



Agenda

CITY CLERK'S OFFICE

DATE 12-12-12 TIME 11:19am

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SUSTAINABLE SANTA FE COMMISSION

Tuesday, December 18, 2012
City Councilors' Conference Room
Santa Fe, NM
2:30 to 4:30 p.m.

- A. CALL TO ORDER
- B. ROLL CALL
- C. APPROVAL OF AGENDA
- D. APPROVAL OF MINUTES – November 13, 2012
- E. COMMUNICATIONS FROM THE FLOOR (5 min)
- F. REPORT FROM AND ASSIGNMENT OF ACTIONEER (5 min)
- G. STAFF COMMUNICATIONS (10 min)
 - 1. Recycling outreach update
 - 2. Report on Commercial Green Building Code
 - 4. Report on Hazard Mitigation Planning
- H. DISCUSSION/ACTION ITEMS
 - 1. WESTERN ADAPTATION ALLIANCE RESOLUTION (10 min)
 - 2. ASSESSMENT - STAR Communities Pilot (5 min)
 - 3. EMS (10 min)
 - I. Update on Environmental Services Division EMS
 - 4. II. Update on Community EMS Template
 - 5. COMMUNITY ENGAGEMENT
 - I. Web Pages and Social Media Presentation (15 min)
 - II. Introduction to JouleBug (10 min)
 - III. Green Business Certification (15 min)
 - IV. SSF Awards (10 min)
 - 6. ELECTION OF VICE CHAIR (5 min)
- I. UPDATES AND OPPORTUNITIES (10 min)
 - 1. Plastic Bag Ban (K. Kelly)
 - 2. Low Emission Sticker for Parking (K. Kelly)
 - 3. Report on Solid Waste Assessment and Management Study RFP (L. Pape)
- J. ITEMS FROM THE CHAIR
- K. ITEMS FROM THE COMMISSION (5 min)
- L. ITEMS FOR NEXT AGENDA (5 min)
- M. ADJOURNMENT

Next Meeting: – January 15, 2013

NOTE: Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6520, five (5) working days prior to meeting date.

MINUTES OF THE
CITY OF SANTA FE
SUSTAINABLE SANTA FE COMMISSION
December 18, 2012

CALL TO ORDER

A meeting of the City of Santa Fe Sustainable Santa Fe Commission was called to order by Bianca Sopoci-Belknap, Chair at 2:30 p.m. at the City Hall, City Councilors' Conference Room, Santa Fe, New Mexico.

ROLL CALL

Roll call indicated the presence of a quorum for conducting official business as follows:

MEMBERS PRESENT:

Bianca Sopoci-Belknap, Chair
Esha Chiocchio
Kim Kelly
Louise Pape
Glenn Schiffbauer

MEMBERS ABSENT:

Reina Fernandez, excused
Isaac Raphael Garcia-Weinberger
Faren Dancer, resigned

STAFF PRESENT:

Katlynn Jennings, Americorps Cadre Member
Katherine Mortimer, Environmental Services Division
Cindy Padilla, Environmental Services Division Director

OTHERS PRESENT:

Jessie Anderson, Zero Waste
Janet McCormick
Seth Roffman, *Green Fire Times*
Andrea Romero, prospective candidate for Commission vacancy
Maria Rotunda
Jo Ann G. Valdez, Stenographer

APPROVAL OF AGENDA

Commissioner Pape moved to approve the agenda. Commissioner Chiochio seconded the motion. The motion passed unanimously by voice vote.

APPROVAL OF MINUTES:

November 13, 2012

Commissioner Pape moved to approve the Minutes of the November 13, 2012 meeting. Commissioner Chiochio seconded the motion. The motion passed unanimously by voice vote.

COMMUNICATIONS FROM THE FLOOR

Introductions were made.

Seth Roffman distributed copies of the current issue of *Green Fire Times*. He noted that he is working with Farm to Table representatives and the January issue will focus on regional food and agricultural issues.

Chair Sopoci-Belknap said Andrea Romero has submitted her resume and her appointment to the Commission is in the process and she should be appointed to the Commission at the next City Council meeting.

Chair Sopoci-Belknap introduced Jerome Lujan who may be replacing Isaac Garcia-Weinberger, who will be resigning as the youth representative on the Commission.

REPORT FROM AND ASSIGNMENT OF ACTIONEER

Chair Sopoci-Belknap mentioned that Commissioner Garcia-Weinberger has been in transition and has not had access to the internet; therefore the report from the Actioneer from the last meeting was not sent out. She asked if anyone had anything to report or action items.

Commissioner Pape said she read the minutes and noted that she was supposed to send the Commissioners information on zero waste and she will do that today.

Commissioner Chiochio offered to be the Actioneer for this meeting. *Of note, she sent out the Actioneer report electronically the following day. [A copy is hereby incorporated to these Minutes as *Exhibit "A"*.]

STAFF COMMUNICATIONS

1. Recycling outreach update

Ms. Padilla reported that they had a recycling committee meeting last night and discussed bin distribution and the Sierra Club is going to help staff tables on Wednesday from 5:00 to 7:30 p.m. at the Genoveva Chavez Center for bin distribution. They will do this on the third Wednesday of every month starting in January 2013 for the first quarter in 2013.

Ms. Padilla mentioned that there have been articles in the newspaper about recycling. There will also be radio advertisements with recycling ideas.

Ms. Padilla noted that the City will be recycling Christmas trees and lights in January. The Christmas lights will be taken to Capital Scrap.

2. Report on Commercial Green Building Code

Ms. Mortimer reported that she will be scheduling a meeting in early January for the group to get together and finalize the recommendations for the City. It will then go out for public comment for approximately 30 days and then go before City Council for approval.

Ms. Mortimer mentioned that there is a new Residential Green Building Code coming out sometime in January. Staff will look out for it to see if there are any amendments that have to be done.

3. Report on Hazard Mitigation Planning

Ms. Mortimer reported that a contract has been done to start hazard mitigation planning, which will continue to make the City eligible for funding. She noted that there were not enough eligible projects in the State where there were approved plans. She explained that they are looking at how adaptation to climate change and the effects of climate change can be incorporated into this planning process so that the City can get access to federal funding for mitigation planning.

Commissioner Pape said there is a little bit of an issue with this because climate adaptation planning could take up to a year but the FEMA report has to be in by May-it has to be in earlier to go through the entire process. She said the Resolution that the City will be passing on climate adaptation is limited to a year.

In response, Ms. Mortimer said the Resolution for climate adaptation (city preparedness for climate change) is not limited to a year.

Ms. Padilla said she did not think the timing will be an issue. She said the players are pretty much the same.

DISCUSSION/ACTION ITEMS

1. Western Adaptation Alliance Resolution

[Copies of the Resolution were distributed in the Commissioners' packets. A copy is hereby incorporated to these Minutes as *Exhibit "B"*.]

Ms. Mortimer reviewed the Resolution as follows:

The Resolution confirms the City of Santa Fe's membership in and supporting the efforts of the Western Adaptation Alliance. The City of Santa Fe was accepted as the 11th member of the Western Adaptation Alliance at the 2012 Urban Sustainability Directors Network annual meeting. Therefore, the City Council declares its support for the Western Adaptation Alliance and the membership of the City of Santa Fe in said Alliance.

The Resolution directs staff to re-form the green team to seek how to both reduce greenhouse gas emissions from City operations and to determine how to incorporate how climate change will affect the ability of the City to deliver services in the future. It also directs staff to engage the public in addressing how the effects of climate change will impact citizens and develop strategies to reduce anticipated adverse impacts.

Ms. Mortimer said possibly the Commission can pass a motion to adopt the Resolution.

Commissioner Pape asked if there was a reference to how long this will be.

Ms. Mortimer said no, this would be ongoing.

Ms. Padilla noted that the Resolution will be heard at the Public Utilities Committee on January 2, 2013 at 5:00 p.m. in City Council Chambers.

Commissioner Pape moved to accept the Western Adaptation Alliance Resolution and move it forward. Commissioner Chiochio seconded the motion. The motion passed unanimously by voice vote.

2. Assessment-STAR Communities Pilot

Ms. Mortimer distributed a handout on STAR Communities (Sustainability Tools for Assessing and Rating Communities). A copy is hereby incorporated to these Minutes as *Exhibit "C"*.

STAR Communities helps cities and counties achieve meaningful sustainability through the *first national framework* for local community efforts. The Rating System's Technical Guide and Reporting Tool are in a pilot-phase with 32 North American communities. Ms. Mortimer is waiting for the Guide and Reporting tool and she will forward it to the Commissioners once she receives it.

Chair Sopoci-Belknap said the Commission is interested in this for a variety of reasons, primarily for the Commission to have an assessment framework for the Commission to track progress and to use it as an educational tool for the public. She said this is a framework that has a rating system. Once the Technical Guide is received, they will put together a group of people to input the data. Chair Sopoci-Belknap would like to have some Commissioners involved.

In response, Ms. Mortimer said it has been a little difficult to get the details on this; therefore it is hard to get a team together when you don't know what you will be asking them to do. She said they are hoping to get the Technical Guide soon so they can know the details.

Commissioner Kelly said they are going to focus on getting the data by category. She mentioned that she met with Nick Schiavo to see which category he can give them data on. She noted that the Commission also wants to use this in place of the Commission's annual report.

3. EMS

I. Update on Environmental Services Division EMS

Ms. Mortimer said the EMS Plan is complete and a copy is included in the Commissioners' packets. [A copy is hereby incorporated to these Minutes as *Exhibit "D"*]. She noted that they asked staff if they had any changes or updates and they did not have any. She said they are developing a template and it is two-fold: one is for other city divisions and departments and the utility billing department will be doing this next. Staff will be meeting with them early next year. Ms. Jennings is also working on a template that anybody in the community can use.

II. Update on Community EMS Template

As noted above, Ms. Jennings is working on a template for the community to use. She said as far as the guide, they are about two-thirds of the way through the ratings and after that it will be formatted for visual accessibility. She estimates that it will be available sometime in March.

Chair Sopoci-Belknap asked if they will be doing any sort of PR around this and how does this fit into the Commission's outreach and educational work, in general.

Ms. Mortimer said they have not done any announcements outside of the city.

Ms. Padilla said this is a good point and she will talk to the Director about this.

Mr. Roffman said they could also use *Green Fire Times* to inform the community about this.

Commissioner Kelly said they could put something in the newspaper.

Commissioner Chiochio said she did not see anything about water in this.

In response, Commissioner Kelly said it is included in a different category called "Innovation and Design". She will e-mail the STAR document to the Commissioners once staff receives it.

Chair Sopoci-Belknap suggested that the Commission follow up on this when the Technical Guide comes out. The Commission will evaluate whether or not they need an additional category to fully evaluate water once they see the STAR Technical guide.

COMMUNITY ENGAGEMENT

I. Web Pages and Social Media Presentation

Ms. Jennings noted that they have been working on the web site. She noted that the Commission now has a Facebook page and Twitter. She will send links to the website, blog, Facebook page, Twitter, etc. to the Commissioners. The Commissioners were asked to look at the blog and provide feedback to Ms. Jennings before the next meeting.

Chair Sopoci-Belknap encouraged the Commissioners to send information to Ms. Jennings to post events/resources related to sustainability on the website and Facebook.

Chair Sopoci-Belknap referred to the handout that was distributed (*Education and Outreach Projects-Exhibit "E"*). She said they need an outreach subcommittee to work on these projects. The following individuals offered to serve on the subcommittee:

Chair Sopoci Belknap
Andrea Romero
Glenn Schiffbauer
Jerome Lujan
Katlynn Jennings
Maria Rotunda
Jessie Anderson

II. Introduction to JouleBug

Ms. Mortimer said JouleBug is a new app that can be used on I-products (I-phone) and Droid and should be ready by early February. She explained that they want to do a big Earth Day launch, possibly with the Community College. People can sign up for JouleBug and there are 200 sustainable actions that people can do, and it creates a friendly competition. The idea is to create behavioral change.

Chair Sopoci-Belknap said JouleBug is an application that will help the Commission engage the community in the sustainability goals.

III. Green Business Certification

Ms. Mortimer reported that Hospitality Green and the Santa Fe Watershed Association received a grant from the EPA who has a program to certify green businesses.

Chair Sopoci-Belknap noted that there is a subcommittee for this and the members are: Kim Shanahan, Esha Chiocchio, Glenn Schiffbauer and Katlynn Jennings. She said the idea is to try and find a way to incentivize businesses to green up their business practices.

Ms. Mortimer said there was a subcommittee meeting and there was a discussion about waiting to see if this is going to meet the needs and be flexible enough to adjust it to the local needs. There is also talk about having a "Train the Trainer" class at the Community College.

Chair Sopoci-Belknap noted that the Green Chamber has their own voluntary self-assessment process. She asked how that will interact with this.

Mr. Schiffbauer said the Green Chamber will keep this for the time being, as far as the members of the Green Chamber. It is an honor system. He said there has been talk about doing actual green certifications-not a self assessment.

IV. SSF Awards

Ms. Mortimer said this year the Sustainable Santa Fe Awards event will be held at the Eldorado Hotel on April 27th, 2013, along with a fundraiser that is being held by Earth Care. She noted that radio ads will start going out on January 1st and an article about the awards will be in the January issue of *Green Fire Times*. Nominations will be accepted from January 1st to March 1, 2013.

