

Sustainable Operations Action Plan (SOAP) for County Operations



2013-2017

Office of Energy & Sustainability



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PLAN OVERVIEW

Snohomish County's Sustainable Operations Action Plan (SOAP) provides a strategic and systematic approach to integrating environmentally sustainable practices into County government operations. Snohomish County is committed to environmental sustainability and in recent years has made significant strides in reducing our environmental footprint. This plan builds on previous success and enhances the County's commitment to environmental stewardship by integrating sustainable processes and decision-making into daily operations. The SOAP also establishes a framework for the County to continually assess how we can be better environmental stewards in our daily operations by setting goals and measuring our progress.

Results to Be Achieved

The SOAP, which was developed for Snohomish County government, has multiple purposes, including:

- Making a positive impact on the natural environment and climate change;
- Creating a "greener" environment for the health of workers, building occupants, and the environment;
- Increasing energy efficiency, water conservation, and waste reduction in County facilities;
- Improving air quality and reducing greenhouse gas (GHG) emissions generated through County operations;
- Reducing County expenses;
- Encouraging market growth for environmental products and services; and
- Increasing employee awareness and participation in sustainable decision-making at work.

Goals, Objectives & Strategies

The plan was developed by the Snohomish County Green Team, an inter-departmental group that formed in 2010 to increase collaboration and leadership on environmental sustainability issues across departments. The Green Team's year-long action planning process, illustrated on page seven, resulted in seven SOAP focus areas or goals:

- 1) Implement green building practices & use green materials;
- 2) Reduce greenhouse gas emissions from County operations, especially transportation;
- 3) Conserve resources and use renewable energy technologies;
- 4) Reduce, recycle and repurpose waste;
- 5) Implement green purchasing practices;
- 6) Promote ecological preservation and healthy ecosystems; and
- 7) Lead by example.

It is important to note that the County's Sustainable Operations Action Plan was developed with a specific focus on County operations. As such, the SOAP generally does not address sustainability programs, policies and goals for the Snohomish County community.

Under each goal, the Green Team developed specific objectives with measurable performance targets, whenever measurable targets were feasible and appropriate for a particular objective. A set of strategies (action items) was developed as an important implementation component to achieve the objectives under each goal. The definition of a goal, objective and strategy used by the Green Team for the purposes of this SOAP can be found in the Appendix.

Timeline & Implementation

The SOAP provides specific strategies (action items) to achieve our goals and objectives in a five-year time frame. An implementation framework was established by setting a priority timeline for each strategy and identifying lead and supporting departments to initiate action items. An implementation timeline outlining these components is provided for each of the seven goals.

The Green Team and Office of Energy and Sustainability (OES) worked with department directors to establish objectives and strategies that are both meaningful and feasible based on anticipated staff and financial resources within the five-year time frame. Strategies were then prioritized as either a high, medium, or low priority. In general, high-priority/low cost strategies are generally set to be implemented earlier than priorities with high implementation costs.

Measuring Success

Tracking our progress on meeting performance targets within the estimated timeline will be the primary means of measuring success. Our success depends on the continued collaboration and leadership from County departments, offices, and OES. The County recognizes that lean financial resources and staff availability resulting from the recent economic downturn may influence our ability to accomplish all of the SOAP goals in the five-year time period. Nevertheless, we are committed to achieving success to the best of our ability.

Accountability

The Office of Energy and Sustainability, located in the County Executive's Office, will be the primary contact for any questions pertaining to the SOAP and responsible for providing annual progress reports to the Executive and County Council. OES, in collaboration with the Green Team, will assess progress on the SOAP internally during quarterly team meetings and continue to discuss new opportunities to achieve the plan goals.

Highlights of Current Successes

The Green Team conducted an initial inventory of existing accomplishments and best practices related to environmental stewardship within County government operations. A sample of existing accomplishments is highlighted in this plan under each goal.

Consistency with County Plans and Policies

The SOAP goals, objectives and strategies were assessed for consistency with existing County planning and policy documents. Please see the Appendix for references to existing plans, policy documents, Executive Orders and other relevant documents that support the objectives and strategies under each of the seven goals.

BACKGROUND

The Scientific Basis for Climate Change

The Intergovernmental Panel on Climate Change (IPCC) continues to be the lead international authority on global climate change and received the Nobel Prize in 2007 for its work. The IPCC is a scientific and intergovernmental body that was established by the United Nations Environmental Programme (UNEP) and World Meteorological Organization (WMO) in 1988 to provide the world with a clear scientific view on the current state of knowledge in climate change and its potential environmental and socio-economic impacts². The IPCC reviews the most current scientific, technical and socio-economic data produced by thousands of scientists from all over the world. The latest IPCC report, released in 2007, concludes that³:

- Human activity has increased atmospheric concentrations of carbon dioxide, methane and nitrous oxide to levels not seen in the past 650,000 years.
- There is over 90 percent certainty that most of the warming of the climate is due to human activity.
- Humans have set in motion a warming of the climate and rising of sea levels that will continue for centuries, but the amount of warming and sea-level rise will be determined by human activity in the coming years.
- To minimize the extent of climate change, global carbon emissions must peak no later than 2015 and decline 50 to 85 percent from 2000 levels by 2050.

The Impacts of Climate Change

The impacts of climate change are evident today in higher global temperatures, increased frequency and intensity of storm events, sea level rise, and ocean acidification. Findings from the IPCC report *Climate Change 2001: The Scientific Basis, and the U.S. National Research Council's report on Climate Change Science. An Analysis of Some Key Questions*, include⁴:

- On the global average, the surface air temperature of the Earth has increased by about $1.0 \pm 0.4^{\circ}\text{F}$ ($0.6 \pm 0.2^{\circ}\text{C}$) since the late 19th century.
- The decade of the 1990s was very likely the warmest decade in the instrumental record, which dates back to 1861.
- Global sea level has risen by between 4 and 8 inches (0.1 and 0.2 meters) during the past 100 years, and much of the increase is thought to be related to the rising global average temperature.
- Since the beginning of the Industrial Revolution, ocean acidification has increased by 30%.
- On average, between 1950 and 1993, nighttime daily minimum air temperatures over land increased by about 0.2°C per decade. This has lengthened the freeze-free season in many mid- and high latitude regions.
- Snow covered area and snowpack has decreased in most regions, especially in spring. The largest declines in spring snowpack are found at lower and warmer elevations in western North America and the Swiss Alps. Glaciers and ice caps have experienced widespread mass losses. Sea ice extent has decreased in the Arctic.
- It is very likely that precipitation has increased by 0.5 to 1.0% per decade in the 20th century over most mid- and high latitudes of the Northern Hemisphere continents, and it is likely that rainfall has increased by 0.2 to 0.3% per decade over the tropical land areas. It is also likely that rainfall has decreased over much of the Northern Hemisphere subtropical (10°N to 30°N) lands areas during the 20th century by about 0.3% per decade. No comparable changes have been observed over the Southern Hemisphere land areas.

The University of Washington Climate Impacts group notes that for the Pacific Northwest “Even subtle changes in PNW precipitation and temperature have noticeable impacts on the region’s mountain snowpack, river flows and flooding, the likelihood of summer droughts, forest productivity and forest fire risk, salmon abundance, and quality of coastal and near-shore habitat⁵.”

