Muskegon County Sustainability Plan

August 2013
Project No. G120250

ftc&h

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LIST OF ABBREVIATIONS/ACRONYMS

AFV	alternative fuel vehicles
CEU	Continuing Education Units
DPW	Department of Public Works
ECM	Enterprise Content Management
EEO	Equal Employment Opportunity
FTC&H	Fishbeck, Thompson, Carr & Huber, Inc.
FTE	full-time equivalent employee
HR	Human Resources
IS	Information Systems
LEED®	Leadership in Energy & Environmental Design
LID	Low-Impact Design
MDEQ	Michigan Department of Environmental Quality
MMBTU	million British Thermal Units
P2 Grant	Community Pollution Prevention Grants Program
PH&F	pesticides, herbicides, and fertilizers
RSA	Rapid Triple-Bottom-Line Community Sustainability Assessment
SSC	Sustainability Steering Committee
WMSRDC	West Michigan Shoreline Regional Development Commission

LIST OF DEFINITIONS

Vision	An image or description of what the community desires to become in the future.
Focus Areas	Three broad categories – Social Equity, Economic Prosperity, and Environmental Integrity.
Outcomes	Descriptions of the specific "end states" we would like to achieve.
Indicators	A measurable, standardized value that accurately measures progress toward Outcomes.
Actions	Projects, plans, or activities that are accomplished in order to achieve a stated Outcome.
Targets	Specific, measurable goal for change from the baseline indicator measurement.
Stakeholders	People and organizations who are responsible for planning and implementing Actions.
Life Cycle Cost	Full cost accounting which includes capital, maintenance, operations, and disposal (or end of life treatment) for life of equipment, project, materials, etc.

EXECUTIVE SUMMARY

Muskegon County, a forward thinking community on the shores of Muskegon Lake and Lake Michigan, embarked on a new effort in 2012 – development of a Sustainability Plan for its governmental operations. This effort was led by a team from the Muskegon County Department of Public Works and funded by a grant from the MDEQ through its Community Pollution Prevention Grants Program. A County Map is provided in Figure 1.

Over the course of a year, Muskegon County government collaborated with its internal stakeholders, which included representatives of various County departments, elected officials, and County employees, to identify and prioritize the existing and potential actions that contribute to the County's sustainability. The results of the process are compiled in the following report.

The collaborative efforts resulted in a *framework* for the County to use as it moves toward more sustainable operations. This framework attempts to balance social, economic, and environmental aspects, and to engage the County and its stakeholders to live more sustainably. It is hopeful that this exploration of the how, what, where, and why of sustainability planning for Muskegon County will help guide other municipalities and organizations toward development of their own sustainability plans and guides for operation. An additional summary report has been developed in a graphical format that delivers the key information and is suitable for publication and distribution.

The team wishes to thank the Muskegon County leadership and stakeholders for its cooperation, hospitality, and hard work during this process.

INTRODUCTION

The term "sustainability" has been defined in myriad ways. A commonality among the definitions is the concept of equal support for the three aspects of a triple-bottom line – **social equity, economic prosperity, and environmental integrity** – as the foundation on which to build the future.

Muskegon County, and municipalities across the United States, are faced with challenges when determining a vision and goals for ensuring a sustainable future. Increasingly scarce financial resources, environmental degradation, and a loss of community cohesion are threats that every community faces, to some degree. Muskegon County has a strong history of leadership, a rebounding business climate, high levels of educational opportunities, engaged residents, and abundant natural resources. The need for the County to work with stakeholders to develop a shared vision and leverage available resources for efficiency and innovation is paramount.

PROPOSAL

The sustainability planning process began in winter 2012 and was completed in summer 2013. This project was funded by a grant from the MDEQ under its Community Pollution Prevention (P2) Grants Program. The goal of the MDEQ's 2011 P2 Grant was to increase cooperation between business, citizens, and local governments, and to foster the development of local models and approaches that drive pollution prevention and sustainable initiatives at the community level.

Muskegon County applied for, and was granted, funding under the P2 Grants Program. The planning process was designed to be a collaborative effort between the County and its stakeholders. The P2 Grant Tasks are included in Appendix 1.

VISION

The County has an established Vision:

> *To provide the citizens of Muskegon County the highest quality of life by promoting: economic development; culture and diversity; health, public safety and education; and preservation of natural resources.*

The goal of the sustainability planning process was to: 1) leverage that Vision and define a plan for economic, social, and environmental sustainability; and 2) prioritize existing and needed actions for advancing sustainability in its governmental operations and services.

PLANNING PROCESS

The sustainability planning for Muskegon County included a process that took the best practices and lessons learned from similar efforts and completed it in an accelerated fashion to maintain momentum and keep the participants engaged. The County focused on the challenges facing its governmental operations and the actions it could take to confront those challenges in the three Focus Areas: **social equity, economic prosperity, and environmental integrity**. To facilitate success, the County wanted to ensure that each leg of the sustainability stool was healthy, and that each supported the overall mission of the County's governmental operations.

The planning process was developed to accommodate the resource limitations of the County. Although it was important that the County stayed true to the process, the Sustainability Steering Committee (SSC) ensured there was flexibility and a sense of reason throughout. The summary of process steps is presented in Table 1.

Table 1 - Planning Process

	Step	Description
1.	Adopt Vision	The County has a well articulated Vision; that Vision was adopted for the sustainability plan.
2.	Rapid Assessment	A Sustainability Rapid Assessment was conducted of the County departments that were part of the SSC. This assessment was designed to identify and prioritize outcomes, indicators, and actions; as well as identify existing plans, policies, and programs.
3.	Inventory Existing County Actions	The County departments are fairly autonomous and each has its own mission and character; there were a variety of actions and best practices to inventory/catalogue through the planning process.
4.	Survey County Employees	County employees were surveyed to gauge interest in, knowledge of, and identify behaviors that contribute (or are an impediment) to sustainability.
5.	Dovetail into the MAP	The Muskegon Area-Wide Plan (MAP) is a broad framework for a county-wide process integrating land use and other regional concerns.
6.	Identify Actions and Establish Baselines	Determine the actions (projects, policies, programs, laws, and regulations, services, and educational-outreach efforts) that will achieve or improve sustainability; and identify what needs to be measured, how it will be measured, and its baseline condition.

Stakeholder input was an important component of the process and was facilitated through the following bodies:

Table 2 - Stakeholders

Body	Role	Who
Sustainability Steering Committee (SSC)	Oversee the entire process; vet the output generated by the processes; and help guide the production of the final deliverables.	• Select County Staff • Consultant - FTC&H
County Employees	Get input on various aspects of knowledge, infrastructure, and behaviors, both at work and at home.	• All employees were given the opportunity to provide input
Employers Association of West Michigan	Concurrently providing sustainability program services to the County	• Lisa Sabourin

SUSTAINABILITY STEERING COMMITTEE

An SSC was created, which is comprised of: the County's Sustainability Coordinator, voluntary representatives from various County departments, and consultant FTC&H. This crucial committee provided guidance and oversight of the planning process; conducted the assessments and surveys; and guided the production of the final deliverables.

Two SSC meetings took place during the planning process. The first meeting introduced the SSC to the process and emphasized the need for stakeholder involvement in all aspects of sustainability planning. The second meeting gave the SSC the platform in which to give feedback, and promoted dialogue about the tasks and indicators provided by FTC&H.

The SSC members were engaged in the planning process; however, they were concerned about the implementation of the plan. As a result, volunteers for a Sustainability Leadership Group were solicited from Department Directors, Elected Officials, and Court Administrators. Five volunteers came forward, including:

● Director of Public Works Department

● Director of Public Health-Muskegon County

● Administrator of the Brookhaven Medical Care Facility

● Director of Equalization Department

● Youth Services Director of Juvenile Transition Center

COUNTY EMPLOYEE INPUT

This sustainability planning process gave all County employees the opportunity to be involved and give input. A round of input was solicited through a web-based survey regarding: 1) employee behaviors; 2) a gauge of the knowledge of current County programs; and 3) potential Actions that employees as well as the County could undertake to improve the sustainability of governmental operations. More than 280 employees provided input regarding behaviors and Actions. The survey is discussed in a later section of this report.

SUSTAINABILITY INDICATORS

The purpose of Indicators is to provide a baseline and track the performance of the County's sustainability over time relative to desired Outcomes. The Indicators give clear and transparent measures of progress on issues that are important to stakeholders, and provide a guide and basis for action.

Quality Sustainability Indicators are:
● Relevant to Outcomes
● Measure Outcomes, Not Actions
● Within the Sphere of Local Government Influence
● Relevant at a Local Scale
● Clear and Consistent
● Responsive
● Based on Available Data
● Clearly Articulated

EXISTING PLANS AND RESOURCES

The County has an established infrastructure of plans, programs, and resources that support sustainability operations. An important element of the planning process was to develop an inventory of **existing** plans, programs, and resources in Muskegon County – both within individual Department(s) and County-wide. These resources were compiled with SSC input and from County employees. This inventory is complete for the departments represented on the SSC; however, one of the **Actions** is to complete the inventory for **all** County departments, to determine what efforts are currently being undertaken, and to help fill the gaps for other departments without duplicating efforts. An inventory of the plans, policies, guidance, programs, and resources provided by the **participating** departments is presented in Table 3.

Table 3 – Selected Inventory of Existing Plans By Department

Department	Plan, Program, Guidance	Implemented	Details
Convention & Visitors Bureau	Low-Flow Appliances	N/A	Outcome of energy audit
	Recycling Bins	N/A	Under evaluation
Muskegon Area Transit System	Phase II Transit Service Expansion - Rural Bus Route Design and Implementation	June 2012	
	Waste Management Plan	N/A	Recycling program for used oils, antifreeze, scrap metal, and beverage containers
	Recycling Plan	July 2012	Paper recycling program for the Sixth Street facility
	Waste Reduction Plan	July 2012	Future plan to have paperless reporting system for Greyhound operations
	Public Space Beautification	May 2012	New bus stops and shelter amenities, including bike racks and benches
	Engagement & Volunteerism	July 2012	Department United Way campaign
Public Works	Solid Waste Management Plan	1998	Describes the regulatory practices of solid waste management for Muskegon County. Currently being updated.
	Muskegon County Recreation Plan	2011	www.co.muskegon.mi.us/parks/
	Trail/Non-Motorized Plan	N/A	Under development by WMSRDC and the Onein21 Committee
	Muskegon County Transportation Review	2011	Prepared by Current Transportation Solutions
	Energy Performance Contract	2010	21 County facilities assessed and upgraded
	Consolidated Plan for Housing and Community Development	2011	
	Feasibility Study for Municipal Shared Services	N/A	Commissioned by Muskegon Lakeshore Chamber of Commerce
	Soil Erosion Ordinance	2012	www.co.muskegon.mi.us/publicworks/soilerosion/
Public Health	Emergency Preparedness	2008	
	Worksite Safety	2012	

N/A   not applicable
WMSRDC   West Michigan Shoreline Regional Development Commission

OUTCOMES

The SSC worked together to identify the key sustainable practices for the County. A Rapid Triple-Bottom-Line Community Sustainability Assessment (RSA) process was used to gauge the outcome priorities of the SSC members. The RSA process is a useful tool for evaluating and measuring a participant's perceptions of strengths and weaknesses of the County's governmental operations. Generic outcomes were preloaded into the assessment tool (e.g., asking the SSC member to prioritize as high, medium, or low Outcomes such as: "My County Government is economically prosperous.") Copies of the assessment tool and select responses are included as Appendix 2.

The outcomes identified by the SSC are based around the three Focus Areas:

- Social Equity
- Economic Prosperity
- Environmental Integrity

Of the 16 generic Outcomes, the results of the RSA identified 3 High-Priority Outcomes, 4 Medium-Priority Outcomes, and 3 Low-Priority Outcomes. The remaining 6 prescribed Outcomes did not warrant a ranking. The results of this RSA (Table 4) will be used to guide the County as it identifies and prioritizes Actions and strategies moving forward.

Table 4 – Rapid Assessment Outcomes

Rank	Focus Area	Outcome
High	Economic Prosperity	My County Government is fiscally sustainable.
High	Economic Prosperity	My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.
High	Social Equity	My County Government employees have the necessary education and skills.
Medium	Environmental Integrity	My County Government has excellent air and water quality.
Medium	Environmental Integrity	My County Government has strong green infrastructure, natural resource networks, and recreational assets.
Medium	Environmental Integrity	My County Government conserves energy and resources and is energy-efficient.
Medium	Environmental Integrity	My County Government recycles and reduces waste generation.
Low	Economic Prosperity	My County Government is economically diverse.
Low	Social Equity	My County Government employees are civically and socially active and engaged.
Low	Social Equity	My County Government engages with science, arts, historical and cultural programs and institutions.

These Outcomes gain specificity when consensus-based Actions and Indicators are identified.

It should be noted that, although Outcomes can be weighted more toward one Focus Area than another, this does not necessarily result in an unbalanced approach, as long as the strategy to achieve the Outcome takes into account impacts to all three Focus Areas. For instance, if the desired Outcome is to have alternative fuel vehicles, then the economic cost and maintenance of these vehicles should not have a higher life-cycle cost to the County than traditional vehicles, so as not to divert these resources from another important program. All Focus Areas must be considered when pursuing the desired Outcome.

COUNTY EMPLOYEE SURVEY

To better gauge the sustainability-related interests and behaviors of County employees, as well as to gain an understanding of their inherent knowledge regarding current and potential sustainability efforts, a survey was designed and launched, through SurveyMonkey®, in December 2012. More than 280 County employees participated in the survey (20% response rate based on 1,380 employees.) Employees could participate from either their work or home computers, and it was not required that they provide their name; employees were asked to input: years of service, department, and the physical location of their office.

The survey included questions about behaviors at both work and home, and provided opportunities for the employees to offer ideas for potential Actions at both the Department- and County-wide level. A copy of the employee survey is included in Appendix 3. The raw results of the survey are included as Appendix 4.

A summary of the survey results is presented below:

- County employees from 31 departments responded; 19 departments were not represented.

- The departments that provided the most input were: Community Mental Health (30.8% of respondents), Public Health (10.4% of respondents), District Court (5.7% of respondents), and Friend of the Court (7.9% of respondents).

- There was good representation, across the categories, of employee tenure in the survey respondents:

Answer	Response Percent
0 to 4 years	31.5%
5 to 9 years	20.8%
10 to 19 years	31.2%
20 to 29 years	12.9%
30+ years	3.6%

- In departments that offer recycling of common materials (e.g., paper, plastic), not all employees participate. The most common reason offered, by 61.8% of respondents, was that it was inconvenient; followed by a lack of understanding of the program (36.4% of respondents).

- 55.6% of employee respondents unnecessarily print documents that are already electronically-stored.

The survey data was further analyzed and categorized, revealing distinct opportunities and trends. This analysis is included as Appendix 5. Recommended actions, based on the results of the survey, are presented in the Actions and Indicators section of this report.

HARMONIZATION WITH THE MUSKEGON AREA-WIDE PLAN

The MAP is a broad framework for a County-wide process integrating land use and other regional concerns. Prepared under the direction of the West Michigan Shoreline Regional Development Commission (WMSRDC), the MAP identified five "Visions." These Visions relate to the familiar focus areas and outcomes of sustainability planning. Because Muskegon County is an important member and force within WMSRDC, we have linked the County's Outcomes and Actions to the MAP by including a reference to the Vision for each Action listed in Table 5. This Plan will become an appendix to Chapter 6 of the MAP.

