



City of Seattle Mayor's Green Building Task Force

Key Themes from Initial Interviews July 17, 2008

INTRODUCTION

During his annual State of the City address, Mayor Nickels established the goal of making Seattle America's Green Building Capital, and identified an initial target of achieving an increase of 20% in the energy efficiency of Seattle's new and existing building stock. Following this announcement, the Mayor convened a Green Building Task Force to provide guidance on appropriate policy mechanisms that the City can employ to achieve these goals. The Mayor invited 50 stakeholders with a range of perspectives on environmental and policy issues to sit on the Green Building Task Force. The membership includes representatives of real estate professionals, building operators, green building experts, low-income housing providers and advocates, historic preservation advocates, energy suppliers, financial institutions, and other interested parties.

To facilitate increased participation and to make best use of considerable member expertise, the Task Force will be broken out into two committees, a "New Buildings" Committee, and an "Existing Buildings" Committee, where most of the work will actually be done. The Task Force will start with the understanding that the City is committed to achieving, at a minimum, a 20% increase in energy efficiency in both the new and existing building stock. The stakeholders will help the City think through policy options for meeting these goals and targets by reviewing option packages for feasibility and likelihood of success.

This document was prepared by Triangle Associates, the consultant team hired to facilitate the Task Force process, following interviews with the members of the Task Force prior to the first Task Force meeting. It contains a summary of the key themes expressed by participants during the interviews.

SCOPE OF ISSUES

Triangle Associates has to date conducted telephone interviews with 44 of the 52 Task Force members (see Attachment A for a list of interviewees). Participants were asked to identify their primary interests in helping Seattle meet its climate protection and energy conservation goals and to discuss the key issues of interest to themselves and/or their organizations. Participants were also asked to describe their hopes and fears for the task force process, and to describe their expectations of the participants, City of Seattle, and the facilitators. Finally, the participants were encouraged to make suggestions regarding background information the Task Force members should receive, what should be included in the Task Force charter, and how to keep the larger community informed and provide opportunities for public comment.



FINDINGS

Included below are key, consistent themes that emerged during the interviews. These themes will help direct and shape the work of the City of Seattle/Triangle Associates project team as it manages and facilitates the Task Force and the two Committees.

Key Interests

- In describing their primary interest or stake in helping Seattle meet its greenhouse gas emissions and energy consumption goals, most respondents began with their personal commitment to addressing global warming and their desire to solve this problem for their children, our region, and our planet.
- For many of the respondents, these issues (especially energy efficiency) are their business or their focus at their business. For some, this is a new direction; others are pioneers/“old timers.”
- The level of experience with energy efficiency and/or greenhouse gas emissions reduction policies varies widely among the respondents. Some respondents are extremely well versed in policy options, while others are more involved providing energy efficiency services, techniques and/or products. For a few, these issues are relatively new.
- Many of the respondents have participated or are participating on other committees/task forces related to greenhouse gas emissions and/or sustainable development, including the Governor’s Climate Action Team.

Opportunities and Concerns for Meeting the Mayor’s Goal

- Most respondents see this as a great opportunity to make real changes and improvements that keep Seattle at the forefront of climate protection and energy efficiency. Many see this as the perfect time to make progress on these issues, because they sense that political will is high, the community is motivated and sophisticated on these issues, and business understands the importance of addressing these issues. Many respondents gave kudos to the Mayor and the City of Seattle for leaderships on these issues.
- None of the respondents indicated that the goal of a 20% increase in energy efficiency by 2020 was overly ambitious. While some respondents said the goal was right on, many others felt that it may not be ambitious enough. Some respondents expressed concern that the goal does not directly address the reduction of carbon emissions (the “real goal”) and that the city’s goal should have a clear relationship to other regional, state, national, and international goals.
- A number of respondents had questions about the specifics of the goal—Does it apply to all buildings or just City-owned? Commercial, residential or both? What is the baseline from which a 20% increase will be measured? How will it be measured?
- There is more enthusiasm for incentives that let the market direct change than for mandates (especially ones that cost money and/or slow the permitting process). But most people



acknowledged the need to update the code. There is also a great deal of interest in using performance-based metrics, rather than prescriptive standards, for achieving energy efficiency.

