

From Policies to Programs to Practices



Establishing the Green Infrastructure

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Talking About...

- Why green infrastructure
- Program Parameters
- Policies and Directives
- Buy-in and Participation
- Team Building and Collaboration
- Setting Priorities
- Implementation Strategies
- Resources and Training
- Selecting Management Systems
- Full-Circle: Reviewing and Monitoring



Why green infrastructure?

The process by which programs and practices are embedded into an organization and where environmental concerns are integrated into day-to-day operations

- Establish an ongoing structure to ensure environmental efforts are successful and that they continue
- Promote more efficient operations that may lead to cost reductions
- Create better communication and cross-department collaboration
- Motivate employees to improve their workplace



Program Parameters

- Select program scope up front
 - ▣ Identify broad based goals that set overall direction
 - ▣ What environmental, health, other issues to address?
 - ▣ What departments should participate?

Greenhouse gas reduction by 25% by 2012
Virtually eliminate mercury
70% waste reduction rate by 2010
Sustainable design
Environmentally preferable products
Water conservation
Protect natural resources

In Massachusetts...

Agreed that scope of program would be environmental sustainability and would focus on internal operations of state government



Policies and Directives

- Who tells what to whom
 - ▣ Commissioner /Secretary
 - ▣ Division heads
- Message from the top
- Mandatory vs. voluntary
- Specific targets vs broad mandates
- Agency wide vs. department/division

NOW, THEREFORE, I, Jane M. Swift, Governor of the Commonwealth of Massachusetts..., do hereby...order that all state agencies shall work diligently and expeditiously to develop and implement policies and procedures to promote environmentally sustainable practices and...I order the establishment of a State Sustainability Coordinating Council.

In Massachusetts...
Executive Order 438 directed agencies to implement sustainable practices and begin efforts to develop sustainability plans.



Getting buy-in



- Solicit participation and input from the beginning
- Include multiple staff levels in policy development and goal setting
- Allow for feedback and changes
- Listen carefully

In Massachusetts...
Agencies reviewed and provided feedback on multiple drafts of Exec. Order.
There are 21 agency representatives to the State Sustainability Coordinating Council which was written in as the direction setting body.



Collaboration

- Make decisions by consensus wherever possible
- Ensure that information is flowing both up and down through the organization
- Do not dictate from top down on day to day decisions

State Sustainability Program established 7 issue committees chaired by non-environmental agencies

In Massachusetts...
The Coordinating Council meets monthly to review policies and programs while periodic information is distributed to over 100 contacts at agencies throughout the state.
Opinions are solicited on items ranging from tracking forms, to guidance documents, to potential training topics.



Setting Priorities

- Program priorities can be selected in many ways:
 - ▣ Identify biggest impacts
 - ▣ What mandates, issues are already in effect?
 - ▣ What can actually be done
 - ▣ Cost-effectiveness
 - ▣ Good publicity, internally and externally

Energy efficiency programs meet GHG goal, reduce operational costs, can be simple to do, and are often visible.

In Massachusetts...
The state had already signed onto or issued plans and goals for greenhouse gas reduction, mercury elimination and recycling
Those issues with the largest combined environmental, health, and costs impacts were more likely to receive attention.



Implementation Strategies

- Create program presence early and often
- Keep early strategies manageable
- Focus on low-hanging fruit
- Identify what's already being done
- Create success stories and good will

Pilot projects focused on small scale energy audits (no charge) and recycling assistance, both with cost benefits to agencies.

In Massachusetts...

Focused early on creating a sense of coordination and organization. Established website, factsheets, list of priorities, available resources. Identified quick easy hits to reduce environmental impact and save money.



Resources and Training

- Provide simple easy to use resources for program implementation
- Target all knowledge and experience levels
- Develop training and education as program gets rolled out
- Share information and best practices

Initial SSP training will focus on sustainability plan development, which is required by the Executive Order

In Massachusetts...

State Sustainability Implementation Guide will provide guidance on statewide strategies, agency strategies and ground level action steps.



Management Systems

- Ensure that sound programs and practices are integrated into overall operations as part of a new management system
- EMS may be appropriate for larger facilities with multiple facilities
- "EMS lite" may be appropriate for other less complex entities (greenteams/ecoteams)

Steps

1. Existing operations
2. Establish priorities
3. Staff roles and respon.
4. Action plans
5. Track progress
6. Feedback and review
7. Continual improvement



Coming Full-Circle

- Tracking and monitoring progress is key to demonstrating success
- Establish baselines starting point
- Real data and numbers paint a picture

Massachusetts uses a lot of energy vs. Massachusetts energy consumption results in the emission of over 1 billion pounds of CO2, equal to more than 88,000 cars on the road for 1 year

In Massachusetts...

Began statewide and agency baseline research before establishing priorities or developing guidance. Use existing data to demonstrate scope of government impacts
Developing comprehensive tracking form for all agencies.



Resources

Massachusetts State Sustainability Website

www.mass.gov/envir/sustainable

Massachusetts Environmental Purchasing Program

www.mass.gov/osd/enviro

Public Entity Environmental Management System
Resource Center

www.peercenter.net

U.S. EPA EMS Site

www.epa.gov/ems