DC Smarter Business Challenge
Strategic Plan
FY 2015 – FY 2019

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1. Executive Summary

The Smarter DC Challenge will be used to create a new normal for the District by embedding a culture of sustainability into the fabric of the community through transforming one thousand DC businesses, organizations and institutions into sustainability stewards and champions by 2020. We envision a place where DC workplace leaders discover and leverage untapped sustainability opportunities resulting in enduring financial and strategic success.

We aim to achieve this in the next five years through[1]:

- **Leadership**
  - Identifying and engaging sector market leaders early to serve as key influencers and role models for their industries
  - Incubating next year's industry sector target in each previous year to develop early adopter leaders and champions and secure critical feedback from industry leaders to begin each year with a head start
- **Partnerships**
  - Forming critical partnerships with key stakeholders and media
  - Creating an Advisory Council to provide input into the direction and content of the program
  - Engaging major donors and sponsors in program content and offering them the opportunity to develop meaningful relationships with program participants
- **Compelling Engagement**
  - Making the Challenge fun and rewarding through gamification
  - Employing a robust marketing and communications plan
  - Developing a program of highly valued recognition and rewards
  - Approaching communications and messaging with a quarterly or monthly sustainability theme
- **Strategic Impact**
  - Targeting select industry sectors by year: Year 1 - office-based businesses and nonprofit organizations (26% of the DC market), property managers and owners; Year 2 - hospitality and retail; Year 3 - schools; Year 4 - hospitals and healthcare; Year 5 - TBD
  - Using a tiered approach to maintain participation and advance outcomes over multiple years

We learned through the stakeholder sessions that it is important to be inclusive of businesses, organizations, and institutions in the District in all aspects of the program. Therefore, we propose changing the name of the Challenge to the more inclusive 'Smarter DC Challenge', with a descriptive tag line (to be determined) that makes the focus of the Challenge clear and specific to sustainability.

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1 Note: This assumes that we will receive the yearly funding detailed in the estimated budget section of this document. A significantly paired down version of the deliverables is also included in that section, should that funding not be obtained.

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2. Introduction

The DC Smarter Business Challenge is a District Department of the Environment (DDOE) initiated and partially funded program that serves as a conduit to meeting the business and workplace-focused components of the Sustainable DC initiative. Sustainable DC goals for the District are that it will be *"the healthiest, greenest, most livable city in the nation"* by 2032. The goals include reducing energy use and lowering greenhouse gas emissions (GHGs) by 50%, moving towards zero solid waste, and supporting and growing small businesses. The Challenge is designed to support businesses, organizations and institutions in achieving those goals.

We have had confirmation from over 50 stakeholders who participated in five design sessions that sustainability means different things to different people. It can be something daunting – an individual may not know where to start, not have the right resources, or be tired of the lack of internal support. Maybe it was something that started out as fun, and is no longer inspiring, especially if there is a lack of peers to 'play' with, exchange ideas and learn from. Many see sustainability as some unattainable goal that they have no control over, and that others in their organization don't see as necessary or needed.

That is where the Challenge comes in. We know there are obstacles for both individuals and organizations, and we have also seen that those that are able to move past those obstacles have come out stronger, more profitable, and benefitting from higher levels of employee satisfaction. The benefits and opportunities that come with getting past internal and external obstacles and engaging staff at all levels of the organization in the commitment to creating sustainable organizations and working in high performance buildings are often beyond expectations.

In this plan, we are laying the groundwork for a successful five-year Washington DC-wide environmental sustainability challenge focused on businesses, organizations and institutions. The Challenge is being designed to support those playing our sustainability 'game'. We will be tracking metrics such as the number and types of organizations involved by sector and industry, their depth of involvement in the Challenge, interaction among participants, lessons learned and success stories, among others.

3. Background

DDOE and the Downtown DC Business Improvement District (BID) partnered to pilot the 2013 DC Smarter Business Challenge (SBC) in the Downtown DC ecoDistrict as part of the implementation and business outreach in the Mayor's Sustainable DC Plan. The pilot provided recognition to property owners and managers for improving their building's performance through smarter resource management. The Challenge also facilitated networking among building management professionals, enabling them to share their experiences in working to achieve higher levels of performance across the areas of energy, water, waste and transportation.

Participation in the Challenge was open to any DC building within the Downtown DC BID, both privately and publicly owned. Nineteen companies expressed an interest in participation and registered 114 buildings. Out of those potential participants, sixteen companies completed the Challenge for 57 buildings, 35 of which were located in the Downtown DC ecoDistrict. The completion of the 2013 SBC Pilot provided a proof of concept that there was robust interest

among DC real estate owners and management companies in using this approach to help accelerate their sustainability efforts.

