

Investing in Portland's Future




Portland Development Commission

Sustainability Plan

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Approval:



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Executive Director



Date

Portland Development Commission Sustainability Plan

Plan Background

Portland City Council passed Resolution No. 36468 in December 20, 2006, establishing the Sustainable City Government Partnership that applied to all bureaus and offices. The Resolution required each director to appoint a “Sustainability Liaison.” This person would have direct access to bureau management and decision makers, thus facilitating the development of an annual Sustainability Plan and Progress Report. This Plan will be sent to the Office of Management and Finance and the Sustainable Development Commission and “contribute to an annual city-wide sustainability report on progress.”

Need for a Plan

The Portland Development Commission’s (PDC) Sustainability Plan lays out a bold set of six priority goals, with specific objectives that will be implemented over the next few years to improve the sustainability of its internal and external business operations. An internal impact assessment identified urban redevelopment—PDC’s primary mission—as the agency’s major impact on the community, ecological systems and economy. Though secondary in the magnitude of its impacts, PDC’s internal business processes are also addressed in this Plan, providing an opportunity for PDC to position itself as a model in sustainable operations.

Since the early 1990s, the City of Portland, has led the nation in implementing policies that seek to balance urban redevelopment with its community and environmental goals. This year, the City Council passed Resolution No. 36488, which adopted the *Peak Oil Task Force* goal of reducing fossil fuel use 50 percent by the year 2030. It also aligned itself with the goals of *Architecture 2030*, an initiative adopted by the American Institute of Architects, the U.S. Conference of Mayors, including Portland’s Mayor Tom Potter, and hundreds of governments and businesses to quickly and dramatically improve building performance. The *Architecture 2030* goals challenge developers and governments to construct buildings that are 60 percent more energy efficient by the year 2010 and carbon neutral by the year 2030. The reasons behind these aggressive targets are well established.

There is scientific consensus on the global effects of climate change and society has no time to waste in profoundly altering its current unsustainable development model. Dr. James Hanson, Director of NASA’s Goddard Institute for Space Studies and one of the world’s leading climate scientists, famously said in May 2007, that the world has about “*ten years left in which to act*” in order to avoid the most “disastrous effects” of climate change, including “increasingly rapid sea-level rise, increased frequency of droughts and floods.” International economic institutes now estimate the financial costs of a “business as usual” approach to climate change will be \$20 to \$74 *trillion* dollars annually, by the year 2100.

PDC’s example and its market-transforming development policies have set a national example in the past and will continue to do so if leading industry practices, as outlined in the Sustainability Plan, are implemented. Given that *buildings contribute over 45 percent of U.S. carbon emissions*¹, PDC should

¹ For commercial and industrial buildings, “USEPA #430-R-07-002, Table 2-16: U.S. Greenhouse Gas Emissions by Economic Sector and Gas with Electricity-Related Emissions.” June 14, 2007.

continue advancing building construction that is smart, high performing and sustainable. This will help defuse unnecessary impacts to the world's climate.

PDC's mission and record highlight the benefits of urban development including job growth, greater economic prosperity and social equity, and an expansion of public amenities and services. Traditional building construction, however, also affects human health, community cohesiveness and equity, natural resources, energy use and waste creation. At the national level, the impacts of buildings include the consumption of:²

- 70 percent of the electricity supply;
- 14 percent of the clean water; and
- 40 percent of the raw materials (globally).

In response to these challenges, PDC has developed six primary goals, specific objectives, performance measures and timelines and responsible individuals to implement this Plan.

PDC's Sustainability Plan Goals

External Operations Sustainability Goals

1. Update, promote and facilitate implementation of PDC's Green Building Policy
2. Grow sustainability expertise at PDC and within development and business communities
3. Promote sustainable economic development

Internal Operations Sustainability Goals

4. Reduce energy use and climate impacts
5. Purchase sustainably and reduce natural resource depletion
6. Enhance PDC's sustainability culture through communication, outreach, education and training

² U.S. Green Building Council, *Building Impacts Fact Sheet*, 2006.

PDC’s Sustainability Vision

The Portland Development Commission advances cutting-edge sustainable development practices and is helping to transform markets.

Sustainability Mission

To lead by example, implement policies, and provide technical assistance, incentives and training that facilitate sustainability expertise and enhance PDC’s role in collaboration with our partners in accelerating sustainable businesses and development throughout the Portland region.

