



Departmental Sustainability Planning

2023 Annual Report





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Acknowledgements

The County of San Diego Land Use and Environment Group (LUEG) Executive Office team led the Departmental Sustainability Planning effort, with assistance from Arup US, Inc. The entire project team greatly appreciates the contributions of the County of San Diego staff including the steering committee members and departmental liaisons listed below.

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Land Use and Environment Group	Nicole Boghossian Ambrose Marvin Mayorga Stephanie Hernandez
Public Safety Group	Darius Fattahipour Kelly Campbell Kennedy Payne
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- Auditor & Controller (A&C): James Bryant
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- Housing & Community Development Services (HCDS): Jamaika King, Felipe Murillo
- Homeless Solutions & Equitable Communities (HSEC): Chim Lau, Deanna Zotalis-Ferreira
- Medical Care Services Division (MCSD): Michael Worman, Amelia Kenner-Bringer
- Public Health Services (PHS): Dr. Wilma Wooten, Meghan Murphy, Naomi Billups, Jo Ann Julien, Jeffrey Inigo, Sam Sonnich
- Self Sufficiency Services (SSS): Alberto Banuelos, Adriana Ramirez, Allison Boyer, Matthew Lewis

Introduction

The County of San Diego's vision for sustainability is to set the standard for evidence-based efforts for the San Diego region and beyond. A key objective is to support all communities in the region by efficiently using and effectively protecting our natural resources, balancing economic growth, and ensuring just and equitable provision of public services, without compromising the ability of future generations to also flourish and thrive.

This starts with the County's own internal decisions and operations, which have considerable potential for measurable impact: approximately \$1.84 billion of the County's FY22-23 \$7.36 billion budget was dedicated to procurement and contracts, and approximately \$366 million relates to asset management and utilities¹. Between the Public Safety Group, Land Use & Environment Group, Finance & General Government Group, and Health & Human Services Agency, the County is comprised of more than forty departments. Together, the departments across each Group are responsible for a broad range of programs, services, and initiatives for the greater good of the community.

In FY22-23, there were more than 19,000 employees supporting day-to-day operations in service of the community, so these departments' gas-powered fleet and equipment low/no-emissions conversion plans, waste diversion practices, product and service contract choices, remote and alternate work schedule options, and power and paper use habits can each contribute to overall sustainability.

Therefore, the County has been implementing an ambitious effort to lead by example and transition to a clean, greenhouse gas-free economy that protects health, wellbeing, water, ecosystems, habitats, and biodiversity, while also reducing pollution and waste. Because each department began its sustainability journey from a unique starting point, the planning effort has focused on ensuring each department's participation and involvement in creating its own plan, rather than being asked to implement a blanket approach.

Following direction from the Board of Supervisors in May 2021, each County department (i.e., over 40) developed their own Sustainability Plan², guided by the categories of the Global Reporting Initiative (GRI)³, by evaluating different strategies that could be implemented for more sustainable operations. Even the Board of Supervisors' offices identified efforts they could employ, such as limiting how much they print or participating in events like Earth Day.

The County Chief Administrative Officer (CAO) then directed each department to incorporate at least three short-term, one mid-term, and one long-term commitment(s) from their Sustainability Plan into their Operational Plan for Fiscal Year 2022-23. This set of commitments is referred to as each department's "3-1-1". Collectively, the 3-1-1s reflect the hard work, creativity, and passion of staff from across the County

who have taken on new responsibilities, learned new concepts and skills, and achieved measurable actions small and large. The 3-1-1s and other commitments in each department's Sustainability Plan improves outcomes for County operations and a just, sustainable, and resilient future for all.

Throughout this report are charts with a count of the number of departments that have made at least one commitment in a subcategory (see sample chart below). The charts follow the 3-1-1 structure and also include a count of additional commitments in the Departmental Sustainability Plans that have yet to be elevated into Operational Plans (referenced in this Report as "Additional" or "Add'l".)



This first Departmental Sustainability Planning Annual Report celebrates departments' progress with their 3-1-1's and other activities identified in their Departmental Sustainability Plans as of January 2023. It includes a summary of department activities and a compilation of interdepartmental efforts to improve Countywide operations.

Over the last year, Departmental Sustainability Plan implementation focused on growing the organizational and staff capacity to understand, measure, track, and manage actions to further sustainability within their operations. This process was supported by a consulting team from Arup US, Inc. (Arup), and relied upon the County's Steering Committee and departmental liaisons to be a voice for their departments through input and feedback, as well as implementation of new practices.

Key actions by these contributors provided a foundation that can be strengthened and expanded over time:

- Codeveloping guidance on Sustainability Impact Statements, which have been included in all Board letters since September 2022
- Establishing benchmarks for each 3-1-1 sustainability commitment
- Developing standardized metrics and milestones for each 3-1-1 sustainability commitment that was formatted into a progress report template
- Informing the design requirements for a digital tracking and reporting tool (under development)
- Informing the strategy for paper use reduction (under development)
- Informing the approach for training modules (under development)

The recently established Office of Sustainability and Environmental Justice (OSEJ) will be facilitating the evolution of the Departmental Sustainability Planning going forward.








County Sustainability Goals

Implementing the Vision

As the County embarked on several new initiatives related to sustainability in 2021, including the Departmental Sustainability Plans and an organizational structuring evaluation, the set of goals below were developed with input from the Steering Committee, departmental liaisons, and County leadership, and were ultimately adopted by the County of San Diego Board of Supervisors in March 2022.

Note: The chapters of this report align with the same categories of the Global Reporting Initiative that guided the development of the Departmental Sustainability Plans. The Sustainability Goals are referenced throughout the Report to indicate a primary connection to an impact category; the goal icons are located in the upper right-hand corner of each chapter.

County of San Diego Sustainability Goals

- | | | |
|-------|---|---|
| 1 | Engage the community in meaningful ways and continually seek stakeholder input to foster inclusive and sustainable communities. |  |
| <hr/> | | |
| 2 | Provide just and equitable access to County services, policy decision-making, and resource allocation in support of sustainable communities. |  |
| <hr/> | | |
| 3 | Transition to a green, carbon-free economy, reduce greenhouse gas emissions, support green job creation and workforce development, and prepare for impacts of a changing climate. |  |
| <hr/> | | |
| 4 | Protect the health and wellbeing of everyone in the region, with a focus on collaborating with community partners and advocating for environmental justice for communities that have been disproportionately impacted. |  |
| <hr/> | | |
| 5 | Protect water in all forms. |  |
| <hr/> | | |
| 6 | Develop natural and organic land management policies and practices that protect ecosystems, habitats, biodiversity, and soil health throughout the County while providing opportunities for all residents to access and enjoy the outdoors. |  |
| <hr/> | | |
| 7 | Reduce pollution and waste and demonstrate reduction in consumption of resources. |  |
| <hr/> | | |



Process

Governance, planning, and communication have been a strong focus this year, establishing a foundation for supporting sustainability and continual improvement. There are opportunities for all departments to streamline practices. By taking a proactive approach, every role and departmental function can contribute to sustainability in operational outcomes that benefit the organization, the environment, and society.

