

## Acknowledgments

The Tool Kit is the result of the Resource Efficient Model City Project that brought together an outstanding group of people to work together to test out a theory that businesses and organizations could find resource efficiencies by reviewing how they use materials, energy and water (called the whole facility approach), resulting in cutting their costs while also benefiting their community and the environment.

The Corvallis Chamber of Commerce summoned up local businesses, a school and a library that proved to be a willing group, giving generously of their time to test and be tested by this Resource Efficient Model City Project. We thank them. The results of their efforts can be found in the Case Studies section of the Tool Kit.

And now the Corvallis Chamber has again stepped forward to be a sponsor of the Resource Efficiency Program. Joining them in this endeavor is Corvallis Disposal, the City of Corvallis and the OSU Energy Extension Service.

Many of the great ideas and the framework of this Tool Kit came from the Oregon Department of Environmental Quality's State Advisory Committee members. Traveling from around the state, these people looked long and hard at what kinds of programs would have real value, be sustainable, produce cost-effective results and benefit our natural resources.

Harding Lawson Associates provided a creative and very apt component to the project in David Allaway. He tested the idea that a generalist, acting as the Resource Efficiency Coordinator (REC), could work with participants in assessing material, energy and water use in the attempt to identify savings, and then accomplish the really hard part — making the changes. He earned the title for which each REC will strive — “elegant nag.”

A number of material, energy and water experts reviewed the Tool Kit and will train the Resource Efficiency Coordinators.

To all involved, the DEQ staff thanks you. This project has gone a long way toward proving another theory — that public/private partnerships can make our communities wonderful places to live and work.

*Notes:*

## Acknowledgments

Notes:

### Corvallis Participants

Rogue Wave Software  
Stahlbush Island Farms  
Evanite Fiber Corporation  
Corvallis Hardware/True Value  
Barker-Haaland Insurance Company  
Corvallis-Benton County Public Library  
Western View Middle School and  
Corvallis School District

### State Advisory Committee

Dr. Connie Ozawa, Chair, Portland  
State University  
John McAllister, Legacy Portland  
Hospitals  
Keith White, Portland General Electric  
Dick Wanderscheid, City of Ashland  
Kathryn Houston, Frito-Lay, Inc.  
Jeff Andrews, Corvallis Disposal  
Sandy Hart, NW Natural Gas  
Jim Kelly, Rejuvenation Inc.  
Debbie Gorham, Metro  
John Graham, PacifiCorp  
Jon Nelson, Corvallis City Manager  
Mike McLaren, Albany Chamber  
Jerry Fisher, Hewlett Packard Company  
Kathy Kiwala, Washington County  
Tom Grigsby, Evanite Fiber Corp.

### Energy, Water, and Material Experts

Dennis Oberto, Clark Energy Service  
Corp.  
Bruce Cushman, McKeever/Morris, Inc.  
Matt Marston, Pequod Associates, Inc.  
Gary Curtis, OR Dept. of Energy  
Michael Ricker, OR Dept. of Water  
Resources  
Cheryl Carter, PacifiCorp  
Yone Akagi, Portland Water Bureau  
Dick Peters, Conservation Control  
Dave Brook, OSU Energy Program  
Charles Pike, CA Dept. of Water  
Resources  
David Furr, PR Dept. of Energy  
Bruce Manclark, Delta-T, Inc.  
Curt Nichols, Portland Energy Office  
Judi Ranton, Portland Water Bureau

### Individual Contributors

Dennis Jones, Corvallis School District  
Terry Barker, Barker-Haaland Insurance  
Melanie Hein, Corvallis Chamber of  
Commerce  
Mary Steckel, City of Corvallis  
Jeff Andrews, Corvallis Disposal  
Jay Doyle, Evanite Fiber Corp.

### DEQ Staff

Pat Vernon  
Jan Whitworth  
Marti Roberts Pillon  
Michelle Sheppard  
Joan Grimm

# Community Tools Table of Contents

Notes:

Introduction .....	5
Overview and Getting Started .....	8
Identifying Key Players .....	10
Conducting A Community Environmental Scan .....	14
Setting Community Goals .....	17
Establishing Program Roles .....	19
Writing Sponsor and Participant Agreements .....	22
Program Budgeting .....	30
Program Funding .....	33
Hiring A Resource Efficiency Manager .....	36
Community Promotion .....	40
Community Measurement .....	51
Community Case Studies .....	58

Order copies of the Tool Kit: Community Tools,  
Participant Tools and Video by writing or calling:

Oregon Department of Environmental Quality  
Solid Waste Policy & Programs Section  
Jan Whitworth or Marti Roberts Pillon  
811 SW 6th Avenue  
Portland, OR 97204  
Phone: (503) 229-5913, Fax: (503) 229-5830

Please specify whether you want the Community Tools,  
Participant Tools or the video.

Note: Please contact the Public Affairs Office (503) 229-5317 (voice)  
or (503) 229-6993 (TDD) if you need to request special  
accommodations due to disability.

Printed on 100% recycled paper • 100% post-consumer waste.

*Notes:*



## Introduction

Notes:

### Welcome to Resource Efficiency!

Welcome to an idea that can make your community a better place to live and work, and make your business more competitive and profitable. The idea is resource efficiency.

**Resource efficiency means getting your job done by using energy, water, and materials as efficiently as possible.** Whether you mill wood or serve meals, process medical claims, teach or assemble printers, you probably have opportunities to save money and help the environment.

In the big picture of Oregon's economy, recycling is a form of resource efficiency. But it's not the only example. Anything you send away for recycling is actually a discard, or a potential inefficiency — the resource efficiency only happens after the material leaves your facility, and displaces the use of raw natural resources.

Better examples of resource efficiency can be found at the point where resources are used in the first place. For example:

- A hospital in Portland saves \$9,200 and 175,000 pages of paper a year by not printing and sending daily financial reports to departments that don't read them.
- A 20-person insurance office in Corvallis cut its electricity bills 34 percent by simply installing brighter, more-efficient lights.
- A public library discovered it was overwatering its lawn and flower beds, and cut its outdoor use of water by 50 percent.

*Resource efficiency is about: working smarter and returning the dividends to your community; a stronger, more competitive local economy; a healthy and sustainable environment; and that precious quality of life that makes Oregon such a special place to live.*

### What Does Resource Efficiency Have to do with My Quality of Life?

Consider the following:

1. **Competitiveness.** When a business redesigns a process to use fewer materials, it saves money. Those savings make the business more competitive in the regional and international economy.
2. **Efficient government.** Buying water and energy is not central to the purpose of our schools and public agencies. When expenses for these resources decrease, tax revenue is freed up to pay for more essential government programs, such as schools and emergency services.
3. **Community stability and prosperity.** Most money spent on energy and materials doesn't stay in your community. But the savings will! Keeping these savings in your community will free up money for family-level wages, stronger schools, economic diversification and job training, parks and other amenities.
4. **The environment.** Using fewer resources means less impact on the environment: less air and water pollution, acid rain and nuclear waste, fewer landfills, less impact on wildlife, less risk of widespread climate change, more resources for the future, and a healthier and more resilient environment.

Notes:

5. **Fewer resource conflicts.** By being proactive in reducing our use of materials, energy, and water, we can reduce the kinds of conflicts between resource users that have troubled Oregon in recent years.

### How Do We Make Our Community More Resource Efficient?

An excellent approach to resource efficiency is to participate in the Oregon Department of Environmental Quality's (DEQ) Resource Efficient Model City Program — a voluntary, non-regulatory, community-based program.

The Resource Efficient Model City Program helps businesses and public facilities become more resource efficient. For a community to be successful it needs, at a minimum, the following:

- Businesses and public facilities willing to participate in resource assessments and implement recommended measures that are identified as being cost-effective.
- One or more service providers who can help the participants identify, evaluate, and implement specific material, energy, and water efficiency measures.
- A local program sponsor who helps to coordinate the program, including soliciting participants, coordinating the provision of material, energy, and water efficiency information and services, assisting the participants to implement resource efficiencies, and helping them to document and promote their successes.

### Ready To Start? Grab Your Tool Kit!

To help your program begin, the DEQ has created this “tool kit.” The tools are based on the real-life experiences of businesses, schools, and public facilities here in Oregon. The tools are meant to supplement, not replace, a motivated program sponsor/coordinator and knowledgeable and experienced service providers. Some of the tools in the tool kit are described below.

### Community Tools

These tools will help you to:

- **Organize a partnership** in your community to get the effort off to a sound start.
- **Identify goals** for your program.
- **Estimate costs** that your program might incur, and identify potential funding sources.
- **Promote your program** in your community.
- **Measure the impact** of the program on a community-wide scale.

## Participant Tools

These tools will help participants to:

- Secure the support of top management and involve co-workers throughout their organization.
- Identify baseline expenditures of resources, and set up resource accounting systems to monitor the costs and savings of new efficiency measures.
- Conduct self-assessments that result in “short-lists” of likely opportunities for resource efficiency in the areas of water, energy, and materials.
- Map out more complicated processes to identify inefficiencies which may be currently overlooked.
- Develop a resource efficiency plan.
- Obtain up-front capital and tax credits for specific types of resource efficiencies.

## Case Studies

These will help your participants and the people who help them to identify some common opportunities for resource efficiency that have been implemented successfully by other businesses and public facilities.

## Appendices

In this section, the tool kit contains additional resources specific to materials, energy, and water.

## Video

A 12-minute video is available that introduces several examples of resource efficiency.

## Additional Worksheets

Copies of worksheets are available in the rear notebook sleeve for use by Resource Efficiency Coordinators (REC) and participants.

*Notes:*

Notes:

### Overview and Getting Started

These tools are intended to help a community start and maintain a successful community-based resource efficiency program. The tools in this section apply to community and programmatic issues. Tools to assist individual participants to assess their use of resources and to implement efficiency measures are included in a different section titled, “Participant Tools”. You may find it useful to use all or only some of these tools. The tools are listed in the approximate order that you might use them to start your program. Each tool is briefly described below. Please refer to the Table of Contents to locate them.

**Identifying Key Players.** This is often the first step in the design of a successful program. This tool helps you to list the organizations that might be involved or impacted by your program, and figure out why they might want to participate in or be informed about it. It will help you identify creative opportunities for partnerships.

**Conducting a Community Environmental Scan.** As you think about the design of your program, you may find it useful to look at the big picture of resources and the environment from the perspective of your community. You might find some important issues (like an inadequate water supply to meet projected needs) that can help rally support for your effort.

**Setting Community Goals.** This tool lists sample goals for a community program. Setting goals often helps to clarify the design of the program. The presence of goals also tends to support community monitoring efforts. Measuring the impact of the program is discussed in a separate tool, below.

**Establishing Program Roles.** This tool elaborates on the exact roles and responsibilities that could be asked or expected of program sponsors, service providers, and participants.

**Writing Sponsor and Participant Agreements.** After program roles have been determined, it may be useful to formalize them. This tool describes the use of written agreements between the program and its sponsors and participants. It includes three sample agreements.

**Program Budgeting.** Running a community-based program requires funding. One of the first steps is to figure out how much the program will cost. This tool lists categories of the types of costs typically associated with a community-based program. It includes a budgeting worksheet to estimate the costs necessary to support your program.

