

CHAPTER 3: GREEN TASK FORCE MISSION AND METHODOLOGY

HISTORY OF THE TASK FORCE

On November 20, 2007, the Delray Beach City Commission authorized the appointment of a Green Task Force in Resolution 67-07 ([Ref 3.1](#)). In this Resolution, the Commission asked the Task Force to make recommendations in the following areas:

1. Ways to improve the environmental Sustainability of City programs, services, and equipment facilities.
2. Strategies for improving environmental sustainability of the community.
3. Incentives for residents, businesses, and organizations to practice environmental conservation including recycling.
4. Proposed means to enhance water and energy conservation.
5. Ideas for promotion of tree planting and xeriscaping.
6. Best Practices for implementation in Delray Beach, including long-term strategies.

MEMBERS

The City Commission appointed the following individuals from the Delray Beach community to serve on the Green Task Force:

Nancy Schneider was elected Chair of the Task Force. Ms. Schneider is a consultant with Earth People, based in Dallas, TX. She has served as a planning technician for the South Florida Regional Planning Council, is a member of the Florida Green Building Coalition Local Green Government Standards Committee and a Collins Center Sustainable Florida Associate. Nancy helped initially conceptualize the Green Task Force. Nancy has an MBA from Keller Graduate School and a Master's in Geography from Florida Atlantic University.

Dan Sloan was elected Vice-Chair of the Green Task Force. Mr. Sloan is a principal in Sloan Building & Design, a Local Design/Build firm. He is a certifying agent for the FGBC and is a founding sponsor of the Treasure Coast Chapter of the USGBC. He has a Master's in Architecture and a MS in Historic Preservation.

John Koenig is President of Total Restoration Services located in Delray Beach. Mr. Koenig's company is a member of the USGBC and the FGBC, and specializes in reconstruction and remodel with an emphasis on green building. Mr. Koenig is currently assisting in research and implementation of electrical solar panels and other technologies, as well as coordination of Miami Dade High Wind Velocity requirements for attachment of panels and code acceptance.

Ana Carmen V. DeMelo holds a Master's Degree in Civil and Environmental Engineering from the University of Rhode Island and is a licensed Professional Engineer in the state of Florida. As Senior Project Manager for Camp Dresser & McKee Inc. (CDM) and since 1994, Ms. DeMelo has worked on a number of engineering projects that focused on environmental issues. CDM is a member of the U. S. Green Building Council (USGBC), and sustainability has been part of the CDM philosophy since its foundation in 1947. Ms. DeMelo is also President of the American Society of Civil Engineers (ASCE) Palm Beach branch.

Sarah Martin, after obtaining her Bachelors of Arts in Fine Art with a concentration in Sculpture and a Minor in Business from Florida Atlantic University in Boca Raton, FL, began working as a public art consultant for the Pineapple Grove Arts District in downtown Delray Beach and then worked in many other South Florida Cities as a Public Arts / Events Consultant. In her current position at the Delray Beach Downtown Marketing Cooperative, Ms. Martin is now responsible for marketing and planning of events for Downtown Delray Beach, including Art and Jazz on the Avenue, July Fourth Celebration, 100-Foot Christmas Tree and First Night- New Year's Eve Celebration.

Yalmaz Siddiqui is the Director of Environmental Strategy for Office Depot. He is responsible for designing environmental programs under the Fortune 500 company's global strategy to "increasingly buy green, be green and sell green". Mr. Siddiqui is a frequent speaker at National and International conferences focused on the environment and has a Master's Degree in Environment & Development from the University of Cambridge.

Joe Snider is the Founder and President of Building Green Generations, Inc. He is a licensed architect in Florida and has been a LEED Accredited Professional since 2003. Mr. Snider has studied and implemented green solutions for 10 years. He is a past chair of the U.S. Green Building Council's National Emerging Green Builders Committee, and served on the USGBC's National Chapter Steering Committee. He regularly gives presentations and writes about green issues, including a monthly green column for Atlantic Avenue magazine.

MISSION

The Task Force considered it important to recognize the City for the major environmental commitments it had already made, including joining the [Sierra Club Cool Cities \(Ref 3.2\)](#) program, signing the [U.S. Mayors Climate Protection Agreement \(Ref 3.3\)](#), and resolving to become a Green Local Government under the [Florida Green Building Coalition Green Local Government Standard \(Ref 3.4\)](#). The Task Force chose to use these programs as the framework around which to proceed in its work, beginning with the adoption of the following mission statement:

“To determine an actionable set of recommendations that enables Delray Beach to implement its current environmental commitments in a timely, cost-effective, and citizen-centric manner, as well as explore new opportunities for sustainability.”

