



The Parker Ranch installation in Hawaii

## Defining and Establishing the Role of a Sustainability Manager

December 2, 2010

**Katherine Gajewski**

Philadelphia Director of Sustainability

**Harrison Rue**

ICF International

DOE's Technical Assistance Program (TAP) supports the Energy Efficiency and Conservation Block Grant Program (EECBG) and the State Energy Program (SEP) by providing state, local, and tribal officials the tools and resources needed to implement successful and sustainable clean energy programs.



## TAP offers:

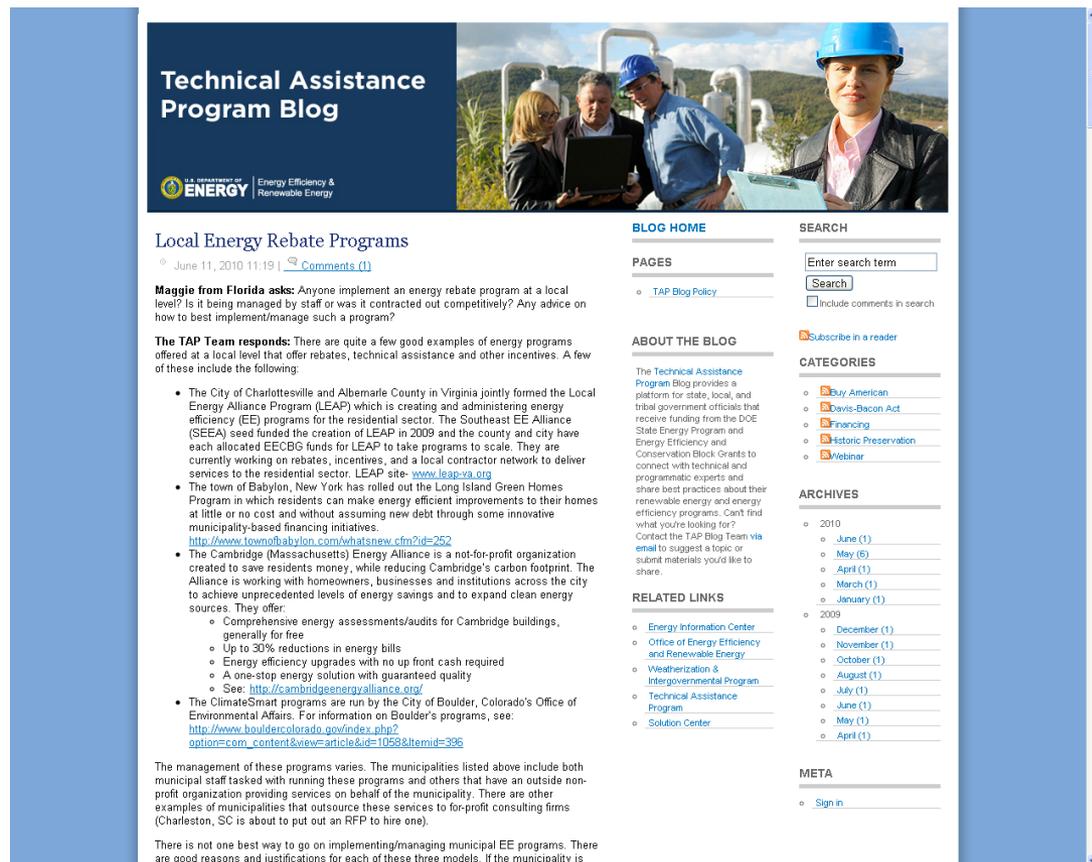
- One-on-one assistance
- Extensive online resource library, including:
  - Webinars
  - Events calendar
  - TAP Blog
  - Best practices and project resources
- Facilitation of peer exchange

## On topics including:

- Energy efficiency and renewable energy technologies
- Program design and implementation
- Financing
- Performance contracting
- State and local capacity building

Access the TAP Blog!  
<http://www.eereblogs.energy.gov/tap/>

Provides a platform for state, local, and tribal government officials and DOE's network of technical and programmatic experts to connect and share best practices on a variety of topics.



**Technical Assistance Program Blog**

U.S. DEPARTMENT OF ENERGY Energy Efficiency & Renewable Energy

### Local Energy Rebate Programs

June 11, 2010 11:19 | [Comments \(1\)](#)

**Maggie from Florida asks:** Anyone implement an energy rebate program at a local level? Is it being managed by staff or was it contracted out competitively? Any advice on how to best implement/manage such a program?

**The TAP Team responds:** There are quite a few good examples of energy programs offered at a local level that offer rebates, technical assistance and other incentives. A few of these include the following:

- The City of Charlottesville and Albemarle County in Virginia jointly formed the Local Energy Alliance Program (LEAP) which is creating and administering energy efficiency (EE) programs for the residential sector. The Southeast EE Alliance (SEEA) seed funded the creation of LEAP in 2009 and the county and city have each allocated EECBG funds for LEAP to take programs to scale. They are currently working on rebates, incentives, and a local contractor network to deliver services to the residential sector. LEAP site- [www.leap-va.org](http://www.leap-va.org)
- The town of Babylon, New York has rolled out the Long Island Green Homes Program in which residents can make energy efficient improvements to their homes at little or no cost and without assuming new debt through some innovative municipality-based financing initiatives. <http://www.townofbabylon.com/whatsnew.cfm?id=252>
- The Cambridge (Massachusetts) Energy Alliance is a not-for-profit organization created to save residents money, while reducing Cambridge's carbon footprint. The Alliance is working with homeowners, businesses and institutions across the city to achieve unprecedented levels of energy savings and to expand clean energy sources. They offer:
  - Comprehensive energy assessments/audits for Cambridge buildings, generally for free
  - Up to 30% reductions in energy bills
  - Energy efficiency upgrades with no up front cash required
  - A one-stop energy solution with guaranteed quality
  - See: <http://cambridgeenergyalliance.org/>
- The ClimateSmart programs are run by the City of Boulder, Colorado's Office of Environmental Affairs. For information on Boulder's programs, see: [http://www.bouldercolorado.gov/index.php?option=com\\_content&view=article&id=1058&Itemid=336](http://www.bouldercolorado.gov/index.php?option=com_content&view=article&id=1058&Itemid=336)

The management of these programs varies. The municipalities listed above include both municipal staff tasked with running these programs and others that have an outside non-profit organization providing services on behalf of the municipality. There are other examples of municipalities that outsource these services to for-profit consulting firms (Charleston, SC is about to put out an RFP to hire one).

There is not one best way to go on implementing/managing municipal EE programs. There are good reasons and justifications for each of these three models. If the municipality is

**BLOG HOME**

**PAGES**

- [TAP Blog Policy](#)

**ABOUT THE BLOG**

The Technical Assistance Program Blog provides a platform for state, local, and tribal government officials that receive funding from the DOE State Energy Program and Energy Efficiency and Conservation Block Grants to connect with technical and programmatic experts and share best practices about their renewable energy and energy efficiency programs. Can't find what you're looking for? Contact the TAP Blog Team via email to suggest a topic or submit materials you'd like to share.

**RELATED LINKS**

- [Energy Information Center](#)
- [Office of Energy Efficiency and Renewable Energy](#)
- [Weatherization & Intergovernmental Program](#)
- [Technical Assistance Program](#)
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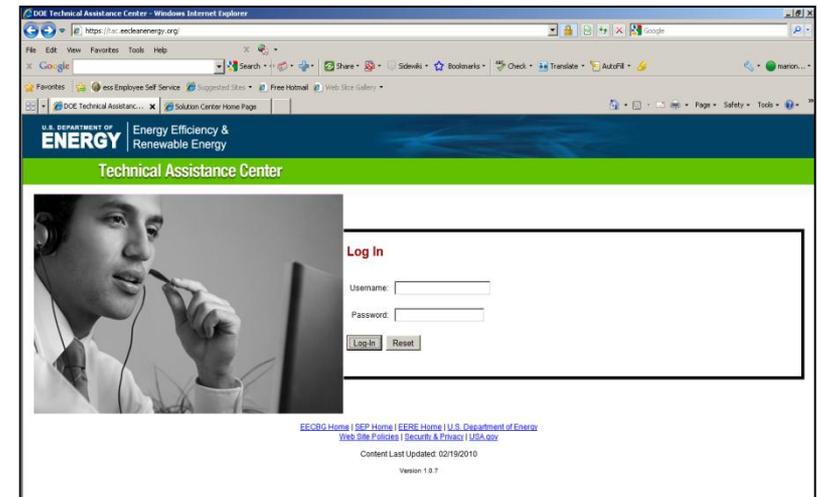
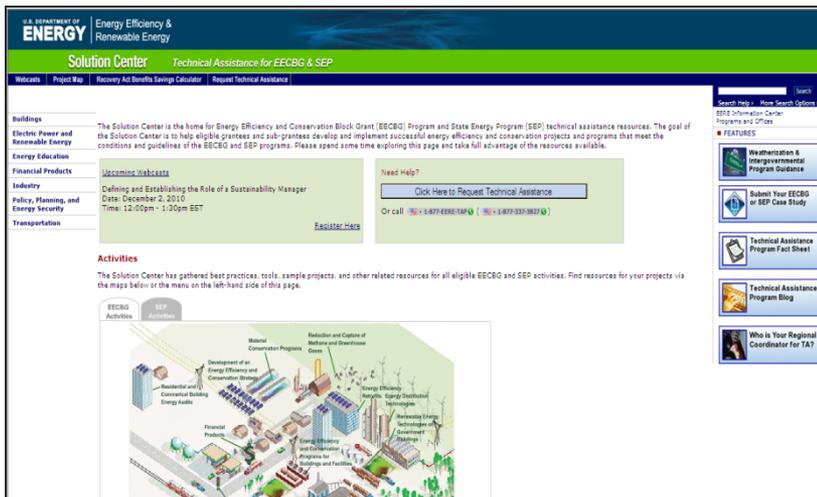
**META**

- [Sign in](#)

We encourage you to:

1) Explore our online resources via the [Solution Center](#)

2) Submit a request via the [Technical Assistance Center](#)



3) Ask questions via our call center at 1-877-337-3827 or email us at [solutioncenter@ee.doe.gov](mailto:solutioncenter@ee.doe.gov)

Guidance to help EECSBG and SEP recipients establish an energy resource/sustainability program by . . .

