

“Average people and the average community can change the world. You can do it just based on common sense, determination, persistence and patience.”
~ Lois Gibbs
American Environmental Activist

How to Start a Community Green



NEBRASKA RECYCLING
COUNCIL

Table of Contents

Why form a Green Team?.....	2
Collaboration is the Key.....	2
Who Should be Involved?.....	3
Size and Term Considerations.....	3
Funding and Resources.....	4
Initial Steps.....	4
Taking Action.....	4
Reporting and Celebrating Success.....	5
Sources/Resources.....	6
Wayne Green Team – A Nebraska Success Story.....	7
Appendix A: Preliminary Team Charter Questionnaire.....	8
Appendix B: Sample Green Team Charter.....	10
Appendix C: Meeting Agenda Template.....	12
Appendix D: Sample Questions for a Community Survey.....	14
Appendix E: Potential Green Team Focus Areas/Action Ideas.....	16
Appendix F: Long-term Project Plan.....	17
Appendix G: Brainstorm and Project Ranking.....	18
Appendix H: Project Plan Template.....	19
Appendix I: Data-Tracking Template.....	21
Appendix J: Stakeholder Analysis/Communications Plan Considerations.....	22
Appendix K: Master Implementation Calendar.....	23

How to Start a Community Green Team

Why form a Green Team?

Community Green Teams can play an important role in developing *sustainable* and *resilient* communities. Green Team members can help elected officials to become aware of issues, to develop and prioritize solutions, and to inspire the courage to act on them in a manner that promotes social equity, economic strength, and environmental sustainability. Green Teams can cultivate new leaders from the grassroots and activate citizens to advance a shared, positive vision for the future of the commonwealth.

"Heroes are not giant statues framed against a red sky. They are people who say: This is my community, and it is my responsibility to make it better."

- Studs Terkel

American Author, Historian

Sustainable community development encompasses virtually all aspects of community life and culture, including food systems, transportation systems, housing, energy, water, health and wellness, local economies and jobs, natural resources, materials management, and climate resiliency.

"Community resilience" is the sustained ability of a community to utilize available resources (energy, communication, transportation, food, etc.) to respond to, withstand, and recover from adverse situations.¹

Community Green

Teams adopt a long-term perspective to anticipate and adapt to change in a way that will meet current needs while ensuring that adequate resources are available for future generations. There are two kinds of functions that teams can perform in relation to their municipalities.²

1. Participate in the delivery of sustainability services, or partner with organizations and entities who can deliver sustainability services, such as innovative demonstration projects for composting, energy conservation, or creating a buy-local food coop; and
2. Assist with sustainability policy-making and implementation, such as helping to create a green purchasing policy for the municipality, helping to inform a decision to enact a tree-care ordinance, or helping to implement a pet-waste law.

"Whatever community organization, whether it's a women's organization, or fighting for racial justice ... you will get satisfaction out of doing something to give back to the community that you never get in any other way."

- Ruth Bader Ginsburg

***1st Jewish American Woman
Supreme Court Justice***

Collaboration is the Key

Green Teams can be started by grassroots organizers or city government. The advantage of having a Mayor or City Council

initiate Green Team formation is that they can appoint municipal staff, elected officials, and volunteer members of community boards and commissions. No matter what, it works best when a strong partnership between municipal staff and community leaders is established from the get-go to avoid operating at cross-purposes or duplication of efforts.

An experienced, well-organized chair and co-chair are valuable for managing meetings, processes, and projects effectively. A team charter (See Appendix A for a preliminary team charter questionnaire) is a useful tool to establish expectations, ground rules, goals and objectives. Existing community plans should be consulted first to ensure that the team charter harmonizes with objectives that have already been established.

Who Should be Involved?

Community Green Teams leverage the skills, expertise, and life experience of members to lead and coordinate sustainability activities for the community. Effective teams are composed of community leaders, municipal staff, and community organizations with a stake in community improvement. The strongest teams will represent a cross-section of the community, including different income levels, housing types, ethnicity, race, age, and neighborhoods. Regardless of how the Team is initiated, citizen leaders and representatives from community organizations should be involved. This could include:

- Schools
- School board members
- Parent-teacher organizations
- Students
- Local environmental organizations
- Social action organizations
- Academic institutions
- Public health institutions
- Civic organizations
- Faith-based groups
- Local business representatives and/or the chamber of commerce
- Historic preservation groups
- Culture and arts-based groups

“In our hectic, fast-paced, consumer-driven society, it's common to feel overwhelmed, isolated and alone. Many are re-discovering the healing and empowering role that community can bring to our lives. The sense of belonging we feel when we make the time to take an active role in our communities can give us a deeper sense of meaning and purpose.”