To continue the momentum, DDOE issued a grant to develop the program beyond the scope of the first-year pilot and grow the Challenge across the District. Greenspace and Eco-Coach were awarded this grant in mid-June 2014 and were tasked with creating a one to five year strategic plan for the Challenge, with the objective of launching it in FY 2015, or fall 2014.

DDOE has chosen the software platform for the first year of the Challenge. GreenPSF, a third-party entity, developed and will manage the platform. GreenPSF is also being used by other city green challenges including Chicago and Houston. While this platform will be used for the first year of the Challenge, it is not clear that it is will serve the needs of the Challenge over the course of the program.

Greenspace and Eco-Coach developed this strategic plan for DDOE in preparation for launching version 2.0 of the DC Smarter Business Challenge. The plan was built with input from over 50 stakeholders, who ranged from past participating property managers and owners, to office-based businesses and non-profits, to potential Challenge partners, administrators from government agencies, and service and product providers.

We conducted in-depth interviews with four of the pilot participants and solicited input from the Downtown DC BID, DDOE, and others involved in the pilot program. Further, we have begun to collaborate with the Houston and Chicago 'Green' Challenge organizers to obtain their input on what worked and what could be improved on in their challenges. This document also includes the insight, awareness of best practices and hard-won experience of Greenspace and Eco-Coach.

4. Smarter DC Challenge Vision
Transform DC businesses, organizations and institutions into innovative sustainability stewards who grow the economy, preserve resources and serve as leaders in the global marketplace.

5. Smarter DC Challenge Mission
Through friendly competition and recognition, the Challenge will provide Washington, DC's businesses, organizations and institutions with the data, knowledge, and tools to grow, thrive and contribute to creating the most environmentally sustainable city in the country.

6. SWOT Analysis

Most stakeholders whom we spoke with focused on strengths and opportunities that could result from sustainability actions, rather than threats and weaknesses; the analysis follows:

Opportunities

- **Environment and Energy**
  - Carbon tax and related regulatory requirements
  - Solar incentives
  - Alternative fuels, infrastructure and energy options
  - Microgrids
  - Reduced greenhouse gas emissions
  - Waste reporting and recycling
  - Quantification of environmental externalities by the private sector
  - Green ICT (information and communications technologies)
- **Urban Infrastructure**
  - EcoDistricts
  - Neighborhood scale sustainability
- **Development Trends**
  - Population continues to grow - DC overall by 10%, 25-44 year olds by 18%
  - Young professionals are choosing to live and work in the city
- **Employment Trends**
  - Private sector has been growing; public sector has been shrinking
  - Entrepreneurship is growing in DC

Strengths

- **Environment and Energy**
  - Sustainable DC goals
  - Transit benefits
  - Styrofoam ban
  - Green Construction Code of 2013
- **Urban Infrastructure:**
  - EcoDistricts
  - More walkable city: greener urban planning
  - Urban forest protection
- **Development Trends**
  - LEED certified buildings are becoming the norm
  - Boom in hotel development continues
  - Increase in building of universities and colleges, primary and secondary schools
- **Employment Trends**
  - Employment has grown in the service sector
  - Entrepreneurship is growing in DC

Threats

- **Environment and Energy**
  - Carbon tax and related regulatory requirements
  - Water scarcity
  - Increase in climate-related events
  - Energy supply instability
- **Development Trends**
  - Residential development may not grow and keep up with demand.
  - Space efficiency is a priority

Weaknesses

- **Environment and Energy**
  - Waste reporting and recycling
- **Employment Trends**
  - Unemployment rate is 7.4% as of June and is decreasing; higher than the 6.1% national average

7. Goals and Objectives

Below are the major goals and objectives that we aim to achieve in the next one to five years:

Goal: Build and Leverage Sustainability Leadership to Create DC's New Normal

- Develop a minimum of 20 sustainability leaders per year
- Design and support program-wide industry or geography focused sustainability cohorts program
- Engage DC universities and nonprofit leadership programs to support sustainability leaders and cohorts

Goal: Grow the Depth and Breadth of the Challenge City-Wide

- Sign up a minimum of 200 participants per year
- Strengthen program engagement to ensure overall participant satisfaction with sustainability efforts is over 70%
- Provide participants with the tools to meet Sustainable DC goals

