



# SUSTAIN OR EXPLAIN TOOLKIT



ENVISION™

**PREPARED BY**

*ISI Communications*

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# ENVISIONING A SUSTAINABLE WORLD

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Communities everywhere are demanding that civil infrastructure be built to protect the environment, boost economies, and protect human health. We can deliver on that challenge if we focus on building the right projects the right way, using Envision as our guiding framework. To achieve our short- and long-term goals, however, we need to make it harder to fund projects that don't prioritize sustainability, resilience, and equity. Yes, I said it. We should rethink funding projects that do not prioritize sustainability, resilience, and equity.

At ISI, we started the 'Sustain it or Explain it' advocacy campaign to persuade elected officials, the public, and the architecture, engineering, and construction (a/e/c) industry to prioritize sustainability, resilience, and equity. For too long, we have focused only on profits and costs. That has brought about unforeseen, long-term negative impacts. If we do not focus on designing and delivering sustainable, resilient, and equitable projects, we will experience more deleterious issues in the decades to come, including increased costs.

Generating positive change will take collaboration, innovation, imagination, and commitment. We can start with advocacy and education. And working together, we can sustain every project that is designed and built, meeting emerging challenges and threats head on.

***Together, we can Envision a sustainable world.***

## KEY TERMS

# STANDARD DEFINITIONS

## RESILIENCE

**Resilience** is the ability to recover from difficulties — to spring back into shape after a shock.

**Infrastructure resilience** is the ability to reduce the magnitude and/or duration of disruptive events.

## EQUITY

**Equity** is the quality of being fair or impartial; something that is fair and just.

**Social equity** is concerned with justice and fairness of social policy, ensuring that social services are distributed fairly and equitably.

**Racial equity** occurs when institutions give equal opportunities to people of all races. [Racial Equity Resource Guide](#)

## SUSTAINABILITY

Infrastructure sustainability refers to public- and private-sector infrastructure projects that are planned, designed, constructed, operated, and commissioned to ensure economic, social, environmental, and institutional sustainability over the life cycle of the project.



## *Why the need for an Envision sustainability toolkit?*

# INTRODUCTION

The 'Sustain it or Explain it' toolkit is a communication, advocacy, and outreach toolkit created by the Institute for Sustainable Infrastructure (ISI) to spread Envision sustainability awareness globally. Working closely with a task force comprised of civil engineers and sustainability experts in America and Canada, ISI seeks to advocate and inform lawmakers, the a/e/c industry, the public, and the media about the importance of building sustainable, resilient, and equitable civil infrastructure. The vehicle for that purpose is the Envision sustainability framework and rating system.

## ISI & ENVISION

The Institute for Sustainable Infrastructure (ISI) is a nonprofit educational organization that developed and manages Envision, a framework and rating system that encourages systemic and holistic changes in the planning, design, and delivery of sustainable and resilient infrastructure. ISI provides education resources, training, and third-party project verification. Based in Washington, DC, ISI was established in 2010 by the American Public Works Association (APWA), the American Society of Civil Engineers (ASCE), and the American Council of Engineering Companies (ACEC). They collaborated with the Zofnass Program for Sustainable Infrastructure at the Harvard University Graduate School of Design to develop Envision.

# Acknowledgements

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*Barriers to Success*

# KEY CHALLENGE

The ultimate goal of 'Sustain it or Explain it' is to **change minds** and help the architecture, engineering, and construction (a/e/c) industry, lawmakers, the public, and communities realize that building sustainable, resilient, and equitable infrastructure is the smart way to build and rebuild. Outdated methodologies, practices, and processes are becoming inadequate and may not be sufficient to meet the radical transformations that are needed to bring about restorative or conserving changes. A focus on sustainability, resilience, and equity are imperative in light of climate-change threats.

## **Why is change so difficult?**

People are creatures of habit, and they are bombarded constantly with competing priorities. Stepping out of one's comfort zone can cause a great

## **Changing Minds**

deal of consternation also. That is why many individuals in the a/e/c industry revert to legacy building methods. It's what they know and what they are comfortable with doing. Being a risk-averse industry—often with good reason—many individuals and leaders are reticent to try something new. Failure can lead to dire consequences, even death, so convincing the a/e/c industry that there are better ways to design and build tomorrow's infrastructure can be an uphill battle that seems insurmountable. But, nothing worthwhile is easy! That is why we soldier on in the hopes that the a/e/c industry and others realize that Envision sustainability can lead the way.

*Why*

# ADVOCATE FOR CHANGE?

How can we bring about sweeping systemic change?

There is no magic bullet or easy pathway to changing minds.

**We must start by partnering with others, collaborating, and strategizing to bring about awareness. This will take a multi-pronged approach, coming at the problem from several different angles.**

The 'Sustain it or Explain it' (SOE) toolkit will help Envision sustainability professionals (ENV SPs) and others learn how to advocate, concentrating on outreach to elected officials, the industry, the public, and the media.

If we reach community , state, or federal leaders, encouraging them to adopt proclamations, ordinances, and executive orders, we are well on our way to turning the corner.

Reaching out to the media and the broader public will also promulgate necessary change.

To make this happen, it takes teamwork, collaboration, partnering, and individual involvement. This is likely a long-term endeavor, perhaps taking years.

# HOW TO ADVOCATE?

Each of us has the power, individually and collectively, to bring about change through organizing, policy advocacy, and community engagement. By shaping public opinion through advocacy, we can influence elected officials at all levels, the public, and other stakeholders.

- **Network, partner, collaborate;**
- **Get involved in your community** by attending public forums, city and county council meetings;
- **Through participation** you can help local, state, regional, and federal lawmakers understand the value of sustainable, resilient, and equitable infrastructure;
- **Join an existing organization** or coalition trying to bring about change or start a new one;
- **Change policy** in your community by encouraging lawmakers to adopt or strengthen the language in their policies;
- **Make sure you have your messaging and talking points down pat**, so you can convince others that sustainability, resiliency, and equity are important. Suggest that Envision help lead the path forward;
- **Write a letter to the editor** or an op-ed in your local newspaper, write press releases to the news media, or testify at a public forum to share your views on sustainability, resilience, equity, and Envision;
- **Join the conversation online** through social media, and support online campaigns, and take part in webinars;
- **Try to get one-on-one interviews** with lawmakers and stakeholders to educate them on how Envision sustainability can be used.

## HOW TO USE THIS ADVOCACY TOOLKIT

We encourage you to use the templates, tips, and other resources in this toolkit and to customize them to fit your agency, region, and target audience. When communicating with individuals in your community, especially the press and elected officials, be sure to specifically address the concerns and conditions present in the area you serve. That will garner more positive attention for your organization and will make people feel personally invested in your work.

Try to use projects and statistics related to your region and stories from your community to engage local supporters and stakeholders.

As you customize the resources in this toolkit, feel free to tailor it to your audiences' needs. ***It should always be about what your audience wants, needs, and cares about.***



# REACHING LAWMAKERS

One of the most effective ways to influence policymakers is through direct communication with your elected officials' offices. Developing and maintaining strong relationships with your elected officials is a primary way of ensuring that legislators have a good handle on what is affecting the a/e/c industry. (This usually takes time, patience, and persistence.)

Not all regulations come about in the halls of Congress. More than 50 regulatory agencies can create and enforce regulations that affect how the nation's businesses operate. agencies making rules that apply to the a/e/c industry.

Becoming an effective advocate may also require learning about effective advocacy practices. Some people are naturally better at advocacy than others. Those who tend to be better advocates are not easily intimidated by difficult people or difficult situations. They have no problems speaking up for themselves or others. Some people, however, learn to be good advocates over time.

Several acceptable practices will help you become an effective advocate. These practices can be broken down into four main areas: preparation, communication, documentation or note-taking, and follow up.

## STRATEGIZE

Do a SWOT (strengths, weaknesses, threats, and opportunities) analysis to decipher what you are facing. What are the pros, and what are the cons? Who are the key people to target or key agencies? Develop a game plan with no more than three objectives, and put together a timeline to coincide with that plan.

Remember, strategies can have short- and long-term goals. Measure your strategy and adjust as needed. Critically look at your situation from many sides and reevaluate often. Encourage others to review your plan and give constructive feedback.



## Preparation

Good preparation is an essential aspect of effective advocacy.

**Information is power.** The more you can inform yourself about a particular issue or situation, the better you will speak about sustainability, resilience, equity, and Envision. Know the key issues or problems that need to be addressed and know the opposing views.

**Always identify possible solutions ahead of time. Identify what you are willing to accept if you cannot get what you want. This will require thinking about compromise.** Having a “fall back” position will allow you to negotiate for something that may be acceptable, even if it is not the perfect solution.

**Identify people who may be able to help you. Advocacy is more effective if you have allies.** This may be someone who agrees to attend a meeting to take notes. It may also be someone who has some particular expertise in the issue. **Remember, being a good advocate does not mean that you have to do everything on your own. Identify the people that you need to talk with to achieve the results you want.**

## Communication

Communication can take many forms, including phone calls, face-to-face meetings, group meetings, letters, and e-mails. Here are a few tips to remember about communication:

**Be clear and concise.** This means making sure that your messages or requests are stated as clearly and briefly as possible. If your message or requests sound confusing, other people won't listen.

