

The Sarasota County, Florida

Roadmap to Sustainability



Roadmap to sustainability

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Executive Summary

Planning for a sustainable community is the overarching theme of the Sarasota County Comprehensive Plan. Sarasota County government is committed to lead by example, promote public participation and work in community partnership to improve our quality of life and protect the natural systems that support life.

- Sarasota County Comprehensive Plan 2006

Consistent with that plan statement, we have put much energy into our sustainability efforts, and appropriately so. We have generated ideas and realized results. We have worked throughout the community with both public and private enterprise, networking and creating effective partnerships, policies and programs. We accomplished this with minimal organizational structure and limited ownership, and clearly have enjoyed some measure of success.

To build on those early successes and make a broader impact, it is time to step up the effort, institute broader organizational ownership and structure, and establish metrics to effectively track our efforts' impact.

I invite you to consider with me, "What is Sarasota County, as an organization and a community, doing to become sustainable?" This question includes not only what we are doing to reduce our harmful impacts on the environment, but how we are doing so in ways that are economically and socially sustainable. If we save the environment, but damage our economy or the quality of life we enjoy, we cannot qualify the results a success.

Although our sustainability initiatives have been broadly recognized as progressive in Florida and even nationwide, we have not yet begun to address this issue with the intensity necessary to affect significant and lasting change. Our residents made clear during the Community Conversations in the summer of 2005 that the one thing they most value about Sarasota County is its environment, and the legacy they most want to leave is a healthy environment. It is our responsibility now to translate those residents' desires into a heightened state of action.

We must understand and accept that we cannot continue to alter the forces of nature without devastating effects. As rational beings, we are responsible for discovering new ways to respect and work with nature. As community leaders, it is our ethical imperative to find ways to evolve a better tomorrow.

We know that Sarasota County's Office of Sustainability has been the right vehicle to get us started. To reach our ultimate destination of a sustainable and renewable community, we must increase the horsepower behind our approach. We have moved beyond identifying projects to implementation of broad initiatives that cross organizational and community boundaries. Now we need an organizational directive that engages and empowers all the players.

In this document we take stock of our successes and current efforts; then we lay out a roadmap that will help us navigate Sarasota County's trip toward sustainability. We also establish a framework for accelerating the trip, raising the bar higher with a holistic expectation for our pursuit of this goal. Sustainability is a process – a journey – as much as it is an end result. The roadmap to sustainability is based upon the belief that we have a destination to reach – sustainability – and we need to know how to get there.

Taking stock

Sarasota County and its resources are faced with the challenges of growth, economic instability and balancing our way of life with our quality of life. We know that global climate change is real; we see its consequences daily. The demands that we make on our finite natural resources are depleting them faster than they can reasonably be expected to regenerate. As we deplete resources such as fossil fuels, we also put harmful greenhouse gases into the atmosphere. To reverse these harmful effects to our environment, our way of life and our health, we must take significant steps that examine and restructure the way we establish policies, processes and programs.

As a government entity, we play a critical role as both consumers of the present and architects of the future. To ensure our county's sustainability, we must address such issues. We could address them through rules and regulations. In this case we are not focused on merely governing. Rather, we are working to preserve and enhance the community we love and are invested in by creating a paradigm shift that ensures its quality and success well beyond the time of our service.

That said, our strategy for success relies on shifting the collective behavior of county government operations and our citizens to create the greatest potential for a lasting difference that moves us toward our goal of a sustainable and renewable community.

No single entity can accomplish this. Broader community partnerships will expand ownership and responsibility. The more inclusive the effort, the greater the likelihood of success. Sustainability is not the sole province of government; it should become a lifestyle mandate for all.

What is sustainability?

Sustainability means different things to different people. Within Sarasota County, we understand sustainability to mean stewardship of all our resources in such a way that we can meet the basic human need for a quality place to live today and leave a legacy of enhancement for future generations.

Why should we commit to sustainability?

As government representatives, we are responsible for listening to the community and supporting its values. Sustainability was established as a priority in both the Sarasota County Commission's strategic plan and the county's Comprehensive Plan. It was reaffirmed by the community in conversations held in summer 2005. This support positions us well to lead efforts to reverse the damaging effects of environmental degradation and climate change within our jurisdiction, and to influence others to follow our example.

The Commission has regulatory authority over many sources of impact, including land use, building codes, landfill operations, air quality monitoring, resource protection, procurement policies, and zoning and transportation policies. The Commission can also incentivize sustainable operating practices.

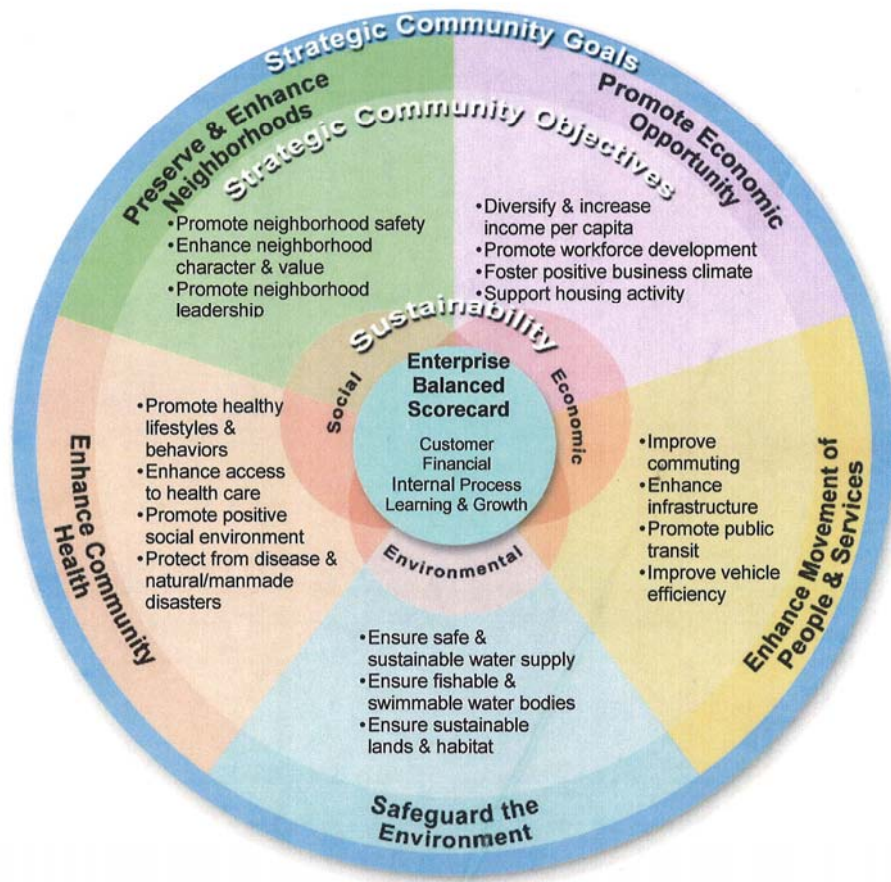
This graphic depicts how everything we do to accomplish the Commission's strategic initiatives should revolve around a sustainability hub.

Community Strategic Focus
The Roadbed of Operational Excellence

In the beginning, there were seven BCC Strategic Initiatives:

- Neighborhood Preservation/Enhancement
- Growth Management
- Water Resources Management
- Fiscal Sustainability
- Mobility
- Economic Development
- Human Services

Now, we're Mobilizing for Action...



Enterprise Management Education Series
Enterprise Planning Sequence, Module #2: Understanding Balanced Scorecard and Enterprise Strategic Planning

This doesn't suggest we do it all or lead it all — there is a rich palette of opportunities for sharing the effort, and we can use our collective energy and intellect to evolve the best community solutions. The path to sustainability relies heavily upon the interconnectedness and interdependency of people and systems — and the process will be iterative. We don't have the answers today. We do have the will to discover them over time.

Our strategic initiatives, comprehensive plan policies, a balanced scorecard and business plans give us the tools to navigate, shepherd the discussions and lead with integrity as an organization. We can share what we know, initiate community dialogue and bring those who can help lead the change into the discussion. By doing so, we nurture the environment for change and help facilitate the movement toward a sustainable future.

An essential step in moving Sarasota County forward will be deciding at what level we will support sustainability initiatives. Using U.S. Green Building Coalition LEED (Leadership in Energy and Environmental Design) standards as an analogy, will we seek to attain silver, gold or platinum? To help us understand and define this commitment more clearly, I propose we schedule a board workshop in early 2007 to digest the issues around sustainability and the investment it will require, and to solicit the board's perspective on our current body of work and prioritize those things we must address on the horizon.

Where we've been

In 1985, Sarasota County embarked on a journey that would lead us toward becoming a more sustainable community. Over the past 20-plus years, through a variety of sometimes unrelated initiatives, we have significantly expanded the scope of the county's efforts, producing major developments such as:

- Reduced drinking water consumption per capita by 40 percent
- Preserved 16,000 acres of environmentally sensitive land
- Invested in the early stages of a green fleet
- Achieved Gold LEED building certification for two county buildings
- Added hybrid buses to the county transit system
- Adopted a Renewable Communities initiative
- Passed a Green Building Resolution to incentivize green building construction
- Launched Zero-energy, Plug-in Hybrid Electric Vehicle pilot projects

In 2004, the Sarasota County Commission adopted the following goals:

- *To see us develop an understanding of the concept of "sustainability" as the focal point of community development and community building, opening our minds to the tremendous balances that must be achieved, undaunted by the task.*
- *To see the big picture more often, recognizing that it is not today but tomorrow that we are influencing, that the good of the whole and tomorrow often outweigh the good of the individual and today. We will be judged by future generations on our ability to balance the equation.*

The same year, the county also took steps to determine our baseline values relative to resource consumption and environmental degradation, using an instrument called an Ecological Footprint Analysis. It measures humankind's use of nature based on biologically productive land area necessary to generate the resources used and to absorb the waste of that population. The analysis factors in local population, acreage, electricity use by source, number of vehicles, road miles, gasoline use, natural gas use, recycling, type, age and number of housing units, and biocapacity (area of different types of land). From this information are calculated energy, housing, transportation and recycling footprints. The technique is both analytical and educational, and can be quite helpful in decision-making. We can use the information to help direct sound planning efforts and establish sustainable goals.

For example, Sarasota County's 2003 footprint data shows that our footprint is 22.2 acres per capita, slightly smaller than the average U.S. citizen's 24 acres per capita. To consider this in the broader context of consumption and production, the biocapacity of the planet is less than 5 acres per capita. Sarasota County's bio-capacity 2.1 acres per capita. The gap between what we consume and what we produce is significant.

Sarasota County Average Footprint, in global acres per person
(numbers may not add due to rounding)

	Energy land	Crop land	Pasture	Forest	Built area	Fishing Grounds	Total
ENERGY	2.91	0.00	0.00	0.00	0.00	0.00	2.91
HOUSING	0.30	0.00	0.00	1.03	0.73	0.00	2.06
FOOD	1.71	3.38	0.44	0.00	0.00	0.63	6.16
GOODS&SERVICES	5.07	0.40	0.06	1.99	0.41	0.00	7.93
TRANSPORTATION	3.99	0.00	0.00	0.00	0.01	0.00	3.99
RECYCLING	-0.82	0.00	0.00	0.00	0.00	0.00	-0.82
Total	13.16	3.78	0.50	3.02	1.14	0.63	22.23

Just last week, the National Association of Counties (NACo) recognized Sarasota County for the large number of pledges our employees signed to change one light in their homes to use a more energy-efficient compact fluorescent bulb. Although honored as the mid-size county with the most pledges in this campaign, our staff signed twice as many total pledges as a county more than double our size in population.

Where we're going

This community is unique for its open intellect, noble competitiveness and social courage. These qualities are reflected in the high standard it sets for cultural sophistication and a reputation for political and commercial progressiveness. We will require all of these to meet the challenges ahead.