- Outlining a range of options for staffing and funding a program
- Understanding how an energy/sustainability manager's role can work with other departments and community partners, especially in the building/energy industries
- Think about long-term program sustainability

- Options for establishing energy/sustainability programs
  - Where to house the program – and what to call it....
  - Reporting structures
  - Relationship to other programs/departments
  - Leveraging energy funding with community partnerships
  - Ensuring long-term sustainability
- Overview of Philadelphia's Sustainability Programs
  - Role of sustainability director – how it evolved
  - How energy issues are incorporated
  - Use of energy funding sources
  - Specific roles/programs relating to energy

- Naming your program (and manager's position) should fit with community values and organizational structure
- **Sustainability** – Typically focuses on environment, economy, equity, and incorporates energy issues
  - **Energy efficiency** – for city-owned facilities and/or housing, office and industry
  - **Renewable energy** – small-scale or production
  - **Climate protection** – linked to energy & air quality
  - Energy independence, carbon reduction, cost-effectiveness, performance management ....
  - Green building, livability, smart growth, preservation .....

- **Florida** – (mid '90s)
  - MacArthur Foundation's Sustainable Everglades Initiative
  - FL Dep't. of Community Affairs – Sustainability 'Circuit Rider' Planner
- **Honolulu** – Sustainable Oahu Strategies ('98-02)
  - Mayor's initiatives in sustainable transport, energy, env., & visioning
  - Staffed by project consultant sitting in transport dep't.
- **Texas** – Austin Sustainability Officer (c.2000)
  - SO first sat in Planning Dep't, then moved to Austin Energy Climate Protection Program (now new Chief SO in place)
- **Virginia** – TJPDC Regional Sustainability Accords (1998)
  - Sustainability initiatives (inc. energy) coordinated by TJPDC regional agency and implemented via localities' and partners' plans, programs, & funding (transport, green building, etc)

- **Energy** – Austin Energy (*climate focus*)
- **Public Works** – Charlottesville, VA (*environmental staff*)
- **Budget/Admin** – Raleigh, NC (*report to Ass't. City Mgr.*)
- **Separate Office** – Seattle (*in Admin reporting structure*)
- **Cabinet-level Department** – Philadelphia (*Mayor's office*)
- **Regional** – Kansas City MO Green Impact Zone (*staffed by Mid-America Regional Council*)
- How you structure your program – including *where* the manager sits and *who* they report to – can have significant influence over the program's effectiveness and long-term success
- All of these example programs – with different names & departments – include a significant focus on green building and energy conservation

There are many issues to consider when establishing or re-thinking a program; just a few include:

1. How is your locality organized (strong mayor/city manager, strong council)?
    - Is there executive leadership? Strong community partners?
  2. What departments currently work on energy issues?
    - Housing, planning, community development, public works, facilities, environment, utilities.....
  3. Where is your funding from, and where is it managed?
    - Look at all potential sources, not just current federal initiatives
    - Which departments administer funds? Which partners (public, non-profit, and industry) have related funding & initiatives?
- Which 'home' has the best chance of long-term success?

- **Austin, TX Chief Sustainability Officer**
  - **New position** housed in City Manager's office –
  - Will coordinate interdepartmental efforts re: green purchasing; energy, water and resource conservation; solid waste recycling; green building; GHG reduction; renewable resources; government funding; & environmental reporting metrics
  - Austin Climate Protection Program Director, housed in Austin Energy, had no direct authority to require compliance with departmental climate action plans
  - Prior Sustainability Officer was housed in Transportation, Planning and Sustainability Department (2000-2004), then Austin Energy (2004-2009)

- **Austin Energy initiatives**

- Between 1982 and 2006, Austin Energy offset 600 megawatts of peak demand through energy efficiency; the goal for 2007 to 2020 is to offset another 800 megawatts.
- Austin Energy’s “Best Offer Ever” includes combined rebates & a 0% loan that provides up-front (30 to 40%) & long-term savings for residential customers in the Home Performance with ENERGY STAR® program. It is part of the Clean Energy Accelerator program, funded by a \$10 mil DOE BetterBuildings grant .

Austin Climate Protection Program’s online carbon footprint calculator helps households calculate their energy consumption and GHG emissions.

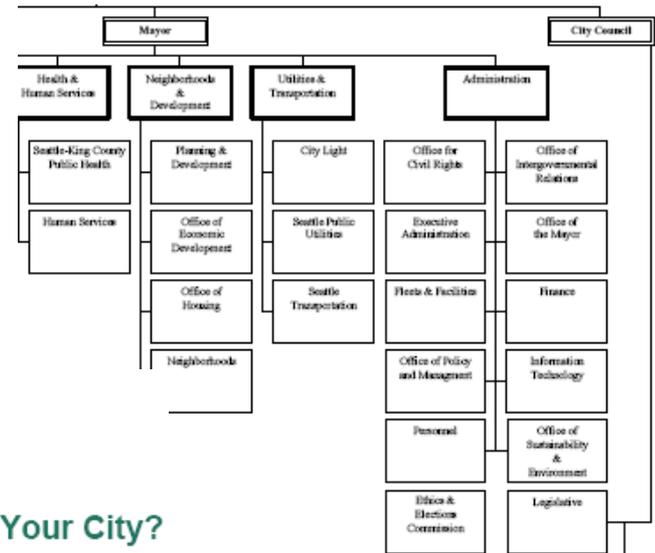
- **Seattle Office of Sustainability & Environment**(under Admin)
  - mission is to accelerate environmentally sustainable practices by the City government & in the community at-large.
  - Collaborate with City departments, business partners, non-profit & community-based organizations, & learning institutions to develop & implement priority sustainability initiatives