Governance

A well-defined organizational structure for the governance of sustainability initiatives is the first critical element to achieving success. During the first year of Departmental Sustainability Planning, the County formed the Office of Sustainability and Environmental Justice (OSEJ) within the Land Use and Environment Group Executive Office to lead and coordinate sustainability within the County. A new Chief Sustainability Officer (CSO) has since been hired. The CSO and OSEJ will build on and facilitate the governance structure of the steering committee and departmental liaisons. Within the Departmental Sustainability Plans (Plans), some departments reported forming or improving their own internal committees to support this process.

Departments with at least one commitment:



Selected example(s):

- **Agriculture Weights and Measures (AWM):** established an internal AWM Sustainability Team to generate new ideas for operational efficiencies, share best practices across divisions, and facilitate communication with leadership.

Planning

The second critical element in achieving the County’s sustainability goals is the development of actionable plans. Beyond the exercise of tracking Departmental Sustainability Plans, some departments made specific commitments related to improving planning efforts and workflows.

Departments with at least one commitment:



Selected example(s):

- **Library:** began the Sustainable Libraries Initiative (SLI) Certification by forming a team, establishing a workflow, and assigning tasks to support implementation across many categories.

Communication

The third critical element in any sustainability process is communication. Due to the sheer volume of staff and ongoing initiatives, there is an incredible amount of activity related to sustainability across the enterprise. Over the past year, department plans have focused on having systems in place to share knowledge, opportunities, successes, and lessons learned.

Avenues of communication range from feedback and suggestion boxes to emails and newsletters, presentations, and “coffee hours.” Topics for these various communication channels typically include:

- Departmental Sustainability Plan updates
- Technology or efficiency upgrades
- Sustainability events announcements (internal and external)
- Informational sessions about initiatives in the impact areas (e.g., energy conservation, waste reduction, eco-friendly products, etc.)
- County program updates, such as the Reutilization website that promotes a culture of reusing and repurposing items

Departments with at least one commitment:



Selected example(s):

- **AWM:** brought sustainability to the attention of all AWM divisions and spreading knowledge of sustainable practices via the newly formed AWM Sustainability Team, which also acts as a conduit for information, feedback, and ideas between leadership and staff.
- **Department of Human Resources (DHR):** communicated with departmental staff on a quarterly basis about making sustainable decisions both personally and professionally, raising awareness of the County sustainability vision statement.
- **Health and Human Service Agency (HHS) Admin:** formed a task force that met monthly to disseminate information from the Steering Committee to departments on sustainability and established a dedicated Microsoft Teams channel for ongoing communication.
- **Library:** developed a new sustainability page on the Library website to increase awareness and encourage engagement from the community by highlighting resources and public programs such as composting, fix-it clinics, native plants, and energy efficiency.
- **Medical Examiner (ME):** communicated with departmental staff on a quarterly basis about improvements to the Toxicology Division’s sustainability practices including initiatives to reduce waste in the laboratory and more sustainable chemical substances for testing.



People

People are the backbone of any organization and are instrumental for structural transformation toward a more sustainable future. Our actions make a difference in society, the built environment, and the workplace. By promoting participation and fostering a sense of purpose, all County departments can create a culture of sustainability that empowers people to contribute to positive change and drive sustainable outcomes.

Engagement

Every process depends on people, and transforming an idea into a reality requires intention and a deep understanding of context. Through the Steering Committee and Departmental Liaisons, the County activated a base of engaged County team members to establish and activate sustainability at all levels of the organization. Many Departmental Sustainability Plans (Plans) include specific efforts for County staff to participate in community events.

Departments with at least one commitment:



Selected example(s):

- **Assessor Recorder County Clerk (ARCC):** participated in sustainability events such as Earth Day and community beach clean-ups.
- **Department of Parks and Recreation (DPR):** hosted events at community and nature centers on tree planting, rainwater collection, and clean-up activities.

Training

Many departments are embarking on sustainability training programs for new hires, employees, contractors, vendors, consultants, and/or community members.

Departments with at least one commitment:



Selected example(s):

- Many departments, including the **Chief Administrative Office (CAO)** and **Office of Evaluation, Performance, and Analytics (OEPA)**, participated in the *Organics Waste Recycling* training hosted in the County's Learning Management System.

Emergency Response

As climate change continues to impact our communities, the County is responding to increased natural disasters on a reoccurring basis. Select departments within the County are responsible for various forms of emergency response and are beginning to link sustainability and disaster response to build resilience.

Departments with at least one commitment:



Selected example(s):

- **Aging and Independence Services (AIS):** created a Disaster Preparation Resource Guide (available online) to help the community, including older adults, people with disabilities, and anyone with access or functional needs better prepare for emergencies or disasters.

Human Health

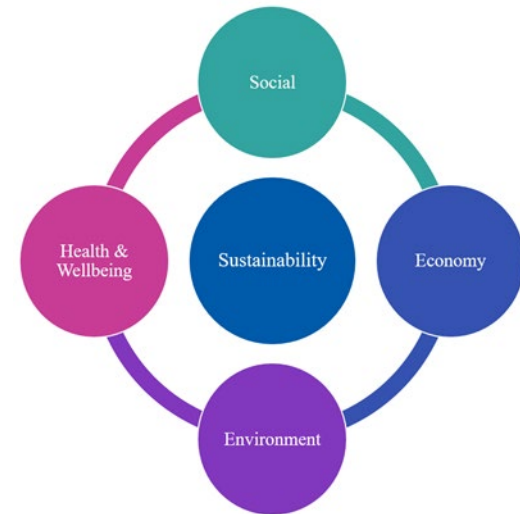
The County specifically integrates human health and wellbeing into its definition of sustainability (see Lenses of Sustainability diagram, below). For example, healthy, walkable communities can activate people to walk, reduce car accidents, and improve air quality due to reduced emissions.

Departments with at least one commitment:



Selected example(s):

- **Public Health Services (PHS):** provided technical assessment for the City of Chula Vista's Active Transportation Plan and Placemaking Plan and aided the City of Chula Vista to draft plans for safer local pedestrian routes.



Lenses of Sustainability adopted by the County of San Diego



Biodiversity

Preservation of natural land and diverse species supports vital, healthy ecosystems that provide for fertile soils, pollination, erosion control, pest and disease control, and carbon sequestration. A loss of biodiversity is driven by habitat loss due to land use changes and overconsumption, increases the spread of pathogens, soil degradation, climate change, and other detrimental planetary issues. A few County departments have the lion's share of responsibility to be caretakers for the land, which is reflected in the number of departments with at least one commitment for each subcategory of this impact area.

Land Conservation

Land conservation protects biodiversity through habitat preservation that maintains ecological balance.

