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Multnomah County*

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# Resourceful Government Guide

## Tools to put sustainability into practice in local government agencies

## March, 2003

# Acknowledgements

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# Introduction

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Welcome to the Sustainable Development Commission's *Resourceful Government Guidebook* for City of Portland and Multnomah County agencies. This guide is designed to help agencies put the concepts of sustainability into practice, ensuring sound stewardship of resources for today and tomorrow.

The City and County have established a number of sustainability policies and programs, and every agency, regardless of its core mission, has a role to play. By using this guide, your agency will determine what it can do. Many agencies are already doing a lot, and this guide will help agencies organize and take credit for their sustainability efforts.

In this guidebook, you'll find:

A step-by-step process  
that you can follow to create a sustainability initiative in your agency.

Local policies  
that establish goals and requirements for government agencies, and for the community.

Technical and financial resources  
that will assist you with your sustainability projects.

A standardized reporting format  
which will allow the public, elected officials, and staff to review progress in a consistent manner.

## The challenge of sustainability

**The goal of sustainability is to improve environmental, economic, and community health for today and for future generations.**

While that goal isn't new, the current situation is. The world today faces unprecedented economic needs and threats to the natural systems we all depend upon. Challenges such as global warming or massive loss of habitat and species signal a need for new strategies that manage resources responsibly.

Meeting today's challenges requires a new approach to problem-solving -- sustainability. In order to ensure long-term prosperity, forward-thinking businesses, governments and communities are focusing on bold sustainability goals such as:

- ❖ Clean, renewable energy
- ❖ Fully recyclable or compostable materials
- ❖ Elimination of pollution
- ❖ Protection and restoration of natural ecosystems
- ❖ Fair and democratic society

*It is our task in our time  
and in our generation to  
hand down undiminished to  
those who come after us,  
as was handed down to us  
by those who went before,  
the natural wealth and  
beauty which is ours.*

John F. Kennedy

In practice, sustainability means applying some basic principles to the decisions we make:

#### Future generations

Sustainable solutions consider the needs of future generations, ensuring that they have as many options as we do today.

#### Multiple benefits

Sustainable solutions aim for multiple benefits, improving environmental, economic and community health. (See box)

#### Prevention

Sustainable solutions focus on prevention, searching for root causes and avoiding costly cleanup or corrective action.

#### Community inclusion

Sustainable solutions involve the community both as decision-makers and as participants in the solution.

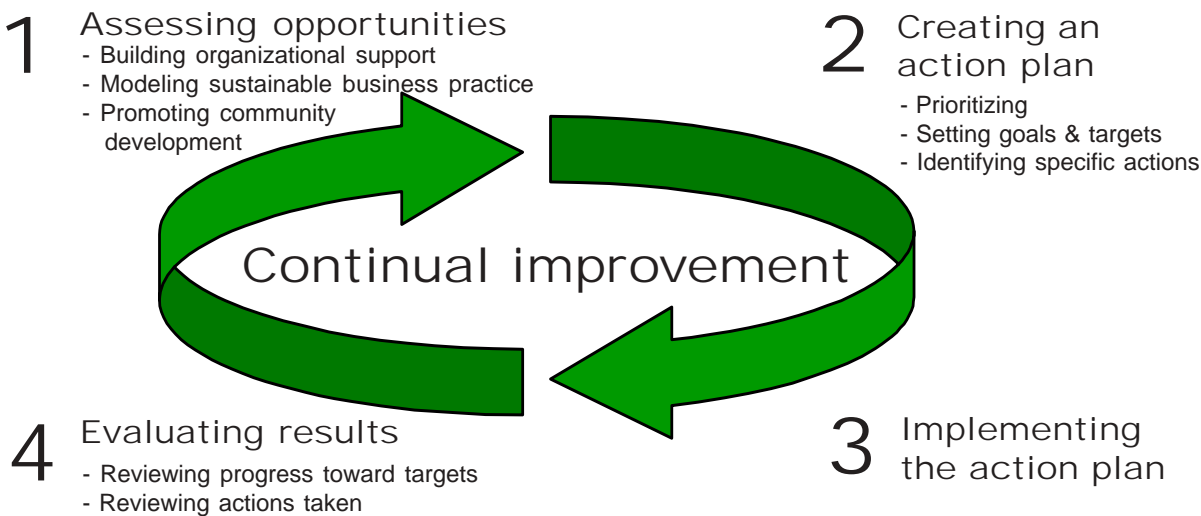
<b>Sustainability Benefits</b>			
<b>Examples of community sustainability solutions</b>	<b>Environmental</b>	<b>Economic</b>	<b>Community</b>
<b>Home weatherization for low-income households</b>	Better air quality Reduced impact on global warming	Less money spent on energy; more on local labor & materials	Reduced heating bills for low-income households Improved home comfort & health
<b>Pedestrian- and bicycle-friendly neighborhoods</b>	Better air quality Reduced impact on global warming	Reduced health care costs due to increased physical activity, less pollution	Quieter, safer streets Improved health
<b>Farmers markets</b>	Increased use of organic farming Reduced energy use for transport	Increased vitality for local business districts Improved market stability for local farmers	Increased urban vitality Increased awareness of local food system
<b>Restoration of brownfields (contaminated properties) in the central city</b>	Reduced risks from hazardous materials Reduced urban sprawl	Improved use of existing infrastructure Reduced transportation costs	Improved urban appearance Reduced commuting times

Organizations focused on sustainability refer to the triple bottom line -- measuring performance by environmental, economic and community standards. By using this guide, agencies will improve their triple bottom line and set a positive example for the community.

## How to use this guide

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Some agencies have sustainability initiatives well underway, others are just getting started. In either case, putting sustainability into practice is a process of continual improvement. Using this guide, agencies will clearly identify their priorities and set forth a path of improvement.



The sustainability initiative will look a little different for each agency because it will need to fit with the agency's mission, goals, and business practices. Within this guide, you'll find a series of worksheets that support you through the steps of an improvement process. This will give you an opportunity to question what sustainability means for your

### 1 Assessing opportunities

If you are just getting started with your sustainability initiative, you have a number of options to consider. The worksheets in this section will help your agency conduct an initial assessment of opportunity areas commonly targeted by sustainability initiatives. Opportunities are presented in three categories:

*Building organizational support:* In this section you'll assess steps your agency can take to incorporate sustainability into its management and culture. What kind of leadership team do you need? What policies and management systems are needed? How will you involve and educate employees?

*Modeling sustainable business practices:* Here you'll review areas where your agency can improve stewardship of resources in its internal operations. What does your agency buy, build, or maintain? What resources do you use and what waste do you generate? How are you promoting diversity -- making the most of your human resources?

*Promoting community development:* This section helps your agency examine how its external programs and policies promote sustainability in the community. How are you changing behavior of citizens? How are you shaping the built and natural environment? Are you supporting the growth of sustainable business activity?

### 2 Creating an action plan

After you've identified possible areas for action, turn to this section for a worksheet that will help you set priorities and a simple template to organize your goals, targets, and recommended actions.

### 3 Implementing the action plan

If you need help implementing your action plan, turn to the resources identified in the "Assessing Opportunities" section. There you'll find where to turn locally for information or financial or technical support.

### 4 Evaluating results

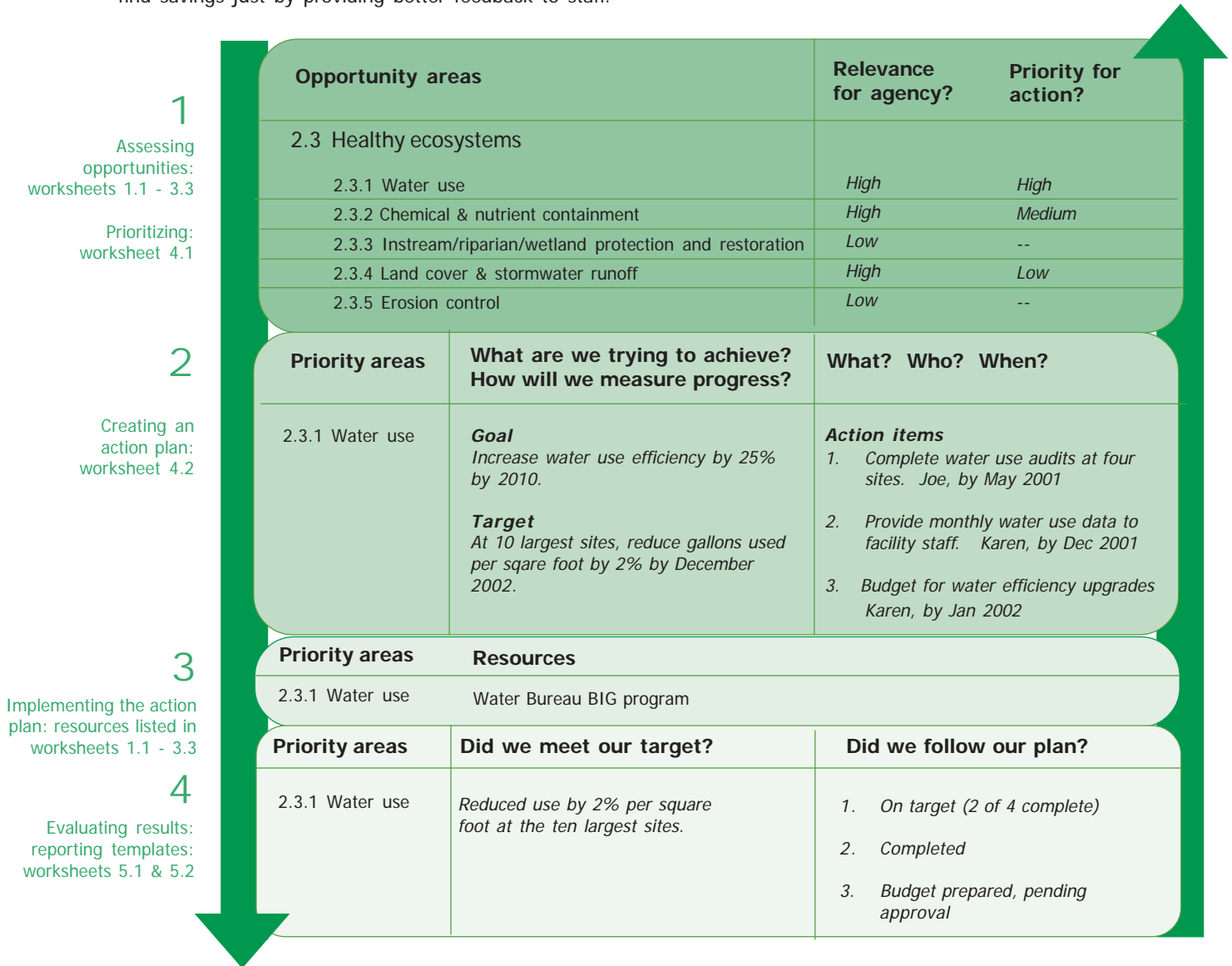
Once your sustainability initiative is underway, use the reporting template in this section to evaluate your results and share them with others. Then you'll be ready to look for new opportunities (back to #1).