GREEN TASK FORCE ACTIONS AND RECOMMENDATIONS TO DATE

During its work effort, the Green Task Force, provided the City Commission guidance on a number of issues, made a number of recommendations and implemented specific actions:

Website

An initial step the Task Force took was to create a website, <http://www.sustainabledelray.org/> (Ref 3.5). The website was intended primarily as a place to collect resources as the Task Force researched a variety of subjects. The secondary purpose was to provide some information for the Delray Beach community on the Task Force’s activities. Finally, the Task Force hoped that the compiling of resources in a public domain would be a valuable resource for neighboring communities such as Boynton Beach and Boca Raton that were exploring the same topics.

Recycling Report

Very early on in the Task Force’s tenure, the City Commission requested a recommendation regarding a possible switch from dual stream to single stream recycling. The Task Force ultimately drafted a report that addressed not only the residential recycling, but many other aspects of recycling efforts in the City (Recycling Report, Ref 3.6). Some of those conclusions are addressed in this Final report as well.

ICLEI

In reviewing the initial Cool Cities and the Mayors Climate Protection commitments, it became clear that the City would need to perform a baseline green house gas inventory. The Task Force determined that the International Council for Local Environmental Initiatives (ICLEI) (Ref 3.7) was the best organization to assist with this effort. The Task Force also felt that joining ICLEI and creating a baseline greenhouse gas inventory was important enough to begin immediately, without waiting for the final Green Task Force report. The Task Force recommended in May 2008 that the Commission authorize the City to join the organization, which they did. The City then purchased ICLEI greenhouse gas inventory software and is working to hire student interns to perform a comprehensive green house gas audit for the City.

Performing such an inventory is important for a variety of reasons. First, the Task Force felt it would help to identify areas in City Government operations that could be targeted for energy reduction (which in turn reduces operating expenses). Second, Delray Beach had committed to reducing its overall carbon footprint by signing the Cool Cities and Mayors Climate Protection Agreements. One cannot quantify a reduction of green house gases until one knows the current level, or baseline. Finally, with the growing market in carbon credits, there is potential to

generate revenue for the City by selling “credits” that are calculated based on quantified reduction in emissions. To earn this revenue, one has to quantify a reduction from an established baseline.

Public Workshop

The Task Force felt that public input from Delray Beach stakeholders was an important part of the greening of Delray Beach. On October 4, 2008, the Task Force facilitated a public workshop to give the public an opportunity to generate ideas for recommendations. The workshop was attended by over 40 residents who generated an extensive list of over 100 ideas, which was narrowed down through a voting process to a “Top 20.”

METHODOLOGY OF THE GREEN TASK FORCE

The Task Force followed a 10 step roadmap and rigorous methodology to fulfill its mandate:

1. Review Existing Commitments

The Task Force’s first task was to review all existing commitments to understand what Delray Beach had committed from an environmental standpoint.

2. Conduct Green Government Research

The Task Force knew that many governments had already worked extensively to develop and implement sustainability plans. The Task Force assigned specific environmental themes or objectives (such as green building, transportation, or water) to each member and different members researched other government documents, ordinances, policies, etc. A number of these best practices were noted for further reference and potential inclusion in the Final Report.

3. Audit Current Green Practices

The Task Force then wanted to verify what the City was already doing to go green. Given the City’s commitment to becoming a Florida Green Building Coalition (FGBC) Green Local Government, the checklist for this program was deemed a useful tool for conducting this initial audit. A survey based on the FGBC’s extensive list of green actions a government can take was given to the various city departments. The [Green Task Force Initial FGBC Audit Responses \(Ref 3.8\)](#) responses revealed that the City had already implemented a number of the recommendations within the FGBC checklist, and was well placed to seek certification if it documented current actions and implemented a number of new actions based on Green Task Force recommendations.

4. Leverage Florida Green Building Checklist as Initial Potential Recommendations

The FGBC checklist also provided a starting point to develop the list of potential recommendations from the Task Force to the City. Actions the City had *not* already taken were explored in depth and assigned two scores – one based on difficulty of implementation and another based on potential resources required. By multiplying difficulty of implementation with resources required, an initial score was established to help guide further prioritization.

