

Sustainability Advisory Committee
June 1, 2021
7:00 pm
Zoom Meeting

Virtual Meetings can be watched on Channel 22 and on Exeter TV's Facebook and YouTube pages.

To access the meeting, click this link: <https://exeternh.zoom.us/j/81128221844>

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Please join the meeting with your full name if you want to speak.

Use the "Raise Hand" button to alert the Chair you wish to speak. On the phone, press *9.

More access instruction found here: <https://www.exeternh.gov/townmanager/virtual-town-meetings>

Contact us at extvg@exeternh.gov or 603-418-6425 with any technical issues.

AGENDA

1. Call SAC Meeting to Order
2. Public Comments
3. Approval of Minutes (attached May 4, 2021)
4. Action Items
5. Communication update: Chris/Nina
6. Coastal Resilience Grant update/plan/survey: Julie/Dave
7. Single-use Plastic water bottles - proposal & discussion (vote required for next steps)
8. Sustainability Coordinator - discuss whether to submit to the Budget Committee
(vote required for next steps)
9. Other Business
10. Adjourn

Next meeting: Tuesday, July 6, 2021

Meeting minutes

5/04/2021

Dave Sharples, Nico Papakonstantis Select Board Chair, Chetana Parmar, Bev Tappan, Jackie Ojala, Nina Braun, Christopher Zigmont, Adam Dumville, Julie LaBranche from RPC

Chetna Read the Covid Pandemic rules preamble -

Roll Call -

Motion to approve the April meeting minutes - Approved.

Kris Osterwood sent apologies for not attending -

Chetana - reviewed the town composting numbers. It has been very strong. Please continue to spread the word. DPW - posted a video on composting in conjunction with MSS

Town clean up for Earthday went well - thanks to nina for the posts

Agenda -

Julie - shared and reviewed the work plan draft with the the committee, presented four bullets to review:

- Review draft work plan framework (attached and to be expanded upon) and how Nina's spreadsheet can dovetail nicely into the work plan described. RPC will work with Nina to coordinate the 2 documents.

- Work plan discussion by SAC; add more monthly events to the calendar and submit revisions/additions by May 18th

- Disseminate the Needs Assessment to town officials, staff, departments, boards and commissions for their feedback - email by Monday 5/10/21; RPC summary of feedback in June

- Julie recommended a: Community Survey - Julie will draft questions about gaining insight into perspectives on sustainability issues and actions (no more than 10-15 questions on RPC PublicInput.com survey platform) for review by the SAC and Dave Sharples between May 10th and the June 1st meeting. Launch survey by June 4th through June 23th; RPC summary of results by late June

Nico - I think the survey is a good idea. Comms committee can disseminate.

Dave - "Is RPC end up buying the Public input software? JLB - Yes"
publicinput.com

Julie will get us draft questions so it can be implemented and collected before the June 1 Meeting

Also - JLB has the work plan draft to review - As the grantor is looking for documentation of work, Julie proposed a work plan worksheet with tracking of work by month and activity.

Chetana - "What is the reporting format -what are they specifically looking for? Does it need to justify the money?"

Julie - "Grantor has a list of requirements to meet (attached)"

Julie will get the report together by end of May to review in July Meeting

Chetana - asked for feedback and input on the chart

Members offered feedback on the plan -

Overall -Great start for a master to do plan, group wants to dovetail this with Nina's content chart and tie it in to a set of objectives - We will integrate this plan into Nina's Comms planner.

Every member was asked to introduce a test idea into the Google sheet.

We reviewed Social media outputs and #hashtags that the committee uses

Added "The Reporter" newsletter of Riverwoods as an outlet

Chetana wants clear objectives for the survey and what the plan is for what we do with it.

Subcommittee formed to design survey questions for the survey to be conducted to meet our Grantor requirements for public engagement. - Chetana, Jackie, Chris. Julie will submit question suggestions to the subcommittee.

Chetana remembered to add to the plan and for the committee to reintroduce the plan for a sustainability officer. Chetana suggested that it is time for the committee to resubmit this 60% of residents voted yes for this role.

Nico suggested that we have an agenda item for Dave to present his work as a regular element of the SAC agenda.

Chetana will put the office role on the next agenda -

Dave sharples suggested that he does as much as he can, but more could be done with a 24h per week position.

Bev - to add to next agenda - "In keeping with President Biden's agenda - requiring an energy audit and rewards for electric vehicle purchase."

Other Business?

Motion to Adjourn.

Town of Exeter Sustainability Office – Warrant Article Petition

By petition of the following registered voters of Exeter, to be placed on the Town Warrant:

Shall the town create a Sustainability Office to achieve cost savings for the town and enhance community health through optimal use of water and energy resources.

The town will create a Sustainability Office that will:

- (a) Coordinate closely with all town Departments, Boards, Commissions, and Committees to ensure long-term sustainability of natural resources. Ensure that water and energy resources, uses, quality, and impacts are considered in every relevant decision-making process that impacts the town or its people. A Sustainability Office representative will serve on the Technical Review Committee.**
- (b) Serve as a public source of information, and create and maintain a user-friendly link from the Exeter town website for all permits, studies and forums related to water and energy resources, risks, issues and impacts.**
- (c) Provide public outreach, and host an annual community forum addressing water and energy resources, explaining how recent studies and tools are being used, and communicating progress on water and energy related action items from the Exeter Master Plan.**

The Sustainability Office would require up to \$45,000 in 2019, anticipated to be recouped through cost savings to the town.

Recommended by the Select Board 3-2.

Exeter Sustainability History - 2019

23 Feb 2019 – SOA hosts a full day Sustainability film festival (w/booths/displays) at the Exeter Inn

12 Mar 2019 – Warrant Article 31 passed by 62% to create a Sustainability Office in Exeter in 2019.

late Mar 2019 – Sustainability Office Advocates (SOA) spoke with SB and accepted tasking to investigate how other towns do it (alignment options, roles, tasks, lessons learned, savings, related efforts, etc.)