Chair Sopoci-Belknap said there was a committee that selected the winners last year but there was talk about adding community members to the selection committee. She will send the nomination form to the Commissioners and solicit feedback from the Commissioners.

The criteria for the SSF awards were discussed.

ELECTION OF VICE CHAIR

Chair Sopoci-Belknap suggested that this be postponed given the fact that there are new Commissioners and the subcommittees need to get in order.

UPDATES AND OPPORTUNITIES

1. Plastic Bag Ban

Ms. Mortimer said the Plastic Bag Ban Ordinance is moving forward and will go before the Business and Quality of Life Committee on January 8th from 11:00 a.m. to 1:00 p.m. Ms. Mortimer will e-mail the Commissioners the draft copy of the Ordinance.

2. Low Emission Sticker

Commissioner Kelly reported that the Parking Division is interested in this but they would like to do an assessment to see what the costs will be.

3. Report on Solid Waste Assessment and Management Study RFP

Commissioner Pape said at the Solid Waste Advisory Committee (SWAC) meeting, the Request for Proposal for the Solid Waste Assessment and Management Study was discussed. She said there was less than two weeks when this was announced and when people could respond to it. She expressed concerns as to where and when the RFP was distributed.

Commissioner Pape said zero waste was not included in the RFP and she would like them to look at zero waste. She thinks it is hard to get to a goal unless you aim for it. She suggested perhaps a Commissioner could be added to the evaluation team who will be reviewing the responses to the RFP.

Ms. Padilla clarified that the real purpose of the study. She said SWAC developed and put together a Solid Waste Comprehensive Plan about two years ago. She said the Solid Waste Comprehensive Plan does several things: it ties solid waste management together with the City, the County and the Solid Waste Agency, who runs the Buchman Road Recycling and Transfer Station (BuRRT); the plan addresses how the three entities can work together in the services they are already offering effectively, efficiently; addressing the effectiveness; and how to address issues like reuse, recycling, diversion as a comprehensive system, looking at the system as a whole.

Ms. Padilla said she needed help implementing the Plan and talked to the county, the city and BuRRT staff about this and they decided to put together the RFP. She said it is not really a study to help us get to zero waste; it is mostly focusing on operations; and grades us on how we are doing as a business and customer service.

Ms. Padilla said it would be fairly unlikely that they will be able to add to the evaluation team mainly because it is focused on operations; however, she can talk to the county and to BuRRT about this.

Chair Sopoci-Belknap said it seems like the best time for the Commission could adjunct in this issue is when the report of the study is done.

ITEMS FROM THE CHAIR

There were no items from the Chair.

ITEMS FROM THE COMMISSION

The Commission discussed possibly moving the meeting dates and times. Ms. Mortimer will do a doodle poll to determine the best meeting schedule for the Commission.

ITEMS FOR NEXT AGENDA

This was not discussed.

ADJOURNMENT

Schedule next meeting/ adjournment

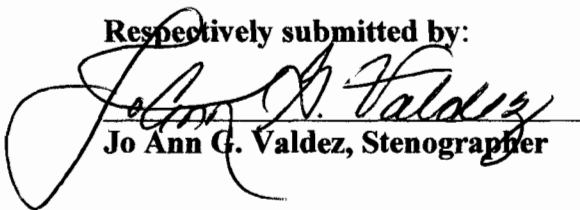
- The next meeting is scheduled for January 15, 2013 from 2:30 p.m. to 4:30 p.m.

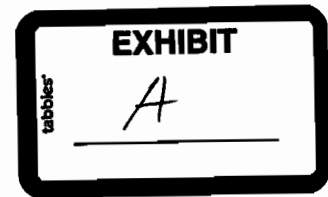
Commissioner Pape moved to adjourn, second by Commissioner Kelly, the meeting adjourned at 4:30 p.m.

Approved by:

Bianca Sopoci-Belknap, Chair

Respectively submitted by:


Jo Ann G. Valdez, Stenographer



ACTIONEER'S REPORT
December 18, 2012
Submitted by Esha Chiocchio

- **Katherine** will send the most current version of the Climate Adaptation Resolution
 - When she receives the spreadsheet and technical guide from STAR she will send it on to us.
- **Jan. 2, 2013 5:00pm** PUC meeting in City Council Chambers regarding joining the Western Adaptation Alliance. All are welcome to attend.
- **Kim** will email the STAR document.
- **The Commission** will evaluate whether or not we need an additional category to fully evaluate water once we see the STAR technical guide.
- **Katlyn** will send links to website, blog, facebook page, twitter, etc.
- **The Commission** is asked to look at the blog and give feedback to Katlyn before the next meeting.
- **The Commission** is encouraged to send information to Katlyn to post events/resources related to sustainability on the website/FB.
- **Bianca** will send the nomination form for the Sustainable SF Awards and solicit feedback from the Commission. She will also send a Doodle Poll to determine the best meeting schedule for the Commission.
- **Katherine** will email the date/time of the next Business and Quality of Life meeting as well as the most current draft of the bag ban.
- **Sub-committees:**
- **Green Business Certification**
 - Chair: **Kim**. Members: **Esha, Glenn, Katlynn**
- **Community Engagement/Outreach** (website, awards, etc.)
 - **Bianca, Andrea, Glenn, Jerome, Katlyn, Maria, Jessie** (Sierra Club)
- **STAR Rating Program**
 - **Kim, Bianca, Staff, Community College, Andrea, Louise**



CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2012-____

INTRODUCED BY:

Councilor Calvert

A RESOLUTION

**CONFIRMING THE CITY OF SANTA FE'S MEMBERSHIP IN AND SUPPORTING
THE EFFORTS OF THE WESTERN ADAPTATION ALLIANCE.**

WHEREAS, Northern New Mexico has experienced significant damage from hazards such as wildfire, drought, flooding, high winds, and major storms, resulting in the loss of property and life, economic hardship and threats to public health and safety; and

WHEREAS, climate extremes and weather-related disasters are creating an increasing threat to existing community priorities and affect the City's ability to deliver on its existing commitments; and

WHEREAS, historic weather data alone is no longer sufficient to plan for a prosperous future; instead, in looking to the future, the City should also incorporate projected changes in local climate and associated impacts to its operations; and

WHEREAS, the governments of Flagstaff, AZ; Salt Lake City, UT; Tucson, AZ; Fort Collins, CO; Las Vegas, NV; Denver, CO; Boulder County, CO; Park City, UT; Aspen, CO; and Phoenix, AZ formed the Western Adaptation Alliance after an Academy on Climate Change

1 Resilience and Adaption in September, 2010; and

2 **WHEREAS**, the Urban Sustainability Directors Network provided funding to the
3 Partners to enable them to come together and to share and explore planning frameworks, creative
4 ideas, and knowledge about climate adaptation planning; and

5 **WHEREAS**, the partners have benefitted greatly from these meetings and the associated
6 dialogue about climate change and planning for the future of a changing climate; and

7 **WHEREAS**, the partners have published the following document: “Report on Climate
8 Change and Planning Frameworks for the Intermountain West;” and

9 **WHEREAS**, the Partners acknowledge that climate change is already having a
10 significant impact on western and southwestern states, and that local communities have a critical
11 role, and indeed an obligation to their citizens, to anticipate, plan, and prepare for impacts
12 associated with climate change; and

13 **WHEREAS**, the Partners acknowledge that some of the impacts of climate change are
14 regional in nature and will require regional cooperation and planning to effectively prepare our
15 local communities for future conditions; and

16 **WHEREAS**, given the success of the Partners to date, they agree that the establishment
17 of an ongoing Western Adaptation Alliance has been of great value to local communities and to
18 the region as a whole and enables continued learning, knowledge transfer, and regional
19 collaboration; and

20 **WHEREAS**, the Western Adaptation Alliance plans to continue to communicate on a
21 regular basis with telephone meetings and through other methods in order to assist each other, to
22 share progress, and to discuss climate change-related topics and associated adaptation strategies
23 with respect to:

- 24 • Economic Heath and Resilience
- 25 • Climate Change Science

- Municipal Water Supply Planning
- Forest Management
- Emergency Management
- Transportation Planning
- Human Health and Related Services
- Agricultural Impacts and Food Security
- Energy Generation, Supply and Security

And any other area of cooperation that the parties may agree upon; and

WHEREAS, the Western Adaptation Alliance wishes to affirm the partnership and the desire for future collaboration, knowledge transfer, and dialogue; and

WHEREAS, any commitment of financial or human resources is voluntary and not obligatory and none of the parties are expected to collaborate on matters where internal prohibitions exist; and

WHEREAS, the City of Santa Fe adopted the Sustainable Santa Fe Plan (Resolution 2008-93) which includes “. . .how the City can prepare to be more resilient to respond to the impact of global warming on the community”.

WHEREAS, the City of Santa Fe has committed to reducing greenhouse gas emissions by adopting energy- and water-wise building codes, developing local and renewable energy, using reclaimed water, adopting water conservation requirements, water demand management, conjunctive use of water, and education and outreach; and

WHEREAS, the City of Santa Fe has committed to actions to make the community more resilient by developing a regional food policy council, forest thinning, water for ecosystems preservation, preservation of green spaces, riparian restoration, storm-flow management, water supply planning, urban forests, stormwater retention, education and outreach, arroyo stabilization, aquifer storage/recovery, drought management plans, urban gardening, and emergency response

1 capacity building; and

2 **WHEREAS**, the City of Santa Fe was accepted as the 11th member of the Western
3 Adaptation Alliance at the 2012 Urban Sustainability Directors Network annual meeting.

4 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
5 **CITY OF SANTA FE** that the City Council hereby declares its support for the Western
6 Adaptation Alliance and the membership of the City of Santa Fe in said Alliance.

7 **NOW, THEREFORE, BE IT FURTHER RESOLVED BY THE GOVERNING**
8 **BODY OF THE CITY OF SANTA FE** to direct staff to reform the green team to seek how to
9 both reduce greenhouse gas emissions from City operations and to determine how to incorporate
10 how climate change will affect the ability of the city to deliver services in the future.

11 **NOW, THEREFORE, BE IT FURTHER RESOLVED BY THE GOVERNING**
12 **BODY OF THE CITY OF SANTA FE** to direct staff to engage the public in addressing how
13 the effects of climate change will impact citizens and develop strategies to reduce anticipated
14 adverse impacts.

15 PASSED, APPROVED, and ADOPTED this ____ day of _____, 2012.

16
17 _____
18 DAVID COSS, MAYOR

19
20 ATTEST:

21
22 _____
23 YOLANDA Y. VIGIL, CITY CLERK

24
25 APPROVED AS TO FORM:



SUSTAINABILITY
TOOLS FOR
ASSESSING &
RATING COMMUNITIES



STAR Communities helps cities and counties achieve
meaningful sustainability through the
first national framework for local community efforts.

Set Goals. Measure Progress.

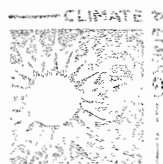
"The STAR Community Rating System helps us create an active roadmap for a sustainable community and allows us to measure our progress along the way. We've already streamlined our data collection and we are learning from other communities using this common framework. With the help of this tool, we are making more informed decisions that have a big impact on our community."

Shannon Parry
Assistant Director, The Office of
Sustainability & the Environment
City of Santa Monica

STAR COMMUNITY RATING SYSTEM GOALS



BUILT ENVIRONMENT
Quality, Choice & Access
Where We Live, Work & Play



CLIMATE & ENERGY
Increase Efficiency, Reduce Impact



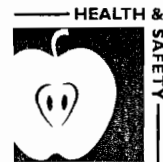
ECONOMY & JOBS
Quality Jobs, Shared Prosperity



EDUCATION, ARTS & COMMUNITY
Vibrant, Connected & Diverse Culture



EQUITY & EMPOWERMENT
Inclusion & Access for
All Community Members



HEALTH & SAFETY
Strong, Resilient & Safe



NATURAL SYSTEMS
Protect & Restore the
Resources of Life

STARcommunities.org

THE STAR COMMUNITY RATING SYSTEM

WHAT IS A SUSTAINABLE COMMUNITY?

The path to sustainability is different for every community – but the common elements are a healthy environment, a strong economy and the well-being of the people living in the community.

WHY IS SUSTAINABILITY IMPORTANT FOR COMMUNITIES?

When sustainability areas are addressed in tandem with each other, they have a powerful, positive effect on the quality of life and future of a community. By overlapping work in these areas, efficiencies emerge and better results are achieved. It's an approach that solves local problems while being innovative about progress. And since a core value of sustainability is a strong economy, it can help make the most of tight budgets in these challenging economic times.

HOW DOES THE STAR COMMUNITY RATING SYSTEM HELP LOCAL COMMUNITIES GET THERE?

National experts and partners worked together to make the STAR Community Rating System the *first national framework* for local community sustainability efforts. Every community has a unique vision and needs, so individual governments address their sustainability plans in ways that work best for them. But the path to progress is now easier with the launch of the groundbreaking STAR Community Rating System.

The online Rating System is an active roadmap *and* a measuring system. Local leaders can use the Rating System to assess how sustainable they already are, set goals for moving ahead and measure progress along the way – all through easy to follow goals online at www.STARcommunities.org.

HOW DO YOU GET STARTED?

Currently, the Rating System's Technical Guide and Reporting Tool are in a pilot-phase with 32 North American communities. STAR Communities expects to release additional products and services to communities as they are vetted by these early adopter and leadership communities. Until that point, communities can download the **FREE** STAR Community Rating System from the website and sign up for updates on releases.