**Program Funding.** Once you have a general idea of how much your program will cost, and a commitment to develop the program, this tool will help you identify potential sources of funding and sponsorship.

**Hiring a Resource Efficiency Coordinator.** Central to any community-based program is a coordinator. This tool consists of a sample job description and solicitation to help you make a wise hiring decision.

**Community Promotion.** With a program in place, you'll need to sign up participants and later, recognize their accomplishments. This tool describes the contents of a promotion plan, and includes sample promotional materials, including a sample brochure.

**Community Measurement.** This tool describes different approaches to measuring the results of the project on a community-wide basis.

**Community Case Studies.** This tool describes several other communities from across the United States that have developed programs that share some, but not necessarily all, of the characteristics of your program.

These tools were prepared by the Oregon Department of Environmental Quality for your use. Revisions are planned to improve the usefulness of these tools. Input on how useful you found these tools to be, including recommendations for improvement, is very much appreciated. Please direct comments and any questions you may have about these tools to:

Jan Whitworth or Marti Roberts Pillon  
Oregon Department of Environmental Quality  
811 S.W. 6th Avenue  
Portland, OR 97204  
(503) 229-5913 or 1 (800) 452-4011

Notes:

## Identifying Key Players

*Notes:*

### Identifying Key Players

To be used by:

- Individuals and organizations interested in designing a community-based resource efficiency program.

What this tool does:

- Provides suggestions on who to involve in the program and how to involve them.
- Provides questions to help you identify potential sponsors, service providers, and participants.

How to use this tool:

- Review the ideas about key players in the first half of the tool.
- Answer the questions in the second half of the tool.
- After you've completed the questions, you may be ready to begin preliminary discussions with sponsors, service providers, and other partners. Or you may want to look ahead at some of the related tools listed below.

Related information can be found in the following community tools:

- Conducting a Community Environmental Scan.
- Setting Community Goals.
- Establishing Program Rules.
- Writing Sponsor and Participant Agreements.
- Program Funding.
- Community Promotion.
- Community Case Studies.

## Discussion

What are the organizations and who are the people who should know about this effort? Who has a role to play? Whose assistance is valuable, or necessary? Who could derail it if they're not involved, or could be threatened by the goals of the project?

Asking these questions is one way to identify the key players — the organizations who will or should be involved, or will be affected by this program. By understanding the potential key players, and the dynamics between them, you'll have a much easier time designing a successful program.

Here are some tips for a successful effort to keep in mind as you decide whether and how to organize this project in your community.

- Cost savings from implementing resource efficiencies are a key motivation for participants.
- Participants and the community will be more successful if they have a local community coordinator (Resource Efficiency Coordinator) they can contact for assistance and who can help them get in touch with the technical and financial resources to help them implement resource efficiencies.
- A Resource Efficiency Coordinator is also very helpful in recruiting participants and keeping people involved in the effort, and helping participants avoid “reinventing the wheel” by sharing the experience of other participants.
- Beware of loading all of the responsibilities for the project onto one person, such as the Resource Efficiency Coordinator. If that person leaves the sponsoring organization (for whatever reason), and other people aren't familiar with the major activities underway, the project could stall for several months, or even end prematurely.
- The program will be more successful if it has visibility in the community and people are aware of activities and results.

Each community is different, and you are the expert on what will work best in your community. There is no “magic formula” that works everywhere. However, you may find some of the ideas listed below helpful in setting up and implementing a program.

- A community sponsor is helpful to serve as the coordinator and point of contact for the program in the community. The sponsor could be a community organization such as the Chamber of Commerce, the local government, or a coalition of interested groups, businesses, and/or individuals.
- The community sponsor could hire a Resource Efficiency Coordinator to provide technical assistance, networking, coordination, and participant recruitment functions in the community.

*Notes:*

## Identifying Key Players

*Notes:*

- Large organizations, such as a university, municipal or county government, school district, or other large employer may wish to designate their own Resource Efficiency Coordinator. This individual would work with the different departments or facilities within their organization in much the same way that the Community Resource Efficiency Coordinator works with other community participants — provide technical assistance, networking, and coordination — in addition to collecting organization-wide data regarding resource use. The two (or more) Resource Efficiency Coordinators in the community will benefit by networking with each other.
- The community sponsor could design a logo or program identity and an awards/recognition program for participants in the program.
- The local schools could participate by simultaneously teaching and practicing resource efficiencies in the schools, helping to send a consistent educational message community-wide. Many districts have also found a full- or part-time Resource Efficiency Coordinator to be helpful in implementing change, particularly if that person is already a teacher or administrator from within the organization. For example, six Oregon School Districts (Ashland, Rainier, St. Helens, Hillsboro, North Clackamas, and Salem-Keizer) completed in 1995 a two-year demonstration program called the “Resource Conservation Manager” (RCM) Program. Each district designated a full-time staff person charged with identifying opportunities for and facilitating resource efficiency measures. Every district reported savings from reduced utility bills in excess of the RCM’s salary.
- The community could set community-wide goals for reduction in water consumption, energy consumption, and materials use.
- The community could set community-wide goals and a campaign for getting a certain percentage or number of businesses and public agencies to participate in the program.
- The energy and water utilities and solid waste service providers could sign an agreement to provide specified kinds of technical assistance such as evaluations for participants, follow-up assistance to participants to answer questions about evaluation recommendations and implementation requirements, and educational materials to participants in the community. The energy and water self-assessment tools in the participant’s section of this tool kit are not sufficient to help participants with specific retrofit or engineering concerns; some professional expertise is essential.
- A program sponsor or the community may want to establish a community workgroup or advisory committee to help guide the program.
- The participants may want to form a workgroup or committee to meet and share ideas on what resource-efficiency measures are working or to help troubleshoot problems.
- Participants could receive special recognition by volunteering to participate in a “peer-match” effort, where, after implementing a Resource Efficiency program at their place of work, they recruit new participants and/or assist other participants by sharing technical assistance and ideas or participating in the evaluations.

## Questions

To identify the key players, ask yourself the following questions:

- What water, energy, materials, and solid waste resources and expertise are available to help in our community? This includes not only utilities, but other service providers such as landscaping companies, energy consultants, extension agents, etc. These people should be invited to help design the program for your community.
- Can the local government, the energy utility, the solid waste service provider, and the water utility provide technical assistance to participating businesses and public agencies for this program effort in our community? Exactly what kind of assistance are they able to provide? Evaluations and recommendations for participants? Follow-up assistance to participants to answer questions about recommendations and implementation requirements? Educational materials for participants in the community?

City government:

County:

Energy utilities (gas and electric):

Solid waste services:

Water utility:

- Why would these utilities and governments want to be involved? Why are utilities interested in selling less of their product?
- If they cannot provide assistance, who will?
- Is there a person or an organization interested in being the leader or focal point for coordinating/implementing this resource efficiency/community quality of life project in our community? Why would they want to do this?
- How many businesses and public agencies in our community would be interested in participating in this effort to use resources more efficiently? What will be their motivation for participating?
- For the businesses and public agencies who participate in the program, will our community have standards of participation?
- Who would be interested and have the expertise to help with the education and promotion of the program and the participants in our community? What role can the media play?
- How can the schools play a role in this program? What will be their motivation for participating?
- How can the business organizations play a role in this program? What will be their motivation for participating?
- How can the local government play a role in this program? What will be its motivation for participating?
- How can the environmental groups in our community play a role in this program? What will be their motivation for participating?

*Notes:*

Notes:

### Conducting A Community Environmental Scan

To be used by:

- Individuals and organizations interested in designing a community-based resource efficiency program.
- Resource Efficiency Coordinator or others using a community environmental scan to monitor or estimate the results of this program (see Community Measurement tool).

What this tool does:

- Helps you understand some of the major environmental and resource issues in your community.
- Helps you identify significant issues or opportunities that your program could target.
- Suggests baseline data that may be valuable for program monitoring purposes (see the Community Measurement tool for some important caveats).

How to use this tool:

- Use the list of potential information sources to identify where to obtain data.
- Collect and review all or some of the types of information listed in the tool.
- Reflect on how this information should be incorporated into the design of your program.

Related information can be found in these other tools:

- Identifying Key Players.
- Setting Community Goals.
- Program Funding.
- Community Measurement.

### Discussion

Understanding the major environmental and resource issues facing your community is the purpose of conducting a community environmental scan. You may get a better understanding of the following issues:

Where do our energy and water come from, and where do wastewater and solid waste (garbage) go? Have costs recently increased? Are there shortages projected on the horizon?

For example, is the landfill running out of space? Is the water treatment or sewage treatment plant nearing capacity? Are energy utilities looking at building new power plants?

How do businesses pay for their utilities? Often, rate structures for electricity, natural gas, water, and solid waste service vary by size and/or type of customer, and depend on several different variables. Understanding rate structures can help you better recommend resource-efficiency actions for participants which can help save them money.

What is the business mix in the community? What are the companies with the largest employment? What types of industries and what sizes of businesses are typical for our community?

Specifically, the types of information you might look for in your community environmental scan include:

- Population and demographics.
- Government structure and elected leaders.
- Relevant commissions, municipal government departments, etc.
- Major employers.
- Number of businesses and employees in different business categories.
- Number of schools and organization of school district.
- Energy users, consumption, sources, cost, fee structure (for electricity, natural gas, oil, and others).
- Transportation systems and relative use of different modes of transportation.
- Water users, consumption, sources, cost, fee structure.
- Waste water system users, consumption, facilities, cost, fee structure.
- Solid waste collection and disposal, and recycling. Materials collected, service providers, disposal quantities, landfill capacity, cost, fee structure.
- Infrastructure available for telecommuting.
- Air quality, water quality, and other environmental issues.

*Notes:*

## Conducting A Community Environmental Scan

*Notes:*

### **Possible Sources of Information**

Sources of this information may include:

- City government.
- County government.
- Local school district.
- U.S. Census.
- Oregon Blue Book.
- Oregon Department of Energy.
- Oregon Department of Environmental Quality.
- Oregon Water Resources Department.
- Oregon Public Utilities Commission.
- Energy, water, solid waste, and telephone utilities.
- Local economic development agency.
- Chamber of Commerce.

## Setting Community Goals

To be used by:

- Individuals, sponsors, and other organizations involved in designing a community-based resource efficiency program.

What this tool does:

- Lists sample goals.

How to use this tool:

- Review the list of sample goals.
- Because goals should be measurable (and measured), review the Community Measurement tool as well.
- Draft, discuss, and finalize goals for your community's program.

Related information can be found in these other community tools:

- Conducting a Community Environmental Scan.
- Community Measurement.

*Notes:*

## Setting Community Goals

*Notes:*

Formalizing goals at the time of project start-up is important because it helps to clarify what your program hopes to achieve for everyone involved. Goals are also helpful to shape and focus the organization of your program. Finally, goals complement any monitoring and measurement activities you intend to undertake.