Mar-May 2019 – SOA reps met with Sustainability officials in 18+ NH/ME/VT/MA towns/cities

Apr-May 2019 – SOA reps met with the following to discuss findings and incorporate town official input into the Sustainability presentation: Energy Comm, Conservation Comm, River Advisory Comm & Planning Board; Dept Heads for Parks & Rec, DPW, Planning; the Natural Resources Planner, Economic Development Director, Town Manager, and others

02 Jun 2019 – SOA-led team briefed findings and recommendations to Select Board

Jun-Jul 2019 – SOA met with Julie LaBranche several times (virtually and in person), as she requested SOA assistance on a grant application for sustainability work for the Town of Exeter. Grant application submitted end of Jul (26 Jul 2019).

Jul 2019 – SB appoints the first Sustainability Advisory Committee (SAC) members in private meeting prior to SB mtg. More SAC members are appointed later that month.

Aug 2019 – first SAC meeting. Work starts on the primary task of creating a job description.

Aug 2019 – Subcommittee completes draft job description, using town-provided template

Sep 2019 – SAC Chair/Vice-Chair meet with town officials to vet job description, find office space. (Parks & Rec found a perfect office location.)

Sep 2019 – SAC Chair/Vice-Chair met with Town Planner and Town Manager to discuss their written suggestion, and agree on revisions

Sep 2019 – SAC Chair, Town Manager, and SB Chair meet with grant committee, and discuss their commitment to creating a Sustainability Coordinator (required to receive grant)

Sep 2019 – SAC approves part-time Sustainability Coordinator job description

23 Sep 2019 – SAC briefs the job description (w/all changes requested by town officials) to the SB. Select Board desires tasks the Town Manager to make a couple minor word changes and submit to BRC.

18 Oct 2019 – BRC rejects Sustainability Coord job description, claiming it needs work (no specifics given; SB/TM do not state that all their edits were incorporated; talk of committee to “study” for 3 yrs, or hire a consultant to do what SOA already completed (which they didn’t consider)

Nov-Dec 2019 – dozens of Exeter citizens sign an open ltr to the SB requesting they respect the Citizens’ voices in Warrant Article 31, and establish a Sustainability Coordinator.

11 Dec 2019 – LTE (Johnathan Flewelling): <https://www.seacoastonline.com/news/20191211/exeter-should-prioritize-hiring-sustainability-officer> (one of several in Feb, Mar and Dec 2019)

16 Dec 2019 – SB mtg: SOA/citizens discuss the open ltr requesting the SO (per Warrant Article 31)



Sustainability Office Advocates (SOA) of Exeter

SOA TEAM MEMBERS:

Terrie Harman
Robin Tyner
Sally Ward
Jenn Brackett Piskovitz
Gwen English
Chetana Parmar
Jordan Dickenson
Maddi Wallach
Kristen Osterwood
Derek Haddad
Tom McCarron
Liuxi Sun
Marcia Moreno
June Fabre

EXETER SUSTAINABILITY OFFICE:

THE WAY FORWARD

JUNE 3, 2019

“It always seems impossible,
until it is done.” Nelson Mandela

WHY ARE WE HERE ? SUSTAINABILITY RECAP



- Warrant Article 31 - to create an Exeter Sustainability office in 2019 - passed overwhelmingly by Exeter voters
- Sustainability = “Everything that we need for our survival and well-being depends...on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist...fulfilling the social, economic and other requirements of present and future generations.” -- US EPA
- Scientific research has established that climate change and environmental issues are at a critical tipping point. Rising sea levels, compromised water quality, and the health of the Great Bay estuary are negatively affecting Exeter now.

**The need is Urgent.
The benefits of a Sustainability Office are substantial and measurable.**

EXETER SUSTAINABILITY OFFICE – SB TASKS



Sustainability
Office Advocates
(SOA) of Exeter

- **Tasking from 18 March 2019 Select Board meeting:**
 - Draft proposed Sustainability Office mission and functions
 - Identify “lessons learned” from other towns/cities, and cost savings
 - Investigate potential alignment structures and determine best for Exeter
 - Part-time Sustainability Coordinator
 - Full-time Sustainability Coordinator
 - Sustainability Coordinator Pro-Tem
 - Reliance on volunteers and consultants
 - Determine which other warrant articles (passed 12 Mar 2019) have Sustainability implications

EXETER SUSTAINABILITY OFFICE – PROPOSED SUSTAINABILITY OFFICE MISSION



MISSION of Exeter Sustainability Office:

To guide the development of policies and practices that simultaneously promote a healthy environment, strong community connections, and economic vitality;

to ensure that water and energy resources, uses, quality, and impacts are considered in decision-making processes that impact the town and its people;

and to achieve this in concert with the Master Plan, coordinating across all town departments, boards, committees and commissions to ensure long-term sustainability of natural resources

EXETER SUSTAINABILITY OFFICE PROPOSED PRIMARY FUNCTIONS



Sustainability
Office Advocates
(SOA) of Exeter

- 1. Serve as Cross-functional Team Leader of a Sustainability Team (Town Manager, Planner, DPW Director, Parks & Rec, etc.)**
- 2. Develop Initiatives & Structures to address Sustainability concerns and Climate impacts (*Master Plan pp. 9, 18-22*)**
- 3. Provide Education and Support for Exeter Citizens, and Promote a Culture of Sustainability**

EXETER SUSTAINABILITY OFFICE PROPOSED FUNCTIONS #1



Sustainability
Office Advocates
(SOA) of Exeter

Serve as Cross-functional Team Leader of a Sustainability Team (Town Manager, Planner, DPW Director, Parks & Rec, etc.)

- Partner with department heads, town boards/committees, vendors, municipal/civic organizations, the Chamber of Commerce, technical support organizations, regional partners, the public, etc. to creatively incorporate best practices and policies (*supporting Master Plan pp. 9*).
- Build connections with outside expertise, peers in other cities, and regional and state alliances, programs, and leaders
- Attend Rockingham County Planning Meetings and other organizations that promote sustainability

Develop Initiatives & Structures to address Sustainability concerns and Climate impacts (*Master Plan pp. 9, 18-22*)

- Draft sustainability vision, goals and strategy
- Research, propose initiatives, and foster creation of town programs that promote sustainability and resiliency, and reduce environmental impacts and climate vulnerabilities
- Investigate grants and resources through federal/state government, and regional, university, and non-profit programs. Maximize utilization of the resources cited in *Master Plan (pp. 18-20)*.
- Establish performance metrics, scoreboards and progress reporting procedures; measure and report results
- Track wetland waivers issued; analyze and report on their cumulative impact

Provide Education and Support for Exeter Citizens, and Promote a Culture of Sustainability

- Develop a multi-faceted communications and coordination strategy to promote and build awareness of town efforts
- Develop town website with sustainability resources for the community and individuals, including efficiency actions and links to studies/forums/etc
- Provide public outreach to engage stakeholders and constituencies; host a film festival (at least annually), organize forums to increase awareness of sustainability initiatives and to communicate progress on water, energy and waste management actions
- Create educational programs and materials to address issues of climate adaptation and resiliency, energy conservation, water quality/conservation, recycling and waste reduction, transportation choices, and building design.

