

# STEERING COMMITTEE ON STATE SUSTAINABILITY

DECEMBER 6, 2019

GINA MCCARTHY AUDITORIUM



**greenergovCT**

A Lead by Example Initiative

# AGENDA



**greenergovCT**

A Lead by Example Initiative

- Sustainability Performance Plans (15 mins)
- Data Collection Update (10 mins)
- Leading Through Change Presentation (30 mins)
- Project Teams Update (25 mins)
- Next Steps Before January (5 mins)



# **SUSTAINABILITY PERFORMANCE PLANS**

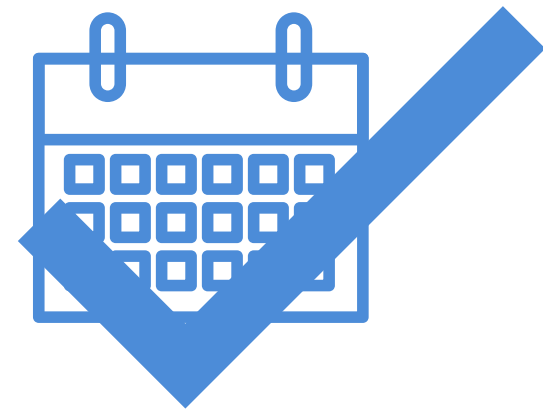
# SPP REVIEW



## Sustainability Performance Plan 101

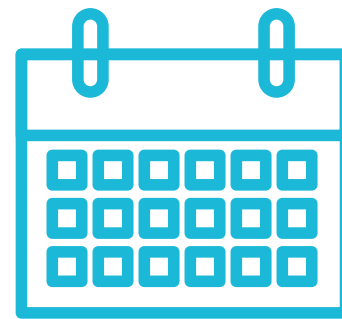
- Your agency's plan to work towards the sustainability goals in Executive Order 1.
- Unique forms for each agency have been created and pre-populated with data from EnergyCAP.
- Can be used for agency and statewide planning and reporting, as well as public education regarding the state's sustainability efforts.
- Should be completed by SSOs and approved by Commissioners.

# SPP TIMELINE



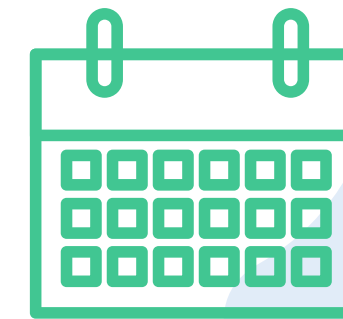
## November 8 Meeting

Sustainability Performance Plan drafts are introduced and walked through.



## December 6 Meeting

Sustainability Performance Plans are released to SSOs with fillable sections to complete.



## January 24 Deadline

Completed and signed Sustainability Performance Plans are submitted via Dropbox.

# REPORT ACCESS & SUBMISSION

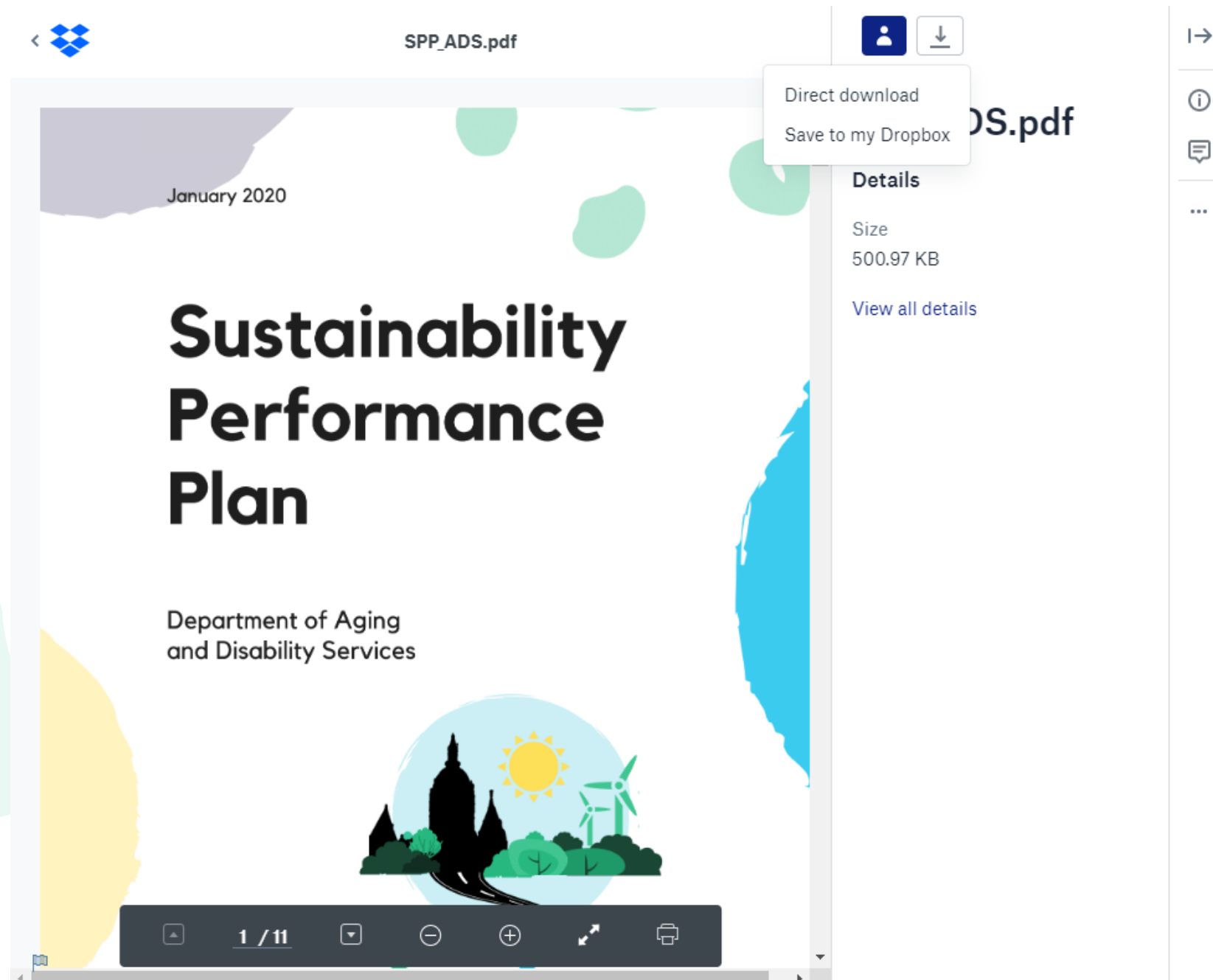


## How will you download and upload your SPP?

- Dropbox links will be shared via email on 12/6
  - One link to download customized SPP
  - Another link to upload completed SPP

