPAR) process.	2.50	2.81	2.79	2.01	2.53	2.53	2.57	2.71	2.69	40.00
11-a	Modeling and Analysis	Apply metrics to long-range planning to analyze and characterize water impacts.	2.25	2.78	2.50	2.19	2.43	2.43	2.28	2.64	2.50	38.00
14-a	Resilience / Water Sharing & Banking	City supports District strategies to increase available storage for dry-years (e.g., CBT carryover program, store water in gravel pits, NISP, etc.) where not in contradiction to Council direction.	2.38	2.30	2.71	2.30	2.42	2.42	2.39	2.28	2.62	38.00
5-h	City Plans and Policies	Consider Districts in Water Supply and Demand Management Policy update to clarify review and approval processes, clarify how FCU should support the Districts, and allocate adequate staff and financial resources to handle requests outside of FCU service area.	2.25	2.41	2.21	2.23	2.27	2.27	2.29	2.41	2.29	37.00
6-k	Coordination and Communication	Require City council members (especially members whose wards overlap District service areas) or other senior city staff to regularly attend District board meetings.	2.50	2.31	2.10	2.11	2.26	2.26	2.40	2.28	2.15	37.00
5-g	City Plans and Policies	Consider Districts in Water Efficiency Plan update to emphasize regional delivery of conservation programs and goals, to support allocating adequate staff and financial resources to handle requests outside of FCU service area.	2.13	2.02	2.27	2.55	2.24	2.24	2.26	2.16	2.30	37.00
7-c	Education	Develop a "decision tree" handout for development review with important District info, to include the right info in development review letters, and help avoid developers being surprised. Get District info about what info is provided for their service area. Could include water supply requirements, impact fees, conservation programs. Assess FCU and District websites and how accessible this info currently is.	2.38	2.55	2.49	2.55	2.49	2.49	2.23	2.53	2.53	36.00
11-b	Modeling and Analysis	Conduct better analysis and estimation of water demands of new development across the GMA to inform long-range land use changes and proactively identify water supply and infrastructure constraints. For example, further investigate ELCO's water supply needs as the District service area that has the potential for the most greenfield development. The ongoing CWCB/CSU project is developing a tool to estimate raw water needs for different development types for ELCO and FCLWD. FCU also has a demand modeling tool that could be integrated with the Districts' tools (once available).	2.13	2.52	2.46	2.26	2.34	2.34	2.12	2.45	2.44	36.00

			Synthesis & Averages					Synthesis & Totals				
			Resources	Benefits				Resources	Benefits			
Solution #	Solution Category	Solution Description	AVERAGE Staff, technical, other (3 low resource, 1 high resource)	AVERAGE City/Utilities (3 high benefit, 1 low benefit)	AVERAGE External Organization (3 high benefit, 1 low benefit)	AVERAGE Community (3 high benefit, 1 low benefit)	Average	TOTAL Staff, technical, other (3 low resource, 1 high resource)	TOTAL City/Utilities (3 high benefit, 1 low benefit)	TOTAL External Organization (3 high benefit, 1 low benefit)	TOTAL Community (3 high benefit, 1 low benefit)	Total
13-a	Planning and Policy Alignment	City to work with Districts in developing strategic & master plans to ease demands and special requests on City staff. City needs to stay aware of how master plans they create impact the cost of development in other utilty service areas. This will allow anticipation of impacts to the development community across the GMA.	2.13	2.14	2.16	2.18	2.15	2.15	2.20	2.21	2.22	36.00
15-a	Water Sharing and Banking	Establish a water bank to buy raw water rights that can later be dedicated to subsidize affordable housing or other equitable development projects. There are legal considerations to a program like this.	2.25	2.03	1.91	2.40	2.15	2.15	2.31	2.10	2.09	35.00
5-p	City Plans and Policies	Increase trust and collaboration through inclusive and authentic engagement of Districts in City planning efforts. Where plans affect District service areas, Districts should be invited to the planning process as a key stakeholder. City's outreach approach should be more proactive and collaborative and accommodate District specific water focus (versus general public engagement) and preferences for participation (staff vs Board level).	2.00	2.25	2.41	1.83	2.12	2.12	2.07	2.31	2.33	35.00
