



# Sustainability Division

# FISCAL YEAR 2020 ANNUAL REPORT

*This annual report is different from our past years' progress summaries. Since we have wrapped up the County's sustainability plan time horizon (2014-2020), it features more than just the past fiscal year. The report revisits all plan metrics, showcases accomplishments toward 2020 goals and highlights current work. I am very proud of the fantastic sustainability achievements the County has made over the years and I hope that shines through!*

*To say 2020 was challenging is an understatement. People of the world, region and our community worked tirelessly to fight a global pandemic, racial injustice, a climate crisis, and unprecedented wildfires. Workplaces pivoted to add remote work options where possible, adapted to public health requirements, and services shifted. In addition, Washington County experienced change with new executive leadership, organizational updates, and a new elected County Commissioner who made history by transforming the racial makeup and gender balance of the Board of County Commissioners.*

*Even the County Sustainability office saw big changes. We transitioned to three regular full-time employees, led crucial work in County equity data analysis and reporting, and were elevated to a division of the Support Services Department. Many key programs were shifted or ceased due to COVID-19, and others were developed rapidly to help address new County needs. And to round out the year, we added a fantastic intern to help boost the County's work in strategic energy management and help us prepare for the good things to come in 2021.*

*True organizational sustainability only happens if everyone participates. I hope you can see that Washington County is working hard each day to address all aspects – economic, environmental, and social – to ensure long-term resilience and sustainability as a public agency.*

*Robin Straughan  
Sustainability Manager*



Robin Straughan,  
Sustainability Manager



Carolina Martins,  
Sustainability Specialist



Eric LoPrete, Sustainability  
Education Coordinator



Meryl Jacob, Sustainable  
Facilities Specialist (Intern)



## Executive Summary

For more than a decade, Washington County staff have been actively working to reduce the County's environmental footprint, address social equity and find ways to ensure fiscal responsibility in operations. Washington County's Sustainability Division provides guidance for best sustainable practices throughout the organization and leads implementation of the County sustainability plan. The division's work is guided by the Board of County Commissioners' 2009 Resolution and Order which formalizes Washington County's commitment to sustainability.

The County's sustainability plan set goals to be achieved by the end of fiscal year (FY) 2018, referencing a baseline of FY 2008. However, due to the seismic retrofit of the County's main administration building (2016-2019), and the resultant need to add new facility space and shift occupancy, the goals were extended through FY 2020 to allow a better comparison to the baseline year. We were wrong in thinking 2020 would be a "normal" year! Operations and facility usage changed dramatically in response to the COVID-19 pandemic and impacted the last four months of the fiscal year. With the future of facility use still uncertain, we decided to proceed with calculating achievements to close out the 2020 goals with the intention of developing a new plan and future goals during 2021. Graphical summaries of the activities completed from the plan follows the Executive Summary and details are in the Appendix.

### *Environmental Sustainability*

Washington County exceeded the FY 2020 goals to reduce building energy, water, and fleet fuel use by large margins. Modest goals for water and fuel use were set in 2014 since trends of usage were not looking promising. But the County responded by stepping up efficiency, implementing sustainable practices and investing in new technologies like electric vehicles. The County garbage reduction and materials recovery goals were almost met by focusing attention on employee education and expansion of recovered waste. The significant recycling goal, 50% increase, was not met; it only increased 19%. Improvement in recycling was on track when the lofty goal was set in 2014, but then derailed by changes in international recycling markets. All the internal measures, goals and achievements are detailed later in this report to showcase the trends and accomplishments of the County.

### *Economic Sustainability*

Washington County has shown that sustainable best practices not only reduce environmental impacts, but they also help the bottom line. New projects and practices have helped save the County money over time and contributed to lower costs in operations and maintenance. By adding on-site solar energy generation, the County is investing in technology to create more high-performing facilities and reduce grid purchases. This report highlights several areas where we spent less in 2020 than we did in 2008, and the ways we are investing now to reduce future financial burdens.

### *Social Sustainability*

Washington County Sustainability has always incorporated social sustainability into the work that we do. Ensuring all employees have access to internal resources, engaging employees when developing policies to foster a green workplace, and keeping everyone up to date with current information are cornerstones of sustainability at the County. Sustainability has provided department trainings, published e-newsletters, coordinated internal fairs, championed challenges, and created opportunities to increase well-being. In FY 2020, Sustainability developed baseline reports for County workforce and procurement



Solar installation at the County Public Safety Training Center.



Team captain Robin Straughan displays Washington County's 2<sup>nd</sup> place certificate for logging rides in the 2020 Bike More Challenge.

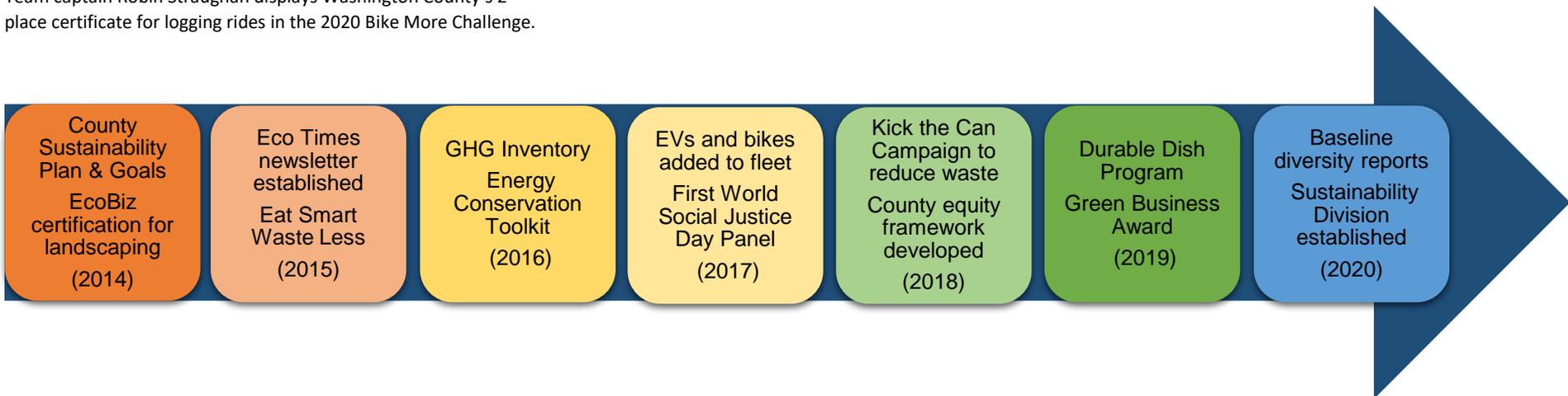
diversity, which also provided comparisons to the county community. The County recently made strides in social equity when the Board of County Commissioners adopted an Equity Resolution in early 2020, hired the first Chief Equity and Inclusion Officer, and developed the Office of Equity, Inclusion and Community Engagement. The key components ensuring that Washington County becomes a more equitable and inclusive organization are in place.