STAR Community Rating System Tools & Terms

• Starter Kit

Get started with free tools and resources

• Participating STAR Community

Jump into the Technical Guide and other resources that help you create your path

• Reporting STAR Community

Subscribe, get support and start reporting your progress with online tools

• Certified 3-STAR, 4-STAR or 5-STAR Community

Go for certification by diving into the full support program and reporting your data for review

• STAR Community Pilots

Early adopters and leadership communities testing the Rating System, Technical Guide and Reporting Tool



STARcommunities.org

Environmental Management System (EMS) Plan

2012



City of Santa Fe

Environmental Services

Division

10/30/2012

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Environmental Management System Contributors

EMS STEERING COMMITTEE:

CINDY PADILLA	KATHERINE MORTIMER	ERIN LLOYD ORITOGZA
LAURIE DE-HERRERA	ERIC LUCERO	ERICKA SCHWENDER
LOUISE PAPE	LAWRENCE GARCIA	ANGEL ALVARADO

STAFF OF ENVIRONMENTAL SERVICES:

ABRAHN SANCHEZ	ERIC ROMERO	JOHN LARRANAGA
ARCENIO VIGIL	ERNEST BERMUDIS	JOHNNY ARCHULETA
ARMANDO GALBADON	ERNIE VIGIL	KEVIN MARTINEZ
CARLOS MUNOZ	STEVE RIVERA	KRIS LOPEZ
CRAIG VIGIL	FRANK GARCIA	LEROY GRIEGO
DANIEL LARRANAGA	GREG ARAGON	LEVI ROMERO
DANIEL TEJIRANA	JARED PADILLA	LLOYD SANDOVAL
DANNY ROYBAL	JASON ANAYA	MANUEL VIGIL
DOMINIC LOPEZ	JASON ROYBAL	MARK DENKO
DOMINIC SENA	JESSICA BRAVO	MARK LEVASSAUR
ENRICO RUIZ	EVA RAEI	MARTIN VALDEZ
MATTHEW LUJAN	NATHAN GILMAN	NICK DIAZ
NICK DOMINGUEZ	PETER VIGIL	RALPH LOPEZ
RANDALL MARCO	RICHARD CHAVEZ	RICHARD QUINTANA
ROBERT ARMIJO	ROBERT VARELA	RUSSELL DURAN
WILLIAM ANDERSON	ANTHONY TRUJILLO	VIVIAN MARTINEZ
WALTER DALTON	REYNALDO VALENCIA	GILDA MONTANYO

INTRODUCTION

An Environmental Management System (EMS) integrates environmental considerations into business and operational decisions and practices. This daily attention to improved environmental compliance and pollution prevention has been shown to reduce costs and improve productivity through increased organizational awareness of environmental protection and performance.

An EMS provides a structure for businesses and organizations to assess their environmental impacts, and to continuously improve their effectiveness in managing those impacts within the context of their operations. Without an EMS, businesses react when faced with a non-compliance issue, but often do not address the underlying cause that led to the issue. With this proactive systemic approach, organizations can focus on implementing sustainable practices that support regional and community health, economic efficiency and environmental stewardship and reduce the risk of future non-compliance by adding additional failsafe measures.

An EMS can systematically reduce the carbon footprint of businesses, organizations, and public entities, and to support the community and businesses in their resiliency to the effects of global climate change and peak oil.

The Sustainable Santa Fe Commission set as a 2011-2012 strategic goal to pilot an EMS in the City of Santa Fe. The Environmental Services Division in Santa Fe's Public Utilities Department has responded to this charge and spent the last year developing their EMS. This process is designed to encourage involvement and ownership from staff at all levels. In this way, an EMS is developed from the ground up, and inspires communication and collaboration among groups within an organization. Moving forward, as the Environmental Services Division implements actions to simultaneously increase operational efficiency and reduce pollution, it is leading by example and setting a precedent of prioritizing environmental action in Santa Fe.

BACKGROUND

The City of Santa Fe acknowledges a need for a proactive and progressive response to shifting climate and dwindling resources, and has committed to implementing the Sustainable Santa Fe Commissions' 2011-2012 strategic goal of piloting an EMS in the Environmental Services Division with the Public Utilities Department. The City of Santa Fe is leading by example through the implementation an EMS which has evolved through Environmental Services staff participation, and is specific to the needs of the Division.

The Environmental Services Division was the first Division of the Public Utilities Department to develop an EMS. Other Divisions within the Department will follow until they all have completed one. The Division provides solid waste and recycling collection for the City of Santa Fe and also houses Keep Santa Fe Beautiful and the Sustainable Santa Fe Program. The Division is an enterprise fund operating through established fees for services.

The Environmental Services Division staff effectively participated when asked to identify ways to reduce environmental impacts of their work. Of the numerous suggestions, 18 were identified to be important and realistic steps by which the Environmental Service Division could reduce its environmental impact. These 18 suggestions are the "action items" that will constitute the first cycle of EMS implementation.

The following report is divided into 2 main sections. The first section outlines the process by which the Environmental Service Division identified and prioritized the 18 action items and discusses ways in which the Environmental Services Division had already incorporated environmentally-friendly operations into their. The second section organizes the 18 action items into immediate, short, medium and long term initiatives. Their summaries include a brief discussion of the action, the projected cost, fiscal benefits, other benefits, targets and ways of tracking the action's impact once it is implemented.

EMS PROCESS

WITHIN THE ENVIRONMENTAL SERVICES DIVISION

An EMS is designed to reduce the cost of some operations, mitigate environmental impacts and risks, and increase worker awareness and commitment to quality work. The process by which an EMS achieves these goals begins with an identification of the operations' environmental impacts. Based on the impacts, an organization can reduce liability by setting policies and standard operating procedures (SOPs) beyond the scope of mere regulatory compliance. These policies and SOPs can simultaneously improve environmental and regulatory performance, as can a number of other types of organizational shifts to more efficient procedures, documentation, and material acquisition. Incorporating awareness of environmental considerations into an organization has the added benefit potentially improving employee and community health on many levels.

The Environmental Services Division began the EMS process in September of 2011. Managerial support was obtained for the program, and a memo of intent was signed by the Public Utilities director. An initial Kick-Off campaign was then launched to introduce the concept of an EMS to staff at all levels of the organization and help people relate to the core philosophies of the initiative. Representatives were selected from throughout the Division to serve on a "Steering Committee" whose role was to guide the process as it unfolded.

In October, as staff began understand the work ethic intrinsic to the EMS, we requested feedback from everyone regarding the potential ways in which our Environmental Services Division impacts the environment. All suggestions were accepted in this brainstorming phase to encourage people to communicate freely. An open door policy was instituted, and a suggestions box was set out with forms for the environmental impact and any proposed mitigations people may already have, and had supervisors periodically check in with staff. While these efforts produced some valuable insights into the impacts of our division, our most fruitful communications occurred during the "ride-along" phase of our outreach.

Ride-alongs were planned strategically with drivers in each service application of Environmental Services in order to obtain a comprehensive sampling of staff experiences. During ride-alongs, the EMS coordinator met with drivers in the field, rode with them on their routes, and facilitated conversations based on observations of challenges and questions that arose during service time. Often, these conversations not only succeeded in identifying environmental impacts and potential mitigations, but also allowed the coordinator to gain a new perspective and expanded awareness of the realities of waste management.

One of the tasks of the Steering Committee was to generate a list of weighted criteria to rate the action items which mitigated the environmental impacts. The list of criteria considered the following:

- Ease of implementation
- To what degree the action falls within the power of Environmental Services
- How much the action improves compliance, health, safety, and morale
- What level of carbon reduction does the action promise?
- Does the action clean up existing contamination or reduce toxicity?
- How much will the action reduce our use of resources?
- Are there potential benefits to the local economy?
- Will the action provide educational opportunities for all ages?
- To what degree is customer service and/or systems efficiency projected to improve?

The steering committee then rated every suggested mitigation action from staff. In some instances, mitigation actions were able to be combined under a larger initiative, some were eliminated, and some were refined. The end result was a list of 18 proposed action items organized by terms of potential implementation: immediate (within 2 weeks of EMS plan acceptance), short (2 weeks to 6 months), medium (6 months to 2 years), and long term (2+ years).

ENVIRONMENTAL SERVICES PROGRAM IMPROVEMENTS

INSPIRED BY THE EMS PROCESS

The steering committee recognized two distinct types of environmental impact mitigations being suggested by staff---those specific to services offered by the Division and those that addressed the operations of the Division, (see Table 1).

Services Provided by the Division	Operational Procedures
<ul style="list-style-type: none">• Suggestions made based on the nature of the ESD work; maximize potential waste reduction/recycling services in Santa Fe	<ul style="list-style-type: none">• Typical EMS objectives
<ul style="list-style-type: none">• Develop & offer more programs, education & outreach to better facilitate sustainability in Santa Fe	<ul style="list-style-type: none">• Alter internal procedures to reduce environmental impacts and increase efficiency of operations.
<ul style="list-style-type: none">• Increase community awareness & involvement in emission reduction and other sustainability efforts	<ul style="list-style-type: none">• Prevent pollution

Table 1: 2 distinct types of suggested Environmental Impact Mitigations.

An EMS is designed to create awareness for organizations on how their operations may impact the environment. Any company can have a lighter carbon footprint, etc. no matter what they offer or produce. The nature of work in the Environmental Services Division is, in part, to mitigate environmental impact of the city of Santa Fe, and many suggestions came in as to how better to do that, including what new programs should be offered, and how services could be altered to better support the citizens and the larger goal of regional sustainability. The following is the list of the service-oriented suggestions, organized by their terms of implementation.

Immediate Term Projects---Within 2 weeks of decision to implement action

- Commercial Cardboard Outreach
- Recycling Fliers

Short Term Projects---2 weeks to 6 months

- Scrap Metal Recycling Program
- Residential Recycling Outreach
 1. Path of Waste Video
 2. Event: "Meet Your Recycling Collection Driver!"

3. *Operator Business Cards*
4. *Murals painted on the trucks*

Medium Term Projects---6 months to 2 years

- *Food Waste for Livestock*
- *Notification to Customers with unsafe access/service conditions (SFC Ch. 21 ORD enforcement)*
- *Increase diversity of use for recycled glass*

Long Term Projects---2 years +

- *Mandated Commercial Recycling*
- *City provided collection/processing/separation of food and other organic waste*

These program and service improvement suggestions could be considered in any future City Solid Waste Management Plans. A table of prioritization scores from the EMS process is included in Appendix 1, page 28.

SETTING

A DISCUSSION OF 'SUSTAINABLE' INFRASTRUCTURE & WHAT THE CITY IS ALREADY DOING

'SUSTAINABLE' INFRASTRUCTURE

City infrastructure possesses both visible and invisible components that frame the functionality of daily operations. Examples of "visible" infrastructure include buildings, vehicle service shops, roads, drainage, and electrical grids, with the "invisible" infrastructure referring to city departmental operations, policies, procedures and organizational systems which maintain and improve the visible. As Santa Fe addresses the challenge of municipal adaptability to impending climate change, there is a need for the integration of more sustainable infrastructure into the existing visible and invisible systems.

Santa Fe is already taking strides toward the incorporation of sustainability within multiple facets of City operations. The long-standing Sustainable Santa Fe Commission was reauthorized with a new charge in April 2006. This commitment included the development of the Sustainable Santa Fe Plan, which was approved in October, 2008. This plan is periodically updated and the 2011-2012 strategic goals included piloting an Environmental Management System in the City of Santa Fe. The Environmental Services' Division was chosen, and the EMS pilot has provided a framework to explore current how Santa Fe could be more environmentally conscious in waste management.

INFRASTRUCTURAL PROGRAMS

To lead by example and address the need for more sustainable initiatives taking place in the City of Santa Fe, Environmental Services has identified some infrastructural programs that could be implemented on-site initially to demonstrate their efficacy to both the public and private sectors. These programs emerged from the EMS process and were chosen as the best options to mitigate the Environmental Services' environmental impacts, and could be adopted later by other divisions and departments.

Selected Pilot Initiatives Identified by the EMS Include:

Visible Infrastructure

- On-site Active/Passive Water Harvest, Low Water Landscape Project at the Siler Road Complex
 1. Balance irrigation needs of landscaping with the potential amount of water harvested from the site and roof
 2. Once plants are established, greatly reduce or eliminate supplemental irrigation
- Green Public Sector Building Design

1. Uses locally developed draft tool for commercial green building design in Santa Fe
2. Can be applied during the construction of a new Environmental Services Shop, and later applied to the redesign of the Siler Road Public Utilities complex.

Invisible Infrastructure

- o Green Purchasing
 1. Prioritize only Energy Star appliances, recycled content materials, green, non-toxic cleaners, low VOC paints, etc. to be used in city offices.

WHAT THE CITY IS ALREADY DOING

The process of implementing an EMS has inspired many ideas with momentum and some projects have begun prior to the official implementation phase of the EMS.

Commercial Cardboard and Residential Recycling Outreach

Initiatives to bolster commercial cardboard and residential recycling in Santa Fe have already begun, in response to long time staff suggestions to focus on increasing participation from the community in our commercial and residential recycling programs. This increased attention is spearheaded by the Recycling Coordination Team's ongoing campaign which formed during the EMS process, in April 2012. The team meets every Monday and is composed of representatives from BuRRT, SF Public Schools, community volunteers, and Environmental Services staff. Thus far, the team has sponsored a community outreach event, hosted info tables at major events, created residential recycling fliers, and designed a "Re-Think Your Waste" campaign with pledge cards, and prize/incentives to bring recycling at the forefront of people's minds.

