

# Sustainability Report FY 2007

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## Washington State Parks & Recreation Commission

Primary Point of Contact:

Billie-Gwen T. Russell, Sustainability Coordinator, WSPRC  
7150 Cleanwater Drive SW, PO Box 42650, Olympia, WA 98504-2650

[Billie-Gwen.Russell@parks.wa.gov](mailto:Billie-Gwen.Russell@parks.wa.gov)

360 902-8541

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These reports are conducted annually for the Fiscal Year (FY) that just ended (the FY runs from July 1<sup>st</sup> through June 30<sup>th</sup>) by the various agencies of the State of Washington in fulfillment of Executive Orders 05-01, 04-01, and 02-03.

# Green Buildings

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**Statewide Goals:**

- The requirements in E.O. 05-01 regarding green building are superseded by the High Performance Public Building bill (ESSB 5509). ESSB 5509 requires all construction or remodeling projects of any occupied or conditioned space larger than 5,000 square feet to conform to the LEED (Leadership in Energy and Environmental Design) Silver Standard (or equivalent) The legislation applies to remodeling projects costing more than 50% of the assessed value.

**Agency Goals:**

- State Parks 2003 Sustainability Plan calls for the agency to: "achieve (at least) LEED Silver standards for all new construction and renovation" by 2013.

**Agency Actions, Programs and Progress to Date:**

- The contract for the agency's new headquarters building, planned for occupancy in 2008, was awarded to a contractor that incorporated LEED gold standards in his winning bid. This new headquarters will be the first building in state government constructed to LEED gold standards. Agency staff anticipates exploring select LEED and other sustainable green technologies and the use of sustainable green practices in other agency facilities when possible.

**Barriers and Challenges:**

- The agency would like to extend use of LEED standards, (or other similar standards), to region and park facilities. However, for buildings less than 5,000 square feet these standards are not always applicable. Funds are limited for applying LEED and green standards to maintenance and/or remodeling projects. Requested data on remodeled and new construction is not available for FY 03 thru FY 07. However the agency's Capital Program Manager is currently working on final steps in creating a database for tracking capital projects. He believes remodeled and new construction data will be available for our FY 08 report.

**Success Factors:**

- Select building standards in use within the agency incorporate sustainable green building practices for buildings less than 5,000 sq.ft. Training began in 2006 with NW region staff to incorporate sustainable green building standards. The agency's new headquarters building planned for 2008 will be a LEED gold building.

**Related Outcomes:**

- State Parks Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices in building as well as other areas addressed by this annual report.

**Buildings (Remodeled or New Construction)**

Year (FY)	2003	2004	2005	2006	2007
Conventional Buildings	NA	NA	NA	NA	NA
Total LEED Certified	NA	NA	NA	NA	NA
Total	NA	NA	NA	NA	NA
Units	<input type="checkbox"/> # of buildings <input type="checkbox"/> ft <sup>2</sup>				

Comments: Requested data on remodeled and new construction is not available for FY 03 thru FY 07. However, the agency's Capital Program Manager is currently working on final steps in creating a database for tracking capital projects. He believes remodeled and new construction data will be available for our FY 08 report.

## Space

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**Statewide Goals:**

- No listed statewide goals

**Agency Goals:**

- New building planned for 2008.

**Agency Actions, Programs and Progress to Date:**

- Working with GA, State Parks completed planning, and requested and received bids in the summer of 2007. LEED Gold building is planned for Tumwater area.

**Barriers and Challenges:**

- New construction and remodeling takes more time than is ideal, due to the lack of FTEs and demands on staff from seasonal business and winter weather.

**Success Factors:**

- Planning for agency's new headquarters building moved forward. Staff efforts successfully resulted in agreement with GA for new LEED gold building, to be finished in FY 08.

**Total Space Use**

Year (FY)	2003	2004	2005	2006	2007
Total	2,330,184	NA	NA	NA	2,351,364
Units Sq Ft	<input checked="" type="checkbox"/> feet <sup>2</sup> <input type="checkbox"/> meters <sup>2</sup> <input type="checkbox"/> miles <sup>2</sup> <input type="checkbox"/> kilometers <sup>2</sup>				

Comments: Sq. Feet units reported for FY 07 and FY 06 came from agency report given to OFM by State Parks facilities manager; units from agency's FY 03 sustainability plan. Sustainability reports for FY 04, FY 05 and FY 06 did not provide any data in this area.

