



LEED®

**Foundations of the
Leadership in Energy and Environmental Design
Environmental Rating System
A Tool for Market Transformation**

LEED Product Development and
Maintenance Manual

August 2006
LEED Steering Committee

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Mission of LEED

LEED encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted standards, tools and performance criteria.

SECTION 1

Purpose of this Document

This Foundations of LEED Environmental Rating System (LEED Foundations Document) is intended to be a blueprint for the market-transformation process to be achieved through the ongoing refinement and development of LEED and the procedures that support it. This document must also be a work in-progress, updated on a regular basis as the LEED product portfolio evolves and becomes implemented with different market sectors.

The Foundations document is required reading for all LEED Steering Committee members and all Chairs and Vice Chairs of LEED Horizontal and Vertical Market Product Committees, as well as Technical Advisory Groups, Curriculum/Accreditation Committee and the Technical and Scientific Advisory Committee (TSAC). It is also recommended reading for all USGBC Board members and other Sub-Committee Chairs.

This manual is the second in a series which collectively comprise the Foundations Documents for the LEED family of environmental rating systems for Buildings. This includes:

LEED Policy Manual

LEED Product Development and Maintenance Manual

LEED Committee Charters

These documents should be read together for a comprehensive understanding of the Foundations of LEED.

The LEED Product Development and Maintenance Manual describes the operating procedures for managing and administering the development and implementation of LEED products. It describes how to initiate the development of a new LEED product or supplementation or adaptation of an existing one. It describes the levels of approval needed and schedule of activities and the type and extent of change which will be accepted for different classes of LEED product. It outlines what is expected by way of business planning and budgeting for the development of new or implementation of existing LEED products.

SECTION 2

Developing New LEED Products

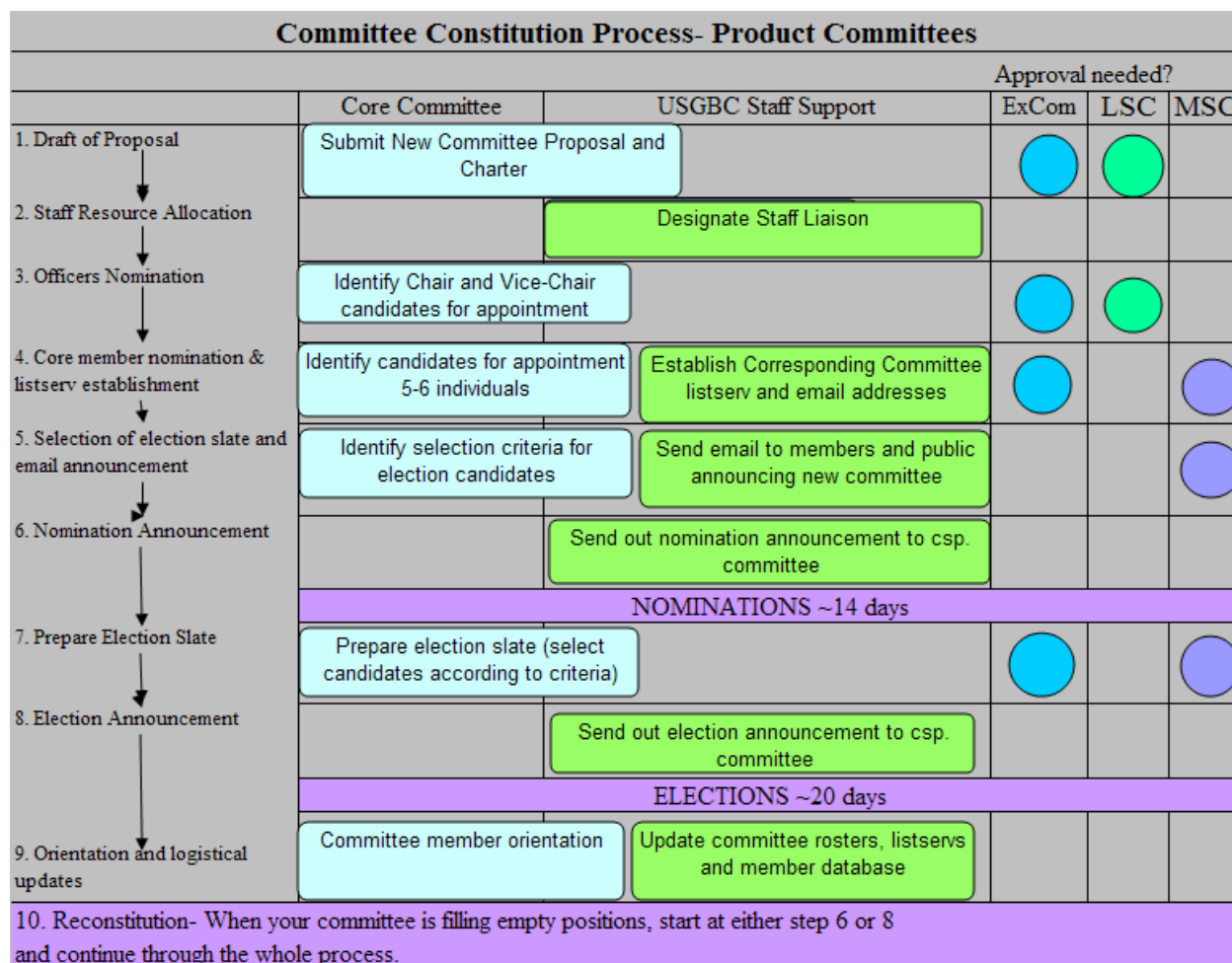
Phases, Steps and Indicative Time Line for Developing LEED Products

Once a committee is established per the USGBC Committee policy, all LEED Certification products are adopted using the following steps:

1. Rating Criteria development or review
2. Pilot test of new or revised rating criteria (if necessary)
3. Public comment period on proposed ballot rating criteria
4. Integration of comments into final ballot rating criteria
5. USGBC Membership Ballot
6. Launch of approved product

Note: The following timeline is approximate and will vary according to the complexity and/or controversy surrounding the issues being dealt with.

