

The Sonoma County Business Environmental Alliance

Summer 2004



Environmental Best Practices Report

Profitability through sound environmental practices

Best Practices



A special project of the Sonoma County Economic Development Board

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David Meddaugh, Bank of America
John Nagle, Agilent Technologies
Michael O'Brien, Cricklewood Restaurant
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I. Introduction

An Introduction to the Environmental Best Practices Project:

The following report has been produced by the Sonoma County Business Environmental Alliance (BEA) to document and publicize the environmental policies and practices of Sonoma County businesses that exceed compliance. This annually updated document acts as a local benchmark—gauging changing environmental voluntary practices and trends over time. This report is part of the **Best Practices Project**, a special initiative that the BEA has been improving and expanding since 1998.

The **Environmental Best Practices Project** is a program that measures, documents, and publicizes voluntary environmental steps taken by local companies to improve both their environmental stewardship and financial performance. The project is also a resource for companies seeking information about implementing and strengthening voluntary beyond-compliance environmental policies and practices. This year the report also includes a series of guides designed to help local businesses of all sizes improve their bottom lines by improving their environmental performance.

The purpose of the **Environmental Best Practices Project** is to:

- Create awareness among senior managers that environmental considerations can provide financial benefits to their business
- Provide quantitative and concrete examples of how companies have achieved savings through environmental initiatives
- Illustrate different pathways to implementing environmental initiatives and obtaining environmentally driven financial benefits
- Provide hands-on tools and innovative environmental ideas for companies that are beginning to explore sustainability
- Enhance business-to-business communication to achieve environmental and economic progress

The **Best Practices Project** consists of:

- **Environmental Best Practices Progress Report:**
An annually updated report on the voluntary environmental policies and practices of leading local businesses, derived from the *Voluntary Environmental Best Practices Survey*, that acts as a benchmark and reference for the community and individual businesses.
- **Environmental Best Practices Catalogue:**
A collection detailing the environmental best practices and specific steps that individual companies have taken to voluntarily implement more sustainable practices. The *Best Practices Catalogue* also highlights the economic benefits that each organization has derived from implementing these policies and practices.
- **How-To Guide Series:**
Produced by the Business Environmental Alliance staff, the How-To Guides take businesses through a series of simple steps to define their environmental priorities, identify the benefits of environmentally friendly business practices, and quickly locate information and assistance required to make their environmental goals a reality.
- **Voluntary Environmental Best Practices Survey:**
An annual survey of the voluntary environmental practices of leading local businesses, the results of which form the basis of the *Best Practices Progress Report*.
- **Internet resources:**
Online at www.sonomabea.org, readers can find business-focused environmental resources, listings of business, government, and non-profit resources, as well as conservation tips and checklists.

It is hoped that this project will act as an impetus to encourage more businesses to implement beyond-compliance environmental policies and practices, and that readers find it useful and informative.

For more information about the Business Environmental Alliance and the **Best Practices Project**, please visit the BEA website at www.sonomabea.org or contact bea@sonoma-county.org.



I. Best Practices Progress Report

Best Practices

A. Executive Summary

The 2004 **Sonoma County Best Practices Progress Report** analyzes responses to the 2003 **Voluntary Environmental Best Practices Survey**, and reports on progress made over the last three years.

This third **Voluntary Environmental Best Practices Survey** drew responses from a variety of businesses representing most key trade groups and chambers of commerce. The self-assessment consisted of a written survey sent out to about 300 leading companies from more than 20 sectors in Sonoma County. Responses were received from 79 companies, for a response rate of about 24%.

The Progress Report contains two unique features:

- 1) three questions asked only of larger companies (with over 25 employees)
- 2) where possible, the breakdown of results comparing survey findings over the last three years

KEY SURVEY FINDINGS

- Most Sonoma County businesses responding to the survey have made energy and water resource use a top priority. 87% of the respondents performed some type of energy conservation practice, while 68% pursued voluntary water conservation practices.
- Sonoma County companies are closely aligning their management strategies with voluntary environmental goals. A majority of responding companies are currently setting energy and water reduction goals in the 5-20% range.
- Awareness of solutions or ways to address resource or environmental issues has increased over the last year. Most responding local companies reported environmental issues as a priority while a few companies said that being aware of environmental issues translated into savings in company expenses.
- Responding companies are incorporating environmental criteria in the selection of goods and services suppliers. More than half of the respondents over the last two years (59% and 57% respectively) have reported to have integrated some form of environmental criteria in their purchasing practices.

Businesses report that they are pursuing voluntary environmental steps for a number of reasons, including: cost-saving potential, a desire to contribute to a healthy environment, improved employee morale, positive community relations, to serve as a model to other businesses, and to reduce future liability.

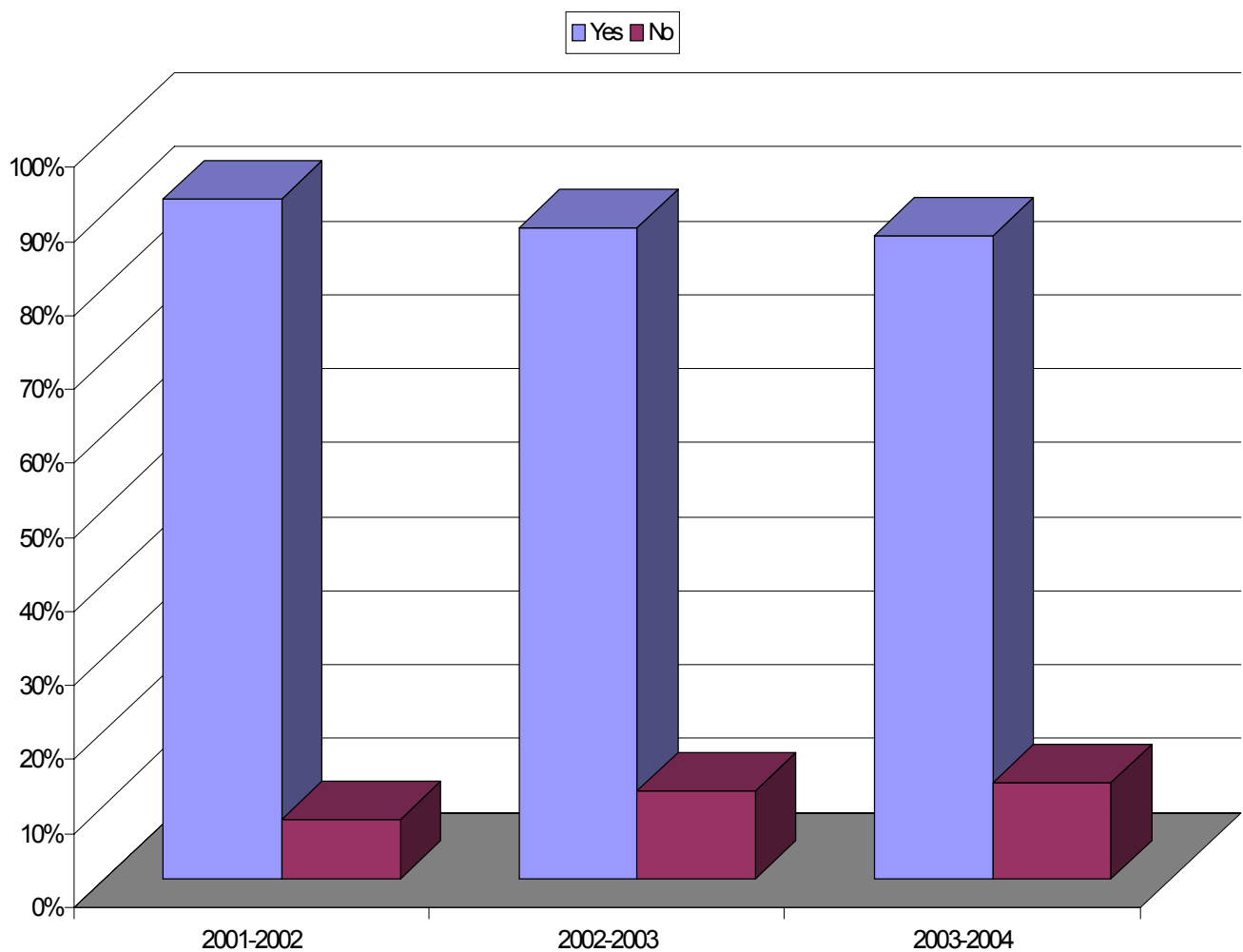
For the 2003-2004 **Environmental Best Practices Progress Report** the BEA has identified a number of **key opportunities** for area businesses and resource groups:

- Provide written material that takes businesses through a series of simple steps to define their environmental priorities and to quickly locate information and assistance.
- Seek marketing and outreach opportunities to provide resources to firms that desire information on how to implement profitable, beyond-compliance environmental practices.
- Provide entrepreneurs looking to expand or start a business in Sonoma County with information about developing an EMS, writing an environmental policy statement, and voluntarily adopting financially beneficial environmental practices.
- Focus on voluntary business water and energy conservation through workshops, newsletters, internet resources and other forms of outreach.
- Maintain existing survey participation while increasing participation rate next year.
- Publicize the link between instituting voluntary sound environmental practices and economic benefits, including at the Best Practices Breakfast for Fall 2004.

B. Survey Results and Analysis

This report details the results of a survey sent to leading Sonoma County businesses as well as most major trade groups and chambers of commerce. This analysis uses the survey results along with data from the last three years to describe the voluntary environmental steps taken by local companies to improve both their environmental stewardship and financial performance.

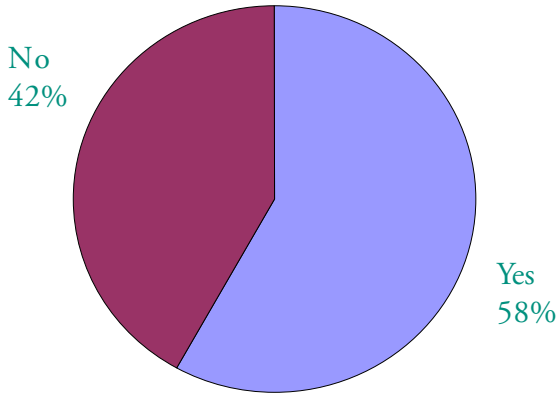
1. Does your company pursue any voluntary practices for energy conservation?



Over the course of three years, Sonoma County businesses have continued to perform some type of voluntary energy conservation practice. Though survey responses for voluntary energy conservation slightly dropped (87%) in the 2003-2004 survey by 1%, more businesses report they are retrofitting their lighting fixtures with energy efficient lighting such as fluorescents and solar installations. Within the last year, wineries, office complexes, and even auto body shops have installed solar panels as their main source of electric generation. These companies are highlighted in the Business Environmental Alliance newsletter, *The Bottom Line*, which can be read online at www.sonomabea.org.

