

KING COUNTY SUSTAINABILITY PROGRAM PLAN

2020–2030



King County

Department of Natural Resources and Parks

Wastewater Treatment Division

Back of Front Cover

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Table of Contents

Introduction.....	2
Sustainability Program Overview.....	2
Sustainability Program Plan Purpose	3
Sustainability Program Plan Development	4
Sustainability Goals.....	5
Goal 1: Build an Internal Culture of Sustainability.....	5
Goal 2: Develop and Implement Sustainability Policies.....	5
Goal 3: Advance Sustainability in the Capital Improvement Program.....	5
Goal 4: Promote Sustainable Operations	6
Goal 5: Strengthen External Partnerships.....	6
Program Plan Overview	7
Action Implementation	14
Appendix A	18
Appendix B	21

Introduction

King County's Wastewater Treatment Division (WTD) was created in the 1950s to address water quality and, in doing so, support a sustainable future for the region. With these roots in sustainable practices and a steadily growing population to serve, WTD is—and has always been—committed to sustainable development. Today, climate change impacts such as risks to public health, clean water, natural systems, utility infrastructure, and other resources and assets have only increased the urgency for local governments to focus their efforts on sustainability.

In 2014, WTD firmly established its commitment to sustainability by formally investing in a dedicated Sustainability Program. Since then, the program has guided WTD's efforts to integrate sustainability practices in all facets of its operations, from embedding equity and social justice into the capital program to piloting green building certifications that will move the industry, to educating staff about reducing waste on our projects and at home. Today, the Sustainability Program plays a leading role in King County's ongoing and future progress toward achieving sustainability and carbon neutrality.

This Sustainability Program Plan will set the course for the Sustainability Program over the next decade as the region continues to grow and the need for climate action intensifies. In doing so, it reaffirms the critical role WTD plays in leading the division and County on sustainability issues. Part of that role is recognizing that frontline communities—those who experience the consequences of climate change first and worst—face historic and current inequities and will be disproportionately impacted by climate change. A core part of the Sustainability Program Plan is addressing these inequities and proactively implementing actions that have co-benefits to these communities.

Sustainability Program Overview

King County defines *sustainability* as the long-term viability, health, and robustness of environmental, social, and economic systems. For WTD, this means:

- Healthy natural environments
- Equity, social justice, and vibrant communities
- Cost-effective capital investments, operations, and maintenance
- Resilience to future disruptions and climate adaptation

The Sustainability Program is part of King County's Resource Recovery Section, the mission of which is as follows:

*We bring valuable resources, technology, and sound business practices **together** to deliver products and programs that inspire our communities to be part of an environmentally sustainable future—today.*

Adhering to this mission, the Sustainability Program staff serve as subject matter experts and integrate sustainability into all programs across WTD. In short, they move sustainability from concept into practice. The Sustainability Program has led efforts ranging from the development of a sustainability scorecard that promotes sustainable development and lower carbon emissions in the construction of new capital projects, to a Green Lunch-and-Learn Series that shares concepts of sustainability with staff across King County (topics have varied from recycled

water, to energy efficiency, to workforce development). The program also routinely shares and receives information from regional partners in a collaborative effort to combat climate change.

The Sustainability Program implements, tracks, and reports on the division's sustainability progress, and is guided by the following King County policies:

- [King County Strategic Climate Action Plan \(SCAP\)](#)
- [King County Green Building Ordinance](#)
- [King County Equity and Social Justice Strategic Plan](#)
- [King County Sustainable Purchasing](#)
- [Clean Water Healthy Habitat](#)

The daily work of many existing programs and teams contributes to the environmental, social, and economic sustainability of both the division itself and King County as a whole. Together, the environmental, social, and economic sustainability practices of WTD support thriving, resilient neighborhoods and communities throughout the Puget Sound region.

Sustainability Program Plan Purpose

The purpose of the Sustainability Program Plan is to establish the goals, strategies, and actions that will guide WTD from 2020 to 2030 to meet the future by mitigating climate change (see Appendix A for the Sustainability Program Plan Charter). The Sustainability Program will own, develop, and implement the strategies and actions to ensure social equity and environmental protection.

