



HUD Green Academy

Course 2

Executive Decision Making in Green Building

Syllabus

Course Summary

This course will provide an overview of the executive decisions necessary to optimize green practices in affordable housing and your organization. This course is aimed at senior staff members that are responsible for medium and high-level decision-making about the new construction, rehabilitation, operations, and maintenance of affordable housing units. Participants will be prepared to develop strategies for the integration of best green building practices into their work.

Course Objectives

- Define sustainability and identify its importance in development and operations.
- Understand how to engage decision makers, staff and residents in sustainability initiatives.
- Evaluate and quantify costs and benefits of green buildings and operations.
- Explain how to measure and track building and organizational progress.

Module #1	Framework and Assessment
Module #2	Changing Behavior and Other Low Cost Measures
Module #3	Green Building and Finance Decisions
Module #4	Measuring and Tracking Performance
Module #5	Organizational Development
	Review and Course Evaluation

Module 1

Framework and Assessment

Solution	Insights and Questions	Rate
Decision-making		1. No Action 2. Planning 3. Forming 4. Developed
Prioritizing Investments		1. No Action 2. Planning 3. Forming 4. Developed
Assessing Asset Performance		1. No Action 2. Planning 3. Forming 4. Developed
CO2 Emissions Assessment		1. No Action 2. Planning 3. Forming 4. Developed

What next steps can you personally take to provide a successful framework for sustainability?

Timing	Next Steps	Resources/Info Needed
Short		
Short		
Medium		
Medium		

Module 2

Changing Behavior and Other Low Cost Measures

Solution	Insights and Questions	Rate
Engagement		1. No Action 2. Planning 3. Forming 4. Developed
Peer-to-Peer Networks		1. No Action 2. Planning 3. Forming 4. Developed
Integrated Design Team		1. No Action 2. Planning 3. Forming 4. Developed
Administrative Management		1. No Action 2. Planning 3. Forming 4. Developed
Green Procurement		1. No Action 2. Planning 3. Forming 4. Developed
Operations and Maintenance		1. No Action 2. Planning 3. Forming 4. Developed

What next steps can you personally take to implement low cost measures?

Timing	Next Steps	Resources/Info Needed
Short		
Short		
Medium		
Medium		

Module 3

Green Building and Finance Decisions

Solution	Insights and Questions	Rate
New vs Rehab Construction		1. No Action 2. Planning 3. Forming 4. Developed
Financing Resources		1. No Action 2. Planning 3. Forming 4. Developed
Cost-Benefit Analysis		1. No Action 2. Planning 3. Forming 4. Developed
Green CNA/PNAs		1. No Action 2. Planning 3. Forming 4. Developed
Performance & Verification		1. No Action 2. Planning 3. Forming 4. Developed

What next steps can you personally take to improve financial decision-making toward sustainability?

Timing	Next Steps	Resources/Info Needed
Short		
Short		
Medium		
Medium		

Exercise 1

Facts:

You are the Executive Director of a small community development corporation in a cold climate that has decided to find ways to become more sustainable. Your portfolio consists of three multifamily buildings, Aspen Apartments, Bowdoin Building and Carson House each has 300 units with sizes varying from 1-3 bedrooms. The annual electric, gas and water usage for each building is:

Site	Electric (kwh)	Gas (ccf)	Water (CCF)
Aspen	1,500,000	300,000	58,200
Bowdoin	1,500,000	300,000	70,000
Carson	2,250,000	625,000	59,000

Questions for Discussion

1. In what order of priority would you list these buildings for energy and water efficiency investment?
2. If you had access to a funding source that would only pay for energy efficiency retrofits, does that change your priority order?
3. How would you determine your energy and water efficiency targets for your retrofits?
4. What other considerations would go into determining your retrofit scope of work?
5. What are some of the retrofits that would help you achieve your energy and water efficiency targets?

Module 4

Measuring and Tracking Performance

Solution	Insights and Questions	Rate
Energy Management		1. No Action 2. Planning 3. Forming 4. Developed
Resource Development		1. No Action 2. Planning 3. Forming 4. Developed

What next steps can you personally take to improve the measuring and tracking of performance?

Timing	Next Steps	Resources/Info Needed
Short		
Short		
Medium		
Medium		

Module 5

Organizational Development

Solution	Insights and Questions	Rate
Sustainability Plan		1. No Action 2. Planning 3. Forming 4. Developed
Staff Certs and Training		1. No Action 2. Planning 3. Forming 4. Developed
External Partners		1. No Action 2. Planning 3. Forming 4. Developed
Key Decision		1. No Action 2. Planning 3. Forming 4. Developed

What next steps can you personally take to improve organizational development?

Timing	Next Steps	Resources/Info Needed
Short		
Short		
Medium		
Medium		

Green Affordable Housing Action Plan

My vision for the role of sustainability in advancing the mission of my organization is:

In order to advance this vision, within the next **three months** I will:

As a first step to achieving this vision, within the next **two weeks** I will:

I will measure the success of this effort over time by:

Upon returning to work, I will reach out to in order to:

Organization or Person _____

I will also explore resources or partnerships that will enable me to:

Insert Goal or Intent _____

Possible additional Next Steps to incorporate green building and sustainability into your work and your agency:

- Gather and enter utility data for an existing building into Portfolio Manager or another third party energy benchmarking program (e.g. WegoWise, EnergyScoreCards)
- Contact local utility for information on residential energy efficiency programs and incentives (including energy audits)
- Conduct a healthy homes assessment
- Sign up for additional training towards a green building or healthy housing certification (e.g. LEED AP, BPI, NHCC)
- Organize or participate in an integrated design charrette for a current project
- Revise internal procurement policies to emphasize green cleaning products
- Contact a local green building or environmental nonprofit to conduct an energy audit for a residential property or administrative office
- Download the Enterprise or other green O&M Manual and create/customize an O&M Plan for all residential properties
- Start or expand a recycling program in your local office (paper, plastic, metals, toner cartridges and electronic equipment)
- Engage residents to help implement a recycling program in existing residential properties
- Replace existing light bulbs with energy-efficient compact fluorescent bulbs in the common areas of a residential property or in an administrative office
- Establish a resident education program to reduce energy and water use, improve occupant health, and encourage recycling (perhaps partner with a nonprofit, university, or other partner)