8-e	IGAs / Coordination and Communication	Develop an emergency plan IGA to have in place when it is needed (water supply disruptions, fire flows, etc). At times, emergency situations provided opportunities to innovate. Success in coordinating well on emergency situations may lead to better collaboration on longer-range items. Include terms for testing interconnects and other preventative maintenance activities.	1.63	2.20	2.23	2.26	2.08	2.08	1.81	2.19	2.19	35.00
12-m	Organizational Structures and Resources	Fund a joint fellow or staff member to design a community-wide water coordination program (possibly funded by COVID recovery and/or foundations).	2.25	2.53	2.47	2.41	2.42	2.42	2.17	2.39	2.38	34.00
12-e	Joint Programs and Projects	Can City model of Natural Areas supplementing Utility conservation programs be applied to other District service areas (ideally within the GMA only), such as a piggyback rebates?	2.38	1.92	2.16	2.43	2.22	2.22	2.27	2.02	2.15	34.00
10-b	Joint Programs and Projects	FCU could administer a XIP program like the sprinkler checkups which are offered outside the GMA as long as all hard (rebates) and soft (staff time) costs are reimbursed. Not sure if this idea has been discussed with the Districts before.	2.25	2.16	2.05	2.43	2.22	2.22	2.26	2.15	2.14	34.00
4-d	City Operations	Limit turf to recreational fields and limit supplemental irrigation to greatest extent possible in parks. Application rate is 2 ac-ft/ac-yr through waterwise design principles.	2.38	2.42	1.97	1.97	2.19	2.19	2.25	2.34	2.09	34.00
10-a	Joint Programs and Projects	Actively engage the Districts to align their conservation programs with FCU and expand across their full service areas. PRPA's Efficiency Works could serve as a good model.	2.25	2.28	1.94	2.18	2.16	2.16	2.22	2.22	2.08	34.00

			Synthesis & Averages					Synthesis & Totals				
			Resources	Benefits				Resources	Benefits			
Solution #	Solution Category	Solution Description	AVERAGE Staff, technical, other (3 low resource, 1 high resource)	AVERAGE City/Utilities (3 high benefit, 1 low benefit)	AVERAGE External Organization (3 high benefit, 1 low benefit)	AVERAGE Community (3 high benefit, 1 low benefit)	Average	TOTAL Staff, technical, other (3 low resource, 1 high resource)	TOTAL City/Utilities (3 high benefit, 1 low benefit)	TOTAL External Organization (3 high benefit, 1 low benefit)	TOTAL Community (3 high benefit, 1 low benefit)	Total
6-b	Coordination and Communication	City meet with District staff to educate about development review processes and timelines and better communicate rounds of review and deadlines. City to also develop a better understanding of District development review processes, to better advise developers	2.63	2.08	2.09	1.85	2.16	2.16	2.46	2.09	2.09	34.00
5-q	City Plans and Policies	Invest in regional and integrated approaches for all water-related matters (i.e., One Water) that consider a broad range of co-benefits and trade-offs (e.g., mutual parks/recreation, land use and other co-benefits). Begin with internal alignment, then eventually work to expand across the GMA. Alternatively, work first towards regional collaboration with all surrounding municipal providers who face similar challenges, then move to working with the Districts as single-purpose organizations.	1.63	2.45	2.13	2.15	2.09	2.09	1.72	2.41	2.17	34.00
6-g	Coordination and Communication	Develop a more formalized/regular process to improve alignment between City/FCU and Districts on long-range water planning issues (two-way communication) and build relationships.	2.13	2.14	2.16	1.93	2.09	2.09	2.07	2.16	2.16	34.00
12-d	Organizational Structures and Resources	Increase outreach and recruitment to encourage knowledgeable representatives to run for and serve on District boards and the FC Water Commission (ex. Nick Armstrong on Box Elder board)	2.38	2.55	2.37	2.16	2.36	2.36	2.25	2.36	2.22	33.00
5-b	City Plans and Policies	Include District Boards as direct stakeholders in discussions about Land Use Code amendments. All development projects must conform to Land Use Code, irrespective of the water provider. The forthcoming Land Use Code updates affect water resource matters in the GMA, for example: promote conservation, redefine	2.13	2.02	2.39	2.32	2.21	2.21	2.14	2.03	2.27	33.00
13-d	Planning and Policy Alignment	Develop a common definition of waterwise landscaping and irrigation for common areas and front yards across providers. Use conservation as an opportunity to build bridges across providers.	1.88	2.36	2.28	2.19	2.18	2.18	1.89	2.24	2.22	33.00