This graph displays the process that all LEED Product Committees must go through to constitute a committee.



Phase One – Team Building – Months 1-6

- Identify market niche for product and scale of market addressed
- Identify influential and important partners and seek their participation as appropriate
- Obtain approval from the LEED Steering Committee to begin product development
- Develop a LEED product Charter, and obtain approval from the Executive Committee to commence work.
- Recruit members for the Core Product Committee to include Appointed and Elected members; Identify Officers of the Committee – Chair, Vice Chair and Secretary
 - Identify key participants and officers as appointed members
 - Prepare selection criteria and web site invitation to membership
 - Prepare slate of suitable candidates and supervise web based election
- Develop a business plan and development/piloting budget as described on pages 19 and 20 of this handbook .
- Subject to available resources and approval by LEED Steering Committee proceed to Phase Two

Phase Two – Product Development – Months 7-26

Months 7-9

- Convene the Product Committee and start work on the Rating System, Letter Templates, Reference Guide, Training Materials etc. Committee will normally meet by conference call but may meet face-to-face at particular stages – subject to budget
- Identify and establish working relationship between Product Committee and the Technical Advisory Groups for input on criteria.
- Develop first draft of green building rating criteria, scope and structure by the Product Committee
- Subject to TAG schedule and workload seek comment on drafts with Technical Advisory Group and redraft according to their input
- If necessary, conduct expert charrette to develop a pre-pilot version of the rating criteria
- Subject to available resources and approval by LEED Steering Committee proceed

Months 10-22

- Refine the budget for piloting the product.
- Identify funding sources and subject to executive committee approval recruit sponsors.
- Invite pilot projects via web-site supplemented with other marketing initiatives
- Select pilot projects
- Begin pilot - *pilots typically last 1-2 years*
- Report the findings of the pilot – technically, financially and in terms of the process used – report the hand-over strategy to USGBC staff for ongoing administration.
- Refine draft materials - rating system, reference guide, letter templates, training materials
- Update Business Plan
- Subject to Board of Directors approval and LEED Steering Committee approval, proceed.

Months 23-27

**For more information, please see the Balloting and Appeals Procedures Policy in the Policy Manual.*

- Conduct two public comment periods and revise according to feedback
- Obtain approval to ballot the product from LEED Steering Committee.
- Ballot the product
- Refine the product and accompanying materials in response to the Ballot
- Subject to successful Ballot proceed
- Develop a marketing plan for rolling out the LEED Building Rating System.

Phase Three – Rollout – Month 28-36

- Provide initial training on the new version of LEED Green Building Rating System.
- In accord with the marketing plan, launch the product
- Hand-over Product and support materials to USGBC staff for ongoing implementation

Phase Four – Implementation – Month 28 onward

- Support staff implementation of the product by advising on process issues and technical enquiries
- Assist staff to develop/adapt workshop training materials and train the faculty in the new product
- Assist staff to promote and market the product with stakeholder groups, to target sectors at conferences and events
- Provide advice as necessary on Credit Interpretations and appeals
- Assist in the recruitment of consultants to support implementation of the product
- Represent product within LEED SC helping to ensure compatibility and consistency with other LEED products

SECTION 3

Developing a New LEED Rating System

Rating Systems are the main LEED products. Rating systems attempt to span the full range of possible building types and phases in the life of a building. They have priority for Steering Committee volunteer time, as well as USGBC Staff time and budgetary resources.

Rating systems must be developed to achieve the right balance between adaptation and tailoring for practical application within their target markets, whilst maintaining brand identity and consistency of standard and rigor across the LEED product range. Permissible adaptations are described below.

Rating systems are developed by their own product committees in conjunction with the Technical Advisory Groups to ensure consistency. All Rating systems are subject to review and approval by the LEED Steering Committee. All Rating systems must be piloted and balloted with the full USGBC membership before they will be launched and implemented by USGBC. In addition, Rating systems must retain the same structure of credits within the 5 core and 1 bonus credit categories:

- Sustainable Sites,
- Water Efficiency,
- Energy and Atmosphere,
- Materials and Resources and
- Indoor Environmental Quality
- Bonus Credits for Process and Design Innovation

It is possible that these categories may need to be extended or modified in future. If this happens, then the Foundations Document will be updated to take account of these changes.

The structure of Prerequisites, Core Credits and Innovation Credits should also be retained, but the numbers of each and how compliance with the prerequisites and credits is attained can and should be modified to be practical for the Horizontal market being addressed.