Double-sided Print Default

Programming double-sided printing as the default on computers is an easy and free way to reduce consumption of resources by saving paper, and Environmental Services made the switch immediately. Some computers with special needs remained on single-sided default, though the majority now must specify if single-sided printing is needed.

A More Comprehensive Shop Parts Room

City's Fleet Department has a stock room for parts and will expand their stock to house parts needed for the Environmental Services Division vehicles. Stocking commonly used parts locally will minimize downtime, allow the division better control of inventory, and facilitate more efficient repair and preventative maintenance.

Revise Purchasing Specs to Aim for Fleet Standardization

The trucking industry changes on a year to year basis and purchasing specifications for new vehicles have to follow the technology. Therefore specs are constantly evolving, and the goal of simplification for truck maintenance and repair is a moving target. The Project Administrator for Environmental Services is continually trying to balance these considerations by working through constraints to standardize the fleet while moving toward more efficient and cost effective purchasing and procedures.

Purchase and Evaluate 'Tilt to Dump' Truck Body Style and Compressed Natural Gas Vehicles

The conversation to specify a 'Tilt to Dump' body style of truck had also already begun among drivers, staff, and administrators; one truck will arrive in August 2012. Environmental Services is interested in comparing maintenance investments, safety features and general workability for these types of trucks. If there is a favorable response to the 'Tilt to Dump', more of that body style may be added to the fleet.

Santa Fe is first in the state's solid waste industry to acquire a Compressed Natural Gas (CNG) vehicle. CNG is a superior fuel in that it can be mined locally, requiring less trucking and thus has a lower carbon footprint. It is also more affordable than diesel and burns cleaner and more efficiently than any other fuel; trucks consume less of it to operate. Finally, use of this fuel reduces the need for emission regulation, i.e. one can breathe the exhaust from a running truck and experience no adverse affects. There are plans to acquire more of these trucks in fiscal year 2012-13.

Green Future Building and Shop Redesign

Steps toward the construction of a new Environmental Service shop were achieved in June 2012, when a 3.2 % rate increase was approved. A portion of this increase would be allocated toward the construction of a new shop.

Recycling Resources

The shop currently recycles all oil and antifreeze used in the shop. There is also a program of tire recapping, whereby worn tires are recapped locally, and reused on the trucks. These recapped tires are only used on the rear wheels, to lower risk of blowouts.

LIST OF EMS ACTION ITEMS:

REDUCING ENVIRONMENTAL IMPACT OF ENVIRONMENTAL SERVICES' OPERATIONS

Immediate Term Projects---Within 2 weeks of decision to implement action

- Standard Operating Procedure (SOP) to Capture Known Truck Leaks
- SOP to Outsource for Painting Trucks
- Double-sided Print Default
- Environmental Services Sustainable Materials Purchase Pilot

Short Term Projects---2 weeks to 6 months

- E-1 Software for Improved Documentation of Truck Maintenance
- Truck yard Seal and Berm (A Study)
- Reduce Contaminant Spread from Landfill (A Study)
- Truck Cleaning Schedule for Wash Bay
- Blowing Mitigation Trash Plan
- Revision of Purchasing Specs to Aim for Fleet Standardization

Medium Term Projects---6 months to 2 years

- Truck Replacement Plan
- Environmental Services' Passive Stormwater Management Pilot
- Environmental Services' Low Water Landscape Pilot
- Shop Parts Room (Expanded Stock)

Long Term Projects---2 years +

- Green Redesign: Future Building and Shop
- Environmental Services' Active Stormwater Management Pilot
- Electronic Office/Operational Systems
- 'Tilt to Dump' Truck Body Style (Purchase and Evaluation)

EMS ACTION ITEM SCORES

REDUCING ENVIRONMENTAL IMPACT OF ENVIRONMENTAL SERVICES' OPERATIONS

Immediate Term Projects (I)---Within 2 weeks of EMS Plan acceptance

Short Term Projects (S)---2 weeks to 6 months

Medium Term Projects (M)---6 months to 2 years

Long Term Projects (L)---2 years +

Term	Numerical Code & Abbreviated Title	Score
I	I-1 Standard Operating Procedure (SOP) to Capture Known Truck Leaks	60
I	I-2 SOP to Outsource for Painting	49
I	I-3 Double-Sided Print Default	47
I	I-4 Environmental Services Sustainable Materials Purchase Pilot	45
S	S-1 Software for Improved Documentation of Truck Maintenance	67
S	S-2 Truck yard Seal and Berm Study	59
S	S-3 Reduce Contaminant Spread from Landfill Study	55
S	S-4 Truck Cleaning Schedule for Wash Bay	48
S	S-5 Blowing Trash Mitigation Plan	44
S	S-6 Revision of Purchasing Specs to Aim for Fleet Standardization	39
M	M-1 Truck Replacement Plan	85
M	M-2 Environmental Services' Passive Stormwater Management Pilot	74
M	M-3 Environmental Services Low Water Landscapes Pilot	57
M	M-4 Shop Parts Room (Expanded Stock)	49
L	L-1 Green Redesign: Future Building and Shop	77
L	L-2 Environmental Services' Active Stormwater Management Pilot	50
L	L-3 Electronic Office/Operations Systems	40
L	L-4 'Tilt to Dump' Truck Body Style (Purchase and Evaluation)	36

Note: To see the weighted criteria by which these action items were rated, and for more detail on how each of these action items scored on a criterion by criterion basis, please see Appendix 2, (pages 1 & 2)

IMMEDIATE TERM PROJECTS (I)---WITHIN 2 WEEKS OF EMS PLAN ACCEPTANCE

I-1 Standard Operating Procedure (SOP) to Capture Known Truck Leaks

This procedure will clarify the way we approach containment of leaking fluids from trucks that are parked in the truckyard. In order to integrate this SOP into the daily ops for staff, we recommend training, signage, and periodic reminders from supervisors.

Cost: Staff time

Fiscal Benefits: Savings of clean-up costs from spills and any long term damage to infrastructure from extended exposure to leaking (and potentially corrosive) truck fluids.

Other Benefits: Limits contamination from entering ground water systems. Calls attention to preventative maintenance issues.

Notes: This action item should be implemented as a first step in prevention for keeping vehicle fluid from entering ground water supplies. To further secure ground water and soil safety, the following action items should be implemented S-1 'E-1 Software for Improved Documentation of Truck Maintenance', S-2 'Study of Truck Yard Seal and Berm', and M-1 'Truck Replacement Plan', in order to create an effective plan that reduces the risk of fluid leaking from trucks from entering the groundwater system.

Targets and Tracking: Reduction in the amount of vehicle fluid leaks that reach the soil. Progress will be tracked by periodic assessments that every truck with a reported pre/post trip leak has followed the SOP for catching the leak.

I-2 SOP to Outsource for Truck Painting

This will develop guidelines which clarify the scope of truck paint jobs that can be done in shop, with our current ventilation system. An SOP will be drafted, and paint work outside of that scope would be contracted out.

Cost: \$85.00 per hour to outsource for painting, and estimated 60 hours per average year.

Fiscal Benefits: We save on the purchase of paint and supplies/staff time/not having to invest in an indoor, fully ventilated paint booth

Other Benefits: Reduce ventilation concerns for shop, standardized painting outsource protocol.

Targets and Tracking: Paint jobs are to be categorized and consistently performed in an appropriately ventilated location for that category. Records will be kept which indicate the category of paint job, and where the work was performed.

I-3 Double-Sided Printer Default

This action item sets all Environmental Service's computers to double-sided as the default printer setting. Single sided prints are then selected manually. Some exemptions will be granted for people for whom a majority of their printing must be single sided.

Cost: \$0.00

Fiscal Benefits: \$1727.46 (54 reams @ \$31.99)

Other Benefits: Source reduction, Natural resource conservation—Every ton of white paper not used saves .68 metric tons of GHG from entering the atmosphere. Each person uses about 600 pounds of paper annually (the equivalent of 2 harvestable trees).

Notes: Double sided printing could save the Environmental Services Division approx. 54 reams of paper a year at our estimated current rate of printing. 54 reams equals 270 lbs of paper saved, which translates to .135 of a metric ton of carbon emissions NOT entering the atmosphere.

Targets and Tracking: Reduction of paper use by 25%. Set all ESD printers to double sided default, and do periodic checks of printer defaults.

I-4 Environmental Services Sustainable Materials Purchase Pilot

This action item initiates a purchasing policy in which we transition to recycled content and energy saving materials used throughout the Environmental Services Division. Printer paper is the first phase of this pilot, due to the amount we use currently. Later we can specify such things as green/non-toxic cleaners, low VOC paints, energy star appliances, and CFLs.

Cost: An estimated \$3.50 more per case of paper.

Fiscal Benefits: When combined with Double-Sided default, a savings of \$1286.46.

Other Benefits: A ton of white paper diverted from landfill saves .68 metric tons of GHG from entering the atmosphere.

Notes: Case of Navigator Premium Super White (75% recycled content, 30% post consumer, source William & Mary Office of Procurement) \$35.49 - \$31.99 currently = \$3.50 more per case. We use an estimate 18 cases (180 reams) annually.

Single sided default + current paper = \$5758.20

Double sided default + recycled content paper = \$4471.74

Targets and Tracking: Reduction of greenhouse gas and other toxic emissions associated with materials ESD uses. Identify materials that the Division uses which could be substituted for materials that have recycled content, non-toxic ingredients and fewer greenhouse gas emissions. Check purchase orders to track the integration of the more sustainable alternative materials.

SHORT TERM PROJECTS (S)---2 WEEKS TO 6 MONTHS AFTER EMS PLAN ACCEPTANCE

S-1 E-1 Software for Improved Documentation of Truck Maintenance

This modification to the existing electronic management system will track the number of repairs per vehicle, total vehicle maintenance cost, any reoccurring problems, shop parts inventory, maintenance staff hours, and schedule preventative maintenance for the fleet.

Cost: In the contract for modification of E-1 software

Fiscal Benefits: Cost savings over time as vehicle preventative maintenance and fuel efficiency are optimized; theoretically less costly emergency repairs. Also savings as truck receiving appropriate preventative maintenance tend to have less occurrence of spills on the roadway which require time and money to mitigate.

Other Benefits: A more efficient documentation system will save time, money, and lessen the environmental impact from unresolved repair issues in the vehicles.

Notes: This action item should be studied and implemented in conjunction with I-1 'Standard Operating Procedure (SOP) for Known Truck Leaks', S-2 'Study of Truck Yard Seal and Berm', and M-1 'Truck Replacement Plan', in order to create an effective plan that prevents fluid leaking trucks from entering the groundwater system.

Targets and Tracking: Reduction in the overall cost for repair and downtime of trucks; Reduction of pollution associated with not optimizing maintenance and replacement of fleet vehicles. The E-1 Software will track this.

S-2 Truck Yard Seal and Berm Study

This initiative involves research into Best Management Practices and design interventions for truck yards that would limit the amount of oil (and other vehicle fluids) which percolate into the groundwater systems and enter the watershed.

Cost: Staff time

Fiscal Benefits: Understanding BMPs for truck yard soil management may lead to a reduction in risk for potentially high cost cleanup

Other Benefits: A staging area with a 10 vehicle capacity and a non-permeable surface, monolithic berms, and filters for runoff could greatly lessen the amount of contamination from leaking trucks awaiting repair.

Notes: This action item should be studied and implemented in conjunction with I-1 ‘**Standard Operating Procedure (SOP) for Known Truck Leaks**’, S-1 ‘**E-1 Software for Improved Documentation of Truck Maintenance**’, and M-1 ‘**Truck Replacement Plan**’, in order to create an effective plan that prevents fluid leaking trucks from entering the groundwater system.

Targets and Tracking: Reduction in the amount of vehicle fluid leaks that reach the soil. The study will indicate the most appropriate and cost effective method to achieve this reduction. This mitigation will be tracked through verification that the recommended method from the study was implemented.

S-3 Reduction of Contaminant Spread from Landfill into the Community Study

This initiative involves research into Best Management Practices (BMPs) and interventions for maintaining hygienically responsible operations so that bio-hazards, toxins, chemicals, and other environmental contaminants are not spread into the workplace, community, and homes as a result of waste management procedures.

Cost: Staff time to implement the study.

Fiscal Benefits: Potential for less employees getting sick, and a reduction in health and hazard insurance claims.

Other Benefits: Environmental and public health risks are minimized as regional waste management facilities emphasize hygienic processing and procedures. There are technologies and precedented SOPs that have been shown to limit the potential contamination spread from the landfill. Research will show what approaches are the most applicable in the City.

Notes: This action item should be paired with S-4 ‘**Truck Cleaning Schedule for Wash Bay**’, and L-4 ‘**Purchase ‘Dump’ Truck Body Style**’, in order to create an effective plan that prevents any public or environmental health risk from microscopic containments spreading from the landfill.

Targets and Tracking: Reduction in the amount of contamination that leaves the landfill on shoes, and trucks. The study will indicate the most appropriate and cost effective method to achieve this reduction. This mitigation will be tracked through verification that the recommended method from the study was implemented.

