

## **APPENDIX A - SCOPE**

### **A. Project Description**

#### **1. Statement of Environmental Concerns/Issues**

The recent availability of funds from Energy Efficiency Community Block Grants (EECBG) introduced many municipal governments to energy efficiency and sustainability projects. The challenge is to build on this momentum and continue projects without significant support from state and federal funds. EECBG funding enabled local governments to support the additional capacity to focus on sustainable projects, but without future funding or support, local governments cannot maintain this capacity. To offset the lack of continued federal funding, Michigan communities need other forms of support to pursue sustainability projects. MGC presents communities the opportunity to engage in peer learning and resource sharing that spurs innovation and prevents the duplication of efforts across the state.

The current state of the economy prevents many communities in the state of Michigan from dedicating staff and funding to “sustainability” projects. Due to a lack of investment, Michigan communities are unable to realize the economic and environmental benefits of energy efficiency and sustainability projects. Michigan Green Communities (MGC) started in July 2010 with a small grant of \$20,000 to build a peer-learning network of local government and university staff. With connections to over 80 communities, MGC now facilitates this sharing of information and improves communications among local governments and university staffs across the state. This P2 grant will provide \$50,000 over the next two years to further develop the network and continue to support innovation at the local, regional, and state level.

#### **2. Project Goals and Objectives**

Funding will further the following outcomes:

- Establish 501c3 status for Michigan Green Communities to leverage foundation challenge grants and to build an advisory committee of local government representatives
- Increase participation in the Michigan Green Communities Challenge to include 100 communities
- Expand the project database to include entries from 50 percent of network members
- Develop a challenge grant model, much like the Take Charge Energy Challenge in Kansas City, and secure \$50,000 in foundation grants to encourage project completion in Michigan communities<sup>1</sup>
- Increase the number of Michigan cities undertaking sustainability plans, by sharing experiences from the City of Ann Arbor sustainability framework project started in January 2011
- Revise the Michigan Green Communities Challenge reporting tool to estimate energy savings at the project level, city level, and the network level
- Raise awareness of environmental and economic benefits of sustainability projects by working with a Michigan city to produce an economic analysis looking at the life-cycle of energy use and share this template with other cities
- Provide staff support and expose graduate level students to sustainability work in Michigan by creating a Michigan Green Communities fellowship program

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<sup>1</sup> <http://www.climateandenergy.org/CEPProject/TakeCharge/Index.htm>

- Host monthly conference calls and annual conferences to increase the level of communication between Michigan communities to create the opportunity for collaborative projects and joint purchasing

The goals of MGC and its mission support a number of the objectives listed as part of the P2 grant program.

***Objective 1: “Develop and implement a ‘local sustainability plan’ to reduce waste and energy consumption.”***

Financial support for MGC will drive sustainability planning across the state by offering technical support for communities through example plans. The City of Ann Arbor will share its experience building a sustainability framework that aims to develop a framework of goals, objectives, and indicators to institutionalize sustainability at the city level. Additionally, an advisory committee for MGC will establish statewide priorities for sustainability projects and leverage support from private foundations through a system of challenge grants. A student masters project group will work closely with a Michigan city to produce a methodology for an economic energy analysis that directly ties energy efficiency to cost savings.

***Objective 2: “Adopt formal resolutions and ordinances that support sustainable waste reductions and energy efficiency initiatives.”***

MGC will become the central source for local government staff to share model ordinances and resolutions and to share the successes and challenges of gaining support from the public and elected officials. Including universities within the MGC network connects local governments with significant community partners and sources of data to support initiatives. Reducing the staff time and fiscal resources needed to draft ordinances and resolutions and to produce supporting materials allows local governments to pursue more projects. A group of masters students from the University of Michigan School of Natural Resources and the Environment have committed to help produce model ordinances in the upcoming year designed for MGC network members. This will likely increase the number of resolutions and ordinances passed in support of sustainability in Michigan.

***Objective 3: “Organize and strengthen sustainability task forces or green teams.”***

The first step in approaching sustainability work is often to start sustainability task forces or green teams. Many communities in Michigan have completed this process and can offer advice to communities just beginning this step. At the 2010 Michigan Green Communities Conference, Farmington Hills hosted a breakout session centered on creating green teams. Educating local communities on close-to-home best practices can make this process easier and once again, reduce fiscal and time investments in the initiative.

