

# EXECUTIVE SUMMARY

This report is the final product of the Delray Beach Green Task Force, a body created by City Commission to provide recommendations on implementing an environmental program. The Executive Summary provides a short overview of the [Complete Report](#), and includes an initial section that describes the Context in which the Task Force completed its work. We describe Delray Beach's existing green commitments - such as joining the Sierra Club's Cool Cities program and signing the US Mayors Climate Protection Agreement - and summarize what it means for the City to have made these public commitments. We also outline the mission and methodology followed by the Task Force.

The bulk of the Executive Summary provides a snapshot of the recommendations we have made, per our mandate from City Commission. In addition to our recommendations, we propose Delray Beach pursue 10 major objectives in a 10 Point Green Plan starting aggressively in 2010.

Please note that this Executive Summary contains live links to many of the referenced documents. In addition, this Summary, the complete Task Force Report, and all associated references and appendices are available online at <http://www.SustainableDelray.org/report.htm>.

## SUMMARY OF CONTEXT SECTION

### Existing Environmental Commitments

Delray Beach has already made a number of major commitments to a greener future. This includes steps such as joining the Sierra Club Cool Cities program; signing the U.S. Mayors Climate Protection Agreement; and committing to become a certified community under the Florida Green Building Coalition's Green Local Government Standard. These commitments prove the City is on a greener path and imply, among other things, that Delray Beach will:

- Conduct an inventory of global warming emissions
- Make energy efficiency a priority through code improvements, retrofitting city facilities etc.
- Practice and promote sustainable building practices, using the LEED program or a similar system

### Why Green Delray Beach?

We believe that by accelerating the speed to implement actions in line with these commitments, Delray Beach will gain benefits of three main types: economic, environmental and political.

*Economic:* There is a perception that environmental programs always result in higher costs. But this ignores three truths about going green that cities across the US have found: green efforts make communities less wasteful, more efficient, and healthier; inefficient habits cost money; and there is a green cost continuum: some green actions may cost more, but others cost less.

*Environmental:* As Delray Beach grows, the environmental impact of its citizens and businesses will grow with it. However by implementing many of the green recommendations in this report, the City can meaningfully reduce its environmental impacts.

*Political:* In the current political context, no government body can ignore environmental issues – particularly those related to energy, climate change and green building. There is a new green political reality where green issues have risen to the top of the Federal, State and Local agendas.

- Federal: Key green elements of an Obama environmental plan include: energy efficiency, renewable energy, grid modernization and mass transit. Obama’s focus on these areas signals a major increase in funding available for green initiatives.
- State: Governor Charlie Crist has also signed a number of climate change related Executive Orders in Florida. These focus the State’s efforts on dramatically reducing greenhouse gas emissions, and mandating the implementation of green building design and certification.
- Local: By the end November 2008 over 900 US Mayors had signed the U.S. Mayors Climate Protection Agreement. Delray Beach was one of the early signatories, agreeing to “reduce global warming pollution by taking action in the City’s own operations and communities”.

### **Green Task Force Mission & Methodology**

Within this contextual background, the Green Task Force was given a mandate to make recommendations to City Commission regarding:

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

The first step of the Green Task Force’s 12 step methodology was to review the commitments the City had already made. Given the significance of these commitments, the Task Force chose

to use them as the framework around which to complete its work, and as such, adopted the following as a mission statement:

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

The remaining steps of our 12-step roadmap and methodology were followed to fulfill our mandate and provide our recommendations. This process is described in detail in [Chapter 3](#).