Departments with at least one commitment:



Selected example(s):

- **Department of Parks and Recreation (DPR):** will continue to implement the Multiple Species Conservation Program (MSCP), which preserves the region's native habitats and wildlife with large, connected areas. DPR also made progress preparing Resource Management Plans.
- **DPR:** worked to exceed the goal to acquire a minimum of 437 acres of land per year for conservation and sensitive species protection when opportunities and funding become available.
- **Department of Public Works (DPW):** identified, together with the DPR, former landfill sites to be assessed for feasibility to convert into parkland.
- **Planning & Development Services (PDS):** leads the County of San Diego Purchase of Agricultural Conservation Easement (PACE) program, which promotes the long-term preservation of agriculture in the region and has ongoing biodiversity co-benefits.

Community Gardens

Community gardens can provide habitat for pollinators, birds, and other wildlife helping to maintain biodiversity in urban environments. They also reduce impacts of importing food and support health and community. There are nine community gardens at County parks, with four more planned as part of capital park projects expected to be completed in the next 2-5 years.

Departments with at least one commitment:



Selected example(s):

- **Aging and Independence Services (AIS):** developed a garden for kinship families as a place to enjoy and interact outdoors with access to fresh fruit and vegetables.
- **Land Use & Environment Group Executive Office (LUEG EO):** hosted monthly lunch and learns at the community garden at the County Operations Center (COC). Future lunch and learns will continue to be hosted through OSEJ.
- **Probation:** built a community garden at the Youth Transition Campus and received a \$20,000 grant to fund eleven new garden beds.



Garden Harvesting with Kinship Families. Photo Credit: AIS.

Native Plants

Native plants provide habitat, food, and shelter for a wide range of native species. The Board of Supervisors Policy, G-15 Design Standards for County Facilities and Property⁴, prioritizes native plants in all landscaping projects. All relevant County departments follow this policy.

Departments with at least one commitment:



Selected example(s):

- **Library:** identified sites for native plant demonstration gardens at the Julian and Rancho San Diego branches and began design work.

Tree Planting

Trees provide habitat for a diverse range of plant and animal species which increases biodiversity and sequester carbon.

Departments with at least one commitment:



Selected example(s):

- **DPR:** will meet their Comprehensive Tree Program goal of planting 3,500 trees for FY 22-23 and will increase this goal to 5,000 in the upcoming fiscal year.
- **Library:** planted an additional 23 trees at six libraries by FY22-23 with a focus on increasing tree coverage at branches within Environmental Justice communities and branch locations that lacked shade. These sites include Fletcher Hills, Ramona, El Cajon, and Lincoln Acres, as well as 4S Ranch and Cardiff.



Water is a precious and limited resource. Conservation is crucial for maintaining healthy ecosystems, sustaining agricultural productivity, and ensuring access to safe drinking water for all people. As water resources become increasingly scarce, it is essential to prioritize sustainable water management practices. While only a few departments have direct oversight of water management practices, many departments can play a role in reducing water consumption through individual behavioral choices.

Saving Water

California is subject to extreme drought and relies heavily on imported water sources. Importing water requires energy and leaves communities at risk if infrastructure is damaged. A key action to protect water resources is to conserve water and prevent wasting water through leaks.

Departments with at least one commitment:



Selected example(s):

- **Department of General Services (DGS):** completed a water conservation plan for County operations in response to current and future drought challenges.
- **Department of Parks & Recreation (DPR):** committed to an internal water audit of park facilities to prioritize retrofits of plumbing and irrigation by the end of FY 24-25.



Green Streets Biofiltration Project at Campo Road. Photo Credit: DPW

Stormwater Management

Stormwater collection, infiltration and reuse provide opportunities to use water that would be otherwise lost. Infiltrating stormwater can replenish aquifers and reduce flooding. Stormwater reuse can reduce the amount of water that has to be imported.

Departments with at least one commitment:



Selected example(s):

- **Department of Public Works (DPW):** working toward commitment to capture or treat stormwater runoff from an additional 500 acres of land within unincorporated area by the end of FY 23-24.

- **DPW:** established baseline conditions for impervious surfaces and annual runoff volume for each watershed in the unincorporated area and created a standardized methodology for quantifying stormwater benefits from future projects.

Water Reclamation

Treating and reusing water reduces the overall amount of water needed and the amount of water that needs to be imported from other places. Ideally, water should not be used once and flushed away.

Departments with at least one commitment:



Selected example(s):

- **DPW:** is the administrator and operator of the San Diego County Sanitation District, which is one of the Joint Powers Authority (JPA) members of the East County Advance Water Purification program. This program is projected to treat 15 million gallons of sewage from east county communities into advance purified potable water providing these communities with a cost-efficient, drought-proof water alternative that is not vulnerable to climate change. The Alpine, Lakeside, and Winter Gardens sewer service areas within the Sanitation District will directly benefit from ECAWP. DPW provides support to the program through technical guidance and is projected to have invested a total of nearly \$1.5 million by the end of FY 22-23. In addition, the San Diego County Sanitation District is a member agency of the Metropolitan Wastewater JPA which directly supports and provides planning oversight over the City of San Diego's Pure Water Program. The program is projected to treat 85 million gallons of sewage into advance purified potable water providing nearly one-half of San Diego's water locally by 2035.

Energy efficiency and renewable energy generation are sustainability strategies that address the negative effects of fossil fuel consumption, reduce greenhouse gas emissions, and provide reliable clean power supplies and fuel diversification. While only a few departments have direct oversight of practices, policies, and strategies used to manage and conserve energy, all departments can influence operational energy consumption through behavioral choices and the procurement of energy-efficient equipment.

New Construction and Retrofits

Energy Use Intensity (EUI) is a useful metric for benchmarking a building’s energy performance. It is a calculation of energy per square foot per year; A lower value is an indication of improved efficiency.⁵

Departments with at least one commitment:



Selected example(s):

- **Agriculture, Weights and Measures (AWM):** investigated decommissioning unnecessary laboratory equipment, particularly the Plant Pest Diagnostics Lab fume hood, which would save an estimated 30,000 kWh electricity per year, equivalent to three homes’ energy use for one year.⁶
- **Department of Animal Services (DAS):** collaborated with DGS to select a design-build partner and evaluate potential sustainability features for the new Santee shelter facility that is currently scheduled to be complete in FY24-25. The design must be all-electric with onsite solar panels and LEED (Leadership in Energy and Environmental Design) certified.
- **Department of General Services (DGS):** monitors data on County-owned properties for annual EUI reporting at the end of each fiscal year (FY). DGS included a short-term, and longstanding, commitment to reduce building EUI annually by 1.5%. From FY22-23 to FY21-22, the goal has already been exceeded with a reduction of 3.5%. Additionally, the County has plans and policies related to energy efficient new construction including Board of Supervisors Policy, *G-15 Design Standards for County Facilities and Property* and the *Zero Carbon Portfolio Plan*.⁷
- **Housing & Community Development Services (HCDS):** upgraded to energy-efficient appliances in four public housing developments, including twelve refrigerators and ranges and seven water heaters and air conditioning units.
- **Library:** is on track to electrify HVAC (heating, ventilation, and air conditioning systems) at the Julian Branch by the end of calendar year 2023. The system is in design and will be installed in tandem with other upgrades, including the community room expansion and new generator.
- **Office of Emergency Services (OES):** working with DGS to retrofit 50% of common area lighting (e.g., hallway, bathroom, kitchen) with motion controls.
- **Probation:** pursuing LEED Silver certification for the Youth Transition Campus, which includes housing, a standalone school, and a new Juvenile Administration Office building—all designed in accordance with national best practices to support youth and staff in a trauma-informed environment.

