



HOWARD COUNTY ENVIRONMENTAL SUSTAINABILITY BOARD
3430 Court House Drive ■ Ellicott City, Maryland 21043 ■

Ned Tillman, Chair

<http://www.howardcountymd.gov/OES/OES Board.htm>

2011 Annual Report of the Howard County Environmental Sustainability Board

To the Howard County Executive and County Council:

It is my privilege to submit to you the 2011 Annual Report of the Howard County Environmental Sustainability Board. It includes a summary of the highlights of the Office of Environmental Sustainability which is a separate but closely intertwined organization that reports directly to the Executive.

We believe that the county has developed an effective process for pursuing the goals of the 2007 Howard County Commission on the Environment and Sustainability. Howard County has clearly made progress in the area of becoming more sustainable. The Board commends you for your leadership in this area. However, we have a long and very important way to go. We encourage your ongoing leadership and support in helping all aspects of our community to embed good sustainability practices into everything we do. We would like to specifically note our support for the proposed increased to stormwater capital projects and the Office of Environmental Sustainability in the proposed 2012 budget. As you will read, stormwater has been a high priority of this Board for the last few years and the funding of the Office brings it in line with the proposal made by the Board's predecessor, the 2007 Commission on the Environment and Sustainability.

We welcome the opportunity to meet with you collectively and individually to discuss this report and our ongoing role in advising you over the next year on the major issues facing the county in the future. Please select a time to meet and discuss the report and our plans for the future. We will continue to meet on the second Thursday of the month and certainly welcome your participation if you would like to join us.

Sincerely,

Ned Tillman, Chair
On behalf of the
Environmental Sustainability Board
Of Howard County



HOWARD COUNTY OFFICE OF ENVIRONMENTAL SUSTAINABILITY
3430 Court House Drive ■ Ellicott City, Maryland 21043 ■

Joshua Feldmark, Director

<http://www.livegreenhoward.com>

2011 Annual Report of the Howard County Office of Environmental Sustainability

To the Howard County Executive and County Council:

For the past two years, as part of the Environmental Sustainability Board's Annual Report, the Office of Environmental Sustainability has included our own report highlighting the accomplishments over the previous year.

With this report we are continuing that practice. We are doing so because the missions of the Office and the Sustainability Board are closely intertwined. Both are working every day to create a culture of sustainability throughout Howard County and focus all areas of County government on the many facets of sustainability. Combining the two reports gives the clearest vision of the work of both institutions, which while separate entities, are part of the same whole.

Should you have any questions or comments, I would welcome the opportunity to discuss the activities of the Board and Office.

Sincerely,

A handwritten signature in black ink that reads "Joshua Feldmark".

Joshua Feldmark
Director

The Howard County Environmental Sustainability Board

2011 Annual Report to the Executive and County Council

Introduction

The Environmental Sustainability Board (the Board) was created in 2008 and currently consists of the following members:

Ned Tillman, Chair	Sherman Howell	Sandi Olek
Jim Caldwell	Cathy Hudson	Zack Shariff
Chein-Chi Chang	Rebecca Morley	Betsy Singer
Georgia Eacker	Christina Mudd	Mark Southerland
Naureen Elahi, Student		

Josh Feldmark, Director of the Office of Environmental Sustainability, is the Executive Secretary of the Board. Other ex-officio members include Lindsay DeMarzo, Susan Overstreet, Elissa Reineck, Kevin Doyle, Christopher Russell, and Laura Miller. The board also meets with other members of the administration (e.g., Marsha McLaughlin, John Byrd, Evelyn Tomlin as appropriate) and the community to ensure we are in contact with the key people on relevant topics of interest.

The primary responsibility of the Board is to advise the Executive and County Council on matters related to environmental sustainability and track the county's progress towards goals initially established in 2007 by the Commission on Environmental Sustainability. As part of that duty, the board is submitting this 2011 Annual Report of our past year's activities through April of 2010 and the county's progress relative to sustainability initiatives. This document will be distributed to you and the public at large.

This report is in 3 parts:

Part I - Summary of Activities of the Board

- a. Saving our Lakes
- b. Reaching out to the Public
- c. Monitoring Development
- d. Protecting our Open Spaces
- e. Protecting our Green Infrastructure
- f. Improving our Health

Part II - Office of Environmental Sustainability Annual Report

Part III - Appendices

1. SCORE Benchmark Report on How We Are Doing
2. List of Healthy Community Indicators
3. Metrics

PART I

SUMMARY OF ACTIVITIES OF THE BOARD

Saving our Lakes - Addressing the Impacts of Stormwater on Howard County

Stormwater is the polluted runoff that occurs when rain falls on impervious surfaces (such as buildings, parking lots, streets, and compacted lawns) and is piped directly into our streams and lakes, without the chance for it to seep into the soil as it would naturally. This practice of flushing the stormwater off our properties into culverts has caused significant harm to our streams, lakes and the Chesapeake Bay. This has resulted in the need to dredge our lakes, repair our badly scoured out streams and take major actions to restore the Chesapeake Bay.

Creating a comprehensive watershed restoration strategy that manages stormwater was a primary recommendation of the Commission on Environmental Sustainability and remains a high priority with the ESB. In 2009, the ESB worked closely with the HC Department of Planning and Zoning to prepare a Water Resources Element (WRE) of the Comprehensive Plan that adequately considered stormwater. In 2010, the ESB advised the HC DPZ on the new state stormwater regulations for new development and the proper consideration of waivers for grandfathered projects. We are monitoring how the county is implementing these new plans.

As these efforts in HC were underway, the U.S. EPA and Maryland Department of the Environment (MDE) have greatly increased the requirements for managing stormwater by developing a total maximum daily load (TMDL or “diet”) for the Chesapeake Bay that includes numeric targets for reducing the amounts of nitrogen, phosphorus, and sediment being delivered by our stormwater. The TMDL targets have been incorporated into the new (currently draft) stormwater permit that HC must comply with as part of the Clean Water Act. While the HC Department of Public Works (which is responsible for complying with the stormwater permit) continues to increase its restoration efforts, funding for restoration projects and community stewardship activities to meet the TMDL targets is currently inadequate. Capital expenditures to address stormwater have increased steadily to \$5M in FY10. The new 2011 budget has set aside \$10M for stormwater management. Because of the forward thinking efforts in the county, we have received additional funding from the Chesapeake Bay Trust Fund (note HC, along with the Columbia Association, has received the most funds through two rounds of competitive applications supported by the ESB).

In its 2009 retreat with the County Executive, the ESB introduced the concept of a user fee on stormwater runoff from residential and commercial properties, as the most effective means of complying with the new stormwater regulations. Currently, stormwater fees are used nationwide and in a few Maryland counties and cities, and are typically assessed based on the amount of impervious surface at each property. Though neither has yet passed, a bill has been introduced into the Maryland legislature each of the last two years, requiring that local governments create such a fee. Taking a leadership role, HC is considering instituting a stormwater fee that would be a model for other Maryland counties. The ESB commends the County Executive on this initiative and is undertaking the education of the public on this issue as a major outreach initiative for the Board. This may include holding public dialogue sessions over the next year.

Reaching out to the Public

Public awareness and involvement in these major issues is so important that members of the ESB have spent considerable time speaking and participating in events throughout the community. Here are a few of the events that we spoke at, sponsored, or participated in:

GreenFest – organized the Green Screen Video Festival
Climate Action Day Oct. 10, 2010, Hopewell Park
Master Naturalist Training
Howard County Legacy Leadership Institute for the Environment, 2010 and 2011.
Garden Club Meetings
The Earth Forum of Howard County
Greenbelt Climate Action Network
Non-Profit Resource Development Council
Clark Farm – Celebration of Agriculture with Katherin O’Malley
Long Reach High School Energy Solutions Parent and Student Night
Howard County Public School System
Environmental Summit, Jan. 25, 2011, Annapolis
League of Women Voters, Offshore Wind Energy Panel, March 29, 2011
Chesapeake Bay Foundation
Howard County Citizens Association
Watershed Watchers
Maryland Association of Environmental Outdoor Educators
HERRO
Johns Hopkins University Applied Physics Lab
Howard County Conservancy
Bain Center
MAREP
Green Business Council
Local Churches
Howard Community College

The Board sponsored the annual GreenScreen Video Festival for elementary, middle and high school students in Howard County on the topic “Stormwater Management: Help Save the Chesapeake Bay.” Board members presented three awards with cash bonuses provided by Allen & Shariff Corporation to students at Green Fest on April 2, 2011. The winning videos are posted on www.livegreenhoward.com

Monitoring Development

The Board continued its involvement in the redevelopment of Columbia's Downtown by reviewing and commenting on the proposed Downtown-wide Design Guidelines. This review (dated September 30, 2010) focused on the sustainability appendix of the guidelines—A4 Sustainability Guidelines (Land Component), but addressed the integration of sustainability throughout the guidelines and the development process generally. We recommended that any analyses of sustainability include all the potential costs and all the potential benefits of our natural as well as our built infrastructure and made the following comments:

1. That the sustainability component of each document be more prominent in the main text and not just an appendix.
2. That wording such as “should” and “encourage” should be changed to “must” or “will,” to make the guidelines as objective as possible.
3. That the Design Guidelines tie development to the LEED (including LEED for Neighborhoods), ASHRAE, and local codes current at the time, and require that development meet the most stringent standard among them.
4. That DPZ work with ESB to develop and begin monitoring the appropriate metrics, perhaps by assigning the measurement and verification to a third party such as one of the University of Maryland laboratories.
5. That all vendors that work on the site should provide their own metrics in an Annual Sustainability Report.