# Transportation

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## Statewide Goals:

- Reduce petroleum consumption by 20% from FY 2003 levels by FY 2009
- Use minimum 5% biodiesel for agency vehicles using diesel, and replace standard diesel with a 20% biodiesel blend by 2009.
- Replace pre-1996 light duty vehicles (those under 8,500 pounds gross vehicle weight) that are driven more than 2,000 miles a year by January 2008.)
- Give priority to fuel efficient / low emissions vehicles
- Freeze Four Wheel Drive (4WD) purchases (exempting those with fuel economy greater than 30 mpg or those purchased for law enforcement or emergency response purposes). All others must be approved by agency director.
- Request fuel efficient, low emission vehicles for employees from commercial vendors.
- For all agencies with a fleet of 100 or more light duty vehicles (vehicles with a gross vehicle weight of less than 8,500 pounds), submit a Fleet Management Plan. For agencies with less than 100 light duty vehicles, consider transferring vehicles to or contract with GA.
- Optional: Increase Employee Participation in Commute Trip Reduction (CTR) Programs

## Agency Goals:

- Within limitations imposed by vehicle manufacturers (warranty) the agency is shifting to cleaner fuels for vehicles. Agency is exploring performance measures and standards that include reducing petroleum use by 2009. Agency is working towards achieving EO 05-01 and agency's goal of replacing all pre-1996 light duty vehicles from agency's fleet by 2008 as noted in the agency's Sustainability Plan.

## Agency Actions, Programs and Progress to Date:

- The agency's inventory system, Fastrack, Voyager, GA and DOT reports are the sources of data reported. The agency added 86 new Law Enforcement (LE) bicycles to the fleet in FY 06 and in FY 07 purchased 35 new vehicles, 77% of which were hybrids. During FY 07, the Deputy Director approved no 4-wheel drive vehicles. The agency fleet has 16 Ford Escapes. Region Maintenance and Preservation Managers (MPMs) and the State Parks Fleet Manager have made a concerted effort to reduce pre-1996 light duty vehicles. In FY 07, the Region MPM's and the Fleet Manager removed 68 pre-1996 vehicles from the fleet, yet many still exist in the park system. One park is currently using bio-diesel for their tractor and the agency equipment shops tested bio-diesel for a few months. The arbor crew is looking into using only bio-diesel to power their large trucks in FY 08.

## Barriers and Challenges:

- The agency did not track fuel and mileage in FY 07, so estimates of fuel use in this report do not reflect the total fleet use. However, data has greatly improved from past years. GA provided FY 07 report of gallons used during three quarters and a Voyager report provided the total gallons used in FY 07. Vehicle mileage is only reported for headquarters and some regional vehicles. GA bulk contract manager reported a small amount of bio-diesel use for State Parks in FY 07.
- Funds for new vehicles are limited. In FY 07, 27 hybrid vehicles (Escape and Prius hybrids) were purchased for two parks, the headquarters fleet and several regional offices. The agency's inability to fund a full time fleet manager is a barrier to accurate reporting of fleet activity and economy. Light duty p/u trucks are the workhorse of State Park field operations and there are limited replacement alternatives available at this time.

**Success Factors:**

- The agency is using bicycles, a few hybrids, numerous electric vehicles and other alternative fuel vehicles. Hybrids are well marked with decals advertising to the public the agency's commitment to good stewardship. The agency fleet manager estimates about 35 % of the statewide fleet is older than 1996, a 15% reduction from FY 06. The Washington State Parks Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices. The agency has also recently initiated a tracking document intended to collect the necessary metrics for measuring the annual fuel usage for all vehicles.

**Total Gasoline (non-diesel)**

Year (FY)	2003	2004	2005	2006	2007
Petroleum	NA	NA	NA	NA	24,556.6 (GA) 10,033 (T) 128,481 (V)
Total	NA	NA	NA	NA	163,070.6
Units	<input checked="" type="checkbox"/> gallons <input type="checkbox"/> liters <input type="checkbox"/> \$				

Comments: General Administration (GA) fuel contract manager Bob Paulson, provided totals for 1st, 2nd and 3rd quarters only. Voyager (V) provided gallons for 4 quarters of FY 07 and the Department of Transportation (T) provided gallons for 4 quarters of FY 07.

