



Compendium of Model Sustainability Practices **sustainability initiatives**

ECO-CITY ALEXANDRIA
environment | economy | community



SUSTAINABILITY INITIATIVES, PROGRAMS, PLANS, AND POLICIES

INTRODUCTION

While the previous section of the Compendium focuses on specific environmental topics (e.g., air and water quality, transportation, etc.), the sustainability section highlights a wide variety of cross-cutting initiatives undertaken by state and local governments, civic and community groups, nonprofit organizations, and businesses. Sustainability by its very nature demands holistic approaches that infuse principles of ecological and natural systems together with economic and community goals. These comprehensive initiatives integrate programs and policies so they can address sustainability's core tenants of environment, economic, and society thereby meeting the needs of present and future generations.

Part I, *Sustainability Plans, Programs and Indicators* explores how on local governments throughout the country are modifying existing comprehensive plans to reflect the core principles and goals of sustainability and devising new sustainability policy plans environmental program or a comprehensive sustainability plan. While all efforts toward sustainability in U.S. cities are well intentioned, a critical question remains as to what constitutes a comprehensive and successful approach. This part highlights plans and programs from Santa Monica and Pasadena, California, as well as Charlottesville, Virginia and Boulder Colorado. In addition, six supplemental programs are explored along with two tables: Mechanisms Used by Local Governments to Integrate Sustainability; and the Matrix of Sustainability Plans.

Part II, *Sustainable Community Indicators*, introduces us to programs that measure the progress of these sustainability initiatives. Establishing baseline standards and then collecting data about these sustainability programs and plans is critical to long term success. More importantly, these model indicator programs disseminate the information to its citizens in a transparent and open process. Plans where indicators have been integrated into the sustainable plans, policies, and programs include Santa Monica, California, Minneapolis, Minnesota, and San Diego, California.

Part III, *Civic Sustainability* offers a wide array of nonprofit and community resources to help individuals make educated decisions about how to integrate sustainability into their daily lives. Organizations such as the Center for the New American Dream and on line forums such as Eco-Chick list alternative, eco-friendly products and services. This part highlights education tools, such as Santa Monica's Green Map and Sustainable Albuquerque's Website, that make it easy for citizens to find eco-friendly business and green government programs. More importantly, it illustrates the leadership of local nonprofit environmental organizations as they form essential partnerships with local governments. Many times they can achieve things the public and private sectors cannot.

Part IV, *Business and Economic Sustainability*, highlights the pivotal role that private sector organizations and business alliances have taken in furthering sustainability principles across business and industry sectors, such as the Bay Area Green Business Program and Austin's Sustainable Business Council. This part also identifies innovative procurement programs that are greening the business side of local governments.

SUSTAINABILITY PLANS, PROGRAMS AND INDICATORS

Perhaps not as publicized as such international efforts toward sustainability as the Kyoto and Montreal Protocols, campaigns by local U.S. governments to mitigate our anthropogenic contributions to climate change and general environmental degradation have increased in the last five years. Mayors and other city officials and staff in hundreds of cities are taking sustainability from a buzzword to an actual, pragmatic approach to city growth and management. In fact, these efforts at the local level are providing a critical and necessary impetus for state governments and even the federal government to pursue complementary initiatives. City activities and operations are a logical place to address sustainability issues. Though the problems of climate change and environmental degradation are global in scope, the International Panel on Climate Change has projected the effects will vary by locale¹. Thus, a city in the Southwest will likely face different environmental challenges (e.g., water quality and quantity) than a Northeastern city. Local governments would be best attuned to these variations in climate change and positioned to address these challenges through sustainability plans, policies and programs.

Some of the cities profiled in this section of the report used the update of their Comprehensive Land Use Plan and other policy documents as an opportunity to incorporate a systems-oriented, holistic approach to planning for sustainability. A Sustainability Plan constitutes a holistic approach at managing sustainability objectives within a Comprehensive Planning framework. It provides a way to think through systematically a long-term approach to local planning, and to reconcile objectives of economy, environment and equity. It may also be an opportunity to develop specific sustainability related goals, and to use such tools such as sustainability indicators to measure progress towards these goals.

A critical step in any successful Sustainability Plan requires buy-in and ownership from organizations and residents, which is best achieved through a local public involvement process that empowers stakeholder groups to guide development of sustainability plans. With or without a comprehensive sustainability plan, planning at the local government scale is crucial to sustainable development, since this is the scale at which most day-to-day land use and economic development decisions are made. Efforts to balance sustainability criteria for new development and to monitor sustainability indicators are especially vital here. Other cities are utilizing Sustainability Programs which attempt to build on existing policy documents or construct new goal areas. These programs may target specific criteria most applicable to a locality without the substantial resource commitments required of a Sustainability Plan.

Whether a city adopts an environmental program or a comprehensive sustainability plan is dependent on local conditions and leadership goals. While all efforts toward sustainability in U.S. cities are well intentioned, a critical question remains as to what constitutes a comprehensive and successful approach. Is a city truly pursuing sustainability if its efforts include certain, but not all, aspects of a sustainability plan? If a city has no performance indicators, how can it measure its progress? This section attempts to explore these questions, through analysis of several cities' efforts in adopting sustainability plans, policies, and programs.

Toward the end of the document is a matrix that highlights the important details of multiple plans and programs. The matrix serves as an overview of the information we gleaned. As part of our analysis, we considered whether the plan or program has the elements considered critically important to its success, including 1) scope (internal city operations or external activities); 2) performance indicators 3) staff support; 4) interdepartmental efforts to coordinate implementation of the plan; and 5) an advisory committee of local stakeholders. Cities that have strong performance in these categories are discussed. The matrix resulted from an analysis of various cities' sustainability plans and programs to determine the common and pertinent information. The cities included in this analysis were identified through research by the professors and graduate students in the Eco-City Planning Studio. When possible, we conducted interviews with city staff members to obtain supplementary information.

Table 1. Mechanisms Used by Local Governments to Integrate Sustainability¹⁷³

	Sustainability Action Plan	Sustainability Program(s)	Policy Plans
General Characteristics	Includes goals, objectives, implementation plan and indicators.	Integrated city departments and programs.	Describes goals and objectives; may include implementation plan and indicators.
Implementation	Typically led by a public involvement process, includes inter-departmental coordination and a committee of external stakeholders to provide guidance	Typically includes overarching department or staff person to coordinate and align the various efforts.	Depends on municipality, but usually involves some sort of public involvement process.
Pros	A comprehensive approach to sustainability (instead of scatter-shot approach) can be achieved with a shared purpose, appropriate resource allocation, and area-wide awareness.	Builds upon existing programs, or creates new ones with emphasis on sustainability goals. New way of looking at City activities, but likely doesn't require as much investment as overarching plan.	More detailed than charter; provides tangible deliverables that departments can start to work toward. Performance metrics can be created easily.
Cons	Requires a dedicated commitment by City leadership, staff and public, which necessitates a broad education campaign to achieve buy-in.	Requires collaborative participation among typically autonomous departments, staff; requires resource commitment.	Doesn't necessarily require integration of city/county departments or programs.
Examples	Portland, OR; Northampton, MA	Charlottesville, VA	Santa Monica, CA

¹⁷³ Virginia Tech Eco City Studio Two (Fall 2007) Report on sustainability programs and plans

1. (Plan) Santa Monica Sustainable City Program, California

Location: Santa Monica, California

Population: Santa Monica is a small city of roughly 88,000 residents encompassing 8.3 square miles. It faces Santa Monica Bay and the Pacific Ocean to the west and is surrounded by other urban areas to the north, east, and south.

Department: Environmental Programs Division (EPD).

Start Date: Originally adopted by City Council as the *Sustainable City Program* in 1994, subsequent updates were conducted in 2001-2003 to improve and expand the program. It was renamed *The Sustainable City Plan* in 2003 with recent updates in October, 2006.

Budget and Staffing: Approximately 9 full time staff members work in the Environmental Programs Division.

Description: As part of the general land-use planning process required under California state law, Santa Monica began a review and revision of the conservation element of its general plan in 1998. (The conservation element is one of seven state-required general plan elements.) The city used this update as an opportunity to incorporate the systems-oriented, holistic approach of the Sustainable City Program (SCP) and to codify the SCP into the conservation element. This strategy would strengthen the environmental components of the City's general plan because all elements of the plan are required by state law to be internally consistent with each other.

Santa Monica's Sustainable City Program (SCP) grew out of a Task Force on the Environment appointed by the City Council in 1991 to review the city's environmental policies and programs. Seeing the concept of sustainability as a unifying theme, the Task Force recommended a program to define what sustainability means for the city, develop a plan to get there, and then implement the plan. After substantial public involvement, the city council adopted the SCP in 1994.

The Santa Monica Sustainable City Plan is founded on nine Guiding Principles that provide the basis from which effective and sustainable decisions can be made. These Guiding Principles have been revised and updated from the initial versions initially adopted in 1994. The Plan has also been expanded to include eight Goal Areas listed below:

- Resource Conservation
- Environmental and Public Health
- Transportation
- Economic Development

- Open Space and Land Use
- Housing
- Community Education and Civic Participation
- Human Dignity

Within each Goal Area are specific Goals which comprise the core of the community vision and represent what Santa Monica must achieve in order to become a sustainable city. For each goal, specific Indicators have been developed to measure progress toward meeting the goals. Two types of indicators are tracked as part of the Sustainable City Plan. System level indicators measure the state, condition or pressures on a communitywide basis for each respective goal area. Program level indicators measure the performance or effectiveness of specific programs, policies or actions taken by the City government or other stakeholders in the community.

The City's Task Force on the Environment assumed the initial leadership role on behalf of the community for the Sustainable City Program. With the update and expansion of the Sustainable City Plan into new and more diverse goal areas, the Task Force on the Environment recommended the creation of a Sustainable City Task Force (SCTF) that includes broad representation from community stakeholders with expertise in all of the Sustainable City Plan (SCP) goal areas. The City Council created the Sustainable City Task Force and appointed 11 members of the community to provide leadership and guidance for implementation of the SCP.

At the City staff level, an interdepartmental Sustainability Advisory Team (SAT) was created to coordinate existing City activities so they are consistent with the Sustainable City goals and facilitate the future implementation of innovative programs and policies to achieve the goals. Members of this group serve as Sustainable City liaisons to their respective departments. Between them, the SCTF and the SAT are responsible for developing a comprehensive implementation plan for meeting Sustainable City goals and targets, and for coordinating implementation, both interdepartmentally and between the City and community stakeholder groups.

Reporting: Following the City Council adoption of the Sustainable City Plan, the SCTF, SAT and city staff will present Council with a baseline indicators report and a Sustainable City Implementation Plan. The indicators report will be updated and presented to Council annually. The report is intended to provide useful information to City Council, City staff and community members on progress being made toward meeting goals and targets of the Plan, and will provide a basis for decision-making about policies and actions that influence the City's ability to meet the goals and targets.

Timeframe: Program adopted September 1994. The first indicator baseline year was 1990. The first target milestone was the year 2000. The new baseline year is 2000. The new target milestone is the year 2010. Data is updated annually.

Alexandria Match: Developing a policy plan like Santa Monica's would require continued collaboration among the various city departments to identify the existing and proposed programs that help the city achieve an overall goal of improved sustainability and develop related indicators, but it would be a worthwhile future phase of this effort so that tangible objectives and metrics are provided for city staff.

Santa Monica's sustainable programs are not just driven by active citizens and forward-thinking community groups. First and foremost, City government takes a strong leadership role in successfully implementing sustainable initiatives. Second, the city government has realized that if these initiatives are to be successful and lasting, small steps towards change are necessary so that evaluation and reform can be ongoing processes.

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References: Information about the Sustainable City Program is currently available to the public in the form of printed reports and brochures as well as on the web at <http://www.smgov.net/epd/>

2. (Plan and Program) Pasadena Green City Action Plan, California

Location: Pasadena, California

Population: The City of Pasadena is comprised of 146,170 residents encompassing 23.1 square miles. Pasadena is located 10 miles northeast of downtown Los Angeles.

Department: Planning and Development Department in conjunction with Water and Power Department.

Start Date: Pasadena's Green City Action Plan was initiated on September 18, 2006 after adoption by the City Council of the Green City Program, Pasadena.

Budget and Staff: Some staffing and program costs associated with implementing the Urban Environmental Accords (UEA) actions are incorporated into approved department budgets. Costs associated with implementing individual

actions may vary as feasibility studies are completed and costs benefits analyzed. Staff will continue to pursue external funding sources for specific actions and report findings to the City Council.