S-4 Truck Cleaning Schedule for Wash Bay

This initiative aims to coordinate driver schedules in Environmental Services and among other divisions utilizing the wash bay in order to minimize wait times while maximizing efficiency and other benefits of cleaner service vehicles.

Cost: Staff time to coordinate and initiate the program.

Fiscal Benefits: A schedule provides the most efficient use of intra-departmental time organized around the availability of a single city resource; there will be less time wasted waiting in line at the wash bay.

Other Benefits: By having a set schedule, we will ensure that every truck is getting cleaned on a regular basis, and thus limiting the potential contamination spread from the landfill. Cleaner trucks can also help to improve community's perception of the Environmental Services Division.

Notes: This action item should be paired with **S-3 'Study Ways to Reduce Contaminant Spread from Landfill'**, and **L-4 'Purchase 'Dump' Truck Body Style'**, in order to create an effective plan that prevents any public or environmental health risk from microscopic containments spreading from the landfill.

Targets and Tracking: To spend less time getting your truck clean and to have cleaner trucks overall. This mitigation will be tracked through monitoring the frequency of truck washings.

S-5 Blowing Trash Mitigation Study

This plan will explore ways to minimize the amount of blowing trash which escapes during the residential and commercial waste and recycling collection process. Driver trainings, SOPs, client education and outreach and equipment upgrades may factor into a Blowing Trash Mitigation Plan.

Cost: Staff time to write the plan.

Fiscal Benefits: None.

Other Benefits: Improved public image and relationship would be a direct result of reducing the amount of trash escaping out of the collection vehicles. Keeping trash out of adjacent natural areas, such as arroyos, creeks, grasslands, and upland desert is a service which will benefit the overall integrity of these sometimes delicate ecosystems.

Targets and Tracking: To reduce the amount of blowing trash in our city and surrounding environments. The study will indicate the most appropriate and cost effective method to achieve this reduction. This mitigation will be tracked through verification that the recommended method from the study was implemented.

S-6 Revision of Purchasing Specs to aim for Fleet Standardization

A standardized fleet requires less diversity of parts (instead of 10 different types of brake drums, a standardized fleet may need only 2 for a standardized fleet). Consequently, there is more funding and space to stock other types of parts. Having a wider range of parts in stock supports efficiency in repair, and allows more time for preventative truck maintenance.

Cost: \$0.00

Fiscal Benefits: Daylighting small issues with trucks through preventative maintenance prior to their devolution can circumvent major, costly repair work.

Other Benefits: Fast turnaround time with repairs is one potential benefit of a standardized fleet, made possible by keeping more parts in house. Efficient repair creates room for more preventative maintenance which leads to less leaks hitting the pavement and contaminating the stormwater.

Targets and Tracking: To reduce diversity of fleet parts, procedures/trainings. This mitigation will be tracked through the total volume of different parts and the number of different types of any given part stocked.

MEDIUM TERM PROJECTS (M)---6 MONTHS TO 2 YEARS AFTER EMS PLAN ACCEPTANCE

M-1 Truck Replacement Plan

This plan will be facilitated by the modification of the E-1 Software, and will directly reference the data compiled through that electronic system. The Truck Replacement Plan will identify the tipping points at which the cost of repairs justifies replacement of a vehicle. Money will be invested in replacement vehicles only when the maintenance of older vehicles proves too costly based on the data generated from the E-1 Software.

Cost: Staff time, plus potential specialized programming and training fees.

Fiscal Benefits: Most efficient use of funds for vehicle maintenance. Cost savings over time as vehicle preventative maintenance and fuel efficiency are optimized; theoretically less costly emergency repairs.

Other Benefits: Reduced environmental impact from unresolved repair issues in vehicles used well beyond their prime.

Notes: This action item should be studied and implemented in conjunction with I-1 (Standard Operating Procedure) SOP for Known Truck Leaks, S-1 'E-1 Software for Improved Documentation of Truck Maintenance', and S-2 Study of Truck Yard Seal and Berm, in order to create an effective plan that prevents fluid leaking trucks from entering the groundwater system.

Targets and Tracking: To reduce the overall maintenance cost for the lifetime of a truck, and reduction of pollution associated with not optimizing replacement times of fleet vehicles. The plan will identify triggers for vehicle to be replaced. The lifetime cost of vehicles will be evaluated to verify optimal replacements times. If adopted, E-1 Software will track this.

M-2 Environmental Services' Passive Stormwater Management Pilot

This pilot project uses low tech design interventions in the landscape surrounding the Siler Road Complex to capture and utilize stormwater runoff to supplement the irrigation of the vegetation. This outreach can inform city residents and other public sectors; After the successful integration of the design, other city offices can be invited to retrofit their properties to maximize their passive water harvest and lead by example.

Cost: Labor costs to construct drainage berms and swales: A person with a shovel is approx. \$35 per cubic yard of earth moved (3'x3'x3' or 27 square feet). A person with a machine (Bobcat) is approx. \$70 per hour.

Fiscal Benefits: The water harvested from our roof and landscape will reduce our dependence on potable water, especially during the monsoon months. Using less water may lower our price for gallons of water and will reduce the amount we need.

Other Benefits: The city will lead by example in this demonstration of sustainable relationships with water resources for landscape design. This design will conserve potable water, and inspire others in the community as to how they may conserve water on their properties.

Notes: To maximize effectiveness, this project should be paired with the following, **M-3, 'Environmental Services Low Water Landscape Pilot'**, and **L-2 'Environmental Services' Active Stormwater Management Pilot'**

Targets and Tracking: To reduce the amount of potable water used to irrigate ESD's landscape. Compare water usage before and after the landscape retrofit.

M-3 Environmental Services' Low Water Landscape Pilot

This pilot project is a retrofit and beautification of the Siler Road Complex through the use of native and xeric vegetation, and rock-scapes. Edible annual and perennial plants can be interspersed in the landscape to demonstrate urban agriculture. It is also important to incorporate vegetation that is resilient enough to live through climatic extremes anticipated in the next few years.

Cost: Purchase of plants and contracting for landscape design and install.

Fiscal Benefits: Lowered water bill by investing in a palette xeric plants that need less irrigation.

Other Benefits: Demonstration of the local beauty found in native and xeric plant species. The city will lead by example by promoting these more sustainable choices for landscapes and will simultaneously beautify our property. This will enhance our image in the public eye.

Notes: To maximize effectiveness, this project should be paired with **L-2 'Environmental Services' Active Stormwater Management Pilot'**, and with **M-2 'Environmental Services' Passive Stormwater Management Pilot'**. This action item can also be an education and outreach tool; inviting schools to participate in art projects, painting garden rock murals, for example, that could then be placed on site would connect youth with water conservation and waste management.

Targets and Tracking: To reduce the amount of potable water used to irrigate ESD's landscape, and to increase and demonstrate creative use of edible, native, xeric vegetation. Compare water usage before and after the landscape retrofit.

M-4 Shop Parts Room (Expanded Stock)

This initiative is currently in the works through a partnership between Environmental Services and the Fleet Maintenance Division. Fleet is preparing to stock parts for the shop based on information generated through the modified E-1 Software which identifies the parts that are needed on a more regular basis.

Cost: Initial cost to stock parts.

Fiscal Benefits: Avoidance of rush delivery fees.

Other Benefits: Fast turnaround time with repairs is one potential benefit of a comprehensive stocked parts room. Efficient repair creates room for more preventative maintenance which leads to less leaks hitting the pavement and contaminating the stormwater.

Notes: This project is contingent upon action item **S-1: ‘E-1 Software for Improved Documentation of Truck Maintenance’**, which will generate the data showing which parts are the most commonly used. For maximum efficiency this action item should also be paired with **S-6 ‘Revise Purchasing Specs to aim for Fleet Standardization’**, (this action item reduces the diversity of brands of parts necessary for each the truck, allowing more funding and space for a greater range of parts.)

Targets and Tracking: To increase turnaround speed for trucks in the shop by maintaining a stock of commonly used parts. This mitigation will be tracked by determining the average downtime for vehicles worked on in the shop.

LONG TERM PROJECTS (L)---2 YEARS + AFTER EMS PLAN ACCEPTANCE

L-1 Green Redesign: Future Building and Shop

There are certain areas in the current Siler Road Complex building and shop which could be made more efficient in terms of lowered carbon emissions, energy usage, and long term economic savings. This action item is a recommendation for specific green building design features, materials, and technologies to be incorporated when new design and construction occurs.

Cost: A preliminary cost estimate for a “green” design of the future Siler Road Complex office buildings is approximately \$1 M. The approximate cost estimate for the new maintenance shop is \$1.5 million.

Fiscal Benefits: Over the life of these buildings, strategic green design features can potentially reduce utility bills, and water usage. Examples of some of these green design features may include appropriate insulation, favorable solar orientation, and the accommodation of solar panels and active water harvesting systems.

Other Benefits: The aforementioned green design features will reduce the GHG emissions and carbon footprint of the buildings, and potentially reduce the potable water use associated with the structure. There would be a probable improvement of indoor air quality and more natural lighting which can improve employee morale, health, quality of life, and even increase productivity.

Notes: Steps have been made toward the shop redesign. As of July 2012, a rate increase has been approved to cover the bond cost for construction of the shop building.

Targets and Tracking: To use less energy per square foot than national average for same occupancy. Reduce water usage from the current to the new structure. Building materials will be selected from a range of materials appropriate to the building type based on the lowest “cradle to grave” greenhouse gas emissions. This mitigation will be tracked by comparing shop energy and water use before and after the redesign, and also comparing the office energy and water use before and after the redesign.

L-2 Environmental Services' Active Stormwater Management Pilot

This pilot project uses low tech design interventions in the landscape surrounding the Siler Road Complex to capture and utilize stormwater runoff to supplement the irrigation of the vegetation. This outreach can inform city residents and other public sectors; After the successful integration of the design, other city offices will be invited to retrofit their properties to maximize their passive water harvest and lead by example.

Cost: Roof water harvest infrastructure, cisterns, pumps, filters, etc.

Fiscal Benefits: Long term savings for reduced water use on site.

Other Benefits: The city will lead by example in this demonstration of sustainable relationships with water resources for landscape design. This design will conserve potable water, and inspire others in the community as to how they may conserve water on their properties.

Notes: To maximize effectiveness, this project should be paired with the following: **M-2 'Environmental Services' Passive Stormwater Management Pilot**, and **M-3, 'Environmental Services Low Water Landscape Pilot'**.

Targets and Tracking: To reduce the amount of potable water used to irrigate ESD's landscape. Compare water usage before and after the landscape retrofit.

L-3 Electronic Office/Operational Systems

Transitioning to electronic systems for office management and operations will greatly reduce the division's need for paper, and could enhance efficiency.

Cost: Modifications of the E-1 Software, or the purchase of separate software for office management, the installations of GPS systems in trucks, staff time for training.

Fiscal Benefits: Long term savings of \$31.99 per case of paper not needed. The ES Division currently uses approximately 25 cases of paper a annually.

Other Benefits: There is a Greenhouse Gas (GHG) reduction of .135 tons per every 270 pounds of paper saved. For every ton of white paper not used, we eliminate the addition of .68 metric tons of GHG gases to the atmosphere.

Notes: As an interim solution to reduce paper use, the office has designed laminated route lists for the drivers to keep. These lists are only reprinted if there is an update to the route. An option for further reducing paper/material use is to use a removable sleeve that reprinted route lists would be slipped into as needed.

Targets and Tracking: Reduce paper use by 25% (note to reviewers—please indicate if you agree that this is a reasonable goal) This mitigation will be tracked by checking average paper use.

L-4 'Tilt to Dump' Truck Body Style (Purchase and Evaluation)

This action item is in progress and specifies a 'tilt to dump' construction for new trucks. A truck scheduled to arrive in August 2012 has specified this feature. Environmental Services will then evaluate their efficiency and safety versus the 'push to dump' trucks.

Cost: \$0.00

Fiscal Benefits: Potential savings in truck maintenance during the life of the truck, as the truck is a simpler machine with less moving parts than the push to dump.

Other Benefits: The 'tilt to dump' style of truck may reduce the need for drivers to frequently exit their vehicle in the landfill, thereby limiting human contact with environmental, biological and chemical containments and mitigating its potential to spread into homes and throughout the community.

Notes: This action item should be paired with S-3 'Study Ways to Reduce Contaminant Spread from Landfill', and S-4 'Truck Cleaning Schedule for Wash Bay', in order to create an effective plan that prevents any public or environmental health risk from microscopic containments spreading from the landfill.

Targets and Tracking: Select an optimal body style for the service trucks based on safety, maintenance, and efficiency. Tracking of this mitigation includes developing reporting mechanism for, at a minimum, health and safety, time needed to move a given volume of waste through the system, maintenance cost and time. If adopted, tracking may also occur through the E-1 Software.