**Diesel Fuel**

Year (FY)	2003	2004	2005	2006	2007
Ultra Low Sulfur (Highway)	NA	NA	NA	NA	9,215 (T) 7,405.6 (GA) 13,033 (V)
Bio diesel	NA	NA	NA	NA	480 (GA)
Total	NA	NA	NA	NA	29,653.6
Units	<input checked="" type="checkbox"/> gallons <input type="checkbox"/> liters <input type="checkbox"/> \$				

Comments: General Administration (GA) fuel contract manager Bob Paulson, provided totals for 1st, 2nd and 3rd quarters only. Voyager (V) provided gallons for 4 quarters of FY 07 and the Department of Transportation (T) provided gallons for 4 quarters of FY 07.

**Miles Driven**

Year (FY)	2003	2004	2005	2006	2007
Agency Owned Vehicles	255,500	NA	NA	165,217	218,046
Total	255,500	NA	NA	165,217	218,046
Units	<input checked="" type="checkbox"/> miles <input type="checkbox"/> kilometers				

Comments: The agency has not tracked fleet mileage. In past years, the report provided estimates from sources available. For FY 07, staff tracked headquarters and region vehicles only. In FY 08, the agency is testing new tracking forms at parks, regions and headquarters.

**Agency Owned Fleet Size**

Year (FY)	2003	<b>2004</b>	<b>2005</b>	<b>2006</b>	2007
Amount	<b>645</b>	<b>NA</b>	<b>571</b>	<b>600</b>	<b>635</b>
Units	# of Vehicles				

Comments: Totals are estimates.

**Pre-1996 Vehicles Remaining**

Year (FY)	2003	2004	2005	2006	2007
Amount	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>293</b>	<b>225</b>
Units	# of vehicles				

Comments: Totals are estimates.

**Vehicles Purchased**

Year (FY)	2003	2004	2005	2006	2007
Total	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>28</b>	<b>35</b>
Units	# of vehicles purchased				

Comments: Totals are estimates.

**Additional Notes**

**Has your agency implemented Commute Trip Reduction Programs? What is the level of employee involvement?**

- No, however we do have a group of employees that are vanpooling.

# Paper

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## Statewide Goals:

- Purchase office paper with a minimum of 30% post consumer recycled content by Sept. 1, 2005. Include all white 8.5x11 paper. Provide justification for all purchases of virgin paper. If you have made changes in other paper purchases, please describe at right.
- Reduce use of office paper by 30% by Sept. 1, 2009, based on FY 2003 plans
- Increase the percentage of environmentally preferable paper (EPP) purchased to at least 50% by Sept. 1, 2006. (EPP is defined as 100% recycled content paper with a minimum of 50% post consumer waste.)
- Recycle 100% of used office paper
- Increase use of post consumer recycled janitorial paper products.

## Agency Goals:

- The agency's Paper Directive 04-02 requires that all sites, statewide, use paper with a minimum 30% recycled post consumer waste content.
- Reducing office paper use by 30% is one of agency's goals for 2007.
- Expanded use of environmentally preferable products and the use of recycled janitorial products reflect significant goals the agency hopes to achieve in the near future. The agency will reduce or eliminate waste through recycling programs in parks and develop tools to track recycling accomplishments.

## Agency Actions, Programs and Progress to Date:

- The agency's Paper Directive was followed at headquarters, regions, and in park offices by using either 30% recycled or when possible 100% recycled chlorine-free paper. The agency is making progress towards goal of reducing paper use. To encourage staff to conserve paper, the agency established a Paper Directive 04-02 three years ago. In FY 08, the sustainability team will provide support to staff and develop educational tools on the topics of recycling, and paper use.

## Barriers and Challenges:

- There is a need to better train agency staff in sustainable technologies and monitoring/reporting techniques. Education is also needed to help purchasers identify and locate EPP within the State contracts system. Tracking paper recycling is done only at Headquarters. However, many regions and parks also recycle where possible. Staff time to track recycling data is not available or funded at this time. The cost of new dispensers to accommodate recycled tissue paper products is a barrier for some parks when changing type of paper used.