Description: On June 5, 2005 the United Nations unveiled the Green Cities Declaration and Urban Environmental Accords (UEA); a set of 21 actions for cities to take as first steps in addressing urban sustainability and providing a clean, healthy and safe environment for all members of society. An interdepartmental team with representatives from the Planning and Development, Public Works, Transportation, Water and Power, and the Public Health Departments was formed at the beginning of the year to explore the appropriateness and the feasibility of the City acting upon the 21 Actions of the UEA. From March to May the UEA Team met to develop the action plan.

The plan begins with an introduction and links to Agenda 21. Next the plan outlines 21 actions over seven topic areas. These topics areas include: Energy, Waste Reduction, Urban Design, Urban Nature, Transportation, Environmental Health, and Water. Mixed within these actions are environmental facts about topic areas. The information in the actions is concise, measurable and easy to read.

Following the action steps is a table listing all 21 actions and their status as of January 2007. Each action is rated as either “Achieved,” “Likely,” or “Undetermined.” Seven of the 21 action steps have been classified as achieved, with an additional 10 classified as likely (two of which are projected to be completed later in 2007). Once eight actions have been achieved, Pasadena will become a Green City under the Urban Environmental Accords.

Reporting: The [Environmental Advisory Commission](#) consists of nine Pasadena residents who advise the City Council and make policy recommendations in support of the goals and objectives of the City’s Environmental Charter and monitor and guide the Green City Action Plan. This commission holds monthly open meetings to the public and serves as a forum for the discussion of environmental issues with local, regional, and global impacts.

Timeframe: World Environmental Day 2012 UEA.

Alexandria Match: Developing a policy plan like Pasadena’s Green City Plan would allow Alexandria to follow international guidelines set by the Urban Environmental Accords. By choosing to follow the UEA Agenda 21, the City of Alexandria would have a predetermined, internationally accepted direction to follow; it would also provide Alexandria with a reward opportunity to document its progress compared to other cities.

Point of Contact: Ursula Schmidt
Planning and Development Department, Sustainability Section
(626) 744-4009

References: Information about Pasadena’s Green City Action Plan is currently available on the web at:
http://www.ci.pasadena.ca.us/permitcenter/greencity/home_green.asp

3. (Program and Policy) Charlottesville Environmental Management System, Virginia

Location: Charlottesville, Virginia

Population: Nestled in the foothills of the Blue Ridge Mountains in central western Virginia, the City of Charlottesville is home to 45,000 residents.

Department: Environmental Administration Divisions.

Start Date: Charlottesville’s Environmental Sustainability Policy was signed into effect February 2003 by the City Council.

Budget and Staff: In 2004, after the City hired an Environmental/Stormwater Program Coordinator, the Environmental Administration Division was officially created under the Department of Public Works. The Division is currently composed of three individuals: the Environmental Administrator, the Program Coordinator, and an Environmental Intern. (Frisbee, 2007) The Department of Public Works includes seven other divisions including public utilities, facilities maintenance and management, and public service, among others. A breakdown of the costs incurred is listed in Table 4.

Table 4. Costs Incurred by the City of Charlottesville (January 2003 – December 2004) (GETF, 2005)

<i>Purpose</i>	<i>Cost Incurred (Dollars)</i>
Inclusion in the EPA Program	30,000
Employee Labor (2,393 hours)	57,851
Travel Expenses (EMS Workshop)	6,795
Cost-Share Portion of Intelex’s ISOsoft Environmental Management Software	10,000
Program Total	104,646

Description: Charlottesville began using the EMS (Environmental Management Systems) procedures in February 2003 with a resolution passed by City Council. The EMS program is a set of procedures that aim to reduce environmental impacts and increase operational efficiency through evaluation, ranking, implementation, and measurement.

EMS is not a program unique to Charlottesville; it is based on the International Standardization Organization's (a non-government organization based out of Sweden) requirements. EMS is essentially the U.S. version of the ISO environmental requirements, and had been used in various cities throughout the country (e.g., Seattle, Washington). The EMS program in Charlottesville currently covers only internal city operations, but sets forth the goal of expanding it to include citywide integration of sustainability policies.

The City's EMS is built on the ISO 14001 International Standard and the "Plan, Do, Check, Act" model. This model fosters continual improvement of the system based upon:

1. **Planning** : identifying environmental aspects and impacts and establishing goals [Plan];
2. **Implementing** : objectives and targets, training, operational controls [Do];
3. **Checking** : monitoring, measuring, corrective / preventive action [Check];
4. **Reviewing**: progress reviews and updating the EMS [Act].

Reporting: Under the umbrella of the Environmental Management System, there are programs specific to different city government departments. These include the Citywide Chemical Management Program and the Fuel Storage Tank Program. Charlottesville has incorporated other programs and practices from EMS, including hiring an Environmental Program Administrator. The city is also composed of city staff within the Department. The environmental stewardship principles outlined in the program are as follows:

1. Conservation
2. Co-operation
3. Environmental compliance and risk reduction; and
4. Restoration

Timeframe: Ongoing.

Alexandria Match: The EMS is a good tool for city governments to use in order to restructure internal operations to become more sustainable. Currently it does not include provisions for external citywide application. However, Charlottesville may be a city to watch for how the EMS can be integrated citywide.

Point of Contact: Environmental Administration Department
Environmental Management System
(434) 970-3631

References: Information about Charlottesville’s Environmental Management System is available at <http://www.charlottesville.org/Index.aspx?page=2002>

4. (Program) Boulder County ClimateSmart Program, Colorado

Location: Boulder County, Colorado

Population and Size: The County contains 300,000 residents within 751 square miles of which 9 square miles is water.

Department: Office of Environmental Affairs.

Start Date: The Boulder City Council adopted a goal to reduce greenhouse gas emissions in 2002 and in 2006 adopted the Climate Action Plan (CAP) and CAP tax to fund implementation.

Budget and Staff: The Sustainability Committee advises on earmarked funds and is divided into five sub-committees. There is one Sustainability Coordinator working for the County Commissioner. Currently there are \$1.5 million earmarked funds for sustainability projects.

Description: Boulder County’s ClimateSmart program began in 2006 as a result of the Climate Action Plan adopted by City Council. The program sets overall goals of increasing energy efficiency and reducing the carbon footprint of individuals, businesses, and families. The comprehensive program covers such topics as alternative transportation, renewable energy, and better performing buildings. Benchmarks are incorporated into the programs.

The ClimateSmart program addresses both internal city operations and external citywide sustainability issues. It is a comprehensive program that incorporates many key elements of a sustainable city. ClimateSmart attempts to reduce greenhouse gas emissions to the Kyoto Protocol levels by 2010, as well as achieve carbon neutrality by 2025. It also aims to reduce waste by 50 percent by 2010, and have zero waste output by 2025. These are seemingly lofty goals, but even if they are not completely achieved by the dates set, Boulder will be well on its way to becoming a more sustainable city.

Reporting: In Boulder, the city's Environmental Affairs staff administers all ClimateSmart initiatives which focus on education and outreach to residents and businesses about energy usage and available programs. The staff consults with an Advisory Group, and provides quarterly progress reporting and annual greenhouse gas inventory data to City Council. Programs will be added or adjusted as necessary to ensure maximum efficacy.

The ClimateSmart program is housed within the County Commissioner's Office. The program also has a Sustainability Committee that is involved in the day-to-day work on the programs and practices. This committee also advises on how to use earmarked funds set aside for the program.

The **Sustainability Committee** advises on earmarked funds and is divided into five subcommittees:

- Budget, Education and Incentives
- Buildings and Energy
- Purchasing and Zero Waste
- Policy
- Transportation

This committee is being restructured, so that every county department is represented (including departments such as Community Services and the County Attorney's office, which have typically been under-represented). The committee will continue to have as members all the chairs of the five aforementioned subcommittees.

Timeframe: 2025 Vision.

Alexandria

Match: Developing a sustainability program that is far reaching and incorporates multiple jurisdictions into a comprehensive framework would provide the City of Alexandria with an opportunity to link environmental sustainability to neighboring cities.

Point of Contact: Ann Livingston
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References: Information about Boulder County's Climate Smart Plan is currently available on the web at: <http://www.beclimatesmart.com/programs/>

SUPPLEMENTAL SUSTAINABILITY PLANS AND PROGRAMS

1. (Plan) Fort Collins Action Plan for Sustainability, Colorado

Location: Fort Collins, Colorado

Description: Turning the focus toward their internal systems, the City of Fort Collins adopted the Action Plan for Sustainability in 2004. The document addresses seven specific areas of City operations, recognizes current programs that successfully address sustainability, and offers suggestions for further advancing sustainable concepts within the City organization.

In order to put policy into action, the next step was to assess existing sustainability practices and identify new opportunities in daily City operations. Based on these documented successes and opportunities, the team then prioritized 9 areas of key importance to the City from a list of 31 sustainability topics for local governments. The nine areas are treated equally with no implied priority.

1. Priority A: Sustainable Purchasing General
2. Priority B: Sustainable Purchasing Auto Vehicles and Equipment
3. Priority C: Healthy Productive Employees Employee Health
4. Priority D: Healthy Productive Employees Employee Safety
5. Priority E: Green Buildings New Construction, Major Retrofits, and Operations and Maintenance
6. Priority F: Healthy Ecosystems Water Use Management, Irrigation
7. Priority G: Sustainable Energy Employee Commuting
8. Priority H: Pollution and Waste Reduction Office Recycling and Waste Reduction
9. Priority I: Management Tools Planning

The final step in the planning process was to develop goals and quantitative targets for each of the nine priorities. Each target contains four elements: (1) performance measure: how results will be quantified; (2) scope: what part of the operation will be measured; (3) performance goal: what the desired outcome is; and (4) completion date: when the outcome will be achieved. The team recommends the following steps for accomplishing the goals and targets:

- Obtain Executive Leadership Team (ELT) support for this Action Plan.
- Establish an organizational structure to coordinate implementing this Action Plan.
- Work with appropriate departments to finalize the recommended goals and targets.
- Evolve finalized and approved targets into detailed implementation plans that identify specific resource needs, responsible staff members, and timelines.

The City is already practicing many aspects of sustainability. Measuring, managing, and optimizing the existing sustainability practices and emerging opportunities will accelerate the City's progress.

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References: <http://fcgov.com/sustainability/pdf/sustainability-plan.pdf>

2. (Plan and Program) Charleston Green Team and Green Committee, South Carolina

Location: Charleston, South Carolina

Description: In June of 2005, The Mayor of Charleston signed the U.S. Mayors Climate Protection Agreement and in doing so, set goals for the City of Charleston to reduce its CO2 emissions by seven percent below the 1990 levels by the year 2012. Since then, the City has taken several steps towards achieving this goal. Charleston is in the process of streamlining its city fleet of vehicles by increasing the number of hybrid vehicles and converting to biodiesel-compatible vehicles. The City is also in the process of switching to Energy Efficient LED Traffic and Exit Signs (40% complete). In addition, in 2006 alone, Charleston lowered its CO2 levels by 19,000 tons by installing more energy efficient lighting, enhancing the efficiency of heating and cooling systems and installing low flow water devices in City buildings. All of these retrofits also benefit the city and its taxpayers in annual energy savings.

The City of Charleston will be continuing its efforts through the recent creation of a Staff Green Team and a Green Committee. The Staff Green Team (SGT) in an internal group of 20+ staff members from various City of Charleston Departments. The Green Committee on the other hand, consists of members in the community who are committed to sustainability and making Charleston a better place to live, work and play.

The mission of Charleston's Staff Green Team is to review and improve the City's internal operations from a sustainability perspective. Meeting on a regular basis, the team works to bring more energy-efficient, environmentally-responsible and economically-intelligent approaches to the City's development. Thus far the SGT has already produced a number of changes within the City including (but not exclusive to)...

- Housing and Community Development: First ever LEED-certified multi-unit affordable housing unit in Charleston (Cool Blow St).
- Parks Building Department: Changed out the plumbing fixtures (urinals & commodes) at 823 Meeting St to low flow fixtures (5 gallons per flush down to 1.6 gallons per flush).
- City Hall has installed the first Geo Thermal HV/AC system in the City inventory.