These comments were taken into consideration by the DPZ and the Council and resulted in some changes in the final resolution adopted by the County Council.

Protecting our Open Spaces - BG&E Transmission Line Pilot Project

The ESB committee on the BG&E Transmission Line Pilot Project continued for a second year to oversee the pilot project with BG&E using an Integrative Vegetation Management protocol on their transmission line right of way near Lake Elkhorn. Begun in the fall of 2009, with a low level amount of herbicide spraying to kill the woody growth, the protocol continued with touch up spraying in the fall of 2010 to remove the woody vegetation that had survived the first spraying. Concurrently, the semiannual mowing has ceased (along with its noise, carbon emissions, and habitat destruction). Data is being collected that will monitor the changes at this sight. As anticipated, in the summer of 2010, low growing vegetation rebounded, primarily meadow habitat with wildflowers.

In the fall of 2010, the committee helped to organize a full day workshop in Columbia, in conjunction with the National Pollinators Conference that was being held in Washington, DC. Sponsored by the nonprofit Integrated Vegetation Management Partners (IVM Partners), along with BG&E, this workshop brought over 100 people from federal, state, and local agencies, conservation groups, contractors and other utilities to educate them in this new, environmentally-friendly management strategy and to view this

site and two others further south. The committee continues to work with IVM Partners and BG&E to expand this program to other sites in Howard County.

Protecting our Green Infrastructure

Green Infrastructure is an interconnected network of waterways, wetlands, woodlands and other natural areas that support native species, maintain natural ecological processes, sustain air and water resources, and contribute to the health and quality of life for communities and people. Howard County began work in early 2010 to develop a Green Infrastructure Network Plan (GI Plan) that will refine and expand on Maryland's Green Infrastructure network to include areas of countywide ecological significance. The GI Plan will describe a countywide system of hubs and corridors. Hubs are large areas of valuable habitat and they are connected together through corridors. The GI Plan draft work program was presented to the Environmental Sustainability Board in February for comment. Staff presented an updated work plan in March. The Board was asked to serve as a citizen advisory committee for the GI Plan and established a Green Infrastructure Advisory Committee. This committee provided advisory comments on the County's draft work program and met with County staff in April and May to refine mapping criteria for the hubs and corridors. Since the last meeting with the Committee the mapping proved to be more time consuming and complicated than anticipated. The draft GI Plan will be presented in spring 2011 to the Committee.

Improving our Health - Healthy Community Planning Initiative

To date, many of our sustainability initiatives have focused primarily on the environmental impacts of policy decisions. Increasingly, research has begun to associate land use, urban design, and transportation system characteristics with health outcomes such as physical activity, air pollution, environmental noise, body mass index, and social cohesion. The "healthy communities" movement encourages jurisdictions to evaluate their land use planning and policies impact on factors such as:

- Housing – housing adequacy and affordability
- Nutrition – food quality and proximity to food resources
- Air Quality – contaminants in the indoor and outdoor air
- Transportation – access to jobs and proportion of trips walking/biking
- Safety – rate of violent and property crimes
- Noise – intensity and frequency of environmental noise
- Social Inclusion - population living in relative poverty; attitudes toward or stereotypes of minority racial, social, and ethnic groups

Several tools and processes are available to help officials make decisions that incorporate health considerations. One tool is health impact assessment (HIA), which is used to evaluate the potential health effects of a project or policy before it is built or implemented. It can provide recommendations to increase positive health outcomes and minimize adverse health outcomes. Some countries have mandated HIA as part of a regulatory process; others have used it in on a voluntary basis. The San Francisco Department of Public Health has carried out several HIAs of local development decisions.

The ESB launched a *Healthy Community Taskforce* under the ESB during 2010. The mission of the taskforce is to develop an approach for incorporating health considerations into planning decisions, including for example: 1) the general and master plan 2) reviewing/evaluating specific projects for healthy impacts (e.g. Route 1 corridor or the Route 40 corridor) 3) cross-training agency staff in health impact assessment, 4) collecting baseline community data to understand key health needs and concerns that could be addressed through systematic and strategic planning decisions.

Activities to Date

- Met with Dr. Peter Beilenson, Howard County Health Officer, to identify what data the Howard County Health Department currently collects that are relevant to healthy communities efforts. During this meeting, the Task Force learned of a new county initiative, Howard Health Counts, which provides a variety of data on community health in one centralized location. The Task Force has reviewed the indicators available through the Howard Health Counts website <http://www.howardhealthcounts.org/> and is working with the Health Department to suggest 3-5 additional indicators that will help the county monitor healthy communities indicators.
- An important finding from these discussions is that very little neighborhood level health data exist for the County. Having more fine-grained data would improve our ability to make health recommendations for the General Plan.
- Met with Horizon Foundation to gauge their support in funding the Healthy Communities Task Force Activities. There may be interest in funding a small scale community health assessment or possibly a community forum regarding healthy communities.
- Initiated discussions with the Health Department regarding co-sponsoring a community forum to help publicize the Howard Health Counts website and to facilitate a discussion around healthy communities in Howard County. The event would use the “Place Matters” video segment from the Unnatural Causes video series to facilitate conversations with Howard County residents.
- Reviewed Maryland’s 12 planning vision statements and the 2000 Howard County General Plan vision statements. The Task Force is in the process of drafting suggested language that the Department of Planning and Zoning could suggest to its General Planning Task Force to explicitly highlight health as they develop vision statements for the General Plan update in 2011.
- Identified and reviewed leading tools, such as the Healthy Development Measurement Tool, for incorporating health into land use plans, project reviews, and policies. The Task Force has begun an assessment of the extent to which the county is already considering health during its planning efforts, and where health impacts can be better highlighted during the existing processes.

The entire list of Healthy Community Indicators are shown in the Appendix and includes *6 elements, 28 objectives, 125 indicators (14 in process)*

PART II

Office of Environmental Sustainability Annual Report

Nearly three years ago, on the recommendation of the Commission on the Environment and Sustainability, County Executive Ulman created an Office of Environmental Sustainability. By design, the Office facilitates a culture of sustainability throughout County Government. While many activities originate within the Office, many more originate throughout government and throughout the community. The most fundamental role of the Office is to give sustainability the logistical, financial and political support needed to make it a high priority. Therefore, everything from recycling to fleet management to strategic land preservation have seen heightened attention and support through the work of both the Office and the Sustainability Board.

Though not an exhaustive inventory of our environmental sustainability activities, we have selected a broad cross section that represents initiatives of the Office of Environmental Sustainability.

CLIMATE ACTION PLAN



Our Climate Action Plan was completed in April of 2010 and since then we have worked systematically to reduce our carbon footprint and save the County money along the way.

Energy Efficiency – Howard County received an Energy Efficiency Block Grant of \$2.6 million from the US Department of Energy for a variety of energy efficiency projects. The projects in this program include the hiring of an energy manager, high efficiency field lighting at Cedar Lane Park, efficient lighting at park and library facilities, two electric vehicles, a sub-metering and energy dashboard for county facilities, and a home energy audit program for County residents.

