An aerial photograph of a city, likely Phoenix, Arizona, with a range of mountains in the background. The city is densely packed with buildings and greenery, and the mountains are hazy and layered in the distance.

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

Summary of ICLEI USA Tools

Name	Abbreviation	Date	Topic	Description
Clean Air and Climate Protection software	CACP 2009	2002, 2009, 2011	Milestone 1	CACP 2009 measures GHG emission inputs to help users create an inventory and report.
Climate and Air Pollution Planning Assistant	CAPPA	2010	Decision support	CAPPA helps cities determine an achievable emissions reduction target and decide on strategies for a climate action plan.
Hara Environmental and Energy Management software	Hara EEM	2010	All 5 Milestones	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.
Adaptation Database and Planning Tool	ADAPT	Not complete	Climate Adaptation	ADAPT allows cities to review vulnerabilities, set goals for resiliency, and develop adaptation plans to incorporate into city planning.
Green Building Decision Tool	n/a	2009	Green Building	It provides options for green building as well as legislative information.
STAR Community Index	STAR	Not complete	Community Cooperation	STAR offers municipalities and communities metrics to guide actions that can lead to certification.

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
 - CAPP, Hara EEM
- Community Involvement and collaboration
 - Outreach and communications guide
 - Community Star Index?
- Job creation
 - ?

Responses

Similar Responses

- Funding
- Tools
- Interactions
- Influence in local governments

Varied Responses


- Pricing
- Informational resources
- International scope
- Goal alignment

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.

An aerial photograph of a city skyline, likely Phoenix, Arizona, with a dense cluster of skyscrapers in the center. The city is surrounded by a vast expanse of green trees and residential areas. In the background, a range of brown and tan mountains stretches across the horizon under a clear sky. A white rectangular box is overlaid on the center of the image, containing the text "Questions? Comments?".

Questions? Comments?