Goal: Support Reduced Resource Consumption & Quantify Results

- Quantify participant energy, water and waste savings
- Provide tools to reduce overall water use by 20% from the baseline year
- Transition 20% of participant energy supply to renewable sources over 5 years

Goal: Provide Participants with the Tools to Grow their Sustainability Programs

- Provide participants tools to increase their recycling rate by 30% from the baseline year
- Provide participants with tools to reduce their energy use over their first year of participation by 15% from their baseline, with additional reductions over multiple years
- Provide participants with tools to achieve zero waste if they engage in the program and pursue the goal for 5 years

8. Approach

We understand that the default for many organizations will be to not participate in the Challenge, due to limited resources and other priorities. The objective, therefore, is to make the Challenge a 'cool' experience that organizations are eager to be a part of.

To achieve this, we will identify leading organizations and ask them to participate in the Challenge as early adopters. These organizations will help recruit other organizations within their industry and/or geographic area so that the Challenge becomes a peer-to-peer interaction, and more of a pull than a push to participate.

As early adopters, these organizations will not only obtain additional support at the onset of the Challenge, but they will also be positioned as leaders of their industry and/or geographic area cohort. These organizations will be asked to designate a representative to participate in the Smarter DC Challenge Sustainability Leadership Program. This program will provide participants with training, customized sustainability content and coaching specific to their industry. They will work with a local university partner, as well as other partners from local think tanks and nonprofit organizations, which will provide leadership development and sustainability-specific content. We will work to offer the leadership group and their cohorts direct access to government agencies representatives who can make local policies, regulations and requirements easier to manage.

To ensure that the Challenge remains fresh and interesting, we propose a cumulative and iterative approach, where each year's activities and actions build upon the next, and are refined as we further develop the program. Below is a visualization of the impact we expect to achieve within the five years of the Challenge.

While we will be focusing on one or two sectors per year; each year we will incubate the next year's sector(s). For example, in Year 1 of the Challenge, we will focus on office-based businesses and buildings and provide that market segment with the tools to move forward with the Challenge. During Year 1, we will also work with hospitality and retail, which are Year 2's target markets. We will identify and engage market leaders from restaurants, hotels, and retail stores to help customize the content of the Challenge during the last quarter of the Year 1 Challenge. This will ensure that Year 2 will have a group of sector leaders and champions who can lead the way for their peers.

We will continue to engage each year's market throughout the course of the five years of the Challenge. We envision a tiered content approach for the five years of the Challenge. In Year 1, we will provide 'beginning' and 'intermediate' levels of actions. Year 2 will see the addition of more 'advanced' actions so that as participants advance, they are encouraged to achieve deeper and broader impacts with their sustainability efforts. If participants have been in the Challenge since Year 1, the idea is that sustainability will be ingrained into their organizational culture by Year 5. Below is a graphic and breakdown of the approach for each year:
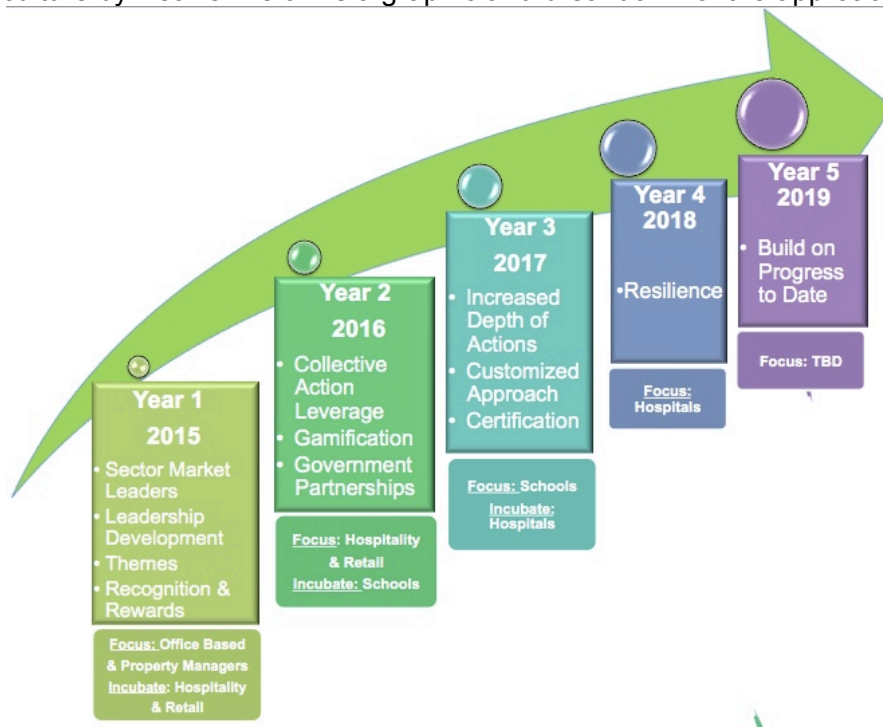
We want to connect with a diversity of businesses, nonprofits and institutions across the District. We plan to engage participants of various types, sizes, numbers of employees, and from different neighborhood and wards. To this end, we will work closely with partners, such as associations, the Chamber, BIDs and non-profit representatives to grow and expand our reach and identify leading organizations within each relevant market sector.

