




MEMORANDUM

Date: September 29, 2020

To: Deputy County Administrators and
Appointing Authorities

From: C.H. Huckelberry 
County Administrator

Re: **Implementation Plan for the 2018-2025 Sustainable Action Plan for County Operations**

Pima County has a long history of adopting strong sustainability policies and practices to protect and promote a sustainable and livable community. These goals have been advanced through the implementation of various Board of Supervisors adopted policies that enhance the environmental, social, and economic wellbeing of our region.

We are now moving forward with a revised [Sustainable Action Plan for County Operations \(SAPCO\)](#) that extends Pima County's commitments by integrating the U.S. goals and targets of the International Paris Agreement. In support of these efforts, the [SAPCO Baseline Report](#) was recently published, and the Office of Conservation and Sustainability (OSC) has produced a [SAPCO Implementation Plan \(IP\)](#), which will guide the work to achieve the SAPCO goals and targets.

To facilitate SAPCO implementation, Deputy County Administrators and Department Directors are asked to initiate the following steps to assist with meeting the Board adopted targets:

1. Be Informed & Inform Key Staff

- Share the SAPCO Implementation Plan, Implementation Flow Chart (Attachment 1) and ranked SAPCO Implementation Strategies for Fiscal Year 2021/22 (Attachment 2) with respective key staff.
- Directors and key staff schedule an IP briefing from OSC Sustainability Program Manager, Julie Robinson, and Sandra Maina by October 30, 2020.
- Directors convene their Sustainability Task Forces comprised of key staff to review their SAPCO Implementation Plan responsibilities with OSC Sustainability staff by October 30, 2020. Appendix B on the SAPCO Implementation Plan identifies key staff roles and responsibilities. Directors have been assigned as Task Force leads based on their area of operational oversight and/or individual knowledge, skills, and experience in areas relevant to SAPCO implementation. Also identified are recommended staff Task Force members. Identified Director Leads are welcome to supplement or modify the staff membership for their assigned Task Force to assist in completing activities necessary to achieve the stated SAPCO goals and targets;

2. Collect & Report

- Directors and their Sustainability Task Forces compile details on any work currently being undertaken related to SAPCO targets and implementation strategies and share with OSC Sustainability staff by October 30, 2020; and
- Directors and their Sustainability Task Forces collect and report data for key performance indicators for SAPCO targets for Fiscal Year 2019/20 by November 30, 2020. OSC Sustainability staff is available to facilitate this process as requested by a Director. Departments are responsible for providing the data for the annual report and reviewing a draft of the report before publication. Following review, Sustainability staff will compile a final Annual Report by January 2021.

3. Select & Implement

- Deputy County Administrators and Directors review with OSC Sustainability staff the results of the ranked SAPCO Implementation Strategies for Fiscal Year 2021/22. A Multi-Criteria Decision Analysis (MCDA) was used to assign scores and rank strategies.
- Directors consider which strategies outlined in the ranked SAPCO Implementation Strategies for Fiscal Year 2021/22 to implement in Fiscal Year 2021/22.
- Once those decisions are made, Directors and their Task Forces will prepare implementation work plans for Fiscal Year 2021/22 (a template and guide is available in Appendix D of the IP), and provide their plans to their respective Deputy County Administrators and OSC Sustainability staff by March 2021.

We have made great progress in County sustainability efforts since inception in 2007. It is important to note that there are just five remaining years to implement work to meet SAPCO targets by 2025; however, I am confident that by working together we can get there. I very much appreciate everyone's cooperation and collaboration in pursuing these laudable goals and achieving our Sustainability commitment.