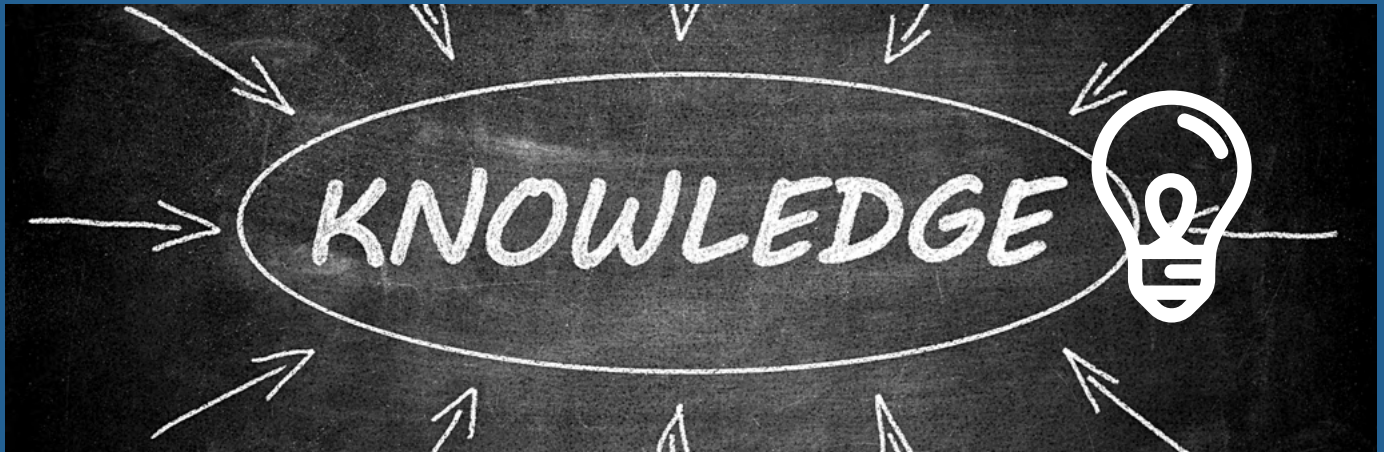
**Focus on the most critical information that needs to be conveyed.** At times, other data may be useful to support your request. Too much information, however, may work against you.

**Be confident.** When you communicate with others, they should understand that you have expectations.

**Act assertively and confidently but watch your tone of voice.** In face-to-face meetings, keep your body erect but relaxed. Use eye contact. *Remember that assertive communication is not aggressive.*

**Listen carefully.** Listening is simply a respectful way to communicate. This means paying close attention to others and not interrupting. Listening may also provide you with information or clues about what they care about, or what problems they're trying to solve.

**Ask questions.** If something is not clear, ask for more explanation. Asking questions is also an excellent way to get valuable information that may assist you in your future advocacy efforts.



### **Stay Organized by Keeping Notes and Documenting**

Keeping good notes can be a great aid to the advocacy process. Develop a template for what you ask and write down the discussion. Think like a reporter. Whether you have talked with someone on the telephone or in-person, it is vital to keep track of the name, contact information, title, or position of the person you have contacted. Also, record the date and any responses. This information will be incredibly helpful if you need to do a follow-up.

Keep a file of written responses and other documents. Sometimes you will receive written responses to requests or will want to ask for a written response. This may be in the form of letters or emails. It is important to keep track of these in case you need them in the future. Sometimes, people will say or promise things verbally but won't act upon them. Having a written record of what was agreed to may be helpful. When a request is being refused, it is helpful to have the refusal (preferably with the reasons for the refusal) spelled out in writing. This may be particularly important if you ask someone else to review the decision or you have the opportunity to appeal.

### **Follow-Up Efforts**

Often, advocacy does not provide immediate results. Some situations may require persistence to achieve success. Often the adage "the squeaky wheel gets the grease" is true.

### **Keep the following points in mind:**

1. Try not to be too frustrated or intimidated if you do not get the response or results you are seeking.
2. Continue to follow up until you feel that your issues are resolved or you see action.
3. Sometimes, following up may require that you talk with a senior person. This person may have more authority to make decisions or may have an interest in sustainability.
4. At some point, you may feel that you have done all you can on your own. You may need to involve other people at this point.
5. When dealing with government systems or agencies, you may need to contact elected officials directly. This should typically be done only when you have gone through all of the government system's regular channels.
6. Lastly, there may be times that you are not successful, no matter how hard you try.
7. Keep in mind, advocacy is about negotiation. How are you willing to compromise? Sometimes, the next best solution is better than no solution at all.



# Advocacy Tips

## **ORGANIZE AROUND A SPECIFIC INCIDENT**

COVID-19 can serve as a hook for helping people to understand why change is essential. Seeing the negative results and outcomes in real-time is an eye-opener. This experience is a powerful motivator for change. While it is fresh in their minds, use it to convince others that change is imperative.

## **BUILD A CAMPAIGN**

The 'Sustain or Explain' campaign seeks to influence elected officials and stakeholders in the a/e/c industry to bring about widespread change. It also seeks to teach and educate the public about resilience, sustainability, equity, and Envision.

## **BUILD A COALITION**

Try to recruit community members and other experts to help you fight for change. Brainstorm on ways to bring about the change you desire.



# Overcoming Opposition

## KEY MESSAGING

### COST BIAS

Many people in the architecture, engineering, and construction (a/e/c) industry hear the words 'Envision sustainability and resilience,' and they assume automatically that incorporating Envision into their projects will be costly. This is a misnomer. When you embed Envision sustainability from the start and carry it through a project's life cycle, you actually save money. The reasons for this are relatively simple and straightforward: Envision improves stakeholder collaboration and enhances long-term planning, thereby, saving organizations money. Also, when Envision Sustainability Professionals (ENV SPs) are called upon to guide projects, they suggest innovative ways to be sustainable and resilient while passing along cost savings.

Projects sometimes run into trouble, however, when they fail to plan for long-term threats. Consider COVID-19 as an example. Hundreds of thousands of lives have been lost and many economies and businesses have been crippled. Did infrastructure play a role? You bet! Much of our existing infrastructure wasn't planned with resilience and sustainability in mind. Going forward, we cannot allow that to happen. We must begin embedding Envision sustainability and resilience into our projects to mitigate looming crises. With climate change, urbanization, deforestation, and habitat displacement bearing down upon us, we can not afford to do otherwise.

### TIME ARGUMENT

Leaders and executives will often argue that Envision sustainability takes more time—time they don't have. This is not necessarily true. Envision can save time if done right. If added to a project from the start, Envision sustainability serves as a project management tool that guides teams forward. In that way, they can more easily navigate the complexities of sustainability, resilience, and equity with fewer barriers.

### LACK OF TRUST

Many in the a/e/c industry lack trust in newer technologies and innovations. This has hindered the adoption of sustainable and resilient practices. To build trust, show examples, and provide proof when asserting Envision's value. Rely on stats and data to back up your assertions. Don't just tell managers— show them visual representations and testimonials.

### THEY DON'T UNDERSTAND

Often, people don't fully know what sustainability, resilience, and equity look like. They don't understand how they can do things differently, so they don't try. Be persistent. Tackle their most pressing needs and problems and teach them about sustainability, resilience, and equity.





REBUILDING STRONGER!

# LOBBYING VS. ADVOCATING

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Need / Awareness Messaging

**Advocacy** is the process of stakeholders making their voices heard on issues that affect their lives and others' lives at the local, state, and national levels. It also means helping policymakers find specific solutions to persistent problems.

**Lobbying**, on the other hand, involves activities that are in direct support of or opposition to a specific piece of introduced legislation. While nonprofits can engage in some lobbying, the IRS has strict rules about what portion of their budget can go toward these activities. There are also prohibitions on any use of federal funds for lobbying.





# LOBBYING VS. ADVOCATING

## Advocacy

ISI staff members can educate a member of Congress about the impacts of a policy on our constituency or invite a member of Congress to visit our organization. We can also write and tell them how we feel about a bill, but we cannot encourage them to pass, strike down, or amend legislation. That is lobbying.

To write your representative, find out who they are by going [here](#). You can also contact the Clerk of the House who maintains addresses and phone numbers of all House members and Committees. Call (202) 224-3121 for the U.S. House switchboard operator. In addition, you may choose to visit your member's website directly for more information.

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## Lobbying

Asking your member of Congress to vote for or against or amend introduced legislation is lobbying. Anyone working for a nonprofit (501 C3), like ISI, cannot lobby.

We are prohibited from emailing a “call to action” to our members, urging them to contact their congressperson or senator to support action on introduced legislation or pending regulations.

We are also prohibited from preparing materials or organizing events in support of lobbying activities or efforts.

*Letter or Emails to Lawmakers*

# TEMPLATE

[Date]

The Honorable [person]

[Office Address]

[City, State, Zip]

Dear [person]:

[State why you are writing. Do not urge them to support, fight, or amend any legislation unless eligible to lobby. 501c3 nonprofits can advocate but not lobby politicians, senators, or members of Congress, unless they report certain information via tax returns. ]

[Explain how their interest can help benefit the a/e/c industry and communities. Don't encourage action on a piece of legislation, unless you are eligible to lobby.]

[Thank them for their time and consideration.]

Sincerely yours,

[Your name]

[Your Title]

[Your Business]

[Address]

[Phone number]

*Letter or Emails to Lawmakers*

# TEMPLATE

[Date]

The Honorable [person]

[Office Address]

[City, State, Zip]

Dear [person]:

I'm writing to tell you about a solution that can help communities build back better. That solution is Envision sustainability. For ten years, Envision has been helping communities all over the world cut GHG emissions, create green jobs, address climate change, and build more equitable, resilient civil infrastructure.

Envision is provided by the Institute for Sustainable Infrastructure (ISI), an educational nonprofit based in Washington, D.C. ISI and Envision were established by the American Public Works Association (APWA), the American Society of Civil Engineers (ASCE), and the American Council of Engineering Companies (ACEC), who collaborated with the Zofnass Program for Sustainable Infrastructure at the Harvard University Graduate School of Design to develop Envision.

Many communities are searching right now to come up with a viable, reputable pathway to build back better. Little do they know, that pathway already exists. Communities just need to know about it.

I encourage you to learn about Envision on ISI's **website**, and please share that knowledge with others. I appreciate your time and consideration. Thank you.

Sincerely yours,

[Your name]

[Your Title]

[Your Business]

[Address]

[Phone number]



*Letter or Emails to Lawmakers*

# COMMUNITY TEMPLATE

[Date]

The Honorable [person]

[Office Address]

[City, State, Zip]

Dear [community lawmaker]:

I know you are passionate about building better infrastructure, which is why I am writing to you today. Did you know that a comprehensive sustainability framework exists that can help [insert community] build back better—creating good-paying jobs, cutting GHG emissions, fostering environmental justice, and addressing the climate-change crisis? That proven solution is the Envision® framework, provided by the Institute for Sustainable Infrastructure (ISI), an educational nonprofit in Washington D.C.

Miami-Dade County, Houston, New York City, and Kansas City are just a few of the communities that created 'city or county' ordinances requiring Envision as a way to build sustainable, resilient, and equitable civil infrastructure projects. [Insert community] can—and should—do the same!