New Rating systems also need to retain a similar stringency of standard to the existing LEED products. For this reason, the Certification levels should remain identical or very close to these limits:

- LEED Certified projects achieve 40% or more of the Core Credits
- LEED Silver projects achieve over 50% of the Core Credits
- LEED Gold projects achieve over 60% of the Core Credits
- LEED Platinum projects achieve over 80% of the Core Credits

To help protect the “Look and Feel” aspects of the brand identity, the layout and presentation of the credits should also be retained:

- Intent

- Requirement
- Technologies / Strategies
- Documentation requirements and supporting “Letter Templates” (See below)

This also helps those familiar with existing products to learn the new rating system and helps to maintain consistency in the assessment processes

In order for LEED to evolve, it is accepted that as knowledge of sustainable design practices increases and improved methods are developed to structure credits, these changes will be implemented within our new and evolving LEED products. This development will introduce some temporary incompatibility between new and pre-existing products, but since USGBC expects to update all products on a regular cycle this will restore consistency throughout the LEED product range. The working principle governing the change in LEED Credits and Requirements is to retain as much in common with the rest of the LEED portfolio as possible. This will be a major consideration in the LEED Steering Committee’s review and approval of new LEED products.

All Rating systems must use the same basic version of the LEED rating criteria using the credit structure and format as described in Section 4. All LEED Rating systems need to achieve comparable stringency to address the top 25% of the particular market.

As a general principle, all prerequisites and credits should be written to be:

- Clear
- Concise
- Objective
- Doable
- Documentable
- Verifiable

New credits should also be performance based rather than prescriptive, but they must also be practicable for the market being addressed.

Updates to Existing LEED Products- The LEED Product Development Cycle

LEED needs to be under continual progressive refinement to keep it technically up-to-date as well as attuned to the needs of the market. These needs include keeping the level of stringency of LEED requirements matched to the market’s ability to respond – LEED needs to be targeted at the leading 25% of best practice shown by the early adopters.

TAG/Staff initiated administrative credit clarifications

As required during the course of balloted LEED product implementation, staff and TAGs may initiate administrative clarifications to LEED credits via the CIR process. The following guidelines are used to ensure judicious and appropriate use of administrative CIRs:

1. Administrative CIRs will provide broadly applicable clarifications that fill information gaps in Rating System and/or Reference Guide text.

2. Staff will vet and confirm Administrative CIR language with appropriate TAG and Product Committees.
3. Administrative CIRs do not change or supersede any performance-related aspect of a balloted LEED credit.
4. Administrative CIRs will be communicated to project teams via the existing CIR process and included in the periodic updates sent to LEED registered projects.
5. Administrative CIRs will be incorporated into LEED products as they are updated and balloted as appropriate.

Performance/Intent-Equivalent Alternative Compliance Path

Due to the rapidly advancing nature of the high performance green building market it is anticipated that technological and scientific advances will make the acceptance of Performance/Intent Equivalent Alternative Compliance Paths (PIEACPs) advisable to ensure that balloted LEED products remain technically relevant and market savvy. The establishment of a PIEACP is a significant action which can have serious ramifications for both LEED projects and the building industry as a whole. As such, the procedural rules relating to their establishment and enactment are substantially more robust than the rules governing Administrative CIRs. The following guidelines are used to ensure judicious and appropriate use of the PIEACP establishment process:

1. Deliberation on the establishment of a PIEACP may be initiated via the standard CIR process by either staff, TAG, Product Committee or LEED registered project representative.
2. Applications for the establishment of a PIEACP will first be reviewed by staff and then forwarded to the TAG on a case by case basis. Provided sufficient data/research/justification is presented for evaluation, the TAG will deliberate on the proposed application. During TAG deliberations stakeholder comment on complicated technical issues will be sought and considered via the following process:
 - a. Identify and Solicit stakeholders
 - i. The TAG establishes a format and schedule for written input.
 - ii. TAG identify key stakeholders and request specific information be provided
 - iii. Staff solicit stakeholder input from appropriate Committee or TAG Corresponding Committee
 - iv. Staff disseminates call for submission.
 - v. Stakeholders submit comments by deadline.
 - b. Review stakeholder submissions
 - i. The TAG reviews technical issues in the stakeholder submissions and identifies if any gaps in information submitted exists
 - ii. The TAG can submit requests for expert analysis, additional information from stakeholders, or clarification on policy issues
 - iii. Additional information can be requested in either written or verbal form (conference call with TAG and stakeholders)
 - c. Synthesize information and prepare draft ruling

- i. The TAG synthesizes available information and prepares a ruling on findings.
 - ii. Staff reviews the draft report and meets with the TAG to resolve questions and revise the report if needed.
3. The TAG will either approve or reject the proposed alternative compliance path based on technical merits of the proposed PIEACP
4. TAG-approved PIEACPs will be forwarded to the appropriate LEED Product Committee for an assessment of the market ramifications associated with the establishment of the PIEACP. Where appropriate, TSAC is contacted and asked to provide initial impressions on zone of reasonableness. Provided no barriers or concerns regarding the establishment of the proposed PIEACP are identified by the LEED Product Committee, the PIEACP is approved.
5. If barriers or concerns regarding the establishment of the proposed PIEACP are identified by the product committee, the TAG and product committee work together in an attempt to resolve any disagreement. Where appropriate, TSAC will be brought into discussion of issues. If no resolution between the TAG and product committee is reached, the proposed PIEACP is elevated to MSC. MSC will either resolve the contested PIEACP language or elevate it to the full LEED Steering Committee for action.
6. LEED Steering Committee will either approve or reject proposed PIEACP ruling
7. Approved PIEACPs that have been elevated to MSC for discussion will be reviewed by TSAC to ensure that the approved compliance path does not fall outside the 'zone of reasonableness'.
8. PIEACPs do not change or supersede any part of a balloted LEED credit.
9. Approved PIEACPs will be communicated to LEED users via the existing CIR process and included in the periodic updates sent to LEED registered projects.
10. PIEACPs will be incorporated into LEED products as they are updated and balloted.