- **Key initiatives**

- District Energy RFP
- Community Power Works energy efficiency building retrofit program funded by DOE BetterBuildings initiative
- \$20 million DOE “Retrofit Ramp Up” program
- IMCOOL climate action



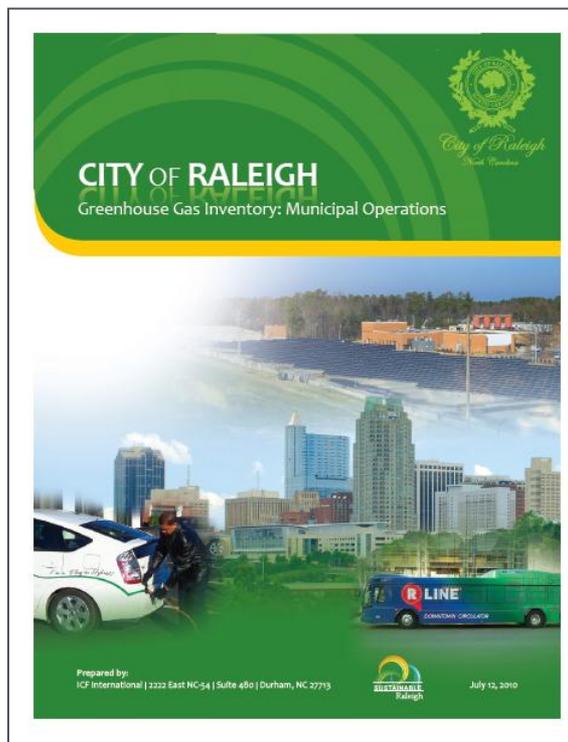
How Cool is Your City?



- **Raleigh Office of Sustainability & Environment**
  - Housed in Administrative Services Department
  - Develops programs, projects, and ideas for reducing environmental impact, improving quality of life, and **being financial stewards of taxpayer dollars**
  - Sustainability staff have a budgeting/admin background
- **Initiatives include:**
  - Fossil fuel reduction goal
  - LEED standards for city-owned buildings
  - GHG inventory & reduction strategy
  - LED lighting, greening the vehicle fleet, green jobs creation, teleworking, renewable energy projects, rainwater harvesting, water reuse, tiered water rates, sustainable purchasing policies, innovative financing strategies, & public-private collaboration



- Raleigh GHG Inventory
  - Incorporated energy conservation, renewables, and cost-effectiveness
  - Cross-departmental leadership team



- Fred Battle, Solid Waste Services
- Ken Best, Public Utilities – Water
- Travis Brown, Public Works – Vehicle Fleet Services
- Cindy Holmes, Office of Sustainability
- Billy Jackson, Parks & Recreation – Facilities
- Mike Kennon, Public Works – Transportation
- T.J. Lynch, Public Utilities – Wastewater
- Joyce Munro – Budget Office
- Jim Payne, Public Works – Vehicle Fleet Services
- Audrey Robinson, Information Technology – Comm
- Paula Thomas, Office of Sustainability
- Suzanne Walker, Parks & Recreation – Facilities

- **Charlottesville Department of Public Works (DPW)**
  - DPW is responsible for operations with key sustainability roles: buildings/facilities, transit, utilities
  - DPW Environmental Sustainability Division, in collaboration with County & University, facilitates the Local Climate Action Planning Process as well as other env. programs & sustainability initiatives
- **Much work realized through critical partnerships**
  - Local Energy Alliance Program (LEAP) – new nonprofit working with City, County, utilities, contractors, lenders, educ. institutions, & key stakeholders on aggressive, large energy & water conservation goals
  - City & County EECBG funding directed to LEAP to support key efforts, including audits
  - Thomas Jefferson Planning District Commission – received HUD SC Planning grant for *Charlottesville Region Sustainability Implementation Plan* to build on 1998 Sustainability Accords & related plans to integrate strategies for land use, transportation, housing, economic development, air/water quality, energy use, & climate protection..

## Durham City-County Sustainability Office

Joint program housed in City Manager's Office/County Engineering & Environmental Management

- Chief task is implementing Durham's GHG Reduction Plan
- Manages City EECBG funding (*with admin support from Community Development Dep't.*)
  - Half of funding for capital projects within City-owned structures
    - Includes LED retrofits, solar hot water, IT server room air flow, energy monitoring system, hybrid & electric vehicle purchases, performance contracting
  - Half for neighborhood-based residential energy-efficiency program
    - Partnered with community organization, w/neighborhood volunteers doing door-to-door outreach
    - Contracted improvements, overseen by City, with metrics to be tracked over time (energy saved, behavior changes)

## Missouri Green Impact Zone, Kansas City

- Staffed by Mid-America Regional Council (MARC)
- Concentrates resources in one area to demonstrate that a targeted, 'place-based' effort can transform a community towards sustainability
  - 150-square block area with severe abandonment, economic decline and high unemployment; about 25% of properties are vacant lots and another one-sixth are vacant structures.
- MARC helps coordinate initiatives and funding from public and private partners, including energy and weatherization, USDOT TIGER grant, public and private workforce programs, utility companies, bank-owned properties, etc.