1-a	Account Management	Centralize water provider relationship management (to Districts, irrigation companies) to allow for building long-term beneficial relationships.	2.25	2.28	2.19	1.72	2.11	2.11	2.09	2.18	2.16	33.00
11-d	Modeling and Analysis	Develop a joint long-term planning model for use by FCU and water districts that covers the GMA.	1.75	2.34	2.14	2.03	2.06	2.06	1.81	2.28	2.15	33.00
11-c	Modeling and Analysis	Develop a joint long-term operations model for use by FCU and water districts that covers the GMA. This is especially helpful where the City is adjusting operations based on the operations of other Districts (which seems to happen ever summer as FCU serves as peaking plant)	1.88	2.36	2.28	1.69	2.05	2.05	1.92	2.27	2.25	33.00
12-g	Organizational Structures and Resources	Change the City Charter to allow City council representatives to sit on District boards. It currently violates a Charter provision precluding Councilmembers from holding elected office other than on Council. It would be helpful to keep City informed through board representation by council, staff, or water commission reps, while being aware that Board decisions must be made in the best interest of Districts.	2.13	2.02	2.02	2.02	2.04	2.04	2.14	2.03	2.03	33.00
11-e	Modeling and Analysis	Incorporate more analytical impacts of water issues in future planning efforts (e.g., E. Mulberry Plan, Natural Areas Master Plan) to address issues like volume of water, price of water, location of water, how conservation fits in, etc. and determine whether/how we can meet demands of a growing population with current (finite) supply.	1.63	2.45	2.26	1.79	2.03	2.03	1.78	2.28	2.24	33.00

			Synthesis & Averages					Synthesis & Totals				
			Resources	Benefits				Resources	Benefits			
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5-u	City Plans and Policies	Use the General Fund to subsidize affordable housing developments in District service areas, i.e., through raw water dedication, reimbursement to offset water rights and tap fee costs, or other non-water related subsidies or benefits.	1.63	2.08	1.84	2.44	2.00	2.00	1.86	2.13	2.01	33.00
5-s	City Plans and Policies	Update and standardize policies and processes for City to use when reviewing special requests. Develop higher-level policies for water issues that are District and developer neutral (rather than incremental through individual development projects). EG, water affordability, asking for FCU service outside of FCU service boundaries, integrated water and land use	2.00	2.13	1.89	1.88	1.97	1.97	1.98	2.09	1.97	33.00
13-c	Planning and Policy Alignment	Coordinate an affordable housing water policy or agreement across water providers to standardize review processes, fees, and/or raw water options for affordable housing developments.	2.00	1.63	1.70	2.54	1.97	1.97	2.08	1.75	1.77	33.00
13-f	Planning and Policy Alignment	Encourage ELCO and FCLWD to develop water shortage action plans. Parks operates in all water provider districts and is interested in planning for how to alter operations during restrictions scenarios. Without action plans in place, Parks does not know how to plan.	2.38	1.80	1.90	1.76	1.96	1.96	2.31	1.85	1.96	33.00
9-c	Infrastructure and Service Area Management	Work with Districts to firm up service boundaries at an address/parcel level and trade service areas where it makes sense. Be mindful of difference between jurisdictional boundaries (potentially flexible) and infrastructure boundaries (once something is in the ground, less flexible). Some infrastructure mapping, including irrigation, has been done by Parks and between FCU and ELCO.	1.75	2.47	2.40	1.95	2.14	2.14	1.86	2.34	2.32	32.00
5-v	City Plans and Policies	Explore the implications to demands and revenues of and consider buying back water from customers that do large scale turf conversions (HP, Woodward, CSU, HOAs).	2.00	2.25	1.78	2.38	2.10	2.10	1.96	2.18	1.83	32.00
3-d	Central or Regional Authority	Form a regional water authority by separating FCU from the City and merging with the Districts.	1.50	2.19	1.96	2.58	2.06	2.06	1.68	2.17	1.95	32.00
3-e	Central or Regional Authority	Leverage Northern Water as a common wholesaler to Utilities and the Districts for leadership in program delivery (indoor CII audits, outdoor audits) and other appropriate regional collaboration topics	1.88	1.98	1.98	2.11	1.99	1.99	1.88	1.99	1.99	32.00

