



Washington County Sustainability Plan

Adopted July 2014

Introduction

With future generations in mind, Washington County has placed a growing emphasis on sustainability as a framework for planning, policy development, and management. The County is committed to building upon its sustainability initiatives and practices to support its mission and vision. For Washington County, sustainability means that we will meet our current economic, social, and environmental needs while ensuring that future generations are able to meet their needs. Finding the balance between these diverse requirements is the key to long-term sustainability.

Washington County recognizes the responsibility for public agencies to conserve natural resources, use financial resources efficiently, and celebrate the achievements of a productive organization. We are advancing sustainable practices in our day-to-day operations. We have implemented strategies that address many aspects of sustainability such as: energy efficiency upgrades, recycling education, employee commute options, and purchasing of recycled-content supplies.

Sustainability is a process of continual improvement. Washington County is taking disciplined, thoughtful steps that are in the best interest of the organization and community.

Background

The Washington County Board of County Commissioners (Board) formalized its commitment to sustainability by adopting a [Resolution and Order](#)¹ (R& O) in support of that effort. The 2009 R& O and [framework attachment](#)² outlines the County's commitment to sustainable practices and reflects all three aspects of sustainability – environment, economy, and social equity. The County's approach to sustainability is framed by four milestones: 1) assess opportunities; 2) create action plans; 3) implement action plans; and 4) evaluate and report results.

The County's sustainability efforts are based on a set of guiding principles, as noted in the framework attachment. Those principles are:

¹ The Washington County Board of County Commissioners' sustainability Resolution and Order (#09-93) can be found at http://www.co.washington.or.us/Support_Services/Sustainability/.

² The framework attachment (Attachment A), was adopted along with R & O #09-93, and is located at http://www.co.washington.or.us/Support_Services/Sustainability/.

Future Generations – consider the needs, health, and opportunity of future residents and employees, while meeting current needs	Stewardship – commit to the efficient and effective use of limited resources and serve as an example toward others
Accountability – ensure public funds provide priority infrastructure and services. Strive to get the most benefit from available resources through sound sustainability practices.	Innovation – commit to best practices, continuous improvement, and creativity
Prevention – promote healthy and sustainable lifestyles and choices to prevent larger problems	Education – engage employees, the public, and policy makers in the goals, best practices, programs, roles, and behaviors that optimize sustainable practices
Shared Responsibility – encourage employees, residents, businesses, and other community stakeholders to do their part	Collaboration – pursue partnerships and collaborative working relationships with public and private partners

The following objectives from the framework attachment provide the basis for the County’s sustainability initiatives:

- Realize economic and resource savings through the construction, operation and maintenance of high performance public buildings and landscapes
- Enhance the fuel efficiency of County fleet vehicles and use of alternate fuels as practicable
- Enhance recycling rates in County operations and in the community and promote waste reduction at the source
- Develop sustainable procurement strategies for all County operations where practicable
- Emphasize land use planning, development, and building policies and practices that promote sustainable communities
- Protect and foster productive and healthy agriculture, green spaces and natural resource lands
- Prioritize energy efficiency and increase the use of renewable energy
- Support transportation programs and infrastructure that address capacity, multi-modal options, trip reduction and the use of public transportation and carpooling
- Invest in facilities, equipment, and durable goods that reflect the highest feasible efficiency and lowest life cycle costs
- Develop and implement communication and education plans to promote and report on the County’s sustainability activities and best practices
- Support legislative and economic development initiatives consistent with the County’s interests
- Participate with the Partners for a Sustainable Washington County Community and other collaborations to document best practices, share information and develop collaborative programs and efforts
- Monitor and measure progress and report periodically to the Board

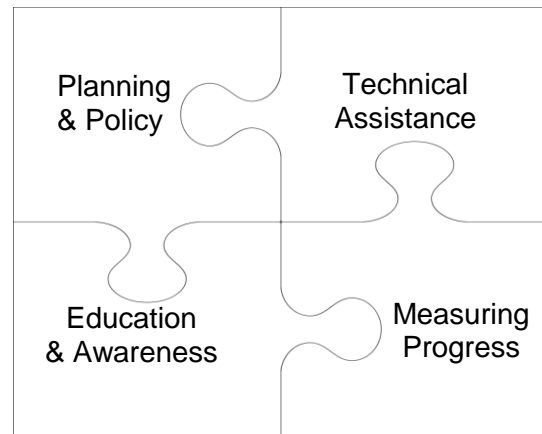
With that framework in mind, the Sustainability Program has developed an expanded definition of internal sustainability that encompasses the triple bottom line. This three-part approach ensures that all aspects of sustainability – environment, economy, and equity – are included in the County’s business operations.