Did you know? LEED is a third-party green building rating system run by the US Green Building Council. LEED-certified buildings in the United States consume 25% less energy per year than non-certified buildings on average annually.⁸ The County has 22 LEED-certified buildings!

Managing Plug Loads

All departments can reduce energy use in buildings as occupants that daily inhabit their facilities. Examples include turning off lights, purchasing energy efficient equipment, and unplugging appliances when not in use. Plug loads account approximately 30% of typical office electricity use and as much as 50% of electricity in an energy-efficient building.⁹

Departments with at least one commitment:



Selected example(s):

- **Aging & Independence Services (AIS):** inventoried printers and computers across their department and identified ten computer towers for upgrade. AIS plans to upgrade these computers as they are due for replacement to Form Factor Mini Desktops, which are smaller and more efficient, resulting in reduced energy use. AIS also identified duplicate or underused printers within the department and is working to determine if these can be taken offline. As AIS condenses operations to one building, extra printers will naturally be taken offline.
- **Land Use & Environment Group Executive Office (LUEG EO) and Library:** inventoried equipment that can be unplugged after use and labeled accordingly.
- **Office of County Counsel (OCC):** scheduled a training for FY22-23 on energy-efficient IT policies to ensure staff are taking appropriate steps to save energy.
- **Registrar of Voters (ROV):** replaced high-capacity printers with more efficient equipment.



Santa Ysabel Nature Center. Photo Credit: Sillman Architects

Onsite Renewables

Renewable energy, such as solar power (photovoltaics or PV) and wind power, provides a clean local energy source without associated operational carbon emissions or air pollution. The County has more than thirteen MW of onsite PV serving its facilities, as reported by DGS. This onsite renewable power generation offsets more than 20%, or 14,000 kW, of the total electricity used by the County annually. This equates to 6,906 metric tons of carbon dioxide, which is equivalent to the amount of electricity used to power 870 homes for one year.

Departments with at least one commitment:



Selected example(s):

- **Department of Parks & Recreation (DPR):** expanding installation of PV for both new construction and retrofits of current park facilities. Currently, there are twelve solar carports and ten facilities with PV, including Sweetwater Regional Park, Lakeside Community Center and Teen Center, and Santa Ysabel Nature Center, which is a zero net energy facility, which generates at least as much energy as it consumes on an annual basis. Through their Capital Improvement Needs Assessment five-year plan, DPR has requested funding for an assessment to identify priority park sites for new PV installations.
- **Department of Public Works (DPW):** evaluating PV and battery back-up for road stations and wastewater facilities. A consultant was hired by DGS to evaluate solar power options at wastewater facilities, and they delivered proposed solar improvement options for staff to consider. The consultant's next step will be to review road stations.

Addressing Heat Island

Surfaces like pavement and roofs absorb heat from the sun, which can make places less comfortable and safe during extreme heat events and can increase the energy needed to cool buildings. Providing shade and light, reflective surfaces can keep places cooler and safer.

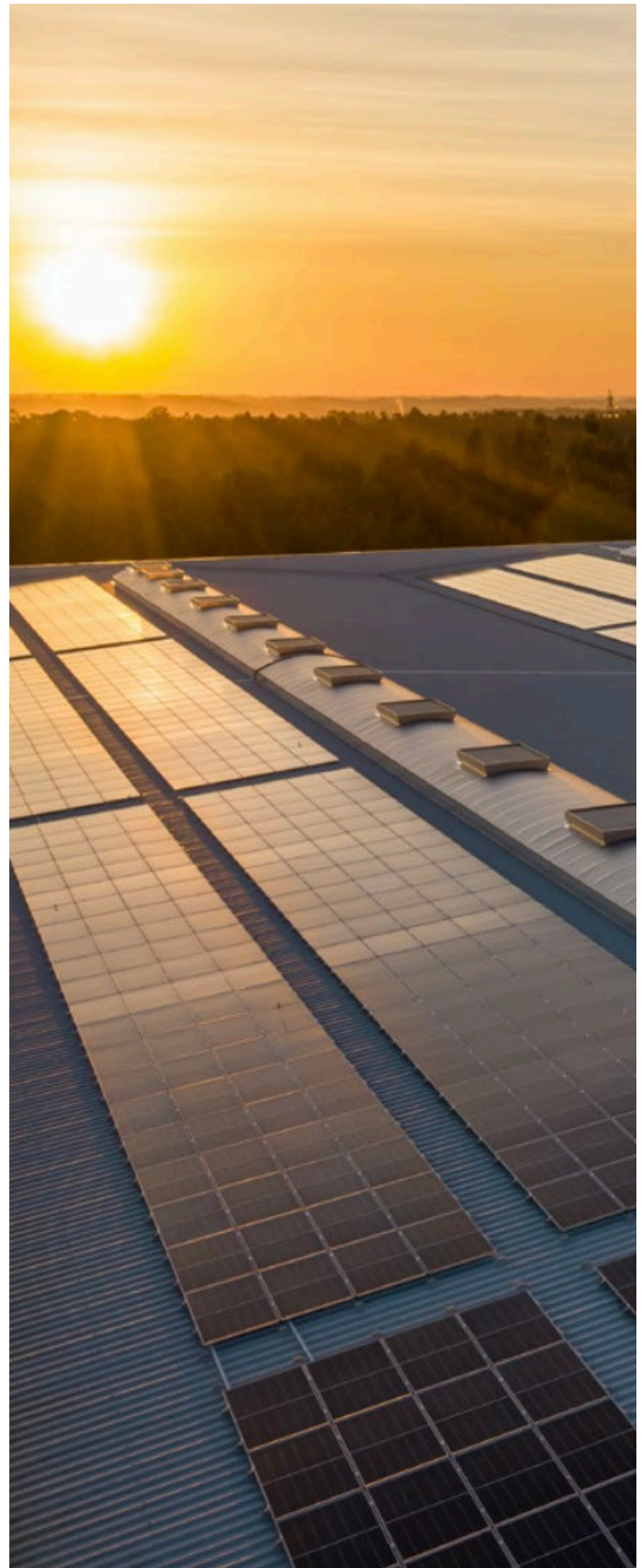
Departments with at least one commitment:



Selected example(s):

- **DPR:** integrated and will continue to incorporate tree planting and effective material finishes on projects. Some examples of expanded urban tree canopy are Bonsall Park, Village View Park, and Alpine Park.
- **Planning & Development Services (PDS):** developing an Equity Driven Tree Planting Program to identify priority tree planting locations on County-owned land and in the unincorporated area. PDS Sustainability Planning Division is currently establishing a methodology for an equity-driven tree canopy assessment to evaluate existing tree planting coverage and how this relates to socioeconomic factors in the unincorporated area. This assessment will identify

priority areas for tree planting efforts based on demographic, socioeconomic, climate and tree canopy cover data. These efforts will contribute toward development of the Climate Action Plan Update and advance the Regional Decarbonization Framework.