Below is a year-by-year breakdown of the approaches we will be using. Note that many of the tactics detailed below were mentioned in the general approach. This provides additional details and the sequence in which these tactics will be rolled out in the next five years. This approach and the overall strategic plan are based on the assumption that we will be able to obtain the needed funding to implement the breadth of the program. Should funding become an issue, either in the first year or at any other point during the five years of the Challenge, we reserve the right to alter the deliverables based on the available funding, or to halt the program until such funding is available.

Year 1

The first year will focus on office-based businesses and organizations and property managers and owners. We will use the tactics described below to engage these two market segments in this first year.

Year 1 Lay the Foundation	Year 2 Build Momentum	Year 3 Deepen Impact	Year 4 Expand Content	Year 5 Embed Sustainability

Leadership development – sector market leaders

We will identify and engage prominent organizations in targeted industries within Year 1's market segment and recruit them to both participate in the Challenge and encourage their peers to follow suit. For example, we will identify and recruit leadership at District law firms who are seen as best in class and influential among the legal community to participate in the Challenge. We will invite these leading organizations to participate in our Sustainability Leadership Program. Leveraging the spirit of friendly competition, we will work with those firms and their leadership to recruit other law firms to participate.

We will ask participants in the Sustainability Leadership Program to beta test the approach and content of the program and the functionality of the website in the first quarter for their respective industries. In exchange, we will provide them with hands-on assistance with the online and off-line aspects of the Challenge. We will also provide them with additional training using a train-the-trainer approach. They will then be asked to lead at least one Sustainability Cohort for the remainder of the Challenge year. We will provide them with programmatic support and guidance in their leadership of the Sustainability Cohort. We will also pair them up with a local university that can provide additional industry-specific and leadership development resources to support the leaders' sustainability efforts within their organization as well as in their work with their cohort group(s).

The Sustainability Leadership Program Cohorts will be:
• Grouped by industry or geographic region;
• Led by a Sustainability Leader;

- Designed to meet to share knowledge and ideas, learn about best practices and grow a network of like-minded individuals; and
- A dynamic support network and community for Challenge participants, which will grow as the Challenge expands.

The Sustainability Leadership group will be launched in the first quarter of the Challenge year, and the Sustainability Cohort groups will be launched at the beginning of 2015. This model will be replicated throughout the remainder of the Challenge years for each of the targeted market sectors.

Themes

We will be focusing our messaging and communications on specific themes on a quarterly basis. For example, meeting energy reduction and conservation goals could be the theme for the first quarter; waste and recycling for the second quarter; water for the third quarter and purchasing for the fourth quarter, etc… To complement the thematic approach, we will provide participants with tools, event information, and educational sessions to help them fulfill and exceed their goals for the Challenge.

This approach was developed after receiving feedback from past participants and participants in other cities' green challenges and certifications. This design helps participants focus on a specific area of their business at a time, rather than feeling overwhelmed that they need to improve across all areas simultaneously.

Recognition & rewards

The Challenge will build upon the Mayor's Awards for Sustainable DC and launch a Challenge-based recognition program for participants and leaders. The selection and tracking of participants to be recognized will be determined via a separate recognition program criteria that will be developed with the input of the Advisory Council and Sustainability Leaders during fall 2014.

We also plan to offer rewards in partnership with our sponsors. These may include eco-friendly consumer goods and services, subscriptions, etc… Rewards, even on small ones, such as an office lunch, have been shown to encourage behavior change and increase participant satisfaction. These will be part of the recognition program, which we will work with our sponsors to obtain, and will be provided throughout the years of the Challenge to keep momentum going and generate excitement.

Year 2

The second year will build upon the momentum from the first year. We will focus on the hospitality and retail sector, continue working with office-based organizations and property managers and owners, and incubate the sector for year 3: schools. The following tactics will be added to the ones used in Year 1.