City of Portland Sustainability Policies and Goals that Impact the Sustainability Mission of the Portland Development Commission

- [Sustainable City Principles](#)
- [Green Building Policy](#)
- [Green Streets Policy](#)
- [Solid Waste Management](#)
- [Sustainable Paper Use Policy](#)
- [Sustainable Procurement Strategy](#)
- [Salmon and Trout Recovery](#)
- [Energy Policy](#)
- [Global Warming Policy](#)
- [Biofuels Requirements of City-Owned Vehicles](#)
- [Willamette River Greenway Plan Update](#)
- [2005 Portland Watershed Management Plan](#)
- [Urban Forestry Policies and Rules](#)
- [Ecoroofs Policy](#)

PDC Current Sustainability Policies and Goals

- PDC’s Green Building Policy Guidelines for commercial/retail development, housing and economic development projects
- A memorandum of understanding with the Office of Sustainable Development to collaborate in promoting sustainable economic development
- Construction, demolition, deconstruction, salvaging and recycling goals for predevelopment of real estate
- Sustainable Business Retention and Expansion Goals
- PDC Board Resolution (No. 06-8), giving preference to transactions that meet or exceed PDC’s Green Building Policy when deploying New Markets Tax Credits

Overview of Sustainability Activities since January 2007

- Created and filled a full-time Sustainability Manager position
- Created a twenty-six member PDC Green Team
- Established a monthly Green Bag Speakers Series

External Operations

- Completed the report, *PDC's Green Building and Sustainability Accomplishments, 2003-2007*
- Completed the Sustainability Principles paper for Centennial Mills, a PDC first
- Updated Green Building Policy language in the *request for proposals* template
- Provided sustainability technical assistance to eight PDC projects
- Achieved salvage and recycling rates of up to 97 percent on particular PDC demolition projects
- Provided major financial support of public transportation and green streets projects

Economic Development (for FY 2006-07)

- Provided assistance to 57 sustainable companies to expand and/relocate to the Portland region
- Provided grant assistance to five companies to adopt sustainable practices
- Supporting a Sustainable Industries Research Study as part of a broader four-state study of the Sustainable industry cluster in the Northwest
- Sponsored the Green Building Cost and Opportunity Study
- Provided gap financing for FSC Wood Products Distribution Center
- Promoted the Portland area and research related to sustainable technologies
- Coordinated the development of public sector tools to foster sustainable development practices, and expand the sustainable industries sector of the regional economy

Internal Operations

- Arranged a full-day of recycling, training, awards and festivities in honor of Earth Day
- Developed a Sustainability Web Site on PDC's Intranet
- Arranged a series of educational presentations for the staff on sustainability issues
- Completed two intensive staff training sessions on the Green Building Policy and LEED certification process
- Arranged for an Energy Trust of Oregon assessment of the building's energy use and the potential for attaining certification for LEED for Existing Buildings
- Requested and received a report from the Bureau of Water on PDC's water use reduction strategies. Only one recommendation was proffered, which PDC subsequently implemented
- Initiated the process to become BlueWorks certified for an exemplary recycling program
- Applied for and won a free flex bike for staff use in attending meetings or doing errands

Sustainability Program Stakeholders

Stakeholder	Relationship with the Program	Expectations
➤ PDC Board	Decision-makers	Provides direction and makes final decisions on questions of policy, budget and program initiatives
➤ Sustainable Development Commission	Advisors	Provides sustainability-related information and feedback for PDC’s consideration
➤ Central Services Director	Sponsor	Provides the guidance on business objectives and supports the Sustainability Program’s efforts to achieve them
➤ Sustainable Services Division Manager	Supervisory	Supervises Sustainability Program Manager
➤ PDC Directors and Management	Collaborative Partners	Look to the Sustainability Program as a source for expertise and support in all areas related to sustainability goals and projects, help create an environment conducive to project success
➤ PDC Project Managers	Partners/Customers	Collaborate on sustainability project goals, receive technical guidance and assistance for eco-charrettes
➤ PDC staff	Customers	Receive sustainability training, collaborate to achieve internal operations goals
➤ Green Team	Volunteer Partners	Provide advice and feedback on Program goals, activities and initiatives; participate on subcommittees that implement sustainability action for internal and external operations
➤ Development Community ➤ Recipients of loans and grants	Partners & Customers Clients	Program will provide green building and sustainability technical assistance, training and other resources
➤ Social Community ➤ Public Agencies	Partners/Customers	Partner with public agencies and nonprofits to target small and medium businesses, including Minority/Women/Emerging Small Business, in providing green building and sustainability services and assistance

