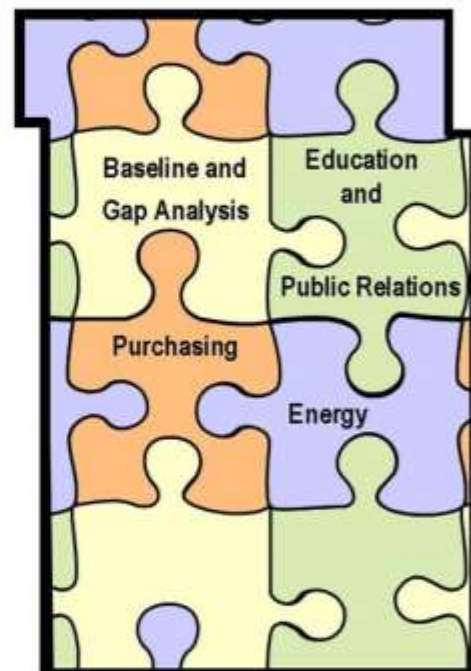


Dunn County will serve as a community leader in sustainability by conducting daily operations through balanced stewardship of human, financial and environmental resources for present and future generations

Dunn County



Sustainability Action Plan



Adopted February, 2010

Acknowledgements

The authors of this Sustainability Action Plan want to acknowledge the generous support and contributions provide by all those involved. Without their assistance, this plan would not have been possible. In addition, we benefited from the extensive editorial comments and suggestions from a wide range of reviewers and participants. We specifically hope this plan provides useful guidance and direction to Dunn County as it pursues its vision for sustainability.

Environmental Leadership Team (ELT)

This is a team of dedicated and committed representatives that is “deep and wide”. “Deep” refers to involving all levels of Dunn County Government (not just top management). “Wide” refers to involving as many participants from the Dunn County community as practical (not just County government). The ELT is a dynamic group; its membership is always changing because participation is voluntary, open and issue driven. Therefore, publishing an official roster is not practical. However, recognizing the contributions of Dunn County Committees, Departments and employees, Sustainable Dunn, City of Menomonie, University of Wisconsin Stout, UW-Extension, and all the energy providers in our region is important.

Environmental Leadership Team Steering Committee

Gene Smith, Sponsor Representative

Bob Colson, Facilitator

Eric Edgeberg, Baseline and Gap Analysis, Chair

Jim Faust, Education and Public Relations, Chair

Patricia Isaacson, Purchasing, Chair

Dave Wulle, Energy, Chair

Craig Sakach, Baseline and Gap Analysis, Alternate

Judy Ogren, Education and Public Relations, Alternate

Sponsors

Dunn County Administrative Coordinator

Gene Smith

Executive Committee

Steven Rasmussen, Chair

Richard, H. Johnson, Vice Chair

Stanley Anderson

David Bartlett

Pat Eggert

Daniel J. Fedderly

Ellen B. Ochs

Jerome Prochnow

Phillip Sawin

Earl Wildenberg

County Board of Supervisors

Steven Rasmussen, Chair

Richard, H. Johnson, Vice Chair

Henry Berg

David Bartlett

Stanley Anderson

Dorothy Enger

Pat Eggert

Daniel J. Fedderly

Thomas Quinn

Calvin Christianson

Ellen B. Ochs

Jill Noreen

Joe Plouff

Peter Wiese

Bernice Sutliff

Paul E. DeLong

Sheila D. Stori

Earl Wildenberg

Mary Solberg

Rosemarie Bristol

David Kragness

Philip Sawin

Jerome Prochnow

Elton J. Christopherson

David Schaefer

Marvin Saxton

Richard L. Creaser

Gary Seipel

Executive Summary

Over the past year, the County has been using the Dunn County Sustainability Action Plan Charter as the template for developing its Sustainability Action Plan. The Charter and plan are rooted in the County's Sustainability Vision,

'Dunn County will serve as a community leader in sustainability by conducting daily operations through balanced stewardship of human, financial, and environmental resources for present and future generations.'

The plan relies on the Natural Step Framework (NSF) and the Principles of Sustainability as the basis for provide policy recommendations, goals, and targets for advancing sustainability within the County's operations. NSF is a scientifically based; socially just model with a proven track record which describes sustainability as a 'whole systems approach', addressing People, Planet and Profit, the three "P's" or the 'triple bottom line', the Principles of sustainability are;

- **Reduce dependence upon fossil fuels and extracted underground metals and minerals;** The County will minimize its use of non-renewable resources like fossil fuels, and use renewable energies within their limits through responsible energy management. All resources will be used as efficiently as possible.
- **Reduce dependence on chemicals and other manufactured substances that can accumulate in nature;** The County will minimize the use of toxic substances and maximize the use of non-toxic substances. Non-toxic means that a plant or animal cell can metabolize the substance, without disruption of its nominal functions.
- **Reduce dependence on activities that harm life sustaining ecosystems:** The County will ensure that long-term and global impacts such as greenhouse gasses and loss of species have greater weighting than short-term, local effects. Where there is a potential threat to the environment or to communities, the precautionary notion will be given precedence.
- **Meet the hierarchy of present and future human needs fairly and efficiently:** The County will base its decisions on the belief that everyone has a right to enjoy a clean, healthy, and safe environment, economic prosperity, and general well-being.

The County's Sustainability Sponsors (Administrative Coordinator and the Executive Committee) created the Environmental Leadership Team (ELT), and charged the ELT with developing the County's Sustainability Action Plan. The ELT went on to create a Steering Committee which developed Key Area Action Plans for the following,

- ELT
- Purchasing
- Energy
- Education and Public Relations
- Baseline and Gap Analysis

To become a sustainable Dunn County that increases the County's prosperity, promotes energy security, protects the interests of taxpayers, and safeguards the health of our environment, Dunn County must lead by example. Therefore, this plan sets targets for Dunn County to;

- Increase energy efficiency which will reduce its greenhouse gas emissions
- Reduce waste, increase recycling, and prevent pollution
- Leverage internal purchases to foster markets for sustainable technologies and environmentally preferable materials, products, and services

- Design, construct, maintain and operate high-performance sustainable buildings
- Inform County employees about and involve them in the achievement of these goals.

The County is already practicing many aspects of sustainability. Measuring, managing, and optimizing the existing sustainability practices and emerging opportunities will accelerate the County's progress.

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Background

Early on the County recognized the need to document, coordinate, prioritize and record existing and proposed sustainability projects and programs. Before any work began the County set boundaries for its sustainability efforts and defined sustainability.