Year 1 Lay the Foundation	Year 2 Build Momentum	Year 3 Deepen Impact	Year 4 Expand Content	Year 5 Embed Sustainability

Collective action leverage

We will facilitate and coordinate opportunities for cooperative buying of eco-friendly services and products. This will also include supporting service and product providers to provide joint marketing to common customers and advocating for effective group purchasing policies DC-wide.

Gamification

While there may be a gaming aspect in Year 1 of the Challenge, with the checklist containing points, and a leader board (businesses vs. property managers/owners) showcasing those with the most points, we believe that the major focus for gamification will begin in Year 2.

In Years 2 to 5, assuming that we are able to operate on a different platform than the Year 1 platform, and that the cost and development efforts for this platform are shared across cities, we envision a much more interactive, game-based Challenge.

This interactive digital experience would illustrate participants' actions and the resulting environmental and economic impact on the organization, the building, the industry, the neighborhood and the city – now and projected into the future. In addition, we envision a tool that enables participants to see other participants' actions. This is designed to facilitate collective action, the benefits of which can only be accrued when parties collaborate.

Form government partnerships

The Challenge is designed as a means of supporting current and future policies and programs of Sustainable DC from a business and workplace perspective. As we involve District government agencies in the Challenge, we will be able to provide relevant sustainability information on current and future policies, regulations and program opportunities from each agency to Challenge participants. Our aim is to facilitate more direct communication between individuals in the DC government administration and the business community. We will work with multiple government agencies to promote the Challenge and encourage agencies to offer benefits to those who are participating in the Challenge. For example, if a participant achieves X level of performance in SBC, they could to go to the front of the line at DCRA. While initial conversations and the groundwork for government partnerships will be laid in Year 1, we will focus on these more intensively in Year 2.

Year 3

The third year will build on the accomplishments of the program and its participants in the prior two years. We will be focusing on schools this year, and incubating hospitals, as well as continuing to work with office-based businesses, property managers and owners, restaurants, hotels and retail stores. Below are additional strategies and tactics we will be adding to enable new and existing participants to intensify the benefits they can achieve.

Year 1 Lay the Foundation	Year 2 Build Momentum	Year 3 Deepen Impact	Year 4 Expand Content	Year 5 Embed Sustainability

Customized Approach

We will review participants' progress and suggest additional activities based on the types of actions they have taken to date, their learning style, the size and type of organization, as well as the culture of the organization. For example, if an organization has successfully engaged in competitive activities as part of the Challenge, but was not as successful in engaging staff using educational sessions, we can provide additional competitive activities suited to that organization's culture to further advance their sustainability goals. This may take the form of developing toolkits for different learning and engagement styles from which organizations can choose from, or it may be providing a curated list for each organization.

Increased Depth of Action

Each year, content will be added to the online software platform. This is designed to enable those who have participated in years past to extend the reach and depth of their sustainability efforts on a yearly basis. With this approach we will be able to support participants' efforts at different levels and create tiers of participation. For example, we may label levels of participation at the 'freshman', 'sophomore', 'junior' etc… levels based on the depth of actions that they have taken. We will review the actions taken by participants to date and encourage them to move to a higher tier. A tier-based certification will also promote additional action.

Certification

In the first two years, participants will be taking actions, and will gradually be asked to increase their level of effort. This will be further encouraged toward the end of Year 3 with the introduction of a certification, where participants that have taken a certain number of actions will receive one of a few levels of certification. The certification will be developed with input from the Advisory Council and other relevant stakeholders during Year 3 and will be launched in the fourth quarter of that year.

Year 4

In the fourth year, we will focus on hospitals and healthcare facilities, and provide an advanced level of content for that sector. Hospitals were left to a later year because the hospital industry already has its own sustainability program and we are looking to that program to mature so we can then collaborate with DC-based healthcare facilities to maximize the local impact. We expect that by this time many hospitals and healthcare facilities will be taking steps towards expanding their sustainability efforts. Therefore, we believe that the more advanced checklist that will be available in Year 4 as part of our efforts to increase depth of actions taken by participants will not be as daunting as it may be for other sectors that are not familiar with sustainability.

Year 1 Lay the Foundation	Year 2 Build Momentum	Year 3 Deepen Impact	Year 4 Expand Content	Year 5 Embed Sustainability

Resilience

During Years 4 and 5, we will focus on actions that support and promote resilience in businesses so that they are prepared to face natural disasters and man-made challenges. This

may include the addition of components of a disaster preparedness plan to the checklist, as well as related activities and best practices.