Introduction

PDC’s Sustainability Plan goals outlined on the succeeding pages are divided by the agency’s two areas of environmental and community impact: *external operations*, which include commercial, retail, housing and business development, and *internal operations*, which include building operations, purchasing, paper use, recycling and other business processes. The objectives focus on the 2007-2008 time-frame, though in some cases the activities identified will continue into succeeding year. The plan will be updated annually. For additional details, an appendices, which lists the action items associated with each objective, is available upon request.

Text in italics briefly highlights elements of the rationale for the recommendations.

PDC’s External Operations Sustainability Goals

GOAL 1: UPDATE, PROMOTE AND FACILITATE THE IMPLEMENTATION OF PDC’S GREEN BUILDING POLICY AND SUSTAINABILITY PRACTICES

Objectives / Activities	Measures of Success	Who’s Responsible	Timeline / Years		
			1	2	3+
Objective A: Develop a new Green Building Policy that places PDC among the nation’s leading sustainable development agencies. Suggested Activities:				✓	
<ul style="list-style-type: none"> Examine the pros and cons of requiring PDC-funded commercial/retail developers to achieve the new ASHRAE 189 Standard <p><i>ASHRAE 189 is a sustainable building standard that would: reduce energy use by 30 percent, promote renewable energy, and reduce water use 25 percent below the 1992 Energy Policy Act requirements. This policy would help operationalize PDC’s objective of becoming a world class leader in sustainable development.</i></p> <ul style="list-style-type: none"> Incorporate third-party verification for all PDC green building certifications Explicitly incorporate social equity objectives 	<ul style="list-style-type: none"> Percent of PDC projects that achieve third-party verified green certifications 	Development, Housing and Economic Development Departments Sustainability Manager			
Objective B: Update and clarify PDC’s 2005 Green Building Policy Guidelines Suggested Activities:				✓	
<ul style="list-style-type: none"> Update the Greening Affordable Housing criteria <p><i>The City/PDC Greening Affordable Housing certification has not been updated since 2000. An April 27, 2005 City Council Resolution requires that it be updated.</i></p> <ul style="list-style-type: none"> Clarify the tenant improvement project certification requirements Standardize a process to certify the completion of the Green Building project requirements (Certificate of Completion) 	<ul style="list-style-type: none"> A new policy is completed that measurably advances the sustainability of PDC projects 	Development, Housing, and Economic Development Depts. Operations Committee Sustainability Manager			

Objectives / Activities	Measures of Success	Who's Responsible	Timeline / Years		
			1	2	3+
Objective C: Develop mechanisms to institutionalize the Green Building Policy throughout PDC's business procedures. Suggested Activities:			✓		
<ul style="list-style-type: none"> Review relevant legal documents to ensure they contain clear consistent language regarding PDC's policy requirements Improve monitoring and tracking of policy implementation; address the need for adequate staffing for post-funding project monitoring 	<ul style="list-style-type: none"> Number of legal documents updated to outline specifically the green building requirements 	Development, Housing and Legal Depts. Operations Committee Sustainability Manager			
Objective D: Improve compliance with the Green Building Policy by creating a Compliance Assistance Program. Suggested Activities:			✓	✓	
<ul style="list-style-type: none"> Develop business case documents and brochures that provide the financial rationale for building green, provide current case studies that highlight the challenges and benefits, and provide guides on policy implementation. Develop a mentoring program for developers, including small, emerging, women and minority who lack green development experience For recipients of loans and grants, get a commitment to their project's sustainability goals early in the process Partner with Portland State University to design and fund a study on the costs, benefits and return on investment for specific green building elements Market PDC green building technical services to developers and contractors. 	<ul style="list-style-type: none"> Percent of projects that meet or exceed PDC's certification requirements The percent of PDC projects that comply with the Policy 	Development and Housing Depts. Community Relations and Business Equity (CRBE) staff Operations Steering Committee Legal Staff Public Affairs Sustainability Manager			

