

MUSKEGON COUNTY SUSTAINABILITY PLAN



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 Focus Area supported the overall mission of the County's governmental operations.

The sustainability planning process began in winter 2012 and was completed in summer 2013. This project was funded by a grant from the Michigan Department of Environmental Quality (MDEQ) under its Community Pollution Prevention Grants Program (P2 grant).

Vision

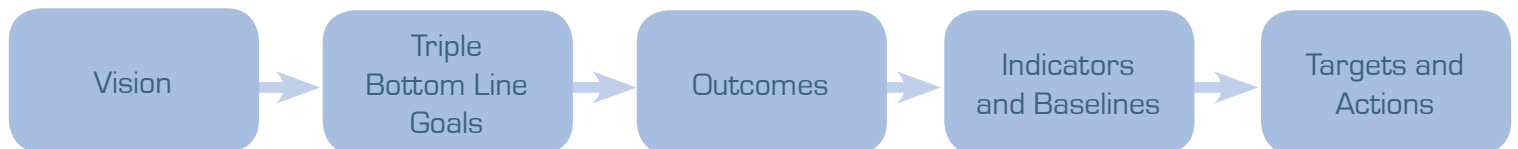
The Muskegon County developed a collective vision that supports sustainability:

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 Process

Muskegon County focused on the challenges faced in its governmental operations and the actions it can take to confront their unique sustainability challenges: social equity, economic prosperity, and environmental integrity.

The process included articulation of a vision, goals, and outcomes for sustainability. A set of quantitative indicators were identified to measure baseline and progress for these goals into the future. Finally, the county identified current and future actions that will move the needle on sustainability.



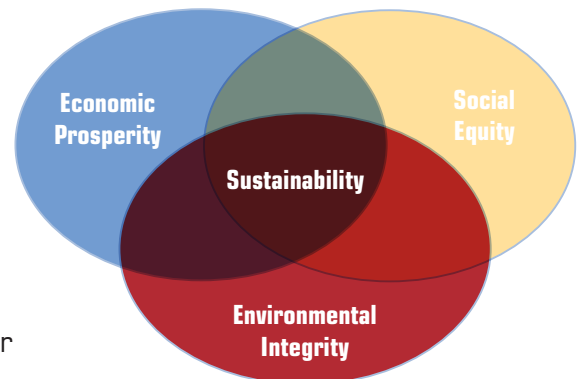
The planning process pulled together a variety of stakeholders and supports from Muskegon County including:

- Sustainability Steering Committee: Representatives from selected County departments.
- Survey: A comprehensive survey was sent to County employees to gauge knowledge of behaviors and knowledge related to sustainability.



Sustainability Planning

Sustainability prepares people and communities to thrive now and in the future by balancing the Triple Bottom Line of environmental, economic, and society values.