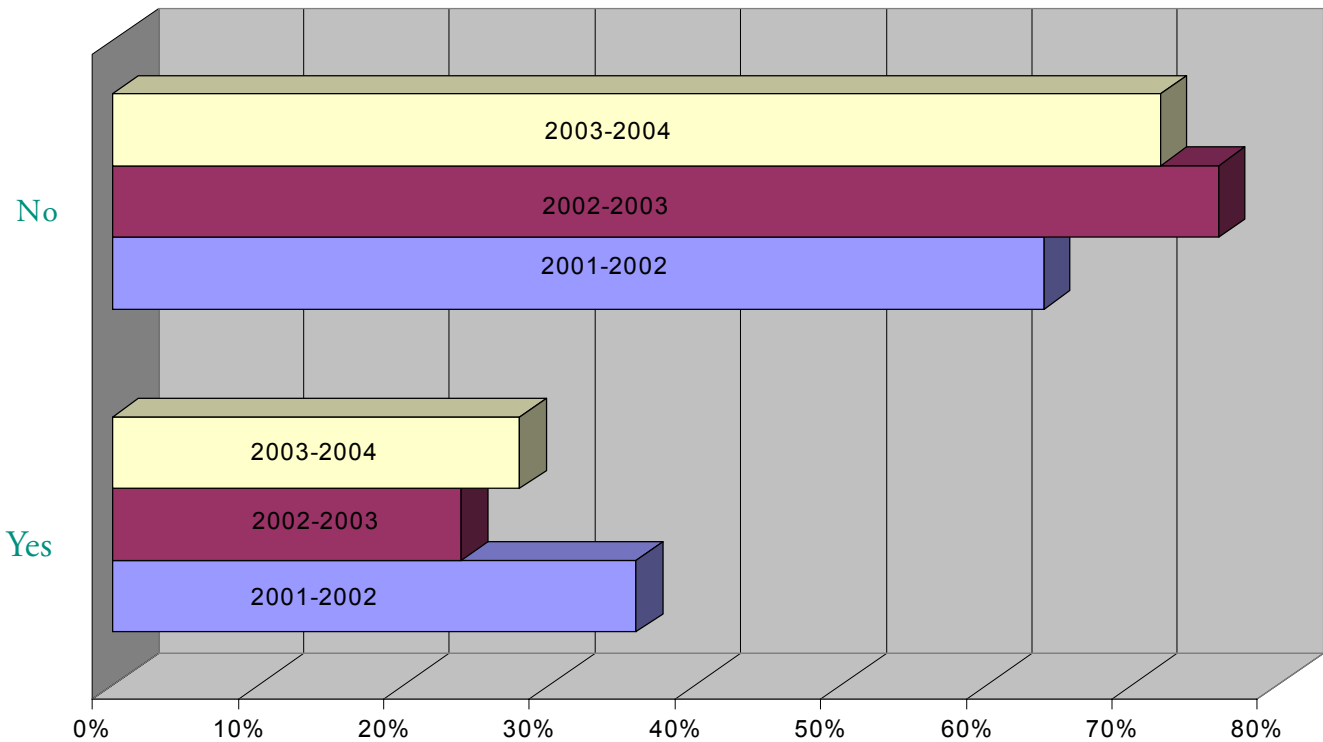
2. Does your company pursue any voluntary practices for water conservation and/or water recycling?

3-Year Average Total: 2001-2004



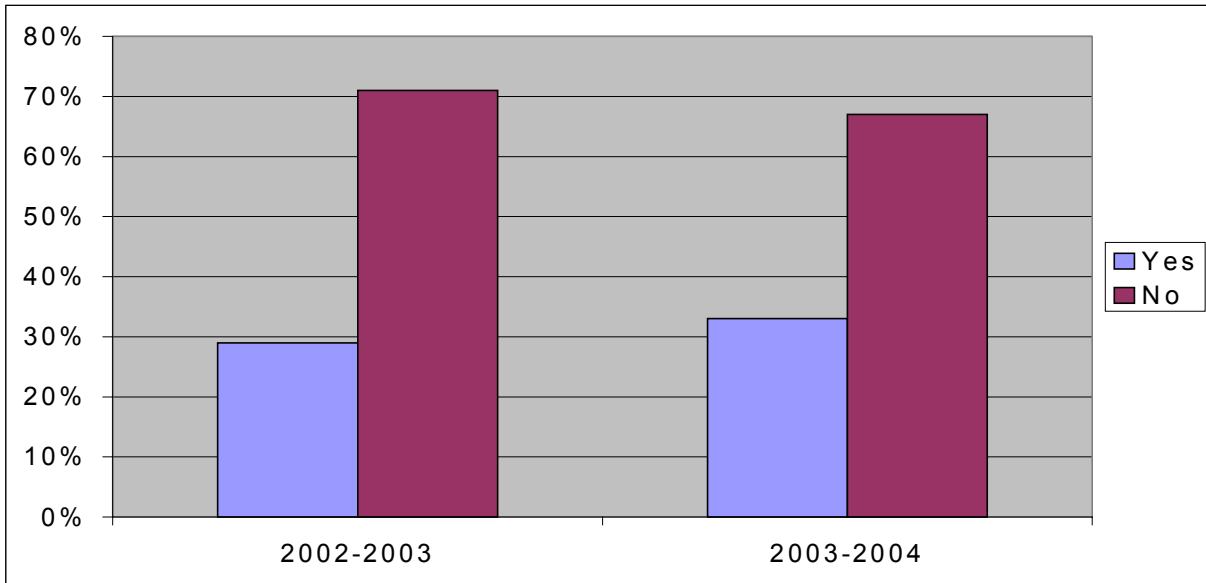
From 2001 to 2004, the 3-year average of survey respondents who pursued any voluntary practices for water conservation and/or water recycling is 58%. Even though the 3-year average, according to survey respondents, of practices for water conservation is one third lower than practices for energy conservation, many companies are currently implementing methods such as using recycled water for their landscape operations, implementing green programs, and installing low flow toilets, water efficient faucets, irrigation timers.

3. Has your company established a written environmental policy statement?



More than a quarter of responding businesses in the 2003-2004 survey have established a written environmental policy statement. Furthermore, a number of companies said that their environmental policy statement is updated annually. A formal environmental policy statement is a set of goals and principles helping companies put their environmental commitments into practice. By going through the process of writing an environmental policy statement, companies have found ways to reduce their overhead and boost their bottom line. Environmental policy statements are discussed in Section III, the *BEA "How-To" Guide Series*.

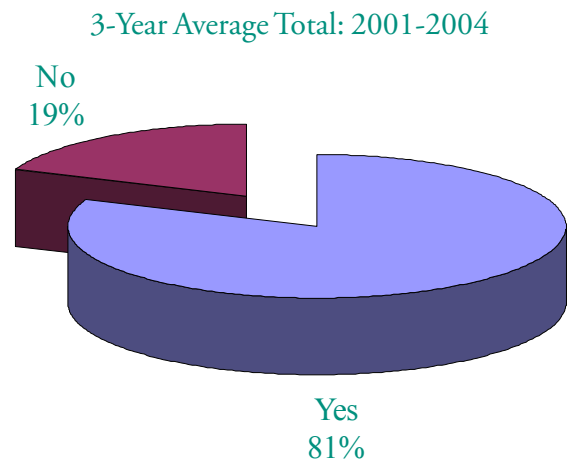
4. Has your company set voluntary environmental goals? (e.g. written target for reducing electricity consumption by 20% in one year.)



One third of responding executives said that their company has set voluntary environmental goals. Compared to last year’s voluntary survey results, this year’s survey showed an increase of 4% in setting voluntary environmental goals. The goals of responding companies address specific types of environmental impact in the context of the business’ overall mission and environmental policy. A majority of the responding companies are currently setting energy and water reduction goals in the 5-20% range. Furthermore, some companies are using employee awareness programs. Companies can learn how to set environmental goals and objectives in Section III, the *BEA “How-To” Guide Series*.

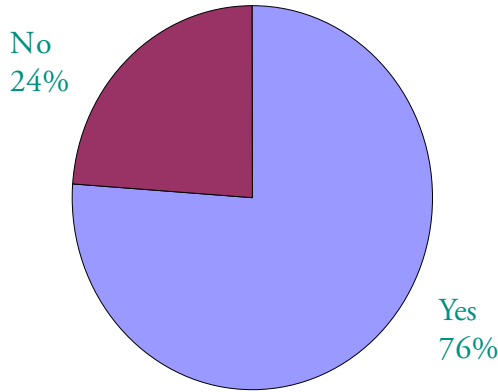
5. Are your employees encouraged to take part in or suggest improvements to the company’s environmental policies and practices?

Companies can fully realize their environmental goals, and the associated economic benefits, if all employees are committed to sound environmental practices. Responding companies continue to show their exemplary practices in employee involvement. The 3-year average from 2001-2004 of responding companies who said they encouraged employee involvement in the company’s environmental policies and practices is 81%. Most companies continue to encourage employees through weekly staff meetings, recycling programs, suggestions boxes, and incentive programs. New approaches currently used are email forums, forming environmental stewardship teams, and websites where employees can learn about the company’s policies and submit suggestions. To learn more about what companies can do to encourage employee involvement, refer to Section III, the *BEA “How-To” Guide Series*.

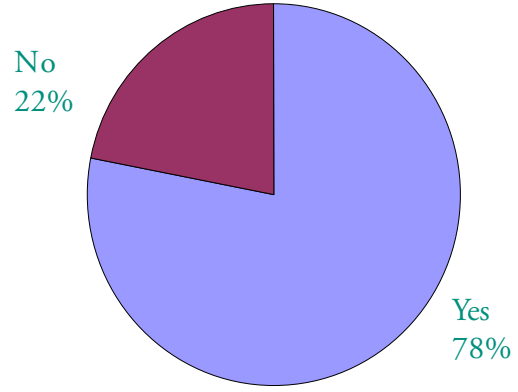


6. Is your company more aware of solutions or ways to address resources or environmental issues than it was three years ago?