1. Review Existing Commitments & Establish Mission
2. Conduct Green Government Research
3. Audit Current Green Practices
4. Leverage Florida Green Building Coalition Local Green Governments Standards Checklist as Initial Potential Recommendations
5. Brainstorm Additional Recommendations
6. Host Public Input Workshop
7. Obtain City Staff Input
8. Prioritize and Consolidate Recommendations
9. Identify City Departments with Control of Implementation
10. Finalize Recommendations & Align with Objectives
11. Establish Potential Performance Metrics
12. Complete Report

## **PROPOSED OBJECTIVES & HIGH-LEVEL RECOMMENDATIONS**

Most recommendations the Green Task Force identified were made to the specific City Department who we believe has most control over implementation of the recommendation. However, some recommendations span departments and impact the entire City. The following summarizes the three broad steps that will ensure success in the greening of Delray Beach:

1. Adopt Clear Objectives and Create Financial Framework
2. Set the Foundation and Track Progress
3. Ensure Implementation

Our first three City-Wide recommendations are critical to the success of all others. We define “Quick Wins” as ideas that can be adopted quickly without major expense. Longer Term / Strategic Recommendations will require more of an investment in time and resources.

## **Adopt Clear Objectives and Create Financial Framework**

Our first major recommendation, City-Wide Quick Win #1, is that Delray Beach:

### ***Adopt a set of Ten Objectives as Part of a Ten Point Green Plan***

We propose that City Commission adopt these in 2009 on approval of the Task Force report. The full timeline for implementation of this plan would be 2010 to 2015. Our proposed 10 objectives or “10 Point Plan” is as follows:

#### **Proposed Objectives of Delray Beach Ten Point Green Plan**

- 1. Track & Deliver Economic Benefits from Environmental Programs*
- 2. Set Foundation, Drive Implementation & Communicate Progress*
- 3. Incorporate Sustainability into Urban Planning & Design*
- 4. Encourage Water Efficiency & Conservation*
- 5. Reduce Greenhouse Gases through Energy Efficiency & Green Building*
- 6. Reduce Greenhouse Gases through Fuel Efficiency & Transportation*
- 7. Implement Green Purchasing*
- 8. Reduce Waste & Increase Recycling*
- 9. Encourage Green Economic Development*
- 10. Improve Indoor & Outdoor Environmental Quality*

The first of our 10 proposed objectives, *Track & Deliver Economic Benefits from Environmental Programs*, is one of the most important. This stems from our research, which showed Cities that measure benefits of environmental programs often find economic benefits. The important thing is to ensure programs are set up in a way that benefits are considered and tracked. To ensure this best practice is implemented in Delray Beach, we recommend: Finance Quick Win #1 (Supported by City Commission):

### ***Create a Budgeting, Funding and Suggested Return on Investment (ROI) Framework for Higher Cost Environmental Programs***

Implementing this recommendation implies evaluating the higher cost environmental recommendations using a disciplined financial process in which direct and indirect costs and benefits are understood, total costs and benefits considered (irrespective of which City department incurs the costs or obtains the benefits) and a quantified ROI (Return on Investment) established for the plan as a whole. Some programs will cost more, others less, but the total plan must deliver economic benefits.

For this ROI framework to be defensible, it would best be developed in partnership between City Commission and the Department of Finance. Standard capital and operating budgeting policies would be reviewed in light of potential tax benefits, State and Federal grants, and long term cost or revenue impacts of environmental programs. The new framework would fix some of the disincentives inherent in many budget planning processes. For example currently many

departments are concerned only their own budget. A new framework would identify opportunities for one department to invest operating or capital budget into an idea that actually delivers economic benefits to a separate department, but still works towards the overall goal of the City. This recommendation is especially important given the current economic climate. Environmental issues are often discarded to the bottom of the agenda when economic conditions are tough, but as stated by Governor Crist, *"The wonderful news about addressing climate change is...it may spur the greatest economic boon in the history of the planet."*

### **Set the Foundation and Track Progress**

The second of our 10 proposed objectives, *Set Foundation, Drive Implementation & Communicate Progress* stems from our green city best practice research that found that green efforts are most likely to be successful if they are supported by a solid foundation, are implemented using a good project management discipline (including defining accountability), and incorporate regular communication of progress, especially from the Mayor. We believe these three critical success factors will be enabled with our proposed City-Wide Quick Win #2:

#### ***Adopt, Track and Annually Report a Set of Economic & Environmental Performance Metrics using a new Economic & Environmental Scorecard***

We do not expect the City to implement actions that do not make long-term sense economically. To show how following our recommendations will deliver both economic AND environmental benefits, we created an [Economic & Environmental Scorecard](#), which the City can use to conduct a baseline analysis and quantify and publicly report how implementation of our recommendations is driving cost savings and environmental improvements.