Developing a New LEED Application Guide

In some building sectors, there are specific technical features of the buildings or the processes that take place within them that demand special treatment.

For example, LEED excludes process loads from buildings because there is little baseline information against which to judge performance. However, this can result in inappropriate design being awarded credit under LEED. For example, in retail buildings, there are special demands for display lighting of goods and for refrigeration of food. It might be inappropriate to give LEED credits based on a building design that did not optimize heating, cooling and lighting systems assuming the process loads were in place. Similar issues arise for laboratories, hospitals, swimming pools and many buildings housing industrial processes.

In other sectors, although LEED can be readily applied without modification, specific guidance to ease the use of LEED is considered beneficial.

Application guides also are developed by their own product committees and subject to review and approval by the LEED Steering Committee advised by the Technical Advisory groups to ensure consistency. Normally, Application guides also will be piloted and balloted with the full USGBC membership before they are launched and implemented by USGBC. Where an application guide makes no adaptation of credits and simply fulfills an educational or marketing role, there will be no need to pilot or ballot the Guide. Such cases will be at the discretion of the LEED Steering Committee.

Modifying LEED for use in the United States

USGBC will not normally evaluate or recognize modifications to LEED outside of the Guidelines presented above. However, USGBC recognizes the importance of local conditions in promoting sustainability and the need for LEED to be flexible to accommodate these conditions.

The main reasons for others wishing to modify LEED are:

- To adapt the standard to local code and practice so that equivalence can be demonstrated, thereby simplifying the introduction of LEED to important markets.
- To enable organizations with very large construction portfolios, such as a federal, state or local government or agency, or a major corporation to mandate LEED compliance across their entire stock of buildings.

There are two ways in which LEED can accommodate local conditions: through LEED Supplements or Adaptations of LEED.

LEED Supplements involve changes in point weightings, additional credits or modifications outside of the flexibility mechanisms described above. Jurisdictions would undertake the development of a LEED Supplement with the understanding that:

1. The provisions unique to the Supplement are scored by the entity itself and USGBC would be under no obligation to assess or certify provisions within the addendum.
2. These provisions are not compared publicly to LEED, either favorably or unfavorably.
3. Projects submitted to LEED will follow only the requirements and documentation required by the approved LEED credits/prerequisites and will not entertain requests to evaluate modifications to LEED outside of the parameters established in this document.

USGBC considers it preferable and recommended that any adaptation to local conditions is done by means of a supplement to the basic LEED standard which of itself remains intact. In this way, either LEED or the supplement can be updated independently without having implications for the other.

Adaptations of LEED entail making changes to the LEED standard itself to improve the way it works for the particular location. Developing and maintaining a LEED adaptation is a major commitment and is not generally recommended, except in the situation of foreign countries (see below)

The rules and recommendations for an approved LEED Supplement or Adaptation of LEED are as follows:

- Only USGBC members or approved partners may propose Supplements or Adaptations to LEED.
- Local Adaptations must work within the existing structure of the LEED Green Building Rating System, while tailoring existing Prerequisites and Credits to regional or organizational goals, policies or needs.
- All existing LEED prerequisites are required for all projects applying for LEED certification.

- There may be cases where the applicant would like ALL projects submitted under the Guide to address a particular local environmental issue(s) not covered under the existing LEED Prerequisite or Credit structure. In this case, the applicant may propose a new Supplemental Prerequisite but must enforce its compliance independently of USGBC.
- Modifying credits or prerequisites should be avoided as far as possible in order to maintain consistency within the LEED family of products. Anything under consideration by TSAC cannot be modified in a LEED Adaptation, but could be addressed separately in a LEED Supplement. The circumstances when a credit may justify modification include:
 - Where the existing LEED credit/prerequisite structure might lead to inappropriate design integration or not credibly address key issues relevant to the location.
 - Tailoring LEED to Local Code and Regulations (thereby simplifying LEED applications from this locale).
- LEED credits and prerequisite often use or reference national standards or standards from other institutions that are considered to represent National best practice. When writing a local Adaptation of LEED or LEED Supplement, there may be stricter or equivalent local Code or Best Management Practice that the applicant would like to see adopted for local projects seeking a particular credit or prerequisite. This requires substitution of an alternate standard for an existing LEED referenced standard. In such cases, it must be demonstrated that the alternate standard is equal to or more stringent than the existing LEED referenced standard. To propose an alternate standard to the U.S. Green Building Council and gain approval for an Application Guide, the following table must be completed and submitted. Final approval of all application guides is required by USGBC.

| Existing Credit or Prerequisite Requirement(s) | USGBC Standard | Alternate Standard | Comparison of Standards |
|--|----------------|--------------------|-------------------------|
| | | | |
| | | | |
| | | | |

Recommendations:

- Provided copyrights or trademarks are not used, a supplement to LEED requires no approval although seeking USGBC comment is advised to avoid any misunderstandings in this regard.
- USGBC’s State and Local Tool Kit can be used as a guide for developing a methodology for comparison of LEED Standards to Alternate Standards

US Adaptations - Project Review and Certification

Projects using a USGBC-approved Adaptation of LEED must follow the same certification and application process described on the USGBC web site at the time of application. These projects

should designate whether a particular Adaptation is being followed when registering the project, as well as in the application for LEED certification.

