

MODEL DOC - JOB DESCRIPTION FOR SUSTAINABILITY OFFICER

POSITION TITLE: Sustainability Officer

DEPARTMENT: Mayor's Office (or Planning Department or Public Works Department, etc.)

I. ONGOING RESPONSIBILITIES

The Sustainability Officer (SO) is responsible for development, implementation, monitoring and measurement of a comprehensive sustainability program that incorporates sustainability into all aspects of city operations and community life. The SO keeps the city focused on the opportunities for balancing equity, economy and environment in all decision-making. While the SO serves as the primary city spokesperson on sustainability, he/she will also prepare elected officials and others to make public presentations. The SO provides technical assistance to city staff and the mayor and city council, based on research that analyzes the costs and benefits of multiple options for more sustainable practices.

II. SPECIFIC PROJECT ACTIVITIES

1. Develop, coordinate and monitor a comprehensive sustainability plan and management system.
2. Initiate and implement specific programs in the following areas (exact list to be determined by each city):
 - waste management (recycling, composting, etc.)
 - energy conservation and efficiency
 - renewable energy
 - water conservation and watershed management
 - green building guidelines for renovation and new construction
 - alternative transportation
 - green purchasing
3. Complete a greenhouse gas (GHG) emissions inventory ("carbon footprint") for the city.
4. Complete an action plan for reducing the city's GHG emissions.
5. Analyze all the city's current functions and facilities based on sustainability criteria.
6. Work with the city staff, elected officials and community (Sustainability Steering Committee or other leadership groups) to set goals for sustainability.

7. Establish and maintain tracking methods for sustainability goals. Analyze and measure success and cost-effectiveness of programs. Assist departments in development of sustainability metrics specific to their work areas. Prepare reports on sustainability progress, including an annual report to the mayor and city council.
8. Provide staff support to the Sustainability Steering Committee. Coordinate staff work, provide information and analysis and solicit input and participation in planning, prioritizing and integrating sustainability into city policies and procedures. Develop and facilitate the work of subcommittees created to focus on sustainability topics or work efforts.
9. Provide training and support for city staff and elected officials.
10. Assess the need for new policies and ordinances and/or changes to official city planning documents. Draft these and provide staffing assistance to assure passage and implementation by appropriate decision-makers.
11. Identify potential funding sources and financial incentives for implementing projects. Prepare grant applications and partnership proposals, seek sponsorships and manage grant compliance.
12. Develop and present educational information to the public, including messaging campaigns on various aspects of sustainability, such as energy and water conservation. Act as a liaison to businesses, schools and community groups to create policies and promote sustainability, and participate in community-wide sustainability projects.
13. Represent the city in state and regional discussions related to sustainability.

SUSTAINABLE COMMUNITY COORDINATOR

DEPARTMENT: City Manager

GENERAL STATEMENT OF DUTIES: The employee in this class is responsible for developing, implementing and managing a sustainability plan that balances environmental and ecological integrity with economic prosperity and social/cultural vibrancy; performs related duties as required.

DISTINGUISHING FEATURES OF THE CLASS: The Sustainable Community Coordinator performs administrative and professional work in developing, implementing and maintaining the City's sustainability programs and sustainability plan. This position serves as a City spokesperson on sustainability issues and represents the City in meetings with representatives of private and public entities. General supervision is received from the City Manager; however, the employee is expected to demonstrate initiative and good judgment, exercise discretion and generally function independently of direct supervision with respect to program and management practices. Work is reviewed by the City Manager through observation, a review of periodic reports and results achieved.

EXAMPLES OF WORK (ILLUSTRATIVE ONLY):

ESSENTIAL:

Provides vision and leadership in the development of a sustainability plan and sustainability programs for the City; manages an effective sustainability program for the City and recommends and implements necessary changes or modifications as needed to increase effectiveness; manages and prioritizes the City's sustainability initiatives and ensures on-going progress of program efforts; works with City staff and public and private agencies to identify, recommend and implement potential sustainability initiatives based on their cost effectiveness, technical feasibility and environmental impact; analyzes and reports on the effectiveness and results of the City's sustainability programs; manages citywide efforts to reduce greenhouse gases and develops a climate protection plan; represents the City when working with outside agencies on matters relating to the City's sustainability efforts; works closely with the City's Public Information Officer and local media outlets to promote and communicate the goals, objectives and accomplishments of sustainability programs; actively researches, applies for and coordinates work associated with applicable grant funding; develops and maintains the annual budget for the sustainability programs; serve as a catalyst to further integrate sustainability and environmental values into how the City conducts business; identifies and addresses barriers to the success of the sustainability programs; increases awareness of sustainability initiatives through participation in civic, neighborhood and professional group activities.

