

# Request for Proposals



## Program Management, Implementation of a Website/CRM Database, and Marketing Support for EnviroStars: A Regional Green Business Program

### ***Project Description***

The City of Seattle's Office of Economic Development is seeking proposals for a Program Administrator for the EnviroStars Regional Green Business Program (RGBP). The RGBP is a newly formed partnership among the City of Seattle, City of Bellevue, City of Kirkland, Puget Sound Energy, Local Hazardous Waste Management Program in King County, Snohomish County, King County, and Snohomish County PUD. The purpose of the RGBP is to take a regional approach in creating an overarching brand and implement technology tools to better serve local businesses and building owners.

The RGBP will benefit partners by helping them deliver environmental services more efficiently and achieve measurable outcomes. The RGBP will benefit businesses by helping them gain a competitive edge by lowering their operating costs, improving workplace safety, reducing environmental impacts and gaining recognition for their efforts.

The RGBP is governed by an Executive Committee (8 members) and a Steering Committee (11 members). A Program Administrator, hired via this RFP, will receive strategic direction from the Executive Committee and tactical direction from Steering and Advisory committees. OED is seeking qualified respondents that offer the following skills and experience:

- Local knowledge and experience related to energy conservation, solid waste reduction, water conservation, sustainable building, storm water systems, storm and wastewater pollution prevention, and reduction of hazardous waste, GHG and transportation impacts.
- Strong communication and marketing proficiency (both with businesses and consumers), with particular experience in creating a strong customer awareness of programs and services.
- Demonstrated knowledge and understanding of performance monitoring, program evaluation, project management and meeting facilitation.
- Support the development of a customer relationship management system and web platform, leveraging innovative tools to simplify access to environmental services.

The City of Seattle's Office of Economic Development (OED) will be the fiscal agent for up to \$700,000.00 allocated for this program for three years.

### ***Background***

The purpose of the program is to take a regional approach in promoting environmental programs by utilizing the existing EnviroStars brand (<http://envirostars.org/>), and to implement a wide-range of technical solutions to better serve local businesses and building owners. Throughout the Puget Sound region, a host of government and non-profit green business programs are aimed at reducing the environmental impact of businesses. The topics of these programs include:

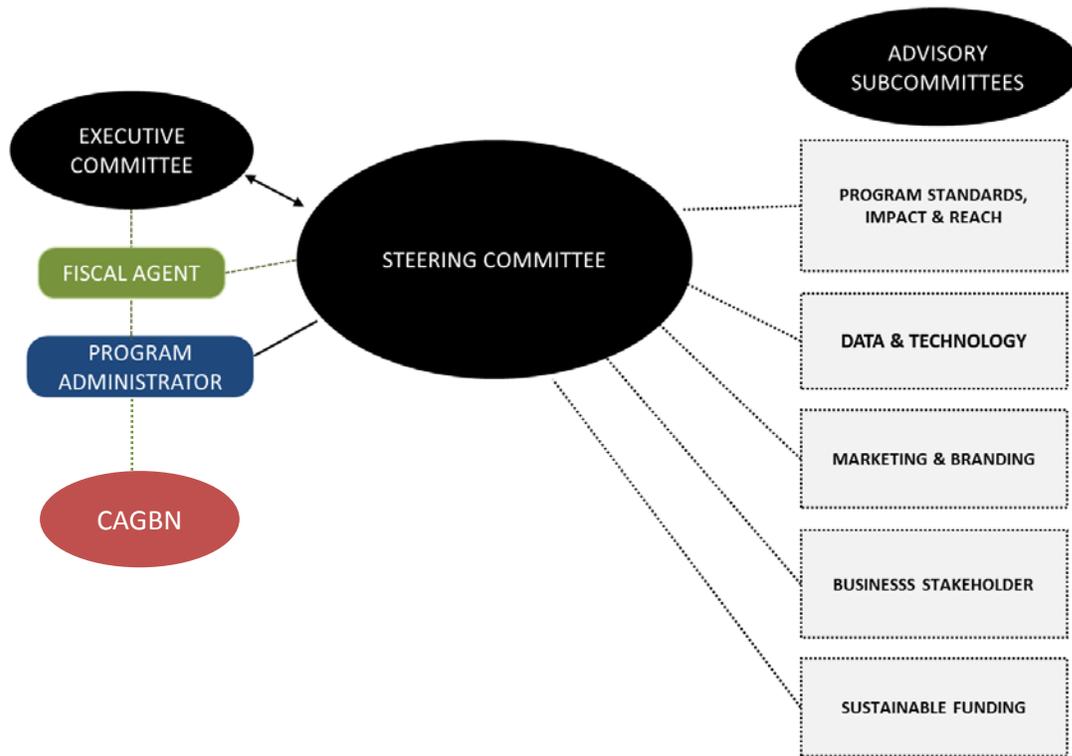
- Waste reduction and recycling
- Hazardous waste and toxic material reduction
- Water conservation
- Energy conservation
- Stormwater pollution prevention
- Greenhouse gas reduction
- Commute trip reduction

The new EnviroStars RGBP seeks to address the lack of coordination among the many programs available by:

- 1) Creating a common access website and back-end Customer Relationship Management (CRM) database in partnership with the California Green Business Network (CAGBN) that will allow:
  - Businesses to find environmental programs and services provided by RGBP partners
  - Businesses to either gain recognition for participation or achieve certification by completing a suite of verified “green” measures specific to their business type
  - RGBP partners to market their services and obtain referrals
  - RGBP partners to track program participation, referrals, and environmental metrics through the back-end CRM database
- 2) Marketing existing business services provided by EnviroStars RGBP partners with a unified “umbrella” brand, built on the existing EnviroStars brand, which will be refreshed and updated through the new EnviroStars RGBP.
- 3) Developing a strong recognition component for participating businesses, including possible sector competitions and certifications. This program will also increase awareness of these businesses to the public with the goal of driving potential customers to patronize EnviroStars businesses.

The governance model for the EnviroStars RGBP is shown in Figure 1. The EnviroStars RGBP will be governed by an Executive Committee and a Steering Committee. A Program Administrator, hired via this RFP, will receive strategic direction from the Executive Committee and tactical direction from Steering and Advisory committees. The EnviroStars RGBP Program Administrator will also act as a liaison between CAGBN and the EnviroStars RGBP Partnership to support the development of the functions that our committee(s) desires in the online platform and database.

Figure 1: RGBP Governance



The participating RGBP partners (members) are currently in the final steps of negotiating a Memorandum of Agreement that will formalize RGBP governance and provide funding for a contract to execute this RFP’s Scope of Work described below. The contract is contingent on that MOA signing (anticipated to be signed September 2015), combining pooled funds for the scope of work outlined below.

**Proposed Scope of Work**

Through this RFP, the RGBP is seeking innovative approaches and ideas to develop, launch and administer the program. The contract will be for three years from the date the final contract is signed. The scope of work will be approved annually by the RGBP Executive Committee.

*Task 1 Program Management and Administration*

The following program management and administration tasks will be necessary for the operation of the RGBP. The Program Administrator will work collaboratively with the Steering and Executive Committees to:

- **Finalize and Implement the Business Plan** prior to a soft launch of the program in 2016. The business plan will be for 3-5 years with projected budget/costs, funding strategy, participation/membership, scope of recognition, marketing and engagement strategy, performance metrics, and monitoring and evaluation. The draft business plan is **Attachment B** to this RFP.

- **Coordinate monthly Steering Committee and quarterly Executive Committee meetings.** Prepare and coordinate meetings, agendas and presentations, attend meetings, and summarize meeting notes and action items required for subcommittee lead coordinators. Work closely with the Chair and Vice-chair of the Steering Committee to make tactical decisions from the group that will be shared with the CGBN and summarized in quarterly reports. Support additional meetings as requested.
- **Develop and execute program quarterly reports.** Reports will be provided to funders, partners, business participants, consumers and Executive, Steering and subcommittee members. Quarterly reports will include metrics and outcomes of the program, such as (but not limited to) reduction targets, business participants, website utilization statistics, newly enrolled program partners, and other highlights from the committee meetings.
- **Conduct program monitoring and evaluation.** Compile and analyze program participant data from the web-based portal (database) once the program is launched. Compile and develop program metric projections from the business plan, such as (but not limited to) CO<sub>2</sub>, kWh, tonnage, gallons and money saved, as well as businesses assisted, businesses recognized and businesses/consumers who have visited the RGBP website. Coordinate a quarterly evaluation process and summary.
- **Recruit and sign-up new partners.** Participate in phone calls or in-person meetings with interested agencies and organizations to promote and explain the program using marketing materials. Develop a list of potential new partners, prioritize them based on new member requirements, and present to the appropriate committee what their additional program funds would bring to the program in terms of enhancements, recognition, or other joint promotional activities.
- **Manage and facilitate hotline and resource call line** for current and future business participants. This will include an email address as an option to a phone call.

## *Task 2 Web Development and Database*

The Program Administrator will work closely with the advisory subcommittees to guide content and assist in the design of a web platform with an integrated CRM database in partnership with the California Green Business Network (CAGBN). In addition to providing environmental resources and referrals, this database will be used by program partners to recognize and potentially certify businesses that have instituted exemplary environmental practices in their operations and to measure the success of individual and combined efforts. The web platform and database will be used to varying degrees by all program participants and should be designed to cater to a broad spectrum of users to include:

- Businesses applying for recognition (with a possible path to certification)
- Businesses looking for environmental assistance and resources
- Program administrator tracking of businesses
- Partner program managers reporting on environmental savings achieved
- Members of the public searching for green businesses

The program system architecture will use web application programming interfaces (API's) to mirror the CAGB web platform and make data available to EPA and the 5 states that the CAGB database will be expanded to, such as the RGBP/WA State. Data will be aggregated nationally and automatically published to the existing EPA National Environmental Information Exchange Network including the P2 Results Database, and others, via the open application programming interface (API), RESTful Web Services, and/or extensible Markup Language (XML).

The CRM database will perform a variety of functions for the EnviroStars RGBP. It will allow program staff to track businesses as they work through the participation, recognition/certification and recertification processes, and will provide program administrators with a method to communicate with business contacts. The database will store all of the program data with California's current hosting space (a private company, Rackspace) and allow staff to measure local and regional environmental savings through metrics and reports. Finally, the database will feature a public facing component so consumers can search for green businesses in their area.

The Program Administrator will work with the deliverables and support provided by CAGBN (**Attachment A**) to enhance and confirm that the RGBP desired attributes are supported, such as (but not limited to) design, checklist content and metrics. The Program Administrator will facilitate the scope of work between the CAGBN and RGBP and act as a liaison that will not only create an innovative user-friendly platform built on six years of California's best practices for WA/RGBP, but also integrate attributes such as CRM abilities with applications that allow partners to create and deliver efficient outreach and communication strategies and support to the business community.

### *Task 3 Joint Marketing, Engagement and Recognition*

Marketing needs for the RGBP include a minor refresh of the existing Envirostars brand/logo and creating brand standards, (in line with a ServiceMark Licensing Agreement that each RGBP partner is required to sign), creating a marketing plan that accommodates the RGBP budget, developing a suite of foundational joint marketing materials and facilitating their production, and coordinating for a soft launch of the program proposed for the third or fourth quarter of the first Program year. Marketing deliverables must be coordinated between the appropriate RGBP Subcommittees.