As such, this plan aligns the Sustainability Program's priorities and investments over the next decade to support WTD's sustainability definition and program strategy statement from the [2017–2018 Line of Business Plan](#) and WTD's [Mission, Vision, Values, and Goals](#). The plan acknowledges that the Sustainability Program will adapt over time as WTD's priorities and business plan evolve. In its current form, this plan

- provides a strategic direction for the WTD Sustainability Program through the year 2030.
- establishes sustainability goals, strategies, and actions, which highlight opportunities for integration into existing programs, identify barriers and risks, provide direction for decision-making, and communicate the role of sustainability to stakeholders.
- identifies and connects existing initiatives throughout the County and region, both internal and external, to the existing Sustainability Program, which contribute to WTD's organizational sustainability.
- outlines key sustainability drivers relative to WTD's mission, such as climate change, water industry trends, and regulations, and defines the Sustainability Program's role in responding to these external forces.

The Sustainability Program Plan will be used by WTD to

- direct, implement, and track King County sustainability policies and climate initiatives.
- inform King County and WTD planning processes, including the [Clean Water Plan](#), on WTD sustainability priorities.
- direct future WTD activities and decision-making.
- prioritize resources for the program within the division.
- communicate with stakeholders, internal and external, about the program's direction.

Sustainability Program Plan Development

Developing the Sustainability Program Plan was and is a continuous, iterative process that involves envisioning a successful future, identifying where a program is in relation to that vision, developing goals to fulfill that vision, implementing strategies to achieve those goals, and monitoring progress toward implementation. As such, the plan is a dynamic document that requires updates over time as conditions and situations change.

The Sustainability Program Plan was developed during 2019 and 2020 through a combination of research, stakeholder interviews, and engagement with the WTD Sustainability Team, which is comprised of representatives across the division, and the Sustainability Steering Committee, which is a group of WTD division managers. Developing the plan involved the following:

- **Research.** Sustainability Program staff researched sustainability activities at leading water and wastewater utilities across the United States. In addition, the research identified sustainability programs and resources available to utilities from prominent utility member associations and research organizations.
- **Stakeholder Interviews.** Interviews were conducted with stakeholders both internal and external to WTD, including sustainability program staff at other leading utilities, sustainability experts from other King County divisions, and WTD staff from all sections. Interviews were used to understand how sustainability programs are structured in other organizations, the benefits that WTD could gain from an updated Sustainability Program strategic direction, and how the Sustainability Program fits in with other initiatives at King County and WTD.
- **WTD Sustainability Team and Sustainability Steering Committee Guidance.** The Sustainability Team and Steering Committee at WTD were consulted throughout the program plan development process. Members of these groups were asked to provide feedback and review the plan as the planning framework was developed, during the development of goals and strategies, and as the plan was finalized.



Sustainability Goals

This section summarizes the Sustainability Program's five goals and the reasoning behind each of the goals. Although each goal represents a standalone objective, in many instances, the goals are intertwined and overlap with one another. Together, they provide the foundation for a comprehensive and unified plan of action for the WTD Sustainability Program, both in the near and long term.

These goals support King County's comprehensive pro-equity policy agenda. *Pro-equity*, in this context, means being racially just and inclusive, and consistently taking action to eliminate the root causes of inequities. The Sustainability Program's goals aim to expand access to the County's [Determinants of Equity for the community WTD serves](#), including economic development and jobs, environment and climate, and health and human services.

Goal 1: Build an Internal Culture of Sustainability

To consistently expand sustainability practices at WTD, all employees of the division need to better understand how sustainability fits into their work. To this end, the Sustainability Program will build a culture of sustainability by acting as a resource for WTD staff, developing and promoting tools and trainings on sustainability topics, and effectively promoting sustainability through communications. Collectively, these efforts will help sections and work groups better advance sustainability initiatives across the division.

Goal 2: Develop and Implement Sustainability Policies

Comprehensive sustainability policies at King County reduce regional greenhouse gas emissions, prepare for climate change impacts, and create resiliency across the County. The Sustainability Program will prioritize the development and implementation of King County policies and ordinances, including the SCAP, Green Building Ordinance, and Sustainable Purchasing Ordinance. In addition to guiding WTD in meeting and reporting on these policies, the Sustainability Program will act as a catalyst to help other King County departments and divisions and utility partners advance sustainability initiatives in the region.