2030 Challenge — In July 2006, the Sarasota County Commission adopted the American Institute of Architects 2030 Challenge to become carbon neutral by that date. It is an ambitious goal; we believe it was the right challenge to accept and we are up to the task. We will soon engage the entire organization to assess what implementation could mean in Sarasota County. Economic, social and environmental factors will be evaluated. The ecological benefit will be weighed against the financial requirements.

Environmentally preferred procurement — In the meantime, we should hold ourselves to standards that make a difference in real ways, one example of which is our procurement criteria. Sarasota County's power as a consumer of products is an important place to start. Our success will be dependent upon outcome-based management decisions: not only how and what we purchase, build and drive, but also how and what we plant, mow, irrigate and fertilize, as well as literally hundreds of other decisions. The environmental choices we make will be weighed and balanced with the economic and societal outcomes.

Natural Capitalism — We are also beginning to understand that the principles, or business model, on which the Industrial Revolution depended are no longer valid, and our society is doomed unless we dramatically alter our economic approach. Two hundred fifty years ago, society enjoyed an apparently endless supply of nature, but a shortage of people to perform labor. Today our shortages are not of people or tools, but of the things once abundantly supplied by the planet. Thus it is essential that we use nature more productively and utilize more of its benefits.

This new business model synergizes four major elements, as detailed in *Natural Capitalism: Creating the Next Industrial Revolution*, co-authored (with Paul Hawken and Hunter Lovins) by Rocky Mountain Institute CEO Amory B. Lovins.

1. **Radically increase the productivity of resource use.** Through fundamental changes in production design and technology, leading organizations are making natural resources stretch five, ten, even 100 times further than before. The resulting savings in operational costs, capital, and time quickly pay for themselves, and in many cases initial capital investments actually decrease.
2. **Shift to biologically inspired production (biomimicry) with closed loops, no waste, and no toxicity.** Natural Capitalism seeks not merely to reduce waste but also to eliminate the concept altogether. Closed-loop production systems, modeled on nature's designs, return every output harmlessly to the ecosystem or create valuable inputs for other manufacturing processes. Industrial processes that emulate nature's benign chemistry reduce dependence on nonrenewable inputs, eliminate waste and toxicity, and often allow more efficient production.
3. **Shift the business model away from the *making and selling* of "things" to *providing the service that the "thing" delivers*.** The business model of traditional manufacturing rests on the sporadic sale of goods. The Natural Capitalism model delivers value as a continuous flow of services—leasing an illumination service, for example, rather than selling light bulbs. This shift rewards both provider and consumer for delivering the desired service in ever cheaper, more efficient, and more durable ways. It also reduces inventory and revenue fluctuations and other risks.
4. **Reinvest in natural and human capital.** Any good capitalist reinvests in productive capital. Businesses are finding an exciting range of new cost-effective ways to restore and expand the natural capital directly required for operations and indirectly required to sustain the supply system and customer base.

Innovative organizations are already prospering from these four principles. Their leaders and employees are also feeling better about what they do. Eliminating unproductive tons, gallons, and kilowatt-hours makes it possible to invest in human capital—the people who foster the innovation that drives future success.

Metrics and certifications — It is not enough that we declare ourselves a sustainable community. We must also subject our processes and practices, achievements and performance to testing and verification by respected outside organizations. Where independent testing reveals organizational shortcomings, we must take remedial action to the extent practical. There are costs to bear with both testing and remediation. For any such determination, we would carefully weigh the costs and the benefits.

The International Organization for Standardization (ISO) has developed an environmental management portfolio of standards addressing specific environmental challenges. Its more than 350 international standards provide for monitoring the quality of air, water and soil, as well as noise and radiation. The ISO 14000 standards help organizations take a pro-active approach to environmental management issues. Although these are environmental management standards, they also apply to all aspects of business. The spectrum of options available to Sarasota County ranges from the low end including training all the way to a comprehensive approach that extends to process certification. Cost estimates for a large organization, defined as one with more than 1,000 employees, range up to \$250,000.

Two other highly regarded designations for us to pursue are:

- Florida Green Building Coalition's Florida Green Local Government Designation, which recognizes and rewards communities for making environmental stewardship a priority in local government functions
- Audubon International Designation is a much broader community-focused effort. It stresses planning, making decisions and taking action while utilizing our community's assets and ultimately helping build a sense of place.

Achieving these designations not only boosts our credibility; it provides us a stronger voice in engaging others in the sustainability conversation and actions, and may also enhance our successful pursuit of funding opportunities through grants and partnerships.

The need to transition from an Office of Sustainability to a culture of sustainability is an organizational imperative if we are to meet the substantial goals we have established. In order to have credibility in our interactions with the community and others regarding their support for and adoption of sustainable strategies, it is essential that we "walk the talk."

The roadmap

Our destination: a sustainable and renewable community

It is relatively easy to look back and see where we have been and the detours or breakdowns along the way. What is much more challenging is to take a focused, committed stance as we go forward, armed with a sense of purpose and a countywide ideal. Although we have been operating some sustainability programs, sustainability as a mindset has not yet been woven into our organizational fabric.

I believe it is time for that to change.

As stated earlier, we play a critical role as both consumers of the present and architects of the future. It is incumbent upon each of us, government and citizens alike, to focus anew on how we impact the living planet in everything we do. This begs a collaborative and holistic approach to sustainability.

Our overall success is dependent upon engaging the organization and the community. To do so we must translate the “why” into a conversation that motivates each person to own the goals, action plans and outcomes.

First, we must create a climate that supports partnership, empowerment and ownership; to leverage ourselves into a credible position that garners support and validates our community leadership role. By actively engaging the community, we acknowledge the gifts they bring to the endeavor.

Defining our route

Our ultimate destination is a sustainable and renewable community. The journey is long and requires our meeting significant mile markers that include renewable communities, affordable green housing, alternative energy mass transit system, carbon neutrality and sustainable agriculture.

To help us navigate our journey, we have developed a roadmap with three key components:

- The “Drivers” represent the human need for a quality place to live, an ethic of responsible behavior and a desire to make a positive difference. This need is translated into policies that establish the overarching goals for sustainability and tools to measure our progress, such as:
 - SCOPE report
 - Community Conversations
 - Strategic Initiatives
 - Comprehensive Plan
 - Balanced Scorecard
- The “Vehicles” include programmatic approaches to achieving the goals established by the drivers (e.g., sustainability policies, environmental conservation, energy reduction, waste reduction and others).
- The “Fuels” include resources to help us power the vehicles (fiscal sustainability, grants, conference workshops, public awareness, partnerships, case studies and research).

Attachment A is a graphic representation of the roadmap, reflecting both the comprehensiveness and the integration of these components as they align with the Sarasota County Commission's strategic initiatives, outcomes and key activities designed to establish a solid roadbed for a Sustainable Sarasota County.

Not depicted on the graphic, but also important as we move forward, is monitoring the gauges. How do we understand our progress, reassess our route and alter the course as needed, in an ongoing way?

Economic, social and environmental balance

The timeline to achieve the goals and efforts set forth in the Roadmap is undetermined. Board direction will establish priorities so we can leverage existing resources with service levels. Economic drivers and other realities will be factored into those decisions. The "triple bottom line" of sustainability is the successful balance of economic, social and environmental considerations. Sarasota County cannot be successful at achieving the highest level if changes are not made to the dynamics of the program, which require a countywide push.

As we focus on the long-range view, it is essential to keep in mind our community's "carrying capacity" relative to the four types of community capital: natural, human, social, and built.

To leave a viable planet for future generations and create a place that is healthier both economically and socially for today's generations, it is incumbent upon government and citizens alike to focus anew on how we impact the living planet in everything we do. The products we buy, the cars we drive, the places we choose to live and work and play, all impact our environment, along with our cumulative behavior relative to consuming resources.

This is also a fiscal responsibility. The economic health and marketability of our community are based largely on aesthetics, services and the concurrent opportunities to operate a business and escape into nature. Health care expenses can be negatively impacted by health conditions (e.g., skin cancer, respiratory illnesses, vision problems.) that are induced or exacerbated by poor environmental quality. All Sarasota County residents can reap the physical rewards of a stewardship approach to environmental, economic and social impacts.

The better we understand our complex and ever-changing ecosystems and how they influence people's livelihoods, the better prepared we are to understand how our actions as a society either promote or hinder more sustainable ways of living.

This will involve broadening our sustainability efforts throughout the community, as well ramping up internal commitment and strategic approach considering environmental, economic and social sustainability.

Action teams

Many communities have made remarkable progress on sustainability initiatives, but I have been surprised by the lack of a cohesive plan even in many of the organizations we look to for benchmarking. One exception is the innovative initiative launched across the entire Wal-Mart organization. What began as an effort to reverse a highly negative public image has since

enabled the profitable retail giant to reduce its environmental impacts dramatically over the last few years by empowering cross-discipline teams to examine every element of the way they do business. They have reduced their demands of the planet at the same time they have found countless ways to save money and leave a better place behind. We can learn from their success. To the extent practical, we can model their paradigm for change, especially their teamwork approach. *(An article about Wal-Mart's change efforts is attached, from Fortune magazine, August 7, 2006 issue.)*

We will implement and empower such cross-discipline action teams in seven areas of major impact – Environmental Conservation, Water Conservation, Waste Reduction, Energy Reduction, Transportation, Facilities/Construction and Community Design and Partnerships.

These teams will develop their own goals and measurements built around a core objective of sustainability, and they will be accountable for reaching those goals. Team goals will direct training, focus and harnessing of our collective energies for maximum results. Broad, general goals and outcomes are outlined below in each action category.

These performance measures will be an important aspect of the annual performance review process. Everyone in the organization will have responsibility for achievement of sustainability goals.

Action plans, teams

ENVIRONMENTAL PRESERVATION

Our citizenry owns and consistently advocates a substantial environmental ethic. The best evidence of this is the two referenda passed to support the Environmentally Sensitive Lands Protection Program. We consistently receive comments from outside the organization and throughout the state regarding how progressive Sarasota County is relative to resource protection.

The environment chapter of the Comprehensive Plan sets clear expectations regarding the preservation of natural resources. The county commission and community echo these messages through their deliberations and communications with program staff.

Players	Citizens, municipalities, NGOs, Southwest Florida Water Management District, Florida Park Service, Florida Communities Trust, Florida Division of Forestry, Fish and Wildlife Commission, Department of Environmental Protection, UF/IFAS Sarasota County Extension, local farmers and growers, Sarasota, Manatee and Charlotte County school boards, industry, regulatory agencies, the public, private environmental and health-oriented organizations, environmental consultants, planners, attorneys, developers, homeowners associations, environmental organizations, Planning, Land Development Services, Zoning, Transportation, History Center, Sarasota County Natural Resources, Resource Protection, Parks and Recreation, OCA, Public Works, Emergency Services, Solid Waste, Utilities and Water Resources
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LAND PROTECTION AND MANAGEMENT

Goal	Protect priority native habitats and wildlife identified under the Environmentally Sensitive Lands Protection Program, manage all county conservation lands, and manage and maintain a flexible, productive and sustainable urban forest that provides optimal social, environmental and economic benefits
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Outcome	Ensure sustainable lands and habitat for the resources and nature-based recreation that is a catalyst for health, the environment and local economy
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Timeline	Ongoing with ad valorem funding available through 2029 and management plans being developed based on the adopted Land Management Master Plan and Public Use Plan to be completed in 2007
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Land management and public use on these conservation lands will need additional funding sources to adequately address the best management practices. Implementation of green design will be an important component. Public use policies are needed for private interests and public entities.

Golf course design standards control landscape design to promote minimal environmental impact and proper plant selection and establishment.