***Objective 4: “Support ongoing partnerships between...city government that will address waste reduction and energy issues.”***

One of the primary goals of MGC is to build and maintain connections between local government and university staff in Michigan. Providing a space to foster these connections increases the opportunity for collaboration among local governments and among universities. Collaborating on projects will likely lessen the resources needed to undertake a new project. For instance, several communities looking to install energy-efficient LED lighting may collaborate to purchase equipment. Joint purchasing increases the quantity of an order and consequently reduces the cost to each individual community.

***Objective 5: “Identify opportunities for waste and energy savings in buildings waste and water treatment processes, and other local government operations”***

Managing city assets is a key component of both environmental and fiscal sustainability for a city. Sharing success stories and challenges from these projects will better inform municipalities on which approaches would best suit their community. MGC will act as a liaison between governments to provide local governments and universities with a dedicated staff person to connect them with information.

MGC offers immediate and long-term benefits to Michigan’s natural environment. In the short-term, members of MGC will share resources to initiate sustainability projects at the local government level. Learning the value of sustainability at the local government level may create more sustainability staff positions. MGC aims to cultivate young talent in Michigan by introducing graduate level students to sustainability projects in Michigan through its fellowship program. In the long-term, community and university involvement in MGC will promote a culture of sustainability within Michigan.

### **3. Organization Information**

#### Michigan Green Communities Mission:

MGC is a network of local government and university staff in the state of Michigan that will collaborate with one another, through peer learning and information sharing, to promote innovative solutions and move sustainability initiatives forward at the local, regional, and state level.

#### Relevant Programs, Activities, and Accomplishments:

##### ***2010 Michigan Green Communities Conference***

In December 2010, the network hosted the first annual Michigan Green Communities Conference, an all-day conference for local government and university staff across the state. The Michigan Municipal League (MML), the Michigan Bureau of Energy Systems, and the Southeast Michigan Regional Energy Office cosponsored the conference. 60 representatives from 40 communities attended.

##### ***Michigan Green Communities Challenge***

The Michigan Green Communities Challenge, a collaborative effort with the Michigan Municipal League, the Michigan Townships Association, and the Michigan Association of Counties encourages local governments to commit to becoming more sustainable and provides a mechanism to track and measure progress. With over 80 communities involved, working with the challenge enables MGC to connect with all forms of local government in the state of Michigan.

#### Other Accomplishments:

- Hosted a network launch in September 2010 in collaboration with the City of Grand Rapids and ICLEI at the GreenTown Conference in Grand Rapids
- Started a group on the Michigan Energy Efficiency Network website with staff support from MML
- Hosted conference calls on topics, such as property assessed clean energy, framing sustainability, and using online tools and resources for sustainability initiatives
- Received \$20,000 innovation grant to support statewide networks in Midwest from the Urban Sustainability Directors Network
- Working with a masters project group from the University of Michigan to continue network outreach, strengthen the network, and produce resources for network

- Started a project database and model ordinance database through the Michigan Municipal League

#### Key Staff:

##### ***Jamie Kidwell – Sustainability Associate***

Jamie Kidwell has worked at the City of Ann Arbor since July of 2010 and will serve as the lead staff for this grant. She has been the lead contact for the Michigan Green Communities network from the start and coordinated the Michigan Green Communities Conference. Keeping Jamie as the network coordinator and lead contact helps maintain a consistency within the network and helps to ensure the network's success and longevity.

##### ***Matthew Naud – Environmental Coordinator***

Matthew Naud is the environmental coordinator for the City of Ann Arbor. Matthew will serve as the project administrator for the grant. He helped the City of Ann Arbor produce 10 environmental goals and staff the City's environmental commission. Matthew was a speaker at the 2010 Michigan Green Communities Conference. He also participates in the Urban Sustainability Directors Network, a national sustainability network.

##### ***MGC Fellow***

The City will seek to hire a first-year graduate level student intern that is willing to commit to working the duration of the grant term. Establishing a long-term fellowship will also contribute to consistency.