Program needs include development of: 1) foundational material for the program, 2) outreach and recognition material and 3) joint program marketing, businesses engagement and business recognition tactics. Some concepts have been put forth and voted on by regional partners through an initial design/research process summarized in **Attachment B**. Other recommendations or alternatives and approaches to best implement the most appropriate mix of joint marketing are desired. These include:

#### *Branding*

- Visually refresh the EnviroStars brand/logo
- Develop brand and co-brand guidelines
- Develop message map with talking points
- Develop potential partner's agency promotional materials

#### *Planning and Coordination*

- Support the transition of current members of Get on the Map, Kirkland Green Business, and EnviroStars certified businesses into new system in collaboration with the CGBN.
- Create a marketing plan which will be included in the RGBP Business Plan to include:
  - A strong business recognition component and pathway to certification.
  - Innovative approaches for gamification elements such as specific sector competitions.
  - Unique and successful ideas for reaching customers to patronize participating businesses.
- Develop a launch event that includes coordination, recruiting business/partner support, media outreach to trade and consumer media.

### Design of Outreach and Recognition Materials

- Create “*getting started*” program guide for businesses.
- Create a generic business card.
- Create templates (preferably in InDesign) for fact sheets, case studies and business prompts such as info graphs.
- Design and facilitate production of booth materials (such as branded signage/banner, tablecloth, t-shirt).
- Develop promotional materials, such as a handout or informational packet, to market the program to potential partner agencies.
- Design and facilitate production/ordering of a window cling, certificate, poster and web graphic for participating businesses.
- Translate written material (online PDF’s only).

### Proposed Project Schedule

Milestone	Year 1 Develop & Soft Launch				Year 2 Hard Launch & Grow				Year 3 Grow			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Update business plan	X											
Customize, update & maintain web platform	X	X	X					X	X			
Develop, update & maintain outreach and marketing materials		X	X					X	X			
Soft launch			X	X								
Hard launch					X							
Conduct program monitoring & evaluation					X	X	X	X	X	X	X	X
Recruit new partners					X	X	X	X	X	X	X	X

### Application, Submission and Selection Process

Respondents to this RFP must submit **five (5) hard copies** of their proposal addressing the following criterion and 1 digital file by 4:30 p.m. PST on Friday, September 25, 2015. Late proposals will be rejected. Proposers should include the following information organized in the order shown below which will be scored based on 50 points by the RGB review committee. Please include firm’s qualifications and any sub-consultant qualifications and print proposals double-sided on recycled content paper.

***Firm/Team Overview – One (1) page maximum (not scored)***

This should include a general overview of the organization, including name or organization, address, phone and website. Include a basic organization chart of how the team will be structured to deliver the activities of the scope of work.

***Capability and Technical Experience – Four (4) pages maximum (design portfolio, up to ten (10) pages, may be included as an attachment) (maximum of 15 points)***

Demonstrate your capabilities and technical experience and with projects of a similar nature and purpose summarizing:

- Program management and administration of green business and/or behavior modifications programs. Describe your technical competency related to water and energy conservation; storm water pollution prevention; wastewater pollution prevention and best management practices; solid waste reduction and recycling; hazardous waste handling and minimization; and green building, minimizing GHG and transportation impacts; as well as evaluation and reporting of program metrics. Describe your experience working with multiple agencies and a diverse group of stakeholders, helping move decisions and track outcomes.
- Web development and customer relationship management database systems.
- Brand development and marketing guidance in support of green business programs.
- Behavioral messaging/modification including community based social marketing.
- Business recognition programs.
- Staff availability to administer this Program. Demonstrate that your team has the staff capacity and availability to administer this program with consistency, and meet the scope of work and schedule outlined in this RFP. Customer support is important to the success of this Program, especially for all Program elements but especially for business engagement and hotline administration. Illustrate how your team will maintain consistency and availability in a customer service role.
- Experience in customer awareness approaches and in delivering services to minority and/or underserved populations; especially businesses owned by people of color and non-English-speakers.

***Project Staff Qualifications – Two (2) pages maximum (resumes, up to ten (10) pages, may be included as attachments) (maximum of 5 points)***

Identify who will be the overall Project Manager and key management staff, including brief bios and project roles, and hourly rate. Contractors and sub-consultants and their qualifications should be identified here, but separately. Proposals should confirm that the staff identified in the proposal will be the staff that works on the project.

### ***Basic Project Scope and Methodology – Four (4) pages maximum (maximum of 15 points)***

This should include a project timeline with milestones, a basic scope with deliverables, and a description of how your approach to the project scope is innovative and works with Steering Committee and subcommittee(s) involvement.

### ***References- one (1) page maximum (not scored)***

Proposals should include at least three client references for prime and/or subcontractor and contact information. References should have worked with your company within the past three years on a project with similar elements to the RGBP.

### ***Budget Proposal (maximum of 10 points)***

Proposers must submit a proposed budget for year 1, 2 and 3 that does not exceed at total of \$700,000. Budget items should be itemized by tasks and may be submitted in the contractor's preferred format. It is important to note:

- The proposed budget shall be inclusive of all technical and administrative costs associated with the performance of the services to be provided.
- The budget proposal will be evaluated based on how each proposer has weighted each task over the three year period.

### ***City of Seattle WMBE Inclusion Plan (maximum of 5 points)***

There will be no Women and Minority-Owned Business (WMBE) set-aside requirements on the resulting contract. However, in accordance with the Seattle Municipal Code 20.46A, the selected contractor will be required to make affirmative efforts to utilize WMBEs in performing the contract, whether as subcontractors, suppliers, or in any other capacity. Please fill out the City of Seattle WMBE Inclusion Plan, which is located here ([word doc.](#)) The selected contractor must also comply with affirmative action and equal employment opportunity provisions mandated by SMC 20.44.

### ***Procurement Process and Schedule***

The RFP process seeks to find the best overall Program Administrator for this ambitious endeavor. The RGBP Selection Committee will review responses, conduct interviews and select the awarded contractor. You will be notified if you have been selected for an interview on Oct. 1, 2015. The City of Seattle's Office of Economic Development will work with the EnviroStars RGBP Committee(s) to develop a contract with the successful respondent to this RFP. The contract will include a scope of work and project deliverables and outcomes. Reimbursement will be based on achievement of project deliverables and outcomes. OED retains the right to revise budget requests to reflect funding availability.

The selected contractor will be required to comply with the Fair Contracting Practices Ordinance of the City of Seattle (Ordinance 119601), as amended. Conduct made unlawful by that ordinance constitutes a breach of contract. Engaging in an unfair contracting practice may also result in the imposition of a civil fine or forfeiture under the Seattle Criminal Code as well as various civil remedies.

<b>RFP Milestone</b>	<b>Date</b>
Release of RFP	8/20
Optional Pre-bid question session at Seattle Municipal Tower , Floor 60, 11-12:30pm	9/1
Proposal deadline	9/25
Finalists selected	10/5
Interviews	10/13
Selection of preferred proposer	10/15
Contract negotiations completed and signed	12/4
Notice to proceed. Work begins.	12/15

***Protest Procedures***

In the event that an unsuccessful RFQ respondent wishes to protest the selection of a successful respondent, they must do so by submitting in writing the reason for the protest to the Director of OED. Any such protest must be received within three (3) business days of receipt of notification of the successful respondent.

The decision of the Director will be final and conclusive unless the respondent affected makes a written request for reconsideration by the Director. Such a request must be received within three (3) business days after receipt of the Director’s decision. A request for reconsideration will be denied unless the respondent affected shows the request is based on information that was not available prior to the protest. The Director shall consider all the facts available and issue a decision within five (5) business days after receipt of the request for rehearing, unless additional time is necessary, in which case, the affected respondent will be notified of the delay.

***RFP Official Contact***

Upon release of this RFP, all proposer communications concerning the overall RFP should be directed to the RFP Coordinator listed below. Unauthorized contact regarding this RFP with any other City of Seattle employees or EnviroStars RGBP partners may result in disqualification. Any oral communications will be considered unofficial and non-binding and proposers should rely only on written statements issued by the RFP Coordinator.

Name: Lance Randall, Business Retention and Expansion Manager at Seattle’s Office of Economic Development, City of Seattle  
 Address: 700 Fifth Avenue, Suite 7575, Seattle, WA 98104  
 Email: [Lance.Randall@Seattle.gov](mailto:Lance.Randall@Seattle.gov)

The City of Seattle retains the right to reject any responses and is not required to award any funds if the response meets the submission requirements. Additionally, funding of the EnviroStars RGBP is contingent upon a pending Memorandum of Agreement that is intended to be signed by the member agencies in September 2015.

**Attachment A: NEIN Grant Objectives and Deliverables**

# **Western Sustainability & Pollution Prevention Network Proposal FY 2015 National Environmental Information Exchange Network Grant (EPA-OEI-15-01)**

## **INTRODUCTION**

The Western Sustainability and Pollution Prevention Network (WSPPN) is pleased to submit this multi-state partnership proposal for an EPA FY 2015 Tier 1, Phase 2 National Environmental Information Exchange Network (EN) grant. In collaboration with technical partners from the California Green Business Network (CAGBN) and the EPA-supported Pollution Prevention Resource Exchange (P2Rx), WSPPN proposes to build, expand and share a nationwide repository of environmental outcome data collected from green business programs. A successful network of green business programs currently exists in California and this proposal outlines how the CAGBN green business database will be expanded to support green business programs in Colorado, Illinois, Nebraska, Nevada, and Washington.

Expanding the use of the Network for data reporting to EPA data systems Data, green business program data will flow to the national Pollution Prevention Results Data System (P2 Results, an existing EN partner funded under EN Phase 1). While the P2 Results Data System was developed as a traditional Node-based service, this proposal envisions a green business program system architecture that makes data available to EPA and other partners through Web Application Programming Interfaces (APIs). This project can serve as a model for how existing Node-based services, like P2 Results, can transition to the use of APIs for efficient and less costly data sharing.

Timely access to the positive environmental outcomes achieved by green business programs will support strong environmental decision-making and improve the ability of EPA, with its state and tribal partners, to carry out its mission to protect human health and the environment. The green business program data collected and shared through this grant supports Phase 2 goals of developing Web services and APIs that deliver automated access to environmental data. This proposal supports the types of new partnerships envisioned by the EPA 2014-2018 Strategic Plan and analysis of the positive environmental results achieved by green business programs is anticipated to lead to increased targeting of funding resources for voluntary green business programs.

The University of Nevada, Reno (which houses WSPPN) is submitting this proposal as an eligible state university/instrumentality of the state. This grant proposal seeks overall funding of \$499,969 for a two-year period of performance commencing on August 1, 2015.

