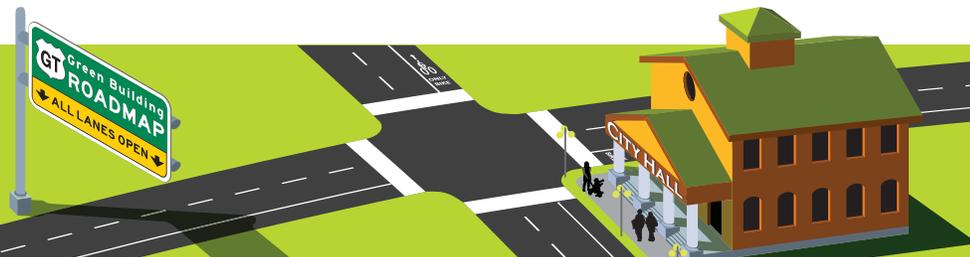




Green Tools

Powered by the Solid Waste Division



King County GreenTools Roadmap to a Green Building Program

Introduction

Green building is at the core of many King County plans and strategies developed to protect natural resources and reduce green house gas and carbon emissions. Green building promotes improved energy and water efficiency, protects water quality and habitat, utilizes natural and renewable materials, and encourages healthy indoor air and environmental quality. The Pacific Northwest is a national leader in establishing green building programs and standards, and King County is a living laboratory for green building strategies. However, green building is not yet

standard practice in King County. To reach environmental and economic goals, new policies and actions must be implemented to accelerate the spread of high performance and sustainable buildings, both in commercial and residential new construction and existing buildings.

The built environment has a profound impact on King County's natural environment, economy, health, and productivity. Because buildings last for many decades, today's decisions affect the shape and impact of the built environment long into the future. Each building and site development project represents an opportunity to strengthen King County's future.

In the United States, buildings account for:

- 72% of electricity consumption,
- 39% of energy use,
- 38% of all carbon dioxide (CO2) emissions,
- 40% of raw materials use,
- 30% of waste output (136 million tons annually), and
- 14% of potable water consumption.

Green building presents one of the best solutions to improve environmental performance while strengthening the local economy and enhancing affordability in the long term. As prices for energy and other natural resources rise, achieving better performance in buildings and sites is critical to keeping housing and commercial space affordable. Improving energy efficiency helps to maintain affordability in several ways:

- Investments in energy-saving measures reduce utility bills for tenants and homeowners;
- Initial cost of energy-saving measures can be partly offset by financial incentives from local utilities and the Washington State Department of Commerce; and
- Lower energy consumption reduces budget impact from current and future rate increases. This allows more money for other expenditures, keeping money circulating in the local economy, strengthening the business climate, and adding local jobs.

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Green building also reduces greenhouse gas emissions through improved site development practices, energy efficient building envelopes, and high performance lighting and mechanical systems. Finally, green building occupants typically experience direct health and productivity benefits from improvements to indoor air and environmental quality.

King County has developed a suite of tools called the Sustainable Cities Toolkit, to help cities accomplish the following goals for their buildings, sites and neighborhoods:

- Reduce greenhouse gas emissions that cause climate change;
- Maximize energy efficiency and cost savings;
- Keep housing and commercial buildings affordable over time;
- Decrease consumption of potable water, especially during summer months;
- Increase on-site stormwater management;
- Reduce waste during construction and operation;
- Improve indoor environmental quality, occupant health and productivity; and,
- Increase the number of local living-wage jobs.

The Toolkit is now in its second edition – Toolkit2 – and is a web-based network of tools, resources, examples and a peer networking forum to support the municipality's role in making green building a priority and a reality. Toolkit2 is a resource for the community of local governments dedicated to advancement of deep-green design and construction, and sustainability planning.

The Roadmap to a Green Building Program is the foundation of this unique suite of resources. The Roadmap was developed in 2009 and 2010 by the King County GreenTools Program, in collaboration with the Sustainable Cities Roundtable, a coalition of King County jurisdictions. The Roadmap was launched for public use at the GreenTools Government Confluence on May 5th, 2010. The green building actions and resources presented in the Roadmap are based on input and a wealth of experience from a variety of jurisdictions, non-profit and private organizations.

The Roadmap helps Cities take an important step toward becoming sustainable, by creating a green building program and systematically setting objectives for improving the environmental performance of the built environment. For more information and to learn more about how to use the Roadmap or any of the resources available through GreenTools and Toolkit2, visit <http://your.kingcounty.gov/solidwaste/greenbuilding/sustainable-cities.asp>, or contact King County GreenTools and the Sustainable Cities Program at: <http://your.kingcounty.gov/solidwaste/greenbuilding/contacts.asp>.

1.1 Purpose & Overview

The Roadmap and supplemental tools are designed to help cities in King County create and enhance their own Green Building Programs. The Roadmap enables Cities to assess their current green building program actions and policies, and provides action items and resources to launch a new program, or to enhance an existing green building program to achieve the next level of goals and actions.

The Roadmap tools consist of four elements:

1. Master Roadmap. This is a PDF document that serves as the comprehensive content library of the interactive online Roadmap tool. The Master Roadmap contains more than 220 discrete actions and the associated Roadmap Resources document contains over 170 resources that a city can use to initiate, establish, and maintain a municipal green building program. These two documents can be downloaded in at <http://your.kingcounty.gov/solidwaste/greenbuilding/city-government.asp>.
2. Online Roadmap Customization Tool. This is the online version of the Master Roadmap that cities can use to develop a custom Roadmap tailored to their unique community conditions. Users can identify actions as 'To

Do, 'In Progress' or 'Complete.' Only selected actions will show up on your Custom Roadmap. Users can return to the Roadmap tool any time to update action designations. All King County cities are invited to utilize the Online Roadmap Customization Tool.

3. Custom Roadmap. The Custom Roadmap is the tailored, unique document that cities create by selecting from the menu of specific actions in the Online Roadmap Customization Tool. The Custom Roadmap can be saved, printed and distributed as a PDF, to show a customized menu of green building program strategies that you have in place or intend to complete. It is expected that each city will use the Custom Roadmap output to create policies and ordinances, establish priorities for green building programs, and set objectives, metrics and targets.
4. King County City Profiles. King County invites each city within its jurisdiction to complete their City Profile page, to share their green building program strategies, actions, and resulting successes and metrics with other cities. Information from each City's custom roadmap is available to other cities via the City Profile. Community members can browse these profile pages to find resources, explore the programs adopted by other cities, find and share resources, and interact with neighboring jurisdictions. The profiles are intended to foster community and municipal peer to peer interaction and collaboration.

The purpose of the Roadmap is to provide Cities with a comprehensive, easy to use tool that adapts to the municipality's specific needs and outlines a detailed pathway toward creating a new green building program or enhancing an existing one. The resulting Custom Roadmaps will help build a countywide infrastructure to promote green building and achieve environmental benefits. Together, King County Cities will work to standardize green building practices and continue the County's leadership as an innovator in green building and sustainable development.

1.2 Who Should Use the Roadmap

The Master Roadmap is intended as a resource for towns and cities in King County. However, nationwide communities of all sizes are invited to use the tool and share their implementation experiences and successes with the King County GreenTools team. The Master Roadmap may be downloaded in a PDF format at <http://your.kingcounty.gov/solidwaste/greenbuilding/city-government.asp> at any time, by any user. Anyone can view City Profiles and respective Custom Roadmaps by visiting <http://roadmap.greentools.us>.

The primary users of the Online Roadmap Customization Tool are city planning staff and green building program managers or coordinators in cities within King County. You can begin the process of customizing your Roadmap using the Online Roadmap Customization Tool, at <http://roadmap.greentools.us>. For assistance, contact the GreenTools team at sustainablecities@kingcounty.gov.

1.3 Creating a Custom Roadmap

The Custom Roadmap is a compilation of all selected actions from the Online Roadmap Customization Tool. Each city will choose its own valuable actions and resources to create a custom, editable document that will serve as the foundation of a green-building program in any stage of development. Note that over time, cities will want to revisit and update their selections on the Online Roadmap Customization Tool, as it is meant to be a working, living document that Cities can use to build policies and track progress.

The GreenTools Program will send instructions on how to use the Online Roadmap Customization Tool along with invitations to each city's green building or planning contact to prepare a Custom Roadmap.

1.4 Your Challenge

King County has set a number of progressive green building goals and has signed on to a number of agreements and programs to help conserve natural resources, reduce waste, and reduce greenhouse gas (GHG) emissions. King County programs and policies establishes the following framework:

- A. Green building and sustainable development practices support the broad goals of King County, including, but not limited to, growth management, economic development, historic preservation, fiscal responsibility,

environmental protection, access to public transportation, social equity, stewardship of resource lands, climate change initiatives, efficient energy and other natural resource uses, preserving fish and wildlife habitat, reducing and creating resources from wastes and protecting and improving citizen health.

- B. King County has shown leadership in establishing climate protection goals and energy conservation goals through the completion of its climate and energy plans. The built environment plays a significant role in greenhouse gas emissions and energy consumption.
- C. King County's Green Building Ordinance (16147) fosters the incorporation of green and sustainable practices into the design, construction and operation of capital improvement projects can reduce greenhouse gas emissions, reduce pollution, reduce the use of natural resources, reduce energy and other operating costs, enhance asset value, optimize performance, promote cultural sustainability by preserving historic resources and create healthier and more appealing environments for the visiting public and for King County employees.

We ask that you use the tools provided and opportunities for collaboration to set ambitious goals, to work with your neighbors and peers, and to take concrete steps in getting green buildings on the ground in your city. Cities should work together to set performance objectives and establish metrics in order to track progress. King County and the GreenTools Program are committed to providing resources to help each City achieve its objectives, and to making the County and region a better place to live, work and play.

Getting Started

The first portion of the roadmap covers foundation building steps for your green building program. Many of the steps and actions here are cyclical in nature – so even if you already have a mature program you will benefit from reviewing this section. For those just getting started, you'll find that over time you will want to revisit some of these sections to both update and strengthen this foundation, as well as continue to fill in some of the gaps. Most of the activities and guidance in the Getting Starting segment revolves around building a robust program that is right for your city, and takes into account your community personality, resources, and larger goals. Several actions in this document have blue, rather than green, backgrounds. This indicates a 'climate-related' action suitable for inclusion in your climate program.

The roadmap explores actions for the following foundation-building components of a green building program:

- Conduct 'City Self-Assessment' – Reviews the baseline steps to make sure your program is customized for your city's needs, as well as time saving research activities that will be beneficial throughout program development.
- Create a Green Team – How to mobilize the right core individuals and players in developing, launching, and promoting your program.
- Generate Program Support – Why reaching out to a broader audience early on is important.
- Big Picture Planning – Examines how your program can think big with innovative and ambitious goals.
- Build Program Framework – Looks at crafting the heart and soul of your program's vision and goals to fit your community.
- Build Program Infrastructure – Details the nuts and bolts of what is needed to staff, organize, and run a program.
- Assess Program Funding Options – Different options for launching and sustaining a financially sound program.

2.1 Conduct ‘City Self-Assessment’

Conducting a self-assessment will provide your city with a foundation from which to create or enhance your green building program. It will help you focus your efforts on areas with the most potential, both in terms of impact and immediacy. It will also act as a baseline against which you can measure progress.

This is also the appropriate time to undertake a community-wide assessment of green building stakeholders, institutions, and products. Establishing a community-wide baseline or inventory of green buildings (and builders) – both commercial and residential – will assist in the development of appropriate indicators to measure the impacts of your program (SEE METRICS AND INDICATORS).

Actions

Community-wide

2.1.1 Conduct research to identify your community’s key social, environmental, and economic concerns and link to buildings and the building process.

Your natural resources management plan, comprehensive plan, and community meeting minutes, for example, are great resources for identifying key issues that green building could serve. This is also an opportunity to determine if green building has already appeared as a goal in these forums and to what degree.

To Do In Progress Complete

2.1.2 Assess your city’s ‘personality’.

What is the makeup of your city now? Is the city a commercial center, industrial center, a bedroom community, or a mix of each? Is the building stock fairly new? Or does it include many existing, perhaps even historic buildings that bear preserving? This will help focus priorities or “themes” for your program.

To Do In Progress Complete

2.1.3 Project the percentage and type of growth anticipated and desired.

A comprehensive plan will indicate the direction of future growth, including housing and jobs as well as the commercial sector. You can build your program to serve current needs while offering resources to ensure future growth is green.

To Do In Progress Complete

2.1.4 Check with the permitting department to see how many commercial and residential projects are underway.

Identify project type priorities in your city: determine the mix of commercial new construction/retrofits, residential new construction/remodels, and public projects.

To Do In Progress Complete

2.1.5 Track the use of green building certification programs on projects in your community.

How many building projects in your community have been certified using LEED, Built Green, Energy Star, Salmon Safe Certification, Living Building Challenge, Evergreen Sustainable Development Standard, or other green rating systems? Compile information on the systems used and levels achieved. Tracking this information will provide a gauge of how knowledgeable and progressive the building community is with these systems and how amenable building owners are to applying them on their projects. You'll also want to note which standards from the rating systems are used, as many rating systems have different standards for different focus areas. For example, you may find that there is majority of projects that are using LEED for New Construction, but very few using LEED for Existing Buildings. If your city or green building program has identified greening the existing building stock as a priority, you would be able to see this as a gap.

To Do In Progress Complete

2.1.6 Canvass the community to identify priorities, needs and challenges related to green building.

This can be done a number of ways, including conducting an on-line survey (making sure to provide opportunities for members of the public who do not have easy access to computers), setting up a community discussion forum, meeting with key interest groups at their regular meetings, or interviewing community leaders by phone. To get a complete picture you will need to reach out to business owners, residents, environmental and other public interest groups, and developers locating projects in your city.