SUMMARY OF OTHER TOWNS/CITIES LESSONS LEARNED



Sustainability
Office Advocates
(SOA) of Exeter

■ Towns/cities/schools we consulted and/or researched include:

Hanover, NH

Keene, NH

Lebanon, NH

Concord, NH

Portsmouth, NH

Hartford, VT

Plainfield, NH

Cornish, NH

Amesbury, MA

Concord, MA

Medford, MA

S. Portland, ME

Scarborough, ME

Millvale, PA

Pittsburg, PA

Fayetteville, AR

UNH

Dartmouth

■ Key Lessons Learned (consistent across towns/cities interviewed):

- **Volunteers are not enough!** (Most towns started this way.) They are necessary to work projects, but cannot serve as town reps in regional/state/national forums.
- **Consultants cannot replace a Sustainability Coordinator!** They may be useful for discreet projects, but can cost more, cannot perform key functions identified as priorities by town officials/boards, and cannot serve as reps in state/regional/national forums.
- **Sustainability coordinators need to report to the town manager** (or town council/mayor), Sustainability crosses all departments; those aligned w/in departments are less effective. Towns not set up this way are all striving for this arrangement.

EXETER SUSTAINABILITY OFFICE CONVERSATIONS AND CONSULTATIONS TO DATE



- Energy Committee
- Conservation Commission
- River Advisory Committee
- Town Planner
- Town Natural Resource Planner
- Town Economic Development Director
- Town Building Inspector
- Director, Dept of Public Works
- Director & Staff, Parks and Recreation
- Select Board Members
- Exeter Master Plan
- UNH sustainability faculty and offices
- Rockingham County Planning Commission
- Clean Energy NH
- New England Sustainability Coordinators and Town Managers/Departments
- Waterstone Engineering

EXETER SUSTAINABILITY OFFICE – RECOMMENDED OPTION SUSTAINABILITY COORDINATOR UNDER TOWN MANAGER



Sustainability
Office Advocates
(SOA) of Exeter

ALIGNMENT	LESSONS LEARNED ELSEWHERE
<ul style="list-style-type: none"> • Work w/Town Manager and Depts (PW, Planning, etc) as cross-functional leader of town sustainability efforts • Sust Coor requires the professional background and expertise to perform as cross-functional team leader. • Support with a Sustainability Team, consisting of reps from other town committees 	<ul style="list-style-type: none"> • Best fosters innovative and holistic thinking • Other cities benefitted from having an autonomous POC – independent of depts • South Portland (reporting to city counsel) is better enabled to make progress than Scarborough (aligned under Planning)
PRO'S	CON'S
<ul style="list-style-type: none"> • Best functional alignment to voter mandate • Facilitates cross-dept/board innovation/coordination • Easier to prioritize goals/projects across Depts; Depts more likely to engage • A single POC for the public, state/regional offices; & local businesses => more consistent messaging • Perceived as "honest broker" by the public • Can effectively communicate Dept/town efforts, initiatives, actions and progress to the public; • More time to pursue grants/rebates/partnerships and provide maximum benefits/results to town 	<ul style="list-style-type: none"> • Vulnerable to changes in Select Board

17 WARRANT ARTICLES THAT PASSED MARCH 2019 HAVE SUSTAINABILITY LINKAGES



- Article 2 & 3: Zoning amendment #1 and #2 (fertilizer and shoreland district)
 - **Article 6: Exeter Public Library Renovations and Repairs (Any HVAC replacement should utilize renewables.)**
 - Article 7: Parks/Recreation Park Design/Engineering
 - Article 8: Salem Street Water/Sewer/Drainage Improvements (this area flows toward Squamscott River – is in watershed)
 - Article 11: 209 Water Budget (Budget for testing for PFAs, etc.)
 - Article 15: Appropriate to Capital Reserve fund – sidewalks (Green building, impact of additional paved surfaces, smart stormwater drainage, etc.)
 - **Article 16: Replace Streetlights with LED Streetlights**
 - Article 19: Establish Town Parks Improvement Capital Reserve Fund and Funding (sustainability in our parks should become part of this budget)
 - Article 23: Intersection Improvement Plan Funding (smarter stormwater planning, traffic flow, etc.)
 - Article 24: Pickpocket Dam Study (look at project through bigger picture sustainability/impacts on connected watersheds, etc.)
 - Article 26: Snow and Ice Fund Appropriation (look at salt impact, etc.)
 - Article 27: Establish Swasey Parkway Maintenance Fund and Funding (look at green grounds care practices, run-off to river, etc.)
 - Art 30: RBO ordinance – its passage also indicates widespread support for sustainability-related issues
 - Art 31: Establish Sustainability Office
- SAU16 School Ballot:**
- Article 1: 20 Year Bond for CMS Addition and Renovation (sustainability practice throughout project)
 - Article 3: CRF for Synthetic Turf Replacement for EHS (cost out green options. Avoid toxic turf)

EXETER SUSTAINABILITY OFFICE RECOMMENDATIONS



■ Recommended actions in 2019:

- Formalize a Sustainability Committee as a Town Committee
- Finalize job description for Sustainability Coordinator
- Incorporate sustainability considerations into Articles 6 & 7
- Library HVAC replacement needs to incorporate renewable energy (get estimates that consider Return on Investment/payback)
- Parks & Rec: incorporate sustainability considerations into new park design
- Pursue grants, rebates, and other funding resources; apply for a 2020 UNH intern
- Craft 2020 proposals for the budget committee to create a Sust Coord position in 2020.
- Draft Exeter vision & goals in coordination with Exeter town depts/committees
- Collect data on 2018/2019 town energy use, for baseline emissions calculations

■ Recommended actions for 2020:

- Formalize a Sustainability Office in 2020 with Coordinator reporting to the SB via the Town Manager
- Carry out functions previously described

Voters said
“yes!” to SO



SO details get
developed



SO staff gets
to work



SO actions
yield results



Benefits
impact
community
& beyond



“The future is tomorrow. You cannot say you didn’t know. You are a leader – you have to act now.”