Greenhouse Gas Emissions & Sustainability in County Operations

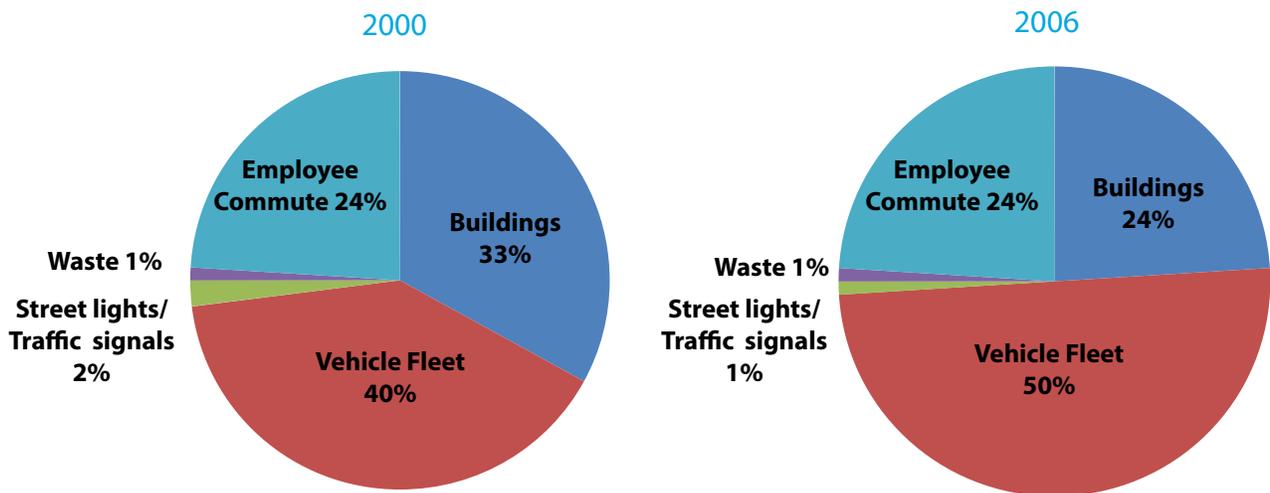
Snohomish County’s most recent Greenhouse Gas Emissions Inventory and Forecast (2008) estimated that County operations produced approximately 25,666 metric tons of carbon dioxide equivalent (CO₂e) in 2000 and 31,867 metric tons of CO₂e in 2006. In that six year period, the County’s operational emissions increased approximately 24% or a little more than 1,000 metric tons of CO₂e per year. The County’s total emissions in 2006 are equivalent to the annual emissions from approximately 3.5 million gallons of gas used, or 74,000 barrels of oil consumed, or the emissions from the electricity used by 4,777 homes⁶.

The amount of emissions resulting from government operations is relatively small in comparison to Snohomish County’s total community emissions of 4,828,739 metric tons of CO₂e. Nevertheless, the County recognizes the need to do our part and take aggressive action in order to help mitigate the impacts of climate change. Implementing the SOAP strategies and tracking our progress provides a path for climate change mitigation, adaptation, and helps the County meet our greenhouse gas emission reduction goals. The County is working to reduce carbon emissions to 20% below 2000 levels by 2020; a goal established in Executive Order 07-48.

Development of Goals, Objectives, and Strategies

Existing climate science data and the results from the 2008 Greenhouse Gas Emissions Inventory played a key role in the development of the SOAP goals, objectives and strategies. Figure 1 on the following page shows that in both 2000 and 2006 the majority of GHG emissions generated are from the County’s vehicle fleet at 40% and 50%, respectively. The next two largest sources of emissions are generated from energy consumption in buildings (24%) and employee commuting (24%).

Figure 1: Snohomish County Government Greenhouse Gas Emissions



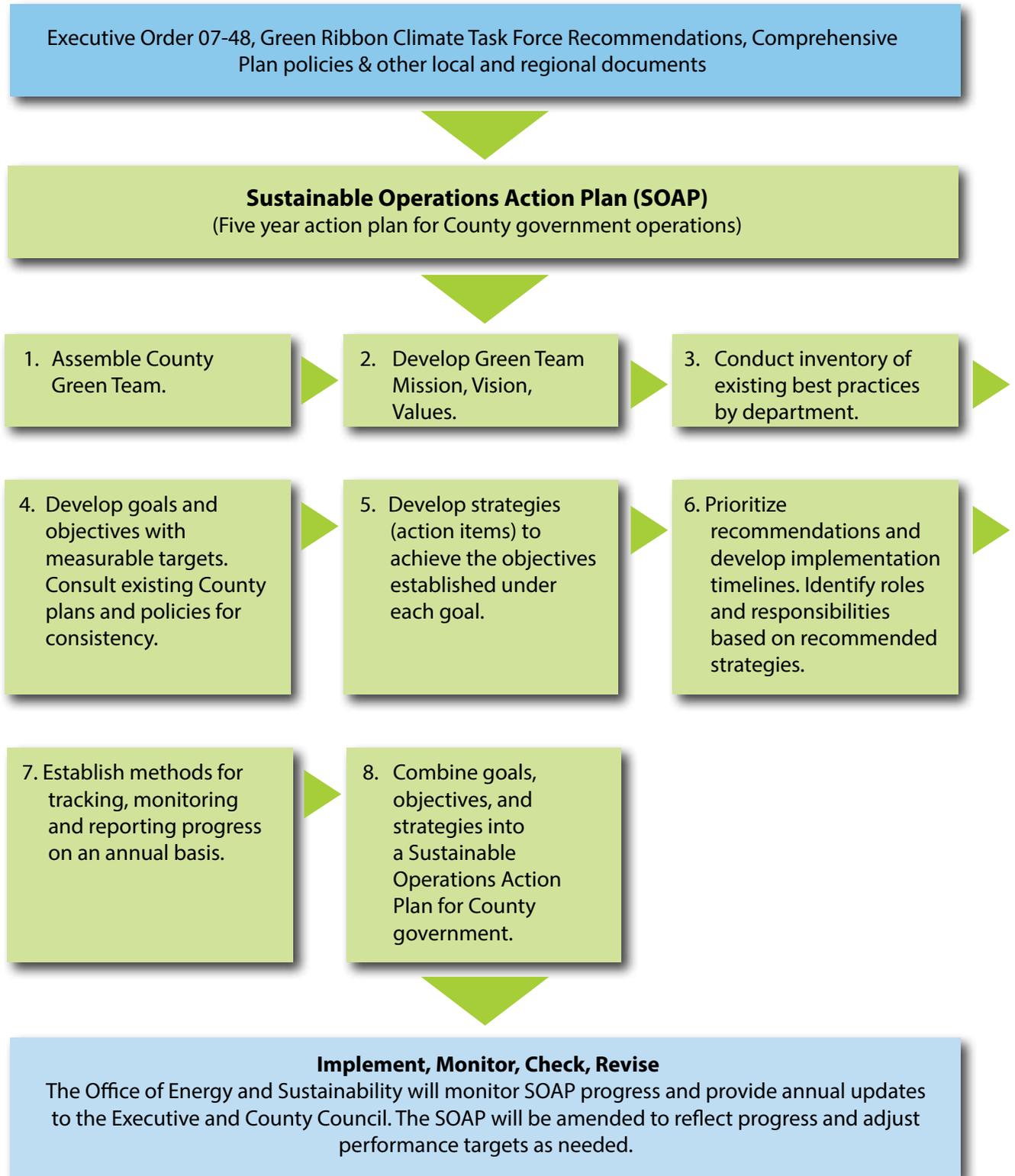
The combined emissions from County fleet vehicles and employee commutes accounts for approximately 75% of the County's total emissions. As such, the Green Team established Goal #2 to explicitly target GHG emission reduction from transportation. Similarly, Goals #1 (Implement Green Building Practices and Use Green Materials) and #3 (Conserve Resources and Use Renewable Technologies) specifically address energy use in buildings, which is the County's next largest source of GHG emissions. These two SOAP strategies also help protect employee health by eliminating or minimizing exposure to toxic chemicals and materials.