Emissions



Cutting greenhouse gas (GHG) emissions – produced by activities such as fossil fuel extraction and consumption, industrial and agricultural operations, and landfill use – slows climate change and reduces hazardous air pollutants. Some County departments have direct responsibility for emissions reductions through land use and facility management, while many can promote the adoption of green fleet solutions. All departments can contribute to emissions reductions by promoting options that decrease the necessity to drive.

Inventory and Planning

GHG emissions metrics start with an established baseline against which performance data over time can be compared. This resulting data is included in the County’s Climate Action Plan (CAP). GHG’s associated with direct County enterprise operations come from buildings, vehicle fleets, and other sources within the County’s control.

Departments with at least one commitment:



Selected example(s):

- **Department of General Services (DGS):** tracks and reports County facility GHG emissions data annually and completes third party verification every three years. Since 2010, County Operations have reduced emissions by nearly 47%.
- **Planning & Development Services (PDS):** updates CAP GHG inventories and prepares annual monitoring reports that include GHG emissions from County enterprise operations. This includes tracking employee commutes and GHG reductions from telework. Since telework tracking began in 2020, the County has reduced employee commutes by 29%.

Virtual Offerings

Residents’ travel to access services can result in emissions from personal vehicles or public transportation and can also be associated with other cascading impacts like excess paper usage. One solution is to increase opportunities for people to access such offerings online or via satellite locations closer to their community instead.

While online services provide benefits to customers, many unincorporated area residents in rural communities cannot utilize them as they lack reliable and/or affordable broadband connectivity.

Departments with at least one commitment:



Selected example(s):

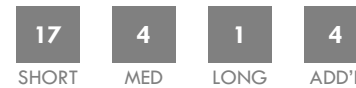
- **Child Support Services (CSS):** expanded virtual interviews and webinars from a baseline of 3% interviews up to a goal of 10%.
- **Library:** provides access to high-speed internet for customers to access virtual services, like VetConnect for veterans.
- **Medical Care Services (MCS):** piloted increased access to pharmacy services that reduce vehicle trips.

- **Self Sufficiency Services (SSS):** implemented the Virtual Assistant and deployed two Live Well Mobile Offices that increase equitable access to services and reduce the need to travel to County locations.

Telework, Alternate Work Schedule, and Departmental Space

Telework reduces emissions by reducing the need for employees to commute to a central office location. It can also contribute to reduced energy and water consumption at County facilities. Approximately 56% of County staff telework at least one day per week, and approximately 6% of County staff have an alternate work schedule. All County departments offer telework and/or alternate work schedule opportunities for team members.

Departments with at least one commitment:



Selected example(s):

- **County Technology Office (CTO):** fully implemented remote phone functionality to support telework and is in the process of updating teleworking IT guidance on their webpage to reflect the latest resources.
- **Department of Human Resources (DHR):** reconfigured the training room to allow both in-person and remote employees to interact.

Electric Vehicle (EV) Charging Stations

Electric vehicle charging stations enables the transition of gas fleet vehicles to electric and encourages widespread adoption of EVs when this infrastructure is made available to the public.

Departments with at least one commitment:



Selected example(s):

- **DGS:** increased the number of EV charging stations for County fleets from 84 to 203 and EV charging stations for public access from 56 to 60 this year. DGS will continue to install EV stations at County facilities for fleet and public use.
- **Department of Parks & Recreation (DPR):** completed an internal park facilities EV charging assessment and is using the data to prioritize locations for chargers. DPR is also working to secure funding for a consultant-led evaluation estimated to be completed by FY25-26. There are four EV charging stations installed at park facilities, with an additional seven are planned as part of Capital Improvement Projects in the next five years.

- **Department of Public Works (DPW):** collaborated with DGS to place charging stations at DPW facilities including Palomar Airport, Division 1 & 2 Road headquarters, and Ramona Road station. DPW has coordinated with DGS to install EV charging stations at three road stations. DGS is working with SDGE to design and install the permanent charging stations by 2024, and has agreed to purchase EVArc (solar) mobile chargers in the interim which will arrive later in 2023.

Low Emission Vehicles

In a combustion engine, fossil fuels are burned to power the vehicle. This process releases harmful pollutants into the atmosphere, such as carbon dioxide, nitrogen oxides, and particulate matter. Electric vehicles (EV), on the other hand, use electricity to power the vehicle, which produces few or no emissions at the tailpipe and can be charged with renewable sources. While hybrid vehicles reduce emissions, only Battery Electric Vehicles (BEV) and Plug-In Hybrid (PHEV) count toward state and County electrification goals. BEV and EV are often used interchangeably.

Departments with at least one commitment:



Selected example(s):

- **Agriculture, Weights and Measures (AWM):** developed a plan for all vehicles due for replacement to be PHEV/EV and is working toward a 50% conversion of all fleet (approximately 63 vehicles) to PHEV/EV by end of FY27-28. AWM has two EVs in service.
- **Behavioral Health Services (BHS):** will encourage contractors across programs to evaluate electric vehicles when procuring/leasing new vehicles. BHS plans to baseline the number of contractors using electric vehicles during FY23-24 and is looking for centralized guidance from the Department of Purchasing and Contracting to develop the process further.
- **County Communications Office (CCO):** plans to acquire an electric vehicle when its one gas-powered vehicle qualifies for replacement in FY25-26.
- **CSS:** placed an order for 17 hybrid vehicles and one EV after completing a baseline inventory of 100% gas-powered vehicles. CSS has seven PH/EVs in service.
- **Child Welfare Services (CWS):** requested nineteen hybrid electric vehicles during FY22-23 and is working toward their long-term commitment to explore piloting the use of EVs.
- **Department of Animal Services (DAS):** plans to convert standard trucks and SUVs to hybrid/electric when due for replacement and is monitoring electric options for animal control specialty vehicles as a long-term goal.
- **Department of Environmental Health & Quality (DEHQ):** approved conversion for six out of eight fleet vehicles due for replacement in FY22-23 from gas-powered to electric. The two units that weren't converted are specialized vehicles (i.e., forklift and hazardous materials emergency

response vehicle) where electric is not yet feasible. The department will evaluate market availability for medium- and heavy-duty options as part of their long-term commitments.