KNOWLEDGE, SKILLS AND ABILITIES:

ESSENTIAL:

Considerable knowledge of sustainability concepts and awareness of the central issues facing sustainable practices including best management practices; considerable knowledge of applicable federal, state and local regulations and sustainability initiatives and incentives including tax credits and applicable rebates; knowledge of finance principles; knowledge of the principles and practices of public administration; knowledge of the methods and techniques used in the preparation of a multi-year capital improvement program; ability to work effectively with City employees, representatives of public and private agencies and the general public to promote, recommend and implement sustainability initiatives in decision-making processes and operations; ability to understand and interpret financial spreadsheets; ability to perform outreach and education efforts in order to affect organizational change; ability to write and administer grants; ability to present facts and recommendations clearly and concisely, both orally and in writing; ability to determine long

range needs and to plan and organize for the accomplishment of objectives; ability to perform a variety of tasks without close supervision; ability to respond to customer inquiries in a courteous and professional manner; ability to exercise independent judgment and use resourcefulness and tact in solving problems; ability to maintain detailed records and files; strong analytical, mathematical, computer, public speaking, facilitation, marketing and interpersonal skills; demonstrated ability to follow a management philosophy that is input oriented and values problem solving and development of partnerships; demonstrated ability to work effectively as a member of a team; desire to be part of an organization that values service, people, integrity, responsibility, innovation and team work.

ACCEPTABLE EXPERIENCE AND TRAINING: Some experience in implementing and managing sustainability or resource conservation programs and a Bachelor's Degree in Environmental Science, Public Administration, Urban Planning or related field; or any equivalent combination of experience and training which provides the essential knowledge, skills and abilities.

5/27/2008

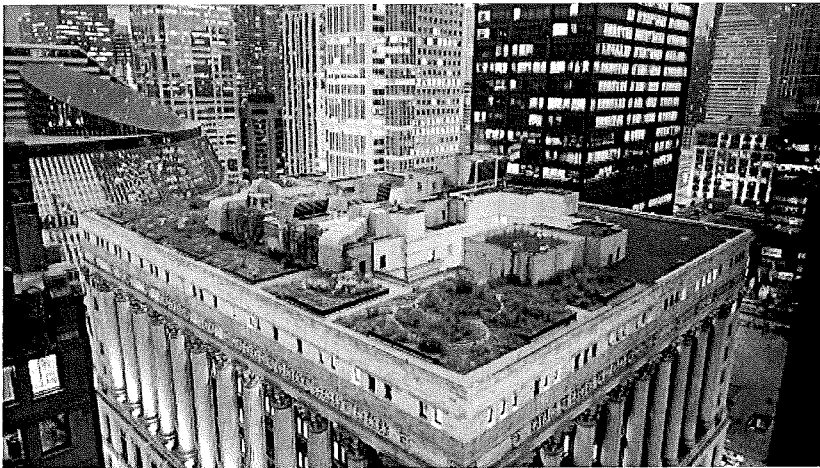
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Move over Mr. Mayor, cities are getting chief innovation officers

May 22, 2013: 7:40 AM ET

Towns are taking a page from the corporate world in an effort to make strapped municipal governments more efficient.

By Verne Kopytoff, contributor



Coming to a City Hall near you. Maybe.

FORTUNE -- City governments aren't exactly known for innovation. "Get in line," "fill out this form" and "you need a permit" are the bureaucracy's invariable responses to virtually any question. Municipal technology is also often mired in the past: paper files, outdated computer systems and an aversion to sharing data with businesses that want to use it are common.

Hoping to infuse municipal government with a start-up attitude, a small but growing number of cities are adding a new position to their administrative ranks: chief innovation officer. The goal is to make cities more cutting-edge by hiring someone to find and implement new technologies that may oil the creaky wheels of local governance. "It raises the bar, and sets expectations at a slightly higher level," says Lea Deesing, chief innovation officer for Riverside, Calif., 60 miles east of Los Angeles.

Earlier this year, Kansas City added a chief innovation officer, joining other major cities like San Francisco and Philadelphia. Smaller cities, including San Leandro, Calif. and Davis, Calif., have also latched onto the idea.

By creating chief innovation officer jobs, cities are borrowing an idea from big business. Over the past decade, a number of prominent companies like Dell (DELL), Citi (CIT) and Coca-Cola (CCE) have hired chief innovation officers to help keep them a step ahead of their competitors. Their results are debatable, however, because corporate chief innovation officers often lack budgets, staff and authority. But those criticisms haven't stopped cities from jumping on the bandwagon.

MORE: The Xbox One has one major problem

Ashley Hand, who started as Kansas City's first chief innovation officer three months ago, explained her role as fostering a culture of innovation. Identifying the city's future technology needs and then acting as a "facilitator" to make them reality is part of the job. Hand's background is anything but technology. She's an architect by training who has worked in marketing and as a management consultant.

How does Kansas City rate in terms of tech? "We do some things extremely well," Hand said. "Some things, we don't do as well."