Envision is a comprehensive, tried-and-tested roadmap that encourages communities to work closely with infrastructure stakeholders to innovate and think critically about what they build. Envision can also help agencies save money if applied early in the design phases and carried through the life cycle of the project.

The American Society of Civil Engineers, the American Public Works Association, the American Council of Civil Engineers, and the Harvard Zofnass Program for Sustainable Infrastructure created ISI, and they support Envision to this day.

I encourage you to learn all you can about Envision and make it a requirement for building back better. If we rely on Envision and Envision sustainability professionals, we can build sustainable and resilient roads, bridges, dams, water, and wastewater facilities, wind farms, airport facilities, community parks, pipelines, and other civil infrastructure. Bottom line: if our community makes Envision a requirement, too, we will be successful in meeting our 21st century goals.

Please feel free to reach out to me to learn more, or visit ISI's website:

<https://www.sustainableinfrastructure.org>

Thank you for your time and consideration

Sincerely,

[Insert name]

[Insert title and company]

[insert email / snail-mail address]

[insert phone number]

*Letter or Emails to Local or State Lawmakers*

# EXAMPLE I

[Date]

The Honorable [person]

[Office Address]

[City, State, Zip]

Dear [person]:

I know you are enthusiastic about building better civil infrastructure, which is why I implore you to learn about the Institute for Sustainable Infrastructure's Envision framework and rating system. COVID-19 has made it painfully obvious that the current building methods for civil infrastructure have been woefully inadequate to prevent and mitigate pandemics. For the architecture, engineering, and construction (a/e/c) industry and the public sector, this moment should be a wake-up call—a call to rebuild with sustainability, resilience, and equity in mind.

The public is wanting sustainable, resilient, and equitable infrastructure, but many communities don't know where to start. They often search in earnest for solutions, not knowing that a solution already exists. For ten years, ISI's Envision framework and rating system has helped communities like Los Angeles, Miami, New York, Kansas City, Vancouver, and Toronto deliver more sustainable, resilient, and equitable civil infrastructure (roads, bridges, dams, etc.). The high-speed rail system in California is one current project that has adopted Envision as a way to focus on sustainability and resilience.

I encourage you to learn about Envision framework and share that knowledge with others. Collaborating and speaking the same language, we can design and deliver infrastructure that meets the needs of future generations.

Together, we can empower our communities to attack climate change threats, deforestation, and urbanization, thereby, mitigating crises like COVID-19.

Thank you for your time and consideration.

Sincerely,

[Name]

[Title]

[Organization]

[Address]

[Phone number]

*Letter or Emails to Federal Lawmakers*

# EXAMPLE LETTER II

[Date]

[The Honorable Representative ]

[United States House of Representatives ]

[Insert address]

Dear Representative [insert name]:

I wanted to make you aware of a formidable problem that isn't being addressed in H.R. 2, the Moving Forward Act. The bill overlooks sustainability, resilience, and equity in the rebuilding process. That is a serious oversight. As COVID-19 has proved, civil infrastructure has been woefully inadequate to handle a pandemic. That is a strong indicator that our civil infrastructure will also fail to address future climate change threats like sea level rise, deforestation, and urbanization, among others.

The public is wanting civil infrastructure to be built better and stronger, and communities are seeking solutions on how to do that. But, many are focused on inventing new solutions — *unaware that a solution already exists*. For ten years, the Envision sustainability framework has been used by Los Angeles, Miami, Kansas City, New York City, Toronto, and Vancouver to build sustainable, resilient, and equitable civil infrastructure. The high-speed rail system in California is one project using Envision principles to bake sustainability and resilience into their work.

As we look for ways to rebuild, please encourage communities to rebuild with sustainability, resilience, and equity. Throwing money at the problem isn't going to work. If elected officials encourage prioritization of sustainability, resilience, and equity—if they learn about solutions like Envision—communities will embrace these ideals during the planning and design phases of their projects. That will go a long way in protecting the environment, enhancing human health and well-being, and bolstering economies.

We shouldn't throw money at the problem; we should rebuild better— focusing on shovel-worthy projects that are sustainable, resilient, and equitable in their design and delivery approach.

Thank you for your time and consideration.

Sincerely,

[Name & Title]

[Organization]

[Address]

[Phone number]



*Letter or Email to Federal Lawmakers*

# Example Letter III

[Date]  
[The Honorable \_\_\_\_\_]  
[Office Address]  
[United States House of Representatives ]  
[United States Senate]  
[City, State, Zip]

Dear [Representative/Senator]:

Our nation's civil infrastructure is in desperate need of repair, but before you invest money to bring back good-paying jobs and boost the economy, we encourage you to take a step back and seriously analyze lessons learned from COVID-19 and create a stimulus spending bill that focuses on building resilient, sustainable, and equitable infrastructure to withstand future crises. Sustainability, resilience, and equity need to be prioritized to meet climate change threats.

## ***How can this critical objective be achieved?***

We encourage you to require funding recipients to adopt a FREE AND SIMPLE Envision sustainability and resilient checklist. Adding a sustainability and resilient checklist to infrastructure spending bills will force communities and agencies to plan, design, and build with sustainability, resilience, and equity. The free and simple Envision sustainability and resilience checklist encourages agencies, organizations, and communities to build shovel-worthy projects.

A civil infrastructure project can last 30, 40, even 100 years. Once created, we are stuck with that infrastructure. That is another reason why all civil infrastructure projects must prioritize resilience, sustainability, and equity moving forward. Doing so will enhance human health and well-being, boost economies, protect the environment, promote equity, and mitigate crises. New York City, LA, Kansas City, Kansas; Austin, Texas; Miami-Dade, Florida; Toronto, Canada; and Rome, Italy, are all using the free Envision Checklist when building civil infrastructure. Even California's high-speed rail system is currently using it. But, many communities in America don't know it exists.

## **Adding a resilient checklist that requires prioritizing resilience, sustainability, and equity could transform our infrastructure for the better.**

The free Envision checklist was created by the Institute for Sustainable Infrastructure, a Washington, D.C. - based (501C3) nonprofit, in conjunction with the Zofnass Program at Harvard, and it is backed by the American Public Works Association (APWA), the American Society of Civil Engineers (ASCE), and the American Council of Engineering Companies (ACEC).

Americans want civil infrastructure that protects human health, enhances the environment, and boosts economies. They want real transformation. The Envision checklist can bring about a national infrastructure process that all states and political parties can embrace. I would be happy to sit down with you on a virtual Zoom meeting and share how communities are using this free checklist to build shovel-worthy projects, not just shovel-ready ones.

Thank you for your time and consideration.

Sincerely,  
[Name & Title]  
[Organization, address, phone number]

## MESSAGING

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### Reimagining a brighter future

What if COVID-19 is a dress rehearsal for things to come... a precursor? What if climate change does in fact lead to more harmful environmental impacts over the next ten, twenty, and thirty years? These are questions the architecture, engineering, and construction (a/e/c) industry needs to be asking. Taking it one step further, the a/e/c industry also needs to ask whether the infrastructure we are building today can handle these types of calamities.

The short answer? Probably not!

Realizing this, agencies and organizations within the a/e/c industry need to begin analyzing current processes, procedures, and methodologies and look for better ways. At the project level, engineers and designers should approach projects in new ways. They must concentrate on the *needs and benefits* of the project. And they must consider all possible alternatives before projects and programs are conceived, executed, and delivered. In other words, there's a critical need to "do the right project" and "do it the right way." Resiliency, sustainability, and equity should no longer be afterthoughts. They should be priorities.

### Why Now and Why Envision?

COVID-19 has taught us that sustainability, resiliency, and equity must be baked into our processes, procedures, and methodologies. Failure to do so will only exacerbate future challenges.

How can we do that? How can the architecture, engineering, and construction (a/e/c) industry reexamine and reimagine infrastructure to meet tomorrow's needs?

At ISI, we believe the industry needs to embrace the Envision sustainability framework and rating system and teach and credential individuals to become Envision Sustainability Professionals (ENV SPs). That one simple move can empower agencies and organizations within our industry to achieve better short- and long-term outcomes.

### What needs to be done?

The fact remains, this is a watershed moment. If we reevaluate our current design and build methods and concentrate on long-term positive impacts, we can enhance human health, protect the environment, and bolster our economies. Failure to do so will be costly in more ways than one.

“

We need to help the a/e/c industry realize that they should focus on shovel-worthy projects, not just shovel-ready ones.

”

ISI Task Force





# Messaging

## **What is the need?**

When formulating messages for press releases, stories, or any other marketing and communication materials, it is best to focus on your audience's needs or problems to be solved. What does your audience care about? What problems are you tackling or solving for them?

## **How can we address that need?**

Once you fully understand the problem then formulate how you can address that need. Explain how you can solve that problem, or show how you solved a similar problem. Show examples of how your solution has made a difference or will make a difference.

## **What is the value brought to the table? Show that value!**

Bolster your response by talking about the value that your product or your organization brings to the table. For example, with Envision you would talk about how the framework can move sustainability, resiliency, and equity forward. Offer case studies or testimonials that prove the value. Remember, you need to *show* the value, not just *talk* about it. Tell a story!

## **Sum up / Call to Action**

In the end, sum up your press release or communication materials by asking for the business, making a strong call to action, or summing up what you can do that nobody else can. Know what you want to attain and ask for it!

# Messaging Example I

## *Need or Problem to be solved*

### ***SUSTAINABILITY, RESILIENCY, & EQUITY MUST BE PRIORITIES***

For decades, many organizations in the architecture, engineering, and construction (a/e/c) industry have failed to prioritize sustainability, resilience, and equity. Financial expenditures and profits have always ranked first. But, as COVID-19 has proved, if sustainability, resilience, and equity are not prioritized, organizations could see decreased profits, crippled economies, harmful long-term impacts on human health, and environmental degradation. Failure to adequately value sustainability, resilience, and equity will be costly moving forward, especially as climate change threatens.

## *How do we address the need?*

### ***EMBRACING ENVISION ALLOWS AGENCIES TO THINK AND PLAN LONG-TERM***

If planners, designers, owners, and other stakeholders within the a/e/c industry make a commitment to sustainability, resilience, and equity—prioritizing them on every project— we can reimagine and rebuild a better tomorrow.