## **PROJECT OVERVIEW AND BUSINESS PURPOSE**

### **GreenBizTRACK: A Web-based, Mobile Ready Tool to Magnify Green Business Achievements Nationally**

Nationwide, Green Business Programs (GBPs) have been instrumental in providing incentives and in-person technical assistance for businesses to reduce waste/recycle, conserve water and energy, and prevent pollution. These programs, however, need mobile-ready, web-based tools to track businesses through the process and gain access to disaggregated environmental outcome data. This proposal outlines a means to standardize and simplify a process California has

initiated for GBPs and allow them to celebrate environmental outcome data at the national level. It will also allow more GBPs to spark in new states, providing a high degree of potential replication. A search of the Environmental Dataset Gateway reveals that there is currently very little data on environmental impact reductions. For example, under President Obama's June 2013 Climate Action Plan, Section III, Cutting Energy Waste in Homes, Businesses, and Factories, the President and EPA are required to demonstrate measurable reductions in Greenhouse Gases (GHG). This proposal provides a means to collect and report on the GHG reductions achieved by businesses throughout the nation.

Phase 2 of the Exchange Network provides a roadmap for EPA and its partners to follow in building an Exchange Network that is easier to use and more responsive to the needs of environmental decision makers, regulatory practitioners, the public, and other consumers of environmental information. This grant will fund the development of a first-time-ever mobile-ready web-based automated database and reporting tool for environmental performance outcomes from green business certification programs around the nation. This grant will enable five state partners' access to, and training on, a sophisticated system that will allow them to reach more businesses.

The data tool California developed, GreenBizTRACK, provides an online application for businesses, allows program coordinators to track businesses through the green certification process and gives the public a searchable business directory. This tool can be used on any browser or on any handheld device, and is utilized by private industry, government, and the public at large. Once the database was implemented in California, program coordinators found their efficiency increased by at least 30 percent due to automated step management for program partners.

Green Business Program Coordinators, or local environmental agency staff, use the tool to customize sector-specific checklists for their city, county, or state; to use easy-to-read dashboards to paperlessly track a business through the process of verifying the actions required by the checklists; to verify environmental compliance; and to assign technical assistance experts/auditors to visit a business with a handheld device for connectivity.

Businesses use the database tool to track the changes that they make as a result of the participating in the program; to track the steps needed to be certified; and to gain an environmental scorecard.

City, County and State Governing Boards use the database tool to provide aggregated environmental outcome data to celebrate and justify the existence of an incentive program for businesses to operate *in the green*. As a result of the database and the reports produced, GBP activities have been the cornerstone of many Climate Action Plans in California. With this funding, Green Business outcomes could also be a part of national climate action reporting, providing sizeable GHG reductions from the business community. The water, hazardous waste, and landfill data will also inform progress toward national goals.

Consumers (the Public) close the loop and use the database to find and patronize certified green businesses, creating and promoting a green marketplace.

The development of the database, essentially Phase 1 development, was funded by the California Department of Toxic Substance Control and several local GBPs in California. Over \$500,000 has been spent on the system in the last 5 years. The database has been continually refined since first launched in 2009, with new user interfaces applied each year. Multiple states, and other local government entities, have asked California to open the use of the database tool so other GBPs can track their own participating businesses and environmental outcomes. Many GBPs in states outside of California are presently in a data collection state affectionately known as the “Excel nightmare”.

GreenBizTRACK is designed to utilize machine-to-machine communication so that non-regulatory environmental information is collected in the field while businesses receive technical assistance. This guarantees better data by preventing the need to go back to collect and enter data after the fact. The annual environmental results measured by the metrics collected in GreenBizTRACK in 2013-2014 for California alone were the following:

Savings Area	Per Year	Since Enrollment
<b>Greenhouse Gas Emissions</b>	906,846 tons CO2	4,025,313 tons CO2
Recycling and Composting	754,837 tons CO2	34,843,903 tons CO2
All other measures	152,009 tons CO2	540,923 tons CO2
<b>Energy Saved</b>	7,079,514 kWh	17,969,137 kWh
<b>Mercury Reduced</b>	2,980 mgs	8,363 mgs
<b>Hazardous Waste Reduced</b>	1,818 gallons	4,147 gallons
<b>Water Saved</b>	124,312,388 gallons/water	412,094,199 gallons/water
<b>Solid Waste Diverted from Landfill</b>	462,913 tons	2,106,842 tons
<b>Fuel Saved</b>	13,523 gallons	50,116 gallons

## EXCHANGE NETWORK PRIORITIES

Under this proposal, WSPPN and CAGBN will bring their GBP expertise and a revised database tool to five partner states: Colorado, Illinois, Nebraska, Nevada, and Washington. By gaining improved access to CAGBN’s highly regarded database tool, [GreenBizTRACK](#), for collecting meaningful environmental results from businesses voluntarily participating in GBPs in California and the replication partner states, EPA officials will have access to a broader set of reliable data from GBPs. This access will improve the agency’s understanding of how GBPs operate and the environmental results they are capable of producing. Such information will improve decision-making and help guide the agency’s allocation of resources supporting place-based approaches to protecting human health and the environment.

The partners on this complex multi-state proposal will create a simplified and optimized version of the California tool for use by other states, tribes and regions.

Data will be aggregated nationally and automatically published to existing Environmental Information Exchange Network (EN) Systems including the P2 Results Database and others via the open application programming interface (API), RESTful Web Services, and/or eXtensible Markup Language (XML). Development of GreenBizTRACK will leverage the efficiencies of past projects and investment from local and state funding.

This project fits within the definition of a Tier 1, Phase2 activity under the FY 2015 National Environmental Information Exchange Network Grant program by establishing a data collection and reporting system for a partnership that shares data with environmental program staff, managers, and the public that is easier to use and more responsive to the needs of environmental decision makers, regulatory practitioners, and other consumers of environmental information. This project represents an opportunity to demonstrate a vibrant state and federal partnership. Although funding was not received for the Phase 1 definition portion of the GreenBizTRACK system from EN, the first phase of the system was built with funding from the State of California, local Cities and Counties, and an energy utility. This proposal seeks federal funding to leverage existing state and local investment.

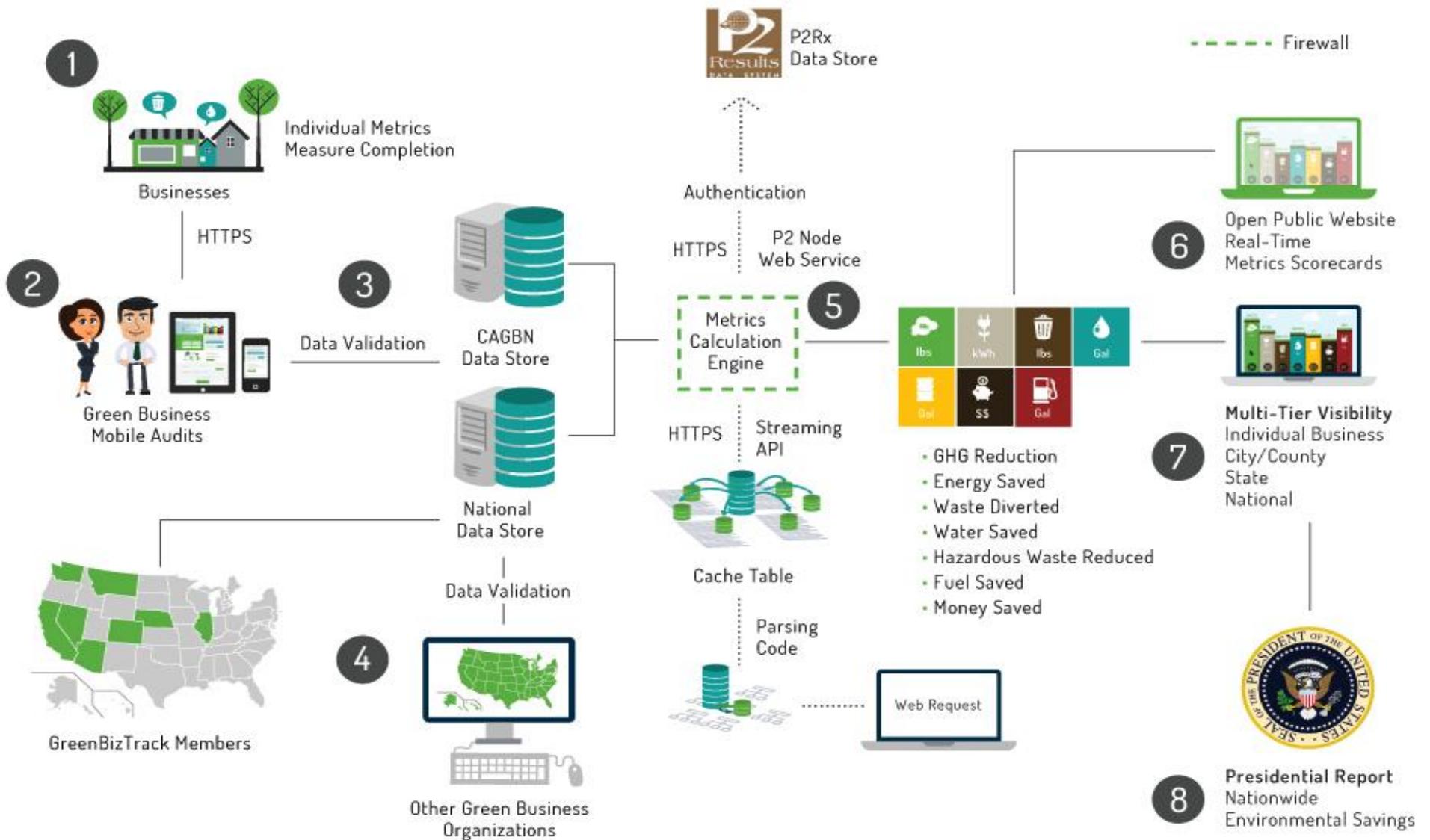
### **Use of Existing Environmental Exchange Network (EN) Tools**

Data access will be facilitated by having data flow from a modified version of the CAGBN database tool, GreenBizTRACK, to the existing national P2 Results Data System, a current EN partner. The P2 Results Data System Node on the EN was developed under previous NEIN funding and was designed to collect and present readily available data on waste reduction and resource efficiency efforts from public agencies throughout the U.S. Steps one and two of this project are to scan the Reusable Component Services for existing tools and data systems we should reuse or provide feeds to or from, then we will register grant-funded data flows and Web services on the Exchange Network Discovery Service (ENDs).

### **Improving the Timeliness and Accuracy of Environmental Data**

The national capture of GBP data has been haphazard and piecemeal. For example, WSPPN has contributed CAGBN's data from GreenBizTRACK to the national P2 Results Data System for several years. However, because the state data set is not yet mapped to the P2 Results Data System XML schema, the process of getting California's data into the system is a manual process; both labor intensive and with potential for data entry errors. This proposal is an opportunity to seamlessly connect GBP data from programs across the country with the P2 Results Data System Node administered by the Northeast Waste Management Officials' Association (NEWMOA) via XML, currently the standard format for EN data exchange. Similar to WSPPN, NEWMOA operates one of the eight national P2Rx centers (for EPA Regions 1 and 2).

In addition, this proposal represents an opportunity to develop an open access system via API that will give many different EN partners access to GBP data now and into the future. The diagram on the following page shows the data flow and notations on page six provide details on the data exchange.