- Several respondents expressed concern that actions to achieve energy efficiency improvements could reduce Seattle’s competitiveness within the region, nationally, and internationally, if not crafted carefully.
- Several respondents said it was important that the City take the opportunity to be creative and more flexible in achieving energy efficiency goals, including meeting goals at the “district,” neighborhood or city level, rather than building-by-building.
- Several respondents noted that building developers, owners, and tenants often have differing incentives to pursue energy efficiency. They felt this was a challenge that would need to be addressed to achieve the Mayor’s energy efficiency goals.
- Multiple respondents said it would be important for building features other than energy efficiency, such as historical value or requirements for new townhouses to have a certain numbers of windows and doors, to be considered in creating energy efficiency policies. Building age, type, size and life cycle were also cited as important factors for consideration.
- Some respondents expressed concern that building owners who have made progress voluntarily to improve energy efficiency could be penalized relative to owners who have made less progress to date (in that they will be starting from a different baseline).

Hopes, Concerns, and Expectations for Task Force/Committee Process

- Many respondents expressed hope that the Task Force’s advice would lead to real and meaningful change. Some respondents were hopeful that the Task Force would help in building a more productive working relationship between real estate developers and policy makers.
- Most respondents expressed hope that the City would use the Task Force’s advice, as well as some concern that their advice would not be used and that the City already knows what it wants to do. Some have participated in advisory groups before where the results were not listened to and/or just became “shelf art.”
- Many respondents expressed a sense of urgency to make progress on these issues and hoped that the City’s effort would not be watered down and/or bogged down in too much process.
- Several respondents expressed hope that the Task Force’s efforts would be synchronized with other related efforts at the state, regional, national and international level.
- Several respondents expressed hope that the Task Force process could adapt to the rapid change going on around these issues.
- Some respondents expressed concern that money wouldn’t be made available to implement the changes necessary to achieve the Mayor’s goal.



- Some respondents expressed concern about splitting the Task Force into new and existing buildings Committees because they felt that the issues overlapped greatly, but they acknowledged the need to do so with such a large Task Force. Many respondents emphasized the need for communication between the Committees and opportunity for cross-fertilization of ideas to occur between the Committees. Some respondents suggested using small groups and/or subcommittees to help the large Committees accomplish their work in the allotted time period.
- Regarding ground rules and procedures for the Task Force and Committees, several respondents emphasized the need for clarity on what issues would be on the table for discussion, what form the Task Force's input would take (consensus recommendations, majority and minority opinions, etc.), and how the City would use and respond to the Task Force's input.
- Several respondents said that a timeline of the Task Force's expected work and expected milestones would be helpful, as well as a timeline for action and implementation after the Task Force had completed its advice.
- Regarding roles, responsibilities, and expectations, the vast majority of respondents emphasized the need for all Task Force members to do advance reading and other "homework" as necessary to prepare for meetings. Several respondents identified the need for the City to adequately staff the Committees in order to provide appropriate support and information in a timely fashion. Many respondents stressed the need for the facilitator to exhibit strong leadership to ensure that all voices were heard, that the conversation was kept moving, and that meetings were run efficiently and on time.
- Several respondents requested an opportunity to get to know their fellow Task Force members better through informal, social time. They felt this would motivate participation and help to build trust among participants.

Engaging the Larger Community

- Most of the respondents felt that it would be important to engage the larger community on the issues of greenhouse gas emissions reduction and improving energy efficiency.
- Several respondents pointed out that convening a 50-member Task Force of the most interested, engaged and informed stakeholders was a good step in engaging the community
- At a minimum, respondents felt that relevant materials should be made available on the City's web site and that the City should prepare periodic media releases and other notices regarding its progress on developing new policy.
- Several respondents felt that more intensive outreach to the community should occur towards the end of the Task Force's work, so that the City would have more specific policy options to discuss that had been vetted by the Task Force members.
- A number of respondents expressed concern that the desire to engage the larger community would bog the effort down in "Seattle-style" process.



Background Information

- During the preliminary interviews, stakeholders were asked to suggest any background information they thought the participants should know or have in common. Most respondents thought it was important that the Committee members have a common information base.
- Attachment B contains a list of the information and materials suggested by respondents for this purpose, sorted by Committee. Information suggested more than once is in bold. City staff will identify what background information can be provided to the Task Force upfront and what information may be developed as the Task Force/Committee process moves forward.

Meeting Scheduling

- Respondents were also asked a series of questions to facilitate scheduling the remaining Task Force and Committee meetings and determining preferred dates, times, duration and frequency. The results will be provided to the Task Force members prior to the first Task Force meeting.