Objectives / Activities	Measures of Success	Who's Responsible	Timeline / Years		
			1	2	3+
Objective E: Develop incentives to facilitate and advance PDC's Green Building Policy			✓	✓	
Suggested Activities:					
<ul style="list-style-type: none"> Provide matching funds for eco-charrettes and green consulting services to qualifying developers <p><i>Green subsidies are a public good in that they help internalize the environmental and societal costs of development.</i></p> <ul style="list-style-type: none"> Assess the feasibility of developing a flexible services contract with green building consultants for Minority, Women and Emerging Small Business to access services at a more competitive rate Explore developing a program, based on the Energy Trust model, to offer developers a Pass-through Option for BETC credits, with access to the cash incentives during construction <p><i>The Pass-through Option allows a project owner to transfer the Business Energy Tax Credit (BETC) project eligibility to a partner and then receive a reduced upfront, lump-sum cash payment.</i></p> <ul style="list-style-type: none"> Develop a public sustainability web site to promote and communicate PDC's goals, policies and incentives; provide case studies and other examples of best practices; advertise PDC and other training opportunities; and list green building resources Develop an awards program to recognize developers for their green building sustainability achievements 	<ul style="list-style-type: none"> Percent of developers receiving matching grant funds whose projects meet or exceed PDC's Green Building Policy requirements 	Development, Housing, and Economic Development Depts. Contracts CRBE staff Legal Operations Committee Web Master Public Affairs Sustainability Manager			

GOAL 2: GROW SUSTAINABILITY EXPERTISE AT PDC AND IN THE DEVELOPMENT & BUSINESS COMMUNITIES

Objectives / Activities	Measures of Success	Who's Responsible	Timeline / Years		
			1	2	3+
Objective A. Provide PDC Staff with training opportunities that equip them to become sustainability professionals and fully prepared to implement PDC policies.			✓	✓	✓
Suggested Activities:					
<ul style="list-style-type: none"> Annually assess staff training needs Develop a PDC staff sustainability training agenda with objectives and cost estimates Provide the needed professional, technical and other training opportunities 	<ul style="list-style-type: none"> Survey the staff to determine whether they understand PDC's sustainability policies and feel better prepared to implement them 	Development and Housing Dept. Organizational Development Manager Sustainability Manager			
Objective B: Provide training opportunities for Minority, Women and Emerging Small Business and others in the development community.			✓	✓	✓
Suggested Activities:					
<ul style="list-style-type: none"> Coordinate with the Office of Sustainable Development and leading M/W/ESB organizations to assess training needs and develop an annual Green Development Training Plan with objectives and cost estimates Develop green building training modules targeted to the needs of medium-size and MWESB developers Look for public and private partnering opportunities to provide training Provide training opportunities that address a variety of developer needs 	<ul style="list-style-type: none"> Initially, the measure will be how many people are served by PDC's targeted training opportunities 	CRBE staff Development and Housing Organizational Development Sustainability Manager			

GOAL 3: PROMOTE SUSTAINABLE ECONOMIC DEVELOPMENT

<i>Objectives / Activities</i>	<i>Measures of Success</i>	<i>Who's Responsible</i>	<i>Timeline / Years</i>		
			<i>1</i>	<i>2</i>	<i>3+</i>
Objective A: Target marketing to sustainable businesses for retention, expansion and recruitment.			✓	✓	
Suggested Activities:					
<ul style="list-style-type: none"> • Provide business development tools, including financial incentives and technical assistance to foster sustainable target industry development • Expand Sustainable Business Assistance Program and PDC's partnership with the Zero Waste Alliance, which offers a 50/50 grant share program to assist businesses and developers in identifying and implementing sustainable operations 	<ul style="list-style-type: none"> • Assistance is provided to 40 businesses • Additional funding is provided to new business partners 	Sustainable Target Industries Manager			