To Do In Progress Complete

2.1.7 Identify Your Stakeholders.

Stakeholders in program development may be a broad group, and community interest might be higher than expected. For best results in developing a comprehensive and well-balanced program, think about involving stakeholders from the following groups, organizations, and professions:

- Resident
- Construction Business Owner
- Environmental Organizations
- Social Justice Organizations
- Architect
- Engineer
- Community Organizer

- Developer
- Sustainable Development Professional
- Neighborhood representatives
- Educational Representative (teacher, staff, or other)
- Regional agency representative (to tie your City to efforts occurring elsewhere)
- Young adult
- Senior citizen representative
- Operation & Maintenance staff representative
- Green Materials Expert
- Salvage & Deconstruction Expert
- Low Impact Development Expert
- Green Building Organization Professional (Built Green, LEED, Energy Star, Better Bricks, etc)
- Affordable Housing Advocate
- Local Media Representative
- Industrial facility Representative
- Energy Efficiency Expert

To Do In Progress Complete

City-wide

Assessing your city's internal readiness and support can help you determine where to start and how ambitious your program should be at the outset. It will also identify potential challenges.

2.1.8 Determine upper management support in this initial effort.

Is there a directive from upper management and elected officials to develop a green building program? If so you may be able to introduce and institutionalize the program at a swifter pace than if this is not the case. If this initial effort is driven by middle management or enthusiastic staff members, you may need to structure it as a pilot project. This would help "incubate" the project at a lower level of risk, provide an opportunity to conduct internal education for upper management, and, through early successes, build the case for a full-fledged program.

To Do In Progress Complete

2.1.9 Conduct an inventory of internal green building tools, initiatives and policies in place.

This should be an interdepartmental effort, even if only one department or individual is collecting the data. For each tool, initiative or policy that's already in place, procure a brief description, how it is being managed, who it is targeting, and how it is being marketed.

To Do In Progress Complete

2.1.10 Identify the broader sustainability commitments already established.

Many cities have made pledges, joined coalitions or other groups that focus on one or more sustainability goal or initiative. Established commitments can help prioritize specific aspects of your program. For example, when a community pledges to reduce its carbon footprint, it has in a practical sense, made a commitment to prioritize energy conservation, and in particular, reduced consumption of fossil fuel.

To Do In Progress Complete

2.1.11 Identify internal champions of green building.

Take note and reach out to individuals or departments that are already active or interested in green building. Individual departments may even have informal green teams that are already meeting. It is likely that these champions would be capable and willing to serve on the city-wide green team.

To Do In Progress Complete

Beyond Community Boundaries

Your assessment should include tapping into partnerships and other resources you can leverage in developing your program.

2.1.12 Research partnership opportunities with other organizations in the region.

There's no need to reinvent the wheel when others are working towards similar goals. Working with non-profits, professional organizations, and others is an effective way to access technical expertise lean budgets can't pay for. It can also reveal stakeholders who are members of these organizations and of your community, thus expanding the potential base of support for your program.

To Do In Progress Complete

2.1.13 Research partnership opportunities with cities that have established green building programs, or are currently developing programs.

Many communities that have developed programs are willing to share lessons learned in case studies, regional forums, or simply through a phone call. Communities may also be willing to formalize this form of mentorship through a "sister city" arrangement. In addition, communities in the process of developing programs may wish to share costs and resources of program development through a cooperative or inter-local agreement.

To Do In Progress Complete

2.1.14 Collect samples of established green building programs.

Being knowledgeable about other programs helps you and others conduct this initial effort by providing ideas and inspiration for your program.

To Do In Progress Complete

2.1.15 Compile your Self Assessment findings.

Prepare a concise user-friendly record of your findings to help identify and clarify your next steps. This document can be the basis of a PowerPoint or other visual presentation to help you make your case and garner support.

To Do In Progress Complete

2.2 Create a Green Team

A horizontally and vertically integrated green team is the mark of a robust green building program effort. By linking various city departments horizontally, the green team can leverage resources and information that ensures program planning is reality based. Challenges and opportunities, strengths and weaknesses, become clear. An interdepartmental approach also provides a broader and deeper sense of ownership and engagement once the effort is launched – thus increasing the likelihood of success. In addition, securely placing the green team within the city’s vertical management structure creates the sense of a meaningful and positive process, focused on attainable results. An overview of actions to take in forming and maintaining your green team includes:

Actions

Create a Green Team

2.2.1 Formalize the green team.

While the team may be formed on a grassroots or ad hoc basis, try to formalize your team’s efforts from the beginning. This will give greater validity to what you are doing, as well as concretize your team members’ commitment.

To Do In Progress Complete

2.2.2 Seek out representatives from each city department.

Frequently, green teams are initiated by or within departments that are “environmental” in nature, such as Natural Resources, and Parks and Recreation. With a green building program as the goal, it’s important to include all those who manage the city’s building and facilities operations as well as those who influence construction activity within the city limits through permitting and inspections. For a true cross-section, also include representatives from your utility and finance departments.

To Do In Progress Complete

2.2.3 Include a mix of staffing levels in the team.

The team should include individuals with initiating power, but it is also important to be inclusive so that the effort does not appear to be simply a top-down initiative. Create a 'safe space' for members of different levels to share information. This can be done by setting clear ground rules for team meetings and communications, and by making sure the meetings are facilitated. Ideally, the facilitation role is shared or rotated by members, or played by someone outside the team (city staff or contracted).

To Do In Progress Complete

2.2.4 Invite participation from local experts.

Your City Assessment will have uncovered external technical resources. For example, local non-profits or utility companies that focus on energy conservation, green building, or climate change solutions may be able to provide technical data. Depending on your green team's structure, these external resources may be members of your team, or of a technical advisory group to the team.

To Do In Progress Complete

2.2.5 Invite participation from stakeholders.

Collaborating with agencies that have an interest in and impact on green building decisions (including the larger scale of neighborhood design) can help breed creative solutions, and eliminate barriers. Examples include the Fire Marshall and representatives from the local health department and affordable housing agencies. Even if their involvement is occasional, this sends the message that you recognize they have a role and that your process is inclusive.

To Do In Progress Complete

2.2.6 Set clear expectations about the green team time and work commitment.

Managing expectations is critical to maintaining commitment and getting good results. Time commitment, in and out of anticipated meetings, the types of work expected, as well as a realistic view of how this fits in the workload of team members should be part of creating a work schedule for the team. For staff members who are not at management level, it will be important that approval for this contribution of their time and energy is authorized.

To Do In Progress Complete

2.2.7 Conduct green team trainings and educational sessions.

Some team members may be able to provide in-service training on green building topics. In addition, local technical experts, as part of an advisory role to the team, or partnerships may be able to provide low- or no-cost trainings to the city's green team.

To Do In Progress Complete

2.2.8 Seek funding for green building credentials for green team members.

There are several green building credentials available. For some team members it may make sense to engage in the credentialing process. These credentials will provide credibility to the team.

To Do In Progress Complete

2.3 Generate Program Support

Build a strong foundation of support for your green building program right from the start and maintain it as your program matures. Within the city, and from your community, this support will provide you with credibility, access to tools and resources that partnerships can provide, and will help remove barriers to green building initiatives the team may generate. This will be especially important as the green building program seeks to influence actions by the private sector.

Actions

Elected Officials

2.3.1 Secure endorsement from the city's elected officials early in the process.

The Mayor, City Council members, and any other local elected officials are the first step. Strategies to get elected officials on board include presenting at a city council meeting, drafting a memo that includes the work you've done thus far, including case studies of outcomes from other green building programs, and using the customized report function of this Roadmap to share your desired action plan with officials. If you are working with a city manager form of government, it will be key to get the city manager's support prior to approaching elected officials.

To Do In Progress Complete

2.3.2 Leverage elected official endorsements.

Include the endorsement in press releases, announcements, or other communication strategies and include early achievements and potential outcomes. This will have a ripple effect and strengthen community support while justifying the capital spent by your elected officials in supporting the program, thus building political support for the program even further.

To Do In Progress Complete

2.3.3 Seek educational opportunities to build a compelling case for a green building program.

If you do not have immediate upper management or elected official support, and even if you do, educate your elected officials on the benefits of green building and a green building program. This can be done through a concise memo addressed to your city's leadership or a presentation to Council in a workshop setting. Use information from your city Assessment to link your program proposal to established community concerns and goals, as well as existing opportunities that can be leveraged if a program is initiated. Include examples from peer communities of successes your elected officials can relate to. You will want to continue this open communication with your elected officials to keep the support alive and well.

To Do In Progress Complete

Community Stakeholders

2.3.4 Invite participation and support from the building industry, businesses, non-profits and the community-at-large.

Ideally you began to garner this support during the City Assessment process, and will build on this through a broad-based effort to build the program framework (SEE BUILD PROGRAM FRAMEWORK). Inviting these groups to sit on advisory groups, attend or participate in educational forums, and sponsor the group through endorsements or other support are strategies you can use. Invite the 'usual suspects' as well as groups that may not always be connected with building efforts, but community building and infrastructure efforts, such as bicycle advocacy groups, urban farming organizations and emerging professionals groups. Be sure to 'do your homework' first, and familiarize yourself with the kinds of efforts these groups may already be making in this arena. The City Assessment should have given you a head start here.

To Do In Progress Complete

2.3.5 Research and request introductions to early adopters.

Many community groups might already be working with early adopters of green building who can be sources of up-to-date information and technical support. Communication and collaboration with these early innovators will be especially helpful during the first phase of your program development.

To Do In Progress Complete

2.3.6 Seek out and share case studies that build the financial, environmental, and social equity case for green building.

Stakeholder groups may already have helpful case studies that you can use in building momentum and learning about the unique opportunities and challenges in your city. These case studies can be shared in community settings to build support.

To Do In Progress Complete

2.3.7 Learn about existing tools, resources, research, technical assistance and educational offerings that an organization provides.

You may be able to build a relationship with one of your supporters that leverages already developed green building resources – cutting down on your program budget and level of effort needed, and matching your customers with an established resource. (SEE CREATE A GREEN TEAM)

To Do In Progress Complete

2.3.8 Invite opportunities to leverage organizations' green building expertise in ways that inform and educate your green team.

Invite representatives of organizations and groups working in the industry (planning, development, construction) to attend your green team meetings to help brainstorm ideas or to educate your team on a green building practice, concept, or product. Also invite them to frankly address with your team the challenges they experience in trying to get their projects reviewed and permitted in your community. This will help you identify the barriers to green building as well as suggestions for removing them. (SEE CREATE A GREEN TEAM)

To Do In Progress Complete

2.3.9 Reach out to universities and higher learning institutions in your region, particularly those with programs in architecture/engineering, planning, landscape design, and environmental resource management.

Many successful programs are launched with the support and elbow grease from students who provide fresh insight (and free labor!). At the same time, you are working to cultivate a more inspired next generation of professionals. Some industries also have groups focused on emerging or young professionals in the industry.

To Do In Progress Complete

City Staff

2.3.10 Create peer-to-peer opportunities for interdepartmental awareness of the program development among staff of all levels.

Electronic newsletters or bulletins, internal brown bag sessions, invitations to certain green team meetings with topical focus where a specific department's feedback is useful, and encouraging green team members to create awareness within their departments are all strategies to create awareness about your efforts. Both formal and informal mechanisms are important in reaching across all levels, and all departments.

To Do In Progress Complete

2.3.11 Identify champions within each department.

If you did not complete this step during your 'Self Assessment' now is the time to look for champions who can mobilize and support the effort. If you already have an established program, you may need to periodically rally individual departments to find new champions, especially in the case of staffing changes.

To Do In Progress Complete

2.3.12 Recognize and celebrate existing departmental efforts to create mission-aligned alliances.

Many green building programs are initially founded on the existing efforts of different departments – such as conservation programs in the utilities, or permitting department incentive programs. You'll be more successful at securing their support for the program by acknowledging and celebrating the good work and leadership they've already initiated through case studies or articles that feature their work (posted on the city's website), or internal award ceremonies. Since departments have different funding sources, they may see the development of a new green building program that encompasses their work as 'taking over' both funding and ownership of their existing efforts. Keep this in mind and foster these internal relationships carefully and with patience to build allies who will be instrumental when building your program infrastructure and content.

To Do In Progress Complete

Government Peers and Municipal Service Providers

2.3.13 Reach out to municipal service providers for collaborative opportunities, feedback and to gather support.

In the early stages of gathering support, expand the circle to a wider rung of municipal service providers to encourage them to play an active role in developing the components of your program that impact them. Consider including private utilities, the fire department, department of health, waste and recycling management providers, etc. Their early support can provide great value down the road in breaking through barriers controlled or influenced by other entities.

To Do In Progress Complete

2.3.14 Contact peer cities to learn about neighboring green building programs and collaborate on process.

Government peers can include neighboring and local cities within the county and region, as well as the county itself. The Roadmap has several actions to encourage peer-to-peer collaboration.

As your program matures, look at aligning your program with broader national or international efforts. Starting by thinking local and acting local is the quickest way to get wins under your belt that create the momentum to get you there. (SEE CONNECT YOUR PROGRAM TO WIDER EFFORTS)

To Do In Progress Complete

2.3.15 Seek out documents or case studies that build the financial, environmental, and social equity case for green building.

Stories from other municipalities can offer insights that are relevant to your city. Share them with your staff and community.