One way to do that is to incorporate the Envision framework into a/e/c projects from the start. Embracing Envision will allow public and private agencies and communities to think, plan, design, and build better infrastructure. Los Angeles, New York, Miami, Kansas City, Toronto, Vancouver, and other cities around the world are doing just that by incorporating Envision sustainability into their strategies on many of the projects they create.

## *Vision: What we want to happen*

### ***ENVISION CAN CREATE POSITIVE, CONSERVING, OR RESTORATIVE CHANGES***

To that end, ISI is hopeful that more public and private agencies also turn to Envision to drive sustainable projects forward. Envision works! It is the best holistic framework and rating system available for civil infrastructure.

Using Envision, project teams work collaboratively to navigate the complexities of resiliency, sustainability, and equity to create solutions that result in positive, conserving, or even restorative outcomes. To ISI's disappointment, though, many organizations and people around the world—even some in the a/e/c industry— have never heard of Envision.

## *Call to Action*

### ***ENCOURAGE PEOPLE TO ADOPT ENVISION SO WE CAN SPEAK THE SAME LANGUAGE***

**How can we change that? What can you do?**

If you currently work for an organization that cares about delivering safe, quality infrastructure to the community you serve, talk to your organization about Envision. Make sure you engage with your organizational leaders and help them learn about Envision. You can also contact your local, state, municipal, federal, and provincial lawmakers and urge them to focus on sustainability, resilience, and equity. Help them understand why civil infrastructure projects must be built "right."

If we follow the same Envision roadmap, positive change will become a reality, and our communities will be able to weather future threats.

# Messaging Example II

## ***Need or Problem to be solved***

### ***THIS IS A WATERSHED MOMENT***

If COVID-19 has taught us anything it is that our health and well-being are interconnected with the natural world. To that end, it is more important than ever to plan, design, and build civil infrastructure that helps communities mitigate and avoid future threats. That means casting aside potentially outdated building methods, practices, and processes and focusing on sustainable and innovative approaches that enhance human health, protect the environment, and boost our economies.

COVID-19 should be a watershed moment for the architecture, engineering, and construction (a/e/c) industry—a time for us to reimagine a better tomorrow and rebuild civil infrastructure that mitigates or averts future pandemics and crises.

**Failure to change how we build civil infrastructure will only exacerbate current conditions, which will set us up for undue harm.**

## ***How do we address the need?***

### ***WE MUST PRIORITIZE SUSTAINABILITY, RESILIENCY, & EQUITY. THEY SHOULD NOT BE OPTIONS.***

How can the a/e/c industry be part of the solution and not part of the problem?

**ISI believes we must rebuild better, stronger, and more equitable civil infrastructure to protect future generations. From the early planning stages through our projects' life cycles, all stakeholders should focus on building shovel-worthy projects. This should not be an option. It should be a top priority! If we cast aside inefficient and outdated practices and prioritize sustainability, resilience, and equity, we can protect the environment, save lives, and boost economies.**

## ***Vision: What we want to happen and value we bring to the table.***

### ***ENVISION IS THE ROADMAP***

How can we achieve our short-and long-term goals? **By embracing Envision as a roadmap.**

**Over the past ten years, the Envision framework has been applied to hundreds of projects, and Envision certified professionals (ENV SPs) have guided planners, designers, and teams through the complexities of resilience and sustainability. When project teams and organizations use the Envision framework at the start of a project and continue using it through a project's life cycle, they save money, protect the environment, bolster economies, and enhance human health.**

**No doubt, there's more work to be done to bring about substantial change. Communities, consumers, and the public as well as local, state, federal, municipal, and provincial governments will need to be educated on how to build with sustainability, resilience, and equity. It will take committed, passionate organizations and individuals working together to spread awareness. But, this is an opportune time to take action. We can no longer afford to ask, 'why should we sustain our projects?'. We should be asking, "why aren't we sustaining them?"**

## ***Call to Action***

### ***SPEAK WITH A UNIFIED VOICE; EMBRACE A UNIFIED APPROACH***

What can you do? Reach out to local, state, federal, municipal, and provincial governments and your organizations or agencies to encourage them to adopt Envision, so all projects are designed and built to be shovel-worthy — not just shovel-ready.



# Messaging Example III

## ***Need or Problem to be solved***

### ***COVID-19 has Revealed Numerous Inherent Structural Problems***

COVID-19 has exposed structural, societal, environmental, and economic challenges that countries worldwide have neglected for years. It has definitely put our infrastructure to the test. And socially, it has revealed enormous inequality in our healthcare services. All of that begs the question, where do we go from here?

## ***How do we address the need?***

### ***What Role Does Civil Infrastructure Play?***

Take a good look around. Those of us in the architecture, engineering, and construction (a/e/c) industry have the unique opportunity to reshape our future. To do so, we must step outside our constrained boxes and think beyond our initial responses to promulgate substantial, restorative, and regenerative changes. ISI believes the Envision framework and rating system for civil infrastructure can help us achieve our short- and long-term sustainability, resiliency, and equitable goals. Through collaboration among all stakeholders, Envision empowers project teams to anticipate, absorb, analyze, adapt, and recover rapidly from disruptive events.

## ***Vision & Value***

### ***Champion Envision Around the World!***

Envision can help us change behaviors, bringing about a viable future where everyone thrives. If we treat the climate crisis as a public health crisis, we can prove to nonbelievers that climate change is a lethal, urgent threat, just like COVID-19. But, if we don't work together, if we don't collaborate and Envision a better path forward, we could see more human suffering, more lives lost, and more declining economies.

Right here, right now, we must learn important lessons from COVID-19 and do more to prevent them, and we must do more to protect the environment and our economies. The warning signs are upon us, and we must act!

ISI believes Envision is an excellent resource and superb project management tool that can lead the way, encouraging every stakeholder to think outside the box and make better, creative, innovative decisions. Envision is precisely what we need to solve the complexities of resilience, sustainability, and equity. Consider what others have done, thus far. [Cite successful projects as examples from ISI's data bank of verified projects, or cite your own projects as proof. You can also use testimonials. ]

## ***Call to Action***

### ***Learn About Envision and Share your Knowledge with Others***

Realistically, there's no better time to think about solutions than right now! The world is receptive—even begging for drastic change—to turn the tide. This moment in time allows the a/e/c industry to take a leadership role on climate change and engineer quality infrastructure that can meet tomorrow's needs.

If you are unfamiliar with Envision, please visit ISI's website and learn about it and share that knowledge with your organization and others. Envision may not solve every obstacle that crosses our paths, but it is an excellent framework that can bring about positive, conserving, or even restorative change.

# Messaging Template For Use

Print out this page and use it whenever you need to create a message, an article, or any marketing and communications collateral. Know who you are targeting and always keep their needs and concerns in mind. This isn't about what you want to convey, it's about them. Whatever you are writing needs to be about them!

## ***Need or Problem to be solved***

***Define what your target audience cares about or needs. Define what problem or challenge you are trying to solve for them.***

Insert text here

## ***How do we address the need?***

***How can Envision sustainability address your target audience's problem, challenge, or need?***

Insert text here

## ***Vision & Value***

***Define Envision's value. Expound upon and give specific data or examples to back up your claims.***

Insert text here.

## ***Call to Action***

***Sum up your conclusion or make a specific call to action. Be clear in concise, and ask for what you want. Close the deal!***

Insert text here.

# Talking Points I

## A Unified Approach to Change

Taking a unified approach and committing to building better civil infrastructure. The cost of not doing so is too great.

**1** The world can no longer ignore climate change threats— not in light of what has happened with COVID-19. We must create sustainable, resilient, and equitable strategies. We need a resilience and sustainability "change" agenda! Envision can pave the way.

**2** If we embrace sustainable, resilient, and equitable design and delivery strategies and build better civil infrastructure, the a/e/c industry can avert or mitigate crises, like COVID-19, for generations to come. Positive change is inevitable.

**3** Sustainability, resiliency, and equity must not be afterthoughts in the delivery of civil infrastructure! They must be priorities. The long-term costs of not prioritizing all three are too great to be ignored. Collaborate with others and take a unified approach to achieve your short- and long-term goals.

**4** We must invest wisely, approaching civil infrastructure projects with long-term considerations in mind— creating shovel-worthy projects. Failure to do so will cost communities, agencies, corporations, and governments more money over time and possibly lead to lives lost, as COVID-19 has done. Commit to changing things.

**5** This is one of the greatest (and maybe the last) opportunities the a/e/c industry has to take a leadership role on climate change design-and-engineering efforts in the built environment. We need to take action now, prioritizing sustainability, resiliency, and equity. The cost of INACTION is too great!

**6** The moral case is overwhelming and the economic argument for sustainability and resilience is equally compelling. The cost of inaction is dire. We must rethink and reimagine how we build civil infrastructure moving forward. We can rely on Envision to lead the way! We can change the future for the better.



# Talking Points II

## Envision is a Catalyst for Change

Focusing on sustainability, resiliency, and equity can bring about substantial change in the a/e/c industry and our communities.

7

Doing less harm is not enough in this day and age. We must do more. The future of sustainability should be about regeneration, replenishment, and restoration. Building civil infrastructure with that in mind can go a long way in mitigating threats.

8

How do we reimagine the infrastructure we build today to bring about more sustainable, resilient, and equitable projects? The a/e/c industry can embrace Envision and champion its usage. COVID-19 caused epic disruption and should be a catalyst that propels engineering forward.

9

Many communities are using Envision with tremendous success, including New York, Los Angeles, Kansas City, Miami, Toronto, and Vancouver. Why isn't your agency, organization, or community using Envision too?

10

The fallout from COVID-19 feels like a dress rehearsal for the kind of collapse that climate change will bring. It reveals how fragile our current way of life has become. We need an abrupt transformation. Now is the time to build tomorrow's infrastructure.

11

Mitigating threats may not be enough. We need to bring about positive, conserving, and restorative changes. Envision can guide the A/E/C industry forward.

12

The almighty pursuit of profits is not a good way to run the planet. What we need is an abrupt transformation. We need to hit the reset button and prioritize sustainability, resiliency, and equity.

# Talking Points III

## Use the Lessons Coming from COVID-19

We should use the lessons coming from COVID-19 to learn more about resilience to meet our systemic risks. We need abrupt transformation!

13

The new landscape presents a unique opportunity for us to change the way we plan, design, and build civil infrastructure—ensuring what we deliver is more resilient and equitable.