We have embarked upon over 25 separate energy efficiency programs throughout County government. These include lighting retrofits, housing commission property appliance upgrades, power optimization, and fire station water heat optimization. The complete figures on how much energy and money all of these programs have saved are still being calculated. However, for those we are certain about, we have over \$38,000 in annual savings and a reduction of 1,200 tons of CO₂e (Carbon Dioxide Equivalents). Additionally, last year we collected over \$330,000 in rebates and grants for energy efficiency upgrades.

An energy team with representatives from throughout County government has been meeting regularly to do site audits and "treasure hunts" to identify energy saving strategies.

Electric Vehicle Charging Stations - Through a partnership with the Baltimore Electric Vehicle Initiative, we secured a grant to build five electric vehicle charging stations. The stations are being built at the Dorsey Building, and Fleet is working on securing electric vehicles for inspectors.

LAND & WATER

Easements - Howard County's land preservation program has continued to thrive, specifically the easement programs including agricultural preservation, forest conservation, and small lot conservation.

While the fact that Howard County now has 30,000 acres permanently preserved through easements is impressive, one of the most exciting aspects of our easement program is our partnership with the Howard County Conservancy for small lot preservation. For the past three years, we have worked with the Conservancy to recruit land owners for small parcels that are of particular environmental interest. These small lots, which otherwise would likely have been developed are now permanently preserved. This program has helped us preserve nearly 100 acres including 12 acres near the headwaters of the Little Patuxent and nine acres in the heart of the Patapsco Valley, both critical environmental areas.

Green Infrastructure Network Plan - As discussed earlier and in previous reports, a green infrastructure network plan was not only a key recommendation of the Commission, but also a



desired outcome identified at the Board/Executive retreat. Green Infrastructure is an inter-connected network of: waterways, wetlands, woodlands, wildlife habitats and other natural areas; greenways, parks, open space and other conservation lands; and working farms and forests that support native species, maintain natural ecological processes, sustain air and water resources, and contribute to the health and quality of life for people and communities.

Representatives from Planning and Zoning, Recreation and Parks, GIS, Environmental Sustainability, and the Sustainability Board have been working tirelessly to complete the plan. This plan will be of vital assistance in helping us to determine where to focus acquisition and preservation programs as well as help us develop management plans for county property within the hubs and corridors of the network. We estimate completing the plan by summer of 2011.

Plant(it)Green - As you will recall from last year's report, the Plant(it)Green program began by bringing together our primary tree planting initiatives on non-public property. This included the Private Forest Conservation Establishment (PFCE) program and Stream (Re)Leaf.

Last year we added the wildly successful 2,010 Trees in 2010 initiative. This program used interest accumulated in the Forest Conservation Fund to allow Howard County residents up to two free native trees in round one (spring) and one free native tree in round two (fall). This program was able to get over 4,000 trees planted in yards across the County. In large part because of this program, we were able to plant more trees than ever before - surpassing 12,000 trees planted last year alone.

Green Home Owners Associations - We hear all too often that Home Owners Associations (HOAs) can be a barrier to allowing one to green one's own home. From renewable energy to rain gardens and barrels, HOAs can make a huge difference. Through an application process we selected 6 HOAs from across Howard County to be part of this program. Once in the program, we helped review the HOA's documents and guidelines and suggested modifications to help enable both energy and water quality improvements to individual homes. Additionally, we proposed management strategies for open space and energy usage for community owned infrastructure. This program will continue through next fiscal year, as we work with the HOAs to implement some of the best management practices on their community owned land.

20 Minute Cleanup - In the grand scheme of environmental issues confronted by our community, litter can seem like a minor problem. However, litter is often the first thing residents and visitors assess when determining the quality of life in the community. If a place has trash strewn



throughout roadways and open spaces, that community is seen as "dirty". The Office of Environmental Sustainability has worked with Public Works, Recreation & Parks and the Department of Corrections to support existing litter pick up programs such as adopt-a-road, community clean-up days, and minimum security inmate litter pick-ups. Last year, we added the 20 Minute Cleanup. Based on a Toronto program, we picked a designated day in

the spring and asked people to gather folks within their community, office, school, senior center, or religious congregation, and spend 20 minutes that day picking up trash nearby. The concept is relatively simple but gives people an entryway into volunteering to help beautify and protect our quality of life in Howard County. 2010 was our first year running the program and we had about 30 different groups with just over 1,000 people participated. In 2011 20 Minute Cleanup, had 40 groups with nearly 1,500 people participating.

EDUCATION & OUTREACH

Howard County Green Business Council (HCGBC) - HCGBC was established in the Spring of



2009 by County Executive Ken Ulman to support green sector businesses throughout Howard County. HCGBC has recently established itself as a non-profit 501(c)6 founded by a group of green sector business executives. A representative from the Office of Environmental Sustainability and the Economic Development Authority serve on the organizational board.

The HCGBC mission is to encourage and facilitate environmental social and economic business practices in Howard County through education, outreach, networking and advocacy. HCGBC strives to support existing green sector companies located in the community, to develop an environment that will draw new green sector companies to Howard County, and to help raise the level of sustainable business practices used by its members and others within the community.

It is the hope of HCGBC that by joining together, the green businesses of Howard County can become a recognized center for green goods and services. The Office continues to work as an active partner in this effort.

GreenFest - Howard County's fourth annual GreenFest was once again a huge success. This year saw nearly 100 vendors and over 2,200 people circulating and learning the many ways to live



more sustainably. This year the event focused on minimizing waste, learning to compost, reusing and donating items, alternative energy, rainwater collection and reuse, and organic and local food.

Highlights include:

Bikes for the World collected over 100 bikes which they will clean up, repair, and ship to communities in need across the world.

Salon Marielle raised over \$600 for American Rivers with their Cut-A-Thon for a cause.

Rain barrel workshops were extremely popular and we distributed nearly 100 free barrels and kits to preregistered attendees.

Other events included workshops with Master Gardeners, carbon footprint activities led by local Girl Scouts, a reptile and amphibian search, biking workshops, tree plantings, a garlic mustard pull and more.

Green Central Station - Since it's kick-off last year, Green Central Station (www.livegreenhoward.com) has continued to thrive and grow. Of particular note are the social



media components including regular blog posts, Facebook/Twitter, and a constant contact newsletter which has recruited volunteers for everything from a stream clean-up to participation in Stream (Re)Leaf. Green Central Station now averages approximately two hundred hits per day and continues to be a

resource for everyone from residents and businesses looking to incorporate green practices into their daily activities, to local environmentalists looking to connect with others.

APPENDIX 1



Sustainability Competency & Opportunity Rating & Evaluation

Results for Howard County Government

February 2011

Conducted by Ned Tillman of Growth Adventures, LLC.

nedtillman@growthadventures.org

GROWTH ADVENTURES

Creating a Sustainable Future

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Background on SCORE and Your Results

The Environmental Sustainability Board of Howard County wanted a method to identify and track a wide variety of issues and initiatives that the county could be taking to become more sustainable. In part this was a training tool to target areas that are important to become more sustainable that might otherwise be overlooked. It is also a way to focus efforts, celebrate successes, and target areas that are not making progress.

This is our third SCORE Report. All the previous results are shown in the current graphs. Consider this as a tool for assessing the county’s sustainable operational practices and to plan future actions. We provide a short explanation of the tool below. For more information, contact Ned Tillman at ned@sustainable.us.

How SCORE is Structured

SCORE is divided into two main sections, sectors and functions. The ones you took are checked below. These were the sections that we thought most relevant for reviewing the county’s progress.

Sector Assessments	Functional Assessments
MAJOR SECTORS	XX Executive
Service	Facilities
Manufacturing	Human Resources
XX Government	Office Management
SPECIALIZED SECTORS	Purchasing
Construction	Environmental Affairs
Spas	Marketing/Public Relations
Travel/tourism	Finance/Accounting
Water Utilities	Information & Communication Technology
Wastewater Utilities	XX Sustainability Director or Coordinator

How to Interpret your Results

As you may recall, you entered ratings for each practice on a 0-9 point scale. Your score was guided by three benchmarks of performance, the Incubator, Initiative, and Integrated levels. You had to have qualified under the lower performance score to qualify for a higher one. See the sample item below.