To Do In Progress Complete

2.4 Big Picture Planning

Big picture planning is not about viewing things at 30,000 ft. It means considering the impacts and benefits of how we inhabit and travel the earth on multiple and inter-related scales – from backyards all the way to a regional ecosystems. Big picture planning is exciting work that requires foresight, innovation, and collaboration. It takes the collective effort of many individuals with diverse expertise, i.e. planners, architects, builders, engineers, investors, scientists, artists, politicians, citizens, etc., to holistically plan our future. Big picture planning should happen early on.

When developing big picture goals for a community's sustainable growth, it helps to take the long view. Envision your community 50 to 100 years from now to shift the conversation from present-day obstacles to tomorrow's innovative solutions. Once your long term vision is in place, set short (one to five year) and medium (five to 20 year) goals that contribute to your long term vision. The next step is translating

these goals into actions that will lead toward sustainable outcomes.

Whether you are starting a new initiative, or you are reassessing and improving an existing, the goal-setting stage is a real opportunity to focus your sustainability lens on the issues that the industry has identified as having the most impact (SEE BUILD PROGRAM FRAMEWORK).

Many big picture concepts require an immense amount of planning and coordination, and are often part of a more comprehensive community sustainability plan effort. This section thus offers an opportunity for you to select big picture items that would be exciting to consider and evaluate, with only a few concrete actions. You can review these considerations as you develop program focus and goals, and development the content, and to identify how your program's goals and components will help towards achieving the overarching community sustainability goals.

Actions

Eco – Districts

2.4.1 Consider integrating eco-districts as a “big picture” goal.

Many communities are looking at establishing special “eco-districts”. Eco-districts are resource efficient districts or neighborhoods that are planned, designed, and developed to capture, manage, and reuse a majority of the onsite energy, water, and waste; offer multi-modal transportation options; provide ample habitat and open space; and enhance social engagement. Examples of sustainable elements to consider implementing at a district level include:

- Energy – Create code provisions and incentives that allows for district energy options such as district heating and cooling, distributed generation grids, and co-op solar farms.
- Net-zero building – Incentivizing net-zero or net-zero ready buildings.
- Waste – Turn waste into energy by capturing heat released from building and industrial systems and methane gas emissions from solid waste landfills. Compost food waste instead of sending it to landfills.
- Transportation – Develop compact and complete neighborhoods to reduce automobile dependency and increase quality of life.
- Water - Encourage the reuse of water. Remove code barriers to the reuse of rainwater, gray water and wastewater on-site for non-potable water uses.
- Public Space – The most successful urban spaces are those that are accommodate a variety of uses such as farmer’s markets, wildlife habitat outdoor theatre, outdoor dining, public demonstrations, etc. Design guidelines, development density bonuses, master planning, and strategic land acquisitions are effective ways of adding more meaningful public space in your community.

To Do In Progress Complete

Ecosystem Services/ Green Infrastructure

2.4.2 Consider integrating ecosystem services and green infrastructure as a “big picture” goal.

This is an assessment of the value of an ecosystem based on the services that it provides rather than the more subjective aesthetic value of an ecosystem. This whole systems accounting can provide a financially compelling argument for why we should integrate and protect “green infrastructure” in urban, suburban, and rural settings. As large scale traditional infrastructure such as an extensive network of underground stormwater piping begin to show signs of failing; many communities are opting to replace these systems with green infrastructure, such as bio-swales and other natural drainage systems. A shift to green infrastructure requires strategic planning. For example, decisions to remove a levy and return a stream back to a nature, or to daylight a stream, require land acquisition for flood control and community support.

To Do In Progress Complete

2.4.3 Consider integrating watershed planning as a “big picture” goal.

Considering the vitality of a watershed as a whole can catalyze ecologically-sound solutions for individual projects within the watershed. For example, North Seattle community members started a grass roots movement to raise awareness about the impacts of development on health of Thornton Creek. Over the years, the commitment to protect and restore Thornton Creek has grown and has been a major influence on design decisions. The recent opening of Thornton Place, a mixed-use development in North Seattle, is a testimony to this commitment. Its central design feature is a vegetated storm water channel that runs through the site’s open space. Other communities are investing ways to enhance salmon habitat by implementing best management practices throughout a watershed. Low Impact Development (LID) techniques such as reducing impervious areas, green roofs, compact building footprints, shading roadways and parking lots with shade trees, native and drought tolerant plantings, rain gardens, bioswales are all great ways to restore a more salmon-friendly habitat.

To Do In Progress Complete

Community Based Planning and Community Benefit Districts

2.4.4 Consider integrating community based planning as a “big picture” goal.

The most successful projects are rooted in community values. It takes a genuine effort and time to understand what issues are most important to a community. Once the community’s goals are identified, they can be incorporated into design solutions. Reach out to learn what your community really wants using outreach efforts such as public workshops, stakeholder meetings, and surveys to solicit community input that will help inform your program. Consider providing foreign and sign language translators and preparing project information materials in multiple languages, depending on your community demographics and to reach a wide and diverse audience.

To Do In Progress Complete

2.4.5 Consider promoting community benefit districts as a “big picture” goal.

Community benefit districts (CBDs) are usually community inspired, community organized, and community funded efforts to transform segments of a city into community focused districts with supplementary services. CBDs can be particularly effective when budgets are tight.

To Do In Progress Complete

Social Equity

2.4.6 Consider building in social equity to all aspects of your program as a “big picture” goal.

Every community has specific issues, whether it is excessive noise, odor, traffic, and/or the lack of outdoor recreation facilities, and/or the need for access to healthy food options, they all deserve targeted and customized solutions. Establishing district specific social equity goals will keep each community’s needs in focus. Having a clear picture of what each community needs allows districts to make appropriate and effective housing type and development decisions when funding is available.

To Do In Progress Complete

Urban Agriculture/Food Production & Sales

2.4.7 Consider integrating urban agriculture and food production as a “big picture” goal.

Supporting local food production and sales is vital a community’s health in so many ways. By keeping local farms in business, we in turn support local jobs, bio-diversity in agriculture, preserve arable farm lands, and reduce transportation distance. Look at opportunities for growing food in urban areas such as neighborhood pea patches and green roofs. To be equitable, the emphasis needs to be on providing access to healthy, nonprocessed food for everyone. This can be achieved by creating multiple venues for the sale of locally produced food such as schools, farmers markets, community supported agriculture (CSA) memberships, neighborhood grocery stores, and supermarkets.

To Do In Progress Complete

Intersection of Green Building and Green Jobs

2.4.8 Consider integrating green jobs as a “big picture” goal of the program.

With green building comes the opportunity for green jobs for design, installation, and maintenance of green building projects. Communities have capitalized on this ground-swell movement by securing federal and state funding for green job training programs. Consider how your program may help promote green building jobs within your community.

To Do In Progress Complete

2.4.9 Consider integrating universal design as a “big picture” goal of the program.

With the wave of baby boomers retiring, universal design can accommodate “aging in place.” Ensuring ample opportunity for aging residents to remain within our community with a high quality of life will help retain a diverse community and can strengthen your local economy. Moreover, universal design has multiple waste reduction benefits as flexible and moveable floor plans reduce construction waste in future remodels and tenant improvement upgrades.

To Do In Progress Complete

Big Picture Planning Actions

If you integrate big picture planning into your green building program from the start, the action items will evolve as part of the entire process, rather than being a separate consideration after the fact. The following are a few additional concrete actions to take that make sure that big picture ideas are addressed through the process.

2.4.10 Research other communities in regards to big picture planning.

You don’t need to reinvent the wheel. However, make sure that what you end up choosing must reflect the desires and conditions of your own community.

To Do In Progress Complete

2.4.11 Map your community’s green assets.

Take an inventory of your communities transportation (motorized and non-motorized) corridors, recreation areas, parks, natural drainage areas, water bodies, wetlands, civic destinations, etc. Engage the community in a discussion on new green infrastructure opportunities that your green building program can help develop.

To Do In Progress Complete

2.4.12 Include big picture planning items in the development of your program framework.

(SEE BUILD PROGRAM FRAMEWORK)

To Do In Progress Complete

2.4.13 Conduct a visioning charrette.

The most successful innovations arise from brainstorming by an integrated mix of community members, city staff, designers, builders, artists, scientists. The best solutions emerge when team members address several objectives together. Use the green assets map and list of goals to guide the charrette agenda.

To Do In Progress Complete

2.4.14 Create an Opportunities Map.

Distill ideas from the charrette into an opportunity map that can be implemented incrementally overtime. Focus on types of development, development densities, housing diversity, and eco-district delineation that you want to promote and encourage through your program.

To Do In Progress Complete

2.5 Build Program Framework

A solid framework serves as your compass through program development, and helps maintain focus. Creating a framework is also a key step to institutionalizing the program, and helps identify your 'infrastructure' needs for housing the program (SEE BUILD PROGRAM INFRASTRUCTURE)

Actions

Common Language

2.5.1 Determine a common language for your program.

Like players on an athletic team, you need to understand the language of your game. In the world of green building programs and sustainability planning, there are a lot of confusing terms, frameworks, and approaches. Even deciding whether or not to use the term 'sustainable building' versus 'green building' for example, is an important decision to consider. Start by reviewing the basic terms used in green building programs you want to emulate. Aim for simple. Don't "make up" terms – it only confuses the matter. Keep in mind that you will be using these same terms in educational efforts to your elected officials, community stakeholders, and the world-at-large.

To Do In Progress Complete

Vision

2.5.2 Conduct inclusive visioning sessions to develop a vision statement.

Engage the groups you included in your City Assessment, and from whom you want support, in an open and inclusive process to build a vision that represents what green building achievements could look like in your community. Keep in mind that these sessions may include representatives from organizations that may have never met, or have been at odds (for example an environmental group vs. a building trade group). The beauty of green building is that multiple and diverse interests can be served. The vision statement should represent the best of what your community can achieve, while maintaining a common ground among those who will help achieve it. Also manage expectations by being clear with participants about their role. Are they providing suggestions? Will all their ideas be included in the vision statement? Will the vision be developed by the group or go to the green team for further refinement? Regardless of the process, honor their participation in the final version of the vision statement by including key concepts raised in the session(s).

To Do In Progress Complete

Goals and Priorities

Your city's self assessment indicates your city's green building 'readiness,' expected direction and amount of commercial/residential growth, and key social, environmental, and economic issues. These findings should inform goals and priorities for your program.

Goal setting discussions will naturally lead to ideas about approaches and strategies to achieve the goals. You can begin to capture these ideas now, knowing that once the infrastructure is in place you will have the capacity to flesh them out further.

2.5.3 Conduct inclusive goal setting sessions to develop priorities and goals. Engage the groups and individuals you included in your visioning sessions.

Brainstorm goals, and then use "sort" or "vote" exercises to determine priorities. These sessions should be planned and conducted by an experienced facilitator. Results should be reported out to all participants. Again, clearly communicating the role of participants in determining the final set of goals is important to manage expectations, and to garner long-term support. See sidebar for the characteristics of effective goals.

To Do In Progress Complete

2.5.4 Capture ideas on strategies to achieve the goals as you set them.

Ideas for ways to achieve goals will naturally come up in goal-setting discussions. Make sure you capture these for evaluation. Conduct an initial evaluation to identify the mix of resources and tools, and level of effort required (for example, is the approach very 'hands-on' and tailored, or boiler plate? Does it utilize an existing resource or one that requires development?).

To Do In Progress Complete

Metrics and Indicators

2.5.5 Capture suggestions for ways to measure progress.

The issue of accountability and the need to measure progress is likely to come up in goal setting sessions. Citizens and city management will want to know if their resources are being used wisely. This is an opportunity to capture suggestions for metrics and indicators for your green building program. These can be useful later as you set up the tracking component for your program (SEE TRACKING RESULTS AND PROGRESS REPORTING). However, it is not too early to consider how you would determine if the green building program had achieved concrete results; we recommend a three-stage process: Gauge Progress, Learn, and Adapt.

Gauge Progress in the effectiveness of existing programs and policies, if applicable. To what degree are green building programs being used – and are they being used as designed – in specific sectors of your community (i.e. commercial, residential, internal municipal construction). Identify whether current levels of green building activity align with your program's goals.

Learn what aspects of your program are yielding the intended outcomes, and which are not. This may be as simple as conducting informal surveys of green building stakeholders in your jurisdiction.

Adapt your program as necessary to reflect what you've learned. At this stage it may be appropriate to place more emphasis on program and policy elements that are proving more effective and placing lower-impact efforts 'on hold'.

To Do In Progress Complete

Standards

2.5.6 Review existing green building guidelines, standards, and rating systems.

Numerous guidelines, standards and rating systems are already in place to utilize as tools to achieve your program's goals. These tools help create predictability for program customers – offering sense of stability when faced with changes in how they do business. As you review these, keep in mind the mix of focus areas you are seeking – do you need rating systems that focus mainly on single family housing? Commercial? Affordable housing? Multi-family? Many rating systems have different standards for these focus areas. Solicit training or 'lunch and learn' briefings on the various options for green team members as well as other departmental staff. Reach out to organizations responsible for creating or administering these tools; they may regularly schedule trainings or orientation sessions.

To Do In Progress Complete

2.5.7 Select guidelines and standards to reference, promote or require.

The various guidelines, standards, and rating systems do everything from guiding the process of green building to setting performance targets and prescribing techniques to documenting and/or certifying results. Remember that many rating systems have standards for different types of buildings (single or multifamily, commercial, affordable housing, etc.) – you want to make sure you focus on standards that meet your community’s needs, and development goals. After studying the options, you can decide if and how you wish to apply them. You have a range of how you may apply these standards – from least to most aggressive. For example you may provide reference/training on one or multiple standards, promote a specific standard that you’ve determined best achieves your program vision, or potentially create policy language that incentivizes or mandates the use of that particular standard.