The County's 2008 emissions inventory did not analyze the amount of emissions resulting from government purchases, yet research such as King County's GHG Emissions Study (2012) demonstrates that the goods and services we purchase have a significant impact on our carbon footprint. In fact, the largest source of King County's GHG emissions is from the purchase of goods and services, with construction being the largest source in that category⁷. In order to address this issue, Goal #5 - Implement Green Purchasing Practices, calls for the development of an Environmentally Preferable Purchasing (EPP) Policy and use of life cycle costing as a primary decision-making tool in County purchasing.

Goal #4 focuses on waste reduction and recycling, which helps reduce greenhouse gas emissions, energy consumption, and contamination of our water bodies. Goal #6 aims to improve ecosystem health and preservation of our water, soils, and green space. Goal #7 - Lead by Example, identifies strategies that the County government will use to help lead the effort in environmental stewardship, GHG reduction, and planning for climate change resiliency.

In addition to the environmental benefits discussed above, the SOAP facilitates operational cost savings in both the near and long term. Identifying efficiencies and cost-effective operational changes, reduced expenses and saves taxpayer dollars. Lastly, many of the objectives and strategies identified will help make the County more resilient to the impacts of climate change.

THE ACTION PLANNING PROCESS



GOAL 1**Implement Green Building Practices and Use Green Materials****Highlights Of Current Successes...**

- Facilities Management uses zero volatile organic compound (VOC) paint for most indoor-painting projects.
- Janitorial contractor is Green Seal certified and uses cleaning products that meet Green Seal 42 standards.
- Janitorial services use high efficiency particulate air (HEPA) backpack vacuums.
- Public Works is testing cold in-place recycling of asphalt pavement.
- Public Works crews reuse wood chips at mitigation sites.
- Public Works uses re-refined hydraulic oil in all compactors.

OBJECTIVE 1A: Establish minimum green building standards for County owned buildings, including new construction and remodels.

OBJECTIVE 1B: Protect human health and the natural environment by minimizing use of toxic and hazardous substances in daily operations and in the design, construction and maintenance of facilities.

OBJECTIVE 1C: Establish green project guidelines for County capital projects where green building standards are not applicable.

OBJECTIVE 1D: Encourage green building practices within the community.

Strategy 1(i): Assemble an inter-disciplinary team, including industry experts, to develop internal standards for green building design, construction and capital projects.

Strategy 1(ii): Review King County's sustainable infrastructure scorecard as a potential model for internal County projects.

Strategy 1(iii): Identify possible green building incentives that the County can offer to the community.

Strategy 1(iv): Increase the community's access to information on energy efficiency, green building, and utility rebates at the County website and at the County campus.

Strategy 1(v): Partner with local agencies to host workshops on green design and construction for County staff and community stakeholders.

GOAL 1**Implement Green Building Practices and Use Green Materials****Implementation Timeline****OBJECTIVES**

1A. Establish minimum green building practices for County owned buildings, including new construction and remodels.

1B. Protect human health and the natural environment by minimizing use of toxic and hazardous substances in daily operations and in the design, construction and maintenance of facilities.

1C. Establish green project guidelines for County capital projects where green building standards are not applicable.

1D. Encourage green building practices within the community.

STRATEGIES		Target Start & End Dates	Priority	Cost/Time	Lead Dept(s)	Supporting Dept(s)
Objectives 1A-1C	(i) Assemble an inter-disciplinary team, including industry experts, to develop internal standards for green building design, construction, and capital projects.	Q4 2013 - Q1 2015	High	Medium	OES	Facilities, PW, PDS, Parks, Airport, Finance
	(ii) Review King County's sustainable infrastructure scorecard as a potential model for internal County projects.	Q4 2013 - Q1 2015	High	Low	OES	Facilities, PW, PDS, Parks, Airport
	(iii) Identify possible green building incentives that the County can offer to the community.	Q4 2013 - Q1 2015	Medium	Medium	OES	PDS, PW
Objective 1D	(iv) Increase the community's access to information on energy efficiency, green building, and utility rebates on the County website and at the County campus.	Q1- Q4 2014	Medium	Medium	PDS	OES, DIS, PW, Parks
	(v) Partner with local agencies to host workshops on green design and construction for County staff and community stakeholders.	Ongoing	Low	Medium	OES	All Depts

GOAL 2**Reduce Greenhouse Gas Emissions From County Operations, Especially Transportation****Highlights Of Current Successes...**

- Installed electric vehicle charging stations at seven County facility locations.
- Purchased five all electric Nissan Leafs for the County Fleet in 2011.
- County Fleet has 14 hybrid vehicles and 1 hybrid electric truck.
- Free transit passes and incentives are provided to employees via the SmartRide Program.
- Existing anti-idling policy in place for County vehicles.

OBJECTIVE 2E: Reduce greenhouse gas emissions from County operations to 20% below 2000 levels by 2020.

OBJECTIVE 2F: Continue to increase the percentage of alternative-fuel vehicles in the County's fleet to the greatest extent feasible when vehicles need to be replaced.

OBJECTIVE 2G: Increase the amount of diesel fleet running on biodiesel from 70% to 95% by 2015.

OBJECTIVE 2H: Identify and implement technologies to improve the efficiency of Snohomish County service vehicles.

OBJECTIVE 2I: Reduce greenhouse gas emissions from County vehicles by 2.5% per year against a 2007-2009 average baseline.

OBJECTIVE 2J: Increase the number of employees participating in alternative commute and telecommute programs to 10% above 2009 participation levels by 2017.

Strategy 2(i): Continue to track greenhouse gas emissions from County operations, especially transportation related sources, and evaluate annually to ensure we are meeting greenhouse gas reduction goals.

Strategy 2(ii): When existing vehicles are ready for replacement, identify opportunities for the purchase of alternative fleet vehicles (where practical and feasible).

Strategy 2(iii): Continue to support County biodiesel production and the installation of alternative fueling stations for County fleet vehicles.

Strategy 2(iv): Host continuing education trainings for employees on "green driving" and "green fleet" practices.