APPENDIX 1: ENVIRONMENTAL SERVICES PROGRAM IMPROVEMENTS

PROGRAM TITLES AND SCORES

Term	Numerical Code & Abbreviated Title	Score
I	I-1 Commercial Cardboard Outreach	51
I	I-2 Recycling Fliers	49
S	S-1 Scrap Metal Collection Program	46
S	S-2 Residential Recycling Outreach	30
M	M-1 Food Waste for Livestock	80
M	M-2 Increase Diversity of Use for Recycled Glass	48
M	M-3 Notification to Customers with unsafe access/service conditions (SFC Ch. 21 ORD enforcement)	46
L	L-1 Mandated Business Recycling	54
L	L-2 City provided collection/processing/separation of food and other organic waste	39

Immediate Term Projects (I)---Within 2 weeks of EMS Plan acceptance

Short Term Projects (S)---2 weeks to 6 months

Medium Term Projects (M)---6 months to 2 years

Long Term Projects (L)---2 years +

APPENDIX 2: ACTION ITEM PRIORITIZATION PROCESS SHEETS

0: Not at all/NA
1: Limited
2: Somewhat
3: Mostly
4: Completely

Mitigation

0: Not at all/NA 1: Limited 2: Somewhat 3: Mostly 4: Completely																	
Mitigation	Criteria x1-3															Term: I, S, M, L	Totals
		Easy to implement/ Within our power	Bang for the buck	Improves compliance	Improves health/safety	Improves morale	Grst. carbon reduction	Cleanup extng. contam.	Reduce toxicity	Use fewer resources	Benefits lcl. economy	Improves lcl. resiliency	Ed. opp. for all ages	Improves cust. service	Improves efficiency		
Operations: Lost Resources																	
1a: Legislation for glass market	3		0	0	2	1	0	0	4	2	3	1	2	4	M	46	
2a: Passive city stormwater mgnt.	2		4	4	2	3	2	3	3	0	3	3	0	3	M	74	
2b: Active city stormwater mgnt.	2		0	2	2	1	0	0	4	2	3	1	2	4	L	50	
2c: City low water landscapes	2		2	0	2	3	2	0	4	2	3	3	0	3	M-L	57	
2d: Cite for improper drainage	1		4	2	2	0	3	2	1	1	2	1	2	2	M	48	
3a: Food waste for livestock	2		0	2	3	4	4	2	4	4	4	3	3	3	M	80	
3b: City composting service	3		0	0	2	2	3	2	1	0	2	1	3	0	L	39	
4a: Scrap metal collection program	3		1	0	2	2	3	3	3	2	0	1	3	0	S	46	
5a: E.S. recycled content purchase	3		2	0	2	2	0	1	3	0	0	1	0	0	S	30	
5b: City recycled content purchase	2		3	0	2	2	0	1	3	0	0	1	0	0	M	30	
6a: Double side print policy	4		3	1	2	2	0	1	3	0	2	1	0	2	L	47	
6b: Electronic systems	1		1	0	3	2	1	1	3	0	0	0	3	4	L	40	
7a: Purchase energy star	4		3	0	2	3	1	1	3	3	1	1	0	0	L	45	
7b: Motion sensor lights	3		1	0	2	3	1	1	3	3	1	1	0	0	S	40	
7c: More efficient light bulbs	2		2	1	1	3	1	1	4	2	2	1	0	1	S	48	
7d: Future building green design	2		3	3	4	4	3	3	4	4	4	3	2	1	L	79	
Customer Service																	
8a: Commercial Crdbd. Outreach	4		3	0	3	2	1	0	4	1	2	4	4	0	I-S	51	
8b: Mandated business recycling	1		0	1	2	4	2	1	4	0	2	3	2	2	L	54	
9a: Recycling fliers	4		0	1	2	2	1	1	2	0	1	4	3	3	I - S	49	
10a: Truck posters	4		0	0	2	1	0	0	2	1	1	4	4	0	S	30	
10b: Social ad in paper	4		0	0	3	0	0	0	1	0	1	4	4	0	S	25	
10c: Operator business cards	4		0	0	3	0	0	0	1	0	1	4	4	0	S	24	
11a: Sustainability office	2		3	3	2	3	3	2	3	2	3	3	2	2	M	70	
12a: Path of waste video	3		0	0	2	1	0	0	2	0	1	4	3	0	S	26	
12b: Enhance school recycling																	
13a: Blowing trash plan	3		3	2	2	0	4	0	0	1	1	3	3	1	S - M	44	

- [illegible]

Admin Panel

Edit Page

Build Audi

Notifications

See All

Messages

You have no new notifications
Share something on your Page



Claudia Luc
I would appre

New Likes

See All

Insights

See All

Page Tips



Oliver Tree
about a week ago



April Grisetti
about a week ago

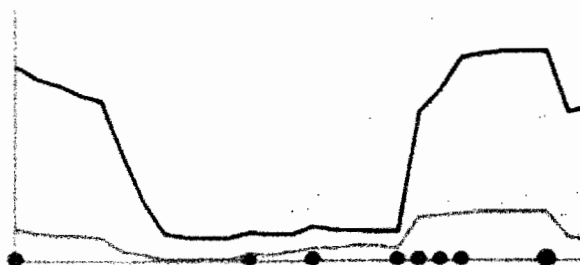


BJ Davis
about a week ago



Michael Forman
about a week ago

■ Your Posts ■ Talking About This ■ Reach



Sustainable Santa Fe

75 likes · 6 talking about this

[Create Page](#)

Highlights

Status

Photo / Video

 Event, Milestone +

What's on your mind?

**Sustainable Santa Fe**

46 minutes ago

You know what's not cancelled? An open forum on food justice in Santa Fe! Join us for a conversation about how we can increase local food production, the accessibility of fresh produce around town and other food issues affecting our city.

**'Food Justice' for Thought**

Saturday at 1:00pm

Lucky Bean Cafe in Santa Fe, New Mexico

27 people are going

[Like](#) • [Comment](#) • [Share](#)**Sustainable Santa Fe**

54 minutes ago

The solar celebration sponsored by New Energy Economy at the Pueblo of Tesuque scheduled for tomorrow has been **CANCELLED** due to the snow. We'll let you know when they reschedule.

[Like](#) • [Comment](#) • [Share](#)**Sustainable Santa Fe** shared a link.

Wednesday

Recent Posts by Others on Sustainable Santa

**William Torres Longo**

Thanks for your support Sustaina

2 • December 6 at 10:40am

**William Torres Longo**

This month: Regenerative Agricu

December 1 at 2:04pm

**William Torres Longo**

Our Carbon Economy Series conti

2 1 • November 23 at 2:47pm

**William Torres Longo**

Less than three weeks to register

1 • October 23 at 6:00pm

[More Posts](#)

Likes

**Keep Santa Fe Beautiful**

Non-Profit Organization

**New Energy Economy**

Local Business

**Keep America Beautiful**

Non-Profit Organization

**Earth Care**

Non-Profit Organization

**Earth Care Sustainable Schools**

Non-Profit Organization

**Sustainable Santa Fe** shared a lin

December 10

Create Page

local sustainability events, and contact something to add!



email : Webview : We're Getting Trashed
On 12/12/12
e2.ma



Events
sustainablesantafe.wc

Like · Comment · Share

1

12 people saw this post

Like · Comment · Share

21 people saw this post



Sustainable Santa Fe
December 10



Sustainable Santa Fe shared Etha
December 10

We'll be there! Will you?



'Food Justice' for Thought
Saturday at 1:00pm
Lucky Bean Cafe in Santa Fe, New Mexico
27 people are going

Amigos Bravos: "Water Matters" Le
Nicola Ulibarri speaking on
Water: The Challenge of Sustainability
Tuesday, December 18, 5:30pm
Santa Fe Community Foundation

The Amigos Bravos, Inc. Friends of
monthly lecture series "Water Matters"
New Mexican, Stanford PhD candidate
Amigos Bravos Board of Directors, I
abo...See More

Like · Comment · Share

2

21 people saw this post

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16 people saw this post

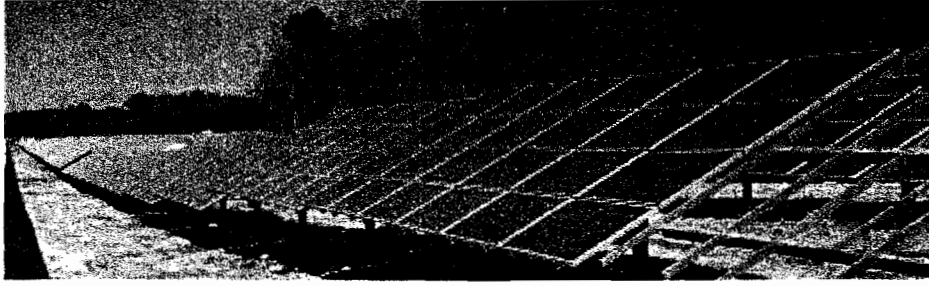


Sustainable Santa Fe shared a link via William Torres
Longo.
December 6

Don't forget: the talk on regenerative agriculture is tomorrow night! you don't have to be a farmer to benefit. Restoring our soils will help increase Santa Fe's water storage capacity and expand our carbon sinks. These talks are a great way to stay up to date on sustainable living. Let's keep the conversation going!

Registration - Carbon Economy Series
www.carboneconomyseries.com

An Educational series on working systems and models applicable to the South West and beyond to regenerate agriculture, basic Survival Skills, Permaculture Boot Camp, increase the ability to grow biomass, produce



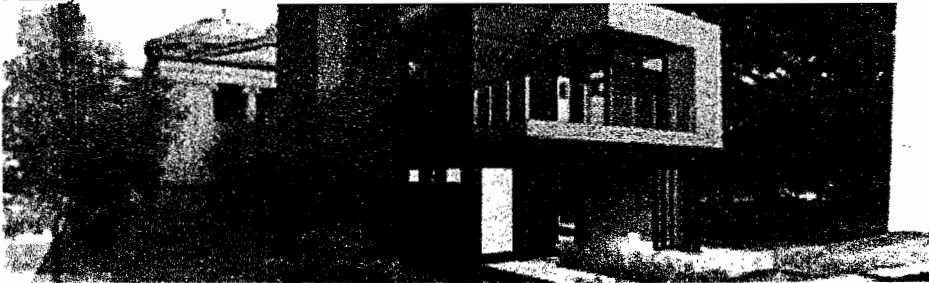
Could a Public Utility Benefit Santa Fe? New Feasibility Study Says Yes

Featured by [sustainablesantafe](#) [Leave a comment](#)

The idea for a publicly-owned utility has been circulating among sustainability advocates in Santa Fe for the past few years. Thanks to the recent completion of a preliminary economic feasibility [...]

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[Policy](#)



Santa Fe Launches New Green Lodging Initiative

Featured by [sustainablesantafe](#) [Leave a comment](#)

Next week marks the launch of the latest initiative for commercial sustainability in Santa Fe. The Green Lodging Initiative, funded by an EPA grant to the Santa Fe Watershed Association, [...]

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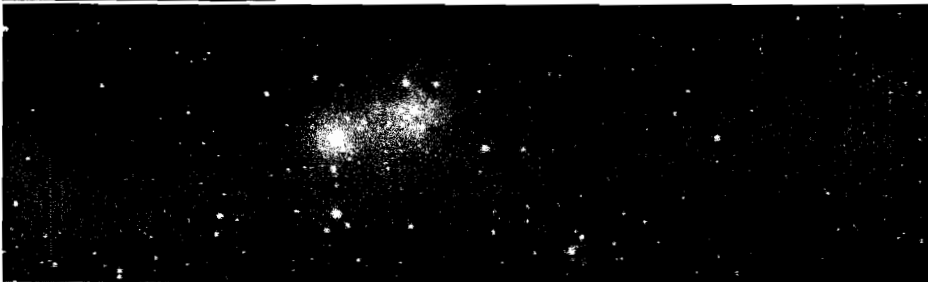
Public Schools Lead the Way in Sustainability

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Photo credit: racineur / Foter / CC BY-NC-ND Santa Fe Public Schools have made enormous strides in sustainable programming the past few years, thanks in large part to the initiatives [...]

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[Sustainable Schools](#)



Santa Fe is Now a STAR Community

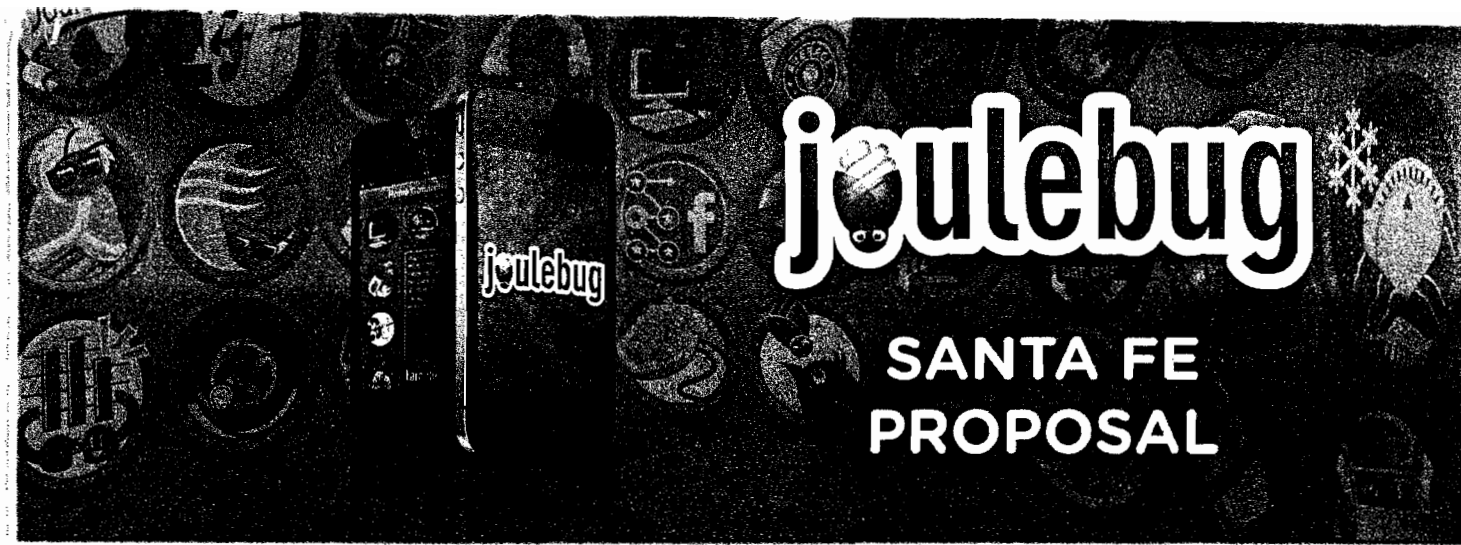
Featured by [sustainableSantaFe](#) [Leave a comment](#)

Photo credit: Skiwalker79 / Foter / CC BY-NC-SA "There is no common way of defining and measuring sustainability. We need a system to quantify how we're doing and to guide [...]"