Email [Pauline.Zaldonis@ct.gov](mailto:Pauline.Zaldonis@ct.gov) or [Rose.Croog@ct.gov](mailto:Rose.Croog@ct.gov) if you need assistance accessing your SPP

# HOW TO DOWNLOAD YOUR SPP



1

Use the link provided in the email sent on 12/6 to access the Dropbox folder called SPP

2

Find the SPP form created for your agency. The filename for your agency will include the acronym for your agency (e.g. SPP\_DEEP)

3

Save the form to your local machine and open the PDF with Adobe Reader. Enter your responses in the spaces provided

# COMPLETING YOUR SPP

## 11 Pages

1 Signature Page

5 Pages for SSO to fill out

- Intro to Your Agency & Involvement in EO 1
- Sustainability Projects
- Future Planning

5 Pages are pre-populated

- EO 1 Background
- Data Collection Progress
- Performance Data



# COMPLETING YOUR SPP

To make the SPP easier to complete:

- Where possible, data has been pre-populated for your agency
- Drop down menus are used to simplify answers where possible
- Character-limited text boxes are used to ensure concise responses
- An appendix is provided at the end of the SPP for agencies that have more than 3 sustainability projects to report on

8

## Sustainability Projects

How many projects has your agency implemented that had a positive impact on sustainability in FY2019? Include projects relating to infrastructure improvements as well as behavioral change that took place in owned, leased, or occupied space and were either in progress or completed in FY2019.

Please provide more detail on up to **three** of your agency's FY2019 projects below and on the next page.

1

Project location (indicate leasing or ownership structure):

Type of Project:  Structural - Combo

Agencies Involved:

Brief Description:

Implementation Status and Timeline:

Realized or Anticipated Benefits:

2

Project location (indicate leasing or ownership structure):

Type of Project:  Structural - Combo

Agencies Involved:

Brief Description:

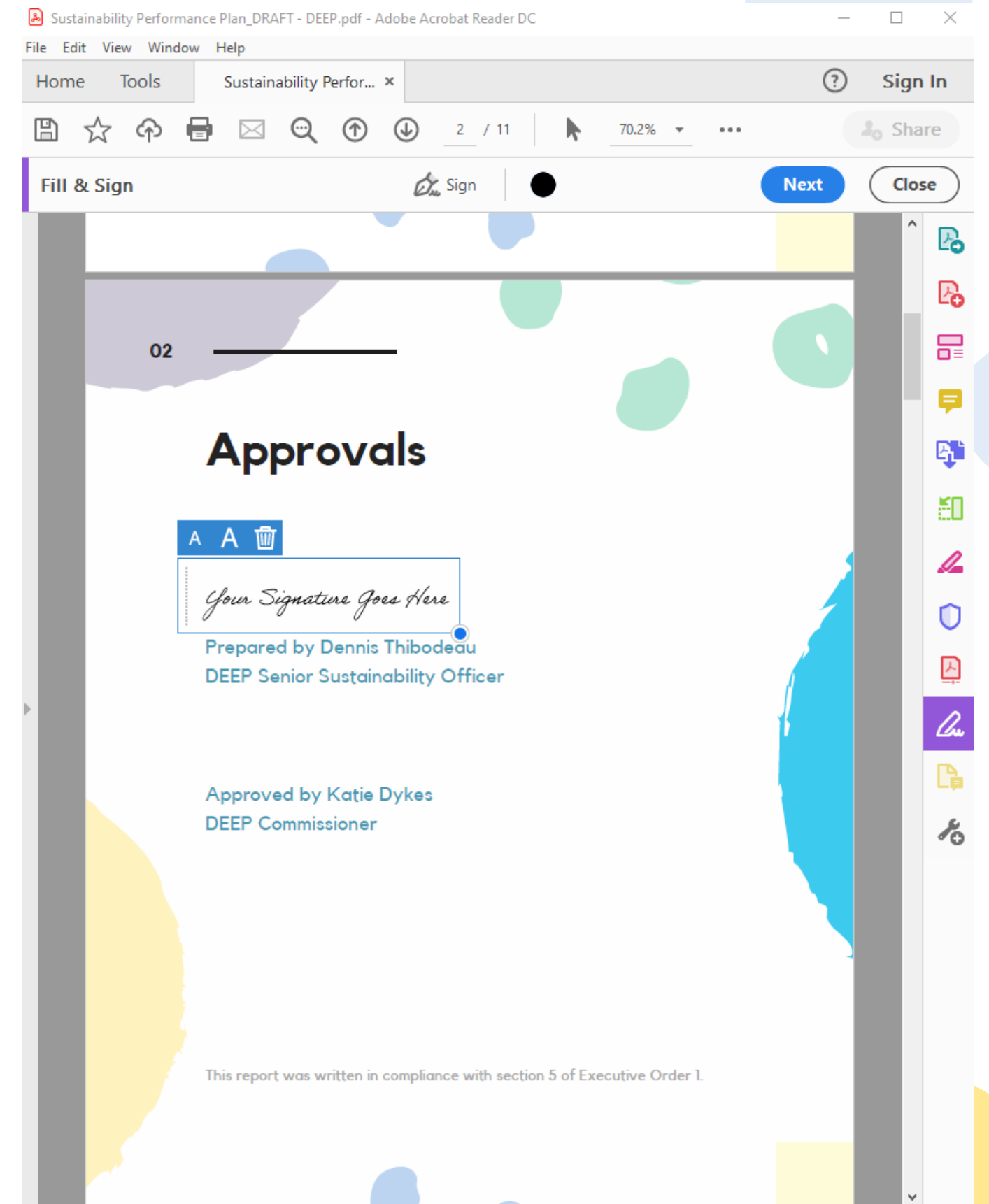
Implementation Status and Timeline:

Realized or Anticipated Benefits:

# ADDING SIGNATURES

Use the "Fill & Sign" tool in Adobe Acrobat Reader to add signatures on the Approvals page

Signatures are needed from the SSO and Commissioner for your agency



# FAQ

## Support for completing the SPP

Created by the Reporting Team to answer your questions:

- *What is the purpose of the SPP?*
- *When and how do I submit the SPP?*
- *Who should complete the SPP?*
- *How will this year's SPP be different from future years?*
- *Where does the performance data come from?*

**SUSTAINABILITY PERFORMANCE PLAN** **FAQ**  
JANUARY 2020

**1. WHAT IS THE PURPOSE OF THE SUSTAINABILITY PERFORMANCE PLAN (SPP)?**

Executive Order 1 requires agencies to submit an annual Sustainability Performance Plan that "lists the necessary actions, milestones, and responsible parties to achieve the sustainability goals and targets established by this Order, as well as the progress on achieving such goals and targets." The SPP is the primary mechanism for agencies to report on their progress towards meeting the sustainability goals in EO 1 on an annual basis.

**2. WHAT WILL THE SPP BE USED FOR?**

The SPPs will be used 1) to contribute to the statewide annual report created by the EO 1 Co-Chairs and Steering Committee, 2) to serve as a tool for agency commissioners to assess their agency's progress and needs, and 3) to be published on the GreenerGovCT website to educate the public on the state's sustainability efforts.

**3. WHEN IS THE SPP DUE AND HOW DO I SUBMIT MY PLAN?**

You can access your Sustainability Performance Plan draft at the following link:  
<https://www.dropbox.com/ah/rmv22ycxae3jx/AADS-SSUjrh7HjW7UOK4ea7dl=0>  
Please submit your SPP via DropBox using the following link:  
<https://www.dropbox.com/request/0FVPO1BvWbOVkLM0Q2>

The completed and signed SPP is due by January 24, 2020.

**4. WHO SHOULD COMPLETE THE SPP?**

The SPP should most likely be completed by your agency's Senior Sustainability Officer (SSO), as the lead at your agency on complying with the requirements of EO 1. The SPP is intended to be an opportunity for SSOs to brief their commissioners on the progress being made on EO 1 at their agency. Other agency staff may be involved in completing the SPP, but it is the primary responsibility of the SSO.

**5. HOW WILL THIS YEAR'S SPP DIFFER FROM FUTURE YEARS?**

The SPPs in future years will differ from the FY2019 SPP in the following way: 1) baseline data will be collected, allowing measurement of progress towards sustainability goals; 2) occupancy data will be collected, allowing agencies to track environmental performance in buildings they occupy even if they don't own the buildings; 3) interim goals and sub-targets will be developed to track progress beyond the three primary targets in EO 1; and 4) project teams will have a suite of strategies to plan and make progress on sustainability goals.


**6. WHO SHOULD BE LISTED AS KEY STAFF INVOLVED IN EO 1 ON PAGE 4?**

List any staff at your agency involved in EO 1. This could include the SSO, members of any of the project teams, staff responsible for loading utility bills into EnergyCAP, or anybody involved in working towards the sustainability goals in EO 1.

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# QUESTIONS?

Ask us now or email [Pauline.Zaldonis@ct.gov](mailto:Pauline.Zaldonis@ct.gov)  
later with your SPP questions