# An example

The following example outlines how an agency might follow this process.

In this example, the agency considered areas where it has the opportunity to improve or degrade healthy ecosystems. Since the agency uses a lot of water and chemicals, those opportunity areas were deemed highly relevant. It also has large parking lots, so land cover and stormwater runoff also emerged as highly relevant.

When the agency prioritized (considering a number of opportunity areas), water use was selected for further action. The agency set a measurable target, then developed a plan to get there. In implementing the plan, they checked the resources section of the guidebook to identify the Water Bureau person they could contact for advice. Finally, they evaluated their results. They followed their plan and could quantify the results. In this case, they started to find savings just by providing better feedback to staff.



## Assistance

Throughout the process, sustainability staff at the City of Portland and Multnomah County are available for consultation and support. They can assist with meeting facilitation, plan development, or training. They can also identify resources and ideas that will make your effort a success.

## Updates and additions

Because it points you directly to specific resources and contact people, the guide is published as a notebook with pages which can be easily replaced as information changes. You can also add articles or other information to the relevant sections.





# 1. Building organizational support

An agency sustainability initiative needs organizational support to produce lasting results. It needs champions who provide leadership and staff who understand how they can contribute. Sustainability goals need to be reflected in the plans, policies, and other management systems that the agency uses for direction.

Different agencies will require different approaches. Worksheet 1.1 outlines organizational issues for your sustainability initiative to consider.

Directions:

***If you are just starting a sustainability initiative, you may want to start with the leadership team worksheet on page 10. Your leadership team will help you assess the broader range of opportunities for your agency.***

1. Review the list of opportunity areas.
2. For each area, describe the specific opportunities within your agency, and record your answers in the right hand column. Record your ideas and keep moving -- don't get too detailed at this point.
3. To help generate ideas, continue in this section for further background, examples, and resources on each topic.
4. Determine whether each opportunity area has high, medium, or low relevance for your agency. High relevance would be those areas that are critical for creating support and guidance for projects and initiatives within the agency.

## Worksheet 1.0

Opportunities	Relevance for Agency High / Med / Low	Describe Agency Opportunities: Steps the agency can take to incorporate sustainability.
1.1 Leadership team		<i>Who will direct the sustainability initiative?</i>
1.2 Orientation, training & communication		<i>Who will be involved and what training will they need?</i>
1.3 Policy		<i>What new policies (or changes to existing policies) are needed?</i>
1.4 Management tools - Planning - Budgeting - Evaluation - Recognition		<i>How can sustainability be incorporated into the management systems of the agency?</i>

# Leadership team

The Center for Community and Watershed Health completed a study of sustainability initiatives within governments and businesses. One of the keys to success identified was the presence of a “deep and wide” coalition setting the direction. “Deep” refers to involving all levels of the organization (for instance, not just top management). “Wide” refers to involving all parts of the organization (not just one division). Use Worksheet 1.1 to select team members.

## Worksheet 1.1

Perspectives	List of names	Contact Information
<b>Management</b>		
<b>Labor / staff</b>		
<b>Agency committees (list)</b>		
<b>Agency Locations (list)</b>		
<b>Job responsibilities (list)</b> Administrative support, purchasers, planners, etc.		
<b>External Representatives</b> Other agencies, citizens, businesses, etc.		
<b>Other</b>		

**Double check your list of potential team members. Does your team include . . .**

- Sustainability experience: your in-house experts with knowledge and experience in sustainability.
- Balance: people with zero sustainability experience who will provide balance.
- Connections: people who communicate well within the agency.
- Institutional knowledge: people familiar with the full breadth of agency activities.
- Diversity: people who broaden representation in terms of gender, race, age, etc.

**Is there an existing group or committee that could lead the sustainability initiative?**

## Resources / Examples

- ◆ **Office of Sustainable Development** staff can consult with agencies on development of sustainability projects and plans: Matt Emlen 503-823-7224
- ◆ The **Water Bureau** established a Natural Step committee to guide its sustainability efforts: Don Holmes 503-823-4724
- ◆ The **Bureau of Environmental Services** created a sustainability steering committee and workgroups on specific topics such as buildings and stormwater and habitat: Margaret Nover 503-823-7623; Randy Tomsik 503-823-2424

# Orientation, training & communication

As you introduce sustainability into your agency, you will encounter a range of orientation and training needs. Management may need a basic introduction to sustainability and environmental management systems. Project managers may want very specific training on green building practices. Use Worksheet 1.2 to map out the needs you anticipate for audiences within your agency. Also, use this worksheet to record existing communications efforts that you might leverage to promote sustainability to your target audiences. Then, refer to the resources listed below and mark ones that fit your needs.

## Worksheet 1.2

Employee group	Orientation & training needs	Existing orientation & training tools
Sustainability team		
Management		
All employees		
Other		

Fits agency need?




### Natural Step

Half-day training, including global trends, sustainable business case studies, and exploration of four "system conditions" for maintaining life on earth. Hillsboro-based Norm Thompson Outfitters uses Natural Step training to equip all employees with what they refer to as "a common mental model" of sustainability. Natural Step Network 503-241-1140

### Choices for Sustainable Living

Self-guided discussion course, using a series of nine readings on sustainability topics. Completed in nine one-hour sessions. Northwest Earth Institute 503-227-2807

### Environmental Management Systems

Briefing on what environmental management systems are and how they have been used by businesses and government agencies. For referral, ask Matt Emlen, Office of Sustainable Development 503-823-7224

### Green Design

Training on the principles and practice of green design applied in commercial and residential building. Mike O'Brien, Office of Sustainable Development 503-823-5494

### Local Sustainability Programs and Resources

Sustainable Development Commission staff can help you put together orientation materials that meet your specific needs. Options include: presentations introducing sustainability concepts and local sustainability initiatives, sustainability videos to kick-off a meeting or discussion, tools for promoting behavior change, copies of the City Green Pages and other publications for employees. Matt Emlen, Office of Sustainable Development 503-823-7224; Amy Joslin, Multnomah County 503-988-4092

# Policy

A sustainability policy articulates a vision and provides direction for making decisions. The City of Portland has adopted Sustainable City Principles (see box), but your agency may benefit from having its own policy statement that articulates how sustainability supports the agency's mission, goals, and values.

## Worksheet 1.3

What is your agency's mission? What are its core goals and values?	How does a focus on sustainability support your mission, goals and values?

## Sustainable City Principles

Adopted by resolution, November 1994

**Goal:** City of Portland will promote a sustainable future that meets today's needs without compromising the ability of future generations to meet their needs, and accepts its responsibility to:

- Support a stable, diverse and equitable economy
- Protect the quality of the air, water, land and other natural resources
- Conserve native vegetation, fish, wildlife habitat and other ecosystems
- Minimize human impacts on local and worldwide ecosystems

*City elected officials and staff will:*

- 1. Encourage and develop connections** between environmental quality and economic vitality. Promote development that reduces adverse effects on ecology and the natural resource capital base and supports employment opportunities for our citizens.
- 2. Include cumulative and long-term impacts** in decision making and work to protect the natural beauty and diversity of Portland for future generations.
- 3. Ensure commitment to equity** so environmental impacts and the costs of protecting the environment do not unfairly burden any one geographic or socioeconomic sector of the City.
- 4. Ensure environmental quality** and understand environmental linkages when decisions are made regarding growth management, land use, transportation, energy, water, affordable housing, indoor and outdoor air quality and economic development.
- 5. Use resources efficiently and reduce** demand for natural resources, like energy, land, and water, rather than expanding supply.
- 6. Prevent additional pollution** through planned, proactive measures rather than only corrective action. Enlist the community to focus on solutions rather than symptoms.
- 7. Act locally** to reduce adverse global impacts of rapid growth of population and consumption, such as ozone depletion and global warming, and support and implement innovative programs that maintain and promote Portland's leadership as a sustainable city.
- 8. Purchase products** based on long term environmental and operating costs and find ways to include environmental and social costs in short term prices. Purchase products that are durable, reusable, made of recycled materials, and nontoxic.
- 9. Educate citizens and businesses** about Portland's Sustainable City Principles and take advantage of community resources. Facilitate citizen participation in City policy decisions and encourage everyone to take responsibility for their actions that otherwise adversely impact the environment.
- 10. Report annually** on the health and quality of Portland's environment and economy.

# Management tools

Sustainability is a long-term, ongoing process, so agencies need management tools to maintain momentum and promote continued success. The place to start is to **look at the tools the agency already uses**, and ask how the sustainability initiative might be incorporated. This way, sustainability won't be a stand alone project or "just another thing to do." It will be part of what you're already doing. Use Worksheet 1.4 to note management tools that present opportunities for promoting sustainability goals in your agency.