- Robert Alan Silverstein

American Writer, Artist, Social Activist

Size and Term Considerations

While it is important that a broad range of stakeholders be involved in the Green Team, having too many team members can make the process of decision-making more difficult. If your group is larger than 15 to 20 people, consider forming a smaller steering committee to make decisions and prioritize projects. Utilize the larger group of interested citizens to serve on project task forces, as volunteers at events, and other action-oriented activities.

Terms of 18 months to two years (with no limit on the number of terms) can be helpful for recruiting busy, high-quality leaders and for providing face-saving exits for under-performing or disruptive Team

members. Knowing that there is a defined timeframe for service can provide the impetus for individuals to focus on active, engaged participation before their term ends.

Funding and Resources

Ideally, the Mayor, City Administrator, or City Council will identify funding, if needed, to support the work of the Green Team. The Green Team does not necessarily need a dedicated budget, but municipal staff time will be needed to support the work. Municipal staff may need to attend evening meetings on a monthly or bimonthly basis and this may add to the City's costs. Significant volunteer hours, on the part of citizen leaders and community organizations, will also be needed.

Initial Steps

1. With input from city government and other community leaders, create a list of potential Green Team members who are:
 - a. Interested in making the community more sustainable
 - b. Have influence, time, skills
 - c. Are available to attend most meetings
 - d. Reflect the overall demographics of the community
2. Municipal staff will be appointed by the City. Determine the level of municipal staff time and funding that will be available to support the work of the Green Team.
3. With city input, draft a team charter that defines the purpose, scope, and roles and responsibilities of all participants (See Appendix B for a sample charter.)
4. Recruit Green Team members using the draft charter to describe the purpose and goals.
5. Select or appoint the Green Team Chair, Co-chair, and meeting notetaker(s).
6. Organize and host the initial Green Team kickoff meeting. (See Appendix C for a sample agenda/notetaking form.)

"We can build an economy that does not destroy its natural support systems, a global community where the basic needs of all the Earth's people are satisfied, and a world that will allow us to think of ourselves as civilized. This is entirely doable."

- Lester Brown

***American Environmentalist and
Founder Worldwatch Institute & Earth
Policy Institute***

"Despair and complacency are equally unwarranted."

- Amory Lovins

Co-founder, Rocky Mountain Institute

Taking Action

1. Conduct a Community Survey. Make the survey brief – no more than about 10 questions – that will help the Green Team understand community needs and interests with regards to sustainability efforts. (See Appendix D "Sample Questions for a Community Survey").
2. Define what sustainability means to your community in practical, realistic language. It is important that team members agree on a shared language and mental model of sustainability. It

will provide the basis for organizing Team thinking, ensure a complete set of principles, help identify and prioritize what to work on, provide a standard to gauge success, and imply or provide a process for getting there. Several frameworks have been developed for this purpose. Examples include, The Living Community Challenge, STAR Communities, The Natural Step, and others. The framework you choose may be cited in your Team Charter, Action Plan and/or Annual Report.

3. Select Key Performance Areas and Performance Indicators. Taking survey results, the concerns brought forth by committee members, and the list of potential focus areas and projects in Appendix E, focus your efforts on the top two to four major issues that impact the community, then set short and long-term goals. (See Appendix F.)
4. Create a ranking matrix for recording and selecting projects under the 2 to 4 Areas of Impact identified in the previous step and set criteria for selecting projects that best meet your criteria for a good project. In the first year, the goal might simply be to gather data for a baseline. (See Appendix G for sample matrix.)
5. Select Projects. Have the Team brainstorm project ideas in the selected impact areas and enter them into the ranking matrix. Select projects that score highest according to the criteria outlined in the previous step.
6. Assign project teams or task forces that include one or more steering committee members and bring in community volunteers as subject experts. Each project team completes Task Force Charter and a Project Plan. (See Appendix H for Project Plan Form.) For each project, the Task Force decides what metrics to measure. (See Appendix I for an example.) Appendix J contains Stakeholder and Communications Plan considerations that can be added to the Project Plan.
7. Create a Green Team Calendar. (See Appendix K for sample calendar.)

“Democracy is not simply a license to indulge individual whims and proclivities. It is also holding oneself accountable to some reasonable degree for the conditions of peace and chaos that impact the lives of those who inhabit one’s beloved extended community.”

- Aberjhani

Splendid Literarium: A Treasury of Stories, Aphorisms, Poems, and Essays

Reporting and Celebrating Success

1. Maintain a record of projects and project metrics to create an annual report on activities. Conduct a formal evaluation of results and institutionalize lessons learned. The report should be tailored to your specific audience and can contain the following:
 - a. A statement or letter from your Green Team chair and City Administrator or Mayor.
 - b. A short synopsis of why sustainability is important to the community. This may include cost savings, reduced risks, healthier citizenry, etc.
 - c. The mission and vision statement developed for the Team Charter.
 - d. Impact areas and long-term goals.
 - e. Priorities for the coming year based on the impact assessment and results from your efforts and projects (if this is not the first year). This is an opportunity to explain what you are doing in response to the community survey.

- f. Results that have been achieved so far.
2. Celebrate the accomplishments made each year with your team. Throw a party, have t-shirts made for team members, publicize accomplishments.
3. Continually learn and deepen your team's understanding. For example, Sustainable Dubuque (Iowa) holds an annual "Growing Sustainable Communities Conference" and has a dedicated website with information on their well-defined approach. Visit <http://www.sustainabledubuque.org/>. Numerous other cities in the U.S. have sustainability plans and accomplishments that can be researched.

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

***- Margaret Mead
American Anthropologist***

Sources/Resources

¹Bosher, Lee; Chmutina, Ksenia (April 3, 2017). *Disaster Risk Reduction for the Built Environment*. 111 River Street. Hoboken, NJ 07030: John Wiley & Sons. p. 32. ISBN 9781118921500.

²"Growing Your Green Team: A Handbook for Sustainable Maryland Communities" <http://sustainablemaryland.com/grants-resources/green-team-resources-and-presentations/>

"Toward a Sustainable Community: A Toolkit for Local Government" <https://www.uwsp.edu/cnr-ap/clue/Documents/Eco-M/SustainabilityToolkitVolume1.pdf>

Transition United States <https://www.transitionus.org/home>

EPA Tools and Resources for Sustainable Communities <https://www.epa.gov/smartgrowth/tools-and-resources-sustainable-communities>

Smart Growth Online <http://smartgrowth.org/>

"Sustainable Maryland" and initiative of the Environmental Finance Center of the University of Maryland <http://sustainablemaryland.com/>

Sustainability at Work Green Team Guide <https://www.portlandoregon.gov/sustainabilityatwork/article/497862>

Sustainable Jersey web page <http://www.sustainablejersey.com/>

"Sharing Cities: Activating the Urban Commons" by Shareable is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License (CC BY-SA 4.0). <https://www.shareable.net/sharing-cities/>

City of Ft. Lauderdale Green Team web page <https://gyr.fortlauderdale.gov/greener-government/green-your-routine/green-team>

Urban Land Institute – Ten Principles for Building Resilience <https://americas.uli.org/research/centers-initiatives/urban-resilience-program/ten-principles-building-resilience/>

Sustainable Development Code <https://sustainablecitycode.org/> SDC's Mission is to help all local governments build more resilient, environmentally conscious, economically secure, and socially equitable communities by offering best practices for community development.

Institute for Sustainable Communities <https://sustain.org/>

Developing Effective Systems for Managing Sustainability (Creating an EMS-Lite) by Darcy Hitchcock and Dorothy Atwood. Published by AXIS Performance Advisors, Inc., Copyright 2002, Portland, Oregon

Wayne Green Team – A Nebraska Success Story

In 2009, then Mayor Lois Shelton appointed 15 individuals from the Wayne, Nebraska to identify ways to increase awareness of environmental issues in Wayne and to increase recycling efforts throughout the area. Regular monthly meetings have been held on the 2nd Tuesday of each month except for the months of June, August or December.

The Green Team set three areas of initial focus:

- Reducing the waste stream & increasing recycling in Wayne
- Reducing energy use at the municipal and private levels, and
- Decreasing water consumption while increasing retention of storm water.

Mission: The Wayne Green Tea promotes awareness of the interdependence of the environment, the individual and the community and encourages ecologically friendly use of water, energy and consumable products.

Motto: There is no such thing as waste, only wasted resources.

The Green Team fulfilled many goals over the ten years since their formation and celebrated the accomplishments highlighted below:

To learn more about Wayne Green Team’s accomplishments and upcoming events, visit:

<http://www.cityofwayne.org/581/Green-Team>.