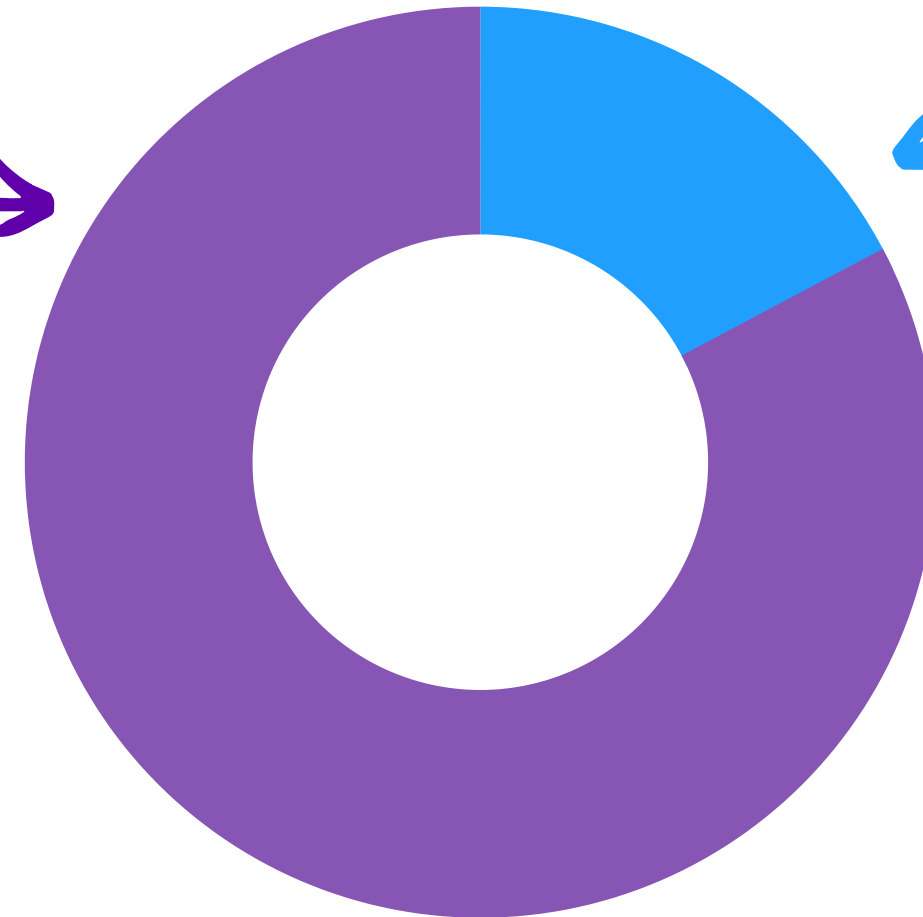
**DATA  
COLLECTION  
UPDATE**

# LEVEL 2

## Requirements

- All utility accounts and meters have been identified
- Building information in EnergyCAP is accurate
- Meters have been properly correlated to buildings

24 AGENCIES COMPLETE



5 AGENCIES INCOMPLETE



These agencies have complex inventories and were granted extensions.

April 2019

June 2019

Aug 2019

Oct 2019

Dec 2019

Feb 2020

Apr 2020

Level 1

Level 2

Level 3

# LEVEL 1

Begin uploading current invoices

# LEVEL 2

Complete building inventory sheet

# LEVEL 3

Upload historical utility invoices to BillCAPture from January 2018 - present

**Level 3  
Deadline**



April  
2019

June  
2019

Aug  
2019

Oct  
2019

Dec  
2019

Feb  
2020

**April  
2020**

Level 1

Level 2

Level 3

# WASTE SURVEY

## Survey of Agency Materials Management Practices

Survey link and information is on [portal.ct.gov/GreenerGov](http://portal.ct.gov/GreenerGov)

Due on **December 18, 2019**

Please submit any questions to [leadbyexample@ct.gov](mailto:leadbyexample@ct.gov)

Section 2: Waste and Recycling Services				
Q2.2	Q2.2a	Q2.3	Q2.4	Q2.5
How are waste and recycling hauling services provided for this facility?	If you selected Other contract or Other (please specify) here:	What is the name of your trash and recycling hauling/collection contractor?	Is recycling collected by custodial staff at individual employee workspace areas?	Are there recycling bins located in common areas (e.g. break rooms, conference rooms, lobby)?

Section 3: Supply Stream Purchasing					
Q3.1	Q3.2	Q3.3	Q3.4	Q3.5	Q4.1
How many reams of paper did this facility purchase in fiscal year 2019?  <i>Tip: Check with your Purchasing Staff for this information.</i>	Are the printers, copiers, and computers defaulted to double sided printing at this facility?  <i>Tip: check with your IT staff for this info</i>	Are the printers/copiers at this facility defaulted to "flex print" or "private print" (scan ID or use a code to retrieve documents)?	Does this facility have a system to collect and reuse office supplies and equipment?	Does your agency have a policy that prioritizes purchase of recycled content, recyclable materials, reusable materials or environmentally preferable products?	How is this facility handling shredded paper?
	<a href="#">Click below for multiple choice options</a>	<a href="#">Click below for multiple choice options</a>	<a href="#">Click below for multiple choice options</a>	<a href="#">Click below for multiple choice options</a>	<a href="#">Click below for multiple choice options</a>





# LEADING THROUGH CHANGE

# Change Management

State of Connecticut

# Objectives

By the end of today, the participant will be able to:

- Describe the stages of change
- Discuss strategies that can help
- Discuss the concepts of transition and change
- Discuss the human response to change

# Objectives

By the end of today, the participant will:

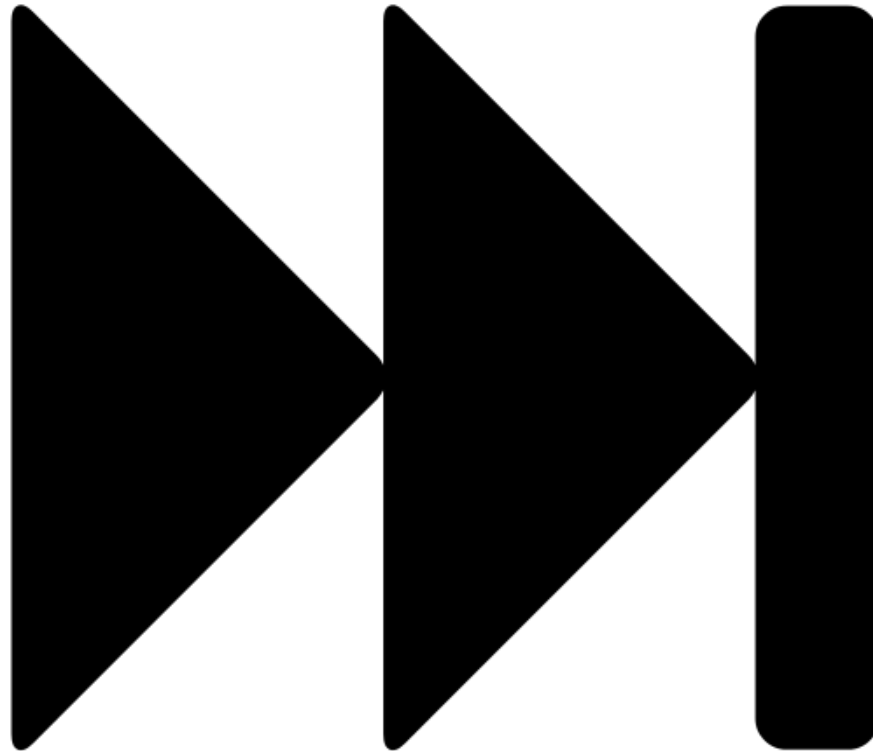
- Identify the leader's role in the change management process at your agency
- Identify how you can contribute to your agency's success
- Recognition of the importance of venting, understanding, empowering and leading through change