### **Examples of Goals Your Community May Wish to Adopt**

This program will accomplish the following:

- Help maintain and improve the community's quality of life through efficient and wise use of water, energy and materials, including reducing the generation of waste at the source.
- Reduce the amount of solid waste disposed at the city's disposal facility by businesses from 1.2 tons per employee per year (last year) to 0.8 tons per employee per year by 1998.
- Reduce the amount of solid waste generated by businesses from 1.6 tons per employee per year (last year) to 1.4 tons per employee per year by 1998. (Note: waste generation is not the same as waste disposal. Generation is defined as disposal plus recycling, composting, and other forms of diversion. A decrease in waste generation would mean that materials were being used more efficiently by businesses.)
- Reduce the per-employee amount of electricity used by all businesses and public facilities in the city by 10 percent from 1995 levels by 1998.
- Reduce the per-employee amount of water and natural gas used by all businesses and public facilities in the city by 5 percent from 1995 levels by 1998.
- Result in 50 percent of all office space in the city lit with T-8 or more efficient lighting by 1998.
- Result in 30 businesses and public agencies in the community, or businesses and public agencies representing 25 percent of the community's employment, having implemented at least one resource efficiency measure by 1998.
- Result in 20 businesses and public agencies in the community, or businesses and public agencies representing 20 percent of the community's employment, having reduced their use of at least one resource (materials, water, electricity, natural gas) by at least 20 percent by 1998.
- Save participants in this program \$40,000 a year by 1997 and \$60,000 a year by 1998 from reductions in utility bills and materials costs.

Note: actual numbers are presented for illustrative purposes only, and should be changed according to your community's characteristics.

## Establishing Program Roles

*Notes:*

To be used by:

- Individuals, sponsors, and other organizations involved in designing a community based resource efficiency program.

What this tool does:

- Helps you define the roles of participants, and various sponsors and service providers, including government agencies and departments.

How to use this tool:

- Review the list of roles and responsibilities on the following pages. Fill in the names of sponsors, service providers, and state or local government agencies, and check those boxes where that organization will be involved or you would like them to be involved.
- Alternatively, use the following lists of roles and responsibilities as a guide, and create your own list for each sponsor, service provider, and state or local government agency that will be involved or you would like to be involved in your project.
- As roles are clarified, you may wish to formalize these roles in a written agreement. See the “Writing Sponsor and Participant Agreements” tool.

Related information can be found in these other community tools:

- Identifying Key Players.
- Conducting a Community Environmental Scan.

Notes:

### Role Checklist

#### Program Sponsor(s):

- Provide for program expenses, such as Resource Efficiency Coordinator's salary, benefits, and overhead, printing, promotion, advertisements, etc., either through direct financial contributions and/or in-kind donations.
- Provide visibility and credibility to the program (for example, "The Resource Efficiency Program, a joint project of the \_\_\_\_\_ Chamber of Commerce, City of \_\_\_\_\_, \_\_\_\_\_ Utility, and \_\_\_\_\_ School District and Community College").
- Conduct or participate in community promotion of program and participants.
- Hire and manage Resource Efficiency Coordinator.
- Conduct some of the roles described under "Resource Efficiency Coordinator" (see below). For example, some communities choose to have the primary sponsor responsible for all program promotion. This frees the Resource Efficiency Coordinator to focus more exclusively on resource efficiency and the participants.
- Serve as a participant.

#### Resource Efficiency Coordinator

- Promote the program and participants.
- Recruit new participants.
- Assist participants with conducting whole facility evaluations, including obtaining baseline/historical resource use and cost data, and using self-assessment, process evaluations, and other tools in the Tool Kit.
- Coordinate the involvement of Service Providers (see below).
- Conduct program/community monitoring.

#### Participants

- Obtain baseline/historical resource use and cost data.
- Conduct whole facility evaluation, using self-assessment tools with assistance from the Resource Efficiency Coordinator and Service Providers.
- Implement those recommended measures which are cost-effective and affordable.
- Monitor and share the results; participate in promotional activities.
- Participate in "peer match" efforts with other participants. Help other participants to conduct facility evaluations. Earlier participants can share their experiences with newer participants.

Service Provider(s):

- Provide participants with baseline/historical and ongoing resource use and cost information.
- Provide technical resources to participants, including evaluations, assessments, recommendations, and assistance with implementation.
- Assist/participate in program promotion.
- Serve as program sponsor in the following areas: \_\_\_\_\_
- Serve as participant.

State or Local Government Agency:

- Assist/participate in program promotion.
- Serve as service provider in the following areas: \_\_\_\_\_
- Serve as program sponsor in the following areas: \_\_\_\_\_
- Serve as participant.

*Notes:*

*Notes:*

### Writing Sponsor and Participant Agreements

To be used by:

- Individuals, sponsors, and other organizations involved in committing resources to or participation in a community-based resource efficiency program.

What this tool does:

- Discusses the merits of formalizing agreements between sponsors and participants.
- Provides sample agreements.

How to use this tool:

- First, review the discussion on the next page. Decide if you will have written agreements between sponsors, and if you will require participants to sign a written agreement at the start of their participation.
- If you choose to use written agreements, review the three sample agreements for language and content.
- Develop your own standard agreements.

Related information can be found in these other community tools:

- Identifying Key Players.
- Establishing Program Roles.
- Program Funding.

### Discussion

Formal, written agreements may be of help as you design and implement your community resource efficiency program. Written agreements:

- Clarify expectations. The signatories know what is expected of them at the upper levels of management.
- Formalize commitment. While person-to-person trust is important, what happens if a person leaves their job, for whatever reason? Will their organization still support your program? A written agreement between two organizations typically provides better insurance against the unexpected than a handshake agreement between two people.

Further, a draft of a written agreement can help your sponsors and participants understand what is being asked of them. It's your way of saying: "Here's our proposal of what we'd like you to do, and here's what you'll get in return." If you're negotiating the involvement of sponsors, service providers, or participants, a draft written agreement gives everyone something in writing which can serve as the basis of discussion, both within their organization and with other organizations.

Typically, agreements between sponsors and service providers are most important. If, for example, the program is located in the Chamber of Commerce, the Chamber may want agreements with all service providers (which may include the energy, water and waste utilities, and participating state agencies). Agreements between the sponsor and participants may also be helpful, but less so.

*Notes:*

## Writing Sponsor and Participant Agreements

Notes:

### Sample Agreement between Sponsors

Memorandum of Understanding between \_\_\_\_\_ Chamber of Commerce and \_\_\_\_\_ Electric Utility

#### Scope

This memorandum of understanding defines the roles and responsibilities for the \_\_\_\_\_ Chamber of Commerce and \_\_\_\_\_ Electric Utility in the Resource Efficiency Program. It provides the basis for cooperative working relationships between the two parties. Close cooperation between the parties will help assure that related goals and policies that are the responsibility of each party will be carried out effectively. The authorities and responsibilities of each party are not diminished by entering into this agreement.

#### Principles of Cooperation

The \_\_\_\_\_ Chamber of Commerce agrees to:

- Hire and supervise a Resource Efficiency Coordinator to coordinate the Resource Efficiency Program for a period of two years.
- Recruit businesses and public facilities to participate in the Resource Efficiency Program.
- Provide participants with simple assessments of energy, water, and materials use.
- Coordinate promotion of the program and its participants.
- Convene and coordinate an Advisory Group consisting of sponsors and participants.
- Recognize \_\_\_\_\_ Electric Utility as a sponsor of the program on program letterhead, press releases, advertisements, media-related and other promotional events.

\_\_\_\_\_ Electric Utility agrees to:

- Provide funding at the level of \$5,000 per year for two years in support of the Resource Efficiency Program.
- Provide the Resource Efficiency Coordinator with historical electrical bills of participating customers, showing demand and consumption, and all relevant charges, itemized by month, for the last five years.
- Assist participating customers, when requested by the Resource Efficiency Coordinator, with conducting evaluations to identify cost-effective electricity efficiency measures.
- Answer technical questions regarding electricity efficiency measures.
- Participate in the preparation of Business Energy Tax Credit applications for participating customers.
- Participate in monthly Advisory Group meetings.

## Writing Sponsor and Participant Agreements

Both parties agree to work cooperatively in areas of mutual concern and responsibilities, including but not limited to:

- Resource conservation planning.
- Resource conservation training and education.
- Coordination of resource conservation implementation activities.
- Coordination of activities to publicize resource conservation efforts.
- Evaluation of resource conservation activities.

### Contacts

The principal \_\_\_\_\_ Chamber of Commerce contact under this agreement shall be \_\_\_\_\_. The principal \_\_\_\_\_ Electric Utility contact under this agreement shall be \_\_\_\_\_.

### Effective Date

This Memorandum of Understanding shall be effective upon signing by each party. This Memorandum of Understanding may be revised by mutual written consent of the parties and may be terminated upon 90 days written notice by either party.

For \_\_\_\_\_ Chamber of Commerce    For \_\_\_\_\_ Electric Utility

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(date)

\_\_\_\_\_  
(date)

Notes:

## Writing Sponsor and Participant Agreements

Notes:

### Sample Agreement — Sponsor and Sponsor/Participant

Memorandum of Understanding between \_\_\_\_\_ Chamber of Commerce and \_\_\_\_\_ Community College

#### Scope

This memorandum defines the roles and responsibilities for the \_\_\_\_\_ Chamber of Commerce and \_\_\_\_\_ Community College in the Resource Efficiency Program. It provides the basis for cooperative working relationships between the two parties. Close cooperation between the parties will help assure that related goals and policies that are the responsibility of each party will be carried out effectively. The authorities and responsibilities of each party are not diminished by entering into this agreement. iminished by entering into this agreement.

#### Principles of Cooperation

The \_\_\_\_\_ Chamber of Commerce agrees to:

- Hire and supervise a Resource Efficiency Coordinator to coordinate the Resource Efficiency Program for a period of two years.
- Recruit businesses and public facilities to participate in the Resource Efficiency Program.
- Provide participants, including \_\_\_\_\_ Community College, technical assistance in their efforts to identify and implement resource efficiency measures. This assistance may include the provision of self-assessment tools, evaluations by \_\_\_\_\_'s Resource Efficiency Program staff, and the solicitation of assistance from the \_\_\_\_\_ Electric Utility, the Oregon DEQ Resource Efficient Model City Program, and their contractors.
- Coordinate promotion of the program and its participants.
- Convene and coordinate an Advisory Group consisting of sponsors and participants.
- Recognize \_\_\_\_\_ Community College as a sponsor of the program on program letterhead, press releases, advertisements, media-related and other promotional events.
- Recognize \_\_\_\_\_ Community College as an “\_\_\_\_\_ Community Superstar” in program promotional activities, if \_\_\_\_\_ Community College succeeds in reducing the use of any one resource (all materials, all water, or all energy) by 20 percent, or in reducing the use of more than one resource by a cumulative total of 25 percent.

- \_\_\_\_\_ Community College agrees to:
- Participate in the Resource Efficiency Program.
  - Provide the Resource Efficiency Program with up to 80 hours of supervised student time designing draft and final program logos, brochure, and other graphical material as part of the Graphic Design Program student workshop; and at-cost photocopying services at the College’s print shop.
  - Identify an individual or individuals to carry out the responsibilities of a Resource Efficiency Coordinator at \_\_\_\_\_ Community College.
  - Implement and/or continue resource accounting of materials, waste, electricity, fuels, water, and wastewater for all College facilities and operations.
  - Seek to implement resource efficiency measures identified by the Resource Efficiency Coordinator.
  - Provide copies of resource accounting reports, case studies, and other related documents to the \_\_\_\_\_ Chamber of Commerce for use in improving and promoting the Resource Efficiency Program. (If confidentiality is a concern of the participant, this could be rephrased.)
  - Participate in monthly Advisory Group meetings.