OFFICE PRACTICES					SCORE
Points	Practice	1 point Incubator	3 points Initiative	9 points Integrated	NOTES
NA	Office Supplies and Equipment: Minimize impacts associated with the purchase and disposal of office supplies, furnishings and equipment.	Select a couple targeted purchasing categories and identify more sustainable options. Have an effective recycling system in place for paper, cans, & bottles.	Have a system in place for routinely assessing the impacts of purchases and are working on finding better options. Have systems for composting food scraps from lunchroom and recycle/donate electronic equipment, batteries, CDs.	80% or more of office supplies and equipment come from sustainable sources (i.e., from a certified sustainable source, 100% post-consumer waste, recyclable, product take-back).	

As you review your results in this document, keep the following guidelines in mind:

- SCORE assesses your sustainability practices, the degree to which sustainability is embedded in your organizational practices.
 - 0=business as usual.
 - 1=initial, early actions; good first steps.
 - 3=formal initiative, significant steps have been taken.
 - 9=fully sustainable, sustainability is embedded in your organization and you are putting pressure on other stakeholders as well.
- Note that anything above zero is good and at this point in history, and a 3 is considered excellent. However, the bar will keep rising.
- Benchmark data lets you see how you compare to other organizations that have taken SCORE. You were benchmarked against all organizations in our database as well as your results from last year.

Understanding Benchmarks

Benchmarks are the average scores of others who have taken SCORE. They do not represent what you should shoot for long term. Presumably we'll all have to be 9's at some point. But they give you a sense of how you compare to others at this point in time.

You have been benchmarked against:

- All who have taken SCORE
- Your results from previous years

Benchmarks can be useful in interpreting your scores. Did you get a low or high rating on a particular practice but most others did too? Are you generally ahead or behind the benchmark? Which practices do organizations tend to adopt first (ie, score highest in?)

That said, the benchmarks are the least important part of taking SCORE. The most important aspect is the conversations while going through SCORE and the shared understanding of what sustainability entails. Secondly, are your own ratings and associated action plan. Use the benchmarks as one other piece of data.

Where You Are in Your Development

You are
here



Incubator	Initiative	Integrated
<p>Early ad hoc efforts</p> <p>Pilot efforts in isolated parts of the organization, instigated by people with passion for sustainability</p> <p>May or may not have executive support</p>	<p>A formal initiative with executive support</p> <p>Sustainability is being embedded into formal practice across the organization</p> <p>There are formal structures to support sustainability (e.g., a sustainability coordinator, a steering committee, etc.)</p>	<p>Sustainability is fully integrated into the organization and is part of the organization's public image and core values</p> <p>The organization is using its influence to encourage other stakeholders to pursue sustainability goals</p> <p>The organization is a leader, taking responsibility for its externalities</p>

Based on what we can tell from your assessment results, several of your topical areas have moved out of the Incubator Stage and into the Initiative and even the Integrated Stages. You have inspired your talented team to make significant progress especially in the Energy, Buildings, and Emergency Preparedness arenas.

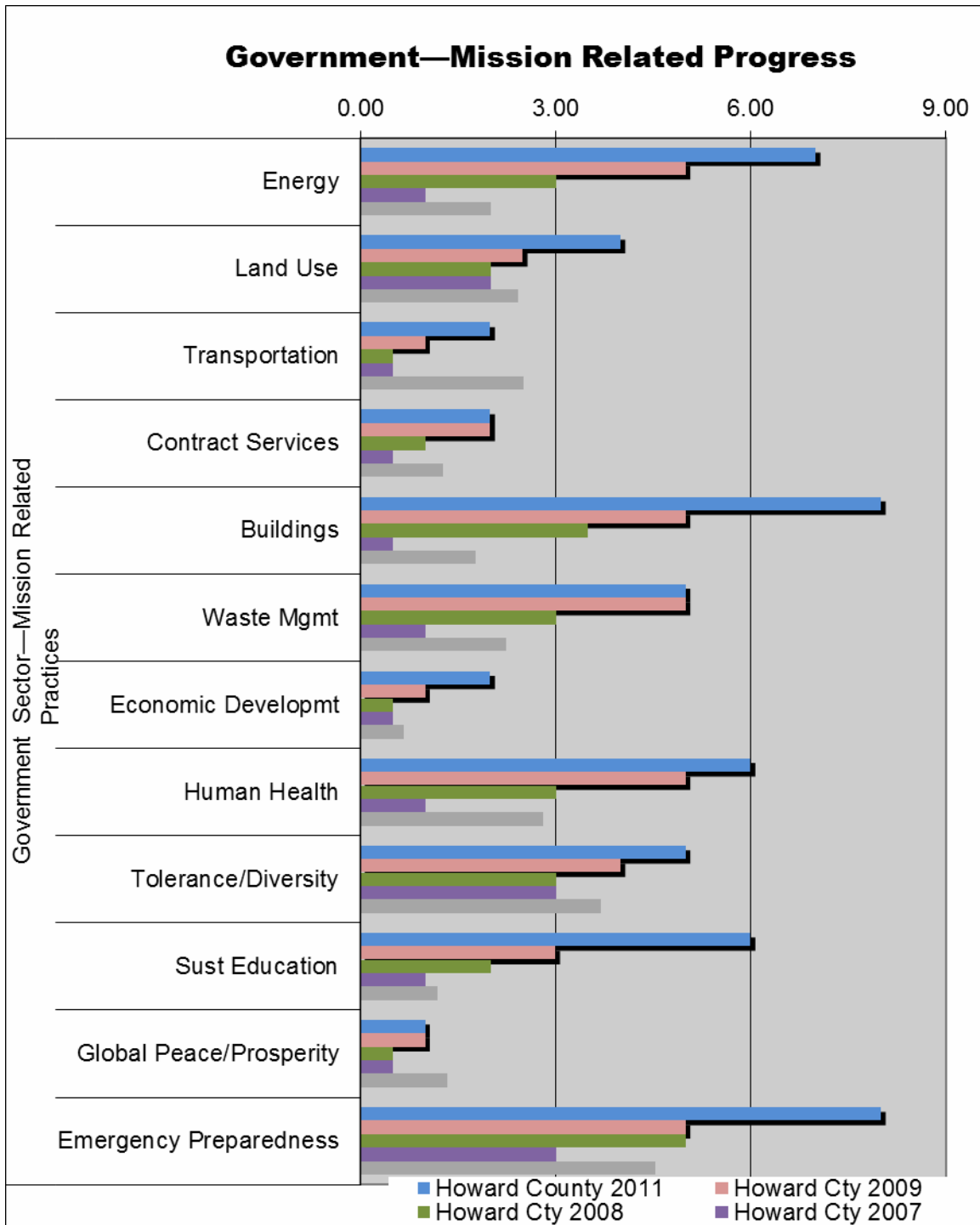
Other operational areas have not fully embraced sustainability and still fall into the Incubator Stage. In the contract services and economic development arenas, you will need to **formalize** more practices and help everyone **pursue sustainability in a systematic manner**. By doing this you will help lead the community into a more sustainable future. As you lead the way toward a more integrated sustainable community be aware that these are the main tasks:

- **Conduct a full impacts assessment of your operations**
 - Help each of your departments conduct their own Impact Assessments and work with representatives from each of your departments to create one for the whole county
 - Help each department establish goals based on their greatest impacts.
 - Help them select metrics for tracking their progress.
 - Help them understand what they will be responsible for managing long-term.
- **Grow support**— Develop a Communications and Marketing Plan to spread interest in and responsibility for sustainable thinking throughout your departments, the commercial sector, and the community at large.

These tasks are all part of a sustainability implementation process. Your next step would be to create a formal **Sustainability Management Plan and Reporting System**.

SCORE Results by Practice (Summary)

The following chart shows your average scores for each practice area as compared with a nationwide benchmark and the previous years where we conducted this SCORE process. Note that these are averages of all the activities within each practice area. With a systematic effort, you should be able to make significant progress in all of these areas in the coming year.