*Community Sustainability*

Many County departments directly engage with the community and implement projects that provide residents with sustainable options. Sustainability tracks changes over time of community metrics outlined in the County's sustainability plan - such as green buildings, waste, auto use, transportation options, and natural resources. The County has shown growth in issuing renewable energy permits, developing bike lanes and sidewalks, and expanding fish-friendly stream crossings. Decreases in vehicle miles traveled, fuel purchases and drive-alone commutes have also been documented. This report provides further detail on those achievements and highlights County sustainability partnerships.

*New Opportunities*

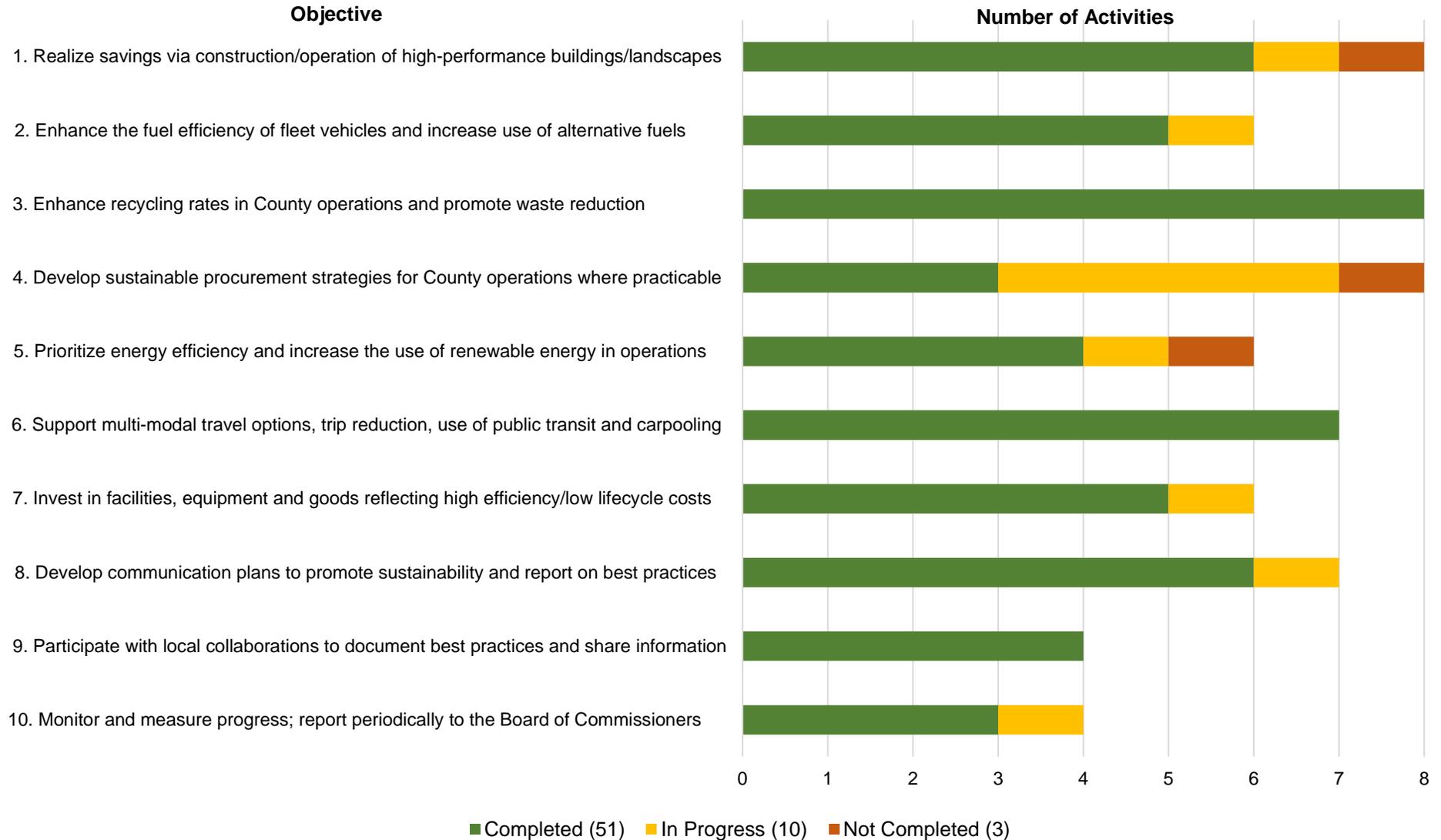
This report concludes with a look at the County organization in FY 2021, highlighting the most recent innovations and program development. The way the County does business is changing now, adapting to new realities and new challenges. In early 2021, Washington County adopted new policies addressing teleworking and alternative work schedules, which can provide sustainable options for many employees long-term. Additionally, the County has seen greater participation by the community and staff by offering virtual meetings and events, therefore this option may continue in the future as a way to ensure better accessibility. Finally, the report acknowledges the need to take more action to address the changing climate to ensure long-term resilience and sustainability of Washington County.



## Sustainability Plan Achievements

Washington County's sustainability plan includes ten internal and five community objectives. The following chart illustrates the number of activities that were completed, in progress, or considered (but not completed) for each internal objective.