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

Sustainability Program

Washington County’s Sustainability Program provides guidance for best practices throughout the organization. The program is focused in four areas: planning and policy development, technical assistance to departments, education and awareness of employees and constituents, and measurement and tracking of progress.



In 2009, the County established the Sustainability Coordinator position to focus primarily on improving the sustainability of internal operations through education and action. The coordinator works with all departments to learn about their practices, and helps make recommendations for improvements to save money, resources, and provide better service. In addition, this position is responsible for the development of new policies and guidelines, implementation of new projects, and tracking and measuring the progress made toward sustainability goals.

The program established a County-wide team of Sustainability Liaisons in 2010 to serve as conduits of information to departments. The Liaisons have played an integral role in encouraging best practices, advocating for sustainable improvement, and leading by example. Many departments and divisions spearhead their own sustainability efforts, especially as a means of improving efficiency and reducing costs.

In 2012, the program added the Sustainability Program Educator position in order to help expand employee education and drive behavior change, improve community outreach, and lead coordination of the Partners for a Sustainable Washington County Community.

Accountability

Washington County’s sustainability actions must produce measurable results, provide long-term benefits and improve efficiency. The Sustainability Program reports progress toward its objectives to the Board, County employees, and the community. Washington County is taking

disciplined, thoughtful steps that are in the best interest of the organization and community – now and in the future. Economic savings and improved social equity attributed to sustainability actions are documented whenever possible. Sustainability Program progress reports are posted on the County’s [Sustainability Program website](#).³

Washington County conducted its first [Greenhouse Gas \(GHG\) Inventory](#)⁴ in 2011 in order to gain a better understanding of the carbon footprint of County operations. The inventory was completed using 2008 data. An updated inventory using data from subsequent years is being conducted in order to determine the current trend of County emissions and to consider setting a benchmark for reduction. The results of that process will inform future policy and action as the County looks to reduce its environmental impact, invest in long term economic savings, and lead its communities toward a resilient future.

In 2012, County departments developed their own sustainability plans, personalized to the requirements of their work units. Departments report annually to the Sustainability Coordinator on the progress made in implementing their plans, including any challenges or successes. The reports help guide the Sustainability Program in the provision of technical assistance and outreach to employees.

Strategies and Outcomes

This plan guides continued integration of best practices into operations, programs, and services. To measure progress against a 2008 baseline, Sustainability Program staff identified proposed outcome measures for each activity. Implementing internal sustainability initiatives requires a collaborative approach and the cooperation of all County departments and staff. Leadership from the County Administrative Office has helped to bring sustainability to the forefront as program and policy decisions are made and new guidelines are rolled out.

Washington County is also collaborating with jurisdictional and business partners on community-focused sustainability activities. This includes support for green building, recycling, effective public transportation, mixed-use development, transit-oriented development, bike and pedestrian infrastructure, and food system sustainability. These community-driven strategies and partnerships are an effective, responsible, and respectful way to support and coordinate countywide sustainability efforts.

Timeline

This plan is designed to be a living document as the Sustainability Program continues to evolve. The time horizon for this plan is Fiscal Year (FY) 2014 through FY 2018. It follows the initial plans and goals set for Washington County, which spanned FY 2008 through FY 2013.

Washington County developed its first sustainability work plan in 2009 to guide work related to the objectives and principles outlined by the Board. Wherever possible the program used FY 2008 as a baseline year for data collection and benchmarking. The County adopted metrics and

³ The County’s Sustainability Program website is located at http://www.co.washington.or.us/Support_Services/Sustainability/.