Environmental Awareness in 2002-2003

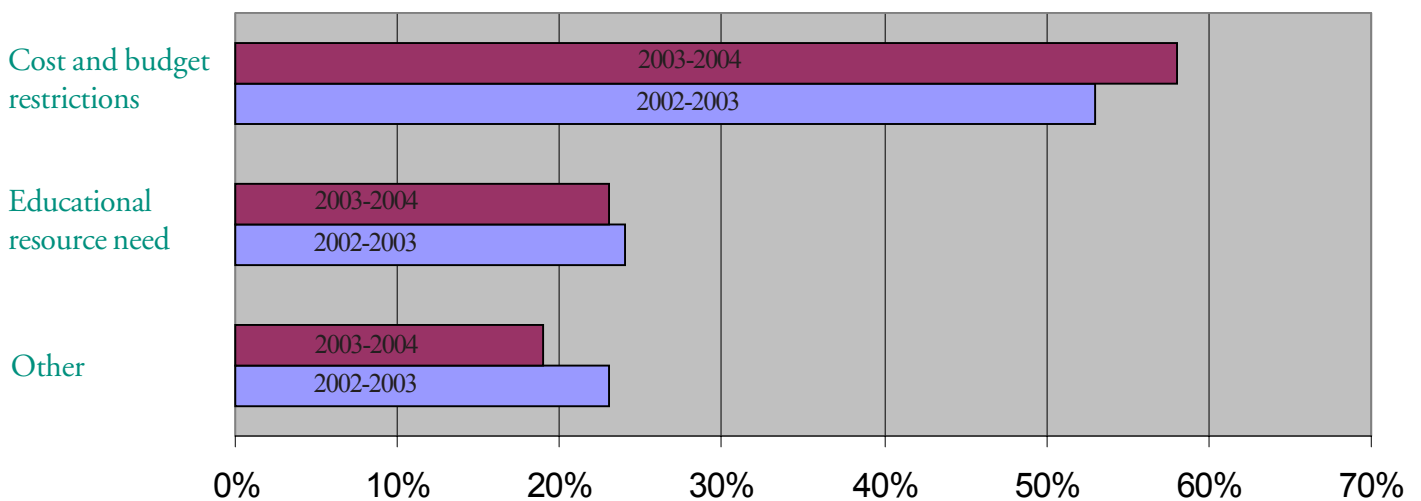


Environmental Awareness in 2003-2004



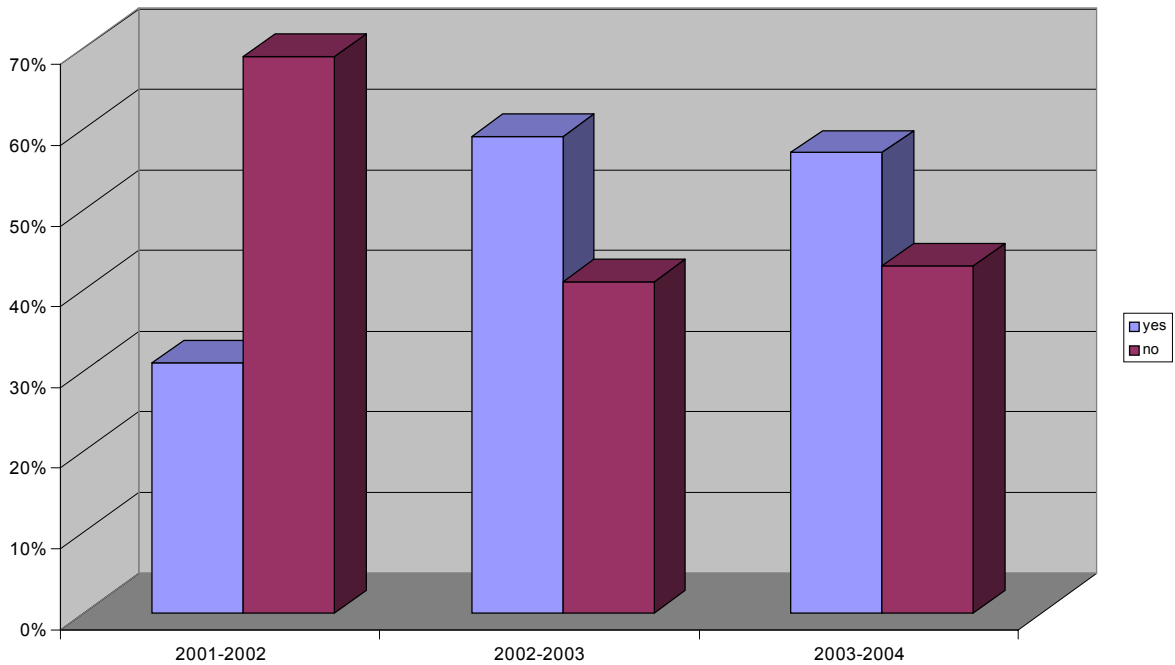
78% of responding company CEOs report being more aware of solutions or ways to address environmental issues. This reporting shows a 2% increase from last year's survey where 76% of respondents said their company was more aware of environmental issues. Most executives reported environmental issues as a priority while a few reported that being aware of environmental issues translated into a savings in company expenses. Environmental awareness in the business community continues to grow.

7. What are the greatest challenges to increasing environmental efficiency and reducing the resource consumption of your business?



Over the course of the last two years, more than half of the survey respondents attribute cost and budget as one of the greatest challenges to voluntarily increasing their company's commitment to environmental practices. Nearly one quarter is associated with a lack of education or uninterested employees. The most noticeable change from last year's survey findings is that 58% of survey respondents to this year's survey find cost and budget the biggest drawback to voluntarily improving their company's environmental practices. Other challenges presented by survey respondents were low environmental priority levels relative to other key issues in the company, as well as technological limitations and old, inefficient facilities.

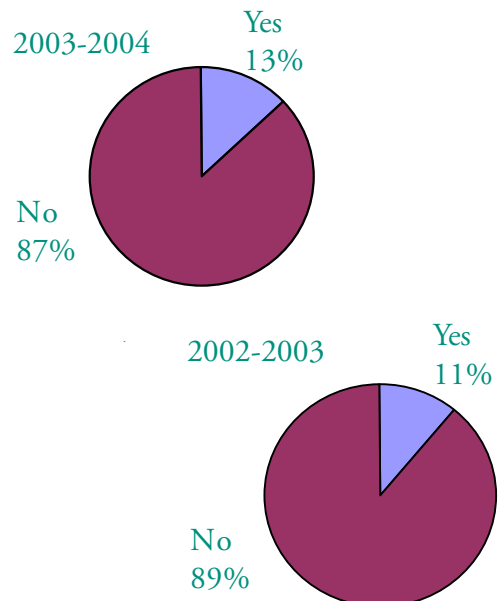
8. Does your company incorporate environmental criteria in its selection of goods and services suppliers?



Responding executives continue to incorporate environmental criteria in the selection of goods and services suppliers. More than half of the respondents over the last two years (59% and 57% respectively) report they have integrated some form of environmental criteria in their purchasing practices. Environmentally preferable products or services could have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Such products or services may include, but are not limited to, those which contain recycled content, minimize waste, conserve energy or water, and reduce the amount of toxins disposed or consumed.

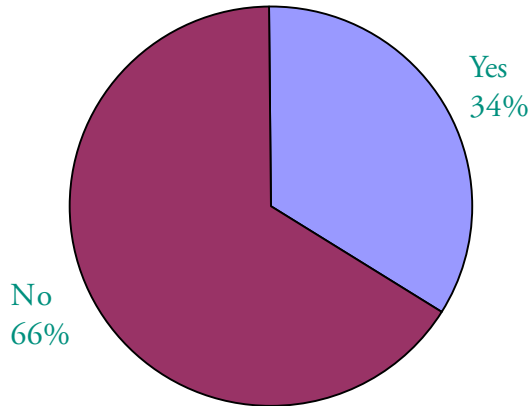
9. Are your company's environmental practices certified by an assessment or evaluative process (e.g. ISO 14001)?

Thirteen percent of the companies participating in the survey have been certified by an environmental assessment or evaluative process. Even though it is the larger companies that usually implement environmental certification programs, some small to medium-sized companies have incorporated environmental assessment processes to minimize or avoid adverse environmental effects. An environmental assessment process will provide company management with information on the company's current environmental impacts, and act as a guideline for the company to strive for higher environmental achievements. Additionally, some companies have learned to quantify the economic value of improving their environmental performance.



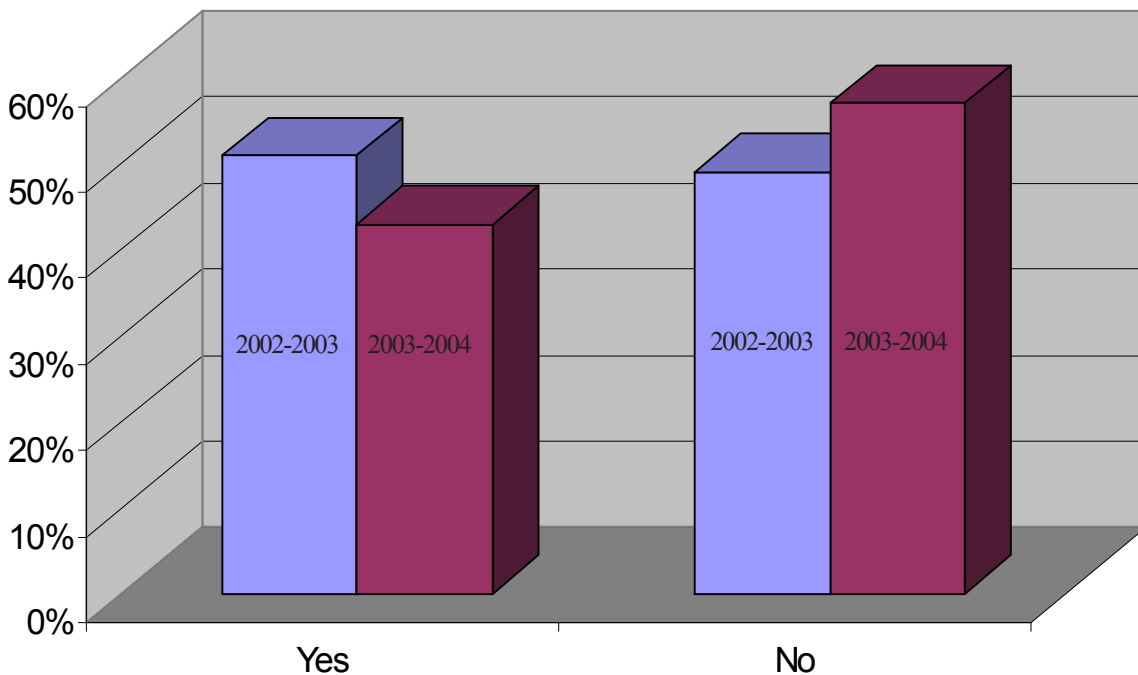
10. Is information about your company's positive environmental practices publicly available or publicized?

3-Year Average Total: 2001-2004



Over the last 3 years, more than one third of responding executives made information about their company's environmental practices publicly available or publicized. These practices include self-reporting to the community, providing the company's environmental practices on the company website, or community outreach through partnerships. Companies can participate in community partnership programs such as Earth Day celebrations, guided tours of the environmental best practices at work, or sponsoring recycling drives in the community. Companies can also participate by providing information to the BEA's *The Bottom Line* newsletter.

11. Does your company network with other companies to share voluntary environmental practices?

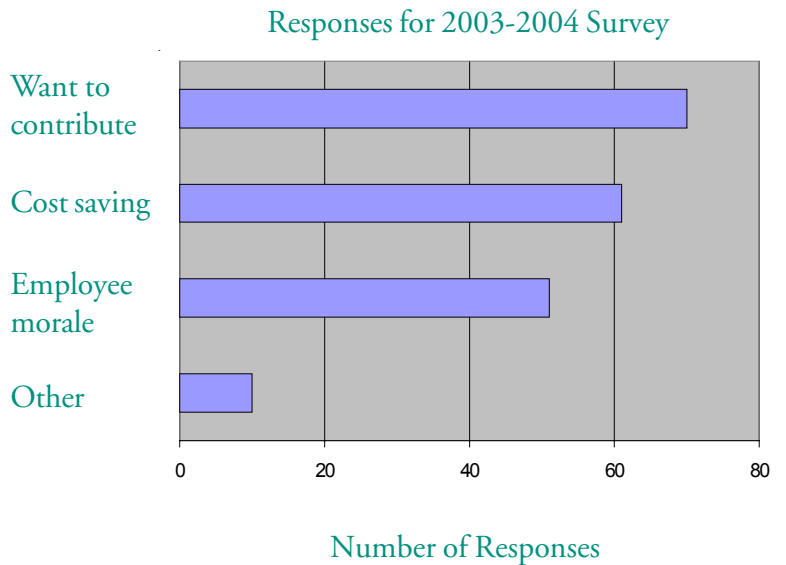


Even though 43% of responding companies continue to network with other companies to share voluntary environmental practices, this shows a decrease of eight percent from last year's survey respondents (51%). In the past few years many companies have opened up communication networks to learn from the experiences of other companies performing voluntary environmental practices. However, there still exists a gap in company knowledge-sharing for environmental practices.