### Notations for Data Flow Diagram:

1. Individual green businesses complete measures tailored for their industry, and receive metrics reports in real-time. Program coordinators offer recommendations to improve the business' environmental impact.
2. Program coordinators assign an expert auditor for each savings category (GHG emissions, energy, water, and waste). The auditors make a site visit and use mobile devices to validate the business' measures, while providing on-site advice and recommendations.
3. Validated measures and related data for each business are stored collectively within the secure CAGBN Data Store and National Data Store. Data Stores are backed up daily and include bank-level security protocols to safeguard data.
4. GreenBizTrack members populate the National Data Store using the same standards as described in steps 1-3. Other green business organizations who are not members are also able to enter measures and metrics via a web interface.
5. A calculation engine brings data from individual businesses together, calculating related metrics based on each program, state, and national metrics guidelines. This data is saved separately and available for sharing with other Data Stores, API's, and a Public Reporting Website.
  - a. *Streaming API:* Other systems and programs may request access the statistical data through an open API. They may access raw statistical data to perform their own calculations and access calculated metrics at the city/county, state, and national level.
  - b. *P2Rx Data Push:* Metrics are automatically pushed to the P2Rx Data Store on a scheduled basis, and made available to the users of this system. The National P2 Results Data System is designed to collect and present readily available data on waste reduction and resource efficiency efforts throughout the U.S. The System quantifies P2 progress related to air (including reduced GHG emissions), water, waste, and energy resources as well as cost savings. The System is also designed to translate P2 progress into the context of such bigger-picture issues as climate change, habitat, and sustainability. The data elements from California and the replication partner states will need to be mapped to the existing P2 Results XML schema ensuring that all the reporting metrics now used in California reports is compatible with national metrics.
6. The communities and general public may learn about the environmental impact achieved from the Green Business Programs through a visually impactful open public website providing real-time metric-based scorecards.
7. Green businesses and local, state, and national government programs may access the advanced reporting tools within GreenBizTrack to visually generate reports from within the system or they may use the public website.
8. Data collection from GBPs is standardized and reported as a whole nationally. In national Climate Action reporting, the President will be able to highlight sizable GHG emission reductions from businesses voluntarily participating in GBPs.

**PROJECT GOALS, OUTPUTS, AND OUTCOMES LEADING TO ENVIRONMENTAL RESULTS**

Goal (Budget and Responsibility)	Output(s)	Scheduled Completion Date	Outcomes
<b>Goal 1:</b> Implement a National Green Business database of Green Business Programs; GreenBizTRACK  Amount Budgeted: <b>\$125,000 - EA</b>	1.1 Check the Reusable Components Services (RCS) for any reusable tools, code, schemas that may be relevant for the project.	8/5/15	<ol style="list-style-type: none"> <li>Streamlined &amp; increased registration, standards, data verification, metrics aggregation, and self-guided certification management system for businesses integrating green business practices and reaching certification.</li> <li>Accessible national green business directory and environmental outcome data aggregation information for professionals and the general public.</li> <li>Greenhouse gas reductions from small businesses for the President’s Climate Action Plan reporting.</li> <li>State-specific and national transparency, trend monitoring and environmental outcome accuracy in green business data and practices. Comply with EPA’s Open Data Policy by broadcasting data externally and making it available to all.</li> <li>Open architecture that allows for data collection from other green business sources using a different system.</li> </ol>
	1.2 Mirror the empty shell of the existing optimized system, template new system on its own server	1/31/16	
	1.3 Customize database empty shell for each initial state; create customized home page and dashboards.	3/29/16	
	1.4 Create a National Green Business Homepage and RSS feed from the Green Business Directory. Report national environmental outcome data on this page.	6/30/16	
	1.5 List the finished system on RCS.	12/13/15	
	1.6 Make data available to multiple partners via API and XML. Accept data from other Green Business Programs that are not using GreenBizTRACK.	09/30/16	
<b>Goal 2:</b> Establish 6 state interfaces on the National GreenBizTRACK  Amount Budgeted: <b>\$125,000 - EA</b>	2.1 Create a program management dashboard for each state.	5/10/16	By 6/30/18: 500 <i>NEW</i> businesses <ul style="list-style-type: none"> <li>10,000 kWh of electricity saved.</li> <li>30,000 tons of solid waste diverted.</li> <li>40,000 tons of GHG reductions.</li> <li>2,000 gal hazardous waste reduced.</li> <li>1 million gal of water saved.</li> </ul>
	2.2 Assist in Checklist Creation.	6/2/16	
	2.3 Provide training, tech support, limited customization to each state.	6/28/16	

Goal (Budget and Responsibility)	Output(s)	Scheduled Completion Date	Outcomes
<b>Goal 3</b> – Flow Data into NEIN P2R – Budgeted: <b>\$23,500 - NEWMOA</b>	Evaluation of requirements to inflow California and states data into the P2 Results Data System. Technical work to accept/reconcile data to P2 results.	11/30/16	Roll-up of states green business program data into (P2R) P2 results database. Annually report national environmental outcome results. (See Goal 2)
<b>Goal 4:</b> Implement a web-based Green Business Program user guide for partner states  Amount Budgeted: <b>\$25,000 - EA</b>	4.1 Collect information from CAGBN/state/national partners that have existing programs on best tips and required processes for launching a green business program.	8/30/15	1. Fast/efficient startup of new green business programs nationwide. 2. Increased understanding of the database's green practice tracking and environmental outcome tools, yielding greater business engagement and environmental outcomes.
	4.2 Organize all information in an easy-to-use technical guide, publish guide on national and state web pages.	11/30/15 CA 1/10/16 Nat	
<b>Goal 5:</b> Create Resources Page to assist businesses in self-guiding toward greener operations.  Amount Budgeted: <b>\$25,000 - EA</b>	5.1 Collaborate with state partners to determine the Green Business Resource page content	11/29/15	Regional and national information sharing on resources and best practices collaboratively shared across the nation to allow the fast and efficient certification of businesses. Allow businesses access to resources so that less assistance to green their operations in required. Annual energy savings at least: 21,861 gal.
	5.2 Compile program partner photos, resources, "how-to" guides and URL s	11/24/16	
	5.3 Organize resources on a web page that is integrated across all National Green Business database platforms	3/21/16	
<b>Goal 6:</b> National System Administration  Amount Budgeted: <b>\$ 176,469 - WSPPN</b>	6.1 Supervise state participation	07/31/17	Annual environmental outcomes: Reduction in GHS emissions: 906,846 tons of CO2 Haz waste reduced: 21.818 gal Water Saved: 124,312,388 gal Solid waste diverted: 462,913 tons Recycling/composting: 754,837 tons CO2
	6.2 Feasibility study for long-term adoption of CAGBN database and costing per state or jurisdiction	07/31/17	
	6.3 National "what is a GB?" user guide	04/15/17	
	6.4 Report pilot progress to EPA	Bi-annual	
	6.5 Marketing of CAGBN pilot results	05/30/17	
<b>Total Cost of Project = \$499,969</b>			

## **PROJECT FEASIBILITY AND APPROACH: Partner Roles and Responsibilities**

The **California Green Business Network (CAGBN)** is a legislatively authorized voluntary program for businesses to gain recognition for making operational changes that prevent pollution, conserve resources, and greatly reduce emissions of greenhouse gases. The network consists of GBPs that serve businesses locally while working together to oversee the program statewide. CAGBN members will be responsible for providing input on how to simplify and optimize the existing database for use in replication partner states.

**Ecology Action (EA)** is a not-for-profit organization that serves as the fiscal agent for CAGBN and, through its core information technology (IT) department, developed the existing California-only GBP database tool. EA continues to direct and operate all technology, training and development for CAGBN. EA will provide technical direction for opening up the existing California database tool for use by other states, managing the development and deployment of the technology, and setting up and training new users.

**The Northeast Waste Management Officials' Association (NEWMOA)** is an existing EN partner responsible for having developed the P2 Results Data System Virtual Node under a Phase 1 grant. NEWMOA will be principally responsible for facilitating the flow of data from GreenBizTRACK to the P2 Results Data System.

**State Partners Colorado, Illinois, Nebraska, Nevada, and Washington** will have input into the design of the GreenBizTRACK for use outside of California and will use the system once developed. All state partners have existing green business programs that need a data management tool. The state partners will appoint a lead contact to facilitate the development of GreenBizTRACK.

**The Western Sustainability and Pollution Prevention Network (WSPPN)** will be responsible for overall project management of the grant and managing the vital set of partnerships. WSPPN has served as the P2Rx pollution prevention information center for the EPA Pacific Southwest Region since the network's inception in 1997 and has significant GBP experience. WSPPN will form a Green Business Tool Development Task Force made up of the technical and state replication partners. This group will convene twice each month via webinar during the development phase of the project and then monthly once the initial database tool design is agreed upon. Once GreenBizTRACK has been modified for replication, the state partners will be set up on the system and trained by EA, utilizing WSPPN's webinar capabilities and/or in-person meetings. Ongoing tech support will be provided efficiently during monthly webinars or as-needed. Toward the end of the project, the group will work together to provide a report on project outcomes, sharing the results broadly through P2Rx networks, the Green Business Engagement National Network (GBENN), and other groups collaborating on business greening efforts.

## **BUDGET, RESOURCES, AND KEY PERSONNEL**

Chris Lynch is the Director of the Nevada Business Environmental Program (BEP) which manages WSPPN at the University of Nevada, Reno. Chris is a nationally recognized expert on small business environmental and energy issues with over 20 years' experience helping businesses understand environmental compliance and sustainability issues. Chris will have project oversight responsibility.

Donna Walden is the regional coordinator for WSPPN and will provide project management for this proposal. For the last four years, Walden has worked with the CAGBN and, in the last two years, has co-chaired a workgroup helping CAGBN develop a new user guide, promote GBPs and the California GBP model, and identify states interested in participating in the pilot described in this proposal.

EA's lead for the project is Kirsten Liske who has 17 years of project management expertise in the field of resource conservation and pollution prevention. The main staff from EA for the project is Josephine Fleming. Josephine is an environmental scientist specializing in industrial pollution prevention, green business program startup and data collection. Josephine has helped launch over 10 new GBPs in California and continues to coordinate local GBPs. Arch Mott, director of IT services for EA, will oversee the technical aspects for modifying the California database tool for replication in other states. He has over 30 years of IT experience, many of those in the renewable energy sector, and has been designing and implementing database-driven web applications since the early 1990's. Amee Chapman of EA will provide additional technical support.

Andy Bray, with NEWMOA will provide technical direction for data flow from GreenBizTRACK to the P2 Results Data System.

## **PAST PERFORMANCE**

The partners presenting this proposal have all successfully implemented numerous EPA-funded projects in the past but this project, if funded, represents the first award of EN funding. The BEP project and contract management specialist, in coordination with the director, have department and university-level controls in place for managing grant funds and deliverables. Budgets are reviewed monthly to analyze expenditure rates to ensure grant funds are expended in a timely and efficiency manner. Upon grant close-out, final technical reports demonstrating the achievement of expected results have been submitted and approved.