## Worksheet 1.4

Tools	What agency management tools can help you implement your sustainability initiative? Existing tools? New approaches?	Resources / Examples  (For more details on these, contact Matt Emlen, Office of Sustainable Development)
<b>1.4.1 Planning:</b> - strategic planning - budgeting - process improvement	<i>How could sustainability principles inform your planning efforts?</i>  <i>How can your budgeting process address life-cycle costs of decisions?</i>  <i>Could your process improvement efforts provide a vehicle for addressing sustainability?</i>	Many organizations use environmental management systems to take a comprehensive approach to managing their efforts (see box below).  Melbourne, Australia and Oakland, California evaluate capital projects against a triple bottom line of environmental, economic and social criteria.
<b>1.4.2 Evaluation</b>	<i>How does your agency evaluate progress and provide feedback? How can these systems incorporate sustainability goals?</i>	The City of Santa Monica develops sustainability expectations to include in specific job descriptions.  The Wastewater Group at Bureau of Environmental services publishes an annual progress report on their sustainability accomplishments.
<b>1.4.3 Recognition or incentive systems</b>	<i>Could an existing recognition program be adapted to promote sustainability?</i>	Metro established a competitive fund to support internal sustainability projects.
<b>1.4.4 Other</b>		

### Environmental management systems (EMS)

An environmental management system is a comprehensive approach to improving environmental performance. Typically, an EMS has a strong emphasis on documenting policies and procedures and ensuring that these are followed. They are most common in industrial settings, but other organizations, including TriMet have adopted environmental management systems. Increasingly, these conform to a standard established by the International Organization for Standardization, known as ISO 14001. An EMS can be audited by a third party against this standard and certified as meeting the ISO 14001 criteria.

The **PEER Center** is the **Public Entity Environmental Management System Resource Center**. A virtual clearinghouse, it is specifically designed to aid local, county, and state governments that are considering implementing or have implemented an EMS and want to access the knowledge and field experience of other public entities that have done so. [www.peercenter.net](http://www.peercenter.net)



# 2. Modeling sustainable practices

The way local government runs its own operations can set a positive example for the community. Local government builds accountability and credibility by modeling the practices that its own policies encourage for the community as a whole.

This section presents a number of areas that organizations typically address when they seek to adopt more sustainable practices. A series of worksheets is provided to help agencies assess opportunities in each area. Agencies can follow the same process with each worksheet:

1. Review the list of opportunity areas
2. Determine whether each opportunity has high, medium, or low relevance for your agency. High relevance would be those that represent a significant level of activity, expense, or liability for the agency.
3. Review the adopted local goals or requirements for each opportunity area that you checked.
4. Check with the resource people listed.
5. Describe the opportunities within your agency and record your answers in the right hand column. Record your ideas and keep moving--don't get too detailed at this point.

The following areas are addressed in the worksheets. Consider this a starting point, not the limit of what you can do.

## 2.1 Sustainable Purchasing

- 2.1.1 Automotive vehicles & equipment
- 2.1.2 Building materials
- 2.1.3 Cleaning & coating materials
- 2.1.4 Food
- 2.1.5 Office equipment
- 2.1.6 Office Furnishings
- 2.1.7 Paper products
- 2.1.8 Other

## 2.2 Green Building

- 2.2.1 New construction & major retrofits
- 2.2.1 Tenant Improvements
- 2.2.3 Operations & Maintenance
- 2.2.4 Infrastructure

## 2.3 Healthy ecosystems

- 2.3.1 Water use management
- 2.3.2 Chemical & nutrient containment
- 2.3.3 Instream, riparian and wetland conditions
- 2.3.4 Land cover & stormwater runoff
- 2.3.5 Erosion control

## 2.4 Sustainable energy

- 2.4.1 Facilities, vehicles, and equipment
- 2.4.2 Office equipment
- 2.4.3 Work travel
- 2.4.4 Employee commuting

## 2.5 Pollution and waste reduction

- 2.5.1 Construction and demolition
- 2.5.2 Office recycling & waste reduction
- 2.5.3 Toxic or hazardous substances
- 2.5.4 Food waste
- 2.5.4 Other major waste streams

## 2.6 Open & fair process

- 2.6.1 Fair contracting
- 2.6.2 Equal opportunity employment
- 2.6.3 Citizen involvement
- 2.6.4 Stakeholder reporting

# Sustainable purchasing

## Worksheet 2.1

Opportunities	Relevance for Agency High/Med/Low	Describe Agency Opportunities
		1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities

2.1.1 <b>Automotive Vehicles and Equipment</b>		
2.1.2 <b>Building Materials</b>		
2.1.3 <b>Cleaning and Coating Materials</b>		
2.1.4 <b>Food</b>		
2.1.5 <b>Office Equipment</b>		
2.1.6 <b>Office Furnishing</b>		
2.1.7 <b>Paper Products</b>		
2.1.8 <b>Other</b>		

## Sustainable Purchasing Resources

### City-County Sustainable Procurement Strategy

To develop a more comprehensive approach to purchasing sustainable products, the City and County collaborate on a sustainable procurement strategy. Working groups recommend policy and procedure changes for a number of product categories. Initial focus areas are Office Furniture, Automotive Vehicles and Equipment, Cleaning and Coating Products, Building Materials, Paper Products.

Contact: Sue Klobertanz, Purchasing Director 503-823-6881.

### Center for a New American Dream

Look here for links to sustainable purchasing efforts at local, state, and federal government.

Contact: [www.newdream.org](http://www.newdream.org)

### Sustainable Products Purchasers Coalition

Want to share information with others looking for sustainable products? The Sustainable Products Purchasers Coalition brings together businesses, governments, and non-profits.

Contact: [www.sppcoalition.org](http://www.sppcoalition.org)

### Waste exchanges

Waste exchanges facilitate sale, donation, or procurement of used materials.

Contact: City of Portland Internal Surplus Web Site [www.city/bbs/surplussub.htm](http://www.city/bbs/surplussub.htm)

Contact: Portland-area waste exchanges [www.nwmaterialsmart.org](http://www.nwmaterialsmart.org)

### Website on Sustainable Purchasing

Contact: [www.enviro.ci.portland.or.us/p2/erp2](http://www.enviro.ci.portland.or.us/p2/erp2)



## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ A City-County task force is developing new purchasing guidelines in this area. City purchasing code currently addresses: <ul style="list-style-type: none"> <li>- recycled antifreeze (PC)</li> <li>- recycled oil products (PC)</li> <li>- retread tires (PC)</li> </ul> </li> </ul>	<p>City-County task force: Amy Joslin 503-988-4092</p> <p>Alternative fuel vehicles: Curt Nichols, OSD 503-823-7418</p>
<ul style="list-style-type: none"> <li>✓ A City-County task force is developing new purchasing guidelines in this area. City policy currently addresses: <ul style="list-style-type: none"> <li>- Remanufactured latex paint or Low VOC paint (PC)</li> <li>- Certified wood, salvage wood, materials from 350-mile radius of Portland (GB, LEED standards)</li> </ul> </li> </ul>	<p>City-County task force: Harry Jacocks, Purchasing 503-823-6853</p> <p>Help with LEED green building standards: Mike O'Brien OSD 503-823-5494</p>
<ul style="list-style-type: none"> <li>✓ A City-County task force is developing new purchasing guidelines in this area. They will address janitorial products and paint.</li> </ul>	<p>City-County task force: Willette Rasmussen, Purchasing 503-823-5371</p> <p>Green Paints, Primers, Sealants, and Adhesives Factsheet: Mike O'Brien 503-823-5494</p>
<ul style="list-style-type: none"> <li>✓ A City-County Food Policy Council was established in May, 2002. This group is expected to develop recommendations regarding food purchases.</li> </ul>	<p>Food Policy Council and sustainable food options: Michael Armstrong, OSD 503-823-6053</p>
<ul style="list-style-type: none"> <li>✓ Energy Star® rating for all office equipment, lighting, HVAC equipment (GW) (PC)</li> </ul>	<p>Energy Star office equipment and appliances: Curt Nichols OSD 503-823-7418</p>
<ul style="list-style-type: none"> <li>✓ A City-County task force is developing new purchasing guidelines in this area.</li> </ul>	<p>City-County task force: Christine Moody 503-988-5111 x22378</p> <p><i>Creating a High Performance Workspace:</i> Mike O'Brien OSD 503-823-5494</p>
<ul style="list-style-type: none"> <li>✓ A City-County task force is developing new purchasing guidelines in this area. Current City code provides a 5% price premium for recycled content products.</li> </ul>	<p>City-County task force: Kathleen Hinick, Purchases 503-823-6880</p>
<ul style="list-style-type: none"> <li>✓ City code prohibits polystyrene food packaging</li> </ul>	<p>Styrofoam ban &amp; alternatives: Dick Schmidt OSD 503-823-2866</p>

## Policy overview

Government purchases carry monetary and symbolic weight, casting a vote in the marketplace. To make their votes count, the City and County have initiated a sustainable procurement strategy, designed to improve purchasing policies and practices. The strategy will implement the broad sustainable purchasing policies adopted previously:

- ◆ The Sustainable City Principles (adopted Nov. 1994): *"Purchase Products based on long-term environmental and operating costs and find ways to include environmental and social costs in short-term prices. Purchase products that are durable, reusable, made of recycled materials, and nontoxic."*
- ◆ City [purchasing code](#) (Section 5.033.050): *"The City promotes the purchase of products that comply with the City's Sustainable City Principles."*

## How much does it really cost?

Government agencies are traditionally focused on getting the lowest possible purchase price, but sustainability requires looking at all the **"life-cycle costs"** associated with a product, including operation, maintenance, training, special equipment or disposal. For example, the Bureau of Environmental Services (BES) examined the total costs of chemicals used at the wastewater treatment plant. While BES spends only \$50,000 per year on chlorine, the life-cycle costs of chlorine include a \$7 million dollar building required to handle it safely, plus expenses for special training and equipment. Looking at these total costs changes the value of chlorine compared to its alternatives. The Global Environmental Management Initiative has a primer for applying these ideas: *Finding Cost-effective pollution prevention Initiatives: Incorporating Environmental Costs into Business Decision Making*, [www.gemi.org](http://www.gemi.org)