CHH/mp

Attachments

- c: The Honorable Chair and Members of the Pima County Board of Supervisors
The Honorable Kyle Bryson, Presiding Judge, Superior Court
Elected Officials
Linda Mayro, Director, Office of Sustainability & Conservation
Julie Robinson, PhD, Sustainability Manager, Office of Sustainability & Conservation
Sandra Maina, Sustainability Program Coordinator, Office of Sustainability & Conservation

ATTACHMENT 1

Simplified SAPCO Implementation Flow Chart

COLLECT TARGET DATA (PREVIOUS FY)



*SEPT-NOV
JULY-SEPT

Task Forces

Collect and report target data for previous fiscal year

*NOV-DEC
JULY-OCT

OSC

Compile Annual Report

*DEC
OCT

Steering Committee & Directors

Review of Annual Report

*JAN
DEC

OSC

Production and distribution of Annual Report



SELECT STRATEGIES (UPCOMING FY)



*JAN-OCT
JAN & JULY

Directors & Task Forces

Report ongoing department efforts

JULY

OSC

Score and rank strategies

*OCT-NOV
AUG

OSC & DCAs

Present and review ranked strategies

SEPT-JAN

DCAs & Directors

Select strategies and develop work plans



IMPLEMENT STRATEGIES (YEAR ROUND)



JULY-JUNE

Directors & Task Forces



*Modified Fall 2020 Schedule

ATTACHMENT 2

**Multi-Criteria Decision Analysis
for Recommended Implementation Strategies**

SUMMARY SHEET



Notes: In this FY 2020-21 MCDA, weighted measures were added to some items as extenuating benefits to responses to Covid-19, Recession, Climate Emergency and Electricity Grid Stabilization. These items are notes in the workbook sheets.

| Chapter | Core Area | Target | Recommended Strategy | Strategy Code | Score | Date (MM/DD/YY) |
|------------|---|--|--|---------------|-------|-----------------|
| Carbon | Buidlings, facilities, and wastewater treatment | Reduce carbon emission from county facilities (including RWRD) by 50% | 1. Improve building efficiency | CB1 | 41 | 08/27/2020 |
| Carbon | Buidlings, facilities, and wastewater treatment | Reduce carbon emission from county facilities (including RWRD) by 50% | 2. Expand renewable energy capacity | CB2 | 65 | 08/27/2020 |
| Carbon | Buidlings, facilities, and wastewater treatment | Reduce carbon emission from county facilities (including RWRD) by 50% | 3. Include beneficial use of biogas | CB3 | 16 | 08/27/2020 |
| Carbon | Buidlings, facilities, and wastewater treatment | Reduce carbon emission from county facilities (including RWRD) by 50% | 4. Improve employee energy conservation practices | CF1 | 49 | 08/27/2020 |
| Carbon | County vehicle fleet | Reduce Carbon emissions from County fleet by 10% in non-electric vehicles; replace up to 120 gas sedan vehicles with fully-electric vehicles | 1. Replace gasoline vehicles with electric and hybrid vehicles | CF2 | 25 | 08/27/2020 |
| Carbon | County vehicle fleet | Reduce Carbon emissions from County fleet by 10% in non-electric vehicles; replace up to 120 gas sedan vehicles with fully-electric vehicles | 2. Reduce idling with surcharges for excessive idling | CF3 | 25 | 08/27/2020 |
| Carbon | County vehicle fleet | Reduce Carbon emissions from County fleet by 10% in non-electric vehicles; replace up to 120 gas sedan vehicles with fully-electric vehicles | 3. Promote downsizing to compact trucks, SUVs, smaller sedans | CF4 | 20 | 08/27/2020 |
| Carbon | County vehicle fleet | Reduce Carbon emissions from County fleet by 10% in non-electric vehicles; replace up to 120 gas sedan vehicles with fully-electric vehicles | 4. Surcharge for 4-wheel drive vehicles | CF5 | 21 | 08/27/2020 |
