



# Performance Criteria for the Sustainability Program Manager

## 1. State of the County's Operational Sustainability Reports:

*Identifies and coordinates key indicators of sustainability with the assistance of County Departments, community stakeholders and other institutions.*

### 1.1 Annual Summation Report

Timeframe: Prepared by the end of the fiscal year

This report is an annual summation of all major energy conservation savings in both units and dollars; carbon emission avoidance and production for County facilities based on utility bills; renewable energy production as a percentage of the Comprehensive Plan goals; waste diversion and recycling rates including measures of revenue from the sale of materials and or job creation. Other inputs to the report may include: key pilot projects, grant related activity, Water Conservation Initiative and Energy Conservation Strategies Commission summation of work to date.

### 1.2 Quarterly Energy Conservation Strategies Commission (ECSC) Update

Timeframe: Prepared by the end of every quarter

Provides key updates for the remaining 23 ongoing and seven deferred Board adopted ECSC tasks. Summarizes major variances in utility related tasks with projected versus actuals usage and cost.

Provides a quarterly outlook of issue areas and recommended new tasks for staff based on the original recommendations of the ECSC for the Manager's and Board's consideration.

### 1.3 Conservation Champs

Timeframe: Semi-annual meetings and seminars as needed.

The Sustainability Manager acts as a liaison and resource to help in the coordination of the County's Conservation Champs. The position will also coordinate the annual Champs orientation meeting and recognition celebration for the Department achieving the highest level of reductions and conservation measures in energy, water and waste categories.

Conservation Champs are the Departmental and Constitutional Officer nominated staff tasked with leading behavior change related to reducing utility usage in County operations. Conservation Champs are an auxiliary to the Sustainability Manager and Facilities Management Department staff. They may request work orders from Facilities to correct observed problems with the building envelope or energy use.

## Duties Related to the Performance Criteria

- Identifies, reviews, and assesses the County's current sustainability services and programs within County divisions through evaluation and utilization of programs for best practices; evaluates duplications and/or overlapping programs within divisions; assesses current sustainability goals and strategies to bring greater coordination of services countywide.
- Ensures that efforts for both external (community-oriented) and internal (County oriented) initiatives are focused in scope, well-coordinated and executed, and aligned with BoCC vision and policies for energy, renewable energy, water and waste.
- Develops and administers County-Wide sustainability initiatives, energy conservation and climate protection program development; serves as staff liaison to citizen advisory committees on matters of sustainability; works collaboratively with departmental staff on green initiatives and provides support as requested.
- Initiates, directs, assists and participates in communicating, coordinating and cooperating with County departments and/or divisions and the community for the purpose of representing the Sustainability Program.
- Develops and implements strategies related to community sustainability issues such as climate change (mitigation and adaptation), local food supply, energy security, and sustainable economic development.

## 2. Utility Reduction and Savings

*Through targeted investments of technology, behavior change and audits of structures the position will achieve at a minimum reductions in the County's utility cost equivalent to the total budget of the Sustainability program. Targeting a 20% overall reduction in utility usage and cost from a baseline year of 2015 over the next five years.*

The position analyzes utility data input by the Department of Facilities Management; will maintain quality assurance and quality control of the utility data. From the analysis of utility data quarterly reports will be generated on the estimated versus actual values. Significant deviations will be reported to the County Manager.

Utility Savings Reinvestment Program performance and investments will be coordinated by the position in concert with the Department of Facilities Management.

The position will assist the Office of Management and Budget in estimation of the annual utility budget of the County.

### 2.1 Utility Data Entry Oversight

Timeframe: Monthly

Reviews the monthly billing entry by Facilities and Public Works staff including usage anomalies. Field verifies discrepancies with Facilities Maintenance staff.

Note, the historic utility data and database will need to be reviewed by the Sustainability Manager, prior to any utility analysis or trend reports. This review period may take approximately six months depending upon the baseline year.

### 2.2 Utility Analysis

Timeframe: Monthly

Top Ten Use, Cost and Trend Analysis of County Facilities covering:

1. Electricity
2. Natural Gas
3. Water
4. Renewable Energy Production

Return a rolling analysis of these facilities based on budgeted, actual usage and cost with recommendations to Facilities Management to correct for increases and meet targeted reductions.

### 2.3 Utility Savings Reinvestment Program (USRP) ROI Confirmation

Timeframe: Quarterly tracking of the investment in building systems with semi-annual reporting based on Board adopted financial policies.

Per the engineering review provided by Facilities Management, confirm the performance of the building systems and their return on investment based over their life cycle. Make recommendations on the investment of renewable energy systems and energy conservation improvements.