Notes:

Both parties agree to work cooperatively in areas of mutual concern and responsibilities, including, but not limited to:

- Resource conservation planning.
- Resource conservation training and education.
- Coordination of resource conservation implementation activities.
- Coordination of activities to publicize resource conservation efforts.
- Evaluation of resource conservation activities.

**Contacts**

The principal \_\_\_\_\_ Chamber of Commerce contact under this agreement shall be \_\_\_\_\_. The principal \_\_\_\_\_ Community College contact under this agreement shall be \_\_\_\_\_.

**Effective Date**

This Memorandum of Understanding shall be effective upon signing by each party. This Memorandum of Understanding may be revised by mutual written consent of the parties and may be terminated upon 90 days written notice by either party.

For \_\_\_\_\_ Chamber of Commerce    For \_\_\_\_\_ Community College

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(date)

\_\_\_\_\_  
(date)

## Writing Sponsor and Participant Agreements

Notes:

### Sample Agreement — Sponsor and Participant (non-sponsor)

Memorandum of Understanding between \_\_\_\_\_ Chamber of Commerce and Ray's Grocery

#### Scope

This memorandum of understanding defines the roles and responsibilities for the \_\_\_\_\_ Chamber of Commerce and Ray's Grocery in the Resource Efficiency Program. It provides the basis for cooperative working relationships between the two parties. Close cooperation between the parties will help ensure that the responsibilities of each party will be carried out effectively. The authorities and responsibilities of each party are not diminished by entering into this agreement.

#### Principles of Cooperation

The \_\_\_\_\_ Chamber of Commerce agrees to:

- Provide Ray's Grocery with technical assistance in its efforts to identify and implement resource efficiency measures. This assistance may include the provision of self-assessment tools, evaluations by Resource Efficiency Program staff, and the solicitation of assistance from the \_\_\_\_\_ Electric Utility, the Oregon DEQ Resource Efficient Model City Program, and their contractors.
- Recognize Ray's Grocery as an "\_\_\_\_\_ Community Super Star" in program promotional activities, if Ray's Grocery succeeds in reducing the use of any one resource (all materials, all water, or all energy) by 20 percent, or reducing the use of more than one resource by a cumulative total of 25 percent.

Ray's Grocery agrees to:

- Participate in the Resource Efficiency Program.
- Identify an individual or individuals to carry out the responsibilities of a Resource Efficiency Coordinator.
- Implement and/or continue resource accounting of materials, waste, electricity, fuels, water, and wastewater.
- Seek to implement resource efficiency measures identified by the RCM, Resource Efficiency Program, and its agents for the duration of the program.
- Provide copies of resource accounting reports, case studies, and other related documents to the \_\_\_\_\_ Chamber of Commerce for use in improving and promoting the Resource Efficiency Program. (If confidentiality is a concern of the participant, this could be rephrased.)

**Contacts**

The principal \_\_\_\_\_ Chamber of Commerce contact under this agreement shall be \_\_\_\_\_. The principal Ray's Grocery contact under this agreement shall be \_\_\_\_\_.

**Effective Date**

This Memorandum of Understanding shall be effective upon signing by each party. This Memorandum of Understanding may be revised by mutual written consent of the parties and may be terminated upon 30 days written notice by either party.

For \_\_\_\_\_ Chamber of Commerce    For Ray's Grocery

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(date)

\_\_\_\_\_  
(date)

*Notes:*

## Program Budgeting

Notes:

### Program Budgeting

To be used by:

- Individuals and organizations interested in starting a community-based resource efficiency program in their community.
- Program Resource Efficiency Coordinator and others involved in such a program interested in budgeting costs of the program for future years.

What this tool does:

- Helps you identify the annual cost of operating a community-based program to increase the resource efficiency of businesses in your community.

What this tool does not do:

- Identify all costs associated with operating this type of a program.
- Specify the exact cost of each item.
- Describe the costs or savings associated with implementing resource efficiency measures for participating businesses, schools, or other public facilities.

How to use this tool:

- Review the list of cost items.
- Identify any additional cost items.
- Estimate the cost of each item in your community.
- Total the costs to estimate the amount of money it will cost annually to operate your program.

Related information can be found in these other Community Tools:

- Program Funding.
- Community Case Studies.

There are many costs that may be associated with starting and maintaining a community-based program as described in this tool kit. The attached table lists some of those costs.

Review the table. Cross out any costs that won't apply to your program and include any other costs you can think of that would be appropriate to your program. For example, if your community coordinator is based in the Chamber of Commerce, there might not be any additional cost for most types of overhead (office rental and utilities), or you might not have an assistant coordinator.

Once you have identified all the items for your program, do some research to estimate the annual cost of each item in your community. Add up the cost of each item and that will give you an estimate of the cost of the program.

*Notes:*

**Budgeting Worksheet**

Item	Year 1 Cost	Year 2 Cost	Year 3 Cost
<b>Staff</b>			
Program coordinator/Resource Efficiency Coordinator			
Part- or full-time assistant			
<b>Overhead</b>			
Office rental			
Equipment			
Computer/Printer			
Phones/Phone line			
Fax machine			
Copy machine			
Furniture (desk, chair, file cabinet, etc.)			
Miscellaneous supplies (paper, etc.)			
Utilities (energy, water, garbage)			
Phone expenses (local, long distance)			
Printing/copying (including copies of participant tools)			
Mileage			
Subtotal (first page)			

## Program Budgeting

Notes:

### Budgeting Worksheet (Continued)

Item	Year 1 Cost	Year 2 Cost	Year 3 Cost
<b>Coordinator/Manager Training and Development</b>			
Travel expenses for statewide training			
Publications			
Conferences			
Materials (light meter, etc.)			
<b>Promotion of Program</b>			
Design/layout of printed materials			
Printing			
Mailing			
Advertising space/time			
<b>Educational Material</b>			
Design of materials			
Printing materials			
<b>Educational Workshops for Participants</b>			
Rental of location			
Refreshments			
Speaker fees			
<b>Awards Program</b>			
Awards			
Presentation ceremony			
Refreshments			
Rental of location			
<b>Other</b>			
<b>Other</b>			
Total Cost			

## **Program Funding**

*Notes:*

To be used by:

- Individuals and organizations interested in starting a community-based resource efficiency program in their community.
- Program Resource Efficiency Coordinator and others involved in seeking continued or stable funding for the program.

What this tool does:

- Helps you identify potential funding sources for your community program.

What this tool does not do:

- Describe the various types of financing and funding available for individual businesses, schools, or public facilities considering capital investments for resource efficiency. See Financing and Funding in the participant tools for more information.

How to use this tool:

- After using the Program Budgeting tool to identify costs, identify funding needs.
- Review the discussion of potential funding sources in this tool.

Related information can be found in these other Community Tools:

- Identifying Key Players (Community Tools).
- Establishing Program Roles (Community Tools).
- Writing Sponsor and Participant Agreements (Community Tools).
- Program Budgeting (Community Tools).
- Community Case Studies (Community Tools).
- Financing and Funding (Participant Tools).
- Accounting Terms and Concepts (Participant Tools).

Notes:

### Discussion

Listed below are some possible sources of funding for a community-based program such as the one you may be considering or trying to continue. You will most likely need to obtain funding from multiple sources, or “sponsors”. You may be able to challenge potential sponsors to match each other’s efforts. When trying to obtain funding, be sure to think in advance of how this program will benefit the potential sponsor; this will make your sales job much easier.

One benefit for all sponsors is public recognition. Determine in advance how sponsors will be recognized. Options include:

- Developing special letterhead for your project which includes a list of sponsors and their logos down the margin or at the bottom.
- Recognizing sponsors during other promotional activities, such as public service announcements, advertisements, and press releases.
- Recognizing sponsors at an end-of-the-year awards dinner, and presenting them with a certificate of appreciation.

Also, don’t limit your funding sources to donations of money. As discussed in “business sponsorships” below, many of your costs will be goods or services that area businesses may be able to donate.

- **Chamber of Commerce.** The local Chamber of Commerce may fund a part of this project. The mission of most Chambers is to provide services to their members. Besides direct outlay of money, the Chamber may also be able to provide overhead (office space, etc.) and advertising via their newsletter, meetings and other events, and may add credibility to the program.
- **Community/Business/Service/Environmental Organizations.** Other organizations may also be able to sponsor or co-fund this program. Rotary, Kiwanis, and other service organizations with an interest in community issues are a logical option. So are environmental organizations, which may have members who can support the program through donations of printing or materials.
- **Local Utilities.** Your area water, waste water, garbage, electricity, natural gas, and other energy utilities and companies are an option. Some may already be funding business conservation programs, or have an interest in funding such efforts. Besides direct financial contributions, utilities may be able to: provide designated staff time to assist participants with specific efficiency questions; include promotion of the program in their communications; and offer other in-kind donations such as lighting meters, printing, and educational displays.
- **City and County Government.** Even if your city and county governments are not managing utility franchises or providing direct utility service, they may have an interest in promoting resource efficiency, if not in your entire community, at least in their own facilities. If your community program offers services to government facilities, they should help fund these services.

- **State and Federal Government.** The Oregon Department of Environmental Quality offers grants for recycling and solid waste planning and community-based resource efficiency programs. Other state agencies, such as the Oregon Department of Energy and Department of Water Resources, may also have funding available. Similarly, various branches of the federal government, such as the Environmental Protection Agency and Department of Energy, offer a number of grant programs for projects with goals similar to this one.
- **Membership Fees.** You may wish to consider charging participants a fee for these services. Charges could vary with the size of business and/or scope of services provided.
- **Shared Savings.** Participants could sign “shared savings” agreements with your organization, stating that if resource efficiency measures recommended in the course of this program are implemented and save money, a portion of these savings would be shared with your organization, according to a pre-determined formula.
- **Business Sponsorships.** Provision of goods and services in support of this program can help reduce your need for direct financial support. Businesses in your community may be able to donate goods and services, or offer them at a reduced cost. Possible sponsorships include advertising in the local newspaper and other media, office equipment and supplies, paper, printing, meeting locations for events such as awards ceremonies, and services such as landscaping water audits, heating system efficiency evaluations, etc.
- **Private Foundation Grants.** Check your local library for a directory of private philanthropic or charitable foundations. Many foundations require a demonstration of matching funds or resources, and are organized to fund specific types of projects. Fortunately, these may include environmental protection, schools, science education (including “school to work” training programs), and general community and economic development.
- **Salary Guarantees.** While not necessarily a funding source, a salary guarantee is an approach to share risk between a potential sponsor and a participant. An example of a salary guarantee was the Resource Conservation Manager (RCM) Program (see the “Identifying Key Players” tool). School districts funded and hired RCMs to identify, coordinate, and champion resource efficiency measures with the understanding that energy utilities would pay the difference between salary and actual savings. In the first six Oregon school districts to hire RCMs, all paid their own salary through utility cost reductions; the utilities were never actually called on to pay the RCMs salaries.

*Notes:*

## Hiring A Resource Efficiency Coordinator

Notes:

### Hiring A Resource Efficiency Coordinator

The Resource Efficiency Coordinator is perhaps the single most important part of a community resource efficiency program. Your community may choose to call the position something else, such as “program manager”, “resource coordinator”, “community coordinator,” etc. Regardless, the hiring decision should be carefully thought out, with the candidate’s skills and experience evaluated against the needs of the program.