Gerald Maradan, Eco-Act



BACK-UPS

Appendices

**30+ additional slides with
detailed data and descriptions**

DETAILED SUMMARY OF OTHER TOWNS/CITIES ALIGNMENT AND LESSONS LEARNED



Sustainability
Office Advocates
(SOA) of Exeter

TOWN	OH	PT	FT	LESSONS LEARNED
Hanover, NH		X		After years of extensive volunteer efforts, they decided a town person with a daily presence was required in order to make meaningful progress
Portsmouth, NH		X		Limited effectiveness due to alignment under Planning. Desire for a stand-alone office. Eco-municipality town – they must consider all actions through the lens of sustainability
Concord, NH	X			Energy & Environment Committee Strategic Plan calls for a dedicated Sust. Coordinator
Plainfield/Cornish	X			Combined committees working only on 100% renewable energy. Reporting to Select Boards. Limited by volunteer status...slow progress. Have requested a budget line.
Keene, NH	X			Handling low-hanging fruit; dedicated Sust Coord needed to advance more ambitious goals.
Lebanon, NH	X			Formed Energy Advisory Comm 5 yrs ago; ineffective in advancing sust. issues. Sust functions then assigned to various depts. "Should've established a Sust Office 5 yrs ago."
Scarborough, ME			X	Making progress, but limited but alignment within Planning Dept
S Portland, ME			2	Volunteer committees alone are insufficient. A dedicated person is needed to work across depts and coordinate with regional/state/national assets.
Hartford, VT			X	Committees need support of a dedicated FT person to implement ideas & move them forward
Millvale, PA			X	Investments in sustainability efforts brought new life to a dying industrial town
Concord, MA			X	SO reports to TM; created by citizen petition along w/goal to reduce GHG emissions 80% by 2050 & provide 100% carbon-free electricity by 2030; town markets itself on its sustainability
Amesbury, MA			X	Created Dept of Energy and the Environment
Newburyport, MA		8	1	Manager of Energy, Recycling, Resilience and Sustainability
Fayetteville, AR			X	Reports to Mayor – works across all departments/divisions
Medford, MA			x	

DOCUMENTED AND REQUESTED DEMAND FOR SUSTAINABILITY ACTION FROM THE COMMUNITY



■ **The Master Plan of Feb 2018** calls for stewardship of resources, thoughtful growth, strengthened connections, climate resiliency, and more effective information sharing, but no single town position is dedicated primarily to coordinating this work.

■ **In 2019, Exeter citizens have asked SOA for action on:**

- Plastics (plastics in waterways; eliminating single use plastics, etc.)
- Recycling/Waste Management – impact of changes in China
- Climate change: Bold action to address emissions and adaptation
- PFOS/PFOA standards and water safety
- Stormwater; excessive nitrogen in rivers/Great Bay Estuary system
- Curbside Composting
- Styrofoam policies/bans
- RoundUp ban
- Community health: more access to town facilities; activities (info sessions, film screenings, music & arts offerings, etc.) that facilitate community interaction
- Higher efficiency standards in new construction (commercial and residential)
- Resource assistance for citizens seeking assistance to make their homes (or businesses) more energy efficient.

**Need to address
the many
Sustainability
concerns voiced
by Exeter
residents**

EXETER SUSTAINABILITY OFFICE PROPOSED DIRECTOR/COORDINATOR FUNCTIONS:



- **Serve as Cross-functional Team Leader of a Sustainability Team (Town Manager, Planner, PW Director, etc.)**
 - Partner with department heads, vendors, municipal/civic organizations, the Chamber of Commerce, technical support organizations, regional partners, the public, etc. to creatively incorporate best practices and policies (*supporting Master Plan pg 9*).
 - Build connections with outside expertise, peers in other cities, and regional and state alliances, programs, and leaders
 - Attend Rockingham County Planning Meetings; coordinate with a Sustainability Committee that includes members from the Energy, Facilities, Conservation, River Advisory, and Heritage Committees.

- **Develop Initiatives & Structures to address Sustainability concerns and Climate impacts (Master Plan pgs 9, 18-22)**
 - Draft sustainability vision, goals and strategy, including energy and emissions reduction targets
 - Research, propose initiatives, and foster creation of town programs that promote sustainability and resiliency, and assist departments and the community to reduce environmental impacts, and climate vulnerabilities as *outlined in the Master Plan*.
 - Apply for and manage grants, rebates, and resource/technical assistance through federal/state government, and regional, university, and non-profit programs. Maximize utilization of the resources cited in *Master Plan (pg. 18-20)*.
 - Prioritize proposed energy and environmental projects, and assess cost effectiveness (return on investment) and technical feasibility
 - Direct activities to establish and meet annual performance targets; incorporate best management practices
 - Establish performance metrics, scoreboards and progress reporting procedures; measure and report results
 - Track wetland waivers issued; analyze and report on their cumulative impact

- **Provide Education and Support for Exeter Citizens and Promote a Culture of Sustainability**
 - Work with the Sustainability Committees (with reps from other committees), and the Chamber of Commerce, to coordinate activities, goals, resources and information
 - Develop a multi-faceted communications strategy to promote and build awareness of town efforts
 - Develop town website with resources for community and individual sustainability and efficiency actions; maintain links to permits, studies and forums related to water and energy resources, risks, issues and impacts
 - Provide public outreach to engage stakeholders and constituencies; host a film festival (at least annually), organize forums to increase awareness of sustainability initiatives and to communicate progress on water, energy and waste management actions
 - Address (through public policy and educational programs/materials) issues of climate adaptation and resiliency, energy conservation, water quality/conservation, recycling and waste reduction, transportation choices, and building design.