Making more city data available to businesses that want to use it is one of her goals. In fact, cities across the country are pushing similar projects, known in technology circles as "open government." Governments are huge repositories of mapping

and public transportation information, for example. But they generally don't do a good job of sharing it with the public or businesses that want to refashion it into an app or web site.

Other ideas on Hand's to-do list include finding a better way track the cost of providing certain city services, encouraging civic engagement and improving digital literacy in the community. Another is to figure out how Google Fiber, an initiative by Google (GOOG) to wire the city with high-speed Internet, can help businesses and provide economic development.

Hand, however, is just one employee. She has no staff and no direct authority over the city's dozens of departments. Doing her job requires a lot of collaboration and persuasion. Officially, she works for the mayor's office, although she also works closely with the city manager.

The love affair with chief innovation officers in government isn't just limited to cities. The positions are starting to spring up across officialdom. Chicago Public Schools, Montgomery County, MD and the Commonwealth of Massachusetts have all hired chief innovation officers in the past year. Titles can vary slightly, however, and in some cases they are twinned with additional responsibilities like managing technology infrastructure.

Cities are, of course, big users of technology. Emergency services, utilities, public transportation, city clerk offices and municipal motor pools can depend heavily on software, location data and servers. Adding to the complexity is the spread of mobile devices and the increasing demand for public employees to do their jobs outside the office. Residents also increasingly expect to be able to submit paperwork and get basic civic information using a computer or their smartphones.

MORE: Car Wars: A smoother road ahead

Cities have long relied on chief information or chief technology officers to meet that challenge. In many cases, however, they've struggled to do so while simultaneously trying to maintain existing tech infrastructure. That's where chief innovation officers come in. They're supposed to be more forward thinking while their counterparts – the chief information and chief technology officers - oversee more of the day-to-day operations. "By separating the positions out, there's a better opportunity to focus," Deesing, from Riverside, says.

The ultimate goal for Deesing, who is part of the city's economic development office, is to make Riverside a better place to live and work. She's only been on the job for a month, so it too early to point to anything she's shepherded through from start to finish. But she did speak highly of the city's tech credentials.

A new mobile app lets city workers in the field open and close work orders for graffiti removal. The app lets workers photograph the graffiti and, later, potentially recognize patterns to help identify those responsible. Another project lets residents and engineers submit building plans online as part of the permitting process.

Riverside, a city of just over 300,000 residents, has around 225 technology projects at any one time. Of those, 25 are placed on a priority list, which is adjusted weekly. Like with virtually all cities, there's limited money and manpower to contend with. Innovation must be weighed against a range of other pressing needs like police, libraries and filling potholes. "We do have to carefully balance our resources," Deesing says.

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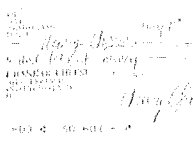
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10 Ways to Improve High-Density Cities

KAID BENFIELD FEB 13, 2013 12 COMMENTS

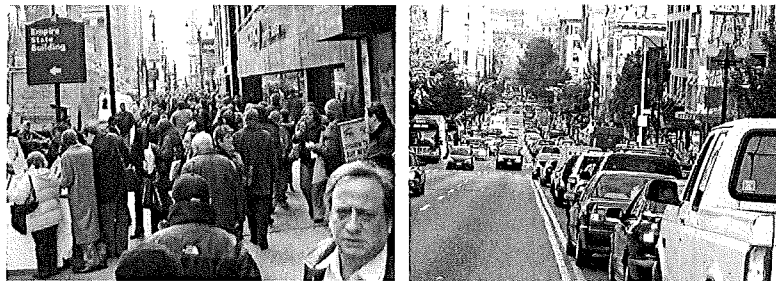


Joan Campdenos-i-Canas/Flickr

Getting the right city density – generally expressed in the US as people per square mile or homes per acre – to support sustainable and pleasant living is one of the trickiest problems we face as we address the future of our communities. The typically low densities of suburban sprawl built in the last half of the 20th century, despite their popularity at the time with a considerable share of the market, have been shown by a voluminous body of research to produce unsustainable rates of driving, carbon emissions, pollution, stormwater runoff, and adverse health impacts.

Yet the highest densities can bring their own set of problems, including noise, traffic and even pedestrian congestion (perhaps more a matter of pleasantness than environmental problems *per se*), local hotspots of runoff and air pollution, and loss of contact with nature, among others. I've argued repeatedly that, if we want market preferences to continue trending in the direction of walkable sustainability, we must be more sensitive to these concerns. Finding the *right* density and accompanying urban features for the right place is critical.

To an extent, this is what the new urbanist transect is about. I have my issues with the lower-density parts of the transect and with the extent of prescriptiveness in some of the zoning codes it has spawned, but frankly neither the environmental community nor smart growth advocates have even attempted to sort this out.



Left inset: near Penn Station, New York, via Friends of Moynihan Station. Right inset: 1st Avenue, Seattle, Orin Viriyincy via Flickr.