ACTIONS AND INDICATORS

Sustainable governmental operations do not simply sprout from a newly planted seed. They are the result of overlapping actions and activities by different groups mixed with regulatory initiatives and infrastructure. Balance, like the illustration of the 3-legged stool, is paramount to success. All of the Actions necessary cannot occur at the same time, or even within the same timeframe; the resources are simply not available to simultaneously address every Outcome and move each Indicator. There are existing Actions, in the form of policies, plans, and programs, which support the Outcomes; select Actions are highlighted in the sections that follow. Future Actions have been identified to help achieve the prioritized Outcomes.

The County and its individual departments already track a variety of Indicators as part of dashboards, annual reports, and other scorecards. Sustainability Indicators include some of the existing metrics, and the SSC has identified new Indicators to measure as part of the sustainability planning process.

A baseline is a starting point; an initial condition; merely a measurement at a point in time. It is, however, important to know the place from which to start the journey toward more sustainable County governmental operations. The Muskegon County Baseline Values will be determined using the methodologies and sources deemed appropriate by the SSC.

EXISTING ACTIONS

The County has a variety of Actions, already implemented, which advance the vision of sustainability. Some of these actions are listed below:

Social Equity

- *Anti-Retaliation Policy:* This policy protects employees if they make a good faith complaint, for assisting in an investigation, for requesting an accommodation, or for exercising rights statutorily protected from retaliation.

- *Anti-Harassment Policy*: Muskegon County believes that its employees should be afforded the opportunity to work in an environment free of harassment and no employee should be subjected verbally or physically to unsolicited and unwelcome overtures or offensive conduct.

Economic Prosperity

- *Performance Dashboard for Muskegon County*: This dashboard is a transparent presentation of County finances.

- *Debt Management Policy*: The County has an official policy on how it manages its debt.

Environmental Integrity

- *Anti-Idling Policy*: Currently in place for both the Solid Waste and Wastewater Management System Departments to minimize vehicle idling, thereby saving fuel and engine wear.

- *Smoking Policy:* The County restricts smoking in outdoor spaces on many properties.

FUTURE ACTIONS

Muskegon County and the SSC have identified a variety of Actions and corresponding Indicators related to the consensus-based Outcomes described earlier in this report. These Actions and Indicators are presented in Table 5.

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
My County Government is fiscally sustainable	Develop paper printing policy	Pounds (LB) of paper purchased per full-time equivalent employee (FTE)	Cost of paper purchased per FTE	# of printers that print duplex		Vision 4 - Infrastructure
	Develop robust surplus/obsolete equipment policy	$ revenue generated from sales	% of items reused	% of items recycled	Average hold time per item	Vision 3 – Economy & Jobs Vision 4 - Infrastructure
	Develop electronic record keeping program	% of departments offering electronic record keeping programs	LB of paper purchased per FTE	Cost of paper purchased per FTE		Vision 3 – Economy & Jobs Vision 4 - Infrastructure
	Capture methane from landfill and sell for energy generation	% of methane captured	million BTUs (MMBTU) captured and sold			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	% of capital spending that includes a full-cost analysis				Vision 3 – Economy & Jobs
My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate	Develop and conduct survey of County residents	% of satisfied residents				Vision 4 – Quality of Life
	Identify key County services	$ spent per resident for County services				Vision 3 – Economy & Jobs
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	% of capital spending that includes a full-cost analysis				Vision 3 – Economy & Jobs

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
My County Government employees have the necessary education and skills	Develop and offer computer skills program	# of computer skills programs	# of participants			Vision 3 – Economy & Jobs
	Develop and offer training on sustainability program	# of sustainability programs	# of participants			Vision 3 – Economy & Jobs
	Track and increase internship recruitment and participation	# of internships filled	# of interns returning for full-time employment			Vision 3 – Economy & Jobs
	Offer continuous education training to all employees in their respective fields	# of hours of Continuing Education Units (CEU) earned per employee				Vision 3 – Economy & Jobs
	Energy and resource conservation training program for County employees	# of conservation programs	# of participants			Vision 3 – Economy & Jobs
My County Government has excellent air and water quality	Alternative fuel vehicles (AFVs)	# of AFVs	Fuel use per employee mile			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Water conservation for irrigation	% Reduction of irrigation used				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Retrofit faucets and toilets	# of fixtures retrofitted	Water use per FTE	Sewer generation per FTE		Vision 2 – Natural Resources Vision 4 - Infrastructure
	Update plumbing in priority areas to reduce excessive water use	# of fixtures updated	Water use per FTE	Sewer generation per FTE		Vision 2 – Natural Resources Vision 4 - Infrastructure
	Renewable power purchase contracts	% of renewable energy purchased by County				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Capture methane from landfill and sell for energy generation	% of methane captured	MMBTU captured and sold			Vision 2 – Natural Resources Vision 4 - Infrastructure

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	Acres of turf reduced				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Reduce pesticides, herbicides, and fertilizer (PH&F) use for landscape and green areas	LB of PH&F applied per acre	# of "toxic" products replaced			Vision 2 – Natural Resources Vision 4 - Infrastructure
My County Government has strong green infrastructure, natural resource networks, and recreational assets	Low-Impact Development (LID) requirements for all new or redeveloped County infrastructure	% of facilities with LID				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Use native plants for County landscaping	% of area using native plants				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Wetlands	% of wetlands maintained				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Increase parkland	# acres of parkland per County resident				Vision 2 – Natural Resources Vision 4 - Infrastructure
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	# acres of turf reduced				Vision 2 – Natural Resources Vision 4 - Infrastructure
My County Government conserves energy and resources and is energy efficient	Energy audits for all County buildings	% Buildings audited	Reduction of energy consumption per County building			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Energy and resource conservation training program for County employees	# of energy/resource conservation programs	# of program participants			Vision 2 – Natural Resources Vision 3 – Economy & Jobs

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
	LED light replacements	% County buildings retrofitted with LED bulbs	% reduction in wattage			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Green Driving Practices educational program for County employees	% reduction in fuel consumption	Fuel use per vehicle mile traveled	# of program participants		Vision 2 – Natural Resources Vision 4 - Infrastructure
	AFVs	% of AFVs within County fleet	Fuel use per vehicle mile traveled			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Incentives for employee's healthy behavior	% of County employees carpooling to work	% of County employees using public transportation	% weight loss		Vision 5 – Quality of Life
	Green Building Policy for new and renovated buildings	% of building (or floor space) meeting ENERGY STAR or LEED® requirements	% of materials that meet green or LEED® requirements			Vision 2 – Natural Resources Vision 4 - Infrastructure
	Capture methane from landfill and sell for energy generation	% of methane captured	MMBTU captured and sold			Vision 2 – Natural Resources Vision 4 - Infrastructure
My County Government recycles and reduces waste generation	Paper recycling program	% County buildings with Paper Recycling Program	Development of Paper Recycling Program training program and website	Number of paper recycling bins		
	Plastic recycling program	% of County buildings with plastic recycling program	Development of plastic recycling training program and website	Number of plastic recycling bins		Vision 4 - Infrastructure

Table 5 - Future Actions and Indicators

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Indicator 4	Correlation to MAP
	Waste food/organics composting program	% of County facilities participating	Tons of compost generated	Development of composting training program and website	Number of composting stations	Vision 4 - Infrastructure
	Waste reduction/diversion program	LB of waste per FTE	Ratio of waste to recycled material collected			Vision 4 - Infrastructure
	Reduce printing - encourage electronic files	LB of paper purchased per FTE				Vision 3 – Economy & Jobs
						Vision 4 - Infrastructure
	Switch to compostable paper/ plastic food serving materials	% of compostable food serving materials purchased (vs. non-compostable)				Vision 2 – Natural Resources
						Vision 4 - Infrastructure
	Develop robust surplus/obsolete equipment plan	$ of revenue generated	% of items reused	% of items recycled	Average hold time per item	Vision 3 – Economy & Jobs
						Vision 4 - Infrastructure
	Develop administrative guidelines for "green" procurement	# of "green" products purchased	% of products purchased that are "green"			Vision 2 – Natural Resources
						Vision 4 - Infrastructure
	Require all paper purchased to be 100% post-consumer recycled	% of post-consumer recycled paper purchased				Vision 2 – Natural Resources
						Vision 4 - Infrastructure

ACTION TIMEFRAMES

For each Action, an estimated timeframe for implementation has been provided:

Ongoing: Existing Action is underway

Short: 1 – 2 years

Medium: 3 – 5 years

Long: 5+ years

Completed: Action has been completed

A **Lead** (department, group, etc.) for each Action will be identified; however, it should be noted that there may be other stakeholders necessary for a particular Action to be successful. Resources to help with Action implementation or strategy, when available and appropriate, will be provided. Timeframes and **Leads** are presented in Table 6.

Table 6 - Timeframes and Leads for Actions

Outcome	Actions	Timeframe	Lead
My County Government is fiscally sustainable	Develop paper printing policy	Medium	Sustainability, Administration
	Develop robust surplus/obsolete equipment plan	Ongoing	Sustainability, Purchasing, Facilities, Information Systems (IS)
	Develop electronic record keeping program	Ongoing	Administration
	Capture methane from landfill and sell for energy generation	Ongoing	Solid Waste
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	Short	Administration, Purchasing
My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate	Develop and conduct survey of County residents	Long	Clerk, possible university collaboration
	Identify key County services	Short	Administration, Clerk
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	Short	Administration
My County Government employees have the necessary education and skills	Develop and offer computer skills program	Ongoing	Human Resources (HR), IS, possible collaboration with Muskegon Community College (MCC) classes
	Develop and offer training on sustainability program	Ongoing	Sustainability, HR
	Track and increase internship recruitment and participation	Short	HR, Equal Employment Opportunity (EEO)
	Offer continuous education training to all employees in the respective fields	Ongoing	Respective departments, HR
	Energy and resource conservation training program for County employees	Short	Sustainability, HR

Table 6 - Timeframes and Leads for Actions

Outcome	Actions	Timeframe	Lead
My County Government has excellent air and water quality	AFVs	Medium	Purchasing, all departments with fleet vehicles
	Water conservation for irrigation	Short	Sustainability, Facilities
	Retrofit faucets and toilets	Ongoing	Department of Public Works (DPW), Facilities
	Update plumbing in priority areas to reduce excessive water use	Short	DPW, Facilities
	Renewable power purchase contracts	Medium	Purchasing
	Capture methane from landfill and sell for energy generation	Ongoing	Solid Waste
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	Medium	Facilities, Parks, DPW
	Reduce Pesticide, herbicide, and fertilizer (PH&F) use for landscape and green areas	Short	Facilities, Wastewater
My County Government has strong green infrastructure, natural resource networks, and recreational assets	LID requirements for all new or redeveloped County infrastructure	Medium	Purchasing, Sustainability, Appointed committee
	Use native plants for County landscaping	Ongoing	Sustainability, Facilities
	Wetlands	Ongoing	Wastewater, Parks, Road Commission, Land Bank?
	Increase parkland	Ongoing	Parks, DPW
	Reduce turf to areas with functional use only (ball fields, play areas, etc.)	Medium	Facilities, Parks, DPW
My County Government	Energy audits for all County buildings	Ongoing	Purchasing, Honeywell
	Energy and resource conservation training program for County employees	Short	Sustainability, HR
	LED light replacements	Ongoing	Sustainability, DPW, Facilities
	Green Driving Practices for County employees driving fleet vehicles and equipment	Ongoing	Purchasing, all departments with fleet vehicles
	AFVs	Short	Sustainability, all departments with fleet vehicles
	Incentives for healthy employee behavior	Ongoing	Public Health, HR, Sustainability
	Green Building Policy for new and renovated buildings	Short	Administration, Sustainability, DPW, Purchasing
	Capture methane from landfill and sell for energy generation	Ongoing	Solid Waste
My County Government recycles and reduces waste generation	Paper recycling program	Ongoing	By department, Sustainability, Custodial staff, Facilities
	Plastic recycling program	Ongoing	By department, Sustainability, Custodial staff, Facilities
	Waste food/organics composting program	Short	Sustainability, Custodial staff, Facilities
	Waste reduction/diversion program	Short	Solid Waste, Sustainability, DPW

Table 6 - Timeframes and Leads for Actions

Outcome	Actions	Timeframe	Lead
	Reduce printing - encourage electronic files	Short	All SSC members, All County Champions, Administration with Enterprise Content Management (ECM)
	Switch to compostable paper/plastic food serving materials	Short	Pioneer Resources, Sustainability, Facilities
	Develop robust surplus/obsolete equipment plan	Ongoing	Sustainability, DPW, Facilities, IS
My County Government recycles and reduces waste generation	Develop administrative guidelines for "green" procurement	Short	Administration, Purchasing, Sustainability
	Require all paper purchased to be 100% post-consumer recycled	Short	Purchasing, Administration, Sustainability

NEXT STEPS

With Michigan's first full-time Sustainability Coordinator position filled in 2010, Muskegon County is committed to implementing sustainability practices, and will continue to implement and measure well into the future. Staff and County leaders alike understand the grave need to ensure the responsible use of our natural resources while still maintaining fiscal responsibility and social integrity.

The next step for Muskegon County and its stakeholders is to formally acknowledge the fruits of its planning labors by having County Commissioners pass a resolution in support of this framework plan. The cornerstone has been laid; it is time to build by taking action and committing to measure.

As the County proceeds toward the Outcomes listed in this report, updates to this report will be made to keep the tasks at the forefront of County operations. The SSC will continue to meet and discuss further tasks and Outcomes, and will bring forth the identified priorities to the newly formed Sustainability Leadership Group to ensure involvement and implementation of the desired tasks. With the cooperation of County departments and all levels of involvement, Muskegon County is on its way to secure social integrity, economic prosperity, and environmental integrity for future generations to come.