[WSPPN](#) and BEP have successfully implemented programs through federal funding mechanisms including four pollution prevention-related grants from EPA in the past three years. Through these grant programs, WSPPN has successfully created platforms for collaboration such as a regional pollution prevention and sustainability conference that incubated much of California's GBP work. Project partner, [Ecology Action](#), secured state grant funding to help launch the local Monterey Bay Green Business Program in 2002 and, since then, the team at EA was instrumental in securing initial funding to develop the California database tool which they have continued to operate and manage for the past three years.

## **SUMMARY**

The goal of the EN grant program is to encourage states to partner together to implement secure, web-based, machine-to-machine, and standardized ways to report data electronically, share information and integrate both regulatory and non-regulatory environmental information to improve federal, state and local environmental agency decision-making. The multi-state stakeholder group identified in this grant proposal is highly experienced and uniquely qualified to build networks and develop an online data collection and measurement system for GBPs nationally. The long-term goal is to make the database available to all 50 states.

**Attachment B: Draft Business Plan**

The cover features a blue background with a faint map of the region in the upper half. The lower half is dominated by a large, stylized graphic of a river or waterway, composed of several parallel, wavy lines in various shades of blue and white, flowing from the left towards the bottom right.

Regional Green Business Program

# Business Plan

**DRAFT**

August 2015



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1. Planning Committee Representatives and Affiliations
2. Memorandum of Agreement (*omitted - will be added when all parties have signed*)
3. Evaluation and Market Research
4. Research Summary



# I. Executive Summary

The EnviroStars Regional Green Business Program is designed to address the growing swell of interest in supporting thriving local economies, while protecting public health and sustaining environmental resources for future generations. Many government and utility sponsored green business-related programs currently exist in the region, and businesses need support sorting through the myriad of offerings to find the programs that best meet their needs.

A unified regional green business program will create streamlined, technology-friendly, cost-effective access to “green” services for businesses. Key features include a shared online access web portal, coordinated business outreach, and public relations under a common brand. The program is designed to make it easier for businesses and building owners to *engage* with existing city, county, and utility programs, *implement* green practices, and *receive* technical and financial (a key attraction for businesses) assistance, recognition, and marketing support. A public-facing directory will allow residents to search for and support these green businesses.

A pooled budget will be used to cover agreed on program expenses related to management and administration, web platform development and support, and joint marketing, engagement and recognition tasks. Full details of the funding for the budget can be found in the Memorandum of Agreement (MOA), [Appendix 2](#).

The Governance structure selected includes a Steering Committee made up of representatives from each of the Member organizations, and informed by technical expert Subcommittees. An Executive Committee will be responsible for policy and strategic decision-making.

The EnviroStars brand has been chosen to represent our collaborative identity as a regional program. Business participation and recognition will include several tiers, to encourage a path for continuous improvement. Verification of best practices by participating organizations will help to retain the integrity and credibility the existing certification program has achieved.

Common metrics will allow for several levels of benchmarking and reporting – by facility, industry, city, county and as a region.

This business plan serves as an overview of the program, cultivated from years of agency evaluations, business and consumer surveys, and market research, ([Appendix 4](#)). Technical details on roles, responsibilities, and structure for the program can be found in the MOA, [Appendix 2](#).

## II. Mission + Goals

Establishing a strong foundation based on business needs, agency priorities, and public interests is critical to the successful launch of the EnviroStars Regional Green Business Program.

The program will provide a comprehensive “360 degree” environmental assessment for businesses, with incentives for progress around priority issues. It will provide a common set of impact measures among agencies and jurisdictions, while leveraging existing programs that conserve resources, prevent pollution, enhance community health, and promote business economic vitality. The building blocks to accomplish this are described in this document and [Appendix 4](#).

### Mission

- ▶ Integrate access to green business programs to streamline access and leverage resources
- ▶ Attract and refer businesses to our services who may not use them now
- ▶ Motivate behaviors that support environment-related missions and impacts
- ▶ Provide meaningful measures and shared reporting
- ▶ Update our collective service strategy to use new, engaging technology tools

### Goals

1. Increase **effectiveness and efficiency in delivering existing environmental services to businesses** by:
  - ▶ *Increasing referrals and contact* with businesses, particularly smaller businesses
  - ▶ *Simplifying the experience* for businesses through a well-designed, common access portal and unified brand

### Program Vision

#### Visible

extends EnviroStars brand value and reach

#### Efficient

leads to long-term savings through centralized outreach, promotion, network of assistance and referrals

#### Relevant

engages today's employees and tomorrow's employers

#### Responsive

customizes assistance for businesses, allowing them to explore, compare, self-help and find assistance on-line according to their needs and interests

#### Meaningful

measures green business practices, environmental protection, and behavior change by areas of interest, priority, and across all impact areas

- ▶ Ensuring program delivery is done in an *equitable and culturally-competent* manner
  - ▶ Employing *current behavior change methods*, such as community-based social marketing
2. **Achieve greater environmental outcomes at lower cost** to partners and businesses to more effectively reduce waste and storm water runoff, reduce the use of hazardous materials, become more energy and water efficient, and reduce carbon emissions.
  3. **Create a scalable, dynamic program** that allows for participation from other cities, counties, and implementation partners throughout the state.

## Program Benefits

A variety of organizations will access and benefit from the Program. These program participants fall into three main categories: 1) Business participants that access the shared web platform and member agency resources 2) Member organizations that help fund and shape the program and partner organizations that help promote the program to their network, and 3) Consumers/the public.

### Benefits to Businesses

Creating an easy, enjoyable participant experience which also adds value for the business is key to the program's success. Features of the program that will help ensure this:

- ▶ *One-stop resource* website streamlines access to self-help tools, services, technical and financial assistance from utilities and other local and county programs.
- ▶ *Reduced operating and utility bill costs.*
- ▶ *Enhanced recognition* and rewards for environmental accomplishments, including a consumer-facing directory by industry type or location.
- ▶ *Track performance* over time, allows for benchmarking, and enables comparisons and ability to monitor progress.

*It is overwhelming to run a small business. Can you reduce the stress? You have to be an expert on so many different issues. Would this hub make my life easier?*

Business focus group participant,  
4/16/2015

### Benefits to Program Members and Partners

Leveraging member and partner resources to secure economies of scale and reduce duplication or overlap allows us to:

- ▶ *Cost-effectively recruit, assist and recognize businesses* with the power of a regional program brand and a dynamic web portal.

- ▶ *Address all environmental areas*—including waste, water, energy, transportation, pollution, toxics reduction, and green building—through one interface.
- ▶ *Increase accessibility* of services for businesses and building owners of all sizes and types.
- ▶ *Track business actions* and incentives to monitor progress towards environmental goals in their jurisdictions.
- ▶ *Engage more effectively* with property owners/managers, in addition to individual businesses.

*“ We’ve got to get cleaner, so the time is perfect for something like this. It is just a matter of turning people on to this as a movement. We’re on the right track, you are going in the right direction. ”*

Business focus group participant,  
4/16/2015

### Benefits to Consumers

Increasing public visibility and understanding means residents can support businesses which align with their values and see how their communities are making positive environmental contributions by providing:

- ▶ *A trusted source of information* on local business’ environmental efforts.
- ▶ *The ability to search for green businesses* by industry type or location.
- ▶ *Connecting information on business sustainability progress* to their communities.

## III. Program Budget + Scope

### Budget

A budget was developed through a review of Green Business Recognition Programs in the US (see [Appendix 4](#) and the 2013 National Summit on Green Business Engagement Programs<sup>1</sup>); assisting us to determine the level of effort required to establish a regional program, and to agree on the desired scope of such a program. This budget estimates potential tasks and overall costs for the creation and implementation of this program.

Tasks and costs were broken down into three areas, for an initial period of three years:

1. Program Management and Administration
2. Web Platform Development and Support
3. Joint Marketing, Engagement, and Recognition

<sup>1</sup> [http://www.abettercity.org/docs/Summit\\_for\\_Green\\_Business\\_Engagement\\_Programs\\_Booklet\\_2%20May%202013.pdf](http://www.abettercity.org/docs/Summit_for_Green_Business_Engagement_Programs_Booklet_2%20May%202013.pdf)

**Year one** of the program will focus on building and a soft launch of the program. This will include forming committees and subcommittees, gathering business stakeholder input, developing a multi-year outreach and marketing plan, purchasing and customizing a web platform, training staff, and moving existing business participants into the new program.

- ▶ Year 1 Proposed Costs: \$270,00

**Year two** will focus on growing the program through increased marketing and a hard launch to both prospective business participants and the public, as well as recruiting new partners, and refining and building enhanced functionality into web platform including impact reporting.

- ▶ Year 2 Proposed Costs: \$295,000

**Year three** will focus on business outreach, assistance and certification, enhancing customer service resources, reporting and evaluation of program.

- ▶ Year 3 Proposed Costs: \$295,000

See below for detailed tasks. The details of this Scope of Work will be refined and approved by the Executive Committee following the completion of a Request for Proposals process to hire a contractor to administer the Program; projected to be completed by October 2015.

## Preliminary Scope of Work

### Task 1 | Program Management and Administration

- |     |   |      |   |
|-----|---|------|---|
| 1.1 | Finalize and update program scope of work for year one    | 1.7  | Coordinate an annual all-committee meeting                    |
| 1.2 | Solicit business feedback                                 | 1.8  | Conduct program monitoring and evaluation                     |
| 1.3 | Recruit and onboard new funding Member agencies           | 1.9  | Complete program reporting                                    |
| 1.4 | Coordinate monthly Steering Committee meetings            | 1.10 | Manage stakeholder engagement                                 |
| 1.5 | Coordinate quarterly Executive Committee meetings         | 1.11 | Manage program hotline  |
| 1.6 | Coordinate quarterly Business Advisory Committee meetings | 1.12 | Identify potential funding sources and write grants as needed |
|     |   | 1.13 | Create, monitor, and manage program related budget            |

## Task 2 | Web Platform Development and Support

- 2.1 Develop web platform
- 2.2 Upload existing green business program customer data
- 2.3 Create and update green action checklists and resource links
- 2.4 Provide ongoing system administration and maintenance
- 2.5 Develop new features and functionality
- 2.6 Provide ongoing tech support for administrative/business users
- 2.7 Conduct new Member agency training

## Task 3 | Joint Marketing, Engagement, and Recognition

- 3.1 Create foundational marketing materials
- 3.2 Create and update participant outreach/recognition materials
- 3.3 Coordinate joint marketing, engagement, and recognition
- 3.4 Coordinate certification and recertification

# IV. Funding Strategy

Funding to support program costs comes from a variety of sources, including member contributions and grants. Total annual contributions pledged by the Member organizations are specified in the MOA, [Appendix 2](#). These Members have worked together as a Planning Committee and are signatories on a MOA, for the first three years of program development and implementation.

The funding strategy for subsequent years will be a formula designed to provide equitable funding from each partner. The funding formula for additional Members will be a base fee of \$5,000 plus an additional component that reflects their anticipated benefits. Those benefits will be based on: 1) the relative size of their targeted business community 2) how they plan to utilize the program, and 3) how quickly they can implement those plans.