# How Do People Deal with Change???

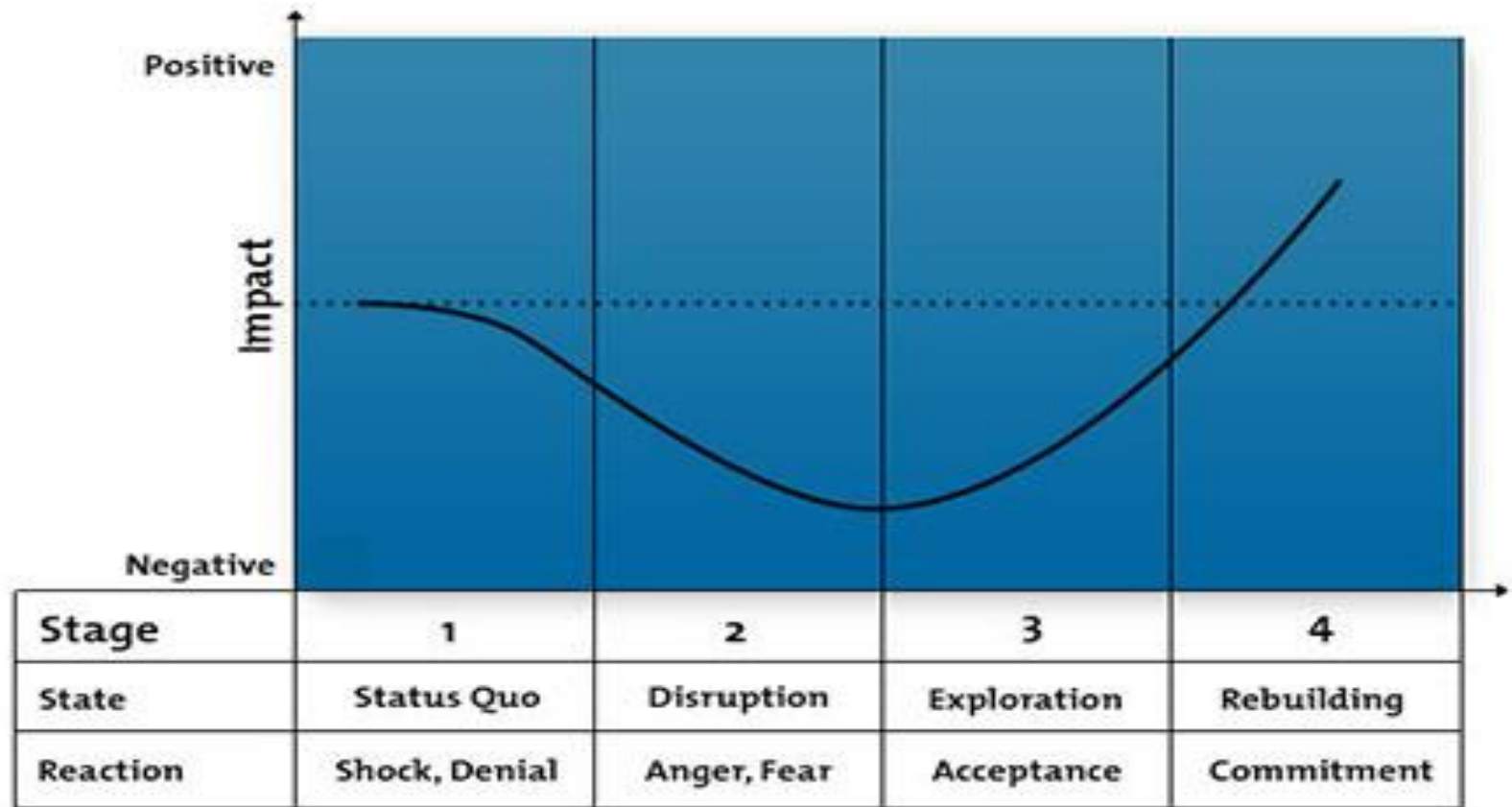




Look to the Past



# The Change Curve





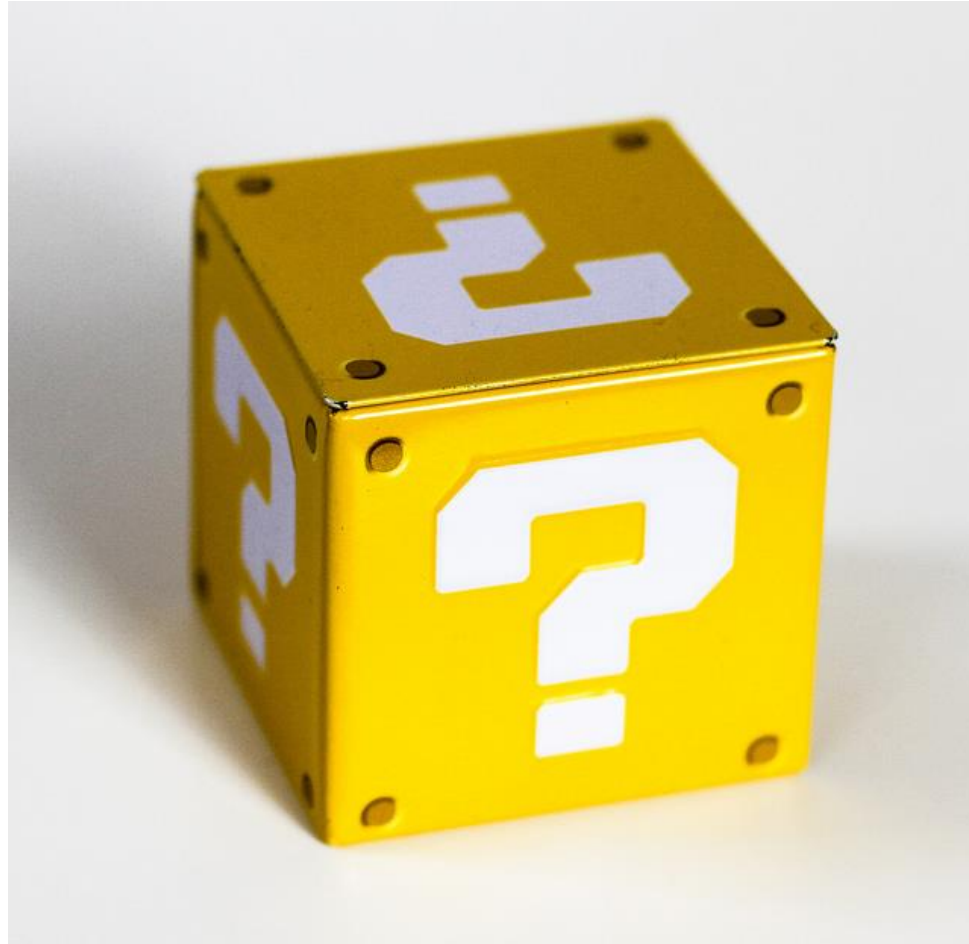
# Stage One



# Stage Two



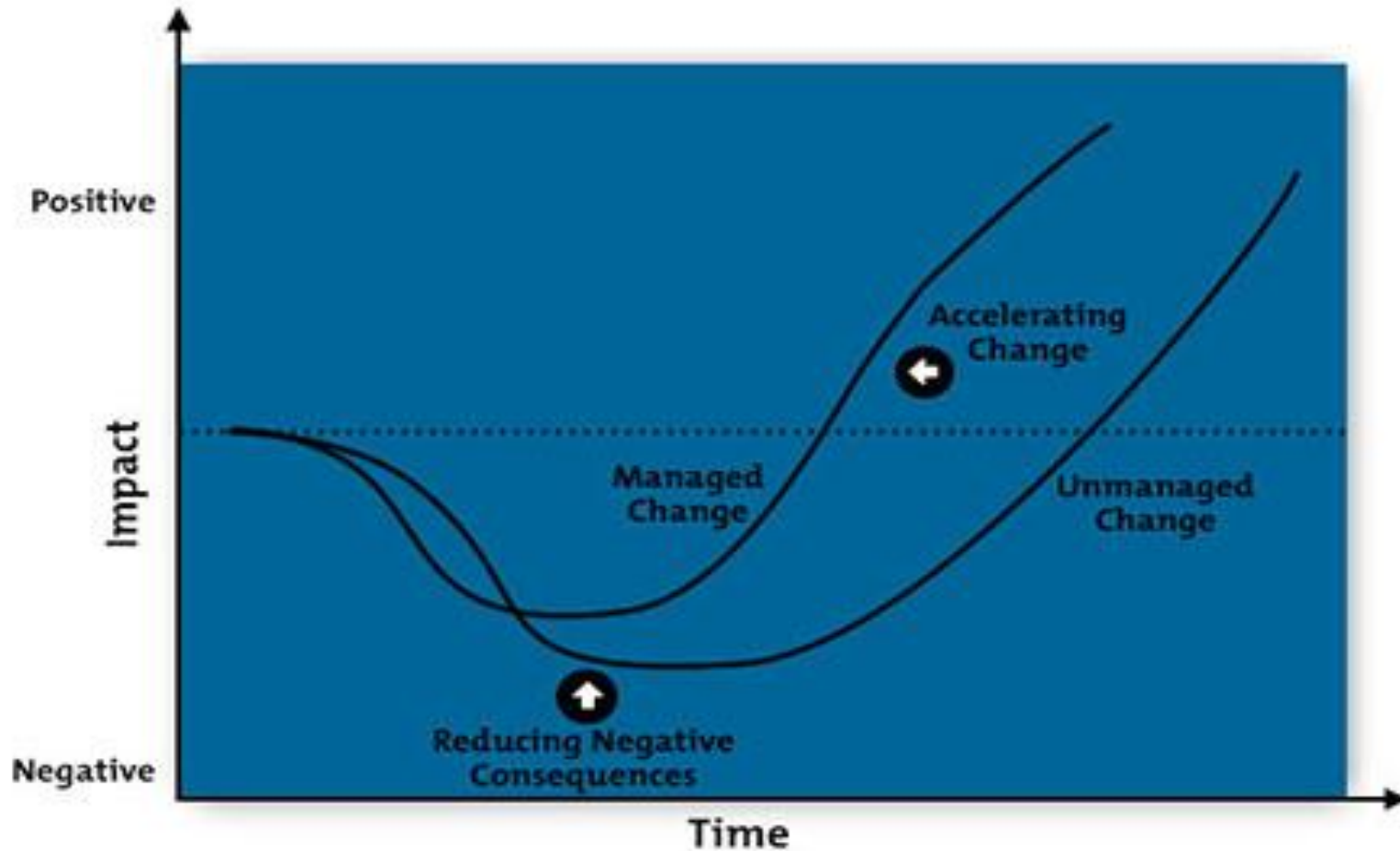
# Stage Three



# Stage Four



# Managing the Curve



# How are people feeling?



# What do we need to do to be successful?

- 1** – Creating a climate for change
- 2** – Engage and enable the whole organization
- 3** – Implement and sustain the change

# Creating a Climate for Change

- Step 1 - Increase Urgency



# Creating a Climate for Change

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams

# Create a Climate for Change

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams
- **Step 3 - Get the Vision Right**

# Engaging & Enabling the Whole Organization

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams
- Step 3 - Get the Vision Right
- Step 4 - Communicate for Buy-In

# Engaging & Enabling the Whole Organization

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams
- Step 3 - Get the Vision Right
- Step 4 - Communicate for Buy-In
- **Step 5 - Enable Action**

# Engaging & Enabling the Whole Organization

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams
- Step 3 - Get the Vision Right
- Step 4 - Communicate for Buy-In
- Step 5 - Enable Action
- **Step 6 – Create Short Term Wins**

# Implement and Sustain the Change

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams
- Step 3 - Get the Vision Right
- Step 4 - Communicate for Buy-In
- Step 5 - Enable Action
- Step 6 – Create Short Term Wins
- **Step 7 - Don't Let Up**

# Implement and Sustain the Change

- Step 1 - Increase Urgency
- Step 2 - Build Guiding Teams
- Step 3 - Get the Vision Right
- Step 4 - Communicate for Buy-In
- Step 5 - Enable Action
- Step 6 – Create Short Term Wins
- Step 7 - Don't Let Up
- **Step 8 - Make it Stick**

# The Leader's Role in Change

- Role Model
- Catalyst
- Influencer





# Tips

- Build safety zones
- Ask advice from veterans
- Be compassionate  
towards yourself and others
- Anticipate changes & impacts
- Use a wide angle lens
- Be conscious of self talk

# Regenerate

- Maintain self care
- Pace yourself
- Keep a sense of humor
- Take stock of your strengths




Questions?