Sustainability is a broad topic and means different things to different organizations; however, the County prescribes to the U.N Brundtland Commission Report, 1987, which defines Sustainability as: “*Sustainable development meets the needs of the present without compromising the ability of future generations to meet their needs*”.

On March 19th, 2008, the County Board of Supervisors formalized its commitment to sustainability by approving a *Sustainable Eco-County Resolution* instructing staff to develop a County Sustainability Action Plan based the Principles of Sustainability;

- ***Reduce dependence upon fossil fuels and extracted underground metals and minerals;*** The County will minimize its use of non-renewable resources like fossil fuels, and use renewable energies within their limits through responsible energy management. All resources will be used as efficiently as possible.
- ***Reduce dependence on chemicals and other manufactured substances that can accumulate in nature;*** The County will minimize the use of toxic substances and maximize the use of non-toxic substances. Non-toxic means that a plant or animal cell can metabolize the substance, without disruption of its nominal functions.
- ***Reduce dependence on activities that harm life sustaining ecosystems;*** The County will ensure that long-term and global impacts such as greenhouse gasses and loss of species have greater weighting than short-term, local effects. Where there is a potential threat to the environment or to communities, the precautionary notion will be given precedence.
- ***Meet the hierarchy of present and future human needs fairly and efficiently;*** The County will base its decisions on the belief that everyone has a right to enjoy a clean, healthy, and safe environment, economic prosperity, and general well-being.

The resolution also identified the Natural Step Framework (NSF) as the preferred model for achieving sustainability. NSF is a scientifically based; socially just model with a proven track record which describes sustainability as a ‘whole systems approach’, addressing People, Planet and Profit, the three “P’s” or the ‘triple bottom line’.

This whole systems approach merges nicely with the County’s long range purpose of implementing sustainability principles into its daily activities and operations. For example it could be applied to, the County as an Employer, the County as a Leader and the County as a Service Provider. When the County examines its role as an employer, sustainability includes maintaining the health and well-being of its staff, including limiting harmful environmental exposures and providing a healthy and productive work environment. In the County’s role of service provider, sustainability calls for being economically accountable to taxpayers. In its role as a leader, sustainability extends beyond compliance to proactively protecting natural resources for future generations. As both consumers and stewards of our natural resources, the County has a responsibility to make sure that the needs of its citizen’s are met fairly, efficiently and cost effectively.

To this end, January 2009 the Environmental Leadership Team (ELT) was formed and charged with creating the County’s *Sustainability Action Plan* and a *Sustainability Action Plan Charter* (Appendix D). The Charter served as the framework for developing the County’s Sustainability Action Plan

(SAP). The focus of the SAP is on Dunn County as an organization, in other words internally on its performance and operations. According to the Eco-County Resolution and the Sustainability Action Plan Charter development of the County's SAP shall be in accordance with the Principles of Sustainability, The Charter endorses the notion that every Dunn County employee has a responsibility to promote these principles now and into the future. Thus the motivation for developing the SAP was to use the Principles of Sustainability to strategically elevate the County's sustainability performance.

Shortly after work on the SAP began the ELT discovered that while the County is involved in numerous sustainability practices, a coordinated and standardized metrics of performance was lacking. Overlapping practices were found, but no coordinated effort toward measurement, management, or optimization seemed to exist. Also the ELT realized that a more focused planning approach was needed. So the ELT stopped plan development, re-evaluated its priorities and created the ELT Sustainability Steering Committee.

The ELT Sustainability Steering Committee (Steering Committee) was made up of four sub-committees: Purchasing, Energy, Education/Public Relations, and Baseline. This committee picked up where the ELT left off and went on to draft the SAP. The SAP describes; the methodology and expected benefits, recommended goals and targets, and resources for getting started. It also seeks to establish a baseline for its sustainability efforts and activities, to communicate the County's vision and to lay out prioritized action steps to achieve this vision.

To become a sustainable Dunn County that increases the County's prosperity, promotes energy security, protects the interests of taxpayers, and safeguards the health of our environment, Dunn County must lead by example. Therefore, by following the Principles of Sustainability, this plan sets targets for Dunn County to;

- Increase energy efficiency which will reduce its greenhouse gas emissions
- Reduce waste, increase recycling, and prevent pollution
- Leverage internal purchases to foster markets for sustainable technologies and environmentally preferable materials, products, and services
- Design, construct, maintain and operate high-performance sustainable buildings
- Inform County employees about and involve them in the achievement of these goals.

Furthermore, to fully achieve its vision, the County should support the respective missions of its Departments. Therefore, Departments are encouraged to align their mission's with the County's vision and then to prioritize sustainability actions based on full accounting of economic benefits, social benefits and costs. Departments should seek continuous improvement by evaluating performance, extending or expanding actions/projects that have net benefits, and reassessing or discontinuing under-performing actions/projects.

Finally, it is also important that Dunn County's efforts and outcomes associated with its SAP be transparent. The County and its Departments should work to disclose results of sustainability actions by posting them on its publicly available website. County Departments and employees should be encouraged to search for ways to efficiently and effectively reduce taxpayer costs through energy conservation practices and to reduce the County's environmental impacts.

The County took the opportunity to lead by example it promoted sustainability within its own operations. Its Eco-County Resolution, Sustainability Action Plan Charter and this SAP will accelerate the County's progress in a more coordinated manner with greater outcome.

Vision Statement

One of the first steps the ELT undertook was to recommend adoption of the Sustainability Action Plan Charter which contains the County's vision statement. The vision statement serves as the vehicle to drive sustainability policy. Policy becomes the driving force for a program, providing both management support and a unifying theme for staff members.

Prior to adoption the ELT discussed the elements of a strong vision statement:

- Implies visible management support
- Reflects organizational culture and style
- Is consistent with other organizational policies
- Applies to all major operations
- States beliefs and intentions (what), not ways for meeting intentions (how)
- Provides direction for decision-making
- Provides a foundation for planning and action
- Is documented and clearly communicated to all employees
- Drives change in the workplace
- Inspires commitment
- Serves as a unifying theme

After considerable discussion, the ELT recommended adoption of the following vision statement:

Dunn County will serve as a community leader in sustainability by conducting daily operations through balanced stewardship of human, financial, and environmental resources for present and future generations.

This vision statement was presented to the Sponsors in 2008 and was approved without revision.