EXAMPLES OF SAVINGS POTENTIAL



Sustainability
Office Advocates
(SOA) of Exeter

- Hanover, NH: Replacement of all parking garage lighting with LED fixtures. \$75K project cost with 3.5 year payback (and savings thereafter) through reduced electricity use
- UNH got a \$1M grant for a Sust projects fund. They fund projects w/a 3-yr max payback from this fund, and have replenished it with realized project savings for several years.
- Concord, NH: Upgrades to heating & cooling systems yielded up to 20% increased efficiency. Installed “Bottle Fill” water stations with more efficient cooling units.
- Hanover, NH: Installation of heat pumps and solar panels in/on Town Hall. ~\$200K project cost. Paybacks include: Major reduction in carbon footprint; demonstrated commitment to renewables; fuel/electricity savings of \$13K/yr (after ~15yr payback)
- MA towns w/Sust Coords realized annual returns of 4.2 to 8.3 times the cost of salary + benefits
- Natick, MA: New fulltime Sustainability Coordinator generated a return on investment of 11 times her salary through energy efficiency efforts, grants, waste reduction, etc.
- Concord, MA: In her first 16-months, the new (FT) Sustainability Director secured \$191,000 in grant funding and facilitated \$30,000+ in utility incentives. Her energy improvements (LED upgrades, electric vehicle, hybrid vehicle upfit, energy management system) will save the town ~\$15,000/yr. These grants/incentives/savings easily offset the cost of her position.
- Hartford, VT: In his first 7 months, the fulltime Energy Coordinator saved Hartford enough money to cover his first years’ salary.
- Millvale and Pittsburgh, PA: Both have more than recouped the investment in creating Sustainability Offices due to the economic rewards (investment and tourism)

SAVINGS CHART EXAMPLE



Hartford, VT

Energy Coordinator Savings Estimates (Sep. 2017 – March 2019)

Project	Avoided Cost ¹	Ongoing Savings ²	Total Savings ³	Fuel Savings ⁴	CO ₂ Emissions Avoided (lbs) ⁵
LED light retrofit at the solid waste facility	\$4,500	\$3,100/year ^{2a}	\$7,600	22,537 kWh/year ^{4a}	16,398
LED light retrofit at the Department of Public Works garage	\$2,200	\$166/year ^{2a}	\$2,366	1,187 kWh/year ^{4a}	864
LED light retrofit at the fire department	\$2,500	\$600/year ^{2b}	\$3,100	600 kWh/year ^{4b}	437
Two net-metered solar projects totaling about 100kW		\$10,000/year ^{2c}	\$10,000	136,069 kWh/year ^{4c}	99,004
Electric Vehicle Charging Equipment (EVCE) grant from the Department of Housing and Community Development	\$20,885	-	\$20,885		
Curtable rate (w/GMP that reduces demand charges thru operational changes) at Wilder Well	-	\$12,000/year ^{2d}	\$12,000		
Two heat pumps in PD locker rooms	\$1,200	\$200/year ^{2a}	\$1,400	214 gal oil/year ^{4d} , kWh savings unknown	4,845
Refund on bridge lighting overpayment ⁶	\$450	-	\$450		
Missed net-metering credit from GMP ⁷	\$4,000	-	\$4,000		
Incorrect net-metering credit allocation from Peck Electric ⁸	\$339	-	\$339		
100 kW net-metered solar project	-	\$3,800/year	\$3,800	137,340 kWh/year ^{4c}	99,929
Landfill lease payments ⁹		\$3,600/year	\$3,600/year		
Total	\$36,074	\$33,466	\$69,540		221,477 lbs CO₂⁷

EXETER SUSTAINABILITY OFFICE – COA 1

FULL-TIME SUST. DIRECTOR UNDER TOWN MNGR/SB



ALIGNMENT	LESSONS LEARNED ELSEWHERE
<ul style="list-style-type: none"> • Work w/Town Manager and Depts (PW, Planning, etc) as cross-functional leader of town sustainability efforts • Sust Dir requires the professional background and expertise to perform as cross-functional team leader. • Support with a Sustainability Committee, consisting of reps from other town committees 	<ul style="list-style-type: none"> • Best fosters innovative and holistic thinking • Other cities benefitted from having an autonomous POC – independent of depts • South Portland (reporting to city counsel) is better enabled to make progress than Scarborough (aligned under Planning)
PRO'S	CON'S
<ul style="list-style-type: none"> • Best functional alignment to voter mandate • Facilitates cross-dept/board innovation/coordination • Easier to prioritize goals/projects across Depts; Depts more likely to engage • A single POC for the public, state/regional offices; & local businesses => more consistent messaging • Perceived as "honest broker" by the public • Can manage overarching town projects across Depts; unhindered by Dept biases/crises • Can effectively communicate Dept/town efforts, initiatives, actions and progress to the public; • More time to pursue grants/rebates/partnerships and provide maximum benefits/results to town 	<ul style="list-style-type: none"> • Vulnerable to changes in Select Board

EXETER SUSTAINABILITY OFFICE – COA 2

“OUT-OF-HIDE”



Sustainability
Office Advocates
(SOA) of Exeter

ALIGNMENT	LESSONS LEARNED ELSEWHERE
<ul style="list-style-type: none"> • All departments have a role • Functions or role assigned added to functions of department personnel • Support with a Sustainability Committee (needed for items that do not fall under energy or conservation) • May require hiring contractors for discreet functions 	<ul style="list-style-type: none"> • Projects very slow to get off the ground • Not enough! Every town/city/community interviewed, without exception said this had proved insufficient. • Most communities aligned this way are working to create town positions instead
PRO'S	CON'S
<ul style="list-style-type: none"> • Allows pursuit of “low-hanging fruit” 	<ul style="list-style-type: none"> • No one has overarching view or responsibility • No consistent town point of contact • No resident expertise • Contractors are more costly and do not provide critically needed town continuity • Limited time to pursue funding opportunities • Difficult to coordinate or prioritize projects • Inability to tackle ambitious or cross-Dept projects • Viewed as a “Checking the box” exercise • No sustainability rep on Tech Review Panel • Status quo...Exeter residents have voted to do more!