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References: <http://www.charlestoncity.info/dept/content.aspx?nid=1446>

3. (Program) Seattle Environmental Action Agenda, Washington

Location: Seattle, Washington

Description: The City's Environmental Management Program was developed in 1998 to provide a framework for city staff to use in reducing the negative environmental effects of the City's internal operations. This program evolved into the City's Environmental Action Agenda, which is expanded to include not only the City's operations but also broader community sustainability issues. The EAA is organized into 4 priority areas:

- Climate Protection Initiative
- Green Seattle Initiative
- Restore Our Waters
- Healthy People & Communities

The EAA describes the programs designed to address each priority area and also lays out measurable goals for the programs. Also, the OSE has chosen to use Environmental Management Systems (EMS) as a tool for monitoring and mitigating the environmental impacts of City operations and services. The City is using a model based on ISO 14001.

The Urban Sustainability Advisory Panel, comprised of representatives from approximately 20 local organizations from the private, public and non-profit sectors, provides recommendations to the Mayor and City staff in developing the annual Environmental Action Agenda.

Point of Contact: Steve Nicholas, Director
Office of Sustainability and Environment
Phone 206.615.0817
Email: ose@seattle.gov

References: Environmental Action Agenda.
<http://www.seattle.gov/environment/>

4. (Program) Fairfax County Environmental Improvement Program, Virginia

Location: Fairfax County, Virginia

Description: In 2005, Fairfax County's Board of Supervisors established the Environmental Coordinating Committee (ECC) with a mandate "to ensure an appropriate level of coordination and review of the county's

environmental policies and initiatives”.¹⁷⁴ In other words, the ECC’s mission was to coordinate and report on environmental actions and programs across all county agencies. To support this goal, the EPC produced an Environmental Improvement Program (EIP). Targeted for FY 2007, the EIP recommended actions and policies in several different environmental issue areas and under several departments. These actions were designed to comport with the Board of Supervisors’ Environmental Agenda, a document which sets out a 20-year vision of future environmental progress for the county.

The EIP is not a comprehensive list of all environmental actions and programs taking place within the county. For example, it does not list private ventures such as the National Wildlife Federation’s LEED-rated headquarters building in Reston. It does cover all county-funded programs, however, and provides a central repository for information concerning these programs. In addition, it explicitly connects these actions with the goals contained in the Board’s Environmental Agenda. The EIP received an achievement award from the National Association of Counties (NaCo) in June 2006.

In 2006 the ECC presented a new EIP for FY 2008. The FY 2008 EIP listed the status of FY 2007 actions, along with a list of updated programs and actions for the coming year. Examples of completed actions in diverse policy areas include: zoning changes to support transit-oriented development and lower-impact development practices, review of NEPA and other regulatory documents pertaining to projects in the county, extension of commuter bus service in congested areas, ongoing assessment of alternative-fuel vehicles for county use, and improvements in stream hydrology data in the county’s GIS. The higher visibility and connection to specific county environmental goals conferred by the EIP ensures that projects like these do not languish as low priorities within individual department budgets, as well as making it easy for the county to understand its current environmental practices and make changes and improvements to them.

In creating the EIP, Fairfax County has taken a bold step in giving high visibility not only to environmental visions, but to specific programs and actions. The requirement to provide annual status updates and highlight the wide range of environment-related actions undertaken by the county gives strong political clout to environmental interests at a level of government that often listens primarily to land development interests.

References: Fairfax County website:
<http://www.fairfaxcounty.gov/living/environment/eip/>

¹⁷⁴ Fairfax County, Virginia Environmental Improvement Program, 2006, p.A-1

5. (Program) Albuquerque Sustainability Program

Location: Albuquerque, New Mexico

Description: Mayor Martin Chavez has been extremely involved in promoting sustainability throughout the city, both internally and citywide. Albuquerque instituted a comprehensive program across all internal operations, external activities and planning, which was adopted by City Council. The program is organized and overseen by the Sustainability Office. Indicators and benchmarks are currently being formulated, and the overall goals include improving energy efficiency and water conservation, reducing emissions, and increasing alternative transportation use by 2030.

The strategic planning process in Albuquerque includes accounting for and establishing sustainability indicators and benchmarks. It is integrated into the overall planning efforts of the City; it is not separate from the land planning process, waste management planning, and the like. Sustainability indicators are currently being developed and are to be unveiled in 2008.

The staff required to create and implement the sustainability programs in Albuquerque include members of the Sustainability Office, which is housed within the Mayor's Office, as well as the Environmental Health Department. It is a government-wide effort to implement sustainability programs, as there is a representative of each city department who reports to the Sustainability Office regularly. The staff from each department coordinates with the Sustainability Office to implement internal sustainability practices.

Point of

Contact: Mayor Martin Chavez
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References: Sustainable Albuquerque:
<http://www.cabq.gov/sustainability/>

6. (Program) Madison Eco-Municipality, Wisconsin

Location: Madison, Wisconsin

Description: In 2005, Madison Wisconsin became one of the first eco-municipalities in the United States after their city council voted to adopt the American Planning Association's sustainability objectives. The APA's sustainability objectives are based upon the same sustainability principles that are now official policy of 25 percent of all the municipalities in Sweden. The purpose of these policies is to increase the overall sustainability of the community. The distinction between an eco-municipality and other sustainable development projects (such as green building & alternative energy) is the focus on community involvement

and social transformation in a public agency as well as the use of a holistic systems approach. An eco-municipality is one that recognizes that issues of sustainability are key to all decisions made by government. Many eco-municipalities such as the City of Madison also incorporate the Natural Step into their change processes.

In becoming an eco-municipality, cities or towns typically adopt a resolution, based on the four Natural Step framework, which sets the following objectives:

1. Reduce dependence upon fossil fuels.
2. Reduce dependence upon synthetic chemicals.
3. Reduce encroachment upon nature.
4. Better meet human needs fairly and efficiently

Based on the recommendation to adopt a framework for sustainability, the City's Common Council formally adopted the principles of The Natural Step in December 2005. Madison is the first community in Dane county to have done so, and the third of 14 communities in Wisconsin. The 2007 budget created a new City Facilities and Sustainability Manager position within the engineering department. One of the responsibilities of the new manager will be to build on the success of the ten pilot projects. Several of the initial ten projects either have been implemented or are in process, and the municipality has already begun a new process to identify a new round of projects for the future to engage a growing group of City staff trainees. Madison hopes to gradually develop a performance-based budgeting tool with 100 plus benchmarks based on sustainability. After raising internal awareness of sustainability, Madison intends to challenge other communities in Wisconsin to join it on the journey toward sustainability and to offer learning resources to help them get there.

**Point of
Contact:**

Lisa Madison
Lmacmadison@gmail.com
(608) 335-5193

References:

Madison's Green Blueprint:
<http://www.sustaindane.org/Files/MadisonBlueprintProgress06.pdf>

Madison Natural Step Case study:
http://www.naturalstep.ca/documents/Madison_TNScasestudy.pdf

USEFUL LINKS

American Planning Association

[APA policy on Sustainability](#)

Boulder County Sustainability Initiative, Boulder County Colorado
<http://www.co.boulder.co.us/sustain/county/index.htm>

Environmental Management Systems Benchmarking Report
http://www.seattle.gov/environment/Agenda_EMP.htm

MPowering Campaign
www.mpoweringmadison.com

Natural Step (TNS) framework for sustainability
<http://www.ortns.org/>

Santa Monica Sustainable City Plan:
http://www.smgov.net/epd/scp/pdf/SCP_2006_Adopted_Plan.pdf

Santa Monica Environmental Programs Division:
<http://www.smgov.net/epd/about/index.htm>

Sustainable Communities Network (SCN)
http://www.sustainable.org/casestudies/SIA_PDFs/SIA_california.pdf

Sustainable Albuquerque:
<http://www.cabq.gov/sustainability/>

Sustain Dane
www.sustaindane.org

Third EMS Initiative for Public Entities:
<http://www.peercenter.net/ewebeditpro/items/O73F6926.pdf>

United Nations Green Cities Declaration and Urban Environmental Accords
<http://www.newlondonearthday.org/un.html>

U.S. Mayors Climate Protection Agreement
<http://www.charlestoncity.info/shared/docs/0/mcpagreement.pdf>

1000 Friends of Wisconsin
www.1kfriends.org/Eco-Municipalities

APPENDIX TO SUSTAINABILITY PLANS AND PROGRAMS – MATRIX OF SUSTAINABILITY PLANS

Appendix to Sustainability Plans and Programs – Matrix of Sustainability Plans

Location	Population	Type of Government	Plan	Type of Plan	Application/ Scope	Authority	Department of Origin	Time Frame	Point of Contact	Comments
Northampton, Massachusetts	29,000 city residents	Mayor is the chief executive officer of the City and the City Council consists of nine members	Sustainable Northampton Plan	Comprehensive Plan	social equity and economic vitality and environmental security for its citizens, the community, and its built and natural resources. energy savings, waste management and green buildings and green roofs.	Does not appear to have been adopted by Council yet. Plan in draft form.	Planning Department	10 years	Wayne Feiden, AICP, Director Office of Planning and Development (413) 587-1265	City has inventory and previous reports. Plan efforts resulted in hiring .an Energy and Sustainability Officer to focus primarily on City operations. Plan ID's potential conflicts along with response
Burlington, Vermont	39,150 city residents	Mayor/ City Council	Legacy Project Action Plan	30-year Sustainability Action Plan	economy, neighborhoods, governance, youth, and environment	Approved by resolution in 2000 by City Council	Creation overseen by Community and Economic Development Office (CEDO)	30-year plan; progress reports provide annual (short-term) success	Jennifer Green, Legacy Project Co-Coordinator 802-865-7532 / jgreen@ci.burlington.vt.us	A Steering Committee was formed to design the public involvement process and guide development of the action plan. During implementation phase, the committee has provided feedback on areas the plan does not adequately address.
Fayetteville, Arkansas	69,000 city residents	Mayor/ City Council	City Plan 2025	Comprehensive Land Use "Strategy" Plan	land use planning-sprawl, infill, livable transportation growth, green network, traditional town form, attainable housing	Adopted July 2006 by City Council	unclear	2025	John Coleman, Sustainability Coordinator, (479) 575-3272, jcoleman@ci.fayetteville.ar.us	A comprehensive land use strategy to achieve goals; funding is provided for next steps (specific plans and studies, etc)
Santa Monica, California	88,000 city residents	Mayor/ City Council	Sustainable City Plan	Action Plan	resource conservation, environmental and public health, transportation, economic development, open space and land use, housing, community education and civic participation, human dignity	Adopted by City Council as Sustain-able City Program in 1994, subsequent updates and development into a Plan adopted in 2003, 2006	Environmental Programs Division	2010, baseline of 2000 is used as comparison	Shannon Parry, Staff Contact, shannon.parry@smgov.net	Sustainable City Task Force, comprised of City officials, staff, experts and interest groups, has guided plan updates. Interdepartmental Sustainability Advisory Team guides implementation across City programs.
Charleston, South Carolina	107,000 city residents	Strong Mayor/ City Council	Green Charleston and Local Action Plan on Climate Change	Action Plan	energy, transportation, recycling and waste management, land use/ planning	Draft: vote in early 2008	Mayor's Office, then Dept of Planning and Neighborhoods	unclear- 2012 Conference of Mayors obligations	Carolee Williams, Director of Special Projects, (843) 724-3776, williams@ci.charleston.sc.us	Following the Conf of Mayors agreement, the Mayor created Green Charleston. Then the Local Action Plan and Green Committee/ Staff Green Team were formed
Helzinborg, Sweden	124,000 city residents	City Council, Executive Committee, City Executive, Mayor	Climate Investment Program- "KLIMP"	Action Plan/ Initiatives	citizen cooperation, transportation, energy, land planning, and water	Competed with other cities in Sweden to be part of the program- won 1 of 4 slots in 2003	unclear	2050- 50% fewer CO2 emissions (from 1990)	Lisa MacKinnon, 1000 Friends of Wisconsin, Policy Director, 608-259-1000	The city has already seen a reduction in CO2 emissions (365,000 tons) and megawatt hours of energy used (570,000 Mwh), as well as a 20% increase in bus ridership
Fort Collins, Colorado	139,900 city residents	Council/ Manager form of government. The Council is comprised of an at-large Mayor and six district Council Members	Action Plan for Sustainability	Action Plan	sustainable purchasing, healthy productive employees, green buildings, healthy ecosystems, sustainable energy, pollution and waste reduction, management tools	Adopted internally by City Manager for internal operations	Natural Resources Director	N/A	Lucinda Smith, Senior Environmental Planner, City of Fort Collins, Natural Resource Department, (970) 224-6085, lsmith@fcgov.com	City is looking at ways to incorporate programs and policies for external customers/citizens
Pasadena, California	146,170 city residents	Mayor/ City Council/ City Manager	Green City Action Plan, Environmental Advisory Committee	Action Plan	energy, waste, urban design, urban nature, transportation, environmental health, water: taken from UEA	9/2006 City Council legislation to enact Green City Action Plan (GCAP)	City Manager directed Planning and Development Department based on Water& Power employee's recommendation.	World Environment Day 2012	Ursula Schmidt, Planning and Development Department-Sustainability Section, (626) 744-4009	7 of the 21 action items have been completed already.

