

3. Developing, Implementing and Tracking Your Green Plan

Once you've completed the Green Business Assessment checklist and evaluated your current green practices, it's time to determine what practices you'd like to implement to improve or expand your company's green program.

Developing, implementing and tracking a green project plan will help ensure that your business meets its sustainability/environmental goals on time with the desired results.

The following steps will help you create your company's green plan:

1. **Identify your "going green" goals.** Identify the specific areas that you would like to address. These goals should fit within the mission and overall business strategy of your company and be linked to your green policy. This will ensure that your efforts are supporting the vision of the green direction you want your company to take in the long term.

When selecting goals:

- Be sure to identify and select those goals that are critical to your company's environment performance and make them your first priority. As an example, confirming compliance with environmental regulations and putting systems in place to maintain compliance may be essential for your business.
- Pick projects that will inspire participation and action from your employees.
- Select some goals that are easy to implement and provide immediate results. Achieving early success in your program will increase enthusiasm for more difficult, long-term initiatives.

When picking the number of goals you would like to set, make sure you have sufficient resources to address each area. Small businesses just getting started on green programs typically select no more than five goals in the first year.

2. **Create metrics to assess progress.** For each goal you select, determine the best way to measure progress toward meeting that goal. Keep it simple, using data that is already available, if possible, especially in the early stages of going green.
3. **Set improvement targets.** For each goal you've selected and using the data from your green self-assessment, determine your current performance level (baseline measure) and set an improvement target for the measurement period. Be sure to set realistic targets that are challenging, yet achievable. Meeting or exceeding targets in the first year will help employees feel encouraged about their progress and provide momentum for more challenging goals and targets in future years.

- 4. Assign responsibility.** Designate an accountable individual for each goal who will have primary responsibility for achieving the improvement target. This person will work across the organization to develop a project plan, identify roadblocks, ensure the project tasks are completed on time, track results and report progress.

- 5. Measure and track results.** Keeping track of your progress and communicating your successes will provide tangible proof that your green efforts are working.
 - **Determine reporting intervals** – Develop a schedule for reviewing the progress you are making on your green goals. During the initial phases of your plan, this should be monthly or quarterly.
 - **Review progress at each interval** – Ask each goal leader to report on the status of his/her project, using quantifiable data where possible. This review should include identifying any problems, resource constraints or other issues that could keep your company from achieving your improvement targets.
 - **Make revisions to plan** – Based on your progress reviews, make the necessary revisions or adjustments to your plan to keep you focused on reaching your green goals. This could include modifying, eliminating or expanding some initial goals or adding new goals.
 - **Communicate progress** – Let all your employees know your green efforts progressing. Incremental successes will provide incentive to your staff to continue in their efforts. Celebrate your successes across the company and solicit new ideas and feedback from everyone.

Planning Example – ABC Pros

ABC Pros Green Policy

At ABC Pros, we apply green thinking to every action and every decision to benefit our customers, our community and our employees. We are committed to making a positive impact on the environment by becoming ABC Pros at developing and implementing effective green practices and procedures as a rule, not as an exception.

We are dedicated to taking the following actions to achieve our green vision:

- Measurably reduce our company’s carbon footprint
- Reduce the amount of waste our company produces
- Increase our green knowledge

ABC Pros Green Plan

Step 1 – Identify the Goals – Year 1

- **Measurably reduce the company’s carbon footprint**
 - **Goal 1** – Replace all office lighting with energy efficient fluorescent fixtures to reduce average month kWh used.
 - **Goal 2** - Install a secure, protected bicycle storage area to encourage bicycle commuting.
 - **Goal 3** - Design and implement a “Local Pro” program that matches employer and employees on both skill sets and location to reduce commutes.
- **Reduce the amount of waste our company produces**
 - **Goal 4** - Increase the number recycling bins at the headquarters location for paper, metal, plastic, cardboard and glass.
 - **Goal 5** - Set printers to double-sided printing default.