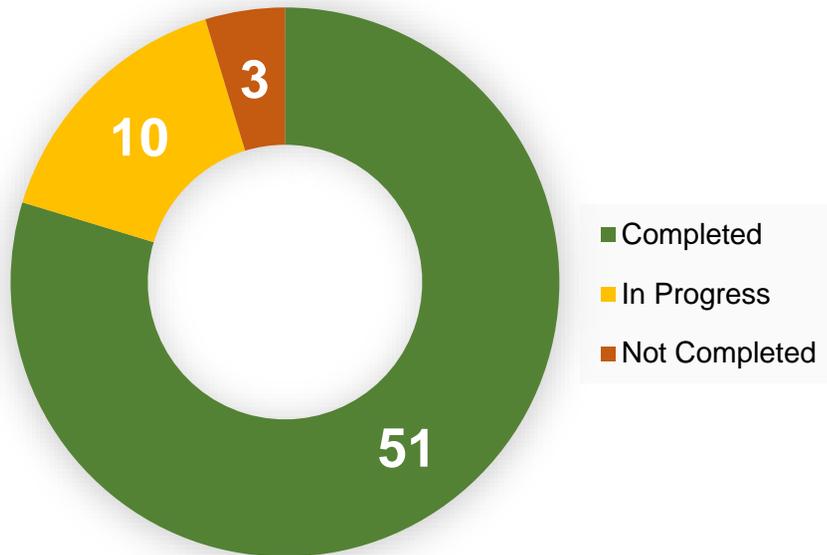
### Progress by Internal Sustainability Objective Through 2020



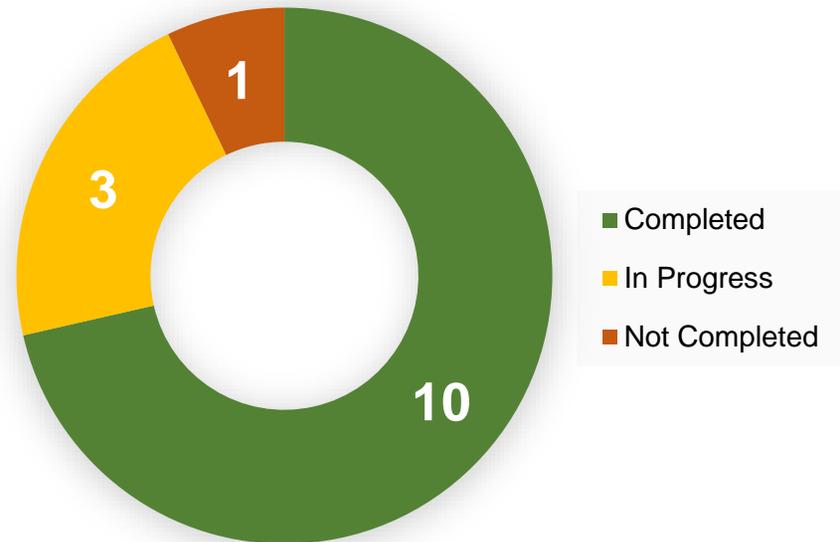
## Sustainability Plan Achievements

The charts below illustrate the progress on all activities from the County Sustainability Plan from FY 2014-2020. Washington County has demonstrated great success toward the plan objectives and completed more activities than originally planned. Several departments, divisions and work teams carried out the work that you see depicted here, resulting in the completion of more than 60 activities. Specific details of the plan objectives and all related activities are included in the Appendix.

### Internal Sustainability Activity Progress



### Community Sustainability Activity Progress



## Environmental Sustainability

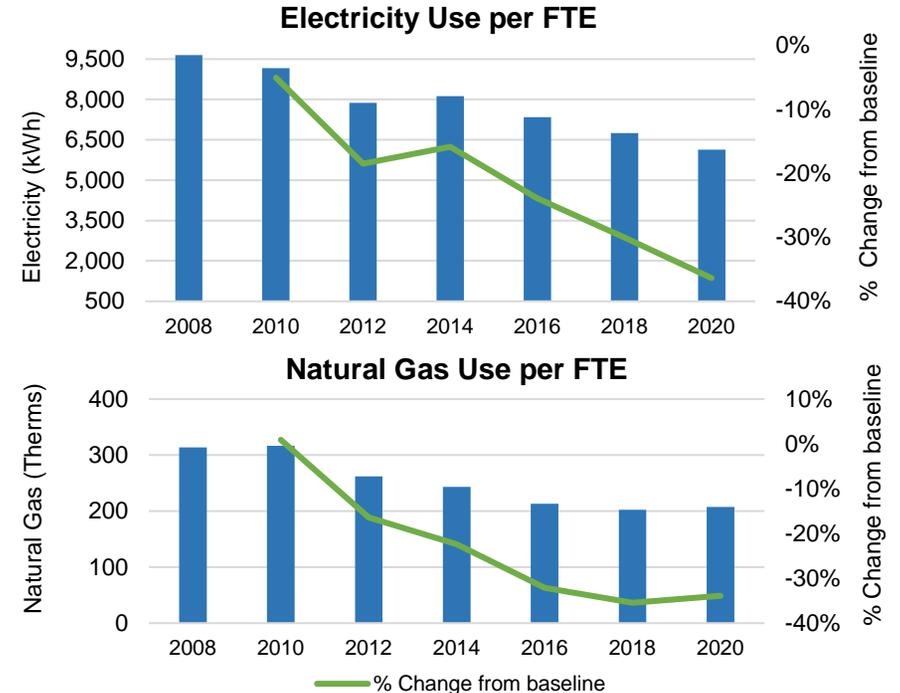
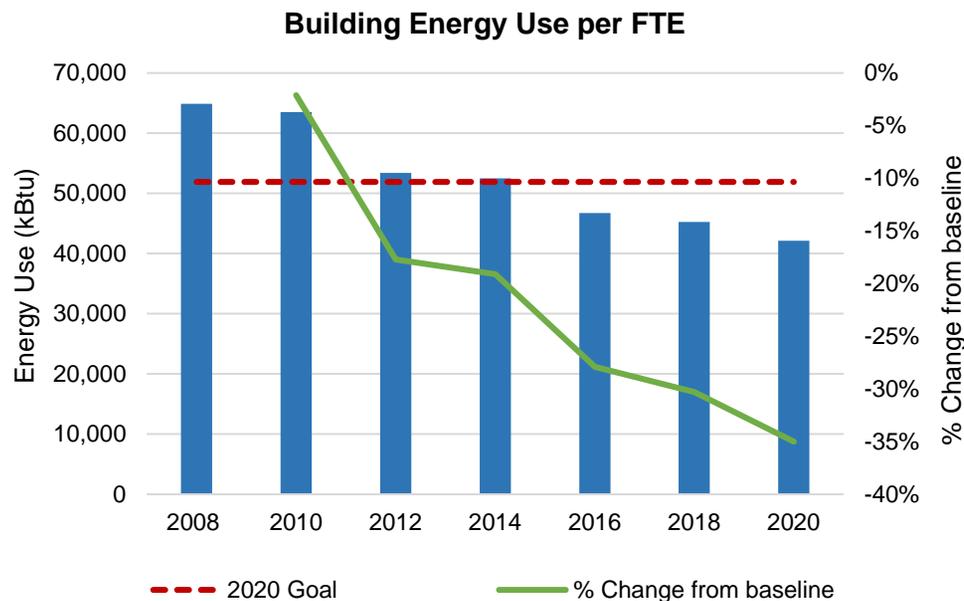
The Sustainability Division tracks several measures for internal environmental sustainability in County operations. These measures are focused on resource use in order to ensure the County is taking steps to reduce environmental impacts. The goals and achievements through the end of FY 2020 are summarized here.