ACKNOWLEDGEMENTS

The team would like to thank all who have served on the SSC, and to those who have provided the County Government support that was so critical to this process:

Sustainability Steering Committee

Name	Department/Organization
Sara Damm	Muskegon County Sustainability Coordinator
Steve Fink	Department of Public Works
Kristen Knop	Convention & Visitors Bureau
Brittany Lenertz	Department of Employment and Training
Jill Montgomery-Keast	Public Health
Sheryl Moss	Equalization
Andrea Nichols	Juvenile Transition Center
Dave Parnin	Community Mental Health
Melissa Ostrom	Muskegon Area Transit System
Mary Villanueva	Administration/Equal Employment Opportunity
Leslee Rohs	Former County Sustainability Coordinator (now with the Frye Foundation)
Michele Buckler	FTC&H
Wendy Ogilvie	FTC&H

Sustainability Leadership Group

Name- Position	Department
Donna VanderVries, Director	Equalization
Martin Rosenfeld, Administrator	Brookhaven Medical Care Facility
Vernon Oard, Youth Services Director	Juvenile Transition Center
John Warner, Director	Public Works
Ken Kraus, Director/Health Officer	Public Health - Muskegon County

Additional Support

Name	Title
Laura Rauwerda	Michigan Department of Environmental Quality
Lisa Sabourin	Employers Association of West Michigan

Figures

MICHIGAN

NORTH
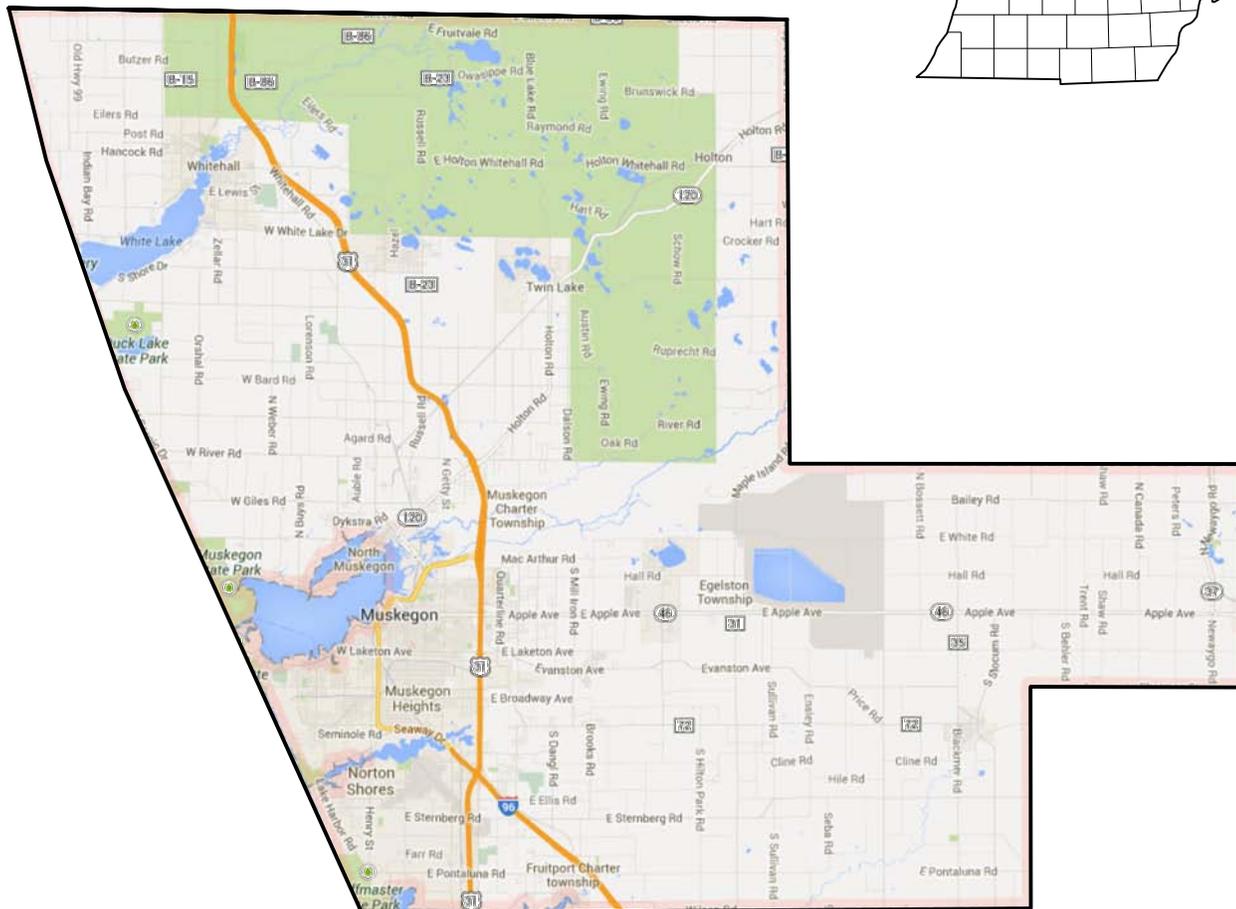
MUSKEGON
COUNTY

MUSKEGON COUNTY

MUSKEGON COUNTY, MI

MUSKEGON COUNTY SUSTAINABILITY PLAN

PROJECT NO.

G120250

FIGURE NO.

1

ENVIRONMENT

ECONOMY

SOCIETY

Muskegon
COUNTY
Sustainability
Office

PLOT INFO: C:\USERS\AMM\DESKTOP\MB.DWG   LAYOUT: FIG 1   DATE: 8/28/2013   TIME: 10:59:04 AM   USER: AMM

Appendix 1

B. Work Plan and Timetable

1. Work Plan

Task 1: Muskegon County Sustainability Plan Responsible Party: Muskegon County Sustainability Coordinator	Estimated % of time for completion
Sub-task 1.1 : Develop & publish Request for Qualifications (RFQ) as well as a Request for Proposal (RFP) for consulting services to facilitate the development of the Muskegon County Sustainability Plan based on key objectives, desired outcomes and commitment to participation in the MAP.	5%
Sub-task 1.2: Review bids and select a consulting firm based upon qualifications, and locality.	5%
Sub-task 1.3: Convene strategic pre-planning session(s) with selected consulting firm and the Muskegon County Sustainability Coordinator to evaluate key objectives and desired outcomes and identify additional priorities/establish parameters for a Sustainability Baseline.	15%
Sub-task 1.4: Consultant and Sustainability Coordinator will develop a comprehensive survey to be completed by all county employees to inform our Sustainability Baseline as to define ways to improve.	20%
Sub-task 1.5: Develop a targeted survey(s) and/or convene strategic planning session(s) for Department Directors, Facilities Management, County Administration and Elected Officials.	20%
Sub-task 1.6: Tabulate survey/planning session results and establish a Sustainability Baseline. Sustainability Consultant, with support from the Sustainability Coordinator, will assemble Sustainability Goals and Objectives based on data gathered through internal surveys and planning sessions, as well visioning from public MAP forums to produce a finished Muskegon County Sustainability Plan.	25%
Sub-task 1.7: Develop a communication strategy to promote the Muskegon County Sustainability Plan among local units of government as a spring board for developing and adopting best practices in sustainability.	10%
Task 2: Muskegon Area-wide Plan Update Responsible Party: West Michigan Shoreline Regional Development Commission Staff	Estimated % of time for completion
Sub-task 2.1: Review and incorporate additional emphasis on sustainability within the plan and implementation process. Develop in conjunction with the County of Muskegon a local	15%

sustainability plan which will be included as an appendix in the updated MAP document.	
Sub-task 2.2: Incorporate the newly released 2010 Census information into the MAP. Provide a detailed analysis of the data as it related to the document and its effect on the future growth and development of Muskegon County.	15%
Sub-task 2.3: Hold community forums to review and evaluate implementation activities to date, and to identify additional activities that need to be undertaken. There will be five meetings held. Each meeting will focus on one of the five vision areas of the MAP.	25%
Sub-task 2.4: Review and incorporate the feedback gained through the meetings into the updated MAP document.	25%
Sub-task 2.5: Identify evaluation criteria to measure the level of success for future implementation activities of the MAP.	20%
Task 3: Establish the Universal Waste Management and Materials Exchange Forum **Responsible Party: Employers Association of West Michigan, Members and Staff**	Estimated % of time for completion
Sub-task 3.1: Host focus group meetings to ensure the online forum has adequate capacity and functionality to facilitate optimum collaboration.	15%
Sub-task 3.2: Development of web-based forum. EA will issue an RFQ and RFP for consulting and web design services based upon market research of qualified firms and objectives identified by members during focus groups.	20%
Sub-task 3.3: Select a beta-test group to critique functionality to ensure key objectives and desired outcomes are achieved.	10%
Sub-task 3.4: Promotional outreach to West Michigan business and industry illustrating value and driving utilization of the online Forum.	40%
Sub-task 3.5: Establish and continuously monitor measurements, such as participation numbers, cost savings, reduction in waste to landfill, pollution prevention and success stories to continue to foster collaborative efforts and a sustainable Forum.	15%

Projected P2 Grant Timeline (See *Work Plan* for sub-task definitions)	YEAR ONE				YEAR TWO
	Quarter 1 (Oct-Dec 2011)	Quarter 2 (Jan-Mar 2012)	Quarter 3 (April-Jul 2012)	Quarter 4 (Aug-Oct 2012)	Nov 2012-Oct 1013
Task 1: Muskegon County Sustainability Plan	▒	▒	▒	▒	▒
sub-task 1.1	▒				
sub-task 1.2	▒				
sub-task 1.3		▒			
sub-task 1.4		▒	▒		
sub-task 1.5		▒	▒		
sub-task 1.6			▒	▒	
sub-task 1.7				▒	▒
Task 2: WMSRDC Muskegon Area-wide Plan (MAP) update	▒	▒	▒	▒	▒
sub-task 2.1	▒				
sub-task 2.2	▒				
sub-task 2.3		▒			
sub-task 2.4			▒	▒	
sub-task 2.5				▒	▒
Task 3: EA Universal Waste Management and Materials Exchange Forum	▒	▒	▒	▒	▒
sub-task 3.1	▒				
sub-task 3.2	▒	▒			
sub-task 3.3		▒	▒		
sub-task 3.4			▒	▒	▒
sub-task 3.5				▒	▒

Appendix 2

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	M	H
2. My County Government is economically prosperous.	L	M	H
3. My County Government is economically diverse.	L	M	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	H
5. My County Government is business-friendly and proactive about economic development.	L	M	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	H
7. My County Government employees have the necessary education and skills.	L	M	H
8. My County Government is just, equitable, and non-discriminatory.	L	M	H
9. My County Government employees are civically and socially active and engaged.	L	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	L	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	M	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	M	H
13. My County Government conserves energy and resources and is energy efficient.	L	M	H
14. My County Government has an energy efficient transportation fleet.	L	M	H
15. My County Government recycles and reduces waste generation.	L	M	H
16. My County Government provides access to sustainable transportation options.	L	M	H

One strategy that will make my County or Department more sustainable:

How will this strategy impact the Triple Bottom Line of Sustainability?

How can success be measured <u>quantitatively</u>?

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	(M)	H
2. My County Government is economically prosperous.	L	M	(H)
3. My County Government is economically diverse.	L	M	(H)
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	(H)
5. My County Government is business-friendly and proactive about economic development.	L	(M)	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	(L)	M	H
7. My County Government employees have the necessary education and skills.	(L)	M	H
8. My County Government is just, equitable, and non-discriminatory.	L	M	(H)
9. My County Government employees are civically and socially active and engaged.	(L)	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	(M)	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	H
13. My County Government conserves energy and resources and is energy efficient.	L	(M)	H
14. My County Government has an energy efficient transportation fleet.	L	M	(H)
15. My County Government recycles and reduces waste generation.	L	M	(H)
16. My County Government provides access to sustainable transportation options.	(L)		

One strategy that will make my County or Department more sustainable:

Must educate county employees to plan and how we all will benefit
This will lead to interest and participation in programs
Less paper use
Use technology to be more efficient

How will this strategy impact the Triple Bottom Line of Sustainability?

Let us measure the hrs initially then we can do a
comparison as to how we saving in manpower

How can success be measured <u>quantitatively</u>?

Efficient workers in the field, more productively

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority

ECONOMIC PROSPERITY OUTCOMES		Priority	
	L	M	H
1. My County Government is fiscally sustainable.	L	M	(H) ✓
2. My County Government is economically prosperous.	(L)	M	H ✓
3. My County Government is economically diverse.	(L)	M	H ✓
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	(M)	H · ✓
5. My County Government is business-friendly and proactive about economic development.	L	. M	(H) ✓

SOCIAL EQUITY OUTCOMES		Priority	
	L	M	H
6. My County Government employees are physically healthy.	· (L)	M	H ✓
7. My County Government employees have the necessary education and skills.	L	· M	(H) ✓
8. My County Government is just, equitable, and non-discriminatory.	L	· (M)	H ✓
9. My County Government employees are civically and socially active and engaged.	· (L)	M	H ✓
10. My County Government engages with science, arts, historical & cultural programs and institutions.	· (L)	M	H /

ENVIRONMENTAL INTEGRITY OUTCOMES		Priority	
	L	M	H
11. My County Government has excellent air and water quality.	L	(M) ·	H ✓
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M) '	H /
13. My County Government conserves energy and resources and is energy efficient.	L	M	(H) · /
14. My County Government has an energy efficient transportation fleet.	L	M ·	(H) /
15. My County Government recycles and reduces waste generation.	L	(M)	H /
16. My County Government provides access to sustainable transportation options.			

One strategy that will make my County or Department more sustainable:

Only inspect soil erosion sites at a frequency for which the site risk justifies in order to cut down on vehicle O&M costs and paper generation.

How will this strategy impact the Triple Bottom Line of Sustainability?

How can success be measured <u>quantitatively</u>?

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	(L)	M	H
2. My County Government is economically prosperous.	L	M	(H)
3. My County Government is economically diverse.	(L)	M	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	(M)	H
5. My County Government is business-friendly and proactive about economic development.	(L)	M	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	(H)
7. My County Government employees have the necessary education and skills.	L	(M)	H
8. My County Government is just, equitable, and non-discriminatory.	(L)	M	H
9. My County Government employees are civically and socially active and engaged.	L	(M)	▨
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	(L)	●	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	H
13. My County Government conserves energy and resources and is energy efficient.	L	(M)	▨
14. My County Government has an energy efficient transportation fleet.	L	M	(H)
15. My County Government recycles and reduces waste generation.	L	M	(H)
16. My County Government provides access to sustainable transportation options.	▨	M	(H)

One strategy that will make my County or Department more sustainable:

Reduce paper waste & Increase paper recycling to 100%

(ie. cancel casleog, double-sided print default)

How will this strategy impact the Triple Bottom Line of Sustainability?

Reducing paper waste impacts air & water quality, human health & saves money

How can success be measured _quantitatively_?

- Reduced office paper consumption over time
- periodic waste/recycling audit

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	(L)	M	H
2. My County Government is economically prosperous.	L	(M)	H
3. My County Government is economically diverse.	L	(M)	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	(H)
5. My County Government is business-friendly and proactive about economic development.	L	M	(H)

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	(M)	H
7. My County Government employees have the necessary education and skills.	L	(M)	(H)
8. My County Government is just, equitable, and non-discriminatory.	L	M	(H)
9. My County Government employees are civically and socially active and engaged.	(L)	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	(M)	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	M	(H)
13. My County Government conserves energy and resources and is energy efficient.	(L)	M	H
14. My County Government has an energy efficient transportation fleet.	(L)	M	H
15. My County Government recycles and reduces waste generation.	L	(M)	H
16. My County Government provides access to sustainable transportation options.			

One strategy that will make my County or Department more sustainable:
- Recycling paper, plastic, and cardboard.

How will this strategy impact the Triple Bottom Line of Sustainability?
- Environmental integrity by reducing trash to landfill

How can success be measured _quantitatively_?
- Reduced number of trash pick-ups.

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

Rate 5 as Low Priority	Rate 5 as Medium Priority	Rate 5 as High Priority

ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	M	(H)
2. My County Government is economically prosperous.	L	M	(H)
3. My County Government is economically diverse.	L	(M)	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	(L)	M	H
5. My County Government is business-friendly and proactive about economic development.	(L)	M	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	(H)
7. My County Government employees have the necessary education and skills.	L	(M)	(H)
8. My County Government is just, equitable, and non-discriminatory.	(L)	M	H
9. My County Government employees are civically and socially active and engaged.	(L)	M	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	(M)	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	M	(H)
13. My County Government conserves energy and resources and is energy efficient.	L	(M)	H
14. My County Government has an energy efficient transportation fleet.	L	(M)	H
15. My County Government recycles and reduces waste generation.	L	(M)	H
16. My County Government provides access to sustainable transportation options.			

One strategy that will make my County or Department more sustainable:

Adding more recycling containers and keeping lights turned off when not ~~using~~ in the room

How will this strategy impact the Triple Bottom Line of Sustainability?

It will lower the level of waste being taken to the landfill

How can success be measured quantitatively?

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

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ECONOMIC PROSPERITY OUTCOMES	Priority		
1. My County Government is fiscally sustainable.	L	M	**(H)**
2. My County Government is economically prosperous.	**(L)**	M	H
3. My County Government is economically diverse.	**(L)**	M	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	**(H)**
5. My County Government is business-friendly and proactive about economic development.	L	M	**(H)**

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	M	**(H)**
7. My County Government employees have the necessary education and skills.	L	M	**(H)**
8. My County Government is just, equitable, and non-discriminatory.	L	**(M)**	H
9. My County Government employees are civically and socially active and engaged.	L	**(M)**	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	**(L)**	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	M	**(H)**
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	**(L)**	M	H
13. My County Government conserves energy and resources and is energy efficient.	L	**(M)**	H
14. My County Government has an energy efficient transportation fleet.	L	**(M)**	H
15. My County Government recycles and reduces waste generation.	L	**(M)**	H
16. My County Government provides access to sustainable transportation options.			