How the ELT and the Process Worked

Once the ELT was formed it began working on the Sustainability Action Plan Charter. From there it went on to prioritize areas to include in the SAP and finally it began the work of setting goals and targets for those priority areas. The purpose of prioritizing was to reduce the number of categories of sustainable practices to a more manageable list, enabling the County to focus its resources on the areas of greatest benefit. The ELT identified priority areas, and the following Committees were formed,

- Gap Analysis
- Education
- Public Relations
- Policy and Procedures

These Committees began meeting however, for a lot of reasons; they were unable to make much headway. So the ELT re-evaluated its priorities and created the ELT Sustainability Steering Committee (Steering Committee).

The Steering Committee's primary function was to draft the County's SAP. It also served as a Checks and Balance entity, ensuring that the 'Plan' was aligned with the County's vision and that organizational members (County management and staff) will be encouraged and empowered to bring sustainability ideas forward. The Steering Committee combined the original Education and Public Relations Committees into one Committee and formed a new Energy Committee. The Steering Committee members were;

- Sponsor Representative; Gene Smith
- Facilitator; Bob Colson
- Baseline and Gap Analysis; Eric Edgeberg, Chair, Craig Sakach, Alternate
- Education and Public Relations; Jim Faust, Chair, Judy Ogren, Alternate
- Purchasing; Patty Isaacson, Chair
- Energy; Dave Wulle, Chair

Each of the Sub-Committee strives for diversity in its membership through a 'deep and wide' structure. 'Deep' refers to involving all levels of Dunn County Government (not just top management). 'Wide' refers to involving as many participants from the Dunn County community (not just County government).

Goals and Targets

The goals and targets included in each of the Action Plans were developed by the sub-committees. The facilitated sub-committees were provided with relevant examples from other plans. To prepare for the meetings, sub-committee members were encouraged to obtain input from staff members or other resources involved in their topic areas. Prior to the ELT, Executive Committee and County Board action the Steering Committee reviewed each draft goal and corresponding target(s) as a group and identified areas that would benefit from follow-up or additional input. The revised targets and goals are provided in the section of this plan titled Action Plans. For consistency, each sub-committee was asked to use the same format and definitions for developing goals and targets. Appendix C has an example of the format used.

Key Area Action Plans

The County's SAP represents a County-wide team effort and marks a transition from a broad set of goals and targets to the next phase: putting recommendations into action. Ultimately, departments will implement specific actions of this plan. However, the ELT will provide support and will be responsible for measuring and reporting, globally, on progress made. Many departments are already implementing some sustainability goals and targets. A realistic schedule for new goals and targets will be created with departments as the implementation phase is developed. Goals and targets can be modified along the way as the methods for achieving them unfold. Ultimately, the Sponsors will finalize goals, targets, and implementation steps. In addition to the specific action plans, it is recommended the following steps be taken when implementing this plan:

- Obtain Standing Committee support for this Action Plan
- Obtain County Board of Supervisors support of this Action Plan
- Establish an organizational structure to coordinate implementing this Action Plan.
- Work with departments to finalize the recommended goals and targets.
- Evolve finalized and approved targets into detailed implementation plans that identify specific resource needs, responsible staff members, and timelines.

Environmental Leadership Team (ELT)

The Sustainability Action Plan Charter identifies the ELT as the responsible entity charged with plan development and with keeping the Sponsors informed regarding sustainability progress. While planning is important, maintaining momentum, immediate action, from staff interested in getting started right away should be encouraged. As part of ongoing efforts, the ELT may develop checklists, resource listings, or other tools to assure that sustainability practices are being carried out. In the meantime, the ELT developed two resources for staff members interested in starting now.

1. Ten Things Every Employee Can Do To Embrace Sustainability (Appendix A)
2. Toolbox of Resources for Implementing Sustainability (Appendix B)

ELT Action Plan

Goals	Strategic Steps	Resources	Completion Date
Create an ELT Implementation Team	Develop and adopt a 'Scope of Work' for the team Recruit and seat team members Review departmental SAP's and implementation efforts Draft an annual Sustainability Action Plan Report Present annual report to the Sponsors	ELT ELT Steering Committee Department Heads and respective staff Sponsors	December 2010

Baseline & Gap Analysis

The purpose of this Committee is to conduct surveys, research, and analysis using the 'Principles of Sustainability' as guiding values. Based on its analysis and information collected from departments, industry standards, and other organizations accomplishments it will develop a Dunn County baseline standard. The scope of its work is aimed at the entire organization of Dunn County. This committee will not become active until the other committees develop specific implementation plans and schedules. In the meantime this committee will function as a resource to the remaining committees.

Education & Public Relations

The purpose of this Committee was to define and develop a range of educational, orientation and training opportunities related to sustainability. The scope of 'Education' was to identify and design sustainability opportunities to involve/educate all levels of management and staff.

The Public Relations component of this Committee was charged with developing a plan to maximize public awareness of the County's commitment to sustainability. It was to identify ways to strategically focus County resources to secure positive media coverage. The scope of 'Public Relations' was internal, to all county employees and external, to Dunn County residents, land owners and the County's tax base.

The Education & Public Relations sub-committee used the Logic Model (Appendix F) to help create their Action Plan. Their plan is an initial attempt to organize the County, its Departments, Committees and Boards towards becoming more aware of sustainability. Effective organizational change requires a period of education and outreach to staff members therefore, after the SAP is adopted, the ELT and the Education & Public Relations Committee will work with staff and officials developing specific actions for achieving its strategic steps. Over time the initial Education & Public Relations action plan will evolve into an implementation plan that includes specific resource needs, responsible staff members, and timelines. As a starting point, the Education & Public Relations Committee developed the following Action Plan.

Education & Public Relations Action Plan

Purpose/Objective; This Action Plan recognizes the Principles of Sustainability listed in the Eco-County Resolution (number 34) as the motivation behind the County’s Sustainability efforts. The Principles of Sustainability, Reduce dependence upon fossil fuels and extracted underground metals and minerals; Reduce dependence on chemicals and other manufactured substances that can accumulate in nature; Reduce dependence on activities that harm life sustaining ecosystems; and Meet the hierarchy of present and future human needs fairly and efficiently, are the framework for building the culture change necessary to become a sustainable Dunn County. An effective organizational change of this sort requires a period of education and outreach, this Action Plan details the necessary steps to begin moving in a sustainable direction.