[Read Article →](#)

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Thank you for taking steps toward enhancing Santa Fe's Sustainability Plan by engaging with JouleBug. We appreciate your having taken the time to fill out the survey and explain a bit about your city and its sustainability goals.

As a JouleBug Community, Santa Fe will have the JouleBug app as a tool to encourage and motivate its citizens to become more aware of and improve their sustainability habits at home, work, and play. Through customizable Achievements and Challenges, JouleBug is tailored to meet Santa Fe's objectives for sustainability change.

In the following pages, and the attached Quotation, we have proposed the first steps for a customized Badge and supporting Pins that your citizens can earn as virtual symbols of their commitment to sustainability. As you review these documents, keep in mind that your Annual Subscription includes being able to update and change these up to twice a year, thus allowing Santa Fe to emphasize multiple areas of focus.

Thank you again for the opportunity to present this proposal and we look forward to working with Santa Fe and its citizens.

Presented to

Katherine Mortimer

Sustainable Santa Fe Programs Manager

City of Santa Fe, NM

December 13, 2012

INTRODUCTION TO ACHIEVEMENTS

The core of JouleBug's mechanics is Achievements, virtual symbols of a person's commitment to sustainability. JouleBug features two types of Achievements:

BADGES

Badges are a collection of sustainable actions that users can accomplish with JouleBug. Each Badge focuses on a unique organization—like yours!—or on a specific environmental goal, like recycling, water conservation, or public transportation.

Some Badges help users lead a more sustainable life at home, while others are designed for work or for play.

Badges can be featured in different ways within JouleBug, customizing the sustainability experience for users based on lots of different factors.

Each Badge is composed of Pins, typically between two to six.

PINS

Pins are the sustainable actions that users complete to earn each Badge. Each Pin embodies a single action for users to take, like turning off a computer monitor before leaving work or bringing reusable shopping bags to the store.

Pins are the fundamental units of Achievements; they describe what users can do to be more sustainable and explain how much of an impact their actions make.

Each Pin also features helpful content—“**Widgets**”—to enrich the JouleBug experience. Widgets may include YouTube videos, statistics about how much energy and money will be saved, infographics, and mobile web content.

When users complete an action for a Pin, they “**Buzz**” it, updating their profile to show they did something sustainable. Typically, an action must be Buzzed one or more times to earn the Pin. For example, the “Shower Sprinter” Pin requires five Buzzes to earn.



BADGE



PIN



WIDGET

Now, let's take a look at what our sustainable behavior team recommends to help you accomplish your goals for a more mobile, social and playful community...



SANTA FE ACHIEVEMENT PLAN

JouleBug's recommendations for a more sustainably engaged community.

GOALS AND STRATEGY

Based on the feedback from the survey, our personal conversations, your Sustainability Plan, and your website, our sustainable behavior team has proposed a strategy to accomplish your goals for Santa Fe.

As mentioned in your survey results, achieving meaningful behavioral change and moving sustainable behavior to the mainstream are primary goals for Santa Fe. It is important to not only bring sustainability to people's attention, but to have it begin to affect citizens' behavior in their daily lives in a meaningful way. We think a gradual ramp-up in sustainability achievements is the best option to accomplish this.

INITIAL BADGE THEMES

The first Santa Fe Badge would contain a set of easy-to-accomplish Pins to accomplish two objectives: 1) to get citizens thinking about sustainability, and 2) to familiarize them with the concepts of JouleBug.

These Pins are designed to be completed by any Santa Fean, regardless of their own experience with sustainability. By starting with easy actions, we lower the barrier to entry and highlight the idea that everyone can be rewarded for thinking sustainably. The Santa Fe Badge brings the familiar to the unfamiliar, using community-specific references to introduce your citizens to the typical JouleBug experience.

Following the "Guiding Principles" laid out in your Sustainable Santa Fe Plan, we are presenting a set of Pins from different impact areas that matter to your city. The selection is a holistic approach to sustainability in Santa Fe, highlighting efforts to improve transportation, solid waste, and sustainable food systems. The first Badge doesn't cover everything, nor should it; our approach in this phase is designed to highlight and publicize Santa Fe's efforts, getting citizens hooked on an easy and fun way to lead a more sustainable lifestyle. From the following list, you may choose up to four (4) pins to support the initial Santa Fe Badge, keeping in mind you can add more pins or change them twice in the coming year.

PIN IDEAS

The table below shows the proposed Pins for the first Santa Fe Badge and why we included them in this selection.

Sustainable Action	Impact Area	Notes
Bring a reusable bag with you when you shop.	Solid waste	Mentioned in the Santa Fe Sustainability Plan, an easy action, and a visible one to encourage mainstream attitudes.
Buy local food from the Farmer's Market, grocery store or restaurants.	Food Systems	Mentioned in the Santa Fe Sustainability plan.
Walk or bike around Santa Fe to restaurants, stores, or just for exercise.	Transportation	Santa Fe is a walkable city, promotes walking/ bike trails mentioned in Sustainability Plan, normalizes people to transport without a car, significant opportunity for GHG reduction.
Pick up a recycling bin and start recycling from home.	Solid waste	A 'freebie' for people who already recycle, and motivation/information for those who don't.
Use a reusable bottle instead of buying bottled.	Solid waste	A visible action and one that reduces the amount of trash going to landfill.
Install a CFL at your house	Home Energy	Encourages energy savings at home.
Tell a friend about the Santa Fe-Joulebug partnership	Engagement	Helps the partnership gain momentum

LOOKING FORWARD

The results of the pilot with this first Achievement set will influence the design of future Achievements for the City of Santa Fe. In subsequent Achievements (3-6 months later), we can focus more thoroughly on single areas of impact, such as water usage, solid waste, or transportation. For example, we could create a "Recycle Santa Fe" Badge, focused on increasing the city's recycling rate, which could be introduced simultaneously with a competition.

After we roll out the first Santa Fe Badge we can assess how to revise our strategy going forward to get your citizens in step with your own sustainability plan.

We hope that this Achievement Strategy meets the goals for Santa Fe. We will follow up in a week to plan out the next action steps. We look forward to hearing your feedback and to making Santa Fe the latest successful JouleBug Community.

Sustainable Santa Fe Commission
2013 Schedule of Meetings
Location: Councilor's Conference Room

January 15 (Tuesday) 2:30-4:30 p.m.

February 19 (Tuesday) 2:30-4:30 p.m.

March 19 (Tuesday) 2:30-4:30 p.m.

April 16 (Tuesday) 2:30-4:30 p.m.

May 21 (Tuesday) 2:30-4:30 p.m.

June 18 (Tuesday) 2:30-4:30 p.m.

July 16 (Tuesday) 2:30-4:30 p.m.

August 20 (Tuesday) 2:30-4:30 p.m.

September 17 (Tuesday) 2:30-4:30 p.m.

October 15 (Tuesday) 2:30-4:30 p.m.

November 19 (Tuesday) 2:30-4:30 p.m.

December 17 (Tuesday) 2:30-4:30 p.m.



Meeting Agenda

Regional Coalition of LANL Communities Business Meeting

Friday, January 18, 2013

9:00am-11:00am

Ohkay Casino Conference Center - Suite C/D

Highway 68 2 miles North of Espanola - Pueblo of Ohkay Owingeh, New Mexico

9:00 **Welcome & Introductions** Mayor Lucero

Action **Confirmation of Quorum** Mayor Lucero

Action **Approval of Agenda** Mayor Lucero

Action **Approval of Minutes:**
November 2012 Mayor Lucero

Report of the Chair

- NNSA Director Juan Griego, Letter of Recommendation Mayor Lucero

Report of Board Members Board Members

Report of the Executive Director

- New Board Member Appointments Sapien/Armstrong
- 2013 and 2014 Coalition Member Contributions

- ECA Inter-Governmental Meeting Report
- DOE Funding and MOU with NMED
- Update on Congressional Delegation Meetings
- Outreach LANL Subcontractors' Consortium
- State Legislative Memorial
- Legal sub-contract update
- Pueblo Outreach Update
- LA County Council Outreach
- Upcoming Board Meetings

	Action	Identify Federal Legislative Priorities	Mayor Lucero
10:00		Fiscal Year 2013 Planning - Continuing the Governor's Priorities	Peter Maggiore, Asst. Manager for Environmental Programs DOE/NNSA & Jeff Mousseau, Associate Director for Environmental Programs, LANL
10:30		Accelerate Workforce Program Update	Kathy Keith, RDC and Carla Rachkowski, Accelerate Program Manager
		NM Congressional Delegation Staff Updates	NM Congressional Staff
		Public Comment	
11:00	Action	Adjourn	Mayor Lucero

EDUCATION & OUTREACH PROJECTS



Goals

1. Develop recognition for Sustainable Santa Fe Commission and Sustainable Santa Fe Plan
2. Change behavior by encouraging people to live more sustainably at home, work, school, etc. and connect residents to resources for sustainable living
3. Enhance civic participation in the implementation of Sustainable Santa Fe Plan objectives and leverage civic participation for public policy initiatives
4. Amplify and connect grassroots efforts through networking opportunities and public education initiatives

A cross-cutting theme throughout our work is that of a Network. We recognize that the work of reducing our community's carbon footprint and building resilience in the face of climate change and peak oil requires participation and leadership from all sectors, especially civil society. We see it as the role of the Sustainable SF Commission's Education & Outreach Committee and its partners to provide coordination and networking resources as well as connect grassroots efforts to public policy and opportunities for systemic change.

Audience

Primary Audience: Santa Feans

Secondary Audience: The global community. We believe Santa Fe has the opportunity to become a model City and attract Santa Fe.

Recognizing the need to prioritize & cater outreach efforts to specific audiences, we have broken down the Santa Fe Public into specific demographic and interest groups to which the Committee's work may apply differently.

Santa Fe Public

1. Businesses
2. Nonprofits
3. Schools
4. Churches
5. Primary
6. Secondary
7. Higher Ed
8. Seniors
9. Civic Groups
10. Workers/Unions
11. Spanish-Speaking Community
12. Traditional Communities
13. Homemakers
14. State Government
15. City Government
16. Federal Government

Message

- Santa Fe is a sustainable community – green community
- Needs to be consistent
- From Earth Care's/Commission's Sustainable Santa Fe website: Sustainable Santa Fe: Creating a strong, resilient Santa Fe for current and future generations
- Refer to branding work done with the Alliance and Kate Noble from Economic Development

Next Steps:

Decide on language for a tag line and mission/purpose statement (do we already have this from the strategic planning meeting?).

Purpose statement

Campaign brands

UPDATE 12/08/2012: Staff has studied behavior change motivators and messaging. The tag line was used on the previous website but is not up on the current page. The Commission may be able to use the STAR ratings to develop effective messaging and social pressure.

Next Steps: Take outreach campaign work to the Youth Advisory Board for input and ad development; consider making the turtle a relatable character similar to GreeNYC's Birdie; Rethink the tag line (Is it effective? Can we create a more powerful message with fewer words?); research effective sustainability messaging created by other communities; revisit branding work; develop mission statement

Education & Outreach Strategies

A number of education and outreach strategies are already being undertaken by the Sustainability Commission. In addition, Committee members have brainstormed additional strategies that may help us more effectively achieve our goals. The strategies both current and proposed are first outlined and then discussed below in further detail.

1. **Website**
2. **Sustainability Demonstration Center**
3. **PR Campaigns**
 - a. **Annual**
 - i. **Community Engagement Campaign**
 - ii. **Scorecard Tracking**
 - iii. **Implementation Reporting**
 1. **Website blogs/updates**
 2. **Contributions to local publications**
(partnership with GreenfireTimes?)
 3. **Annual Report**
 - iv. **Sustainable SF Awards**
 - b. **Specific to Commission's Policy Initiatives**
4. **Civic Engagement**

- a. **Volunteers**
- b. **Public Forums**
- c. **Networking Opportunities**

Website

Background: The Sustainable SF Website is a social networking website that is open-source and designed for membership and interactive blogging. It is a partnership with Earth Care's Community-Based program. It has not been promoted as content and design are still being fine-tuned. The project was initiated in 2009 when the Commission expressed an interest in having a more interactive web presence.

Purpose: The purpose of the website is to serve as an information clearinghouse for sustainability efforts in Santa Fe, New Mexico including grassroots efforts, City resources, and the work of the Commission.