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5-f	City Plans and Policies	City to move towards integrated water management planning (aka One Water) as wastewater has a similar issue with fragmented service areas, water conservation strategies naturally tie in to green stormwater solutions and watershed health/water quality	1.88	2.36	1.53	1.97	1.93	1.93	1.95	2.30	1.71	32.00
12-n	Organizational Structures and Resources	Have formal assigned job responsibilities for City staff that include: relationship management with the Districts, attending District board meetings, and highlighting when water resource matters in the GMA arise, akin to Legal's role in highlighting legal issues to staff and city leadership with direct line to CMO.	1.88	1.86	1.72	1.56	1.75	1.75	1.94	1.94	1.84	32.00
4-b	City Operations	Create more explicit guidelines around Utilities "neutral to the ratepayer" standard that address economic, social, environmental, resilience, etc. tradeoffs. Legal advises staff of this and other legal standards and whether projects will withstand scrutiny. Staff must provide the factual basis for why a project meets this standard.	2.13	2.39	1.94	2.18	2.16	2.16	2.11	2.23	1.97	31.00
12-o	Organizational Structures and Resources	Hire a community services water resource engineer to manage the parks & natural areas water portfolio (all city-side water resources).	2.25	2.41	2.08	1.59	2.08	2.08	2.07	2.27	2.13	31.00
5-r	City Plans and Policies	Move water waste ordinance to Ch 20 of the municipal code as a nuisance/safety issue that applies across the GMA.	2.13	1.89	1.88	2.24	2.03	2.03	2.13	1.91	1.91	31.00
12-b	Organizational Structures and Resources	Add staff to (1) centralize management of all city-owned water resources across the City/FCU, (2) manage relationships with Districts and serve on or attend board meetings.	2.00	2.13	2.02	1.77	1.98	1.98	1.99	2.10	1.98	31.00
12-i	Organizational Structures and Resources	Continue cost-sharing and collaborative relationships on water rights and infrastructure between the City and institutional partners (e.g., parks and schools).	2.13	2.02	1.77	1.99	1.97	1.97	2.00	1.97	1.84	31.00
5-o	City Plans and Policies	Explore the suitability of low-income water usage rates that are offered through the Income-Qualified Assistance Program to promote water affordability and whether that assistance tool is in conflict with the "neutral to ratepayers" standard. This is a special residential rate code that is offered for water, wastewater , and electricity service, but is not applied to stormwater. The rate is generally a 23% discount on Tier 1 usage. This rate is available to residents that are on the County's LEAP list and residents must opt-in to the program. Approximately 190 residents have opted-in to the program. The Districts do not have equivalent programs.	1.88	1.86	1.72	2.43	1.97	1.97	1.87	1.87	1.75	31.00
1-c	Account Management	Propagate the key account customer management structure for all Districts, akin to the recent setup for FCLWD. Ensure job descriptions and resource allocations formally identify responsibilities in managing District relationships.	2.25	2.03	2.04	1.54	1.96	1.96	2.10	1.97	1.96	31.00
6-m	Coordination and Communication	Form a water team as part of the City's emergency planning and operations to improve regional coordination for informing the public about emergency situations and response activities.	2.00	1.88	1.86	2.09	1.96	1.96	1.87	1.95	1.95	31.00
13-e	Planning and Policy Alignment	Develop consistent field standards to accommodate new types of development (usually denser development). For example, utility setbacks and separations would be nice to align across the GMA.	1.88	1.98	1.98	1.98	1.96	1.96	1.96	1.98	1.98	31.00
4-e	City Operations	Complete planned sale of 10 CBT shares from Land Bank to Utilities. Proceeds will support the Land Bank program in buying more land. CBT shares will increase Utilities' firm yield.	2.50	2.19	1.34	1.50	1.88	1.88	2.28	2.13	1.53	31.00

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3-a	Central or Regional Authority	City to execute a tiered acquisition of districts (WFCWD, then ELCO, then FCLWD)	1.38	2.17	1.69	2.28	1.88	1.88	1.57	2.06	1.71	31.00