To Do In Progress Complete

2.6 Build Program Infrastructure

Before you move forward with full program development, identify your program’s operational infrastructure, such as program features, staffing and technical resources, physical “home,” and funding. Confirming the operational workings is a major step towards institutionalizing your program. This is also the time to set desired outputs and outcomes from your program.

Your program's features should include services and tools that directly reflect the vision and goals developed in building the program framework. This outline is an important tool for developing the actual program content, which should be phased (SEE DEVELOPING AND PHASING PROGRAM CONTENT). This outline will also be helpful in evaluating and securing staff, locating your program’s home, and determining how much funding is required to run it. Because funding is a major issue, the Roadmap devotes an entire section to it (SEE ASSESS PROGRAM FUNDING OPTIONS). This process is bound to be iterative. Funding will determine what you are actually able to accomplish in terms of internal staffing and technical resources. It will be important, however, to create a “best case scenario” first. This “vision,” if you will, will incentivize you and your team to find creative ways to develop the program you really want, even if it means supplementing it with external resources.

Setting desired outputs and outcomes from your program is an important step in identifying where implementation responsibility will lay and how it will be funded. Lucia Athens, in her book *Building an Emerald City – a guide to creating green building policies and programs*, differentiates outputs from outcomes as follows: “Outputs are usually very specific and measurable program activities, such as the number of education sessions delivered, the number of publications released, or the number of customers assisted. Outputs, if properly chosen, are generally a proxy for the larger benefits that justify a program’s reason for existence. They cannot in and of themselves show what is being accomplished.” Outcomes, on the other hand “are the impact that results from outputs... The resulting outcome of these activities is represented by the amount of water or energy saved by the building or feature, for example.”

Actions

Outline Program Features

2.6.1 Compile a draft list of services and tools that address the goals set in your program framework.

This is your “wish list” and can be created in a compact brainstorming session by the green team. Seed the discussion with ideas gained during visioning and goal setting sessions. In addition, if you have set up an advisory group, utilize it for additional ideas.

To Do In Progress Complete

2.6.2 Compare your draft list with existing tools and resources available within your community and King County GreenTools.

Before you craft anything new, identify existing tools and resources that can provide or enrich the services you’ve envisioned, and work with your team to determine how they can be offered under your program umbrella.

To Do In Progress Complete

2.6.3 Participate regularly in regional networking activities to access additional tools and resources.

These activities can keep you up-to-date on releases of new publicly available tools that fit your program outline, and may advance your program phasing. You may also wish to periodically scan national publications to get additional ideas for models that will save you time.

To Do In Progress Complete

2.6.4 Create the working outline for your program.

Because your program will evolve, your outline may actually be amended at times; hence you may consider it a “living” document. Regardless, you will want to outline a mix of services offered based on the various levels of readiness of your customer base, and you will want to balance the level of energy required to manage and administer those services. Boilerplate tools available through King County may require less time and energy than something you create from scratch. Many programs begin with offerings that have a wide reach with minimal staff involvement, such as a website with internal and external resources or generic tip sheets on green building strategies, and then slowly bring in more customized resources as the program gains footing and additional resources.

To Do In Progress Complete

Secure Staffing and Technical Resources

2.6.5 Seek staff with both program development expertise as well as cross-departmental skills related to building design, construction and operations.

A successful program needs to be self-sufficient. This takes the efforts of someone with program development expertise at the helm, especially in early development and launching stages. Cross departmental expertise is a definite plus – but you can also bring in that expertise through your green team and through short term staffing loans (see below).

To Do In Progress Complete

2.6.6 Look for ‘loaned staffing’ opportunities to initiate program development efforts.

This is a good strategy if funding is limited, and particularly successful if you have fostered strong internal allies. Formal ‘executive loan’ opportunities may exist to facilitate loaned staffing for a discrete period of time.

To Do In Progress Complete

2.6.7 Secure a part time staff person for program development and funding research.

One or more dedicated or part time staff members are ideal for running a program, but this may not be immediately feasible, or may not be feasible for the long term. Consider engaging one or more students to assist with program development and administration, or a community volunteer. If you can secure staff, focus their efforts on identifying and pursuing additional funding sources for program development, community surveys, ongoing staffing and program delivery needs, or researching program options and content.

To Do In Progress Complete

2.6.8 Seek grants or seed funding to provide initial staffing support.

Grants may provide more of a longer term staff funding resource than seed funding. These actions are discussed in greater depth in the Assess Program Funding Options section.

To Do In Progress Complete

2.6.9 Reach out to universities and higher learning institutions in your region, particularly those with programs in architecture/engineering, planning, landscape design, and environmental resource management.

Many successful programs are launched with the support and elbow grease from students who provide fresh insight (and free labor!). At the same time, you are cultivating a more inspired next generation of professionals.

To Do In Progress Complete

2.6.10 Assess what level of hands on assistance is available, and forge strategic local/regional partners to fill in the gaps.

Services that require individual attention and tailoring to customer needs, such as technical assistance sessions, will require more staffing effort. When assessing your staffing availability, investigate partnering opportunities for more intensive technical expertise and support.

To Do In Progress Complete

2.6.11 Create an advisory committee of industry leaders, environmental organizations, and community stakeholders.

Ideally, you have identified individuals to serve on this committee through your early phases of Assessment, Visioning, and Goal Setting. You will want a mix of individuals who provide “social capital” (are respected leaders in the community and in the groups they represent). Don’t invite an obstructionist just to be diverse or win political favors. Do invite individuals who can make thoughtful and honest contributions to the program effort.

To Do In Progress Complete

2.6.12 Engage technical experts for periodic reviews of program offerings.

Even if you don’t have partnerships established, reach out to industry technical experts to help develop program components relevant to their expertise.

To Do In Progress Complete

Find the Right Home for your Program

2.6.13 Review other green building programs to find examples that resonate with your city.

Some of the most common placements for green building programs include:

- Utilities
- Environment/Sustainability Department
- Construction Permitting Department
- Capital Projects Offices

To Do In Progress Complete

2.6.14 Research and scope the program to find the best fit.

In some cases, program placement requires research and scoping to find the right fit. In other cases, program creation may be the outcome of one department's efforts to align the benefits of green building with their primary services, and they may be leading the effort to create and house the program.

To Do In Progress Complete

2.6.15 Find a departmental program 'home' that already offers green building services or inspiration.

If you completed a Self Assessment, you may have identified green building related activities and individuals working on them. Start here, but remember to position your program where both management and staff-level support exist. It's important to locate it within a department that has a broad vision. If your program is housed within a department that has a more narrow focus, be cautious of the program getting too closely aligned with that department's mission. Refer to the ASSESS PROGRAM FUNDING OPTIONS and MARKET THE PROGRAM AND CONDUCT OUTREACH sections for additional guidance on gaining reach across multiple departments.

To Do In Progress Complete

Institutionalize It!

2.6.16 Create a formal plan that combines your program framework and infrastructure.

The nuts and bolts of your program are now in place – documenting it will provide clarity for those involved and formalize your efforts. This plan can be updated as your program goals grow, and you adjust your infrastructure needs.

To Do In Progress Complete

2.7 Funding your Program

Funding needs and sources will change as program priorities and financial resources and opportunities evolve, and as your program becomes institutionalized. The working budget you developed as part of your long term plan (SEE BUILD PROGRAM INFRASTRUCTURE) should identify all program items that need funding.

Typical funding needs include:

- Program development and start-up costs;
- Staffing;
- Program content development;
- Marketing;
- Staff education;
- Community outreach & workshops;
- Direct costs related to incentives;
- Regulatory implementation; and
- Program performance tracking and annual program update costs.

Funding sources can include the city's general fund, utility fund, permitting and development fees, penalty fees, taxes, and voluntary offset fees. External funding sources can include grants, community donations, and in-kind technical assistance from the architecture, engineering, construction and other related industries.

Actions

Funding Plan

2.7.1 Develop your annual funding plan.

Integrate this task with your annual action planning and assign a funding needs amount to each task, identify which funding or revenue sources you will pursue for each task, and who is responsible for grant writing, requesting and securing community support and donations, and coordination between the various participating departments contributing funds. Utilize the resources in this section to select a variety of funding resources that are most appropriate for your program and your community.

To Do In Progress Complete

2.7.2 Create a funding tracking tool.

Develop a simple tool to highlight when funding requests are due, what grant cycles are coming up, and when annual budget requests are due internally within your city. Keep it simple, but create a budgeting tool that highlights the task, the funding need, who is responsible and when, grant writing success rates, and when funding renewals or updates are due. It is best when this funding tool is integrated with your annual green building program action plan.

To Do In Progress Complete

General Fund

2.7.3 Assess your city's ability to fund aspects of your program through the general fund.

Consider the following three factors to determine if it makes sense to pursue general fund financing: a stable general fund budget, stable or positive economic forecast, and elected official support for the program. If these are in place, develop a budget request. This is one reason it helps to include someone from the finance department on your green team!

To Do In Progress Complete

2.7.4 Request general fund financing for your program.

A city's general funds are generated through a diverse stream that often includes sales tax, building taxes, fines, etc. These funds are typically the least restrictive in use, requiring minimal justification, and usually have the greatest potential for multi-year accessibility. However because of the funding sources, availability and amounts tends to fluctuate with the economy.

To Do In Progress Complete

2.7.5 Keep track of budget cycles to continually assess new funding opportunities.

Integrate budget cycles into your program planning cycle so you can quickly move on any new funding opportunities. Budget analysts on your city staff or outside consultants can help develop new budget requests for the program funding needs.

To Do In Progress Complete

Utility Funds

2.7.6 Evaluate electric, natural gas, water, drainage and solid waste public utilities for program financing opportunities.

Two strategies that utilities use to generate funding are conservation funds and public benefits charges. The former is when a utility sets aside a portion of revenue for conservation projects and programming. The latter is when utilities put in place a special charge to ratepayers based on consumption, which is used for a direct public benefit. Financing strategies will also vary depending on if your city owns the utility, if it is a separate publicly owned utility district (PUD), or if it is a privately owned utility.

To Do In Progress Complete

2.7.7 Make the case between utility goals and green building program goals before approaching for funding.

Set the stage for a successful funds request by showing that you understand and respect the utility's conservation or sustainability mission, and that the green building program will directly service those goals. Make a direct link between the conservation outcomes of your green building program and/or the relationship to the broader public benefit.

To Do In Progress Complete

Construction Permit and Development Fees

2.7.8 Identify which program goals relate to construction and development permitting process.

Look for specific program goals that inspire a 'funding nexus' between potential conservation/permitting funds and green building program goals.

To Do In Progress Complete

2.7.9 Approach city leadership with a funding request for specific program offerings related to green construction and development permitting.

Because financing from permitting will reflect real estate and construction trends dictated largely by the economy, look for discrete funding needs, rather than overall program funding.

To Do In Progress Complete

Penalty Fees and Taxes

2.7.10 Work with the permitting department to create a new funding stream through recalculated permit or development fees that reflect sustainability impact.

Some cities have assessed each project against specific sustainability measures and calculated new fees based on the project's ranking. For example, a life cycle infrastructure charge reflects transportation and infrastructure impacts for projects the further removed from the city center or public transportation. This strategy is linked to process-related incentive creation (SEE PROMOTE AND CREATE INCENTIVES).

To Do In Progress Complete

2.7.11 Create a public tax based on energy consumption, carbon emissions, water usage, or solid waste generated.

Tax amounts can be scaled for existing and new buildings, and can generate funding through both the residential and commercial sectors. When coupled with resources on how to lower impact in these areas (education, incentives, etc.), and thereby reduce the tax, they also serve as an education and outreach tool.

To Do In Progress Complete

2.7.12 Create a voluntary offset program.

Some cities have created voluntary carbon offset programs to fund energy efficient or renewable energy programs. Such programs can be used to fund portions of the program that are directly connected to energy efficiency and renewable energy.

To Do In Progress Complete

External Funding

2.7.13 Identify grant sources that may be available to your community.

First leverage any organizations within your own community to build local interest and commitment to the program. Connect with any Family Foundations, Trusts, and other sources to inform them of your plans and identify their grant cycles. Then identify regional and national sources.

To Do In Progress Complete

2.7.14 Create a Grant Cycle Calendar.

Stay up to date with grant opportunities by creating a grant cycle calendar to coordinate with regular programming planning updates. You can integrate this calendar with your action plan (see earlier in this section).

To Do In Progress Complete

2.7.15 Seek in-kind technical assistance or seed funding from community resources.

Look to your community partnerships and similarly aligned organizations for one-time donations that can help get your program or a new program component going. Seed funding and technical assistance are smaller commitments that may be easier to secure from outside sources.

To Do In Progress Complete

2.7.16 Organize and host fundraising events for specific needs.

You can get creative in fundraising and engage the public and other outside organizations. Donations, fundraisers, and other community events work especially well when you have identified and specified exactly what the funding will support – particularly when the result is something that impacts donors directly, as opposed to funding administrative overhead.

To Do In Progress Complete

Developing and Phasing Program Content

This section of the Roadmap focuses on specific program content options, and strategies for introducing different types of program content to achieve the greatest market impact. As with the 'Getting Started' section, most program development aspects will be cyclical in nature, and revisited over time.

A common question during program development that aims to encourage behavioral change and promote best practices is "Carrots or Sticks?" Do you choose to utilize "carrots" to award financial, permitting, or zoning incentives to green building participants, or do you utilize "sticks" of zoning code or building code mandates to require positive change?

The simplest response to this question is that most successful programs first start with *education*, then make green building strategies *convenient*, then make non-green building strategies *inconvenient*, and finally *require* green building strategies.