- **DGS:** balanced electrification goals with the cost of infrastructure and availability of vehicles through their Green Fleet Action Plan. As of May 2023, the County has 148 plug-in hybrid and battery electric vehicles in service, an increase from 77 at the end of 2021. DGS has sixteen electric vehicles within their department fleet.
- **DPR:** drafted a five-year plan for its 412 units in fleet, including vehicles and other equipment like ATVs, woodchippers, and trailers. DPR identified 49 vehicles and 102 units of equipment currently eligible for conversion and anticipates making the switch from gas-powered to electric for all units by FY27-28, depending on market availability. In the shorter-term, DPR expects a total of twelve electric vehicles in their fleet by end of FY22-23.
- **DPW:** developed a five-year plan to convert 35% of their 375 existing gasoline/diesel vehicles to electric by FY27-28. DPW placed 17 electric vehicles into service for a total of 31, meeting its goal for FY22-23.
- **District Attorney (DA):** purchased eight plug-in hybrids and one electric vehicle to date and created a plan to convert all fleet vehicles to either hybrid or electric within four years.
- **County Fire:** inventoried their fleet as having 32 gas-powered vehicles and 107 diesel-powered units including large equipment, trucks, and generators. They have purchased seven electric trucks.
- **Health & Human Services Agency (HHS):** evaluated and created a plan for converting shared HHS vehicles to hybrid/electric; there are already 72 electric, hybrid, and plug-in vehicles among the 318 total in operation. When vehicles are due for replacement, HHS works with program department representatives to recommend a switch from gas-operated to hybrid/electric vehicles.
- **Library:** placed an order for four electric vehicles (EV) to replace two bookmobiles. One EV has been delivered and is being outfitted with technology to prepare for its routes as early as this summer. Delivery of the remaining EVs is now expected summer 2023 due to supply chain delays.
- **Probation:** is planning to convert its gas-powered vehicles to hybrid or EV as existing vehicles reach the end of useful life. During FY22-23, two EV replacements for gas-powered vehicles were placed. Probation has 15 PHEVs in service.
- **Public Defender (PD):** ordered replacement of 26 depreciated hybrid vehicles for electric and hybrid vehicles.
- **Registrar of Voters (ROV):** made progress on its long-term commitment to lease electric trucks and vehicles to support election activities for delivering election equipment and supplies. This FY22-23 ROV completed researching the feasibility of leasing and found that availability of EVs for rent is still limited. Meanwhile, ROV continues to rent hybrid vehicles when available.

- **Sheriff:** committed to evaluate and create a plan for conversion of their fleet to hybrid/electric vehicles. This goal was based on potential for hybrid conversion for pool (i.e., shared) cars, and acknowledges several major roadblocks to overcome, such as acquisition. So far, Sheriff has 61 plug-in hybrid/electric vehicles on order.

Low Emissions Equipment

The volume of smog-forming emissions from landscaping equipment has surpassed emissions from light-duty passenger cars and is projected to be nearly twice those of passenger cars by 2031.¹⁰ In December 2021, the California Air Resources Board (CARB) approved a measure to require most newly manufactured landscaping equipment be zero emission starting in 2024.¹¹ The measure encourages the development and adoption of cleaner technologies in the industry, and the use of low-emissions equipment to reduce negative effects on public health and the environment.

Departments with at least one commitment:



Selected example(s):

- **County Fire:** replaced 50% of leaf blowers and other gas-powered tools with zero-emissions equipment. County Fire researched costs and options of zero-emissions equipment and strategized on the distribution of replacements among their stations. As a next step, County Fire will determine which brands will be purchased and develop an implementation plan that includes a need to establish a contract for tools, batteries, maintenance, and repair.
- **DPW:** converted 72% of gas-powered equipment used for vegetation management, like weed trimmers and chainsaws, to zero-emission this year, exceeding its goal for 30% conversion by FY23-24. DPW is on track to meet its 75% conversion goal by FY27-28 nearly five years early. DPW currently uses renewable (R99) and 100% biofuels for heavy equipment and is looking into electric replacement options.
- **DPR:** inventoried a total of 675 gas-powered tools and has drafted a five-year plan to convert 100% of them to electric by FY26-27. DPR has converted 94 tools to electric and expects to convert a total of 120 tools to electric by June 2023. Any new purchases must meet emissions requirements. DPR's plan is contingent on availability of electric options. For example, a battery-powered chainsaw on the market today may not provide the same level of power needed to perform the same level of work as the gas-powered alternative.



Department of Public Works (DPW) F-150 Lightning Electric Trucks. Photo Credit: DPW

Did you know? A new gas-powered mower running for 1 hour produces similar emissions to the average car driving for 100 miles. Gas-powered lawn equipment can contribute heavily to local and regional air pollution.¹²

Materials



Materials generally refer to the physical items – both consumables and durables – that the County purchases. The upfront impacts of materials can be considerable, from extraction of raw inputs through processing, manufacturing, and shipping. With a total budget of over \$7.36 billion for last fiscal year 2022-23, and a proposed total budget of \$8.11 billion for FY 2023-24, the County can leverage its purchasing power to improve sustainability locally, nationally, and globally. The Department of Purchasing and Contracting (DPC) has central authority to make all purchases for the County and advises and supports County departments in establishing requirements, soliciting, and buying the goods and services they need.

Assessing Purchasing Trends

Making purchasing decisions with sustainability in mind maximizes positive outcomes, minimizes negative impacts, and can expose otherwise hidden trade-offs. It is important to start the process by assessing purchasing trends, determining frequently purchased or impactful items, and developing criteria and sources for better options.

Departments with at least one commitment:



Selected example(s):

- **Department of Parks & Recreation (DPR):** identified top eight most frequently purchased items that correlate with 12,000 transactions. Next, DPR will establish a timeline to transition selections to more sustainable products depending on market availability and existing purchase agreements.
- **DPC:** initiated an assessment of County-wide agreements to increase sustainability outcomes. Next steps are to establish metrics and expand training offerings to all employees about sustainability topics. DPC will continue to engage with departments to include sustainability requirements into their future solicitations and contracts, consistent with the County’s sustainability goals and framework.
- **Land Use & Environment Group Executive Office (LUEG EO):** is creating internal guidance to ensure competitively procured services provided to the office are reviewed and scored for sustainable operations and practices, placing higher weight on those who prioritize sustainability. Next steps are to seek recommendations from DPC, the Office of Sustainability and Environmental Justice, and Planning & Development Services, Sustainability Planning Division, and share with their team by the end of summer 2023.

Construction Products

The products purchased for the construction of buildings and infrastructure is a major subcategory of procurement. Thoughtful product selection can reduce the use of natural resources, bolster a local economy, limit the emissions associated with shipping, and minimize negative environmental impacts of waste disposal in landfills.

Departments with at least one commitment:



Selected example(s):

- **DPR:** plans to strategically increase the use of locally produced compost and mulch on County grounds.

- **Department of Public Works (DPW):** facilitated a Building Better Roads Working Group, whose primary goal is to identify, standardize, and provide resources for local agencies to implement innovative, cost-effective, and environmentally friendly pavement preservation techniques.

Did you know? The manufacturing, transport, use, and disposal of building materials (concrete, steel, insulation, etc.) accounts for 11% of global greenhouse gas emissions, according to the American Institute of Architects (AIA).¹³

Food Systems

A second major subcategory of procurement relates to food systems. It includes considerations for the ways that food is produced, processed, and transported to minimize environmental impact, promote social responsibility, and support local and regional food systems. For example, the use of pesticides and fertilizers, animal welfare, fair labor practices, and carbon footprint.