To be used by:

- Lead sponsor responsible for hiring the program’s Resource Efficiency Coordinator.

What this tool does:

- Provides a sample employment announcement, including job description, for a Resource Efficiency Coordinator for a community-based program.

How to use this tool:

- Review the sample employment announcement and job description.
- Modify it to accurately reflect the position you intend to create for your program.

## Sample Employment Announcement

### Employment Opportunity Resource Efficiency Coordinator

#### Summary

The \_\_\_\_\_ Chamber of Commerce plans to hire a three-quarter-time (30 hours/week) Resource Efficiency Coordinator for its new Resource Efficiency Program (REP). The REP is a partnership between the \_\_\_\_\_ Chamber of Commerce, City of \_\_\_\_\_, \_\_\_\_\_ Electric Utility, \_\_\_\_\_ School District, \_\_\_\_\_ Community College, and Oregon Department of Environmental Quality. The goals of the program are to improve our community's quality of life through efficient and wise use of water, energy, and materials, and reduce per-capita solid waste generated, and electricity, natural gas, and water consumed by 5 percent over 2 years. The Resource Efficiency Coordinator will be responsible for most elements of this program, including overall program coordination. The Resource Efficiency Coordinator reports directly to the Executive Director of the \_\_\_\_\_ Chamber of Commerce and an Advisory Board which consists of representatives of the program's partners. The project is currently funded for 24 months. It may be continued pending preliminary results and availability of funding.

#### Essential Job Duties

- Work with Advisory Board to develop standards of participation for participants; develop a promotion plan to promote the program and availability of resource efficiency evaluation services; implement the promotion plan.
- Recruit participants from private businesses and public facilities. Note: several Chamber of Commerce members, City Hall, and the \_\_\_\_\_ School District and Community College have already agreed to participate.
- Meet with upper management from each participant to explain the scope of services.
- Assist participants with evaluating their use of resources (including costs). Resource Efficiency Coordinator will have access to self-evaluation tools and resources, and a limited number of free water, energy, and materials evaluations provided by \_\_\_\_\_ Electric Utility and the Oregon Department of Environmental Quality. Coordinate these service providers. Resource Efficiency Coordinator will receive training and be expected to provide resource evaluations which, over time will increase in both number and sophistication.
- In coordination with these service providers, prepare short recommendation reports for each participant. Assist each participant with evaluating recommended measures, including cost, resource impact, labor impact, and other implementation issues.
- Assist participants with monitoring the results of efficiency measures chosen for implementation.
- Promote participants that meet specified performance standards (reductions in use of materials, energy, and water), per the promotion plan referenced above.
- Monitor the results of this program and prepare quarterly reports.
- Meet with the Advisory Board on a monthly basis to discuss the Program and revise action plans, as needed.

Notes:

## Hiring A Resource Efficiency Coordinator

Notes:

### Minimum Qualifications

Associate's degree in business administration, engineering technologies, facilities management, accounting, economics, environmental studies, marketing, or related field and two years of experience in program administration or management, or any combination of education and experience that provides the applicant with the knowledge, skill, and ability required to perform the duties of this position.

- Ability to work independently and with minimal supervision.
- Ability to communicate technical and financial information effectively, both orally and in writing.
- Ability to organize multiple, ongoing work tasks.
- Ability to establish and maintain effective working relationships with participants, sponsors, and service providers.
- Ability to coordinate and work with multiple service providers and decision-makers at each participating facility/organization.
- Ability to effectively monitor the work assignments of service providers.
- Knowledge of standard billing practices for materials, waste collection, water, waste water, electricity, and fuels.
- Experience with public relations principles and techniques.
- Working knowledge of Microsoft Word and Excel.

### Preferred Qualifications

- Commercial material and waste conservation experience, including evaluating, recommending, selecting, implementing, and monitoring efficiency measures. Experience conducting process evaluations.
- Commercial water conservation experience, including evaluating, recommending, selecting, implementing, and monitoring efficiency measures.
- Commercial energy conservation experience, including evaluating, recommending, selecting, implementing, and monitoring efficiency measures.
- Experience in facility management and/or business ownership/administration.
- B.A. or B.S. degree in related field.

### Benefits

(To be provided by community sponsor. Include mileage reimbursement, if provided).

## Application Requirements

All applicants must submit a resume to \_\_\_\_\_, Executive Director, \_\_\_\_\_ Chamber of Commerce by 5:00 p.m. Friday, June 7. In addition, each applicant must submit a written response to each of the following. The responses must be addressed individually and attached to the application on a separate sheet(s). Your responses will be used as part of your application evaluation.

1. Describe your interest in this position.
2. Describe your training, education, and professional experience related to resource efficiency.
3. Describe a change to a process or product at your work place or other location that you were responsible for. Explain what you think are some of the most important elements of bringing about change in long-established practices.
4. Describe your experience in making written and oral presentations to decision-makers.

*Notes:*

Notes:

### Community Promotion

To be used by:

- Resource Efficiency Coordinator.
- Program sponsors.

What this tool does:

- Outlines reasons and methods for promoting your program.
- Explains the elements of a promotion plan, and provides a sample promotion plan.
- Provides sample promotional materials, including press releases, public service announcements, a promotional letter for participants, print advertisements, and brochure.

What this tool doesn't do:

- These tools are not intended for individual participants to promote themselves or their efforts, either to the public or to their employees. For ideas on how individual participants can promote their efforts to the public, go to Participant Promotion in the participant tools. For ideas about promoting resource efficiency within an organization or business, go to Involving Employees in the participant tools.

How to use this tool:

- Review “Why Promote” and develop your own list of promotional goals.
- Use your list of promotional goals to develop a promotion plan. The “Promotion Plan” section identifies what your plan could include. A sample promotion plan is included.
- Develop your promotional materials, using the samples provided.

Related information can be found in the following tools:

- Business Case Studies (Case Studies).
- Video.
- Involving Employees (Participant Tools).
- Participant Promotion Plan (Participant Tools).

## Why Promote?

You may have several different objectives to achieve through promoting your program in your community. These objectives may include:

- Recruiting businesses and public organizations to participate in the project.
- Recognizing businesses and organizations for participating in the project.
- Promoting the accomplishments of specific businesses and organizations. This, in turn, accomplishes several other objectives:
  - Recognizing the participants.
  - Inspiring/motivating more organizations to participate by demonstrating the benefits of participation and resource efficiency in general.
  - Providing information about specific resource efficiency measures that other organizations may find helpful.
- Recognizing the project's sponsors.

Different objectives may come into play at different times. At the start of the project, you'll want to sign up participants. As the project continues, you'll want to recognize participants' accomplishments. You can use the successes of earlier participants to help sign up more participants.

## Promotion Plan

Successful promotion doesn't automatically happen (although spectacular results may attract promotion and recognition without any special effort on the part of the community program). You may find it helpful to have a promotion plan. A plan can help you organize your efforts, and to think ahead so you don't miss any one-time or seasonal promotional opportunities (Earth Day, etc.).

A promotion plan can include the following elements:

- Goals/Objectives. What you hope to achieve with your promotion. Review "Why Promote", above, if you need to clarify your goals.
- Promotional Messages. The major ideas and concepts you want to promote.
- Targeted Audiences. Who you want on the receiving end of the promotion. This will help you target your promotional activities.
- Specific Promotional Activities. These may include:
  - A logo for program identity
  - Articles in newsletters of sponsoring organizations (Chamber of Commerce, etc.)
  - Letter and/or brochure to potential participants
  - Press release/news conference
  - Presentations to business and community groups
  - "Free" newspaper, television, and radio articles/stories
  - Public service announcements in newspaper, television, and radio
  - Paid advertisement for newspaper, television, and radio
  - Displays at City Hall, local libraries, malls, schools, etc.
  - Awards ceremony at Chamber of Commerce membership meeting
  - Written "fact sheets" for program or specific participants
  - Framed certificate or letter of recognition for participants

*Notes:*

## Community Promotion

*Notes:*

- Window or door sticker for participants that meet specific participation criteria

- “Word of mouth” promotion by utility customer service representatives

For each activity or media you choose, include who’s involved, a timeline of tasks, and costs.

A sample promotion plan is attached at the end of this tool. Please note that this sample plan was developed in the middle of a small-scale demonstration program, and thus does not include any elements directly involved in recruiting participants.

A word about promoting individual participants: from time to time, these types of programs run into difficulty because they are perceived as being unfair. This perception can arise if some businesses are given access to program services (and subsequent promotion) but their competitors are not, or if a business that believes it has a good resource efficiency program doesn’t receive promotion and a business that it perceives to have an equal or inferior program does receive promotion. As the community sponsor or coordinator, there are some steps you can follow to avoid these and other potential problems:

- Provide equal opportunity to participate in the program to all businesses and facilities in your area.
- Establish clear criteria for promotion and recognition. You may wish to recognize all participants, or only those participants that implement measures that result in documented efficiencies (10 percent reduction in per-employee use of materials, energy, or water, for example) and report these efficiencies back to you. Make these criteria clear at the start of the project. If you do have to change the criteria in the middle of the project, do so in an equitable manner.
- Attempt to provide “equal time” and equal recognition for participants that meet the program’s recognition criteria. If you must choose just one participant (to host a media event, for example), or a just a few participants (to highlight in a press release or brochure, for example), choose an equitable method of selecting them.
- Have participants agree to participate in promotional activities in writing. This may take the form of a sponsor-participant agreement at the start of the project, or a written or verbal authorization to promote/share a written case study. If you choose to use written case studies, you don’t have to make them comprehensive. A two-page case study that highlights one remarkable efficiency measure and mentions eight others will be easier to write, edit, approve, and promote than a 10-page case study that describes all nine efficiency measures.

## Promotional Materials

### Sample Kick-Off Press Release

Contact: (name/telephone number)  
 \_\_\_\_\_ Chamber of Commerce Announces  
 “Environmental Partners” Program

\_\_\_\_\_, Oregon, July 8, 1997 — Businesses and public facilities in \_\_\_\_\_ will soon be able to learn how to improve their bottom line by using resources more efficiently. The (name of organization) is launching (name of program) to help businesses lower operating costs by using materials and energy efficiently, reducing the use of water, minimizing waste, and increasing recycling activities.

The Resource Efficiency Program offers ideas, technical assistance, and support for businesses of any size or type. The program, sponsored by the \_\_\_\_\_, is scheduled to begin on \_\_\_\_\_ with a (meeting, workshop, etc.) at \_\_\_\_\_ from \_\_\_\_\_. Call \_\_\_\_\_ for more information.

“The time is right for the business community to take a leadership role in developing and promoting environmentally responsible business practices.” said (\_\_\_\_\_, director) when explaining how the program will operate. “We believe that many businesses that sign up for this program will enjoy lower utility and purchasing costs as a result,” she added. Participating businesses will (explain how program will work).