## Success Factors:

- This report has only purchases of paper products from Central Stores and Office Depot. The number of reams of virgin paper increased in FO 07 from Central Stores and Office Depot. We believe some parks are buying recycled paper from other vendors, which we are not able to track. The paper purchased that are un-tracked might increase the percentage of both recycled janitorial and office paper used in parks. Paper Directive 04-02 has helped the agency reduce the use of paper and increased the use of recycled content papers. The State Parks Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices. As a result, a number of changes have taken place this summer, which will help our FY 08 report show big improvements in tracking and embracing sustainable practices.

**Related Outcomes:**

- Tracking of purchases indicates a need for increased education and enforcement of internal directives designed to reduce paper use and to limit purchases to 30% PCW paper.

**Paper Purchased (8.5 x 11)**

Year (FY)	2003	2004	2005	2006	2007
Virgin	250	NA	NA	214	297
30 -100% recycled	NA	NA	NA	4476	4904
Total	250	NA	NA	4690	5201
Units	<input type="checkbox"/> sheets <input checked="" type="checkbox"/> reams <input type="checkbox"/> cases <input type="checkbox"/> tons				

Comments: Data is from Central Stores and Home Depot purchases only. Recycled paper reported above as 4,904 is from Central Stores and includes 2,578 reams of 100%, 366 reams of 40% and 1,247 reams of 30%.

**Amount of Office Paper Recycled**

Year (FY)	2003	2004	2005	2006	2007
Amount	NA	NA	NA	43,858	44,000 HQ. only
Units	<input checked="" type="checkbox"/> pounds <input type="checkbox"/> kilograms <input type="checkbox"/> tons				

Comments: 100% of parks are recycling paper. However, only pounds recycled from headquarters reported.

**Janitorial Paper**

Year (FY)	2003	2004	2005	2006	2007
Non-recycled	NA	NA	NA	NA	2463
Containing recycled content	NA	NA	NA	NA	61
Total	NA	NA	NA	NA	2524
Units	<input checked="" type="checkbox"/> cases <input type="checkbox"/> tons <input type="checkbox"/> Other _____				

Comments: Data is from paper purchased from Central Stores only.

**Additional Notes**

**What steps is your agency taking to decrease paper usage or increase the proportion of recycled paper used?**

- The agency has followed an office Paper Directive since 2003.

# Energy

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## Statewide Goals:

- Reduce energy purchases by 10% from FY 2003 by September 1, 2009

## Agency Goals:

- The agency will reduce the purchase of energy and minimize energy use. The agency promotes energy conservation through the Sustainability Plan and agency policy. In FY 07, the agency's Integrated Sustainability Plan (ISP) checklist provided a tracking and planning tool for parks. The agency will continue to take advantage of opportunities to shift to clean energy for facilities and vehicles. In FY 07 agency initiated efforts to expand green energy and to implement additional energy conservation measures like replacement of conventional lighting with CFLs. Agency is moving towards developing an energy-auditing program to track energy conservation measures.

## Agency Actions, Programs and Progress to Date:

- Puget Sound Energy (PSE) has audited over 30 parks, five of which have completed upgrades, received rebates, and are saving energy. Twenty-five other PSE parks hope to take action on audits in 2008. A number of other utilities statewide are assisting parks with energy saving projects. Using interpretive funds in FY 07, the agency purchased a solar energy system for Grayland State Park. In partnership with the Grays Harbor PUD in FY 08, the parks will provide power to a new interpretive theater with electricity generated from renewable solar energy. Several other parks have put small solar collectors to work in remote locations to reduce energy costs. The agency's Sustainability Policy provides leadership for sustainable practices. One example, the Integrated Sustainability Plan (ISP), is a checklist used by parks for tracking and planning sustainable practices. Half of our parks completed the ISP in FY 07 and others are working to finish before 2009. The "Resources Usage Monthly Tracking Form" is a new tracking tool parks are now required to complete quarterly. In FY 08, the agency plans to create an online database to total results of these new tracking forms.

## Barriers and Challenges:

- Total energy use appears to have declined while overall costs have increased. No data is available to make year-to-year comparisons. The agency often lacks funds and staff to undertake renewable energy projects. With the use of new tracking forms, we hope to overcome these challenges. Limits in staff time make it difficult to create an effective energy-auditing program statewide.