# Green Building

## Worksheet 2.2

Opportunities	Relevance for Agency High/Med/Low	Describe Agency Opportunities 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
2.2.1 <b>New Construction and Major Retrofits</b>		
2.2.2 <b>Tenant Improvements</b>		
2.2.3 <b>Operations and Maintenance</b>		
2.2.4 <b>Infrastructure</b>		

## Green Building Resources

**LEED™ standards**  
*US Green Building Council LEED™ (Leadership in Energy and Environmental Design) is a rating and certification system for new and existing commercial, institutional, and high-rise residential buildings. Developed by the US Green Building Council, LEED™ offers different levels of green building certification -- certified, silver, gold, and platinum -- based on the total credits earned in each of several categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality. Portland's G-Rated standard customizes LEED™ to reflect local priorities.*  
**Contact: US Green Building Council [www.usgbc.com](http://www.usgbc.com)**

**City of Portland Green Building Policy**  
**Green Building Division, Office of Sustainable Development**  
*Want to know how your building can meet the City's G-Rated standards? Need information about green building products? The green building specialists at the Office of Sustainable Development can explain how the G-rated guidelines work and how they can help you create a healthier, more efficient building. The G-rated website links to local and national green building resources.*  
**Contact: Rob Bennett 503-823-7082 [www.green-rated.org](http://www.green-rated.org)**

## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Meet Portland LEED standards for all projects. LEED is a comprehensive green building rating system developed by the U.S. Green Building Council. (GB)</li> <li>✓ Recycle at least 50% of construction and demolition waste. (GW)</li> <li>✓ Invest in all energy-efficiency measures with simple paybacks of 10 years or less. (GW)</li> </ul>	<p>Portland LEED standards -- how to meet them and how they can help you create a healthier, more efficient building: Rob Bennett, OSD 503-823-7082 <a href="http://www.green-rated.org">www.green-rated.org</a></p> <p>Greening Portland's Affordable Housing Resource Manual: <a href="http://www.sustainableportland.org">www.sustainableportland.org</a> (under Green Building publications)</p> <p>Construction Industry Recycling Toolkit: Metro 503-234-3000</p> <p>Energy-saving options and incentives: Curt Nichols, OSD 503-823-7418</p>
<ul style="list-style-type: none"> <li>✓ Interior-tenant improvement projects undertaken by the City or its contractors shall apply the Portland Interior - T/I Green Building Guidelines. This applies to projects regardless of funding source or amount; applies to projects accomplished both in-house or through architect/engineer (A-E) contracts; and applies to design associated with all procurement methods, including design-build.</li> </ul>	<p><i>Creating a High Performance Workspace:</i> Mike O'Brien OSD 503-823-5494</p>
<ul style="list-style-type: none"> <li>✓ All City operations and maintenance practices undertaken by the City or its contractors shall apply Portland Green Building Operations and Maintenance Guidelines. (GB)</li> <li>✓ Retrocommission facilities larger than 25,000 square feet. (GW)</li> </ul>	<p>Development of O&amp;M guidelines: Bob Kieta, Bureau of General Services, 503-823-2039</p>
<ul style="list-style-type: none"> <li>✓ The City's Sustainable Infrastructure Team is charged with developing guidelines and standards to guide the City's practices. The team includes representatives from Transportation, Environmental Services, Water, and the Office of Sustainable Development.</li> </ul>	<p>Sustainable Infrastructure Team: Don Gardner, Office of Transportation 503-823-6982</p>

## Policy overview

In 2001, the City adopted a Green Building policy affecting all facilities:

*The City of Portland shall incorporate green building principles and practices into the design, construction, and operations of all City facilities, City-funded projects, and infrastructure projects to the fullest extent possible. Furthermore, the City will provide leadership and guidance to encourage the application of green building practices in private sector development.*

# Healthy ecosystems

## Worksheet 2.3

Opportunities	Relevance for Agency High/Med/Low	Describe Agency Opportunities 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
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2.3.1 Water Use Management (Irrigation Activities)		
2.3.2 Chemical and Nutrient Containment		
2.3.3 Instream riparian and wetland protection and restoration		
2.3.4 Land Cover and Stormwater Runoff		
2.3.5 Erosion Control		

## Ecosystem Resources

### Salmon Safe Guidelines

*Want to make sure that your land management practices support healthy streams and fish? Portland Parks and Recreation has worked with Salmon Safe, a nonprofit organization, to develop science-based standards for urban land management. These help identify problems and opportunities. Salmon Safe also provides a certification service that provides a seal of approval for Salmon Safe properties.*

**Contact: Deborah Lev, Parks & Recreation 503-823-6183**

### River Renaissance

*Want to know more about how your project might affect local habitat goals? Coordinate with the River Renaissance Management Team.*

**Contact: Nancy Biasi, Planning 503-823-7709**

## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Water conservation measures reduce water use to the minimum necessary</li> <li>✓ The selected source of water results in the least potential impact to in-stream flows of fish-bearing streams.</li> <li>✓ Curtailment plans are established to reduce water use during shortages.</li> </ul>	<p>The Water Bureau's BIG (Business, Industry, Government) Program has water conservation solutions. Mark Boyko, Water Bureau 503-823-6035</p>
<ul style="list-style-type: none"> <li>✓ Pesticides (including herbicide) use does not contaminate stormwater or streams with chemicals harmful to salmon or aquatic ecosystems.</li> <li>✓ Other contaminants, such as stormwater runoff pollutants from roads, animal waste, and hazardous waste, do not contaminate stormwater or streams.</li> <li>✓ Fertilizer use and potential for contamination of stormwater and streams is minimized.</li> </ul>	<p>Portland Parks and Recreation has implemented an integrated pest management system that controls purchase and use of pesticides John Reed, Parks &amp; Recreation 503-823-1636</p>
<ul style="list-style-type: none"> <li>✓ Riparian areas are in good condition, functioning to maintain and restore stream health, including shade, wood recruitment, leaf litter supply, and stream bank stability and cover, and filtration of sediment.</li> <li>✓ Wetlands connected to known or potential fish-bearing streams are in good condition.</li> <li>✓ Effect of road and trail crossing of streams is minimized.</li> <li>✓ Stream channels are in good condition for providing salmonid habitat, with naturally protected stream banks, meandering channel, and large and small wood structure</li> </ul>	<p>The Endangered Species Act program consults on projects to recommend approaches that have the best results for habitat: Jim Middaugh 503-823-7032</p>
<ul style="list-style-type: none"> <li>✓ Infiltration of stormwater is maximized.</li> <li>✓ Routing of stormwater runoff is diffuse to slow the runoff rate and allow maximum infiltration.</li> <li>✓ Expand urban forest on city streets from 60% to 80% and within parks from 80% to 90%. (2020)</li> </ul>	<p>The Bureau of Environmental Services can advise on strategies that control stormwater including design of swales or planters, plant selection, ecoroofs, or use of porous paving products. Tom Liptan, BES 503-823-7267.</p>
<ul style="list-style-type: none"> <li>✓ Soils protection is accomplished by vegetative cover, mulch, or other methods to prevent off-site movement of sediment</li> <li>✓ The drainage system adequately controls stormwater runoff.</li> </ul>	<p>Erosion Control Manual: Technical guidance on erosion control: Development Services 503-823-0900</p>

## Policy overview

The City's Endangered Species program outlines a long-range vision for protecting and restoring habitat in the urban area.

*Portland restores properly functioning habitat conditions throughout its watersheds to support abundant, self-sustaining populations of native fish and wildlife and comply with the Clean Water Act. Portland's urban design supports both a thriving economy and natural processes that maintain healthy ecosystems. These efforts enhance the livability and vitality of Portland for its citizens.*

# Sustainable energy

## Worksheet 2.4

Opportunities	Relevance for Agency High/Med/Low	Describe Agency Opportunities 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
2.4.1 <b>Facilities Vehicles and equipment owned by bureau</b>		
2.4.2 <b>Office Equipment</b>		
2.4.3 <b>Work Travel</b>		
2.1.4 <b>Employee Commuting</b>		

## Resources

**City Energy Challenge**  
*Want to know more about energy-efficient technology? Need ideas on how to pay for upgrades and new equipment? The City Energy Challenge program assists bureaus in finding cost-effective energy savings. It can also help you monitor and interpret your energy bills.*  
**Contact: Curt Nichols, Energy Division, Office of Sustainable Development, 503-823-7418**

**Local Action Plan on Global Warming**  
*Want to know the sources of local greenhouse gas emissions? Want to know what we can do individually and collectively to reduce them? The Local Action Plan on Global Warming maps out a strategy to reduce emissions by 10% by 2010.*  
**Contact: Michael Armstrong, Office of Sustainable Development 503-823-6053**

**Transportation Options Division**  
*Want to know how to get people to use alternatives to driving single occupancy vehicles? The City's Transportation Options Division has solutions.*  
**Contact: Lavinia Gordon, Transportation Options Division 503-823-6982**

## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Invest in all energy efficiency measures with simple paybacks of 10 years or less (GW)</li> <li>✓ Improve efficiency by 10% by 2010. (GW)</li> <li>✓ Purchase 10% of City government electricity load from renewable resources by 2003; 100% by 2010.</li> </ul>	<p>Energy-efficient technology, alternative fuel vehicles, renewable energy, available financing &amp; incentives: Curt Nichols, OSD, 503-823-7418</p>
<ul style="list-style-type: none"> <li>✓ Energy Star® purchasing for all office equipment, lighting, HVAC equipment (GW) (PC)</li> </ul>	<p><i>Green Office Guide</i> -- simple ideas to reduce resource use in the office, including case studies of local businesses, efficiency tips, and contact people. Online at <a href="http://www.sustainableportland.org">www.sustainableportland.org</a> Contact: Curt Nichols, OSD, 503-823-7418</p>
<ul style="list-style-type: none"> <li>✓ Reduce vehicle miles traveled in City and County administrative vehicles by 20 percent by 2010 (compared with 2000 baseline). (GW)</li> </ul>	
<ul style="list-style-type: none"> <li>✓ The Portland Metro Area ECO-Rule requires sites with 50+ employee to reduce drive-alone commuting by 10%.</li> </ul>	<p>Incentives and strategies to promote employee commuting by transit, walking, or biking: Rich Cassidy, Transportation, 503-823-6051</p> <p>Web-based rideshare matching -- New on-line software allows riders and drivers from Salem to Vancouver to find matches to form a carpool: <a href="http://www.carpoolmatchNW.org">www.carpoolmatchNW.org</a></p>

## Policy overview

Burning fossil fuels is the primary source of air pollution and of the greenhouse gases that cause global warming. In the ***Local Action Plan on Global Warming***, the City and County adopted a goal of reducing emissions:

“Promote a sustainable future by reducing total Multnomah County emissions of greenhouse gases by 10% from 1990 levels by 2010.”