### Program Promotion Press Release — One Year Later

Contact: (name/telephone number)  
 \_\_\_\_\_ Chamber of Commerce Recognizes “Environmental Partners”  
 Businesses and Public Facilities Save \$130,000  
 by Using Materials, Energy, and Water Wisely

\_\_\_\_\_, Oregon (June 5, 1998) — The \_\_\_\_\_ Chamber of Commerce recognized fifteen businesses and public facilities today for taking a totally new approach to using resources wisely. Using a comprehensive review, they have been able to conserve materials, energy, and water with an eye to their bottom line.

With technical assistance from state agencies and private utilities, participants received a “whole facility” analysis that produced opportunities for both conservation and cost savings. The collaboration has helped the participants to save a total of \$130,000 in their first year, by using resources more efficiently. Some examples:

- By changing to more efficient lighting, Mutual Insurance Company cut its use of electricity by 34 percent and saves \$1,000 a year.
- Students at Sunnyvale Middle School are using presentations and awards to encourage their peers to use paper more wisely, while other students build a “worm ranch” to turn kitchen produce scraps into a rich soil amendment.
- The City Hall switched to two-way envelopes for water billing, savings taxpayers \$6,000 a year.

Notes:

## Community Promotion

Notes:

- Dynamo Software reduced packaging for mailing disks and manuals by 68 percent (13 tons/year) and saves \$20,000 annually.
- \_\_\_\_\_ Seafoods cut its use of water in half at its food processing plant by recirculating clean water three times.
- \_\_\_\_\_ Hardware is beginning a consumer education campaign to market resource efficient products. The campaign will run through December.
- Mercy Hospital has eliminated rarely used items from its custom surgical kits, saving more than \$17,000 a year.

Other participants include (list other participants here). All signed up last year at the start of the Resource Efficiency Program, a partnership between the \_\_\_\_\_ Chamber of Commerce, City of \_\_\_\_\_, \_\_\_\_\_ Electric Utility, and the Oregon Department of Environmental Quality.

In presenting each participant with a letter of recognition, \_\_\_\_\_ mayor \_\_\_\_\_ said “These businesses and institutions are to be applauded for taking the voluntary initiative to protect Oregon’s environment. The results of their efforts include a stronger and more competitive local economy, cleaner air and water, better habitat for wildlife, and an improvement in the quality of life.”

The Resource Efficiency Program is continuing to work with several participants to continue to find ways to use resources more wisely. Twelve other businesses and public facilities have recently begun the process of assessing their use of resources, and will be recognized upon implementation of resource efficiency measures. The original 15 participants, who were recognized today, and the more recent 12 participants represent over 40 percent of \_\_\_\_\_ employment.

For more information about the Program, including how other businesses can sign up, call \_\_\_\_\_ at \_\_\_\_\_.

### Sample Public Service Announcements

- 10 second -

Find out how your company can maximize profits by minimizing the use of natural resources. Call (name of organization and number) for more information today.

- 20 second -

Improve your company’s profit margin while doing your part for the environment. Join (name of program) today. (Name of program) can help your company lower energy and water costs, lower disposal fees, and reduce material waste. Call (name of organization and number) for more information.

- 30 second -

(Name of company) just started getting more for less. After joining (name of program), (name of company) learned about energy efficient lighting and upgraded the lighting in all of their buildings. Now they get more light and spend 35 percent less on electricity. Find out how your company can improve its bottom line while conserving resources, call (name of organization and number) today.

**Sample Text for a Paid Ad**

Maximize profits and minimize waste!

(Name of organization)'s (name of program) can help your business:

- Lower energy and water costs.
- Lower disposal fees.
- Reduce material waste.
- Enhance your corporate image.
- Protect the environment.

To sign up, call (name of organization and number) today!

Sponsored by: (list sponsors here)

**Sample Text for a Print Ad**

Congratulations to the following businesses for protecting our environment by using resources more wisely:

business name            business name

business name            business name

business name            business name

business name            business name

business name            business name

To learn how your workplace can save water, energy, and materials, call (name of organization and number) today!

Sponsored by (list sponsors here)

*Notes:*

Notes:

### Sample letter from business organization director

Date

Address

Address

Dear Business:

As business and community leaders, we face many serious environmental challenges. We all can get involved, both at home and at work, to ensure that our clean water, air, and land will be here for our children and for future generations. The time is right for the business community to take the leadership role in developing and promoting environmentally responsible business practices. So it is with great pleasure that I announce that (name of organization) is sponsoring (name of program).

(Name of program) is a voluntary program designed to help businesses lower operating costs and protect the environment by using materials efficiently, using energy efficiently, reducing the use of water, minimizing waste, and increasing recycling activities. (Name of program) offers ideas, technical assistance, and support for businesses of any size or type. I would personally like to invite your business to participate.

Participating in the program will bring your company numerous benefits. Implementing environmentally sound business practices can provide measurable cost-savings. Demonstrating that your business is keeping up with the global trend toward environmental responsibility is a good marketing move which will increase your stature with your customers, peers, and employees. Your efforts will also help (city name) meet the State of Oregon's waste reduction goals and help preserve our community for our children. By joining with others to establish your business as a leader in the community, you will receive positive publicity through the program's promotional activities.

To explain (name of program) in more detail, (name of organization) is hosting a (meeting, workshop) on (date) at (location) from (time). If you are interested in attending or want more information, call (program coordinator and number). I hope you will join me in this program for the benefit of ourselves and those that follow us.

Sincerely,

(Name of director of organization)

## Sample Promotion Plan

Corvallis Model City Resource Efficiency Project  
Draft — for Review at November 1 Corvallis Task Force Meeting

*Notes:*

### Background

The Corvallis Model City Resource Efficiency Project is a joint effort of the Oregon Departments of Environmental Quality (DEQ) and Energy (ODOE), the Corvallis Area Chamber of Commerce, and seven businesses and governments in Corvallis. These seven Corvallis participants have implemented or are in the process of implementing measures to reduce energy consumption, reduce water use, reduce the use of materials, and recycle discards. This effort is intended to serve as a model which other cities may choose to emulate.

The project is currently funded by DEQ; day-to-day operation of the program is directed by DEQ with the assistance of a contractor, Harding Lawson Associates (HLA). If sufficient funding can be secured, the City of Corvallis or Corvallis Area Chamber of Commerce may assume responsibility for continuing the program.

### Goals of this Promotional Effort

At this time, the existence of an ongoing project or service to other businesses will not be promoted. These can (and should) be promoted after a decision is made regarding the future of this program in Corvallis. Until then, these topics are outside of the scope of this promotional plan. Rather, the goals are:

1. Demonstrate the benefits of specific resource-efficiency measures; encourage other businesses to voluntarily adopt similar measures.
2. Recognize participants for their participation in the project.

### Primary Promotional Messages

1. Using resources (energy, water, materials) more efficiently is good for the environment and can save businesses/customers and governments/taxpayers money (examples will be provided from among the Corvallis participants).
2. Participants in this program are proactive and have implemented resource-efficiency measures on a voluntary basis. Participants are willing to share information based on knowledge gained through this project.
3. Corvallis is a progressive community and was selected as the first city in Oregon to participate in this type of project. Corvallis was selected as the “model city” because of the city’s sense of community and concern for the environment.
4. Five businesses and two government facilities went through a process where they evaluated how they use resources, identified options to conserve resources, and implemented specific actions. Any business can follow these three steps (examples will be provided from among the participants).
5. This project is unique in that it involves three state agencies working together to address energy, water, and materials use in a “whole facility” approach to resource efficiency.
6. (Optional) The program may be expanded to a larger number of businesses and government facilities in Corvallis.

Notes:

### Primary Audiences

1. Owners, managers, and employees of businesses and government facilities in Corvallis.
2. Corvallis residents (including taxpayers and customers of the participating businesses).

### Promotion Activities

1. Case Studies. Case studies of each participant will be the source of all of the examples to be used in promotion. Each case study will describe resource-efficiency measures implemented or underway, and the associated resource impact, cost and cost savings, when such data is available. Promotion should not begin until the case studies are completed and approved by the participants for release to the public. Case studies will also be shared with other communities.

Timeline: Case studies for all seven participants to be drafted in late October-early November. Participants will have the final say in what is and what is not included in their case study. All case studies should be finalized by November 22. (For a few participants, the case studies may be revised again in mid-1996).

Who's Involved: HLA will draft all case studies. Each case study will be reviewed by the participant and relevant participating state agencies (DEQ, ODOE, and/or Water Resources Department [OWRD]). Each participant will be asked to review a final draft of their case study and approve its release to the public.

Cost: \$100 - \$200 to print copies of all case studies (about 50 copies each).

2. Chamber of Commerce Newsletter. An article in the Chamber of Commerce newsletter could be based on the completed case studies. Depending on timing, this article could include a discussion of the future of the program. The newsletter could run a single article or a series of articles. In a series, each installment could highlight a participant or a type of resource efficiency (energy one month, water the next, etc.).

Timeline: Article cannot be drafted until case studies are completed. If case studies are completed in late November, the first article could be drafted in early December. Article is not time-sensitive and can be used by the Chamber at any time.

Who's Involved: HLA will draft article(s). DEQ, ODOE, and OWRD will have an opportunity to review draft(s). The article will be based on case studies previously approved by the participants, so participants will not need to review the draft article(s). Comments will be incorporated by HLA and forwarded to the Chamber of Commerce for final editing by Chamber staff.

Cost: None (newsletter production budgeted by Chamber).

3. Corvallis Gazette-Times. Similar to the Chamber of Commerce newsletter, the Gazette-Times will be asked to run one or more articles. A series could be developed, with each installment highlighting a participant or type of resource efficiency (energy, water, waste prevention, recycling/buying recycled).

Timeline: Articles should not begin until after the case studies are completed. HLA and Corvallis Chamber staff will try to have an introductory meeting with the business editor of the Gazette-Times in early November to introduce the concept. Articles are not time-sensitive and could be run by the Gazette-Times at any time. The Gazette-Times will be provided with case studies in early December.

Who's Involved: HLA will provide the Gazette-Times with case studies when they are all completed. HLA will also provide the Gazette-Times with a contact name and phone number for each participant. This list will be sent to all participants at the same time it is given to the Gazette-Times, so that participants know that local media coverage may be forthcoming.

Cost: None.

4. Other News Media (Oregonian, Register-Guard, Corvallis/Eugene Radio and Corvallis/Eugene TV). A press release will be sent to other, non-local print media and Corvallis-area radio and television stations. The press release will be issued by the Corvallis Chamber, HLA, or the DEQ/ODOE partnership (to be determined).

Timeline: The press release will be drafted as case studies are being completed (mid-November). The press release should be issued concurrent with release of the case studies (December).

Who's Involved: HLA will draft the press release. DEQ, ODOE, OWRD, and Corvallis Chamber will have an opportunity to review the draft press release. Because the press release will be based upon case studies approved by the participants, participants will not need to review the draft press release. Whoever issues the press release (to be determined) will be responsible for final editing and distribution. Contact person(s) will also need to be determined. Distribution of the press release and follow-up phone calls to targeted media should be coordinated between the Corvallis Chamber, HLA, DEQ, and DOE, and participants should be kept informed of the timing of the press release distribution.

Cost: Minimal (small amount of copying and mailing).

5. "The City" (City of Corvallis newsletter). An issue of "The City" could include an article about the participants, including the Corvallis Library.

Timeline: At the convenience of City staff. The City may wish to delay an article until the future of the project in Corvallis has been determined, and/or the City has completed a number of resource-efficiency measures at the Library.