This strategic phasing works well because it eventually captures early adopters, the curious but hesitant, skeptics, and nay-sayers, to fully move the market forward. It also gives time to test out the best practices before mandating them.

The roadmap looks at strategic phasing as follows:

- Remove green building barriers and support early innovators:
- Create incentives
- Institute policy and regulatory requirements.

Note that these phases pertain both to the introduction of a new program as a whole, as well as new focus areas the program targets over time, in response to evolving green building trends and technologies. Depending on your city's 'green building readiness' you may find that some phases are less necessary or require less effort than others. Available budgets, the expertise of your local design/build community, and institutional progressiveness all factor into developing a customized and evolving combination of strategies that optimize green building program implementation. In general, however, to achieve comprehensive and widespread impact throughout all of your community, a program should at some point address services for each of these phases.

As you review this section, keep in mind that this Roadmap is not intended to serve as a lockstep approach. While these phases are most successful when approached sequentially, you may find that it is appropriate to tackle several phases at once, rather than moving in a linear fashion. Your City Self Assessment and Program Framework will be helpful in making decisions on how best to move forward (SEE CONDUCT CITY SELF ASSESSMENT and BUILD PROGRAM FRAMEWORK).

3.1 Phase 1a. Remove Barriers

Removing perceived and actual barriers is a foundational component in achieving comprehensive adoption of green building strategies. When customers are burdened by or seemingly paralyzed by barriers to green building, whether real or perceived, these barriers can be a stopping point to green building projects moving forward. Therefore, the barrier areas are a great place for you to begin offering services and support.

Common barriers include:

- Educational
- Technical
- Institutional/Regulatory
- Financial

Your green building program does not necessarily need to remove each barrier in order to move forward, but should identify and address them in audience-appropriate ways. When starting your program, look at these barriers on a holistic/global view of ‘green building and sustainable development’ in general. As you introduce specific goals and program services that target green building strategies and technologies, reassess barriers once again.

When developing programming focused on removing barriers keep in mind that your city has a unique social, economic, and cultural context, and therefore has its own combination of barriers that may be different from another city’s. In almost every step of program development you want to maximize staffing and funding resources by targeting real needs that exist in *your* community.

Actions

Phase 1a. Remove Barriers

3.1.1 Hold an internal and external stakeholder/potential customer session to understand the top barriers to green building in your city.

During the early visioning and goal setting sessions, barriers may naturally emerge in the discussion, but it will be important to follow this up with an in-depth focused discussion with knowledgeable stakeholders—those that meet across the counter (builders, developers, planners, and building officials). Invite your target audience to have an open, candid discussion about what their top barriers are in moving forward with green building. This is a great way to hone in on initial service offerings and the process can be replicated as you build out future service offerings in new areas with different barriers.

To Do In Progress Complete

3.1.2 Invite ideas on incentives needed, guidance desired.

Increase efficiency of program build-out by inviting ideas about what kinds of guidance, incentives, and regulations would help your customers achieve green building. While you may not be developing incentives and regulations now, the information will certainly help your staff be on the lookout for opportunities and ideas that can eventually be incorporated. You can gather these ideas at a stakeholder meeting, or through less formal means such as an online survey.

To Do In Progress Complete

Internal Education

3.1.3 Host informal educational offerings or brown bags for internal city staff.

Whether used as a mechanism to introduce the program itself and create a solid awareness of the role of green building within your city, or focused on a specific aspect of the program, the more educated internal staff, the more 'ad hoc' opportunities you'll create for your staff to educate customers in informal settings.

To Do In Progress Complete

3.1.4 Find an internal forum for educating city staff on green building topics and to introduce green building services in advance.

A newsletter, page on the green building website, or a new segment on an existing internal city website portal are examples of how you can remove knowledge barriers for internal city staff. You can also use these forums as testing grounds before launching a new service. Finding a way to easily reach internal staff connected to the building process will broaden your staff knowledge pool, and create opportunities for them to promote the program and provide green building support in their work.

To Do In Progress Complete

3.1.5 Invite city staff to public education trainings.

Your publicly open trainings and educational offerings will be led by experienced leaders in the topic. Why not invite internal staff with peripheral connections to the topic to participate as well?

To Do In Progress Complete

3.1.6 Request 'pod' trainings from outside organizations.

Identify specific education needs for your staff and request trainings from outside organizations with the expertise.

To Do In Progress Complete

3.1.7 Become a member of different green building and sustainability focused organizations.

These organizations offer educational opportunities, trainings, conferences and access to peer networks and publications for members.

To Do In Progress Complete

3.1.8 **Subscribe to newsletters or listserves that announce trainings, conferences, and other educational opportunities.**

Other organizations provide great resources for green building programs, incentives, and new developments. Subscribe to these to sharpen your saw and stay up to date on new developments in the industry and within communities.

To Do In Progress Complete

3.1.9 **Encourage staff attendance at outside trainings, webinars, conferences and education opportunities.**

With tighter budgets and fewer staff, this can be a hard commitment to stick to. If this is an issue, try and set goals for this action early on about how many outside opportunities your staff can access, and who the key individuals are that will bring the most impact from the knowledge learned. Consider holding internal debriefing brown bags as a matter of practice immediately following the events, so the attending staff can disseminate relevant information to those who could not attend.

To Do In Progress Complete

3.1.10 **Sponsor or create scholarships for green building staff members to enroll in green building education courses and/or earn professional designations.**

Two of the leading professional designations in the green building industry are LEED Accredited Professional (LEED AP) and Certified Sustainable Building Advisor (CSBA). To become a LEED AP, an individual must meet certain prerequisites prior to sitting for the exam. To become a CSBA, participation in the comprehensive 9-month Sustainable Building Advisor (SBA) course is required prior to taking the CSBA exam. Several regional SBA classes exist within the greater Puget Sound and King County.

To Do In Progress Complete

3.1.11 **Create or find existing green strategy specific fact sheets to share with internal staff.**

Target a specific topic and address common questions that your staff may have in a fact sheet that they can refer to or review to become more familiar with strategies your green building program promotes.

To Do In Progress Complete

External Education

3.1.12 Offer resources that “make the case” for green building for different sectors: residential and commercial, new construction and renovation.

There are countless examples for this, and depending on your budget and staffing, you may simply want to reference an existing resource, or tailor information for your municipality.

To Do In Progress Complete

3.1.13 Dedicate a portion of your program’s website as a resource center for green building education and resources.

To Do In Progress Complete

3.1.14 Create a green building hotline, staffed by your green building team or guest.

Staff the hotline as available but make the hours clear to the public. Allow customers to leave detailed messages. If you don’t know the answer, use it as an opportunity to find out!

To Do In Progress Complete

3.1.15 Create a green building blog.

Seek out staff members with editorial and technical green building expertise, and invite green building industry leaders and technical experts to participate as guest contributors. Blogs are also a great way to promote and market your program, discussed later in the Roadmap. Before launching a blog, make sure you have the resources available to provide interesting, fresh content and can update it regularly. Most internet search engines put links with the most recently updated content higher on the hit list – so if you want your program to be seen as a green building resource in the community, and you want to use a blog as an education tool, having resources to create dynamic content is critical.

To Do In Progress Complete

3.1.16 Invite a partnership with a local newspaper to create a blog or series of articles on green building topics.

This is another dual program promotion/public education strategy that may be a good fit for your community. If hosting your own blog is not feasible or realistic, reach out to local publications that may have infrastructure already in place for a blog, and can also help advertise the blog to their existing readers. Another variation could be to offer your green building staff as contributors to an existing blog in a new segment or series on green building. Similarly, they may be interested in doing a series on green building topics which both creates awareness about the program while working to remove topical knowledge barriers.

To Do In Progress Complete

3.1.17 Track the ‘most asked questions’ as an indicator for topics where standardized guidance is needed.

Boilerplate language will minimize duplicative and repetitive staff efforts, allowing them to focus on more technical, individualized inquiries and building up other service offerings.

To Do In Progress Complete

3.1.18 Create an FAQ for green building in your city on your program website.

The FAQ can build off the most asked questions that you track (see above).

To Do In Progress Complete

3.1.19 Infuse local considerations into boilerplate fact sheets about green building topics.

Stakeholder meetings, the City Self Assessment, and tracking of ‘most asked questions’ will give you insight on how to tailor fact sheets to meet the top concerns of your community. Simply referring to existing examples on green building topics works to a certain degree, especially if you have limited funding for customization, but they can lack “vitality, meaning and practicality at the local level”.

To Do In Progress Complete

3.1.20 Partner with local or regional organizations to offer educational trainings.

Look for education partnerships with organizations that target different sectors (builders, developers, residents, real estate agents, brokers, etc.). If your program promotes or requires the use of green building standards or guidelines, make sure that the governing organization is involved in offering trainings to your customers.

To Do In Progress Complete

3.1.21 Promote regional training series, education courses and professional green building designations.

Even if your green building program is not involved in sponsoring or delivering outside trainings, promote them!

To Do In Progress Complete

3.1.22 Promote green building education courses, certifications and vocational training.

(SEE BIG PICTURE PLANNING – Intersection of Green Building and Green Jobs)

To Do In Progress Complete

3.1.23 Develop a self-guided walking tour of green buildings or green building features in your city.

Reach out to building owners or the design/build community to identify great green buildings that are willing to be listed on a 'self-guided walking tour.' This strategy promotes champions of green building in the community, while providing those touring a tangible understanding of what green building looks and feels like. This is an excellent opportunity to collaborate across jurisdictional boundaries, and include tour locations in different cities, particularly if the green building stock is limited in your city.

To Do In Progress Complete

3.1.24 Work with local green building owners or designers to host a one-day live green building tour.

This option may be more staffing intensive unless you can enlist the support of partner organizations or those involved in designing, constructing and operating the buildings on your tour. Consider combining this live tour into a larger event which highlights your program, launches new resources, or offers additional services. This is also an excellent opportunity to collaborate across jurisdictional boundaries, and include tour locations in different cities, particularly if the green building stock is limited in your city.

To Do In Progress Complete

3.1.25 Create regulatory guidance documents specific to your city's codes as they pertain to green building strategies.

Eventually you may modify codes to promote greener building strategies (SEE CREATE REGULATORY AND POLICY REQUIREMENTS). In the meantime, offer your customers a shortcut to understanding how to work within the existing code structure to achieve green project goals. This step may be a natural outcome of staff tracking how they've handled projects with green strategies that encounter regulatory challenges.

To Do In Progress Complete

Technical Barriers

3.1.26 Create a 'Green Building Program Services 101' PowerPoint or short training to introduce your program's various service offerings and resources.

Simply directing project staff to the various technical resources available to them through your program and partnerships can transform daunting technical barriers into manageable challenges for a team.

To Do In Progress Complete

3.1.27 Offer a ‘baseline review’ for projects to identify potential green goals and core issues.

Your team can develop a basic list of green goals and common issues in your area to address during this review and determine applicability and feasibility at a high level.

To Do In Progress Complete

3.1.28 Provide consultation on specific code issues.

This can include one-on-one time in permit reviews, or you can schedule periodic focus sessions, open to the public, to review and discuss code related issues that have emerged during that period and ask attendees to help find, or inform them of, solutions.

To Do In Progress Complete

3.1.29 Provide technical consultation on project-specific green building issues.

During permit review or at other times during project review, link project applicants to your green building technical experts (internal or external) to provide them with expertise to lend alternate ideas and solutions to their projects. Budget permitting, this could be a consultant contracted to the city for as needed hourly services, or this can be provided as needed by your internal green building team or staff.

To Do In Progress Complete

3.1.30 Attend/Facilitate/Organize project eco-charrettes.

There are several variables for how your program can support the eco-charrette process. The least intensive is to just attend already organized charrettes – the most intensive is to facilitate and/or organize a charrette on behalf of a project.

To Do In Progress Complete

3.1.31 Host a ‘technical assistance slam’ where a team of advisors and experts offer guidance and review to multiple similar projects at a time.

While this requires more extensive planning efforts to identify and coordinate ideal project candidates and organize enough technical experts to make the slam successful – this is definitely a way to maximize impact.

To Do In Progress Complete

3.1.32 Set up 'on-call coaching' between project teams and program technical staff.

Project teams will have a confidence boost by knowing there is a point-person they can rely on to provide guidance throughout the project. While coaching certainly benefits the project team, it also offers insight to daily challenges project teams are experiencing, and how the green program can respond on a more universal level in the future. It also offers 'on the job learning' experience for the coach, who likely won't always have answers offhand.

To Do In Progress Complete

3.1.33 Set up a system for green building staff to act as a liaison between permitting staff and project staff to resolve code issues.

This system also contributes to removing institutional and educational barriers for your staff, by offering 'on the job' learning experiences in a less risky manner.

To Do In Progress Complete

3.1.34 Participate in early project planning and scoping sessions.

Position your staff as valuable resources from the beginning who approach innovative projects with an open and collaborative mindset. This may be a culture shift, which could require internal coaching to make this an effective resource.

To Do In Progress Complete

3.1.35 Require mandatory green pre-application meetings with green building review team.

This action, a recommendation from the study 'Code, Regulatory and Systemic Barriers Affecting Living Building Challenge Projects' crosses over into strategies that are usually more successful once a program is well established and has offered significant voluntary and incentivized opportunities for change.

To Do In Progress Complete

3.1.36 Facilitate permit review process with project teams and permit staff.

This action could also be introduced in incentive format for projects pursuing more aggressive green strategies and goals.

To Do In Progress Complete

3.1.37 Create a post-occupancy survey template, energy and water use reporting template, and results-tracking system for green projects that have accessed your technical resources.