14

Resilient cities, communities, or nations—even businesses—can learn from COVID-19, learn from past mistakes and recognize how to rebuild better for a brighter future.

15

Considering all we've gone through, it's not a matter of "why sustainability," it's a matter of "why wouldn't we build with sustainability, resilience, and equity?" COVID-19 is proof that we weren't prepared. Let's change that—starting now!

16

How can we shift minds to help people understand the gravity of the current situation? How can we convince them that sustainability, resilience, and equity should not be afterthoughts but priorities? The answer: we remind them of COVID-19. We show them a path forward. That path is Envision.

17

We can no longer afford to skimp on sustainability, resiliency, or equity. The short- and long-term costs of ignoring them are too great. Think differently. Plan differently. Rebuild better!

18

The a/e/c industry needs to realize that it has made mistakes when it comes to building civil infrastructure, but we can correct those mistakes and rebuild better—with resilience, sustainability, and equity in mind.

# ENVISION BENEFITS

## 01 CRITICAL THINKING

Encourages project teams to think critically and think outside the box to innovate when building civil infrastructure.

## 02 ENHANCES RELATIONSHIPS

Envision builds & enhances collaboration among all stakeholders.

## 03 PROCESS IMPROVEMENT

Envision can drive process improvement.

## 04 PROJECT MANAGEMENT

An excellent project management tool that lends itself well to developing new ideas.

## 05 LOWERS LONG- TERM COSTS

If you begin using Envision at the start of a project, it can save money over the project's life cycle.



LOCAL & STATE

# PROCLAMATIONS



PROCLAMATIONS  
WHAT IS IT? IS MY CAUSE  
WORTH IT?

A proclamation is an official declaration by a governing body. They are used within a governing framework and are usually issued by the official government head of state, like a mayor or a governor. Your local mayor or governor's office can direct you to a city council member who may sponsor your proclamation. Keep in mind that each state or local governing body has its own parameters for issuance.

Proclamations are a great way to help spread the word within a city and state about a specific cause. It is a legal-looking document that says expressly this day is "Envision Day," or "Sustainability, Resilience, & Equity Day," or "Climate Change Day" for the city, and it is issued by the mayor of that city or a governor. ***Support for passage isn't necessarily easy to obtain.***

Often, a proclamation is a public relations gesture, but many enjoy creating them, especially for a good cause. Proclamations work best for nonprofits and are great for honoring persons, occasions, or remembrances for significant celebrations. In other words, you need to be doing some major good for the city to get your cause to have its own day. So how do you make that happen? You ask!

WITHOUT SEEKING LEGISLATIVE ACTION

# PROCLAMATIONS



PROCLAMATIONS  
GETTING PASSAGE  
WITHOUT LEGISLATION

- A proclamation is *generally* 250 to 300 words in length and can be requested in paragraph or "whereas" formats.
- Call your local mayor or governor's office to determine how proclamations are issued.
- Identify a city council member or mayor to sponsor the proclamation.
- Determine the approval process. Work with your sponsor to determine a schedule for approving your proclamation.

## WRITE LETTERS

Elicit support for your proclamation from other leaders in your city or state.

## SPONSORSHIP

Work with your sponsor to determine a schedule for approving your proclamation.

## FOLLOW-UP

Ensure your sponsor sees your proclamation through to the final stages.





## WHEN LEGISLATIVE ACTION IS REQUIRED

# *PROCLAMATIONS*

- After calling your local mayor or governor's office, you will know if you need to take legislative action.
- Start the process immediately if you need to work through the city council or state legislature to obtain a resolution.
- Identify a sponsor for the resolution. The sponsor must be a state representative or state senator. Find someone who has voiced an interest in infrastructure, sustainability, resilience, equity, or climate change. (You could also use this opportunity to educate a lawmaker on the need or problem to be solved.)
- Determine how the legislation will move forward.
- Keep in touch with your sponsor to ensure the passage of the resolution.
- You may need to send someone to a hearing to speak on behalf of the resolution.
- Prepare materials and share insight on the topic and solution at hand.
- Elicit support for your resolution from other leaders in your city or state.
- Ask other local legislators to write letters of support.
- Follow up with your legislative sponsor. Keep in touch with your sponsor and identify other steps needed to ensure the resolution passes.
- Thank those involved when it is passed.
- Inform the media by writing a press release or contacting them by phone or email.

## PROCLAMATIONS VERSUS RESOLUTIONS

**A Resolution is a declaration passed by a legislative body, like a city council or a state legislature; a Proclamation is a similar declaration issued by an executive branch official, like a governor or a mayor.**

**Be persistent  
Be patient  
Be committed  
Network  
Elicit help**



## PROCLAMATION EXAMPLE

**WHEREAS**, Envision sustainability, resilience, and equity are central to meeting climate change threats; and

**WHEREAS**, the nation's mayors are increasingly searching for solutions like Envision sustainability, resilience, and equity that build better infrastructure to meet city needs; and

**WHEREAS**, our public works departments address the most important needs facing our city, from keeping our water supply clean to providing cleaner air and preparing our infrastructure to meet natural disasters that hurt human health and well-being; and

**WHEREAS**, Envision expand economic opportunities on a more equitable basis to create more equitable, resilient, sustainable communities; and

**WHEREAS**, our public works departments serve more than [xyz number of people], bolstering environmental and social well-being; and

**WHEREAS**, our civil infrastructure planned and designed using Envision increases the impact of the community, both through direct and indirect problem solving; and

**WHEREAS**, Envision sustainability, resilience, and equity provide unique public-private partnerships that invest in community solutions and leverage natural resources to strengthen community; and

**WHEREAS**, Envision demonstrates commitment, dedication to building a better community; and

**WHEREAS**, [ ] shares a priority with other communities to engage infrastructure stakeholders, as a way to improve lives, and strengthen communities to recognize the impact of Envision sustainability, resilience, and equity on [insert date].

**THEREFORE, BE IT RESOLVED** that I, [MAYOR NAME], Mayor of [CITY], do hereby proclaim [insert date], as Envision Sustainability Day, and encourage residents to recognize the positive impact that Envision sustainability can have on our city and our future.

### *Two examples of Envision adoption by local communities:*

**County Resolution** — Name of county has been extricated

**Miami-Dade County Resolution**

# Outreach Email Example

The following email offers ideas and language you can use as part of your outreach to your mayor and local officials for the creation of an **Envision Sustainability Day** in your local community. Feel free to copy, paste, or adjust as you see fit. (This outreach email has been modeled after the #GivingTuesday outreach email, which has been adopted by communities everywhere.)

Subject: Envision Sustainability Day: WHEN [INSERT NAME OF CITY]

Dear \_\_\_\_\_,

This year, on [ Date ], we are part of a call to action that will change the calendar and help create a better future for our community. We are celebrating a day dedicated to building sustainable, resilient, and equitable infrastructure using the Envision framework and rating system. This is a day set aside to encourage public awareness around building civil infrastructure that protects the environment, enhances human health and well-being, and promotes a healthy local economy. We can design, build, and deliver infrastructure that accomplishes all three goals if we are committed to a greener future.

Mayors around the country have supported Envision in their areas. Mayors from Los Angeles and Kansas City to St. Petersburg, Florida, and Miami-Dade county have all embraced Envision sustainability as a way to design and build better infrastructure.

As an Envision sustainability partner from the City of \_\_\_\_\_, we would like to respectfully request that the City of \_\_\_\_\_ officially proclaim [ insert day ] as Envision Sustainability Day. The City of \_\_\_\_\_ can help to make 'Envision Sustainability Day' something that will change the way we think about infrastructure and its impact on our lives for generations to come.

Envision is a framework and project-management solution that uses Envision Sustainability Professionals (ENV SPs) to guide engineers, designers, and others in the architecture, engineering, and construction (a/e/c) industry to partner and collaborate as a way to design and deliver more sustainable, resilient, and equitable infrastructure.

For additional information, please visit ISI's (a national nonprofit) website at [sustainableinfrastructure.org](http://sustainableinfrastructure.org). It would be an honor to have the City of \_\_\_\_\_ formally proclaim Envision Sustainability Day. Thank you for considering our request. [NAME] [ORGANIZATION NAME]

Sincerely,

[Name, contact information]



# EMBEDDING ENVISION

into governing and  
design documents

To help Envision get adopted within your agency or organization, it is a good idea to have a champion within the agency, especially if you are seeking verification on projects.

To achieve your goals, it is advisable to learn from others who have been successful. Pages 38 - 44 of this toolkit may serve as good examples to get you started. There's no simple solution or one-size-fits-all solution. Perseverance will be key.



## Benefits of Embedding Envision Language into Documentation

How can consistent Envision language  
within policy documents  
benefit your agency?

- Streamlines the process, especially with regard to project verification;
- Establishes lessons learned, saving organizational time and effort;
- Formulates templates and tracking tools that help others in the organization learn from established knowledge;
- Leads to the development of new ideas;
- Works as an excellent project management tool for other projects;
- Drives process improvement;
- Better knowledge management;
- Helps to define job roles within each project team.



## MOTION TO ADOPT ENVISION AT THE COUNTY LEVEL

MOTION BY CHAIR [insert name] and SUPERVISOR [insert name]

Insert Date

The [insert community] Department of Public Works is a recognized regional and national leader in the design and implementation of sustainable policies, programs, and projects. As a major provider of regional infrastructure—from water to transportation systems and beyond—the county has the opportunity and responsibility to build infrastructure in a way that improves the environment, public health, equity, and the quality of life for all residents.

Adopting a single green rating system for civil infrastructure projects could help ensure that sustainability, resiliency, and equity practices are consistently and thoughtfully incorporated throughout this critical area, while also resulting in infrastructure projects that are less expensive to maintain over the long term.

For [insert period of time], the department has been using the Envision® rating system, developed by the Institute for Sustainable Infrastructure (ISI), a nonprofit organization out of Washington, D.C. Envision has mostly been on a project-by-project basis to holistically evaluate community, environmental, and economic benefits of the department's civil infrastructure projects. Envision® incorporates sustainability criteria that are arranged in five categories relating to key sustainability impact areas: Quality of Life, Leadership, Resource Allocation, Natural World, and Climate and Risk.