#### **4. Partners**

##### ***City of Dearborn***

**David Norwood** at the City of Dearborn started MGC in July 2010 and will continue to provide staff support.

##### ***Michigan Municipal League***

The Michigan Municipal League (MML) oversees the Michigan Green Communities Challenge. Working with MML ensures that MGC reaches townships, villages, cities, and counties across the state. Program Coordinator **Luke Forrest** assists in managing and supporting MGC. He supports the Michigan Green Communities Challenge and MML's 21c3 program that targets sustainability at the community level.

##### ***University of Michigan School of Natural Resources and the Environment (UM SNRE)***

A masters project group from UM SNRE committed to working on this project for the 2011-2012 academic school year. The students will work with MGC to assist in outreach, content development, and to develop and host informational workshops or webinars for the network. Josh Newell a professor at UM SNRE is the project advisor.

#### **5. Project Sustainability**

Part of the work plan for MGC is developing a funding model to support the network. The student group will provide this model within the first year of the grant term. Establishing a 501c3 with an advisory committee and an annual fellowship program provides an increased level of stability to the network that will encourage future success. MML also brings to the network its institutional experience working with over 30 affiliate groups.

#### **6. Evaluation**

MGC will evaluate its success in the following ways:

- Continue to build on a project database started by the Michigan Municipal League and produce a map of projects to evaluate the geographic distribution of projects across the state and help improve network outreach<sup>2</sup>
- Survey members annually to accurately report what projects are completed, what projects are in progress, and what projects a community seeks assistance with
- Produce an annual progress report that tracks adopted policies and ordinances, number of challenge grants met, and projects completed
- Monitor increases in membership and track annual energy savings with the Michigan Green Communities Challenge

## **B. Work Plan and Timetable**

### **1. Work Plan**

	<b>Estimated Hours</b>		
	<i>Year 1</i>	<i>Year 2</i>	<i>Total</i>
City Staff	1170	1175	2345
MML Staff	300	300	600
UM SNRE Students	1000	0	1000
<i>Total</i>	<i>2470</i>	<i>1475</i>	<i>3945</i>

#### **Task 1: Manage network communications.**

Research completed on other regional network models, such as the Sustainable Cities Network housed by Arizona State University, demonstrates the need for a network coordinator to facilitate information sharing. With the time and budget constraints on local government staff, the network coordinator's objective is to listen to network members, produce relevant content, share priorities, and act as an additional resource to network members.

**Subtask 1.1:** Oversee monthly email correspondence from members.

**Subtask 1.2:** Distribute monthly email updates to members.

**Subtask 1.3:** Schedule and facilitate monthly peer learning conference calls based on member interests.

**Subtask 1.4:** Manage web content for micheen.org web space.

**Year 1 –**

**Estimated Hours: 741 hours, 30 percent**

**City Staff/MML Staff: 641hours**

**UM SNRE Students: 100 hours**

**Year 2 –**

**Estimated Hours: 442.5 hours, 30 percent**

**City Staff/MML Staff: 442.5 hours**

#### **Task 2: Continue outreach and network building.**

The quality of a network depends on participation from and the representativeness of its members. As membership increases, network members have access to a greater number of resources and case studies. Staff will work to recruit members and ensure member participation. Staff will seek opportunities, other than the annual conference, for network members to meet at events. Staff will also continue to ensure that high geographic diversity within the state. The

**Subtask 2.1:** Work with UM SNRE student group to develop educational and outreach materials.

**Subtask 2.2:** Host regional workshops with UM SNRE students.

<sup>2</sup> <http://www.mml.org/resources/educater/eeebg/reporting/default.aspx>

**Year 1 –**  
**Estimated Hours: 247 hours, 10 percent**  
**City Staff/MML Staff: 47 hours**  
**UM SNRE Students: 200 hours**

**Year 2 –**  
**Estimated Hours: 295 hours, 20 percent**  
**City Staff/MML Staff: 295 hours**

**Task 3: Produce content and resources to share with network members.**

A key benefit of MGC is that it provides members with an additional staff person to help move projects forward. Maintaining a high quality of resources to share with MGC members encourages participation in the network and creates a space where network members can easily find the information they are looking for.