Provide a mechanism to collect actual data on green projects for which your program has provided more extensive technical service. This strategy mirrors the USGBC's requirement to submit actual project data once a project is certified and helps to build more data driven examples of the benefits of green building. Your city can become a conduit for collecting local data to build a truly customized case for green building.

To Do In Progress Complete

Institutional/Regulatory Barriers

3.1.38 Set up an 'innovation advisory summit' to provide guidance tools and resources to permitting staff, in recognition that innovation moves faster than code updates.

This could be a one-time event, an annual happening, or it could occur on a more frequent basis to help innovative projects move through. Consider advertising for pilot projects to use as educational test cases for permitting staff.

To Do In Progress Complete

3.1.39 Train permitting department on tracking innovations and code deviations that may be replicated in the future.

Too often innovative projects make it through the permitting and regulatory system only to have the next innovative project stumble into the same barriers and challenges. By documenting how green projects flow through the regulatory channels in place now, you'll help your staff and the project team find winning solutions with greater efficiency. Keep track of lessons learned, code rulings and interpretations as they apply to green strategies, and accepted deviations from code with detailed tracking and information for future reference.

To Do In Progress Complete

3.1.40 Track incoming green projects and project data for internal capital projects.

Start by standardizing your protocol and language for green project registration. Then, create a centralized project tracking system for green projects. Create a single point of contact for tracking and reporting green building results.

To Do In Progress Complete

3.1.41 Review existing code gap research and compare to your city's codes to identify code gaps.

You can increase efficiency by capitalizing on other's work related to codes and regulatory challenges and barriers. Yes – cities are unique, but there are many common code barriers that are consistent from one city to another. Avoid reinventing the wheel by reviewing existing recommendations first, and assessing whether or not they are applicable and would work in your city.

To Do In Progress Complete

3.1.42 Identify regulatory and code challenges and barriers for achieving green building standards your program has selected to promote, incentivize or require.

Again, look at what other communities using the same standards have done to remove regulatory obstacles for meeting the requirements of certification programs and/or what ordinances they have adopted for achieving specified certification programs. Then, review your city's codes to identify code barriers to achieving credits within these programs.

To Do In Progress Complete

3.1.43 Establish a code review and analysis team.

Decide if the existing code and policy assessment, gap analysis, and updates to remove barriers to green building should be performed internally or by a consultant team or a combination of both.

To Do In Progress Complete

3.1.44 Form a technical advisory committee to review and comment on the team's assessment, gap analysis, recommended updates, and implementation plan.

Ideally, the technical advisory committee should have a balanced representation of city planning and permitting staff, builders and developers, green building consultants, etc.

To Do In Progress Complete

3.2 Phase 1b: Support Early Innovators

Chances are you already have a few projects within your city that pushed the limits and built green regardless of whether or not the city had a green building program to offer support. The building industry, particularly in our trendsetting region, is generally moving towards building greener and seeking certification as a matter of practice in order to stay competitive. Even if you don't have examples within your city boundaries – you will as your program gets going, and you want to be ready to acknowledge early innovator efforts and learn from them at the same time to improve your program.

Actions

Identifying early innovators

Early innovators vary from one municipality to another, as different priorities, challenges and opportunities cultivate room for different kinds innovations to occur. By finding those that are pushing the limits within your community, you'll increase the chances of developing offerings that are the right 'fit.' Your program's offerings won't be too much of a leap for the bulk of your customers, nor will they be too far behind the curve. Attributes of early innovators may include:

- First to use a new, more progressive standard than commonly used in your area.
- First to achieve the highest level of a rating system.
- Hold professional designations that indicate a strong solid understanding of green building strategies and principles, such as LEED AP, CSBA, EcoBroker, or BuiltGreen Professional.
- Demonstrates new and innovative technologies or green building strategies.
- Takes advantage of existing incentives soon after they are offered and achieves successful integration into a project.

Even if your city's early innovators are not deep green, this doesn't mean your program can't be a launching pad for more ambitious innovations for both them, and others! Finally, in addition to seeking out early innovators who already build green, also support the early innovators that are the first to take advantage of your program's offerings.

3.2.1 Review City Self Assessment findings for existing early innovators in your city.

Revisit the findings of your City Self Assessment to see if you've already identified early innovators through your research.

To Do In Progress Complete

3.2.2 Solicit information from regional or local organizations (industry, non-profit, academic) that may have worked with early innovators or can point you in the right direction.

To Do In Progress Complete

3.2.3 Check with the permitting department for any projects that had challenges with codes/permitting related to green building strategies.

To Do In Progress Complete

3.2.4 If you aren't able to identify early innovators or green projects in your city, borrow from another city that is similar in size and community personality.

You can still gain valuable insight from early innovators in other cities to learn about their challenges, lessons learned, and wish list items for how a municipality could encourage their work.

To Do In Progress Complete

3.2.5 Create incentives that will inspire new 'early innovators' to use features of your program once it is launched.

Launching your program with built-in incentives to help the market adopt the more 'dark' green program components will help get test cases going in the community, helps generate buzz and excitement, and encourages builders and designers to try and test something new, or to take that leap they had not yet been able to make before.

To Do In Progress Complete

3.2.6 Seek out opportunities for the city to become an early innovator with the operations of existing facilities, or with any anticipated new projects.

This is a way to walk the talk, learn along the way, and embody the goals that you are setting through the program.

To Do In Progress Complete

Learn About and Leverage Early Innovator Experiences

Your program can leverage the efforts of early innovators to demonstrate green building benefits, help ease concerns that latecomers might have, and provide tangible real examples in the community or like communities. Early innovators can also point out the challenges or barriers they encountered, which your program can review to identify those under the city's control as well those controlled by other parties who should be part of your process. Be sure to include those who first access your program as early innovators, and seek out their feedback about your services so you can improve the program early on.

3.2.7 Interview early innovators, or involve them in stakeholder meetings where they could provide insight on program offerings.

To Do In Progress Complete

3.2.8 Document the permitting process and any variances for innovator projects.

This will increase efficiencies for future projects and promote information transfer among the city permitting staff handling projects.

To Do In Progress Complete

3.2.9 Set up an innovation advisory committee to provide guidance tools and resources to permitting staff.

This action recognizes that innovation typically moves faster than code updates.

To Do In Progress Complete

3.2.10 Create case studies that highlight successes as well as lessons learned.

To Do In Progress Complete

3.2.11 Support and highlight innovators through publicly- and privately-funded demonstration projects.

Work with them to get publicity for their projects and share their successes with your peers to encourage mainstream adoption of the demonstration design, systems and/or materials.

To Do In Progress Complete

3.2.12 Acknowledge leaders through awards or other forms of public recognition.

Examples can be as simple as posting a project profile on your website. Be sure to connect their achievements to greater city goals that are met by their project.

To Do In Progress Complete

3.3 Phase 2: Create Incentives

You'll want to utilize incentives until market barriers no longer exist. Incentives can be used both to make something more appealing, as well as less appealing. Remember that after you *educate* about a green building strategy or goal, you next want to make it really *convenient* for your clientele to apply it. Incentives that promote and make this strategy or goal easier/quicker, less expensive, and more accessible increase the convenience. Think of expedited permitting, rebates for energy efficient lighting, or a city-promotion to collect old inefficient refrigerators free of charge, for example.

Given some time for awareness about your incentives to spread, assess if you need to introduce strategies that *de-incentivize* non-green building strategies. For example, can you increase the permitting fees for projects located in greenfields, or add a step requiring justification of this action? Fees collected through disincentives can be part of a temporary program funding scheme as well (SEE FUNDING YOUR PROGRAM).

It's also important to incentivize outcomes and not just process. Incentive packages may include providing up-front benefits for implementing certain strategies, but these benefits should be coupled with benefits that are awarded only when the project is completed and verified. These outcome benefits can be tied into your city's efforts to collect performance data on green buildings in your city – which you can use to work towards building a solid, tailored case about the benefits of green building in your locale.

Actions

Phase 2: Create Incentives

3.3.1 Promote existing financial incentives.

Take advantage of the myriad existing local, regional, and national incentives that exist related to green building. Especially if you are just launching your program, promoting existing incentives is a quick and easy way to provide meaningful service early on with minimal effort.

To Do In Progress Complete

3.3.2 Promote existing process-oriented incentives.

Process oriented incentives are more likely available at the local and regional level. As with financial incentives, promoting these existing incentives early in a program can help jumpstart your efforts.

To Do In Progress Complete

3.3.3 Conduct a stakeholder meeting to identify new incentives appropriate for your city.

If you did not do this during the first phase of removing barriers, now is a good time to get your target incentive audience at a table with other stakeholders involved in the incentive development process. Refer back to the target audiences you've identified in your community to make sure all are represented, and consider whether holding individual stakeholder sessions with each group or one integrated session would work best. Target audiences often include developers, builders, homeowners, architects, affordable housing developers, commercial property owners, etc. Facilitate this meeting as an open discussion, and a safe place to collect feedback on what would be the most helpful for them to move forward with green building.

Even if some ideas seem impossible, keep a record of all the potential incentives recommended – opportunities may come your way in the future, or community partners may surprise you with what they are willing to support with funding or technical support!

To Do In Progress Complete

3.3.4 Create new incentives that support specific project strategies, technologies and development patterns.

Strategies, technologies, and development patterns are all necessary pieces of the puzzle to create a complete picture of sustainable development, and incentives are a real opportunity to move the market forward and educate simultaneously. Be sure that your incentives cover both the small and big picture – from water-saving showerheads to LID, home composting bins to vertical urban agriculture, and heat pumps to district energy, for example. Keep in mind that you will want to track the effectiveness of your incentive in order to decide when it's exhausted its potential – and to gauge the impact your program has had on your city (SEE TRACKING RESULTS AND PROGRESS REPORTING).

To Do In Progress Complete

3.3.5 Integrate education into incentives.

Recall that a lack of understanding or awareness can be a significant barrier to customers actually using incentives that you have created. Building education into your incentives can be as simple as providing literature about what you are promoting to hands-on training.

To Do In Progress Complete

3.3.6 Establish grant funds dedicated to green projects.

Reach out to partners that fund your program who may be interested in sponsoring a grant that supports specific projects.

To Do In Progress Complete

3.3.7 Create new incentives that focus on the code approval and permitting process.

Be clear on which process incentives are permanent and which are temporary. Developers in particular are partial to what Jayson Antonoff of the Global Buildings Performance Network calls, 'predictable consistency' – in other words, no surprises. Keep in mind that you will want to track the effectiveness of your incentive in order to decide when it's exhausted its potential – and to gauge the impact your program has had on your city. (SEE MEASUREMENT /TRACKING)

To Do In Progress Complete

3.3.8 Create new incentives that celebrate accomplishments and offer publicity.

Publicly recognizing achievements is an easy way to incentivize green projects while inspiring others. Consider featuring projects on your website, at council meetings, or in mailers. If you are partnering or have any relationships with local media, see if you can arrange a feature story about green projects.

To Do In Progress Complete

3.3.9 Create tiered incentive ranges to match increasingly advanced green building practices.

To Do In Progress Complete

3.3.10 Create innovative incentives that reward projects for valuing ecosystem services.

To Do In Progress Complete

3.3.11 Implement a Transfer of Development Rights (TDR) Program, or build off regional TDR efforts.

TDR programs are a "market based mechanism that encourage the voluntary transfer of growth from places where a community would like to see less development, referred to as sending areas, to places where a community would like to see more development, referred to as receiving areas."

To Do In Progress Complete

3.3.12 Promote voluntary actions that homeowners can take through a Citizen's Pledge.

Include residential homeowners in your target audience. Even if they aren't building or remodeling now, there are certainly operational and lifestyle choices that they can make to support your efforts, plus, it's one additional level of spreading awareness about the program for when they are involved in building activities!

To Do In Progress Complete

3.3.13 Incentivize the expansion of businesses that offer sustainable goods and services.

This incentive works to build up the market of local businesses that offer goods and services that could promote, offer, or support your incentivized items. This will likely require coordination with your chamber of commerce, economic development department, sustainability department. This has huge cross-departmental potential for moving beyond greening buildings to greening the community.

To Do In Progress Complete

3.3.14 Partner with existing businesses or utility providers that service the local building/construction community to support incentive development and delivery.

Reach out to the businesses that service your target market, and see how you can involve them in the incentives process. Offer sponsorship, publicity, or earned marketing opportunities in exchange for their involvement, which could range from offering discounted services, or acting as a pick up outlet for incentivized products, for example.

To Do In Progress Complete

3.3.15 Foster a healthy competitive spirit in your city through project competitions that offer financial or publicity rewards.

Everyone loves a challenge, and sponsoring or cosponsoring a challenge focusing on green projects is sure to gain attention. Plus, competitions naturally provide an opportunity to celebrate accomplishments publicly, and spread more awareness about your program's resources.

To Do In Progress Complete

3.3.16 Assess your mix of incentives to ensure comprehensive coverage of green building strategies and your target audience.

Compare your incentives package to the needs that your target audiences have identified, and the needs that you identified during your self assessment. Make sure the mix looks right before moving forward.

To Do In Progress Complete

3.3.17 Create guidelines for using incentives packages.

This is especially important if you have an incentives package option, which has different versions of incentives available. A one-stop shop, with clear guidelines on what/who is eligible and a description of the process to access the incentives will both increase the number of customers accessing them, as well as reduce your staff's time in answering questions.