Education & Public Relations Action Plan			
Goals	Strategic Steps	Resources	Completion Date
<p>Understand the “Why” of becoming more sustainable.</p> <p>Develop a sense of urgency to become more sustainable.</p> <p>Become knowledgeable of sustainable practices for county government.</p> <p>Become knowledgeable of sustainable practices for the home.</p> <p>Understand the “Natural Step” concept.</p>	<p>Develop 3 mandatory in-services; #1 “Why” sustainable #2 “What” sustainability means to the county #3 “What” sustainability means individuals</p> <p>In services will involve 100% of County employees through attendance at the in-services or by viewing a (taped) DVD of each in service.</p> <p>Coordinate/collaborate with sustainable Dunn on sustainability programs.</p> <p>Create programs/exercises to help employees become knowledgeable of sustainable practices for the home.</p> <p>Create programs/exercises to help employees understand the “natural step” concept.</p> <p>Create programs/exercises to develop leadership capacity and organizational skills.</p> <p>County sustainability activities will serve as an inspiration for county business and organizations to follow.</p> <p>Work with Departments to include sustainability as part of their annual reports</p>	<p>UWEX County Staff</p> <p>UWEX State Specialists</p> <p>Handouts</p> <p>Fact Sheets</p> <p>Time</p> <p>Money</p> <p>IT Division – videotaping, CDs, on-line instruction modules</p> <p>I Clickers</p> <p>Evaluation instruments</p> <p>County Employees</p> <p>County Department Heads</p> <p>County Board Members</p> <p>Sustainable Dunn</p>	<p>12/31/2012</p>

	<p>Create a section "Did You Know" to highlight sustainability tidbits in the Well Dunn news letter.</p> <p>Write news paper articles highlighting sustainability practices, information and examples of success.</p> <p>Work with employees to (carry out) implement sustainable practices both at the county level and in their own homes.</p>		
<p>Communicate Dunn County's Sustainability Efforts and Progress With Residents of Dunn County.</p>	<p>Develop a Process to Determine What Should be Communicated and How it should be communicated.</p> <p>Set the frequency of information to be communicated through staff written news Releases to Media- television, radio, newspapers, Magazines.</p>	<p>Education & Public Relations sub-committee</p> <p>County staff</p> <p>Chamber of Commerce</p>	<p>06/01/2010</p>
<p>Communicate Dunn County's Sustainability Efforts and Progress with Dunn County Employees</p>	<p>Develop a process to communicate dept to dept internal sustainability successes and efforts.</p>	<p>IT Division</p> <p>Education & Public Relations sub-committee</p> <p>County staff</p> <p>WellDUNN Newsletter</p>	<p>06/01/2010</p>

Purchasing

The Dunn County Administration Department is responsible for monitoring large purchasing activities (\$5,000+) of all County departments, and verifying that the established purchasing procedures and policies are followed. Smaller purchases (\$1 - \$5,000) are at the discretion of the individual Department managers. Given these responsibilities, the Department Managers and the Purchasing Department are in a key position to affect the products that the County uses. As an influential consumer in local markets, there is an opportunity to affect the sustainable decision of many of our suppliers. Dunn County Department Managers and the Purchasing Department will be responsible for adhering to an established sustainable purchasing policy, and to implement the Purchasing Action Plan items of this plan within their budgets, which ultimately will help the County to meet its overall sustainability vision.

The purpose of this Committee was to use the 'Principles of Sustainability' as a basis to reduce, to the extent possible, non-green products and to develop sustainable purchasing actions such as recommending an amendment to the existing purchasing policy to include sustainability standards. Recommendations and actions should address buying products based on long term environmental and operating costs, purchasing products that are durable, reusable, made of recycled materials, and nontoxic.

The Purchasing Action Plan is the initial attempt to organize the County and its departments towards purchasing goods and services that are aligned with the principles of sustainability. After the SAP is adopted, the ELT and the Purchasing Committee will work with departments and staff developing specific actions for achieving its strategic steps. Over time the initial purchasing action plan will evolve into an implementation plan that will include specific resource needs, responsible staff members, and timelines. The Purchasing Committee members were, Patty Isaacson, Chair; Scott Cox, Vicki Jess, Dan Prestebak, Cheryl Huenink, Tony Manzella, and Jeanne Stevenson.

Purchasing Action Plan

Purchasing			
Goals	Strategic Steps	Resources	Completion Date
County Board of Supervisors adopt/support a Sustainable Purchasing Policy/Guideline	<p>ELT Purchasing Committee drafts ordinance modification(s) suggesting changes incorporating the promotion of sustainable purchases</p> <p>The ELT Steering Committee reviews, approves, changes modifications</p> <p>Present ordinance modification suggestions to standing committee</p>	<p>ELT Purchasing Committee</p> <p>Corporation Counsel</p> <p>ELT Steering Committee</p> <p>ELT</p> <p>County Board of Supervisors</p>	12/31/2010
Increase the use of recycled products by 5% by 2011	<p>Develop baseline and performance metrics to measure recycled products</p> <p>Increase the use of post consumer content paper</p> <p>Develop a life cycle cost analysis for recycled toner</p> <p>Review and update baseline</p> <p>Create an annual report</p>	<p>ELT Purchasing Committee</p> <p>ELT Baseline and Gap Analysis Committee</p> <p>All Departments</p> <p>Vendors</p>	12/31/2010
Reduce paper use county-wide by 5% by 2012	<p>Develop baseline and performance metrics to measure county-wide paper usage</p> <p>Promote the goal to all departments</p> <p>Encourage the use and storage of electronic documents instead of printing/filing paper copies</p> <p>Distribute newsletters electronically and have Departments post a paper copy for employees without computer access</p> <p>Promote/train Departments on running paperless meetings</p> <p>Create/purchase and file electronic templates of standardized forms</p>	<p>ELT Purchasing Committee</p> <p>ELT Baseline and Gap Analysis Committee</p> <p>ELT Education Committee</p> <p>All Departments</p> <p>IT Department</p> <p>Vendors</p>	12/31/2010