MUSKEGON COUNTY SUSTAINABILITY ACTION PLAN

Outcome	Actions	Indicator 1	Indicator 2	Indicator 3	Timeframe	Lead
Muskegon County 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	Medium	Sustainability, Administration
	Develop robust surplus/obsolete equipment policy	\$ revenue generated from sales	Inventory of surplus/obsolete items	Average hold time per item	Ongoing	Sustainability, Purchasing, Facilities, IS
	Develop electronic record keeping program	% of departments offering electronic record keeping programs	LB of paper purchased per FTE	Cost of paper purchased per FTE	Ongoing	Administration
	Capture methane from landfill and sell for energy generation	% of methane captured	MMBTU captured/sold		Ongoing	Solid Waste
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	% of capital spending that includes a full-cost analysis			Short	Administration, Purchasing
Muskegon County 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			Long	Clerk, Possible university collaboration
	Identify key County services	\$ spent per resident for County services			Short	Administration, Clerk
	Develop full-cost (life cycle) financial analysis into all capital planning and budget processes	% of capital spending that includes a full-cost analysis			Short	Administration
Muskegon County employees have the necessary education and skills	Develop and offer computer skills program	# of computer skills programs	# of participants		Ongoing	HR, IS, Possible collaboration with MCC classes
	Develop and offer training on sustainability program	# of sustainability programs	# of participants		Ongoing	Sustainability, HR
	Track and increase internship recruitment and participation	# of internships filled	# of interns returning for full-time employment		Short	HR, EEO
	Offer continuous education training to all employees in the respective fields	# of hours of CEU earned/employee			Ongoing	Respective departments, HR
	Energy and resource conservation training program for County employees	# of conservation programs	# of participants		Short	Sustainability, HR
Muskegon County has excellent air and water quality	Alternative fuel vehicles (AFVs)	# of alternative fuel vehicles	Fuel use per employee mile		Medium	Purchasing, all departments with fleet vehicles
	Water conservation for irrigation	% Reduction of irrigation used			Short	Sustainability, Facilities
	Retrofit faucets and toilets	# of fixtures retrofitted	Water use per FTE	Sewer generation per FTE	Ongoing	DPW, Facilities
	Update plumbing in priority areas to reduce excessive water use	# of fixtures updated	Water use per FTE	Sewer generation per FTE	Short	DPW, Facilities
	Renewable power purchase contracts	% of renewable energy purchased by County			Medium	Purchasing
	Capture methane from landfill and sell for energy generation	% of methane captured	MMBTU captured/sold		Ongoing	Solid Waste
	Reduce turf to areas with functional use only (ball fields, play areas, etc)	Acres of turf reduced			Medium	Facilities, Parks, DPW
	Reduce pesticides, herbicides, and fertilizer (PH&F) use for landscape and green areas	Pounds of PH&F applied per acre	# of "toxic" products replaced		Short	Facilities, Wastewater
Muskegon County 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			Medium	Purchasing, Sustainability, Appointed committee
	Use native plants for County landscaping	% of area using native plants			Ongoing	Sustainability, Facilities
	Wetlands	% of wetlands maintained			Ongoing	Wastewater, Parks, Road Commission, Land Bank?
	Increase parkland	# acres of parkland per County resident			Ongoing	Parks, DPW
	Reduce turf to areas with functional use only (ball fields, play areas, etc)	# acres of turf reduced			Medium	Facilities, Parks, DPW
Muskegon County conserves energy and resources and is energy efficient	Energy audits for all County buildings	% Buildings audited	Reduction of energy consumption per County building		Ongoing	Purchasing, Honeywell
	Energy and resource conservation training program for County employees	# of energy/resource conservation programs	# of program participants		Short	Sustainability, HR
	LED light replacements	% County buildings retrofitted with LED bulbs	% reduction= (total wattage new bulbs/total wattage old bulbs)* 100		Ongoing	Sustainability, DPW, Facilities
	Green Driving Practices educational program for County employees	% reduction in fuel usage	Fuel use per vehicle mile traveled	# of program participants	Ongoing	Purchasing, all departments with fleet vehicles
	Alternative fuel vehicles (AFVs)	% of AFVs within County fleet	Fuel use per vehicle mile traveled		Short	Sustainability, all departments with fleet vehicles
	Incentives for employee's healthy behavior	% of County employees carpooling to work	% of County employees using public transportation	% weight loss	Ongoing	Public Health, Human Resources, Sustainability
	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		Short	Administration, Sustainability, DPW, Purchasing
	Capture methane from landfill and sell for energy generation	% of methane captured	MWh generated		Ongoing	Solid Waste
Muskegon County 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	Ongoing	By department, Sustainability, Custodial Staff Facilities
	Plastic recycling program	% of County buildings with plastic recycling program	Development of plastic recycling training program and website	Number of plastic recycling bins	Ongoing	By department, Sustainability, Custodial Staff Facilities
	Waste food/organics composting program	% of County facilities participating	Tons of compost generated	Development of composting training program and website	Short	Sustainability, Custodial staff Facilities
	Waste reduction/diversion program	Pounds of waste per FTE	Ratio of waste to recycled material collected		Short	Solid Waste, Sustainability, DPW
	Reduce printing - encourage electronic files	Pounds of paper purchased per FTE	% of departments implementing ECM program		Short	All SSC members, All County Champions, Administration with ECM
	Switch to compostable paper/plastic food serving materials	% of compostable food serving materials purchased (vs. non-compostable)			Short	Pioneer Resources, Sustainability, Facilities
	Develop robust surplus/obsolete equipment policy	Dollars of revenue generated	% of items reused	% of items recycled	Ongoing	Sustainability, DPW, Facilities, IS
	Develop administrative guidelines for "green" procurement	# of "green" products purchased	% of products purchased that are "green"		Short	Administration, Purchasing, Sustainability
	Require all paper purchased to be 100% post-consumer recycled	% of post-consumer recycled paper purchased			Short	Purchasing, Administration, Sustainability

THANK YOU

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

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

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
Bonnie Hammersley	Asministrator, Muskegon County

Additional Support

Laura Rauwerda	Michigan Department of Environmental Quality
Lisa Sabourin	Employers Association of West Michigan
Erin Kuhn	West Michigan Shoreline Regional Development Commission

For More Information Contact

Sara Damm, Sustainability Coordinator
 131 E. Apple Ave.
 Muskegon, Michigan 49442
 (231) 724-8846



Funding for this project made possible through the Michigan Community Pollution Prevention Grant Program, from the Michigan Department of Environmental Quality.

For the full report, please visit www.co.muskegon.mi.us/sustainability/

Design courtesy 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	A measurable, standardized value that accurately measures progress toward Outcomes.
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.

Focus Area	Outcome
Economic Prosperity	My County Government is fiscally sustainable.
	My County Government provides efficient, high-quality services and maintains high-quality infrastructure at a fair tax rate.
Social Equity	My County Government employees have the necessary education and skills.
Environmental Integrity	My County Government has excellent air and water quality.
	My County Government has strong green infrastructure, natural resource networks, and recreational assets.
	My County Government conserves energy and resources and is energy-efficient.
	My County Government recycles and reduces waste generation.

Muskegon County Governmental Sustainability Planning:

