

INTRODUCTION: ABOUT THIS REPORT

STRUCTURING THE REPORT

This report represents another milestone in Delray Beach's journey to sustainable economic and environmental development. It is the culmination of over eleven months of effort by a dedicated Green Task Force of seven city residents with environmental expertise, and reflects the opinions of these task force members as well as a broader set of Delray Beach citizens.

The primary goal of the report is to make recommendations that result in action. If action takes place based on the suggestions within its pages, then the report and the task force that created it, have succeeded. If action does not take place, or just a handful of the report's recommendations are deemed feasible, then the report and Green Task Force represent an intellectual exercise - with no meaningful outcome.

To minimize this risk, and ensure that this report does more than sit on city shelves, the Delray Beach Green Task Force structured the report to simplify the path from recommendation to action. We answered six key questions that are essential to moving ideas from thought to reality:

1. *Why* should something be done? "Why" creates the impetus for change – helping trigger a shift from the status quo.
2. *What objective* will the action help achieve? Objectives set direction and set the framework for action.
3. *How* will success be measured? Metrics can be used to gauge progress toward the objective, and serve as indicators to determine if meaningful activity is taking place.
4. *Who* will do something? "Who" is a key question because nothing occurs without a person or team agreeing that they have control of a specific action, and that they will do it.
5. *What* will they do? "What" focuses on specific actions that align to the broader goals
6. *How much* effort or resources will be required? In these economically constrained times, it is vital to allocate human and financial resources efficiently.

The sequence of these questions is as important as the questions themselves, and as such, the Green Task Force has structured this report to answer the questions in order:

"Why Green Delray Beach" forms the second part of this introduction. We debunk the myth that environmental actions always result in higher economic costs, and we illustrate the environmental and political benefits that can arise by taking leadership steps to go green.

The Executive Summary & Overview of Objectives provides a short background on the Delray Beach Green Task Force and summarizes 10 key objectives that the recommendations in the report will help achieve. The Executive Summary forms a bridge between the 10 high level objectives and 136 detailed recommendations in the body of the report. The Executive Summary also provides a number of Environmental & Economic Metrics that can be used to track progress. These are labeled as Environmental and Economic metrics because we believe that for nearly every recommendation, improvement in environmental performance will result in short, medium or long term economic benefits as well.

Section A, “Context” includes: an explanation of why to green Delray Beach; an outline and explanation of the City’s environmental commitments; and a detailed explanation of the Green Task Force’s mission and methodology. This section presents an overview of how “green” has moved from the fringes to the center of government, in part because leading governments are finding that environmental programs can often deliver real economic and political benefits. Using specific federal, state, and city examples we show how the context has changed, and that green government is a new political reality. We argue that a new barometer for success of a government body at any level is its response to this new green reality.

Sections B, C and D are the core of the report. In Section B, the Green Task Force lists its City-Wide recommendations. In Section C, we provide recommendations for each city department, in accordance with the City’s latest organizational chart, and finally in Section D we make recommendations to city-supported civic entities like the Community Redevelopment Agency and Chamber of Commerce.

Within each chapter of Sections B, C and D, we follow an identical five-step approach to our recommendations:

1. Introduction to the department: we describe the main functions of the department to which our recommendations are directed
2. Current Delray Beach Best Practices: We showcase a few examples of environmental leadership steps the city, department, or civic entity has already taken
3. Best Practices Examples Beyond Delray Beach: We highlight two to four environmental programs implemented in other jurisdictions related to the recommendations in the section.
4. Quick Wins / Low Cost Green Recommendations: We provide recommendations that will help Delray Beach go green at little to no cost and relatively little effort.
5. Strategic / Longer Term Recommendations: We make a smaller number of strategic recommendations that will require greater commitment of time, resources and funding. In the majority of cases, we recommend programs that will deliver long term economic returns to the City.

The final 136 recommendations in the report stem from three main sources: the Florida Green Building Coalition Green Local Government Checklist, additional ideas discussed and approved by the Green Task Force, and suggestions from a highly interactive Public Input Workshop held in October 2008.

RECOMMENDED AUDIENCES FOR SECTIONS OF THIS DOCUMENT

While interested parties are encouraged to read the report in its entirety, certain sections are more relevant to certain audiences:

City Commission

Entire Report
Detailed Appendices

City Department Heads

Executive Summary & Overview of Objectives
City Wide Recommendations
Department Specific Chapter
Detailed Appendices

- References for Department Specific Chapter
- Links to Best Practices

City Department Line Managers / Designated Implementation Staff

Executive Summary & Overview of Objectives
City Wide Recommendations
Department Specific Chapters
Detailed Appendices

- References for Department Specific Chapter
- Links to Best Practices

General Public

Executive Summary & Overview of Objectives
Specific Chapters as Desired

Other Government Officials Outside Delray Beach

Executive Summary & Overview of Objectives
Specific Chapters as Desired

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