Location	Population	Type of Government	Plan	Type of Plan	Application/ Scope	Authority	Department of Origin	Time Frame	Point of Contact	Comments
Waitakere, New Zealand	194, 700 city residents	Chief Executive/City Council form of government. Council consists of 41 elected members which includes a Mayor.	Greenprint	Vision Plan, Strategic Plan and Action Plan	community empowerment, urban consolidation, a strategy of involvement, a holistic approach to health and safety, traffic reduction and community mobility, a life-cycle approach to energy, resources and waste, greater economic independence	Adopted by Council	unclear	Current plan is from 1999 has 2010 horizon. Plan also includes 1-3 yr goals with 2001 targets	Eco-City Website, but no points of contact. http://www.waitakere.govt.nz/AbtCit/ec/index.asp	In 1993 Waitakere City Council became an eco-city, this included adoption of a the mission statement Waitakere eco-city and 3 goals - sustainable, dynamic and just. Council has committed itself to implement the goals and programs proposed in Agenda 21, and Greenprint is the vehicle to accomplish this.
Madison, Wisconsin	203,000 city residents	Mayor/ City Council	Building a Green Capital City	Policy Document/ Action Plan	energy sustainability and green buildings	Mayor and Council resolution 2004	Office of the Mayor and Engineering Department	unclear- no specific time given; strives to be a progressive energy conservation leader in 5 years	Jeanne Hoffman, Facilities and Sustainability Manager, Engineering Department	Includes the Mayor's Energy Task Force, and 2 sub-committees; lists vision, goals, and recommendations
Sacramento, California	400,000 city residents	Mayor and eight Council Members; City Manager	Sustainability Master Plan	Action Plan	solid waste, energy, greenhouse gases, food systems	energy independence; climate change; air quality; material resources; public health & nutrition; urban design, land use, green buildings, and transportation; open space & quality habitat; water resources & flood protection; public & personal responsibility	On April 3, 2007, a preliminary draft was presented to the Mayor and City Council. Draft was presented as info item at 11/5/07 Development Oversight Commission, no action taken	Appears General Services is presenting plan to Council. Website notes the development of plan coordinated by Planning but not sure if it was written by Planning. Development Services, Neighborhood Services, and Utilities also involved.	unclear	Reina Schwartz, Department of General Services (916)808-7195
Portland, Oregon	537,100 city residents	City Commissioner form of government (includes Mayor, City Council members, and City Auditors)	Office of Sustainable Development Strategic Plan (2004)	Strategic Plan	Three focus areas of the annual EAA: Lean Green Government, Healthy Urban Environments, and Smart Mobility	solid waste, energy, greenhouse gases, food systems	Approved by department staff and informally approved by City Council and Mayor	Office of Sustainable Development (www.sustainableportland.org)	Strategic plan is forward looking to 2050.	Susan Anderson, Director, Office of Sustainable Development, 503-823-6800
Seattle, Washington	582,180 city residents	Mayor/ City Council	Environmental Action Agenda (evolved from the Environmental Management Program)	Action Plan	municipal, utilities, homes and buildings, community, "Go Neutral" plan	Three focus areas of the annual EAA: Lean Green Government, Healthy Urban Environments, and Smart Mobility	Comprehensive EMP approved by City Council in 1999; EAA approved by City Council on annual basis	Office of Sustainability and Environment	EAA is annually revised, but the long-range timeframe is not stated explicitly	Office of Sustainability and Environment, ose@seattle.gov
Austin, Texas	710,000 city residents	Mayor/ City Council	Austin Climate Protection Plan	Action Plan		municipal, utilities, homes and buildings, community, "Go Neutral" plan	adopted by City Council 2/2007 after being announced by Mayor	Office of the Mayor	varies- some by 2020, some by 2015	Matt Watson, Executive Assistant to the Mayor, (512) 974-2043, matt.watson@ci.austin.tx.us

Location	Population	Type of Govt.	City Operations, External, or Both?	Types of Programs	Implementation Department	Standing Committee	Staff	Funding	Indicators/Benchmarks	Time Frame for Goals	Point of Contact	Comments
Ashland, Wisconsin	9,000 town residents	Mayor/ City Council	Both	The Natural Step	Department of Planning and Development	N/A	3 staff members (all members of the Department of Planning and Development)	unclear	N/A	Zoning Code rewrite incorporating The Natural Step principles is currently in draft format and will be completed early 2008	Brea Lemke, Director of Planning & Development, 715-682-7041	Influences the Comprehensive Plan adopted October 2004
Charlottesville, Virginia	45,000 city residents	Council/ City Manager	City Operations currently, 2007 Vision has as one goal the integration city-wide of the sustainability policies set forth in the EMS	Environmental Management System; under this umbrella, programs like the Citywide Chemical Management Program and the Fuel Storage Tank Program have been developed.	Environmental Administrative Division, under the Department of Public Works	NA	Two full-time staff, and one intern	Two year-period of implementation had costs of approx. \$100K	Objectives and targets are set by the departments using the EMS protocol as guidance	NA	Environmental Administration, 305 4th St NW, Charlottesville, VA 22903 (434) 970-3631	EMS can be a useful tool for evaluating and improving City operations, though it should not be considered a comprehensive approach to City-wide sustainability
Flagstaff, Arizona	52,900 city residents	Council/ City Manager	Both	Climate Management (energy focus), Lecture Series, Sustainability Plan	Sustainability and Environmental Management Division of the Department of Public Works	Sustainability Commission which consists of seven council-appointed members Sustainability Leadership Teams , which are comprised of one member from each city department.	Manager and one other full-time staff member. The program also utilizes two interns from Northern Arizona University to assist in projects and research.	Unknown	Meet or beat the Kyoto Protocol targets and reduce locally generated GHG emissions seven percent from its 1990 levels	2012	Nicole A. Woodman, Sustainability Manager, City of Flagstaff, 928.779.7685 ext. 3208, nwoodman@ci.fl agstaff.az.us, www.flagstaff.az.gov/sustainable	Mayor Joe Donaldson signed the U.S. Conference of Mayors Climate Protection Agreement
Fayetteville, Arkansas	69,000 city residents	Mayor/ City Council	City Operations now; hopefully external in the future	Sustainability Coordinator Position	Office of the Mayor	N/A	Just the Sustainability Coordinator	First year funded by the Mayor, second year and on self-funded using energy cost savings	N/A	N/A	John Coleman, Sustainability Coordinator, (479) 575-3272, jcoleman@ci.fayetteville.ar.us	Position was created in May 2007; Coordinator oversees all purchasing, internal energy issues, and also coordinates all departments on sustainability issues
Santa Barbara, California	90,500 city residents	Council/ City Manager	Both	Waste Prevention; Water Quality, Conservation, and Habitat Restoration; Climate Protection.	Various Departments	Green Team	Unclear	unclear	Waste Prevention-Council declared its goal to attain a 70% diversion rate. Other programs unclear.	Waste Prevention-2010. Other Programs Unclear	Sustainability Website. http://www.santabaraca.gov/Government/SustainableSB/	Website for each topic area includes city programs and best practices. Program produces annual report but no plan was found.
Charleston, South Carolina	107,000 city residents	Strong Mayor/City Council	City Operations now; hopefully external in the future	Permanent committee formed	Department of Planning and Neighborhoods	Charleston Green Committee	Staff Green Team- 4 staff members from various departments	unclear-recommended funds in 2008 for a Director level staff Sustainability position and 2 internship positions	unclear	unclear- 2012 Conference of Mayors obligations must be followed	Carolee Williams, Director of Special Projects, (843) 724-3776, williamsc@ci.charleston.sc.us	

City Operations, External, or Both?												
Location	Population	Type of Govt.	City Operations, External, or Both?	Types of Programs	Implementation Department	Standing Committee	Staff	Funding	Indicators/Benchmarks	Time Frame for Goals	Point of Contact	Comments
Helzinborg, Sweden	124,000 city residents	City Council, Executive Committee, City Executive, Mayor	External	Street Light Dimmer Program	unclear	Unclear	Unclear	50% of this program must be funded by the local community, the other 50% is paid by the government	N/A	N/A	Lisa MacKinnon, 1000 Friends of Wisconsin, Policy Director, 608-259-1000	Allows for variation in street light brightness for different needs and locations
Waitakere, New Zealand	194,700 city residents	Chief Executive/Council form of government.	Both	Cleaner Production, Building Sustainably; Living Sustainably, Eco Friendly House, Sustainable Transport, Greenprint Plan	unclear	Unclear	unclear	unclear	Varies	N/A	Eco-City Website, but no points of contact. http://www.waitakere.govt.nz/AbtCit/ec/index.asp	Many of the initiatives have sub-programs within them
Boulder County, Colorado	300,000 county residents	County Commissioners	Both	ClimateSmart program (www.beclimatesmart.com), which is a broad effort that includes programs like increased alternative transportation, renewable energy use, and better performing residential and commercial buildings.	County Commissioners' Office	The Sustainability Committee advises on earmarked funds and is divided into five sub-committees: 1) Buildings & Energy, 2) Purchasing & Zero Waste, 3) Transportation, 4) Policy, and 5) Education & Incentives	One Sustainability Coordinator working for the County Commissioner	\$1.5 million in earmarked funds for sustainability projects	Goals have been formulated only for GHG emissions and waste: 1) reduce GHG emissions to the Kyoto Protocol levels by 2010, and to carbon neutrality by 2025; and 2) 50% waste diversion by 2010 and zero waste output by 2025.	2000, 2005, 2025	Ann Livingston, Sustainability Coordinator alivingston@co.boulder.co.us	
Minneapolis, Minnesota	382,600 city residents	Council/ City Manager	Both	Two different grant programs, Development of Indicators, Sustainability Plan	Environmental Management Department	Environmental Coordinating Team (ECT) Citizen Environmental Advisory Committee (CEAC)	unclear	2007 City awarded \$50,000 in grants to 5 local groups. Also have a \$1,000 mini-grant. Unclear what internal operating expenses are.	Range across several categories including housing, environment, and citizens' health	Staff to set 10 year targets	Gayle Prest, Manager of Environmental Services at gayle.prest@ci.mnneapolis.mn.us .	Appears to be program with several different reports, unclear about plans although there are references to a plan (maybe comp plan?)
Sacramento, California	400,000 city residents	Council/ City Manager	Both	Spare the Air and Take Alternative Transportation, Recycle – Keep It Out of the Landfill, Reduce Storm water Pollution – Help Keep Our Water Clear, Conserve Water, Keep Our City Green: Learn About Our Urban Forest.	General Services	unclear	unclear	unclear	unclear	unclear	Keith Roberts, City Energy Manager, (916)808-4726 Reina Schwartz, Department of General Services (916)808-7195	Inventory done of existing efforts. Draft plan to build on these efforts

Location	Population	Type of Govt.	City Operations, External, or Both?	Types of Programs	Implementation Department	Standing Committee	Staff	Funding	Indicators/Benchmarks	Time Frame for Goals	Point of Contact	Comments
Albuquerque, New Mexico	505,000 city residents	Mayor/ City Council	Comprehensive program across all internal operations, external activities and planning	Renewable Energy and Biofuels; Alternative Transportation; Energy Conservation; Water Conservation; Greenhouse Gas Emission Reduction	Sustainability Office	NA	Sustainability E-team of city staffers to provide recommendations	NA	Development of indicators as part of the strategic planning process, to be conducted in 2007 / 2008	2030	Mayor Martin Chavez, chavez@albuquerquegreen.com	
Austin, Texas	710,000 city residents	Mayor/ City Council	Both	Green Building Program; a City Climate Action Team; Online "Carbon Footprint" Calculator; a future carbon-neutral recognition program for homes and businesses	All departments (one staff); a new department-Program Manager	unclear	Program manager and 5 full-time employees; each department will have one staff member assigned to climate protection efforts	varied: 2008 in the budget; some are self-funded or paid for by avoided costs; will save money for government and taxpayers	N/A	2020- city operations; 2020- energy savings; 2015- new homes; etc	Matt Watson, Executive Assistant to the Mayor, (512) 974-2043, matt.watson@ci.austin.tx.us	Proposes many programs for within government, energy savings, and new buildings, as well as land use

SUSTAINABLE COMMUNITY INDICATORS

An *indicator* “points to an issue or condition...to show you how well a system is working.”¹⁷⁵

There are three types of traditional indicators: environmental, economic, and social. Examples of indicators include the erosion rate of soil, the Gross Domestic Product (GDP), or the graduation rate of high school students. Effective indicators are relevant, easy to understand, reliable, and timely and are generally independent of each other and one-dimensional. Compared to typical indicators, *sustainable indicators* integrates all aspects of a community – including the environment, economy, and society – to measure its sustainability. The U.S. Environmental Protection Agency defines “sustainability” as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”¹⁷⁶

Examples of sustainability indicators include the diversity and vitality of local job base; vehicle miles traveled; and number of voters who vote in elections. These indicators provide a more broad understanding of the environmental, economic, or social condition of a community – they aim to measure if the condition is actually sustainable. In addition to the key attributes of typical indicators, *Sustainable Community Indicators* address a community’s resource consumption rate, focuses on the long range view, and links the economy, environment, and society. Additionally, they aim to “advance local sustainability but not at the expense of others. Resources such as the [Guide to Sustainable Community Indicators](#) (Hart, 1999) provide a checklist (also on-line at <http://www.sustainablemeasures.com/Indicators/ChecklistItself.html>) to help guide a community in creating indicators of this type.