This scorecard includes: nine metrics to track Economic Benefits to the City, 10 metrics to track Environmental Performance based on the City's internal operations and five metrics to track Environmental Performance based on action by citizens and businesses.

We label this a Quick Win because the City can adopt and announce this quickly and with no expense, then start creating baseline data for 2009 and tracking the data every year henceforth. If any of the data points in the scorecard are too complex to track, we suggest using proxies or alternative metrics based on appropriate alternatives that help track progress against the objectives. Please see the Economic & Environmental Scorecard on the following page.

## Proposed Economic & Environmental Scorecard

#	Objective	Economic Benefit Metric	Results		Environmental Performance Metric	Results		Environmental Performance Metric	Results	
			2009	2010 etc.		2009	2010 etc.		2009	2010 etc.
1	Track & Deliver Economic Benefits from Environmental Programs	Average % Return on Environmental Investments			Primarily City-Controlled Environmental Metric [If Applicable] # of Environmental Budget Requests Approved			Primarily Citizen/Business-Controlled Environmental Metric [ If Applicable] N/A [Primarily in City's control]		
2	Set Foundation, Drive Implementation & Communicate Progress	Total Economic Benefit from Environmental Programs Implemented In Support of FGBC Local Green Government Certification			Achieve Florida Green Building Coalition Local Green Government Designation. Target "Gold" Certification.			N/A [Primarily in City's control]		
3	Incorporate Sustainability into Urban Planning & Design	N/A [Sustainable urban planning will drive long term economic benefits in Transportation, Building and Green Economic Development Areas]			Percent of Approved Projects having Completed the City's Sustainable Land Use Checklist [ To be developed ] [Joint City / Citizen-Business Metric]			Percent of Approved Projects having Completed the City's Sustainable Land Use Checklist [ To be developed ] [Joint City / Citizen-Business Metric]		
4	Encourage Water Efficiency & Conservation	Estimated Total Dollar Savings from Water Efficiency & Conservation Efforts			Estimated Gallons of Water Used in Delray Beach City Operations			Estimated Gallons of Water Used by Delray Beach Citizens & Businesses		
5	Reduce Greenhouse Gases through Energy Efficiency & Green Building	Estimated Total Energy Costs Avoided through Energy Efficiency & Green Building Efforts in City Government Buildings in Delray Beach			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from City Gov't Buildings in Delray Beach			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from Commercial & Residential Buildings in Delray Beach		
6	Reduce Greenhouse Gases through Fuel Efficiency & Transportation	Estimated Total Fuel Costs Avoided through Fuel Efficiency & Green Fleet Efforts in City-Owned Vehicles			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from City-Owned Vehicles			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from Commercial & Residential Vehicles in Delray Beach		
7	Implement Green Purchasing	Total Estimated Savings from Direct Spend, Indirect Spend and Operations based on Environmentally Preferable Purchasing and Practices			Percent of Spend in Compliance with Delray Beach Environmental Purchasing Policy			N/A [Primarily in City's control]		
8	Reduce Waste & Increase Recycling	Net Economic Benefit (Cost) of Reducing Landfill and Increasing Composting / Recycling			Percent of City-Generated Waste Materials Recycled or Composted vs. Landfilled			Percent of Commercial & Residential Waste Materials Recycled or Composted vs. Landfilled		
9	Encourage Green Economic Development	Estimated Total Economic Impact of Green Economic Development			Dollar Value of Investment in Green Economic Development			Number of "Green Jobs" in Delray Beach		
10	Improve Indoor & Outdoor Environmental Quality	Savings from Reduced Cost of Air & Water Quality Remediation [Previous Year's Est. Cost of Air/Water Quality Remediation minus Current Year Est. Cost of Air/Water Quality Remediation]			# of Air or Water Quality Complaints [Joint City / Citizen-Business Metric]			# of Air or Water Quality Complaints [Joint City / Citizen-Business Metric]		

## Ensure Implementation

Progress against this scorecard and towards the objectives will only be possible if our recommendations are actually implemented. To help ensure implementation, we highly recommend the City pursue City-Wide Quick Win #3:

### Create an Internal “Green Team” by designating a Point-Person from Each Department to Evaluate and Implement Report Recommendations

This is the first step in ensuring that the people involved in implementation of our recommendations feel involved and engaged in the decisions following the release of the Green Task Force report.