Sustainable agriculture programs provide research-based information, education, on-farm trails and demonstrations and technical services on sustainable farming practices, while farm-to-school programs bring locally grown foods to children in the school lunch program.

Metro-forestry initiatives hope to counter urban heat island effects, enhance air quality and surface water runoff moderation and filtration, enhance economic development and reduce energy consumption.

AIR QUALITY

Goal	Ensure Sarasota County's air quality is maintained and improved
Outcome	Minimize regulatory exceedence rates and unhealthy air quality days as development progresses within the county
Timeline	Ongoing

Sarasota County has established programs to monitor and limit negative impacts to the environment from various potential air emission sources at stationary facilities and construction projects throughout the county.

In concert with the locally-administered program, aggressive state and federal restrictions on significant pollutant sources including power plants, passenger vehicles and heavy diesel equipment have been implemented as a measure to ensure the sustainability of air quality on a regional basis. More rigorous restrictions are mandated well into the next decade.

Sarasota County has taken proactive steps to maintain a sustainable air resource, including requiring the recovery of vapors during tank fueling operations at retail gas stations and integrating hybrid buses into the public transportation system.

RESOURCE PROTECTION

Goal	Sustain a high quality and amount of natural resources, maintain quality-of-life goals and ensure functional ecosystems
Outcome	Sustainable land and habitats for future generations and community aesthetics
Timeline	Ongoing

WATER CONSERVATION

Goal	Ensure that the "right" water is matched to the "right" water use, by protecting ground and surface water resources, and ensuring adequate future water supplies.
Players	Southwest Florida Water Management District, Peace River Water Supply Authority, IFAS/County Extension Service, private sector fertilizer vendors, homeowner associations, real estate developers, building contractors, architects, Florida House Learning Center, Sarasota County Water Core Service

Water supply watershed management

Goal	Protect ground and surface water resources, and ensure adequate water supplies for the future
Outcome	Sustainable water supplies and protected water resources
Timeline	The Dona Bay Watershed Plan will be completed in 2006. By 2007, changes to the Land Development Regulations will be proposed that will encourage low-impact development designs.

Provisions such as protection of native landscapes, use of cisterns and green roofs will

aid water conservation. Stormwater captured in cisterns can be used for flushing toilets and irrigating landscapes, preserving highly treated water for drinking and cooking. Reuse of stormwater for irrigation will reduce flooding potential and pollutant loading while supplementing water supplies.

The Dona Bay Watershed Plan will conserve water through the construction of reservoirs that capture and store excess runoff water for reuse as water supply.

The Florida House Learning Center demonstrates indoor and outdoor water conservation in a residential setting.

Golf course design standards promote water conservation, proper fertilization, reduced pesticide use, reduced stormwater runoff and increased groundwater recharge.

Florida Yards & Neighborhood principles targets large water users. There is a proposal to partner and collaborate with the Science and Environment Council (SEC) to promote many of the sustainability issues but with a focus on water resources. The SEC is a non-profit organization that started as a networking organization of the Science and Environmental Organizations that educate the community. Membership includes Selby Gardens, Mote Marine, the State Park System, Crowley Museum, the Sarasota Conservation Foundation, Spanish Point, among many other organizations that touch our community. SEC completed a Watershed Leadership Development Program and Watershed video last year and is well situated to promote sustainable principles with the county.

Fertilizer reduction and proper use

Goal Protect ground and surface water resources through training and education to the commercial and private sector about fertilizers and landscape management.

Outcome Reduce nutrient pollution to waterways improving water clarity and juvenile fish habitat.

Timeline Report on results of stakeholder meetings May 2007

Proper training and education concerning the proper landscape management and fertilizer use will help with both the commercial fertilizer applicators and homeowners, homeowner associations, condominium associations and others to minimize misuse of fertilizers. This will begin with proper plant selection and installation, and then use of proper fertilizer blends such as slow release nutrients, time of application, and setbacks from roadways and water courses. A model contract for use of homeowners and associations that ensures the proper use of fertilizers will be developed to ensure that the users of commercial services will be adequately prepared to demand that sustainable techniques be used on their property.

Sarasota County will be a positive role model in the proper use fertilizers and will provide demonstration projects which show citizens these techniques.

Integrated pest management

Goal	Reduce pollution to waterways in the most environmentally sound and effective pest control practices that emphasize proven, effective least-toxic and non-toxic practical practice; control vegetative and insect nuisances
Outcome	<ol style="list-style-type: none"> 1. Utilize IPM for protection of health and safety in our public, focusing on prevention or suppression of pest problems with minimum impacts on human health, non-target organisms, the environment, and surface and groundwater. 2. Reduce the amount and toxicity of pesticides being applied, reduce the potential for human exposure, reduce economic and environmental costs associated with traditional pest control, and maintain or improve the health and vitality of our public landscaping. 3. Prevention or elimination of mosquito breeding sites 4. Elimination of mosquito larvae before flying, biting adult mosquitoes emerge, using the least toxic, most precision targeted approach available. <p>Control of adult mosquitoes according to state guidelines and only when necessary to protect the health and well-being of the public</p>
Timeline	Ongoing, Advisory Board sunsets in June 2012
	Training and education of commercial applicators of pesticides as well as homeowners, homeowners associations, and condominium associations will help ensure proper use of pesticides. Proper plant selection, installation, and irrigation will minimize the need for pesticide use.

Low-impact development and design

Goal	Promote environmental sustainability through proper landscape practices, building construction and real estate development to minimize environmental impacts
Outcome	Appropriate design strategies, methods and materials for sustainable living
Timeline	First draft of LID manual winter 2007
	Recommendations for revisions to the land development regulations (LDR) will be made to facilitate and encourage the use of Low Impact Development techniques. Since many diverse provisions on the LDR including such things as requirements for parking spaces, road widths, stormwater drainage, landscaping, and open space requirements affect the volume of stormwater runoff, these will all be reviewed for impacts on fostering LID. An LID technical manual will be developed to provide guidelines for use of the techniques.

We will work with the Florida Department of Environmental Protection and the Southwest Florida Water Management District to ensure that their regulatory programs allow and encourage use of LID designs in order to minimize the volume and pollutant load from stormwater.

Water-efficient landscape ordinance

Goal	Establish requirements for both Sarasota County and the community to maximize water conservation with efficient watering methods, such as limiting irrigated sod to no more than 50 percent of the total irrigated landscape area and requiring the use of low-volume micro irrigation in landscape beds.
Outcome	Low-volume irrigation reduces run-off and conserves water
Timeline	Ongoing

WASTE REDUCTION

Over the next five years, Solid Waste will reduce commercial and residential waste and increase recycling, explore alternative methods of waste disposal and storage, and develop ways to gain value from landfill gas produced.

Players Citizen direct participation, homeowner associations, municipalities and county contractors, Communications and Solid Waste staff, Sarasota County Health Department

Outcome Reduced waste stream and reduced greenhouse gas emissions

Residential recycling

Goal Make recycling easier for residents and reduce the amount of waste entering the landfill to extend its life

Timeline Out to 2012

We will explore the expansion of residential recycling by:

- adding more materials to our list of program recyclables
- exploring single stream recyclables collection, by providing customers a single bin that combines all recyclables, which would later be separated at the materials recovery facility
- pursuing a pilot program considering organics (food waste) recycling, first at the commercial level and then possibly on the residential level. Food waste currently constitutes more than 17 percent of the waste stream entering the landfill.

We will also continue to explore ways to:

- reduce the toxicity of the waste stream and
- expand education efforts to increase participation in the Household Hazardous Waste Collection Program

Participation in the household hazardous waste collection has increased 169 percent over the past five years, largely due to increased educational efforts. We also offer medical waste disposal assistance and disposal of old flares and ammunition. Many options for reuse and disposal are currently offered and will be expanded. These include mobile collection events, the Re-Uz-It Shop, additional collection locations and citizen community assistance/collection/hauling programs.

Commercial recycling

Goal Reduce waste volume entering the landfill for burial; extend life of the landfill and pursue greenhouse gas emission reduction measures

Timeline Out to 2012

Our expansion efforts include:

- maintain and increase institutional recycling in schools and county facilities
- recycling/reuse programs for large and small businesses countywide
- increase construction and demolition debris recycling along with expanding markets for those materials
- approach School Board to add a School Re-Use Center for classroom materials
- further develop and publicize the Green Business Certification Program continuing to offer small quantity generator commercial hazardous waste collection service through our Project Green Sweep Program

Methane gas recovery

Goal	Explore ways to gain value from landfill gas produced
Outcome	<ul style="list-style-type: none"> • A State Energy Grant application to construct a facility that would utilize ground yard waste and landfill gas to power sludge-drying equipment • Pursuit of additional opportunities to utilize landfill gas from the Bee Ridge and Central County landfills for useful purposes and reduce greenhouse gas emission
Timeline	Currently in the study phase

ENERGY REDUCTION

Reduce and eventually eliminate the use of fossil-fuel, greenhouse gas-emitting energy sources in all county government facilities

Players	ENERGY STAR, U.S. Green Building Council, LMOP, Florida Power and Light, PVOne, Green Mountain, UCF – Storm water Academy, FSEC, Florida Department of Environmental Protection, hydrogen fuel providers, renewable energy credit merchandisers, county staff
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Energy management master plan

Goal	County policy that ensures efficient use of energy; standards for energy efficiency in building construction, renovation, and operation; standards for county vehicle acquisition and operation; utilization of renewable resources, bio-fuels and technological advances to reduce the use of fossil fuel
Outcome	Reduced fossil fuel energy use in county buildings and vehicles
Timeline	2007 - 2008

Energy use and cost will be tracked. Energy utilization goals will be established in accordance with building type using ENERGY STAR national standards when possible. Each energy user will define their operation in terms of energy use and opportunities for reduction.

FPL franchise agreement

Goal	Allow FPL access to the county's right-of-way for transmission of electricity to the unincorporated areas of the community.
Outcome	An agreement in the form of an ordinance that stipulates compensation for the use of county infrastructure while protecting the resources and habitat for the community.
Timeline	The current 30-year franchise agreement terminates April 2007. The new agreement is in the development process. A policy package will be presented to the negotiating team by the end of October 2006

This agreement will allow electrical construction and maintenance by providing the nonexclusive right, privilege or franchise to construct, maintain, and operate in, under, upon, over and across the present and future streets, alleys, bridges, easements and other public places throughout all the unincorporated areas of Sarasota County.

FPL solar/photovoltaic program

Goal	Demonstrate the principles of renewable energy resources in the form of solar PV technology by hosting the site for FPL’s Sunshine Energy program
Outcome	Extensive use of solar energy in the community and partnerships with FPL to make renewable energy resources available locally.
Timeline	Start 2007-8 host contract is for eight years

Sarasota County petitioned FPL to become a host site for their Sunshine Energy program. Solar energy in the form of photovoltaic is used as the renewable energy source. This demonstrates electrical power can be produced without using fossil fuels or generating emissions, the system has no moving parts and makes no noise. Rothenbach Park was selected as site to utilize the closed landfill. As the park is developed we will utilize interpretative signs to inform the public of the benefits of solar energy.

Green roof program

Goal	Design, construct and monitor the area’s first green roof to demonstrate energy efficient and low-impact development strategy of green roofs.
Outcome	Reduced storm water run-off, extended roof life, and reduced energy use
Timeline	2007/8

The concept of green roofs (vegetative covered roofs) have proven effective in many cities in the U.S. and Europe. The first green roof was approved for the New Osprey Library with DEP funding. The benefits of the roof will be documented and should include stormwater retention, energy savings, rainwater harvested for irrigation, performance and extended life of roof.