Strategy 2(v): Continue tracking SmartRide program participation and identify new opportunities to increase participation in the program. Report on participation rates annually.

GOAL 2**Reduce Greenhouse Gas Emissions From County Operations, Especially Transportation****Implementation Timeline****OBJECTIVES**

2E. Reduce greenhouse gas emissions from County operations to 20% below 2000 levels by 2020.

2F. Continue to increase the percentage of alternative fuel vehicles in the County's fleet, to the greatest extent feasible, when vehicles need to be replaced.

2G. Increase the amount of diesel fleet running on biodiesel from 70% to 95% by 2015.

2H. Identify and implement technologies to improve the efficiency of Snohomish County service vehicles.

2I. Reduce greenhouse gas emissions from County vehicles by 2.5% per year against a 2007-2009 average baseline.

2J. Increase the number of employees participating in alternative commute and telecommute programs to 10% above 2009 participation levels by 2017.

	Strategies	Target Start & End Dates	Priority	Cost/ Time	Lead Dept(s)	Supporting Dept(s)
Objectives 2E-2I	(i) Continue to track greenhouse gas emissions from County operations, especially transportation related sources, and evaluate annually to ensure we are meeting greenhouse gas reduction goals.	Ongoing/ Annual report in Q2	High	Low	OES	Facilities, Parks, Airport, PW
	(ii) When existing vehicles are ready for replacement, identify opportunities for the purchase of alternative fleet vehicles (where practical and feasible).	Ongoing	Medium	Medium	Facilities, Airport, PW, Parks	OES
	(iii) Continue to support County biodiesel production and the installation of alternative fueling stations for County fleet vehicles.	Ongoing	Medium	High	Facilities, Airport, PW	OES
	(iv) Host continuing education trainings for employees on "green driving" and "green fleet" practices.	Ongoing/ Annual training session	Medium	Low	Facilities, Parks, Airport, PW	OES
Objective 2J	(v) Continue tracking SmartRide program participation and identify new opportunities to increase participation in the program. Report on participation rates annually.	Ongoing/ Annual reporting	Medium	Low	Smart- Ride Team, Facilities	All Depts

GOAL 3**Conserve Resources and Use Renewable Energy Technologies****Highlights Of Current Successes...**

- Completed approximately \$5 million in energy efficiency projects between 2010-2012 including upgrades to lighting, heating, ventilation, air conditioning, and installation of direct digital controls.
- Installed solar panels at several facilities, including a 16.4kw system on the roof of the County Campus.
- Using low-flow water fixtures.
- Information Services purchases Energy Star computers, monitors and printers.
- Server virtualization is used to save energy and money.
- Minimized printing and paper use is encouraged through default double-sided copying and other strategies.

OBJECTIVE 3K: Achieve a 30% normalized net reduction in energy use for 30 County buildings by 2020 against a 2007-2009 average baseline. See Appendix D for building list.

OBJECTIVE 3L: Reduce energy and water use through equipment upgrades, procurement and construction practices, and resource conservation in County operations.

OBJECTIVE 3M: Reduce potable water use in 30 County facilities by 1.25% per year by 2017 against 2007-2009 average baseline. See Appendix D for building list.

OBJECTIVE 3N: Produce, use or procure renewable energy equal to 15% of the energy requirements for 30 County buildings by 2020. See Appendix D for building list.

Strategy 3(i): Conduct resource conservation audits of 30 select County buildings by 2013⁸, using the Facility Action template provided by Puget Sound Energy.

Strategy 3(ii): Create a resource conservation plan to reduce energy, water and waste at County facilities.

Strategy 3(iii): Measure and monitor energy, water and waste at County facilities using a utility tracking software program. Annually evaluate progress toward Objectives 3K-3N.

Strategy 3(iv): Upgrade inefficient equipment to facilitate energy and water conservation and recovery, as funding becomes available.

Strategy 3(v): Develop a resource conservation "best practices" guide for employees to help conserve resources at work.

Strategy 3(vi): Conduct a feasibility study on using treated greywater and rainwater harvesting for non-potable water needs at County facilities.

Strategy 3(vii): For buildings that have achieved high energy efficiency performance, explore options for renewable and passive energy measures (solar shades, glazing, passive solar orientation, etc).

GOAL 3**Conserve Resources and Use Renewable Energy Technologies****Implementation Timeline****OBJECTIVES**

3K. Achieve a 30% normalized net reduction in energy use for 30 County buildings by 2020 against a 2007-2009 average baseline. See Appendix D for building list.

3L. Reduce energy and water use through equipment upgrades, procurement and construction practices, and resource conservation in County operations.

3M. Reduce potable water use in 30 County facilities by 1.25% per year by 2017 against 2007-2009 average baseline. See Appendix D for building list.

3N. Produce, use or procure renewable energy equal to 15% of the energy requirements for 30 County buildings by 2020. See Appendix D for building list.

STRATEGIES	Target Start & End Dates	Priority	Cost/Time	Lead Dept(s)	Supporting Dept(s)	
Objectives 3K-3M	(i) Conduct resource conservation audits of 30 County buildings by 2013 ⁸ , using the Facility Action template provided by Puget Sound Energy.	Q1-Q4 2013	High	Medium	OES	Facilities, Airport, Parks, PW
	(ii) Create a resource conservation plan to reduce energy, water and waste at County facilities.	Q1-Q4 2013	High	Medium	OES	Facilities, Airport, Parks, PW, DIS
	(iii) Measure and monitor energy, water and waste at County facilities using a utility tracking software program. Annually evaluate progress toward Objectives 3K-3N.	Ongoing	High	Medium	OES, Facilities	Airport, Parks, PW
	(iv) Upgrade inefficient equipment to facilitate energy and water conservation and recovery, as funding becomes available.	Ongoing	Medium	Medium	Facilities	Parks, Airport, PW, DIS
	(v) Develop a resource conservation "best practices" guide for employees to help conserve resources at work.	Q1-Q4 2015	Medium	Low	OES	Green Team, HR
	(vi) Conduct a feasibility study on using treated greywater and rainwater harvesting for non-potable water needs at County facilities.	Q1 2016-Q2 2017	Medium	High	OES	Parks, Facilities, PW, Airport

GOAL 4**Reduce, Recycle and Repurpose Waste****Highlights Of Current Successes...**

- Re-invigorated the in-house employee recycling program in 2012.
- Held an employee recycle sorting contest in 2012 as part of the "Recycle More! Recycle Right!" Campaign.
- Eliminated plastic liners in paper recycle bins in 2012.
- Started newspaper recycling at the County Jail in 2012.
- Composting all food waste at the County Jail.

OBJECTIVE 4O: Reduce waste from County facilities by 30% by the end of 2013 (or until goal is met) against a 2011-2012 average baseline.

OBJECTIVE 4P: Start a recycling education program for new employees. Provide periodic recycling education for all employees.

Strategy 4(i): Reduce paper and printing whenever possible via double-sided printing and electronic record keeping.

Strategy 4(ii): Track waste and recycling leaving County facilities to evaluate progress toward Objective 4O.

Strategy 4(iii): Develop new signage and informational resources for employees regarding recycling and garbage.