5-i	City Plans and Policies	Create a citywide water master plan that identifies supplies, demands, water types, future needs, system limitations, etc.	1.50	2.31	1.73	1.94	1.87	1.87	1.67	2.17	1.80	31.00
5-e	City Plans and Policies	Develop an integrated utility master plan to foster coordination across individual department-level plans and policies.	1.75	2.34	1.64	1.72	1.86	1.86	1.89	2.27	1.79	31.00
3-c	Central or Regional Authority	Form a regional water authority akin to how the SCWTA was formed to resolve cost-sharing uncertainty among three districts. Board includes representatives from each participating district. Poudre Fire Authority as another model.	1.75	2.22	2.25	2.28	2.12	2.12	1.85	2.11	2.10	30.00
5-a	City Plans and Policies	All City- and FCU-led plans should consider and address relevant water matters.	2.00	2.25	1.91	2.27	2.11	2.11	1.96	2.09	1.93	30.00
5-d	City Plans and Policies	Better scale water supply requirements to the development type and anticipated water demands, with the intent of requiring less water for new developments.	1.75	2.09	1.86	2.34	2.01	2.01	1.78	2.02	1.89	30.00
10-c	Joint Programs and Projects	Hold a competition to identify and evaluate creative water supply solutions	2.00	1.88	1.73	2.08	1.92	1.92	1.95	1.84	1.82	30.00

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5-t	City Plans and Policies	Use plumbing, building, and housing codes as tools to address water matters in the GMA where appropriate, for example authorizing onsite reuse if feasible.	2.00	1.88	1.73	2.08	1.92	1.92	1.85	1.93	1.82	30.00
2-a	Advocacy	Increase legislative advocacy, where the City has a policy objective that is the subject of pending legislation. For example, flexibility in sharing water rights with neighboring water providers. Where mutually beneficial, advocacy would ideally be done jointly with Districts.	1.75	1.97	1.96	1.84	1.88	1.88	1.80	1.93	1.93	30.00
8-a	IGAs	Clean up and/or renegotiate water sharing agreements with Districts. Adjust financial terms to better reflects financial, resource, and staff burdens on the City. Adjust financial terms to settle in more real-time to avoid impacts to the City (e.g. carrying costs)	1.88	2.23	1.89	1.50	1.87	1.87	1.81	2.14	1.90	30.00
8-b	IGAs	Complete IGAs in progress (pre-sed basin, PVP, cross-tie, communications)	1.75	2.22	1.87	1.60	1.86	1.86	1.69	2.13	1.89	30.00
1-b	Account Management	Ensure that the City (or Parks, as largest user) is set up as a key account by Districts to foster higher-frequency, more proactive communication.	2.25	2.03	1.66	1.37	1.83	1.83	2.12	1.99	1.75	30.00
12-a	Organizational Structures and Resources	Acquire more financial support to achieve larger visions. For example, leverage CWCB/State of Colorado as a provider of grant funds, technical assistance, and training on common topics (e.g. M36 water loss audit training, Water Plan grants for joint integrated water and land use projects)	2.00	1.88	1.61	1.69	1.79	1.79	1.98	1.86	1.73	30.00
13-h	Planning and Policy Alignment	Upgrade metering technology of all Districts to AMI and align or centralize high-resolution data management for all City meters	1.88	1.86	1.59	1.67	1.75	1.75	1.84	1.83	1.70	30.00
6-d	Coordination and Communication	City/Utilities staff to work with Districts based on their preferences. For example, ELCO expressed interest in more board-level interactions, whereas FCLWD expressed interest in more "inform staff for staff recommendation to board" type interactions. FCLWD would like to "sign off" on all developments, like they have seen happen on ditch company boards.	2.00	1.63	1.83	1.43	1.72	1.72	1.93	1.69	1.82	30.00
4-g	City Operations / City Plans and Policies	Fully integrate Utilities into City land use planning to ensure land use form can be supported by utility function and infrastructure.	1.88	2.48	2.04	1.80	2.05	2.05	1.92	2.28	1.92	29.00
6-o	Coordination and Communication	Invite and/or require water providers to attend all development review meetings (virtually or in-person). They are currently invited but often decline the invitation, and not sure what else the City can do. Perhaps the City can categorize development review requests into categories (simple vs. critical). Districts may not be on development review list for pre-application and conceptual plan reviews. There are no fees associated with review at this stage, so cannot recoup cost of staff time. City could route developments earlier in the process, working with the Districts to establish criteria of which projects they are interested to see.	2.25	1.78	1.88	1.74	1.91	1.91	2.07	1.81	1.92	29.00