APPENDIX A: PRELIMINARY TEAM CHARTER QUESTIONNAIRE

PURPOSE

1. Why does your community need a green team and what has led to its formation?
2. What are the benefits to the community?
3. What are the benefits to team members (e.g. help with challenging issues, exercise leadership skills, opportunities for networking)

KEY RESPONSIBILITIES

1. Write a description of the task at hand. Think about what others in the community are counting on you to do.
2. How will you know if you are successful? Write down measurable goals.
3. What are the boundaries of the team's authority? What powers does the team have? What can the team decide vs. recommend?
4. What external factors are tied to your responsibilities? (e.g. municipal staff requirements, etc.)

ROLES AND RESPONSIBILITIES OF TEAM MEMBERS

1. Who should be on the team? Think about all the constituents that should be represented.
2. How much time will be required of each team member monthly? For specific projects?
3. What individual skills are needed?
4. How will team members be recruited?
5. Will you have term limits? How will you bring in new members?

MUTUAL EXPECTATIONS

1. What specific behaviors will you want and expect of each other?
2. What behaviors would negatively impact the team?
3. What criteria or advice will you need to give to community organizations for deciding who their representative will be?
4. What will be the best way to provide feedback to team members? (Ask the whole team)

OPERATING PROCEDURES

1. Meetings

- a. How often will the team meet? For how long, when and where?
- b. How will meeting agendas be developed?
- c. Who will facilitate meetings?
- d. How will meeting deliberations be recorded, tracked?

2. Communication

- a. What will your primary means of communication be?
- b. How quickly will you expect each other to return phone calls or emails?
- c. How often should task forces or project teams report?
- d. What kind of report? Form, framework, research and processes. Goals and results; Successes and problems; Lessons and recommendations

3. Decisions

- a. What will your decision-making method be? (i.e. Consensus, majority rules)
- b. What decisions will require agreement among all team members?

- c. How will you manage getting approval from the municipality or City Council when necessary?

4. Conflict

- a. How will you resolve disagreements?
- b. How will you handle it if team members don't follow through with your agreements?

5. Reflections

- a. How and when will you evaluate your team performance?
- b. How and when will you celebrate your team accomplishments?

VISION A results-oriented picture of the team that describes what members commit to achieve together sometime in the future

1. What do you want to accomplish, achieve, or create as a team?
2. How does your team's vision align with your municipality's long-range vision?
3. What will the impact of your collective efforts be?
4. How does your team's vision align with your sustainability/resiliency framework and principles? (e.g. The Living Community Challenge)

VALUES Beliefs or principles that define what is important to team members and will guide the team's actions and decisions

1. What are the most important values that you will adopt to guide your actions and decisions as a team? e.g. integrity, transparency
2. What are specific behaviors that describe each value? e.g. integrity= we will do what we say we will do
3. How do your values align with community values?
4. How do your values align with your sustainability framework and principles?

APPENDIX B: SAMPLE GREEN TEAM CHARTER

City of _____

Green Team Charter 2019

MISSION

The mission of the City of xxx Green Team is to work collaboratively to deliver sustainability services, increase public awareness, assist with policy-making, and implement sustainable best practices in city operations.

VISION

The City of xxx will become a leading example of an ecologically, economically, and socially sustainable community.

BACKGROUND

The City of xxx's Green Team was established in 2019 by a decree of the Mayor. The Green Team represents a cross-section of municipal employees, community leaders, and community organizations with an important voice for sustainability. The Green Team will be informed by the City's long-range planning documents and from community needs and desires.

PURPOSE

- Develop, lead and promote sustainability initiatives.
- Engage the community at-large in awareness and learning opportunities
- Provide a forum for deliberation on issues that community members care about.

GUIDING PRINCIPLES

- Climate adaptation and resiliency
- Resource conservation
- Inclusion and diversity of ideas

TEAM MEMBERS

Three City staff members will be appointed by the City. Other members will reflect the overall demographics of the community. There is no limit to the number of Green Team members; however, the steering committee (if any) will consist of no more than 12 members. Terms will be 18 months with no limit to the number of terms. Members will be recruited based on:

- Passion for making the community more sustainable
- Subject matter expertise
- Availability to attend most meetings
- Influence, time, leadership skills

KEY RESPONSIBILITIES

- Attend monthly meetings
- Engage in discussions about the policies and practices being considered by the Green Team
- Serve on a task force
- Be an ambassador for sustainable best practices

MEETINGS

Meetings will be held on the 4th Thursday of the month for up to 2 hours, with additional meetings as deemed necessary to meet project implementation deadlines. Meetings will be run by a chair and a co-chair appointed by the group. A notetaker will record the proceedings and provide meeting notes within 24 hours.