Who's Involved: City of Corvallis.

Cost: Not available.

Notes:

## Community Promotion

*Notes:*

6. Corvallis School District Newsletter. An issue of this newsletter could include an article about the project, vis-à-vis the District's involvement.

Timeline: At the convenience of District staff. The District may wish to delay the article until the future of the project (and the District's involvement) has been determined and/or the District has completed a number of resource-efficiency measures at Western View Middle School.

Who's Involved: Corvallis School District.

Cost: Not available.

7. Letter of Recognition. DEQ (and ODOE?) will provide all seven participants with a letter of recognition, which participants can use to conduct their own promotion (to employees, customers, and trade associations), if desired. Letters could be distributed at a recognition ceremony concurrent with another Chamber event.

Timeline: Conclusion of the current phase of this project in Corvallis (January or later).

Who's Involved: DEQ and Corvallis Area Chamber of Commerce.

Cost: Minimal.

## Community Measurement

*Notes:*

To be used by:

- Resource Efficiency Coordinator, sponsors, and others involved in the design of a community based resource efficiency program.

What this tool does:

- Discusses the motivations for monitoring the impact of the program at a community-wide level.
- Presents three different approaches to community measurement.

How to use this tool:

- Review the motivations for community measurement. Decide if you want to try to measure the impact of the program. (Note: community measurement may be a condition of receiving funding from your sponsors, such as utilities or state agencies. If so, the decision to develop a community measurement approach has already been made for you.)
- Review the different approaches to community measurement.
- Design an approach that will work for your community and its program, giving consideration to the types of data which are available and how much reporting you want to require or request of participants.
- Use the “data needs worksheet” to list the data you will need to collect.
- Incorporate the measurement program into outreach and assistance to participants. The measurement program should be in place at the start of the program, not tacked on at the end.

Related information can be found in these other tools:

- Conducting a Community Environmental Scan (Community tools).
- Setting Community Goals (Community tools).
- Establishing Program Roles (Community tools).
- Writing Sponsor and Participant Agreements (Community tools).
- Community Promotion (Community tools).
- Whole Facility Assessment Overview (Participant tools).
- Resource Accounting (Participant tools).

Notes:

### Why Measure the Program's Results?

Identify why you or your co-sponsors want to monitor the results of this program on a community-wide basis. How will you use this information? Possible reasons include:

- To promote the results of the program.
- To encourage continued funding of your program by demonstrating its effectiveness.
- To determine the feasibility of charging participants for the evaluation services, based on their real or potential cost savings.
- To calculate the cost-benefit or cost-effectiveness of your program.
- To demonstrate the legitimacy of your program.
- For utilities regulated by a public utilities commission, to justify continued funding of the state-wide program.
- For DEQ or other sponsoring state agencies, to justify continued or expanded funding of the state-wide program.

### Methods to Measure the Program's Results

Assuming that you decide to conduct some community-wide measurement, the next step is to decide what type of community-wide monitoring you will use. You should make this decision at the start of your program, particularly if participants will be asked to monitor and report specific types of data, or if you need to collect historical baseline data about your community.

There are three basic methods described below, by which a community can measure the results of a community-based resource efficiency project:

- Qualitative participant reporting.
- Quantitative participant reporting.
- Community environmental scan.

Why you want to measure the program's results will help determine which method(s) you choose. This, in turn, will determine the data you need to collect and the kind of results you will be able to report. The following table illustrates the different kinds of results you might obtain using each method, either by itself or in concert with others.

Measurement is always unique to the conditions of a community and how its resources are delivered and used. This tool suggests some general issues to keep in mind when applying any of these three measurement methods — or deciding which ones to use in the first place. You may choose to develop your own hybrid approach that combines elements of each of the three described below.

This table illustrates the types of sample results that may be obtained for each of these three methods individually (the left panel) or in association with each other (the center and right panels).

Notes:

**Methods for Results Measurement Table**

Single Methods	Two Method Hybrids	Three Method Hybrid
<p><b>Qualitative Participant Reporting</b></p> <p>Thirty-six businesses with a total of 1,700 employees signed up. This represents 21 percent of area employment.</p> <ul style="list-style-type: none"> <li>• Seventeen businesses reduced use of materials (1,100 employees, 14 percent of employment).</li> <li>• Twenty reduced use of water (900 employees, 11 percent of employment).</li> </ul>	<p><b>Qualitative and Quantitative Participant Reporting</b></p> <p>Thirty-six businesses with a total of 1,700 employees signed up. This represents 21 percent of area employment.</p> <ul style="list-style-type: none"> <li>• Seventeen businesses with 1,100 employees (14 percent of employment) saved \$36,000/year by reducing material use 73 tons.</li> <li>• Twenty businesses with 900 employees (11 percent of employment) saved \$9,000/year by reducing water use by 1.2 million gallons.</li> </ul>	<p><b>All Three Methods</b></p> <p>Thirty-six businesses with a total of 1,700 employees signed up. This represents 21 percent of area employment.</p> <ul style="list-style-type: none"> <li>• Seventeen businesses with 1,100 employees (14 percent of employment) saved \$36,000/year by reducing material use 73 tons.</li> <li>• Twenty businesses with 900 employees (11 percent of employment) saved \$9,000/year by reducing water use by 1.2 million gallons. This is a three percent reduction in total nonresidential water use, and accounts for the majority of the four percent overall reduction observed between 1995 and 1997.</li> </ul>
<p><b>Quantitative Participant Reporting</b></p> <p>• Participants reduced use of:</p> <ul style="list-style-type: none"> <li>-materials by 73 tons/year (total), saving \$36,000/year.</li> <li>-water by 1.2 million gallons/year, saving \$9,000/year.</li> </ul>	<p><b>Quantitative Participant Reporting and Community Environmental Scan</b></p> <p>Participants saved \$9,000/year by reducing water use by 1.2 million gallons. This is a three percent reduction in total nonresidential water use, and accounts for the majority of the four percent overall reduction observed between 1995 and 1997.</p>	
<p><b>Community Environmental Scan</b></p> <p>Community reduced its per-employee use of nonresidential water by four percent between 1995 and 1997.</p>		

\* Simplified for illustration purposes. Should also include public sector facilities as well as increases in recycling and reductions in uses of electricity, fuels and water, disposal of garbage, and generation of waste water.

Notes:

### Qualitative Participant Reporting

This method is the least quantitative of the three methods described in this tool. It does not attempt to estimate or account for cost savings or reductions in the use of resources. Rather, it is a simple tally of how many businesses and facilities participated, and how many implemented measures that conserved materials, electricity, fuels, and water, increased recycling, and reduced the generation of garbage and wastewater.

The results of this method can be made more meaningful by taking into account the employment of each participant. In this way, you can express the program's impact on a percentage of your community's employment ("40 businesses and public facilities with a total of 1,100 employees, representing 27 percent of \_\_\_\_\_'s employment, participated in this program and implemented at least one resource efficiency measure").

Data you might need to collect for this method includes:

- Number of participating businesses, schools, and public facilities.
- Total number of businesses, schools, and public facilities in the community.
- Employment of participating businesses, schools, and public facilities.
- Total employment of businesses, schools, and public facilities in the community.
- Number and employment of participating businesses, schools, and public facilities that met participant performance goals (as determined by the program), or that implemented efficiency measures in each or any of the following areas:
  - Reduction in use of materials
  - Increase in recycling
  - Reduction in waste disposal
  - Increase in purchase of items containing recycled material
  - Reduction in use of electricity
  - Reduction in use of fuels (natural gas, oil, gasoline, etc.)
  - Reduction in use of water
  - Reduction in wastewater
- Qualitative descriptions of the measures implemented.

### Quantitative Participant Reporting

In this method, businesses and facilities that participate in your program are required (or asked, encouraged and/or helped) to report real or estimated savings in their use of materials, electricity, water, and fuels, and their generation of garbage and wastewater. Participants may also be asked to report real or estimated cost savings. This information could be reported to the program's Resource Efficiency Coordinator on a monthly or quarterly basis, or at the end of each calendar or program year.

Data needs will be most easily met if participants are provided with a standardized form that asks for specific pieces of data; rather than asking "how much electricity did you save?", ask "how many kWh did you use in 1995, 1996, and 1997?" (Or better yet, "How many kWh did you use in 1995, 1996, and 1997 on a per-employee or per unit of production basis, and what were your demand and usage savings?") This will help to avoid confusion. The Resource Efficiency

Coordinator could then enter this data into a master spreadsheet and add up the program's impacts across all participants.

For more information about resource accounting and monitoring at the level of an individual participant or facility, refer to the Resource Accounting tool in the Participant Tools.

Data you might need to collect for this method includes:

- Real or estimated reductions in the use of materials and associated cost savings.
- Real or estimated increases in recycling and associated cost savings.
- Real or estimated reductions in waste disposal and associated cost savings.
- Real or estimated increases in the purchase of items containing recycled material and associated cost savings.
- Real or estimated reductions in the use of electricity and associated cost savings.
- Real or estimated reductions in the use of fuels (natural gas, oil, gasoline, etc.) and associated cost savings.
- Real or estimated reductions in the use of water and generation of wastewater, and associated cost savings.

Any of the above information could be normalized by individual participants to account for significant or unusual changes, such as booming product sales (which might increase materials used), unusually high or low heating or cooling degree days (which will impact fuel consumption and electricity for both air conditioning and heating), unusually dry (or wet) weather (which will impact irrigation), etc. See the Resource Accounting tool for more information on this topic.

## Community Environmental Scan

In this method, community-wide data is compared from one year to the next. This data is obtained by taking a series of community environmental scans over a period of several years. For example, how did the community's consumption of electricity change from 1995 (the year before the program started) to 1997 (the first full year after the program started)? For more information about conducting a community environmental scan, see the Conducting a Community Environmental Scan Tool.

There are several limitations to this method:

- Data may not be available. For example, there is no centralized data about the use of materials in any single community, although waste generation (disposal plus recycling) may serve as a proxy measurement. Or the electrical utility may not be able to easily provide consumption data for your geographical area of interest.
- Your community-based program is only one of many trends affecting how resources are used. Other factors include:
  - Change in the number, size, and employment of businesses
  - Change in the types of businesses in your community
  - Weather and climate
  - Population
  - Material and utility costs and rates
  - Technological change (such as the increasing use of computers, which typically increase electrical and cooling expenses).

*Notes:*

*Notes:*

For example, businesses in your community may be operating more efficiently as a result of this project, but a small increase in total employment may overshadow the savings. Or an unusually wet summer may reduce total water consumption by several percent, which could be mistaken for an increase in water conservation. There are some clever ways to “normalize” some data from year to year, but they are typically time-consuming and open to interpretation.

- Your program might not reach a significant percentage of businesses and facilities, at least in its first year or two. For example, consider a community where the resource efficiency program works with 80 of the community’s 400 businesses (20 percent) and six of its 30 public facilities (20 percent). If each of these participants is of average size, and reduces use of electricity of an average of 10 percent, the community’s nonresidential consumption of electricity would drop by two percent (10 percent reduction by 20 percent of facilities). And if households use as much electricity as businesses and public facilities, then the total consumption of electricity for the community would drop just one percent. This one percent drop could be buried under different types of “statistical noise,” such as the competing trends described above.