I'm not sure it is fair for us to criticize the best of the answers that is out there so far without coming up with a better alternative. Indeed, the bulk of our advocacy seems limited to "density + transit + mixed-use + bike lanes + making driving and parking less attractive"; more of each is always better; and the rest is someone else's problem.

I don't see it that way. In truth, we need more sophisticated and nuanced answers. They may be elusive and often site-specific, but they are also critical to building a better world for our children, ourselves, and the planet.

Something to bear in mind in our search for those answers is that the same research showing low-density sprawl to be horrible for rates of driving, emissions, and runoff also shows diminishing returns in improving those rates after moderately high densities are reached. And relatively high-density places can still be unsustainable sprawl, depending on the context. Myself, I tend to prefer incremental and moderate increases to density in the places that are not already sufficiently dense, and accompanying those increases with important mitigation of density's local impacts.



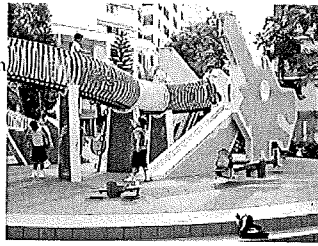
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All that said, there are cities and districts that are and will be truly high-density by almost anyone's definition. What are the things we should include to make those places as sustainable and hospitable as possible? The Urban Land Institute, an industry association and think tank, has come up with some answers. The following are from ULI's recently released report, *10 Principles for Livable, High-Density Cities*:

1. **Plan for long-term growth and renewal** – "A highly dense city usually does not have much choice but to make efficient use of every square inch of its scarce land. Yet city planners need to do this in a way that does not make the city feel cramped and unlivable."
2. **Embrace diversity, foster inclusiveness** – "There is a need to ensure that diversity is not divisive, particularly in densely populated cities where people live in close proximity to one another."
3. **Draw nature closer to people** – "Blending nature into the city helps soften the hard edges of a highly built up cityscape and provides the city dwellers pockets of respite from the bustle of urban life." The report cites Singapore, whose Centre for Livable Cities co-sponsored the report, as a dense city that has adopted "a strategy of pervasive greenery" and "transform[ed] its parks and water bodies into lifestyle spaces for community activities . . . Nearly half of Singapore is now under green cover, which is not only aesthetically pleasing, but also improves the air quality and mitigates heat from the tropical sun."
4. **Develop affordable, mixed-use neighborhoods** – "The ease of living in a compact neighborhood that is relatively self-contained can add to the pleasure of city living. With density, it becomes more cost effective to provide common amenities."
5. **Make public spaces work harder** – Often, parcels of land that adjoin or surround the city's infrastructure are dormant, empty spaces . . . The idea is to make all space, including infrastructural spaces, serve multiple uses and users."
6. **Prioritize green transport and building options** – "An overall reduction in energy consumption and dependence adds to city sustainability."
7. **Relieve density with variety and add green boundaries** – "A high-density city need not be all about closely packed high-rise buildings. Singapore intersperses high-rise with low-rise buildings, creating a skyline with more character and reducing the sense of being in a crowded space."
8. **Activate spaces for greater safety** – "Having a sense of safety and security is an important quality-of-life factor." Cities should improve visual access to public spaces to maintain "eyes on the street" and help keep neighborhoods safe.



9. **Promote innovative and non-conventional solutions** –
 “As a city gets more populated and built up, it starts facing constraints on land and resources, and has to often look at non-traditional solutions to get around the challenges. To ensure sufficient water, Singapore developed reclaimed water under the brand name *NEWater*-to drinking and industrial standards.”



10. **Forge “3P” (people, public, private) partnerships** –
 “With land parcels in close proximity to one another, the effects of development in one area are likely to be felt quickly and acutely in neighboring sites. The city government and all stakeholders need to work together to ensure they are not taking actions that would reduce the quality of life for others.”

ULI says that the ten principles in the publication were developed during two workshops hosted in 2012 by the Singapore Centre for Livable Cities and ULI Asia Pacific, bringing together 62 thought leaders, experts and practitioners from different disciplines related to urban planning and development. The full report may be downloaded [here](#).

Top image: Flickr/Juan Campderros-i-Canus. Upper right inset: Flickr/xcode. Lower right inset: Creative Commons/Mr. Dew.

This post originally appeared on the NRDC's Switchboard blog.

Keywords: Singapore, green space, Singapore, livable cities, high-density, Urban Land Institute



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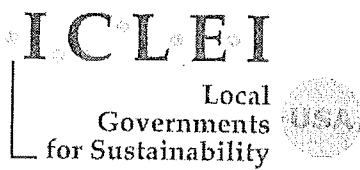
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Fact Sheet: How 38 Local Governments Fund Sustainability Staff and Operations

March 2011



In these budget-challenged times, will local governments' sustainability programs survive and thrive? Sustainable, diversified funding approaches are key. In our effort to help local governments share best practices, ICLEI asked its members to submit their approaches to funding sustainability staff and operations. We compiled responses from 38 local governments across the country.

Overview of Findings

A quick analysis of the responses found that local government employ a mix of strategies, though many relied exclusively on their General Fund.

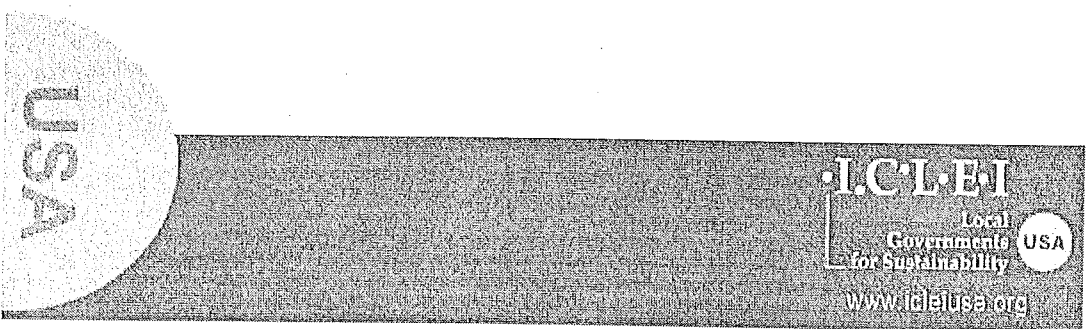
- 55% funded staff and operations through their General Fund (fully or partially)
- 37% through special fees or rebates, such as solid waste fees
- 24% through foundation grants or partnerships
- 29% through the federal Energy Efficiency and Conservation Block Grant (EECBG) or other stimulus-related funding
- 16% through cost savings

Some staff expressed concern about how to maintain funding after general funding cuts or after EECBG funds run out. Keep reading for the full explanations from local government staff*.

* When local governments asked not to be identified, we listed only their geographic region. Most respondents are ICLEI members, but not all.

City of Ann Arbor, MI

Recent reorganization and creation of Systems Planning Unit brings together key staff working on long-range asset management (sustainability), including environment, energy, stormwater/floodplain, recycling/solid waste/composting, water quality, GIS, infrastructure modeling, urban forestry, non-motorized transportation, capital improvements, development review, and interns. A mix of funding sources, including utility (water, wastewater, stormwater), millages (solid waste, parks, streets), direct



charges to energy users for the energy position, and about 6% General Fund support this unit. Grants fund interns and some long-term temporary hires.

City of Bloomington, IN

The Sustainability Coordinator position is paid for through the General Fund.

City of Charlotte, NC

Charlotte created an Energy and Sustainability Manager using EECBG funds. However, the position is only funded through this grant for 2.5 years.

City of Chula Vista, CA

In addition to external grants, the City of Chula Vista's sustainability efforts are partially supported by "Public Goods Charge" funds, which are collected on energy bills statewide and administered by the CA Public Utilities Commission and local utilities, such as San Diego Gas & Electric. The City has a dedicated Conservation Division (part of Public Works), which coordinates efforts across multiple City departments/divisions.

Clackamas County, OR

Clackamas County, the Sustainability Office is funded through a combination of franchise fees for solid waste and recycling services (a historic function) and general funds. When available, grant funds are also used.

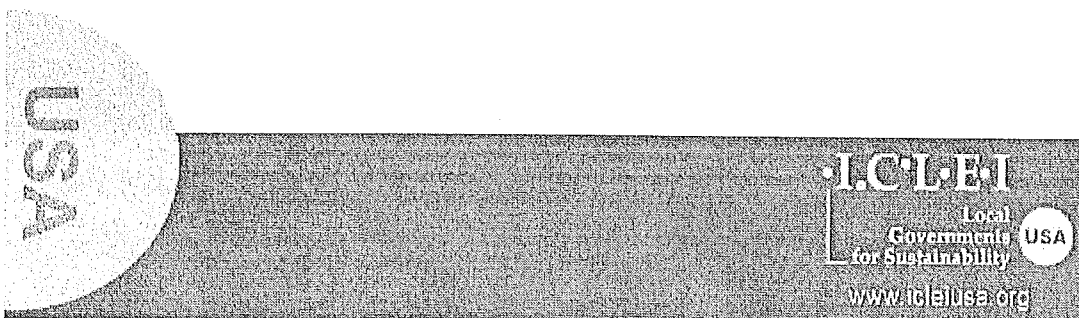
City of Columbia, MO

Our Office of Sustainability received its initial funding through our Energy Efficiency and Conservation Block Grant. This funding pays for a full-time Sustainability Manager who manages the activities of the block grant - including energy audits and retrofits of city-owned facilities. There is partial funding from the general fund into this Office for the lifetime of the grant to carry the office until the savings from the energy retrofits are realized. All energy savings from the energy retrofits will go into the operational budget of the OS.