Goal 3: Advance Sustainability in the Capital Improvement Program

The Sustainability Program will ensure WTD projects and programs pursue sustainability and the triple bottom line; this includes measuring success in terms of financial health of the utility, environmental stewardship, and social justice. Working under the umbrella of WTD, the Sustainability Program will continue to shift projects and programs toward investments that address the root causes of inequities and lead to a better quality of life for communities.

Goal 4: Promote Sustainable Operations

Operating and maintaining the many WTD buildings, facilities, and assets can have significant impacts on energy, materials, and water use. The Sustainability Program will develop resources such as training documents, implementation guidance, and other sources of information to assist Operations and Maintenance (O&M) staff in advancing sustainable practices for WTD operations—“green O&M”—to further reduce greenhouse gas emissions, pollution, waste and operating costs, and to create a healthier overall environment for WTD employees and the surrounding community.

Goal 5: Strengthen External Partnerships

To multiply the impact of WTD sustainability investments and advance regional sustainability and resiliency issues, the Sustainability Program will learn from and share implementation challenges and successful strategies with utility partners and other King County departments. The Program will gain knowledge on industry best practices through regional sustainability discussions, piloting new tools and partnerships with utility leaders.

Program Plan Overview

The following table presents a summary overview of the goals, strategies, and actions developed for the Sustainability Program Plan.

GOALS ⁱ	STRATEGIES ⁱⁱ	ACTIONS ⁱⁱⁱ
<p>1: Build an Internal Culture of Sustainability.</p> <p>The Sustainability Program will effectively build a culture of sustainability in an effort to help WTD sections and work groups better advance sustainability initiatives across the division.</p>	<p>1a) Provide outreach to WTD sections and units that highlights subject matter experts and resources available in the Sustainability Program.</p>	<ul style="list-style-type: none"> • Provide presentations and trainings to all sections of WTD on the 2020 and future SCAP Updates. • Maintain an internal Sustainability SharePoint site and post content regularly to provide a direct link to staff looking for sustainability information. • Communicate sustainability resources in the monthly Sustainability Team meetings. • Present at section and work group meetings on sustainability resources, requirements, and topics to integrate sustainability at every level.
	<p>1b) Maintain an annual training plan that includes a minimum of two all-WTD training opportunities to improve overall understanding of sustainability concepts.</p>	<ul style="list-style-type: none"> • Create an annual Training Plan to reflect current issues and needs in the division. • Develop new tools to improve training through the digital platform and increase remote employee participation. • Share third party sustainability training and conference information with WTD staff. • Maintain an on-call contract in Resource Recovery to allow flexibility in subject matter experts needed for training topics.
	<p>1c) Develop a communications plan that includes multiple opportunities to develop a deeper understanding of sustainability.</p>	<ul style="list-style-type: none"> • Schedule and facilitate an annual Green Lunch and Learn Series and provide quarterly presentations related to topics of sustainability. • Create an annual “highlights” report/handout to communicate WTD sustainability accomplishments. • Maintain an external and internal sustainability website and post information and updates regularly to provide information on the program and sustainability topics. • Provide an interactive Earth Day or similar event to get staff engaged in Sustainability Program issues.

	<p>1d) Lead the WTD Sustainability Team, a cross-sectional team comprised of staff working on sustainability issues.</p>	<ul style="list-style-type: none"> • Plan and facilitate monthly Sustainability Team meetings to discuss and provide direction on topics of sustainability at WTD. Often, speakers are invited from other divisions to share sustainability project information. • Develop an annual work plan to progress sustainability at WTD. • Ensure that staff representation is provided from work groups across the division.
	<p>1e) Develop presentations and reporting for the WTD Sustainability Steering Committee.</p>	<ul style="list-style-type: none"> • Engage the Sustainability Steering Committee on timely sustainability topics, including progress on plans and policies, biannually and as-needed. • Email updates to the Steering Committee when sustainability policies are updated to communicate the current status on initiatives and other sustainability information, as needed.
<p>2: Develop and Implement Sustainability Policies.</p> <p>The Sustainability Program will prioritize the development and implementation of King County policies and</p>	<p>2a) Lead implementation, compliance, tracking, and communications for King County sustainability policies: SCAP, Green Building Ordinance, Sustainable Purchasing, etc.</p>	<ul style="list-style-type: none"> • Develop a WTD Implementation Plan for the 2020 SCAP Update and subsequent plans that empowers staff across the division responsible for progress on goals and objectives. • Track and report WTD progress related to SCAP goals and objectives annually. • Reduce and track embodied carbon associated with the capital portfolio. • Provide presentations and trainings to all sections of WTD on the 2020 SCAP Update and future SCAP updates. • Develop communications to support the Sustainable Purchasing Policy. • Maintain Green Building Ordinance annual reporting on all capital projects with a construction element in PRISM. • Act as a subject matter expert and resource to capital project staff on sustainability policies.