# Resources

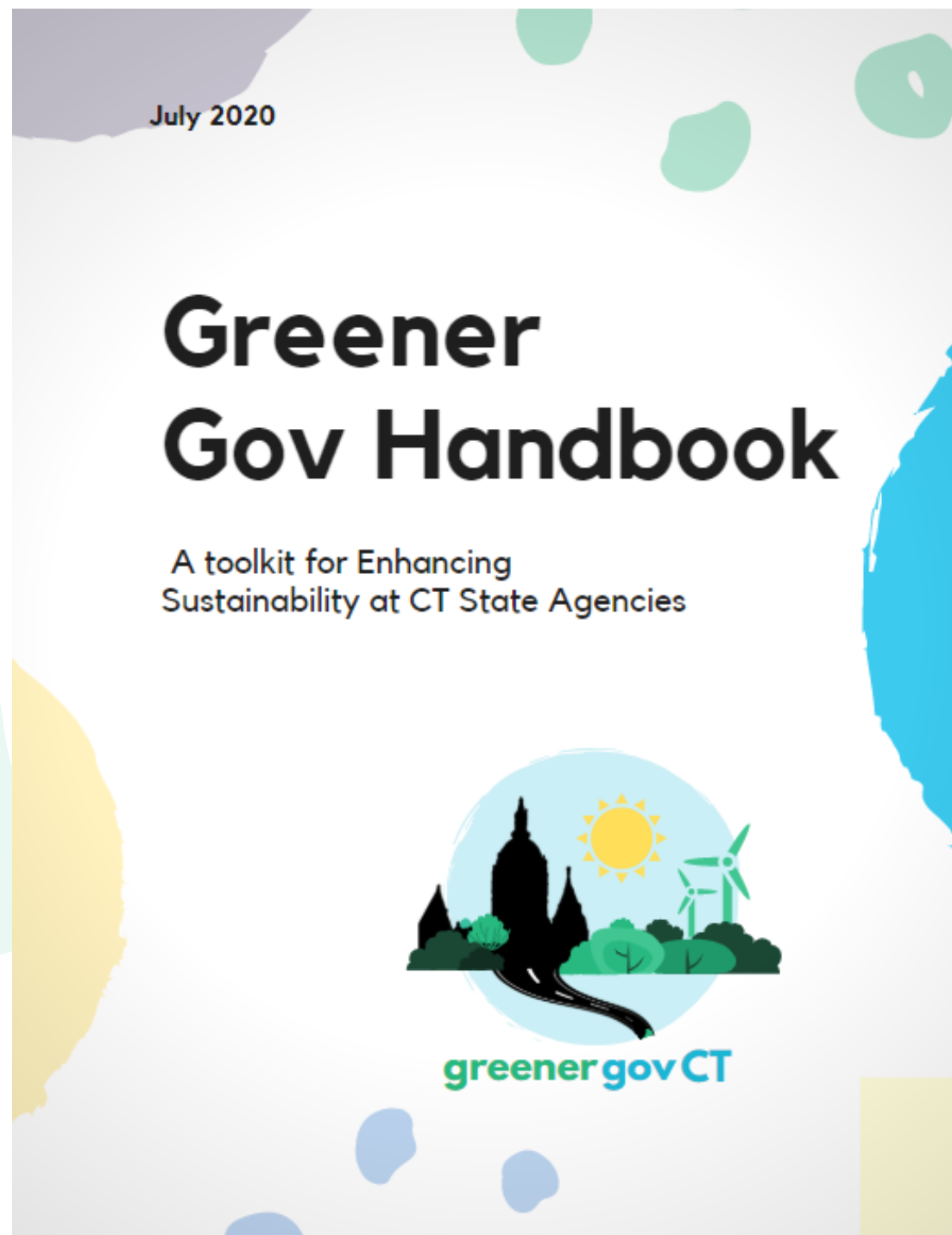
- Department of Administrative Services, [www.das.state.ct.us](http://www.das.state.ct.us)
- Virginia Dept. of Planning and Budget, [www.dpb.virginia.gov/sp/sp.cfm](http://www.dpb.virginia.gov/sp/sp.cfm)
- Cohen, Dan. “The Heart of Change Field Guide”, Boston: Harvard Business School Publishing, 2005.
- Kotter, John, “Leading Change”, Boston: Harvard Business School Publishing, 1996
- Patterson, Kerry; Grerry, Joseph; Maxfield, David, “The Influencer: Power to Change Anything”
- Gladwell, Malcolm, “Tipping Point”
- Johnson, Dr. Spencer, “Who Moved My Cheese?”

Thank you!



**PROJECT  
TEAM  
UPDATE**

# PROJECT TEAM DELIVERABLES



We received 2 deliverables from Energy Efficiency and Clean and Efficient Transportation (thank you!)