| Carbon | County vehicle fleet | Reduce Carbon emissions from County fleet by 10% in non-electric vehicles; replace up to 120 gas sedan vehicles with fully-electric vehicles | 5. Implement recognition of incentive program(s) for employees who use alternative transportation | CF6 | 23 | 08/27/2020 |
| Carbon | Solid Waste | Reduce carbon emissions from solid waste generation by 10% | 1. Increase recycling of office and industrial materials | CW1 | 27 | 08/27/2020 |
| Carbon | Solid Waste | Reduce carbon emissions from solid waste generation by 10% | 2. Decrease landfill waste (volume/weight) | CW2 | 21 | 08/27/2020 |
| Carbon | Solid Waste | Reduce carbon emissions from solid waste generation by 10% | 3. Buy reusable/refillable items | CW3 | 23 | 08/27/2020 |
| Carbon | Solid Waste | Reduce carbon emissions from solid waste generation by 10% | 4. Implement employee education program | CW4 | 30 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 1. Replace old fixtures with more efficient ones | WAB1 | 16 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 2. Reduce use of open cooling systems during daylight hours | WAB2 | 17 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 3. Replace aging water cooled chillers with air-conditioned chillers | WAB3 | 13 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 4. Sub-meter water systems during retrofits | WAB4 | 19 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 5. Use grey water sysems to decrease reliance on potable waterfor irrigation | WAB5 | 24 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 6. Use rainwater collection tanks and passive storm water harvesting to provide irrigation | WAB6 | 25 | 08/27/2020 |
| Water | Water use in facilities | Reduce potable water use across all county facilities by 15% | 7. Implement employee education and outreach programs | WAB7 | 28 | 08/27/2020 |
| Water | Groundwater replenishment | Monitor the use of reclaimed water for groundwater recharge | 1. Continue reclaimed water recharge at existing sites (the Lower Santa Cruz Managed Recharge project (LSCMRP) and the High plains Constructed Recharge Project) | WAG1 | 17 | 08/27/2020 |
| Water | Groundwater replenishment | Monitor the use of reclaimed water for groundwater recharge | 2. Continue to inventory uses of renewable water | WAG2 | 16 | 08/27/2020 |
| Water | Groundwater replenishment | Monitor the use of reclaimed water for groundwater recharge | 3. Continue education and outreach efforts on water conservation and stormwater harvesting | WAG3 | 24 | 08/27/2020 |
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 1. Track and report surface water for wildlife plants in key natural areas | LN1 | 7 | 08/27/2020 |
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 2. Monitor the trends of groundwater dependent ecosystems | LN2 | 10 | 08/27/2020 |
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 3. Track and report the level of shallow groundwater | LN3 | 16 | 08/27/2020 |
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 4. Increase total acres of natural areas conserved | LN4 | 24 | 08/27/2020 |
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 5. Increase total acres protected within Arizona Game and Fish Dept (AGFD) Wildlife Linkages | LN5 | 21 | 08/27/2020 |