**Subtask 3.1:** Create model case study for network members to complete and complete case studies on specific projects.

**Subtask 3.2:** Collect and share model ordinances and policies.

**Subtask 3.3:** Maintain project database and map project locations.

**Subtask 3.4:** Distribute annual survey to update project database and map.

**Year 1 –**  
**Estimated Hours: 741 hours, 30 percent**  
**City Staff/MML Staff: 441 hours**  
**UM SNRE Students: 300 hours**

**Year 2 –**  
**Estimated Hours: 295 hours, 20 percent**  
**City Staff/MML Staff: 295 hours**

**Task 4: Host annual Michigan Green Communities Conference.**

The annual conference provides a forum for network members to interact face-to-face annually. This face-to-face interaction strengthens individual connections within the network and fosters innovation and new project development. With the help of the MML, this conference offers an opportunity to engage attendees through short presentations from network members and through a series of breakout sessions. The conference increases the functionality of the network by facilitating candid conversations about the successes and challenges of undertaking sustainability projects within the state of Michigan. Resources from the network are also posted online for those who cannot attend.<sup>3</sup> Working groups and priorities for MGC can be established at this conference. MGC plans to contract MML to manage conference preparations.

**Subtask 4.1:** Determine conference topics and recruit speakers.

**Subtask 4.2:** Develop agenda and promotional materials for conference.

**Subtask 4.3:** Coordinate conference logistics (e.g. travel, food, technical needs).

**Subtask 4.4:** Staff the conference (e.g. facilitate breakout sessions, distribute materials).

**Subtask 4.5:** Synthesize and distribute information from the conference.

**Year 1 –**  
**Estimated Hours: 247 hours, 10 percent**  
**City Staff/MML Staff: 147 hours**  
**UM SNRE Students: 100 hours**

**Year 2 –**  
**Estimated Hours: 147.5 hours, 10 percent**  
**City Staff/MML Staff: 147.5 hours**

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<sup>3</sup> [http://www.mml.org/resources/educenter/2010-green\\_communities\\_conference.html](http://www.mml.org/resources/educenter/2010-green_communities_conference.html)

**Additional Hours: Funds set aside to have MML assist in conference planning and facilitating.**

**Task 5: Monitor the effectiveness of the network.**

The success of the network depends on its utility to its members. Evaluating of the progress of the network and its members each year ensures that the network will be tailored to its members.

**Subtask 5.1:** Work with MML to redesign the Michigan Green Communities Challenge to include broader sustainability goals.

**Subtask 5.2:** Track community progress and statewide progress using the Michigan Green Communities Challenge points as an indicator.

**Subtask 5.3:** Check in with network members to solicit feedback for network improvements.

**Subtask 5.4:** Compile and produce annual report.

**Year 1 –**

**Estimated Hours: 247 hours, 10 percent**

**City Staff/MML Staff: 147 hours**

**UM SNRE Students: 100 hours**

**Year 2 –**

**Estimated Hours: 147.5 hours, 10 percent**

**City Staff/MML Staff: 147.5 hours**

**Task 6: Build model to ensure fiscal and organizational stability for the network.**

Having a network that endures beyond the 2-year grant term provides a level of security to network members. The first step of organizational stability is to create an entity that includes members and support from multiple stakeholders. MGC will form an advisory committee to drive the focus of the network each year and to establish 501c3 status for MGC.

**Subtask 6.1:** Assemble an advisory committee that includes representatives from local governments and universities across the state.

**Subtask 6.2:** Establish 501c3 status.

**Subtask 6.3:** Leverage challenge grant funding from private foundations to support projects locally.

**Subtask 6.4:** Work with UM SNRE student group to produce a strategy to sustain the network.

**Year 1 –**

**Estimated Hours: 247 hours, 10 percent**

**City Staff/MML Staff: 47 hours**

**UM SNRE Students: 200 hours**

**Year 2 –**

**Estimated Hours: 147.5 hours, 10 percent**

**City Staff/MML Staff: 147.5 hours**

*\*Additional hours may be available if funds can support a work-study eligible student.*

Project Deliverables:

By adhering to this work plan, MGC will produce the following project deliverables:

- Action plan for fiscal sustainability of the organization
- Model to leverage challenge grants from private foundations and distribute funds to communities in Michigan
- 501c3 organization with an advisory committee and an annual fellowship

- Methodology to help Michigan communities conduct an economic analysis related to energy use\*
- Revised Michigan Green Communities Challenge that better monitors community progress and includes goals beyond energy efficiency
- Project and ordinance database linked to a map
- Monitored web space to disseminate information and content
- Yearly conference and monthly conference calls provided at no cost to network members
- Annual report sharing conference materials, yearly projects, and network priorities for the upcoming year

\*This project deliverable is based on a proposed student project. If the student group does not complete this project, city staff will not be able to produce this deliverable.