Kudos—Assets to Build Upon

Based on our analysis of the county's results, we'd like to commend you on the following efforts. It is clear that many of county employees are pursuing significant projects and agendas that fall within the Sustainability arena. You are making strides that will help to make Howard County a leader in implementing good sustainability practices. We would like to commend you on:

- **Management**
 - Leadership – It is clear that a number of high profile Green Initiatives have been identified by the staff and championed by the County Executive.
 - Legislation – Green building and solar legislation has set a standard for the entire community to consider being more sustainable as we build for the future.
 - Green Teams – The county has clearly engaged its experienced and professional team in identifying and implementing actions that will help build a more sustainable future.
- **Working with the Staff** – The county has created a sustainability culture throughout most of the departments.
- **Working with Facilities** – The county has begun to lower its energy use through conservation, system upgrades, and the installation of renewable energy systems.
- **Working with the Environment**- The county has reduced the introduction of harmful chemicals into the waters and air and is working to restore natural systems.
- **Working with the Community** – The county is supportive of county wide outreach efforts and events such as hosting the Greenfest, building the Platinum rated Robinson Nature Center, and supporting events hosted by others. Your progress is shared with others by posting it on the Green Central Station website (www.livegreenhoward.com) and providing a summary of sustainability initiatives in your Annual Report

Opportunities & Recommendations

You have created an environment and a team of professionals that take sustainability seriously and have made a wide variety of steps toward a more efficient and sustainable operation. This is a great base on which to build. With the current buy in and support, it is an excellent opportunity to go to the next step and create a more formal structure that will allow you to systematically embed Best Sustainable Practices into everything that you do. Here are a few suggestion on your next steps based on what has worked for others.

Management

- Revisit the County's Mission, Vision, and Strategic Plan to fully embrace the concepts of building a more sustainable community.
- Determine what the **business case** is for the County to become a leader in sustainability.
- Identify the **major impacts** (energy, materials, services, wastes), set goals in each impacted area, and identify how to best track key metrics to assist in meeting these goals.
- Develop a better process for reporting progress to others via metrics or periodic reporting that would feed metrics up from the departments to the County Executive (probably via OES)
- Develop a **Sustainability Management Plan and Reporting System**.

Working with the Environment

- Continue your efforts to reduce use of water, chemicals, and electricity
- Spread what was learned in pilot projects to the community
- Create a Storm Water Restoration Fund
- Concentrate future development in the eastern half of the county

Working with Staff

- Expand training opportunities for the entire staff
- Add sustainability goals to job descriptions and annual reviews. Add it as a core value.
- Develop a Sustainable Sourcing Policy that encourages more sustainable products and services. Tell vendors about your sustainability goals. Ask them to help. Assign points for good sustainable ideas and track records.

Working with the Public

- Create a Marketing and Communications Plan to get the story out about what you are accomplishing and how the public can help. The public needs to know what you are doing so they can continue to support you and your budget in the future. Sharing your successes and becoming a leader in this arena will encourage others to follow your lead.
 - Expand usage of signs to encourage more sustainable behaviors.
 - Take full advantage of The Robinson Nature center as a major outreach tool
 - Engage the whole community in a Storm Water Restoration effort.

The two areas where the county has the most to gain are: Contract Services and Economic Development.

Contract Services – Including points for sustainability in the recent RFP for installation of broadband services within the county is a very important step. By doing this, the county is challenging its vendors to step up to the plate and become leaders in the sustainability movement. This is clear recognition that the private sector has a lot to offer and it has a lot to gain by becoming leaders in this movement, both in the county and in the state, and far beyond. We recommend that the County:

- Implement a Sustainable Sourcing Policy (see appendix).
- Create a formal policy for all departments to follow that encourages/requires more sustainable options.
- Notify all of its vendors that it is serious about becoming more sustainable and seeks vendors to come up with more sustainable solutions for everything the county does.

Economic Development – Use our leadership in the Sustainability Movement to create and expand local businesses. Yes we should attract corporate sustainability leaders to the County and this could be a major goal for the Economic Development Authority. But the main goal should be to identify the growth areas for Howard County and to support or create firms that can run with these goals.

Resources

The following resources should help you take action on your SCORE results.

Keyword	Resource	Description
Executive education	HBR Strategic Approach to Climate change	Harvard Business Review has a ‘conversation starter,’ A strategic approach to climate change. http://conversationstarter.hbsp.com/2007/10/a_strategic_approach_to_climat.html . They also published Climate Change: What’s your Business Strategy? http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=2105&_requestid=44322
Executive education	Return on Sustainability	Kevin Wilhelm’s book, Return on Sustainability, is a quick read with many compelling factoids and data points which will appeal to a bottom-line oriented executive. The book is self-published so the formatting is not ideal but much of the content is excellent. http://www.returnonsustainability.com/
Employee education	Northwest Earth Institute	Northwest Earth Institute discussion courses are a great way to deepen employees’ understanding of and commitment to sustainability. www.nwei.org .
Facilities	Green and Save ROI tool	There is a Return on Investment table at this website that may be helpful for evaluating some practices related to greening office buildings and homes. It includes items such as water efficient/dual flush toilets, updating to a more efficient refrigerator, etc. Obviously they had to make assumptions to develop the ROI estimates, but it’s a useful table to review to get a sense for how to estimate ROI. http://www.greenandsave.com/master_roi_table.html
Facilities	USGBC	US Green Building Council’s LEED criteria for operations and maintenance (formerly LEED –EB) (www.usgbc.org or http://www.usgbc.org/DisplayPage.aspx?CMSPageID=221 for a direct link to LEED O&M.
Life cycle assessments	Various tools	In the past, life cycle assessments were horribly expensive and hard to do. The number of databases and software systems to support this have been proliferating. Good sources include:

		<p>EPA's website http://www.epa.gov/ORD/NRMRL/lcaccess/. Download their Summary of LCI Global Databases. (LCI=Life cycle inventory)</p> <p>GaBi Software is reportedly a good, moderately priced tool for LCA. www.gabi-software.com/</p> <p>Also see the US LCI Database project at www.nrel.gov/lci.</p> <p>Also see Simapro</p>
Materials		http://www.cleanproduction.org/Home.php
Metrics	Sustainable Community Indicators	<p>For information on community metrics, we recommend Sustainable Community Indicators by Maureen Hart. www.sustainablemeasures.com</p>
Office practices	Various resources	<p>Green Office Guide, produced by the City of Portland Office of Sustainable Development, www.sustainableportland.org</p> <p>Green Office Guide, a supplemental edition of the Sustainable Industries Journal, January 2008, Issue 60, www.sustainableindustries.com</p>
Purchasing	EPAT (major paper purchases)	<p>The Environmental Paper Assessment Tool (EPAT) is a new system developed by MetaFore to assess the environmental impacts of paper purchases (copy paper, coated stocks, tissues, etc.). You establish your priorities and then can compare different paper suppliers, right down to the mill level, on a large number of environmental indicators. Go to www.epat.org for more information. This tool will be released in the fall of 2006.</p>
Purchasing	EPEAT (electronics)	<p>There is a new sustainable rating system for electronic products called EPEAT (Electronic Product Environmental Assessment Tool) that, unlike Energy Star, takes into account a number of other sustainability criteria including how much energy was used to create the product and what happens to it at the end-of-life. See www.greenelectronicscouncil.org.</p>
Purchasing	New American Dream; Responsible Purchasing Network	<p>The New American Dream (for information on environmentally preferable purchasing practices, policies, and contract language; www.newdream.org). Look for the Institutional Purchasing part of their website. Also see their Responsible Purchasing Network.</p>
Purchasing	Sustainable Products Purchasers Coalition	<p>Also check out the Sustainable Products Purchasers Coalition at www.sppcoalition.org. This organization uses combined purchasing power to transform the marketplace.</p>

Sustainability Reports	Corporate Register	Sometimes it helps to see how other organizations report their results. A good resource for sample reports is Corporate Register. To view recent CSR report announcements here http://www.ReportAlert.info/ They also produce an annual report on their award program.
Transportation	Green Ride	GreenRide is an organization that can help with alternative transportation options for commuting, events, etc. www.greenride.com
Transportation	Various resources	Surface Transportation Policy Partnership http://www.transact.org/default.asp Public Transportation.org http://www.publictransportation.org Transit Cooperative Research Assoc. http://www.tcrponline.org/ APTA -American Public Transportation Association http://www.apta.com/
Waste	EPA	Conducting A Waste Stream Audit- EPA-PA has a simple “how-to” document for conducting a waste stream audit. It includes sample forms available for download. http://www.dep.state.pa.us/dep/DEPUTATE/AIRWASTE/WM/recycle/facts/ComRec.htm
Water	WaterSense	WaterSense® WaterSense, a partnership program sponsored by the U.S. Environmental Protection Agency, makes it easy for Americans to save water and protect the environment. http://www.epa.gov/WaterSense/

Inventory of current sustainable practices

The following items were mentioned as just a sampling of the practices you have already taken that relate to sustainability. These are listed as a reference to your ratings in the SCORE assessment. But these also represent a starter inventory of sustainable practices.