Year 5

The fifth year of the Challenge will be focused on leveraging the work of the Challenge leaders and participants to embed sustainability throughout the District's businesses, organizations, institutions and Wards. By Year 5, we should have at least 100 leaders and 900 participants in the program. We will review participation rates and determine which locations and industries of the city are underserved. We will focus on expanding participation in those locations and businesses and we will work with the current participants to ensure that they deepen their sustainability efforts.

| Year 1 Lay the Foundation | Year 2 Build Momentum | Year 3 Deepen Impact | Year 4 Expand Content | Year 5 Embed Sustainability |

9. Key Performance Indicators (Challenge)

The following are key performance indicators that will be used to determine the success of the Challenge during and at the end of the five-year period.

Category	Metric
Participant Involvement	
Pilot participants retention rate	%/# involved (vs. those involved in pilot)
New participants sign-ups	%/# signing up (vs. invited)
Type of organization participating	#/% participating by sector; #/% participating by size
Depth of involvement	#/% of items completed on checklist; #/% of higher difficulty actions completed over time
Leadership	Title of sustainability leader/champion; inclusion of sustainability in the strategic plan; inclusion of sustainability in compensation structure
Internal participation rate	#/% of staff participating in sustainability before joining the SBC and after
Service and Products	# new products or services as result of SBC; #updated/enhanced products or services as a result of SBC
Success stories	# case studies; # testimonials
Interaction among participants	# mentorship opportunities as a result of the SBC; # collaboration & knowledge sharing between and among organizations and with the community; # projects developed in collaboration with other participants (ex: group purchasing)
Partnerships	
Success rate by industry targeted	# industries targeted; type of industries targeted; engagement rate
Partner involvement	# participants recruited from each partner; partner participation in SBC; partner participation in advisory council; stakeholder session participation; promotion of program to membership; promotion of member successes in SBC to their membership (i.e. via newsletter, communication, highlight at networking event)

Partner satisfaction	# partner programs promoted by SBC; success rate of programs promoted by SBC; partner satisfaction with partnership
Sponsors	
Sponsor involvement	#/type of organizations accepting invitation to sponsor
Sponsor donations	$ and in-kind donation; level of sponsorship
Sponsor satisfaction	Increase/decrease in donation amount; expressed satisfaction; impact on sponsor's business (ex: added clients?)
Service & Product Providers	
Provider involvement	# participating in Challenge (vs. invited); # entering service info in platform (vs. invited)
Provider donations	# offering discounts/special offers

10.   Key Performance Indicators (Participants)

The following are key performance indicators that will be used to determine the success of the program participant's sustainability performance during and at the end of the five-year period.

Category	Metric
Green Building	
LEED Certification	# or % of buildings that are LEED certified or built to LEED standards
Energy	
Retrofitting of Lighting Fixtures	# or % of buildings retrofitted with 100% energy efficient lighting fixtures; ROI/cost savings
Energy Use	kWh/sq.ft.; cost/sq.ft.;
Energy Star Rating	Rating results from data entered in the Energy Star Portfolio Manager (www.energystar.gov); OR Reduction in cost per square foot from previous annual/month expenses
Changeover to Green Custodial/Janitorial Supplies	% of total custodial/janitorial supplies (for internal use and for contracts, if appropriate) that are certified by a legitimate third party (e.g. Green Seal)
Waste	
Recycling Rate	Total lbs. and % diverted from landfill per month; per year
Composting Rate	Total lbs. and % diverted from landfill per month; per year
Electronics Recycling	Total pounds of electronics recycled per month
Zero Waste	Diversion rate vs. ZW standards (90%+ diverted from landfill); cost savings/ROI
Water	
Storm water	Adherence to new storm water regulations; innovation related to storm water
Potable water	Gallons/per person used; reuse and recycling projects; gpf/gpm
Purchasing	
Sustainable purchasing	% of products that are third-party certified (ex: FSC); # Energy Star appliances; % local and sustainable products and services
Donations/Reuse	# items donated vs. landfilled (ex: furniture, textiles)
Supply Chain	