## Green Impact Zone energy initiatives

- Green Impact Zone Low-Income Weatherization Program
  - \$4.5 million grant from the Missouri Department of Natural Resources to weatherize over 650 homes
- EnergyWorks KC
  - resource for energy-efficiency information and loans for weatherization projects not low-income
- Smart Grid Demonstration Project
  - KCP&L is deploying "smart grid" technology to monitor and manage electricity supply & demand in individual residences
- Home Performance with ENERGY STAR®
  - partnership with KCP&L and Missouri Gas Energy that provides rebates of up to \$1,200 for energy audits & improvements



# Best Practice - Measuring and Tracking Energy Savings

EECBG and SEP Program Best Practice is to measure and track energy performance in buildings:

***“You can’t manage what you don’t measure.”***



ENERGY STAR’s Portfolio Manager tool, available at no cost to grantees: [www.energystar.gov/benchmark](http://www.energystar.gov/benchmark)

- A whole building approach to energy tracking and management
- Uses basic building data - square footage, building type, hours of operation, zip code, and utility bill energy use (12 month pre-installation, at least 4 months post-installation)
- Provides weather-normalized baseline and post-installation building energy performance

Trainings available at [www.energystar.gov/businesstraining](http://www.energystar.gov/businesstraining)

## Example metrics used to track performance

- In 2008, Austin Energy's Residential Power Saver Program served over 44,000 customers. The Home Performance with ENERGY STAR program produced:
  - peak demand savings of 25 MW,
  - average energy savings of 10%
  - 25-30% cooling bill savings per participant
- Durham energy efficiency program is collecting electricity & gas use for 1 year prior & 2 years after retrofits
  - conducting a pre-survey & post-survey to find out how people's behaviors have changed & if there have been changes in the household that would account for energy savings aside from the retrofits/education

## Green Impact Zone metrics

- MARC established a data committee to develop and monitor data and help in evaluating progress
- MARC partnered with the University of Missouri Kansas City to provide data and mapping support
- Measures the zone is tracking include:
  - Homes weatherized
  - Energy use – data collected through a partnership with utilities
  - Housing and infrastructure condition – tracked through a windshield survey
  - Employment placements for local residents
  - New housing units
  - Community satisfaction

Most successful energy and sustainability initiatives are not dependent on a single funding source, department, or staff position. Long-term program success requires:

- **Strong commitment and participation** – from the top, bottom, middle, and outside.
  - **CEO-level support** (Mayor or Mgr) can help enlist internal departments, the public, and external partners
  - **Managers** from related departments and programs are needed to help implement and institutionalize results
  - **Line staff** are the ones who will implement programs in the field and track data over time
  - **The public**, who will use, benefit from, pay for, and vote to support and continue effective programs

Long-term program success requires:

## **Broad-based community partnerships**

- Community partners – housing, environmental, neighborhood, and business groups – can help extend the reach and effectiveness of agency staff and budgets
- Community and business leaders can help institutionalize and continue effort when elected and agency leadership changes
  - **Philadelphia’s Sustainability Advisory Board**, or Greensboro’s Sustainability Council
  - **Local Energy Alliance Program (LEAP)** – Charlottesville non-profit working with City/County Dept’s and industry on energy & water conservation; taking on work often done by city agency
  - **Kansas City/MARC** – includes utility partners & non-profits (along with substantial partner funding)

Long-term program success requires:

**Multiple sources of long-term funding** (beyond current infusion of federal/state funds)

- Look beyond just energy funds to transportation, housing, water/sewer infrastructure, performance-based contracting, commercial & industrial finance, and other programs that could benefit from energy savings
- **Greensboro, NC** – sustainability council identified long-term funding that could be available by dedicating a % of energy savings
- **HUD/FHA PowerSaver loans** will offer homeowners up to \$25,000 to make energy-efficient improvements, including insulation, duct sealing, doors & windows, HVAC systems, water heaters, solar panels, and geothermal systems.
- **KC Green Impact Zone** includes utility SmartGrid investments

THE CITY OF PHILADELPHIA

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MAYOR'S OFFICE OF  
SUSTAINABILITY



GREENWORKS  
PHILADELPHIA



[WWW.PHILA.GOV/GREEN](http://WWW.PHILA.GOV/GREEN)

# GREENWORKS PHILADELPHIA

ENERGY - PHILADELPHIA REDUCES ITS VULNERABILITY TO RISING ENERGY PRICES

ENVIRONMENT - PHILADELPHIA REDUCES ITS ENVIRONMENTAL FOOTPRINT

EQUITY - PHILADELPHIA DELIVERS MORE EQUITABLE ACCESS TO HEALTHY NEIGHBORHOODS

ECONOMY - PHILADELPHIA CREATES A COMPETITIVE ADVANTAGE FROM SUSTAINABILITY

ENGAGEMENT - PHILADELPHIANS UNITE TO BUILD A SUSTAINABLE FUTURE

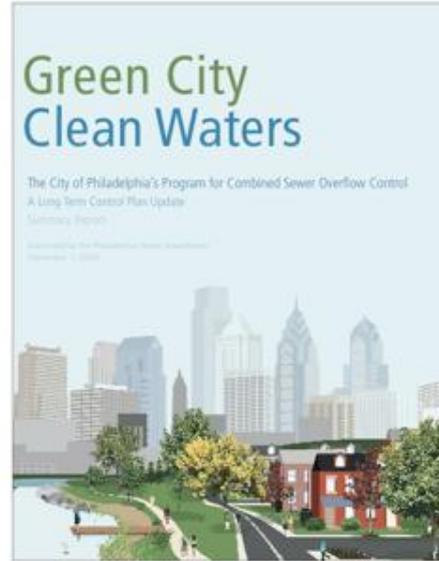
*5 GOALS, 15 TARGETS, OVER 150 INITIATIVES*