Resource	FY 2020 Goal	FY 2020 Achievement
Building Energy	▼ 20% from 2008	▼ 35% per FTE
Water	▼ 2% from 2008	▼ 34% per FTE
Fleet Fuel	▼ 8% from 2008	▼ 34% per FTE
Garbage	▼ 25% from 2008	▼ 21% per FTE
Recycling	▲ 50% from 2008	▲ 19% per FTE
Materials Recovery Rate	50%	45%

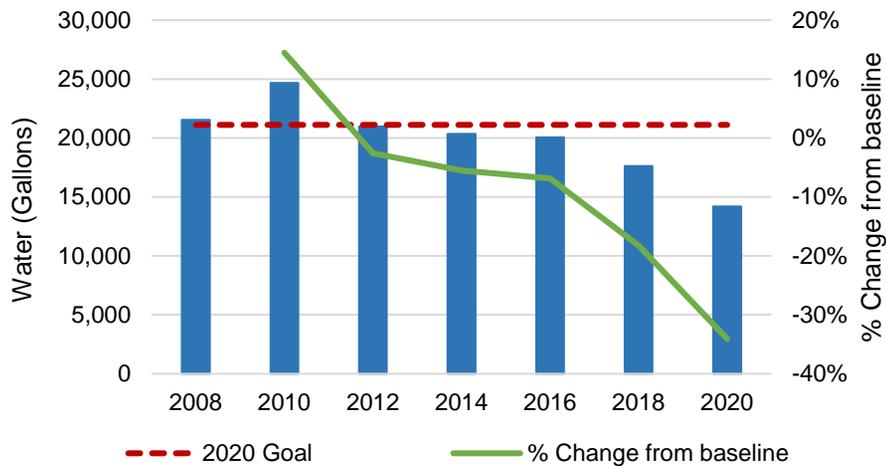
Sustainability works with County departments to gather and analyze FY data for internal and community measures. Internal data is normalized by full-time equivalent (FTE) employees, providing an accurate year-to-year comparison of resource use. FTE was selected as a normalizing factor because it is common to all internal environmental measures. Washington County has experienced tremendous staff growth since 2008; FTE is up 35%. Data normalized by square feet or in actual figures (non-normalized) can be provided upon request.

While County employees worked hard to reduce resource use over the years, the pandemic also played a role in reducing resource use during 2020. The annual department sustainability survey in fall 2020 provided an estimate of telework and showed that 96% of sites increased remote work during 2020, which most certainly reduced electricity, water and paper use.

Energy efficiency in County buildings has been a top priority for more than a decade. Efficiency upgrades are considered during building construction or retrofits. Building energy savings have also been driven by employee engagement via department training, educational tools and email reminders. The County has installed solar arrays for on-site electricity generation at three facilities so far.

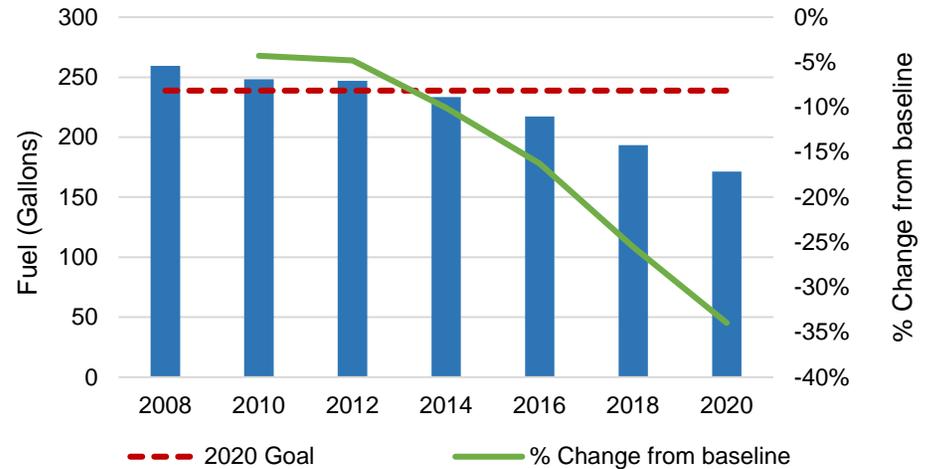


**Water Use per FTE**



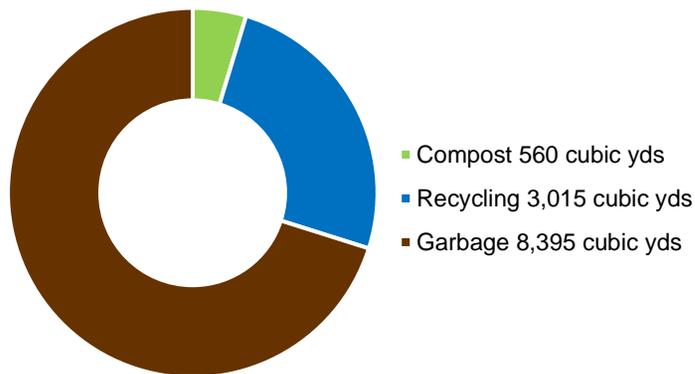
Water reductions are primarily due to improving irrigation efficiency upgrades and use of more drought-tolerant plant species in landscaping. Improvements in building mechanical systems is also helping cut water use.

**Fleet Fuel Use per FTE**

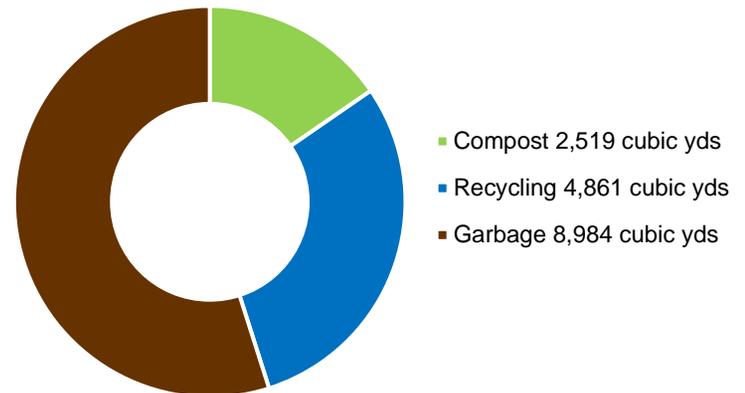


Fleet fuel reductions are due to the addition of more efficient vehicles, idle reduction strategies and a better focus on ensuring the right vehicles are selected for the service need.