Review of the project application by the U.S. Green Building Council will be based on the requirements of the specified Adaptation, or the parameters set forth in the current version of the LEED Reference Guide.

After the project application has been reviewed, the project will be certified and awarded the appropriate LEED rating level.

An additional fee may be assessed to projects if extra review time is needed for non-standard requirements contained in a particular LEED Adaptation. Fees will be negotiated with the submitting entity as part of the Adaptation approval process.

Things to Consider before Adapting LEED

While acknowledging the need for reflecting local concerns in LEED, USGBC also strongly discourages the Adaptation of any LEED rating systems for local use. USGBC considers it preferable and recommended that any adaptation to local conditions is done by means of a Supplement to the basic LEED standard which of itself remains intact. In this way, either LEED or the supplement can be updated independently without having implications for the other.

Adapting LEED is a major undertaking with long-term implications. The LEED standard is under continuous improvement, revision and extension to its scope. If developing an Adaptation of LEED, you need to consider very carefully how you plan to respond to the ongoing implications:

- How will you maintain your adaptation as updates to LEED are implemented? These can occur as major new releases or as X.x updates to a current version X as frequently as every year?
- How will your adaptation be coordinated with existing products of LEED and new products under development – e.g. for New Buildings, for Core & Shell buildings, for Commercial Interiors, for Existing Buildings, for Neighborhood Developments, for Homes?
- How will your adaptation be coordinated with existing and new application guides for different Vertical market sectors – Retail, Laboratories, Schools, Healthcare?
- How will your adaptation accommodate updates to all of these variants also?
- If you add credits or criteria or use standards that are different to LEED standards, how will you certify these aspects – in addition to the LEED assessment and certification?

Adapting LEED for use in a Different Country

LEED is very suitable for adaptation for use in different countries. USGBC is willing to license LEED to organizations in other countries with similar missions and ethos and that are committed to protecting and enhancing the LEED brand. Typically, these organizations might be the Green Building Councils of other Countries. When LEED is adapted and licensed in this way, the other organization takes on responsibility for liaising with local stakeholders, adapting the standard to local climate, code and practice, promoting and implementing the standard within the Country and crucially keeping the standard up-to-date. In order to protect the integrity of the LEED brand, USGBC will be very selective of the organizations to which it will license LEED.

Characteristics of International Organizations Licensing LEED

International organizations licensing LEED should possess all or most of the following attributes:

- Financially Solvent – Significant Financial Backing
- Not for Profit
- Congruent Mission
- Broad and Influential Stakeholder Engagement
- Demonstrable Technical Competence of Participants
- Commitment to the Principles of LEED
- Governed with Effective Conflict of Interest Policy
- Consensus based Decision-making Process
- Demonstrable Public Support
- Suitable Code of Ethics
- Typically a WGBC member
- One License per Country
- Credible Business plan for Organization and LEED
- Trademark, Copyright or other Intellectual Property Agreement a Prerequisite

Rules Governing Acceptable Adaptations of LEED for Licensed Use in Other Countries

The rules for adapting LEED for use in other countries are generally similar to those for the development of a new LEED product. It is recognized however, that adaptation to another Country requires greater flexibility in the permissible changes, whilst still retaining the main elements that represent the LEED brand and identity.

In order to contribute to maintaining brand recognition and integrity, LEED Country adaptations should be developed using consensus based committee processes and must be piloted and balloted with the organization's membership before being finalized and implemented.

LEED Country adaptations must retain the same structure of credits within the 6 credit categories:

- Sustainable Sites,
- Water Efficiency,
- Energy and Atmosphere,
- Materials and Resources and
- Indoor Environmental Quality
- Bonus Credits for Process and Design Innovation

If these categories need to be modified, then the extent of the change must be kept to a minimum in order to protect brand identity and help those familiar with existing LEED products to quickly learn the LEED branded product in the other Country.

The Licensee organization should prepare its own Foundations Document to serve as the template for its own future development of the LEED Country adaptation. This should be approved as part of the licensing conditions.

The structure and number of Prerequisites, Core Credits and Innovation Credits must also be retained, but how compliance with the prerequisites and credits is attained may be modified to be practical for the Country's market, codes and practice.

New LEED products also need to retain a similar stringency of standard to the existing LEED products. Credits with the same basis should use the same performance thresholds as far as practicable so that the technical achievements for a LEED award level are internationally as compatible as possible. The Certification award levels must also remain similar to those in US:

- LEED Certified projects achieve 40% or more of the Core Credits
- LEED Silver projects achieve over 50% of the Core Credits
- LEED Gold projects achieve over 60% of the Core Credits
- LEED Platinum projects achieve over 80% of the Core Credits

To help protect the “Look and Feel” aspects of the brand identity, the general layout and presentation of the credits must be retained:

- Intent
- Requirement
- Technologies / Strategies
- Documentation requirements and supporting “Letter Templates” (See below)

This also helps those familiar with existing products to learn the new rating system.

It is also acknowledged that the Country organization will want to assert a national identity and brand onto the documentation and marketing materials also and these needs should be reconciled.

It is also accepted that there may be alternative ways to write credits for meeting the intents appropriate to the practice and data available in other Countries. It is accepted that these alternatives can be implemented within Country adaptations to LEED products. This might introduce some incompatibility between the Country Adaptations and US LEED that might

threaten the integrity of the LEED brand. Whilst the extent of such adaptations should be minimized where they occur, they will need to be negotiated between the adapting organization and the LEED Steering Committee during its review of the submitted adaptation for license approval. Provided the extent of change in any Country Adaptation is not too great overall, the license should be approved. Over time, as Countries learn from each other (under the auspices of the World Green Building Council), improved methods and practice should disseminate into all LEED products internationally. The working principle is to retain as much in common with US LEED as possible.