# V. Governance + Administration

## Governance

The EnviroStars Regional Green Business Program will be governed by an Executive Committee and a Steering Committee. These committees will be populated by the program Members. A Memorandum of Agreement, Brand Servicemark and Web Platform Licensing Agreements, and a contract for Administrative services will further define and direct participating member roles and responsibilities. Original Members are listed in the MOA and fill the steering committee roles.

In choosing an appropriate governance model, the team used the following criteria as researched in [Appendix 4](#):

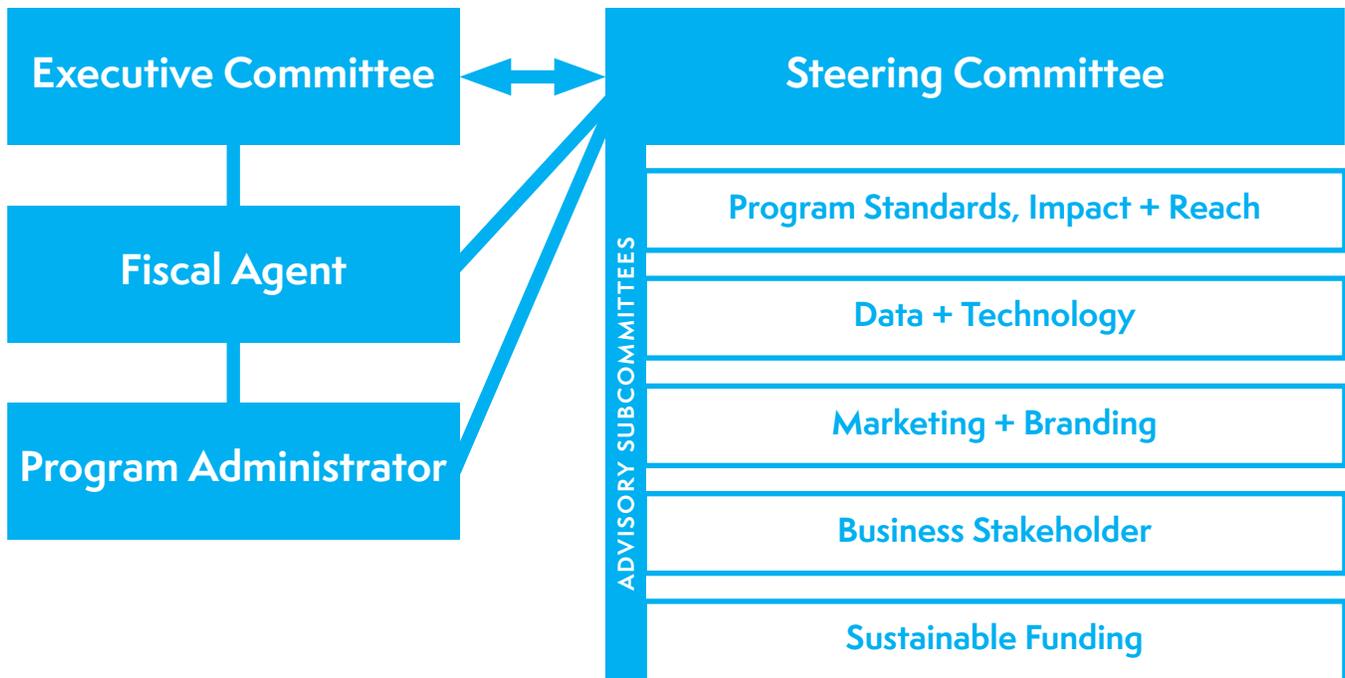
- ▶ **Achieves results** by effectively designing and implementing a program that works with businesses to implement green actions.
- ▶ **Demonstrates accountability** through clear, reliable, and timely reporting and access to program data.
- ▶ **Efficiently shares and leverages resources** to achieve greater outcomes.
- ▶ **Facilitates timely, clear decision making.**
- ▶ **Maintains local control** of individual green business programs by each participating agency.
- ▶ **Recognizes and equitably addresses the need for governance roles and decision making that is proportionate** to the relative size of the financial or in-kind contribution from each Member agency and/or the relative number of business participants in each Member agency's territory.
- ▶ **Creates, implements, and maintains a sustainable source of funding.**

## Governance Roles

The EnviroStars Regional Green Business Program will be governed by an Executive Committee and a Steering Committee. A third party contractor will provide administrative oversight, marketing, and website management, business support, and support of the governing committees. For the first three years, the City of Seattle's OED will be the fiscal agent. Figure 1 shows the governance model for the EnviroStars Regional Green Business Program. Note that the Advisory Subcommittees are listed for illustration only; specific subcommittees will be determined by the Steering Committee.

For full details on the structure and operation of committees, refer to the MOA, [Appendix 2](#).

Figure 1: Program Governance Model



### Executive Committee

The Executive Committee is a small group that is subset of the Members which focuses on strategic and policy issues. Positions on this committee will be tied to financial contributions so that Members contributing higher levels of funding have proportionately higher levels of input on key management issues. Members must contribute an average of \$15,000 a year for the first three years, and for each year after to be eligible to sit on the committee. Members contributing less than this will be aggregated into a “smaller contribution” caucus that will have one representative on the committee. The committee will have a maximum of eight Members, including the caucus. If there are more eligible Members than spots on the committee, the spots will be filled based on financial contributions and the remaining Members will become part of the caucus. The Executive Committee can include individuals from the Steering Committee as deemed appropriate by each organization.

The committee is responsible for strategic and policy decisions. Those are decisions that concern issues that are broad, system-wide and impact long-term strategy, budget, overall program structure, and future direction and growth. These types of decisions could include: approval of the Scope of Work, and final decision on future funding formulas.

This Committee will be finalized upon full execution of the MOA.

### Steering Committee

The Steering Committee is a larger group including all Members which makes tactical and administrative decisions and carries out, or directs, most of the workload. The Steering

Committee will be informed by advisory subcommittees that will research specific issues. The committee will be comprised of at least one representative from each Member. The initial representatives from each Member organization are listed in [Appendix 1](#). Multiple representatives from each Member are allowed and may be considered for consensus decisions; however, only one representative from each will be able to vote, according to the voting formula established in the MOA.

The committee is responsible for decisions that are tactical or administrative in nature. These could include:

- ▶ Determining environmental categories and actions for inclusion in the program
- ▶ Developing annual budget and calculating Member contribution rates;
- ▶ Approving new Members to enter into this Agreement;
- ▶ Defining roles and responsibilities for committee members; nominating committee candidates; ensuring the size, leadership, and composition of the committee meets the stated requirements and goals of the program; reviewing the composition of the committee as a whole periodically, including the balance of independence, industry specialization, technical skills, diversity, geographic representation and other desired qualities.

### Advisory Subcommittees

The Steering Committee will create and manage subcommittees tasked with managing or researching specific issues, as needed. Subcommittees can be long-term groups intended for ongoing work (e.g., marketing) or short-term groups created to research a specific topic (e.g., best practices for specific business types).

Membership on the subcommittees will come from the main Steering Committee, but may also include Member representatives that are not on the Steering Committee in order to include desired technical expertise. Duties of the Subcommittees will address core issues in the design and implementation phase of the Program. Subcommittees will meet as needed and will be chaired by a Steering Committee Member.

Below is a summary of five potential initial subcommittees and their suggested responsibilities:

#### 1. Program Standards, Impact, and Reach

- ▶ Determine process for recognition, certification, and renewal.
- ▶ Create initial green action categories and checklists, process for updating checklists, and identifying need for new checklists.
- ▶ Develop process for amending rules and procedures; meet annually or biannually to review program standards and policies as proposed; provide recommendations for standards revisions.

- ▶ Develop training process and materials for program administration staff and partners to qualify and assist potential business participants.
- ▶ Collaborate with other local, national, and international green business certification programs.
- ▶ Outline business participant types or sectors.
- ▶ Determine how to measure success for business participants and program funders; plan for program updates that reflect long-term and short-term benchmarks that indicate successful performance.
- ▶ Conduct and/or contract out program evaluation.
- ▶ Outline the process for reporting to all participants.

## **2. Data and Technology**

- ▶ Determine database ownership, administration, access, and user management protocols.
- ▶ Secure database hosting.
- ▶ Organize data gathering from participating agencies (GIS layers for service territories, account data, etc.) and data import/export plan.
- ▶ Manage database users and troubleshoot issues.
- ▶ Plan and manage regular database updates.
- ▶ Assist in platform customization and functionality.

## **3. Marketing and Branding**

- ▶ Create guidelines for use of logo and promotional materials.
- ▶ Create joint program marketing plan; organize and track marketing initiatives regionally or statewide.
- ▶ Set annual goals for number or type of business participants.
- ▶ Produce marketing and collateral materials and update as needed.
- ▶ Organize recognition events or workshops.
- ▶ Participate in industry trade shows and events.
- ▶ Establish and maintain partnerships to help ensure broad marketing of the program.
- ▶ Transition EnviroStars website and hotline content.

#### 4. Business Stakeholder

- ▶ Provide input regarding minimum best practices criteria, and tiers for recognition
- ▶ Advise the Steering Committee on web portal design features based on their business experience and usability testing
- ▶ Participate in review and feedback on outreach and marketing campaigns
- ▶ Participate in launch activities and promotions

#### 5. Sustainable Funding and Membership

- ▶ Develop budgets for specific initiatives.
- ▶ Identify potential funding sources and write grants as needed.
- ▶ Develop criteria and process for adding and removing funding agencies and partners.
- ▶ Determine goals and tactics for recruiting new Members and new business participants
- ▶ Collect, organize, manage, track, allocate, and report on program funding and expenditures—including any specific outcome reporting needed for grants or other funding sources.

### Program Administrator

A Program Administrator will be hired to perform three primary functions: 1) program management and administration, 2) web platform development and user support, and 3) marketing, engagement, and recognition. The Program Administrator will receive strategic direction from the Executive Committee and tactical direction from Steering Committee, as informed by Subcommittee work where relevant.

The Program Administrator will be hired through a Request for Proposals (RFP), which will be conducted by Seattle's Office of Economic Development (OED). The associated scope of work will be approved by the Executive Committee. The scope of work will be reviewed and updated annually, again with documented agreement by the Steering and Executive Committee.

### Fiscal Agent

OED will act as the fiscal agent for the initial three years of the MOA. For further details on the fiscal agent, refer to page 6 of the MOA, [Appendix 2](#).

## VI. Brand and Scope of Recognition

### EnviroStars Brand

The umbrella brand selected is EnviroStars, which is under Trademark to King County on behalf of the Local Hazardous Waste Management Program (LHWMP) and has been approved for use regionally. This choice was made based on the following qualifications:

- ▶ *Well-respected*, well-known program and already established in seven counties in Washington State
- ▶ Encompasses a wide *range of green business behaviors*
- ▶ Has strong *brand equity* among consumers and the business community
- ▶ Offers the most *cost-effective* approach, as it will require less resource and time to launch than creating a new identity and building awareness from scratch.