Lifecycle analysis	Cradle to grave review	
Policies & Education		
Sustainability Policy	Policy that includes energy, water, waste, procurement, and training direction & goals; separate policies addressing those same topics	
Sustainability Education	# of people trained OR # of training programs/lunch 'n learns/educational opportunities related to sustainability provided to staff	
Transportation		
Fleet	% Hybrid/electric cars in fleet; % reduction in fuel consumption across the fleet	
Commuting	% staff telecommuting; % staff using public transportation	
Corporate Citizenship		
Media mentions	# positive media mentions; # negative media mentions	
Green Jobs Placements	Percent of all placements that are within green occupations	
Other		
Carbon footprint	GHG emissions	
Reporting	GRI reporting or sustainability reporting in annual report	
Certifications and ratings	Participation in third-party rating (e.g.; Dow Jones Sustainability Index, as applicable); Certified as a B Corp; products/services certified by a third party	

11. Action Plan

The action plan developed is for FY 2015, the first official year of the Challenge. The plan is iterative in nature and will be updated on a yearly basis to take into account lessons learned and any changing circumstances that come up during the year. In addition, the action plan is at a high level and focuses on key strategic initiatives. It therefore does not include every task that will be undertaken, only the general themes.

Activity	Task(s)	Output	Completion Date
1. Develop Program Content	Office-based sector content development	Content materials on website	10/31/14
	Retail sector content development	Content materials on website	9/30/15
	Hospitality sector content development	Content materials on website	9/30/15
	Website content maintenance	Website blogs, tweets, events	Ongoing
	Sustainability Leadership materials and support program development	Sustainability leadership program tested and implemented with partners	Ongoing
	Retail & hospitality sector incubator content	Develop materials for retail and hospitality sector incubator	Ongoing
2. Secure Resources	Outreach to sponsors	Sponsorship package; list of sponsors	10/31/14

	Raise sponsor funds	Raise $200k+ for program	Ongoing
	Identify partners	Partners identified and engaged	Ongoing
	Establish media partners	Execute media-based outreach program	Ongoing
3. Recruit Participants	Re-engage pilot participants in v 2.0	Pilot participants signed up for v 2.0	12/31/14
	Develop Sustainability Sector Leaders Initiative	20-40 sector leaders/office-based organizations identified and engaged	12/31/14
	Incubate Y2 Sector Leaders	10-20 Retail and Hospitality leaders/participants engaged to champion 2016 peer participation	9/30/15
	Expand participation within the existing sectors via sustainability cohorts	An additional 160-180 participants signed up, for a minimum of 200 in FY 2015	9/30/2015
4. Design and Implement Program Infrastructure	Beta test Green PSF software tool	Tool tested by organizer and Sustainability Sector Leaders	12/31/14
	Develop marketing and outreach program	Marketing and outreach plan developed and implemented	9/30/15
	Convene Advisory Council	Quarterly meetings with minutes recorded and intermittent outreach	Ongoing
	Participate in ongoing knowledge sharing,	National Green Business Task Force Conference Calls	Ongoing
	Establish Sustainability Challenge User Group with other city's organizers	Achieve marketplace leverage through shared lessons learned and collaboration on joint initiatives	Ongoing
	Create and coordinate Recognition and Awards Ceremony	Application developed, judges selected, winners identified, ceremony completed	9/30/15
5. Project Management	Develop a project plan	Oversee implementation of project plan	10/31/14
	Provide progress updates to DDOE	Monthly update meetings/calls	Ongoing
	Develop an executive dashboard	Dashboard visually depicting monthly progress	Ongoing
	Draft annual report	Final report submitted	9/30/15
	Compile lessons learned	Summary of lessons learned	9/30/15

12. Estimated Yearly Budget and Deliverables

We have drafted an estimated budget for FY 2015 and believe that the funding requirements on a yearly basis will be at least $385,000. We assume an increase of ~10% per year to address the added participants and sectors that we will be focusing on. Therefore, the proposed yearly budget is as follows:

- Year 1: $385,000
- Year 2: $425,000
- Year 3: $470,000
- Year 4: $520,000
- Year 5: $575,000

As discussed, we expect that funding for FY 2015 and FY 2016 will come each year from DDOE ($100k), and sponsors ($250k+).

To address the possibility that we may not obtain additional funding from external sponsors, we have included both funding scenarios, as well as deliverables for each scenario.

FY2015 Estimated Funding Requirements

Budget Category	Full Scope Funding Requirement Requested Funds	Scope According to RFP Funding Level Requested Funds
Personnel		
worker 1	$83,250.00	$27,600
Benefits (24.1 %)	$26,750.72	$6,900
Total Personnel Costs	**$110,000.72**	**$34,500**
Non-Personnel Costs		
Contract Labor*	$223,000	$70,895
Accounting Services	$12,225	$6,000
Facility Fees	$7,500	$0
Printing and Reproduction	$10,500	$1,000
Travel and Lodging	$5,000	$400
Supplies/Equipment	$13,500	$905
Insurance	$3,275	$1,300
Total Non-Personnel	**$275,000**	**$80,500**
Total	**$385,001**	**$115,000**

* Contract labor includes Green PSF fees and the full budget includes time for the Challenge team to work with them. This is budgeted at a total of $15k. This budget also assumes that DDOE will provide a resource at 35 - 50% time to support program goals at the $100k level.