As a general principle, all prerequisites and credits should be written to be:

- Clear
- Concise
- Objective
- Doable
- Documentable
- Verifiable

New credits should also be performance based rather than prescriptive, but they must also be practicable for the market being addressed.

Review and Certification under License in Other Countries

Projects using a USGBC-approved LEED Country Adaptation generally should apply to the licensed organization (typically another Country's Green Building Council). The licensee will be responsible for registering projects, providing customer support and materials, providing training and accreditation (if appropriate), certifying and assessing projects, making the appropriate awards and issuing certificates and building plaques. The terms under which LEED can be adapted, promoted, implemented, developed, the use of intellectual property and trademarks, sharing of information etc. will be detailed in a formal license agreement.

SECTION 4

Implementing an Existing LEED Product

The implementation of an existing LEED product is supervised by a LEED Product Committee. The Product Committee is responsible for:

- Responding to Credit Interpretation Requests and Credit Appeals (with the help of the Technical Advisory Groups)
- Initiating and managing refinements and updates to the rating system and supporting materials – Reference Guides, Letter templates
- Developing and maintaining workshop and accreditation materials (in collaboration with the Curriculum/Accreditation Committee)
- Marketing and promoting the rating system
- Preparing an annual budget and business plan for the product’s ongoing operation, maintenance and periodic major update

LEED Credit Interpretations (CIRs) and Credit Appeals

LEED Credit Interpretation Requests (CIRs) are submitted via the USGBC web site by registered project teams to seek a ruling on issues that they are uncertain of or unusual circumstances which arise within their project which don’t seem to fit the credits as written. “Interpretations” are undertaken after rating criteria have been approved and do not involve alterations to the existing language at all. Interpretations determine whether an action proposed by a project fulfills the intent of the LEED credit requirements.

Credit Interpretation Requests (CIRs) can be submitted by LEED registered projects and are adjudicated by USGBC and by the Technical Advisory Groups. A library of Credit Interpretations has now been established and is published on the USGBC website. This represents a body of precedent that further refines the practical application of LEED to live projects. It should be noted that the adjudication of CIRs only interprets how LEED credits are interpreted. These give no direct design direction to a project team.

The CIR rulings provide an extensive resource on precedents and rulings for LEED credits. They are used extensively in the clarifications and updates to the LEED standard and are also an excellent resource for those developing a LEED Product.

The process for adjudication of CIRs submitted to the LEED program via the USGBC website is as follows:

- CIRs are harvested regularly
- These are researched by USGBC and a draft ruling prepared
- The CIRs and rulings are referred to the relevant Technical Advisory Group’s for consideration
- The TAG Chairs meet to debate the CIRs and finalize the rulings

- The rulings are posted to the web site (accessible to all project teams) and the submitting projects are advised of the outcome by COB on or before the 11th business day after the harvest.
- If the CIR Submitter disagrees with the ruling, they can appeal the CIR using the process outlined in the following policy.

CIR Appeals Policy

Step 1:

The CIR Submitter appeals the ruling via standard online CIR process, indicating that it is an appeal of the ruling date mm/dd/yy, providing additional reasoning and backup information. CIRs from project teams that fail to provide additional relevant information will not be reviewed again. The original ruling and appeal are sent to a second CIR Review Consultant, and step 1 is repeated with new Consultant team and TAG approves appeal CIR ruling.

Successful Appeal

If the information submitted via the appeal process convinces the TAG to reverse the earlier ruling, staff will facilitate the revision of the ruling with the TAG and consultant.

Unsuccessful Appeal

If the information submitted via the appeal process fails to change the result of the TAG's previous ruling the TAG will draft an appeal ruling and forward all information to the relevant product committee.

If the product committee upholds the TAG ruling, the CIR is final and no further recourse is available via the CIR process.

During Step 1, the CIR submitter may request a 10-15 minute conference call with the TAG or product committee. No ruling will be made or response given during the call, but panel members will have the opportunity to ask questions.

Step 2:

If the product committee disagrees with the TAG ruling, the product committee will draft an alternate appeal ruling and all materials are forwarded to the LSC for final resolution. The LEED Steering Committee will review the CIR documentation and the TAG and product committee appeal rulings and make a final ruling. The Steering Committee ruling is final. If the Submitter disagrees with the Appeal Ruling approved by the Steering Committee, no further recourse remains.

LEED Supporting Tools and Materials

LEED product committees are responsible for the ongoing maintenance and update of the following supporting tools and materials.

Reference Guides

The LEED Reference Guides add several elements that assist users in interpreting prerequisites or credits in the Rating System. These elements include:

- Submittals
- Summary of Referenced Standards
- Green Building Concerns
- Design Approach
- Case Study
- Resources

Reference Guides are produced by the product committees developing the Rating systems. These are distinct from Vertical Market Application Guides. The Application Guides adapt the requirements of the Horizontal Market products to specific sectors or locations and may extensively reference one or several of the Rating Systems and Reference Guides.