It is important to understand the goals of a community and how indicators fit with their current or future goals. Often a community will form indicators around established goals. A general goal of a community is to reduce the amount of traffic congestion. A sustainable community indicator that aligns with this goal would be to determine the vehicle miles traveled per capita per year and number of transit riders. The point of this is to determine and track the root cause - or causes of the problem - such as traffic congestion.

Challenges faced by communities developing indicators include creating a program or a plan for them to fit into. As most indicators cut across many different departments, it is important that they are managed interdepartmentally. The model programs below help explain how different cities use indicators to measure sustainability. Where Santa Monica’s plan included indicators from the very beginning; Minneapolis included indicators after the sustainability program began; and San Diego formed their sustainability indicators around a pre-established plan.

¹⁷⁵ Hart, Maureen. 1999. [Guide to Sustainable Community Indicators, Second Edition](#). North Andover, MA.

¹⁷⁶ <http://www.epa.gov/sustainability/>

1. Santa Monica Sustainable City Plan – Progress report

Location: Santa Monica, California

Department: Environmental Programs Division

Start Date: Adopted, 1994; Updated, 2004; Revised, 2006

Budget and Staffing: Sustainability Advisory Team (SAT)

Description: Proposed in 1992 by the City’s Task Force on the Environment, the Santa Monica Sustainable City Program (now Plan) was adopted in 1994 by Santa Monica City Council. The Plan provided goals, indicators, and targets for four goal areas which have since been expanded to eight including resource conservation; environmental and public health; transportation; economic development; open space and land use; housing; community education and civic participation; and human dignity. In 2001, the Sustainable City Working Group was formed to update the Plan through 2010. In order to track the City’s sustainability over time, indicators were developed. The City tracks both “system” level indicators that measure the state, condition or pressures on a community-wide basis for each goal area and “program” level indicators that measure the effectiveness of a specific program. Because many of the goals and indicators overlap, a “Goal/Indicator Matrix” was developed to recognize the interconnectedness of the environment, economic, and social welfare of the City.

To communicate the progress of the indicators to the community, the city has implemented a “Progress Report.” Information pertaining to each of the eight goal areas is provided along with a letter grade on performance and effort.

Alexandria

Match:

Santa Monica has used indicators to measure their sustainability since the initiation of the program. Because of this, they have the most comprehensive list of indicators out of the reviewed programs - a total of 66 indicators within 8 goal areas. Keys to the success of Santa Monica’s plan are the Sustainable City Task Force which includes “broad representation from community stakeholders with expertise in all of the goal areas” and the interdepartmental Sustainable Advisory Team comprised of city staff. For Alexandria to develop a comprehensive list of indicators like the City of Santa Monica, the City would need to enlist City staff from all of its departments along with experts within each field to ensure that the indicators are properly developed, tracked, and reported.

References: Santa Monica Sustainable City Plan

http://www.smgov.net/epd/scp/goals_indicators.htm

Indicator Progress Report

<http://www.smgov.net/epd/scpr/index.htm>

2. Minneapolis Sustainability Initiative

Location: Minneapolis, Minnesota

Department: 18 City Departments with a focus on Community Planning and Economical Development, Health and Family Support, Public Works, Regulatory Services, and the Police Department

Start Date: Adopted, 1994; Updated, 2004; Revised, 2006

Budget and Staffing: 2 FTE Sustainability Coordinators; indicators are incorporated into the business plans of 18 city departments

Description: In 2003, the Mayor and City Council of Minneapolis passed a resolution to start the development of the City's Sustainability Program. In 2005, a resolution was passed to amend the city's Comprehensive Plan to include aspects of sustainability. At the same time, the city adopted 26 indicators of sustainability. These indicators were formed with the help of the Minneapolis Citizens Environmental Advisory Committee (CEAC) and the city's Environmental Coordination Team (ECT). In 2006, the City produced its first annual report on sustainability which included baselines for the indicators. That same year, each of the city's 18 departments reviewed the indicators to assess their "challenges and opportunities to influence" them. The Program is managed by two full-time Sustainability Coordinators. They are responsible for working with the ECT and CEAC to ensure that the Sustainability Program is running smoothly.

Each of the 26 indicators are delegated to city staff. The staffer acts as the champion for the indicator and work across the departments to determine the progress for that indicator. For this process to be successful, the person responsible for the indicator must act as a champion for the indicator, pushing for action from the departments. This process has instilled a sense of competition between the divisions to see who can reach their targeted goals. The strong support from the Mayor and City Council also encourages the city to work hard to achieve sustainability.

Alexandria

Match: The concept of having an individual champion for each indicator seems dependent on the City of Alexandria's staff – they should be open to accepting new roles and adding work to their schedule. Additionally, the program relies on the City acquiring two additional full-time staff to manage the program.

Contact

Information: Gayle Prest, Sustainability Manager
(612) 673 - 2931

References: Minneapolis Sustainability Initiative Indicators:
<http://www.ci.minneapolis.mn.us/sustainability/indicators.asp>

3. San Diego Sustainability Community Program

Location: San Diego, California

Department: Environmental Services Department (ESD)

Start Date: Adopted, 2002; Updated, 2004

**Budget and
Staffing:**

The program is funded by the California utility ratepayers under the auspices of the California Public utilities Commission.

Description: In 1998, the Livable Community Advisory Committee began to identify ways to incorporate sustainability into their community. In 2002, the Committee presented a list of indicators to City Council. These indicators organized under 10 goal areas were approved and were taken over by the City's Environmental Services Department (ESD). Per the city, the purpose of the indicators is to ensure that the "policies and practices...support a more sustainable future." In 2004, the city surveyed the public to determine their views on how important an indicator is (air quality, local poverty level, level of traffic congestion, etc.), how satisfied they were with the conditions regarding each indicator, and how they have changed over the last five years. The survey results were drafted into an information-only report. Since 2004, no information has been provided to the citizens on these indicators or the status of them via the city's ESD Web site.

Alexandria

Match:

The concept of matching indicators with pre-existing goals is useful for the City of Alexandria. This way the city does not have to develop a new plan but can mold the concept of sustainability around existing elements. It is also important to gauge the city's resident's view of the indicators and San Diego's implementation of a survey for this is helpful.

References: San Diego Sustainability Program:
<http://www.sandiego.gov/environmental-services/sustainable/facts.shtml>

USEFUL LINKS

Sustainable Measures Web site

<http://www.sustainablemeasures.com/>

International Institute for Sustainable Development (IISD), Sustainable Development Indicators Report

http://www.iisd.org/pdf/2005/measure_indicators_sd_way_forward.pdf

Earth Policy Institute Eco-Economy Indicators

Eco-Economy Indicators are twelve trends that the Earth Policy Institute tracks to measure progress in building an eco-economy.

<http://www.earth-policy.org/Indicators/index.htm>

Jacksonville Community Council

<http://www.jcci.org/statistics/understandingindicators.aspx>

Jacksonville Community Council's Report on Sustainable Community Indicators

http://www.jcci.org/statistics/documents/measuring_progress.pdf

Sustainable Seattle

<http://www.sustainableseattle.org/>

Community Indicators Report, 2005

http://www.communityhlth.org/communityhlth/files/files_resource/CommunityIndicatorsReport_1-05.pdf

Communities Count

<http://www.communitiescount.org/>

GAO Report to Congress on Environmental Indicators

<http://www.communityindicators.net/documents/d0552.pdf>

Cape Cod

www.sustaincapecod.org

CIVIC SUSTAINABILITY

Civic environmentalism is gaining popularity as a model of second generation environmental policy. With its focus on civic engagement, market-based tools, and private-public partnerships, civic environmentalism has proved successful at the local, state, and regional levels. It provides for the regular, practical participation of all citizens in environmental decisions so that environmental outcomes are sustainable long-term. By encouraging the framing environmental issues in terms of what can be done, civic environmentalism holds the promise to be a significant vehicle for engaging communities with environmental issues. Such activity is necessary because environmental decisions and policies have an irreducibly political component. Civic environmentalism opens the door to taking advantage of concrete local knowledge of the ways in which ecosystems work and relate to human activities, and allows for flexibility and diversity of methods to protect and improve the quality of our natural surroundings.

Consensus building is the building block of policy change. The impenetrability of local bureaucracies, the power of national policy, and the indifference of the global marketplace can only be countered by concerted local action that translates into political influence. A community that is well organized is more likely to launch successful environmental initiatives to ensure that policies and programs benefit all residents. An important role of civic environmentalism is its ability to successfully contribute to the “environmental” aspects of sustainable communities.

Greater sharing of control by citizens, non-governmental organizations and local bodies are far more likely to result in a greater social capital. It will also facilitate a holistic appreciation of the inextricable links between environmental, social and economic characteristics of sustainable communities. Civic environmentalism rests on six "core concepts," which are:

1. Democratic participation in decision-making
2. Community and regional planning.
3. Environmental education.
4. Industrial ecology.
5. Environmental justice.
6. Place.

Civic environmentalism is not an abstract ideal, but a viable and effective way of dealing with environmental concerns. It provides a new way of thinking about the relationship between citizenship, nature, and community. It asks people to think locally and act locally. It claims that serious and responsible deliberation in communities and states, mobilizing the efforts of as many citizens as possible, can improve environmental quality and civic life.

By encouraging thinking about environmental issues in terms of what can be done, civic environmentalism holds the promise to be a significant vehicle for engaging communities with environmental issues. We look at a broad range of arenas, including watersheds, sustainable communities, environmental justice and urban health, ecosystem restoration, land trusts, ecosystem partnerships, community forests and farms.

1. The Center for a New American Dream / Sustainable Lifestyle

Location: N/A

Start Date: 2005

Description: The Center for a New American Dream is a non-profit organization based in Takoma Park, Maryland, on the border of Washington, DC. A primary focus of New American Dream is promoting sustainable consumption. New American Dream's stated mission is to "help Americans consume responsibly to protect the environment, enhance quality of life, and promote social justice." The organization works with individuals, institutions, communities, and businesses to conserve natural resources, counter the commercialization of the culture, and change the way goods are produced and consumed. New American Dream encourages people to "*live consciously, buy wisely, and make a difference,*" which it explains as follows:

- "*Living consciously* means getting more of what really matters in life, being aware of what's going on around you, finding balance, and having a little fun while you're at it;
- "*Buying wisely* means becoming a positive force in the marketplace, using your purchasing power to support business practices that are safer for the environment and better for people;
- "*Making a difference* is all about making sure your citizen voices are heard, being active in your community and letting policy-makers know where you stand."

In reference to its name, the organization states that it is dedicated to helping support and nurture an American dream that upholds the spirit of the traditional dream, but with a new emphasis on sustainability and a celebration of non-material values. One of New American Dream's goals is to shift the culture from an emphasis on more to an emphasis on more of what matters." It is up to the individual to determine what matters in his or her life, but the organization offers, by way of example, more time, nature, fairness, and fun as appropriate points of emphasis over material goods

Highlighted Program:

The **Responsible Purchasing Network (RPN)** is a national network of procurement-related professionals dedicated to socially responsible and environmentally sustainable purchasing. Officially founded in 2005, RPN is a program staffed and managed by the Center for a New American Dream, and advised by a voluntary Steering Committee of leading procurement stakeholders from

government, industry, educational institutions, standards setting organizations, and related organizations.