City of Corvallis, OR

The Sustainability Supervisor position is financed through the City's general fund (mostly gathered through property taxes). There were no additional increases when the position was created in 2006, and there was no budget specifically for this position. The Supervisor's primary focus was internal, with the idea that the City would first "put its own house in order." In 2009 the City Council allocated funds (also primarily from property taxes) to create a part-time Program Specialist position so the organization could expand the scope of the internal program to encompass community sustainability. The position was filled in early 2010, but because of a severe shortfall in property tax revenue, City funding will cease in FY11-12.

In the meantime, however, the Sustainability Supervisor was able to secure an EPA Climate Showcase Communities grant that will enable the City to maintain the Program



Specialist position for one year by replacing general fund revenue. In the second and third years of the grant, the City's administration and therefore funding will decrease significantly, jeopardizing the position again.

City of Decatur, GA

As a part of the effort to respond to the changing economic climate of the country, the City of Decatur reclassified a position in 2009 to create a Resource Conservation Coordinator (RCC). The specific responsibilities of this position include many traditionally "green" tasks such as organizing energy audits of all city facilities, implementing programs to reduce municipal utility costs, and serving as the primary contact for environmental initiatives.

However, the City of Decatur understands that true sustainability occurs when efforts to support environmental, economic, organizational/institutional, and community goals converge. The RCC is also responsible for working across departments to create a more efficient purchasing system and promoting sustainability among staff and the community. The position is funded by general funds, grant funds, and offsets from savings that the position creates. For example, the Coordinator negotiated a centralized cell-phone contract for the City, saving \$15,000/year.

City of Dubuque, IA

The Sustainability Coordinator position is currently supported by the General Fund. When available, the position is also supported by state and federal grant funds.

City of Duluth, MN

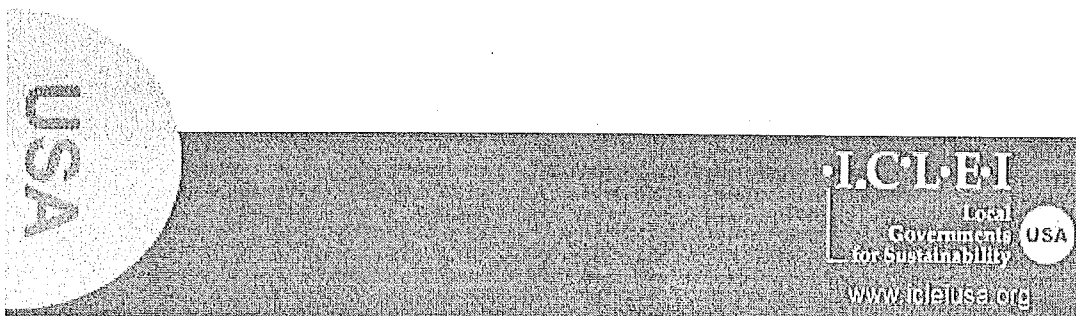
The Energy Coordinator position is funded by an EECBG program grant (first two years only) with partial match from the City's Energy Management Fund. The Energy Management Fund is funded from a combination of local electric utility and gas utility rebates for qualifying energy efficiency projects paid for from the fund, from a 50% share of energy efficiency measure savings for the first five years and primarily from a limited term annual allocation from a Water & Gas Utility fund. The City of Duluth owns the gas utility.

City of Durham, NC

The Sustainability Manager position is funded out of the general fund for both the county and the city (50/50 split). By establishing a joint Sustainability Office, the City of Durham and Durham County have been able to realize economies of scale and a greater level of cooperation on environmental issues than would otherwise been possible

City of El Paso, TX

Our staff is supported by an "Environmental Fee" that provides for curbside recycling, air quality monitoring and other environmental issues and is part of the City's Environmental Services Department.



City of Fayetteville, AR

Fayetteville's Director of Sustainability & Strategic Planning is funded just like any other full-time equivalent position through the General Fund. Goals of the position are to obtain grant funding, develop and manage a sustainability plan for the community and related projects, and develop sustainability-related policy for the Mayor and City Council.

City of Fayetteville, NC

We fund one Energy Efficiency and Sustainability Engineer with EECBG funds that will run out in Oct. 2012. We fund two Energy Efficiency Interns with a 42-week State Energy Office Energy Efficiency Intern Grant. No other sustainability positions are funded in any other way. We are hoping to obtain one additional intern this fall through a Duke University program. Performed in the Environmental Services Dept.

City of Flagstaff, AZ

The Sustainability Manager position is funded partially through an environmental management fee associated with residential utility bills (water, refuse and recycling). The current fee is \$2 per month and covers roughly 53% of total expenses (fully burdened) for the Sustainability Program. The Environmental Services Division covers the remaining deficit.

Iowa City, IA

The Department of Public Works funds the Environmental Coordinator position through the Landfill Enterprise Fund. Energy conservation, GHG inventories, composting, recycling, and other projects related to sustainability are financed through the Landfill. The Landfill also finances a Recycling Coordinator position.