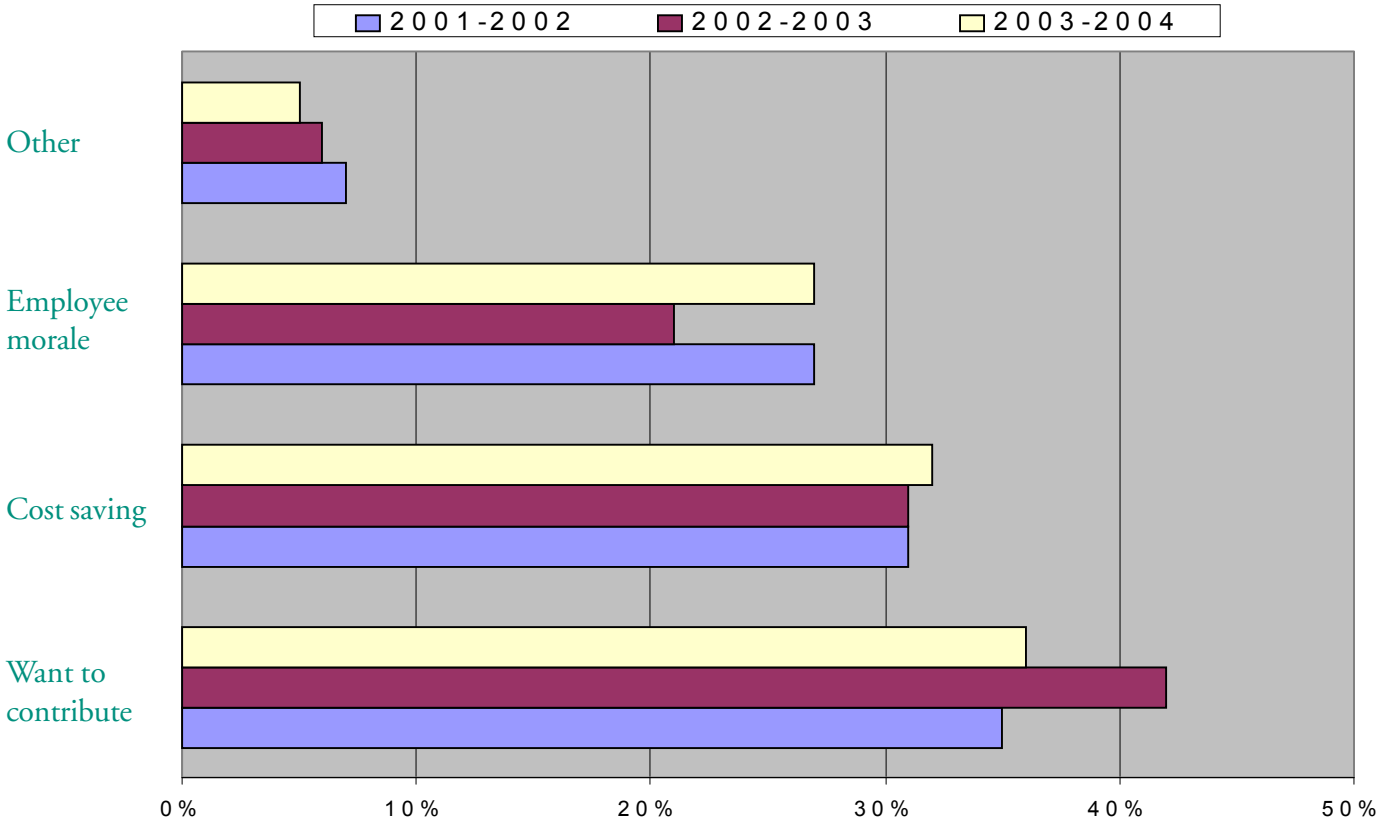
12. Why is your company interested in voluntarily adopting sound environmental practices?

Nearly every responding company over the last three years has expressed a desire to contribute to a healthy environment. The graph to the right shows the responses from the latest survey. More than half of the businesses implemented voluntary environmental practices for their cost-saving potential and many cited employee morale as a main reason for environmental responsibility.

The graph below is a percentage comparison based on the total number of survey responses for each option received for that year.

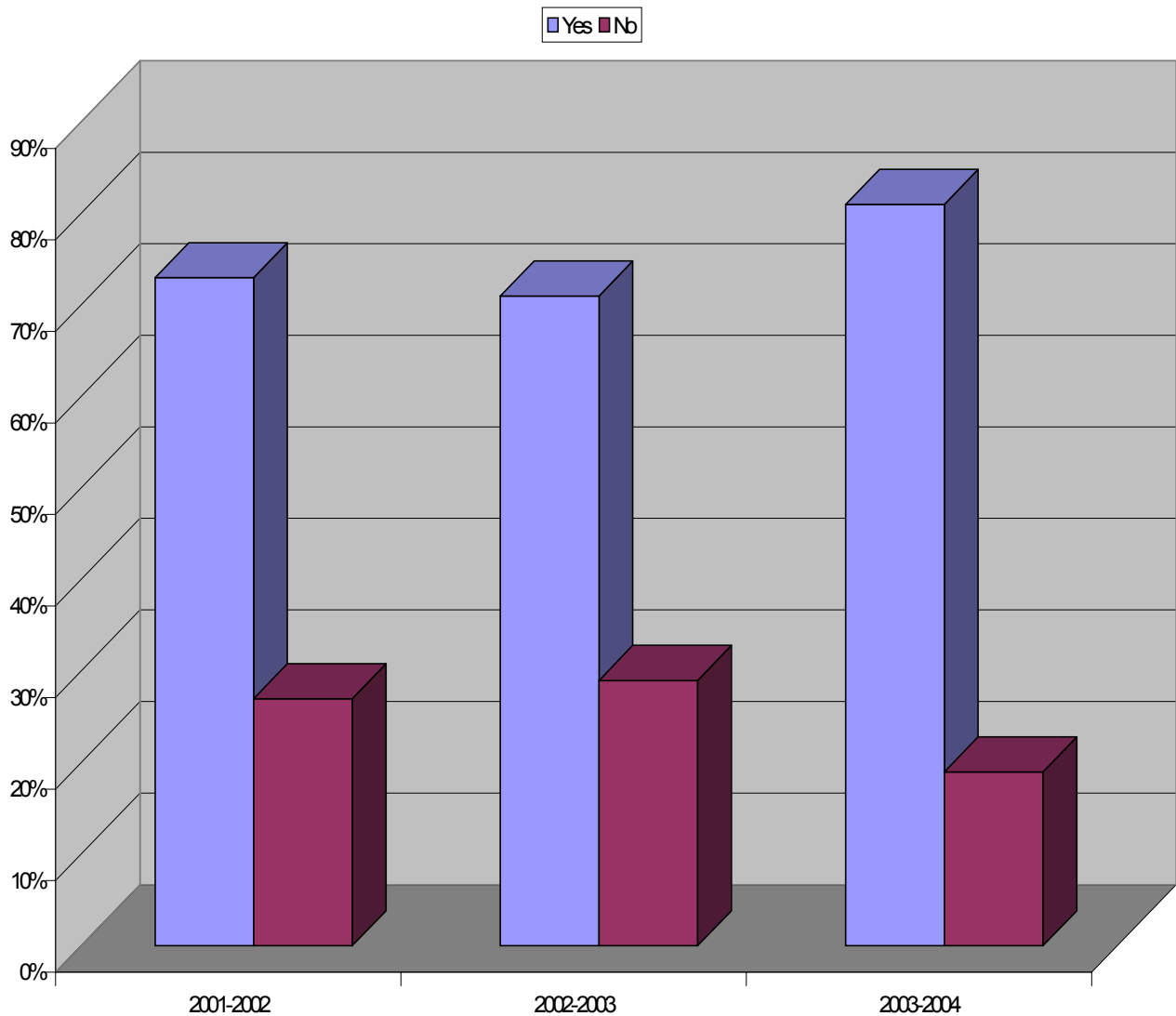


Comparison as a Percentage of Total Responses



Only larger businesses (those with more than 25 employees) were asked to answer the following three questions:

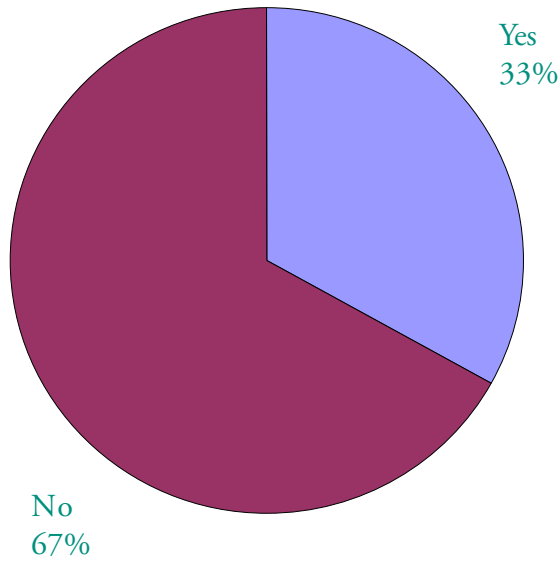
13. Is there a staff member (or members) charged with your company's environmental responsibilities? (e.g. recycling)



For responding companies with more than 25 employees, more than 80 percent have an environmental coordinator in charge of the company's environmental responsibilities. This shows a strong increase over the last two years of companies that have a manager responsible of environmental programs.

14. Has your company developed a formal Environmental Management System?

Responses for 2003-2004

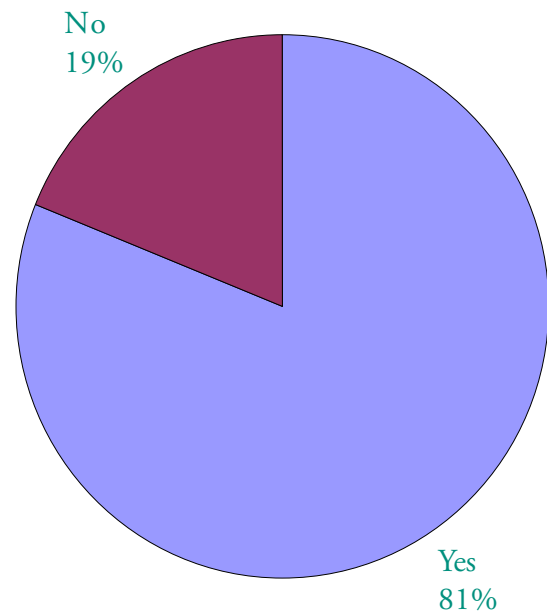


One third of responding executives have formally implemented an Environmental Management System (EMS). Last year, one third of respondents had also developed an EMS strategy. Of the 42 responding companies who reported having a manager responsible for environmental operations, 15 companies have established a formal EMS. The implementation of an EMS strategy into business operations can increase internal efficiency, open communication with external parties, and reduce management risk.