	<p>(eliminate pre-printed products)</p> <p>When replacing or at the first time purchase of copy, fax, and scanning machines investigate multi-functioning machines, networking and duplexing</p> <p>If a printer has a duplex function make it the default setting.</p> <p>Internally (County use) post, share and make documents/information available electronically;</p> <ul style="list-style-type: none"> • Shared Directory • Emails • County website <p>Externally (public use) post, share and make documents/ information available electronically on department specific web pages</p> <p>Review and update baseline</p> <p>Create an annual report</p>		
Increase recycling	<p>Work with the Solid Waste Division to develop educational materials for “Office” recycling programs.</p> <p>Provide recycling containers in all County buildings (owned/leased)and in all departments</p>	<p>ELT Purchasing Committee</p> <p>Facilities Department</p> <p>Solid Waste Department</p> <p>All Departments</p>	12/31/2010
Purchase fuel efficient vehicles.	<p>Replace vehicles with the lowest MPG rating first</p>	<p>ELT Purchasing Committee</p> <p>Administration</p> <p>Stakeholder Departments (Facilities, Health Care Center, Highway. Etc.)</p> <p>Vendors</p>	Ongoing
Purchasing ecological and environmentally	<p>Develop baseline and performance metrics to measure “unfriendly” and</p>	<p>ELT Purchasing Committee</p>	12/31/2010

friendly supplies.	toxic products Replace products such as Styrofoam, cleaning supplies, pesticides, etc. with environmental friendly alternatives	Vendors All Departments	
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Energy

The purpose of this Committee was to use the 'Principles of Sustainability' as the benchmark for researching and analyzing energy related topics and ideas. It was to identify and prioritize goals and strategic steps designed to move the County towards a more efficient use of energy thereby, reducing its carbon footprint. The scope of its work was aimed generally at raising the awareness of all County employees regarding energy use and more specifically at County facilities and their respective maintenance staff. Committee members were, Dave Wulle, Chair, Dave Taylor, George Hayducsko, Mary Erpenbach and Lee Schwebs.

The Energy Action Plan is the initial attempt to organize the County and its departments towards becoming more efficient with its energy use and more aware of energy issues. After the Sustainability Action Plan is adopted, the ELT and the Energy Committee will work with departments and staff developing specific actions for achieving energy strategic steps. Over time the initial energy action plan will evolve into an implementation plan that includes specific resource needs, responsible staff members, and timelines.

Energy Action Plan

Goals	Strategic Steps	Resources	Completion Date
<p>Reduce energy use County-wide by 25% by the year 2025</p>	<p>Develop, maintain and on an annual basis review energy use baseline data and performance metrics</p> <p>Strive to meet LEED standards for all new construction</p> <p>Strive to meet LEED standards for all remodel projects</p> <p>Strive to meet LEED standards for all construction renovation projects</p> <p>Beginning in 2011 conduct an energy audit and review of all County buildings on at least a 5 year cycle</p> <p>Eliminate the use of unnecessary equipment.</p> <p>Maintain the efficiency of existing equipment and facilities</p> <p>Replace equipment with the most practical and efficient equipment available</p> <p>Develop an internal/external training and education program</p> <p>Promote successes internally and externally</p> <p>Evaluate Focus on Energy programs to take advantage of rebates and cost sharing opportunities</p> <p>Before bargaining begins for the next contract (2012) evaluate the energy savings associated with alternative work schedules</p> <p>On an annual basis prepare supplements for annual reports</p>	<p>Facilities Department</p> <p>Health Care Center</p> <p>Highway Department</p> <p>Other Departments</p> <p>Focus on Energy</p> <p>Xcel Energy</p> <p>Dunn Energy Cooperative</p> <p>24/7</p> <p>ELT Education Committee</p>	<p>December 31 2025</p>

Closing Thoughts

The County is already practicing many aspects of sustainability. However, there is no coordinated effort for measuring, managing, or optimizing the existing sustainability practices and emerging opportunities. Recognizing the need to be more strategic, along with the need to stay committed over the long-term, will require the County to 'Sustain its Sustainability Plan' by considering how to maintain, grow and sustain the important work that it has been initiated. The policy, goals, targets, and resources described in this Sustainability Plan provide the structure for the County to become sustainable. However, this plan marks an important first step toward establishing the County as an organizational leader in the community, and encourages individuals and organizations to push for higher levels of performance using sustainability as a guiding principle. But remember, this is only the first step.

Appendices

Ten Sustainability Things Every Employee Can Do

- Fully use the County wellness services
- Turn off lights when you leave your office
- Choose alternative transportation to get to work
- Use the highest MPG vehicles for your specific purpose from the County's fleet to get to remote meetings
- Maximize electronic file capabilities to limit the amount of paper use
- Fully use building recycling services for all materials
- On a regular basis review County's Vision statement and if applicable your Department's Mission Statement
- Educate yourself on how sustainability can be applied to your particular job
- Follow all safety rules and procedures and participate in offered programs
- Share sustainability successes with other employees and Departments

Toolbox of Resources for Implementing Sustainability

Existing County Resources

The following is a listing of benefits and programs offered through the County to assist employees with maintaining their health and well-being and they are also intended to provide employees with a healthy and productive work environment. For detailed information contact the Dunn County Human Resources Specialist.

- Retirement, Life Insurance and Income Continuation www.eft.wi.gov
- Dental www.anthem.com
- Post Employment Health Plan (non-union) www.nrs.foru.com
- Post Employment Health Plan (union) www.IMCARC.org
- Flexible spending program to help with uninsured medical cost using pre-tax money www.ebcflex.com
- Employee Assistance Program, to help with personal employee issues. Contact Administrative Coordinator
- New employee orientation

The following is a listing of benefits and programs offered through the County to assist employees with maintaining their health and well-being and they are also intended to provide employees with a healthy and productive work environment. For detailed information contact the Dunn County Risk Management and Purchasing Manager

- Risk Management and Safety program
- Inventory control system

Existing Resources-Websites

- Well Dunn Newsletter, is in the Dunn County Information (shared directory) under Shared Large Documents WellDUNN
- Dunn County www.co.dunn.wi.us
- Sustainable Dunn www.sustainabledunn.org/
- Dunn County Community Visioning <http://dunncountywi.govoffice2.com/> and go to the Planning Division's web-page

Examples from other units of government

Existing Sustainability Plans are filed in the Dunn County Information (shared directory) open the Sustainability Action Plan main folder and go to the Existing Plans folder and contains the following;

- La Crosse County, Wisconsin
- Washburn, Wisconsin
- Burnsville, Minnesota

SMART Goals Format

S M A R T

Specific

SMART Goals should be straightforward and emphasize what you want to have happen. Specifics help your Sub-Committee clearly define what it is going to do. A SMART Goal is specific in the What, Why, and When.

What are you going to do? Use action words such as direct, organize, coordinate, lead, develop, plan, build etc.

Why is this important to do at this time? What do you want to ultimately accomplish?

When are you going to do it? (By...)