EXETER SUSTAINABILITY OFFICE – COA 3 PART-TIME SUST DIRECTOR UNDER TOWN MNGR/SB



ALIGNMENT	LESSONS LEARNED ELSEWHERE
<ul style="list-style-type: none"> • Work w/Town Manager and Depts (PW, Planning, etc) as cross-functional leader of town sustainability efforts • Sust Dir requires the professional background and expertise to perform as cross-functional team leader. • Support with a Sustainability Committee, consisting of reps from other town committees 	<ul style="list-style-type: none"> • This model is working well in communities with a committed Town Manager and an exceptionally robust committee structure • Example: This model works in Hanover, which has had a Sustainability Committee for >10 years, supported by 5 active sub-committees
PRO'S	CON'S
<ul style="list-style-type: none"> • Best functional alignment to voter mandate • Facilitates cross-dept/board innovation/coordination • Easier to prioritize goals/projects across Depts; Depts more likely to engage • A single POC for the public, state/regional offices; & local businesses => more consistent messaging • Perceived as "honest broker" by the public • Can manage overarching town projects across Depts; unhindered by Dept biases/crises • Can effectively communicate Dept/town efforts, initiatives, actions and progress to the public; 	<ul style="list-style-type: none"> • Vulnerable to changes in Select Board • A Part-time Sust Director may be challenged to handle the large workload and coordination...lots to do!

EXETER SUSTAINABILITY OFFICE – COA 4

PART-TIME WITHIN PLANNING OR PUBLIC WORKS



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ALIGNMENT	LESSONS LEARNED (LL) ELSEWHERE
<ul style="list-style-type: none"> • Sust Coord aligned under Town Planner • Every department has to have a point of contact to work with the sustainability person 	<ul style="list-style-type: none"> • Tendency for efforts to be restricted to or focused on planning (LL from a town aligned under planning) • Other departments lack equal footing • Places that now have his alignment desire to change it • Sustainability work is sometime set aside for departmental crises; job can gets watered down
PRO'S	CON'S
<ul style="list-style-type: none"> • Many Planning OR Public Works functions are related to sustainability 	<ul style="list-style-type: none"> • Many sustainability projects are unrelated to Planning or unrelated to Public Works • Loses essential cross-Departmental focus; sustainability efforts that predominantly effect other Depts may get insufficient attention • Loses overarching town focus; inability to provide holistic town vision or holistic public outreach • Risks having someone aligned to planning or to PW more than overall sustainability • May increase work load across other Depts • May result in less participation by other Depts

SUSTAINABILITY OFFICE ALIGNMENT

WHAT/WHY/HOW ARE OTHER NH CITIES/TOWNS DOING?



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■ HANOVER, NH

- Part-time Sust Coord aligned under Town Manager.
- Addition of dedicated coordinator has expedited progress. Hope to upgrade to fulltime soon.
- Progress with purely volunteers was too slow, and still required town time/energy.
- Closely coordinates with Public Works, Planning, Zoning, and other departments
- Supported by Volunteer Sustainability Comm
 - 5 Sub-committees
(Energy is 1 of the 5)
 - Sub-comms coordinate public events/forums; town officials attend/speak

■ KEENE, NH

- No dedicated Sust Coord
- Town sets goals and standards which each Dept is responsible for achieving.
- Keene has met many of its less-ambitious energy & efficiency goals
- Keene personnel believe they can not achieve town goals (100% renewable by 2030) without a dedicated Sust Coord.

SUSTAINABILITY OFFICE ALIGNMENT

WHAT/WHY/HOW ARE OTHER NH CITIES/TOWNS DOING?



Sustainability
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■ LEBANON, NH

- Started with Energy Advisory Committee to influence City Counselors on matters of energy and issues of sustainability. Issues of sustainability did not get prioritized in this structure
- Tried managing functions under various town functions, including Facilities.
- Assoc Planner stated it would have been better to have started with a Sust Coord 5 years ago
- Sustainability chapter added to Master Plan; working hard to establish a dedicated Sust Coord

■ PORTSMOUTH, NH

- A FT employee within Planning is tasked to handle Sustainability
- City is a "eco-municipality", so all projects are required to consider sustainability issues from the beginning
- Town has a Facilities Manager & cost saving being realized through energy programs for buildings
- A dedicated independent Sust Coord (not aligned under any department) would enable much greater progress & impact

SUSTAINABILITY OFFICE ALIGNMENT

WHAT/WHY/HOW ARE OTHER NH CITIES/TOWNS DOING?



■ HARTFORD, VT

- Population: 9,952
- Goal: 90% renewable by 2040
- FT Energy Coord under Planning and Devel, but works across all Depts (Planning, Public Works, Police/Fire, Parks & Rec
- Staffs the Energy Commission
- Leveraged funding from Efficiency VT, grants, rebate programs & non-profits
- Heavy focus on solar/community solar, efficiency and weatherization, especially for low-income residents
- Committees achieve more if someone works full-time to implement their ideas.
- Sust efforts require continuous monitoring; efficiency and renewable energy fields are changing rapidly.
- Many changes require multi-year efforts that can rarely be achieved with consultants.

■ SCARBOROUGH, ME

- Population: 19,922
- FT Sustainability Coordinator – in Planning Dept, but works closely with Public Works, Community Services/Parks & Rec
- Staffs Energy & Conservation Comms
- Projects to realize cost savings from a number of energy efficiency projects.
- Grants used for efficiency projects, a food waste/curbside composting pilot, etc.
- Largest project was installing a triggen to generate our own electricity on-site
- Secured funding for part time summer interns to do community education and an outreach program on recycling

SUSTAINABILITY OFFICE ALIGNMENT

WHAT/WHY/HOW ARE OTHER NH CITIES/TOWNS DOING?



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■ SOUTH PORTLAND, ME

- Stand alone Sustainability Dept reports to Town Council
- Started as a volunteer committee 11-12 years ago
 - progress too slow
 - If took the committee 8 yrs to get a climate plan vetted/approved
- Hired a FT Sust Director 4 yrs ago
- Added a PT Sust Coordinator 2 yrs ago; now upgrading to FT
- Stand along Dept allows to broader, holistic focus and more innovation

■ CONCORD, NH

- Called the Community Development Dept, who researched a POC then directed Jordan to a planning staff member who is a liason to the Energy and Environment Committee.
- This fellow is assisting the Energy & Environment Committee in achieving the goals outlined in its strategic plan, especially concerning renewable energy.
- As Concord lacks a single dedicated Sustainability Coordinator, he is one of several town employees who step outside of their typical role to work on sustainable initiatives. But he feels the pressure.
- There is an increasing need for a Sustainability Coordinator/Office. The Energy & Environment Committee included the recommendation to create a town Sust Coordinator in its strategic plan. Without this position, many of the goals set by the strategic plan cannot be achieved.
- The current people do not have the time or backgrounds to adequately achieve the town's goals - even many of its less-ambitious goals.