ordinances to advance sustainability initiatives.	<p>2b) Lead WTD in the development of policies and plans, pursue changes to WTD’s approach that would improve sustainability, and bring expertise to support King County’s overall sustainability strategy.</p>	<ul style="list-style-type: none"> • Represent WTD and provide expertise in the development of an updated or new King County Sustainability Scorecard; the first update is anticipated in 2021. • Participate and represent WTD in the implementation of the DNRP Clean Water Healthy Habitat Initiative (specifically scorecard and green building aspects). • Provide expertise and represent WTD in the 2021 update to the Green Building Ordinance and future ordinance updates. • Inform internal WTD planning processes on sustainability opportunities, including the Clean Water Plan, Long-term CSO Control Plan, Conveyance System Improvement Plan, etc. • Represent WTD in the 2025 and 2030 SCAP Update.
	<p>2c) Participate on the King County Green Building Team and subgroups to provide recommendations and track and develop King County sustainability policy.</p>	<ul style="list-style-type: none"> • Engage in monthly King County Green Building Team Meetings. • Present to the Green Building Team on projects and programs that highlight sustainability at WTD and inspire change in other divisions. • Share WTD tools and procedures with other King County divisions and departments.

	<p>2d) Pilot new and innovative approaches to develop and implement policies.</p>	<ul style="list-style-type: none"> • Complete WTD pilot of Embodied Carbon in Construction Calculator (EC3) in 2021. • Engage in King County embodied carbon policy and technical teams working to reduce embodied carbon in the built environment. • Develop tools and implement the Social Cost of Carbon for WTD pilot projects in 2021. • Engage with staff and develop a WTD Green Operations and Maintenance Manual to contribute to King County SCAP goals.
<p>3: Advance Sustainability in the Capital Improvement Program.</p> <p>The Sustainability Program will shift projects and programs toward investments that address the root causes of inequities and lead to a better quality of life for our communities.</p>	<p>3a) Integrate sustainability into the capital projects portfolio and individual projects.</p>	<ul style="list-style-type: none"> • Participate as subject matter experts on capital project teams as needed (i.e., larger projects or projects with third-party sustainability certification.) • Guide the design of all capital projects and construct sustainable infrastructure. Engage throughout the process, including alternatives review, eco-charrette facilitation, specifications review, scorecard input, contractor submittal review during construction, and funding. • Lead project sustainability eco-charrettes to promote integrated design and inspire project teams to create more sustainable project features. • Develop and implement an annual training plan that provides innovative approaches, addresses capital project sustainability requirements, and explains project tools. • Build and maintain tools to support efficient and clear integration of sustainability into projects, greenhouse gas emission calculators, documents for reporting, PRISM Sustainability Tab updates, and scorecard guidelines. • Develop project sustainability documents, including Request for Proposal language, sustainability and construction and demolition specifications, and work order language to ensure compliance. • Review and provide feedback on the integration of sustainability policy, opportunities and considerations at the project portfolio planning level, and small work group in 2021. • Collaborate with WTD’s Finance Section and WTD’s Project Planning and Delivery Section to develop guidance around funding associated with Sustainability. • Explore ways to incorporate the Social Cost of Carbon into the evaluation of alternatives during the Life Cycle Cost Analysis.