Be certain the SMART Goals you set are specific, clear and easy. Instead of setting a Goal of "Understand Sustainability" set a specific SMART Goal "Have the entire County staff know the definition of sustainability by the end of 2010".

Measurable

If you can't measure it, you can't manage it. In the broadest sense, the whole SMART Goal statement is a measure for the project. However, there are usually several short-term or small measurements that can be built into the SMART Goal.

Set SMART Goals with measurable progress indicators, so you can see the change occur. Measurable should acknowledge both "How results will be quantified" and "What part of the organization will be measured". A key question your Sub-Committee and Sponsors may ask is;

"How will you know when you reach your Purpose/Objective (goal)?"

Be specific! A sample SMART Goal could be "Reduce paper use in all Departments by 20% by the year 2010". This SMART Goal shows both a quantifiable measurable and a scope (the part of the organization that will be measured).

Establish concrete criteria for measuring progress toward reaching each SMART Goal. When you measure your progress, you stay on track and reach your target dates. The measurement criteria could be part of the Strategic Steps; achievement motivates.

Attainable

When you identify SMART Goals identify those that are most important to your Sub-Committee. This helps them focus on ways they can figure things out and they may also see previously overlooked opportunities. Setting Goals which are way out of reach probably won't be accomplished. Having things attainable develops the attitudes, abilities, skills, and financial capacity to reach them.

A SMART Goal needs to stretch employees slightly; they should feel they can do it and that achieving it requires a real commitment. For instance, if you aim to have each County employee attend a sustainability presentation on Tuesday November 10, 2010...well that isn't achievable. But setting a SMART Goal to have each County employee attend a sustainability presentation within 6 months from Monday November 9, 2010, is achievable. Success motivates.

R ealistic

This is not a synonym for "easy." Realistic means "do-able." It means;

- The project fits with the overall strategy and vision of the County.
- The learning curve is not a vertical slope;
- The skills needed to do the work are available;

A realistic project may stretch the skills and knowledge of the employees but it shouldn't break them.

Create an Action Plan that makes the project realistic. A goal of Eliminating all Greenhouse Gas Emissions may not be realistic because some greenhouse gasses occur naturally.

It may be more realistic to set a SMART Goal of "Reducing County Greenhouse Gas Emissions by 20% by the year 2020". Now you can develop Strategic Steps to work towards reducing Greenhouse Gas Emissions.

Be sure to set SMART Goals that you can attain with some effort! Too difficult and you set the stage for failure, but too low sends the message that you aren't very capable. Set the bar high enough for a satisfying achievement!

T imely

Set a timeframe for the SMART Goal: for next week, in three months, by the year 2020. Putting an end point on your Goal gives you a clear target to work towards. If you don't set a time, the commitment is too vague. It tends not to happen because you feel you can start at any time. Without a time limit, there's no urgency to start taking action now. Time must be measurable, attainable and realistic.

Everyone benefits from SMART goals.

SMART Goal Sustainability Action Plan Template

Purpose/Objective:

Name of Sub-Committee (Insert the name of your Sub-Committee)			
SMART Goals	Strategic Steps	Resources	Completion Date

Definitions

Purpose/Objective

This is a description of your overall direction...overarching purpose...the big picture. This statement is a measure for the project; if the purpose/objective is accomplished, there is success.

SMART Goals

SMART Goals should be specific, straight forward and emphasize what you want to have happen. (What is the desired outcome? A SMART Goal is specific in the What, Why, and When.)

Strategic Steps

These are the steps, in their proper order, which need to be taken to achieve the SMART Goal. (Strategic Steps are a product of “Backcasting”). This category needs to be as specific as possible. If there are lots of steps (more than 5) then use a separate attachment to describe each Strategic Step.

Resources

Having people as part of the resources establishes responsibility and accountability. However, sometimes people need something else, tools, software or some vital piece of equipment to complete their task. The resources category is the place to list all necessary resources.

Completion Date

This is a projected completion date. The date may be different than that of a Strategic Step since Strategic Steps may have multiple deadlines that need to be met in order to achieve the SMART Goal. A completion date establishes accountability and is measurable.

Eco-County Resolution

NOTE: This is an unsigned copy of the resolution initiating the Sustainable Action Plan, for a signed (executed) version contact the Administration Office.

RESOLUTION NO. 34

SUSTAINABLE ECO-DUNN COUNTY RESOLUTION

WHEREAS, Dunn County acknowledges the desire to move in a more sustainable direction; and

WHEREAS, Dunn County acknowledges that a clean and healthy environment determines the quality of life, where the environment can support and sustain the community, and where citizens are committed to local and regional cooperation and a personal philosophy of stewardship; and

WHEREAS, the willingness of Dunn County, as a unit of government, to move in the direction of Eco-County designation can serve as a model for our citizens, invigorate economic development and reduce overall costs while protecting the ecosystem; and

WHEREAS, by endorsing sustainable development, Dunn County is joining an international network of Eco-Municipalities and becomes one of the first eco-counties in Wisconsin; and

WHEREAS, Dunn County has shown exemplary leadership in areas of sustainability such as hazardous waste management, water quality, soil conservation, energy conservation, and land use planning; and

WHEREAS, Dunn County endorses the following guidelines, adopted by the American Planning Association, in accordance with The Natural Step model, to help implement sustainable practices in a comprehensive and balanced fashion:

- Reduce dependence upon fossil fuels and extracted underground metals and minerals;
- Reduce dependence on chemicals and other manufactured substances that can accumulate in nature;
- Reduce dependence on activities that harm life sustaining ecosystems; and
- Meet the hierarchy of present and future human needs fairly and efficiently.

NOW THEREFORE BE IT RESOLVED THAT, that the Dunn County Board of Supervisors hereby endorses the principles of sustainable community development described herein, and supports the application of these principles whenever possible in planning, policymaking and practices; and

BE IT FURTHER RESOLVED, that County staff will proceed with the development of a Sustainability Action Plan for Dunn County; and

BE IT FURTHER RESOLVED, that County staff work collaboratively and in concert with local units of government inviting them to participate in sustainable practices.

Dated the 19th day of March, 2008, at Menomonie, Wisconsin.

OFFERED BY THE EXECUTIVE
COMMITTEE:

Fiscal Impact:

Steven Rasmussen, Chair

Richard H. Johnson, Vice-Chair

Stanley Anderson

ADOPTED ON: _____

ATTEST:

Marilyn Hoyt, County Clerk

David Bartlett

Francis Eiseth

Daniel Fedderly

Ellen Ochs

Jerome Prochnow

Philip Sawin

Earl Wildenberg

Sustainability Action Plan Charter



Dunn County Sustainability Action Plan Charter

“Dedicated to our environment, the community and the future.”