Strategy 4(iv): Incorporate a brief training on recyclable items at work in new employee orientation.

Strategy 4(v): Host brief recycling trainings for all departments and offices every three years.

Strategy 4(vi): Purchase recycling containers for County facilities in high traffic, public areas.

Strategy 4(vii): Create a plan to reduce waste through recycling and composting at the Evergreen State Fair.

Strategy 4(viii): Develop demolition standards for County facilities to maximize reuse and recycling of materials. Set a recycling target for construction and demolition materials.

GOAL 4**Reduce, Recycle and Repurpose Waste****Implementation Timeline****OBJECTIVES**

4O. Reduce waste from County facilities by 30% by the end of 2013 (or until goal is met) against a 2011-2012 average baseline.

4P. Start a recycling education program for new employees. Provide periodic recycling education for all employees.

STRATEGIES		Target Start & End Dates	Priority	Cost/Time	Lead Dept(s)	Supporting Dept(s)
Objective 4O	(i) Reduce paper and printing whenever possible via double-sided printing and electronic record keeping.	Ongoing	High	Low	OES, DIS	All Depts
	(ii) Track waste and recycling leaving County facilities to evaluate progress toward Objective 4O.	Ongoing	High	Medium	OES	Facilities, Parks, PW, Airport
Objective 4P	(iii) Develop new signage and informational resources for employees regarding recycling and garbage.	Completed in 2012	High	Medium	OES	Airport, Parks, PW
	(iv) Incorporate a brief training on recyclable items at work in new employee orientation.	Q4 2013	High	Low	OES	PW, HR, Facilities
	(v) Host brief recycling trainings for all departments and offices every three years.	Completed in 2012, Next series in 2015	Medium	Low	OES	All Depts
Objective 4O	(vi) Purchase recycling containers for County facilities in high traffic, public areas.	Ongoing	Medium	Medium	Facilities, Parks, Airport, PW	OES
Objective 4O	(vii) Create a plan to reduce waste through recycling and composting at the Evergreen State Fair.	Q1 2014- Q4 2014	Medium	Medium	OES	Parks, PW
	(viii) Develop demolition standards for County facilities to maximize reuse and recycling of materials. Set a recycling target for construction and demolition materials.	Q1 2015 - Q4 2016	Medium	High	OES	Facilities, PW, PDS

GOAL 5**Implement Green Purchasing Practices****Highlights Of Current Successes...**

- Purchase green and recycled content office products.
- Purchase 30% recycled content copy paper.
- Recycle printer toner cartridges.
- Developed a new Environmentally Preferable Purchasing Policy for implementation in 2013.
- Developed a new in-house Green Product Resource Guide to help employees make green purchasing decisions.
- County is a member of the Responsible Purchasing Network.
- Started an electronic bid-purchasing system in 2012.
- Purchasing paper bathroom products that are FSC certified.

OBJECTIVE 5Q: Apply an emphasis on environmentally preferable purchasing to all County operations and facilities.

OBJECTIVE 5R: Provide guidelines, resources, and periodic training for County employees on environmentally preferable purchasing.

Strategy 5(i): Develop an environmentally preferable purchasing policy (EPP) to include in the Snohomish County Purchasing Policies.

Strategy 5(ii): Use life cycle costing as one of the decision-making tools in the EPP process.

Strategy 5(iii): Distribute and/or issue bids and RFP documents electronically.

Strategy 5(iv): Provide employees with tools to make green purchasing decisions (accessible from Purchasing's SharePoint site).

Strategy 5(v): Host educational trainings for employees on green purchasing at least once per year.

Strategy 5(vi): Develop tools for writing green specifications, RFPs and Bids.

Strategy 5(vii): Develop green-purchasing recommendations and guidelines for internal County events.

GOAL 5**Implement Green Purchasing Practices****Implementation Timeline****OBJECTIVES**

5Q. Apply an emphasis on environmentally preferable purchasing to all County operations and facilities.

5R. Provide guidelines, resources, and periodic training for County employees on environmentally preferable purchasing.

STRATEGIES		Target Start & End Dates	Priority	Cost/Time	Lead Dept(s)	Supporting Dept(s)
Objectives 5Q and 5R	(i) Develop an environmentally preferable purchasing policy (EPP) to include in the Snohomish County Purchasing Policies.	Completed in 2012, Implement in 2013	High	Medium	OES	Finance
	(ii) Use life cycle costing as one of the decision-making tools in the EPP process.	Ongoing	High	Medium	OES	All Depts
	(iii) Distribute and/or issue bids and RFP documents electronically.	Completed in 2012	High	High	Finance, DIS	All Depts
	(iv) Provide employees with tools to make green purchasing decisions (accessible from Purchasing's SharePoint site).	Ongoing	Medium	Medium	OES	Finance
	(v) Host educational trainings for employees on green purchasing at least once per year.	Ongoing/ Annually	Medium	Low	OES, Finance	All Depts
	(vi) Develop tools for writing green specifications, RFPs and Bids.	Q1-Q4 2014	Medium	High	Finance	OES
	(vii) Develop green-purchasing recommendations and guidelines for internal County events.	Q1-Q2 2016	Medium	Medium	OES	All Depts, Green Team

GOAL 6**Promote Ecological Preservation and Healthy Ecosystems****Highlights Of Current Successes...**

- Low Impact Development (LID) best management practices are implemented where feasible.
- Using locally produced compost in Public Works projects.
- County partnered with WSU Extension and Snohomish Conservation District on a pilot compost education project with 25 local farms.
- Parks and Recreation using a vegetation management plan to preserve and protect natural resources at County parks.
- Public Works using a variety of habitat enhancement and bioengineering techniques in the design and construction of transportation projects.

OBJECTIVE 6S: Manage County land, facilities and infrastructure in a way that minimizes negative impacts to the natural ecosystem while meeting the functional needs of the site.

OBJECTIVE 6T: Protect water resources and watersheds from actions that can degrade water quality.

Strategy 6(i): Provide educational opportunities for staff on environmental best practices for management of land, infrastructure and facilities.

Strategy 6(ii): Use Low Impact Development (LID) best management practices at all County facilities to the greatest extent feasible (new development, maintenance and renovations).

Strategy 6(iii): Identify plants for landscaping that can tolerate heat, extreme weather events, and can better adapt to a changing climate.

Strategy 6(iv): Identify strategies to reduce the urban heat island effect in the development and maintenance of public infrastructure and facilities.

Strategy 6(v): Identify potential programs and incentives that the County could provide to promote resource conservation in the permitting process.

GOAL 6**Promote Ecological Preservation and Healthy Ecosystems****Implementation Timeline****OBJECTIVES**

6S. Manage County land, facilities and infrastructure in a way that minimizes negative impacts to the natural ecosystem while meeting the functional needs of the site.

6T. Protect water resources and watersheds from actions that can degrade water quality.