Functional area	Current practices
Executives	Signed the Mayors Agreement on Climate Change Created and funded an Office on Environmental sustainability Created a Green Team Funded a series of high-profile Pilot Projects
Facilities	Reduced energy use, upgrade lighting, Installed groundwater heat pump and solar energy systems Require LEED on buildings Built platinum rated Robinson Nature Center
Human Resources	4 day weeks Encourage telecommuting Established Green Awards
Office Operations	Exploring alternatives to normal practices Implemented new policies for copying and printing
Purchasing	Life cycle analyses Requesting green alternatives
Environmental Affairs	Decreased use of chemicals in landscaping efforts Conducting watershed plans and restoration efforts Enhanced recycling Purchase of 65 hybrid vehicles
Marketing	Created www.livegreenhoward.com webpage Supporting GreenFest Includes environmental successes in most talks

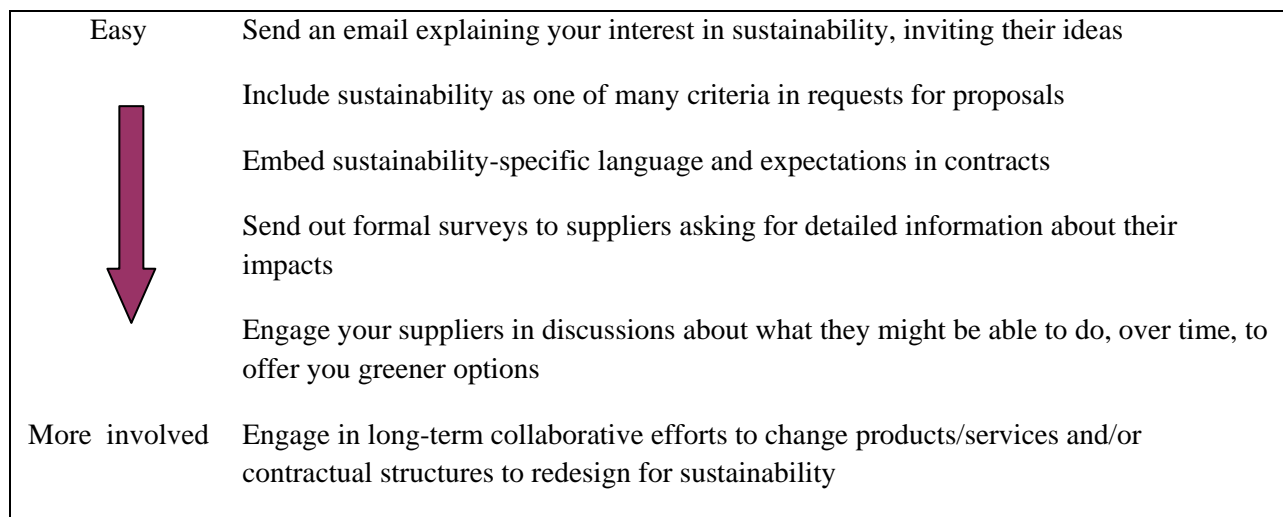
Implement a Sustainable Sourcing Policy

Given the large carbon footprint your purchasing has it makes sense to start with strategic sourcing. You have waste because you bought something in the first place. So looking at your purchasing practices can also help you manage your waste stream.

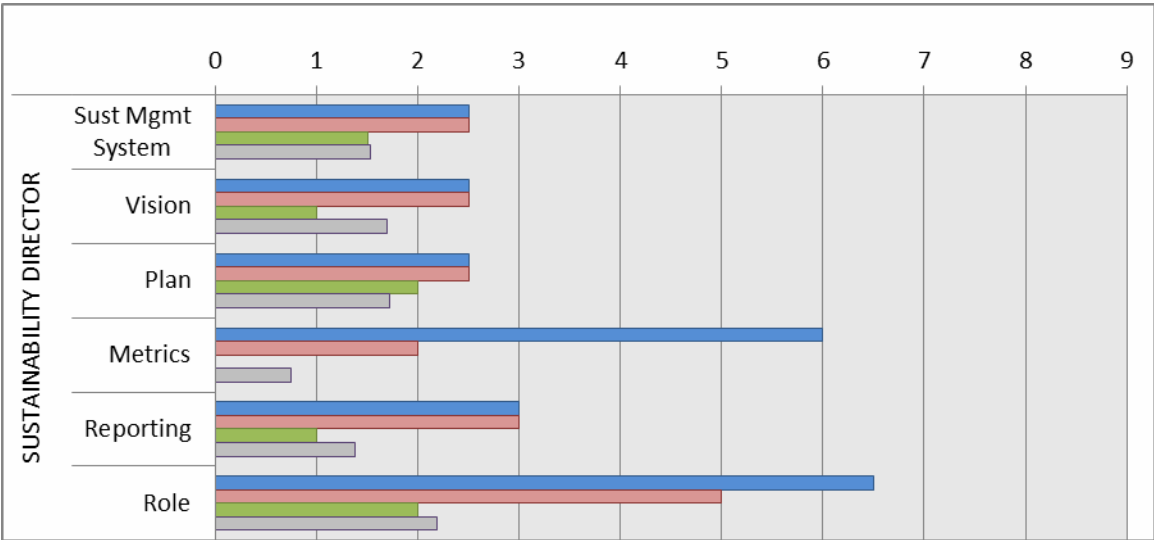
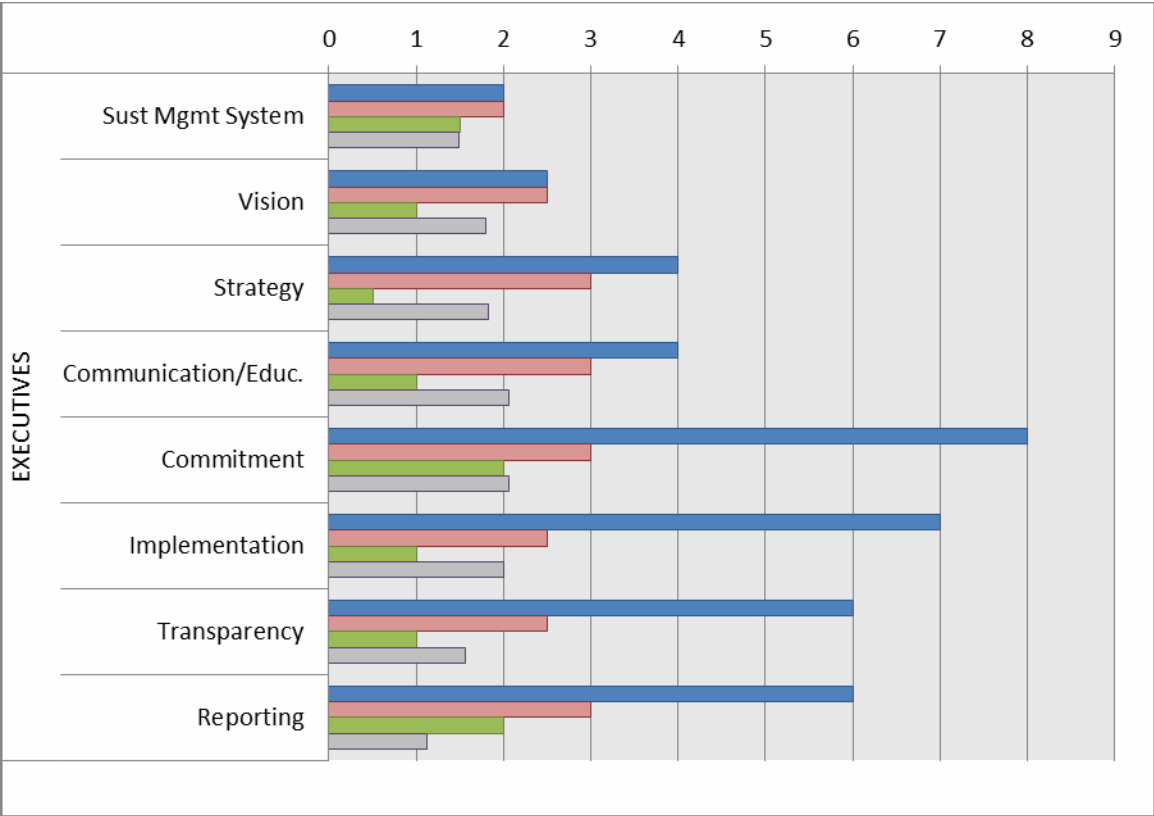
- How long does a product last?
- Do you really need it?
- What happens to it at the end of its useful life?
- Is it recyclable or does the manufacturer take it back?
- Can you buy a product as a service instead (e.g., carpeting, software as a service, etc.)?
- What requirements do you have in contracts (e.g., for construction) to recycle the waste?