Charter

Date: Issued: 9/15/2008
Revised: 01/06/2009

Name: Dunn County Sustainability Action Plan.

Introduction

What is the Sustainability Action Plan Charter?

The charter is the framework for developing the County’s Sustainability Action Plan. A Sustainability Action Plan Charter lays out what Dunn County will do to make itself sustainable. The charter gives the following advice: “Ask yourself this question: **‘Is it possible to continue doing what I am doing in the long term?’** If the answer is ‘no’, then your action is not sustainable. Something is sustainable if doing it now does not make it more difficult or impossible to do it in the future. Sustainability should be central to the mission of Dunn County.

Some of the work undertaken by Dunn County in its delivery of services could already be considered sustainable. For example in building maintenance and operations the Government Center uses, with a few exceptions, all fluorescent lighting and most of the building is equipped with infra red motion sensors to automatically turn lights on and off. However, there are other things we do as a governmental entity that aren’t geared towards the long-term, so we need to think about how we can best do things without sacrificing or damaging our common resources.

Principles of Sustainability

The main focus of the Sustainability Charter is on Dunn County as an organization, in other words our own (internal) performance and operations. As such the charter sets out ‘Dunn County’s Principles of Sustainability’, which are based on the Natural Step model, these are the benchmarks for a more sustainable organization.

- 1. Reduce dependence upon fossil fuels and extracted underground metals and minerals; We will minimize the use of non-renewable resources like fossil fuels, and use renewable energies within their limits through responsible energy management. All resources will be used as efficiently as possible.*
- 2. Reduce dependence on chemicals and other manufactured substances that can accumulate in nature; We will minimize the use of toxic substances and maximize the use of non-toxic*

3. substances. Non-toxic means that a plant or animal cell can metabolize the substance, without disruption of its nominal functions.
4. *Reduce dependence on activities that harm life sustaining ecosystems:* We will ensure that long-term and global impacts such as greenhouse gasses and loss of species have greater weighting than short-term, local effects. Where there is a potential threat to the environment or to communities, the precautionary notion will be given precedence.
5. *Meet the hierarchy of present and future human needs fairly and efficiently:* We will base our decisions on the belief that everyone has a right to enjoy a clean, healthy, and safe environment, economic prosperity, and general well-being.

Every Dunn County employee has a responsibility to promote these aims now and into the future.

Sponsors and Stakeholders

Stakeholders:	The Dunn County Organization; Board of Supervisors and all County Employees.
Sponsors:	Administrative Coordinator and the Executive Committee.
Targeted group:	All Dunn County employees.
Those directly affected:	All Dunn County employees.
Those indirectly affected:	The general public.

Vision Statement

Dunn County will serve as a community leader in sustainability by conducting daily operations through balanced stewardship of human, financial, and environmental resources for present and future generations.

Problem Statement

We recognize that our governmental operations leave a large environmental “footprint”. We may be depleting our natural resources, inhibiting nature’s ability to assimilate waste and pollution, and we are impacting our air and water which begs the question, ‘Are Dunn County operations sustainable for future generations?’

Objectives

A sustainable Dunn County would institutionalize the use, development, and protection of resources in a manner that enables the County to meet its current needs while providing for its future needs.

- A. Reduce our ‘Footprint’, in a measurable manner, through:
 - a. energy conservation,
 - b. renewables,
 - c. landscaping,
 - d. pollution prevention,
 - e. solid waste reduction,
 - f. employee commute options,
 - g. education and outreach,
 - h. re-use,

- i. recycling,
 - j. sustainable procurement.
- B. Create a Natural Step education program.
- C. Raise employee consciousness about the environment and sustainable actions.
- D. Identify opportunities to be more sustainable within individual worksites, including pilot projects.
- E. Be a leader of sustainable practices by setting a strong example for the community and local businesses.
- F. Develop a Sustainability Public Relations Plan.

Deliverables

- A. Sustainability Action Plans that address or provide;
- a. Policy recommendations – i.e., such as...sustainability purchasing policy,
 - b. Procedural recommendations - i.e., such as...using only non-toxic cleaning supplies,
 - c. Promotional events such as such as...Prescription Drug Roundup,
 - d. Educational / informational materials,
 - e. Annual update to the Board of Supervisors,
 - f. Forum for communication for County employees concerning sustainability.

Roles and Responsibilities

- A. Sponsors** The Administrative Coordinator and the Executive Committee of the Board of Supervisors.
- a. Role;
 - i. Provide support and resources for the initiative,
 - ii. Create the Organizational Committee and Environmental Leadership Team,
 - iii. Provide strategic direction to the Organizational Committee and Environmental Leadership Team,
 - iv. Promote the project,
 - v. Resolve policy conflicts,
 - vi. Act as liaison between the Environmental Leadership Team and the County Board of Supervisors,
 - 1. Act on Environmental Leadership Team recommendations.
 - 2. Gain/maintain County Board of Supervisors support.
 - b. Restrictions;
 - i. Does not take responsibility for tasks or ideas of the Environmental Leadership Team.
- B. Environmental Leadership Team (ELT)** Group of representatives that is “deep and wide”. “Deep” refers to involving all levels of Dunn County Government (not just top management). “Wide” refers to involving as many participants from the Dunn County community (not just County government).
- a. Role;
 - i. Provide guidance and direction
 - 1. Act as resource by providing;
 - a. Educational and reference materials,
 - i. Natural Step Framework,
 - ii. energy conservation,
 - iii. renewables,
 - iv. landscaping,
 - v. pollution prevention,

- vi. solid waste reduction,
- vii. employee commute options,
- viii. education & outreach,
- ix. re-use,
- x. recycling,
- xi. sustainable procurement,
- xii. Web links.
- b. Maintaining a list of internal and external experts.
- c. Maintaining a list of seminars and workshops.
- ii. Manages group interaction
 - 1. keeps the organization on task and focused,
 - 2. assists the organization in Sustainable Action Plan development,
 - 3. provides discussion tools and experts as needed.
- iii. Acts as liaison between departments and the Sponsors;
 - 1. receive/review Sustainability Action Plans and project status reports,
 - 2. directs Sustainability Action Plans and recommendations to the Sponsors for approval,
 - 3. reports to Sponsors on recommended policies and any obstacles / successes encountered,
 - 4. tracks the Sponsors approval process,
 - 5. gain/maintain support of the Sponsors.
- iv. Encourage and empower organizational members to bring sustainability ideas forward
- b. Restrictions;
 - i. does not have authority to implement change,
 - ii. does not have the authority to commit employee time or involvement.