The second major step to ensure implementation of our recommendations is to start the process for City-Wide Long Term / Strategic Recommendation #1, to:

### Create a Sustainability Officer Position and Fund this Hire with Energy Savings they Enable

In this economy, it may sound infeasible to hire new staff. We believe, based on evidence from other cities, that a full-time Sustainability Officer would deliver major economic benefits to the City within a two-year period, and cost savings would be able to pay for that person’s salary.

## RECOMMENDATION SUMMARIES

The rest of this Executive Summary shows all of our recommendations, including high-level ones from above, aligned to the 10 Objectives we propose for Delray Beach’s 10 Point Green Plan. These are available in a single table: [Green Objectives and Recommendations](#). More detail on the recommendations, and best practices can be found in the [Complete Report](#) and an implementation checklist is provided in [Green Recommendations by City Department](#).

### Recommendations Summary:

#### [1] Track & Deliver Economic Benefits

One of the most important concerns, especially in our tight economy, is the cost and benefits of green programs. Repeatedly, governments and other organizations have proven that these programs are cost effective and provide long-term financial benefits. However, this can only be verified if the costs are analyzed. There is only one recommendation in this important category.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
1	Track & Deliver Economic Benefits from Environmental Programs	0	Finance (Supported by City Commission)	Create a Budgeting, Funding and Suggested Return on Investment (ROI) Framework for Environmental Programs	x		6

## [2] Set Foundation, Drive Implementation & Communicate Progress

To properly track benefits, set the foundation drive implementation and communicate progress, we are making 27 important recommendations, primarily to City Commission and City Manager but also to the heads of a number of departments. A focus on these recommendations in 2009 will help the City prepare to effectively launch the 10 Point Plan we propose starting early 2010.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
2	Set Foundation, Drive Implementation & Communicate Progress	1	City Commission (City-Wide Recommendation)	Adopt a set of Ten Objectives as Part of a Ten Point Green Plan.	x		4
		2	City Commission (City-Wide Recommendation)	Adopt, Track and Annually Report a Set of Economic & Environmental Performance Metrics using a new Economic & Environmental Scorecard	x		4
		3	City Commission (City-Wide Recommendation)	Create an Internal "Green Team" by designating a Person from Each Department to Evaluate and Implement Report Recommendations	x		4
		4	City Commission (City-Wide Recommendation)	Create a Permanent Green Advisory Board Made up of Delray Beach Community Members	x		4
		5	City Commission (City-Wide Recommendation)	Issue City Commission / Mayoral Proclamations related to Green Building Construction and Operations	x		4
		6	City Commission (City-Wide Recommendation)	Establish Standard Green Office Practices in All City Offices	x		4
		7	City Commission (City-Wide Recommendation)	Create a Sustainability Officer Position and Fund this Position through Cost Savings		x	4
		8	City Commission (City-Wide Recommendation)	Complete Green House Gas Inventory and Create Reduction Plan		x	4
		9	City Manager / City Clerk's Office	Coordinate City Green Efforts with Neighboring Jurisdictions	x		5
		10	City Manager / City Clerk's Office	Complete the FGBC Green Local Government Certification Checklist and Apply for Certification	x		5
		11	City Manager / City Clerk's Office	Implement Internet Based Electronic Bulletin Board for City Board Workshop Meetings	x		5
		12	City Manager / City Clerk's Office	Incorporate Green Practices into Golf Course Management		x	5
		13	City Manager / City Clerk's Office	Adopt Green Management Policy for Tennis Facility		x	5
		14	Finance Department (Including IT/Purchasing/Utility Billing)	Create, launch and operate a website dedicated to Delray Beach's green efforts	x		6
		15	Finance Department (Including IT/Purchasing/Utility Billing)	Research Green Grants Opportunities		x	6
		16	Police Department	Assist in Enforcement of Green Codes	x		7
		17	Community Improvement Department	Create a Green Building Awards Program		x	9
		18	Parks & Recreation Department	Place Signs Describing Green Features of Public Parks & Amenities	x		11
		19	Human Resources Department	Create Job Description for a Sustainability Officer	x		13
		20	Human Resources Department	Create a Human Resources Sustainability Education and Best Practices Education Program	x		13
		21	Community Redevelopment Agency	Provide a CRA representative for a New (Potential) Permanent Green Advisory Board	x		14
		22	Housing Authority	Create a Green Funding and Partners Resource List	x		15
		23	Housing Authority	Create a Green Education Outreach Program	x		15
		24	Housing Authority	Revise the Housing Authority's Mission Statement to Include Green Principles		x	15
		25	Downtown Development Authority / Downtown Marketing Cooperative	Create a Volunteer Green Team	x		16
		26	Downtown Development Authority / Downtown Marketing Cooperative	Provide a DDA representative for a New (Potential) Permanent Green Advisory Board	x		16
		27	Chamber of Commerce	Create a Green Awards Program	x		17