15. Do the environmental impacts of your company's products, processes, and/or services affect decisions at the management level?

2001-2004 Average

Over the last three years, larger businesses responding to the survey have been extraordinary in incorporating sound environmental practices into business operations at the management level. Of the larger businesses responding to the survey, 81 percent make business decisions that include consideration of the environmental impacts of their products, processes, or services.



F. Methodology

The *Voluntary Environmental Best Practices Survey* was developed after researching many programs and surveys with similar environmental benchmarking goals, including: CERES, ISO 14001, Deloitte Touche Corporate Environmental Score Card, and many others. The voluntary survey helps firms to profile their progress and to see opportunities for further improvement. It retains the critical themes that are common to the majority of similar environmental programs but has been tailored to fit Sonoma County's environment and economy. The format of the report is based on the standard reports of the Sonoma County Economic Development Board and the Business Environmental Alliance.

The companies invited to take part in the Best Practices survey are a composite of the Press Democrat "Top 300" and companies who are members of selected trade groups and chambers of commerce. It is hoped that currently- participating businesses and others will take part in consecutive years. Comparing year-to-year performance as an indicator of the effectiveness of environmental programs was made over a three-year period where possible. In cases where this was not possible, two-year comparisons were made.

The Business Environmental Alliance makes no claim that the information presented in this report is an accurate reflection of the environmental excellence of every company in Sonoma County. In written surveys such as this one, the responding companies are often likely to be those businesses that are already environmentally aware. When reading this report, the Business Environmental Alliance advises readers to consider this possibility.

Participating Trade Groups and Chambers of Commerce

Bodega Bay Chamber of Commerce
Cloverdale Chamber of Commerce
Cotati Chamber of Commerce
Healdsburg Chamber of Commerce
North Bay Technology Roundtable
North Coast Builders Exchange
Petaluma Chamber of Commerce
Rohnert Park Chamber of Commerce
Russian River Chamber of Commerce
Santa Rosa Chamber of Commerce
Sebastopol Area Chamber of Commerce
Sonoma County Farm Bureau
Sonoma County Lodging Association
Sonoma County Manufacturing Group
Sonoma County Wineries Association
Sonoma Valley Chamber of Commerce

Representative List of Companies and Organizations

Agilent Technologies Inc.
Bank of America
Becoming Independent
Benzinger Family Winery
Carle, Mackie, Power, and Ross LLP
City of Santa Rosa
Community Action Partnership of Sonoma County
Community Child Care Council of Sonoma County
Courtyard by Marriot
Doble Chiropractic
Fountain Grove Inn
Healdsburg District Hospital
Hydro-Tech Environmental Systems
Medtronic
Petaluma Coffee and Tea
Ritz Food Service
Riverlane Resort
Santa Rosa Junior College
Santa Rosa Junior College
Thermal Technology Inc.
Vella Cheese Company of California, Inc.
Winzler & Kelly Consulting Engineers



II. Best Practices Catalogue

Best Practices

I. Executive Summary

The **Best Practices Catalogue** is a collection of voluntary environmental business practices implemented by Sonoma County businesses. Each entry highlights financial savings or added value that businesses have achieved by voluntarily adopting sound environmental measures above and beyond governmental regulations. The catalogue is designed to provide you with innovative and simple ideas as to how your business can simultaneously protect Sonoma County's quality of life and improve your bottom line.

How to use the **Best Practices Catalogue**- The Catalogue may be used in two ways:

1. Businesses featured in the Catalogue are listed alphabetically. These businesses, mostly from Sonoma County, have been featured speakers at BEA workshops and conferences, have appeared in the BEA's newsletter, *The Bottom Line*, and have been active participants in the **Voluntary Environmental Best Practices Survey**.
2. The reader may look up featured companies by industry or type of savings. Each entry details specific steps taken by the featured business plus the financial benefits accompanying the better environmental practice. Each entry also contains contact information for the featured business.

Visit www.sonomabea.org to find periodic updates to the **Best Practices Catalogue**.

If your company has profitable environmental business practices to share with others, you can apply to be included in the Business Environmental Alliance's **Best Practices Catalogue**. See Appendix C for an entry form.

II. Companies by Industry

Agriculture

Benziger Family Winery
Clover-Stornetta Farms
Dry Creek Vineyard
Fetzer Vineyards
Robert Mondavi Winery
Straus Family Creamery

Financial Services

Bank of America
State Farm Insurance Company

Health Care

Kaiser Permanente

Hotel

Doubletree Hotel
Westin at San Francisco Airport

Manufacturing

Agilent Technologies
Alvarado Street Bakery
Avalon Natural Products
Cisco Systems
Medtronic AVE
Price Pump Company
Schurter, Inc.

Retail

Naturlich Flooring
Pedersen's Drexel Heritage

Waste Management

Daniel O. Davis, Inc.

III. Companies by Type of Savings

Costs Reduced

Energy

Agilent Technologies
 Avalon Natural Products
 Bank of America
 Benziger Family Winery
 Cisco Systems
 Clover-Stornetta Farms
 Doubletree Hotel
 Dry Creek Vineyard
 Fetzer Vineyards
 Kaiser Permanente
 Pedersen's Drexel Heritage
 Schurter, Inc.
 State Farm Insurance Company
 Westin at San Francisco Airport

Recycling/Reuse

Agilent Technologies
 Alvarado Street Bakery
 Avalon Natural Products
 Bank of America
 Benziger Family Winery
 Cisco Systems
 Clover-Stornetta Farms
 Daniel O. Davis, Inc.
 Doubletree Hotel
 Dry Creek Vineyard
 Fetzer Vineyards
 Kaiser Permanente
 Medtronic AVE
 Naturlich Flooring
 Pedersen's Drexel Heritage
 Price Pump Company
 Robert Mondavi Winery
 Schurter, Inc.
 State Farm Insurance Company
 Straus Family Creamery
 Westin at San Francisco Airport

Waste/Emissions

Agilent Technologies
 Avalon Natural Products
 Bank of America
 Dry Creek Vineyard
 Fetzer Vineyards
 Kaiser Permanente
 Medtronic AVE
 Naturlich Flooring
 Price Pump Company
 Robert Mondavi Winery
 Schurter, Inc.
 State Farm Insurance Company
 Westin at San Francisco Airport

Water

Agilent Technologies
 Benziger Family Winery
 Cisco Systems
 Clover-Stornetta Farms
 Doubletree Hotel
 Dry Creek Vineyard
 Fetzer Vineyards
 Medtronic AVE
 Pedersen's Drexel Heritage
 Schurter, Inc.
 State Farm Insurance Company
 Westin at San Francisco Airport

Value Added

Sustainable Agriculture/Building

Benziger Family Winery
 Clover-Stornetta Farms
 Dry Creek Vineyard
 Fetzer Vineyards
 Kaiser Permanente
 Robert Mondavi Winery

Organic Product

Alvarado Street Bakery
 Straus Family Creamery

Agilent Technologies

Business Type	Manufacturing
Number of employees	2600
Contact Name	Jeff Weber
Phone	(707) 577-2845
Email	jeff_weber@agilent.com
Website	www.agilent.com



Bottom Line Savings

- \$50,000 saved last year after implementation of energy management program
- \$200,000 saved in waste disposal costs in 2001 through solid waste diversion program
- \$40,000 annual savings by re-using wastewater treated on-site
- \$5,000 annual savings due to repair to fire suppression system

Energy

- Turn off lights and air conditioning when buildings not in use
- Occupancy sensors turn off unnecessary equipment when employees are not at their work stations
- More efficient air conditioning, lighting and facility equipment have been installed

Recycling/Reuse

- Desk-side collection of all recyclable materials from employees
- Employees who bring their own cup or mug to the cafeteria pay lower prices
- Employees are encouraged to bring recyclables to work if they cannot recycle them at home

Waste/Emissions

- Donation of solid waste (used office equipment, furniture, packaging material, and other miscellaneous items) to local schools and nonprofit organizations
- Solid waste diversion program saved \$200,000 in waste disposal costs and provided employment for developmentally challenged adults who separate the recycled material
- Nineteen schools benefited from 60,603 pounds of donated material in 2001
- Employees are encouraged to participate in the City of Santa Rosa's "Take the City for a Free Ride" program which promotes alternate transportation

Water

- With a cooling tower and six "fume scrubbers," Agilent treats and re-uses 140,000 gallons of process wastewater daily and discharges only 18,000 gallons daily
- Repairs to a leak in the fire suppression system at the Fountaingrove site have saved an estimated 500,000 gallons of water annually

Best Practices

Alvarado Street Bakery

Business Type	Manufacturing (Organic Bakery)
Number of employees	106
Contact Name	Joseph Tuck, General Coordinator/CEO
Phone	(707) 585-3293
Email	joseph@alvaradostreetbakery.com
Website	www.alvaradostreetbakery.com



Bottom Line Savings

- Net revenues of approximately 17 million dollars

Recycling/Reuse

- Recycle and reuse material whenever possible, including cardboard, flour bags, pallets, etc.
- Recycle all non-sellable products into animal food
- Use biodegradable materials in sanitation practices

Organic Product

- Use organic ingredients whenever possible

Alvarado Street Bakery is a worker cooperative that is in the business of giving its workers/members meaningful and gainful employment by providing the community with healthful products, which, in turn, promotes the use of sustainable agriculture products.

Best Practices

Avalon Natural Products

Business Type	Manufacturing
Number of employees	30
Contact Name	Tim Schaeffer
Phone	(707) 347-1219
Email	info@avalonnaturalproducts.com
Website	www.avalonnaturalproducts.com



Bottom Line Savings

- \$2000 savings through reduction of paper use
- 636% growth in sales through first five years of existence

Energy

- New office is equipped with energy-efficient lighting
- HVAC system can detect outside air temperature and uses outdoor air for circulation whenever possible for energy savings
- Invested over \$35,000 in 1999 to insulate the 50,000 square foot warehouse to reduce energy consumption

Recycling/Reuse

- Recycles 100% of its office paper, magazines, newspapers and single ply board, and actively notifies magazines and junk mailers to remove them from mailing lists
- Reuses corrugated boxes from component deliveries (caps, bottles, etc) to ship retailer and customer orders
- All excess corrugated cardboard is recycled
- Uses recyclable materials in 99% of its product packaging, and has invested over \$250,000 to manufacture most bottles with PETE, the easiest plastic material to recycle
- Uses only recycled or reconstructed wood pallets
- Certified organic floral water is stored in reusable 275 gallon plastic totes, which avoids use of non-recyclable fiber drums
- Uses recyclable “peanuts” to package small orders, which can be taken to any Mail Boxes Etc. for reuse

Waste/Emissions

- Automatic pallet stretch wrapping machine reduces plastic pallet wrap use by up to 100%, saving thousands of pounds of plastic waste per year
- Avalon’s owners commute to work together daily, reducing auto emissions and gas consumption by over 250 gallons per year

Best Practices

Bank of America

Business Type	Financial Services
Number of employees	
Contact Name	David Meddaugh, Vice President
Phone	(707) 525-2393
Email	david.meddaugh@bankofamerica.com
Website	www.bankofamerica.com