⁴ The Washington County Greenhouse Gas Inventory of Internal Operations is located at: http://www.co.washington.or.us/Support_Services/Sustainability/sustainability-plans.cfm

set goals for achievement by the end of FY 2013. The progress made toward those goals is discussed in the [2013 progress report presentation](#)⁵ to the Board. This current work plan, developed in 2014, includes the next set of goals for achievement by the end of FY 2018, based on the same internal and community measures.

To measure the impact of sustainability at Washington County, the program:

1. Established measures that are challenging but feasible for each desired primary outcome
2. Made baseline measurements of primary outcome indicators to establish benchmarks; FY 2008 is used as the baseline year whenever possible
3. Set goals to be achieved by the end of Fiscal Year 2018, measuring annual progress
4. Report annually on achievements and progress toward the program goals

2018 Sustainability Goals

Sustainability Program Goals: Internal Measures	
Energy	Reduce energy use in County buildings by 20% from 2008 to 2018.
Water	Reduce water use in County building and landscaping by 2% between 2008 and 2018. Maintain EcoBiz landscaping services certification.
Recycling	Improve recycling rates in County facilities by 50% between 2008 and 2018. Improve materials recovery rate to 50%.
Garbage	Reduce garbage in County facilities by 25% between 2008 and 2018.
Fleet	Reduce fuel use in County fleet vehicles by 8% between 2008 and 2018. Maintain EcoBiz fleet services certification.
Procurement	Maintain a high proportion of environmentally preferred office and janitorial supplies. Incorporate sustainability into service contracts.
Greenhouse Gas Emissions	Track the County's GHG generated by internal operations. Set benchmark for GHG reduction.

Sustainability Program Goals: Community Measures	
Green Building	Track number of renewable energy building permits issued by the County.
Recycling, Waste Prevention & Garbage	Track waste recovery rates toward the goal of 64% for the metro region.
Auto Use	Track vehicle miles traveled and fuel purchases.
Alternative Transportation	Track use of alternative transportation options. Track dwelling units built in transit-supported areas.
Green Spaces & Natural Resources	Maintain state and federal programmatic certifications for best practices in waterways protection during road maintenance.

⁵ The County's annual sustainability progress report presentations and reports are found here: http://www.co.washington.or.us/Support_Services/Sustainability/sustainability-plans.cfm

The following matrices form the foundation for Washington County’s sustainability plan. They include the Board’s sustainability objectives, planned action items, the department or program that holds responsibility for each activity, and proposed outcome measures or indicators.

Work Plan Matrix: Internal Measures

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
1. Realize economic and resource savings through the construction, operation, and maintenance of high performance public buildings and landscapes.	Develop and implement a strategic energy management plan for County facilities. Develop a building management system, install automated controls, continue lighting upgrades, and retro-commission buildings to optimize efficiency. Consider policies to reduce plug load and night-time energy load.	Facilities & Parks, Sustainability Program	Reduce energy consumption. Reduce energy bills.
	Pursue Energy Star or similar green building certification for eligible retro-commissioned County facilities.	Facilities & Parks, Sustainability Program	Maintain or achieve Energy Star or similar certification.
	Conduct building energy audits, including night-time audits of workstations. Determine and correct wasted energy sources.	Facilities & Parks, Sustainability Program	Reduce energy consumption. Reduce energy bills.
	Create appropriate policies or guidelines for green building standards for all new or renovated county property. Consider Leadership in Energy and Environmental Design (LEED) certification standards.	Facilities & Parks	Reduce energy and water consumption. Reduce non-renewable resources used in County facilities.
	Develop and implement a plan for water reduction strategies throughout the organization. Consider addition of water-efficient building fixtures, like touchless sinks. Research best practices for 24-hr residential facilities.	Facilities & Parks, Sustainability Program	Reduce water consumption. Reduce water bills.
	Improve grounds irrigation efficiency with moisture monitoring systems, automated controls, and flow meters.	Facilities & Parks	Reduce water consumption. Reduce water bills.
	Improve HVAC water efficiency through tune-ups and system upgrades.	Facilities & Parks	Reduce water consumption. Reduce water bills.
	Meet standards for best practices in sustainable grounds maintenance to reduce toxics, cut water use, and improve efficiency in landscaping.	Facilities & Parks	Maintain EcoBiz certification.
2. Enhance the fuel efficiency of County fleet vehicles and use of alternative fuels as practicable.	Meet standards for best practices in sustainable fleet services to reduce toxics, improve recycling, and cut waste.	Fleet	Maintain EcoBiz certification.
	Implement fleet procurement guidelines that optimize fuel efficiency, right sizing, alternate fuels, and emerging technologies. Consider GPS tracking for efficient route-planning.	Fleet	Reduce fuel consumption and emissions.
	Work with County departments to develop and implement Idle Reduction Plans.	Fleet, Sustainability Program	Reduce vehicle miles traveled (VMT), fuel use, and emissions.