Hydrogen fueling station

Goal	Make property available to the state for a hydrogen fueling station that would accelerate the commercialization of hydrogen technologies and provide infrastructure necessary to fuel hydrogen vehicles.
Outcome	Participation in the development of “Florida’s Hydrogen Highway” to spur hydrogen energy investment in our community, increase economic security, reduce reliance on foreign oil and maintain clean air and provide our community with the infrastructure necessary to fuel hydrogen vehicles.
Timeline	Future. State of Florida has two hydrogen fueling stations in Orlando: one for hydrogen ICE buses and one for fuel cell cars. Florida’s Hydrogen Program identifies hydrogen fueling station in Tampa for 2007.

During the Fruitville Corridor transportation review, a parcel of land conducive to a fuel station was identified to the state as a future site for a hydrogen fueling station supporting the county’s goal of utilizing alternative fuels and environmental awareness.

Renewable energy credits

Goal	Promote the development of renewable energy systems (RECs)
Outcome	Purchase RECs in conjunction with new construction LEED rating to obtain certification points, and to support 2030 carbon neutral challenge

Timeline Ongoing

Renewable energy credits (RECs), also known as green tags or tradable renewable energy credits, provide financial incentive to developers of renewable energy facilities.

One REC represents the non-power attributes made available by the generation of one-megawatt –hour from one or more eligible renewable energy facilities. Non-power attributes means the fuel, emissions, or other environmental characteristics of a specified resource deemed of value to the REC purchaser. Non-power attributes include, avoided emissions of pollutants to the air, soil or water and the reporting rights to the emissions.

Plug-In hybrid electric vehicle resolution

Goal	Establish Plug-in Sarasota County as a partner in the Plug-in Partners National Campaign to create the demand market for manufacturing plug-in hybrid electric vehicles (PHEVs). BCC designated this effort as a Top 20 Issues Priority.
Outcome	<ol style="list-style-type: none"> 1. PHEVs will reduce emissions; reduce fossil fuel use and costs 2. Commercialization of PHEV through soft fleet orders, local petition drives 3. Help Sarasota County to meet its 2030 Challenge targets
Timeline	Ongoing

2030 Challenge (carbon neutral)

Goal	Establish Sarasota County as an energy leader; extend our commitment beyond green building; promote use of clean energy by developing building design standards to eventually eliminate the use of fossil fuel energy.
Players	Sarasota County, national and local AIA , International Council for Local Environmental Initiatives (ICLEI), USDOE
Outcome	<ol style="list-style-type: none"> 1. By the year 2030, all new county buildings will be designed to not use fossil fuel, greenhouse gas-emitting energy to operate. 2. Improved quality of life for community by reducing negative environmental, economic and social impacts of burning fossil fuels. 3. Reduction of greenhouse gases and mitigation of climate change 4. Avoidance of the escalating cost of dwindling fossil fuels. 5. Greater energy independence
Timeline	<p>Immediate improvement in new construction to be 50% more energy efficient than the average building type as defined by the USDOE and reduce use of fossil fuels using the following benchmarks:</p> <ul style="list-style-type: none"> • 60% in 2010 • 70% in 2015 • 80% n 2020 • 90% in 2025 • 100% in 2030

Zero energy buildings	
Goal	Design and construct county buildings that produce as much energy as they consume. Opportunity for Sarasota County to show leadership again in environmentally responsible building construction with this emerging energy conservation initiative being promoted by USDOE that utilizes use of renewable energy with building design that minimizes energy use.
Outcome	<ol style="list-style-type: none"> 1. Reduced dependence on fossil fuels, measure of protection against increasing cost of utility provided energy, 2. Outcomes will help Sarasota County meet its 2030 Challenge targets.
Timeline	Future
Zero energy homes for affordable housing demonstration project	
Goal	Opportunity for Sarasota County to partner with USDOE Oak Ridge National Laboratory (ORNL) to design and construct ZEHs for the affordable housing market that utilize energy efficient building technologies and renewable energy to generate as much power as they consume . Will serve as an affordable housing model and provide ORNL with continued research data as a result of their monitoring to assist with project development.
Outcome	Truly affordable housing with continued reduced monthly energy costs.
Timeline	Future
Renewable Community demonstration project	
Goal	Opportunity for Sarasota County to be an energy leader, leverage partnerships to achieve energy independence, and create a new and better sustainable housing/transportation model for our community and beyond. A Renewable Community puts together renewable energy to power homes and advanced vehicle technologies to power cars. Flexible fuel Plug-in Hybrid Electric Vehicles (PHEV) and Zero Energy Homes (ZEH) are the key components of this integrated ecologically sustainable development model.
Players	Sarasota County, USDOE NREL, Steven Winter Associates, Florida Power and Light, Florida Department of Environmental Protection/Florida Energy Office, Florida Solar Energy Center, Global Electric Motorcars, Florida Home Builders Association, Economic Development Corporation of Sarasota County, Florida Green Building Coalition, HomeFront Inc., Hymotion, Energy CS, Kimal Lumber Company, Eco-\$mart Inc., Lee Wetherington Homes, Plug-In Partners, School Board of Sarasota County, Sarasota Home Builders Association, Sarasota County Openly Plans for Excellence, SDC Communities, LWR Communities, Vision Homes, Topaz Studios, Waterford Companies and WCI Communities Inc.
Outcome	<ol style="list-style-type: none"> 1. Renewable energy generation technologies and advanced vehicle technologies combined in a Renewable Community will protect the environment and reduce our dependence on fossil fuels. 2. Demonstration project(s) will serve as a model and catalyst for future Renewable Communities and provide NREL with information resulting from their monitoring to assist with project development.
Timeline	2007

TRANSPORTATION

The quality of life of our citizens depends on many factors, such as clean air, efficient mobility options, and economic conditions. Transit and sustainable human populations require that we consider the current and long-term impacts of all our actions.

Players Citizens, municipalities, Florida Department of Health, Florida Department of Transportation, and Sarasota County Area Transit

Sarasota County Area Transit (SCAT)

Goal Improvement of transit services in Sarasota County by identifying:

1. route improvements that will provide a positive impact on our environment and quality of life
2. new technologies that will improve our service and decrease our high demand of fossil fuels

Outcome Healthy, safe, sustainable environment with a cost-effective transit system maximizing new technologies and continually seeking ways to become more effective to the community. Relieved road congestion, emission of fewer pollutants and reduction in overall dependency on crude oil.

Timeline Ongoing, although several new initiatives such as ultra-low sulfur diesel and diesel-particulate filters are being utilized prior to the EPA-mandated compliance deadline. Ten hybrid buses for 2006 and planning to order 20 more for 2007

SCAT is working towards building a system that will move more people to their desired destinations quicker than before. SCAT already has purchased hybrid buses to alleviate the use of fuel and is continually looking into the future at newer technologies and fuel modifications that may help us in our overall goals.

County green fleet

Goal Purchase of alternative fuel vehicles (AFVs) and use of biofuels provides an opportunity for Sarasota County to show energy leadership, reduce fossil fuel use and associated fuel costs for its fleet and improved air quality.

Outcome

1. Reduced vehicle emissions and improved air quality.
2. Reduced fossil fuel consumption
3. Reduced fuel costs
4. Less use of fossil fuels will help us meet our 2030 Challenge and Clean Cities Coalition Partnership goals

Timeline Ongoing

Countywide residential / commercial use of alternative fuel vehicles

Goal To reduce fossil fuel use and fewer vehicle emissions by building local demand for alternative fuel vehicles (AFVs) and alternative fuels

Outcome

1. Improved local air quality by reduced emissions
2. Reduction of transportation's contribution to climate change
3. Reduced dependency on foreign fossil fuel sources.
4. Reduced community ecological footprint.
5. Build the market for AFVs and biofuels such as biodiesel and ethanol
6. Increase opportunities for local farmers to grow energy crops
7. Support for a USDOE Clean Cities Coalition

Timeline TBD

FACILITIES/CONSTRUCTION

Players Citizens, builders, developers, environmental consultants, engineering and planning firms and county staff, developers, commercial builders

Fast track permitting for green construction

Goal Increase number of buildings constructed to green standards, including United States Green Building Council Leadership in Environmental and Energy Design Standards, and / or the Florida Green Building Coalition Green Development Standard, Green Residential Home Designation Standard or the Green Commercial Standard

Outcome Higher number of green buildings in the community by expedited permitting. Sustainable buildings that protect the public health, safety, welfare and natural resources

Timeline Ongoing

The Green Building Program allows expedited processing of permit applications where the builder has agreed to build a building that meets one of the above mentioned green standards.

Green building development incentive program resolution

Goal Encourage more sustainable and green developments, protecting the health, safety, welfare and natural resources of the county. To provide incentives for the construction of green buildings, both commercial and residential.

Outcome Sustainable lands through green buildings.

Timeline Ongoing, policies have been incorporated into the Comprehensive Plan.

The Green Building Development Incentive Program encourages sustainable development and green buildings by expediting the rezone, special exception, land development and building permit processes.

Green affordable housing

Goal Incorporate green building practices into the design, construction, operation and maintenance of affordable housing in our community to reduce utility bills, improve health and safety, and improve indoor air quality, county staff.

Players Gulf Coast Foundation, Enterprise Florida, City of Sarasota, EDC, local builders, local businesses/employers, Habitat for Humanity, community at large.

Outcome Produce economic and quality-of-life benefits for homeowners/tenants by improving the financial bottom line for occupants with green homes that cost less to operate and live in and generate economic and environmental benefits for our local community by reduced demand on infrastructure for energy, water, and waste water.

Timeline 2007 and ongoing

COMMUNITY DESIGN AND PARTNERSHIPS

Sarasota County must share ownership/responsibility for designing, developing and delivering a successful sustainable community. Through widening concentric circles, we start with local community partners and expand to state and national organizations. Much successful networking has been done within the existing Sustainable Sarasota structure. Those networking connections are essential to optimizing the county's efforts. County staff will facilitate the early conversations that launch and optimize the partnerships; our vision is that ownership will extend broadly throughout the community.

Players	Economic Development Council, local building community, local universities, SCOPE, Sarasota Convention & Visitors Bureau, area marine research programs, Cooperative Extension programs, Neighborhood Environmental Stewardship Team, USDOE Rebuild America, USEPA, National Renewable Energy Labs, Austin Energy, the Rocky Mountain Institute, Florida Power and Light, citizens, municipalities, health Consultants, NGOs, Center for Disease Control and Prevention, Florida Department of Health, Florida Department of Environmental Protection, SWFWMD, Sarasota County Health Department
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Community design

Outcome	Increased awareness and practices that progressively reduce reliance on non-renewable resources, reduce waste and safeguard water resources
Timeline	External partnership dialogue initiated, action plan launched in Q2 FY2007

Sarasota 2050 Plan

Goal	<ol style="list-style-type: none"> To accommodate expected growth in a compact master-planned form, preserving tens of thousands of acres of open space To focus on the revitalization of existing urban commercial centers into mixed-use activity centers by using New Urbanism tools
Players	Sarasota County, local builders/developers, FL Green Building Coalition, US Green Building Council
Outcome	<ol style="list-style-type: none"> Preservation of Sarasota County's natural, cultural and physical resources and making all neighborhoods, both established and new, more livable. Incentive-based and voluntary, not regulation-driven, grants density bonuses (increased number of dwelling units allowed) to landowners who preserve open space, agriculture and environmentally sensitive land and build new, compact, mixed use, walkable developments in appropriate areas Outcomes will help Sarasota County to meet its 2030 Challenge targets.
Timeline	2050

Partnerships

Outcome	Expansion of the concept of sustainability throughout the community
Timeline	Ongoing. Most of these programs are well-established. Some, like 2050 and transit-oriented design, are in their infancy but moving forward.