Point of Contact:

Jared Seltzer
6930 Carroll Avenue, Suite 900
Takoma Park , MD 20912
(301) 891-3683
E-mail: jared@newdream.org

References: The Center for a New American Dream
<https://www.newdream.org>

Responsible Purchasing Network
<http://www.responsiblepurchasing.org/>

2. Little Green e-Book / Simple Steps for Reducing One’s Carbon Footprint

Location: N/A

Start Date: Morgan Stanley World Wise 2007

Description: Morgan Stanley has put together the “Little Green e-Book:” - 50 tips on how to make your life greener and help tackle climate change. The guide shows how simple things can be done to enable us to take action and make a difference. The guide starts with ways of measuring our carbon footprint and expands into conserving energy, switching to alternative forms of energy (biofuels, solar electricity, wind power, etc.). The interactive book tackles issues of the conserving tree canopy, improving water conservation, and many other issues surrounding global warming from an end user perspective. These 50 simple efforts, that can be done everyday, can help galvanize social responsibility by making communities a better place to live, work and play.

“Morgan Stanley recognizes that a healthy and sustainable environment is critically important to our global society, our economy, our business and our people. We believe that we have a responsibility to manage and leverage our resources - and the work we do as one of the world's leading financial services firms - in a way that promotes a healthy environment. As such, we are committed to considering environmental issues in all aspects of our business, including how we evaluate companies, transactions and risk; how we collaborate with and serve our clients, financing partners and employees; how we conduct our own operations; and how we promote and develop new market opportunities.” (from morganstanley.com)

Point of Contact: Morgan Stanley Community Affairs
Environmental Initiatives
Morgan Stanley Community Affairs
1633 Broadway, 20th floor
New York, New York 10019
212-537-1400
E-mail: whatadifference@morganstanley.com

References: Morgan Stanley “Little Green e-Book:”
<http://www.morganstanley.com/about/community/littlegreenebook/>

3. Eco-Chick / Sustainable Consumerism

Location: N/A

Start Date: 2008

Description: Eco-Chick is an online forum designed to raise the awareness of women about the everyday changes in the environment women can make. It creates a support structure to help women make ‘green’ consumer choices in reducing our carbon footprints by purchasing eco-friendly products. The website offers solutions to eco-friendly living; everything from purchasing non-toxic house-hold products, reducing garbage in our landfills to what clothing and hair products are environmentally friendly. It is a good forum for women and creates a support structure and network of community members all interested in helping to reduce our environmental impact on the earth. What we consume, where it comes from and where it goes all has consequences on the environment. Becoming an environmentally smart consumer is a start to reducing climate change and our impact on the earth.

Point of Contact: Starre Vartan, Founder and Editor
starre@eco-chick.com

References: Eco-Chick can be found at the following URL:
<http://eco-chick.com>

4. Simple Steps / Sustainable Lifestyle

Location: N/A

Start Date: 2007 Natural Resources Defense Council

Description: Simple Steps is a new initiative by the Natural Resources Defense Council (NRDC) for people who are looking for easy, everyday actions they can do to protect our health, our homes -- and our planet. NRDC is a

national, nonprofit organization of scientists, lawyers and environmental specialists dedicated to protecting public health and the environment.

NRDC's Simple Steps website gives consumers the information they need to make healthy decisions for yourself, your home and the planet. Find out about easy, everyday actions you can take to make a real difference, from finding a safe sunscreen to choosing fish low in mercury. It's a place to share tips and talk with others who care about their world--and take more action if you

Point of

Contact: simplesteps@nrdc.org

References: More information on Simple Steps can be found online:
<http://www.simplesteps.org/content/view/134/>

5. Arlingtonians for a Clean Environment (ACE)

Location: Arlington, Virginia

Start Date: ACE was created in 1978 by local government in response to a national corporate public relations campaign. Specifically, ACE was founded by the Arlington Department of Public Works as a charter Clean Community System of the organization Keep America Beautiful. During the 1980s, the group started to address other issues beyond litter, and began focusing its efforts on recycling. Around that time, ACE also disaffiliated with Keep America Beautiful. Today, ACE is still a volunteer organization focusing on litter and recycling, with additional programs in the areas of community sustainability, watershed resources, and schoolyard education.

Budget and Staffing:

Supported primarily by the Arlington County government under a grant from the Department of Environmental Services Solid Waste Division. Additional funding is secured through government and foundation grants and donations from individuals and organizations.

Fiscal Year 2006 Financial Report

Revenue Received:

- Grant Support \$ 88,608
- Contributions \$ 40,468
- Other Income \$ 3,468
- **Total: \$132,545**

Revenue Spent:

- Program Services \$ 92,741
- Support Services \$ 28,067

- **Total: \$120,808**

Note - ACE fiscal year ran from July 1, 2005 through June 30, 2006

Description: Arlingtonian's for a Clean Environment (ACE) works to improve the environment of Arlington County, Virginia together with citizens, civic associations, government agencies, and the business and professional community in order to achieve and maintain a clean and sustainable community. ACE provides environmental education and volunteer opportunities to Arlington County residents and is

Point of Contact:

Arlingtonian's for a Clean Environment
2700 S. Taylor Street
Arlington, Virginia 22206
703-228-6427
office@arlingtonenvironment.org

References: Website: www.arlingtonenvironment.org

6. Sustainable Blacksburg / Non-Profit Community Organization

Location: Blacksburg, Virginia

Start Date: Program launched in August 2006.

Budget and Staffing:

Sustainable Blacksburg is a collaborative community partnership formed as part of a \$95,000 U.S. EPA Resource Conservation Challenge grant received by the Town of Blacksburg to address toxic chemical risks facing the community. The non-profit represents more than 30 community groups that have come together, with representatives from the local government, Virginia Tech, university student organizations, local business, architectural and engineering firms, and non-profit organizations.

Description: Sustainable Blacksburg is a non-profit community organization which facilitates effective environmental stewardship in the Blacksburg area to enhance the region's livability and economic vitality by reducing its impact on the local and global environment. Area projects that are focusing on sustainability include the following:

The initial project focus of Sustainable Blacksburg is to implement the *U.S. EPA Resource Conservation Challenge* grant requirements. These include four initiatives to reduce the use and

promote responsible recycling of three heavy metals; Lead, Mercury, and Cadmium.

1. **Electronic Equipment:** Partner with the **YMCA at Virginia Tech** to allow residents to donate their electronic equipment to the Thrift Store for reuse within the community or responsible disposal through the Montgomery Regional Solid Waste Authority.
2. **Fluorescent Lamps:** Partner with local facility managers to increase awareness of the mercury risks associated with standard fluorescent lamps and encourage the responsible disposal of mercury containing lamps.
3. **Lead Free Wheel Weights:** Conduct a pilot program at the Town of Blacksburg Garage Operation to replace lead wheel balancing weights with an alternative metal such as zinc or steel. Lessons learned from the pilot program will be used to partner with local automotive service stations to eliminate lead wheel weights in their operations.
4. **Cadmium and Lead Batteries:** Conduct an education and outreach program to encourage the public and local businesses to recycle batteries. Partner with local businesses, public schools, public libraries, etc. to provide recycling containers for batteries.
By enrolling in this national program, the town of Blacksburg serves as a model for other cities and towns across the country by addressing chemical risks within the community and increasing the conservation of resources. The EPA honored the Town of Blacksburg for being the first municipality in the country to enroll in the voluntary National Partnership for Environmental Priorities.

**Point of
Contact:**

[L. David Roper](mailto:L.DavidRoper@SustainableBlacksburg.org)
540-951-7047
info@sustainableblacksburg.org

References: <http://www.sustainableblacksburg.org/>

7. Chesapeake Climate Action Network (CCAN) / Non-Profit Community Organization

Location: Maryland, Virginia, and Washington, D.C.

Start Date: The Chesapeake Climate Action Network was officially launched on July 1st 2002 with a seed grant from the Rockefeller Brothers Fund.

Budget and Staffing: The initial Rockefeller Brother grant was awarded on October 28, 2005 to support the development of a broad-based national grassroots climate movement and to conduct at least three training workshops for emerging state-based activists in order to proliferate proven strategies for advancing policy progress on global warming.

Description: The Chesapeake Climate Action Network (CCAN) is the first grassroots, nonprofit organization dedicated exclusively to fighting global warming in Maryland, Virginia, and Washington, D.C. Its mission is to educate and mobilize citizens of the region in a way that fosters a rapid societal switch to clean energy and energy-efficient products, thus joining similar efforts worldwide to slow and perhaps halt the dangerous trend of global warming.

Point of

Contact: Diana Dascalu
Senior Campaign Director
Chesapeake Climate Action Network
1108 E Main Street
Richmond, VA 23219

References: <http://www.chesapeakeclimate.org/>

8. The Virginia Association for Biological Farming / Non-Profit State Organization

Location: Christiansburg, Virginia

Start Date: Project launched in March 2006.

**Budget and
Staffing:**

Unknown at this time.

Description: The VABF is a non-profit, educational organization, dedicated to the vision of a sustainable food and fiber system that will maintain healthy soil, clean water and thriving ecosystems, while providing quality products for consumers and economic security for farmers and rural communities.

Point

of Contact: Jeanne Harris
President of the VABF Foundation
1715 Blair St., Christiansburg, VA 24073
540-633-0089
harris.jeanne.n@gmail.com

References: The Virginia Association for Biological Farming:
<http://www.vabf.org/index.php>

9. Fairfax ReLeaf, Inc. / Non-Profit State Organization

Location: Fairfax, Virginia

Start Date: Fairfax ReLeaf began in 1991 as a local activity as an outgrowth of the Global ReLeaf project of the American forests. These activities

were started by Cindy Zimar of the Virginia Department of Forestry. Fairfax ReLeaf first met as a steering committee under Phyllis Verhalen, then Chairman of Fairfax County's Tree Commission. First tree plantings began during November/December, 1991. ReLeaf became the first non-profit group to obtain permits from Virginia's Department of Transportation (VDOT) for tree planting by volunteers on an interstate highway (at I-66 and Route 7, Falls Church, and I-66 and Route 110 off- ramp, Rosslyn).

Description: Fairfax ReLeaf, Inc. is an independent, non-profit organization of volunteers who plant and preserve trees, improve community appearance and restore habitat on public and commons lands in Northern Virginia. It is the mission of Fairfax ReLeaf to conserve, restore and promote sustainable urban forests in Northern Virginia. The supporting goals for this mission statement include following four goals:

- To be a self-sustainable organization
- To restore urban forests
- To develop and maintain an educational program
- To promote tree-friendly policies to conserve the urban forests

Point of Contact: Fairfax ReLeaf
12055 Government Center Parkway
Suite 703
Fairfax, VA 22035
Email: trees@FairfaxReLeaf.org

References: Fairfax ReLeaf:
<http://www.fairfaxreleaf.org/>

USEFUL LINKS

Natural Resource Defense Council
<http://www.nrdc.org/>

NY Times "EcoMoms; Saving the Earth Begins At Home"
<http://www.nytimes.com/2008/02/16/us/16ecomoms.html?ei=5070&en=666e54445be7a>

ClimateChallenge Organization
<http://climatechallenge.org/>

Student United for a Responsible Global Environment
<http://www.surgenetwork.org/>

Madison Wisconsin MPowering
<http://www.mpoweringmadison.com/>

The Natural Step (TNS)
<http://www.naturalstep.org/com/nyStart/>

Commission for Environmental Cooperation
<http://www.cec.org/home/index.cfm?varlan=english>

Rappahannock League for Environmental Protection
www.rlep.org

U.S. EPA Resource Conservation Challenge:
<http://www.epa.gov/rcc/>

U.S. EPA Honors Blacksburg, Virginia:
www.epa.gov

U.S. Department of Energy “Rebuild America
http://www.eere.energy.gov/buildings/program_areas/rebuild.html

Virginia Department of Environmental Quality (DEQ):
<http://www.deq.virginia.gov/p2/lodging/links.html>

Virginia Sustainable Building Network of Arlington, Virginia:
<http://www.vsbnet.org/>

The Virginia Conservation Network:
www.vcnva.org

Piedmont Environmental Council of Warrenton, Virginia
www.pecva.org

GREEN EDUCATIONAL RESOURCES

1. Santa Monica Green Map / Local Government Website

Location: Santa Monica, California

Start Date: Project launched in April 2002. The publication was issued April 2004 Citywide District/ Neighborhood scale.