# Pollution and waste reduction

## Worksheet 2.5

Opportunities	Relevance for Agency High/Med/Low	Describe Agency Opportunities 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
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2.5.1 <b>Construction &amp; demolition</b>		
2.5.2 <b>Office recycling &amp; waste reduction</b>		
2.5.3 <b>Toxic or hazardous substances</b>		
2.5.4 <b>Food Waste</b>		
2.5.4 <b>Other waste streams</b>		

### Resources

#### **Solid Waste & Recycling Division, Office of Sustainable Development**

Need to get your recycling systems in shape? The Office of Sustainable Development can help you find ways to reduce, reuse, recycle. They can also fill you in on the City's plans for meeting its goal of recycling more than 60% of Portland's waste.

Contact: Robin Hawley, Office of Sustainable Development 503-823-7037

#### **Chemical assessment and ranking system (CARS)**

Want to know what's in those chemical products you use? Want to know which ones you should be worried about? The Zero Waste Alliance worked with Environmental Services to develop a system for inventorying toxic products and their impacts.

Contact: Lauren Heine, Zero Waste Alliance, 503-279-9383

#### **Waste exchanges**

Your garbage may be someone else's gold. Waste exchanges match those seeking and disposing of all kinds of materials including chemicals, soil, and packaging materials.

Contact: [www.nwmaterialsmart.org](http://www.nwmaterialsmart.org)

#### **Waste Reduction Action Information Network (WRAIN)**

Exchange ideas with local companies working on waste reduction.

Contact: [www.wrain.org](http://www.wrain.org)



## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

✓ Recycle at least 50% of construction and demolition waste. (SWR)	<i>Construction Industry Recycling Toolkit</i> ; Metro 503-234-3000
✓ Recycle at least 60% of waste stream (SWR)	<i>Green Office Guide</i> — simple ideas to reduce resource use in the office, including case studies of local businesses, efficiency tips, and contact people. Contact: Curt Nichols, OSD, 503-823-7418 Assistance with waste reduction & recycling: Robin Hawley, OSD, 503-823-7037
✓ No targets established.	Information on recycling batteries, electronics, and other hazardous products and materials: Dick Schmidt, OSD 503-823-2866  CARS — Chemical Assessment & Ranking System — a system for assessing the toxicity of the product you use: Zero Waste Alliance 503-279-9383
✓ The City is currently evaluating the option of requiring certain commercial customers to separate their food waste.	Food waste collection information: Judy Crockett, OSD, 503-823-5545

## Policy overview

Portland is among the leading US cities in recycling and has established a goal of diverting 60% of the waste going to landfills by 2005. From 2000 to 2001, the recycling rate increased from 54% to 57%.

# Open & Inclusive process

Sustainability means more than just conserving resources. It also means ensuring that everyone has resources to meet their needs. For this reason, organizations focused on sustainability hold themselves accountable to the public, being open and fair in their decisions.

## Worksheet 2.6

Opportunities	Relevance for Agency High/Med/Low	Describe Agency Opportunities 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
2.6.1 <b>Fair contracting</b>		
2.4.2 <b>Equal opportunity employment</b>		
2.4.3 <b>Citizen involvement</b>		
2.1.4 <b>Stakeholder reporting</b>  Reporting on the triple bottom line of economic, environmental, and community impacts		

## Resources

### Affirmative Action & Diversity Program

Want to learn about diversity training options for managers and staff? Need help developing plans for affirmative action and accessibility? The Affirmative Action & Diversity Program can help you create an inclusive work place culture and ensure compliance with Affirmative Action/Equal Employment Opportunity laws, regulations and guidelines.

Contact: Joseph Quinones, 503-823-3514

### Office of Neighborhood Involvement (ONI)

Need ideas on how to reach and involve diverse audiences in Portland. ONI can advise and assist with outreach.

Contact: Brian Hoop 503-823-3075

## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Race and gender parity in contracting (FCE)</li> </ul>	<p>Description of City fair contracting initiatives including the sheltered market program, mentoring and training programs:  <a href="http://www.purchasing.city/intra/fci.htm">www.purchasing.city/intra/fci.htm</a></p>
<ul style="list-style-type: none"> <li>✓ Fair consideration and treatment in employment and all terms and conditions of work (EEO)</li> <li>✓ Completion of an affirmative action plan (EEO)</li> <li>✓ Require vendors and contractors to certify as equal opportunity employers (EEO)</li> </ul>	<p>Affirmative Action &amp; Diversity Program:          Joseph Quinones, 503-823-3514</p> <p>EEO certification program:  <a href="http://www.ci.portland.or.us/purchase/eo.htm">http://www.ci.portland.or.us/purchase/eo.htm</a></p>
<ul style="list-style-type: none"> <li>✓ Early involvement of citizens in planning, projects, and policy development (CI)</li> <li>✓ Participation which reflects Portland's rich diversity. (CI)</li> </ul>	<p>Assistance with community outreach and involvement strategies:          Brian Hoop, ONI, 503-823-3075</p>
<p>No established goals</p>	<p>International standards for corporate reporting on social and environmental issues:          Global Reporting Initiative <a href="http://www.globalreporting.org">www.globalreporting.org</a></p>

## Policy overview

The City of Portland has a long-standing commitment to include all members of the community.

*"To achieve greater economic and social equity in our community, the City of Portland seeks race and gender parity in the amount allotted for procurement of goods and services by awarding contracts to a diverse and competitive group of local contractors while providing significant employment opportunities to minorities and women."* — **City of Portland Fair Contracting and Employment Strategy**

*"The City of Portland is an equal employment opportunity employer and is committed to an active affirmative action program. It is the stated policy of the City of Portland that all employees and applicants shall receive fair consideration and treatment in employment and all terms and conditions of work. The City will continue to recruit, hire, train, and promote into all job levels without regard to race, religion, color, gender, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, source of income, or Vietnam era veterans status. Similarly, the City will continue to administer all other personnel matters (such as classification, compensation, benefits, transfers, layoff, City-sponsored training, education, social and recreational programs) in accordance with this policy."* — **City of Portland Equal Opportunity Employment Policy**

*"Value civic involvement as essential to the health of the city. . .Reach out to all our communities to encourage participation which reflects Portland's rich diversity."* — **City of Portland Citizen Involvement Principles**



# 3. Promoting community development

In the last section, your team reviewed its internal business practices. In this section, you'll look at the agency's external programs and policies, assessing how they influence the community at large. For example, instead of looking at the agency's own waste stream, you might look at how you encourage citizens or businesses to recycle.

To help you assess your agency's role, the worksheets in this section present a range of local community goals from adopted plans and policies. Together, these goals describe the community's strategies for investing in its social, environmental, and economic health. They support creation of a sustainable community that has the flexibility and resources to provide for current and future generations. Areas addressed are:

## Worksheet 2.7 Healthy, capable people

- ◆ Civic involvement
- ◆ Diversity & equity
- ◆ Education
- ◆ Community health
- ◆ Safety
- ◆ Sustainability awareness

## Worksheet 2.8 Healthy places to live and work

- ◆ Connected bicycle & pedestrian network
- ◆ Thriving regional & town centers & mainstreets
- ◆ Complete neighborhoods
- ◆ Environmental health
- ◆ Green infrastructure

## Worksheet 2.9 Sustainable economy

- ◆ Target industries
- ◆ Business practices
- ◆ Community business services
- ◆ Prosperous working harbor

## The international sustainable cities movement

Around the world, a growing number of local communities are working toward a sustainable future. Increasingly, they are working together, sharing program ideas and strategies.

The International Council for Local Environmental Initiatives is an excellent source of case studies from leading local governments.

[www.iclei.org](http://www.iclei.org)

## What's in your toolbox?

Typically, agencies are organized to pursue a narrow set of goals. With these worksheets, your team will look for connections between your goals and the broader vision of a sustainable community. In identifying impact areas, consider the following:

### Education & information:

Does the agency have opportunities to raise awareness among citizens and businesses? Is the agency engaged in monitoring and reporting on sustainability goals?

### Incentives:

Does the agency provide any incentives or disincentives for sustainable actions by citizens or businesses?

### Regulation:

Does the agency create regulations that support or impede sustainable actions by citizens or businesses?

### Investment:

Are the agency's public investments in conflict with local sustainability goals and policies?

### Facilitation:

Is the agency working with the community to develop plans and strategies regarding local sustainability goals?