CITY/TOWN SYNOPSIS: MILLVALE, PA

■ Borough of Pittsburgh

- Peak population >8000; now less than half of that
- Previously had significant industry in iron manufactures, saw works, lumber mills and breweries - almost all of which is gone.
- Has had numerous significant flooding events.
- Hired first Sust Coord in 2015 and quickly became a leader
- Earned Platinum Sustainable Community Certification through the Sustainable Pennsylvania Community Certification Program
- Earned American Planning Assoc Planning Excellence Award for the Millvale EcoDistrict Pivot Plan.
- Resounding success: local NPR reported “Millvale Sustainability Coordinator Helps Pair Economic Growth with Environmentally Friendly Practices”



Sustainability Coordinator in Millville
(<https://pittsburghgreenstory.com/zaheen-hussain/>)



Bioswale to reduce the negative impacts of stormwater
(<https://pittsburghgreenstory.com/zaheen-hussain/>)

CITY/TOWN SYNOPSIS: PLAINFIELD & CORNISH, NH



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■ GWEN

- I have information printed out that I've gathered from researching Plainfield and Cornish NH,.
- Both communities are tiny....Plainfield has about 2,356 people, and Cornish has only 1,624....so they have relied on an energy committee to do all the work thus far. (It appears that they joined forces and are working together to realize their goal toward 100%renewable energy by 2050.)

CITY/TOWN SYNOPSIS: PITTSBURGH, PA



■ Kris

- Found it useful to have some wins initially that have a return, like energy efficiency projects, to demonstrate the value of such an office.
- Important to establish a fund that energy savings goes into to help fund future sustainability projects, rather than going back into general fund.
- Helpful to cooperate with other towns to cooperatively purchase energy saving equipment, etc by bundling your buying power.
- Important to have a point person for the position as there often many inquires from the public, vendors, university researchers, request for speakers and media on topics related to such a position.

SUSTAINABILITY OFFICE/COORDINATOR POSITION DESCRIPTION



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■ Concord/Keene (Jordan)

- Individuals from Concord and Keene both said the position would be best focused primarily internally to begin with. Pick all of the low-hanging fruit before taking on more ambitious goals whose benefits may be slower to play out and less quantifiable monetarily.
- I'm gonna throw some job description language out there we maybe can work off of: "The Sustainability Coordinator, by means which would benefit the overall health, safety, and well-being of Exeter's people and ecosystem, would provide long and short term cost-saving benefits to the municipality."

■ Hartford, VT (Gwen)

- Non-Exempt/Full-time Energy Coordinator under Planning and Development
- Nature and Scope of Position: The Energy Coordinator for the Town of Hartford will have primary responsibility for the development and management of the Town's Energy Planning and Implementation Program for the municipality and the community at large. This includes reducing energy consumption and overall costs, strengthening reliability, resiliency and sustainability of energy infrastructure, employing new technologies and best practices, contributing to a cleaner environment and enhancing the quality of life for Hartford residents and businesses.
- See "Hartford Energy Coordinator Job Description Final.pdf"

SUSTAINABILITY OFFICE/COORDINATOR POSITION DESCRIPTION



■ Scarborough, ME (Gwen)

- Sustainability Coordinator
- Nature of Work: This position is responsible for the administrative and technical work in performing a wide range of sustainability related duties: including programming and initiatives involving recycling and composting and reducing the rate and cost of solid waste disposal; renewable and alternative energy initiatives and energy conservation efforts; coastal resiliency planning and initiatives; coastal resource and beach monitoring tasks; assistance with stormwater and watershed planning efforts; and related duties as assigned. Work is performed under the general policy direction and guidance of the Town Engineer with cooperation and input by the Town Planner, Public Works Director, and Community Services Director. In addition, this position will work closely with other Town staff, departments and committees as assigned, and particularly with committees focused on energy, solid waste, recycling and composting, coastal resiliency and natural resources; and other sustainability related initiatives. Independence, initiative, resourcefulness, analysis, and follow-through are expected of the employee in the normal conduct of the work. Work is reviewed by the Town Engineer through observation, oral and written reports, and feedback from other Departments for responsiveness and timeliness, quality and quantity of the service provided, resourcefulness, foresight, and perceptiveness in identifying issues and concerns for attention.
- See Sustainability Coordinator Job Description Revised 5-10-18.pdf

CITY/TOWN SYNOPSIS: NEWBURYPORT, MA (1 OF 2)



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■ June, Newburyport, MA

- I talked with Molly Ettenborough, Manager of Energy, Recycling, Resilience (Much of this is due to being an oceanfront city), and Sustainability.
 - She reports to the mayor and also works closely with the Energy Advisory committee. She likes this because the mayor can make quick decisions and the committee is composed with very knowledgeable energy experts. She started part time and her background is in energy.
 - 6 part-time people run the recycling waste and other facilities
 - She also works with the Board of Health and has a part time assistant in the BOH.
- A couple of winning initiatives:
 - People over 65 volunteer 115 hours a year and receive a tax break in return. Many of the people are very knowledgeable and have strong professional experience and want to contribute.
 - City of Newburyport has a PT grant manager

CITY/TOWN SYNOPSIS: AMESBURY, MA (1 OF 4)



■ Liuxi, Amesbury, MA

- City of Amesbury Department of Energy and Environment
- Mission is to “enhance the quality of life for the residents” through protection of their environment and promotion of efficiency energy and resource use
- Goals of the department: redevelopment of environmentally impaired property, energy use reduction, adoption of renewable energy technology, and the protection of community’s natural resources
- Implements strategies developed with the Mayor and City Council, all of which are compliant with the Commonwealth of MA and the Federal government
- Many different programs within the department including
 - Green Community
 - Energy Efficiency
 - Renewable Energy Development
 - Brownfields
 - Remediation
 - Wetlands Protection
 - Flood Mitigation
 - Stormwater Management

CITY/TOWN SYNOPSIS: AMESBURY, MA

(2 OF 4)