6-a	Coordination and Communication	Align communications between providers and municipalities where feasible and services and policies aligned. While regional info is exchanged, there are no good examples of regional coordination (Metro drought coordination seems to go better than Front Range coordination in this regard). What about the basin roundtables?	2.13	1.89	1.88	1.74	1.91	1.91	2.06	1.93	1.93	29.00
8-d	IGAs	Develop an IGA that defines equitable cost sharing among City and Districts	1.88	1.98	1.98	1.73	1.89	1.89	1.82	1.93	1.92	29.00

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9-b	Infrastructure and Service Area Management	Install FCU-owned meters on all master meters and interconnects so that FCU has better control of water use and billing data and can better maintain meter infrastructure. Alternatively, require audits or regular calibrations of all meters owned by other organizations.	1.88	2.23	1.64	1.72	1.87	1.87	1.81	2.14	1.77	29.00
6-l	Coordination and Communication	Continue conversations between FCU and Districts for shared water sourcing and water supply issues and opportunities.	2.13	1.64	1.85	1.58	1.80	1.80	1.89	1.72	1.95	29.00
7-e	Education	Educate City leadership and Council re: water matters, including history of water matters, legal limitations, and opportunities. Resurrect or continue promotion of Water Literate Leaders program. FCLWD articulated extensive training for their board members. Could include an "exchange program" or rotation between City/Utilities and District boards to cross-pollinate.	1.88	1.86	1.84	1.45	1.76	1.76	1.74	1.83	1.82	29.00
4-h	City Operations / Water Banking and Sharing	Develop clear criteria on the use and sale of water resources (in a water bank scenario).	1.63	1.95	1.57	1.77	1.73	1.73	1.70	1.94	1.70	29.00
6-e	Coordination and Communication	Continue leveraging the SCWTA RWCC informal operational meeting for information sharing and coordination. Munroe/PVP operating agreement, HOP, North Poudre Irrig. Co. issues addressed in this group to date.	2.13	1.52	1.58	1.28	1.62	1.62	1.99	1.61	1.63	29.00
6-c	Coordination and Communication	City to include District Boards as stakeholders for code changes, plan updates, etc. Request to make presentations similar to how we present to internal Boards and Commissions.	2.13	1.39	1.56	1.39	1.62	1.62	1.98	1.59	1.63	29.00
5-m	City Plans and Policies	Require multifamily units (owner and renter occupied) with common areas, shared landscaping, etc. to increase conservation and reduce overall water demand.	1.88	2.11	1.50	1.81	1.82	1.82	1.78	2.00	1.62	28.00
4-c	City Operations	Fields Services documents infrastructure upgrades needed before assuming ownership of customers and infrastructure from other Districts. Districts shoul rectify any issues and/or upgrade costs should be reflected in asset transfer costs	1.88	2.11	1.25	1.53	1.69	1.69	1.80	2.02	1.42	28.00

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5-j	City Plans and Policies/City Operations	Create a comprehensive irrigation and raw water master plan for a more holistic systems view of parks water use and engagement of ditch companies and water providers. Convert park irrigation from potable to non-potable when raw water source is nearby. Develop redundant drip systems for tree zones in park design in case water use restrictions are implemented.	1.50	1.94	1.43	1.86	1.68	1.68	1.56	1.91	1.55	28.00
5-k	City Plans and Policies	Develop a citywide irrigation master plan. Where potable irrigation is used, do a billing analysis to check the potential to reduce wastewater charges.	1.50	1.94	1.43	1.86	1.68	1.68	1.56	1.91	1.55	28.00
13-g	Planning and Policy Alignment	Engage with districts about their raw water requirement policies (e.g., changes to lot sizes, cash-in-lieu, tap policies, development types). At a minimum, clarify and educate; at best, align. This may not be feasible unless under a regional authority, and may not benefit each organization depending on their individual costs.	1.38	1.42	1.47	1.66	1.48	1.48	1.53	1.55	1.56	28.00
3-b	Central or Regional Authority	Research statuatory tools and judicial proceedings that determine city's level of control over whether the Districts provide water service within city limits. Based on current understanding and status quo, Districts need to consent to relinquishing service area.	2.25	2.03	1.54	1.98	1.95	1.95	2.09	1.96	1.60	27.00