One strategy that will make my County or Department more sustainable:

An effective training/hiring program → increased skill levels. Better succession planning, cross training, etc.

How will this strategy impact the Triple Bottom Line of Sustainability?

Highly skilled leaders and trained effective, efficient employees can focus on eliminating waste in our systems and this leads to a greater focus on long-term success strategies.

How can success be measured quantitatively?

Reliable data: must be measured, charted, published & communicated.

Rapid Triple-Bottom-Line County Sustainability Assessment

MUSKEGON COUNTY

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ECONOMIC PROSPERITY OUTCOMES	Priority		
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2. My County Government is economically prosperous.	(L)	M	H
3. My County Government is economically diverse.	L	(M)	H
4. My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.	L	M	(H)
5. My County Government is business-friendly and proactive about economic development.	L	(M)	H

SOCIAL EQUITY OUTCOMES	Priority		
6. My County Government employees are physically healthy.	L	(M)	H
7. My County Government employees have the necessary education and skills.	L	M	(H)
8. My County Government is just, equitable, and non-discriminatory.	(L)	M	H
9. My County Government employees are civically and socially active and engaged.	L	(M)	H
10. My County Government engages with science, arts, historical & cultural programs and institutions.	(L)	M	H

ENVIRONMENTAL INTEGRITY OUTCOMES	Priority		
11. My County Government has excellent air and water quality.	L	M	H
12. My County Government has strong green infrastructure, natural resource networks and recreational assets.	L	(M)	H
13. My County Government conserves energy and resources and is energy efficient.	L	M	(H)
14. My County Government has an energy efficient transportation fleet.	(L)	M	H
15. My County Government recycles and reduces waste generation.	(L)	M	H
16. My County Government provides access to sustainable transportation options.	L	m	(H)

One strategy that will make my County or Department more sustainable:

County govt weighs the long term impact of fenancial & program activities & expenditures

How will this strategy impact the Triple Bottom Line of Sustainability?

"Biggest bang for the buck" assess the ifustene impact of actions.

How can success be measured <u>quantitatively</u>?

Use of impact assessment tools + ranking
Cost/Benefit analyses

Appendix 3

Intro Narrative

Muskegon County secured a grant from the Michigan Department of Environmental Quality (MDEQ) to complete Sustainability Planning for its governmental operations. There are many different definitions for sustainabilty, but the most common center around the need to balance the Social, Economic and Environmental aspects of an organization. Think of it like 3 legs of a stool. Like all of us, the County has many challenges. However, we have a talented and enthusiastic group of employees to support us as we move into the future. To that end, we have developed ths short employee survey to gather your input and ideas for where we can improve our Social, Economic and Environmental performance. You are under no obligation to complete the survey, nor are you obligated to answer all questions. We are are looking forward to positive and constructive ideas to help the County be more sustainable.

Intro Questions

Which County Department do you work in?	dropdown list of departments*		*Refer to "Departments" tab	
Do you work in one of the County's buildings?	yes	no		
If YES, which building do you work in?	dropdown list of buildings**		**Refer to 'Buildings' tab	
How long have you worked for the Department?	Select from range of years***		***1	0 - 4
County Operations Questions			2	5 - 9
Do you use personal heating or cooling devices in your workspace?	yes	no	3	10 - 19
Can you adjust the temperature of your workspace?	yes	no	4	20 - 29
Do you use additiaonl personal lighting in your workspace?	yes	no	5	30+
Can you adjust the lighting in your workspace?	yes	no		
If YES, do you trun out the lights in the work area when you are the last to leave?	yes	no		
Is there a common kitchen or breakroom in your work area?	yes	no		
Do you have personal kitchen equipment - including coffee pot, hot pot, microwave, small refrigerator - in your workspace?	yes	no		
If YES, would you consider discontinuing the use of these if there were a designated break area with shared appliances?	yes	no		
Do you turn off your computer, printers, or other electronics when you leave for the day?	yes	no		
Do you turn off your computer, printers, or other electronics when you leave the workspace more than one hour in length?	yes	no		
Do you unplug electronics when not in use?	yes	no		
If NO, why?	dropdown list - 4 choices****		****1	Inconvenie
Do you have copiers capable of making double-sided copies?	yes	no	2	Forget to u
If YES, how often do you use the double-sided option?	Select from range of percentages*****		3	Item has a
Do you have an individual printer for your workspace that only you use?	yes	no	4	Other

fıtᴄɟh

Do you have recycling available in your work area or Department?	yes	no	don't know		
If YES, what types?	Dropdown list multiple choices allowed******			*****1	0 - 24%
If YES, do you recycle all materials included in the program?	yes	no		2	25% - 49%
If NO, would you partcipate if a recycling program is offered?	yes	no	don't know	3	50% - 74%
Do you print emails?	yes	no		4	75% - 99%
If YES, why?				5	100%
Do you print materials that are stored electronically?	yes	no			
If YES, why?				******1	Paper
Do you use refillable coffee cups and water bottles?	yes	no		2	Glass
If NO, why?				3	Aluminum
If you drive a County vehicle, are you aware that there is an anti-idling program?	yes	no		4	Batteries
If YES, do you follow the program?	yes	no		5	Plastic
If you make purchasing decisions for your Department, if given a choice, do you select items with a recycled material content?	yes	no	NA	6	Toner
If you make purchasing decisions for your Department, if given a choice, do you select items that are the most energy efficient available?	yes	no	NA	7	Compost

Other Questions

Do you carpool to work?	yes	no
Does your household participate in a waste recycling program?	yes	no
Do you participate in household hazardous waste collection programs?	yes	no
Do you use any water conservation measures at home?	yes	no
If YES, please describe:		
Do you volunteer your time with local organizations?	yes	no
If YES, would you share the names of the organizations:		

Opportunities

Do you have specific ideas that will help with the Countysave energy, reduce use of paper and other materials, limit fossil fuel use, save water, and the make the overall work environment safe and comfortable?	yes	no
If YES, please describe up to 3 ideas:		

Appendix 4

Employee Survey

1. Which County Department do you work in?

AnswerOptions	ResponsePercent	ResponseCount
Administration	1.1%	3
Accounting	1.4%	4
Airport	0.4%	1
Board of Commissioners	0.4%	1
Brookhaven Medical Care Facility	3.9%	11
Budget	0.0%	0
Child Haven	0.0%	0
Circuit Court	3.2%	9
Community Mental Health	30.8%	86
Convention & Visitors Bureau	1.4%	4
County Clerk	1.8%	5
Election Results	0.0%	0
County MSU Extension	1.8%	5
District Court	5.7%	16
Drain Commissioner	0.0%	0
Emergency Services	0.0%	0
LEPC	0.0%	0
Employment and Training	2.5%	7
Environmental Health	0.7%	2
Equal Employment Opportunity	0.0%	0
Equalization	2.5%	7
Mapping & GIS	0.7%	2
Finance and Management	0.0%	0
Friend of the Court	7.9%	22
Health Department	10.4%	29
Human Resources	2.5%	7
Information Systems	0.4%	1
Jury Commission	0.0%	0
Juvenile Court	2.9%	8
Juvenile Transition Center	2.5%	7

Library System	0.0%	0
Museum	0.0%	0
Office Services	0.0%	0
Parks Department	0.4%	1
Probate Court	1.4%	4
Prosecutor	1.4%	4
Public Works	0.7%	2
Purchasing	0.0%	0
Register of Deeds	1.1%	3
Road Commission	0.0%	0
Sheriff	5.0%	14
Solid Waste Management	0.7%	2
State Probation	0.0%	0
Sustainability Office	0.0%	0
Surveyor	0.0%	0
Transit System (MATS)	1.1%	3
Treasurer's Office	1.4%	4
Land Bank Authority	0.0%	0
Vector (Animal) Control	0.0%	0
Veterans Affairs (Department of)	0.0%	0
Wastewater Management	1.8%	5
	AnsweredQuestion	279
	SkippedQuestion	5

2. Do you work in one of the County's buildings?

AnswerOptions	ResponsePercent	ResponseCount
Yes	96.1%	268
No	3.9%	11
	AnsweredQuestion	279
	SkippedQuestion	5

3. Which building do you work in?

AnswerOptions	ResponsePercent	ResponseCount	
Airport	0.4%	1	
Brookhaven	4.0%	10	
Child Haven	0.0%	0	
CMH Halmond Center	27.6%	69	
CMH Indian Bay	0.0%	0	
CMH Peck Street	1.2%	3	
CMH Wesley/Roberts	0.0%	0	
CMH Whitehall	0.0%	0	
Convention & Visitors Bureau	2.0%	5	
DPW	0.0%	0	
Hall of Justice	29.2%	73	
Jail	2.4%	6	
Juvenile Transition Center	2.8%	7	
MATS	1.2%	3	
Oak Street	7.2%	18	
Parks & Recreation	0.0%	0	
Road Commission	0.0%	0	
Solid Waste	0.8%	2	
South Campus	20.8%	52	
Wastewater	2.0%	5	
Other (please specify)		19	
	AnsweredQuestion		250
	SkippedQuestion		34

Number	Other (please specify)
1	health department
2	MSUE/CMH
3	CMH - Mental Health Center
4	public health
5	Mental Health Center
6	CMH Muskegon
7	CMH Brinks Residential
8	CMH Brinks Hall
9	CMH Mental Health Center
10	Building C @ 173 E. Apple Ave

11	CMH Brinks
12	CMH mental health center - no longer called Halmond
13	CMH Mental Health Center
14	Community Mental Health Center
15	Equalization
16	CMH Apple Ave.
17	Note: CMH Halmond Center is now called: Mental Health Center
18	Brinks' hall
19	health department

4. How long have you worked for the department?

AnswerOptions	ResponsePercent	ResponseCount
0 to 4 years	31.5%	88
5 to 9 years	20.8%	58
10 to 19 years	31.2%	87
20 to 29 years	12.9%	36
30+ years	3.6%	10
	AnsweredQuestion	279
	SkippedQuestion	5

5. Do you use personal heating or cooling devices in your workspace?

AnswerOptions	ResponsePercent	ResponseCount
Yes	50.0%	137
No	50.0%	137
	AnsweredQuestion	274
	SkippedQuestion	10

6. Can you adjust the temperature of your workspace without a personal heating or cooling device?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	14.5%	39	
No	85.5%	230	
	AnsweredQuestion		269
	SkippedQuestion		15

7. Do you use additional personal lighting in your workspace?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	17.2%	47	
No	82.8%	226	
	AnsweredQuestion		273
	SkippedQuestion		11

8. Can you adjust the lighting in your workspace?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	30.9%	84	
No	69.1%	188	
	AnsweredQuestion		272
	SkippedQuestion		12

9. If yes, can you make it brighter or dimmer?

AnswerOptions	ResponsePercent	ResponseCount	
Brighter	34.9%	29	
Dimmer	12.0%	10	
Both	53.0%	44	
	AnsweredQuestion		83

	SkippedQuestion	201

10. If yes, how can you adjust lighting?

AnswerOptions	ResponsePercent	ResponseCount
Under cabinet lighting	74.7%	62
Desk lamp	13.3%	11
Dedicated overhead lights	12.0%	10
	AnsweredQuestion	83
	SkippedQuestion	201

11. Do you turn out the lights in the work area when you are last to leave?

AnswerOptions	ResponsePercent	ResponseCount
Yes	69.1%	188
No	30.9%	84
	AnsweredQuestion	272
	SkippedQuestion	12

12. Is there a common kitchen or breakroom in your work area?

AnswerOptions	ResponsePercent	ResponseCount
Yes	85.3%	232
No	14.7%	40
	AnsweredQuestion	272
	SkippedQuestion	12

13. Do you have personal kitchen equipment, including coffee pot, hot pot, microwave, small refrigerator, in your workspace?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	37.0%	101	
No	63.0%	172	
	AnsweredQuestion		273
	SkippedQuestion		11

14. Would you consider discontinuing the use of these if there were a designated break area with shared appliances?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	45.5%	46	
No	54.5%	55	
	AnsweredQuestion		101
	SkippedQuestion		183

15. Do you turn off your computer, printers, or other electronics when you leave for the day?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	83.2%	227	
No	16.8%	46	
	AnsweredQuestion		273
	SkippedQuestion		11

16. Do you turn off your computer, printers, or other electronics when you leave for more than one hour?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	11.3%	31	
No	88.7%	243	
	AnsweredQuestion		274
	SkippedQuestion		10

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17. Do you unplug electronics when not in use?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	11.4%	31	
No	88.6%	241	
	AnsweredQuestion		272
	SkippedQuestion		12

18. Why not?

AnswerOptions	ResponsePercent	ResponseCount	
Inconvenient to unplug	78.0%	128	
Forget to unplug	15.9%	26	
Item has a clock that is used regularly	21.3%	35	
Other (please specify)		86	
	AnsweredQuestion		164
	SkippedQuestion		120

Number	Other (please specify)
1	n/a
2	that would shut down system, it must be up and running when I return, in order to do my job. No time to power down then up more than once a day.
3	Want to avoid equipment not working properly.
4	Don't use
5	never thin about it
6	24 hour facility
7	Must be able to use at all hours
8	No one has ever told us to
9	Too many to unplug
10	Don't have any
11	don't see the benefit

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12	not sure if I should unplug my computer
13	Can't reach the plugs and didn't know if that was necessary.
14	it has never occurred to me to unplug
15	Have never been instructed to do so & I do not know how unplugging my PC & our fax would effect performance
16	Afraid I will lose my work.
17	Items not intended to be unplugged
18	they are network devices that are used 24hrs a day
19	Fan & stapler don't use electricity. Calculator has clock.
20	They are always in use.
21	I don't want to crawl on the floor to access plugs.
22	everything is hooked up to battery back-up and I won't unplug that
23	To get to the plugs they are way up under the desks and I have back issues
24	24 hour operation
25	BATTERY WOULD DIE ON COMPUTER
26	State? updates done over night, might need to stay plugged in.
27	I do not have extra electronics in my office
28	why unplug an electronic device?
29	Never instructed to do so
30	Didn't know that I should
31	Only electronics I have is computer
32	Not sure it's an option for our equipment
33	Computer needs to charge
34	Who knows if things would work right when they are unplugged and plugged in again.
35	I don't unplug the computer, printer....
36	24 hour daily operation
37	Takes too long to fire back up
38	and inconvenient to unplug printer
39	Didn't know I should
40	never thought to
41	wasn't aware I should.
42	unpredictability
43	never thought about doing it
44	not told to
45	never thought of it, was never told to

46	Most of the Items left plugged in don't draw any energy
47	Don't see a reason to
48	Computer/Phone
49	was never instructed to
50	never been requested, and some have clock
51	radio plugged into power strip on floor
52	We have never been directed to do so
53	turned off, never thought about unplugging too
54	Never advised to
55	Never told to do that
56	NEVER TOLD TO DO SO
57	never thought about it
58	Did not know it was required
59	I turn off the "master" switch on my electronics.
60	So others can use it if need be
61	never unplug my computer
62	Just doesn't seem necessary to unplug if I am turning off.
63	Didn't think I needed to. Thought that's how computer battery charges.
64	Didn't know that we should.
65	never thought there was a need to.
66	I am not going to crawl under the desk to unplug it. These floors are NEVER cleaned so no I don't.
67	Others are using my area when I step away from it
68	electric stapler and lamp not seen as power draw. Copy machine has energy saver mode.
69	I didn't know I was supposed to.
70	Do not think about it
71	Other people use these items from other areas
72	haven't thought about it
73	N/A
74	Don't think to do so.
75	24/7 day operation
76	never occurred to me
77	DIDN'T KNOW IF IT WOULD AFFECT COMPUTERS/NEW VDI SYSTEM
78	don't think we're supposed to unplug our computers