MUTUAL EXPECTATIONS

Meeting attendance is paramount in keeping a cohesive focus on implementation of initiatives. If a member knows they will be absent, they will need to notify the chair or co-chair. Disagreements with other points of view will be made respectfully. There will be no tolerance for disruptive behavior.

COMMUNICATIONS

Meeting minutes will be distributed within 5 days of a meeting. All task forces will be expected to provide meeting notes and report on the progress of their project at least quarterly. Members are expected to respond to email and phone communications within a week's time.

DECISION-MAKING

Decisions will be made by consensus.

SIGNED

_____	_____	_____
	Printed Name	Date
_____	_____	_____
	Printed Name	Date
_____	_____	_____
	Printed Name	Date
_____	_____	_____
	Printed Name	Date
_____	_____	_____
	Printed Name	Date
_____	_____	_____
	Printed Name	Date

APPENDIX C: Meeting Agenda template

Create an agenda/notetaking form like this in Excel or Google Sheets, adding a new tab for each meeting date. This keeps all agendas and meeting minutes in a single document that is easily accessible by all team members and simplifies notetaking.

AGENDA				
Date: Wednesday, January 30, 2019 Time: 4:00 - 6:00 p.m. Purpose: Green Team Kickoff meeting Who Attended: Joe Smith, Jane Doe, Mayor Johnson, Jack Sprat, etc. Before the Meeting: All: Review all documents Jack: Draft team charter to bring to meeting Sprat: meeting Bring to the Meeting: All: Calendars; sustainability accomplishments to-date Mayor: Official proclamation				
Objective	Time	Resp.	Process/Materials	Results/Notes
Welcome and Introductions	15 min	Mayor welcome	Each participant give name, affiliation, interest in joining team	
Mayor's proclamation	2 min	Mayor welcome	Read and hand out proclamation	
Why form a green team and benefits of participation	5 min	Chair	Explanation and discussion	
Needs of community; areas of focus	25 min	All	Open Discussion	
Team Charter completion	30 min	Jack Sprat	Jack reviews draft charter; discussion	
Define roles of chair, co-chair, notetaker, city staff, community volunteers; need for a steering committee?	10 min	Chair	Discussion	
Review existing initiatives	20 min	All	Local organizations, city staff, individuals report	
Determine best mode for meetings & communication between team members	10 min	All	Discuss options	
Review next steps and define purpose of next meeting	3 min	All	Date and time of next meeting- bring calendar	

APPENDIX C, *continued*

Initial Green Team agenda items to consider:

1. Introduction of Members
2. Why form a community green team?
3. Needs of the community; areas of focus
4. Benefits of participation
5. Introduction of resolution, ordinance, proclamation, or letter that officially launched your community's participation
6. Share draft Team Charter
7. Establish Leadership Roles
 - Define the roles of the group leader and co-leader, members, and municipal staff.
 - Identify a note-taker for the meetings or assign a schedule of note-taking duties
 - Identify someone to write an agenda for each meeting and distribute meeting notes after each meeting
7. Recognize and celebrate existing initiatives and programs that your community is already doing that support sustainability. Some ideas for accomplishing this include:
 - Invite representatives from one or more sustainability organizations in your community to give a brief presentation or panel discussion
 - Go around the room and ask Green Team members to talk about related past or current projects in the community.
 - Invite municipal staff in your community to give a brief presentation or panel discussion about related past or current projects in the community.
8. Determine meeting frequency, location, format, and decision-making process. Need for a steering committee?
9. Determine how the Green Team will communicate internally. How will meeting notes and tasks be shared? Consider setting up a Google Docs site or using a page on the city website.
10. Determine purpose of next meeting, date and time

Green Team Meeting 2 and beyond agenda items to consider:

1. Introductions
2. Team Charter discussion/finalization, including vision and goals
3. Decide on initial focus areas
4. Brainstorm project ideas in initial focus areas
5. Select projects; assign task force
6. Set meeting procedures and set the meeting schedule for the first year
7. Set general calendar (See example Appendix x); include important dates like Earth Day, America Recycles Day, International Compost Awareness Week, School breaks, etc.
8. Determine how the Green Team will create and maintain a web presence that serves to promote activities to the community at large. Some ideas for accomplishing this include:
 - Create a Communications Workgroup or Subcommittee that is responsible for creating and maintaining a web presence
9. Complete a Green Team Action Plan to focus your efforts

APPENDIX D: Sample Questions for a Community Survey

Use these 10 questions (or similar questions that are tailored to your community) as a starting point to begin to understand your community's needs, interests, and behaviors relevant to sustainability efforts. Enter into an online format like Survey Monkey for easy distribution and compilation of answers.