Bottom Line Savings

- Saved over \$1 million by reducing paper consumption
- Annual energy savings of \$5.5 million
- Saved \$1.541 million dollars from lighting retrofits in 4 major buildings
- Saved \$132,000 annually by reducing newsletter packaging
- Reduced computer paper consumption by 32% and photocopy paper by 18%

- Energy**
- Retrofitted older lighting systems, saving 44% kilowatt-hours with electronic ballasts and T8 lamps
 - Installed energy-efficient motors in heating, ventilating, and air-conditioning equipment
- Recycling/Reuse**
- Bank of America recycles printer ribbons, plastics, microfiche, and toner cartridges
 - All confidential and trash paper is shredded and recycled
 - 54% of purchased paper contains recycled content
 - Prints ATM envelopes on 100% recycled paper
 - Implemented a 3-year PC refresh program with Compaq, including a “take-back” program in which Compaq has agreed to recycle/reuse PCs or dispose of those components it cannot use under strict environmental guidelines
 - Contracted with Collins & Aikman for environmentally sustainable carpet management, through purchasing new or recycled carpet products and responsible disposal of used products
- Waste/Emissions**
- Reduced paper use by 25% by changing report procedures, reducing forms, two-sided copying, using routing slips and e-mail, and installing print-on-demand capabilities, which reduced the need for pre-printed forms
 - Reduced the weight of ATM paper, resulting in \$500,000 annual savings
 - Centralized procurement services and reduced the number of vendors for purchasing paper and desktop supplies
 - Eliminated shrink-wrap and chipboard packaging of newsletters and bulletins

Best Practices

Benziger Family Winery

Business Type	Agriculture
Number of employees	65
Contact Name	Mike Benziger
Phone	(707) 935-4071
Email	mikebz@benziger.com
Website	www.benziger.com



Bottom Line Savings

- It is estimated that water recycling efforts will lower water use by 65% (approximately 3 million gallons)

Energy

- Energy audit with Sonoma State University completed in 1999 continues to help guide Benziger in their electrical energy conservation efforts
- Cave construction eliminates need for refrigeration, heating and humidification in wine barrel storage

Recycling/Reuse

- Recycles all office and production material
- All packaging material is recyclable

Water

- Recycles water using a pond and wet-lands recycling system

Sustainable Agriculture

- Uses grass and legume cover crops
- Practices natural pest control by growing plants that mites and predatory bugs like to eat
- Composts all organic matter from the property
- Two vineyards in Glen Ellen Demeter Certified Biodynamic

Best Practices

Cisco Systems

Business Type	Manufacturing
Number of employees	500+
Contact Name	Vince Merengo
Phone	(707) 285-5133
Email	
Website	www.cisco.com



Bottom Line Savings

- Profits from Cisco's recycling program and volunteer time from Cisco employees are donated to support the Sonoma Baylands Restoration Project

Energy

- Lights turned off when not in use
- Thermostat on timer; temperature mandates: air conditioning at 72 and heating at 68

Recycling/Reuse

- Corporate philosophy of reduce, reuse, recycle
- Recycling program includes mixed paper, cardboard, batteries, wood, packing material, beverage containers, and electronic scrap
- Profits from recycling program go to support the Sonoma Baylands Restoration Project, which also receives volunteer help from Cisco Systems employees (see the Winter 2002-2003 issue of *The Bottom Line* for the complete story)

Water

- Currently reviewing facility water audit and exploring options for both internal and irrigation implementation

Best Practices

Clover-Stornetta Farms

Business Type	Agriculture (Dairy)
Number of employees	185
Contact Name	Dan Benedetti, President
Phone	(707) 778-8448
Email	dan@cloverstornetta.com
Website	www.cloverstornetta.com



Bottom Line Savings

- Reduced energy costs
- Maintains high milk quality
- Clover dairy farms maintain a ranch appearance score of 90% based on the currently used Industry model

Energy

- Runs compressors during off-peak hours to reduce costs

Recycling/Reuse

- Worked with Empire Waste Management to implement curbside recycling programs for milk cartons and juice boxes
- Recycles office paper

Water

- Captures and stores the last rinse of every wash cycle to re-use as the first rinse of the next wash cycle, reducing water usage

Sustainable Agriculture

Clover-Stornetta Farms has developed a program called North Coast Excellence Certified. Practices include:

- An incentive program to 16 dairy families in Sonoma and Marin counties who have chosen to step up their dairy practices
- Exclusion of the growth hormone rBST in cows

Best Practices

Daniel O. Davis, Inc.

Business Type	Waste Management
Number of employees	40
Contact Name	Dan Davis
Phone	(707) 585-1903
Email	
Website	



Bottom Line Savings

- As a contractor, Davis saved 50% of his disposal costs by recycling his wood
- One can save approximately \$41/metric ton by recycling wood instead of bringing it to the landfill

Recycling/Reuse

- Reuses ground-up lumber as soil amendments, landscaping material and other products
- Sells solid wood scraps as firewood
- Sells reusable lumber at 40% of its original retail amount

Daniel O. Davis, Inc. sells recycled wood products and rents debris boxes for demolition sites.

The company's wood processing machine removes nails in its top grinder and grinds wood into three sizes: 1) fine sawdust used for topsoil and soil amendments, 2) medium sawdust or small chips for pathways and landscaping, and 3) chip wood used for landscape cover and mulch. Dairymen frequently use the ground chips for dry lots or cattle mounds, while decomposing wood is often sold as topsoil.

Best Practices

Doubletree Hotel

Business Type	Hotel
Number of employees	150
Contact Name	Ted Sakai, General Manager
Phone	(707) 584-5466
Email	
Website	www.dtsonoma.com



Bottom Line Savings

- Increased water and energy costs have increased awareness among Doubletree staff regarding environmental issues over the past three years
- Saved over a million gallons of water/year over the base year 2000
- Reduced gas therm units by 4,000
- Saved over 340,000 Kwh

Energy

- Fluorescent lighting added throughout the hotel
- Utilize energy management system for temperature control in the public areas and meeting space in the hotel
- Installed motion detector switches for lighting in many areas
- Shut down non-essential machinery and equipment - e.g. using one boiler, secondary kitchen closed

Recycling/Reuse

- Use single stream recycling in all areas of the hotel
- Every desk has a replica miniature green trashcan with a lid (provided by the City of Rohnert Park) with the phrase “This is all the GARBAGE I make.”
- Increased recycling efforts in all areas that generate paper

Water

- Use of grey water to irrigate landscaping areas
- Increased supplies of linen in order to operate laundry more efficiently
- Reduced laundry usage from 7 days down to 5 or 6 days per week
- “Green Program” allows guests the choice of having sheets and towels changed daily upon request

Best Practices

Dry Creek Vineyard

Business Type	Agriculture (Winery)
Number of employees	55
Contact Name	Scott Jacobsen
Phone	(707) 433-1000
Email	scott@drycreekvineyard.com
Website	www.drycreekvineyard.com



Bottom Line Savings

- Between 1999 - 2002, annual savings of 19%

Energy

- Rebates for retrofits from PG&E

Recycling/Reuse

- Glass and cardboard sold to recycling company in Oakland

Waste/Emissions

- Receive credit from suppliers for bulk packaging materials

Water

- No net gain or loss

Sustainable Agriculture

- Utilize solid waste as sellable fertilizer

Many of the programs at Dry Creek are relatively new and follow a philosophy of “heads up, hands on” conservation.

Best Practices

Fetzer Vineyards

Business Type	Agriculture (Winery)
Number of employees	390
Contact Name	Patrick Healy
Phone	(707) 744-7469
Email	patrick_healy@b-f.com
Website	www.fetzer.com



Bottom Line Savings

- Saved over \$150,000 and reduced landfill waste by 93% through waste diversion programs
- Electricity savings of more than \$5,000 per month during peak period

Energy

- Purchases 100% renewable power from 3 Phases Energy
- Installed and operates a 75kw cogeneration unit to make electricity and to heat water for its barrel washing operation
- Installed in June 1999, Fetzer currently operates the largest known photovoltaic system in a winery

Recycling/Reuse

- Composts all grape pomace from their 20,000+ ton crush, and spreads it back into the vineyard once a year
- Operates an oak barrel restoration program to extend the life of the barrels
- Instituted a corporate policy to use 100% recycled office and janitorial papers

Waste/Emissions

- Buys cork directly from the source in Portugal and treats it themselves, eliminating packaging

Water

- Converted wastewater ponds to a wetlands area, using sand filters and a planted reed bed

Sustainable Building

- Built a rammed earth wall building incorporating the best practices of sustainable building with their own crew

Fetzer Vineyards, the sixth largest premium winery in the country, is based in Mendocino County, California. Fetzer has dedicated itself to being an environmentally and socially conscious grower, producer and marketer of wines of the highest quality and value and is committed to sharing information about the enjoyment of food and wine in a lifestyle of moderation and responsibility.

Best Practices

Kaiser Permanente

Business Type	Health Care
Number of employees	1500
Contact Name	Carry Wicht, Facility Services Manager
Phone	(707) 571-4383
Email	carry.wicht@kp.org
Website	www.kp.org



Bottom Line Savings

- \$18,000 saved by reducing operation hours of HVAC and lighting
- \$30,000 saved due to increased single stream recycling, and corresponding reduced solid waste expenses
- \$5,000 saved through reduced medical waste stream

Energy

- Lighting retrofit project replacing T12 with T8 lamps
- Improved efficiency of cooling towers with media replacement

Recycling/Reuse

- Single stream recycling in all departments saves time, money and space
- National purchasing agreement with carpet vendors, including recycling of used carpet

Waste/Emissions

- Eliminate and minimize built-in furniture, which allows for easy moving and removal as users or functions change
- Elimination of medical equipment containing mercury and other sources of mercury
- Integrated Pest Management program soon to be implemented at local level

Sustainable Building

- Kaiser has embraced Green Building concept at national level

Best Practices

Medtronic AVE

Business Type	Manufacturing
Number of employees	1350
Contact Name	Jeff Clark, Environmental Mgr.
Phone	(707) 591-2137
Email	
Website	www.medtronic.com



Bottom Line Savings

- Indirect savings through various conservation efforts
- Lower trash pickup fees because we have a small amount for collection

Recycling/Reuse

- 90% cost reduction through reuse of laundered surface wipe-down cloths instead of disposal after first use

Waste/Emissions

- Set goals for reduction of regulated waste, solid waste, and VOC's by 30% in one year
- Replaced oil-based cutting solution with aqueous-based solution, eliminating hazardous waste from heart stent manufacturing process and improving worker health and safety (see winter 2002-2003 issue of *The Bottom Line* for the complete story)
- Replaced isopropyl alcohol with water-based cleansing solution to wipe down work areas, cutting costs by 87% and eliminating over 4 tons of VOC emissions

Water

- Recirculation and reuse for process water

Best Practices

Natürlich Flooring

Business Type	Carpet Retail
Number of employees	10
Contact Name	Rob Hendrickson
Phone	(707) 829-3959
Email	
Website	www.floorguy411.com