**2008 Waste Volume from County Operations**



**2020 Waste Volume from County Operations**



Comparing total waste composition over time, the shift from landfill-bound waste to recovered (recycled or composted) waste is apparent. Although the goal of cutting garbage by 25% per FTE was not quite met, Sustainability documented that garbage weight decreased by 50% at the County's largest facility during most of 2020, which is astounding! The impacts of reduced occupancy in facilities during COVID-19 had a unique impact on reducing the waste produced on site, though due to the tracking available (by bin volume rather than weight generated) we cannot quantify reductions in most sites.

## Economic Sustainability

Beyond saving natural resources and protecting the environment, the County benefits from financial savings by implementing sustainability practices. This table includes the total annual costs for different resources paid in the baseline year (adjusted by the consumer price index for inflation) as compared to the amount paid in 2020 for those same resources.

Annual Resource Costs	Electricity	Natural Gas	Fleet Fuel	Waste	Paper
<b>FY 2008 (indexed for 2020)</b>	\$1,538,558	\$582,396	\$1,609,442	\$123,256	\$249,376
<b>FY 2020</b>	\$1,230,527	\$299,549	\$938,709	\$159,740	\$78,541

The County has worked closely with the Energy Trust of Oregon (ETO) to plan and implement projects showing a good return on investment. As a long-term member of the ETO Strategic Energy Management program, Washington County has completed facilities upgrades and replacements of building controls, heating and ventilation systems and lighting, which will save the County millions of dollars in avoided energy and maintenance costs over project lives.

Along with reductions in usage, fuel cost volatility helped drive cost savings in natural gas and fleet fuel. Waste costs have risen in part due to the addition of food scrap collection for composting, plus the addition of 20% more facility space since 2008 requiring new garbage service.

Many County departments have implemented paperless processes, online forms and electronic reporting which has resulted in significant cuts to paper purchases. Having online access to key information became even more critical during the pandemic since many in-person services were restricted. Key projects include electronic contracting, online new employee onboarding and electronic plan review.

## Social Sustainability

In addition to the County's efforts to conserve natural and financial resources, Sustainability supports efforts to create a more equitable workplace. Through the power of volunteerism, donations and education, Washington County provides opportunities and resources for staff to advance together on social equity and racial justice. A few examples of County equity efforts include:

Employee Giving – 2020 proved to be the most successful recent Employee Giving Campaign. Washington County employees donated more than \$20,000, marking a 39% increase in participation and 25% increase in donations over the five-year average. Donations support local organizations advancing environmental conservation, social equity, arts and culture, and COVID-19 relief.

Identity and Heritage Diversity Celebrations – Washington County conducts activities supporting Black History Month, Asian & Pacific Islander Heritage Month, Pride Month, Hispanic Heritage Month and Native American Heritage Month.

County Equity Committee – The County Equity Committee works to create a more equitable work environment, supports a culture of inclusion and assisted with review of the County equity resolution.

Diverse Workforce Reports – Sustainability staff produced three baseline reports outlining the diversity of Washington County's workforce and contracting: the



The 2020 Black History Month planning committee at the celebration event.

Washington County Diverse Workforce and Procurement Snapshot (2019), Department Demographics Snapshot (2020) and Diverse Workforce Overview Snapshot (2020). The documents provide information and data about race, ethnicity, gender, age, and disability with comparison community data.

World Social Justice Day – Each year, Sustainability celebrates United Nations Day of World Social Justice by facilitating a panel discussion with local leaders working to improve social equity. Past events have centered around diversity in environmental careers, health impacts of climate change and economic equity.

## County Employee Engagement

A principle of the Washington County sustainability framework is to engage stakeholders in the goals, best practices and behaviors that optimize sustainable practices. To successfully carry out this plan, the Sustainability Division provides education and outreach opportunities to engage and empower County employees. Here are some examples of recent internal engagement initiatives:



County and community partner volunteers helping with the winter 2019-2020 Be Safe Be Seen campaign to improve safety for people walking, biking and rolling.

Lunch & Learns and Green Bag Series – These lunchtime engagement activities help employees learn about a wide variety of sustainability topics including bicycle repair, pollinators, composting, developing sustainable habits, and terrarium building as well as County equity, diversity and inclusion efforts.

Challenges – Local friendly competitions encourage employees to integrate sustainable actions into their everyday lives such as the Bike More Challenge, Eco Challenge, Get There Challenge, Be Safe Be Seen Challenge and Kick the Can.

Department Trainings – Sustainability develops in-office and online opportunities to engage with County work teams on topics that are important and relevant to the work at hand.

External Events – The County supports community initiatives by promoting the Community Warehouse goods drive, Martin Luther King, Jr. Weekend of Service, Project Homeless Connect and SOLVE It for Earth Day.

Publications – Sustainability produces several publications for County employees and constituents to learn about sustainability topics. These include weekly intranet posts, monthly Energy Minute emails, bi-monthly Eco Times Newsletter, office posters, and regular Facebook posts, in addition to maintaining the County Sustainability website.

## Sustainability in the Community

Washington County is a founding member of [Partners for a Sustainable Washington County Community \(PSWCC\)](#). Sustainability coordinates this unique member-led coalition of 15 organizations that includes local government agencies, special districts, utilities and a community college. The members are all working to improve and promote sustainable practices in their organizations and in the community, all across the county. The PSWCC hosts meetings with opportunities for networking, education, planning and project coordination. The PSWCC developed an Organizational Assessment Tool for Sustainability (OATS) to help members analyze sustainability efforts and identify opportunities for improvement. OATS currently facilitates an environmental assessment, and the social sustainability assessment component is in development. Additionally, the collaboration worked together to expand renewable diesel fueling options by coordinating fleet managers to use this sustainable fuel and ensure availability in the local area.



## Community Sustainability

The Sustainability Division tracks some sustainability measures in the community. County departments lead programs and implement projects to help address community needs and best practices in sustainability. Progress in these areas depends on outside factors; therefore, goals were not set for all the measures.