Community Based Food System

1. Is there a place to buy locally grown food in our community?
(Yes/No/Don't Know)

2. What kinds of activities might you be interested in participating in if they were available in our community?

(Record responses—if possible, ask respondents to choose the one they think is most important)

- Attending a local food fair (Yes/No/Maybe)
- Attending nutrition and healthy eating classes (Yes/No/Maybe)
- Attending a class on preserving locally grown food (canning, pickling, etc.) (Yes/No/Maybe)
- Attending a class on cooking locally grown food (Yes/No/Maybe)
- Attending a Farmer's Market (Yes/No/Maybe)
- Joining a Community Supported Agriculture group (where you buy a share of fresh, locally grown produce and it is delivered weekly to your neighborhood) (Yes/No/Maybe)
- Growing food in a community garden (Yes/No/Maybe)
- Attending a native plant sale (Yes/No/Maybe)

Natural Resources

1. Are you concerned about any of these issues in your neighborhood?
(Yes/ No/Don't Know)

(Record responses—if possible, ask respondents to choose the one they think is most important)

- Pet waste not picked up
- Water quality
- Flooding when it rains
- Problems with septic systems
- Litter on the ground
- Litter in waterways (lakes, creeks, rivers, streams)
- Not enough trees
- Not enough green spaces
- Overuse of pesticides or fertilizers on lawns
- Air pollution from traffic or power plants

Health and Wellness

1. Are any of these issues a problem in our community?
(Yes/No/Don't Know)

(Record responses—if possible, ask respondents to choose the one they think is most important)

- Childhood obesity
- Adult obesity
- Lack of activities/information that promote exercise
- Lack of activities/information that promote healthy eating

2. If you are employed, does your place of employment have a workplace wellness program?
(Yes/No/Don't Know/Not Employed)

Local Economy

1. What kind of activities do you think would support local businesses in our community?
(Yes/No/Don't Know)
(Record responses—if possible, ask respondents to choose the one they think is most important)
- Hold local business roundtables
 - Encourage our municipal government to purchase products and services from local businesses
 - Recognize local businesses for “going green”
 - A local business directory
 - A “Buy Local” campaign

Climate and Energy

1. Do you know what greenhouse gas (GHG) emissions levels are in our community?
(Yes/No/Heard of them but not sure what they are)
2. Do you know what a carbon footprint is?
(Yes/No/Heard of them but not sure what it means/Don't Know)
3. Should our community focus on decreasing the energy used by the municipal government? (Lighting, landscaping, heating and cooling, etc.)
(Yes/No/Don't Know)
4. Would you like to know more about how to make your house, condo, or apartment more energy efficient?
(Yes/No/Don't Know)

Transportation

1. Do you currently use the public transportation modes available in the city?
(Yes/No/Heard of them but not sure what they are)
2. If you don't currently use publicly-available transportation options, why not?
(Record responses—if possible, ask respondents to choose the one they think is most important)
- It takes too much time out of my day
 - I would if it were free
 - I need more flexibility with my work schedule
 - I travel a lot for my job
 - I have to drop off and pick up my children from day care
 - I would if my employer were supportive i.e. use of company car for family emergencies
 - I ride my bicycle most of the time

APPENDIX E: Potential Green Team Focus Areas / Action Ideas

1. Community Action/Education/Events
 - a. Build a Green Team Resource Center (web-based)
 - b. Pledges
 - c. Competitions and contests
 - d. Earth Day and other events
 - e. School interactions, events, volunteering
 - f. Reuse events: Swap meet
 - g. What to do at home
 - h. Screen films
 - i. Field trips – landfill, compost operation, recycling operation, community gardens, etc.
 - j. Community surveys
 - k. Zero waste events
2. Transportation
 - a. Electrify fleet vehicles
 - b. Discount bus passes
3. Community-based Food System
 - a. Local Food Fair
 - b. Local Food Preservation Classes
 - c. Establish Local Farmers Market
 - d. Promote Local Farmers Market
 - e. Community Gardens
 - f. Spring transplant sale
 - g. Fall transplant sale
4. Energy
 - a. Municipal building energy audits
 - b. Residential energy efficiency
 - c. Renewable energy project
5. Greenhouse Gas Emissions
 - a. Municipal carbon footprint
 - b. Climate Action Plan
 - c. Climate Adaptation/Resiliency Plan
 - d. Soil carbon storage
6. Municipal Solid Waste/Recycling/Composting
 - a. Waste Assessments/ Audits
 - b. Universal Access to Recycling
 - c. Regional Recycling
 - d. Organized Hauling
 - e. Volume-based Collection
 - f. HHW Collection Events
 - g. Reuse Program Directory
 - h. Community Composting
 - i. Commercial Composting
7. Health & Wellness
 - a. Community Wellness Program
 - b. Workplace Wellness Program
8. Local Economies
 - a. Establish Local Business Directory
 - b. Promote Local Business Directory
 - c. Buy Local Campaign
 - d. Local Business Roundtable
 - e. Local Purchasing Practices and Preference Policy
 - f. Green Business Certification Program/B Corp Program
9. Green Purchasing
 - a. Green Purchasing Policy
 - b. Evaluation of Current Purchasing Policy
 - c. Vender Preference Statement
 - d. Purchase Recycled Products
 - e. Purchase Environmentally Preferred Products
10. Natural Resources
 - a. Water quality
 - b. Watershed Stewardship Program
 - c. Stormwater Management
 - d. Septic Management
 - e. Water Conservation
 - f. Tree City USA
 - g. Pet Waste
11. Planning & Land Use
 - a. Affordable, Climate-ready Housing
 - b. Building Preservation
 - c. Green Space