Design/Functions: The website is designed to bring attention to sustainability resources and efforts in the community – like an interactive directory. Because it has the ability to feed into facebook it also is a place where community discussions and news about sustainability efforts can be accessed. It is open source – meaning that community members can join and post resources, discussion items, etc.

Next Steps: A working group from the Education and Outreach Committee as well as other members needs to refine the design and content of the website and coordinate with the City's website redesign. The SSF Ning website needs to be redesigned based on the design of the Commission's Education and Outreach work – for example, it may need to feature a scorecard mechanism, highlight SSF awards winners, etc.

UPDATE 12/08/2012: After some thought, the website was moved to the free wordpress.com blogging platform to encourage dynamic material creation and the development of a more intuitive layout. This eliminates some of the possibilities for interaction on the website but allows for integration with Facebook and Twitter and streamlines content for visual accessibility. The transfer was done in order to encourage the website's directory function and to use the already active social network Facebook as a place for community discussions and sharing.

Next steps: Present website to commission for ideas and critiques; add content and resources based on the focus areas of the SSF plan; add a separate section for business resources; compare other city and community sustainability websites to determine important features and useful tools; launch and promote the website; enlist prominent SF sustainability advocates to blog on the website; enlist community groups to add their events to the google calendar.

Sustainability Demonstration Center

Background: The Sustainability Demonstration Center was initially included in a USDA grant proposal written by Katherine Mortimer and Louise Pape on behalf of the Commission. The original idea was to demonstrate large-scale urban agricultural production like the organization Growing Power on the City land next to the Genoveva Chavez Center. The idea grew into a full-

blown demonstration center where Santa Fe residents and visitors could learn about sustainable living technologies and techniques through live demonstrations. The City Council passed a resolution directing City staff to conduct a feasibility study for the Center. City staff formed a Steering Committee representing 15 different organizations and agencies to articulate the vision and staged implementation plan for the center. The landscape design and feasibility study are currently underway.

Purpose: To provide real-life models of how to live more sustainably and opportunities for community members to contribute to, participate in, and emulate sustainable living techniques.

Design/Functions: The Center would be designed to introduce Santa Fe residents and visitors to sustainability concepts and techniques by providing touch-and-feel examples of low energy building, functioning renewable energy systems, marked waste reduction, water conservation and harvesting, thriving local year-round food production done with local, sustainable inputs, and sustainability education.

Next Steps: Look for funding opportunities

UPDATE 12/08/2012: No funding opportunities were found at the time of inquiry, so the project has been put on hold.

Next Steps: Reevaluate the project and its objectives; consider partnering with existing spaces such as Earth Care, Gaia Gardens, SFCC, etc. to achieve a similar goal of providing models and demonstrations; consider planning a one-time or periodic tour of sustainable systems currently in businesses and homes in SF; research barn-raising models such as the Green Living Coop in Tucson; develop an education work plan to determine what and how to teach, how to source teachers and where to hold space.

PR Campaigns

Background: The Sustainability Commission has never developed a PR strategy with clear campaigns. Instead we have pursued sporadic PR and outreach opportunities such as advertisements for the Sustainable SF Awards, announcements for our Annual Report, tabling at conferences, speaking engagements at community events, and occasional articles.

Given that most community members are still not familiar with the Sustainable SF Plan and may not even be aware that we have one, it is important that we develop a PR Strategy that includes a regular presence in the public discourse.

Purpose: The purpose of both our annual PR campaign and policy related campaigns is to raise awareness about the Sustainable SF Plan, the Sustainable SF Commission, and engage community members in the implementation of our community's sustainability objectives.

Design/Functions: This proposed design is based on current work as well as brainstorms by the Education & Outreach Committee and former brainstorms with community members and Commissioners.

ANNUAL

1. COMMUNITY ENGAGEMENT CAMPAIGN

Annual PR blitz about current footprint and needs for reduction paired with some sort of community engagement campaign whereby community members/groups can pledge their participation/share strategies/get excited

UPDATE 12/08/2012: Staff is hoping that the STAR Community Index will allow for a way to determine the footprint of the community, but as of now, we do not have information about Santa Fe's baseline to do the report. A pledge has been developed for businesses, and brainstorming has been done about residential pledges.

Next steps: Develop new outreach materials, including a brochure summarizing the SSF Plan; create pledges and sign-up sheets to determine interest areas around which to mobilize volunteers; PR around emissions statistics and how much our transportation is likely producing; create relatable messages and ads that highlight small steps and use social pressure; brainstorm with Youth Advisory Board to develop creative ways of engaging citizens such as making a zine, creating an art installation based on the SSF Plan, bike tour of Santa Fe, hosting an event, etc.

2. TRACKING

Regular reporting on progress toward sustainability (as indicated by carbon offsets, local community/ecological wellbeing indicators, real-time accounting mechanism discussed above under messaging, or some similar mechanism).

UPDATE 12/08/2012: Because no baseline has yet been determined, progress reports have been unavailable; there is an opportunity to use the STAR pilot to generate such a report in order to create public accountability.

Next steps: Examine STAR Technical Guide when it becomes available; generate a report based on STAR objectives that is presented to community through a press conference, City TV, or another method; form a working group out of the Education & Outreach subcommittee to determine how often reports need to be generated, what form they will take, and who will be responsible for creating and publicizing the reports.

3. REPORTING

Regular informal reporting on progress via the Sustainable SF website as well as a formal annual report – summarizing the community's progress and highlighting key achievements

UPDATE 12/08/2012: See above for STAR involvement in baseline determination. A blog has been integrated into the new SSF website for the purpose of highlighting community initiatives and presenting possibilities for improvement. Annual report has not been developed this year.

Next Steps: Develop a system for ensuring that blogger(s) are made aware of progress on current initiatives (to foster public accountability) and potential for future initiatives (to help generate public support/action); reconsider annual report and develop a working group to determine what information should be included in report and how it should be presented.

4. SUSTAINABLE SF AWARDS (also a strategy for community engagement via Nominations, Selection Committee, and Earth Day Event/Awards Ceremony) Celebration and recognition of model projects and achievements through annual Sustainable SF Awards

UPDATE 12/08/2012: SSF Awards for 2013 are in production. An ad has been created that will run in the Green Fire Times through March announcing a call for nominations. The SSF Awards will be held at the Eldorado Hotel preceding Earth Care's fundraiser; the anticipation is that this event will generate more publicity for SSF than it has in previous years due to the change in event location and presentation style.

Next Steps: Promote nominations and awards ceremony through Earth Care, City and SSF websites; collect nominations; selection committee will meet to choose winners; use event to distribute information about Sustainable Santa Fe.

POLICY SPECIFIC

5. PRESS

6. COMMUNITY FORUMS or COMMITTEE PARTICIPATION

7. OUTREACH

Next Steps: Develop and launch 2012 PR campaign (see attached draft)

UPDATE 12/08/2012: A cohesive PR Campaign was not launched in 2012. However, a website has been developed, and several press releases have been submitted around resilience and the

STAR Community Pilot. Staff hopes to use the STAR Pilot as a focus around which to develop regular public interaction. Several policies, such as the plastic bag ban, do not have consensus as to their effectiveness within the Commission, so outreach has not been initiated.

Next Steps: Re-introduce PR Campaign draft; hold a sub-committee meeting to determine why it was not launched and what would be necessary to ensure a future launch; take a survey of available work hours and skills to determine what is currently available and adjust PR campaign accordingly; incorporate Youth Advisory Board into PR campaign; continue building website and social media presence.

Civic Engagement

Background: The community was engaged throughout the development of the Sustainable SF Plan. Commissioners met with stake-holder groups, civic groups, churches, neighborhood associations and held public forums. Two public forums were also held after the adoption of the Plan to engage the community in the implementation of its objectives and the identification of priorities. At this stage, the Commission's role is to convene

Purpose: The purpose of both our annual PR campaign and policy related campaigns is to raise awareness about the Sustainable SF Plan, the Sustainable SF Network, and engage community members in the implementation of our community's sustainability objectives.

Design/Functions:

1. VOLUNTEERS

The Education & Outreach Committee may recruit

- Additional members for the standing committee
- Partners for specific projects/campaigns
- Organizing Teams (the Committee has discussed the possibility of developing an organizing model whereby neighborhood organizers are identified, trained, and equipped with resources to coordinate sustainability outreach efforts in their neighborhood with a focus on community empowerment. Brainstorm ideas included Neighborhood Climate Watch groups, a Speakers Bureau, etc.)
 - Library of Tools (also available via website)
 - 10 gallons a year
 - One trashcan a year
 - Merit badges
 - Some sort of incentive

2. PUBLIC FORUMS

Public forums should be used strategically to engage the larger public with specific objectives. Possible reasons for convening public forums include – 1) The development of progress indicators (wellbeing, community scorecard, 2) Public input on policy campaign priorities, etc

3. NETWORKING OPPORTUNITIES

In other cases, networking opportunities that target specific stakeholders or interest groups might be more effective. For example engaging specific nonprofits with community organizing capacity to partner

Next Steps:

1. Determine appropriate civic engagement plan for 2012 given PR campaign & subcommittee project work.

UPDATE 12/08/2012: Volunteers have not been engaged during 2012. Subcommittees are having difficulty developing specific projects that can involve volunteers consistently. No library of tools has been created, but the current website allows the possibility for such. No volunteers currently attend subcommittee meetings. The SSFC does have several partnerships with organizations, including Earth Care, Santa Fe Community College and the Green Fire Times, but the partnerships are not centered on community engagement projects. There is the opportunity to network with sustainability organizations such as the Carbon Economy Series to distribute information and possibly hold post-event forums. SSFC has had presence at some public forums but has not hosted any such discussions.

Next Steps: Develop a list of currently active organizations that host or have the potential to host sustainability-related events; establish a working group (or use Education & Outreach subcommittee meeting) to determine current capacity (eg how many events can we feasibly attend, with how many organizations can we sustain continued partnership), create a networking plan and assign contact responsibilities for each organization targeted; ask Youth Advisory Board to help create interactive materials for presentations and discussions at events; consider hosting a public forum on a current issue and, if determined viable, develop a working plan for such an event; have Commission subcommittees determine leadership and responsibilities in each group and set measurable targets for work in order to increase effectiveness and open a space for volunteer tasks; reconsider capacity to have an organizer training program.

12/08/2012

Notes from Education and Outreach Meeting:

Outreach Goals:

1. Develop recognition for Sustainable Santa Fe Commission and Sustainable Santa Fe Plan
2. Change behavior by encouraging people to live more sustainably at home, work, school, etc. and connect residents to resources for sustainable living
3. Provide access to resources that facilitate such behavior change
4. Enhance civic participation in the implementation of Sustainable Santa Fe Plan objectives and leverage civic participation for public policy initiatives
5. Amplify and connect grassroots efforts through networking opportunities and public education initiatives
6. To increase the role of the Youth Advisory Board by encouraging outreach activities such as: branding, messaging, establishing relationships, large-scale art projects, and other projects developed by the Youth Advisory Board.

Youth Advisory Board Project Ideas:

1. Create a large-scale visual representation of Sustainable Santa Fe Plan Areas of Focus, with photos, statistics/messages and graphics representing impacts and solutions to use as an educational tool at events
2. Create a material display board similar to the digital Change By Us post-it compilation, using post-it notes and a specific question to generate community-driven solutions to sustainability issues affecting Santa Fe in each of the Plan's target areas. The responses will be catalogued in a spreadsheet with names and info, designed to help mobilize residents around their areas of interest and to connect them to current projects in the community.
3. Design ads and sustainability messages (possibly using the turtle as a character similar to GreeNYC's Birdie), then put the ads on buses, etc.
4. Print and distribute a youth-designed zine to encourage sustainable living practices with SSFC & YAB on cover
5. Develop community wiki projects

Outreach Materials:

1. Create a new brochure to outline the Sustainable Santa Fe Plan and what's being done
2. Draft a new individual/household pledge form or sign-up that allows selection of different focus areas based on interests (or each of the different subcommittees on the Commission)
3. A flyer/brochure with a list of organizations and how a person can get involved
4. A brochure on how businesses can get involved
5. Finalize and distribute pledge for businesses

Commission Sub-committee Restructuring:

1. Consider changing/adding subcommittees, and separate green business certification committee from outreach committee
2. Capacity-building exercises to determine individual strengths, gather consensus on chosen facilitator for each subcommittee
3. List action items and responsible parties/overseers at each subcommittee meeting, and use list to consider specific ways of involving volunteers
4. Have a volunteer liaison in each subcommittee to increase communication with public

Pledge Forms

1. Sort and catalogue current recycling pledge forms by people who signed up to receive info and those who signed up to volunteer with the Commission.
2. Contact volunteers with a list of tasks and a chance for involvement with Commission subcommittees
3. Call individuals who pledged recycle to see if they'd like to help increase recycling in the area, if they know about current reuse initiatives
4. Contact people already on the Commission's listserve and ask them to select categories through surveymonkey or other survey program; catalogue responses by category to form working groups.
5. Send regular surveys to get a sense of community needs and skills

Events

1. Host open forums using display boards, etc. for different audiences (commercial, residential)
2. Boost presence at current events to strengthen connections with local groups working on these issues
3. Host events in which different groups and individuals in the community are asked to present on relevant policy initiatives or issues in the city
4. Barn-raising model to help residents learn about and build low-water lawns, etc., while assisting neighbors in installing sustainable systems.