Focus	Metric	FY 2020 Achievements
<b>Green Building</b>	County renewable energy electrical permits	213 issued (17 issued in 2008)
<b>Garbage &amp; Recycling</b>	Waste recovery rate (goal is 64% by 2025)	45% in 2018* for Metro region (50% in 2008)
<b>Auto Use</b>	Average annual miles traveled per capita	▼ 18% from 2008-20
	Annual motor vehicle fuel purchases	▼ 4% from 2008-20
<b>Transportation Options</b>	Average daily bike counts	▲ 29% from 2011-19*
	County pedestrian facilities added	▲ 50% from 2008-20
	County bike facilities added	▲ 47% from 2008-20
	County residents non-drive alone commutes	27% in 2015-19* (25% in 2008-12)
<b>Green Spaces &amp; Natural Resources</b>	State and federal certifications for waterways protection during road maintenance	Maintained compliance with ODFW fish passage programmatic agreement and NMFS Limit 10 permit
	Cumulative stream miles opened for fish passage during road improvements	52 upstream miles opened from 2008-20

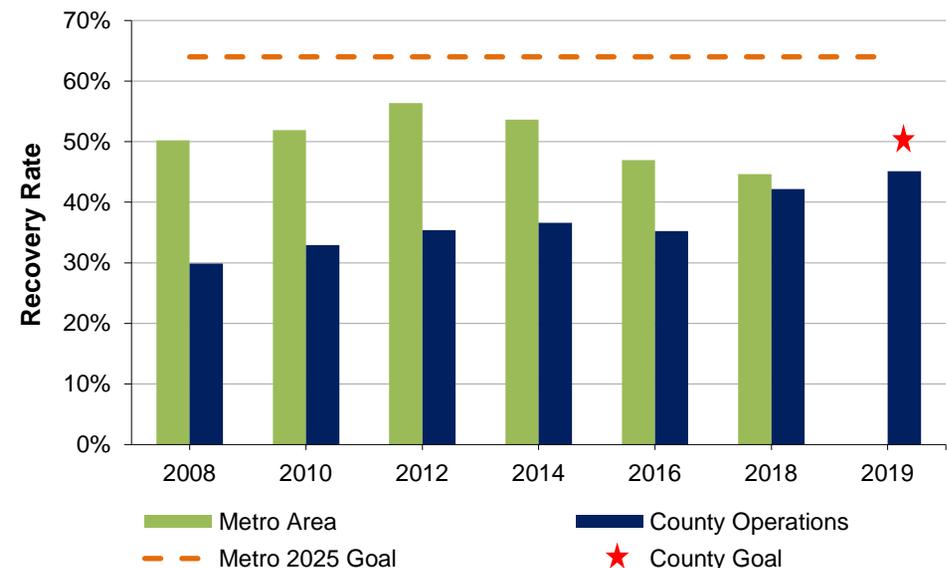
\*The latest year that data is available for this metric

Sustainability tracks the materials recovery rate of internal County business operations. This includes all waste disposed in a landfill and waste recovered through recycling and composting. The County recovery rate goal is 50% by the end of FY 2020, which was nearly met. Increases in composting and decreases in garbage in the past couple years helped propel the rate to 45%.

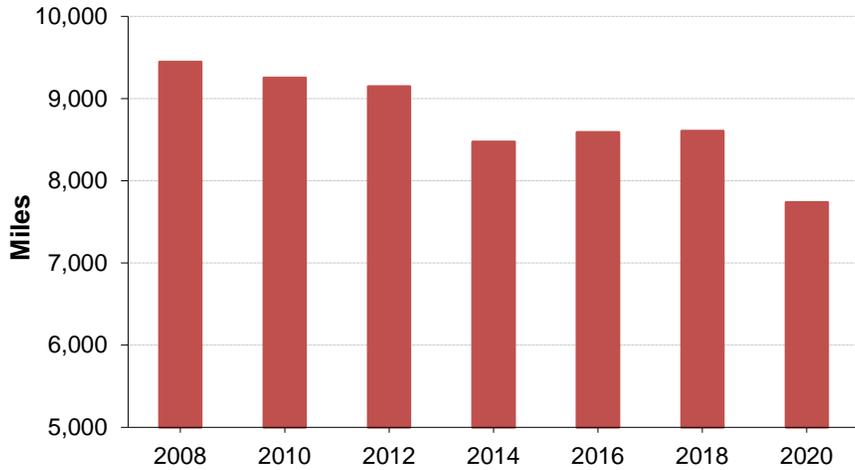
The Oregon Department of Environmental Quality (DEQ) tracks the community recovery rate for the state. The three-county Metro region is aiming for a target rate of 64% by 2025. DEQ has calculated a 45% recovery rate through 2018 to date. The comparative rates are shown on this chart and the recovery rate calculation is explained graphically below.



### Regional and County Operations Materials Recovery

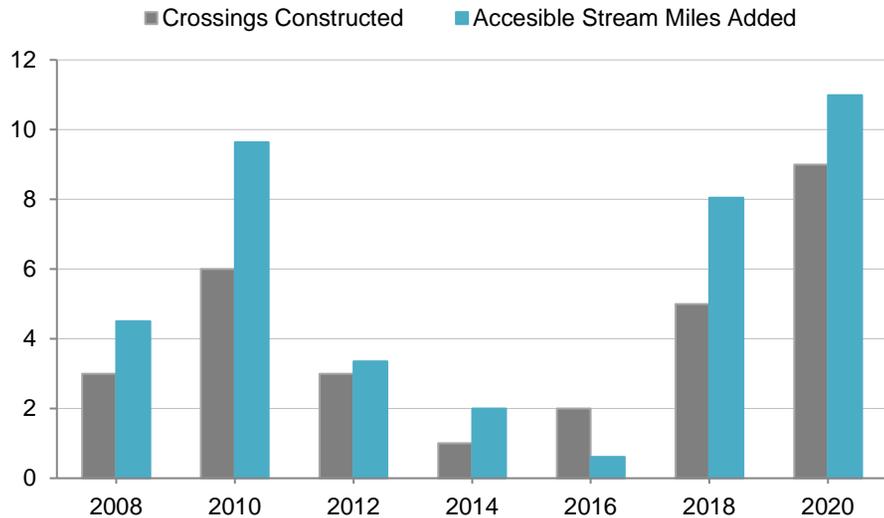


### Washington County Annual Vehicle Miles Traveled per Capita



Vehicle miles traveled per capita is decreasing in Washington County, and the 2020 drop is likely due to decreased driving during the pandemic.

### Fish Friendly Stream Crossings



Protecting the natural habitat is a priority when the County conducts routine road maintenance and improvement activities. In addition, the County strives to enhance waterway conditions to restore access to native fish and wildlife with road projects where possible by upgrading crossings and culverts.