USDOE Rebuild America Partnership

Goal Sarasota County joined as a USDOE Rebuild America Community Partner in 1998 to develop partnerships with government agencies, community groups and businesses to promote energy efficiency and renewable energy in government and commercial buildings. Sarasota County's Rebuild Partnership works to increase community awareness of resource and energy conservation, promote the benefits of utilizing energy conserving products, technologies, and renewable energy

Outcome 1. Rebuild America partnership efforts conserve energy, accelerate use of the best energy technologies, reduce air pollution, lower reliance on energy imports, help aging buildings be more energy efficient
 2. Save money for Sarasota County
 3. Outcomes will help Sarasota County to meet its 2030 Challenge targets

Timeline Ongoing

EPA ENERGY STAR® Partnership

Goal Sarasota County became an ENERGY STAR® Partner in 2004, committing to continuous improvement of our organization's energy efficiency with programs like the ENERGY STAR® Million Monitor Drive

Players EPA ENERGY STAR®, Florida Energy Office, county staff

Outcome 1. Measuring, tracking, and benchmarking our energy performance will reduce environmental impacts of energy use, cut energy costs
 2. Outcomes will help Sarasota County to meet its 2030 Challenge targets

Timeline Ongoing, more county buildings need to be benchmarked for possible ENERGY STAR® label

Community health and well-being

Goal Improvement and maintain the health and well being of Sarasota County's citizens through:

- the careful identification and tracking of links between our environment and human health, and links between the built environment and transit oriented design and community health
- the integration of principles of health promotion and disease prevention with respect to the creation of a sustainable system of health and medical care

Outcome A healthy, safe, sustainable environment and a cost-effective system of health and medical care that maximizes evidence-based prevention and health promotion to reduce disease and disability and create a community where individuals can thrive and prosper

Timeline Ongoing, although several new initiatives such as Protocol for Assessing Community Excellence in Environmental Health and Health Impact Assessments are being established

The health of our citizens depends on many factors, such as clean air and water, appropriate working conditions, social harmony and support, preservation of cultural values and lifestyles, environmental conditions, and economic conditions, which is why the link between health and sustainable human populations requires us to consider the current and long-term impacts of all our actions.

Toward this end, a Community Health Improvement Partnership (CHIP) was established to engage and support citizens and agencies to positively impact the physical, mental, social and environmental health of their community through research, planning, implementation and evaluation. A CHIP Health Scorecard was developed by the Health System Collaboration Committee to guide and monitor efforts to improve health in Sarasota County.

The scorecard now includes 33 indicators in different categories of the social and physical environments, health care, health behavior, and well-being. The CHIP Health Scorecard will interface with the Sarasota County Balanced Scorecard and the Human Services Advisory Council Policy Framework. CHIP and the SCHED are working to improve the local health care system through partnership, improved case management, prevention and health promotion for the uninsured.

CHIP and the SCHED are also supporting the implementation of Healthy People in Healthy Places principles across Sarasota County, which includes promotion of policies and built environmental changes that support active living and healthy eating. This work has begun with worksite wellness campaigns at local hospitals and the health department, and community-initiatives such as Pathways to Health and the CHIP Health and Wellness Centers.

The PACE EH initiative is a process designed to improve decision making by taking a collaborative community-based approach to solving the environmental health concerns of the community. Information gathered from the PACE EH process will be used to enhance the CHIP Health Scorecard as we monitor the health status of our community.

The Health Impact Assessment initiative is an effort to develop a local process to consider the health impacts local policy decisions. An HIA is defined by the World Health Organization as a “combination of procedures or methods by which a policy, program or project may be judged as to the effects it may have on the health of a population.”

Summary

Sarasota County has a unique opportunity to become a local, state and national model for sustainability. We have established a long and rich history of setting the performance bar ever higher. Our shared success going forward depends on empowered networks – within county government and throughout our community. It depends on open dialogue in collaborative settings. As we have seen the momentum grow over the past 10 years, this community is very receptive to sustainability concepts and practices. We have moved from the demonstration project that is Florida House Learning Center to private and nonprofit sectors building and operating green. Examples include the recently completed Holiday Inn hotel complex, the Girl Scout Regional Headquarters, and entire communities such as WCI Communities' Venetian Golf and River Club in Venice. We understand, as a community, that it is easier to build sustainable when you construct anew. We are challenged with learning more effective ways to retrofit existing neighborhoods, businesses and transportation systems.

We must maximize our resources and efficiently structure our efforts to achieve our goals of organizational alignment around sustainability. By taking inventory of past accomplishments, evaluating the outcomes, establishing sustainability performance drivers, engaging the community and enhancing partnerships, Sarasota County can better create its own future as well as help to influence sustainability efforts beyond our borders.

To ensure smart growth throughout this county, it is important that we understand the future our community wants and then to design, build, live in and enjoy it. Key elements essential to this effort are already in place: 1) an informed, engaged, motivated community; 2) a forward-thinking private sector that has learned to create sustainable systems profitably and 3) a proactive government working continuously to evolve the way it works to provide the necessary infrastructure for a high performance community.

We're on our way to a more sustainable future – together. We know it's not enough to consider just the start of the journey; we need to explore the impacts along the entire road ahead. The paradigm and the culture must shift. As we have learned, sustainability is not an office or a movement – it is a way of life.

What does that mean for us as an organization? It means accelerating our action at all levels. In the next year Sarasota County Government will define our sustainability goals, devise action plans and begin to implement them. Every individual in the organization will be involved in shifting our organization into a mode of sustainable operations.

Early in 2007 we will hold a conversation with the Sarasota County Commission to precisely define our commitment to sustainability. In the recent Comprehensive Plan amendment cycle the commissioners strengthened our focus on becoming a sustainable and renewable community and since then have set some lofty goals for reducing the organization's carbon emissions. A workshop on sustainability will be held to determine how the Board envisions implementation of such policies and initiatives for our community.

Cross-disciplinary action teams will be developed throughout the enterprise to convert boxes on the Roadmap into preliminary action plans for accomplishing the goals. Using measurement standards such as ISO 14000 and the principle of Natural Capitalism as a guide, these action teams will determine the component steps to achieve the initiatives, the manpower and financial resources required, timeframes and challenges. They will also be charged with presenting the

Roadmap to Sustainability

spectrum of implementation options ranging from small to larger scale service levels and making recommendations to the organization. The individual action plans will be consolidated into a Sustainability Master Plan for Sarasota County for consideration by the Sarasota County Commission to define how we will implement the roadmap as we move forward.

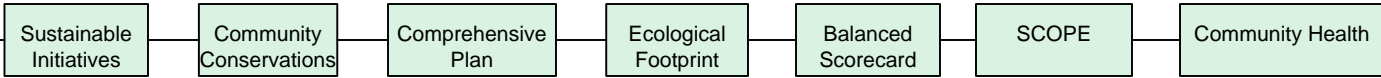
A critical piece of our transition into a culture of sustainability is to utilize the county's consumer power to reduce our ecological footprint and consumption of resources. The way to accomplish that is to institute Environmentally Preferred Procurement (EPP) and to shift our fleet away from gasoline-only engines. Two action teams that will operate on an accelerated schedule will be those for EPP and Fleet since our transition in these areas will substantially reduce our direct and indirect impacts on the planet and will also demonstrate we are in action, walking the talk of sustainability.

As we deliberate, Sarasota County will need to look at the sustainability goals we have set and the implementation challenges to determine whether we want to pursue a "silver", "gold" or "platinum" level of service in creating a sustainable and renewable community. We recognize we may not be able to uniformly pursue platinum on each initiative but we must optimize our approach and ensure that what we do makes a difference — today, tomorrow and for life.

SARASOTA COUNTY ROADMAP TO A SUSTAINABLE AND RENEWABLE COMMUNITY

DRIVERS

The human need for a quality place to live

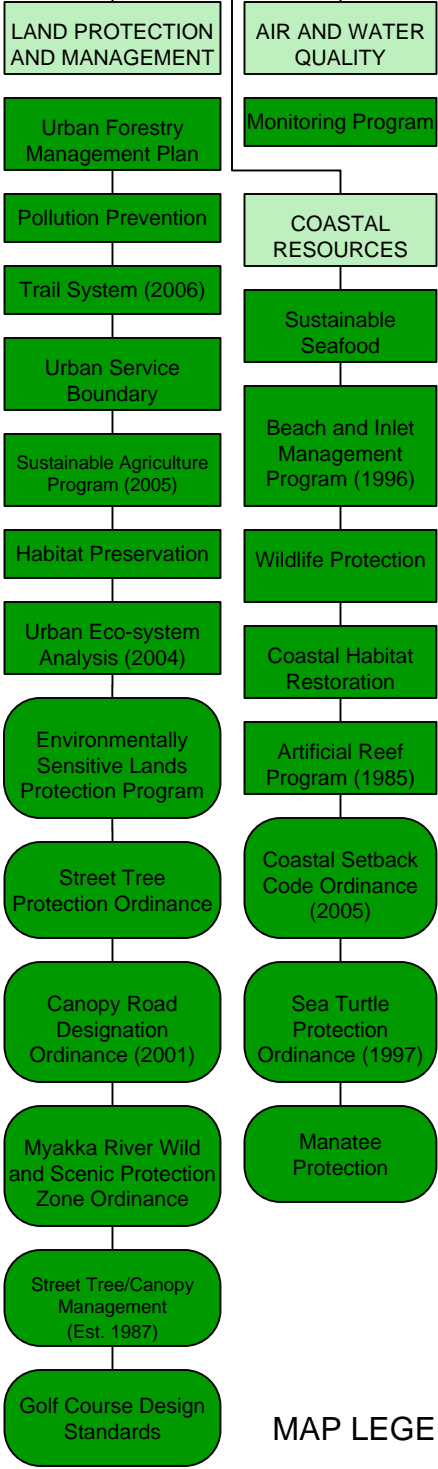


VEHICLES

The programmatic approaches to achieving the goals established by the drivers

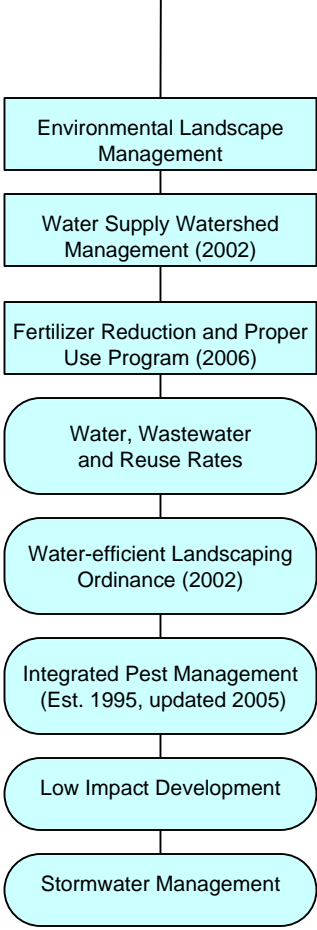
ENVIRONMENTAL CONSERVATION

Maintain responsible stewardship of air, coastal protection and natural systems management.



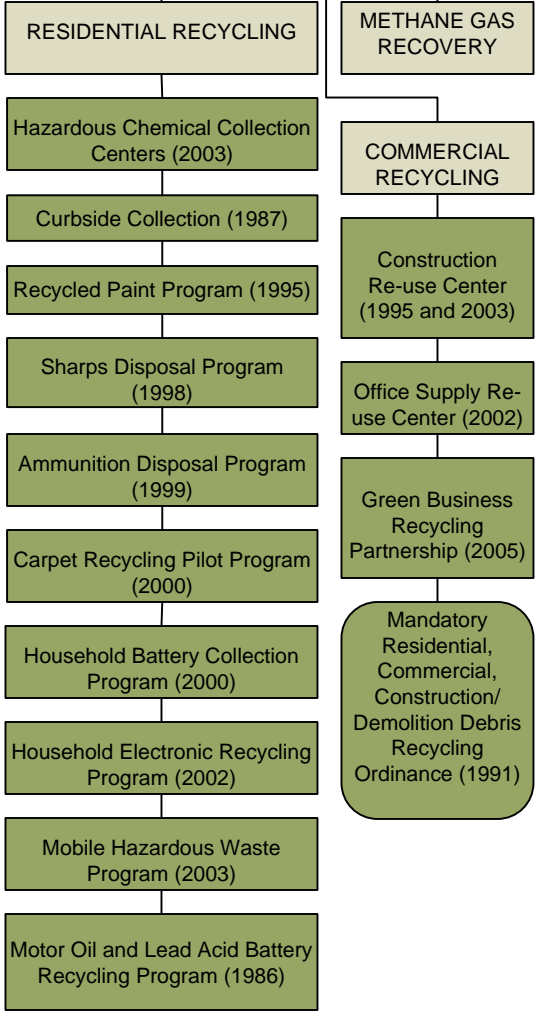
WATER CONSERVATION

Ensure the quality and quantity of water resources while providing a safe and reliable water supply.