The regional program will operate under a licensing agreement with King County on behalf of LHWMP, governing use of the EnviroStars brand and logo. The program will develop the brand and co-brand guidelines that build on the existing EnviroStars Brand with a “refresh/modernizing” of the logo. As part of this agreement, LHWMP seeks consideration of the 20 year investment in the brand to date as part of the future funding formula.

### Business Recognition

The program will have a recognition component for participating businesses with a verification element. The program will offer a tiered recognition/certification structure to be determined by the Steering Committee based on recommendations from relevant Subcommittees.

The program will require businesses to renew their participation on a periodic schedule. The renewal component will offer the program credibility and integrity. It will hold participants accountable, and encourages them to continue taking actions and improving upon their environmental commitment.

To identify the scope of recognition, key questions considered included:

- ▶ the *attractiveness* of various types of recognition to participating businesses
- ▶ *applicability* to businesses of different sizes and sectors
- ▶ *budget and time implications* of certification and other engagement strategies

A list of successful recognition and certification programs both locally/regionally and nationally were reviewed in addition to analyzing potential types of recognition programs, including recognition only, recognition with a verification component, and recognition with certification layers.

## VII. Marketing + Engagement Strategy

The regional program aims to reduce business confusion and to more efficiently and effectively reach businesses through joint marketing of existing green business programs and incentives. Currently, each program partner markets their own services in various ways. The regional program will develop centralized marketing strategies that will support the program overall, and joint marketing strategies that can be utilized by the program partners in various ways. A coordinated outreach plan and dedicated point of contact will serve business people who are less computer or internet savvy, and reach out to historically-underrepresented business owners.

*“If people think they are spending their dollars at a company that aligns with their values, we’re going to keep those customers for life. That’s one of the beauties of the EnviroStars Program.”*

Jim Hannah, Director of Environmental Affairs, Starbucks

An initial list of ten effective marketing strategies was prepared for consideration by the regional group. These strategies were prioritized to help determine a 3-year budget. In addition, strategies to transition and engage green business participants in existing programs will be an important component.

Outreach and engagement strategies are critical for a recognition program to grow in size, maintain businesses participation, build its brand awareness and credibility, and create desired environmental outcomes. Potential engagement strategies include awards, such as public and media recognition, for businesses that meet established criteria or through periodic “challenge” campaigns, allowing for focus on priority geographic areas, business sectors, or environmental issues. Transparent reporting of accomplishments will keep progress fresh for media interest and in the public eye.

## VIII. Web Platform

The backbone of the EnviroStars regional program is a one-stop-shop online resource of best practices, and a customized service referral system, based on the California Green Business Network (CAGBN) model. Businesses will access the web portal, input basic information about their business, and receive a tailored menu of green actions. Services such as technical assistance, rebates, and recognition will be available from participating government and private/non-profit partners, and through a public-facing directory on the website. A set of minimum criteria will be required for recognition, but not to access best practices information and help with actions. Key platform attributes considered include the ability to support the program's recognition elements and the purchasing and ongoing costs for the platform.

*“ We wanted to be green in the beginning but we didn't know where to start. The reason we're becoming a greener company is because it's good for our bottom line. ”*

Dustin Madden, Plantscapes

In support of this need, various web platforms were researched to meet the desired attributes, feasibility and cost for developing a custom web-based database or application for the program based on requested features. This involved contacting several web developers to outline requested features and functionality, determine feasibility and timeline, and prepare a cost estimate.

Our research concluded that, the California Green Business Network (CAGBN) platform meets the highest number of desired attributes and at the most reasonable price. CAGBN currently works with 23 agencies in California and selected a web designer, Pier2 through a competitive bid process.

The Program Planning group is collaborating with the Western Sustainability and Pollution Prevention Network (WSPPN), the California Green Business Network (CAGBN) and the Pollution Prevention Resource Exchange (P2Rx), on an EPA FY 2015 Tier 1, Phase 2 National Environmental Information Exchange Network (NEIN) grant, which will be awarded in October 2015. With the grant, our program will work with CAGBN to customize the existing baseline platform to meet our needs and interests.

A full comparison chart of platforms reviewed can be found in the research summary, [Appendix 4](#).

# IX. Performance Metrics + Program Evaluation

In the first six months, the program will determine desired impacts and associated measures to reflect progress and accomplishments. The subcommittees will tailor the California Green Business Program platform metrics in order to represent aggregated data and impacts. Data accuracy is important to the program's success, and a variety of reporting methods will be considered. These metrics can be reported by City/Agency, by business sector and size, and/or environmental impact, and summarized to share with businesses and the public. In addition, the program will evaluate efficiencies for Members.

*// We would like to see others make similar behavioral choices, so that the benefits from our actions can multiply. That's how I feel the EnviroStars program makes a difference... getting others involved. //*

Dr. Daniel Varadi, DDS (Renton)

Figure 2, below, is an example of how California currently shares data with the public, reporting savings based on formulas built into and calculated by the software tool.

Figure 2: Example of public-facing accomplishments from CAGBN





# Appendix 1

## Program Planning Committee Representatives + Affiliations

### City of Bellevue

- ▶ Paul Andersson
- ▶ Jennifer Goodhart

### Cascadia Consulting

- ▶ Stephanie Thomas

### City of Kirkland Public Works (Solid Waste)

- ▶ John MacGillivray
- ▶ Jenna Higgins
- ▶ Tracy Durnell

### Local Hazardous Waste Management Program in King County: EnviroStars

- ▶ Laurel Tomchick

### Puget Sound Energy

- ▶ Mark Kammerer

### Seattle City Light (SCL)

- ▶ Margo Dannemiller
- ▶ Hillary Colloff

### City of Seattle Office of Economic Development (OED)

- ▶ Stephanie Gowing
- ▶ Charlie Cunniff

### City of Seattle Office of Sustainability and the Environment (OSE)

- ▶ Nicole Ballinger

### Seattle Public Utilities (SPU - Solid Waste, Water, Drainage and Wastewater)

- ▶ Phil Paschke
- ▶ Kelly ORourke
- ▶ Ellen Stewart
- ▶ Arece Hampton

### Snohomish County

- ▶ Lisa Dulude

### Snohomish County PUD

- ▶ John Petosa
- ▶ Suzy Oversvee
- ▶ Doug Dickson



# Appendix 2

## Memorandum of Understanding

This appendix intentionally omitted. The Memorandum of Understanding will be incorporated when it has been signed by all parties.



# Appendix 3

## Evaluation and Market Research

### Agency Evaluations

In 2013, representatives from the City of Bellevue, the City of Kirkland, the City of Seattle and the King County Local Hazardous Waste Management Program's (LHWMP's) EnviroStars program came together to discuss integrating their business environmental outreach and assistance programs into a region-wide engagement program. Though this effort has been initiated in the Puget Sound region, the program has the capacity to scale to the entire state, replicating successful programs elsewhere, such as the California Green Business Program.

Each member of this stakeholder group has recently explored ways to take their business engagement efforts to the next level:

- ▶ In January 2014, the City of Kirkland completed an audit of their Green Business Program to identify areas for improvement and growth. Three overarching suggestions resulted from the audit: join a regional program, attract new customers for participating businesses, and refresh and recertify the current 96 participating businesses.
- ▶ City of Bellevue, which manages the Eastside Sustainable Business Alliance and ran the 2012 Eastside Green Business Challenge, has engaged more than 100 businesses across multiple eastside cities in measurable resource conservation actions. From these experiences comes firsthand recognition that involvement across even broader regions would result in greater exposure for businesses and their brands, provide greater incentive for participation, and improve the environmental metrics of success.
- ▶ In 2011, the Seattle City Council issued a Statement of Legislative Intent, directing the City's Office of Economic Development (OED) to "coordinate, integrate and improve business access to the array of City environmental sustainability services." As a first step, the City of Seattle's Office of Economic Development conducted a comprehensive review of City-sponsored environmental programs conducting outreach to businesses. The report identified more than 30 City programs that reached businesses on environmental issues and identified more than 40 others available regionally. It recommended efforts to integrate them, based on feedback from the business community, including creating a single web portal.
- ▶ Finally, the EnviroStars program, which serves seven counties across the state, and currently has over 800 certified businesses, will be celebrating its 20th anniversary in 2015 and is evaluating new ways to expand and improve its value to the business

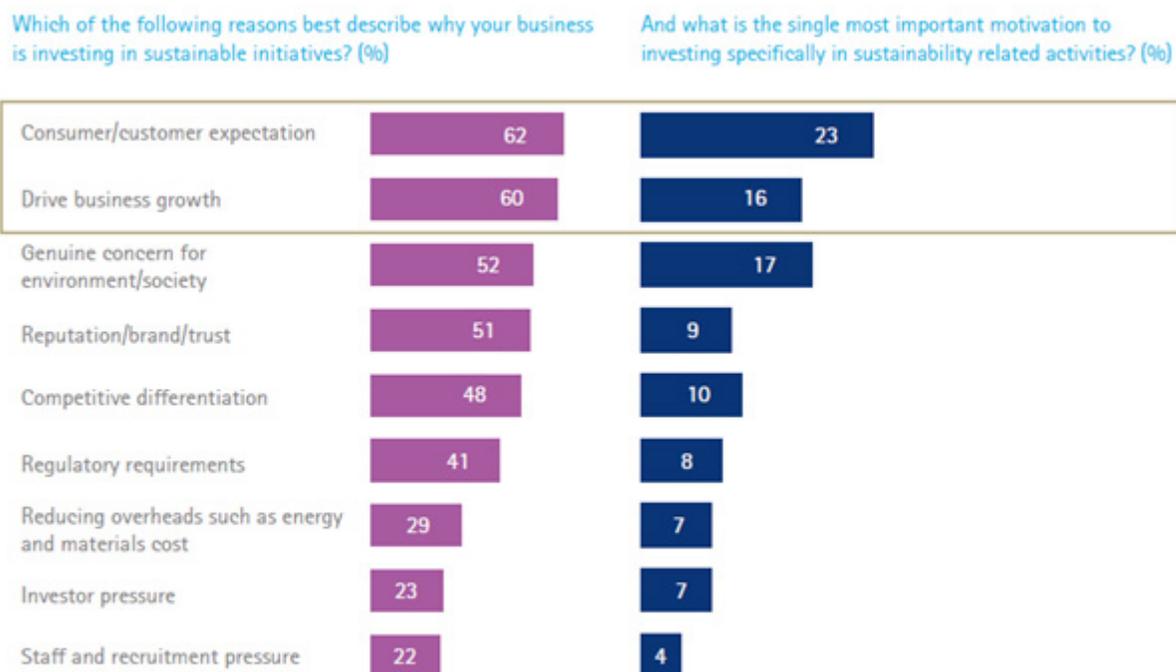
community. In addition, a Toxics Reduction Advisory Committee convened by the Washington Department of Ecology, as directed by the State Legislature in 2008, specifically recommended (Recommendation 1-9) “Implement a statewide incentive-based certification/recognition program based on the regional EnviroStars program.” EnviroStars is a showcase program for the improved brand recognition and increasing impact that come with serving wider territories.