	<p>3b) Lead and improve project compliance and accountability through the use of a WTD sustainability scorecard or a third-party certified scorecard.</p>	<ul style="list-style-type: none"> • Maintain and update WTD Sustainability Scorecard and guidelines. Provide updates as needed and comprehensive review and comparison with other sustainability certifications every two years. • Lead a collaborative, cross-sectional WTD scorecard review team that reviews and approves all Gate 3 and 4 project scorecards and construction and demolition documents annually • Act as a division lead and project resource on third-party verified sustainability certifications (includes LEED, Envision, and SalmonSafe). • Participate and represent WTD in the 2021 King County Sustainability Scorecard Update and share WTD scorecard examples and experiences with the process. • Review and provide feedback on experiences with equity and social justice (ESJ) scorecard credits and provide input to discussion of ESJ-specific scorecard 2021.
	<p>3c) Communicate King County sustainability policy directives, including green building requirements, to project staff and review overall portfolio to identify compliance and opportunities.</p>	<ul style="list-style-type: none"> • Communicate updates to SCAP and Green Building Ordinance to WTD’s Project Planning and Delivery Section through trainings and briefings with staff and PPD supervisors in 2021 and as needed. • Develop and share documents and guidance in plain language that highlight commitments most applicable to WTD. • Perform Annual Strategic Opportunity Indicators review of new projects in Portfolio Management for Sustainability and Policy opportunities.
	<p>3d) Track and annually report sustainability Green Building Ordinance compliance to the Department of Natural Resources and Parks (DNRP)</p>	<ul style="list-style-type: none"> • Lead the annual King County Green Building Ordinance reporting for all WTD capital projects with a construction element. Work includes review of all projects, educating project managers on timelines and requirements, and collaboration with DNRP. • Collaborate with the PRISM team to update the tool and provide clear platform for reporting.
	<p>3e) Plan and provide guidance to improve resiliency on WTD capital projects</p>	<ul style="list-style-type: none"> • Develop guidelines and training associated with resiliency credits on the WTD sustainability scorecard. • Engage and participate in the WTD Climate Adaptation Working Group to make clear recommendations on incorporating climate impacts into project design.

<p>4: Promote Sustainable Operations.</p> <p>The Sustainability Program will develop resources to assist O&M staff in advancing sustainable practices for WTD operations to further reduce greenhouse gas emissions, pollution, and operating costs, and to create a healthier overall environment for WTD employees.</p>	<p>4a) Integrate sustainability into WTD O&M.</p>	<ul style="list-style-type: none"> • Develop, implement, and train staff on the Green Operations and Maintenance Manual. • Maintain an annual training plan to include sustainability related to O&M. • Conduct audits and implement conservation measures associated with sustainability plans and policies. • Act as a sustainability subject matter expert for staff.
	<p>4b) Develop resources to take advantage of expertise in operations.</p>	<ul style="list-style-type: none"> • Recruit plant staff to participate in the WTD Sustainability Team. • Conduct presentations for O&M staff on relevant sustainability topics and solicit ideas to improve sustainability at WTD.
	<p>4c) Lead annual O&M sustainability reporting and associated audits.</p>	<ul style="list-style-type: none"> • Conduct water audits at South Plant, West Point, and Brightwater to establish a baseline and identify water conservation opportunities to meet SCAP goals for 2021 and as needed. • Perform Annual Sustainability Reporting for the Green Building Ordinance for projects that have been in operation for 1 year to document performance and savings.
<p>5: Strengthen External Partnerships.</p> <p>The Sustainability Program will learn from and share implementation challenges and successful strategies with utility partners and other King County departments. The Program will gain knowledge on industry best practices through regional sustainability discussions, piloting new tools and partnerships with utility leaders.</p>	<p>5a) Develop a communications plan that highlights recent and upcoming milestones and builds an understanding of sustainability at WTD and for external audiences.</p>	<ul style="list-style-type: none"> • Schedule and facilitate an annual Green Lunch and Learn Series and provide quarterly presentations related to topics of sustainability, invite Green Building Team and other County staff. • Create an annual “highlights” report/handout to communicate the WTD sustainability accomplishments to be posted on the external website and used by community services staff to provide information on sustainability at WTD. • Maintain and update an internal and external sustainability website to provide information on the program and sustainability topics.
	<p>5b) Collaborate with regional agencies to track trends and policy updates and seek out opportunities for collective action.</p>	<ul style="list-style-type: none"> • Present successes and participate in annual local Sustainability Conference to collaborate with industry leaders and local agencies. • Share lessons learned and experiences with the Envision Sustainability certification with regional agencies in 2021. • Develop embodied carbon reduction approach Request for Information or position paper with regional agencies in 2021.