**PEDESTRIAN FACILITY MILEAGE**  
includes County-funded sidewalks and asphalt paths



2008: 121.3 miles  
2020: 182.3 miles

**BIKE LANE MILEAGE**  
County-funded projects



2008: 116.5 miles  
2020: 171.4 miles



Washington County has been improving roads to support all types of users to help residents choose and use more non-drive alone options.



On Cornelius Pass Road headed north, the standard bike lane and sidewalk transitions to a bike and pedestrian path with improved safety and separation from vehicles.

## Looking Ahead

In FY 2021, Washington County is doing more to reduce the carbon footprint of operations. As a member of Portland General Electric's Green Future Impact program, approximately 50% of the electricity for County operations will be supplied by a new large-scale Oregon solar facility, Pačhwáywit Fields. In addition, the County's third on-site solar photovoltaic system came online at the Wingspan Event and Conference Center. By way of fuel and emissions reduction, the County's fleet is incorporating more renewable diesel in fueling as well as putting the first hybrid police interceptor vehicles into service. And the County adopted telecommuting and alternative work schedule policies, which will support reductions in employee commute impacts, and lead to energy, water, and garbage reduction at County facilities. An early 2020 waste sort provided further insights to further cut garbage and ensure materials end up properly recycled – strategies that Sustainability hopes to implement once operations are somewhat more normal. Additionally, Sustainability is expanding virtual engagement capacity to improve access and to reach all staff, regardless of where they work. 2021 will feature the following new initiatives:

- *Sustainability Series* – A shift away from Green Bag lunch and learns to discuss sustainability topics during the workday as a County training opportunity
- *Sustainability BINGO* – A game that encourages employees to engage in sustainable behaviors, with prizes and recognition for reaching milestones
- *NeoGov Online Courses* – Modules for employees to learn about sustainability on their own time
- *New Logos* – A revamped Sustainability Division logo to inspire people to be green, and a new secondary graphic featuring the Triple Bottom Line
- *Energy Scavenger Hunt* – An activity that encourages employees to evaluate their home and office energy practices and design a plan to reduce energy
- *Revamped Energy Toolkit* – A more concise and user-friendly version, focusing on giving employees information they need to cut energy use at work

Finally, as the County's 2020 sustainability goals have now concluded it is time to look to the future. The Sustainability Division will lead the process to develop a new County sustainability plan in 2021, collaborating with County leadership and staff. Sustainability will coordinate with departments to learn about what the County organization is doing to address climate change and lay the groundwork for future climate action planning and adaptation.

## Opportunities Abound

Washington County is committed to sustainable operations, even in the face of dramatic change and uncertainty. The County believes that sustainability strategies must produce measurable results, provide long-term benefits and improve operations. The County will continue to take action to become more sustainable, effective and resilient. With future generations in mind, Washington County is committed to building on its sustainability initiatives and practices in support of its mission and vision. Washington County recognizes the responsibility for public agencies to conserve natural resources, be fiscally responsible and celebrate the achievements of a productive organization. These efforts are advancing sustainable practices in day-to-day operations.

Washington County's Sustainability Division works in four strategic areas: planning and policy development, technical assistance to departments and community partners, education and awareness of employees and constituents, and progress measurement and tracking.

The Sustainability Division reports progress annually to the Board of County Commissioners, employees and the community. The County's sustainability plans, reports, policies and events are located online. We invite you to stay connected via our [website](#) or our [Facebook page](#) to learn and grow with us. Reach out to [Robin Straughan](#) if you have any questions about sustainability at Washington County or the information shared in this report.

*Washington County strives to improve the triple bottom line through policies and programs that:*

- ❖ Foster workplace excellence by empowering and engaging employees
- ❖ Connect a healthy environment with wellness and better quality of life
- ❖ Recognize and celebrate cultural differences while creating a collaborative work environment
- ❖ Promote responsible stewardship of County resources

## Appendix: Sustainability Plan Achievement Detail

### Work Plan Matrix: Internal Sustainability Measures

KEY:



Goal achieved



Work in progress



Did not complete

Resolution Objectives	Activity Status							
<b>1. Realize economic and resource savings through the construction, operation, and maintenance of high-performance public buildings and landscapes.</b>	Develop & implement a plan to optimize energy upgrades, automation and strategic management. Consider policies to reduce plug load and night-time energy load.	Pursue Energy Star or similar green building certification for eligible retro-commissioned County facilities. Maintain Energy Star certification of PSB.	Conduct building energy audits and determine and correct wasted energy sources.	Create appropriate policies or guidelines for green building standards and consider LEED certification standards. Used green practices in construction projects.	Develop & implement a plan for water reduction and consider addition of water-efficient building fixtures Research best practices.	Improve grounds irrigation efficiency.	Improve HVAC water efficiency through tune-ups and system upgrades.	Meet standards for best practices in sustainable grounds maintenance to reduce toxics, cut water use, and improve efficiency in landscaping.
<b>2. Enhance the fuel efficiency of County fleet vehicles and use of alternative fuels as practicable.</b>	Meet standards for best practices in sustainable fleet services to reduce toxics, improve recycling, and cut waste.	Implement fleet procurement guidelines that optimize fuel efficiency, right sizing, alternate fuels, and emerging technologies. Add GPS tracking.	Work with County departments to develop and implement Idle Reduction Plans.	Present eco-driving concepts in County defensive driver training; implement ODOT's EcoDrive program County-wide.	Support electric vehicle (EV) infrastructure development for fleet.	Expand use of alternative fuels such as biodiesel, renewable diesel and other fuels for fleet vehicles and equipment as practical.		
<b>3. Enhance recycling rates in County operations and in the community and promote waste reduction at the source.</b>	Encourage and support departments pursuing electronic records management and paperless workflow strategies.	Increase the number of County services offered electronically.	Include waste prevention, garbage reduction, and recycling education in employee orientation and department trainings.	Collect and separate locally recyclable or reusable materials that cannot be commingled for pick up; deliver to materials recovery facility or other collection program for reuse.	Conduct a waste audit and develop strategies for reducing County waste.	Maintain the County's ReUse Store as a source for reusable and repurposed office supplies.	Utilize commercial food scrap collection for composting through our waste hauler.	Vegetation cleared from roadsides is taken to compost facility instead of bagged as garbage.