The group agreed that by pooling and leveraging resources and expertise, there is an exciting opportunity to more effectively reach and serve their communities’ businesses and buildings. In turn, the businesses will see more value and return on their sustainability initiatives, and will receive more coordinated assistance to help them reach their goals. Furthermore, it will create measurable impacts contributing to our common agency goals/mandates related to climate change, pollution prevention, and sustainable communities. All these factors are converging to make a strong case for launching this program in 2015.

## Market Research: Business and Consumer Surveys

According to a 2012 global survey of business executives conducted by Accenture, the primary driver for businesses to invest in sustainability initiatives is consumer demand and customer expectation [5]. In previous, similar surveys, compliance with regulations and overhead and utility cost considerations were given as primary motivators. Today’s businesses seek out channels to communicate their green actions and commitment to their customers. Consumer-facing participant recognition opportunities will be an important component to help attract business participants.

Figure 1. Primary drivers for businesses to invest in sustainability initiatives



Base: Total=224

In the business survey mentioned above, 78 percent of respondents agreed with the statement that sustainability is critical to the growth of their business, and driving business growth was the second most common driver listed for investing in sustainability initiatives.

Additional web-based research conducted for this task confirmed that businesses who achieve well-known environmental certification, such as Leadership in Energy and Environmental Design (LEED), have been able to demonstrate positive impacts on their business. A recent study by the Cornell University School of Hotel Administration found that hotels that achieved LEED certification had significant increases in average revenue per room and average daily occupancy [6]. LEED certified hotels were compared with a competitive set of non-certified hotels. “The hotel industry has embraced environmental sustainability and several hotels have registered for or earned ‘green’ certification under the LEED program,” said Rohit Verma, professor at Cornell’s School of Hotel Administration. “The question was whether there is also a revenue benefit from LEED. We found that the answer is, absolutely yes.” [7]

The scope of work for this task did not include new surveys of business attitudes towards different certification models or barriers and benefits to green business program participation. However, Cascadia did reference recent surveys of regional businesses conducted at three local business events, the GoGreen Seattle Green Business Conference in April 2014, the 2014 City of Seattle Reverse Vendor Trade Show in July 2014, and the Food Services of America Show in October 2014 which included questions on preferred models and benefits and barriers to participation.

The majority of survey respondents (63%) listed lack of awareness of existing programs as the top barrier to participation in green business programs. A successful green business program needs to invest in recognition activities aimed at potential participants to increase program awareness.

When asked whether their business or organization would be interested in a new integrated regional or statewide green business recognition program, a certification program, a program with both recognition and certification or neither, the majority (58%) chose a program with both recognition and certification.

### City of Kirkland

In spring 2014, 178 Kirkland businesses participated in a survey about green business programs. Responding businesses reported they’d be most likely to use web-based information services (65%), printed information (48%), written step-by-step instructions (42%), and case studies of other businesses implementing green actions (39%). Recognition by a green business program that would most motivate businesses to participate included having their business listed in the City’s website (53%), a printed advertisement (50%), the City’s produced publications (47%), and the City’s social media (42%).

## ENVIROSTARS/Local Hazardous Waste Management Program

### 2015 EnviroStars Focus Groups:

Conducted 3 business focus groups regarding regional green business program concept and key features. Twenty one businesses participated.

As a whole, businesses appeared to believe that environmental issues were important and they would be motivated to adopt green business practices if barriers such as lack of resources and confusing information did not get in the way. Many of the barriers mentioned by participants could potentially be overcome with the creation of a coordinated regional green business program. The following are key observations for moving forward.

**Observation 1: The regional green business program needs to be recognized by consumers.**

Businesses indicated that one of the major-value added pieces of an environmental certification was the use of that information in advertising and marketing. If consumers do not recognize and search for the EnviroStars brand, then it is unlikely that businesses will see much increase in customers/clients.

**Observation 2: The web portal must be professionally designed and user friendly.**

In order for the web portal to be successful, it must be easy to use. Businesses were quick to point out the flaws in the websites provided as examples during the discussion. In order to draw businesses in, the web portal needs to be of a high quality.

**Observation 3: The regional green businesses program should increase coordination between agencies.**

One of the biggest barriers for businesses was a perception that there is a lack of coordination between agencies and organizations that regulate and promote green practices. A regional green business program creates an opportunity to look at coordination between agencies.

**Observation 4: The regional green business program should not be an added layer of bureaucracy.**

A fear of businesses was that the regional green business program would simply be another level of bureaucracy. In order to be successful, the regional program needs to be value added and not simply a place with hoops to jump through or a library of siloed information.

**Observation 5: The regional green business program needs to keep up the reputation of the EnviroStars brand.**

Given that EnviroStars is an existing brand with a strong, positive reputation, it is necessary that the regional green business program keep the brand's reputation intact. There are several environmental-type certifications out there and it is easy for businesses to say they are following green business practices, even if they are not. The EnviroStars brand must continue to be seen as something legitimate and of high quality for it to have meaning to businesses and consumers.

**2014 Local Hazardous Waste Management Program, Voice of Customer survey:**

Telephone survey of 600 businesses (included EnviroStars certified businesses, businesses visited by our Business Field Services, in the past 5 years, and businesses that represent potential clients with no contact yet from our program)

Please indicate how much concern your business has for the following issues: Following good environmental or green business practices

	High Concern	Medium Concern	Low Concern
EnviroStars	88%	6%	6%
Visited Businesses	74%	19%	8%
Potential Businesses	78%	15%	7%

Think about the most recent change your business made regarding waste reduction or pollution prevention. What was the greatest motivator for that change?

	New Knowledge	Regulatory Change	Industry Trend	Financial Incentive
EnviroStars	33%	17%	13%	12%
Visited Businesses	30%	17%	10%	13%
Potential Businesses	33%	17%	13%	12%

How likely is your business to use following services?: A certification program that recognized your business as being environmentally responsible

	Very Likely	Somewhat Likely	Not Likely	Don't Know
EnviroStars	74%	14%	7%	4%
Visited Businesses	41%	29%	22%	8%
Potential Businesses	45%	33%	17%	7%

**Key findings as related to a regional green business program through overall Voice of Business Customer (VoBC) work**

- ▶ Certification/recognition was seen as a useful tool especially for businesses with public facing customers
  - ▶ 45% of visited and potential businesses would be very likely to use a certification program that recognized the business for being environmentally responsible
  - ▶ 55% of visited and potential businesses were very likely to use web technology

**Key findings from regional EnviroStars concept focus groups**

- ▶ EnviroStars business were very receptive to concept
  - ▶ Want a single place to get information

## Regional Green Business Program Business Plan

- ▶ Feel it is a natural evolution of the program
- ▶ Felt it would boost visibility of program
- ▶ Non-EnviroStars businesses were interested in the concept
  - ▶ Think environmental issues were important
  - ▶ Many factors make it difficult to follow green business practices
  - ▶ Felt that coordination would make it easier
- ▶ Business hesitations/recommendations to a regional green business program
  - ▶ It would be most useful and influential if it was highly recognized by consumers
  - ▶ The implementation and promotion must be of a high quality
  - ▶ It cannot be an added layer of bureaucracy

### 2012 EnviroStars consumer survey (1000 phone/online surveys):

- ▶ Awareness of EnviroStars has remained steady: 15% of King County/17% of Seattle residents say they have heard of EnviroStars, and 14% say they have seen the EnviroStars logo – similar to previous years.
- ▶ The program is important: Even in these tough budget times, 63% agree that EnviroStars is a good use of tax dollars after hearing a short description.
- ▶ While cost, convenience and quality are primary – many are interested in using green businesses. A majority think that green certification is important when choosing a business and two-thirds are likely to look for an EnviroStars business after hearing a description of the program.

### 2011 Business Survey conducted for EnviroStars and Ecology by EMC Research (300 interviews)

- ▶ 38% of businesses surveyed have heard of EnviroStars. It is slightly higher (41%) among targeted industries –automotive, dry cleaners, landscaping, dental and vet
- ▶ 10% of businesses self -identify as already EnviroStars certified and think it is valuable for their business.
- ▶ The survey identifies 34% of businesses as a likely target audience for certification. This group thinks: -It's the right thing to do; -It would be good for marketing new customers
- ▶ Businesses are generally online and are also reachable through trade publications

## Washington Department of ECOLOGY

The goals and mission of the State's Beyond Waste Plan reflect the needs and interests being addressed by the EnviroStars expansion proposal.

## 2014 Ecology Beyond Waste Plan update

- ▶ Safe products, buildings, and services are designed for human, economic, and environmental health and are readily available. Products, buildings, and services are designed to minimize hazardous materials throughout their life cycles and green chemistry is the norm. Most toxic threats to human health and the environment from hazardous materials have been eliminated. Consumer demand for effective, environmentally preferable products, buildings, and services is widespread
- ▶ State regulations and infrastructure support the reduction and eventual elimination of waste and toxics. Local waste management plans and pollution prevention plans focus on sustainable materials management and toxics reduction
- ▶ Washington businesses thrive and provide sustainable jobs. Businesses prosper in the domestic and global marketplace as they eliminate waste and hazardous materials from products and services, replacing them with safer materials. Consumer confidence increases, while risk and liability to consumers, waste-management workers, and others decreases.
- ▶ State and local government measurement systems for waste and toxics have improved. Data gaps have been identified, their significance determined, and important gaps have been filled. Existing data collection has been strengthened and provides useful information for stakeholders. Data are used to direct programs and priorities.
- ▶ Greenhouse gas emissions have decreased due in part to wiser management of material resources. Reduced consumption and increased reuse and recycling of resources are recognized as key means to conserve energy use and reduce associated greenhouse gas emissions.

### **GOAL 3: The Local Source Control (LSC) program, and other small business hazardous waste and stormwater pollution technical assistance programs, will be expanded and fewer environmental issues will be found at facilities visited by staff. (System-wide)**

- a) Action: Align local source control and other small business technical assistance efforts with Ecology's toxics reduction strategy and chemical priorities.
- b) Action: Expand coordination and collaboration between entities providing assistance and services to small businesses to ensure effective and efficient use of resources.
- c) Action: Request additional legislative funding for Local Source Control so interested local entities can sustain or increase small business technical assistance visits in urban areas and priority watersheds.

## 2008 Toxics Reduction Advisory Committee Findings and Recommendations

In March 2008, the Washington State Legislature directed the Department of Ecology to convene a stakeholder advisory committee to develop recommendations on four tasks related to pollution prevention (P2) plans and fees, and toxics use reduction.

- ▶ Recommendation 1-9 (pg 15): Implement a statewide incentive-based certification/recognition program based on the regional EnviroStars program. <https://fortress.wa.gov/ecy/publications/publications/0804029.pdf>

# Appendix 4

## Research Summary

The Regional Program Planning Committee requested that Cascadia Consulting Group, Inc. assist the group with program design of a new regional green business program. This work entailed: 1) researching issues, 2) presenting options, 3) facilitating the group to make decisions, and 4) documenting the issues and decisions. The outcomes of this work were used to draft this Business Plan and create a Memorandum of Agreement (MOA) between the partners, which formalized the participation and financial commitment of each partner. [To access the research summary that was provided to the planning committee click here \(PDF, 84 pages\).](#)