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
	Present eco-driving concepts in County defensive driver training; consider implementing ODOT's EcoDrive program County-wide.	Risk Management, Sustainability Program	Reduce VMT, fuel use, and emissions.
	Support electric vehicle (EV) infrastructure development for fleet, if needed.	Facilities & Parks, Fleet	Add EV charging infrastructure. Reduce emissions.
3. Enhance recycling rates in County operations and in the community and promote waste reduction at the source.	Encourage and support departments pursuing electronic records management and paperless workflow strategies.	Sustainability Program, ITS	Reduce paper consumption and waste. Reduce office supply and paper purchases.
	Increase the number of County services offered electronically.	County departments, ITS	Reduce paper consumption and waste. Increase customer efficiency.
	Include waste prevention, garbage reduction, and recycling education in employee orientation and department trainings.	Human Resources, Sustainability Program	Reduce and prevent waste. Increase recycling rates and materials recovery. Increase employee awareness.
	Collect and separate locally recyclable materials that cannot be commingled for pick up; deliver to materials recovery facility.	Facilities & Parks, County departments	Reduce garbage amount and bills. Improve materials recovery rate.
	Conduct a waste audit and develop strategies for reducing County waste.	Sustainability Program	Reduce garbage amount and bills. Improve materials recovery rate.
	Maintain the County's ReUse Store as a source for reusable and repurposed office supplies.	Finance/Purchasing, Sustainability Program	Reduce the purchase of new supplies. Reduce garbage.
	Utilize commercial food scrap collection for composting through our waste hauler once it becomes available in our region.	Facilities & Parks, Sustainability Program	Reduce garbage amount and bills. Improve materials recovery rate.
4. Develop sustainable procurement strategies for all County operations where practicable.	Implement County policies and guidelines for sustainable procurement practices.	Finance/Purchasing, Sustainability Program	Maintain high proportion of green office supplies.
	Update sustainable purchasing guidelines to include best sustainability practices for contracted services to reduce waste and improve social equity.	Finance/Purchasing, Sustainability Program	Incorporate sustainability into service contracts.
	Expand sustainability RFP questionnaire to request minority, women, and emerging small business (MWESB) status of bidders.	Finance/Purchasing, Sustainability Program	Incorporate sustainability into service contracts.
	Support integration with ORPIN on notification to MWESB members; consider outreach to business organizations (Chambers, non-profits) on contracting with Washington County to improve social equity.	Finance/Purchasing	Incorporate sustainability into service contracts.