79	Why would you unplug a computer? I have no other electronics in my area.
80	I am in and out of my office all day long, short periods of time. Would not make sense to restart computer constantly.
81	would have to crawl under my desk to do so.
82	n/a
83	New computer can' be unplugged
84	VDI system, computer and phone are one
85	didn't realize we were supposed to
86	REGULAR USE

19. Do you have copiers capable of making double-sided copies?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	95.6%	261	
No	4.4%	12	
	AnsweredQuestion		273
	SkippedQuestion		11

20. How often do you use the double-sided option?

AnswerOptions	ResponsePercent	ResponseCount	
0 to 24% of time	47.3%	123	
25 to 49% of time	13.5%	35	
50 to 74% of time	18.1%	47	
75 to 99% of time	16.9%	44	
100% of time	4.2%	11	
	AnsweredQuestion		260
	SkippedQuestion		24

21. Do you have an individual printer or copier for your workspace, one that only you use?

AnswerOptions	ResponsePercent	ResponseCount
Yes	16.1%	44
No	83.9%	230
AnsweredQuestion		274
SkippedQuestion		10

22. Do you have recycling available in your work area or department?

AnswerOptions	ResponsePercent	ResponseCount
Yes	82.5%	226
No	12.0%	33
I don't know	5.5%	15
AnsweredQuestion		274
SkippedQuestion		10

23. If yes, what types of recycling are available?

AnswerOptions	ResponsePercent	ResponseCount
Paper	98.2%	222
Glass	21.7%	49
Aluminum	23.0%	52
Batteries	35.4%	80
Plastic	35.8%	81
Toner	31.4%	71
Compost	0.9%	2
Other (please specify)		16
AnsweredQuestion		226
SkippedQuestion		58

Number	Other (please specify)
1	The toner recycling is done thru an employees efforts only.
2	cfl bulbs

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3	Cardboard/boxes
4	carboard
5	Cardboard
6	Medical waste
7	card board
8	card board
9	card board/newspaper
10	Cardboard
11	mercury
12	Tin, cardboard
13	cardboard
14	Cardboard
15	cardboard, pop bottles
16	cardboard

24. Do you recycle all materials included in the program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	71.7%	160
No	28.3%	63
	AnsweredQuestion	223
	SkippedQuestion	61

25. If no, why not?

AnswerOptions	ResponsePercent	ResponseCount
It is inconvenient	61.8%	34
Do not understand program	36.4%	20
Do not believe in program	1.8%	1
	AnsweredQuestion	55
	SkippedQuestion	229

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26. Would you participate if a recycling program is offered?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	74.1%	83	
No	3.6%	4	
I don't know	22.3%	25	
	AnsweredQuestion		112
	SkippedQuestion		172

27. Do you print emails?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	55.0%	149	
No	45.0%	122	
	AnsweredQuestion		271
	SkippedQuestion		13

28. Please explain why you print emails.

AnswerOptions	ResponseCount	
	143	
AnsweredQuestion		143
SkippedQuestion		141

Number	Response Text
1	For reference when not near my computer
2	meeting agenda
3	Reference or to take to a conference
4	Only those saved in files for future reference, or those that are pleadings to be filed.

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5	I print them to keep a hard copy for maybe meetings or other places I go.
6	FOLLOW UP IF IT IS A TASK
7	For filing
8	If needed for the chart or to give to another person
9	Some times they are just to long and complex so I print them
10	Mostly for our files.
11	Sometimes it's easier to have the piece of paper in front of me then having to go back and forth between the different programs
12	I only print those that need to be filled with something, needs to be done at a later date, have to carry it with me for instructions
13	I only print the e-mails that I need for future reference.
14	I only print them if they are needed for the file
15	Back up for file for potentially litigious situations
16	i need them for meetings from time to time
17	Don't always print them, only when I want to refer to them on a frequent basis.
18	They need to go into a user's file
19	To have a visual and reminder to act on them
20	for documentation and sometimes it's easier to process certain information in hard copy, rather than on a screen.
21	So I don't forget about them and can pass along information
22	for my notes when it comes from supervisors
23	If I need to use them for my job or education
24	I want the hard copy for future references and do not like to keep a lot of e-mail messages on my computer.
25	I don't print emails frequently - but there are some emails which contain invoices (which I must copy for accounting), job postings (which I must post in our office), and other invoices are sometimes printed for future reference.
26	Receive so many e-mails, if I can not get to what the e-mail is asking me to do, I print as a reminder to do.
27	to place in probation & court files
28	I only print approximately 2 per day (2 pages) for billing purposes.

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29	just important ones. prob a couple a month. we will sometimes get policy-type ones in which it might be best to have a hard copy on file.
30	Need to print some to keep a record of sequence of events for some reports or projects, as a concise unit without sorting through months of e-mails.
31	FOIA requests for files, as required.
32	As reminders or for meetings.
33	for copies for files or things i need to save for records purposes
34	I print emails when I want to keep a record within a binder for that project.
35	If I need a printout for reference, plus to check reports.
36	SO I CAN HAVE A HARD COPY
37	For supervisor to review/approve responses and to have a hard copy for employee file.
38	Requests to pull files from off site location
39	only print when absolutely necessary for monitoring/auditing purposes
40	I try to limit this activity, but I do print them when there is information or changes for procedures I need, information for a specific client (which is easier to document then write out), information I can file and locate easier than trying to re-reference (locate) the original email, or forms that have been sent via email from another agency.
41	To refer to in the future; easier than archiving
42	Memory prompt system
43	I do sometimes, for proof. Other times they are printed for me by someone else.
44	Only if needed for documentation purposes
45	Once last month to show at a school meeting an E-mail from the last school grades from another school, in reference to my client.
46	most of the time for bulletons from the state concerning procedures and laws for equalization and assessing. the other times its to have a back up on file for some change that was required
47	sometimes we want a record of correspondence in a court file until transactions are completed

48	I print e-mails only that need to be filed.
49	we have to document when we send copies to county departments
50	Because my boss often likes things put in a file.
51	copies to file
52	reminders occasionally
53	Sometimes I want a hard copy
54	Accounting back-up for Journal Entries ect.
55	When there is lengthy data on the e-mail which I need elsewhere. Our software and hardware makes it very difficult to switch back and forth and avoid printing all but the smallest and simplist e-mails
56	I don't print them all. I only print the ones I will refer to often.
57	Only rare, if I need to have a personal copy.
58	Sometimes need portability or the email requires additional action that I do not want to forget. I prompt of sorts. Rarely need to print.
59	Not in my cubicle when I get it - need a copy to make sure I follow up on it when I am back at my desk. Use it as a reminder.
60	Done occasionally as a reminder, sometimes as a posting for bulletin board
61	need information off e-mails at my desk to complete my job. it's easier to have the list in front of me then to keep going back to the e-mail to see where I left off.
62	documentation proof and/or for communication
63	on occasion I need the information to take with me
64	I don't print all emails, only important ones, probably 5% or less.
65	SOME OF THEM HAVE NEW GUIDLINES FOR PROGRAMS OR PERTAIN TO TIME OFF AND WANT COPIES TO REFER BACK TO IF NECESSARY
66	Sometimes need a hard copy for proof
67	need hard copy at times for file
68	to read them later
69	use hard-copy to do data entry and others for reference for future need.
70	To reference away from PC
71	some are lengthy and i print them to read them later

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72	Very occasionally; if there's a lot of data in them that I need to reference at meetings
73	need to use away from my office
74	special directives or directions or if meeting agenda is included
75	To post for reminders instead of re-reading them or forgetting something important
76	I print very few e-mails - only those in which I need to keep ttrack of something very important...
77	When something is very urgent and I have to remember it.
78	Mostly the attachments for meeting agendas and supporting documentation for future reference.
79	reminders of events.
80	print some, not all. i provide a lot of coverage for different departments and easier to refer the hard copy sometimes.
81	To make notes when task is completed, or to write additional information required to complete task, e.g., scheduling consumers appointments, respond to medical records request.
82	so they may be sanned into the system for court files
83	I only print ones that I need to keep for my records; otherwise they are either put in an email folder or deleted.
84	for documentaion of contacts
85	example:request for records. I attatch it to the record I print & give back to the worker.
86	I don't print them all. Less than 10%.
87	Information needed to do my job
88	WHEN IT IS NEED TO SEND TO OTHER DEPT AS BACKUP-OR FOR A BILL TO SUBMIT
89	Only print off some when has to do with ordering files or judge dockets for the week
90	so I have a hard copy
91	To make sure the task is taken care of, or to use as a reference.
92	Because there are times I need the Information for my files and quick reference away from my desk.
93	I occassionally print them for use at meetings, to show others how someone responded to illustrate to the group, at that moment, the direction an initiative is taking.

94	I print SOME e-mails as a reminder to myself to do something or if it is long-term information that I will be posting for on-going reference.
95	sometimes it is necessary
96	Court
97	Need the information in the email to much info to write out
98	I rarely print them; only when absolutely necessary.
99	Only if the email needs to be scanned in the imaging system for the case file. Rarely need to print emails
100	To have a hard copy for use in other areas or files.
101	I only print the ones that I feel I need to print. Often to compile responses and sometimes as reminders.
102	Need documentation sometimes.
103	Need the hard copy for my records.........Computers go down frequently
104	To take to meetings, as a reminder, etc
105	to have hardcopy
106	To be placed in our file to maintain the "chain of information" that we receive from out of state clients
107	Not all the time - only on occasion for Tribunal Appeals, etc
108	frequently to keep in a folder that is portable as the area where I work is flexible, even though I have a cubical.
109	To use as reminders or to put into files.
110	to read and save
111	Print e-mails pertaining to Michigan Tax Appeal cases
112	Only print when needed for direct contact with collateral supports
113	Efficiency
114	some emails have pertinent info for my job
115	when they include phone numbers or directories for easy access while answering and transfering calls
116	They are needed for files, such as victim impact statements
117	Good way for me to remember something that is of great importance
118	I need to provide my supervisor with copies of all correspondence, including phone records.
119	For backup documentation

120	Print some, as visible reminder task notes --also handwrite notes on these
121	only occasionally for reminders of meetings, events, etc.
122	Very seldom. Sometimes I need a hard copy. Probably print 1 of every 100 emails.
123	They are kept in employees files.
124	Proof of pertinent information exchanged with supervisor, instructions that were written out within an email, meeting notes and updates shared, updates to job duties, etc.
125	Print only if I need to put with other info and use as back up for filing etc..
126	to have in hand if I have to go talk to someone about it
127	Only print about 5% when they are important
128	To use as a reminder for something or place holder and to help in keeping my e-mail inbox more manageable
129	Only those that I need a written documentation from the State Health Department for my file.
130	remind me to do something later
131	organization
132	Visual reminder and use some documents as reference and easier to write or include in some documents
133	Need reminders and records.
134	Reminders to follow up on items
135	Need them for work. Don't print all emails, just the ones I need.
136	To keep them before the Outlook transition.
137	DCH contracts for hard copy signature; other attached documents to scan into laserfiche
138	I don't print all of my emailsj just the ones that I need to do something with so I don't forget.
139	Occasionally print e-mails to take to meetings, etc.
140	if I will need to refer back to them, I like to keep my email inbox on my computer empty
141	documentation
142	Need paper copy of emails for file and to reference later.

| 143 | I only print the ones that have work orders or work related requests and important material I will need to reference on a repeated basis. |

29. Do you print materials that are also stored electronically?

AnswerOptions	ResponsePercent	ResponseCount
Yes	55.6%	149
No	44.4%	119
	AnsweredQuestion	268
	SkippedQuestion	16

30. Please explain why.

AnswerOptions	ResponseCount
	138
AnsweredQuestion	138
SkippedQuestion	146

Number	Response Text
1	Need to fax stuff sometimes and I don't have a way to fax thru my computer (and emailing is not acceptable)
2	No computer in areas where I need the information.
3	Keep on file
4	Because although some cases are in imaging, some are not, and everything is still filed by paper - no e-filing here.
5	I'll say that I print some maybe for record keeping purposes.
6	To use in the field

7	So that I can write in consumer's answers w/o needing to hook my laptop up to a hot spot
8	For convenience during interactions with clients (I do not have a computer available during interviews) or to fax documents.
9	If needed for the chart.
10	easier to take to meetings, easier to access at times
11	I print some things for the file, but also keep the email until I know for sure I don't need to do anything more with it.
12	Sometimes you need the information that is already been scanned and it takes long to go back and forth between programs to finish a task.
13	Monthly reports, reports I have to prepare other reports from, for files, to post on bulletin board
14	As a checks and balance system for our accountant,
15	to have at hand
16	Not often, but when need to refer to them frequently.
17	same as before.
18	Much easier to read
19	for files
20	To share with employees who have no E-Mail
21	if I need them for instructions or signature
22	I need to have an individual complete the form - usually in the office by hand or the form needs to be mailed.
23	The department still wants hard copies.

24	Computer is not always available/in service when forms/information is needed, must have some forms in hard copy to use in these instances & "clients" must sign a hard copy & take a copy with them to know what to do
25	only occasionally in order to track completion
26	we have to print out warrant requests and also training forms.
27	Things like photos that may have to go into jackets of folders things of that nature
28	A FEW reasons include: keeping record of trend lines, which change with each addition of data, able to keep related materials in a concise packet, computer/files not always readily available, and printing file names on printed reports is helpful in locating electronic files.
29	Government grant paperwork that has been lost on the computer when it has crashed in the past.
30	To bring to meetings.
31	for filing in files
32	It is often much easier to have a mutl-page document in front of me on my desk.
33	they are images
34	Only upon request of a client/customer.
35	We print paperwork for the units but store it electronically. Not everyone has access to computers in our building.
36	Often a hardcopy is more convenient.
37	SO I HAND THEM OUT TO CUSTOMERS

38	For employee benefit files.
39	easier to find if I have my own paper copy that I can make notes on and organize
40	Again, I do this less than I used to because the documents are on line, and are fairly easy to locate. However, I find myself doing this occasionally out of some self imposed need to have it on hand.
41	I have clients in other conference rooms and need materials readily available, dont have same access in conference room
42	Hard copies are required to be in patients' charts; to scan into laserfiche; to respond to requests for disclosure of records
43	For proof to those who do not have access. I hear every five minutes, "I didn't get the memo/policy!"
44	At times it is necessary to reference a document while accessing another electronic document. I don't routinely print electronic documents.
45	to have a hard copy to file for auditing purposes
46	Sometimes it's necessary
47	the state bulletons are used for board of reviews and need a copy at location of the review
48	To go into the physical file. We only print out when we need to.
49	Because my boss often likes things kept in a file.
50	sometimes it's necessary.