We are aiming to provide more guidance and structure around this deliverable with a new March 1 deadline

The strategies will contribute to a Greener Gov Handbook for state agencies



# **PROJECT TEAM REPORT-OUTS**



<p><b>Goal 1</b></p> <p>Insert Goal 1</p> <p>Develop suite of waste reduction strategies for state agencies</p>	<p><b>Action Items</b></p> <p>Insert Goal 1 Action Items</p> <ul style="list-style-type: none"> <li>• Distribute SMM Survey</li> <li>• Start to think about how to compile and analyze results for reporting</li> <li>• Brainstorm/identify Best Management Practices</li> </ul>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 1?</p> <p>100% Survey Response - All State Agencies, Deadline is 12/18</p>
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<p><b>Goal 2</b></p> <p>Insert Goal 2</p> <p>Implement pilot projects to create model practices</p>	<p><b>Action Items</b></p> <p>Insert Goal 2 Action Items</p> <ul style="list-style-type: none"> <li>• "Right Size" dumpsters and pick-up frequencies</li> <li>• Food waste composting</li> <li>• Recycle toner cartridges</li> <li>• Set copiers to</li> </ul>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 2?</p> <ul style="list-style-type: none"> <li>• DOT to develop checklist</li> <li>• DAS to document lessons learned</li> <li>• DSS to develop checklists</li> </ul>
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<p><b>Goal 3</b></p> <p>Insert Goal 3</p> <p>Develop standard operating procedures for agencies</p>	<p><b>Action Items</b></p> <p>Insert Goal 3 Action Items</p> <ul style="list-style-type: none"> <li>• Identify existing policies/procedures</li> <li>• Incorporate SMM into new employee orientation</li> </ul>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 3?</p> <ul style="list-style-type: none"> <li>• Existing procedures to be identified via the Survey</li> <li>• DEEP to look into new employee orientation program (longer term pilot)</li> </ul>
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# SUSTAINABLE MATERIALS MANAGEMENT REPORT-OUT

<p><b>Goal 1</b></p> <p>Insert Goal 1</p> <p>In coordination with the project impact teams, identify process improvement techniques and training that may be useful.</p>	<p><b>Action Items</b></p> <p>Insert Goal 1 Action Items</p> <ol style="list-style-type: none"> <li>1. Reconfirm liaisons for impact teams</li> <li>2. Identify training needs – Leading Through Change training to SSOs</li> <li>3. Tools - Share inventory</li> </ol>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 1?</p> <p>Need collaboration with impact teams to support their identified needs.</p>
<p><b>Goal 2</b></p> <p>Insert Goal 2</p> <p>Facilitate communication between existing Agency Lean Coordinators and EO1 project teams</p>	<p><b>Action Items</b></p> <p>Insert Goal 2 Action Items</p> <ol style="list-style-type: none"> <li>1. Identify Agency Lean Coordinators</li> <li>2. Meet with Project Team leaders and co-chairs</li> </ol>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 2?</p> <p>Invite to monthly process improvement team meetings</p>
<p><b>Goal 3</b></p> <p>Insert Goal 3</p> <p>Assess value of Re-Lean for Greener Gov related, past interagency Lean events</p>	<p><b>Action Items</b></p> <p>Insert Goal 3 Action Items</p> <ol style="list-style-type: none"> <li>1. Assess status of fueling stations DOT/DEEP/DESP past LEAN event.</li> <li>2. Identify other existing Lean opportunities.</li> </ol>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 3?</p> <p>Need collaboration and communication with relevant state agencies</p>

# PROCESS IMPROVEMENT REPORT-OUT

**Goal 1**

Insert Goal 1

Strategies for Deploying Solar:  
Financing:  
PPA

**Action Items**

Insert Goal 1 Action Items

The DOC, DEEP and DAS pricing for installation and financing have been received. Once interconnection costs are received \$/kWh will be

**Help Needed**

Additional assistance needed to complete goal 1?

Once pricing is reviewed and approved by agencies the AG's office will review the PPA

**Goal 2**

Insert Goal 2

Install Pilot Project

**Action Items**

Insert Goal 2 Action Items

Facilitate the installation of the solar PV

**Help Needed**

Additional assistance needed to complete goal 2?

May need help from DEEP on siting and permitting?

**Goal 3**

Insert Goal 3

Education for state agencies

**Action Items**

Insert Goal 3 Action Items

Team is reviewing a solar checklist and Green Bank is working on fact sheet on the PPA

**Help Needed**

Additional assistance needed to complete goal 3?

TBT

# RENEWABLES ON STATE BUILDINGS REPORT-OUT

<p><b>Goal 1</b></p> <p>Insert Goal 1</p> <p>Create Sustainability Performance Plan forms for each agency participating in EO 1 by Dec 6</p>	<p><b>Action Items</b></p> <p>Insert Goal 1 Action Items</p> <ul style="list-style-type: none"> <li>-Incorporate last round of edits/feedback into SPP form</li> <li>-Create individual reporting</li> </ul>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 1?</p> <p>N/A</p>
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<p><b>Goal 2</b></p> <p>Insert Goal 2</p> <p>Facilitate smooth reporting process for SPPs</p>	<p><b>Action Items</b></p> <p>Insert Goal 2 Action Items</p> <ul style="list-style-type: none"> <li>-Create FAQ to share with SSOs along with SPP form</li> <li>-Develop plan for sharing reporting forms with agencies--explore</li> </ul>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 2?</p> <p>N/A</p>
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<p><b>Goal 3</b></p> <p>Insert Goal 3</p> <p>Develop plan for agency scorecard/snapshot for FY19 and for future years</p>	<p><b>Action Items</b></p> <p>Insert Goal 3 Action Items</p> <ul style="list-style-type: none"> <li>-Revise template for FY19 snapshot/scorecard by Feb 2020</li> <li>-Propose metrics for future scorecards after</li> </ul>	<p><b>Help Needed</b></p> <p>Additional assistance needed to complete goal 3?</p> <p>Guidance from Co-chairs on goals and metrics to be tracked in future scorecards</p>
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# REPORTING REPORT-OUT



# **NEXT STEPS**

# NEXT STEPS

## **SPP Writing**

Begin writing for fillable sections in SPPs

## **Level 2 + 3**

Finish up Level 2 and complete Level 3 by April 1, 2020

## **Materials Management Survey**

Complete survey by December 18