Letter Templates and the Online Project Management Tool

The “Letter Templates” are a means by which the documentation of LEED submittals has been streamlined. All LEED products will use this approach. Letter Templates serve the following purposes:

- They guide the LEED applicant through the preparation of LEED documentation and ensure that submittals are complete.
- They allow design team members to declare, affirm and sign-off on aspects of LEED performance.
- They provide a template of key data for the design team members to compile.
- They calculate the credits gained from the key data and declarations made.
- They provide an ongoing tally of credits pending and documented for use between team members throughout the design process.
- They provide the means to submit a project to USGBC for audit and certification.
- They provide the vehicle for communication between USGBC and the project team on credits which are subject to audit (see below)
- They generate the final scorecard for the building.

Currently, the Letter Templates are filled out and submitted in paper hard copies to LEED assessors, but LEED will soon be phasing this process out, and instead using an online project management tool. The Online Project Management tool is the online form of the Letter Templates, and will allow projects to keep track of their credit documentation electronically and submit electronically.

Elements of a LEED Product Business Plan

This section provides the LEED Product Committees with a template for developing their own business plans. These plans have the primary purpose of making the case for development of a particular LEED product and identifying the business strategies needed to make the product successful in its target market. The case should identify why this product is important to the marketplace, the scale of the market, its key stakeholders and how they are accommodated and

how USGBC will develop, promote and implement the LEED product to be an effective tool for market transformation.

- **Overall Strategic Goals and Objectives for The Particular Product**
 - Restate the major strategic goals of LEED
 - Add objectives that are relevant to the particular LEED product
- **Product Committee Charter**
 - Describe the product committee's role and functions
 - Identify key stakeholders and identify potential Product Committee members to represent their interests
 - Present the criteria for selecting committee members for elected seats on the Committee
- **Analysis of Industry and Market Trends**
 - Identify the scale of this sector in terms of numbers of projects, project value and scale of environmental impacts associated with the sector
 - Identify key stakeholders and their numbers/accessibility/interest
 - Describe how the stakeholders interact in the market sector and how the LEED product must be presented to effect market transformation
 - Identify key issues, potential problems or constraints and strategies for dealing with them
 - Identify any competitors and how the product should be designed to win the competition
 - Estimate the likely rate of uptake of the LEED product.
- **Targeted Markets**
 - Profile end users of the LEED Product
 - Identify clearly the target audience for this product and why they will pay for the service it provides them.
 - Identify the drivers that will be relevant for clients for this product – does the LEED product have commercial, public relations, investment or political value to these clients.
 - Is the product packaged and targeted to meet these needs?
 - Profile those who will advocate its use
- **Description of LEED Product**
 - Detail its full range of features and how these benefit the market
 - Describe its unique characteristics different from other rating tools
- **Action Plan and Schedule**
 - Detail product development tasks and milestones
 - Establish who is responsible for each major task
 - Detail the product piloting tasks and milestones
 - Detail the promotion, marketing and launch strategy
- **Potential Revenue Streams and Sources**
 - Projections for funding requirements should be made for the first three years
 - Prepare a project budget including all funding or sponsorships, project costs and expenses, revenues from pilot participants etc.

- Implementation costs and revenues including production and sales of materials (rating system, letter templates, Reference or Application guides, promotional materials, training materials), Registration and Certification costs and revenues.
- **Overview of Marketing and Promotional Plan**
 - Establish marketing objectives
 - Provide specific measurable objectives and dates to be accomplished

Elements of a LEED Product Budget

This section provides the LEED Product Committees with a template for developing their own budgets. The budgets provided by the Product Committees are incorporated into the budgets approved annually by the Council's Board to permit the Council to administer its finances prudently. The Council recognizes the difficulty of developing accurate budgets especially for new LEED products and will try to accommodate changes as they arise within the constraints of overall Council resources.

The attached illustrative budgets indicate what a budget might look like for LEED products at two different stages:

- the first case shows a budget for the development of a new version of LEED
- the second case shows a budget for the ongoing implementation of a LEED version after it is up and running.

These budgets are intended to be illustrative only.

Please note that the second budget shows large net income (shown as negative cost) because it assumes a large number of registered projects but an emerging small number of certifications. (As currently for LEED for New Construction). When the registered projects do come to certify, part of the certification costs are covered by the revenues accrued earlier from registration. This front loading of costs is intended to provide incentive for projects to go right through to certification, but this then means that USGBC income is misleadingly high while a product is becoming established in its market. Once established (so that registrations and certifications are arriving at similar rates) the revenues will be balanced.