## Recommendations Summary:

### [3] Incorporate Sustainability Into Urban Planning & Design

To incorporate Sustainability into Urban Planning and Design, we have 10 recommendations, primarily for Planning and Zoning, with one important recommendation to the CRA.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
3	Incorporate Sustainability into Urban Planning & Design	1	Planning & Zoning Department	Conduct a Green Audit of the Current Land Development Regulations and Comprehensive Plan	x		10
		2	Planning & Zoning Department	Develop and Apply a Sustainable Land Use Checklist	x		10
		3	Planning & Zoning Department	Mandate Environmentally Friendly Landscaping	x		10
		4	Planning & Zoning Department	Re-evaluate Parking Planning and Design	x		10
		5	Planning & Zoning Department	Develop a Multi-Modal Transportation District (MMTD)		x	10
		6	Planning & Zoning Department	Re-evaluate Parking Requirements for Mixed Residential Office & Commercial (MROC) District		x	10
		7	Planning & Zoning Department	Create & Promote a Green Neighborhoods Program, Incorporate Principles into Land Development Regulations & Comprehensive Plan		x	10
		8	Planning & Zoning Department	Adopt and Implement the Existing Bike and Pedestrian Task Team Final Report		x	10
		9	Planning & Zoning Department	Study Potential Zoning Decisions that Could Encourage Businesses to Service Residents		x	10
		10	Planning & Zoning Department	Develop a Sustainable Vision and Incorporate into City Planning Documents		x	10
		11	Community Redevelopment Agency	Implement Long-Term Sustainable Redevelopment Planning		x	14

## Recommendations Summary:

### [4] Encourage Water Efficiency & Conservation

To encourage water efficiency and conservation, we are making 6 recommendations, four focused on use of water in City operations where water is heavily used for operations or vehicle cleaning (Police, Fire, Environmental Services) and two focused on encouraging City businesses and residents to adopt water efficiency measures.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
4	Encourage Water Efficiency & Conservation	1	Police Department	Use Reclaimed Rainwater to Wash Police Vehicles		x	7
		2	Fire Department	Use Reclaimed Rainwater to Wash Fire-Related Vehicles		x	8
		3	Planning & Zoning Department	Provide Incentives to Encourage Rainwater Harvesting	x		10
		4	Parks & Recreation Department	Implement Water-Efficient Landscaping Protocols		x	11
		5	Environmental Services Department	Adopt a Series of "Quick Win" Water Efficiency Measures for City Buildings	x		12
		6	Environmental Services Department	Re-evaluate the Current Tiered Rate Structure for Water Billing		x	12