Departments with at least one commitment:



Selected example(s):

- **Homeless Solutions & Equitable Communities (HSEC):** participated as an active member in the Food System Initiative Working Group and progressed baseline assessments that will inform action plans.
- **Public Health Services (PHS):** developed the Sustainable, Equitable, and Local Food Sourcing Program and are finalizing a policy.
- **Agriculture, Weights and Measures (AWM):** certifies Farmers Markets as part of day-to-day operations, allowing for locally produced foods to be locally consumed. During FY22-23, AWM used grant funds received the previous year to expand acceptance of EBT and other nutritional benefits at Farmers Markets to make fresh, healthy foods more accessible.

Did you know? Food supply chain activities “past the farm gate,” including storage, processing, transport, and retail accounts for 5-10% of greenhouse gas (GHG) emissions, according to the Intergovernmental Panel on Climate Change (IPCC) 2019 report.¹⁴

One strategy to help reduce GHG emissions from food supply chain, is buying directly from local producers. The San Diego region has nearly 5,100 farms, 33 farmers markets, and various Community Supported Agriculture (CSA) programs. [Find a CSA near you!](#)

Waste



Waste generation can occur when an item comes to the end of its useful life, but often takes place when that item is no longer valued. Items sent to the landfill create significant amounts of methane and carbon dioxide, two greenhouse gases. Mismanaged waste, such as improper disposal of batteries, can also lead to environmental pollution by releasing harmful chemicals and toxic substances into the air, water, and soil. All County departments can make operational choices related to source reduction (i.e., using less or reusing items) and diversion from landfill (i.e., composting of organic waste and recycling).

Moving Toward Zero Waste

Every department produces waste in some form or another. Since 2019, County departments have recycled and/or diverted approximately 81% of their discards from the landfill. Within the Departmental Sustainability Plans (Plans), strategies that complement the activities described in this chapter include target setting, tracking, and reporting.

Departments with at least one commitment:



Selected example(s):

- **Grand Jury:** working toward being a zero-waste department by FY25-26 through resource reduction, reuse, recycling, composting, and other activities.
- **Treasurer-Tax Collector (TTC):** adopted a zero-waste commitment specific to their department with identified strategies, timelines, and metrics.

Did you know? Only 9% of plastics are recycled while 75% of plastics are landfilled and 16% is combusted with energy recovery.¹⁵

Organic Waste

As part of the Countywide effort, departments are working together to meet the new requirements for compliance with Senate Bill (SB) 1383¹⁶ for organics recycling in California. County facilities have diverted 33 tons of organic waste since 2022.

Departments with at least one commitment:



Selected example(s):

- **Department of General Services (DGS):** managing the contract agreement, training, and distribution of organic/food waste receptacles at 180 County sites.
- **Department of Parks & Recreation (DPR):** reporting on mulch and compost generation and procurement practices for DPR facilities.
- **Department of Public Works (DPW):** coordinating the County's overall SB 1383 reporting to CalRecycle through their Solid Waste Planning and Recycling Program. In 2022, DPW diverted 542 pounds of food scraps through the County Operations Center (COC) onsite composting program.

- **Sheriff:** plans to compost food waste onsite and use as fertilizer in their organic gardens, such as the hydroponic food towers at the Las Colinas Women's Detention Center. Detention center kitchens sort and divert from landfills most of their food waste from thousands of meals per day to recycling and compost centers in compliance with SB 1383.

Reutilization Program

The County has a Reutilization Program to reuse materials like furniture and equipment.¹⁷ Efforts to increase the visibility of the reutilization program at the County will reduce procurement and disposal costs, conserve natural resources, and cause less pollution than recycling or making new products from virgin materials.

Departments with at least one commitment:



Selected example(s):

- **Department of Human Resources (DHR):** processed 320 items for salvage and potential reuse by other County departments.
- **Office of County Counsel (OCC):** provided communication to staff about the County's Reutilization Program to promote a culture of reusing and repurposing items.

Water Bottle Refill Stations

Replacing single-use containers with reusable water bottles is a low-cost and relatively straightforward solution to reducing waste that all departments can do.

Departments with at least one commitment:



Selected example(s):

- **Civil Service Commission (CSC):** eliminated plastic water bottle use in their department.
- **DPR:** incorporating refill stations into new park designs and identifying opportunities to retrofit existing parks with this amenity.

Paper Use

Approximately 23% of municipal solid waste in the United States is paper. Manufacturing paper is water intensive, relies heavily on natural resources, and contributes to GHG emissions, while printing uses energy and chemicals in the form of ink and toner. The County has policy for Environmentally Responsible Use of Copy and Printing Paper (Board Policy A-137)¹⁸. Its purpose is to reduce the County's impact on the environment by limiting the County's paper usage and promoting the use of recycled paper. All departments report that paper recycling practices are in place. Even so, additional processes are needed to reduce paper demand and reduce the potential of landfilled paper.

Departments with at least one commitment:

16	8	10	6
SHORT	MED	LONG	ADD'L

Selected example(s):

- **Auditor & Controller (A&C):** working to reduce the number of Annual Comprehensive Financial Reports printed by 20%, saving 5 to 6 thousand pages of paper, plus ink and toner.
- **Department of Environmental Health & Quality (DEHQ):** promotes the availability of educational materials online in threshold languages for programs like vector control and restaurant inspections, as well as the option for customers to submit requests for permits and plan review online.
- **DPR:** seeking partnerships to collaborate on public trainings about the use of electronic forms and service options.
- **District Attorney (DA):** reported that 95% of law enforcement agencies are now providing electronic submissions to the DA office, which has allowed the office to make progress toward having paperless case files.
- **Land Use & Environment Group Executive Office (LUEG EO):** implemented an internal process to conduct periodic paper use reviews.
- **Medical Examiner (ME):** working with IT analyst to implement an electronic filing system by the end of FY24-25 for Human Resources to reduce paper use in accordance with County's retention policies.
- **Office of Emergency Services (OES):** completed a transition to an all-electronic filing system in accordance with County retention policies.
- **Office of Ethics & Compliance (OEC):** set default to double-sided printing.
- **Planning & Development Services (PDS):** analyzed printing practices of contractors to determine options for alignment with County paper use policies.

Did you know? When paper rots in landfills (without oxygen) it emits methane gas, which when considered over twenty years, has a global warming potential 84-87 times¹⁹ than that of carbon dioxide, meaning it has a higher heat trapping ability.²⁰ The quickest way to affect the pace of climate change would be cutting emissions of methane.



Setting the Stage for the Future

Automating the Process

One overarching gap identified by departments is the need for a comprehensive process for tracking and reporting progress – with milestones, metrics, and procedures. A standardized and largely automated approach will simplify and streamline efforts. As part of this inaugural year of developing Departmental Sustainability Plans, Arup established requirements for a digital tool through a series of interviews with County team members, including the Steering Committee, departmental liaisons, and IT teams. The next steps are tool development and roll-out.