# SUMMARY OF TARGETS

TARGET 1: MUNICIPAL GOVERNMENT ENERGY USE			GREENWORKS INITIATIVES WILL YIELD
2008 BASELINE	2015 PROJECTION	GREENWORKS TARGET	
3.64 trillion Btus	4.16 trillion Btus	30% < 2008=2.54 trillion Btus	1.62 trillion Btus saved in 2015
TARGET 2: CITYWIDE BUILDING ENERGY USE			
99.7 trillion Btus*	103 trillion Btus	10% < 2006=89.7 trillion Btus	12.9 trillion Btus saved in 2015
TARGET 3: RESIDENTIAL WEATHERIZATION			
3500 projects	28,000 projects	15% of total housing =100,000 projects	72,000 additional projects by 2015
TARGET 4: ALTERNATIVE ENERGY			
0.34 million MWh	1.35 million MWh	20% of electricity=2.93 MWh	1.58 million MWh from alternative sources in 2015
TARGET 5: GREEN HOUSE GAS EMISSIONS			
17.2 million tCO <sub>2</sub> eq**	15.6 million tCO <sub>2</sub> eq	20% < 1990=13.8 million tCO <sub>2</sub> eq	1.77 million tCO <sub>2</sub> eq reduced in 2015
TARGET 6: AIR QUALITY ATTAINMENT			
20 "Unhealthy" AQI days	20 "Unhealthy" AQI days	2015 < 2008 = 2006 numbers	10 fewer "Unhealthy" AQI Days in 2015
TARGET 7: DIVERSION FROM LANDFILL			
1.56 million tons	1.56 million tons	70% diversion rate=890,000 million tons going to landfill	670,000 additional tons diverted in 2015
TARGET 8: GREEN INFRASTRUCTURE			
51,000 pervious acres	51,000 pervious acres	60% of total surface=54,200 pervious surfaces	3200 additional pervious acres by 2015
TARGET 9: OUTDOOR AMENITIES			
10,300 green acres	10,300 green acres	75% of residents with access=10,800 green acres	500 additional green acres by 2015
TARGET 10: LOCAL FOOD			
230 gardens, markets	230 gardens, markets	75% of residents w/ access=316 gardens/farms/markets	86 additional gardens/farms/markets by 2015
TARGET 11: TREE CANOPY			
2.1 million trees	2.1 million trees	30% canopy by 2025=3.1 million trees	300,000 additional trees by 2015
TARGET 12: VEHICLE MILES TRAVELLED			
6.40 million VMT***	6.91 million VMT	10% < 2005=5.76 million VMT	1.15 million fewer VMT in 2015
TARGET 13: STATE OF GOOD REPAIR			
60% of assets in SOGR	57% of assets in SOGR	70% in 2015	13% of assets raised to SOGR by 2015
TARGET 14: GREEN JOBS			
14,400 green jobs***	18,300 green jobs	Double 2005 by 2015=28,800 green jobs	10,500 additional green jobs by 2015