# Healthy, capable people

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## Worksheet 2.7

<b>Opportunities</b>	<b>Relevance for Agency</b> High/Med/Low	<b>Describe Agency Opportunities</b> 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
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2.7.1 <b>Civic awareness &amp; involvement</b>		
2.7.2 <b>Diversity &amp; equity</b>		
2.7.3 <b>Education</b>		
2.7.4 <b>Community health</b>		
2.7.5 <b>Safety</b>		
2.7.6 <b>Sustainability awareness &amp; behavior</b>		

## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Increase percentage of registered voters who vote. (PMB)</li> <li>✓ Increase percentage of people over 18 who volunteer at least 50 hours per year to civic, community, church, or nonprofit activities. (PMB)</li> <li>✓ Promote ongoing dialogue with citizens by maintaining relationships with neighborhood and community groups. (CI)</li> </ul>	<p>Assistance with community outreach and involvement strategies Brian Hoop, ONI, 503-823-3075</p>
<ul style="list-style-type: none"> <li>✓ Eliminate discrimination based on race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity or source of income. (CRO)</li> <li>✓ Monitor the reported number of crimes against people or property motivated by prejudice. (PMB)</li> <li>✓ Ensure commitment to equity so that environmental impacts and costs of protecting the environment do not unfairly burden any one geographic or socioeconomic sector of the city. (SCP)</li> <li>✓ Decrease the percentage of people with incomes at or below the federal poverty level. (PMB)</li> <li>✓ Provide an adequate supply of safe, sanitary housing at a price and rent levels appropriate to the varied financial capabilities of city residents. (CP)</li> <li>✓ Decrease the percentage of people who are homeless. (PMB)</li> </ul>	<p>City Civil Rights ordinance: Metropolitan Human Rights Center 503-823-5136</p> <p>Information on local strategies to assist lower income neighborhoods and residents: Bureau of Housing and Community Development 503-823-2375</p>
<ul style="list-style-type: none"> <li>✓ Increase the percentage of children entering kindergarten meeting specific development standards for their age. (PMB)</li> <li>✓ Increase the percentage of students 1) who meet or exceed standards in each subject area tested 2) graduate high school 3) attain Certificate of Advanced Mastery. (PMB)</li> <li>✓ Increase the percentage of persons 25-years-old and older who have obtained a high school diploma or higher; increase the percentage who have obtained a Bachelor's degree or higher. (PMB)</li> </ul>	<p>Education advocate in the Mayor's Office: Carol Turner 503-823-3584</p>
<ul style="list-style-type: none"> <li>✓ Increase the percentage of people who have access to basic healthcare. (PMB)</li> <li>✓ Reduce the pregnancy rate per 1,000 females ages 15-17. (PMB)</li> <li>✓ Increase the percentage of healthy birthweight babies. (PMB)</li> <li>✓ Increase the percentage of students not involved with alcohol, illicit drugs, and/or tobacco. (PMB)</li> <li>✓ Reduce the percentage of adults who use illicit drugs and abuse alcohol. (PMB)</li> </ul>	
<ul style="list-style-type: none"> <li>✓ Increase the percentage of households able to adequately sustain themselves in an emergency situation for at least 72 hours. (PMB)</li> <li>✓ Improve the community and police partnership. (PBG)</li> <li>✓ Reduce the number of children abused or neglected per 1,000 children under 18. (PMB)</li> <li>✓ Monitor the reported incidents of spouses or domestic associates abused per 1,000 people. (PMB)</li> </ul>	<p>Emergency preparedness: Portland Fire and Rescue 503-823-3738</p> <p>Neighborhood Crime Prevention specialists: ONI 503-823-4519</p>
<ul style="list-style-type: none"> <li>✓ Educate citizens and businesses about Portland's Sustainable City Principles and take advantage of community resources. Facilitate citizen participation in City policy decisions and encourage everyone to take responsibility for their actions that otherwise adversely impact the environment. (SCP)</li> </ul>	<p><i>Green Pages</i>: Local sustainability resource guide for households. OSD 503-823-7222</p> <p>Coordination with local sustainability outreach efforts: Matt Emlen, OSD 503-823-7224</p> <p><i>Fostering Sustainable Behavior</i>, a quick online primer <a href="http://www.cbsm.com">www.cbsm.com</a> to guide design of outreach efforts.</p>

# Healthy places to live and work

## Worksheet 2.8

<b>Opportunities</b>	<b>Relevance for Agency</b> High/Med/Low	<b>Describe Agency Opportunities</b> 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
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2.8.1 <b>Connected bicycle &amp; pedestrian network</b>		
2.8.2 <b>Thriving regional centers, town centers &amp; mainstreets</b>		
2.8.3 <b>Complete neighborhoods</b>		
2.8.4 <b>Environmental health</b>		
2.8.5 <b>Green infrastructure</b>		



## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Plan and complete a pedestrian network that increases the opportunities for walking to shopping and services, institutional and recreational destinations, employment, and transit. (CP 6.11)</li> <li>✓ Complete a network of bikeways that serves bicyclists' needs, especially for travel to employment centers, commercial districts, transit stations, institutions, and recreational destinations. (CP 6.12)</li> <li>✓ Complete the Willamette River Greenway Trail to provide a continuous recreation and transportation corridor along both sides of the river. (RR)</li> </ul>	<p>Transportation Options Division: Lavinia Gordon 503-823-6982</p> <p>Willamette River Greenway plan: Sallie Edmunds, Planning 503-823-6950</p>
<ul style="list-style-type: none"> <li>✓ Establish development patterns that combine residential with other compatible uses in mixed-use areas such as the Central City, Gateway Regional Center, Station Communities, Town Centers, Main Streets, and Corridors. (CP, 4.3)</li> <li>✓ Achieve a distribution of household incomes similar to the distribution of household incomes found citywide, in the Central City, Gateway Regional Center, in town centers, and in large redevelopment projects. (CP, 4.7)</li> <li>✓ Build plazas and green connections in regional and town centers and along main streets (2020).</li> <li>✓ Support transit-supportive development and redevelopment along designated transit streets and in the vicinity of light rail stations. (CP 5.4)</li> <li>✓ Promote safe and pleasant bicycle and pedestrian access to and circulation within commercial areas. Provide convenient, secure bicycle parking for employees and shoppers. (CP 5.4)</li> <li>✓ Encourage a wide range of goods and services in each commercial area in order to promote air quality and energy conservation. (CP 5.4)</li> <li>✓ Develop transit as the preferred form of person trips to and from the Central City, all regional and town centers, and light rail stations. Enhance access to transit along Main Streets and transit corridors. (CP 6.7)</li> </ul>	<p>Development projects planned and underway: Portland Development Commission <a href="http://www.portlandev.org">www.portlandev.org</a></p> <p>City Comprehensive Plan, Plans for specific neighborhoods: Planning Bureau <a href="http://www.planning.ci.portland.or.us">www.planning.ci.portland.or.us</a></p>
<ul style="list-style-type: none"> <li>✓ Increase acres of parkland per 1000 residents (2020)</li> <li>✓ Increase percent of population within ½ mile of a Neighborhood Park and one mile from a Community Park (2020)</li> <li>✓ Promote creation of a range of housing types, prices, and rents to 1) create culturally and economically diverse neighborhoods; and 2) allow those whose housing needs change to find housing that meets their needs within their existing community. (CP 4.10)</li> <li>✓ Improve the balance in the city's population by attracting a proportionate share of the region's families with children in order to encourage stabilized neighborhoods and a vital public school system. (CP 4.10)</li> <li>✓ Sustain the role of designated commercial areas in providing shopping and employment opportunities for city residents. (CP, 5.7)</li> </ul>	<p>City Comprehensive Plan, Plans for specific neighborhoods: Planning Bureau <a href="http://www.planning.ci.portland.or.us">www.planning.ci.portland.or.us</a></p> <p>Parks 2020 Vision: <a href="http://www.parks.ci.portland.or.us">www.parks.ci.portland.or.us</a></p>
<ul style="list-style-type: none"> <li>✓ Restoration of contaminated land and waters</li> <li>✓ Elimination of pollution sources</li> </ul>	<p>Information on redevelopment of contaminated properties: Portland Brownfields showcase <a href="http://www.brownfield.org">www.brownfield.org</a></p> <p>Portland Lead Hazard and Control Program <a href="http://www.leadsafepotland.org">www.leadsafepotland.org</a></p>
<ul style="list-style-type: none"> <li>✓ Expand urban forest on city streets from 60% to 80% and within parks from 80% to 90%. (2020)</li> <li>✓ Reduce stormwater flow and pollutants reaching our streams (RR)</li> <li>✓ Protect, expand and restore interconnected ecosystems and wildlife corridors. (2020)</li> <li>✓ Restore Ross Island as a natural area in the center of our city (RR)</li> <li>✓ Plant trees, native vegetation, and create buffers and shade along streams. (CR)</li> <li>✓ Reconnect the natural floodplain with the stream. (CR)</li> </ul>	<p>Consultation on urban trees: Urban Forestry Division 503-823-4443</p> <p>Coordinating with watershed improvement projects: Mary Wall BES &amp; River Renaissance Management Team, 503-823-7115</p>

# Sustainable economy

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## Worksheet 2.9

<b>Opportunities</b>	<b>Relevance for Agency</b> High/Med/Low	<b>Describe Agency Opportunities</b> 1. Activities with the greatest environmental, economic or community impacts 2. Upcoming projects that present opportunities
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2.7.1 <b>Target industries</b>		
2.7.2 <b>Sustainable business practices</b>		
2.7.3 <b>Neighborhood business services</b>		
2.7.4 <b>Prosperous working harbor</b>		

## Goals and Requirements

(Acronyms refer to adopted policies, see Appendix to decode)