For these reasons, you should consider other options carefully before planning on using a community environmental scan to obtain information about the impact of your program. Examples of the data you might need to collect for this method are listed in the Conducting a Community Environmental Scan tool.

### Hybrid Approaches

As the Methods for Results Measurement Table illustrates, combining monitoring approaches can yield some very powerful results. For example, quantitative participant reporting by itself might tell you that participants reduced their use of water by 1.2 million gallons a year. Taken out of the context of the community, that isn’t very meaningful. At the same time, a community environmental scan by itself might reveal that city-wide consumption of water decreased 1.6 million gallons a year over the same time period, and that this is a 4 percent reduction over the previous city-wide use of 40 million gallons. But without participant reporting, you can’t attribute this reduction to the program. However, when the two methods are combined, the program’s resulting reduction of 1.2 million gallons is put in the context of the entire city’s usage (a 3 percent reduction), and the majority of the overall reduction of 1.6 million gallons can be credited to the program and its participants.



Notes:

### Community Case Studies

To be used by:

- Individuals and organizations interested in designing a community-based resource efficiency program.

What this tool does:

- Provides descriptions of four programs that share some characteristics with the DEQ Resource Efficiency Program. Please note that none of these programs meet all of the goals and design characteristics of the Resource Efficiency Program, and should not be adopted as the model for your community without some adaptation.

How to use this tool:

- Review the program descriptions, paying attention to program goals, organization, staffing, roles of participants, and results. This information may assist you in the design of your program.
- Call the contact person for more information, if desired.

Related information can be found in the following community tools:

- Identifying Key Players.
- Setting Community Goals.
- Establishing Program Roles.
- Program Budgeting.
- Program Funding.
- Hiring a Resource Efficiency Coordinator.

## Spokane, Washington

### Title of Program: Spokane Green Star

**Contact Person and Phone:** Kathy Miktuk, (509) 326-6885

**Cost to Operate Program:** Actual budgetary figures have not been developed. The only known cost is the salary of the Director of the Green Star Program, which is approximately \$25,000 to \$30,000 a year.

**Funding Source:** Washington State Department of Ecology provided the Associated Industries of the Inland Northwest with a Public Participation grant of \$35,000 to start the program. Ongoing funding is provided by enrollment fees. Businesses and non-profit agencies pay a one-time enrollment fee based on the number of employees. Businesses with less than 10 employees pay \$50, 10 to 25 employees pay \$100, more than 25 employees at \$250, and non-profit/government agencies pay \$50. In addition, many companies provide in-kind services such as printing and television advertising.

**Number of Years in Operation:** The program started in February 1995.

**Goal of the Program:** The goal of the program is to help businesses adopt environmentally sound business practices on a voluntary basis and then publicize their efforts.

**Description of Program:** The program is designed to help businesses conserve energy, reduce waste and pollution, and replace hazardous materials with safer products by providing educational materials and direct technical assistance. After enrolling in the program with the Associated Industries of the Inland Northwest, businesses receive a packet of information and resource material, including detailed information about the Standards. The Standards are a list of activities that businesses can complete to reduce waste and conserve energy. The Associated Industries also offers a series of workshops and monthly Coordinator meetings to orient participating businesses to the program, offer tips on how to implement the Standards, and provide technical assistance.

Businesses are required to complete six specific and six additional Standards to participate in the program. The specific Standards include designating a Green Star coordinator and a team, conducting an annual waste reduction assessment, and training employees and management to participate in the Green Star program. Once businesses have completed six additional Standards for a total of twelve, they may apply for the Green Star. The Executive Committee, which is made up of experts in the fields of energy conservation, toxics use reduction, air and water quality, and waste reduction, reviews the Green Star applications, conducts site visits, and selects Green Star recipients. An awards ceremony is held at least once a year to recognize those businesses that have been chosen to receive the Green Star. These businesses receive publicity for their efforts in the local community.

*Notes:*

Notes:

### Program Organization:

**Directing Organization:** Associated Industries of the Inland Northwest

**Staffing Needs and Job Descriptions:** A Green Star Director is necessary to run the program. This person is responsible for the overall operation of the program. The Director conducts assessments, provides technical assistance, monitors the efforts of members, facilitates monthly Coordinator meetings, and organizes award events. A part-time marketing person is responsible for publicizing the efforts of members and the program, and assisting with the organization of award events. Two volunteers provide general clerical assistance.

A voluntary Executive Committee made up of local air, water, hazardous waste, and solid waste experts is responsible for choosing Green Star recipients. This committee reviews the Green Star applications, conducts site visits to evaluate programs, and selects businesses to receive the Green Star.

**Role of Participants:** Participants are expected to attend an orientation session, form a Green Star committee within their business, designate a Green Star coordinator, conduct an annual waste reduction assessment, implement a minimum of twelve Standards, attend monthly coordinator meetings, and participate in an on-site visit from the Executive Committee.

**Results of Program to Date:** Eighty companies are members of the Spokane Green Star Program and 13 have received awards.

### Anchorage, Alaska

#### Title of Program: Green Star Anchorage

**Contact Person and Phone:** Lynn Fitch, (907) 272-2401

**Cost to Operate Program:** \$180,000 annually

**Funding Source:** Corporate sponsorship, including both direct funding and in-kind services, enrollment fees from participating businesses (the same as Spokane Green Star), and Chapter fees from other communities that have adopted the Green Star Program.

**Number of Years in Operation:** 4 years

**Goal of the Program:** Same as Spokane Green Star with the additional goal of assisting other communities in adopting the Green Star Program

**Description of Program:** Same as Spokane Green Star with the additional responsibility to provide support to communities that start a Chapter Green Star Program. Support to Chapter Green Star Programs includes samples of all collateral materials, written descriptions of the organizational and operational structure, training seminars on how to establish and manage the program, follow-up assistance, and any program modifications or publications produced by the Anchorage Green Star Program.

**Program Organization:**

**Directing Organization:** Anchorage Chamber of Commerce

**Staffing Needs and Job Descriptions:** Three people run the program. The Director and Coordinator for the program are employed by the Anchorage Chamber of Commerce and a third person is employed by the Center for the Environment. The Director is responsible for fund raising, presentations, program operations, workshop organization, and research. The Coordinator designs the brochures, does data entry, and assists with research. The person at the Center for the Environment provides technical advice and runs the program for participating schools.

**Role of Participants:** Same as Spokane Green Star

**Results of Program to Date:** 280 businesses are members of the program and 69 have received a Green Star.

*NOTE: Currently there are eight Chapters of Green Star including the communities of Kenai, Onalaska, Fairbanks and North Slope in Alaska; Midland, Texas; Ashland, Wisconsin; Kauai, Hawaii; and Spokane, Washington. The operating budgets for the Fairbanks and Kenai Chapters are approximately \$70,000 a year with one half-time staff person.*

Notes:

**New Hampshire****Title of Program: WasteCap of New Hampshire**

**Contact Person and Phone:** Barbara Berstein, (603) 224-5388

**Cost to Operate Program:** \$80,000 annually

**Funding Source:** The majority of the funding comes from corporate sponsors. Some funding also comes from EPA and state grants.

**Number of Years in Operation:** 4 years

**Goal of the Program:** To help businesses in New Hampshire reduce waste, mainly through recycling.

**Description of Program:** WasteCap of New Hampshire offers a variety of technical assistance programs to help businesses recycle and reduce waste. The programs include waste assessments, a materials exchange, computer software to track waste and recycling, and business consortiums. The assistance is provided to businesses at no cost and business participation is voluntary.

The business consortium is a relatively new program. The goal of the consortium is to bring businesses together so they can cooperatively market materials. The staff of WasteCap acts as the facilitator to identify the common needs of the participating businesses in terms of recycling. Marketable materials are identified, quantities are estimated, and collection requirements are determined. The staff then writes a request for proposal for a recycling service provider, helps coordinate collection, and acts as the liaison between the businesses and the service provider. One of the business consortiums with over 80 participants has been operating for 6 months. It is estimated that 8 tons of recyclables is collected from this consortium each week.

Notes:

**Program Organization:**

**Directing Organization:** Businesses and Industry Association of New Hampshire, which is under the umbrella of the New Hampshire Chamber of Commerce

**Staffing Needs and Job Descriptions:** The program has 1.5 staff. The Director is full-time and the Special Projects Coordinator is part-time. The Director is responsible for fund raising, planning programs, promotion, and waste assessments. The Special Projects Coordinator is responsible for the waste exchange business consortium and assists with other projects as needed.

Volunteers are also utilized to help conduct waste assessments. The volunteers are from businesses that have had a WasteCap waste assessment. Volunteers assist with waste assessment for like businesses.

A steering committee helps guide the program. The committee is made up of people from sponsor businesses, interested businesses, and regulatory and state agencies.

**Role of Participants:** Businesses voluntarily participate in the programs.

**Results of Program to Date:** In the last year over 100 businesses have participated in one or more of the programs offered by WasteCap New Hampshire.

**Maine**

**Title of Program: WasteCap of Maine**

**Contact Person and Phone:** Gayle Briggs (207) 623-4568

**Cost to Operate Program:** \$61,000 annually

**Funding Source:** A funding mechanism has not been secured. The program was funded by the state when it was directed by the Maine Waste Agency. The agency was dissolved in June of 1995 at which time the Maine Chamber and Business Alliance took the WasteCap program over. The state granted funding until May of 1996 and the Maine Chamber committed to pay the salary of the Program Coordinator until June of 1996. A small EPA grant has also been secured. The Program Director is currently working with a steering committee to solicit corporate sponsorship to keep the program going after June, 1996.

**Number of Years in Operation:** Since 1990 as a state run program. Since June, 1995 as a Maine Chamber and Business Alliance program.

**Goal of the Program:** To help businesses reduce waste.

**Description of Program:** WasteCap of Maine is an education and technical assistance program offering a variety of services such as waste assessments, workshops for specific business types, fact sheets, general information about waste reduction, and an awards program. Waste assessments are conducted by business volunteers and the Program Coordinators. The concept is to create an atmosphere where businesses can help other businesses. The business volunteers and the Program Coordinator tour the participating business and provide suggestions on how to reduce waste. A report of the assessment is drafted and sent to the participating business.

Workshops are held for specific sectors of the business community such as hotels, restaurants and hospitals. The purpose of the workshops is to inform businesses about waste reduction opportunities that meet the needs of their specific industry. The Governor's Waste Reduction Award program is also coordinated through the WasteCap of Maine.

**Program Organization:**

**Directing Organization:** 1990 - June 1995, Maine Waste Management Agency.  
June 1995 - present, Maine Chamber and Business Alliance

**Staffing Needs and Job Descriptions:** WasteCap Program Coordinator and business volunteers. The WasteCap Program Coordinator is responsible for all aspects of the program, including conducting waste assessments, promoting the program, fund raising, and producing educational material. The business volunteers help conduct waste assessments and provide waste reduction advice to other participating businesses.

**Role of Participants:** The program is voluntary. Businesses that receive a waste assessment are provided with suggestions on how to reduce waste. It is up to them to implement the suggestions. Participating businesses are also expected to volunteer to conduct waste assessments and help other businesses reduce waste.

**Results of Program to Date:** Since 1990, 140 businesses have received a waste assessment.

*Notes:*