Budget and Staffing: Produced by Isabelle Duvivier and funded by the City of Santa Monica's Environmental Programs Division (EPD) as part of the Sustainable City Program in 2002.

Description: Development of the Green Map was funded by the City of Santa Monica's Environmental Programs Division (EPD) for use as an environmental education tool for residents, visitors, students and other community stakeholders. With the Green Map the EPD hopes to stimulate discussion and ultimately inspire and promote a wide variety of sustainable practices including reductions in energy use, water use and waste generation, use of environmentally friendly transportation options, purchase of environmentally friendly goods and services, and increased consumption of regional and organic foods. In addition the Map will be used by Santa Monica teachers to help educate students about a variety of ecological issues in the watershed including water quality and conservation, the habitat needs of animals and plants, the impact of non-native species, the consequences of sprawl, the impact of consumer choices on the natural and built environment, and the interconnectedness of our actions and policy decisions.

Development and data collection for the Green Map involved input from a variety of stakeholders throughout the watershed. The map makers worked with the Santa Monica High School biology department and Wildlife Club, the West LA chapter of the Audubon Society, the Santa Monica College Geo-Club, and many remarkable naturalists and business leaders. Not only were the encounters educational, (bird watching by sea kayak, wild edible plant gathering), they have spurred on new projects (including a new native plant garden at Santa Monica College) and brought different groups together who may not normally meet.

Alexandria

Match: Developing an outreach program like Santa Monica's Green Mapping would require continued collaboration and outreach among various stakeholder groups and community representatives. This map is used as an environmental education tool by a variety of environmental organizations such as Sustainable Works, Heal the Bay, Santa Monica Pier Aquarium,

Ballona Wetlands Land Trust and Environmental Programs Division of the City of Santa Monica. It is also used as a watershed education tool by several local school districts such as Santa Monica Unified School District, Los Angeles Unified School District and Culver City Unified School District.

Point of Contact:

Isabelle Duvivier
Duviver Architects, Project Leader
310.399.4944
isabelle@idarchitect.com

References: Green Map for a Sustainable City was designed and developed by Duvivier Architects on the web at <http://www.idarchitect.com/>

Green Maps Around the World:
<http://www.greenmap.org/greenhouse/en/node/1766>

Santa Monica's Green Map:
http://www.lagreenmap.org/3_samo.htm

Kid's Santa Monica Pier Green Map:
http://www.lagreenmap.org/6_kidssamo.htm

2. Sustainable Albuquerque / Local Government Website

Location: Albuquerque, New Mexico

Start Date: Project launched in March 2006.

Description: Sustainable Albuquerque, a website sponsored by the City of Albuquerque, is designed to inform and help residents make Albuquerque a sustainable city. The site features discussion on topics and programs the city has initiated, including: There is also an interactive Green Map of Albuquerque that graphically shows where and what programs the city is currently addresses toward becoming a model sustainable city. Topics include:

- Safe Water
- Alternative Energy
- Clean Air
- Alternative Fuels
- Healthy Trees
- Green Building
- Alternative Transportation
- Recycling
- Stop Global Warming

A Green Guide for Creating a Sustainable Albuquerque is also highlighted which helps citizens learn what they can do to be environmentally conscious in Albuquerque everyday. Topics include:

- At home
- In your yard
- In your community
- At work
- On the go
- Out Shopping

Alexandria Match: Developing an outreach program similar Albuquerque's would encourage citizens of Alexandria to learn what they can do to be environmentally conscious where they live. Albuquerque's online resources are easy to filter through and provide a wealth of interactive information and aid residents on how the city is doing its part and what they can do to help Albuquerque become a sustainable city and an environment that fosters sensitivity to the environment.

Point of Contact: Mayor Martin Chavez
chavez@albuquerquegreen.com

References: Sustainable Albuquerque:
<http://www.cabq.gov/sustainability/>

3. San Francisco Green Schoolyard Alliance

Location: San Francisco, California

Start Date: Formed in March 2001

Description: The San Francisco Green Schoolyard Alliance (SFGSA) promotes inclusive, community-driven processes that create and maintain healthy, environmentally sustainable learning environments in San Francisco's schools. San Francisco Green Schoolyard Alliance (SFGSA) envisions a future in which each schoolyard operates in concert with its neighborhood and local ecology to foster higher academic achievement, increased environmental stewardship, creativity and community building. The SFGSA is a coalition of Bay Area civic organizations, schools and government agencies (see Member Links) whose work supports schoolyard transformations from ordinary asphalt yards into ecologically rich green spaces for learning and play.

This organization publishes an online, bi-weekly, green schoolyard resource digest that lists local events, funding resources, and employment and educational opportunities. It also hosts quarterly meetings that provide networking opportunities with other green schoolyard enthusiasts, and sponsors other related events including a bi-annual green schoolyard conference.

Ecological schoolyards are outdoor learning environments that teach ecological principles through the design of the schoolyard landscape. They can substantially improve the appearance of school grounds while creating hands-on resources that allow teachers to lead exciting "fieldtrips" without ever leaving school property.

Point of Contact:

Nan McGuire, Chair
San Francisco Green Schoolyard Alliance
San Francisco, CA
Email: info@sfgreenschools.org and nan@sfgreenschools.org

References: <http://www.sfgreenschools.org/>

4. SustainLane / Local Government Sustainability Model Practices

Location: N/A

Start Date: Founded in November 2004, SustainLane began by publishing the first ranking on US city sustainability bringing unprecedented awareness to the topic.

Description: SustainLane is an internet and media company dedicated to empowering consumers, businesses and government to go green through three key offerings:

SustainLane.com is the largest community-powered directory of green products and businesses and user reviews. SustainLane.com allows people to easily find and share reviews on anything from organic macaroni and cheese and green chocolate bars to eco-friendly furniture and biodiesel cars. At SustainLane.com, / everyone is welcome to share their stories about trying green products and businesses. As more people share what they know about going green, the more they are empowered to live green and enable others to learn and understand what it means to live green.

[The Unsustainables](#) is a series of animated episodes for all ages, that depicts the lives of a blended family in a modern urban environment. Each episode centers around six main characters

who, like many of us, stumble towards the future, trying (and often failing) to live more sustainably. The Unsustainables entertains us through the topic of sustainability in uncanny ways. It is available on cable TV, on the Web and on mobile phones worldwide.

[SustainLane Government](#) is the premier online sustainability best practices knowledge base for state and local government. SustainLane Government evolved from the [SustainLane US City Rankings](#), a benchmark study on urban sustainability published in June 2005. Free to government professionals and their consultants, SustainLane Government also provides a searchable network of sustainability managers, experts and practitioners, enabling government entities, large and small, to work more efficiently toward sustainable policies and practices.

Point of Contact:

Richard Young
richard@sustainlane.com

References: Karlenzig, Warren, Frank Marquardt, Paula White and Rachel Yaseen with Richard Young. (2007). *The SustainLane US City Rankings: How Green Is Your City?* Gabriola Island, BC: New Society Publishers. Information about SustainLane is currently available to the public on the web at <http://www.sustainlane.com/>

SUPPLEMENTAL GREEN EDUCATIONAL RESOURCES

1. Tellus Institute / Non-Profit Organization

Location: Boston, Massachusetts

Start Date: Founded in 1976

Description: The Tellus Institute is a non-profit research and policy organization based in Boston, Massachusetts. Its mission is to advance the transition to a sustainable, equitable, and humane global civilization. The Tellus Institute conducts research projects and produces reports on topics such as energy, water, sustainable communities, corporate social responsibility, and climate change. These reports have been commissioned from various government agencies, non-governmental organizations, and corporations. Tellus' research specializes in the application of quantitative analysis to the development of possible future scenarios. These scenarios in turn aid decision-making strategies for implementing policies or development. Because of Tellus' mission to promote a sustainable, equitable, and humane global civilization, its research often surveys the interplay of environmental, social, and economic factors, as well as the global effects of regional decisions.

Point of Contact: 11 Arlington Street
Boston, MA 02116-3411,
Telephone: (617) 266-5400
Email: info@tellus.org

References: Tellus Institute
<http://www.tellus.org/>

2. The Sierra Club National Cool Cities Campaign

Location: National Campaign

Type: Nonprofit Organization

Start Date: The Sierra Club's National Cool Cities Campaign was launched in response to the U.S. Mayors Climate Protection agreement first signed in 2005.

Description: The Cool Cities campaign is about getting mayors around the country to sign the US Mayor's Climate Protection Agreement and then put real policies in place that will cut heat-trapping greenhouse gases. The Sierra Club's Cool Cities Solutions Guide (available online at sierraclub.org/coolcities) also has a map (current as of March 2006) listing these cities. The Sierra Club's Cool Cities campaign is focused on advocating three categories of smart energy solutions: Green Vehicles, Energy Efficiency, and Renewable Energy. Success stories from cities that are currently putting these solutions in place are available in the Cool Cities Solutions Guide. These steps are modeled on the Cities for Climate Protection program, a successful initiative run by the International Council for Local Environmental Initiatives (ICLEI) to help cities reduce global warming pollution. Encouraging your city to join ICLEI's Cities for Climate Protection program is an excellent way to fulfill the Cool Cities pledge.

The Sierra Club has launched a national Cool Cities campaign to encourage mayors to sign the Mayors' agreement and to put into place smart energy solutions in their cities. Curbing citywide global warming pollution means greening municipal vehicle fleets with hybrid and other cleaner engines, making building energy-efficient, and investing safe renewable energy such as solar and wind power. The city of Chicago, for example, has a green fleet with hybrid-electric vehicles, solar panels on the Art Institute, and the very energy efficient Chicago Center for Green Technology. Highland Park has purchased over 20 hybrid cars for the community fleet. Schaumburg is working to create more green space and invest in greater regional public transportation.

Point of Contact: Sierra Club Foundation
Campaign Coordinator
cool.cities@sierraclub.org

References: Sierra Club Cool City Campaign:
<http://coolcities.us/>

3. Sustainable Communities Network / Non-Profit Organization

Location: N/A

Start Date: The SCN was founded by CONCERN and the Community Sustainability Resource Institute in 1993. They worked with the founding partners to identify quality resources on sustainability and to disseminate them in a timely way to the public. In 1996 they launched the SCN web site on the World Wide Web. CONCERN and the Community Sustainability Resource Institute co-directed the SCN from 1993 to May 2001. CONCERN now directs the SCN and its related activities.

Description: The Sustainable Communities Network is for those who want to help make their communities more livable. Here a broad range issues are addressed and resources are provided to help make this happen. This web site is being developed to increase the visibility of what has worked for other communities, and to promote a lively exchange of information to help create community sustainability in both urban and rural areas.

Sustainable Communities Network provides extensive resources in multiple areas of sustainability and can help connect communities to other initiatives, tools, people and organizations. The Home Page is a good starting point for learning about the many dimensions and integrative nature of building sustainable communities and showcases growing number of case studies in which you will find examples of what is happening to create sustainability in communities around the United States. Topic areas include:

- Living Sustainably
- Creating Community
- Growing a Sustainable Economy
- Protecting Natural Resources
- Smart Growth
- Governing Community

Point of Contact: Susan Boyd

CONCERN, Inc. Director
concern@concern.org

References: Sustainable Cities Network:
<http://www.sustainable.org>

USEFUL LINKS

Sierra Club's Rocky Mountain Chapter's report, "Sustainable Cities: Best Practices in Renewable Energy & Energy Efficiency, Austin, Chicago, Fort Collins & Portland:"
<http://www.rmc.sierraclub.org/energy/library/sustainablecities.pdf>

Planning Cool City Events:
http://mitchell.sierraclub.org/go/communication/howto/hold_media_event.html

"Selected Best Practices for Successful City Energy Initiatives, U.S. Mayors Conference:
http://www.usmayors.org/uscm/news/press_releases/documents/bestenergy2001.pdf

Apollo Alliance and ICLEI's "High Performance Cities: A Guide to Energy-Saving Policies for Urban Areas:" <http://www.apolloalliance.org/docUploads/apollo%2Dfinal%2Epdf>

BUSINESS AND ECONOMIC SUSTAINABILITY

1. The Bay Area Business Council on Climate Change

Location: San Francisco, California

Start Date: June 2005

Budget and

Staffing:

The Bay Area Council (BAC), the San Francisco Department of the Environment (SF Environment), and the UN Global Compact have embarked on a new initiative to foster efforts to reduce greenhouse gas emissions in the Bay Area's commercial sector. The newly created Business Council on Climate Change (BC3) is a group conceived through this partnership to take a position of leadership on the issue of climate change by signing on to the BC3 Principles on Climate Change Leadership.