## 2. Timeline

Year 1 (Sept 2011- Sept 2012)		Q1	Q2		Q3			Q4			Q5			
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Task 1: Network Communica tions</b>	<p>1.1: Oversee monthly email correspondence from members.</p> <p>1.2: Distribute monthly email updates to members.</p> <p>1.3: Schedule and facilitate monthly peer learning conference calls based on member interests.</p> <p>1.4: Manage web content for micheen.org web space.</p>	[Light blue shaded area]												
<b>Task 2: Outreach and Network Building</b>	<p>2.1: Work with UM SNRE student group to develop educational and outreach materials.</p> <p>2.2: Host regional workshops with UM SNRE students.</p>			[Light blue shaded area]										
<b>Task 3: Content and Resource Production</b>	<p>3.1: Create model case study for network members to complete and complete case studies on specific projects.</p> <p>3.2: Collect and share model ordinances and policies.</p> <p>3.3: Maintain project database and map project locations.</p> <p>3.4: Distribute annual survey to update project database and map.</p>			Complete model		Distribute model and assist with case studies								
<b>Task 4: Host annual Conference</b>	<p>4.1: Determine conference topics and recruit speakers.</p> <p>4.2: Develop agenda and promotional materials for conference.</p> <p>4.3: Coordinate conference logistics.</p> <p>4.4: Staff the conference.</p> <p>4.5: Synthesize and distribute information from the conference.</p>													
<b>Task 5: Progress Monitoring</b>	<p>5.1: Work with MML to redesign the Michigan Green Communities Challenge to include broader sustainability goals.</p> <p>5.2: Track community progress and statewide progress using the Michigan Green Communities Challenge points as an indicator.</p> <p>5.3: Check in with network members to solicit feedback for network improvements.</p> <p>5.4: Compile and produce annual report.</p>													
<b>Task 6: Fiscal Plan</b>	<p>6.1: Assemble an advisory committee.</p> <p>6.2: Establish 501c3 status.</p> <p>6.3: Leverage challenge grants.</p> <p>6.4: Work with UM SNRE student group to produce a strategy to sustain the network.</p>													

Year 2 (Oct 2011- Sept 2013)		Q6			Q7			Q8			Q9	
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>Task 1: Network Communica tions</b>	<p>1.1: Oversee monthly email correspondence from members.</p> <p>1.2: Distribute monthly email updates to members.</p> <p>1.3: Schedule and facilitate monthly peer learning conference calls based on member interests.</p> <p>1.4: Manage web content for micheen.org web space.</p>											
<b>Task 2: Outreach and Network Building</b>	<p>2.1: Develop educational and outreach materials.</p> <p>2.2: Host regional workshops.</p>											
<b>Task 3: Content and Resource Production</b>	<p>3.1: Create model case study for network members to complete and complete case studies on specific projects.</p> <p>3.2: Collect and share model ordinances and policies.</p> <p>3.3: Maintain project database and map project locations.</p> <p>3.4: Distribute annual survey to update project database and map.</p>	Compile case study collection	Continue to collect case studies									
		Compile ordinance collection	Continue to collect ordinances									
<b>Task 4: Host annual Conference</b>	<p>4.1: Determine conference topics and recruit speakers.</p> <p>4.2: Develop agenda and promotional materials for conference.</p> <p>4.3: Coordinate conference logistics.</p> <p>4.4: Staff the conference.</p> <p>4.5: Synthesize and distribute information from the conference.</p>											
<b>Task 5: Progress Monitoring</b>	<p>5.1: Work with MML to redesign the Michigan Green Communities Challenge to include broader sustainability goals.</p> <p>5.2: Track community progress and statewide progress using the Michigan Green Communities Challenge points as an indicator.</p> <p>5.3: Check in with network members to solicit feedback for network improvements.</p> <p>5.4: Compile and produce annual report.</p>											
<b>Task 6: Fiscal Plan</b>	<p>6.1: Assemble an advisory committee.</p> <p>6.2: Establish 501c3 status.</p> <p>6.3: Leverage challenge grants.</p> <p>6.4: Produce a strategy to sustain the network.</p>											