## Success Factors:

- Audits by Puget Sound Energy (PSE) have been helpful. Field staff believe they are saving energy through sustainable practices. In other parks, energy audits and upgrades have been completed with the help of local utilities. State Parks Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices.

## Documented Savings:

- Over the past three years, PSE rebates to five parks provided over \$ 10,000 to the agency, which was used to offset the cost of upgrades in lighting at agency facilities.

**Total Electricity, Natural Gas and Fuel Oil and Propane**

Year (FY)	2003	2004	2005	2006	2007
Total	NA	NA	3,311,152	3,130,048	3,778,787.59
Units	<input type="checkbox"/> kWh	<input type="checkbox"/> BTU	<input checked="" type="checkbox"/> \$		

Comments: Total utility costs for FY 07 are the only data available. With new tracking forms in use, we hope to report kWh and BTU units in FY 08.

**Energy Conservation Program Description**

**Please describe your energy conservation program if your agency has one.**

- Since 2003, in partnership with PSE, the agency has completed energy audits for thirty parks. Five of these parks implemented the recommended changes and received PSE rebates. The agency's Sustainability Plan and Commission resolution in support of sustainable practices are leading the agency towards additional energy conservation. Grayland Beach State Park's new solar energy system is a good step forward for renewable energy in parks. The agency is also exploring the submittal of proposals to OFM this winter for grants to add renewable energy systems in other parks.

# Water Use

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**Statewide Goals:**

- No statewide goals, but EO 02-03 calls for minimizing water use

**Agency Goals:**

- The agency is working to reduce water consumption. The agency’s Sustainability Plan and policy promote water conservation. Use of the agency’s Integrated Sustainability Plan (ISP) checklist will provide tools for tracking and planning water conservation in parks.

**Agency Actions, Programs and Progress to Date:**

- Approximately 85% of parks believe that they have initiated water conservation measures. In renovation and new construction the agency will make use of select green building practices to advance water conservation measures. A green roof installed on the new restroom at Fort Casey State Park will help control rainwater runoff. Other opportunities, like installation of waterless urinals, are being incorporated in new design and remodeling projects.

**Barriers and Challenges:**

- Most parks have on-site water systems (wells), without meters, which makes the tracking of water consumption difficult. Time (staff) and money (cost of replacement and/or high tech equipment) are the primary barriers to greater application of water conservation technologies.

**Success Factors:**

- A number of parks use waterless and composting toilets. Rainwater collection systems are in use in a number of locations. In FY 08, the agency should be able to quantify water conservation practices better by the use of agency’s Integrated Sustainability Plan (ISP) and the new data tacking form.

**Water Used**

Year (FY)	2003	2004	2005	2006	2007
<b>Amount</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
Units	<input type="checkbox"/> gallons <input type="checkbox"/> ICCF (hundreds of cubic feet)				

# Waste and Recycling

## Statewide Goals:

- No statewide goals, but EO 02-03 calls for reducing or eliminating waste resulting from an inefficient or improper use of resources

## Agency Goals:

- A major agency goal is to reduce or eliminate waste through recycling programs and other means. The agency is working to educate staff and the public about the agency recycling programs and waste reduction goals as noted in the Sustainability Plan.

## Agency Actions, Programs and Progress to Date:

- The State Parks / Dept. of Ecology Interagency agreement for FY 07 funded the removal of over 217,776 pounds of waste. These sustainable practices included the removal of 2 motor homes, 12 animal carcasses, 19 vehicle hulks, 156 tires, and 36 appliances. Over 54 acres of park property were cleaned-up using Ecology grants combined with agency funds. The program helped develop five new recycling programs statewide. This Dept. of Ecology program helped upgrade pet waste programs in ten parks. In addition, 160 litter-warning signs were furnished to parks statewide and 850 feet of fencing was installed in two parks helping to reduce illegal dumping.

## Barriers and Challenges:

- Our agency's litter and recycling needs are growing, however, staff and funding does not match these needs. The Sustainability Plan directs the agency to provide support for the growing demands of recycling and litter programs in parks.

## Success Factors:

- The agency receives funds from interagency agreement with the Dept. of Ecology for help with a portion of the litter and recycling programs. The agency's Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices. The recycling and litter programs should gain improvements with the Commission leadership.