STRATEGIES		Target Start & End Dates	Priority	Cost/ Time	Lead Dept(s)	Supporting Dept(s)
Objectives 6S and 6T	(i) Provide educational opportunities for staff on environmental best practices for management of land, infrastructure and facilities.	Ongoing	High	Medium	Facilities, Parks, PW, Airport	OES
	(ii) Use Low Impact Development (LID) best management practices at all County facilities to the greatest extent feasible (new development, maintenance and renovations).	Ongoing	High	Medium	Facilities, Parks, PW, Airport	OES
	(iii) Identify plants for landscaping that can tolerate heat, extreme weather events, and can better adapt to a changing climate (native plants preferred and "right plant, rightplace" policy).	Q1 2014- Q4 2015	Medium	Medium	PW, PDS, Parks	OES
	(iv) Identify strategies to reduce the urban heat island effect in the development and maintenance of public infrastructure and facilities.	Q1 2015- Q4 2016	Medium	Medium	OES	Facilities, Parks, PW, Airport
	(v) Identify potential programs and incentives that the County could provide to promote resource conservation in the permitting process.	Q1 2016- Q4 2017	Low	Medium	PDS	PW, OES

GOAL 7**Lead By Example****Highlights Of Current Successes...**

- In 2010, the County opened a new Office of Energy and Sustainability one full-time staff person dedicated to addressing environmental issues.
- The County joined the PUD Energy Challenge in 2010 and exceeded our energy reduction target.
- The Office of Energy and Sustainability launched a new Energy Smart Loan program to help homeowners fund energy efficiency retrofit projects.
- The County celebrates Earth Day every year through community service project partnerships.

OBJECTIVE 7U: Prepare County government to be more resilient and adaptive to climate change impacts.

OBJECTIVE 7V: Be a leader in the early adoption and promotion of innovative technologies that promote resource conservation and renewable energy.

OBJECTIVE 7W: Design and build pilot projects for new and emerging technologies and policies.

OBJECTIVE 7X: Communicate the environmental, economic and community benefits of County sustainability initiatives to the public.

Strategy 7(i): Identify climate adaptation and resilience tools to aid County planning and decision-making for climate change impacts.

Strategy 7(ii): Actively pursue sustainable funding strategies for energy efficiency, renewable energy and greenhouse gas reduction efforts.

Strategy 7(iii): Track aspects of the County's performance on meeting sustainability targets in SnoStat.

Strategy 7(iv): Establish an annual employee green awards program to recognize exceptional participation in the County's sustainability commitment.

Strategy 7(v): Actively support a Living Building Challenge project in the County, whether County-owned or not.

Strategy 7(vi): Host a fantastic Earth Day event in 2015.

GOAL 7**Lead By Example****Implementation Timeline****OBJECTIVES**

7U. Prepare County government to be more resilient and adaptive to climate change impacts.

7V. Be a leader in the early adoption and promotion of innovative technologies that promote resource conservation and renewable energy.

7W. Design and build pilot projects for new and emerging technologies and policies.

7X. Communicate the environmental, economic and community benefits of County sustainability initiatives to the public.

STRATEGIES	Target Start & End Dates	Priority	Cost/ Time	Lead Dept(s)	Supporting Dept(s)	
Objective 7U	(i) Incorporate climate adaptation and resilience strategies into the County's Hazard Mitigation Plan.	Q1 2013- Q4 2014	High	Medium	DEM	OES
	(ii) Identify climate adaptation and resilience tools to aid County planning and decision-making for climate change impacts.	Q1 2014- Q4 2014	High	Medium	OES	All Depts
Objectives 7U-7W	(iii) Actively pursue sustainable funding strategies for energy efficiency, renewable energy and greenhouse gas reduction efforts.	Ongoing	High	Low	OES	Facilities, PW, Parks, Airport, PDS
	(iv) Track aspects of the County's performance on meeting sustainability targets in SnoStat.	Q1-Q4 2014	High	Medium	OES	Green Team, All Depts
	(v) Establish an annual employee green awards program to recognize exceptional participation in the County's sustainability commitment.	Q1 2013- Q2 2014	High	High	OES	Green Team, All Depts
Objective W	(vi) Actively support a Living Building Challenge project in the County, whether County-owned or not.	Completed 2013 & Ongoing	Medium	Medium	OES	All Depts
Objective X	(vii) Host a fantastic Earth Day event in 2015.	Q1 2014- Q2 2015	Medium	Medium	OES	Green Team, All Depts

Implementation Timeline - All Strategies (High Priority Listed First)

Strategies	Target Start & End Dates					Priority	Lead Dept	Supporting Depts
	2013 Qtrs	2014 Qtrs	2015 Qtrs	2016 Qtrs	2017 Qtrs			
1(i) Assemble an inter-disciplinary team, including industry experts, to develop internal standards for green building design, construction, and capital projects.						High	OES	Facilities, PW, PDS, Parks, Airport, Finance
1(ii) Review King County's sustainable infrastructure scorecard as a potential model for internal County projects.						High	OES	Facilities, PW, PDS, Parks, Airport
2(i) Continue to track greenhouse gas emissions from County operations, especially transportation related sources, and evaluate annually to ensure we are meeting greenhouse gas reduction goals.						High	OES	Facilities, Parks, Airport, PW
3(i) Conduct resource conservation audits of 30 select County buildings by 2013 ⁸ , using the Facility Action template provided by Puget Sound Energy.						High	OES	Facilities, Airport, Parks, PW
3(ii) Create a resource conservation plan to reduce energy, water and waste at County facilities.						High	OES	Facilities, Airport, Parks, PW, DIS
3(iii) Measure and monitor energy, water and waste at County facilities using a utility tracking software program. Annually evaluate progress toward Objectives 3K-3N.	Ongoing					High	OES	Airport, Parks, PW
4(i) Reduce paper and printing whenever possible via double-sided printing and electronic record keeping.	Ongoing					High	OES, DIS	All Depts
4(ii) Track waste and recycling leaving County facilities to evaluate progress toward Objective 4O.	Ongoing					High	OES	Facilities, Parks, PW, Airport
4(iii) Develop new signage and informational resources for employees regarding recycling and garbage.	Completed in 2012					High	OES	Airport, Parks, PW
4(iv) Incorporate a brief training on recyclable items at work in new employee orientation.						High	OES	PW, HR, Facilities
5(i) Develop an environmentally preferable purchasing policy (EPP) to include in the Snohomish County Purchasing Policies.	Completed in 2012. Implement in 2013					High	OES	Finance
5(ii) Use life cycle costing as one of the decision-making tools in the EPP process.	Ongoing					High	OES	All Depts

Implementation Timeline - All Strategies (High Priority Listed First)

