A Case Study of Organizational Effectiveness: ICLEI’s Role in Arizona

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ICLEI Services and Resources

- Skills Trainings
- Networking
- Online Resource Library
  - Case Studies
  - Guidance Documents
- E-Newsletter
- Online tools
- Technical Support
- Promotion of Success Stories

- U.N. Representation
- Networking possibilities
<table>
<thead>
<tr>
<th>Name</th>
<th>Abbreviation</th>
<th>Date</th>
<th>Topic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate and Air Pollution Planning Assistant</td>
<td>CAPPA</td>
<td>2010</td>
<td>Decision support</td>
<td>CAPPA helps cities determine an achievable emissions reduction target and decide on strategies for a climate action plan.</td>
</tr>
<tr>
<td>Hara Environmental and Energy Management software</td>
<td>Hara EEM</td>
<td>2010</td>
<td>All 5 Milestones</td>
<td>EEM software is an advanced tool that helps cities with all five of the Milestones. It aids with GHG emission inventories, forecasting, setting goals, comparing choices, tracking progress, and creating reports for climate action planning.</td>
</tr>
<tr>
<td>Adaptation Database and Planning Tool</td>
<td>ADAPT</td>
<td>Not complete</td>
<td>Climate Adaptation</td>
<td>ADAPT allows cities to review vulnerabilities, set goals for resiliency, and develop adaptation plans to incorporate into city planning.</td>
</tr>
<tr>
<td>Green Building Decision Tool</td>
<td>n/a</td>
<td>2009</td>
<td>Green Building</td>
<td>It provides options for green building as well as legislative information.</td>
</tr>
<tr>
<td>STAR Community Index</td>
<td>STAR</td>
<td>Not complete</td>
<td>Community Cooperation</td>
<td>STAR offers municipalities and communities metrics to guide actions that can lead to certification.</td>
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</table>
Simple Enough: The Five Milestones

- Milestone 1: Select a base year and forecasting benchmarks.
- Milestone 2: Choose a specific goal for emission reduction or follow a resource budget.
- Milestone 3: Form a “Local Action Plan” which includes a timeline, finances, assignments, and education.
- Milestone 4: Implement policies and plans.
- Milestone 5: Monitor and verify the results.
Organization Characteristics Affect Effectiveness

- Meeting customer needs
  - Structure
  - Size
  - Goals
  - Communication
  - Technology
  - Reasons for joining organizations
What ICLEI Offers for Important Issues

- Water conservation
  - Tucson’s *Comprehensive Water Conservation Strategies* case study
- Planning/long-term goals
  - Planning toolkits
- Green building and design standards
  - Green building decision tool, green building webinar series, green office challenge toolkit
- Saving money and measuring savings
  - CAPPA, Hara EEM
- Community Involvement and collaboration
  - Outreach and communications guide
  - Community Star Index?
- Job creation
  - ?
Responses

<table>
<thead>
<tr>
<th>Similar Responses</th>
<th>Varied Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Funding</td>
<td>• Pricing</td>
</tr>
<tr>
<td>• Tools</td>
<td>• Informational resources</td>
</tr>
<tr>
<td>• Interactions</td>
<td>• International scope</td>
</tr>
<tr>
<td>• Influence in local governments</td>
<td>• Goal alignment</td>
</tr>
</tbody>
</table>
Improvements

- Stability, relationships, and commitment
- Public image
- Regional attention
- Improve technology
- Community Involvement
Conclusion

• Key points
  – Communication is key
  – Integration vs. differentiation
  – Responsibility put back on the member
  – Arizona’s political climate
  – The Agenda 21 debate

• Is it worth membership?
  – Yes, with reservations.
Questions? Comments?