C. Steering Committee (SC) If the Environmental Leadership Team deems it necessary to create this committee the SC would consist of representatives from the major service areas of County government.

- a. Role:
 - i. Provide guidance and direction to the ELT;
 - 1. Facilitate ELT interaction, keeps the ELT on task and focused by providing,
 - a. discussion tools,
 - b. experts as necessary,
 - ii. Encourage and empower organizational members to bring sustainability ideas forward
- b. Restrictions;
 - i. does not have authority to implement change,
 - ii. does not have the authority to commit employee time or involvement.

D. Department/ Division Head

- a. Role:
 - i. Department/division head is ultimately responsible for:
 - 1. overseeing the development and implementation of it's Sustainability Action Plan,
 - 2. serves as a resource to its employees for subject matter information,
 - 3. secures ELT approval at key steps in process,
 - 4. guides its department.
 - ii. Encourage and empower employees to bring sustainability ideas forward

E. Every Dunn County Employee

- a. Role;
 - i. advocate for sustainability and participates in the development of work practices that all members should support.
 - ii. act as liaisons for other employees to bring forward “green” ideas & suggestions,
 - iii. provide recommendations to their department/division head on how to reduce the County’s environmental impact,
 - iv. evaluate results of their Sustainability Action Plan.
- b. Restrictions;
 - i. Do not have authority to implement change without management approval.

Milestones / Target Dates

- A. Short Term Project – target and issue accountability schedules
- B. Long Term Project – target and issue accountability schedules

Funding

- A. There is no separate sustainability budget for the ELT, however the County’s entire budget should be considered when funding sustainability initiatives.

Process

- A. Departments develop and implement Sustainability Action Plans.
 - a. Department head picks 6-month and 1-year projects.
 - b. Project Development, each Sustainability Action Plan will:
 - i. develop baseline conditions for identified problem & include measurable aspects within their department,
 - ii. identify possible remedies,
 - iii. research solutions, benchmarking against other organizations (industry, government etc.) as appropriate,
 - iv. review results as compares to problem statement or original question,
 - v. conduct pilot project to test recommendation & assumptions (if necessary),
 - vi. develop goals and objectives (Implementation plan) with measurable results when possible.
- B. ELT organizes project groups for departments and employees to participate in as interested. ELT members can elect to participate in project groups without joining individual groups. Project groups include:
 - a. Natural Step Framework,
 - b. energy conservation,
 - c. renewables,
 - d. landscaping,
 - e. pollution prevention,
 - f. solid waste reduction,
 - g. employee commute options,
 - h. education & outreach,
 - i. Re-use,
 - j. Recycling,
 - k. sustainable procurement.
- C. Individual departments will pass implementation recommendations onto the ELT.
- D. ELT tracks implementation recommendations and reports to the Sponsors.
- E. On-going review & input will be provided at the monthly ELT meetings.

- F. ELT will conduct periodic appraisal of successful implementation of Sustainability Action Plan recommendations.
- G. Annual reporting on Sustainability Plans, ELT, and SC activities will be provided to the County Board of Supervisors.

Benefits

- A. More informed employees about environmental and sustainable activities within County government.
- B. Influence to the community by the County setting a strong example of sustainable practices.
- C. Market development by requesting sustainable products and services.
- D. Sponsors support of sustainability initiatives will foster more input from the SC, ELT, and employees.
- E. Actual reductions in the County's;
 - a. energy usage,
 - b. water usage,
 - c. toxic chemical usage,
 - d. pesticides and herbicide usage,
 - e. solid waste,
 - f. single occupant vehicle trips,
 - g. material usage,
 - h. air pollution.
- F. Fiscal responsibility and wise use of taxpayer funds (save \$\$!).

Constraints

- A. The ELT and SC members are volunteers and it is not the Sponsor's responsibility to compensate these members for any time given to the work.
- B. Some employees may not be in management positions to have authority to approve projects or ideas generated by their department for implementation.
- C. Limited funding.

Assumptions

- A. Dunn County Board of Supervisors supports the initiative.
- B. Dunn County management supports the ELT and SC.
- C. The recommendations submitted to the Sponsors will be reviewed & implemented by the appropriate management sections with feedback to the ELT and SC.
- D. Dunn County management seeks to make Dunn County operations more sustainable.

Approvals

Sponsors:

Environmental Leadership Team:

Others:

Logic Model

Program; ELT Education & Public Relations Committee Logic Model

Situation; Dunn County Board of Supervisors passed Resolution 34, Sustainable Eco-Dunn County in order to become more sustainable.

Inputs	Outputs		Outcomes -- Impact		
	Activities	Participation	Short	Medium	Long
UWEX County Staff UWEX State Specialists Time Handouts Fact Sheets Time Money MIS Department – videotaping, CDs, on-line instruction modules I Clickers Evaluation instruments	3 mandatory in-services; #1 “Why” sustainable; #2 “What” county; #3 “What” individual Sustainable Dunn programs. Dept reports on sustainability actions. Individual reports on sustainability actions. “Did You Know” sustainability tidbits in the Wellness news letter. News paper articles highlighting sustainability practices, information and examples of success.	County Employees County Department Hds County Board Members	100% employee attendance at the in-services. Understand the “Why” of becoming more sustainable. Develop a sense of urgency to become more sustainable. Become knowledgeable of sustainable practices for county government. Become knowledgeable of sustainable practices for the home. Understand the “natural steps” concept. Develop leadership capacity and organizational skills.	Employees will carry out the County sustainability action plan. Employees will implement sustainable practices both at the county level and in their own homes. County sustainability activities will serve as an inspiration for county business and organizations to follow. The county government will experience a culture change with respects to sustainability.	Reduce dependence of fossil fuels. Reduce dependence on chemicals etc that accumulate in the environment. Reduce dependence on activities that harm life sustaining ecosystems. Meet the hierarchy of present and future human needs fairly and efficiently.

Assumptions: 1) County Board is committed to sustainability; 2) County employees are open to sustainability change; 3) Various County groups are committed in assisting county in achieving sustainability; 4) Global warming is a fact; 5) Peak oil has been reached.

External Factors: 1) Economic conditions 2) Political pressures