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
	Purchase environmentally preferred cleaning products and services to reduce toxics in County facilities.	Facilities & Parks	Maintain high proportion of green products.
5. Prioritize energy efficiency and increase the use of renewable energy.	Develop and implement a strategic energy management plan for County facilities, including development of a building management system, automated controls, and retro-commissioning of facilities. Consider policies to reduce plug load and night-time energy load.	Facilities & Parks, Sustainability Program	Reduce energy consumption. Reduce energy bills.
	Pursue Energy Star or similar green building certification for eligible retro-commissioned County facilities.	Facilities & Parks, Sustainability Program	Maintain or achieve Energy Star or similar certification.
	Monitor solar energy generation from array installed on the PSB.	Facilities & Parks, Sustainability Program	Track on-site renewable energy generation.
	Review and update County Energy Policy.	Facilities & Parks, Sustainability Program	Reduce energy consumption. Reduce energy bills.
	Convene the County Energy Team to expand awareness of energy use and promote energy conservation among employees.	Facilities & Parks, Sustainability Program	Reduce energy consumption. Reduce energy bills.
6. Support transportation programs and infrastructure that address capacity, multi-modal options, trip reduction, and the use of public transportation and carpooling.	Support Employee Commute Options (ECO) program, including the TriMet Universal Annual Pass Program. Provide access to carpool assistance and bike/pedestrian facilities to help improve wellness and social equity for employees.	Human Resources, Facilities & Parks, Sustainability Program	Reduce VMT, fuel use, and emissions.
	Comply with ECO trip reduction goals through implementation of alternative commuting initiatives.	Human Resources, Sustainability Program	Reduce VMT, fuel use, and emissions.
	Support electric vehicle infrastructure development.	Facilities & Parks, Fleet	Add EV charging infrastructure.
	Administer the emergency ride home for any employees that have a TriMet pass.	Human Resources	Reduce VMT, fuel use, and emissions.
	Promote active transportation through encouragement of commuting by bike, transit, and walking. Participate in Bike Commute Challenge, Drive Less Connect, and other commuter events to help improve wellness and social equity for employees.	Sustainability Program	Reduce VMT, fuel use, and emissions.
7. Invest in facilities, equipment, and durable goods that reflect the highest	Develop building management system, install automated controls, continue lighting upgrades, and retro-commission buildings to optimize efficiency.	Facilities & Parks, Sustainability Program	Reduce energy consumption. Reduce energy bills.

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
feasible efficiency and lowest life cycle costs.	Create appropriate policies or guidelines for green building standards for all new or renovated county property. Consider LEED certification standards. Reduce toxics and non-renewable resources used in County facilities.	Facilities & Parks	Reduce energy and water consumption.
	Improve grounds irrigation efficiency with moisture monitoring systems, automated controls, and flow meters. Consider addition of water-efficient building fixtures.	Facilities & Parks	Reduce water consumption. Reduce water bills.
	Implement County policies and guidelines for sustainable procurement practices and sustainable meetings and events.	Finance/Purchasing, Sustainability Program	Reduce waste, resource use, and emissions. Increase recycling and use of green products.
	Purchase Energy Star rated or low-energy model appliances and electronics when possible.	Facilities & Parks, ITS	Reduce energy consumption. Reduce energy bills.
	Support an Employee Suggestion Program to implement ideas to improve the sustainability of County operations, improve resource efficiency, save money, and expand social equity.	Sustainability Program, County departments	Reduce resource consumption and waste. Reduce utility bills.
8. Develop and implement communication and education plans to promote and report on the County's sustainability activities and best practices.	Convene the Sustainability Liaisons to serve as a green team for the County and convey sustainability information to departments. Increase employee awareness, implement projects, and improve stewardship of resources.	Sustainability Program	Reduce waste, resource use, and emissions. Increase recycling and use of green products.
	Participate in or coordinate an outreach event to educate employees and public on ways to conserve energy at work and home. Increase employee awareness.	Facilities & Parks, Sustainability Program	Reduce energy consumption.
	Increase visibility of the County's sustainability efforts via the County's website, social media, and community outreach efforts. Increase employee awareness and transparency of program.	Sustainability Program	Reduce waste, resource use, and emissions. Increase recycling and use of green products.
	Present information about the sustainability program during employee orientation and department trainings. Engage employees about resource stewardship; increase employee awareness.	Sustainability Program, Human Resources	Reduce waste, resource use, and emissions. Increase recycling and use of green products.
	Implement and update department-specific sustainability plans to assist with achievement of County sustainability goals and other sustainable strategies. Engage employees about resource stewardship; increase employee awareness.	Sustainability Program, County departments	Reduce waste, resource use, and emissions. Increase recycling and use of green products.

