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April 20, 2015

City of Coral Gables
ATTN: Jessica Keller
2800 S.W. 72nd Avenue
Miami, FL 33155

RE: Sustainability Management Plan Progress Report

Dear Ms. Keller

We are pleased to present this high-level progress report on the Coral Gables Sustainability Master Plan. Since the project kick-off in November 2014, project work has focused on the collection and analysis of sustainability performance data on approximately 160 sustainability projects in 9 focus areas. These focus areas include energy, fleet, waste, water, land use & transportation, education & outreach, climate resiliency and a greenhouse gas inventory of government and community emissions.

The data collection portion of sustainability projects is challenging. City staff did an excellent job providing the requested information. We recognize their dedication and thank them for providing insight into the significant economic opportunities that this process is identifying.

RS&H, Inc. (RS&H) and our subcontractors Zyscovich, Inc. and Erin Deady, PA, reviewed the data and developed baselines for each of the focus areas and benchmarked the City's performance against three peer cities. These cities selected jointly by RS&H and the City of Coral Gables included: Palo Alto, CA; Boulder, CO and Chapel Hill, NC. After completing the baseline and benchmarking analyses we were able to identify several opportunities to integrate sustainability into the city's business operations while generating significant economic returns, including fifteen rough-order-of-magnitude business cases and 50 best management practices. These results are summarized in a detailed solutions memo initially transmitted to the city on April 3, 2015.

While results are preliminary and will be refined through a collaborative process with City Staff, these opportunities have the potential to produce several million dollars of direct benefits to the city with a competitive return on investment. Opportunities include facility energy efficiency upgrades, alternative fuels and vehicles, LED lighting and rain water harvesting, among many others. These preliminary findings will be crafted into a project-driven sustainability master plan with the help of city staff over the next three months. The process begins with a collaboration meeting in Coral Gables in mid-May.

Once the city's sustainable operations plan is rolled out and implementation begins, the project will focus on the broader Coral Gables Community. Through the Green Task Force and other stakeholders, the project team will assess sustainable aspects of the city and develop a roadmap for recruiting citizens to assist with development and implementation of a community sustainability vision. We look forward to continuing this effort.

Sincerely,

Ben Moore, AICP, LEED O+M
Project Manager

Mike McCarthy, MBA, PG, LEED AP
Project Director