Create a ‘green purchasing’ or environmentally preferable purchasing policy. Begin by establishing the criteria against which your purchasing decisions are made. The bullets above might provide a starting point of issues to consider. Then deploy the policy by engaging your suppliers. You have a spectrum of options.

Options for engaging your suppliers



SCORE Results



APPENDIX 2

List of Healthy Community Indicators

Attachment 1: Healthy Communities Indicators

ES. Environmental Stewardship

- ES.1 Decrease consumption of energy and natural resources
 - ES.1.a Residential per capita natural gas use
 - ES.1.b Total residential electricity use (kWh) per capita
 - ES.1.c Gross per capita water use
 - ES.1.d Annual per capita waste disposal
 - ES.1.e Proportion of solid waste recycled and composted
 - ES.1.f Proportion of renewable electricity produced in San Francisco
 - ES.1.g Annual electricity produced (kWh) by solar power installations
 - ES.1.h Number of buildings that are LEED certified
- ES.2 Restore, preserve and protect healthy natural habitats
 - ES.2.a Miles of accessible shoreline
 - ES.2.b Acres of significant natural areas
 - ES.2.c Acres of public open space per 1,000 population
 - ES.2.d Number of trees
 - ES.2.e Proportion of impervious ground surfaces
 - ES.2.f Proportion of buildings with green roofs
- ES.3 Reduce residential and industrial conflicts
 - ES.3.a Proportion of City land that is unutilized, industrial or contaminated
 - ES.3.b Proportion of land zoned for residential and industrial uses
- ES.4 Preserve clean air quality
 - ES.4.a Proportion of households living within potential traffic-related air quality hazard area
 - ES.4.b Proportion households living within 300 meters of major industrial stationary sources of air pollution
- ES.5 Maintain safe levels of community noise
 - ES.5.a Average daytime and nighttime outdoor noise levels

ST. Sustainable and Safe Transportation

- ST.1 Decrease private motor vehicles trips and miles traveled
 - ST.1.a Proportion of households without a motor vehicle
 - ST.1.b Proportion of commute trips made by driving alone
 - ST.1.c Average vehicle miles traveled by San Francisco residents per day
 - ST.1.d Gross number of vehicle trips per San Francisco resident per day
 - ST.1.e Traffic volume by miles of street
 - ST.1.f Proportion of households living within 150 meters of designated truck routes
 - ST.1.g Number of motor vehicle collisions
- ST.2 Provide affordable and accessible public transportation options
 - ST.2.a Proportion of commute trips made by public transit
 - ST.2.b Proportion of households with 1/4 mile access to local bus or rail link

- ST.2.c Local transit service frequency, morning peak commute
- ST.2.d Proportion of households within 1/2 mile of regional public transport
- ST.2.e Proportion of workers with 1/2 mile access to regional public transport
- ST.2.f Proportion of average income spent on transportation expenses
- ST.2.g Proportion of households within 1/2 mile of a location selling Muni Lifeline Fast Passes
- ST.3 Create safe, quality environments for walking and biking
 - ST.3.a Ratio of miles of bike lanes and paths to miles of road
 - ST.3.b Proportion of commute trips made by biking
 - ST.3.c Number of bicycle collisions
 - ST.3.d Proportion of commute trips made by walking
 - ST.3.e Number and rate of pedestrian injuries
 - ST.3.f Posted speed limits of 20 mph or less
 - ST.3.g Area score on the Pedestrian Environmental Quality Index

SC. Social Cohesion

- SC.1 Promote socially cohesive neighborhoods, free of crime and violence
 - SC.1.a Number of violent crimes
 - SC.1.b Number of property crimes
 - SC.1.c Residential mobility
 - SC.1.d Proportion of households likely to move away from San Francisco in the next three years
 - SC.1.e Proportion of population within 1/2 mile from community center
 - SC.1.f Density of off-sale alcohol outlets
 - SC.1.g Number of neighborhood block party permits
 - SC.1.h Number of spiritual and religious centers
 - SC.1.i Social support reported by San Francisco population
 - SC.1.j Residents' perceived safety
 - SC.1.k Number of police officers per capita [in process]
- SC.2 Increase civic, social, and community engagement
 - SC.2.a Voting rates
 - SC.2.b Active neighborhood watch groups
 - SC.2.c Volunteerism [in process]
- SC.3 Assure equitable and democratic participation throughout the planning process
 - SC.3.a Opportunities for public comment and participation [in process]
 - SC.3.b Cultural and language accessibility [in process]
 - SC.3.c Information accessibility [in process]
 - SC.3.d Community outreach [in process]
 - SC.3.e Enabling community participation [in process]
 - SC.3.f Transparency and coordination [in process]
 - SC.3.g Communication [in process]
 - SC.3.h Community benefits [in process]

PI. Public Infrastructure/Access to Goods and Services

- PI.1 Assure affordable and high quality child care for all neighborhoods
 - PI.1.a Maximum capacity of licensed child care facilities and proportion of 0-14 year olds

- PI.1.b Unmet need for child care subsidies
 - PI.1.c Average child care costs as a proportion of family budget
 - PI.1.d Proportion of licensed child care facilities meeting best practice standards for childcare environmental design
- PI.2 Assure accessible and high quality educational facilities
 - PI.2.a Proportion of households within 1/2 mile of a public elementary school
 - PI.2.b Proportion of children attending neighborhood public schools
 - PI.2.c Proportion of schools achieving an Academic Performance Index Base of 800 or more
 - PI.2.d Public school capacity and demand
 - PI.2.e Proportion of schools with joint use playgrounds
 - PI.2.f Proportion of public schools with a school garden
 - PI.2.g Proportion of students graduating from high school by school
 - PI.2.h Ratio of public school population to citywide school-aged population
- PI.3 Assure spaces for libraries, performing arts, theatre, museums, concerts, and festivals for personal and educational fulfillment
 - PI.3.a City-serving art/cultural facilities within 1/2 mile of a regional transit stop
 - PI.3.b Public funding for the arts per capita
 - PI.3.c Proportion of population within 1/2 mile and 1 mile of a public library
 - PI.3.d Public art works and population density per square mile
 - PI.3.e Local, culturally relevant art in building design/structure [in process]
- PI.4 Assure affordable and high quality public health facilities
 - PI.4.a Public health facilities within 1/2 mile of a regional transit stop
 - PI.4.b Distribution of public health facilities relative to population density
 - PI.4.c Number of hospital beds per 100,000 population
- PI.5 Increase park, open space and recreation facilities
 - PI.5.a Proportion of population within 1/4 mile of a neighborhood or regional park
 - PI.5.b Proportion of population within 1/4 mile of a recreation facility
 - PI.5.c Proportion of public parks receiving a Park Evaluation Score of 95% or more
 - PI.5.d Per capita public recreational and park funding
- PI.6 Increase accessibility, beauty, safety, and cleanliness of public spaces
 - PI.6.a Distribution of public plazas in commercial business districts [in process]
 - PI.6.b Street tree population
 - PI.6.c Proportion of sidewalk lengths with pedestrian scale lighting [in process]
 - PI.6.d Ratio of public toilets to area of retail space in neighborhood business districts [in process]
 - PI.6.e Public plazas and parks exposed to high wind levels from buildings [in process]
 - PI.6.f Public plaza or parks exposed to shadow from buildings [in process]
- PI.7 Assure access to daily goods and service needs
 - PI.7.a Neighborhood completeness indicator for key public services
 - PI.7.b Neighborhood completeness indicator for key retail services
 - PI.7.c Proportion of population within 1/2 mile from bank or credit union
 - PI.7.d Proportion of land zoned for commercial and residential uses
 - PI.7.e Location of fire stations
- PI.8 Promote affordable and high-quality food access and sustainable agriculture
 - PI.8.a Proportion of population within 1/2 mile of a supermarket
 - PI.8.b Proportion of retail food establishments that accept state/federal food assistance programs
 - PI.8.c Density of fast food outlets
 - PI.8.d Retail food environment index score
 - PI.8.e Proportion of households within 1/2 mile of a farmer's market