Leading on Purchasing

A streamlined approach for integrating sustainability into purchasing activities includes introducing criteria as a condition for contract awards, as well as engaging with vendors and services that prioritize sustainability. The County has the potential market influence to lead for change. Several departments have reported that training on sustainable purchasing is needed, and the Department of Purchasing and Contracting (DPC) has intends to make trainings available in Fiscal Year 2023-24.

Measuring Against a Baseline

It is essential to collect data that situates the current reality in the context of a future endgame goal, and this process is called “baselining”. Baselines establish a starting point and feed into future tracking and reporting. Arup provided retrospective baseline assessment guidance for the 3-1-1s; however, such assessments are best suited for initial implementation planning stages. As this first year of departmental sustainability reporting comes to a close, departments have identified baselines and processes to measure key impacts. These baselines will enable future measurement and quantification of impact. In addition, coordination with the Planning and Development Services (PDS) Sustainability Planning Division will aid data collection for emissions inventory assessments.

Expanding on Training

Both change management trainings for County sustainability direction and trainings to enhance of skills and knowledge within the sustainability subject area are cited as primary needs for advancing the County’s sustainability vision. Arup is working to develop a training strategy and preliminary training modules to facilitate the start of this effort.

Working Toward Zero Waste

As a next step in the overall implementation of the Departmental Sustainability Plans, Arup will conduct a high-level waste management assessment for the County’s internal facilities, which is anticipated to be met with widespread departmental support, as many of their 3-1-1s include provisions to improve waste management practices. A circular economy also addresses challenges like climate change, biodiversity loss, and pollution.

Building Up Resilience and Adaptation

Climate impacts, including heat waves, power outages, floods and other disasters, are already increasing across the region. By integrating resilience and adaptation into its planning, the County can become better prepared to maintain internal functions and support its communities. A coordinated planning effort to determine which County functions are most critical and vulnerable can help prioritize investment in strategies like resilience hubs and renewable backup power.

Climate Action Planning and Regional Decarbonization

The Departmental Sustainability Plans dovetail with broader enterprise efforts to reduce greenhouse gas emissions from County operations and beyond, such as the Climate Action Plan (CAP) update and the County’s Regional Decarbonization Framework (RDF). Other County initiatives that will continue to inform the ongoing Departmental Sustainability Plans effort include the Green Fleet Action Plan, Airports Sustainability Management Plan, and many interdepartmental working groups and roundtables like Building Better Roads, Land Acquisition, and Sustainability Planning for Fleet and Facilities, among others. The strategies within the Departmental Sustainability Plans will continue to be evaluated and expanded to ensure alignment with these efforts to quantify metrics and show how increased sustainability within internal operations contribute toward broader County climate goals. The County has been, and will remain, fully engaged to drive sustainability forward.

Endnotes

1. <https://sandiegocounty.budget.socrata.com>, accessed May 1, 2023.
2. A report on these plans was submitted to the County of San Diego Board of Supervisors on March 2, 2022.
3. GRI is an international independent standards organization that helps businesses, governments, and other organizations understand and communicate their impacts on issues such as climate change. The environmental categories include materials, energy, water, biodiversity, emissions, effluents, and waste. <https://www.globalreporting.org>, accessed May 1, 2023.
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19. <https://www.iea.org/reports/methane-tracker-2021/methane-and-climate-change>, accessed May 1, 2023.
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Appendix A – Commitments Matrix for FY22-23

Categories	FG3																HNSA							LUEG							PSG							Total (# of c														
	A&C	ARCC	CAO	EDGA	CCO	CLERB	COB	CSC	CTO	DGS	DHR	DPC	Grand Jury	OCC	OEPA	OEC	ROV	TTC	Admin	AIS	BHS	CWS	HCDS	HSEC	MCSD	PHS	SSS	AWM	DEHQ	DPW	EXEC	Library	DPR	PDS	CSS	DAS	DA		OES	ME	Probation	PD	Fire	Sheriff								
Process																																																				
Governance				a					s				m		m			m		l								s	m	a			a ²										m									
Planning	s*	s*				s*			m*	s*										s, a	m*					l	l		a	m, a ²		m, a	a ¹¹			s*		s		s		a										
Communication		m	s	a	a			s		s		s		s*	s		s	s		a	s ²		s		s			a	a			s, a	a ²	s ² , l				s	s		a											
People																																																				
Human Health																								l	s*, s, m, l	a							a ²																			
Training	s	s			s	s			s	s		s		s*	s	s							m			s		s				m	a	s	s				s													
Engagement		s	s		s									s	s										s	s			a				a																			
Emergency Response																				s																			s		s	l, a	l									
Biodiversity																																																				
Land Conservation																													a	a			a ⁸	a									a									
Community Gardens																				s												a		a							l											
Native Plants																															a		a	a ³																		
Tree Planting																															a		s	a																		
Water																																																				
Water Reclamation																																																				
Stormwater Management																																																				
Saving Water									s														s*					s	a					a ²																		
Energy																																																				
Managing Plug Loads				a	m												s			s									a	a		s	a	a ²								a ²										
New Construction and Retrofits									s														s*						a	a ²	a		a	a ⁴						m*		a		a								
Onsite Renewables																															s			a ³						m*												
Addressing Heat Island																																		a ²	a																	
Emissions																																																				
Electric Vehicle Charging									s*																				l*	l*, a* ²	s, a* ²			m, a* ⁸																		
Virtual Offerings						l		l	s, m	m		s					s								s*		s, s																m	s	m	s						
Telework and Departmental Space	s*	s*	s		s, a	s*			s, s	m*	s*	s			s	s	m	s		l	m	s, a	m*	s	s		s	s		a	a												s*									
Low Emission Vehicles					l				s*								l			s		m, a	a					l*	s, l*, a* ³	s, l, a* ²		m	s, a ⁴				s, l	l	s, l	a			m	s	s	s, m						
Low Emission Equipment																																		a ²												s						
Inventory and Planning				a			s		s, l											l									a ⁴	a ⁴				a ¹¹																		
Materials																																																				
Assessing Purchasing Trends				a ⁷		m	l	m				s			m				s		s, a																									s, a ⁶						
Food																																																				
Construction Materials																																																				
Waste																																																				
Moving Toward Zero Waste	m		l*	a			s					l		l*	l*		l*							s*																							a	a ²	a			
Water Bottle Refill Stations		l						s																																								s				
Organic Waste			l*		a									l*	l*		l*																															a	a			
Reutilization Program			l*	a						a	m	s	s	l*	l*		l*		a																													m	s	s, a ²	a	
Paper Use	s ² , l	s	m	a ⁴		s	s, m	s	l		l, s	s, l	m	s ² , l									s, l	l, s*	m																									a ⁵	s	s, l

See symbol legend on the following page

Legend for Commitments Matrix

s	short-term 3-1-1 commitment
m	mid-term 3-1-1 commitment
l	long-term 3-1-1 commitment
a	commitments reported in addition to 3-1-1s

* denotes 1 commitment contributing to more than one subcategory

Note: In the case of multiple commitments reported for one commitment type and subcategory by a department, the number of commitments reported for that type and subcategory are included as a superscripted number (i.e., a^x or s^x).

