



Quality Affordable  
Housing Communities

# Walking the Talk: Leading Staff Behavior Change for Greener Buildings

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Going Green: It's not just about the buildings, it's how we live and work in them.



# Step 1: It Starts at the top







Josephine Lum Lodge, Hayward  
150 senior units



## Step 2: Set a Clear Goal







**Step 3: Portfolio Retrofitting**



# Step 4: Seed Green Leaders in the “middle” – the EHI Green Committee





# Step 5: Create “field leaders”





# Step 6: Involve EVERYONE



# Step 7: Make a fashion statement

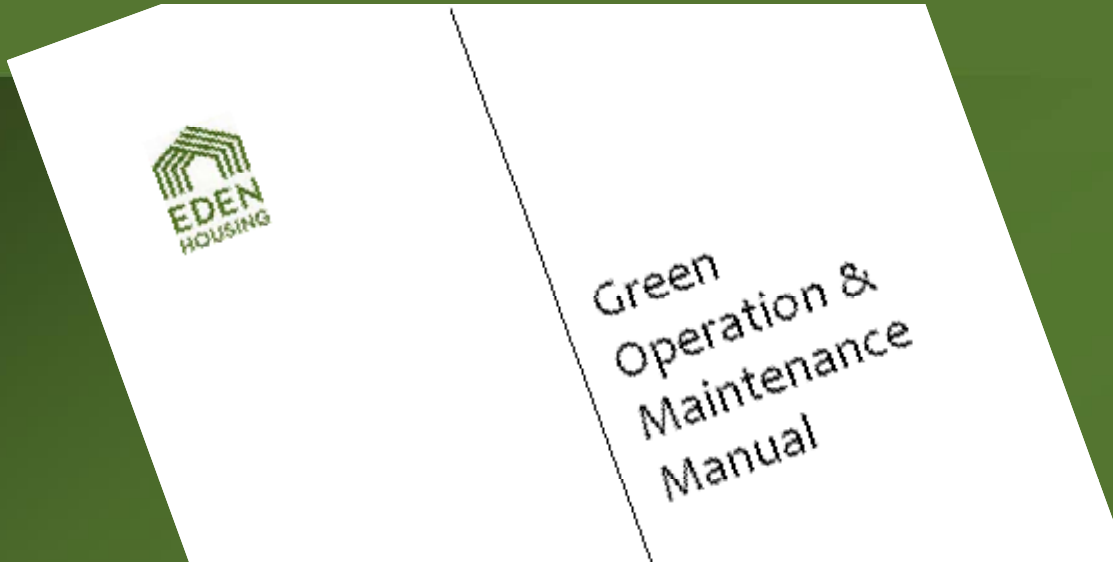




# Step 8: Make Green Part of Every Major Meeting



# Step 9: Train the Staff





# Step 10: Internal Accountability Measure Results

## Maximizing Mission System™ Performance Scorecard

Measure	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 Occupancy rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Target	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%
Variance	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%

# Step 11: External Accountability





# Step 12: Recognize Success



 CALIFORNIA SUSTAINABILITY ALLIANCE  
2010 Sustainability Showcase Awards

**Eden Housing**  
Award Winner (Multifamily Housing)

**Green Affordable Housing**  
Estabrook Place is a 51-unit, affordable senior housing development located close to San Leandro's downtown corridor. This infill model green development features low-VOC paint, recycled carpet, ENERGY STAR® rated appliances, dual-flush toilets, a solar hot water system and high efficiency irrigation. More than 80% of jobsite waste was reduced, reused or recycled and the residential units were built to be 28% more energy-efficient than required by California's Title 24 2001 building energy standards.

**Community Outreach and Education**  
Eden's innovative programs strongly encourage sustainable living practices among residents and surrounding communities. Through Eden's Digital Connectors and Think Green programs, low-income youth living in Eden Housing properties lead in educating themselves, each other, their families, and their communities on how green practices foster a healthier community and planet. Not only do these programs result in knowledge-sharing and education, but they contribute greatly to developing skills, raising self-esteem, and empowering youth to become leaders in their communities.

**Planning Green Neighborhood Development**  
Eden Housing's Miraflores project still in the predevelopment phase, is designed to be registered under LEED for Neighborhood Development (LEED-ND). The project features affordable housing for seniors, amenities for kids, and universally-accessible units for people with disabilities. The site features include creek restoration, urban agriculture, new bike paths, and plenty of trees for shade.

# Early Results

- Usage Savings:
  - Water: 14% – 38.9%
  - Energy: 14% – 65%
  - Trash: 1 pick up per week per property
- Cost Savings:
  - Water: 18% – 23%
  - Energy: 15% – 77%
  - Trash: 20% – 25%



# Lessons Learned

- Keep it Simple
- Integrate Green into Existing Work
- Repetition is Key
- Peer Pressure Matters
- Integration and Change Take Time
- Pilot Projects Test Success and Problems
- Recognition is Critical

# Next Steps

- Finish Solar & HUD Retrofits
- Plan for Additional Retrofitting
- Comprehensive Staff Training
- Improve & Implement Measurement Tools
- Launch Water Conservation Tenant Education
- Continued Recognition
- Make Green a Habit