APPENDIX F: Long-term Project Plan Example

Focus Area	1 Year	3-5 Year	10 Year	Long term
Energy/Climate	Goal: Get baseline data on GHG emissions Actions: Gather data from utility bills Conduct city employee commute survey Gather data on fleet fuel use	Goal: Reduce electricity and fuel consumption by 20% Actions: Convert city fleet to bio-diesel and electric Offer discounted bus passes and establish commuter benefit program	Goal: Reduce GHGs by 50% from baseline Actions: Retrofit city buildings with solar panels, efficient lighting, day-lighting	Goal: Be climate neutral
Municipal Solid Waste/Recycling/Composting	Goal: Get per capita baseline data on MSW, Recycling, Composting Actions: Register for the Municipal Measurement Program Mandate licensing/reporting by haulers	Goal: Reduce per capita MSW by 25% from baseline. Actions:	Goal: Reduce per capita MSW by 75% from baseline. Actions:	Goal: Be Zero Waste
Natural Resources – Water Quality	Goal:	Goal:	Goal:	Goal:
Local Food	Goal:	Goal:	Goal:	Goal:
Transportation	Goal:	Goal:	Goal:	Goal:

Directions: Create a long-term project plan for each impact area. Your objective is to set the long-term goal first, then backcast to the actions needed the first year to set the plan in motion.

APPENDIX G: Brainstorm and Project Ranking Worksheet

Recreate this worksheet in Excel and decide which criteria are most important to your Team. Brainstorm projects and assign rank on a 1-5 scale for each criterion (1= Low, 5= High). Add total and select project based on the highest score.

Impact Area 1:

	Big Win	Quick Win	Financial return/payback	Taxpayer benefit/ Social benefit/ Demographic benefit	Influence and public visibility	Feasibility	Leverage (sets precedent)	Equity (equal benefit for all)	Frequency	TOTAL
Project 1										
Project 2										
Project 3										
Impact Area 2:										
Project 1										
Project 2										
Project 3										
Impact Area 3:										
Project 1										
Project 2										
Project 3										
Impact Area 4:										
Project 1										
Project 2										
Project 3										

APPENDIX H: PROJECT PLAN TEMPLATE

Date:
Project Name:
Project Description and Scope:
High Level Goal:
Community Objectives, Case for City Council support:
Project Owner: (Who is responsible?)
Others Involved: (Are their roles clearly defined?)
Resources: (What are the resources needed—both staff and materials?)
Target Completion Date:
Ongoing Responsibility: (Who is responsible for the ongoing success?)

Training: (Is training necessary? If so, what type, who should get it, and how often?)
Operational controls – Standard operating procedures: (Is the program process documented? Would a checklist or procedure benefit the consistency?)
Monitoring and measurement: (What type of data should be collected to document on-going success and opportunities for improvement?)
Communications: (Who are the audiences and how will you engage them?)
Check: (How often is the status checked - monthly, quarterly? What is the date, what meeting, who is at the meeting?)
Records: (Where are records kept?)

Adapted from Dorothy Atwood – Sustainability and Environmental Management

"There is no power for change greater than a community discovering what it cares about."

- Margaret J. Wheatley

Writer, Management Consultant, President, The Berkana Institute

APPENDIX I: DATA TRACKING TEMPLATE

This tracking form is for a business, but it can be applied at the community level. Management Metrics are “normalized data” that take other variables into account, for example, population increases or decreases, or the number of employees, number of billable hours, number of miles driven, etc. When data is only measured as an absolute or core metric, it might provide a skewed view of project success or failure. Normalized metrics help explain changes to the absolute values of core metrics by comparing them to other variables.