Johnson County, IA

Staff from the County's Planning and Zoning Department is currently handling all of the sustainability and greenhouse gas reduction projects as a secondary duty. The salaries of the employees in the P & Z departments are paid through the General Fund.

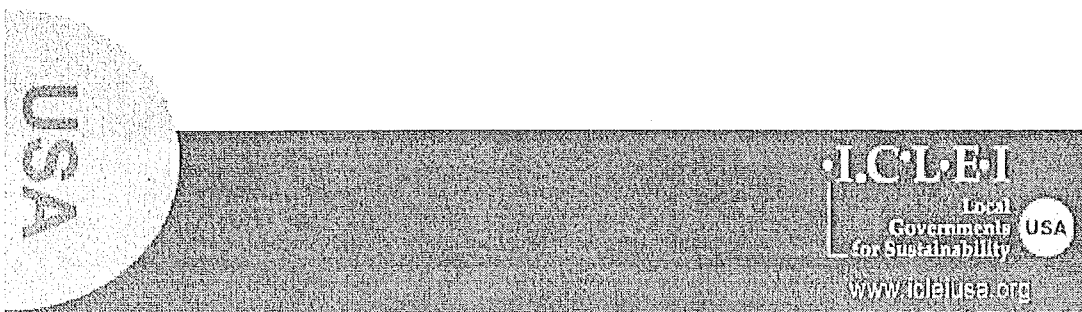
Johnson County's capacity for staff to handle the increasing volume of sustainability work is beginning to reach its limit. In the next several years, Johnson County may need to consider hiring a position that is devoted to sustainability. It is still to be determined how any future additional position, if created, would be funded.

City of Kansas City, MO

The Sustainability Coordinator is a General Fund position.

City of La Crosse, WI

The Sustainability Coordinator position is attached to the solid waste department. The City has its own landfill, and the position is funded through tip fees. The Coordinator's mission is to find savings throughout the County to offset his wages, benefits, and



budget. This includes savings at the landfill in disposal costs for the county (bringing in more material than is going out of county) and by creating energy efficiency and alternative energy initiatives that will offset some of LaCrosse's energy expenditures. Right now the Coordinator is about two-thirds of the way toward this goal and hopes to be completely self-sustaining within his first two years.

City of Lake Oswego, OR

The Sustainability Coordinator position and program are primarily funded through the General Fund. Additionally, some current projects are being implemented with federal EECBG funds.

City of Miami Gardens, FL

One position, Community Development Specialist II, is being paid for through a block grant. This person administers the EECBG grant and its activities.

City of Milwaukee, WI

The City's Office of Environmental Sustainability (OES) is funded entirely through grants (salaries and projects). Current funding levels support a director, deputy director, solar program manager, grant monitor and paid, part-time internship position. Grant funding is virtually all ARRA-related. OES actively seeks new grant opportunities. There are no discussions underway to change the funding structure from grants to general fund.

Milwaukee County, WI

The Sustainability & Environmental Engineer position is a General Fund position. The County Board had intended to create a Director of Sustainability position in 2009, but funding cuts have prevented that from happening. As a result, the duties of an existing position (Environmental Engineer) were expanded to include sustainability issues. The County Board continues to re-evaluate the possibility of creating a position dedicated full-time to sustainability planning and implementation.

City of New Haven, CT

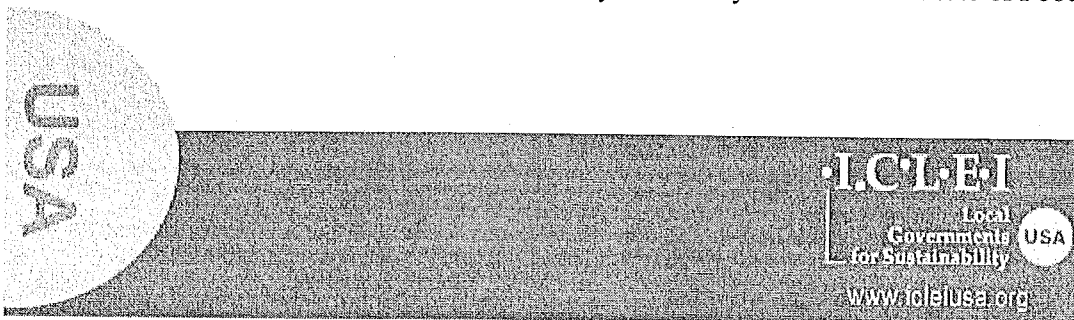
The City has two positions within the Office of Sustainability funded with EECBG funds, plus a small amount of special funds from a Community Benefits Agreement. The City is currently seeking more block funding.

City of Peekskill, NY

Staff from the City's Planning and Public Works Departments are currently handling all of the sustainability and climate-related projects. The salaries of the employees in these departments are paid through our General Fund. But as Peekskill's emphasis on energy efficiency and climate-related programs increases, existing staff capacity to handle the increasing volume of sustainability work will reach its limits. In the future, the City will need to look at ways to finance a new Sustainability Manager-type position.