5. Brainstorm Additional Recommendations

The Task Force then supplemented the FGBC list with its own recommendations based on personal perspectives and best practice research. Each Task Force member added potential recommendations that were then reviewed as a group. Approved ideas were added to the master list of potential recommendations.

6. Host Public Input Workshop

The Task Force felt that it was important to ask the Delray Beach Community for their input. A public workshop was announced and hosted on October 4, 2008. One Task Force member facilitated the workshop and the others facilitated discussion groups focused on a number of environmental objectives:

1. Sustainable Urban Design
2. Water Efficiency & Conservation
3. Energy Efficiency & Greenhouse Gas Reduction from Buildings
4. Fuel Efficiency & Greenhouse Gas Reduction from Transport
5. Waste Reduction & Recycling
6. Indoor & Outdoor Environmental Quality

Over 40 members of the public attended and provided over 100 recommendations. The complete list of workshop ideas ([Ref 3.9](#)) and the list of attendees ([Ref 3.10](#)) are available in the Appendices. Each participant was also asked to vote for their top priorities to narrow down the potential recommendations. The Public recommendations with the most votes were added to the master list of potential recommendations.

7. Obtain City Staff Input

The Task Force also invited Delray Beach staff to make suggestions. These ideas were also incorporated into the final list of potential recommendations. ([Employee Suggestions, Ref 3.11](#))

8. Prioritize and Consolidate Recommendations

By combining FGBC, Task Force Member, Public Input and Staff recommendations into one master list, the Task Force now had over 400 potential recommendations to consider. The next step was to reduce the number of recommendations to a manageable list. Some ideas

were de-prioritized because they were controlled by Palm Beach County or mandated by the State of Florida. Other ideas were de-prioritized because implementation was seen as too complex or expensive and some ideas were consolidated into broader programs. The remaining ideas were split into Quick Wins or Longer Term/Strategic Recommendations.

9. Identify City Departments with Control of Implementation

The Task Force has always been focused on maximizing the likelihood that its recommendations are implemented. As such, much consideration was given to “who has control of implementation if the recommendation is accepted.” As such, the recommendations were aligned with the department considered to have the most control over the recommended actions.

10. Finalize Recommendations & Align with Objectives

The next step was to create the master list of recommendations and align these to the environmental objectives researched during step 2 and used to structure the Public workshop. This was done by defining which objective was most affected by the recommendation.

11. Establish Potential Performance Metrics

Performance metrics were defined for each objective, with consideration given to whether improved performance is driven by the City internally, or Citizens and Businesses in Delray Beach.

12. Complete Report

After creating the master list of potential recommendations ([Ref 3.12](#)), the Task Force drafted the final report. The detailed report was organized by City Department because the department with control will ultimately implement the recommendations selected. The Task Force felt that many other similar reports had complicated the path from recommendation to action by not considering where accountability for implementation should lie. By trying to define the City department with most control of our recommendation, we chose to provide not only a set of recommendations, but also the most likely department for implementation. To simplify the task for the department to select ideas, each recommendation was identified as a “Quick Win” or a Longer Term/Strategic Recommendation within the body of the report.

REFERENCES

- Ref 3.1 - [Delray Beach City Commission Resolution 67-07](#)
- Ref 3.2 - [Sierra Club Cool Cities](#)
- Ref 3.3 - [U.S. Mayors Climate Protection Agreement](#)
- Ref 3.4 - [Florida Green Building Coalition Green Local Government Standard](#)
- Ref 3.5 - [Green Task Force SustainableDelray.org Website](#)
- Ref 3.6 - [Green Task Force Recycling Report](#)
- Ref 3.7 - [International Council for Local Environmental Initiatives \(ICLEI\)](#)
- Ref 3.8 - [Green Task Force Initial FGBC Audit](#)
- Ref 3.9 - [Complete List of Public Workshop Ideas](#)
- Ref 3.10 - [Workshop Attendees](#)
- Ref 3.11 - [Employee Suggestions](#)
- Ref 3.12 - [Final List of All Potential Recommendations](#)

Note: All references are available as clickable links within this electronic document and available online at <http://www.SustainableDelray.org/report.htm>