\*- 2006; \*\*- 1990; \*\*\*- 2005



2015

2012

2030

2035

# City of Philadelphia Energy Management Organizational Chart

Mayor Michael Nutter

Katherine Gajewski  
Director, Mayor's Office of Sustainability

Adam Agalloco  
Energy Conservation  
Coordinator

Alex Dews  
Policy and Program  
Manager

Kristin Sullivan  
Program Director  
Solar America Cities

Sarah Wu  
Outreach and Policy  
Coordinator

Jon Edelstein  
Director, Sustainable  
Development

Fredda Lippes  
Design & Construction  
Project Manager

Sustainability Working Group  
Departmental Liaisons

Andy Rachlin  
Director, EnergyWorks

Nancy Hohns  
Communications and  
Outreach Director

Azenith Bazemore  
Reporting and  
Compliance Manager

Rina Cutler  
Deputy Mayor for  
Transportation and Utilities

Andrew Stober  
Chief of Staff

Energy Manager

Energy Analyst



DEPARTMENT OF PUBLIC PROPERTY

PHILADELPHIA CITY PLANNING DEPARTMENT

STREETS DEPARTMENT

PROCUREMENT DEPARTMENT

PHILADELPHIA INTERNATIONAL AIRPORT

PHILADELPHIA CITY COUNCIL

LICENSES & INSPECTIONS

DEPARTMENT OF PUBLIC HEALTH

PHILADELPHIA WATER DEPARTMENT

HUMAN RESOURCES

REDEVELOPMENT AUTHORITY

COMMERCE DEPARTMENT

RECORDS DEPARTMENT

OFFICE OF CITY BUDGET

FLEET MANAGEMENT

# MAYOR'S OFFICE OF SUSTAINABILITY

ZONING CODE COMMISSION

SEPTA

OFFICE OF HOUSING & COMMUNITY DEVELOPMENT

CITY LAW DEPARTMENT

DEPARTMENT OF TECHNOLOGY

DEPARTMENT OF TECHNOLOGY HUMAN RESOURCES

DEPARTMENT OF PARKS AND RECREATION

MAYOR'S OFFICE OF TRANSPORTATION AND UTILITIES

AIR MANAGEMENT SERVICES

PHILADELPHIA HOUSING DEVELOPMENT CORPORATION

PHILADELPHIA GAS WORKS

PHILADELPHIA SCHOOL DISTRICT

PHILADELPHIA HOUSING AUTHORITY



# GREENWORKS

GOALS, TARGETS, INITIATIVES



## PHILADELPHIA REDUCES ITS VULNERABILITY TO RISING ENERGY PRICES

- Lower City Government Energy Consumption by 30%
  - ✓ Target Energy Budgets introduced FY 2011
  - ✓ 55,000 Incandescent Traffic Signals replaced with LED's
- Reduce Citywide Building Energy Consumption by 10%
  - ✓ Cool Roof Legislation for all New Construction Passed April 2010
- Retrofit 15% of Housing Stock with Insulation, Air Sealing and Cool Roofs
  - ✓ Energyworks launched fall 2010
- Purchase and Generate 20% of Electricity Used in Philadelphia from Alternative Sources
  - ✓ 2.3 Megawatts of solar generation to be installed by 2011



<b>GREENWORKS INITIATIVE</b>	<b>LEAD CITY DEPARTMENT</b>
<b>EnergyWorks Energy Efficiency Loan Program (launched Nov. 2010)</b> <ul style="list-style-type: none"> <li>• www.EnergyWorksNow.com</li> </ul>	Planning and Economic Development Mayor's Office of Sustainability
<b>Transition to Departmental Energy Conservation Targets</b> <ul style="list-style-type: none"> <li>• Behavior change and employee outreach</li> </ul>	Mayor's Office of Sustainability
<b>Energy-Efficiency Capital Improvements</b> <ul style="list-style-type: none"> <li>• Established the Energy Efficiency Fund</li> <li>• Developing Protocols</li> <li>• Create Capital Budget Energy Guidelines</li> <li>• PECO Act 129 Rebates</li> <li>• LEED Silver Requirement on the books (Bill No. 080025)</li> </ul>	Mayor's Office of Sustainability Dept. of Public Property
<b>Launched Philly Buying Power</b>	Commerce Department
<b>Utility Bill Management and Tracking using new Hara Energy Management Database</b>	Mayor's Office of Sustainability
<b>Demand Response Program</b>	Mayor's Office of Sustainability Dept. of Public Property
<b>Guaranteed Energy Saving Program at 4 City Buildings</b> <ul style="list-style-type: none"> <li>• City's first ESCO project</li> <li>• Engaged NORESKO, in Investment Grade Audit phase</li> </ul>	Mayor's Office of Sustainability
<b>Renewable Energy Deployment</b> <ul style="list-style-type: none"> <li>• <i>Guidebook for Solar PV Projects in Philadelphia</i> (June 2010)</li> </ul>	Mayor's Office of Sustainability Mayor's Office of Transportation and Utilities
<b>Electricity and Natural Gas Procurement</b>	Mayor's Office of Transportation and Utilities
<b>Drafting Environmentally Preferred Purchasing and Green IT plans</b>	Mayor's Office of Sustainability
See a listing of all initiatives (current and future) at <a href="http://www.Phila.gov/green">www.Phila.gov/green</a>	



# Funding Sources

Funding Source	Amount/Details	Funding Span
City of Philadelphia - General Fund	Approximately \$400,000/year	Ongoing
City of Philadelphia - Capital Funding	Approximately \$500,000/yea	Ongoing
DOE - Better Buildings Funding	\$25,000,000	One-time
DOE - EECBG Formula Funding	\$14,100,000	One-time
DOE - Solar America Cities Grant - DOE Cash - \$200k - Technical assistance - NREL - \$250 - Local Contributing Sources - \$272,500 ( <i>\$95,000 of which is cash contributions</i> )	\$722,500	One-time
State - Alternative Fuels Incentive Grant	\$140,000 for EV Charging Stations	One-time



PROJECT	EECBG BUDGET	LEAD CITY DEPARTMENT
Replacement of 85,000 Traffic Signals with LEDs	\$3,051,485	Streets Department
Greenworks Loan Fund	\$4,775,000	Commerce Department
a. Greenworks Small Business Energy Efficiency Rebate Program	\$1,000,000	Commerce Department
b. Greenworks Pilot Technology Program		
Municipal Building Energy Efficiency Retrofits	\$1,025,000	Mayor's Office of Sustainability
Purchase of RFID Readers (to support incentive-based recycling program)	\$708,400	Streets Department
Bicycle Parking	\$375,000	Mayor's Office of Transportation and Utilities
Target Energy Budget Support and Training	\$292,000 (add \$75k)	Mayor's Office of Sustainability
Greenworks Philadelphia Monitoring and Reporting	\$250,700	Mayor's Office of Sustainability
Building Code Development and Compliance	\$300,000	Licenses and Inspections
Enhancement and Expansion of City's Energy Management Capacity	\$508,175	Mayor's Office of Transportation and Utilities
Placement of 260 Solar Compacting Litter Baskets and 115 on-Street Recycling Units	\$973,000	Streets Department
Philadelphia Water Department 250kW Solar PV Installation	\$850,000	Water Department
<b>TOTAL EECBG FORMULA ALLOCATION</b>	<b>\$14.1M</b>	