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- The Amesbury Conservation Commission: state regulatory review commission serving as the local representative for the MA DEP (Department of Environmental Protection)
 - Manages open space and natural areas in MA
 - Reviews relevant projects according to what is stated in the MA Wetland Protection Act, Rivers Protection Act, the Conservation Commission Act, and the City of Amesbury Wetland Protection Ordinance
- Salary: according to Salary.com, the average Director of Sustainability salary is about \$96,703 as of April 2019
- Organized a Community Resilience Building Workshop with the goal to understand connections between natural disasters and mitigation efforts; develop protection systems for the city, local organizations, businesses, institutions, private citizens, neighborhoods, etc; identify immediate actions to reduce the impact of hazards and increase resilience
- A current project is the post-closure maintenance & monitoring plan for a landfill in the area, the Titcomb Pit Landfill
 - Contaminated with: construction and demolition debris, municipal solid waste and sewage sludge
 - Then capped with cover soil and vegetated in 1979 but without MassDEP approval
 - Cap maintenance: cap system is necessary for minimizing infiltration of surface water into the landfill and limit human and environmental exposure to the landfill waste
 - Stormwater management system maintenance
 - Groundwater monitoring and well maintenance

CITY/TOWN SYNOPSIS: AMESBURY, MA

(3 OF 4)



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- Camp Kent Environmental Center: nature center and 16-acre parcel of conservation land established by the Amesbury Town including a variety of habitats and great biodiversity
 - Monthly free family programs
 - City-owned nonprofit that provides environmental education, recreation, and stewardship to the public
- In Feb 2017, Mayor Ken Gray created a new department and named Thomas Barrasso as director
 - Barrasso used to report as city's energy manager to the director of Commercial and Economic Development
 - "It is a new department, but we are not increasing in size. We are really just shuffling people around a bit"
- Thomas Barrasso's projects:
 - He will oversee the Lower Millyard's brownfields cleanup
 - Instrumental in the development of the 6-megawatt Citizens Energy solar array and is working to put another
 - Worked with the EPA and the MassDEP, especially on one project cleaning up and demolishing the former Microfab, Inc site
 - Trying to explore possibilities of more energy efficient school buildings as well as water and wastewater treatment plants (looking for potential solar)

CITY/TOWN SYNOPSIS: AMESBURY, MA (4 OF 4)



Sustainability
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■ People:

- Director: Thomas Barrasso
 - Geologist and chemist with more than 29 years of experience with environmental issues
 - Responsible for overseeing policy & programs related to a variety of environmental issues (energy efficiency, remediation, conservation, etc)
- Conservation Agent: John Lopez
 - Background in natural resource management, policy, and planning
 - A lot of experience in government and policy
 - Responsible for providing “technical assistance to the conservation commission in issues relating to regulatory review and permitting as well as best management practices”
- Mayor Ken Gray
- Questions to ask (Thomas Barrasso and Ken Gray):
 - 1. When was the environmental department established? Can you give me a timeline for the development of the major Amesbury sustainability-focused programs/town initiatives?
 - 2. Part time/full time position?
 - 3. What project(s) are you currently working on?
 - 4. Did the Sustainability Department start out with volunteers and lots of community support?
 - 5. Any money saved by the establishment of the Sustainability department? (either right away, or over a few years as a return on investment (ROI), or as annual savings after a “break-even” point, etc.)
 - 6. Who do you report to?
 - 7. Importance of the Sustainability Department?
 - 8. Greatest accomplishments of the Sustainability Department?
 - 9. Where have you obtained money for the department maintenance and establishment (grants, rebates, other incentives), and can you give me an estimate of how much the town was given?

CITY/TOWN SYNOPSIS: CONCORD, MA (1 OF 2)



■ **Gwen** (From “FAQs about Hiring a Sustainability Director” pdf)

- How was the Director of Sustainability position created?
 - The Director of Sustainability position was created and funded through a citizen petition article at Concord’s Annual Town Meeting in 2017. The article committed the Town to ambitious goals of reducing GHG emissions 80% by 2050 and providing 100% carbon-free electricity by 2030, in addition to funding the hiring of a Director of Sustainability. Slides about the article can be found here.
- What department are you in and to whom do you report?
 - The Sustainability Division falls under the Town Manager’s Office and the Director of Sustainability reports to the Deputy Town Manager.
- Is the position full-time and what is the salary?
 - The position in Concord, MA is a full-time (40 hours/week) management professional position. It is an MP-5 position on Concord’s compensation scale which currently has a range of \$70,000 to \$106,000.

CITY/TOWN SYNOPSIS: CONCORD, MA



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- What are the dollar savings to hiring a Sustainability Director?
 - In the first 16-months, the Sustainability Director has secured a total of \$191,000 in grant funding and helped achieve over \$30,000 in utility incentives. Additionally, energy improvements to town facilities save money. For example, our 2018 Green Communities projects (LED upgrades, electric vehicle, hybrid vehicle upfit, energy management system) will save the town almost \$15,000 annually. These combined grants, incentives, and savings easily offset the cost of the Sustainability Director.
 - There are many grant programs available to municipalities in Massachusetts. For example, Concord's 2018 grants included Green Communities, Municipal Vulnerability Preparedness Planning Grant, MAPC Accelerating Resilience Mini-Grant, and a DOER Municipal Energy Technical Assistance Grant. The Director also worked with Concord's state senator in 2018 to get \$1.2 million in Concord projects included in the state's environmental bond bill.
- What does a Director of Sustainability do?
 - Concord's Sustainability website and social media accounts (Twitter and Facebook) are up-to-date resources for current sustainability programs, initiatives, and messaging managed by the Sustainability Director. For an overview of facts and figures, check out Concord's 2018 annual sustainability report.
- How can other communities advocate for hiring a Sustainability Director?
 - It's important to set sustainability goals and/or principles for the town. Concord's goals are 80% GHG reduction by 2050 in alignment with the Paris Climate Accord and 100% carbon-free electricity by 2030. If your community acknowledges that it is important to take action on climate, you can make the case that you need dedicated staff to work on it. Figure out what is most important to the decision makers – cost/benefit, community engagement, grants, addressing climate change, public health, etc. – and customize your message. Gather support from a coalition of local organizations, committees, and individuals. And of course, connect with citizens who have successfully advocated in Concord, and elsewhere, for advice.