ATTACHMENTS

Attachment A: Interviewees

Attachment B: Suggested Background Information

Attachment A
Mayor's Green Building Task Force, Key Themes from Initial Interviews

Interviewees

Committee	Salutation	First	Last	Title	Organization
Existing	Ms.	Jolene	Anderson	Realtor	Coldwell Banker Bain, Assoc., JMR Consulting, Member, Seattle King-County Association of Realtors
Existing	Mr.	Ash	Awad	VP Energy Services	McKinstry
Existing	Mr.	Kent	Barber	Principal	Keithly Barber Associates, Inc.
Existing	Mr.	Richard	Bendix	SVP / Director of Marketing	Homestreet Bank
Existing	Ms.	Kathleen	Brooker	Executive Director	Historic Seattle
Existing	Mr.	Steve	Clark	President	Genessee Fuel & Heating, Board member, Washington Oil Marketers Association
Existing	Ms.	Carrie	Dolwick	Policy Director	NW Energy Coalition
Existing	Ms.	Kim	Drury	Energy Consultant	
Existing	Mr.	Chris	Elwell	Executive Secretary	Building Construction Trades Council (BCTC)
Existing	Mr.	Aaron	Fairchild	Managing Partner	Greenworks Realty
Existing	Mr.	Stan	Gent	President & CEO	Seattle Steam
Existing	Mr.	Christian	Gunter	Assistant Vice President, Responsible Investing	Kennedy Associates
Existing	Mr.	Richard	Happel	General Manager, Energy Service Group	University Mechanical Contractors
Existing	Mr.	Dusty	Hoerler	Co-chair, Sustainable Jobs & Environment Research Action Team	Sound Alliance
Existing	Mr.	Arun	Jhaveri	Consultant, Professor	
Existing	Mr.	Rod	Kauffman	President	BOMA Seattle-King County
Existing	Ms.	Emily	Paddison	Community Organizer	Tenant's Union of Washington State
Existing	Mr.	Stan	Price	Principal	Putnam Price Group, Inc.
Existing	Mr.	Paul	Purcell	Founder & President	Beacon Development Group
Existing	Mr.	Cal	Shirley	Vice President, Energy Efficiency Services	Puget Sound Energy
Existing	Mr.	Tom	Tierney	Executive Director	Seattle Housing Authority
Existing	Mr.	Chuck	Trafton	Vice President	WA Land Title Association
New	Ms.	Patricia	Chase	Board Member	International Sustainability Institute
New	Mr.	Jerry	Dinndorf	Seattle District Manager	Associated General Contractors
New	Ms.	Susan	Drummond	Attorney	Foster Pepper, PLLC
New	Ms.	Liz	Dunn	Principal	Dunn+Hobbs
New	Ms.	Sandy	Fischer	Director of Design and Planning	EDAW Seattle
New	Ms.	Kari-Lynn	Frank	Director of Government Affairs	NAIOP
New	Mr.	Mark	Frankel	Technical Director	New Buildings Institute
New	Mr.	Bert	Gregory	President & CEO	Mithun
New	Ms.	Ann	Grodnik	Assistant Vice President, Public Finance	Seattle NW Securities

Attachment A
Mayor's Green Building Task Force, Key Themes from Initial Interviews

Committee	Salutation	First	Last	Title	Organization
New	Mr.	Don	Horn	Director, Sustainable Design	US General Services Administration
New	Mr.	Douglas	Howe	President	Touchstone Corporation
New	Mr.	Duane	Jonlin	Senior Associate	NBBJ
New	Mr.	Marco	Lowe	Community Development Manager	Triad Development
New	Ms.	Kelly	Mann	Executive Director	Urban Land Institute - Seattle
New	Mr.	Tom	Marseille	Managing Principal	Stantec Consulting
New	Ms.	Mary	McCumber	Board Member	Futurewise
New	Mr.	Jason	McLennan	CEO	Cascadia GBC
New	Mr.	John	Powers	Senior Managing Director	Colliers International
New	Ms.	Lisa	Richmond	Executive Director	AIA Seattle
New	Mr.	Mark	Schuster	CEO & Founder	The Schuster Group
New	Ms.	Patti	Southard	Project Manager	King County GreenTools
New	Mr.	Bob	Stolarski	Director, Customer Energy Management	Puget Sound Energy

Attachment B

Mayor's Green Building Task Force, Key Themes from Initial Interviews

Suggested Background Information

What background information do you think stakeholders should have in common in order to offer informed advice to the City on identified issues (i.e. information to put everyone on a level playing field)?