[COUNTY DEPARTMENT]

### MOTION

### MEMBERS

### PERSONS

NAME 1 \_\_\_\_\_

NAME 2-----

NAME 3-----

NAME 4-----

The county's [insert project name] received a [insert award] from ISI. The project improved the [insert benefits]. The Envision® framework has also informed the planning of the pioneering of [insert another project].

This project will [insert benefits of the new project]. Based on lessons learned from these and other efforts, Envision® has great potential to ameliorate infrastructure projects to better serve residents of [insert community here].

While other ratings systems are evolving on the market, the [insert organization] has evaluated and championed Envision, and has already utilized it successfully for several completed multi-benefit projects. Moreover, [insert the department] staff actively participates in the ongoing development of the Envision® criteria through serving on various Envision® advisory boards.

Adoption of Envision® as a proven tool will enable expanding the use of Envision® to the county's future projects. Envision® will drive sustainable civil infrastructure development throughout the county.





## CITY ORDINANCE EXAMPLE

# Example I - City Ordinance

[insert city organization ] Code of Ordinances

### SUSTAINABILITY AND RESILIENCY OF CITY FACILITIES

#### [insert Division] [Insert section] - Purpose

The purpose of this division is to promote the public health, safety and welfare by establishing requirements for incorporating sustainability, resiliency, and equity measures into the design, construction and maintenance of [insert name of city] buildings and infrastructure.

[Ord. No. \_\_\_\_, [date]

#### [Section number] - Definitions

As used in this division, the following words and phrases shall have the following meanings ascribed to them respectively, regardless of whether the words and phrases are capitalized:

**Envision** means the nationally recognized third-party framework of flexible criteria and performance objectives that measure the extent to which a civil infrastructure project contributes to the conditions of sustainability, resiliency, and equity across a full range of social, economic and environmental indicators.

An **Envision sustainability accredited professional** means any person who has participated in the Envision credential training course and passed the Envision credential exam.

The **Institute for Sustainable Infrastructure** means the organization that developed and administers the Envision sustainability rating system for civil infrastructure.

**Integrated design approach** means a project delivery approach that integrates people, systems, business structures, and practices to collaboratively harness the talents of all participants early in a project's conceptualization and design to optimize results and maximize efficiency.

**Project** means a design or construction undertaking comprised of work related to one or more site improvements.

**Qualified city infrastructure project** means any city-funded civil infrastructure project with a contract amount of [insert amount ] or more, as approved by the City Council.

[SEC. Number] - Envision certification requirements for qualified City infrastructure projects.



## CITY ORDINANCE

### Example II - City Ordinance

Any other documents or information the entity or individual finds necessary to indicate how the qualified city infrastructure project will achieve Envision gold certification; and documentation evidencing the consideration of city priorities in the process of selecting features for the qualified city infrastructure project.

**Solicitation of contracts.** The POD shall include the applicable requirements of this section in the solicitation documents for the design and construction of any new qualified city infrastructure project.

**Exemption.** If it is determined by the mayor or his designee that the design and construction of a new qualified city infrastructure project cannot achieve the current Envision gold standard due to infeasibility, hardship, or if there exists an inconsistency between meeting a state or federal legal requirement or complying with a state or federal law, regulation, or rule, then compliance with this section shall not be required. If a project that is subject to the requirements of this section is being funded, in whole or in part, with state or federal funds, the city shall comply with all restrictions related to such funds, including restrictions that would require a particular project not to be subject to the requirements of this section.

**Alternative certification.** The Mayor or his designee may approve a request that a qualified city infrastructure project be designed and constructed to achieve an alternative sustainable development certification that maintains the overall intent of this division.  
projects.

**(a) City consideration of certification requirements.** In the planning and budgeting processes for the design and construction of a new qualified municipal building, substantial modification of an existing qualified municipal building, or design and construction of a new qualified city infrastructure project, there shall be consideration of the requirements of this division, including, but not limited to, the estimated time and cost for utilizing an integrated design approach and incorporating sustainable design practices into the particular project.

**(b) Policies.** The Office of Sustainability and Resiliency shall prepare administrative policies and procedures to implement and monitor the requirements of this section.

**(Ord. No. \_\_\_\_), Sec. \_\_\_\_ - Use of Envision principles as guidance for all city civil construction projects.** Any new city construction project that is not a qualified municipal building or qualified city infrastructure project shall, to the extent practicable, utilize Envision principles as guidance during the design and construction process.

**(Ord. No. \_\_\_\_), Sec. \_\_\_\_ - Consideration of sea level rise and resiliency for all city construction projects.** For any solicitation related to a city construction project, the POD shall include the following in the solicitation documents:

(a) It is the policy of the city to apply the consideration of sea level rise and resiliency to the city's decision-making, including in the procurement of city construction projects. Entities or individuals responding to this solicitation are encouraged to provide documentation addressing the following:

- (1) Whether the project considers the latest regional best-available science regarding the effects of sea level rise, climate-related vulnerability and resiliency in [insert city];
- (2) Whether the project affects an area that is vulnerable to the impacts of sea level rise;



## CITY ORDINANCE

### Example III- City Ordinance

#### ***City [insert ordinance & section]. - Envision certification requirements for qualified city infrastructure projects***

Every qualified civil infrastructure project must pursue an Envision [insert award level] verification, request an exemption due to infeasibility, or pursue an alternative sustainable development certification that meets the intent of the Envision [insert award level: verified, gold, silver, platinum] standard.

**a) Objective.** It is the objective of the city that any new qualified city civil infrastructure project shall be designed and constructed to achieve the current Envision [insert award level] standard.

**b)Contract requirements.** Contracts with the city for the design and construction of a new qualified city civil infrastructure project shall include:

- 1) The requirement to appoint a qualified person to serve as the Envision facilitator and administrator who shall be responsible for submitting the project for review and certification to ISI. The Envision facilitator and administrator must be an Envision credited professional or equivalent.
- 2) The obligation to provide the city the following documentation in accordance with a schedule established by the city:
  - a. A written explanation of how the qualified city infrastructure project will achieve Envision [insert award level] certification;
  - b. Design plans that demonstrate how the qualified city infrastructure project will achieve Envision [insert award level] certification;
  - c. Any other documents or information the entity or individual finds necessary to indicate how the qualified city infrastructure project will achieve Envision [insert award level] certification; and,
  - d. Documentation evidencing the considering of city priorities of selecting features for the qualified city infrastructure project.

# RFP Language

## Example I

### **ISI Envision™ Requirement**

[Insert agency name] is committed to design and construction of sustainable infrastructure. Design of the project shall include the use of the Institute for Sustainable Infrastructure (ISI) Envision™ pre-assessment checklists and Envision™ self-assessments for the main project elements. The consultant shall include these assessments in the design reports. [insert agency name]

To ensure Envision™ remains a key factor in the design, the project manager of the selected consultant must be an Envision™ Sustainability Professional (ENV SP) or obtain the credential prior to the beginning of project.

### **Anticipated Scope of the Services to be provided by the Design Firm.**

The anticipated services to be provided by the design firm include the following:

1. Prepare an initial assessment of design alternatives using the Envision rating system and submit this assessment for [insert agency ] review and selection of project.
2. Prepare and provide documentation of the assessment of the final project design with the Envision rating system.

## Example II — for Design

The [insert agency] is committed to the principles of sustainable project implementation and will utilize the Institute for Sustainable Infrastructure's Envision rating system as part of the pre-design and design phases of each project. The Consultant on the project shall perform the work and compile documentation necessary to achieve the prerequisites, credits, and points required to attain Envision certification at the highest level possible, which shall be determined by the Consultant during the initial stages of the pre-design phase. Therefore, the Consultant shall register EACH PROJECT with Envision and participate in the verification and authentication processes. The Consultant shall provide the [insert agency] with a quarterly update of the Envision Rating certification. The Consultant's proposal shall include the design team member(s) who are certified as an Envision Sustainable Professional (ENV-SP) and the team's project experience with Envision certification.

# RFP Language

## Example III

### **Envision — Preliminary Design**

The Consultant shall be familiar with the Envision Sustainable Rating System, assign an ENV SP to track the project and collect all relevant data in response to the Envision rating system credit categories.

### **Envision —Final Design**

The Consultant shall continue updating the Envision Scoresheet. Any and all improvements to the Baseline Rating of the specified project typology will be documented in the Envision Scoresheet.

### **Envision ISI Verification**

If required, the Consultant shall officially submit the project's Envision Scoresheet to ISI for verification. The Consultant shall work with ISI's verifier to provide further documentation, use the feedback to improve the overall score of the project and confirm the level of achievement of the project.



# RFP Language

## Example IV

### **Envision — Contractors** ***Contractor Responsibilities***

The Owner has elected to pursue Envision verification for the Project. The Owner has identified credits for achievement, and they are included. See [insert table of credit list]

The Contractor shall provide documentation for credits as identified in the Envision Guidance Manual that are related to the Contractor's scope of work. If the Contractor is not able to meet the criteria and documentation requirements, the Contractor shall contact the Owner for direction.

#### **ENVISION CONTRACTOR TRAINING**

The Contractor's Envision Point of Contact and team involved in Envision coordination and documentation shall attend an Envision Contractor Training Session prior to a pre-construction meeting.

#### **ENVISION ACTION PLAN**

The Contractor's Envision Action Plan / Credit Checklist is included in [insert table: Contractor Envision Action Plan]

The plan provides a detailed description of all activities that relate to accomplishing the Project Envision requirements, including construction practices and necessary documentation for each Envision credit that involves Contract actions. The Plan shall also include the following:

Name of the Envision Point of Contact, individual(s) responsible for providing required documentation.

#### **ENVISION DOCUMENTATION FILE DELIVERY**

The Contractor shall provide documentation for the Envision credits as noted in the Envision Action Plan/Credit checklist, using the Construction Contract Document Management System.

## TIPS

### HAVE A GREAT STORY IDEA

#### **Make sure it is newsworthy**

The press loves a good story, and reporters are always looking for fresh content. In particular, news outlets are looking for compelling, emotionally driven, and useful content. As civil engineering experts and ENV SPs who care about sustainability, resiliency, and equity, we are positioned uniquely to provide these stories and serve as subject matter experts.

### FOCUS ON LOCAL NEWS

#### **Step One: Focus Locally**

Initially, it is best to stay local and generate buzz. By consistently reaching out to your local affiliates, you can strengthen your relationships with them, which will go a long way in getting your story ideas receive coverage.