51	I have to print reports and maps for customers.
52	For consumer use.
53	access for those that don't have immediate access
54	Like a hard copy
55	Hard to read electronic copies, sometimes the software does not allow toggling.
56	To use with consumers-workbooks etc.
57	Some of what we do requires temporarily having paper copies with us as we move around the building. We have limited access to portable electronics.
58	Record needed to be kept in court file.
59	I don't print them all, just ones I will refer to often.
60	I print resident care plans for the chart.
61	We are required to because we have to give printed materials for medication requests, and for some med reviews. I do not understand why all this is not done via email which it well could.
62	Again, to take materials with me. Access to materials is not available in a convenient way in the community.
63	Record is not user friendly and not located in just one area. Med information sheets are printed for clients. Forms need clients signature on it and have to be printed. Small screen on my laptop makes it difficult to read.

| 64 | I print those documents electronically stored that are in constant use in order to have a more convenient way of accessing them. Plus, our computer is often having issues and there are times I can not access documents. |

| 65 | not all, but when I make packets to send to agencies to look at for possible residential placement. Also print materials for Placement Review Committee meetings (these often can be used to send packets to placements mentioned above), materials taken to Family Resource Center meetings; packets sent to agencies when referring kids for assessments; sending out releases of information to agencies to get info on kids. |

| 66 | CLIENTS WANT COPIES OF ITEMS STORED ELECTRONICALLY |

| 67 | copies for clients requesting medication lists |

68	Different department require a copy and they may or may not have the capability or ability to use electronically
69	jon necessity
70	In order to share with consumers.

| 71 | For reference and I am use to writing on paper |

| 72 | not much but would be for work purposes only, like non public info that the judge needs to view and cannot see with out me printing it |

| 73 | Very occasionally - more convenient to access them at a meeting, print to share with others at meetings |
| 74 | need to use away from office |

75	Easy access to frequently needed info. I only print assessments, PCPs, and a list of basic consumer info (birthdates, case numbers, date last seen). It takes too much time to pull these things up on Avatar when I need to glance at them for only a moment.
76	needed for jail files/warrant entry/validation
77	I don't always, but if it's a long document that requires a lot of reding I have a hard time reading it on my monitor.
78	If I am referring to the document then our computer program does not allow for that while typing in another document. Also, I print them out to ensure other worker's are aware of their existence
79	Need information to show to another, convenient if looking for a file, or need docket to find scheduled matters.
80	Mostly to read at my leisure between meetings, at home, or free time outside of the office.
81	If they are organizations or groups I can pass them out to clients
82	Use them as handouts to give to WIC clients
83	To make notes when task is completed, or to write additional information required to complete task, e.g., scheduling consumers appointments, respond to medical records request.
84	sometimes a hard copy is needed

85	Needed at times for off site use, to place in filing to be scanned into laser fiche, to provide someone who does not have access with a copy for their records/chart
86	SOMETIMES IF I NEED TO PUT IN A HARD COPY FILE
87	for back up of information
88	I don't print electronically stored documents all of the time, but sometimes I need hard copies.
89	I fax and mail records.
90	TO HAVE THEM FOR MY USE.
91	I refer to it frequently and write notes all over it.
92	To complete documentation for my hard files.
93	BECAUSE WE DON'T HAVE PORTABLE COMPUTERS TO BRING INFORMATION WITH US INTO THE FIELD
94	I print out paperwork for monthly meetings, where we review de-identified case summaries. I am uncomfortable sharing this information electronically with so many people. Other groups who had tried that have found that people to not read electronic files prior to the meetings and paper copies are still necessary.
95	Very few, just frequently used information or updates pertaining updates in law or procedures until I'm used to them.

96	sometimes someone needs a copy of something that they have misplaced. and most significantly, because i don't trust the system. things get lost, misfiled. and when someone can't find it it assumed it wasn't done. many many many times we have been told something wasn't in laserfiche and because i make copies of some of my work, i can always support the fact that it was done.
97	We have to have on-site charts available at our program for staff information on persons receiving services and as a medicaid requirement.
98	Physical recprd
99	need the information when writing reports, to have on hand at meetings outside the building, etc.
100	Again, I only print them when absolutely necessary.
101	When the information needs to be sent/given to another agency
102	To have a visual hard copy for use when I don't have my computer with me
103	Sometimes I need a paper copy to make notes on or to work off of.
104	its the policy. have to turn it in to supervisor. some people prefer a paper copy.
105	On occassion because I can't always remember where they are stored in the computer or to serve as reminders.
106	do not have a good way to track materials at this time. I did not when last imaging system was operational.

107	Working chart for hands on when with family, doctors or client either in the building or in the community. Not all is printed
108	Only sometimes....
109	If it is a long detailed document I need to read it in hard copy
110	report for meetings, minutes, state transmitals
111	Don't trust the laserfiche system. I have had too many times that a document is marked scanned but it can not be located in laserfiche.
112	To put into files for use during meetings and hearings.
113	for court notification to victims
114	Only occasionally when I need the email to go to a meeting with me. Otherwise I do not print them.
115	policies and procedures
116	save to file
117	Only as needed
118	Only when necessary.
119	We are required to hand out educational material to our clients.
120	The review of some material is not feasable to be done electronically. Therefore, I print out the support in order to properly review the contents.
121	There are times when we have to file conversations/"proof" from an email in personnel files etc. to support a change being made
122	Used for audit when auditors come to audit 207 state report.

123	too inconvenient to look back and forth when typing document using info from stored document
124	Only when necessary
125	If it's an item I'll refer to often like a policy or something I'll need to review with someone - as opposed to having to share work space with someone looking over my shoulder
126	Not always but depends if others may need to review this info as well.
127	require it to perform a task
128	For meetings and in-servicing of staff where a computer is not alway readily available and multiple times have been unable to access the server from a different location/outsider of the building.
129	I need hard copies to do my job
130	preferred
131	Easier to get to and read. Again, don't print everything, just certain items.
132	To prevent loss.
133	Electronic copies have been lost in the past; hard copies don't disappear.
134	I need to look at hard copies of things.
135	My job is on the road & if i don't sometimes print the info off I cannot view it when I am in the field. As a result of my lap top not being hooked up to the network.
136	Occasionally print materials for meetings, posting on bulletin boards.
137	Although stored electronically, there are times when a hard copy is necessary for highlighting; filling out forms, etc.
138	for mailing

31. Do you use refillable coffee cups and water bottles?

AnswerOptions	ResponsePercent	ResponseCount
Yes	87.0%	234
No	13.0%	35
AnsweredQuestion		269
SkippedQuestion		15

32. If no, why not?

AnswerOptions	ResponseCount
	29
AnsweredQuestion	29
SkippedQuestion	255

Number	Response Text
1	I'll use the coffee mugs we have in our office.
2	I don't use water bottles or coffee cups.
3	Use my own personal ceramic cup.
4	Don't drink coffee or water.
5	I dont know
6	Don't drink coffee and recycle my own water bottles.
7	I don't drink coffee and reuse plastic bottles.
8	conveinience, more sanitary (i.e. drinking fountains are not sanitary and therefore I don't use them to refill water bottles, tap water is warm & unfiltered)
9	I do not drink coffee or water while at work.

10	We don't have easy access to rinse, dump or clean them. When we do, we will use re-useable.
11	I don't drink coffee
12	unsure
13	I don't drink coffee, and I bring in water from home and drink bottled water.
14	access
15	Forget to use this option
16	Sometimes I do. When I don't, it's mostly due to convenience.
17	don't drink neither one.
18	Don't have any at work
19	I do not use any cups/bottles during work
20	to inconvenient at work
21	I use no cups or bottles at work.
22	We use a water cooler and are able to refill water bottles but we use disposable coffee cups because we don't have a sink in our break area.
23	Don't drink coffee and only drink bottled water due to allergies
24	use mostly refundable bottles
25	Do not drink coffee here and I think it is unsterile to re-use water bottles
26	because I choose not to
27	I don't drink coffee or water
28	I don't drink coffee and I drink water from the water fountain.
29	I bring my own water from home or a pop to drink that lasts me through the day

33. If you drive a County vehicle, are you aware there is an anti-idling program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	10.0%	27
No	32.3%	87
N/A	57.6%	155
	AnsweredQuestion	269
	SkippedQuestion	15

34. Do you follow the program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	42.0%	71
No	58.0%	98
	AnsweredQuestion	169
	SkippedQuestion	115

35. If no, why not?

AnswerOptions	ResponseCount
	90
AnsweredQuestion	90
SkippedQuestion	194

Number	Response Text
1	I don't know what anti-idling is.
2	Was not aware of the program
3	Did not know about it
4	Never heard about it.
5	did not know about it
6	didnt know anything about it
7	n/a
8	not applicable to me

9	I am not sure what program you are referring to.
10	Did not know it existed.
11	Don't have a county car.
12	not applicable
13	unaware of it.
14	N/A
15	Do not have County vehicle.
16	I don't know anything about it- I would follow it if I knew more about it.
17	What is it?
18	Don't know anything about it.
19	Do not have a County vehicle.
20	NEED TO GET THE ICE OFF IN THE WINTER
21	not applicable
22	N/A
23	I am not exactly sure what it means, so I don't know if I am following it. If it is sitting in the car with it running, about the only time that happens is to keep the dash lit to get mileage information for the car form.
24	not aware of program, rarely drive county vehicles
25	NA
26	I don't know what that is
27	I do not use a company car.
28	n/a
29	I do not drive a county car.
30	n/a
31	Don't drive county vehicle
32	Not aware of any such policy. What is it?
33	I don't have a county vehicle.
34	I have no idea what it is. I rarely let the car idle when not at a stop sign/light.
35	I don't use a county car
36	wasn't aware of it
37	DOES NOT APPLY
38	N/A

39	I am not familiar with the anti-idling program
40	unaware of what that program is.
41	do not know about it
42	Not aware of it or what it is
43	never heard about it
44	didn't know there was actually a program
45	I don't know what this program is.
46	I don't drive a county vehical typically.
47	Do not use county vehicle
48	Was not aware that there is such a program. But I am glad that there is.
49	Do not use county vehicle.
50	don't drive county vehicles
51	Didn't know there was any such thing
52	didn't know about it
53	was not aware of the program
54	What is an anti-idling program?
55	n/a I don't drive a county car but would be interested in the no idle program
56	I DON'T KNOW IF I FOLLOW IT BECAUSE I DIDN'T KNOW IT EXISTED
57	Do not drive a county vehicle
58	I am not aware of an "idling program".
59	Was not aware of the program, although I seldom drive a county car and don't idle when I do.
60	I wasn't aware of this. This is the first time hearing about this. Don't know what it is.
61	I wasn't aware there was an anti-idling program nor do I know what it is.
62	i didnt know about it
63	do not know what it is.
64	I don't know what it is
65	Did'nt know about it

66	Not aware of it and normally drive own car
67	do not drive county car
68	didn't answer it
69	I don't take county cars. If I do, I don't leave them idle.
70	didn't know
71	unaware of the program
	Don't take out cars very often, only 1-2x/year, and don't find myself
72	idling anyplace but traffic lights.
73	N/A, county automobiles were revoked
74	I didn't know it there was one.
75	Was not aware of it.
76	Not sure if there is one or not
77	Unaware of the program
78	can't follow something your never told about.
79	Don't use
80	Don't drive county vehicles.
81	don't sit and idle ever
82	does not apply to me
83	n/a
	I am not sure what this is... so I don't know if I am following it. I only
84	had a yes/no choice to mark.
85	I don't use county cars.
86	Don't use a county vehicle.
87	N/A
88	never heard of it
89	I don't drive a County car.
90	N/A

36. If you make purchasing decisions for your department, if given a choice, do you select items with a recycled material content?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	18.0%	47	
No	11.1%	29	
N/A	70.9%	185	
	AnsweredQuestion		261
	SkippedQuestion		23

37. If you make purchasing decisions for your department, if given a choice, do you select items that are the most energy-efficient available?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	22.1%	57	
No	6.2%	16	
N/A	71.7%	185	
	AnsweredQuestion		258
	SkippedQuestion		26

38. Do you carpool to work?

AnswerOptions	ResponsePercent	ResponseCount	
Yes	7.0%	19	
No	93.0%	251	
	AnsweredQuestion		270
	SkippedQuestion		14

39. Does your household participate in a waste recycling program?

AnswerOptions	ResponsePercent	ResponseCount
Yes	51.1%	137
No	48.9%	131

| | AnsweredQuestion | 268 |
| | SkippedQuestion | 16 |

40. Do you participate in household hazardous waste collection programs?

AnswerOptions	ResponsePercent	ResponseCount
Yes	40.0%	106
No	60.0%	159
	AnsweredQuestion	265
	SkippedQuestion	19

41. Do you use any water conservation measures at home?

AnswerOptions	ResponsePercent	ResponseCount
Yes	48.9%	129
No	51.1%	135
	AnsweredQuestion	264
	SkippedQuestion	20

42. Please describe any water conservation measures you use at home.

AnswerOptions	ResponseCount
	110
AnsweredQuestion	110
SkippedQuestion	174

Number	Response Text
1	I have a front loading washing machine and a dishwasher that only uses a fraction of the water from traditional machines.

2	high efficiency washing machine low flow toliets
3	Do not leave water running. Low flow faucet.
4	Limit shower time and frequency. Shut off water while brushing teeth. Limit yard watering
5	low-flow shower heads; low water usage toilet; don't run water while brushing teeth.
6	When I take a shower, I cut the water off when I'm not rinsing off. I hope that is not too personal.
7	Turn water off when not in use, low flow toilets and front loading washing machine.
8	Turn off tap when brushing teeth, short showers
9	Aerated faucets, tight seals to prevent drips or leaks, using only as needed.
10	low flow shower heads. water to the garden after rinsing vegatables
11	Water collected prior to it turning hot from the tap is used for plants and other uses.
12	We don't run any water that isn't necessary, have low flow toilets, don't use anymore water than we have to in the washing machine.
13	Try to take shorter showers.
14	Condense laundry, run dishwasher less, don't water lawn
15	Low flow toilets, and shower heads
16	Navy showers, full laundry & dishwasher loads, rain barrels
17	limit length of showers, no watering of lawn

18	we are just conscientious about water use, sprinkling, etc.
19	I don't
20	low flow toilets and shower heads
21	Pitchers of water in fridge. Turn off on shower. Microwave heating water.
22	short showers, no water running when brushing teeth, minimal lawn watering, no leaky faucets or toilets
23	I'm not home much, don't use much!
24	NEW WATER HEATER
25	Showers flow control and toilet bowl water control methods.
26	Save water from boiling eggs to water plants, use the dishwasher as much as possible rather than hand wash, try to combine laundry to decrease number of wash loads, turn off water when brushing teeth.....
27	water reducing shower heads
28	FILTERS,
29	mostly drink bottle water and try not to use the washing machine but once a week, when i have a large enough load.
30	Actual answer is we try
31	1.5 gallon toilets, shorter showers and front load washer
32	energy efficient water heater, washer, dishwasher, do dishes once daily, laundry once weekly, rain barrel for watering
33	Water saving shower heads and water saving toilets
34	Low flow shower head, timers on sprinkler systems. Would like to use rainwater irrigation.