## Recommendations Summary:

### [5] Reduce Greenhouse Gases through Energy Efficiency & Green Building

To reduce greenhouse gases, we have 26 recommendations that will also reduce energy costs for City buildings. Some recommendations will help the City align to Florida's HB 7135 that mandates green building. We also suggest incentives for private green building development.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
5	Reduce Greenhouse Gases through Energy Efficiency & Green Building	1	City Commission (City-Wide Recommendation)	Adopt a Green Building Ordinance		x	4
		2	Finance Department (Including IT/Purchasing/ Utility Billing)	Implement Power Saving features in all City Computers & Printers	x		6
		3	Finance Department (Including IT/Purchasing/ Utility Billing)	Develop Incentives for Green Redevelopment		x	6
		4	Community Improvement Department	Create a "Green Building Basics" Public Information Campaign	x		9
		5	Community Improvement Department	Create "Green Building & Recycling Basics" Public Information Campaign for Children	x		9
		6	Community Improvement Department	Require Energy Star Appliances in all Building Applications	x		9
		7	Community Improvement Department	Mandate Cool Roofs	x		9
		8	Community Improvement Department	Encourage Installation of Solar Hot Water & Solar Electric by Streamlining Permitting Process	x		9
		9	Community Improvement Department	Require Green Benchmarking for New Buildings / Substantial Renovations		x	9
		10	Parks & Recreation Department	Implement Energy Efficient Lighting & Controls for Outdoor Courts, Parks, and Playfields		x	11
		11	Environmental Services Department	Adopt a Series of "Quick Win" Energy Efficiency Measures for City Buildings	x		12
		12	Environmental Services Department	Adopt LEED Silver as the Official Goal for All New Municipal Buildings and Major Renovations, with a Target of Gold or Higher for at Least ONE Building	x		12
		13	Environmental Services Department	Register City Hall for LEED for Existing Buildings, and Start Pursuing Certification	x		12
		14	Environmental Services Department	Paint the Interior of Parking Garages White as Part of Routine Maintenance to Maximize Lighting Efficiency	x		12
		15	Environmental Services Department	Install High Efficiency Lighting for Streetlights	x		12
		16	Environmental Services Department	Perform an Energy Audit on All City Facilities		x	12
		17	Environmental Services Department	Adopt LEED for Existing Buildings in the Future for City Buildings		x	12
		18	Community Redevelopment Agency	Provide a Green / Energy Efficiency Grant and Revolving Loan Fund	x		14
		19	Community Redevelopment Agency	Pursue Green Building Certification for the Old Library / Hotel Redevelopment Project	x		14
		20	Community Redevelopment Agency	Pursue Green Building Principles for the Current Parking Lot Redevelopment Project	x		14
		21	Community Redevelopment Agency	Pursue Green Building Certification for All CRA Projects		x	14
		22	Housing Authority	Provide a Green Home Improvement Funding Resources	x		15
		23	Housing Authority	Pursue Green Building Certification at the Villages at Delray	x		15
		24	Housing Authority	Pursue Green Building Certification for All New Developments		x	15
		25	Chamber of Commerce	Pursue Green Building Certification for New Office		x	17
		26	Chamber of Commerce	Support the Florida Chamber of Commerce's Green Efforts		x	17