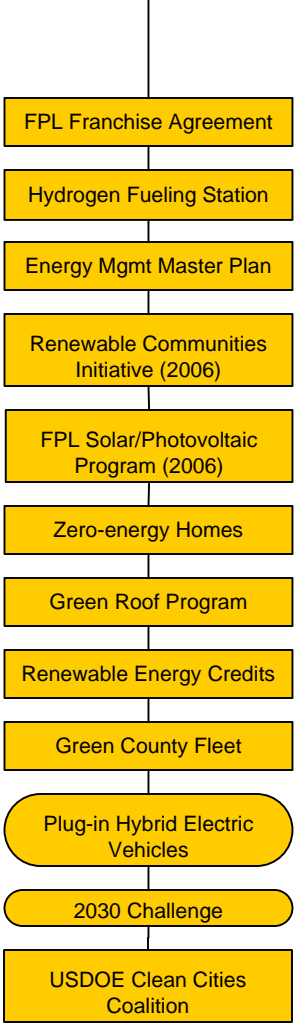
WASTE REDUCTION

Reduce commercial and residential waste and increase recycling, explore alternative methods for waste disposal and storage, and explore ways to gain value from the waste produced.

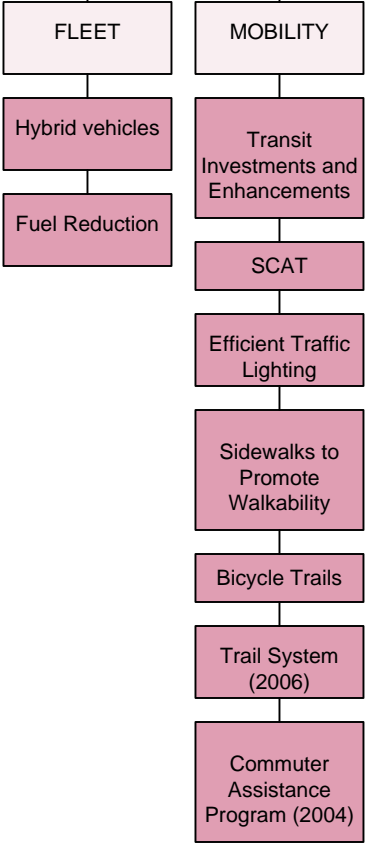


ENERGY REDUCTION

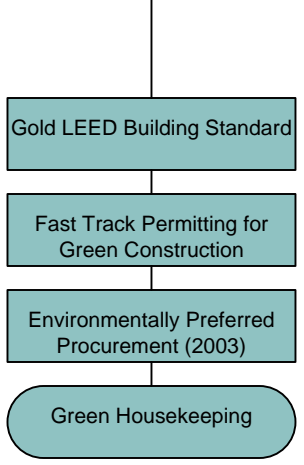
Reduce and eventually eliminate the use of fossil-fuel, greenhouse gas-emitting energy sources.



TRANSPORTATION

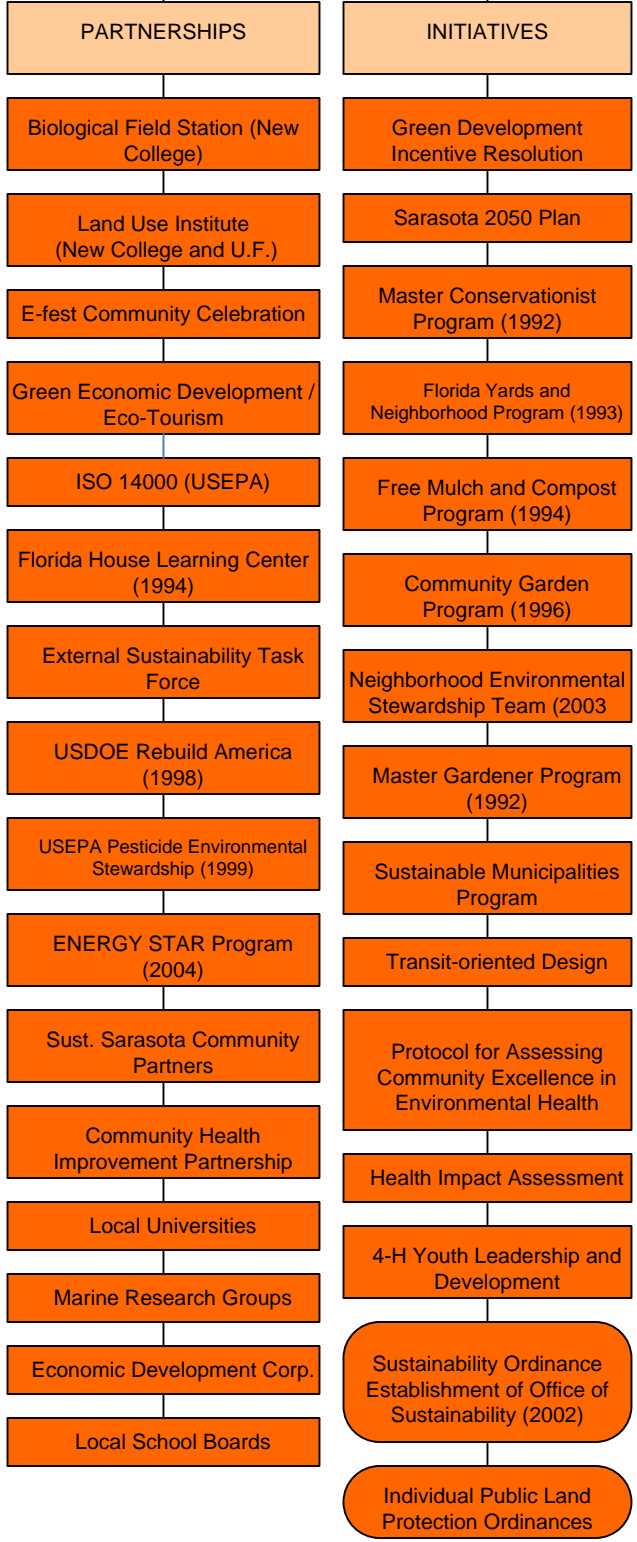


FACILITIES/CONSTRUCTION



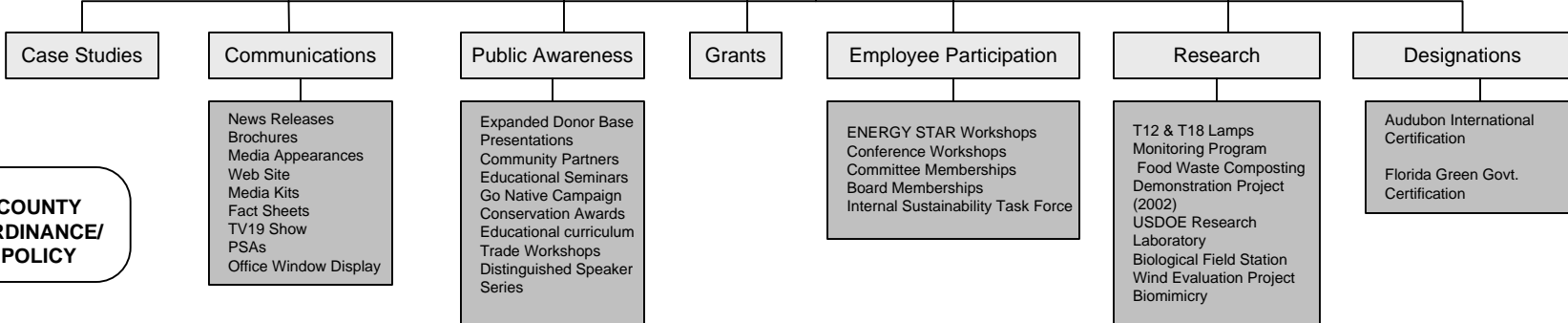
COMMUNITY DESIGN AND DEVELOPMENT

Share ownership and responsibility for designing, developing and delivering a successful sustainable community by creating partnerships that will develop initiatives for implementation.



FUELS

Resources to help us power the vehicles





THE GREEN MACHINE

Lee Scott is no tree-hugger.
But Wal-Mart's CEO says he wants to turn the
world's largest retailer into the greenest.
The company is so big, so powerful, it could force
an army of suppliers to clean up their acts too.
Is he serious? **BY MARC GUNTHER**

"We will not be measured by our aspirations," says Scott. "We will be measured by our actions."





“DOESN'T IT FEEL GOOD

to have this kind of commitment made by the company that you are part of? Don't you feel proud?”

The 800 Wal-Mart Stores employees gathered in the home office for an all-day meeting were used to this kind of rah-rah talk. Top executives from FORTUNE 500 companies regularly trek to Bentonville, Ark., to pay homage to one of the world's most powerful companies and to shout out the Wal-Mart cheer. This time, though, the cheerleading was coming from an unlikely source: Al Gore.

Wal-Mart had invited America's most famous environmentalist to show his movie, *An Inconvenient Truth*. “Having the former Democratic Vice President was a shock” to some people at the company, chief executive Lee Scott told the crowd. “At least based on a couple of my e-mails.”

But as the credits rolled, Gore strutted onto the stage to a standing ovation. Dressed in a blue suit and cowboy boots, he joked with the audience, answered questions in his best Southern drawl, and coyly denied that he had any plans to run for President again. (This wasn't exactly his base: He took just 32% of the vote in Benton County in 2000.) Before heading off to dinner with Wal-Mart chairman Rob Walton and Scott, Gore delivered a parting thought: As

Wal-Mart embarks on a far-reaching plan to adopt business practices that are better for the environment, he said, the world will learn that “there need not be any conflict between the environment and the economy.”

Wal-Mart, you see, has decided to help save the earth.

Just listen to Scott. “To me,” he says, “there can't be anything good about putting all these chemicals in the air. There can't be anything good about the smog you see in cities. There can't be anything good about putting chemicals in these rivers in Third World countries so that somebody can buy an item for less money in a developed country. Those things are just inherently wrong, whether you are an environmentalist or not.”

In a speech broadcast to all of Wal-Mart's facilities last November, Scott set several ambitious goals: Increase the efficiency of its vehicle fleet by 25% over the next three years, and double efficiency in ten years. Eliminate 30% of the energy used in stores. Reduce solid waste from U.S. stores by 25% in three years. Wal-Mart says it will invest \$500 million in sustainability projects, and the company has done a lot more than draw up targets. It has quickly become, for instance, the biggest seller of organic milk and the biggest buyer of organic cotton in the world. It is working with suppliers to figure out ways to cut down on packaging and energy costs. It has opened two “green” supercenters.

Wal-Mart suppliers—such as this coffee farmer in Brazil and this fisherman in Alaska—are hoping the retailer can take “sustainable” food mainstream.



SIRBICO

Plenty of people won't buy it—or anything else from Wal-Mart. To labor leaders, left-wing elites, and the small-is-beautiful crowd, the \$312-billion-a-year retailer stands for everything that's wrong with big business. They see the company in a race to pave the planet and turn it into a giant emporium of cheap goods built on the back of cheap labor. The union-funded website walmartwatch.com dismisses Wal-Mart's environmental push as a “high-priced green-washing campaign.”