To Do In Progress Complete

3.3.18 Create and implement a marketing plan for new and existing incentives.

Don't assume that because an incentive is already established that your target audience knows about it. And likewise, once you've developed new incentives, don't move onto the next thing – you want the community to use them! Develop a marketing plan and identify the most efficient pathways to advertise existing and new incentives to the appropriate audience. Especially if you are just launching your program, couple the promotion of your incentives with overall program marketing. If you know how long the incentive will be available, include this information up front to give a timeline to your customers.

To Do In Progress Complete

3.3.19 Track incentives use and success.

Manage what you measure applies with incentives as well, so you can determine the right time to phase out the incentive and focus on the next step in shifting the market, while freeing up resources for new incentive areas. Tracking elements include how much of your target audience is using the incentives, determining if others outside your target audience are using them, challenges or confusion related to the incentive or item that is incentivized, and successes related to the incentive. Learn from tracking to create even better incentives the next time around. Include your findings as part of your overall program measurement. (SEE MEASUREMENT AND TRACKING).

To Do In Progress Complete

3.3.20 Celebrate incentive successes and recognize incentive adopters.

This action can be part of a larger publicity campaign celebrating your program's impact in the community, but it can also be part of the phasing scheme. By recognizing those who have accessed the incentives, you are providing kudos that can become a real source of pride – and free publicity for commercial users. For residential successes, consider celebrating specific neighborhoods that took advantage of the incentives, and the overall impact as calculated for that neighborhood. This is positive feedback that can also foster 'friendly competition' for the next round!

To Do In Progress Complete

3.3.21 Evaluate incentives to maintain and build into policy or mandates.

Some incentives don't need to be extinguished – consider maintaining them as you move into the requirements phase. (SEE CREATE REGULATORY AND POLICY REQUIREMENTS)

To Do In Progress Complete

3.3.22 Phase out incentives with warning and provide an indication of ‘what’s next’ and introduction of ‘disincentives’ if needed.

When the time is right, the incentive use is maxed out, the product or strategy is pushing mainstream, or your funding is exceeded, move onto the next phase. If there is still a lot of hesitancy or skepticism within your target audience, consider creating some ‘disincentive’ approaches. These are best introduced while some of the positive incentives are still in place. Be sure to communicate well in advance about any shifts in your marketing efforts to give people time to make a last ditch use of your incentives, and prepare them for disincentives or requirements that are in the future.

To Do In Progress Complete

3.4 Phase 3: Implement Regulatory Requirements

Regulatory tools are more effective if your community already exhibits a base level of green building, discussed in Phases 1 and 2. Regulatory tools work best when they are offered with implementation guidance and resources and funding support. They are the final step in ‘locking in’ the transformation, and recalibrating the norm for your city. Keep in mind that in addition to crafting new regulatory requirements, you will likely need to review and update existing regulatory language to remove any green building constraints identified.

A quick overview of regulatory tools to consider creating, reviewing, and updating includes:

- Non-binding policy mandates: executive order, resolution
- Legally binding mandates: ordinance, law, by-law, municipal codes, state statutes

Actions

High Level Green Building Requirements

3.4.1 Craft a holistic green building policy or ordinance that directly links to your green building program’s resources.

This is a high level approach to implement a collective set of requirements that address green building goals. This kind of approach may make more sense after you have already implemented some initial regulatory requirements, and is usually a more exhaustive and extensive effort than focusing on one topic only.

To Do In Progress Complete

3.4.2 Craft strategy-specific policy or ordinance language that directly links to your green building program’s resources.

Policy language that supports a specific strategy, such as rainwater harvesting, energy efficiency thresholds, etc. can build up to a more comprehensive policy approach over time.

To Do In Progress Complete

3.4.3 Create policy requirements for achieving a specified level or threshold of a selected green building rating system.

Many cities have implemented policy language and requirements for both public and private sectors to achieve certain levels of a rating system. Again, remember to select standards that focus on the type of development appropriate to your city, or your city's goals (ie. single or multi-family, commercial, affordable housing, etc.).

To Do In Progress Complete

Zoning/Code Requirements

The action items for implementing green zoning and code requirements follows a progressive order starting with exploration and needs assessment to implementation and monitoring.

3.4.4 Create a task force focused specifically on code related activities.

To Do In Progress Complete

3.4.5 Review findings and data from innovations advisory committee and permitting staff to identify potential code changes.

To Do In Progress Complete

3.4.6 Review outside research and recommendations conducted by peer cities or other organizations pertaining to code updates.

To Do In Progress Complete

3.4.7 Rework codes, zoning, and comprehensive plans to include language that supports green building and sustainable development.

To Do In Progress Complete

Introducing and Monitoring New Requirements

3.4.8 Introduce new regulatory requirements in a pilot process.

Whether you've created a new ordinance, or updated and created new codes, introducing them in a pilot format can continue to ease your audience into the transition. Think of pilots as small steps right before a giant leap. This may be more appropriate for cutting edge and innovative areas. For shifts that are less onerous on the impacted community, a pilot process may not be needed.

To Do In Progress Complete

3.4.9 Conduct internal staff trainings on new regulatory requirements.

Recognize the different departments that a new requirement may impact, and ensure that they are familiar with and understand the requirement. You want city staff to be seen as a unified, informed, and helpful front for customers encountering the new requirements.

To Do In Progress Complete

3.4.10 Set up a hotline specifically for answering questions about new requirements.

Recognize that even with advanced preparation in the form of education and incentives, regulatory requirements often are the last tack in shifting green building nay-sayers. Be prepared for questions, concerns, and make it as easy as possible for your customers to get needed information on what they need to do.

To Do In Progress Complete

3.4.11 Create audience-appropriate fact sheets or guidance documents about the new requirement.

Include an FAQ (if you have a hotline set up in advance, find out what the most common questions and concerns are), compliance resources, and a clear statement of why this requirement is necessary and the benefits it will provide.

To Do In Progress Complete

3.4.12 Track response to new regulations.

As with your other program offerings, you need to track and monitor the impact of the new requirement. Ideally, you won't need to make any adjustments to regulatory requirements for some time, until another progressive shift occurs that renders the new language irrelevant or outdated. Adjust incentives and mandates to achieve your desired outcomes. Identify possible reasons for a low response rate; Are the thresholds too high? Does the economic climate have an impact on participation rates? Are the incentives/mandates not being marketed properly or to the right audience?

To Do In Progress Complete

Internal Requirements

Consider setting up internal regulatory requirements to further the progress of your green building program, and link to broader sustainability efforts within the city.

3.4.13 Require all municipal construction projects to achieve a certain level of a selected green building rating system.

Walking the talk is supremely important and sends a message of solidarity.

To Do In Progress Complete

3.4.14 Create and implement high level green operations and maintenance policy language.

To Do In Progress Complete

3.4.15 Require the creation of a cross-departmental green team.

If you've struggled getting engagement for your green team, this may be a necessary step to take. If you already have a green team in place, this kind of policy further formalizes the work you've done, but probably is not a necessary step. (SEE CREATE A GREEN TEAM)

To Do In Progress Complete

3.4.16 Require Green Team staff to become LEED Accredited Professionals or Certified Sustainable Building Advisors, or obtain special sustainability certificates in his/her area of expertise.

Again consider this requirement only if there has been pushback to this kind of education. (SEE IDENTIFY AND REMOVE BARRIERS SECTION)

To Do In Progress Complete

Introducing and Maintaining your Program

This section of the Roadmap focuses on the program launch and beyond. By this point, you've invested a lot of effort into generating support and resources to pull together a program. A successful launch and outreach campaign is critical in getting the tools to your audience. Most of the actions here can pertain both to the launch of a program in its entirety, as well as new components of your program that you add over time.

Building in program maintenance and reporting functions upfront is a smart way to make sure your program stays ahead of the curve, and your community continues to value and access your resources. It's also critical in maintaining support of your council, mayor or other decision makers or funders looking for validation of your program's work.

This section covers the following:

- Market the Program and Conduct Outreach
- Tracking Results and Progress Reporting
- Connect Your Program to Wider Efforts

4.1 Market the Program and Conduct Outreach

Marketing your green building program to engage the community in its design and implementation is critical to its success. Ultimately, your program's long term success is measured by the rate of community support for the city's green building vision and goals, the rate of adoption and implementation of the proposed strategies and actions, and the amount of industry representatives that are actively engaged in helping you implement the proposed actions.

Marketing of your program will primarily happen community-wide but it's important to always market within your city to raise awareness and gain support from all departments. A well marketed program will also extend beyond its community boundaries to share lessons learned with the greater region. Most of the actions in this section are listed at the community level, but many of them could be implemented at all three levels.

Actions

Planning

4.1.1 Review the actions in this section and map out a marketing strategy.

Plotting your strategy in advance will help you stay on track with budgeting allotted for marketing and outreach, as well as ensure that your strategies are effectively tailored for your community. Start by reviewing the actions in this section and then map out priorities, ongoing activities, and actions that you can build on later as your program grows.

To Do In Progress Complete

4.1.2 Involve your city's media relations and community involvement staff in marketing planning.

Include these key city staff to help relay program development considerations to the media and your constituents, and to provide future program briefings to the community about the program's successes and benefits. They can provide guidance on how to involve the media and allow them to do your work for you by supplying them with frequent program updates and spread participation messages.

To Do In Progress Complete

4.1.3 Schedule updates to keep your marketing approaches fresh.

Keep your marketing materials and strategies fresh. Anticipate marketing updates by building it into your marketing plan. Use consistent branding to build program recognition, but innovate in your delivery and allow for creativity in content delivery. Spice things up by using different authors for your marketing materials and highlighting the author's role in green building in your community. Mix up the structure of content delivery in periodic newsletters and email notices, and use community generated graphics to showcase green building successes, ideas, and innovations. Rotate the responsibility of marketing within your city and perhaps share the responsibility with community members to lend an ever-changing and dynamic characteristic to your program marketing methods.

To Do In Progress Complete

4.1.4 Coordinate marketing and outreach with your City's Chamber of Commerce.

The Chamber is an easy connection to the trade businesses and professionals you are trying to reach, and can serve as a spokesperson for the city's vision in green building by informing member and new businesses of the city's green building priorities and actions. The Chamber may also have member meetings that you can attend to reach out to the business community and inform them how they can participate in the program, or how new regulations or incentives may affect or benefit them.

To Do In Progress Complete

Branding and Messaging

4.1.5 Determine your key audiences.

Depending on the goals and vision for your program, identify which market segments you would like to be most informed about your program, and establish a targeted marketing program to reach your preferred audiences. Create a key audiences list and develop outreach and marketing techniques that speak or are familiar to these user and interest groups. For example, if your program is young and mostly targeted to informing the community about new development regulations and permitting practices you are considering, target the general community to accomplish overarching community education. If your program is more advanced and you are focusing on getting builders to adopt new practices through incentives and rebate programs, target builders through the Master Builders Association, building supply stores, or via trade organizations or unions.

To Do In Progress Complete

4.1.6 Establish key messages.

Based on your program vision and goals, the primary interest areas of your stakeholders, constituents and/or Advisory Committee members, and the key audiences you are trying to reach, establish a set of key messages to share with the greater community and the region.

Key messages should clearly communicate the intent of your program, its purpose and overall vision, who can be involved, and how the program relates to various stakeholder groups. Use active language to peak your audience's interest and inspire them to engage.

To Do In Progress Complete

4.1.7 Establish your program branding.

Develop a unique theme and look for your program to ensure that all outreach and advertisement, and marketing materials establish a recognizable brand for anything related to green building in your city. Consider hiring an outside branding consulting to create a strong and attractive brand that fits within the city's branding but also has its own unique personality.

To Do In Progress Complete

4.1.8 Determine how to best reach your target audience.

Once you are clear about the audiences you are trying to reach, identify how you best connect to them. If you established a Green Building Program or Advisory Committee, ask the Committee members where to best share the features and results of your program in order to best reach your intended audiences. Engage the Committee to help market your program by spreading the work about its resources at their respective businesses and organizations. Also poll your community on their preferences for receiving program updates and news.

To Do In Progress Complete

Marketing Materials

4.1.9 Establish a green building program website.

Set up a user friendly website highlighting all program details and accomplishments. Organize the website to be specific to your key audiences, and provide tools to automate the green building system and reporting tools as much as possible. Some specific thoughts include:

- Allow of online tools to obtain permits for green projects with a reduced application fee and reduced processing time.
- Integrate your website with existing online permitting tools, such as www.mybuildingpermit.com.
- Include rotating program announcements and accomplishment messages on the site to keep content exciting and up to date.
- Include a calendar of events to show what the city is working on each month. Include a “gauge” on program implementation – showing progress as you are on your way to your annual goals.
- On your city’s intranet, report details on all city staff involved and what their roles & responsibilities are in helping develop and implement the program and report on progress.

To Do In Progress Complete

4.1.10 Create a suite of program marketing and outreach materials.

Develop a set of outreach media to begin advertising your program’s offerings. Depending on your target audiences, consider the following options in this section and implement them on a periodic publishing frequency.

To Do In Progress Complete

4.1.11 Develop program brochures and flyers.

Announce program options and resources for distribution at your City Hall, Permitting Office, Library, Chamber of Commerce, on your website, and Community centers/organizations.

To Do In Progress Complete

4.1.12 Establish a city green building program e-newsletter and listserv.

Set up a listserv for anyone interested in your program and communicate program progress via a monthly or quarterly e-newsletter. Electronic newsletters can be short and sweet, and once you have a template established, relatively simple to populate with information about upcoming events and new offerings. You can also feature guest contributions, or highlight innovative projects.

To Do In Progress Complete

4.1.13 Publish case studies.

Highlight program implementation examples and successes within your community. Post case studies on your website and include the media to profile community members who are making things happen in furthering the cause of green building within your city.