<p><b>4. Develop sustainable procurement strategies for all County operations where practicable.</b></p>	 Implement County policies and guidelines for sustainable procurement practices. Maintain a high proportion of green office supplies.	 Update sustainable purchasing guidelines; include best sustainability practices for contracted services improve equity and reduce waste.	 Expand sustainability RFP questionnaire to request minority, women, and emerging small business (MWESB) status of bidders.	 Support integration with ORPIN on notification to MWESB members; consider outreach to business organizations on contracting to improve equity.	 Purchase environmentally preferred cleaning products and services to reduce toxics in County facilities.	 Initiate process to incorporate equity, diversity and inclusion into contracts using scorable criteria.	 Join the Sustainable Leadership Purchasing Council to learn about industry best practices and glean resources.	 Join the Clean Air Consortium and update procurement rules to include clean air construction standards.
<p><b>5. Prioritize energy efficiency and increase the use of renewable energy.</b></p>	 Develop & implement a Strategic Energy Management (SEM) plan to optimize best practices and energy upgrades.	 Pursue green building certification for eligible retro-commissioned County facilities.	 Monitor solar energy generation from arrays installed at County facilities.	 Review and update County Energy Policy.	 Convene the County Energy Team to expand awareness of energy use and promote energy conservation among employees.	 Develop Energy Conservation Toolkit as a resource for employees to learn about ways to save energy.		
<p><b>6. Support transportation programs and infrastructure that address capacity, multi-modal options, trip reduction, and the use of public transportation and carpooling.</b></p>	 Support Employee Commute Options (ECO) program, including the TriMet Universal Pass Program. Provide access to carpool assistance and bike/ped facilities.	 Comply with ECO trip reduction goals through implementation of alternative commuting initiatives.	 Support electric vehicle infrastructure development.	 Administer the emergency ride home for any employees that have a TriMet pass.	 Promote active transportation. Participate in the Bike Challenge, Get There Oregon, and commuter events to help improve wellness and equity for employees.	 Construct secure bike parking facility for employee use. Add bike rack infrastructure and bike repair stations to County facilities.	 Develop and adopt County Telecommuting/ Remote Work Policy and Alternative Work Schedule Policy.	
<p><b>7. Invest in facilities, equipment, and durable goods that reflect the highest feasible efficiency and lowest life cycle costs.</b></p>	 Develop a building management system, install automated controls, continue lighting upgrades, and retro-commission buildings to optimize efficiency.	 Create appropriate guidelines for green building standards for all county property. Reduce toxics and non-renewable resources used in County facilities.	 Improve grounds irrigation efficiency with moisture monitoring systems, automated controls, and flow meters.	 Implement County policies and guidelines for sustainable procurement practices and sustainable meetings and events.	 Purchase Energy Star rated or low-energy model appliances and electronics when possible.	 Support an Employee Suggestion Program to improve County operations sustainability, cut resource use, expand social equity and save money.		

<p><b>8. Develop and implement communication and education plans to promote and report on the County's sustainability activities and best practices.</b></p>	<p>● Convene the Sustainability Liaisons to serve as a green team for the County and convey sustainability information to departments.</p>	<p>● Participate in or coordinate an outreach event to educate employees and public on ways to conserve energy at work and home.</p>	<p>● Increase visibility of the County's sustainability efforts via the County's website, social media, and community outreach efforts. Increase awareness and transparency of program.</p>	<p>● Present information about the sustainability program during employee orientation and department trainings. Engage employees about stewardship and sustainability awareness.</p>	<p>● Implement and update department-specific sustainability plans to assist with County sustainability goals and other strategies.</p>	<p>● Develop and distribute the Eco Times newsletter to share sustainability tips, information, events and achievements with employees.</p>	<p>● Develop and deliver employee engagement campaigns and challenges to promote sustainable behaviors and best practices.</p>	
<p><b>9. Participate with the Partners for a Sustainable Washington County Community and other collaborations to document best practices, share information, and develop programs.</b></p>	<p>● Coordinate and administer the PSWCC. Organize meetings, projects, trainings and events for partner members. Maintain work plan and budget.</p>	<p>● Serve on executive sponsor team and operations team of PSWCC.</p>	<p>● Share information and exchange resources. Learn best practices and benchmark against each other.</p>	<p>● Participate in other local and regional sustainability networks as appropriate, such as the Public Sector Sustainability Roundtable.</p>				
<p><b>10. Monitor and measure progress and report periodically to the Board of County Commissioners.</b></p>	<p>● Maintain databases of County resource use and cost, including electricity, natural gas, water, garbage, recycling, and fuel.</p>	<p>● Report progress annually to the Board. Make report available to the community by posting it on the County website. Improve transparency of program and increase employee awareness.</p>	<p>● Conduct a greenhouse gas inventory of internal County operations, using common carbon accounting methods. Report carbon emissions periodically.</p>	<p>● Track carbon emissions trends from County operations. Set goals for emissions reduction.</p>				

**Work Plan Matrix: Community Sustainability Measures**

**KEY:**  Goal achieved  Work in progress  Did not complete

Resolution Objectives	Activity Status			
<b>1. Emphasize land use planning, development, and building policies and practices that promote sustainable communities.</b>	 Implement various strategies to promote auto use reduction and improve access, including addition of bike lanes, sidewalks, and pedestrian improvements.	 Implement various strategies to promote green building, including issuing renewable energy building permits.	 Implement various strategies to promote transit-supported development, improving access and equity, including tracking dwelling units added to transit-supported areas.	
<b>2. Protect and foster productive and healthy agriculture, green spaces and natural resource lands.</b>	 Implement various strategies to preserve farm and forest land, including waterways protection strategies for routine road maintenance.	 Implement sustainable food system strategies to foster flourishing agriculture and a strong local economy.		
<b>3. Support transportation programs and infrastructure that address capacity, multi-modal options, trip reduction and the use of public transportation and carpooling.</b>	 Implement various strategies to promote auto use reduction, including addition of bike lanes, sidewalks, and pedestrian improvements. Improve access and equity for all residents.	 Track various modes of commuting in Washington County.	 Support the Drive Less (now Get There Oregon) campaign to lower fuel use and improve access and equity for all residents.	 Maintain membership in Westside Transportation Alliance.
<b>4. Enhance recycling rates in County operations and in the community and promote waste reduction at the source.</b>	 Promote materials management best practices. Increase waste diversion rates for residential and commercial sectors. Implement programs in unincorporated and city jurisdictions.	 Continue evaluation of pilot commercial food scraps collection and food donation programs – working with cities, collection companies and commercial partners. Evaluate feasibility of a permanent program.		
<b>5. Support legislative and economic development initiatives consistent with the County’s interests.</b>	 Support the Get There Oregon campaign to lower fuel use and improve access and equity for all residents.	 Support EV infrastructure development.	 Implement sustainable food system strategies to foster healthy people, flourishing agriculture, and a strong local economy. Improve access and equity for all residents. Improve food security.	