35	Ensure no faucets drip...toilet with efficient flush mechanism.
36	Turning temperature down
37	changed water heads on faucets
38	Efficent toilets, etc.
39	collect rainwater, water flow control shower heads and toilets
40	Variable level in washer, low flow showerhead, avoid flushing urine only.
41	limit the amount used while brushing teeth, showers, washing dishes
42	I use left over water on house plants or plants out side. We have water efficient dishwasher.
43	low flow options
44	water saving toilets, shower heads that conserve water, don't let water just run
45	water conservation faucets and toilets
46	small hot water heater, one at each end of the house; rainfall from roof goes into container for watering flowers; use a filtered pitcher to store water so not excess running when getting a drink
47	short showers , hand wash dishes
48	Do not let water run - new hot water heater set at a lower temperature
49	Short Showers
50	HE washer
51	rain barrels, low flow faucet aerators
52	newer toilet. well water,
53	rain barrel collection for watering garden. Less baths and more showers.
54	We don't run water unless needed.
55	dishwasher, low-flow shower head

56	The males in the household (there are 4 of them) take military showers. (That is, they only use water to get wet and for rinsing. Otherwise they keep the water turned off during the shower.)
57	water savers in showers, faucets, toilets. Wash only fulll loads of laundry and dishes. Water lawn sparingly.
58	Low water flow shower heads, low water washing machine.
59	Changed shower heads and faucets to energy efficient. Take more showers.
60	never keep water running when brushing teeth/ flush only when needed/ water in refrigerator for drinking
61	Low flow faucets and shower heads, short dishwashing and laundry cycles, turn off facet while brushing teeth, landscaping with low water needing plants and only watering when strictly necessary.
62	We don't water our lawn. We collect unused household water in the summer to water our garden. And........"when it's yellow let it mellow, when it's brown flush it down."
63	Planned and limited flushing, washing and shorter showers.
64	Water conserving shower heads and faucets, well water for lawn, do not let faucet run while brushing teeth, shaving, etc.
65	Not leave the faucet on too long when washing dishes, take shorter showers, make sure dishwasher is completely full before starting it

66	Turning water off when brushing teeth, shorter showers.
67	My children know that they are not allowed to run the water when they brush there teeth, no long showers and I have low flush toilets
68	ENERGY EFFICIENT APPLIANCES
69	Low flow shower heads; water grass every other day or third day instead of every day; purchased high-efficiency front load washer and dryer that significantly cut down on water usage.
70	reducers
71	shower head
72	Low flow fixtures
73	Wait until we have a full dishwasher, before running it. Turn faucet off when brushing teeth. Little ones take bath together.
74	Do not let water run to get cold, minimal amounts of laundry done each week, limit shower time
75	Showers and Laundry operations.
76	We only flush when we poo.
77	Only use dishwasher when full. Limit lawn watering. Purchased a water-conserving wash machine.Encourage family menbers to not allow water to run down the drain unless immediately using it, and shorten shower times.
78	Energy effecient appliances, turn things off when not in use, common sense.
79	full dishwashers, full load of laundry, water lawn in the a.m., turn water off for tooth brushing
80	A timer in the shower and only washing full loads of dishes or laundry

81	shorter showers
82	Low-flow faucets.
83	Low flow toilets and taps
84	only run the diswasher when it's full, don't sprinkle too much, not too long in the shower, HE washing machine.
85	changed all faucets, toliet, flow of water pressure
86	Restricted flow showerhead. Not flushing "everytime", short showers, not watering lawns
87	reduced water inshower head. low flow toilet. had high efficiant washer but it broke. too costly to fix.
88	Shower heads and toilets.
89	Low flow, when drawing warm water... collect cold water in bottles to use in the washer later
90	High-Efficiency Washer, gather rainwater for use in watering potted plants, low-flow toilets and faucets
91	shut off faucet while brushing teeth, shut off faucet while washing dishes and rinse them all at the same time, when watering lawn I set a timer and I only water during the early morning hours
92	turn off brushing teeth, etc.
93	Rain barrels, low flow showerheads, low flow toilets
94	Don't shower every day, toilet -if it is yellow, let it mellow, turn off water when brushing teeth, sprinkle outdoors only early morning or late evening (even then not lawn, only specific plants).
95	Flow restrictors
96	low flow shower head and small flush toilets

97	Special faucet fixtures and shower heads. No running water while brushing teeth, or rinsing dishes, unless rinsing consecutively.
98	Low flow toilet, rarely sprinkle the lawn.
99	Type of washing machine purchased. Quit watering the lawn.
100	Don't run water when not necessary, like when brushing teeth etc.
101	Water we end up not drinking or using goes into the dogs water bowls, not down the drain.
102	TIMED SHOWERS, ONLY DO FULL LOADS OF LAUNDRY, ONLY DO FULL LOADS OF DISHES IN DISHWASHER, NO RUNNING WATER WHILE BRUSHING TEETH
103	high efficiency dishwashwer, washer, low water usage toilet
104	Limit time in the shower, do not let water run from the faucet for a longer period of time, limited underground watering use.
105	Rain barrel. Automatic lawn sprinklers.
106	turn water off while brushing teeth until I need it on. Monitor water temp for showers and sinks. Monitor water temp for our hot water heat.
107	Full loads laundry
108	Water conserving showerheads, toilet; do not allow water to run. Fix leaks. Do not water lawn.
109	Rain barrel for watering outside, water filters for drinking water, low-flow toilets
110	High Efficient washer

43. Do you volunteer your time with local organizations?

AnswerOptions	ResponsePercent	ResponseCount
Yes	49.8%	132
No	50.2%	133
AnsweredQuestion		265
SkippedQuestion		19

44. Will you share the names of the organizations?

AnswerOptions	ResponseCount
	91
AnsweredQuestion	91
SkippedQuestion	193

Number	Response Text
1	through my church
2	FFA
3	Muskegon Service League, NM Rec Board, Girls on the Run, Prince of Peace communicant
4	Cooking Matters-YMCA
5	church, school
6	Habitat for Humanity
7	VFW, American Legion, Optimist International,
8	We foster cats for local cat rescues.
9	Pioneer Resources, Knights of Columbus, Fruitport Youth Club
10	muskegon rescue mission , MPC
11	United Way
12	Service League
13	every womans place
14	Old Newsboys. Toys for Tots
15	No
16	United Way

	No More Sidelines
17	Laketon Bethel Reformed Church
18	church activities, kids school activities.
	ESL - English as a Second Language
	Red Cross blood donor
19	Previously participated over 12 years with Girl Scouts
20	Every womans place, march of dimes
	Harbor UU church, Planned Parenthood, Muskegon Public Schools,
21	Community garden initiatives
22	HOLTON AMERICAN LEGION
	Varies - enjoy community events and volunteer for them and school
23	programs.
24	Faith to Felines Cat Shelter
25	The church of which I am a member
26	Life Change Church; Muskegon Area Cooperating Churches
27	Churches, animal rescue
28	No More Sidelines
29	Special programs at the local HS
30	no
31	Fraternal Order of Police
	Volunteer Center of West Michigan, American Red Cross of
32	Muskegon, Oceana & Newaygo, Muskegon Community College.
33	church
34	Irish Music Festival
35	No
	Child Abuse Council
	Muskegon Guns and Hoses
36	Greater Muskegon Service League

	Church
	Love, Inc
	EWP
37	Muskegon Bar Association
38	Fraternal Order of Police
39	church
40	Schools and church
41	United Way
42	No
43	Christian Care Nursing Center
	previous Summer Celebration, Heart Association, March of Dimes, No
44	More Sidelines, Bike Time.
45	city rescue mission
46	United way
47	Girl Scouts
48	with church and with political party
	HHW collections - County of Muskegon
	Rotary
	Muskegon Lake Watershed Partnership
49	Other watershed groups and variety of events.
50	First Wesleyan Church
	Supper House
51	Muskegon Family Promise
52	Wedgwood, United Way
53	Youth volunteer, mona shores, salvation army
54	Central Assembly of God
55	LOVE, INC Newaygo County
56	United Way and Salvation Army
	United Way
57	Mona Shores HS Band Parents Assn.
58	no
59	Muskegon Rescue Mission, United Way

60	No More Sidelines
61	KAINAY CHURCH, UNITED WAY
62	Multiple organizations, too numerous to name and NOYB.
63	No.
64	not necessary for this survey is it?
65	Old newsies. Child abuse cpuncil
66	Love INC
	Child abuse council.
67	American Red Cross
68	Girl Scouts of Michigan Shore to Shore
	Muskegon Eagles 668 Auxiliary
	USS LST 393 Preservation Association
69	I am a member of both and help with fundraising.
	United way
	Church
70	Prviate owned garage serving Muskegon Heights
71	Muskegon YMCA and First Presbyterian Church
	Boy Scouts of America - Troop 1048 and I volunteer at the Council
72	Level President Ford Boy Scout Council - Grand Rapids
73	Life Change Church, Muskegon Railroad Historical Society,
74	Faithful to Felines Rescue.
75	Muskegon Center for the Arts
76	No More Sidelines, Big Brothers Big Sisters, United Way
	Muskegon Rescue Mission
	United Way
77	Area Food Trucks via Journey Community Church
78	Boy Scouts of America
79	North Casnovia Baptist Church

80	Montague Area Public Schools
81	United Way, No More Sidelines
82	Red Cross blood donations, Life Change Church Bible study
83	Big Brothers Big Sisters of the Lakeshore
84	snowflake ministries, church activities
85	Various church groups, Lions Club, Fire Dept.
	church
86	special needs
	Making Strides Against Breast Cancer
	National Outdoor Women
87	Autism Society of Muskegon County
88	United Way, local schools
	Every Woman's Place and
89	Hispanic Community Services Coalition
90	church
91	Big Brothers Big Sisters

45. Please describe up to three ideas.

AnswerOptions	ResponsePercent	ResponseCount
Idea 1	100.0%	133
Idea 2	67.7%	90
Idea 3	45.9%	61
	AnsweredQuestion	133
	SkippedQuestion	151

Number	Idea 1	Idea 2	Idea 3
1	work from home will help with all the above		

2	Tablet or laptop to decrease need for paper	Have recycling, drop off, at other areas of county	
3	Stop insisting that WIC materials be printed when they can be viewed on a computer screen and have them sign to show they have seen them.	Begin composting for the community garden.	Put more efficent lighting in with dimmer switches.Realize that
4	In a county recycling program, start a competition and the department who recycles the most gets a prize like a pizza party.		
5	Change the plumbing in the jail	Make recycliing more availible	
6	Never thought about it. It would be to partcipate		
7	plastic cup for the residents verses foam cups		
8	Limit the number of printers	Use ECM for electronic records	
9	Emphasize recycling	Get rid of all the small kitchens at Cmh	Charge the people who use the fitness center at cmh
10	Printers with double-sided capability (not just copiers)	Training staff on sharing electronic documentation (eg saving database docs to PDF and emailing vs printing and faxing)	Carpool or rideshare coordinating site

Muskegon County Employee Survey Results

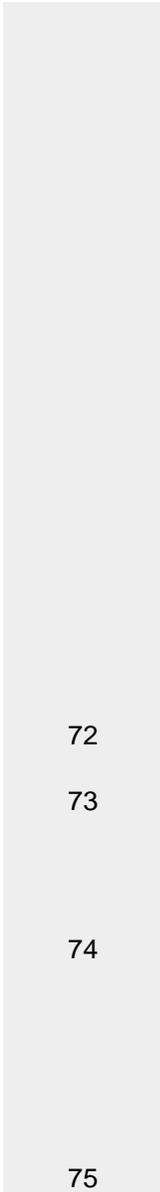|			
11	less electric use, turn off computers at night	have every one turn off lights in cubes and offices	have mobile systems available, cell
12	have nice looking recycle areas	insulate windows	have better heating and cooling systems w/adjustments
13	eliminate small or individual printers by utilizing the copiers		
14	Encourage people to carpool by putting in place an incentive program.		
15	clean up all unused space instead of using it for storage		
16	get and EMR system		
17	Put key codes in the copiers to make a person responsible for all copies in which they make. Paper is our #1 highest office expense.		
18	Four 10-hr works days instead of five 8-hr work days		
19	recycling needs to be made available to all floors like it is on the 4th floor		
20	Have the Hall of Justice lights automatically shut off at 5:00 p.m.		
21	have more recyling bins for plastics / cardboards / papers. at oak st we only have a plastics container because one of the employees takes care of it, but it is in an opposite part of the building.	use more cfl lights.	purchase more efficient cars for staff wherever possible
22	n/a		

23	Adjust heating system in the CMH Halmond Center so the forced air fan doesn't blow so long at a time, to cur down on the duration of the COLD air drafts.	Have a safety patrol in the parking lot when it is dark out. Many people leave BETWEEN 5:00 and 7:00 p.m., not just at 5:00 and at 7:00.	Some lights are left continually for plants.
24	Upgrade the facility at the Transition Center		
25	Better heating and cooling system	Better breakroom	Cleaner filtered water system
26	Place labled recycling containers throughout county bldgs	eliminate personal heating or cooling devices in office spaces	eliminate 2nd refridgerator in health dept break room
27	Tell supervisor to stop printing papers up for every staff when staff gets them in email anyway.	have recycle bins at all sites and pay for the service that picks up in the locations that are not near the	
28	Put pressure on the State to no longer require hardcopies.	Start a carpooling incentives program.	Provide electric reader devices to
29	Further centralize a formal recycling program including paper/plastics/batteries/toner, etc.	Initiative for motion sensor lighting in all county buildings where reasonable.	Further implement and encourage paperless systems.
30	TRY TO HEAT AND COOL ALL AREA OF THE BUILDING EVENALY		
31	Do not print pay records - this should be accessible on-line.	All employees should have to have direct deposit of checks	Employee portal for those w/out email
32	ban space heaters		
33	I have noticed recyclable materials in the trash in the small kitchen. I don't know if people do not realize there is recycling bins in the larger kitchen, or if they are not inclined to walk over there to recycle.	It seems to me there is a lot of paper in the recycle box next to the printers/copy machines. I am sure this is due to human error when making copies. I am not sure what can be done to decrease this	
34	Mandatory turn off of office electronic equipment	Provide list of acceptable recycled office products	
35	better lighting		

36	Stop printing up notices to post every ten feet throughout the facility. The same thing over and over and over again. On every wall, every door, every bulletin board, the same notice. It's not necessary.		
37	Fix our heating and cooling system. Sometimes it's so hot we open windows	water saving shower heads in clients rooms. automatic turn off water in client room sinks	Fix heating and cooling in clients rooms. Same reason as #1
38	Install Hand dryers in all the restrooms	remove auto flush toilets that flush when not necessary	update technology across board to reduce waste
39	do not lower temp in ofc lower than 10 degrees over the weekend so it doesn't take as long to heat up on mondays also same for ac	have boxes for empty pop cans or plastic bottles	
40	Insulate the windows in the buildling so some offices are not too hot or too cold depending on the temperatue outside. (Then no use for heaters or fans).	Maintain the self flushing toliets. They seem to flush without anyone using them or flush too often.	Have some kinds of scanning process for inner office departments that can
41	None at this time		
42	please get someone to dust and vacuum I am allergic	we pay for our own water, there is none on our floor	do a study as to why the district court girls
43	Change the way our building heats in the colder months. Presently, it turns the heat on at 6 am and turns it off at 8 am. However, the heat is at over 100 degrees by 8 am and gradually cools until it is chilly in the office at the end of the day.	The toilet in the communal bathroom - family - needs to be fixed. It is continually running-on.	Put automatic switch-offs in all rooms.
44	Get rid of all paper documents-Go to electronic documents		
45	Fire some of the old fossils who work around here.	Provide recycling centers. Not avail in Whitehall.	Provide a person to provide education on

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46	Need space or closer location for recycling		
47	automatic sinks and toilets		
48	Do not use styrofoam coffee cups		
49	Reduce copiers by half.	Require use of email or electronic means for med requests, briefings and other communications.	Make recycling more accessible for each work area.
50	Iphones or Ipods for staff in the field	Personal copy codes/print codes that track activity	
51	Go green		
52	Add recycling program	Lighting is not appropriate for service provision, this is why ,ost offices add their own lighting ,	Building is not well designed for providing services
53	no	no	no
54	electronic copies of court paperwork from court to jail	install correct HVAC system on west end of jail to cool it properly	Replace roof on jail to save energy
55	There is a lot of papertowel waste. I think we should get automatic air hand dryers for the bathrooms.	This is a very old building and the heating/cooling system is often either too hot or too cold and very	
56	STOP USING SALT ON THE ROADS -- it all drains into the lakes and harms everything	4-day work weeks -- saves a lot of fossil fuel and makes early and late hours available to working families	solar collectors on the roof and sides of the building; solar street
57	provide coffee with large commercial coffee makers for employees so each person doesnt have one at their desk		