Goal	Goal Description
1	Replace office lighting with energy efficient fixtures.
2	Install bike storage area
3	Design & implement “Local Pro” program
4	Increase the number of recycle bins
5	Set Printers to double-sided default

Step 2 – Create metrics to assess progress and determine baseline

Goal 1 Metric– Average kWh used per month

Goal 2 Metric– Number of employees commuting by bike

Goal 3 Metric– Average number of car commuting miles per employee per year

Goal 4 Metric– Average number of pounds recycled per month

Goal 5 Metric– Average number of reams of paper used per month

Determine the best way to measure progress for each goal and establish where you are today (baseline).

Goal	Goal Description	Baseline Measure (metric)
1	Replace office lighting with energy efficient fixtures.	9256 kWh per month
2	Install bike storage area	10 employees
3	Design & implement "Local Pro" program	2160 car commuting miles per employee per year
4	Increase the number of recycle bins	100 pounds recycled per month
5	Set Printers to double-sided default	20 reams per month

Step 3 – Set Improvement Targets

Goal	Goal Description	Baseline Measure (metric)	Improvement Target %	Target Measure (metric)
1	Replace office lighting with energy efficient fixtures.	9256 kWh/month	5% reduction	8792 kWh/month
2	Install bike storage area	10 employees	20% increase	12 employees
3	Design & implement "Local Pro" program	2160 miles/employee per year	20% decrease	1728 miles per employee/yr.
4	Increase the number of recycle bins	100 lbs per month recycles	100% increase in lbs. recycled per month	200 pounds
5	Set Printers to double-sided default	20 reams/month	25% reduction in paper use	15 reams/month

Step 4 – Assign Responsibility

Goal	Goal Description	Baseline Measure (metric)	Improvement Target %	Target Measure (metric)	Goal Leader
1	Replace office lighting with energy efficient fixtures.	9256 kWh/month	5% reduction	8792 kWh/month	Mary J.
2	Install bike storage area	10 employees	20% increase	12 employees	Tom L.
3	Design & implement "Local Pro" program	2160 miles/employee per year	20% decrease	1728 miles per employee/yr.	Perry
4	Increase the number of recycle bins	100 lbs per month recycles	100% increase in lbs. recycled per month	200 pounds	Elaine
5	Set Printers to double-sided default	20 reams/month	25% reduction in paper use	15 reams/month	Jeff

Step 5 – Put it all together!

Goal	Goal Description	Baseline Measure (metric)	Improvement Target %	Target Measure (metric)	Goal Leader	Start Date	End Date
1	Replace office lighting with energy efficient fixtures.	9256 kWh/month	5% reduction in avg. kWh used per month	8792 kWh/month	Mary J.	12/1/10	3/31/11
2	Install bike storage area	10 employees	20% increase in employees biking to work	12 employees	Tom L.	12/1/10	12/31/10
3	Design & implement "Local Pro" program	2160 miles/employee per year	20% decrease in avg. car commuting miles per emp.	1728 miles per employee/yr.	Perry	1/1/11	4/30/11
4	Increase the number of recycle bins	100 lbs per month recycles	100% increase in lbs. recycled per month	200 pounds	Elaine	11/1/10	11/30/10
5	Set Printers to double-sided default	20 reams/month	25% reduction in paper use	15 reams/month	Jeff	12/1/10	11/30/11

Calculate baseline carbon footprint using carbon footprint calculator at <http://www.pge.com/mybusiness/environment/whatyoucando/>

What is my carbon footprint?

Electricity
 kWh per month

Natural Gas
 therms per month

Miles driven per year
 miles @ mpg

Your carbon footprint is: 706,716 lbs. CO₂ per year (estimated*)

Equivalent to burning 36,428 gallons of gasoline

Carbon Footprint Reduction Goal

What is my target carbon footprint?

Electricity
 kWh per month

Natural Gas
 therms per month

Miles driven per year
 miles @ mpg

Bottom of Form

Your target carbon footprint is: 574,095 lbs. CO₂ per year (estimated*)

Equivalent to burning 29,592 gallons of gasoline

Goal Description	Baseline Measure (metric)	Improvement Target %	Target Measure (metric)
Reduce carbon footprint	706,716 lbs. CO ₂ per year or 36,428 gallons of gas	<u>18.8% reduction!</u>	574,095 lbs. CO ₂ per year or 29,592 gallons of gas