## Resources

<ul style="list-style-type: none"> <li>✓ Meet all growth in electricity demand since 1990 with new zero-carbon dioxide sources of electricity. (GW)</li> <li>✓ Develop programs to collect and process food waste. (SWR)</li> <li>✓ Partner with local and state governments on product stewardship initiatives. (SWR)</li> <li>✓ Partner with state and local government and private and nonprofit organizations to improve, stabilize and expand markets for recyclable and compostable materials. (SWR)</li> </ul>	<p>Information on strategies to support the growth of sustainable industries:</p> <p>Ann Griffin Portland Development Commission 503-823-3428</p>
<ul style="list-style-type: none"> <li>✓ Increase pollution prevention and source control efforts. (CR)</li> <li>✓ Aggressively control combined sewer overflows (CR)</li> <li>✓ Cut forecast greenhouse gas emissions in the commercial, industrial, public, and nonprofit sectors by 10 percent by 2010. (GW)</li> <li>✓ Achieve an overall solid waste recycling rate of 60% by 2005 and establish a new target for 2010. (GW)</li> <li>✓ Encourage the application of green building practices in private sector development. (GB)</li> </ul>	<p>Information on a range of local sustainable industry initiatives: Sustainable Development Commission 503-823-7224</p> <p>Awards for innovation in sustainable business practices; information clearinghouse for business assistance. Curt Nichols, OSD, 503-823-7104</p> <p><i>Green Office Guide:</i> local sustainability resource guide for businesses OSD 503-823-7222</p>
<ul style="list-style-type: none"> <li>✓ Sustain the role of designated commercial areas in providing shopping and employment opportunities for city residents. (CP, 5.7)</li> </ul>	<p>Grants to improve neighborhood business districts: Alliance of Portland Neighborhood Business Associations 503-774-283</p>
<ul style="list-style-type: none"> <li>✓ Promote Portland as a hub for ship, barge, railroad, highway, and air transportation (RR)</li> <li>✓ Invest in the harbor's industrial districts — a cornerstone of our regional economy (RR)</li> <li>✓ Explore and adopt new technologies, designs, and industrial practices that support habitat restoration and the improvement of water quality. (RR)</li> <li>✓ Integrate regional transportation objectives into river protection and enhancement activities. (RR)</li> <li>✓ Use the Portland Harbor Superfund listing as an opportunity to create new partnerships and environmental cleanup industries and technologies.</li> </ul>	<p>River Renaissance Management Team coordinates economic, environmental, and community planning for the Willamette: Nancy Biasi 503-823-7709</p> <p>The Planning Bureau coordinates a River Economic Advisory Group and is conducting an inventory of industrial lands: Steve Kountz, Planning 503-823-4551</p>



# 4. Creating an action plan

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After you have completed an initial assessment of opportunities for your agency (see sections II and III), the next step is to create a plan that sets the direction for your sustainability initiative. This section provides resources to help you through the stages of developing a plan:

4.1 Prioritizing

4.2A Setting goals & targets

4.2B Identifying specific actions to achieve your targets

## Prioritizing

If your agency reviewed the opportunities in Worksheets 2.1-2.9, you probably identified more impact areas than you can effectively tackle. At this stage, you want to focus your efforts strategically. Worksheet 4.1 presents a range of criteria for you to consider.

### Impact

Where does your agency have the greatest opportunity to benefit the economy, the environment and the community? It might be those areas that account for most of your resource use and costs. It might also be areas that have very acute impacts. For example, toxic substances can have tremendous impact even when used in small quantities. Criteria included on the worksheet are:

- ✓ Benefits for small/local business (e.g. switching to a product made by local companies)
- ✓ Benefits for the environment (e.g. restoring fish habitat)
- ✓ Benefits for the community (e.g. designing a stormwater facility that also adds neighborhood greenery)

### Influence

Your greatest opportunity to make a difference may be in those areas where you can influence or support others in the community. Also, some otherwise lower impact projects have high potential for generating attention and interest of employees.

- ✓ Visibility (e.g. increasing recycling at a building with high volume of public visitors)
- ✓ Support for community initiatives (e.g. participating in a local campaign to eliminate mercury switches and thermometers)

### Investment

Companies like NIKE and Norm Thompson Outfitters have shown a positive rate of return on their sustainability projects. If you want your sustainability program to last, you'll need to identify projects that contribute to the organization, financially, or in terms of improved worker morale, safety or customer relations. It needs to fit with what you're already doing. Criteria included on the worksheet are:

- ✓ Cost effectiveness (e.g. switching to energy-efficient lighting)
- ✓ Timely activities (e.g. focusing on a large upcoming construction project)
- ✓ Ease of implementation (e.g. integrating sustainability into an existing process improvement project)
- ✓ Benefits for employees (e.g. eliminating chemicals that pose health or safety concerns)

# Worksheet 4.1

## Directions

1. In left-hand column, list the opportunity areas you identified in sections II and III of this guide.
2. Ask each team member to complete the worksheet on their own, rating the opportunities against the criteria shown. Rating system:  
 2 = Significant opportunity      1 = Moderate opportunity      0 = Insignificant opportunity
3. Compare and discuss your scores.
4. Total the scores and discuss which areas are top priorities for action. *It may not be the items with the most points.*
5. Record your rationale for your choices. This will be important for future planning efforts.

<b>Opportunities</b> (see Worksheets 1.0 - 3.3)		<b>Impact</b> Has benefits for . . .		
Opportunity areas	Description	Small/local business	Environment	Community
<b>2.1 Sustainable purchasing</b> 2.1.1 <b>Automotive Vehicles and Equipment</b> Purchase biodiesel		2	2	2
<b>2.2 Green building</b> 2.2.4 <b>Infrastructure</b> Roadside vegetation: requirements for landscaping focused on beautification, utility, and low resource use		1	2	1

## Does this really have an impact?

A variety of resources help people assess the impact of their decisions.

“How many simple things do people need to do to save the planet?”

That’s the question the Union of Concerned Scientists pose in their book [The Consumers’ Guide to Effective Environmental Choices](#). They weigh the impact of consumer choices and offer a list of priority actions which focus on transportation, food, and home energy use.

How many planets does it take to meet our needs?

The Ecological Footprint is an environmental accounting tool that calculates the acres required to meet our resource needs. According to its calculations, the average American uses 24 acres to support his or her current lifestyle. In comparison, the average Italian uses 9 acres. Find the Footprint online at [www.redefiningprogress.org](http://www.redefiningprogress.org)

What is our impact on global warming?

Human-caused greenhouse gasses are building up in the atmosphere, trapping heat and disrupting climate. To find out what you’re doing to create this problem, and what you can do differently, use the global warming calculator at [www.sustainableportland.org](http://www.sustainableportland.org).

Influence		Investment				Summary	
Is visible	Supports community solutions	Saves/makes money	Is easy to implement	Is timely	Benefits employees	Total score	Why selected or not
2	1	1	2	1	1	14	County currently conducting a pilot. Easy to implement right away.
2	1	2	1	1	1	12	High cost of maintaining roadside areas makes this a priority.

# Setting goals & targets

Once your agency has identified its priorities, the next step is to clarify what you plan to achieve and how you will measure your progress. Use Worksheet 4.2 to record goals and targets for your priority areas.

Goals provide a broad statement of direction. Targets provide a specific description of the results you plan to achieve. A complete target details how results will be quantified (performance measure), what part of the operation will be measured (scope), what the desired outcome is (performance goal) and when it will be achieved (completion date). Note that in the sample below, energy use is measured on a per square foot basis. In other cases, results might be measured on a per acre, per employee, or per work output basis. These types of measures facilitate comparison with others. They also ensure that changes in levels of activity or output aren't mistaken for increases or decreases in efficiency.

**Sample goal:**                      **Decrease energy use**

**Sample target:**                      **Decrease energy use per square foot in City Hall**  
*performance measure* *scope*  
**by 15% by 2004.**  
*performance goal* *completion date*

## Worksheet 4.2 A

Opportunity area	Goals	Targets
<b>2.3 Healthy ecosystems</b> 2.3.1 Water use	<i>Increase water use efficiency by 25% by 2010.</i>	<i>At 10 largest sites, reduce gallons used per square foot by 2% by December 2002.</i>
<b>2.5 Pollution and waste reduction</b> 2.5.2 Office waste reduction & recycling	<i>Reduce paper use</i>	<i>Reduce monthly copy paper use by 10% per employee by November 2002.</i>

## Perspectives on performance measures

Compare with other communities:  
 These websites allow you to link to sustainability indicator programs established by other communities, or search for indicators by topic area. These examples can help you to identify good ways to measure progress and to compare your results with others.  
[www.sustainabilityindicators.org](http://www.sustainabilityindicators.org); [www.sustainablemeasures.com](http://www.sustainablemeasures.com)

### Workload or output measures

Organizations often use workload or output measures to put their sustainability performance measures in perspective. For example, a farm might track water used per acre. A manufacturing company might track energy used per product produced. For key workload measures for City agencies, refer to the *Service Efforts and Accomplishments Report* produced by the Auditor's Office.

[www.ci.portland.or.us/auditor](http://www.ci.portland.or.us/auditor)



## Identifying specific actions

What will it take to meet your target? Part B of Worksheet 4.2 provides a basic format for recording the tasks required. Make sure that the tasks you identify are written into the appropriate agency workplans.

### Charting a course

#### Backcasting

Should you reduce the amount of packaging for a product, switch to packaging that is completely recyclable, or do away with packaging altogether? Backcasting is a process that organizations use to envision a truly sustainable product or service, then focus on the actions needed to head that direction. For more information contact Oregon Natural Step Network 503-241-1140. For a case study using this approach, see *A Sustainability Vision for the Automotive Services Industry*, online at [www.ortns.org/resources.htm](http://www.ortns.org/resources.htm)

#### Quest for Performance -- training teams to solve problems

Quest for Performance is a training seminar that provides employees with the tools to analyze problems, identify root causes, develop solutions and manage for results. For example, Bureau of Licenses staff put their Quest training to use, slashing their annual printing costs by over \$18,000 -- and saving a lot of paper in the process. Contact Laurel Butman at the Office of Management and Finance. 503-823-6806

### Worksheet 4.2 B

What	Who	When
1. Complete water use audits at four sites.	Joe	by May 2001
2. Provide monthly water use data to facility staff.	Karen	by Dec 2001
3. Budget for water efficiency upgrades	Karen	by Jan 2002
1. Evaluate paper use from last year	Tom	by Jan 2003
2. Monitor monthly paper use; email usage trends to staff	Tom	Monthly, (starting Feb 03)
3. Purchase printer that prints 2-sided; multiple pages per sheet	Jane	by Feb 2003

When you've completed your draft plan, schedule an appointment to meet with the Sustainable Development Commission (SDC). SDC can identify technologies, expertise, partnerships and resources that will help you meet your targets. In addition, Matt Emlen 503-823-7224 and Amy Joslin 503-988-4092 are available for consultation as you develop your plan.