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|------------|--------------------|---|--|------|----|------------|
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 6. Acquire riparian corridor parcels | LN6 | 23 | 08/27/2020 |
| Landscapes | Natural Areas | Conserve native wildlife, plants, and natural areas | 7. Increase linear miles of major riparian corridor added each year | LN7 | 25 | 08/27/2020 |
| Landscapes | Natural Areas | Manage natural areas for resilient ecosystems | 1. Implement and expand strategic interventions to remove invasive species, e.g. Beat Back Buffleggrass Month | LN8 | 44 | 08/27/2020 |
| Landscapes | Natural Areas | Manage natural areas for resilient ecosystems | 2. Continue to inventory restoration projects | LN9 | 17 | 08/27/2020 |
| Landscapes | Natural Areas | Manage natural areas for resilient ecosystems | 3. Track the number and purpose of restoration actions taken | LN10 | 15 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 1. Conduct cultural resources surveys | LC1 | 16 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 2. Protect cultural resources from damage | LC2 | 17 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 3. Collaborate with Tribes | LC3 | 15 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 4. Administer oral history and archival studies | LC4 | 16 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 5. Conduct public outreach and education | LC5 | 15 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 6. Track and report areas inventoried | LC6 | 10 | 08/27/2020 |
| Landscapes | Cultural Resources | Protect and conserve historic sites, historic buildings, and archaeological sites, traditional cultural places, and cultural landscapes | 7. Track and report sites protected | LC7 | 10 | 08/27/2020 |
| Landscapes | Cultural Resources | Promote public outreach and education | 1. Build education and outreach plan | LC8 | 17 | 08/27/2020 |
| Landscapes | Cultural Resources | Promote public outreach and education | 2. Track and report number of activities | LC9 | 6 | 08/27/2020 |
| Landscapes | Urban Areas | Plant at least 10,000 trees | 1. Utilize PAG GI Prioritization Tool (high heat/low tree canopy) | LU1 | 18 | 08/27/2020 |
| Landscapes | Urban Areas | Plant at least 10,000 trees | 2. Implement Green Infrastructure Action Plan | LU2 | 29 | 08/27/2020 |
| Landscapes | Urban Areas | Plant at least 10,000 trees | 3. Pursue policies to require RTA to install trees as a part of 4% landscape budget allocation | LU3 | 27 | 08/27/2020 |
| Landscapes | Urban Areas | Plant at least 10,000 trees | 4. Implement DOT Landscape Manual Standards (require developers and utilities removing trees in the right-of-way to replace them or pay in lieu fee) | LU4 | 27 | 08/27/2020 |
| Landscapes | Urban Areas | Install at least 40 green infrastructure sites | 1. Implement Green Infrastructure Action Plan | LU5 | 25 | 08/27/2020 |
| Landscapes | Urban Areas | Install at least 40 green infrastructure sites | 2. Determine triple bottom line benefits with modeling tools | LU6 | 21 | 08/27/2020 |
| Landscapes | Urban Areas | Install at least 40 green infrastructure sites | 3. Utilize Capital Improvement Project (CIP) funding where applicable | LU7 | 28 | 08/27/2020 |
| Landscapes | Urban Areas | Install at least 40 green infrastructure sites | 4. Explore and identify general funds, grants and other resources for projects | LU8 | 24 | 08/27/2020 |
| Landscapes | Urban Areas | Install at least 40 green infrastructure sites | 5. Identify appropriate County-owned parcels and right-of-ways for projects | LU9 | 24 | 08/27/2020 |
| Landscapes | Urban Areas | Maintain or increase acreage of restored habitat, vegetation and turn supported by renewable water | 1. Calculate triple bottom line benefits for restoration efforts with modeling tools | LU10 | 21 | 08/27/2020 |
| Landscapes | Urban Areas | Maintain or increase acreage of restored habitat, vegetation and turn supported by renewable water | 2. Track and report number of acres served by non-potable water | LU11 | 16 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with Farmer's Markets | 1. Catalogue number of new or expanded farmer's markets on County properties each year | LF1 | 20 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with Farmer's Markets | 2. Identify areas to expand or extend the number of farmer's markets on County properties | LF2 | 44 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with Farmer's Markets | 3. Track and report county properties with Farmer's Markets | LF3 | 13 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 1. Identify appropriate County-owned parcels and right-of way for projects | LF4 | 45 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 2. Utilize PAG's Food Desert Map to identify areas to expand or extend number of gardens on County properties | LF5 | 39 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 3. Pilot a project to use reclaimed water for heritage trees | LF6 | 39 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 4. Pilot a project using local best practices for community engagement and sustainability | LF7 | 22 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 5. Model triple Bottom Line Cost benefit Analysis (TBL-CBA) of Community Gardens with modeling tools | LF8 | 23 | 08/27/2020 |