Key Environmental Performance Area: GHG						
Project: Improve fuel efficiency of fleet and reduce fleet GHG emissions						
Goal: 2012- Reduce GHG emissions by xx% from 2011 baseline						
Actions: Install speed and idling controls, improve fleet routing, enhance driver training and performance tracking						
Core Metrics						
	Baseline 2011	2012 Q1	2012 Q2	...	Total 2012	% Change
Total fuel consumption (gal)	3,159,120	711,232	655,481		2,879,596	-8.80%
Total fuel costs (\$)						
Product moved (tons)						
Revenue (Millions \$)						
Total GHG emissions (metric tons)						
Management Metrics						
	2011	Q1	Q2	...	T 2012	% Change
GHG/product moved (metric ton)						
Gallons/ton of product moved						
Cost/product (\$/ton of product)						
2012 Results						
Gallons saved						
\$ saved through improved efficiency						
Progress Toward Goals %						
2012 goal						
2012 results						
Adapted from Environmental Defense Fund publication, Green Returns						

APPENDIX J: STAKEHOLDER ANALYSIS CONSIDERATIONS

Stakeholder Group:	Name of stakeholder group, such as Garbage Haulers, Retail, etc.
Description of Group:	Jobs or roles, distinguishing characteristics, involvement in competing initiatives, issues important to the group.
Impact:	High= Key player directly impacted by change requiring personal attention. Medium= Key player influenced by the next level of leadership or direct reports; requires communication and information. Low= Important player impacted by change, followers of high and medium stakeholders; requires communication and information.
Level of Influence:	High= has the ability to make the change a success or failure. Medium= can gain support from others for or against the change. Low= little or no ability to influence the change.
Buy-in and Involvement Strategies:	List of strategies for gaining buy-in from the members of the stakeholder group. Identify ways to involve this group in the program. Identify any key communication points that this group may need.
Responsible person:	Name of the person who is responsible for implementing each "Buy-in and Involvement Strategy".
Date:	Enter the phase of the program or date when the buy-in and involvement strategies must be executed.
Adapted from Broadword. www.broadwordsolutions.com	

COMMUNICATIONS PLAN CONSIDERATIONS

- Audience: Who should receive?
- Timing: Date?
- Sender: Who will send?
- Key Message: What are the themes and main points?
- Medium: What communication channels will be used? What works best with this audience?
- Materials: What should be left with the audience? What should be sent as a follow up?
- Frequency: How often should follow up messages be sent?
- Comments: Notes, details.

APPENDIX K: MASTER IMPLEMENTATION CALENDAR

Successful sustainability implementation requires ambitious sustainability goals and projects to address them. A key to success is the Master Implementation Calendar that maps a Green Team’s planning, implementation, project status, and strategic review process into an annual calendar. A Green Team can start embedding this implementation process by asking simple questions about the planning process as it goes through planning for the first time.

- How will planning be done in the future?
- Who will be involved?
- How frequently will goals, objectives and targets be reviewed?

Example Master Calendar

Task	Lead	Calendar Year			
		Q1	Q2	Q3	Q4
Project Planning					
Review and recommend modifications to short term goals	Steering Committee	X			
Approve short term goals	City Leadership	X			
Identify and prioritize projects to meet goals	Steering Committee	X			
Recommend new projects	Steering Committee	X			X
Recommend project leads	Steering Committee		X		
Approve project leads with authority and resources	City Leadership		X		
Project Implementation					
Implement of projects	Project Task Force			XXX	XXX
Communication of goals and successes					
• Community communication by top leadership about sustainability	Steering Committee	XXX	XXX	XXX	XXX
• Community awareness events (Earth Day and America Recycles Day)	Project Task Force		X		X
Training					
• Attend Sustainable Communities Conference	Chair & Co-chair		X		
Project Status Checks					
Project Updates (post to shared site)	Project Task Force	XXX	XXX	XXX	XXX
Check and track the progress of the projects (e.g. quarterly progress reports)	Steering, Proj. Leads	X	X	X	X
Check and track progress toward goals (e.g. annual report)	Steering, City Leadership	X			
Strategic Review					
Review status and progress on improvement projects	Steering, City Leadership	X	X	X	X
Review status and progress toward goals and overall sustainability effort	Steering, City Leadership				X
Review of policy and long-term goals	Steering, City Leadership				X