# Media Relations

## Press Release Tips

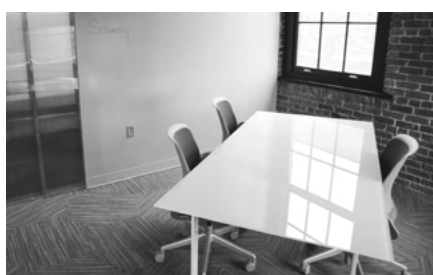
If you already have a relationship with reporters or news editors in your area that is wonderful news. Please reach out to them and pitch a story on the importance of sustainability, especially in light of COVID-19.

Look for journalists who focus on the environment or infrastructure. Reach out to the assignment editor in a newsroom and make a connection. Often, television morning news programs are looking for people to interview on a regular weekly or monthly basis for their morning segments. This may be a good place to start. Make sure, when you are pitching to them, you are answering the question "Why should the public care?"

*The following are some common tips for reaching out to the news media:*

- **Be Direct and Specific**—Reach out to reporters who cover the topics of sustainability, equity, climate change, infrastructure, and politics. General assignment news reporters will sometimes be interested in doing stories on new, fresh, or relevant sustainability, resiliency, or equity topics.
- **Have a Hook**—Find unique hooks or angles that make your story interesting.
- **Be Responsive**—Reporters work on tight deadlines, and they appreciate prompt replies and follow-ups, especially for interview requests. They often turn stories the very same day.
- **Know your stuff**—Present yourself as an expert on sustainability and make sure to back that up with your credentials and experience.
- **Be Prepared**—When suggesting a story to reporters or doing an interview, have relevant talking points, facts, and examples.
- **Be Personable & Genuine**—Public relations is about building and maintaining ongoing, mutually beneficial, positive relationships with reporters. Be yourself and be genuine to build trust with the news media and public.

Positive press coverage can show a wider audience the value of Envision sustainability. It can encourage local engagement and promote sustainability within the community.



## HOW TO WRITE A PRESS RELEASE

Press releases attract media attention: They should answer “who,” “what,” “where,” “when,” “why,” and “how,” and they should be written in the third person. News outlets may use the press release as a primary source of information and even reprint it without following up with you for additional quotes or information.

Make sure to write the press release in a style that easily lends itself to being transformed into an article. Consider including one or two quotes from subject matter experts or representatives from your organization. Be concise, clear, and timely, and include everything they need.

Strive for a half page or one page, but no more than 500 words.

**CREATE A  
GREAT  
HEADLINE**

ATTENTION GRABBING!

**KEEP IT  
SHORT &  
DIRECT**

300 TO 500 WORDS IN LENGTH

# Press Release

## EXAMPLE

### For Immediate Release

#### 'Sustain it or Explain it'- Why Infrastructure Must be Sustainable & Resilient

([CITY, STATE] Date) – Right now, [name your local government if it is getting funding] is receiving federal stimulus dollars to help with rebuilding failing infrastructure, and [insert your community] is scrambling to come up with better solutions to help them rebuild. But, many people don't realize that a solution to building better infrastructure already exists. **The Envision sustainability framework—which is free for download—has been helping communities all over the world build more sustainable, resilient, and equitable infrastructure.** Miami Dade County, Los Angeles, Kansas City, New York City, and Toronto are just some of the communities who have adopted Envision as a way to create more sustainable, resilient, and equitable civil infrastructure, thereby, protecting the environment, enhancing human health, and boosting their local economies.

**Our community needs to know about Envision, and you could raise public awareness by doing a story on the framework and process.**

Envision was created by the **Institute for Sustainable Infrastructure** (ISI), a nonprofit based in Washington, D.C. They worked in conjunction with the Harvard Zofnass Program, the American Society of Civil Engineers (ASCE), and the American Council of Engineering Companies (ACEC) to develop the framework, and for the past ten years, Envision has been updated consistently to keep up with the world's changing needs.

To date, hundreds of infrastructure projects around North America have used Envision as a way to build better roads, bridges, dams, airports, and wastewater treatment plants.

Locally, Envision was used on the [insert project here]. The solution ensured that the [insert project] was able to [insert benefits].

I've enclosed some pictures and information on the [insert project name], so you can see how this project uses Envision. I encourage you to do a story on this project and educate the public.

To set up interviews, please contact [insert person's name and email address].

###



# Press Release Example II

## For Immediate Release

Institute for Sustainable Infrastructure

### **Rebuilding Infrastructure Better & Stronger: Now is the Time**

([CITY, STATE] Date) – Right now the U.S government is considering stimulus bills to rebuild America's failing infrastructure, bring back good paying jobs, and restart the economy. That's exciting news. However, this time around, we must rethink how we approach civil infrastructure, so that it is built to withstand future threats, including pandemics.

#### **How can we do that?**

**We need to build with sustainability, resilience, and equity in mind. If we follow the Envision framework — a proven solution that has been used by numerous public agencies , private organizations, and communities throughout North America—we can build better infrastructure and mitigate future crises, like COVID-19.**

**There's only one problem: many communities, elected officials, and the public have never heard of Envision sustainability. They are scrambling to find solutions to rebuild better—not realizing that a solution already exists.** Doing a story on this could raise public awareness.

Envision was established by the **Institute for Sustainable Infrastructure** (ISI), a nonprofit organization in Washington, D.C. It guides engineers and project teams through projects, requiring them to build better water treatment plants, better dams, roads, and bridges to combat looming threats.

One project in our region that you might want to feature is [ ].  
This project was designed to [state the benefits the environment, community, people, and economy].

Lawmakers and the public need to fully understand the problem and realize there's a solution that can help our community. Please contact me at [insert email address] for interviews and video/image (b-roll) opportunities.

###

# Letter to the Editor

As a community member who is passionate about sustainable, resilient, and equitable infrastructure, I would like to see more stories on rebuilding better civil infrastructure. COVID-19 has made it obvious that our infrastructure is woefully inadequate to handle pandemics and future threats. If we do not build or rebuild better (upon receiving stimulus dollars), we will struggle with similar or even more harmful issues in the decades to come.

Evidence shows that [insert data, research, or stories demonstrating the impact of the issue on communities and public safety].

[Describe best practices and where they have been successfully implemented. Perhaps mention some of the verified projects on ISI's website.] Sharing stories with the public on how Envision has been used as a solution will help our community understand the importance of building sustainable, resilient, and equitable infrastructure.

It is time [city or locality or stakeholder] began adopting commonsense solutions to looming threats.

[Insert Call to Action.] Please learn about Envision sustainability and share that knowledge with your viewers. If the public learns about Envision, they'll urge lawmakers and others to fund and build the right civil infrastructure projects the right way.

Sincerely,

[Name, contact information]

# Op-Eds

An op-ed (which stands for opposite the editorial) is typically 500 to 750 words and takes a position. It is a good idea to peg an op-ed to a recent issue, incident, article, or story. Keep in mind that op-eds are time sensitive but not as time sensitive as letters to the editor.

The usual authors of op-eds are experts— or otherwise credible community members—who have DIRECT experience and expertise with the issue at hand. Both a letter to the editor and an op-ed can include a call to action, pressure points, other decision-makers, or the community at large.

Depending on your city and news source, you can submit letters to the editor and op-eds online or by snail mail. Instructions for submission typically appear at the beginning of the editorial section, on the first or last page of the newspaper or online. Be sure to follow these instructions carefully to improve your chances of getting published.

An OP-ED should include the following components:

- A compelling first sentence to draw the reader in.
- Established credibility and expertise on the issue.
- Discussion of the problem.
- Discussion of dangers and risks associated with the problem.
- Discussion of the solution.
- Compelling “kicker” last sentence or paragraph.

# Sign-On Letters

A sign-on letter is an example of a communications strategy that goes directly to your target. You typically use a sign-on letter to show widespread and diverse support for a solution to an issue. Therefore, it is important to reach out to different types of organizations and communities to ask them to sign on to your letter.

You can mail sign-on letters to your campaign target or deliver them in person as part of a meeting, a creative action, or press conference.

You can also write a form letter and have each supporter send it individually to the campaign's target. Alternately, you can write a call script that individuals can use when they target and you can create an online or hard-copy petition and circulate it for signatures.

## Sample Sign-On Letter

We, the undersigned organizations and individuals made up of more than [number] diverse organizations, policy advocates, and Envision sustainability experts, who have direct experience using Envision to build sustainable, resilient, and equitable infrastructure, call on the [campaign's targeted audience] to help us reach our [campaign goal].

National studies and local data gathered show that [insert relevant data about the problem]. In fact, in [city or locality], [insert local story about the problem]. We know that current design and building methods do not make our communities more sustainable, resilient, or equitable. In fact, designing and building with outdated practices can have an adverse impact on all citizens. Therefore, to create true sustainable, resilient, and equitable infrastructure in our community, we must create policy solutions that incorporate Envision — a solution that is being used in Los Angeles, New York, Toronto, Kansas City, Miami-Dade County, and elsewhere around North America and the world.

A policy that incorporates Envision will improve the lives of our community members and will have a positive impact on our economy, and the environment.

The [city/community/state] has an opportunity to create critical change and show that it values sustainability, resiliency, and equity. We can position ourselves as a national model, built on best practices and commonsense approaches.

We urge you to [insert campaign goal].

Sincerely,

[The undersigned]

## POSTS & TWEETS

Social media is a great channel for spreading awareness. In fact, amplifying our sustainability, resiliency, and equity messages across social media platforms is an important part of getting those messages to key target audiences and the public.

One of the best ways to craft social media posts and tweets is to use our talking points and include a strong call to action. This will go a long way in helping audiences get involved.

Below are a few ideas and tips on how to improve social media outreach.

### USE THE FOLLOWING HASHTAGS

**#KnowEnvision**  
**#KnowSustainability**  
**#SustainExplain / #SustainOrExplain**  
**#EnvisionASustainableWorld**  
**#EnvisionAResilientWorld**

### Host Live Video Podcasts

Please follow ISI's YouTube account to watch live broadcasts on sustainability or watch our live discussions on LinkedIn.