# 5. Evaluating Results

This section provides simple templates that agencies can use to document their progress. Included are a summary report, and a form for tracking implementation of agency action plans. Using the standardized formats, agencies can more easily compare with each other and identify opportunities for partnership. When you've completed your evaluation, schedule an appointment to review your progress with the Sustainable Development Commission (SDC). SDC can connect your efforts with sustainability expertise and resources in the community.

## Summary Report

The summary report is a place to record your agency's sustainability goals and accomplishments. If you're just getting started, this can be a tool for creating a baseline assessment. The summary report groups information in the three sections addressed in this guide: building organizational support, modeling sustainable business practices, and improving the community. Tips for completing your report:

- ✓ Concentrate on tracking the three or four items that are most relevant for your agency.
- ✓ As much as possible, summarize accomplishments using quantitative indicators. Showing change over time or comparing performance with industry standards is a plus.
- ✓ Once you've described your progress in your top three or four areas, review the other areas outlined in the summary report, and fill in other information you have readily available.
- ✓ Use a team to gather and review information (see "Leadership Team," page 10). A diverse group will greatly expand your view of the agency's accomplishments.
- ✓ Celebrate your accomplishments with staff and the public.

### Worksheet 5.1

#### Introduction

(a brief narrative describing the key sustainability issues for your agency)

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### Section 1: Building organizational support

Opportunities	Agency goals & targets <sup>1</sup>	Accomplishments
<b>1.0 Organizational support</b> 1.1 Leadership team 1.2 Orientation & training 1.3 Policy 1.4 Management systems	<i>Examples:</i> <b>Establish sustainability leadership team.</b> <b>Provide sustainability training for 10% of employees.</b> <b>Include sustainability in agency policies, goals, and objectives.</b> <b>Incorporate life-cycle analysis in budget analyses.</b>	

<sup>1</sup> This column shows examples of the type of results agencies could report to demonstrate progress. Items **in bold** reflect directives for agencies from adopted policies. More detail on performance measurement is provided in the Create Action Plan section.

## Worksheet 5.1

### Section 2: Modeling sustainable business practices

Opportunities	Agency goals & targets <sup>1</sup>	Accomplishments
<p><b>2.1 Sustainable Purchasing</b></p> <p>2.1.1 Automotive vehicles &amp; equipment            2.1.2 Building materials            2.1.3 Cleaning &amp; coating materials            2.1.4 Food            2.1.5 Office equipment            2.1.6 Office Furnishings            2.1.7 Paper products            2.1.8 Other</p>	<p><i>Examples:</i></p> <p><i>Decrease air emissions of vehicles by 20%.</i></p> <p><i>Reduce use of products that contain persistent bioaccumulative toxins or release them during manufacturing.</i></p>	
<p><b>2.2 Green Building</b></p> <p>2.2.1 New construction &amp; major retrofits            2.2.1 Tenant Improvements            2.2.3 Operations &amp; Maintenance            2.2.4 Infrastructure</p>	<p><b>Ensure all projects meet LEED™ standards (certified, silver, gold, or platinum).</b></p>	
<p><b>2.3 Healthy ecosystems</b></p> <p>2.3.1 Water use management            2.3.2 Chemical &amp; nutrient containment            2.3.3 Instream, riparian, wetland conditions            2.3.4 Land cover &amp; stormwater runoff            2.3.5 Erosion control</p>	<p><i>Reduce gallons of water used (per acre/ sq foot).</i></p> <p><i>Certify land management practices to Salmon Safe standards .</i></p> <p><i>Restore vegetation on 300 acres.</i></p>	
<p><b>2.4 Sustainable energy</b></p> <p>2.4.1 Facilities, vehicles, and equipment            2.4.2 Office equipment            2.4.3 Work travel            2.4.4 Employee commuting</p>	<p><b>Decrease tons of CO<sub>2</sub> emissions.</b></p> <p><i>Increase percent of employees commuting by carpooling, transit, biking, or walking.</i></p>	
<p><b>2.5 Pollution &amp; waste prevention</b></p> <p>2.5.1 Construction and demolition            2.5.2 Office recycling &amp; waste reduction            2.5.3 Toxic or hazardous substances            2.5.4 Food waste            2.5.4 Other major waste streams</p>	<p><b>Recycle at least 60% of waste</b></p> <p><i>Decrease amount of hazardous waste generated/recycled by 50%</i></p>	
<p><b>2.6 Open &amp; fair process</b></p> <p>2.6.1 Fair contracting            2.6.2 Equal opportunity employment            2.6.3 Citizen involvement            2.6.4 Stakeholder reporting</p>	<p><b>Complete affirmative action/ diversity plan</b></p>	

<sup>1</sup> This column shows examples of the type of results agencies could report to demonstrate progress. Items **in bold** reflect directives for agencies from adopted policies. More detail on performance measurement is provided in the Create Action Plan section.

**Section 3: Promoting community development**

Opportunities	Agency goals & targets <sup>1</sup>	Accomplishments
<p><b>2.7 Healthy, capable people</b></p> <p>2.7.1 Civic involvement                      2.7.2 Diversity &amp; equity                      2.7.3 Education                      2.7.4 Community health                      2.7.5 Safety                      2.7.6 Sustainability awareness</p>	<p>Quantified changes in behavior.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>✓ <i>Increase voter participation.</i></li> <li>✓ <i>Increase recycling rates.</i></li> <li>✓ <i>Reduce crime rates.</i></li> </ul>	
<p><b>2.8 Healthy places to live and work</b></p> <p>2.8.1 Connected bicycle &amp; pedestrian network                      2.8.2 Thriving regional &amp; town centers &amp; mainstreets                      2.8.3 Complete neighborhoods                      2.8.4 Environmental health                      2.8.5 Green infrastructure</p>	<p>Quantified changes to the built &amp; natural environment.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>✓ <i>Expand miles of bikeways built.</i></li> <li>✓ <i>Increase acres of natural areas protected or restored.</i></li> <li>✓ <i>Increase acres of brownfields reclaimed.</i></li> </ul>	
<p><b>2.9 Sustainable economy</b></p> <p>2.9.1 Target industries                      2.9.2 Business practices                      2.9.3 Community business services                      2.9.4 Prosperous working harbor</p>	<p>Quantified changes in sustainable business activity.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>✓ <i>Increase employment in target industries.</i></li> <li>✓ <i>Decrease CO<sub>2</sub> emissions of local businesses.</i></li> <li>✓ <i>Increase employment in town and regional centers.</i></li> </ul>	

<sup>1</sup> This column shows examples of the type of results agencies could report to demonstrate progress. Items **in bold** reflect directives for agencies from adopted policies. More detail on performance measurement is provided in the Create Action Plan section.

# Action plan review

Worksheet 5.2 helps you review implementation of the action plan you developed in Worksheet 4.2.

## Worksheet 5.2

Opportunity area	Goals	Targets	Did we meet our target?
2.3.1 Water use	<i>Increase water use efficiency by 25% by 2010.</i>	<i>At 10 largest sites, reduce gallons used per square foot by 2% by December 2002.</i>	<i>Reduced water use per square foot by 2% at the ten largest sites.</i>
2.5.2 Office waste reduction & recycling	<i>Reduce paper use</i>	<i>Reduce monthly copy paper use per employee by 10% by July 2003.</i>	<i>Reduced use monthly copy paper use per employee by 5%.</i>

Complete these evaluation tools (Worksheets 5.1 and 5.2) to organize the information you need to share and discuss your progress with staff, community partners and the Sustainable Development Commission.

After reviewing your results, partners will be able to discuss:

- ✓ What's working?
- ✓ What's not working?
- ✓ What corrective action is needed?
- ✓ Do we have the right priorities and goals?
- ✓ What is needed to move our sustainability initiative forward?
- ✓ What targets need to be created or updated in order to continue meeting our goals?

Answering these questions will get you ready to update your plan and promote continual improvement toward sustainability.

## Worksheet 5.2

<b>What / Who / When</b>	<b>Did we follow our plan?</b>
<ol style="list-style-type: none"> <li>1. Complete water use audits at four sites. <i>Joe, by May 2001</i></li> <li>2. Provide monthly water use data to facility staff. <i>Karen, by Dec 2001</i></li> <li>3. Budget for water efficiency upgrades <i>Karen, by Jan 2002</i></li> </ol>	<ol style="list-style-type: none"> <li>1. On target (2 of 4 complete)</li> <li>2. Completed</li> <li>3. Budget prepared, pending approval</li> </ol>
<ol style="list-style-type: none"> <li>1. Evaluate paper use from last year <i>Tom by Jan 2003</i></li> <li>2. Monitor monthly paper use; email usage trends to staff <i>Tom Monthly, (starting Feb 03)</i></li> <li>3. Purchase printer that prints 2-sided; multiple pages per sheet <i>Jane by February 2003</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Completed on time</li> <li>2. Completed</li> <li>3. Completed April</li> </ol>

# Appendix: Acronyms

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2020	=	Parks 2020 Plan
CI	=	Guiding Principles of Civic Involvement
CP	=	Comprehensive Plan
CR	=	Clean River Plan
CRO	=	Civil Rights Ordinance
EEO	=	Equal Employment Opportunity policy
GB	=	Green Building Policy
GW	=	Local Action Plan on Global Warming
LEED	=	Leadership in Energy and Environmental Design
PBG	=	Police Bureau Goals
PC	=	Purchasing Code
PMB	=	Portland Multnomah Benchmarks
RR	=	River Renaissance Vision
SCP	=	Sustainable City Principles
SEA	=	Service Efforts and Accomplishments report
SS	=	Salmon Safe Guidelines for parks and greenspaces
SWR	=	Solid Waste & Recycling regulations