Bottom Line Savings

- Increased revenues by 10% in 1998
- Wool carpets last for 25-35 years, twice as long as carpets made of other materials (Traditional carpets last 8-10 years)

Recycling/Reuse

- Reuses sustainable hardwoods or purchases hardwood from sustainable forests

Waste/Emissions

- Offers organic products such as wool and seagrass carpets
- Uses true linoleum (linseed oil and cork) flooring that contains non-vinyl material, rather than petroleum based floors
- Uses redwood substitutes
- Offers alternatives to “chemical injury” sometimes associated with synthetic materials
- Sells materials with natural stain resistance (i.e. wool) as opposed to synthetic stain repellants like scotchguard
- Uses floor materials such as bamboo and cork from renewable sources

Best Practices

Pedersen's Drexel Heritage

Business Type	Furniture Retail
Number of employees	28
Contact Name	Ken Pedersen
Phone	(707) 542-1855 ext. 111
Email	
Website	www.pedersensfurniture.com



Bottom Line Savings

- Pedersen's spends \$1.00 per square foot on energy, about 55% less than a typical retail store
- Replacement of incandescent lightbulbs with compact fluorescents in supplemental lighting in the showroom reduced energy costs by more than \$350 per month

Energy

- Forty-year old gas furnaces were replaced with a new energy-efficient heating system and nighttime cooling system in 1994
- Also in 1994, ceiling spotlights were replaced with low-voltage track lighting throughout the showroom
- In 2001, Pedersen's replaced incandescent light bulbs with compact fluorescents for supplemental lighting in the showroom, maintaining a pleasing showroom lighting scheme by combining this low-energy supplemental lighting with the clear white light of MR16 Halogen bulbs for track lighting
- Four inch foam insulation under a single membrane roof replaced the old roof, reducing the amount of heat that reaches the interior of the building

Recycling/Reuse

- Recycle office-related materials including computer paper and lunchroom bottles, cans, and newspapers
- Reuse packing materials and foam peanuts from furniture shipping
- Receive occasional rebate checks from Empire Waste Management to help cover costs of additional recycling dumpsters

Water

- All toilets are low-flow models

Ken Pedersen says, "Minimizing the impacts of our activities on the surrounding community and environment that supports our business is very important to us."

Best Practices

Price Pump Company

Business Type	Manufacturing
Number of employees	37
Contact Name	Bob Piazza, President & CEO
Phone	(707) 938-8441
Email	pres@pricepump.com
Website	www.pricepump.com



Bottom Line Savings

- Annual savings of \$67,500

Recycling/Reuse

- Reuses board motor mounting from suppliers
- Reuses incoming foam packaging
- Repaints and reuses cardboard boxes
- Reuses pallets and wood packaging from vendors

Waste/Emissions

- Replaces bleach printed boxes with plain boxes; company name printed on tape rather than on boxes
- Replaces chemical foam packaging with stretch film

Bob Piazza advocates “management by walking around. Price Pump challenges its employees to brainstorm ways to cut costs by employing incentives or gain sharing programs. For every dollar saved employees receive a piece in their pockets.”

Best Practices

Robert Mondavi Winery

Business Type	Agriculture (Vineyard/Winery)
Number of employees	Napa & Sonoma 800
Contact Name	DeWitt Garlock
Phone	(707) 967-6508
Email	dewitt.garlock@robertmondavi.com
Website	www.robertmondavi.com



Bottom Line Savings

- \$50,000/year saved by reducing waste sent to landfill through domestic waste recycling (cans, bottles, paper)
- \$75,000/year saved through the elimination of herbicides and the use of permanent cover crops
- \$30-40,000/year saved in reduced fungicide application by using powdery mildew modeling, ADCON weather systems, and powdery mildew index
- \$100,000/year saved through good erosion control practices on hillside vineyards and from the reduction in soil loss equation

Recycling/Reuse

- Recycles glass bottles, paper products, corks and cans
- Recycles more than one million gallons of winery waste annually in the vineyard
- Wine bottles are labeled and packaged with 100% post-consumer recycled and recyclable paper products, using soy-based inks and food-grade glues

Waste /Emissions

- Capsule-free bottle design eliminates the need to dispose of a foil capsule
- Only uses biodegradable soaps and food-grade paints

Sustainable Agriculture

- Will be organically certified on 30% of vineyard acres in 2003
- Replaces herbicides with hoe plowing or other hand and mechanical methods to inhibit weeds
- Fruit trees and raptor roosts are used to encourage the proliferation of natural predators to control vine pests and rodents
- Works to reduce insect pests, powdery mildew and bunch rot through leaf removal and canopy management
- Uses composted and grape pomace to increase soil fertility
- Uses cover crops and added organic matter to naturally replenish soil with nitrogen, reduce the need for fumigation and support beneficial insects for pest management

Best Practices

Schurter, Inc.

Business Type	Manufacturing
Number of employees	28
Contact Name	Bill Cardoza
Phone	(707) 636-3000
Email	info@schurterinc.com
Website	www.schurterinc.com



Bottom Line Savings

- Indirect savings through various conservation efforts
- Lower trash pickup fees because they have a small amount for collection

Energy

- Implemented a formalized “Kill-a-Watt” program to reduce energy consumption by 20% over previous years
- Various energy saving measures include reducing heating and cooling, eliminating excessive lighting, and reducing office equipment use
- Schurter, Inc. participated in the Governor’s energy reduction rebate program and received a 20% PG&E rebate for each of the summer months when consumption rate fell 20% or more below the previous year’s level of consumption
- Use ceiling fans in warehouses to circulate air, dual-glazed windows, modular zones for air conditioning and heating, and plenty of natural lighting in new building

Recycling/Reuse

- Receive previously-used packing peanuts from three other companies
- Reuse and recycle shipping pallets and packing material; give cardboard and pallet protectors to other companies
- Reclaim plastics and metal from obsolete electronic parts
- Reuse and recycle office supplies; computer parts are donated or recycled, scrap paper is converted to notepads
- Recycle plastic, paper, glass and aluminum in kitchen area; employees encouraged to bring recyclable and reusable material from home
- Donate to charities that request old furniture or office supplies
- Landscaping waste is recycled to create compost for reuse in the business park

Waste/Emissions

- For the seventh year, Schurter, Inc. was recognized as a Waste Reduction Awards Program (WRAP) winner by the California Integrated Waste Management Board

Water

- Use water-saving toilets
- Ecologically-efficient landscaping at new facility includes reduction of high water usage turf and installation of state of the art digital controller equipped with rain sensor

Best Practices

State Farm Insurance Company

Business Type	Financial Services
Number of employees	825
Contact Name	Cheryl Reed, Loss Prevention Specialist
Phone	(707) 588-6536
Email	
Website	www.statefarm.com



Bottom Line Savings

- Approximately 157 tons of paper recycled in 2002 for an estimated savings of \$20,000
- Reduced energy consumption by 14% in 2002 through lighting modification

Energy

- Modification to office lighting standards to reduce energy use

Recycling/Reuse

- Reduction of waste disposal cost through promotion of paper and drink container recycling
- Reuse of packing material to reduce waste

Waste/Emissions

- Plastic boxes used in place of cardboard for shipments between facilities to reduce purchase and disposal costs

Water

- Use of reclaimed water for landscape watering

Best Practices

Straus Family Creamery

Business Type	Agriculture
Number of employees	25
Contact Name	Albert Straus
Phone	(415) 663-5464
Email	albert@strausmilk.com
Website	www.strausmilk.com



Bottom Line Savings

- “Immeasurable. It (environmental practices) saved the family farm.”
- Vivien Straus

Recycling/Reuse

- Distributes milk in reusable glass bottles
- Distributes half gallons and gallons of milk and yogurt in recyclable plastic containers

Organic Product

- Feeds herds a balanced diet of organic grains, hay, silage and fresh grasses
- Forbids the use of genetically engineered hormones and antibiotics
- Treats sick cows with homeopathic remedies

Straus Family Creamery was the first organic dairy in the western United States. Albert Straus, dairy farmer, opened his processing plant in February of 1994. Farming and processing practices are made with a clear intent to be as environmentally friendly as possible. Water and packaging reuse, recycling and use of environmentally responsible cleaning products are just a part of their efforts. Recent efforts include new waste management procedures designed to reduce toxins and harmful contamination of runoffs.

Best Practices

Westin at San Francisco Airport

Business Type	Hotel
Number of employees	270
Contact Name	Al Buchanan
Phone	(650) 872-8152
Email	albuchanan@westin.com
Website	



Bottom Line Savings

- Approximately \$34,000 saved in 2001 by recycling bottles, cans and paper and through efficient trash compacting
- Saved approximately \$40,000 in energy costs through implementing an energy management monitoring system and a “pm” system for equipment

Energy

- Monitoring of real time gas, water and electric energy use by Energard Company
- Recently upgraded energy management system to the Alerton for Windows version. Allows for more direct digital control of our HVAC, refrigeration and lighting systems. System monitors individual equipment usage, settings, and problems, and runs reports and monitor run times, etc.
- Installed motion sensors in all 23 meeting rooms. Lighting turns on only when the room is in use.
- Retrofitted most of hotel lighting, converting from incandescent and low efficiency fluorescent lighting to energy efficient fixtures and lamps. These include energy saving halogen and fluorescent lamps (such as T-8s) and electronic ballasts.
- Lowered the temperature of water in our pool from 82 to 78 degrees. While still providing a comfortable temperature for guests, this saves approximately \$2,000 to \$2,500 per month in gas expenses for heating the pool water.

Recycling/Reuse

- Recycle all glass, plastic, cans and paper. Recycled a total of 54 tons of these products in 2001.
- Use office paper that is at least 20% post-consumer recycled materials
- Placed small individual blue recycling bins for paper in each of our office spaces in the hotel
- Instructed our landscaping company, Times for Seasons Company, to recycle all grass and plant cuttings and debris

Waste/Emissions

- Purchased a new, more efficient trash compactor that allows them to compact debris more effectively. This results in fewer trips by waste company to pick up waste - hence they are saving fuel and taking up less volume at the landfill with trash. They currently use MGM Services to monitor the pressure levels on the trash compactor, which insures that the unit is picked up only when completely full.
- Order online from vendors whenever possible to reduce the use of paper.

Water

- Placed easel-style sign in each of 393 guest rooms that offers guests the option of not having their sheets changed each day and instructs them to put only the towels they want washed on the floor of the bathroom. The result is a greatly reduced laundry bill - for water and energy costs and labor.
- Installed sensors in all public restroom sinks and urinals for efficient and automatic water usage

Best Practices



III. “How-To” Guide Series

Best Practices

A. Introduction

The BEA **2004 How-To Guides series**, produced by Business Environmental Alliance staff, is designed to help local businesses of all sizes improve their bottom lines by improving their environmental performance. The How-To Guides take businesses through a series of simple steps to define their environmental priorities, identify the benefits of environmentally friendly business best practices, and quickly locate the information and assistance required to make their environmental goals a reality.

List of Guides and Brief Description

#1: Developing an Environmental Policy Statement

This guide will help you review the key elements of managing your company's environmental concerns, develop an environmental policy statement, and determine the scope of your business goals.

#2: Carrying Out an Environmental Assessment

This guide is designed to help structure an environmental assessment that will assist you in evaluating environmental management performance.