#### ISI #LinkedIn Lives

- **Sustain or Explain Envision Video Podcasts** are done each month on LinkedIn.
- **If you are an ENV SP or a member organization of ISI and would like to be featured on our #LinkedInLive video podcasts, please contact Dyan Lee at [lee@sustainableinfrastructure.org](mailto:lee@sustainableinfrastructure.org)**



# Next Steps

## ISI MEMBERSHIP

Become an ISI member and have your employees trained and credentialed in Envision. Some of the world's largest infrastructure companies, engineering firms, planning agencies, consultants, and city and community agencies are members of ISI. Together, we work to solve the AEC industry's biggest sustainability, resiliency, and equity challenges.

### Corporate Benefits

When a membership account is created, ISI offers private companies a credit for one free ENV SP training—an 850 dollar value. A private company will then be listed as an Envision Qualified Company on our website. The company receives 150 dollars' worth of discounts on subsequent ENV SP trainings, a 30 dollar discount per person on ENV SP credential renewals, and discounted verification fees.

### Public-Sector Benefits

Public-sector memberships with ISI are free. The fee for public-sector employees to obtain the ENV SP credential is 250 dollars. Once you have an ENV SP professional on staff, your agency will be listed on ISI's website as an Envision Supported Agency. Public-sector membership also includes project verification discounts.

To learn more about membership types, costs, and benefits, please visit ISI's [website](#).

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**ENVISION CAN LEAD  
THE WAY FORWARD!**

*When you know Envision  
you know sustainability*

# EARN YOUR ENV SP

Are passionate about sustainability? Show you know sustainability by earning your Envision Sustainability Professional (ENV SP) credential.

Earning an ENV SP credential demonstrates that you are equipped with the knowledge to apply ground-breaking Envision concepts to your daily work. It also proves to employers that you know sustainability.

## **ENV SP Training**

ENV SP Training is offered as an online course or a facilitated workshop.

**For more information, visit [ISI's website](#).**

As an ENV SP, you will be highly adept at using the framework to address challenges inherent to sustainable development. You can also easily plan, design, and deliver more sustainable infrastructure on any civil infrastructure project.

Upon completion of your ENV SP training, you will access the online ENV SP Exam - right from your own computer.

## **About the Exam**

- 75 multiple-choice questions
- Open book, using the Envision Guidance Manual
- Reference training materials provided
- A 75% passing grade is required

*Envision & Equity*

# KNOW YOUR CREDITS

ISI is often asked about whether equity is covered in the Envision credits. The answer is yes! In Envision V3 the QL3.1 credit seeks to advance equity and social justice.

## QL3.1

*Equity & Inclusion*

## 18

*Points*

## INTENT

*Ensure that equity and social justice are fundamental considerations within project processes and decision making.*

## METRIC

*Degree to which equity and social justice are included in stakeholder engagement, project team commitments, and decision making.*

### DESCRIPTION

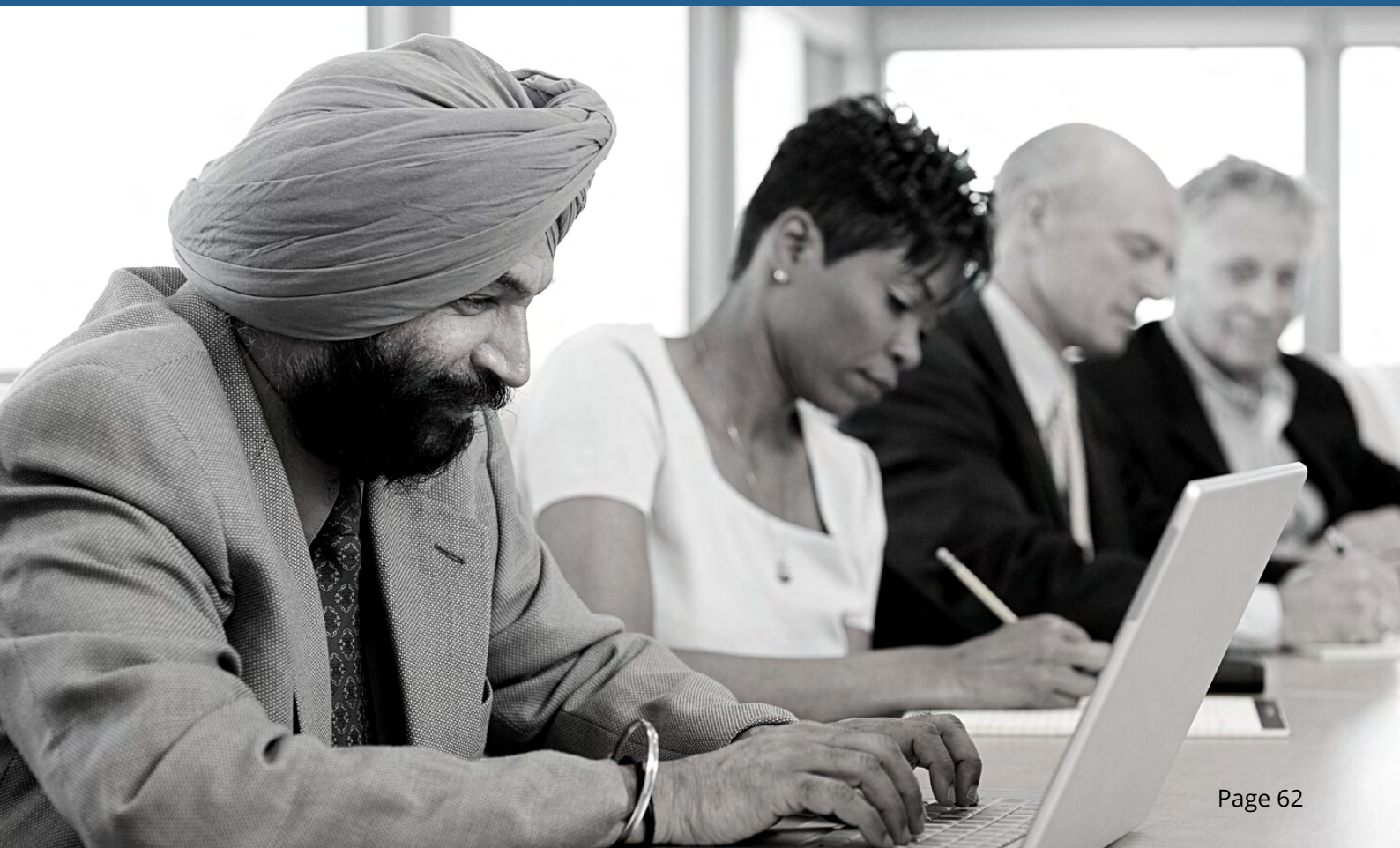
*"Equity and social justice" refer to the responsibility of a society to ensure that civil and human rights are preserved and protected for each individual, and that all persons are treated equally and without prejudice regardless of race, color, wealth, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status. This includes "environmental justice," which refers to the fair treatment and meaningful engagement of all people with regard to environmental protection*

*These issues are particularly relevant to infrastructure development, which often involves the provision of significant benefits as well as potentially significant impacts (e.g., disruption, cost, pollution, and/or consumption of resources). Inequality, or the perception of inequality, in decision making and the distribution of benefits and impacts can be potential sources of conflict. Conflicts can disrupt project development or become sources for broader social disruption causing new rifts or exacerbating existing rifts between communities, organizations, and governments.*



*Once a relationship of distrust is developed between the public and infrastructure developers, it is difficult to overcome and future projects are potentially impacted regardless of their individual merit. Holding projects to a higher standard of stakeholder engagement can earn a “social license to operate.” This unofficial license is the acceptance (beyond regulations) of the local community and stakeholders that can build goodwill, speed projects, and smooth the way for future projects. Conflicts that arise in project delivery are often traced to misinformation and distrust. Project teams can combat this mistrust when they invest in understanding and addressing equity and social justice. Project teams should consider how community resilience is impacted by social cohesion. Social conflict is a stressor that leaves communities more vulnerable during an emergency. Equitable and just systems of infrastructure development are opportunities to strengthen social cohesion, raise awareness, and further develop the social support systems that increase resilience.*

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## PERFORMANCE IMPROVEMENT

**Improved:** Equity and social justice are complex, as well as site and project specific. The first step is to understand the project context from stakeholders and to identify potential social impacts. Equity, social justice, and environmental justice are rooted in mutual respect. This is of particular concern when projects cross social or political boundaries and are international in nature, impacting autonomous or semi-autonomous nations (e.g. First Nations, sovereign tribes, indigenous peoples, aboriginal peoples, or native populations). All projects using Envision are required to meet all relevant laws and regulations regarding cooperation with indigenous peoples. However, project teams should consider opportunities to improve the relationship and cooperation with indigenous peoples beyond requirements. Organizations involved in the project have institutional policies that commit to nondiscrimination based on race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status. This should expand to a policy of active diversity and inclusion. Policies of pay equity, especially as they relate to gender, are a key indicator of inclusivity. If integrated into the project team, these principles should also carry into stakeholder engagement activities on individual projects.

**Enhanced:** The project team can demonstrate specific actions taken to address social impacts. **superior:** Project teams should demonstrate that critical decisions regarding the distribution of project benefits and impacts were not intentionally or unintentionally biased. One community should not disproportionately receive the benefits of infrastructure services while another disproportionately receives the burden. When there is resistance to infrastructure development, it is often communities least able or least empowered to voice their concerns that receive the burden. Project teams should guard against following this path of least resistance.

**Conserving:** Equity and social justice is not something that can be “achieved” through good design. Rather, the goal is to empower individuals to participate in the process. This inclusivity should encompass the entire process rather than early consultations alone.

**Restorative:** Reserved for projects that have the rare opportunity to correct or address an existing or historic injustice. For example, removing a highway that divided a demographic neighborhood, or providing parks for historically underserved communities. Underserved communities do not receive adequate levels of infrastructure service due to economic conditions, lack of political will, or barriers to access.



The following verified projects earned Envision credits for focusing on equity. (This is by no means the entire list.)

## EQUITABLE PROJECTS

Historic Fourth Ward Park  
South Los Angeles' Wetland Park  
Albion Riverside Park

The organizations below have recently "publicly" committed to Equity. Many more organizations are coming on board every day.

## PUBLICLY COMMITTED

ASCE  
Lluceo  
New York City's Department of  
Design and Construction /  
NYCDDC's work