Illustrative only

| Budget Development and Piloting of a New LEED Product | Who | When | USGBC Staff days | USGBC Staff Cost \$/day | USGBC Staff Cost \$ | Contract Cost \$ | Meeting Costs \$ | Other Direct Costs \$ | Total Costs \$ | Revenues \$ | Notes |
|---|--------------------------------|--------------------|------------------|-------------------------|---------------------|------------------|------------------|-----------------------|----------------|-------------|----------------------|
| Notify SC | Volunteer | | | | 0 | | | | 0 | | |
| Assemble product committee | Volunteer | | | | 0 | | | | 0 | | |
| 4 Face to face meetings | Volunteer + staff | | | | | | | | 80000 | | |
| Draft Charter | Volunteer | | | | 0 | | 80000 | | 0 | | |
| Committee Calls | Volunteer | Weekly | | | 0 | | | 10000 | 10000 | | |
| Draft the Rating System | Volunteer + staff | Mid May | 20 | 400 | 8000 | 2000 | | | 10000 | | |
| Assess the Market scale | Volunteer + staff | Mid May | 5 | 300 | 1500 | | | | 1500 | | |
| Establish Project budget | Volunteer + staff | End May | 2 | 400 | 800 | | | | 800 | | |
| Draft marketing strategy | Volunteer + staff | End July | 5 | 300 | 1500 | 7500 | | | 9000 | | |
| Draft Business Plan | Jerry, Tom, Art | End July | 5 | 300 | 1500 | | | | 1500 | | |
| List of Potential Funders/Sponsors | Volunteer + staff | End June | | | 0 | | | | 0 | | |
| Seek Funding | Volunteer + staff | End July | | | 0 | | | | 0 | | |
| Draft Reference Guide | Contract out | End July | 3 | 400 | 1200 | 20,000 | | | 21200 | | |
| Draft Training Materials | Contract out | End July | 3 | 400 | 1200 | 10,000 | | | 11200 | | |
| Launch Pilot | Volunteer + staff | Mid Nov 2002 | 5 | 300 | 1500 | | | 1500 | 3000 | | |
| Pilot – 12 months | Volunteer + staff | Mid Nov 2003 | 10 | 300 | 3000 | 100000 | | | 103000 | | |
| Select Pilot projects | Volunteer + staff | Mid Jan 2003 | 2 | 300 | 600 | | | | 600 | | |
| Pilot project revenues | Projects | Nov 2002- Nov 2003 | | | | | | | | 100000 | 50 Projects @\$2,000 |
| Run Pilot | Volunteer + staff | Mid Nov 2003 | 52 | 300 | 15600 | | | 5000 | 20600 | | |
| Credit Interpretations | Volunteer + staff + Consultant | ongoing | 5 | 300 | 1500 | 60000 | | | 61500 | 20000 | |
| Amend Rating System | Volunteer + staff | Mid Dec 2003 | 5 | 300 | 1500 | 2000 | | | 3500 | | |
| Amend Reference Guide | Contractor | Mid Dec 2003 | 5 | 300 | 1500 | 15000 | | | 16500 | | |
| Amend Training Materials | Contractor | Mid Dec 2003 | 5 | 300 | 1500 | 15000 | | | 16500 | | |
| Ballot Membership | Volunteer + staff | Mid Feb 2004 | 10 | 300 | 3000 | | | 2000 | 5000 | | |
| Train Faculty | Staff | Mid Jan 2004 | 40 | 300 | 12000 | | 20000 | | 32000 | | |
| Training Workshops | Staff & Faculty | Mid Feb 2004 | | | 0 | | | | 0 | | |
| Launch Product | Volunteer + staff | Mid Feb 2004 | 20 | 300 | 6000 | | | | 6000 | | |
| Market Product | Volunteer + staff | From Feb 2004 | | | 0 | | | | 0 | | |
| Totals | | | 202 | | 63400 | 231500 | 100000 | 18500 | 413400 | 120000 | |
| Gross budget costs/revenues | | | | | | | | | 283400 | | |
| Net budget costs | | | | | | | | | | | |

Illustrative only

| Budget Ongoing Implementation of an Existing LEED Product | Who | When | USGBC Staff days | USGBC Staff Cost \$/day | USGBC Staff Cost \$ | Contract Cost \$ | Meeting Costs \$ | Other Direct Costs \$ | Revenues \$ | Net Costs \$ | Notes |
|---|--------------------------------|---------|------------------------|----------------------------------|------------------------------|------------------------|------------------------|--------------------------------|----------------|--------------------|-----------------------|
| LEED product registration revenues | | | | | | | | | 595000 | | 350 projects @ \$1700 |
| LEED product registration costs | | | | | 10500 | | | 140000 | | | 350 projects @ \$400 |
| LEED product certification revenues | | | | | | | | | 170000 | | 50 projects @ \$3400 |
| LEED product certification costs | | | | | 40000 | | | 200000 | | | 50 projects @ \$4000 |
| Reference Guide sales revenues | | | | | | | | | 240000 | | 800 sales @ \$300 |
| Reference Guide fulfillment costs | | | | | 24000 | | | 28000 | | | 800 sales @ \$35 |
| Committee Calls | Staff | | 35 | 300 | 10500 | | | | | | |
| Face to Face Meetings | Volunteer + staff | Monthly | 5 | 400 | 2000 | | | 2400 | | 4400 | |
| Sponsorship for meetings | Sponsor | ? | 4 | 400 | 1600 | | | | | 40000 | 2 @ \$20000 |
| Update Project budget | Volunteer + staff | ? | 1 | 400 | 400 | | | | 30000 | 400 | 2 @ \$15000 |
| Update Marketing strategy | Volunteer + staff | ? | 2 | 400 | 800 | 7500 | | | | 8300 | |
| Update Reference Guide | Volunteer + staff | ? | 50 | 400 | 20000 | 20,000 | | | | 40000 | |
| Update Training Materials | Volunteer + staff | ? | 3 | 400 | 1200 | 10,000 | | | | 11200 | |
| Credit Interpretations | Volunteer + staff + Consultant | Ongoing | 100 | 300 | 30000 | 60000 | | 75000 | 87500 | 77500 | 250 per year @ \$300 |
| Update Rating System | Volunteer + staff | ? | 20 | 300 | 6000 | 2000 | | | | 8000 | |
| Marketing | Volunteer + staff + Consultant | ? | 50 | 400 | 20000 | | | | | 20000 | |
| Totals | | | 235 | | 80000 | 99500 | 0 | 445400 | 1122500 | 209800 | |
| Gross budget costs | | | | | | | | 624900 | | | |
| Net budget costs | | | | | | | | -497600 | | | |