New Buildings Committee

- Background information
 - City of Seattle
 - Task Force
 - **What led the Mayor to make his statements?**
 - **What are the parameters around his statements in terms of accommodating population growth, affordability, concern of neighborhoods, issues of labor, and other factors?**
 - **Where do the numbers (20%) come from?**
 - Background on broader City climate change goals
 - Background on the chosen “likely issues” in the interview questions
 - **Background on the other stakeholders**
 - Codes and policies subject to change and revisions
 - Ordinances that are about to expire or policies with deadlines associated with them that need consideration
 - Assumed goals and core values
 - **Seattle energy codes**
 - Executive summary of current codes
 - Comparison to state codes and Bellevue
 - Are there different perspectives (DPD, developer)?
 - Zoning
 - How land use code works?
 - Are there different perspectives (DPD, developer)?
 - Zoning
 - **Overview of all green programs in the City**
 - Building case studies
 - **Neighborhood and district approaches**
 - Seattle City Light & Puget Sound Energy
 - Understanding of costs and benefits from the aspect of City Light and Puget Sound Energy and info on how much plans cost.
 - **Other cities**
 - Overview of green programs, models, proposed incentives, feebates, and case studies: (Kelly Mann can provide this)
 - California
 - San Francisco
 - CAPCOA report: report by Jones & Stokes out of CA giving an overall picture of what CA alternatives are, good and bad.
 - Vancouver
 - British Columbia
 - Portland (for unification rather than competition)
 - European Union
 - Germany environmental site
 - United Kingdom
 - Scandinavia
 - Stockholm
- Reports/Products
 - King County Green Tools Climate Action Change Plan and Green Building Strategic Plan

Attachment B

Mayor's Green Building Task Force, Key Themes from Initial Interviews

- King County developed CD ROM tool kit to help suburban cities start their green building programs
- Fact sheet on what green buildings do and why older buildings can't be retrofitted
- Pacific Northwest new study regarding building stock
- IPCC (Intergovernmental Panel on Climate Change): details % of impacts on various sectors
- Governors Climate Action Team Report:
 - Who contributes to climate change in WA State, green house gas emissions by sector.
National level
- White Paper on greening codes (Jason McLennan can get this with follow up info including a website for municipal governments to share information)
- Western Climate Initiative
- CTED (Community Trade and Economic Development) structure on potential tax credits in WA
- A list of new technologies
 - SEPA Work Group and King County have lists of these (preemptive tools and measurement tools)
 - Packet of information on the best practices around (nationally)
- **Relevant legislation and policies**
- **Glossary of common terms:**
 - Threshold
 - Framework
 - Flexible threshold
 - Significant
 - LEED vs LEEP
 - Seabecks
 - Energy Star
 - Ashray
 - Sea green
- A guide that will look at the following for each proposal:
 - Predicted effect on Seattle's energy use over time (may be a high-to-low range)
 - Cost of implementation per SF or per project
 - Annual energy savings per SF or per project
 - Difficulties or technical hurdles
 - Cost to city
 - An objective analysis of the pros and cons of incentives

Existing Buildings Committee

- **Building Statistics**
 - Lifecycle costs
 - Energy use statistics (energy consumption) per unit of housing (by decade) and characteristics (Tom Tierney may provide this):
 - Energy performance of buildings in the European Union Member States, main challenges for the Energy Performance of Buildings Directive implementation now and in the future (PowerPoint presentation provided by Task Force member)
 - Building stock
 - Possible score card or EnergyStar rating?
 - Ages
 - Types
 - commercial v. residential,
 - single family v. multifamily
 - Location and size
 - Total square footage by size and number of tenants
 - Demographics
 - Design features
 - Sources of heat and light.
 - Distinctions between expected use of energy in a building done to code v. going beyond code,

Attachment B

Mayor's Green Building Task Force, Key Themes from Initial Interviews

- Distinguish between age and commercial v. residential
- Data comparing effects of changing lighting v. heating v. windows, etc.
- Where will biggest bag for buck be?
- Essentials to market based approaches such as subsidy and taxation regulation
- Product data: Broad based understanding of different products that are in use in residential buildings.
- Heat pumps, siding and roofing materials
 - National Biodiesel Board has great information about bioheat.
- Climate Action Team information (Ash Aswad may help)
- **Cheat sheet on existing energy efficiency polices**
 - City
 - State
 - Federal
 - Other aspiring cities
- Background information:
 - City of Seattle's:
 - Priorities
 - Expectations for deliverables
 - Is City focused on mandates or incentives?
 - **Current activities**
 - March 19 Energy Code Work Shop results/recommendations
 - DPD
 - Code enforcement
 - Weatherization requirements
 - Housing Authority
 - What utility allowance is for section 8 tenants based on bedroom/unit size vs. sense of what tenants are actually paying related to that?
 - Seattle City Light & Puget Sound Energy
 - How they are structured and why?
 - Conservation goals
 - How the Task Force fits into these
 - Will anything come from SCL 5 year \$200M conservation plan?
 - Stakeholders/Task Force members
 - **General background**
 - Did anyone volunteer without being asked?
 - Why were they chosen?
- **Glossary of terms:**
 - Green Leases
 - LEED certification vs. Build Green Designation
 - Climate change vocabulary
 - Carbon neutrality
 - Green house gasses
 - Effects of different things businesses do