PDC’s Internal Operations Sustainability Goals

GOAL 4: REDUCE ENERGY USE AND CLIMATE IMPACTS

Objectives / Activities	Measures of Success	Who’s Responsible	Timeline / Years		
			1	2	3+
Objective A: Develop an “Energy Efficiency and Renewable Energy Use Policy” and make PDC’s building energy use carbon neutral by 2010. Suggested Activities:				✓	✓
<ul style="list-style-type: none"> • Purchase 100 percent green wind power, contingent on the successful completion of the City of Portland’s Renewable Energy Contract to supply 100 percent of the city’s need for electricity <p><i>PDC was added to this contracting process in the spring of 2007.</i></p> <ul style="list-style-type: none"> • Explore the feasibility of reducing PDC’s building energy load by applying low-emission film to the windows, reducing summer heat gain <p><i>Low-emission glass reflects up to 90% of long-wave radiation, which is heat, but lets in short-wave radiation, which is light.</i></p> <ul style="list-style-type: none"> • Reduce carbon footprint of PDC fleet (4 vehicles) by phasing in the purchase of carbon offsets • Require employees to turn off their computers and monitors when they leave at night; purchase a limited number of “smart power strips” that will automatically turn off <p><i>Phantom plug loads can account for an average of 70 percent of the total electricity use.</i></p> <ul style="list-style-type: none"> • Reduce energy load by shutting down all printers and copiers at night • Reduce energy use by shutting off all non-safety lighting at night when the 1:00 am janitor shift ends 	<ul style="list-style-type: none"> • PDC purchases 100 percent of its energy from renewable energy resources • Percent of energy and financial savings annually, and the reduction in carbon emissions, in pounds 	CREB/Purchasing Facilities Green Team Members Sustainability Manager			

Objectives / Activities	Measures of Success	Who's Responsible	Timeline / Years		
			1	2	3+
Objective B: Increase use of transit, carpooling, bike and feet for employees' work commute, and in other ways reduce the staff's climate impacts.			✓	✓	✓
Suggested Activities:					
<ul style="list-style-type: none"> Expand staff outreach and incentives to promote an increase in alternative transportation choices and reduce the cumulative distance that PDC employees travel in a single-occupancy vehicle for their work commute Phase in the purchase carbon offsets for employees' business air travel 	<ul style="list-style-type: none"> Percent reduction in the average annual staff single –occupancy vehicle miles traveled Percent of PDC's air travel carbon emissions that is offset 	Transportation Coordinator Human Resources Operations Committee Sustainability Manager			
Objective C: Purchase energy efficient office products.			✓	✓	✓
Suggested Activities:					
<ul style="list-style-type: none"> Research the purchase of more energy efficient desk lamps Phase in the purchase of energy efficient LED monitors to replace the remaining 40 CRT monitors <p><i>LEDs use 66 percent less energy than CRTs.</i></p> <ul style="list-style-type: none"> Assess the costs and energy efficiency benefits of phasing in the purchase of fewer large servers versus many smaller servers Phase in 100 percent use of compact fluorescent lamps or LED lighting 	<ul style="list-style-type: none"> Number of new energy efficient products purchased annually 	CREB/ Purchasing IT Department Sustainability Manager			

GOAL 5: PURCHASE SUSTAINABLY AND REDUCE NATURAL RESOURCE DEPLETION

Objectives / Activities	Measures of Success	Who's Responsible	Timeline / Years		
			1	2	3+
Objective A: Develop a Sustainable Purchasing Policy				✓	
Suggested Activities:					
<ul style="list-style-type: none"> Implement a “Buy Locally” procedure wherein the largest number of office products feasible is purchased from local vendors <p><i>Buying locally keeps public dollars in the community, simulates local businesses and reduces the costs and impacts of long-distance transportation of goods.</i></p> <ul style="list-style-type: none"> Add language to solicitations and contracts to require the use of recycled projects to the greatest extent possible Institute a PDC Mug Program to reduce paper cup use by staff and visitors When paper plates are needed, purchase biodegradable products Purchase remanufactured toner cartridges. Purchase safe, sustainable furniture and carpeting, as needed Promote the purchase of products with earth-friendly packaging Increase the percent of chlorine free, 100 percent recycled content paper purchased by PDC 	<ul style="list-style-type: none"> Number of products currently purchased from national chains that are purchased from local vendors annually The percentage reduction in paper cups purchased 	CREB/ Purchasing Contracts Sustainable Industries Mgr. Graphics Designer Recycling Coordinator Sustainability Manager			
Objective B: Use purchasing contracts and other means to reduce staff exposure to toxic substances.			✓	✓	
Suggested Activities:					
<ul style="list-style-type: none"> Minimize, to the greatest extent possible, the use of hazardous products by purchasing safer alternatives Require the use of Green Seal 37 compliant cleaning products Require contractors, to the greatest extend feasible, to incorporate environmental sustainability into their services 	<ul style="list-style-type: none"> Alternatives to at least three products with toxic properties are identified and purchased Contracts include language consistent with the Sustainability Plan 	CREB/ Purchasing Contracts Legal Sustainability Manager			