Wal-Mart, though, has a whole lot more to worry about than convincing a few ideological critics that its eco-intentions are pure. Its business, for starters. Its same-store sales growth has slowed down, trailing Target's and Costco's. Its stock price is another big concern. After rising 1,205% during the 1990s, the stock has fallen by 30% since Scott took over as CEO in January 2000.

It's no wonder that inside Wal-Mart some veteran executives grouse that Scott's green crusade will be a costly distraction. Many remember the last time Wal-Mart set out an initiative this broad: founder Sam Walton's 1985 “Made in the U.S.A.” campaign. That move burnished Wal-Mart's red-white-and-

blue image, but it wasn't long before critics noted that Wal-Mart continued to seek out goods from the absolute lowest-cost supplier—and typically that meant “Made Anywhere but America.”

Indeed, Wal-Mart's single-minded desire to save its customers money has been its *raison d'être* for 44 years. Which raises two questions: Why is the world's largest retailer so determined to become the greenest? And how green can a company that operates 6,600 big-box stores really get?

ROB WALTON, HIS SON BEN, PEARL JAM guitarist Stone Gosard, and conservationist Peter Seligmann were scuba-diving off Coco Island, a lush, uninhabited Costa Rican national park populated by manta rays, dolphins, and sharks. During a ten-day trip in February 2004, Seligmann, co-founder and CEO of Conservation International, a big Washington, D.C., environmental organization whose mission is to protect the world's biologically rich habitats, had been pointing out fleets of fishing boats that were destroying the delicate Costa Rican marine habitat. Toward the end of the trip, Selig-

**THIS HAS THE
POTENTIAL TO
BECOME SOMETHING
SMALL-TOWN
AMERICA EMBRACES.
“IT'S A NIXON-TO-
CHINA MOMENT.”**



mann looked Walton in the eye: "We need to change the way industry works. And you can have an influence."

Like all Sam Walton's children, S. Robson "Rob" Walton, 60, grew up in the Ozarks with a love of the outdoors. "All our family vacations were camping trips," he says in a rare interview. His younger brother John, who died last year in a private plane crash, was a conservationist. And his son Sam, who worked as a Colorado River guide, sits on the board of Environmental Defense,

a nonprofit group. About four years ago, after a trip to Africa, Rob Walton began to think about ways his family could help preserve wilderness areas through its foundation, which has assets of about \$1 billion. (The Walton family's 40% stake in Wal-Mart is worth about \$80 billion.)

A mutual friend then introduced Walton to Seligmann. Over the next two years the preppy ex-biologist guided Rob and his two sons on a series of adventures. They hiked in Madagascar. They took a boat trip through the world's largest freshwater wetland, in Brazil. They went diving in the Galápagos Islands. "We spent a lot of time diving and talking," says Seligmann. The family foundation eventually made a \$21 million grant to CI for ocean-protection programs, and Walton joined the group's board.

But Seligmann had another agenda, one that he finally put on

SCOTT LAUNCHED A REVIEW OF THE CHAIN'S LEGAL AND PR WOES. IT WAS NOT A SHORT LIST.

the table in Costa Rica. Whatever money the foundation could contribute would pale in comparison to what Wal-Mart the corporation could do. "I suggested to Rob that Wal-Mart could be a driver of tremendous change," Seligmann says.

He wasn't exaggerating. The company is the biggest private user of electricity in the U.S.; each of its 2,074 supercenters uses an average of 1.5 million kilowatts annually, enough as a group to power all of Namibia. Wal-Mart has the nation's second-largest fleet of trucks, and its vehicles travel a billion miles a year. If each customer who visited Wal-Mart in a week bought one long-lasting compact fluorescent (CF) light bulb, the company estimates, that would reduce electric bills by \$3 billion, conserve 50 billion tons of coal, and keep one billion incandescent light bulbs out of landfills over the life of the bulb. If Wal-Mart influenced the behavior of a fraction of its 1.8 million employees or the 176 million customers that shop there every week, the impact would be huge. And because of the extraordinary clout Wal-Mart wields with its 60,000 suppliers, it could make even more of a difference by influencing their practices.

Walton was intrigued, but he had taken himself out of an operational role at Wal-Mart years ago. He didn't want to overstep his bounds. "We are really, really careful about mixing personal inter-

THE RAP ON THE WORLD'S LARGEST RETAILER

Major environmental groups may have made peace with Wal-Mart, but the company remains a big target for union leaders and liberal activists. Here's where critics are on the attack—and what Wal-Mart's doing in response. — *Jia Lynn Yang*

LIVING WAGE

WHAT THE CRITICS SAY: The nation's largest employer pays so little that a family of four can't live on the \$9.68-per-hour wage of an average Wal-Mart associate, which, at \$17,600 a year, is below the poverty line.

WHAT WAL-MART SAYS: The retailer has created more than 240,000 new U.S. jobs in the past three years. Those jobs pay competitive wages, and more than three-fourths of store management started in hourly positions.

HEALTH CARE

CRITICS: Fewer than half of Wal-Mart's employees are insured, meaning that taxpayers are shouldering the cost of health care for Wal-Mart's enormous labor force.

WAL-MART: The company, which insures more than one million associates and family members, is expanding an \$11-per-month premium plan and reducing how long part-timers have to wait for coverage. Copays for common prescription drugs are as low as \$3.

GENDER DISCRIMINATION

CRITICS: In a 2001 class-action suit, 1.6 million current and former female employees alleged that Wal-Mart systematically favored men over women in pay and promotion.

WAL-MART: On top of initiatives to build a diverse supplier base, Wal-Mart this year created an Employment Advisory Panel. And unlike most major corporations, it publicly released its 2005 data on employment of women and minorities.

LOCAL ECONOMIES

CRITICS: Wal-Mart steamrolls local businesses and drives down wages at other stores. Communities from Inglewood, Calif., to Queens, N.Y., have blocked new stores.

WAL-MART: In April, Wal-Mart announced the creation of Jobs and Opportunity Zones to help nearby small businesses, sponsor local training programs, and support local chambers of commerce. The company also makes the majority of its charitable donations at the local level.



ICON BY JOE ZEFF



ests and the business," he says. Still, he agreed to introduce Seligmann to Lee Scott.

The timing was fortuitous. Scott had just undertaken a review of Wal-Mart's legal and PR woes—and it wasn't a short list. A lawsuit alleging that Wal-Mart discriminated against its female employees had been certified as a federal class action. Opponents blocked new stores in the suburbs of Los Angeles, San Francisco, and Chicago. A study found that Wal-Mart's average spending on health benefits for its employees was 30% less than the average of its retail peers. The company's environmental record was nothing to boast about either: It had paid millions of dollars to state and federal regulators for violating air- and water-pollution laws.

For years Wal-Mart simply brushed off such criticism. "We would put up the sandbags and get out the machine guns," Scott recalls. After all, business was good. They were saving their customers billions, fighting for the little guy. But as the upstart rural retailer grew into one of America's biggest companies and clashed with unionized competitors, it made powerful enemies. Expectations of business were rising, and Wal-Mart was failing to meet them. A McKinsey & Co. study leaked to the press by walmartwatch.com found that up to 8% of shoppers had stopped patronizing the chain because of its reputation.

Scott wondered, "If we had known ten years ago what we know now, what would we have done differently that might have kept us out of some of these issues or would have enhanced our reputation? It seemed to me that ultimately many of the issues that had to do with the environment were going to wind up with people feeling like we had a greater responsibility than we were, at the time, accepting."

IN A DRAB BENTONVILLE CONFERENCE ROOM, Scott, Rob Walton, Seligmann and Glenn Prickett of Conservation International, and a friend of Seligmann's named Jib Ellison, a river-rafting guide turned management consultant, convened a pivotal meeting in June 2004. For a presentation to the man who is arguably the most powerful CEO in the world and the man who is arguably one of the richest, the pitch was surprisingly informal.

The five men chatted about the environment and about ways Wal-Mart could improve its practices. Seligmann and Prickett talked about their work with Starbucks, which developed coffee-buying methods to protect tropical regions, and about McDonald's, which was helping to promote sustainable agriculture and fishing.

Their argument was simple: Wal-Mart could improve its image, motivate employees, and *save* money by going green.

If there was any group that could deliver such a message to Scott, it was CI, whose board members include former Intel chairman Gordon Moore, BP chief executive John Browne, and former Starbucks CEO Orin Smith. CI works closely with corporations, and about \$7 million of its \$93 million in 2005 revenues came from such consulting arrangements.

Scott hired CI and Ellison's management consulting firm, called BluSkye, and asked them to measure Wal-Mart's environmental impact. The assessment would include not just Wal-Mart's operations,

but the impact of growing or producing all the products it sells and shipping them to stores. Wal-Mart was defining its responsibility broadly, in a way that would bring its vast supply chain—where its environmental impact is greatest—into the picture.

About a dozen people from BluSkye, CI, and Wal-Mart spent nearly a year measuring the company's impact. Fairly quickly, the environmentalists spotted waste that Wal-Mart's legendary cost cutters had overlooked. On Kid Connection, its private-label line of toys, for instance, Wal-Mart found that by eliminating excessive packaging, it could save \$2.4 million a year in shipping costs, 3,800 trees, and one million barrels of oil. On its fleet of 7,200 trucks Wal-Mart determined it could save \$26 million a year in fuel costs merely by installing auxiliary power units that enable the drivers to keep their cabs warm or cool during mandatory ten-hour breaks from the road. Before that, they'd let the truck engine idle all night, wasting fuel. Yet another example: Wal-Mart installed machines

called sandwich balers in its stores to recycle and sell plastic that it used to throw away. Companywide, the balers have added \$28 million to the bottom line.

"Think about it," Scott said in his big speech to employees last fall. "If we throw it away, we had to buy it first. So we pay twice—once to get it, once to have it taken away. What if we reverse that? What if our suppliers send us less, and everything they send us has value as a recycled product? No waste, and we get paid instead."

That was talk any Wal-Mart executive could understand, even if few knew it came

straight from the pages of *Natural Capitalism*, an influential book by Paul Hawken, Amory Lovins, and Hunter Lovins that lays out a blueprint for a new green economy in which nothing goes to waste. Not coincidentally, Lovins and his Rocky Mountain Institute were also hired as consultants by Wal-Mart to study a radical revamp of its trucking fleet.

Wal-Mart was pulling ideas from everywhere—consultants, NGOs, suppliers, and eco-friendly competitors such as Patagonia and Whole Foods. This open-source approach worked so well that the company decided to form "sustainable value networks" made up of Wal-Mart executives, suppliers, environmental groups, and regulators; they would meet every few months to share ideas, set goals, and monitor progress.

Today there are 14 networks, each with a focus: facilities, internal operations, logistics, alternative fuels, packaging, chemicals, food and agriculture, electronics, textiles, forest products, jewelry, seafood, climate change, and China. Experts from the World Wildlife Federation, the Natural Resources Defense Council, and even Greenpeace have made the pilgrimage to Bentonville. "I can honestly say I never expected to be at Wal-Mart's headquarters watching people do the Wal-Mart cheer," says John Hovevar, a Greenpeace campaigner. Environmental Defense announced plans to open a satellite office in Bentonville.

Though hundreds of people are in the networks, only five Wal-Mart employees, led by corporate strategist Andy Ruben, work full-time on the initiative. Key decisions are decentralized. "If you are a buyer, sustainability is going to be your business," says Scott.

**WHEN CRITICS
ATTACKED,
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This farm located near Fresno grows organic goods—and hopes to sell through Wal-Mart.

Some environmentalists who are part of the networks worry the initiative is understaffed. They say that the Wal-Mart people responsible for keeping the networks going, all of whom already had full-time jobs like running truck fleets or buying jewelry, are stretched thin.