## Duties Related to the Performance Criteria

- Prepares and reviews reports regularly and maintains updated and accurate records of program activity to ensure progress is being accomplished toward sustainability goals and objectives; responsible for reporting/verifying cost savings to county-wide functions and activities.
- Reports regularly to the assigned administrator as to the status of the County's energy consumption and conservation.
- Performs complex forecasting and cost/benefit analysis recommendations to enable executive county leadership to make informed decisions that focus on optimizing fiscal and environmental impacts of sustainable and environmental restoration program initiatives.
- Directs and/or conducts investigations and site inspections to determine environmental quality impacts of operations and activities.
- Modifies and/or changes program methodology as required to redirect activities and to attain program objectives.
- Promotes energy conservation through positive feedback to all levels of the County and involves all personnel and citizens in the success of the program.
- Monitors and/or conducts regular "walk-through" audits of all the County's facilities to ensure operating efficiency, optimum environment and compliance with County standards.
- Provides direction and assistance to the Facilities Management Department with energy usage analysis and energy conservation measures.
- Establishes and maintains tracking methods for sustainability goals and best management practices; analyzes and measures success and cost-effectiveness of programs; develops action plans to address areas not meeting expectations; develops a performance matrix to find organizational cost savings in excess of the cost of the position's budget.
- May supervise, train and evaluate staff and interns engaged in related activities and functions.
- Manages budget and accounting funds associated with sustainability projects and programs.
- Directs the preparation of short term and long range plans and the Sustainability Program annual budget based on overall County goals and growth objectives.

### **3. Community-wide Energy, Water and Waste Initiatives**

*References Board adopted strategic plans to achieve community-wide energy and water conservation goals and waste to wealth opportunities.*

#### **3.1 Weatherization of 10,000 Homes**

Timeframe: Five years with reports as needed

Outline a county weatherization program that focuses on older and low-income rental housing, in coordination with the municipalities and private nonprofits, with a goal of weatherizing 10,000 homes within 5 years. See Board adopted ECSC recommendations.

This effort may include a review and administration of alternative energy finance mechanism.

#### **3.2 Energy Conservation PSA's**

Timeframe: Quarterly

Work with communications staff to develop Public Service Announcements for Channel 12 and other county media that encourage energy conservation.

#### **3.3 Economic Development Advisory Committee Recommendations on Green Collar Jobs**

Timeframe: Quarterly Meetings

In conjunction with the Economic Development Coordinator, refer to the Economic Development Advisory Committee a request for recommendations on how the county can encourage “green collar” job growth in sectors such as renewable energy, energy efficiency, and waste-based industry.

This is an ongoing effort, as adopted by the Board as part of their ECSC recommendations.

#### **3.4 Voluntary, Incentive-Based Goals for Energy and Water Efficiency**

Timeframe: Initial analysis and review to the Manager due six months from hire. Implementation may take a year or more.

In conjunction with Growth Management, explore the current State limitations and make recommendations that achieve an energy and water efficiency building standard that substantially exceeds minimum state building code requirements. The higher standard would be utilized as a voluntary, incentive-based goal. Develop the means by which this could be incentivized.

#### **3.5 Enhance the Recovery of Recyclables**

Timeframe: Ongoing effort with reports as needed.

In conjunction with the Economic Development Coordinator and Public Works, develop recommendations to enhance recovery of recyclable materials from the County’s waste stream. The goal will be to achieve the 75 Percent, State mandated recycling goal is achieved and 300 jobs are created as part of the proposed Resource Recovery Park.

## Duties Related to the Performance Criteria

- Serves as team leader in working with County staff to develop sustainability initiatives and assessment of cost effectiveness, technical feasibility and implementation methods.
- Provides sustainability guidance and direction to department and/or division heads in the planning, development, promotion, and delivery of services to the community.
- Ensures that all sustainability program services, projects and operations are carried out in compliance with applicable federal, state and local laws and regulations.
- Provides vision and leadership in the implementation of a sustainability plan for the County; provides professional and technical assistance to other County departments and outside agencies in the development of policy and initiatives to encourage new sustainability proposals.
- Represents the County's Sustainability Program at meetings with elected officials and appointed officials, representatives of other governmental agencies and the general public.
- Coordinates with local, private and public agencies to deploy energy conservation measures and awareness; outreach and education for County employees and citizens; economic outreach and deployment of green businesses, alternative energy deployment and "waste to wealth" initiatives.
- Utilizes media opportunities to promote successes of the County's energy management program and the needs for energy conservation.
- Works closely with County Manager, Leadership Team and other groups to research, set and achieve sustainability goals.
- Participates in strategic discussions; provides recommendations for policy development; assists in implementing critical policies related to long term sustainability.
- Works with federal, state, and city partners to develop and promote legislative measures to support and enhance sustainability practices, which may include the acquisition of funding for demonstration projects within the County.
- Responds to inquiries and/or complaints regarding the operation of the program.
- Ensures efficient and effective daily operations of the Sustainability Program; ensure all sustainability measures are evaluated for cost effectiveness.