Objectives / Activities	Measures of Success	Who's Responsible	Timeline / Years		
			1	2	3+
Objective C: Expand and further institutionalize recycling at PDC			✓		
Suggested Activities:					
<ul style="list-style-type: none"> Attain PDC BlueWorks certification by the Office of Sustainable Development <p><i>A BlueWorks certification verifies that an agency or business is exemplary in their recycling procedures.</i></p> <ul style="list-style-type: none"> Establish a protocol for regular electronics reuse, working with schools and non-profits, and for recycling non-functional electronics Recycle other office products such as batteries and cell phones 	<ul style="list-style-type: none"> PDC becomes BlueWorks certified 100 percent of functional electronics no longer used by PDC are donated to recipients 100 percent of non-functional electronics are recycled 	Recycling Coordinator Facilities IT Department CREB Sustainability Manager			
Objective D: Develop a PDC Paper Policy to increasingly reduce, reuse and recycle paper.			✓		
Suggested Activities:					
<ul style="list-style-type: none"> Require that staff use double-sided printing unless single-sided is required Develop procedures on paper reuse Phase in the use of <i>GreenPrint</i> software to automatically reduce paper and toner waste Create an Administrative Policy on electronic record keeping to replace paper record keeping greatest extent feasible <p><i>Digital records keeping helps assure documents will be better catalogued and more easily located and accessed, reducing paper use and storage needs.</i></p>	<ul style="list-style-type: none"> Percentage reduction in average annual purchase of paper, and resulting cost savings 	Records Manager Sustainability Manager			

<i>Objectives / Activities</i>	<i>Measures of Success</i>	<i>Who's Responsible</i>	<i>Timeline / Years</i>		
			<i>1</i>	<i>2</i>	<i>3+</i>
Objective E: Reduce consumption of natural resources.					
Suggested Activities:			✓		
<ul style="list-style-type: none"> • Develop a policy and procedures to reduce paper, toner and printer cartridge use by 20 percent from PDC's 2006/07 average • Use remanufactured toner cartridges • Reduce PDC's unsolicited "junk" mail 	<ul style="list-style-type: none"> • Percentage reduction in average annual purchase of toner and cartridges, and resulting cost savings • Unsolicited mail is reduced by 25 percent from an identified baseline 	Recycling Coordinator CREB/Purchasing Records Manager IT Dept. Sustainability Manager			

GOAL 6: ENHANCE PDC’S SUSTAINABILITY CULTURE THROUGH COMMUNICATION, EDUCATION AND TRAINING

Objectives / Activities	Measures of Success	Who’s Responsible	Timeline / Years		
			1	2	3+
Objective A: Provide regular staff training, learning opportunities and materials to inculcate sustainability into PDC’s culture and operations.			✓	✓	✓
Suggested Activities:					
<ul style="list-style-type: none"> Distribute the Annual Sustainability Plan to staff and provide training to promote the implementation of its objectives Develop innovative ways to use the Sustainability Site on PDC’s Intranet to grow the sustainability culture Celebrate and publicize PDC’s successes to allow staff to embrace and take pride in their sustainability accomplishments Institutionalize the promotion of sustainable practices in the Employee, Purchasing, and other Manuals and official documents Create an individual “competency” specific to sustainability as part of the Performance Management Program Develop an awards program to honor employees for their exemplary service 	<ul style="list-style-type: none"> Two or more formal opportunities for staff training are arranged annually 	Public Affairs Organizational Development Manager Web Master Human Resources Recycling Coordinator Transportation Coordinator Sustainability Manager			
Objective B: Provide materials to help staff implement new and continuing sustainability policies and procedures, and communicate to them the rationale behind the new policies.			✓	✓	✓
Suggested Activities:					
<ul style="list-style-type: none"> Inform new employees of PDC’s sustainability policies and procedures Broaden and diversify the promotion of staff learning opportunities and provide useful learning tools and resources Arrange fundraisers to provide incentive prizes for Earth Day, bike ride promotions and other special events. 	Survey employees at end of year to assess their perception of the usefulness and quality of the training and communication strategies	Public Affairs Organizational Dev. Manager Green Team Web Master Human Resources Orientation Coordinator			