# PHILADELPHIA recycling REWARDS

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# UTILITY BILL MANAGEMENT DATABASE

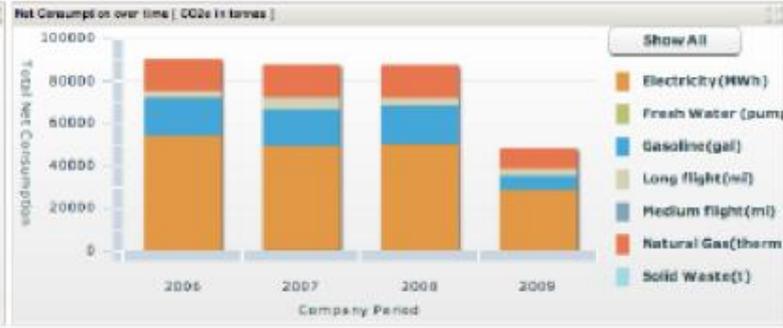
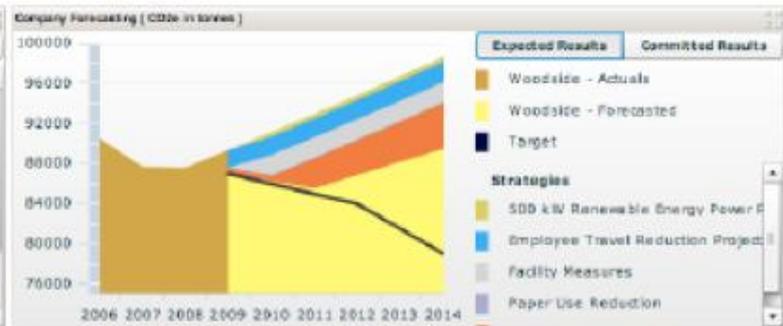
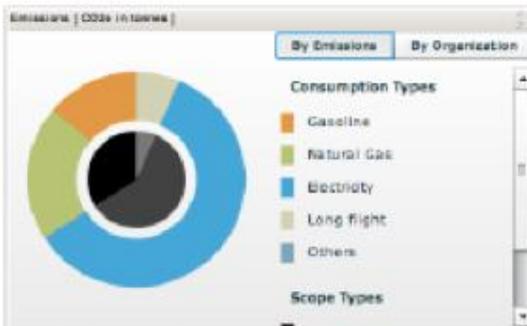


Walter David Engelbrecht - Prolactone - Log out

Home Overview Company Strategies Product Analytics Configuration Output **CO2e tonnes** Company Period **2009**

## Overview Dashboard

Help





Bike Racks Fitted onto  
Converted Meter Poles



Additional Big Bellies along  
Commercial Corridors



**250kw Solar PV installation**  
SE Waste Water Treatment Plant

## Plan for long-term success – what works?

- Know your local culture, politics, and organizational structure to pick a name and agency ‘home’ to maximize success
  - Ensure that a small staff will have influence beyond their own group
- Involve partners from across and outside your agency
  - Include all related departments, outside agencies, community housing & environmental groups, business & industry
- Promote success stories – both your own & partners’
- Measure and track performance over time
- Generate funding from industry, partners, & measurable results

*There is no ‘one-size fits all’ approach that works everywhere*

- Philadelphia Mayor's Office of Sustainability <http://www.phila.gov/green/>
- Seattle Office of Sustainability & Environment <http://www.cityofseattle.net/environment/>
- Green Impact Zone <http://www.greenimpactzone.org/>
- Charlottesville Environmental Sustainability <http://www.charlottesville.org/Index.aspx?page=554>
- Local Energy Alliance Program (LEAP) [www.leap-va.org](http://www.leap-va.org)
- Sustainable Raleigh <http://www.raleighnc.gov/environment/content/AdminServSustain/Articles/WhatRaleighIsDoing.html>
- Durham City/County Sustainability Office <http://www.durhamnc.gov/departments/manager/sustainability/Index.cfm>
- Austin Chief Sustainability Officer [http://www.ci.austin.tx.us/news/2010/cso\\_2010.htm](http://www.ci.austin.tx.us/news/2010/cso_2010.htm)
- Austin Energy 'Best Offer Ever' <http://www.austinenergy.com/About%20Us/Newsroom/Press%20Releases/2010/energyEfficiencyIncentive.htm>

## Please join us again:

Title: **Building Actionable Climate Action Plans**

Host: Jennifer Clymer, ICF International

Date: December 6, 2010

Time: 2:00 – 3:30 EST

Title: **Overcoming Barriers to Solar PV and Solar Water Heating Implementation**

Host: Kimberly Owens, ICF and Craig Schultz, ICF

Date: December 8, 2010

Time: 1:00 - 2:30pm EST

Title: **ESPC Pricing and Financing**

Host: ICF/SENTECH

Date: December 16, 2010

Time: 1:30 - 2:30pm EST

For the most up-to-date information and registration links, please visit the Solution Center webcast page at [www.wip.energy.gov/solutioncenter/webcasts](http://www.wip.energy.gov/solutioncenter/webcasts)