Strategies	Target Start & End Dates					Priority	Lead Dept	Supporting Depts			
	2013 Qtrs	2014 Qtrs	2015 Qtrs	2016 Qtrs	2017 Qtrs						
5(iii) Distribute and/or issue bids and RFP documents electronically.	Completed in 2012					High	Finance, DIS	All Depts			
6(i) Provide educational opportunities for staff on environmental best practices for management of land, infrastructure and facilities.	Ongoing					High	Facilities, Parks, PW, Airport	OES			
6(ii) Use Low Impact Development (LID) best management practices at all County facilities to the greatest extent feasible (new development, maintenance and renovations).	Ongoing					High	Facilities, Parks, PW, Airport	OES			
7(i) Identify climate adaptation and resilience tools to aid County planning and decision-making for climate change impacts.	█	█	█	█	█	█	█	█	High	OES	All Depts
7(ii) Actively pursue sustainable funding strategies for energy efficiency, renewable energy and greenhouse gas reduction efforts.	Ongoing					High	OES	Facilities, PW, Parks, Airport, DIS			
7(iii) Track aspects of the County's performance on meeting sustainability targets in SnoStat.	█	█	█	█	█	█	█	█	High	OES	Green Team, All Depts
7(iv) Establish an annual employee green awards program to recognize exceptional participation in the County's sustainability commitment.	█	█	█	█	█	█	█	█	High	OES	Green Team, All Depts
1(iii) Identify possible green building incentives that the County can offer to the community.	█	█	█	█	█	█	█	█	Medium	OES	PDS, PW
1(iv) Increase the community's access to information on energy efficiency, green building, and utility rebates on the County website and at the County campus.	█	█	█	█	█	█	█	█	Medium	PDS	OES, DIS, PW, Parks
2(ii) When existing vehicles are ready for replacement, identify opportunities for the purchase of alternative fleet vehicles (where practical and feasible).	Ongoing					Medium	Facilities, Airport, PW, Parks	OES			
2(iii) Continue to support County biodiesel production and the installation of alternative fueling stations for County fleet vehicles.	Ongoing					Medium	Facilities, Airport, PW	OES			
2(iv) Host continuing education trainings for employees on "green driving" and "green fleet" practices.	█	█	█	█	█	█	█	█	Medium	Facilities, Airport, PW, Parks	OES

Implementation Timeline - All Strategies (High Priority Listed First)

Strategies	Target Start & End Dates					Priority	Lead Dept	Supporting Depts
	2013 Qtrs	2014 Qtrs	2015 Qtrs	2016 Qtrs	2017 Qtrs			
2(v) Continue tracking SmartRide program participation and identify new opportunities to increase participation in the program. Report on participation rates annually.						Medium	Smart-Ride Team, Facilities	All Depts
3(iv) Upgrade inefficient equipment to facilitate energy and water conservation and recovery, as funding becomes available.	Ongoing					Medium	OES	Parks, Airport, PW, DIS
3(v) Develop a resource conservation "best practices" guide for employees to help conserve resources at work.						Medium	PDS	Green Team, HR
3(vi) Conduct a feasibility study on using treated greywater and rainwater harvesting for non-potable water needs at County facilities.						Medium	OES	Parks, PW, Facilities, Airport
3(vii) For buildings that have achieved high energy efficiency performance, explore options for renewable and passive energy measures (solar shades, glazing, passive solar orientation, etc).	Ongoing					Medium	Facilities, Airport, PW, Parks	Facilities, Parks, Airport, PW
4(v) Host brief recycling trainings for all departments and offices every three years.						Medium	OES	All Depts
4(vi) Purchase recycling containers for County facilities in high traffic, public areas.	Ongoing					Medium	Facilities, Parks, PW Airport	OES
4(vii) Create a plan to reduce waste through recycling and composting at the Evergreen State Fair.						Medium	OES	Parks, PW
4(viii) Develop demolition standards for County facilities to maximize reuse and recycling of materials. Set a recycling target for construction and demolition materials.						Medium	OES	Facilities, PW, PDS
5(iv) Provide employees with tools to make green purchasing decisions (accessible from Purchasing's SharePoint site).	Ongoing Green Product Resource Guide developed in 2012					Medium	OES	Finance
5(v) Host educational trainings for employees on green purchasing at least once per year.						Medium	OES, Finance	All Depts
5(vi) Develop tools for writing green specifications, RFPs and Bids.						Medium	Finance	OES
5(vii) Develop green-purchasing recommendations and guidelines for internal County events.	Ongoing					Medium	OES	All Depts, Green Team

Implementation Timeline - All Strategies (High Priority Listed First)

Strategies	Target Start & End Dates					Priority	Lead Dept	Supporting Depts
	2013 Qtrs	2014 Qtrs	2015 Qtrs	2016 Qtrs	2017 Qtrs			
6(iii) Identify plants for landscaping that can tolerate heat, extreme weather events, and can better adapt to a changing climate.						Medium	PW, PDS, Parks	OES
6(iv) Identify strategies to reduce the urban heat island effect in the development and maintenance of public infrastructure and facilities.						Medium	OES	Facilities, PW, Parks, Airport
7(v) Actively support a Living Building Challenge project in the County, whether County-owned or not.			Ongoing			Medium	OES	All Depts
7(vi) Host a fantastic Earth Day event in 2015.						Medium	OES	Green Team, All Depts
1(v) Partner with local agencies to host workshops on green design and construction for County staff and community stakeholders.	Ongoing					Low	OES	All Depts
6(v) Identify potential programs and incentives that the County could provide to promote resource conservation in the permitting process.						Low	PDS, PW	OES

ENDNOTES

¹United Nations World Commission on Environment and Development, Our Common Future (Brundtland Report), 1987, <http://www.un-documents.net/wced-ocf.htm>

²Intergovernmental Panel on Climate Change (IPCC) website, <http://www.ipcc.ch/organization/organization.shtml>

³Intergovernmental Panel on Climate Change (IPCC) 2007 Synthesis Report.

⁴National Oceanic and Atmospheric Administration (NOAA), Office of Oceanic and Atmospheric Research website and Climate Change Program Office.

⁵University of Washington Climate Impacts Group, Climate Change website, <http://cses.washington.edu/cig/pnwc/cc.shtml>

⁶Calculated using EPA's Greenhouse Gas Equivalencies Calculator.

⁷King County 2012 Strategic Climate Action Plan, page 6.

⁸Buildings selected based on greatest opportunity for energy savings including size, energy use and energy use intensity (EUI). Please see Appendix D for a list of the 30 buildings selected.

⁹Comprehensive Plan policies are referenced from 2011.