58	Heating sytem is often way to hot or way to cold. There is rarely an in between.	The building is niot cleaned properly. We have complained for over a year and no one cares. This causes bad attitudes and people don't give a rip about conserving energy.	No one listens to our complaints so why should we care. We get excuses and double talk about environmental issues.
59	Start using more scanning options	Accept electronic payment	Reduce paperwork by using fill in online forms
60	make it easier to unplug electronics when not in use	make staff aware of recycling that is available	have recycling bins for plastic, paper, etc
61	Facilities Mgt. staff not drive the vehicle back & forth to their home. Unnecessary mileage use. Other dept. staff oncall have to report to their site for a county vehicle if needed.	Turn off lights when not in use in offices/cubicles.	Continued recycling and encourage even more. So much is thrown in garbage that could be
62	give back our x-mas/holiday party		
63	leave of absence forms DC'd and go electronic		
64	Go Paperless	when you fix something, stop fixing in reaction mode, and fix it in proactive mode.	Take the time to fix it right the first time
65	Automatic Light switchoff - Public Health	More energy-efficient cars	wireless projectors in all meeting areas - won't have to copy agendas, etc. for meetings

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66	cleanliness of the jail and offices - not just cleaned up - it would help employees want to keep it cleaned if it was actually clean to begin with	availability of copy machines for offices in the front of the jail. would increase productivity and decrease wasted time in going to the back of	
67	fix plumbing in buildings so that hot and cold water run efficiently (takes a long time to get warm water)	use bulk purchasing methods instead of each department purchasing for themselves	allow more flexible travel policies (can include travel time to
68	Eliminate personal printers in staff work areas		
69	Make more forms for county employees electronic and can be submitted electronically		
70	Offer onsite recycling		
71	Provide bikes for use for near distance traveling. I work form CMH and do many home and community visits which many are within biking distance	Offer a true incentive program for people to bike/run/walk/skip to work. How about a 15 mintute grace period at the beginning and	Provide more encouragment and education on simple ways to conserve

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72	allow lights to be adjusted in the office	change computer programs that allow us to navigate back and forth so we don't have to print out historical documents that we are referring to during writing of current documents.	Allow reports placed into scanning to be printed on both front and back. Right now I do not do this for scanning because what if they do not look at the back and don't scan that.
73	Paper recycling	Paperless files/records	
74	put windows back in buildings, use natural sunlight	IF computers worked right, everything should be put on instead of paper first and then put on computer from the paper form.	
75	use Office Services more regularly	Use reusable products for coffee/water	Work cooperatively throughout all departments

76	Many people complain of dust in the area, need more employees that can clean the ducts or put in air filters	sneezing or coughing due to this, and we have a layer of dust on	
77	Take steps to remove names from mailing lists for ex-employees, duplicates, junk mail	Provide more water coolers for employees to fill their containers	policy to turn off lights,
78	better heating/cooling in buildings	employees bring own dishes/utensils	
79	New windows for the HOJ - cold air flows making work spaces cold	Buy Hybrid cars-cost more at the start but	Have a convient all County
80	Have dedicated recycling bins at all county workplaces: paper, bottles, cardboard, etc.	coordinate recycling pick-ups on specific days at all County	lighting to compact
81	Improved Heating and Cooling settings in our office building.		
82	Stop duplicating written materials given to consusmers	Remind workers to stop printing unnecessary emails	
83	motion sensitive water faucets in restroom	Quit paying a cleaning crew to clean our offices they don't clean	Maintain the cars for better gas mileage
84	Promote staff to turn off lights, and computers; limit paper waste.	Set temperatures on thermostats so staff and others aren't constantly	Address energy inefficiency problems
85	Send some documents by E-mail	When possible hand out manifest to users instead of Mailing	
86	LAPTOPS AND/OR TABLETS FOR FIELD EMPLOYEES		
87	Institute recycling	Turn stuff off	Centralize small appliance use
88	Issue Tablet PC's to employees so they have information at their fingertips rather than having to print off materials.	Use more energy effecient electronics.	Have procedural updates and operation/manuals

89	Keep electronic files	Turn off Lights	Recycle more items
90	Suggest reusing/refilling water bottles.	Plastic covers on windows-limit energy loss.	
91	Updating insulation and windows on Hall of Justice		
92	provide staff data on the cost of wastefull electric usage (not turning lights off in the cubicles and offices)	encourage staff to recycle	
93	All paper recycling gets shredded, even non-confidential. I was told that we don't have enough man power to shred all of the paper to be recycled, so was subtly encouraged not to recycle paper unless it's confidential. We need a method of recyclying paper that isn't confidential.		
94	Educate more on the programs.	Make sure that their are recyclable bins available.	Increase computer speed and technology to reduce the need for paper.
95	go to a 4-day work week!	purchase reliable imaging and workflow software, train on use	allow work from home for certain employees
96	allow people to work from home on paperwork days	do not leave lights on in buildings after hours	encourage not to

97	Have lights in main entrance isles that dim after no movement and them light up	faucets that turn on and off by self	
98	the auto mated lights were a great idea.	solar or wind turbines to produce energy	
99	Have working drinking fountains	Have a convenient nice looking recycling program	Better heating and cooling system
100	The temperature in my department is 84 degrees when we arrive at 8:00 am. This is a terrible waste of energy and very uncomfortable for workers.		
101	Better collection system for recycling.	Use green lighting systems.	Use smaller wind turbine units that can mount on the roof.
102	set copiers to print double-sided as default	fix the toilet in the women's restroom on the 4th floor that	make paper recycling bins more convenient
103	Unscrew at least 1 light bulb in each floresent light set. They are brighter than the sun and because they are so bright they have caused severe headaches/nausea. And yes I have 1 off above me due to this.		
104	in the bathrooms the water is cold. Have to run it to get warm water to effectively wash hands.		
105	Use full spectrum lighting instead of CFUs	Windows please!!	stop workplace bullying
106	blinds we can reach to keep out sun/heat	automatic faucets and drying machines in bathrooms	lights that turn off when there is no

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107	Enterprise Document Management System	Master Power switch to turn off all power at end of day for building	Convert toilets and fix leaking toilet that runs
108	more paper recycle bins	pop return cans on each floor	
109	Provide collection recepticals for plastic, paper, glass, etc. for each main department.	Encourage participation/motivate by posting pictures of recepticals filled with paper, etc. showing what	Provide clear instructions as to what is acceptable
110	Improve air flow so some parts of the office aren't freezing and people need heaters		
111	I am new to the government workplace. I worked in corporate prior to this. There is generally an assumption unlimited resourses and therefore waste among gov't workers that generally does not exist at the public level.		
112	Improve hot water supply in our building. Water runs for a long time to get hot water to wash dishes.		
113	Recycling Program-Education	Utilization of electronic files instead of paper files	
114	Lighting with dimmer switches	Better heating system, or ability to control individually	
115	Rather than print copies, send the info electronically if possible.		
116	install 2phase toilets - up for liquids, down for solids - saves water, lowers water and sewer bills	improve office ability to adjust temperatures - if we are using space heaters in the warmer	mileage should be looked at with new vehicle purchases
117	Install hand blowers in bathrooms instead of paper towel	use a substance with sand in it to resurface the South Campus	
118	SET EVERYONE'S PRINTERS TO 'ECONOMODE' OR GRAYSCALE	USE POWER STRIPS AND TURN THEM OFF AT END OF EACH	HOLD PEOPLE ACCOUNTABLE

Muskegon County Employee Survey Results

119	continue the recycling pilot program the 4th floor HOJ has been doing and expand to all departments	replace HOJ windows	
120	The new accounting program didn't help paper savings.		
121	cut the central air off in the winter months? such a waste!		
122	Compressed natural gas for fleet vehicles	Recycling center run by inmates to collect glass, paper, plastic	Replace windows in hall of justice
123	battery operated cars	better water heater for the kitchens. takes over 5 minutes of running water before it even gets warm!!!	
124	Automatic lights would be helpful in all areas of building		
125	better manage the heat in the building, it is too hot most of the time	better manage the air conditioning, it is too cold	you have to run the sink water for a time
126	Regulate the temperature in the building better	Don't let people bring county vehicles home	Find a way to be able to turn computers off
127	Conserve water/paper towels: install hand sanitizers in all bldg restrooms	HOJ windows need to be replaced; would stop cold air/hot air from	
128	Something to increase air flow for better heating/cooling, especially in the restrooms (they're freezing in the winter time)	More electrical outlets, we use numerous power strips	A thermostat that works - ours is off by several degrees
129	Air dryers in the restrooms instead of paper towels		
130	Use less overhead lighting and allow cubicles to be lit via under cabiniet lighting or separate lighting as needed. Overhead lights are not always necessary	Offer a place to recycle empty soda cans and bottles within the breakroom area.	

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131	more efficient water heater	automatic/senor activated sinks	recycling of more than just paper
132	Electronic files	100% electronic communication to employees. Ensuring that individuals who do not work at a computer regularly have access to a computer within their department.	Have an employee portal on the county website.
133	put recycle bins on all floors, in all buildings	fix the automatic toilets that flush all day long and waste tons of water	

Appendix 5

Muskegon County Employee Survey Summary Analysis

Question Numbers   **Employee Question Response**

Question 17/18	Inconvenience	Never thought of It/was never informed	Required to run 24 hours/day	Afraid of work loss	N/A
17. Do you unplug electronics when not in use? 18. If not, why?	11	44	18	8	7

Question 22/23	Compact Florescent Bulbs	Cardboard/Boxes	Medical Waste	Mercury	Tin
22. Do you have recycling available in your work area/department? 23. If yes, what types?	1	12	1	1	1

Question 27/28	Hard copy reference, away from desk, meetings, field work	Convenience of reading and reviewing/visual reminder	Billing/Filing purposes	Faxing/scanning purposes	Client/customer requests	Back up documentation
27. Do you print emails? 28. If yes, please explain why.	58	46	28	13	7	20

Question 29/30	Hard copy reference, away from desk, meetings, field work	Convenience of reading and reviewing/visual reminder	Billing/Filing purposes	Faxing/scanning purposes	Client/customer requests	Back up documentation
29. Do you print materials that are also stored electronically? 30. If yes, explain.	25	38	11	6	27	10

Question 31/32	Do not drink coffee or water at work	Inconvenience to reuse cups	Unsanitary to use recycled cup/personal preference	Use recyclable cups	No area to wash reusable cups
31. Do you use refillable coffee cups/water bottles? 32. If no, why not?	12	7	2	5	3

Muskegon County Employee Survey Summary Analysis

Question Numbers   **Employee Question Response**

Question 33/34/35	Not informed about anti-idling or policy	Do not use a county vehicle/ N/A	Idle vehicle during winter months	To use accessories in the truck/battery level
33. If you drive a county vehicle, are you aware of the anti-idling program? 34. Do you follow the program? 35. If not, why?	46	37	1	1

Question 41/42	Energy efficient/low water appliances	Low flow faucet/shower head/toilet	Conserve water (shorter showers/brushing teeth, watering lawn)	Recycle water (rain barrels, dish water)	Do not conserve water
41. Do you use water conservation at home? 42. If so, how?	20	45	46	16	5

Question 43/44	Church and school Organizations	Special needs/health/cancer organization	VFW (Veterans of Foreign War)	YMCA (Young Men's Christian Association)	Knights of Columbus	United Way/Salvation Army/American Red Cross/Habitat for Humanity	Children's Foundation/Boy Scouts/Girl Scouts of America	Wildlife/ Animal Reserve/ Shelter	March of Dimes/ Woman's Rights/ Child Abuse	Other	No I do not
43. Do you volunteer you time with a local organization? 44. If so, whom?	36	7	5	4	1	19	8	5	15	12	7

Muskegon County Employee Survey Summary Analysis

Describe up to three ideas of improvement		
Recycling	**Equipment, HVAC, Lighting, Kitchens**	**Staffing**
more recycling areas/bins	use tablets or laptops	work from home
community composting	more efficient lighting/dimmers	charge for fitness center use
electronic signatures	change the plumbing in the jail	car pool
start department competitions for recycling	remove smaller kitchen	ride share
make recycling more accessible	turn off computers at night	use incentives for car pooling
use plastic cups instead of foam	insulate windows	4-10 hour work days instead of 5-10 hour days
limit number of printers	improve HVAC systems	safety patrol for the parking lot
use electronic records	clean up unused space instead of using it for storage	better break room
promote recycling	automatic timers on lighting	eliminate personal heating and cooling devices
only use doubled sided printer option	use CFL bulbs	car pool
train staff to use electronic documentation	purchase more efficient cars for staff	encourage less printing of emails
improve recycling areas appearance	upgrade the Transition Center	ban space heaters
eliminate small printers	better HVAC	use direct deposit
EMR system	cleaner water filtration	mandatory to turn off electronics at night
install key codes on printers	provide electronic readers to eliminate paper use	provide water on our floor, there is none
more recycling areas/bins	motion sensor lighting	no use of personal heaters
use timers on thermostats	check HVAC diffusers for even air distribution	fire some of the old fossils that work here
more recycling areas/bins	employee portal for off site workers	train employees on recycling
eliminate States request for hard copies	upgrade HVAC	buy iphones and ipads for employees
centralize recycling centers	add water saving hardware	use personal copy codes, track acivity
use electronic records	upgrade HVAC	go green
train staff to use the printers correctly	auto flush toilets need to be adjusted	four day work weeks
inform staff of recycling areas	HVAC	make it easier to unplug electronics
create a better website and stop printing bulletins	insulate windows	eliminate Mgt. driving company vehicles home
use hand dryers instead of paper towel	adjust sensors on auto flush toilets	stop wasting time
reduce waste by updating technology	dust and vacuum the building, im allergic	better travel policies
add more bottle return bins	use automatic switches	keep a cleaner workplace in the jail
use auto scanning process	fix running toilets	provide better encouragement and education
eliminate paper documents	improve HVAC systems	incentive program for non fuel vehicles
provide recycling center in Whitehall	reduce lighting	provide bikes for employee who live close
more recycling areas/bins	redisign the building	office services
automatic sinks and toilets	replace the roof o the jail	work more cooperative
eliminate foam cups	change the HVAC system	provide more water coolers
reduce copiers by half	install hand dryers in the restrooms	four day work weeks
require use of electronic paperwork and email	solar collection	allow people to work from home
more recycling areas/bins	provide commercial coffee makers	stop bullying people around
add a recycling program	heating system is way too cold or too hot	don't let staff drive county vehicles home
electronic copies	the building needs to be cleaned properly	employee portal
stop using slat on the roads and walk ways in the winter	environmental issues	

Muskegon County Employee Survey Summary Analysis

Describe up to three ideas of improvement		
Recycling	**Equipment, HVAC, Lighting, Kitchens**	**Staffing**
use more scanning options	stop fixing in reaction mode and start in proactive mode	
accept electronic payments	fix the plumbing	
filling online forms	use more natural sunlight	
more recycling bins	eliminate dust in buildings	
turn off lights	better HVAC	
electronic forms	change lighting	
go paperless	but hybrid cars	
paperless meetings	new windows	
automatic light switches	replace water faucets	
eliminate personal printers	buy laptops or ipads for field staff	
offer onsite recycling	eliminate cleaning crew	
dimmer switches	storm windows	
paper recycling	increase computer speed	
electronic paperwork	reliable imaging and workflow program	
electronic scanning	solar or wind turbines	
paperless	fix water fountains	
reusable cups for water and coffee	fix HAVC	
turn off lights	green lighting systems	
only use doubled sided printer option	full spectrum lighting	
recycling center on each floor	enterprise document management system	
hand dryers in bathrooms	improve air flow in biuldings	
use compressed natural gas for fleet	more windows	
automatic lights	more efficient hot water heater	
hand dryers in restrooms	buy more power strips	
more recycling areas/bins	two phase toilets	
electronic files	replace HOJ windows	
recycling bins on all floors	new windows for Hall of Justice	
100% electronic communication to employees	better water heaters	
	buy battery operated cars	
	better HVAC	
	replace HOJ windows	
	add more electrical outlets	
	better air flow	
	automatic/sensor fausets	
	replace water heater	