6-i	Coordination and Communication	Request all Districts to share board meeting agendas, meeting minutes, and standards and regulations publicly, to help City stay informed. FCLWD does this already. ELCO shares meeting dates and times, but not agendas or minutes. Title 32 covers meeting notice and information sharing but is not comprehensive.	2.00	1.88	1.86	1.59	1.83	1.83	1.80	1.87	1.86	27.00
7-h	Education	Water staff need to communicate better (translating from technical to public communications) and more often to educate the public about water matters. Examples include better use the annual report to demonstrate the tangible benefits of water conservation; promoting drinking water quality over bottled water. Train City water specialists in communicating technical water resource matters to non-technical audiences, through training, participation in Toastmaster's or other mechanisms.	1.75	1.84	1.70	1.79	1.77	1.77	1.64	1.84	1.72	27.00

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6-h	Education	Develop a policy or process (education platform) for communicating previous work and key decisions on water matters, rather than revisiting or starting from scratch in response to Council, Water Commission, or public requests.	2.00	2.00	1.63	1.45	1.77	1.77	1.76	1.94	1.69	27.00
12-k	Organizational Structures and Resources	Ensure that City staff and leaders are aligned and trained on significant water decisions (e.g., outcomes of RWCC meetings, Regional Strat Op discussion).	1.88	2.11	1.62	1.45	1.76	1.76	1.75	1.96	1.69	27.00
15-b	Water Sharing and Banking	Evaluate the potential to be creative in using southside ditch water for northside water needs (for parks purposes).	1.63	2.08	1.59	1.66	1.74	1.74	1.61	1.95	1.69	27.00
5-l	City Plans and Policies	Enact water demand offset policies so that new developments do not increase overall water demands. See: Water Offset Policies for Water-Neutral Community Growth, Alliance for Water Efficiency, Jan 2015.	1.50	2.06	1.45	1.88	1.72	1.72	1.48	1.94	1.56	27.00
6-f	Coordination and Communication	Re-engage use of the right-of-way coordination standing staff team meetings as a forum for regional coordination of water matters.	2.25	1.66	1.61	1.31	1.71	1.71	2.05	1.67	1.67	27.00
4-a	City Operations	Conduct a comprehensive review of water rate structures and financial planning tools that better promote affordable housing, water conservation.	1.88	1.73	1.33	1.87	1.70	1.70	1.81	1.69	1.44	27.00
6-n	Coordination and Communication	Hold Monthly Regional Water Cooperation Committee meetings (formerly convened by Carol and Gerry, focusing on policy/strategy).	1.88	1.73	1.70	1.41	1.68	1.68	1.70	1.76	1.76	27.00
7-b	Education	Create a 1-page fact sheet or resource guide about this issue with top 10 things people should know, FAQs, high level info about FCU and Districts.	2.13	1.39	1.31	1.35	1.55	1.55	2.04	1.46	1.46	27.00

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9-a	Infrastructure and Service Area Management	Consider "translating" the service area map into other useful maps (e.g., constrained water supplies, water costs, where pipes and infrastructure are actually located)	1.50	1.44	1.49	1.43	1.46	1.46	1.53	1.53	1.54	27.00
4-f	City Operations	Explore creative ways to utilize NAD tap credits elsewhere or by another dept. There are some cases when the City acquires land with old homes and existing water taps, where the structure is demolished and the tap is not intended to be use. NAD currently has 7 such taps (1 with ELCO, 6 with FCLWD, 0 with FCU). These water taps may be a monetizable asset where they can be sold (ELCO allows, FCLWD allows but it's hard, FCU doesn't allow the sale of taps). NAD pays a $20 monthly account fee for each FCLWD tap regardless of use. NAD pays for tap removal & plugging the water main, gets a credit in the billing system that gets applied to a new tap. This part of the transaction represents a net cost.	1.88	1.98	1.36	1.78	1.75	1.75	1.74	1.83	1.46	26.00
12-j	Organizational Structures and Resources	Develop shared service principles for the City, FCU and Districts.	1.88	1.61	1.56	1.38	1.61	1.61	1.75	1.61	1.61	26.00