	<p>5c) Represent WTD and engage with other groups and agencies on sustainability topics.</p>	<ul style="list-style-type: none"> • Engage in the King County Green Building Team and subgroups to learn from other King County groups, enhance overall King County sustainability, communicate WTD successes, and share lessons learned. • Represent WTD on county-wide sustainability projects, including the King County Model Recycle Project and Pilot in 2021. • Share project and policy successes with other work groups and divisions at King County.
	<p>5d) Continue internal and external partnerships.</p>	<ul style="list-style-type: none"> • Establish and maintain partnerships with local agencies and utilities on shared sustainability issues; 2021 will include partnership on the reduction of embodied carbon (Port of Seattle, Sound Transit, City of Seattle). • Engage on industry topics that impact WTD, may include related to on-site water treatment and water reuse. • Maintain WTD recognition in the Utility of the Future Program (required every 3 years).

ⁱ Goals = broad, aspirational outcomes the organization wishes to achieve related directly to its values

ⁱⁱ Strategies = specific types of actions taken to achieve goals and objectives. Strategies describe *how* goals and objectives will be achieved.

ⁱⁱⁱ Actions = discrete, actionable tasks that implement one or more strategies.

Action Implementation

The Sustainability Program was created based on a recognized need to have a focused, proactive effort to implement sustainability throughout WTD. The goal of the program is to balance environmental, social, and economic considerations in every aspect of the division's work. To this end, the Sustainability Program recognizes that collaboration with all WTD work groups is necessary to make sustainability, business as usual.

The following are examples of WTD work groups that the Sustainability Program currently works closely with to advance sustainability and sustainable practices:

- Project Planning and Delivery Section—on issues from third-party sustainability certifications, to PRISM scorecard development and management, to construction and demolition waste diversion
- Operations—on issues related to the operations and maintenance of sustainable infrastructure, to educating future operators on sustainability through presentations at the operator-in-training program
- Equity and Social Justice Committee—on training and sustainability scorecard credits to address equity on capital projects
- Environmental Planning—on sustainable stormwater and habitat opportunities
- Finance—on accounting for the social cost of carbon in project budgets, to better demonstrating the return on investment of sustainable project features
- Education team—to present on sustainability for the high school intern program and other outreach efforts

These direct collaboration opportunities provide internal work groups with the tools and knowledge to carry forward sustainability efforts and are a model for future program work. The responsibility of sustainability must be shared across the division. The Sustainability Program will lead the implementation of this effort. Below is a responsibility matrix to better demonstrate the shared sustainability commitment across the division.

Goal	Activity	Sustainability Program	Sustainability Team	Sustainability Steering Committee	Project Planning and Delivery	Environmental and Community Services Section	Operations and Maintenance	Finance
Build an Internal Culture of Sustainability	Sustainability Training	Accountable ⁱ	Consulted	Informed	Responsible	Responsible	Responsible	Responsible
Build an Internal Culture of Sustainability	Sustainability Communications	Accountable ⁱ	Responsible	Consulted	Informed	Informed	Informed	Informed
Develop and Implement Sustainability Policies	Sustainability Policy Implementation	Accountable ⁱ	Informed	Informed	Responsible	Informed	Responsible	Informed
Develop and Implement Sustainability Policies	Sustainability Policy Development	Accountable ⁱ	Consulted	Consulted	Consulted	Consulted	Consulted	Consulted
Advance Sustainability in the Capital Improvement Program	Integrate Sustainability into Capital Projects	Accountable ⁱ	Consulted	Informed	Responsible	Consulted	Consulted	Consulted
Advance Sustainability in the Capital Improvement Program	Manage Capital Projects to meet Green Building Ordinance and SCAP goals and targets ⁱⁱ	Consulted	Informed	Informed	Accountable	Responsible	Consulted	Informed
Advance Sustainability in the Capital	Compliance and Reporting King County Sustainability Policy	Accountable ⁱ	Consulted	Consulted	Responsible	Consulted	Consulted	Informed

Improvement Program								
Promote Sustainable Operations	Integrate Sustainability into Operations and Maintenance	Accountable ⁱ	Consulted	Informed	Consulted	Consulted	Responsible	Consulted
Promote Sustainable Operations	Manage WTD O&M activities to meet Green Building Ordinance and SCAP goals and targets ⁱⁱ	Consulted	Informed	Informed	Consulted	Consulted	Accountable	Informed
Strengthen External Partnerships	Internal and external Sustainability Partnerships	Accountable ⁱ	Consulted	Consulted	Informed	Informed	Informed	Informed

ⁱThe Sustainability Program is both accountable and responsible.