Pinellas County and Monroe County, FL

Both counties have sustainability initiatives led by University of Florida/Institute of Food



and Agricultural Sciences (UF/IFAS) Extension Agents. They have defined GHG inventories, climate/sustainability planning, and community engagement as part of the educational mission of Extension.

City of Portland, OR

At the Portland Bureau of Planning and Sustainability, typical funding breaks down to 50% General Fund, 35% solid waste fees and 15% grants and contracts. The Bureau is trying to move away from separating “sustainability” programs from other programs, but the former Office of Sustainable Development was funded this way: 5-10% General Fund, 65% solid waste fees, and 25-30% grants and contracts. To add to the complexity, the newest budget for the full Planning and Sustainability is fully half grants and contracts, thanks to big federal funding

Ramsey County, MN

The Energy and Sustainability Coordinator position is currently paid for with EECBG funds. Later this year, when EECBG funds are gone, the County's Solid Waste Management Fund will support the position. Funding for the Energy and Sustainability Coordinator for 2012 and beyond remains uncertain.

City of Roanoke, VA

The Director of General Services also serves as the Sustainability Coordinator. His position is funded via General Funds. The City also provides limited funding for consultative services with the Director of Va. Tech's Green Engineering program via general funds.

Summit County, UT

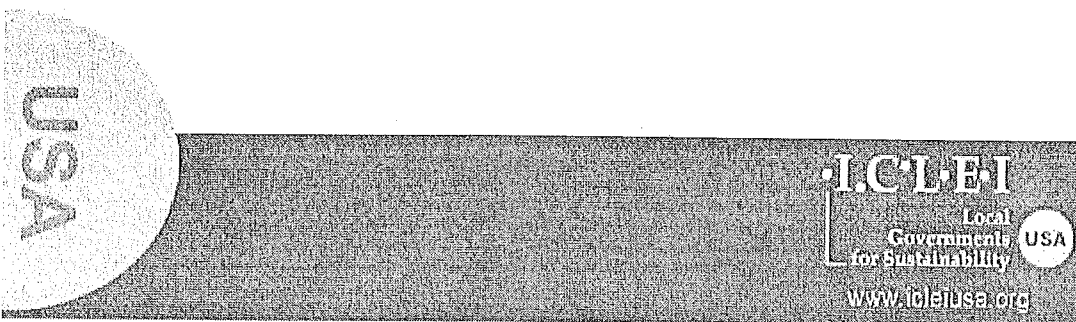
Summit County has a Sustainability Coordinator in the County Manager's Office that is funded through the General Fund and is part of the County's budget. The Coordinator is in charge of inventorying the County's owned open space, managing the County carbon footprint and strategies/programs to reduce it, overseeing community initiatives for energy, water conservation and green waste management options, and coordinating a local food project.

City of Tulsa, OK

The Office of Sustainability's Sustainability Director, all supporting administrative work (typically performed in other city departments, such as Grants Administration, Legal, Public Works, etc.), and all projects and initiatives are currently funded through an allocation from the EECBG Program.

City of West Palm Beach, FL

The Office of Sustainability is a division housed within the Public Utilities Department, and salaries are funded by water/sewer revenue. While water and waste-water operations account for about 60% of government energy use, the Office of Sustainability addresses carbon emissions within government operations and community-wide. In addition, the



Office plans to capture energy savings from EECBG-funded projects for future sustainability projects. One potential challenge: Water conservation could adversely affect the budget.

A town in the Northeast region

The town's two-year Sustainability Planner position is funded by a local foundation. After two years, the town will make the decision as to whether to fund the position permanently. This position reports directly to the Town Supervisor.

A city in the Northeast region

I work under the health department and get 70% of my salary there. Under the health department I oversee solid waste, recycling, and composting. I also coordinate energy activities and right now that salary comes from an energy rebate for a large solar installation we put in.

A city in the Western States region

Staff members are funded from the General Fund via an operating budget from the City's Environmental Department. Projects are funded through the City's capital budget and grants. There are two staff members in the Environmental Department (and Environmental Sustainability Manager and an Environmental Sustainability Coordinator). Responsibilities include carbon mitigation activities -- both on an internal as well as community-wide level. Staff is also highly involved in educational efforts and acts as a policy voice on energy and environmental issues, both on a local and state-wide level.

A city in the Western States region

The City's General Fund finances one staff person in the Sustainability Program, with total funding, including salary and benefits, plus operational expenses just under \$100,000/year. The expectation was that the position would pay for itself as utility line items could be reduced. However, there are no official targets for when this will happen.

A city in the Western States region

The City has funded a Sustainability Office through the general fund but recently moved sustainability into the Solid Waste division with plans to rename it "Environmental Services." This would be paid for by a small increase in the solid waste fee for environmental services.