12-h	Organizational Structures and Resources	Change the FC Water Commission structure to require fundamental expertise (water rights, stormwater, etc), similar to how Art in Public Places requires 3 artists sit on the board, with intent to strengthen advisory role or even move into more of a decisionmaking role.	1.88	1.73	1.20	1.35	1.54	1.54	1.71	1.68	1.32	26.00
6-j	Coordination and Communication	Identify City staff representative to encourage and engage with Larimer County to move regional water supply conversations and collaboration forward.	2.00	1.75	1.72	1.56	1.76	1.76	1.75	1.70	1.70	25.00
12-q	Organizational Structures and Resources	Review the "Budgeting for Outcomes" process to figure out more flexibility and support for addressing water matters in the GMA	1.88	1.86	1.59	1.67	1.75	1.75	1.74	1.72	1.58	25.00
8-c	IGAs	Create a financial map of connections between the City/FCU and Districts	1.75	1.59	1.42	1.22	1.50	1.50	1.67	1.65	1.54	25.00
7-a	Education	All staff presentations on water matters in the GMA should include a basic orientation to multiple service providers	1.88	1.36	1.40	1.20	1.46	1.46	1.66	1.49	1.51	25.00
13-b	Planning and Policy Alignment	Conduct regional planning on foundational topics, for example to look at impacts of City plan on future demands across the GMA and by provider	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	24.00
7-d	Education	There is a need and opportunity to emphasize that interdependence through joint education between City and the Districts staff on common topics such as land use planning, drought (could include emergency response exercises), landscape transformation, etc. Districts as single-purpose water providers is a narrow view – they wouldn't have customers and growing businesses without having a growing and thriving city and community.	1.75	1.34	1.39	1.56	1.51	1.51	1.58	1.42	1.44	24.00
12-p	Organizational Structures and Resources	Quantify the magnitude of the issue via staff time addressing customers or issues in District services areas, costs of multiple providers (e.g., water treatment operation variability and energy costs, water cost impacts on development)	1.50	1.56	1.26	1.17	1.37	1.37	1.47	1.58	1.35	24.00

			Synthesis & Averages					Synthesis & Totals				
			Resources	Benefits				Resources	Benefits			
Solution #	Solution Category	Solution Description	AVERAGE Staff, technical, other (3 low resource, 1 high resource)	AVERAGE City/Utilities (3 high benefit, 1 low benefit)	AVERAGE External Organization (3 high benefit, 1 low benefit)	AVERAGE Community (3 high benefit, 1 low benefit)	Average	TOTAL Staff, technical, other (3 low resource, 1 high resource)	TOTAL City/Utilities (3 high benefit, 1 low benefit)	TOTAL External Organization (3 high benefit, 1 low benefit)	TOTAL Community (3 high benefit, 1 low benefit)	Total
7-g	Education	Develop public education strategies in conjunction with the Districts to address topics such as: who is your provider and what are the implications re: programs, policies, rates)	1.63	1.20	1.23	1.38	1.36	1.36	1.48	1.32	1.34	24.00
5-c	City Plans and Policies	As part of the WSDMP update, clarify if city's water goals cover FCU only or all City including raw/potable and establish whether FCU should plan for how to provide water to surrounding systems in the GMA that rely on single water sources such as CBT or Montava GW. Be proactive in acknowledging that FCU will need to support surrounding systems and residents in case of a system failure (and vice versa if something catastrophic happens to the Poudre).	1.50	1.69	1.52	1.46	1.54	1.54	1.48	1.59	1.57	23.00
12-f	Organizational Structures and Resources	Change the City Charter for Utilities to align with City strategic goals and broaden the project standard to include affordable housing and other strategic objectives.	1.38	1.30	1.08	1.47	1.31	1.31	1.42	1.32	1.20	23.00
7-f	Education	Educate general city staff (non-water specialists) about water matters (e.g., lunch and learns, City training programs, Water Literate Leaders)	1.75	1.47	1.15	1.17	1.39	1.39	1.51	1.45	1.22	22.00
12-c	Organizational Structures and Resources	Advocate for term limits on District Boards.	2.67	1.92	1.72	1.72	2.00	2.00	2.19	1.83	1.69	21.00
10-d	Joint Programs and Projects	Land use authorities (e.g., PDT at FC) hold a competition among FCU and Districts for affordable housing design and price. Updating water supply requirements are the mechanism for adjusting water costs for new housing types.	2.00	1.75	1.55	1.72	1.75	1.75	1.84	1.68	1.65	20.00