Description: These efforts are framed by San Francisco's participation in the UN Global Compact Cities Initiative. In June of 2005, the City and County of San Francisco hosted United Nations World Environment Day. During WED 2005, Mayor Gavin Newsom signed on to the UN Global Compact Cities Pilot Program. San Francisco is one of 16 cities participating globally in the Program and the only participant in the United States. The Program's fundamental aim is to improve the quality of urban life through the effective use of local cross-sector partnerships between business, government and civil society. For its participation in the Program, San Francisco has chosen to address greenhouse gas emissions in the commercial and residential sectors. The BC3 program seeks to give businesses the tools to reduce their own greenhouse gas emissions and to take a lead role in helping their communities and employees do the same. Through participation in the United Nations Global Compact Cities Program, San Francisco plans to create a universal model for implementing greenhouse gas reductions on the local level.

The Bay Area Council, SF Environment, and the Global Compact believe that businesses are ready to act on the problem of climate change. The potential economic impacts of climate change are increasingly gaining the attention of major U.S. industries, and numerous companies have already enacted strong company-wide climate goals. Businesses also have an economic interest in addressing their climate footprints. The World Resources Institute's recently published report, *Hot Climate Cool Commerce*,

(available at www.wri.org), identifies the following benefits businesses will accrue acting on climate change:

- Cost savings from improved energy management
- Cost savings from operational efficiencies
- Increased revenues and new markets from providing low-carbon products and services
- Competitive positioning
- Improved shareholder relations
- Employee related benefits

The Business Council on Climate Change (BC3) believes that the climate crisis offers corporate leaders an unprecedented opportunity to shift practices to realize economic growth, environmental sustainability, and social well-being. The establishment of the BC3 will enable Bay Area businesses to consolidate efforts to minimize the local contribution to climate change, and increase businesses' uptake of measures that have a positive impact on the bottom line and the community around them.

Point of Contact:

Andrew Michael
Bay Area Council
amichael@bayareacouncil.org

References: Website: <http://www.bc3.cc/>

2. The Bay Area Green Business Program

Location: San Francisco, California

Start Date: The Bay Area Green Business Program, launched in 1996, serves small- to medium-sized consumer-oriented businesses. The Program combines the successful compliance-oriented Sonoma Green model with the Pollution Prevention and Resource Conservation standards developed by Santa Clara County.

Budget and Staffing:

The program was developed by Bay Area local governments in collaboration with US EPA, Cal EPA Department of Toxic Substances Control and the business community. The Association of Bay Area Governments coordinates the Program, which is implemented by Green Business Coordinators in 9 participating counties. The regional and local programs are funded by their partners, including local and regional government agencies, utilities, special districts and nonprofit organizations that promote environmental compliance, pollution prevention and resource conservation. Some funding also comes from government and non-profit foundation grants.

Description: The Bay Area Council (BAC), the San Francisco Department of the Environment (SF Environment), and the UN Global Compact have embarked on a new initiative to foster efforts to reduce greenhouse gas emissions in the Bay Area's commercial sector. The newly created Business Council on Climate Change (BC3) is a group conceived through this partnership to take a position of leadership on the issue of climate change by signing on to the BC3 Principles on Climate Change Leadership.

The Bay Area Green Business Program is a cooperative effort that assists businesses and public agencies to come into compliance with all environmental regulations, and take steps to prevent pollution and conserve resources. Certified green businesses and public agencies may display the Green Business logo on their premises and in their advertising. The Green Business Program markets the logo so that consumers can identify environmentally responsible businesses. The public's growing environmental awareness represents purchasing power that can motivate businesses to become "green."

They currently have checklists for the following industries: auto services, printing, hotels, restaurants, landscape design and maintenance, remodeling, garment cleaning (using wet cleaning or CO2 systems exclusively), dentists, wineries, and office and retail operations. Other businesses may be eligible. Counties may choose to direct their efforts to particular industries, based on local environmental priorities.

Point of Contact: Ceil Scandone
(510) 464-7961
CeilS@abag.ca.gov

References: Website: <http://www.greenbiz.abag.ca.gov/index.html>

3. Austin Sustainable Business Council

Location: Austin, Texas

Start Date: June 2005

Budget and Staffing: Unknown at the time.

Description: The Austin Sustainable Business Council is a 501c(3) non-profit acting as an information resource and business networking forum. It serves Central Texas businesses seeking to improve their profits, their communities, and the environment by educating them

on the opportunities presented by the technologies and management philosophies of the worldwide sustainability movement.

Sustainable businesses take full account of the environmental consequences of economic activity and use resources that are renewable, replaceable, non-depletionary or regenerative. By so doing, these businesses reduce waste, improve efficiencies, and increase employee productivity, all of which decrease operating costs and increase margins - and the positive impact the businesses have on their communities.

Point of Contact: Austin Sustainable Business Council
PO Box 2359
Austin, TX 78768
(512)477-3311

References: Website: <http://econetworking.com/sustainableaustin/resources/>

4. WasteCap of Massachusetts / Business Waste Recycling Program

Location: Massachusetts

Start Date: June 1992

Description: WasteCap was founded by the business community after the defeat of the controversial 1992 Massachusetts Packaging Initiative to demonstrate that the private sector could voluntarily and effectively reduce solid waste through the development and implementation of solid waste management programs give businesses the tools to reduce their own greenhouse gas emissions and to take a lead role in helping their communities and employees do the same. Through participation in the United Nations Global Compact Cities Program, San Francisco plans to create a universal model for implementing greenhouse gas reductions on the local level.

Massachusetts businesses generate 55% of all municipal solid waste in the Commonwealth. WasteCap strives to minimize this environmental impact by providing free, voluntary programs to the private sector on recycling and waste reduction. The staff members answer technical assistance calls, promote services offered by innovative recycling and waste management firms in the Commonwealth, conduct site visits, and develop business recycling partnerships.

Point of Contact: WasteCap
Phone: 781-679-2176

Fax: 978-703-1285
wastecap@wastecap.org

References: Website: <http://www.wastecap.org/index.htm>

USEFUL LINKS

Co-op America
<http://www.coopamerica.org/about/>

LaundryESP
<http://www.laundryesp.org/>

Green Seal
<http://www.greenseal.org/>

Teleosis Institute – Green Health Care
<http://www.greenseal.org/>

Virginia Sustainable Building Network
<http://www.vsbn.org/resources.html>

LOCAL GOVERNMENT GREEN PURCHASING PROGRAMS

1. Ventura County Green Procurement Policy

Location: Ventura County, California

Population: Ventura County, California, comprises 813,052 residents as of 2006. Ventura is the county seat and it covers the northwest part of greater Los Angeles. The county encompasses 2208 square miles of jurisdiction.

Department: The Environmental Preferable Products Procurement Program is housed in the County of Ventura, California, Department of Public Works, and Integrated Waste Management Division.

Start Date: The Board of Supervisors' adopted a new "Green Procurement Policy" resolution on March 27, 2007. By this action they reaffirmed the original policy decision dated April 17, 1990 to help expand markets for the use of recovered materials by establishing greater Government preferences for products made with such materials, consistent with the demands of efficiency and cost-effectiveness.

Budget and

Staff: Staffing and program costs associated with the program are incorporated into approved department budgets.

Description: Focused on county purchasing, the program seeks products that reduce the county's impact and save money utilizing recyclable options. The program defines Environmentally Preferable Products (EPP) as products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Such products or services may include, but are not limited to, those which contain recycled content, minimize waste, conserve energy or water, and reduce the amount of toxics disposed or consumed.

Reporting: The program is administered by the Procurement Services Division of the General Services Agency and the Integrated Waste Management Division of the Public Works Agency.

Timeframe: Begun in 1989, the program is ongoing.

Point of

Contact: Reddy Pakala, P.E.
Director, Water & Sanitation Department
Ventura County Hall of Administration
800 S. Victoria Ave
Ventura, CA 93009-1650

(805) 658-4321

References: The March 27, 2007 Green Procurement Policy for Ventura County is available online at:
<http://www.wasteless.org/PDF%20files/GreenProcurementPolicy.pdf>

2. Palo Alto Green Purchasing Program

Location: Palo Alto, California

Population: Palo Alto, California is in Santa Clara County, along the northwest edge of the San Francisco Bay area. Palo Alto comprises 61,200 residents as of 2006 and encompasses 25.6 square miles of jurisdiction.

Department: Purchasing for the city is managed by the Purchasing and Contract Administration Office of the city Administrative Services Department. The city Planning Department and Public Works Department also manage environmental considerations.

Start Date: Mayor Kleinberg established in 2006 a Green Ribbon Task Force, spearheaded by residents and supported by City staff, to develop a comprehensive list of recommendations to the City and the Community, on ways to reduce greenhouse gas emissions.

Budget and Staff: Staffing and program costs associated with the program are incorporated into approved department budgets. Any actions deemed by Council worth expending City funds would be integrated into the 2008-10 budget process in spring 2008.

Description: The December 3, 2007, Climate Protection Plan calls on the creation of a sustainable purchasing policy and plan, building on existing, yet undefined, city efforts in green purchasing. Since 2000, Palo Alto has reduced municipal energy use through installing energy efficient office and street lighting, use of recycled paper and reduced toxic impacts from printing. These efforts have been driven by specific department projects rather than by a systemic, citywide approach. For 2008, the plan calls for the creation of an interdepartmental team, comprised of city department representatives, to increase coordination, evaluate current efforts and create a purchasing framework.

Reporting: The interdepartmental team is to present to the city council a Sustainable Purchasing Policy and Implementation Plan, reflecting the evaluation work, in June 2008

Timeframe: The Climate Protection Plan calls for completion of a Sustainable Purchasing Policy in 2008.

Point of Contact: Reddy Pakala, P.E.
Director, Water & Sanitation Department
Ventura County Hall of Administration
800 S. Victoria Ave
Ventura, CA 93009-1650
(805) 658-4321

References: The December 3, 2007, Climate Protection Plan for Palo Alto is available online at:
<http://www.city.palo-alto.ca.us/civica/filebank/blobdload.asp?BlobID=9986>

3. King County Environmental Purchasing Policy

Location: King County, Washington

Population: Seattle, Washington, is the county seat for King County and the county comprises 1,835,300 residents as of 2006. It encompasses 2307.6 square miles of jurisdiction.

Department: Department of Executive Services, Finance and Business Operations Division, Procurement and Contract Services Section, Environmental Purchasing Program

The plan also refers to the county Purchasing Division and Solid Waste Division.

Start Date: The King County Council established the [King County Recycled Product Procurement Policy](#), in 1989 and later revised it in 1995 to become the King County Environmental Purchasing Policy.

Budget and Staff: Staffing and program costs associated with implementing the climate plan is incorporated into approved department budgets.

Description: The King County plan is applicable to all King County departments, offices and agencies and directs them to use the “maximum practical amount” of post-consumer materials, recycled paper products and office strategies to reduce overall paper use. The plan calls on the Purchasing Division and Solid Waste Division to assist city departments with item evaluations and purchases and to identify maximum and minimum recovered material amounts.

King County created a companion Model Environmentally Preferable Products Policy, which provides a model procurement policy for cities and other organizations wishing to ensure that local policy supports markets for recycled and other environmentally preferable products.

Reporting: City departments and agencies report to the Purchasing Division and Solid Waste Division.

Timeframe: On-going.

Point of

Contact: Eric Nelson, Program Manager, Karen Hamilton, Program Manager
Environmental Purchasing Program
821 Second Avenue, 8th Floor
Seattle, Washington 98104
206-263-4279

References: The King County Environmental Purchasing 2006 Annual Report is available online at:

<http://www.metrokc.gov/procure/green/2006annrep.pdf>

The King County Model Environmentally Preferable Products Policy is available online at:

<http://www.metrokc.gov/procure/green/mdpolicy.htm#1>

The King County King County Environmental Purchasing Policy is

available online at: <http://www.metrokc.gov/procure/green/policy.htm#8>

USEFUL LINKS

Ventura County California Integrated Waste Management Division, “Helpful Resources for Implementing Environmental Purchasing Program Policies”

http://www.wasteless.org/8_1_3eplinks.html

U.S. Federal Trade Commission, “Facts for Businesses: Environmental Marketing Claims:

<http://www.ftc.gov/bcp/online/pubs/buspubs/epaclaims.shtm>

U.S. Environmental Protection Agency, “Environmental Preferable Purchasing” guidance:

<http://www.epa.gov/opptintr/epp/>