- PI.8.f Proportion of households with 1/2 mile access to a community-supported agriculture (CSA) drop-off site
- PI.8.g Proportion of households with 1/4 mile access to a community garden

HH. Adequate and Healthy Housing

- HH.1 Preserve and construct housing in proportion to demand with regards to size, affordability, and tenure
 - HH.1.a Proportion of housing production to housing need by income category
 - HH.1.b Proportion of households paying greater than 50% of their income on their homes
 - HH.1.c Housing purchasing capacity of the median income household
 - HH.1.d Proportion of households living in overcrowded conditions
 - HH.1.e Proportion of renter and owner occupied housing
 - HH.1.f Housing wage as a percent of minimum wage
 - HH.1.g Homeless population
 - HH.1.h Residential density
 - HH.1.i Proportion of renter households paying more than 30% of their household income on gross rent
- HH.2 Protect residents from involuntary displacement
 - HH.2.a Change in SF income relative to regional change in income
 - HH.2.b Rate of no-fault evictions
 - HH.2.c Proportion of SF housing stock that is deed restricted, public, inclusionary, or rent-controlled
- HH.3 Decrease concentrated poverty
 - HH.3.a Multi-group diversity index
 - HH.3.b Median per-capita income
 - HH.3.c Median household income
 - HH.3.d Proportion living below the poverty level
- HH.4 Assure access to healthy quality housing
 - HH.4.a Health and building code violations for housing and habitability per 1,000 population

HE. Healthy Economy

- HE.1 Increase high-quality employment opportunities for local residents
 - HE.1.a Jobs paying wages greater than or equal to the self-sufficiency wage
 - HE.1.b Proportion of SF jobs filled by SF residents
 - HE.1.c Worker density per square mile
 - HE.1.d Proportion of estimated entry level jobs accessible to individuals with a GED / high school diploma
- HE.2 Increase jobs that provide healthy, safe and meaningful work
 - HE.2.a Proportion of population covered by health insurance
 - HE.2.b Proportion of population receiving paid sick days benefits
 - HE.2.c Occupational non-fatal injury rate by industry
 - HE.2.d Number of employees by industry
 - HE.2.e Proportion of unemployed served annually by job training programs [in process]
- HE.3 Increase equality in income and wealth
 - HE.3.a Income inequality
 - HE.3.b Unemployment by race/ethnicity

- HE.4 Protects and enhances natural resources and the environment
 - HE.4.a Number of businesses meeting green business standards
 - HE.4.b Proportion of locally owned businesses

Demographics

- D.1 Population density
- D.2 Neighborhood population by race and Hispanic origin
- D.3 Per capita and household median income
- D.4 Proportion living below the poverty level
- D.5 Average household size
- D.6 Unemployment rate
- D.7 Residential mobility
- D.8 High school graduation rate
- D.9 Proportion of non-English speaking population
- D.10 Proportion of foreign-born population
- D.11 Proportion of married and unmarried
- D.12 Proportion of youth and seniors
- D.13 Proportion of families with children under 18 years old
- D.14 San Francisco home sales

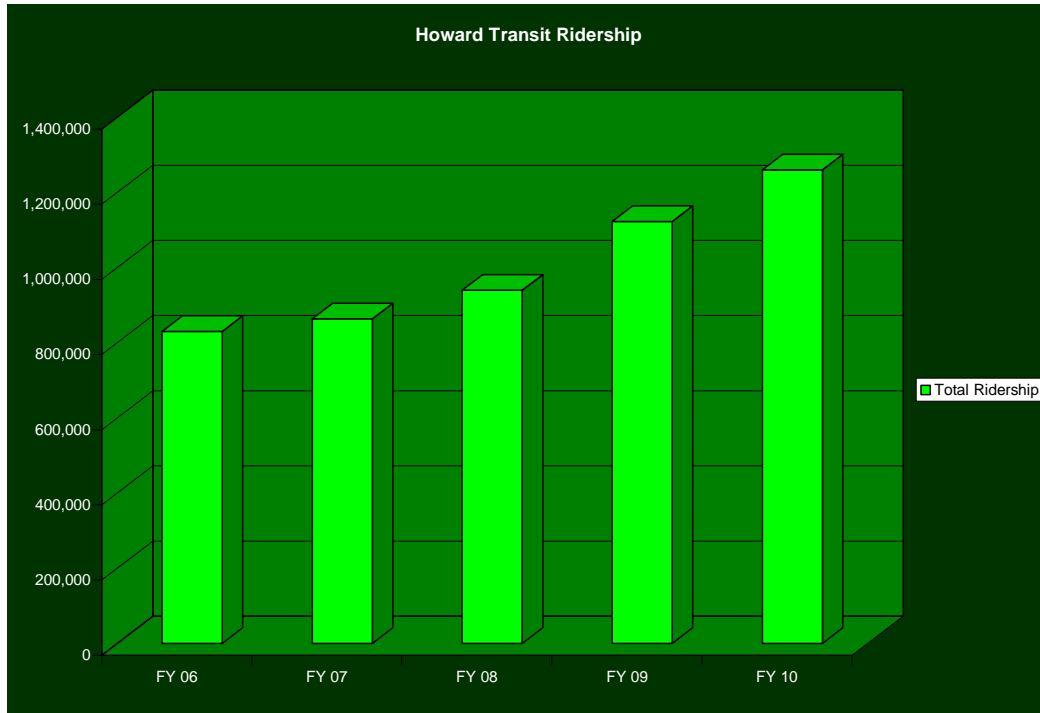
Health Outcomes

- HO.1 Asthma hospitalization rate per 1,000
- HO.2 Diabetes hospitalization rate per 1,000
- HO.3 Chronic obstructive pulmonary disease hospitalization rate per 1,000
- HO.4 Heart failure hospitalization rate per 1,000
- HO.5 Hospitalization rate for alcohol abuse per 1,000
- HO.6 Leading causes of death by age-adjusted death rates per 100,000
- HO.7 Leading causes of death by years of life lost
- HO.8 Leading causes of death by years of life lost by neighborhood
- HO.9 Infant mortality rate
- HO.10 Low birth weight births
- HO.11 Percentage of mothers receiving prenatal care in first trimester

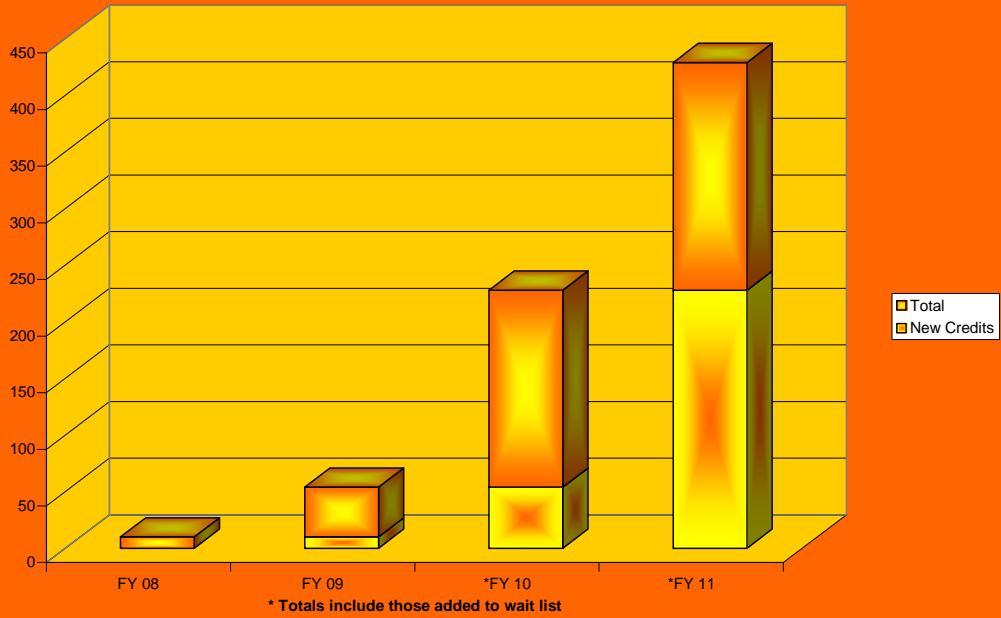
APPENDIX 3

Metrics

It is the intent of the Board to create a series of key metrics to help illustrate to the County Executive, County Council, and to the citizens of the county how we are doing toward becoming more sustainable.



Solar/Geothermal Tax Credits



Capital Budget for Stormwater