ⁱⁱ The Sustainability Program is accountable for incorporating sustainability policies into the capital project portfolio and operations; PPD and Operations are accountable for meeting goals and targets.

Responsible – Does the work to complete the task

Accountable – Delegates work, or does the work, and is the last one to review; elevates to management when necessary

Consulted – Provides input based on how it will impact their future project or their expertise

Informed – Needs to be kept in the loop on progress, doesn't need every detail

In support of the collaborative approach, the program leads a cross-sectional WTD Sustainability Team and is guided by the WTD Sustainability Steering Committee. These groups act as an extension of the program and help to better implement sustainability strategies. Appendix B presents the Sustainability Program Charter and contains information on the purpose and role of the Sustainability Team.

Beyond the division, the Sustainability Program collaborates with the King County Green Team to highlight progress and implement County-wide strategies. Regionally, the program focuses on collaboration with utility partners to advance sustainability and resiliency practices.

Methods to implement Sustainability Program actions will vary significantly depending on the type of action and its complexity. Actions will be incorporated into WTD's work planning process, and the following planning details will be identified, as necessary, through that process:

- **Champions:** Program plan champions are individuals who advocate for and support an action or set of actions. Champions advocate for actions to program decision-makers and search for solutions to barriers to implementing actions. Often, the champion for an action is different from the individual(s) leading an action to completion.
- **Leads:** Action leads take responsibility to ensure an action is successfully implemented by tracking progress, monitoring the budget, and delegating work to complete an action during program plan implementation.
- **Costs:** During the program planning process, the budget for implementing an action may not be known. However, the program will be able to identify *types* of costs that may be required to implement an action, such as capital, operational, travel, membership, consultant, or other costs.
- **Stakeholder Engagement:** Key stakeholder groups, including the Sustainability Team and Sustainability Steering Committee, will be consulted throughout implementation of the program plan.
- **Measures and Milestones Refinement:** The program will identify specific measures and milestones for tracking progress toward strategies and actions during the internal work planning process.
- **Monitoring and Maintenance:** The program will regularly monitor progress toward achievement of Sustainability Program Plan goals. Measures identified for each objective will be a useful guide in plan monitoring. Also, the program plan may occasionally be revisited and updated as conditions change.

Appendix A

WTD Sustainability Program Plan

Project Charter

I. Project Identification

Name: *WTD Sustainability Program Strategic Plan Charter*

Project Sponsor: *Rebecca Singer*

Project Manager: *Heidi Sowell*

II. Need/Justification

The King County Wastewater Treatment Division (WTD) models leadership in sustainable development every day, in support of the WTD vision: “An innovative and resilient clean water enterprise revolutionizing the recovery of valuable resources for sustainable communities.” WTD’s mission is grounded in sustainability and a dedicated Sustainability Program was created in 2014; the Sustainability Program is need of an up-to-date strategic plan that continues to support WTD’s evolving near-term priorities and long-term mission.

This project will create a WTD Sustainability Program plan that will:

- *Provide a strategic direction for the Program through the year 2030.*
- *Establish sustainability strategies and actions, highlight opportunities for integration into existing programs, identify barriers and risks, provide direction for decision-making, and communicate the role of sustainability to stakeholders.*
- *Identify existing initiatives throughout the Division and the County, both internal and external to the existing Sustainability Program.*
- *Outline key sustainability drivers relative to WTD’s mission, such as resiliency, adaptation, and mitigation, and define the Sustainability Program’s relationship to these work areas.*

III. Project Audience

The plan will define a framework and direction for the Sustainability Program and provide guidance for internal decision-making related to sustainability. The primary audiences are WTD management and staff. The plan may also have a limited external audience.

IV. Project Objectives

- **Consult** *internal stakeholders and external sustainability experts to develop a comprehensive plan that identifies WTD priorities and industry best practices.*

- **Align** the WTD Sustainability Program Strategic Plan with other coordinated initiatives, including the WTD Clean Water Plan and the King County SCAP.
- **Develop** measurable goals and objectives for the WTD Sustainability Program, and strategies for achieving them.
- **Identify** priority work areas and resource needs for the WTD Sustainability Program.

V. **Project Scope Statement**

The plan will focus on a ten-year planning horizon; it will identify and prioritize actions through 2030 and identify potential longer-term sustainability interests and concerns.