## Recommendations Summary:

### [6] Reduce Greenhouse Gases through Fuel Efficiency & Transportation

To reduce greenhouse gases from transportation, we have 27 recommendations that will also reduce fuel costs for departments that manage many City vehicles (police, fire, ESD). Some recommendations help maximize the potential of the Roundabout and supplement this positive program with other ideas for public transit and transportation flow improvement in the City.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
6	Reduce Greenhouse Gases through Fuel Efficiency & Transportation	1	City Commission (City-Wide Recommendation)	Promote Fuel Efficient Driving by All City Employees and communicate widely	x		4
		2	City Commission (City-Wide Recommendation)	Adopt and actively enforce an Anti-Idling Ordinance	x		4
		3	Police Department	Increase Use of Existing Alternative Fuel Vehicle and Bicycles	x		7
		4	Police Department	Implement shared vehicle patrols	x		7
		5	Police Department	Minimize Trips for Minor Incidents	x		7
		6	Police Department	Reduce Non-Duty Related Vehicle Use	x		7
		7	Police Department	Quantify Overall Fuel Consumption and Establish Reduction Targets	x		7
		8	Police Department	Remove Unneeded Weight on Vehicles for Fuel Economy	x		7
		9	Police Department	Encourage Routine Fleet Maintenance	x		7
		10	Police Department	Purchase More Fuel-Efficient Vehicles / Alternative Fuel Vehicles		x	7
		11	Police Department	Implement GPS Routing Software		x	7
		12	Fire Department	Dispatch Optimal Number of Vehicles on Calls	x		8
		13	Fire Department	Restrict Vehicle Usage to Official Use Only	x		8
		14	Fire Department	Encourage Routine Fleet Maintenance	x		8
		15	Fire Department	Optimize Fire Hydrant Inspection Procedures	x		8
		16	Fire Department	Restrict Staff from Driving Vehicles Home Unless On Call	x		8
		17	Fire Department	Educate Staff on Fuel-Efficient Driving Habits (reference Miami Fire Dept Best Practices)	x		8
		18	Fire Department	Upgrade Fleet		x	8
		19	Fire Department	Implement GPS Routing Software		x	8
		20	Environmental Services Department	Expand Roundabout Shuttle Routes and Schedules	x		12
		21	Environmental Services Department	Convert Roundabout Shuttle to Alternative Fuel and Utilize an Open Air Rubber Wheel Trolley		x	12
		22	Human Resources Department	Coordinate Roundabout Shuttle with Employee Commuter Schedule	x		13
		23	Human Resources Department	Educate City Employees About Public Transit Federal Tax Incentives	x		13
		24	Human Resources Department	Reduce the Work Week to Four Days		x	13
		25	Downtown Development Authority / Downtown Marketing Cooperative	Promote "Car Free" Zones	x		16
		26	Downtown Development Authority / Downtown Marketing Cooperative	Explore and Potentially Propose a Permanent Car-Free / Pedestrian Zone in the Downtown Core		x	16
		27	Downtown Development Authority / Downtown Marketing Cooperative	Promote Alternative Vehicles / Bikes for Tourists		x	16

## Recommendations Summary:

### [7] Implement Green Purchasing

To implement green purchasing, we have 11 recommendations, with the major one for the Finance / Purchasing Department to develop an Environmentally Preferable Purchasing Policy.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
7	Implement Green Purchasing	1	Finance Department (Including IT/Purchasing/Utility Billing)	Develop & Implement a Environmental Purchasing Policy (EPP) covering, at minimum: supplies, printing, furniture, technology, vehicles	x		6
		2	Finance Department (Including IT/Purchasing/Utility Billing)	Enact an Energy Efficient Computer Purchasing & Operation Policy	x		6
		3	Finance Department (Including IT/Purchasing/Utility Billing)	Purchase Energy Efficient Light-bulbs	x		6
		4	Finance Department (Including IT/Purchasing/Utility Billing)	Employ Green Cleaning and Maintenance	x		6
		5	Police Department	Explore Greener Cleaning Options for Uniforms (e.g. Washing or Non-Perc Dry Cleaning)	x		7
		6	Community Redevelopment Agency	Adopt the City's Standard Green Office Practices	x		14
		7	Housing Authority	Adopt the City's Standard Green Office Practices	x		15
		8	Downtown Development Authority / Downtown Marketing Cooperative	Adopt the City's Standard Green Office Practices	x		16
		9	Downtown Development Authority / Downtown Marketing Cooperative	Switch to Recycled or FSC-certified Paper for all DDA Publications	x		16
		10	Chamber of Commerce	Adopt the City's Standard Green Office Practices	x		17
		11	Chamber of Commerce	Switch to Recycled or FSC-certified Paper for all DDA Publications	x		17