APPENDIX**A) Consistency with County Plans and Policies⁹**

SUPPORTING MATERIAL		
Corresponding Objectives & Strategies	Supporting Document(s)	Supporting Document Language
1A-1C(i-iii)	GPP; Natural Environment 10.A.4, p. NE-19	Achieve green building certification for new county buildings and major renovation projects whenever appropriate and feasible.
1A-1C(i-iii)	GRCTF; Buildings 1-5; p. 8	Demonstrate leadership by committing to constructing future county buildings as 'green', energy efficient buildings.
1A-1C(i-iii)	Executive Order 07-48, Section 4.4	In consultation with the Facilities Management department, county departments shall consider, and implement where practicable, green building design and construction practices for county facilities pending adoption of standards.
1D(iii,iv)	GRCTF; Buildings 1-1; p.8	Implement incentive programs to significantly increase the proportion of new construction built to green building standards.
2E-2H(i-iii)	Executive Order 07-48, Section 4.3.3.B	The Staff Committee will also consider, among other things: Use of alternative fuels, biodiesel, hybrid vehicles, and plug-in hybrid electric vehicles.
2G(i), 2G(ii), 2H, 3K, 3L	GPP; Natural Environment 10.A.1; p.NE-19	Identify and implement technologies to improve the efficiency of Snohomish County buildings and service vehicles.
2I, 2J,(iv, v)	GPP; Natural Environment 10.A.3; p.NE-19	Pursue options and incentives to reduce the vehicle miles traveled by Snohomish County employees in both their commuting and job-related activities.
3K(ii), 2E(i)	GPP; Natural Environment 10.A.5; p.NE20	Inventory the county's greenhouse gas emissions and develop and implement a plan to minimize emissions.
2I(iv)	Public Works internal sustainability goals	Achieve 100% compliance with our idle reduction policy by 2020.
2E 2J(v)	GPP; Natural Environment 9.B.2; p.NE-17	The county shall encourage transportation alternatives such as, the expansion of transit service, carpools and vanpools to reduce consumption of fossil fuels.
3K-3M(i-ii)	GRCTF; Buildings 2-4; p.8	Demonstrate county leadership by setting and achieving a numeric goal for reduced energy use in county buildings.
3K-3M	Executive Order 07-48, Section 4.3.3c,f	The Staff Committee will also consider, among other things: Energy use by the County, including natural gas and electricity; county use of water resources
3M(ii,iii-iv)	GPP; Natural Environment 9.A.2	County facilities shall be designed, operated and maintained to ensure recycling of water occurs to the maximum extent possible.
4O-4P	GRCTF; Buildings 104; p.8	Support development of recycling programs for new appliances and technologies.
4O-4P(ii-iv)	GPP; Natural Environment 9.C.3; NE-17	County facilities shall be designed, operated and maintained to ensure recycling is available and occurs when technically and economically feasible.

APPENDIX

A) Consistency with County Plans and Policies

Supporting Material continued...		
Corresponding Objectives & Strategies	Supporting Document(s)	Supporting Document Language
4O-4P	GPP; Natural Environment 9.C.4; NE-17	County offices and facilities shall set an example in waste prevention, reduction, and recycling.
4P-4P	Executive Order 07-48, Section 4.3.3.d	The Staff Committee will also consider, among other things, more efficient use of the solid waste stream, including recycling.
4O(viii)	GRCTF; Solid Waste 104; p.11	Develop programs to encourage the reuse and recycling of construction and demolition materials.
5Q(i)	GRCTF; General 3; p.13	Establish green procurement policies and encourage other agencies to do the same.
5Q-5R(iv)	GRCTF; General 3-1; p.13	Integrate a green procurement system into standard county purchasing and bidding procedures.
6S-6T(i)	Parks Plan; 7.n; p.9	Provide opportunities for Parks staff to conduct environmental education activities and programs.
6S(ii)	GPP; Natural Environment 9.A.3; p.NE-17	The county should promote the use of low impact development designs to encourage the reuse of water.
6S(ii), 6T	GPP; Natural Environment 9.A.3; p.NE-17	Identify and protect open space, natural and scenic resources and shoreline areas.
6S, 6T	GPP; Land Use 10.B.2, p.LU-72	The county shall consider various land acquisition techniques in the development of cooperative management plans and implementation strategies for open space areas of inter-jurisdictional significance.
6S, 6T	GPP; Capital Facilities 3.D.5; p.CF-11	The county shall consider acquiring properties, where feasible, for larger restoration projects or for the preservation of critical watershed functions.
6S, 6T	GPP; Capital Facilities 3-D; p.CF-10	Provide for the restoration and protection of habitat for present and future generations.
6S, 6T	GPP; Natural Environment 3.B.1; p.NE-6	Vegetated areas in and adjacent to wetlands and fish and wildlife habitat conservation areas shall be established to protect their ecological functions and values and include special consideration for the protection of water-dependent and riparian dependent fish and wildlife.
6S-6T(v)	GPP; Natural Environment 3.B.1; p.NE-12	The county should create a separate and expedited review process that would facilitate and reduce the costs of environmental restoration or enhancement projects that are independent of mitigation for development activity.
7U-X	GRCTF: General 5; p.13	Continue to build local partnerships with mutual climate change goals.
2F, 2G, 7V	GPP; Natural Environment 10.B.3; p.NE-20	Support market development for alternative fuels and clean energy sources.

APPENDIX

B) Definitions

The County's internal Green Team established definitions specific to this SOAP planning process. For the purposes of this report, the following definitions are outlined below:

- **What is Sustainability?** The Snohomish County Green Team defines sustainability as: "Meeting the needs of the present without compromising the ability of future generations to meet their own needs" (definition developed by the Brundtland Commission¹ for 'sustainable development').
- **What is a Goal?** A goal is the purpose toward which an endeavor is directed; The result or achievement toward which effort is directed; aim.
- **What is an Objective?** An objective establishes a specific, measurable target or outcome, to achieve a goal.
- **What are Strategies?** Strategies, or action items, are the means by which we accomplish our goals and objectives.

C) Abbreviations

- **DIS:** Snohomish County Information Services Department
- **GPP:** Snohomish County's General Policy Plan (a component of the Comprehensive Plan)
- **GRCTF:** Green Ribbon Climate Task Force (convened by Executive Reardon in 2007-2008 to develop recommendations for the County to address climate change and environmental sustainability issues)
- **OES:** Snohomish County Office of Energy and Sustainability
- **PDS:** Snohomish County Planning and Development Services Department
- **PW:** Snohomish County Public Works Department

APPENDIX**D) Buildings Selected to Review for Conservation Opportunities**

No.	Site Name	Group	City
1	IAC #S (Storage)	Airport	Everett
2	Fire Station	Airport	Everett
3	Building C3-2	Airport	Everett
4	Building C3-1	Airport	Everett
5	Airport Admin	Airport	Everett
6	Future of Flight	Airport	Mukilteo
7	Building 219 (Maintenance Facility)	Airport	Everett
8	Building C3-Office (CAM)	Airport	Everett
9	Bldg 221/Bay 1	Airport	Everett
10	McDougall Fleet	Facilities	Everett
11	Evergreen Court	Facilities	Monroe
12	Mission	Facilities	Everett
13	Administration Building West	Facilities	Everett
14	Medical Examiners	Facilities	Everett
15	Old Jail	Facilities	Everett
16	Denny Juvenile Justice Center	Facilities	Everett
17	McCollum Pool	Parks	Everett
18	Courthouse	Facilities	Everett
19	Records Storage Building	Facilities	Everett
20	Carnegie Court	Facilities	Everett
21	Heated Shop (Cathcart)	Facilities	Snohomish
22	Administration Operations (Cathcart)	Facilities	Snohomish
23	Gun Range (Cathcart)	Facilities	Snohomish
24	Wash Building (Cathcart)	Facilities	Snohomish
25	Fleet Bldg (Cathcart)	Facilities	Snohomish
26	Emergency Operations Center	Facilities	Everett
27	New Jail	Facilities	Everett
28	Willis Tucker Park	Parks	Snohomish
29	Fairgrounds Event Center	Parks	Monroe
30	Southwest Recycle and Transfer Station	Public Works	Mountlake Terrace

*Note: These buildings were selected to review potential energy saving measures through a grant agreement with Puget Sound Energy.