## Documented Savings:

- A proactive recycling program fostered within the agency by technical support from sustainability coordinator and sustainability team members has reduced waste and garbage in many parks.

## Waste Disposed

Year (FY)	2003	2004	2005	2006	2007
Amount	NA	NA	NA	NA	NA
Units	<input type="checkbox"/> pounds	<input type="checkbox"/> kilograms	<input type="checkbox"/> tons		

## Compost Collected/Composted

Year (FY)	2003	2004	2005	2006	2007
Amount	NA	NA	NA	6000	5000
Units	<input checked="" type="checkbox"/> pounds	<input type="checkbox"/> kilograms	<input type="checkbox"/> tons (different equipment '06 and '07)		

Comments: A number of parks have developed composting capabilities, but few track data. Fort Worden's program is a model. In FY 06 and FY 07 Fort Worden's worm-composting program

processed food waste which created compost for park gardens (data listed above is from Fort Worden).

**Non-Paper Material Recycled**

Year (FY)	2003	2004	2005	2006	2007
Amount	NA	NA	NA	NA	NA
Units	<input type="checkbox"/> pounds	<input type="checkbox"/> kilograms	<input type="checkbox"/> tons		

Comments: Not tracked, but we estimate 60% of parks recycle as well as all region and headquarter offices. Materials recycled include metals, glass, waste oil, and plastics.

**Toxics Reduction**

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**Statewide Goals:**

- Adopt measures to reduce use of equipment, supplies and other products that contain persistent, toxic chemicals.

**Agency Goals:**

- Implement use of non-toxic, recycled, and remanufactured materials. (The agency is working to reduce the use of products with toxic chemicals as directed in EO and agency's Sustainability Plan and policy).

**Agency Actions, Programs and Progress to Date:**

- Difficult to measure due to limited information. Discussion has begun about the use of chlorine free paper products and pilot testing will begin in the spring of 2008.

**Barriers and Challenges:**

- This endeavor could greatly benefit from management directing staff to adopt the use of low toxic materials in the park system. State contracting needs to improve its inventory of environmentally preferred cleaning products. Public acceptance of chlorine free (unbleached) paper products such as toilet paper may be challenging and will require significant educational effort at test sites.

**Success Factors:**

- State Parks Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices.

## Education and Outreach

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### Statewide Goals:

- Take steps to educate employees or clients about sustainable practices

### Agency Goals:

- Reduce or eliminate waste through recycling programs and other means. Educate staff and the public about sustainable practices and emerging technologies as noted in the Sustainability Plan and policy.

### Agency Actions, Programs and Progress to Date:

- To promote sustainability, a number of communication tools are used including fact sheets, newsletter articles, agency policy, the Integrated Sustainability Plan (ISP), stewardship and sustainability display posters, and data tracking forms. Additionally, we will be using interpretive displays to share our efforts with the public.

### Barriers and Challenges:

- Additional funds are needed to expand educational efforts. Regional training efforts are targeting sustainable practices on topics including energy audits, recycling, data tracking, and use of ISP. This training requires management support and follow through in order for it to be incorporated in the operations of parks.

### Success Factors:

- The \$55,000 Dept. of Ecology grant for 05-07 was increased 50% for 07-09. Hybrid vehicles have 2013 labels with link to stewardship goals of agency. State Parks Commission recently passed a resolution that makes a clear commitment to Washington State Parks becoming a national model of sustainable practices. The agency Sustainability Team is in place and working hard to facilitate the incorporation of sustainable practices into the agency culture.

## Additional Notes

### How is your agency educating its employees about sustainability and environmental policies?

- State Parks uses several methods to educate employees including articles in newsletters, displays, and training events, as well as sustainability team members working with small groups and one-on-one to provide training.

### How is your agency engaging the community in its sustainability efforts?

- The agency is using interpretive programs, bumper stickers, posters, labels on recycling containers, flyers and articles to help tell our clients, visitors and partners about our efforts. Sustainability is also a topic examined during CAMP planning – the agency's public involvement, site specific, long range planning effort.

### How is your agency leading by example to motivate positive change?

- By training staff and being a role model in our very publicly visible operations we lead by example and model appropriate actions for the citizens of the state. Additionally, as we move forward with our Sound Friendly Development initiative we will be interpreting our actions for the public and sharing the lessons learned.