Still, getting tree-huggers and Wal-Mart lifers in the same room led to some unexpected benefits. “Sustainability helped us develop the skills to listen to people who criticize us and to change where it’s appropriate,” Scott says. His managers are learning “not to be so afraid of venturing out there, thinking that if people see our warts, they’re just going to castigate us.” It also gives them another reason to feel good about Wal-Mart, a sense of working for a “higher purpose,” he says.

Scott, too, was filled with the zeal of the newly converted. “I had an intellectual interest when we started,” he says. “I have a passion today.” As a lifelong angler from Baxter Springs, Kan., Scott, who is 57, was particularly worried about pollution in the world’s rivers and oceans. He visited Mount Washington in New Hampshire, where he chatted with a maple-sugar producer about the impact of global warming. And he traded in his Volkswagen Beetle for a hybrid Lexus SUV. Hurricane Katrina, after which Wal-Mart employees mobilized to deliver vital supplies to victims, deepened Scott’s resolve. “We stepped back from that and asked one simple question: How can Wal-Mart be that company—the one we were during Katrina—all the time?”

The environmental campaign that Scott admits started out as a “defensive strategy” was, in his view, “turning out to be precisely the opposite.” His people were feeling better about the company. They were saving their customers money. That was one of Wal-Mart’s strengths. Another was twist-

ing the arms of suppliers—who would soon learn all about Wal-Mart’s new crusade.

IN THE COLD WATERS off Kodiak Island, Alaska, where the sockeye salmon are running in early June, a 45-year-old third-generation fishing-boat captain named Mitch Keplinger is having a disappointing day. Operating under Alaska’s strict regulatory regime, Keplinger and his crew labor for more than 12 hours to haul in about 1,000 pounds of sockeye, which they sell for 70 cents a pound to Ocean Beauty, a Seattle-based processor and Wal-Mart supplier. They catch another 500 pounds of pink salmon, which sells for 35 cents a pound. That’s \$1,050 before expenses, to be shared by the four of them—barely worth the effort.

What does that have to do with Wal-Mart? Keplinger—and fisherman like him who play by the rules—are getting killed by competition from unregulated fisheries and farmed salmon. In February, Wal-Mart announced that over the next three to five years it would purchase all

its wild-caught seafood from fisheries that, like Alaska’s salmon fishery, have been certified as sustainable by an independent nonprofit called the Marine Stewardship Council (MSC). The company is working on a similar certification system for farmed fish, and it hopes consumers will come to value “brands” like MSC-certified as they do the organic label. Says Rupert Howes, chief executive of the MSC: “It’s supply-chain pressure of the best kind.”

Keplinger and his buyers at Ocean Beauty are watching Wal-Mart closely. Says Tom Sutherland, Ocean Beauty’s vice president of marketing: “When Wal-Mart hiccups, it’s all we can talk about.”

It’s not just Alaskan fishermen who are talking. So are corn farmers in Iowa (who want to sell more ethanol through Wal-Mart), coffee growers in Brazil (who are being promised higher prices for their beans), and factory bosses in China (who are being told to cut their energy and fuel costs). Wal-Mart’s campaign has already turned the small world of organic cotton upside down, thanks in part to Coral Rose, a ladies’ apparel buyer for Sam’s Club. In spring 2004—just before Wal-Mart held its first meeting with CI—Rose ordered a yoga outfit made of organic cotton for Sam’s Club; the tops sold for about \$14, the loose-fitting pants for \$10.

The 190,000 units sold out in ten weeks

That got Scott’s attention. Sales of organic food had grown at Wal-Mart; he wondered if organic cotton could do as well. With Scott’s encouragement, Wal-Mart’s buyers visited organic cotton farms. They learned about the environmental risks posed by conventional cotton farming, which uses more chemical pesticides and synthetic fertilizer than any other crop. Wal-Mart’s purchases of organic cotton have eliminated millions of tons of chem-

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**IN CALIFORNIA,
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icals, Scott says. Today, Wal-Mart and Sam's Club stock a range of organic-cotton products—baby clothes under the Baby George brand, teenage fashion, and a line of bed sheets and towels.

The organic-cotton industry had found its best customer. Five years ago global production of organic cotton amounted to about 6.4 million metric tons, and some farmers who converted to organic methods, which can cost more, could not find buyers willing to pay a premium. In 2006, Wal-Mart and Sam's Club alone will use between eight million and ten million metric tons, and they've made a verbal commitment to buy organic cotton for five years, giving farmers an assurance that there will be a market for their crops.

Wal-Mart is also increasing the amount of organic food it sells, but some even find fault with this, assuming that it buys only from massive corporate organic farms. Not true. Wal-Mart buys locally in two dozen states, striving to reduce "food miles" to save shipping costs and increase freshness.

Scott, meanwhile, is personally pushing his cause with FORTUNE 500 CEOs. He has talked with Jeff Immelt at GE about LED lighting for Wal-Mart's buildings. He's talked with Tom Faulk, the CEO of Kimberly-Clark, about "compressed toilet paper," which squeezes three rolls into one. Steve Reinemund, PepsiCo's CEO, just sold Wal-Mart on a massive recycling contest involving Aquafina water.

Wait a minute. Recycling's great. But why consume Aquafina in the first place? Bottled water is bad for the environment, period. But neither PepsiCo nor Wal-Mart will stop selling it as long as consumers want to buy it. This is one place where tensions arise between what's good for business and what's good for the planet.

Packaging is another thorny issue. On my grocer's shelf are a bulky, 100-fluid-ounce, orange plastic jug of Procter & Gamble's bestselling Tide and a slim 32-ounce aqua plastic bottle of Unilever's "small and mighty" All. Both contain enough detergent for 32 loads of wash, but the smaller package, made possible by condensing All, saves energy, shipping costs, and shelf space—a big win all around, right? Not quite. Bigger packages command more shelf space, provide more surface area for advertising, and suggest to consumers that they're getting more for their money. Unilever executives voiced all those worries when they went to see Scott. He agreed to make "small and mighty" All a VPI (that's Wal-Mart code for "volume-producing item," and it means that Wal-Mart will promote it heavily). "That helps to increase their confidence," he says. You can now find "small and mighty" All in supermarkets everywhere.

And guess what? This fall Procter & Gamble will replace the bulky plastic jugs with condensed, slimmed-down versions of all its liquid laundry detergents—Tide, Cheer, Gain, Era, and Dreft—in a test in Cedar Rapids, Iowa, to prepare for a likely national rollout. We wondered if Wal-Mart had anything to do with that. "We've been doing sustainability for quite some time," replied a P&G spokeswoman. "And we're pleased to work with all our distributors, including Wal-Mart." You figure it out.

This is why Wal-Mart's eco-initiative is potentially more world-changing than, say, GE's. GE sells fuel-efficient aircraft engines and billion-dollar power plants to a few customers. Wal-Mart sells organic cotton, laundry soap, and light bulbs to millions. When shoppers see a display promoting "the bulb that pays for itself, again and again and again," they'll be reminded of their own environmental impact. By buying CF bulbs they'll also save money on their

REPORTER ASSOCIATE Doris Burke, Jia Lynn Yang

IT'S NOT EASY BEING GREEN— BUT BIG BUSINESS IS TRYING

Wal-Mart isn't the only company that's gotten religion on the environment. As GE's Jeff Immelt put it so succinctly last year, "Green is green." Here's what a handful of FORTUNE 500 companies are doing to improve their environmental practices and feed their bottom lines. —J.L.Y.

DUPONT Since promising to reduce its greenhouse-gas emissions 65% by 2010, the life-sciences company has already brought them down 72% from 1990 levels. It has also reduced its global energy use 7%, saving more than \$3 billion.

GE As part of the new "Ecoimagination" initiative, Immelt has promised to double GE's investment in environmental technologies to \$1.5 billion by 2010. Immelt also says that GE will reduce the company's greenhouse-gas emissions by 1% by 2012; without any action, emissions would have gone up 40%.

GOLDMAN SACHS Wall Street's most prestigious investment bank is putting \$1 billion into clean-energy investments. It has also pledged to purchase more products locally.

INTEL The PFC chemicals used in chipmaking are also a dangerous greenhouse gas. By 2010, Intel has promised to reduce emissions by 10% from 1995 levels.

UPS Under CEO Mike Eskew, UPS has assembled one of the biggest alternative-fuel fleets around—1,500 vehicles strong. In February, UPS announced that it had placed an order for 50 new-generation hybrid-electric delivery trucks, which will reduce fuel consumption by 44,000 gallons over the course of a year.



utility bills, leaving them more money to spend at, you guessed it, Wal-Mart. The bigger idea here is that poor and middle-income Americans are every bit as interested in buying green products as are the well-to-do, so long as they are affordable. Plenty of places sell fair-trade coffee, for example. Only Wal-Mart sells it for \$4.71 a pound. "The potential here is to democratize the whole sustainability idea—not make it something that just the elites on the coasts do but something that small-town and middle America also embrace," says CI's Glenn Prickett. "It's a Nixon-to-China moment."

SEVERAL WEEKS AGO a dozen Japanese supermarket industry executives flew halfway around the world to visit a store in a suburb of Denver that is unlike any they had ever seen. They snapped pictures of wind turbines and solar cells and listened as a tour guide explained how dirty cooking oil from the deli and used motor oil from the lube department are recycled to heat the store. They ran



Wal-Mart buyers touring a coffee plantation in Brazil. Though lots of places sell fair-trade coffee, only Wal-Mart sells it for \$4.71 a pound.

their fingers across jewelry cases built of renewable bamboo and peered into the dairy case at the superefficient light-emitting diodes that illuminate rows of organic milk.

The visitors wandered among shelves stocked with tuna certified by the Marine Stewardship Council and coffee endorsed by the Rainforest Alliance. They learned that spoiled food was composted into fertilizer and resold. They walked on sidewalks that are—no joke—made of recycled airport runways.

This is Wal-Mart Store No. 5334, which opened last winter. It's one of two experimental stores the company built to test ways to cut energy and reduce waste. It sounds terribly futuristic, but this isn't totally new ground. In 1993 the company debuted a Bill McDonough-designed eco-store in Lawrence, Kan., with great fanfare. Two more stores followed, but the concept quietly died.

Wal-Mart's more serious now, but skeptics remain. Jeffrey Hollender is president of Seventh Generation, a Burlington, Vt., maker of nontoxic household products. Though Scott met with Hollender in Bentonville and offered to carry some of his line, Hollender declined. "We might sell a lot more products in giant mass-market outlets, but we're not living up to our own values and helping the world get to a better place if we sell our soul to do it," he says.

Scott understands there are some critics he will never win over. He knows that not everyone at Wal-Mart shares his vision. But he's quite certain that one person would. Midway through the daylong sustainability summit, the one where Al Gore showed his movie, Scott did what Wal-Mart executives always do when they want to get people's attention: He invoked the name of Sam Walton.

"Some people say this is foreign to what Sam Walton believed, that Sam Walton focused solely on the customers, driving prices down so the average person can have a higher standard of value," Scott said. "What people forget is that there was nobody more willing to change. Sam Walton did what was right for his time. Sam loved the outdoors. And he loved the idea of building a company that would endure. I think Sam Walton would, in fact, embrace Wal-Mart's efforts to improve the quality of life for our customers and our associates by doing what we need to do in sustainability."

Then he posed a challenge to the audience: "What other company in the world could do this? This company is uniquely positioned. But we will not be measured by our aspirations. We will be measured by our actions." Of that there's no doubt. This is Wal-Mart, after all. The whole world will be watching. ■

"SOME PEOPLE SAY THIS IS FOREIGN TO WHAT SAM WALTON BELIEVED, THAT SAM FOCUSED SOLELY ON THE CUSTOMER."