The major topics that the project team will explore in the development of the plan are as follows:

- Major sustainability-related challenges and opportunities, and any relevant policies/legislation that WTD may face in the next 10-15 years.
- Integration of Sustainability into the decision-making of all WTD work groups.
- The relationship of the Sustainability Program to other major planning initiatives, such as the WTD Clean Water Plan and the 2020 King County Strategic Climate Action Plan (SCAP) update.
- Gap areas in WTD's current approach to sustainability, relative to the King County SCAP and other WTD strategic postures.
- Strategies for coordination/collaboration with other WTD and Department of Natural Resources and Parks (DNRP) sustainability-related programs.
- Opportunities for WTD to engage in regional or national sustainability programs and forums.

Within the scope of these topics, the project will conclude in a prioritized list of goals and work areas for the WTD Sustainability Program, and will explain how these items meet WTD's organizational vision and goals.

VI. **Project Schedule**

The final deliverable (2020 Sustainability Plan) will be available Q1 2021.

VII. **Project Deliverables**

Primary project deliverable will be a program plan that defines a course for the WTD Sustainability Program.

VIII. **Initial Project Assumptions**

It is assumed that this plan will be staff-driven and that the in-house staff needed to complete this project will be available and not have competing priorities.

IX. **Initial Project Constraints**

Project constraints include funding, timeline, and no previous strategic plan to build off of.

X. **Initial Project Driver**

Scope is the initial project driver.

XI. Project Priority

The priority of this project is setting a clear direction for the WTD Sustainability Program for the next five years, with a longer-term ten year vision.

Appendix B

Wastewater Treatment Division Sustainability Team

Charter

'Sustainability' is defined as the long-term viability, health, and robustness of environmental, social, and economic systems. In the King County Wastewater Treatment Division (WTD), this means: (1) healthy natural environments; (2) equity, social justice and vibrant communities; (3) cost-effective capital investments, operations, and maintenance; and (4) resilience to future disruptions and climate adaptation.

Purpose

Guided by its mission to protect public health and enhance the environment through treating wastewater while recycling valuable resources, WTD consistently displays leadership in sustainable infrastructure. The daily work of many existing programs and teams contributes to the environmental, social, and economic sustainability of the King County region, as well as the division itself.

Therefore, the purpose of the Sustainability Team is as follows:

1. Integrate and facilitate robust collaboration amongst existing WTD sustainability efforts, so that the efforts may support one another and realize valuable synergies.
2. Identify gaps in sustainability practices, and work with WTD leadership to improve sustainability in WTD policies, decision-making, and internal and external organizational practices.

Baseline Team Activities

1. Attend monthly sustainability meetings
2. Make annual sustainability presentations to work groups
3. Report information to/from work groups regularly
4. Participate in a Sustainability Team Work Plan Subgroup
5. Weigh in on WTD planning efforts as a sustainability representative (e.g., Clean Water Plan)
6. Serve as a sustainability subject matter expert in day-to-day work and participate in continued sustainability learning/education
7. (SOME MEMBERS) Participate in WTD Scorecard Review Team

Staff Team Membership

The staff team will be composed of members who reflect the diversity of work groups within WTD.

Team Members

Team Coordinator (Sustainability Program Lead)
Resource Recovery
Community Relations
Comprehensive Planning
Education Program
Energy Program
Engineering

Environmental Planning
Project Management
Operations
Permitting/Compliance
Technology Assessment
Finance

Assumptions, Roles and Responsibilities

1. On an annual basis, the team will develop WTD Sustainability Work Plan options, in coordination with section staff, for implementation into respective section work plans.
2. Sustainability Team members will meet monthly.
3. Consider internal and external stakeholder feedback on implementation of sustainability work and industry best practices.
4. The team will establish and actively track work plan indicators of success and sustainability performance metrics.
5. Staff time will be charged to project #1111122 and task 0.19.00.
6. Supervisors will allow time for Sustainability Team participation in individual work plans.
7. The Sustainability Team Coordinator will manage the work flow of the team.

Steering Committee Membership

Chair: Division Director; **Members:** Assistant Division Director, and Section Managers from Project Planning and Delivery, Resource Recovery, Environmental and Community Services, Finance, East Section, West Section and Brightwater.