## Recommendations Summary:

### [8] Reduce Waste & Increase Recycling

To help reduce waste and increase recycling, we have 11 recommendations for the departments and agencies that have most control over the City's waste stream. Our main recommendation is to the Community Improvement Department to support city businesses by enabling convenient commercial recycling.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
8	Reduce Waste & Increase Recycling	1	City Manager / City Clerk's Office	Revise Special Event Permit Application and Special Event Policy	x		5
		2	City Manager / City Clerk's Office	Go Paperless for Public Information Requests		x	5
		3	Police Department	Implement Electronic Citation System		x	7
		4	Fire Department	Eliminate Disposable Dishware in Fire Stations	x		8
		5	Community Improvement Department	Enable Commercial Recycling by Allowing Pick-Up of Recyclable Material (Cardboard, Paper, Glass, Metal) by Qualified Recyclers	x		9
		6	Community Improvement Department	Adopt Paperless "Online" Building Permit Applications	x		9
		7	Parks & Recreation Department	Mulch and/or Compost a Range of Materials Collected from City Parks. Communicate Availability of this Material	x		11
		8	Human Resources Department	Provide Re-usable Mug and Water Bottle to Employees	x		13
		9	Downtown Development Authority / Downtown Marketing Cooperative	Implement a Recycling Program for the DDA/DNC Offices	x		16
		10	Chamber of Commerce	Implement Recycling in Chamber Office	x		17
		11	Chamber of Commerce	Pursue Green Event Planning at 2009 and All Future Delray Affair Events	x		17

## Recommendations Summary:

### [9] Encourage Green Economic Development

To take advantage of new funding for green efforts and to establish a reputation in a new area of civic leadership, we propose 7 recommendations related to Green Economic Development.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
9	Encourage Green Economic Development	1	City Commission (City-Wide Recommendation)	Develop and Implement a Plan to Promote Green Economic Development		x	4
		2	Finance Department (Including IT/Purchasing/Utility Billing)	Develop Incentives for Location of Green Businesses within the City		x	6
		3	Planning & Zoning Department	Create a Green Business Overlay Zone		x	10
		4	Downtown Development Authority / Downtown Marketing Cooperative	Develop a Plan to Attract More Green Events	x		16
		5	Downtown Development Authority / Downtown Marketing Cooperative	Develop and Implement Green Merchant Marketing Program		x	16
		6	Downtown Development Authority / Downtown Marketing Cooperative	Promote Green Tourism		x	16
		7	Chamber of Commerce	Identify "Green Businesses" and Designate them Separately on Chamber Websites		x	17

## Recommendations Summary:

### [10] Improve Indoor and Outdoor Environmental Quality

To lower risk and costs of harsh chemicals and other wastes in the City's air and water, we have 10 recommendations to maintain health and beauty of the Delray Beach's land, water and residents.

#	Objective	#	Department/s with Most Control of Implementation of Recommendation	Recommendation	Quick Win/ Strategic Recommendation		Report Chapter
					Quick Wins	Strategic	
10	Improve Indoor & Outdoor Environmental Quality	1	City Commission (City-Wide Recommendation)	Establish an Environmentally Sensitive Leaf-Blowing Ordinance		x	4
		2	Police Department	Phase Out Perchlorate Flares		x	7
		3	Fire Department	Install Air Scrubbers at all Fire Houses		x	8
		4	Planning & Zoning Department	Revise LDRs to Make Pervious Pavement the Standard		x	10
		5	Parks & Recreation Department	Recertify the Delray Municipal Beach as a Blue Wave Certified Beach	x		11
		6	Parks & Recreation Department	Maintain or Support Organic Community Gardens	x		11
		7	Parks & Recreation Department	Create a Pesticide Hazard and Exposure Reduction (PHAER) Zone Program		x	11
		8	Parks & Recreation Department	Minimize Chlorine in Community Swimming Pools		x	11
		9	Environmental Services Department	Establish Environmentally Sensitive Landscaping Practices	x		12
		10	Environmental Services Department	Install Stormwater Treatment Devices at All Runoff Outfall Discharges and Promote Stormwater Infiltration		x	12

## **CONCLUSION**

We believe that if the City implements a large number of our recommendations, and improves performance against the metrics we suggest, Delray Beach can position itself not only as a leading small green city in Florida and the US, but as one of the leading small green cities in the world.

**Note: The Complete Green Task Force Report is available online at <http://www.SustainableDelray.org/report.htm>. The electronic version of the Full Report contains clickable links throughout to all references.**