Activity	Task(s)	Deliverables - Full Scope	Deliverables - RFP Funding Only
1. Develop Program Content	Office-based sector content development	Determine content for online checklist and appropriate point allocation	Reduce time spent on content development and point allocation by 40%
	Retail sector content development	Develop retail sector content	REMOVED
	Hospitality sector content development	Use NRA content as a starting point and add local content	REMOVED
	Website content maintenance	Weekly updates to the website (up to 48)	Monthly updates to the website (up to 12)
	Sustainability Leadership materials and support program development	Develop sustainability leader class content (8 classes) plus university, think tank and other partner coordination	Develop sustainability leader class content (4 classes); reduce time spent on university, think tank and other partner coordination by 75%
	Retail & hospitality sector incubator content	Develop materials for retail and hospitality sector incubator	REMOVED
	Total		
2. Secure Resources	Outreach to sponsors	Identify foundations and for-profit organizations as potential sponsors	Reduced time for outreach to sponsors by 67%
	Raise sponsor funds	Raise additional $285k	Reduced time for raising sponsor funds by 67%
	Identify partners	Partner with up to 10 Associations; Coordinate with up to 10 BIDs/other partners	Partner with up to 3 Associations; Coordinate with up to 3 BIDs/other partners
	Establish media partners	Establish 2 strong local media partners (e.g. Washington Post, Washington Business Journal, City Paper)	Establish 1 strong local media partner
	Total		
3. Recruit Participants	Re-engage pilot participants in v 2.0	Reengage 100% of participants who completed pilot	Reengage 50% of participants who completed pilot
	Develop Sustainability Sector Leaders Initiative	Engage 20-40 leaders in program	Engage 10-15 leaders in program

	Incubate Y2 Sector Leaders	Engage 20-40 leaders (10-20 from each sector)	REMOVED
	Expand participation within the existing sectors via sustainability cohorts	Assume goal of 200 participants per year. Recruit participants and adapt sustainability leadership materials to cohorts; facilitate 12 sessions per cohort per year	Assume goal of 100 participants per year. Reduce time spent to adapt content and recruit cohorts by 50%; facilitate 4 sessions per year
	Total		
4. Design and Implement Program Infrastructure	Beta test Green PSF software tool	Review content and coordinate with GreenPSF to update as needed	Reduce time spent beta testing GPF tool by 50%
	Develop marketing and outreach program	Bi-monthly webinars (6)	Quarterly webinars (4)
		Knowledge sharing and education sessions (8-10)	Knowledge sharing and education sessions (4-5)
		Bi-monthly networking events (6)	Quarterly networking events (4)
		Marketing outreach at events/misc marketing	REMOVED
		Periodic Electronic Communications (up to 5/mo; up to 60 total)	Periodic Electronic Communications (1/mo starting Jan; up to 9 total)
		Monthly Newsletter (PDF format)	Monthly Newsletter (PDF format)
	Convene Advisory Council	Quarterly meetings	Semi-annual meetings
	Participate in ongoing knowledge sharing,	Participate on National Green Business Task Force monthly conference calls (12)	REMOVED
	Establish Sustainability Challenge User Group with other city's organizers	Monthly call for one hour	Quarterly call for one hour
	Create and coordinate Recognition and Awards Ceremony	Meet with Mayor's office and key stakeholders; Draft award application; Coordinate with participants; Organize Recognition and Awards ceremony	Piggy-back on Sustainable DC awards; do not develop a separate event
	Total		

5. Project Management	Develop a project plan	Develop and manage plan	Develop and manage plan (reduced time to reflect reduced scope)
	Provide progress updates to DDOE	12 email updates; 12 meetings	6 emails and 6 meetings
	Develop an executive dashboard	Includes drafting and finalizing executive dashboard template	REMOVED
		Prepare & send monthly dashboard (12) to stakeholders	REMOVED
	Draft annual report	Draft & finalize annual report	Draft & finalize annual report
	Compile lessons learned	Three one hour participant & stakeholder meetings	REMOVED
	Total		