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| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 6. Track and report County sites with community or heritage gardens | LF9 | 24 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County properties with community or heritage gardens | 7. Explore and identify general funds, grants and other resources for projects | LF10 | 24 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County acres under cattle grazing leases | 1. Continue rangeland inventories, monitoring and assessment | LF11 | 12 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County acres under cattle grazing leases | 2. Continue applying management practices to provide for ecosystem health | LF12 | 19 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County acres under cattle grazing leases | 3. Track and report County acres under cattle grazing leases | LF13 | 12 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County acres under commercial, niche and/or commodity agricultural production | 1. Update the Range Management Standards and Guidelines for agricultural production | LF14 | 21 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County acres under commercial, niche and/or commodity agricultural production | 2. Track and report county acres under commercial, niche and/or commodity agricultural production | LF15 | 46 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand county-managed food and nutritiona programs and associated technical training | 1. Catalogue the number of food-related education and training programs conducted by staff or at County sites each year | LF16 | 16 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand county-managed food and nutritiona programs and associated technical training | 2. Track and report food and nutrition programs and technical training | LF17 | 16 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expland number of County sites with public access for harvesting native plant foods | 1. Create a set of guidelines for harvesting native plant foods on County lands | LF18 | 18 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expland number of County sites with public access for harvesting native plant foods | 2. Identify potential sites for food harvesting on County lands | LF19 | 16 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expland number of County sites with public access for harvesting native plant foods | 3. Track and report County sites with public access for harvesting native plant foods | LF20 | 20 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand food heritage activities | 1. Collaborate with the UA, City of Gastronomy, and other stakeholders to supply resources to include in map for self-guided visitor tours | LF21 | 20 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand food heritage activities | 2. Track and erport on supported food heritage activities | LF22 | 39 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County sites with composting and soil carbon amendment practices | 1. Create a set of guidelines for composting and producing soil amendments to increase carbon sequestration on County lands | LF23 | 24 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County sites with composting and soil carbon amendment practices | 2. Identify potential sites for composting on County lands | LF24 | 24 | 08/27/2020 |
| Landscapes | Food Systems | Maintain or expand number of County sites with composting and soil carbon amendment practices | 3. Track and report County sites with composing and soil carbon amendment strategies | LF25 | 24 | 08/27/2020 |
| Materials | Solid Waste | Recycle industrial waste by 100%; Recycle industrial waste by 100% | 1. Improve waste reduction education: a. Paperless systems, b. Company take-back programs, c. Internal reuse of equipment and materials, d. Efficient printing practices (e.g. double-sided printing) | MW1 | 14 | 08/27/2020 |
| Materials | Solid Waste | Recycle industrial waste by 100%; Recycle industrial waste by 100% | 2. Reuse and repurpose existing buildings | MW2 | 19 | 08/27/2020 |
| Materials | Solid Waste | Recycle industrial waste by 100%; Recycle industrial waste by 100% | 3. Recycle building construction materials | MW3 | 12 | 08/27/2020 |
| Materials | Green Purchasing | Increase percentage of Preferred Products purchased by the County by 20% | 1. Expand education and outreach programs for green purchasing practices and policies: a. Online trainings, b. Updated office vendor webpage, c. Engagement of Green Purchasing Representatives | MG1 | 17 | 08/27/2020 |
| Materials | Green Purchasing | Increase percentage of Preferred Products purchased by the County by 20% | 2. Standardize product selection and purchasing practices | MG2 | 18 | 08/27/2020 |
| Materials | Green Purchasing | Increase percentage of Preferred Products purchased by the County by 20% | 3. Include green specifications in vendor contracts | MG3 | 15 | 08/27/2020 |
| Workforce | Workplace preparedness | 100% of employees complete emergency trainings (annual) | 1. Implement quarterly seasonal safety trainings and education campaigns, for example: a. Fall - fires, dust, and air quality; b. Winter - cold, winter flooding; c. Spring - bees and venomous creatures; d. Summer - heat related illnesses, air quality issues, summer | WFW1 | 24 | 08/27/2020 |
| Workforce | Workplace preparedness | 100% of employees complete emergency trainings (annual) | 2. Promote through a variety of outreach sources - Wellness Program, E-Scoop | WFW2 | 17 | 08/27/2020 |
| Workforce | Workplace preparedness | 100% of employees complete emergency trainings (annual) | 3. Host annual safety classroom trainings for field departments i.e. NRPR, RWRD, DOT, PCSD, etc. | WFW3 | 23 | 08/27/2020 |

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| Workforce | Personal preparedness | 100% employees download emergency checklist and information handouts (annual) | 1. Implement an annual emergency preparedness campaign with an ADP prompt to: a. Download an Emergency Preparedness Checklist, b. Download Neighborhood Climate Resilience Resource | WFP1 | 26 | 08/27/2020 |
| Workforce | Personal preparedness | 100% employees download emergency checklist and information handouts (annual) | 2. Complete a quiz on at-home preparedness | WFP2 | 26 | 08/27/2020 |
| Workforce | Personal preparedness | 100% employees download emergency checklist and information handouts (annual) | 3. Partner with Risk and Human Resource's Wellness Team to promost information via events | WFP3 | 26 | 08/27/2020 |