To Do In Progress Complete

4.1.14 Set up a case study template on your website.

This action builds on the previous action by engaging others to draft case studies for you! Set up a case study template that website visitors can download, complete themselves, and then send to you for posting, once approved. Using a template ensures that all case studies have the same design.

To Do In Progress Complete

4.1.15 Write or contribute to educational articles.

Write educational briefings for posting on your website to educate stakeholders on 'how-to's and benefits of building green. This could be incorporated in your city's existing newsletter to reach a community-wide audience.

To Do In Progress Complete

4.1.16 Establish a consistent program progress reporting system.

For effective marketing, you should publish a progress report to report status updates to your community at least once a year. The report can be simple, but must be effective in communicating your accomplishments for the year, and should detail your plans for next year. Aside from the marketing benefit of sharing your program's successes within your community, establishing a regular and trusted reporting system provides the community with a consistent communication process, and allows you to share program successes and updates with your constituents. Publish quarterly, semi-annually, or annually (integrate this with your tracking system – (SEE TRACKING RESULTS AND PROGRESS REPORTING) based on your stakeholder preferences).

To Do In Progress Complete

Active Outreach

4.1.17 Schedule community presentations and meetings.

Schedule a series of educational presentations and community meetings to brief the greater community about your program details, resources available to them, and implementation of how-to's. Consider inviting subject experts for highly informative meetings and presentations.

To Do In Progress Complete

4.1.18 Set up an educational speaker series.

Are you familiar with TED talks? TED (Technology, Entertainment and Design) talks are highly engaging, entertaining, and innovative informative presentations that are meant to be short, fast paced, and educational. Set up a TED-like speaker series to provide technical information to your community members to build excitement, enthusiasm, and interest, and to provide technical resources and tools to help your constituents to get involved in implementation.

To Do In Progress Complete

4.1.19 Set up a green building tour and event series.

Once your program is in place, profile green buildings in your community by setting up community tours and open houses. Events could include “Solar Homes Tours, LID Development Tours, Remodel and Green Home open houses, native garden exhibits, or tours of organic food garden tours.

To Do In Progress Complete

4.1.20 Coordinate with ongoing or existing city sponsored community events.

Look for opportunities to have materials available, a booth, or program representative at existing events, such as fairs, festivals, and farmers markets. This action also requires minimal effort or city resources.

To Do In Progress Complete

4.1.21 Use community based social marketing to foster green building action in your community.

Community based social marketing techniques have been quite successful to implement green building actions at the community level, such as neighbors signing a pledge that they will switch out all of their light bulbs, or start using green cleaning products. Incorporate a pledge or other commitment based sign-up format in your program to build community momentum and to help move your constituents from intent to action.

To Do In Progress Complete

4.1.22 Use social networking marketing techniques.

Social networking marketing is growing more popular by the day and may be a good way to connect with your younger audiences. There are a variety of social networking marketing techniques that you can utilize to market your program and build a user community.

To Do In Progress Complete

4.1.23 Establish an annual “Mayor’s Annual Award of Excellence” in green design and construction.

Or establish a similar awards program to recognize both early adopters and long-term champions and present marketing opportunities for both them and your city.

To Do In Progress Complete

4.1.24 Establish a green building ambassador program.

Recruit community members who can help you market and implement the program. Allow people to sign up for specific roles – ambassadors should receive training to help you spread the word, provide an overview of your program’s features and options to stakeholder groups, and report back to you about how program implementation is working in several user groups. Ambassadors should be recognized on their websites and can help you organize and coordinate events and presentations. Instead of setting up an ambassador program, you could set up a more generic volunteer network to complete similar activities.

To Do In Progress Complete

4.1.25 Deliver frequent Council briefings.

As part of progress reporting, provide frequent presentations to your Council to maintain support for the program and report on successes and next steps. Ask for Council advice on your annual action plans to ensure your program speaks to Council member interests and concerns.

To Do In Progress Complete

4.1.26 Arrange frequent media briefings.

As part of progress reporting, provide frequent updates to your local media outlets to market your program and report on progress, and ask for participation and actions. Media outreach should include media alerts for scheduled events, media alerts to announce successes, articles on what you are doing and who is involved, as well as advisories and in-person interviews with city staff involved in program implementation and reporting.

To Do In Progress Complete

4.1.27 Create a city green building competition.

This can take any form: the greenest house, the greenest remodel, the greenest neighborhood, the most energy efficient family, greenest school, or greenest business. Build excitement and get your community going by creating a city competition to meet one of your program goals.

To Do In Progress Complete

4.1.28 Set up a green building demonstration and/or information center at your City Hall.

This can start small, but a demo center offers a great opportunity for your constituents to touch green building materials or see them installed. This can be a traveling info center with a rotating set of displays and materials, or you can work with a community organization to find a permanent place for a dedicated green building Resource Center.

To Do In Progress Complete

Beyond Community Boundaries**4.1.29 Submit your program for a variety of regional awards.**

There are a number of regional awards that you can submit your program to for recognition and publicity. Some examples include the APA community planning awards, and Puget Sound Regional Council.

To Do In Progress Complete

4.1.30 Tie your program to other green building programs in the region.

There are a variety of programs that you can link your program to, or use as resources to provide recognition to your community members who utilize them. Examples include the Built Green program of King & Snohomish Counties, Northwest Energy Efficiency Alliance (Better Bricks), Seattle's Green Factor, Evergreen, and the new ANSI Green standard.

To Do In Progress Complete

4.1.31 Research marketing opportunities with other organizations in the region.

Work with non-profits, professional organizations, and others to communicate your program details and successes and identify joint marketing opportunities available.

To Do In Progress Complete

4.2 Developing Indicators, Tracking and Reporting Results

Developing indicators that track the output and outcomes of your program will help you improve your products and services, track progress, and substantiate the budget.

Actions

Selecting Indicators

Your indicators may evolve over time as your program develops, but it's a good idea to select them as early as possible so you can gather baseline information from which to measure your progress. Look for the following attributes when selecting indicators:

- **Relevancy:** Does it tell you something about your program that you want to know, and reflects goals or concerns that your program addresses?
- **Consistently Measurable:** Can it be gathered in a consistent format that is measurable? Be clear if the indicator is a scientific measurement or if it is more of an observation or assessment, which will help communicate the indicator's level of accuracy.
- **Easily Understood:** Can it be translated in ways that are easy for different audiences to understand? If the indicator is not a scientific assessment, can you easily explain how you measure the indicator? Will the measurement provide meaningful information over a very long period of time, or relatively quickly?
- **Based on Accessible Data:** Is it relatively easy and low cost to measure? Consider the frequency in which the data is generated, or the level of effort required to gather it.
- **Reliable:** Is the data source trustworthy, and unbiased?
- **Comparable:** Can it be compared to existing data to measure progress?

Once you have selected a set of indicators for your program, look at the set as a whole and evaluate the following:

- **Balanced Focus:** You want to be sure that you don't have goals and program focus areas that are missing indicators, or an overwhelming focus in one area that is not truly representative of the range of program goals you've established.
- **Mix of 'Leading' and 'Lagging' Indicators:** Leading indicators help predict future outcomes, while lagging indicators reflect something in the past that has already occurred. For example, the amount of energy used in municipal buildings shows something in the past, whereas percent of municipal green power purchased helps project pattern changes in the future.
- **Reasonable Number of Indicators:** Especially in the beginning of your program development, you don't want to overwhelm or burden your program with the number of indicators they need to track.

4.2.1 Develop indicators for both outputs and outcomes of your program's operations.

Describe exactly what these indicators measure, and why they were selected. Make sure indicators have easily collectable data from reliable sources, and that you can project findings in a clear manner. Be sure to review the set of indicators as a whole.

To Do In Progress Complete

4.2.2 Develop indicators that track the green building changes that occur related to program services.

These indicators are different from the program operation's indicators, as they really measure the ultimate goals that you are striving for with green building – such as energy savings, improved health, etc. They are also much more challenging to measure.

To Do In Progress Complete

4.2.3 Review indicator findings at least annually to identify opportunities for program improvement.

For example, if you notice that internal trainings have a low attendance, you can analyze the characteristics of the trainings to see what elements may need to be changed for your audience. You can build these into an annual progress report for your target audiences (SEE MARKET THE PROGRAM AND CONDUCT OUTREACH).

To Do In Progress Complete

4.2.4 Frequently canvass the community to identify priorities, needs and challenges related to green building.

Do this to keep a pulse on your community's interest in, and opinions of the program – and to make sure you have indicators that reflect these targets. This can be done a number of ways, including conducting an on-line survey (making sure to provide opportunities for members of the public who do not have easy access to computers), setting up a community discussion forum, meeting with key interest groups at their regular meetings, or interviewing community leaders by phone. To get a complete picture you will need to reach out to business owners, residents, environmental and other public interest groups, and developers locating projects in your city.

To Do In Progress Complete

Tracking Indicators

Measuring and tracking the indicator results is a great way to learn about your program's impact as well as identify opportunities for improvement. Those indicators with shorter-term results provide concrete data to validate quick wins that you can celebrate and gain momentum. Those with longer range measurements can link the program's work to more visionary goals, such as reducing the impact of buildings on climate change.

As mentioned earlier, you don't want to create a data burden for your program staff by requiring extensive and frequent measurement and tracking of metrics. Be realistic about how much data you can gather, and know that as the program grows you can add to the level of detail and amount of indicators that you want to track. Some indicators will track overall program impact, while others may track specific program offerings.

4.2.5 Gather baseline information on your indicators selected.

This will allow you to be able to compare your progress of the program from its inception. Review the City Self Assessment and pull from information you've already gathered.

To Do In Progress Complete

4.2.6 Create a methodology for tracking metrics over time.

Decide how often you need to collect data to track metrics, who is responsible for collecting the metrics, and where the information will be stored.

To Do In Progress Complete

4.2.7 Consider open source tracking and reporting techniques for some indicators.

Can you open up your indicators updated, completed by your community? Placing materials in an open forum to allow community members to edit your reports could be very effective in building program participation and community ownership of the implementation actions. For example, you can create an open source list of accomplishments that community members can edit to include the actions they have completed or to announce their accomplishments and successes. If you consider this technique, address security and content protection options for all materials listed as open source materials. Although great for community building, open source documentation does introduce the risk of unwanted messages and actions. This should self-organize and self-police, but requires close oversight and a strict set of user rules. You'll also want to separate the self-reported indicator data from data gathered from other (possibly more reliable) sources.

To Do In Progress Complete

Reporting Out

A successful green building program embraces transparency and shares results with the internal and external stakeholders. When reporting your findings, first identify your audience for indicators, and be sure to report out in a way that is truly meaningful and makes sense to that group. You might have to do a bit of translation and creative brainstorming, or come up with a branded way to track the indicator's progress (such as a ranking, or gauge graphic that shows status against the goal).

4.2.8 Share results from metrics gathered in a way that aligns with the program's intent and goals.

Whether or not you are required to report out your program's progress as funding requirements or not, sharing your progress and lessons learned can garner support as well as gain attention for the resources available through the program.

To Do In Progress Complete

4.2.9 Make your indicator results memorable and meaningful.

Most of us are continuously overwhelmed with information and data making it very easy to tune out what the numbers really mean. Think creatively about how you can present your data in ways that align with the program intent and goals, but really speaks to your audience in a meaningful and memorable way.

To Do In Progress Complete

4.2.10 Celebrate successes and both small and large 'wins' attributed to the program's impact on green building.

Particularly important in the early stages of your program, celebrating wins is key in continuing momentum and support. Tracking indicators can help identify wins, as well as set goals. You can then tie these wins into the marketing efforts for your program (SEE MARKET THE PROGRAM AND CONDUCT OUTREACH)

To Do In Progress Complete

4.2.11 Share successful program tools and resources with peer municipalities.

Give back, and become a resource for other cities. There are numerous peer-to-peer networks and mechanisms for sharing successful tools and case studies, including the Toolkit2!

To Do In Progress Complete

4.3 Connect Your Program to Wider Efforts

With a number of ‘think local, act local’ wins under your belt, it may be a good time to expand horizons to a broader range. This could include aligning efforts with other similar efforts across the region, country or world, or integrating your program with local municipal sustainability strategies that touch other aspects of the community.

Actions

Local Opportunities

4.3.1 If not already developed, propose the creation of a municipal sustainability strategy or climate action plan that encompasses the work of the green building program.

To Do In Progress Complete

Regional Opportunities

4.3.2 Contribute an article on your city’s green building program efforts to the AIA Seattle’s quarterly magazine, “Forum”.

AIA Seattle is actively looking for suburban cities to share information about how they are incorporating green building efforts in their city.

To Do In Progress Complete

4.3.3 Become a member of local chapters of active green building organizations.

Membership fees, responsibilities and benefits all vary among the different organizations in the region. Review which organizations are the best fit for your community, and see if there are other ways you can affiliate yourself with the remaining organizations if becoming a member is not an option.

To Do In Progress Complete

National Opportunities

4.3.4 Participate in the STAR Community Index.

The STAR Community Index is a national framework for gauging the sustainability and livability of US communities, and is developed through ICLEI, the USGBC, and the Center for American Progress.

To Do In Progress Complete

4.3.5 Link your efforts to national climate change initiatives.

To Do In Progress Complete

International Opportunities

4.3.6 Link your efforts to global climate change initiatives.

Many international efforts are focused on reducing greenhouse gas emissions. As green building has a significant impact in this area, you may be able to link your local efforts to global climate change initiatives.

To Do In Progress Complete

4.3.7 Solicit a 'sister city' in a different country to share information and track progress together about your local green building program efforts.

To Do In Progress Complete