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
9. Participate with the Partners for a Sustainable Washington County Community (PSWCC) and other collaborations to document best practices, share information, and develop collaborative programs and efforts.	Coordinate and administer the PSWCC. Organize meetings, projects, trainings and events for partner members. Maintain work plan and budget.	Sustainability Program	Partners benefit from collaboration and learn best practices.
	Serve on executive sponsor team and operations team of PSWCC. Share information and exchange resources. Learn best practices and benchmark against each other.	Sustainability Program, CAO	Partners benefit from collaboration and learn best practices. Reduce resource consumption and waste.
	Participate in other local and regional sustainability networks as appropriate, such as the Public Sector Sustainability Coordinators group. Share information and exchange resources. Learn best practices and benchmark against each other.	Sustainability Program	Partners benefit from collaboration and learn best practices. Reduce resource consumption and waste.
10. Monitor and measure progress and report periodically to the Board of Commissioners.	Maintain databases of County resource use and cost, including electricity, natural gas, water, garbage, recycling, and fuel.	Fleet, Facilities & Parks, Sustainability Program	Track progress toward goals.
	Report progress on outcome measures 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.	Sustainability Program, CAO	Reduce resource consumption and waste. Reduce utility bills.
	Conduct a greenhouse gas inventory of internal County operations, using common carbon accounting methods. Report carbon emissions periodically.	Sustainability Program	Track carbon emissions trends. Set goals for emissions reduction.

Work Plan Matrix: Community Measures

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
1. Emphasize land use planning, development, and building policies and practices that promote sustainable communities.	Implement various strategies to promote auto use reduction and improve access, including addition of bike lanes, sidewalks, and pedestrian improvements.	LUT	Bike lanes, sidewalks, and pedestrian improvements added. Number of people riding bikes.
	Implement various strategies to promote green building, including issuing renewable energy building permits.	LUT	Renewable energy building permits issued.
	Implement various strategies to promote transit-supported development, improving access and equity.	LUT	Dwellings added to transit-supported areas.
2. Protect and foster productive and healthy agriculture, green spaces and natural resource lands.	Implement various strategies to preserve farm and forest land, including waterways protection strategies for routine road maintenance.	LUT	Maintain federal and state programmatic approvals for waterways protection during road work activities.

Resolution Objectives	Activities	Responsibility	Proposed Outcome Measures
	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.	OSU Extension Service, HHS Public Health, LUT, CAO, Sustainability Program	Track performance measures included in Washington County Food System Plan.
3. Support transportation programs and infrastructure that address capacity, multi-modal options, trip reduction and the use of public transportation and car pooling.	Implement various strategies to promote auto use reduction, including addition of bike lanes, sidewalks, and pedestrian improvements. Improve access and equity for all residents.	LUT	Bike lanes, sidewalks, and pedestrian improvements added. Number of people riding bikes.
	Implement various strategies to promote transit-supported development. Improve access and equity for all residents.	LUT	Dwellings added to transit-supported areas.
	Track various modes of commuting in Washington County.	LUT	Use of alternative transportation options.
	Support the Drive Less Save More campaign to lower fuel use and improve access and equity for all residents.	CAO, Sustainability Program	Reduce VMT. Reduce emissions.
	Maintain membership in Westside Transportation Alliance.	CAO	Reduce VMT, fuel use, and emissions.
4. Enhance recycling rates in County operations and in the community and promote waste reduction at the source.	Promote Materials Management practices including waste prevention, toxicity reduction and other DEQ/Metro region goals related to Materials Management. Increase waste diversion rates for residential and commercial sectors. Implement programs for the residential and commercial sectors in both unincorporated and city jurisdictions, per the 2008 Regional Solid Waste Management Plan and the DEQ 2050 Materials Management Plan. Detailed annual work plan available from HHS Department.	HHS Solid Waste and Recycling Program	Reduce garbage. Improve materials recovery rate. Current regional goal is a 64% recovery rate.
	Continue evaluation of pilot commercial food scraps collection and food donation programs – working with cities, collection companies and commercial partners. Use findings to evaluate feasibility of a permanent program.	HHS Solid Waste and Recycling Program	Divert food from landfill. Increase rates of donated food and composted food scraps.
5. Support legislative and economic development initiatives consistent with the County's interests.	Support the Drive Less Save More campaign to lower fuel use and improve access and equity for all residents.	CAO	Reduce VMT, fuel use, and emissions.
	Support EV infrastructure development.	Facilities & Parks, Fleet, CAO	Add EV charging infrastructure.
	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.	OSU Extension Service, HHS Public Health, LUT, CAO, Sustainability Program	Track performance measures included in Washington County Food System Plan.