#3: Setting Environmental Goals and Objectives

This guide will help you put your company's environmental policies into practice by setting achievable goals and objectives.

#4: Accessing Environmental Resources (Part I): Resource Use Efficiency

This guide lists resources to help you increase your profitability by using environmental resources more efficiently.

#4: Accessing Environmental Resources (Part II): Planning and Implementation

This guide lists resources to assist you in meeting your environmental planning and management goals.

#5: Educating Your Employees About Sound Environmental Practices

This guide will help you find ways to educate your employees about the environmental issues that are important to your mission and to your bottom line.

#6: Evaluating Profitable Environmental Opportunities

This guide will help you evaluate environmental opportunities to determine whether they will be profitable for your business.


#7: Measuring Performance

This guide will help you measure your environmental performance and translate environmentally friendly practices into profits.

#8: Developing Continual Action Plans

This guide will help you maintain your environmental excellence and maximize your profitability by creating continual action plans.

Sample Environmental Policy Statement

 **Y.O.U.R. INC.**
Y.O.U.R. Company is committed to managing environmental matters as an integral part of our business.

In particular, it is our policy to assure the environmental integrity of our processes and facilities at all times and in all places. We will do so by adhering to the following principles:

Legal Compliance

Our products and operations will comply with all applicable regulations and requirements.

Product Stewardship

We will employ management systems and procedures specifically designed to minimize the use of hazardous materials, energy and other natural resources, to minimize the generation of waste, and to enable recycling and reuse of materials.

Continual Improvement

We will continually seek opportunities to improve our environmental performance by establishing objectives and targets, measuring progress, and reporting our results.

Involvement and Communication

We will promote participation and communicate our commitment to responsible environmental management by promoting environmental responsibility among our employees; by providing the necessary training and support to enable them to implement this policy; by informing suppliers of our environmental policy and encouraging them to adopt effective environmental management practices; and by soliciting input from our employees, suppliers and customers in meeting our environmental goals.

Next steps to increase your profitability through environmental practices...

Online Resources:

International Network for Environmental Management

Toolkit: www.inem.org/emas-toolkit/

Policy Statement Overview: <http://writing.colostate.edu/references/documents/policy/>

EPA Guidelines: www.epa.gov/opptintr/dfe/pubs/icms/tools/policy.pdf

Look in the BEA's How-To Guide Series for:

- #2: Carrying Out an Environmental Assessment
- #3: Setting Environmental Goals and Objectives
- #4: Accessing Environmental Resources (Two Parts)
- #5: Educating Your Employees About Sound Environmental Practices
- #6: Evaluating Profitable Environmental Opportunities
- #7: Measuring Performance
- #8: Developing Continual Action Plans

BEA How-To Guide #1:

Developing An Environmental Policy Statement

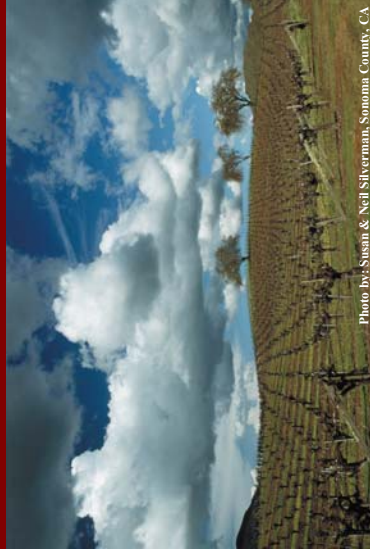


Photo by: Susan & Neil Silverman, Sonoma County, CA



"profitability through sound environmental practices"

Sonoma County
Business Environmental Alliance



Business Environmental Alliance
College Avenue, Suite D
Santa Rosa, CA 95401
Phone: 707.565.7257
Fax: 707.565.7231
Email: bea@sonoma-county.org
Web: www.sonomabea.org

Disclaimer: The information in this brochure is presented for the convenience of the reader. The information provided here is not intended to replace an EMS strategy and should not be used as the sole source for environmental strategies.

This guide will help you review the key elements of managing your company's environmental concerns, develop an environmental policy statement, and determine the scope of your business goals. If you have never before considered developing an environmental policy statement, now could be a good time to start.

What is an environmental policy statement?

An environmental policy statement is a set of goals and principles which helps your company put its environmental commitments into practice. It is your company's declaration of commitment to the environment and to continual improvement of environmental practices.

Why is an environmental policy statement valuable to my business?

An environmental policy statement provides a unifying vision of environmental principles that will guide the actions of employees and management.

It spells out to your staff, suppliers, customers, shareholders, directors and community where the company stands on environmental matters. By going through the process of writing a statement, you may find ways to reduce your overhead. Sound environmental management can be a valuable investment in efficiency and could pay significant dividends to your company by reducing your overhead and boosting your bottom line.

Who should be involved?

To ensure success in your environmental policy, the statement needs to be truly company-wide. Input from a range of people in your organization should increase commitment and ownership of your company's environmental policy statement. Commitment to environmental improvement is central and needs to come from the organization's leadership. Leaders should define the company's environmental policy statement to ensure that:

- The environmental policy statement is communicated to all employees
- Everyone in the organization understands the environmental policy statement and what is expected of them
- The environmental policy statement is made available to the public

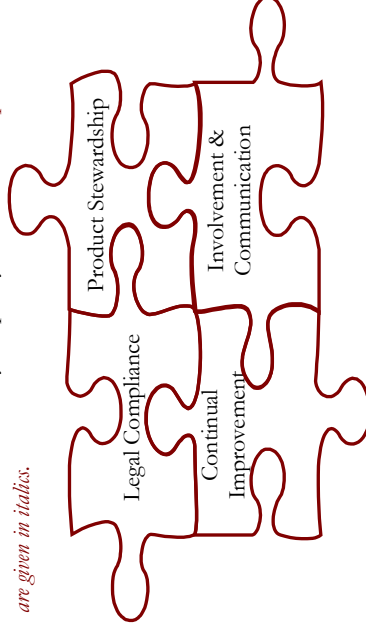
How do I get started?

As a **first step**, your company should document its existing commitments to sound environmental practices. It is likely that your company already has an environmental policy, even if it is not written. At a minimum, your company may already be committed to compliance with major environmental regulations.

As a **second step**, your policy should be related to your product and services. Keep your policy simple and understandable. Address your list of specific issues in general terms in your policy statement. For example, if chemicals in your water or air are a concern because they potentially impact the community, you could express a commitment to review, and where feasible, make changes in the chemicals used by your company.

What are the Key Elements of the Statement?

An environmental policy statement should clearly outline the company's commitment to environmental improvement. This section describes four key elements that will form the core of an effective policy statement. While there are several elements that could potentially be included, the following elements will be critical in the success of your policy statement. *Sample statements are given in italics.*



Legal Compliance

Compliance with legal requirements is a critical consideration in developing your policy statement. You will need to identify and ensure understanding of relevant laws and regulations, as well as other requirements to which your organization adheres. Any environmental policy statement should note that your company will strive to meet or exceed all applicable regulations.

Environmental regulations, laws and codes of practice will be regarded as setting the minimum standards of environmental performance.

Product Stewardship

The written commitment should make reference to implementation of measures to reduce, prevent or eliminate the environmental hazards and impacts of products. Objectives and targets may include reducing waste and the consumption of resources and/or re-designing products to minimize their environmental impact at all stages of their life cycle—from design, to manufacturing, to customer use, and to disposal.

We will employ procedures specifically designed to prevent activities and/or conditions that pose a threat to human health, safety or the environment.

Continual Improvement

Having recognized that the company has impacts on the environment, it is important to convey in the opening statement that the organization's leadership is committed to a program of continual improvement.

As a consequence of our environmental impacts, the organization's leadership is committed to continual improvement in environmental performance.

Involvement and Communication

You should reference your company's commitment to incorporating employee and customer input in your policy statement. A written statement should be made documenting that your company will communicate its environmental goals to employees, customers and other stakeholders.

We will communicate our commitment to our company's quality to our employees and customers. We will solicit their input in meeting our environmental goals.

Environmental Policy Statement Checklist

- Our policy statement is defined by management.
- Our employees participated in defining the policy.
- Our employees are informed about the policy.
- Our policy covers regulatory/legal compliance.
- Our policy states our commitment to continual improvement.
- Our policy covers the four key elements outlined.



Sample Environmental Assessment Worksheet

Y.O.U.R. Company Environmental Assessment Team has identified five main areas of environmental impact in the listed business operations:

- **Water usage:** Water is used in the company's cafeteria, restrooms, break rooms, landscaping, and outdoor cleaning.
- **Wastewater production:** Wastewater from all of the water uses is discharged into the sewer system.
- **Energy usage:** Energy uses include all office equipment, lighting, seasonal air conditioning and heating, food preparation (cafeteria), and outdoor signage lighting.
- **Air pollution:** Company vehicles are driven an average of 20 hours/week.
- **Waste disposal:** All building waste is transferred to a dumpster which is emptied to a landfill.

Our assessment team will use worksheets and/or checklists for each identified area to collect relevant environmental data including descriptions and quantities. As a second step, the assessment team's financial advisors will compile all of the environmental data into a report that summarizes the extent of each impact, calculates the economic value/cost of each impact to the company and to the community, describes the current business practices that contribute to each impact, and makes recommendations to the company's key decision-makers.

Next steps to increase your profitability through environmental practices...

Checklists for Collecting Environmental Data:

General/Industry Specific:
www.bayareacouncil.org/bp/checklist/BPform.html
www.greenbiz.com/toolbox/tools.cfm

Small Business:

www.dec.state.ny.us/website/ppu/esasb.pdf
www.getf.org/file/toolmanager/Custom016C45F38101.pdf

Water Usage:

www.sonoma-county.org/boa/water.htm
www.geml.org/water

Energy Consumption:

www.pge.com/biz/energy_tools_resources/energy_audit/index.html
www.energystar.gov/index.cfm?e=small_business.sb_index

Waste:

www.epa.gov/garbage/pubs/red2.pdf

Look in the BEA's How-To Guide Series for:

- #1: Developing an Environmental Policy Statement
- #3: Setting Environmental Goals and Objectives
- #4: Accessing Environmental Resources (Two Parts)
- #5: Educating Your Employees About Sound Environmental Practices
- #6: Evaluating Profitable Environmental Opportunities
- #7: Measuring Performance
- #8: Developing Continual Action Plans



Business Environmental Alliance

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BEA How-To Guide #2: Carrying Out an Environmental Assessment



Photo by: Susan & Neil Silverman, Sonoma County, CA



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This guide is designed to help structure an environmental assessment that will assist you in evaluating environmental management performance. If you have not yet established environmental policies that fit your company's overall mission, use the BEA's How-To Guide #1: Developing an Environmental Policy Statement.

What is an Environmental Assessment?

The environmental assessment process will develop a snapshot of your company's environmental performance. The assessment is a procedure that ensures that the environmental implications of your company's practices are taken into account.

The process involves an analysis of the likely effects of your business activities on the environment. The two main purposes of an environmental assessment are to minimize or avoid adverse environmental effects and to incorporate environmental factors into the company's decision-making process. In addition, you will learn to quantify the economic value of improving your environmental performance.

How will an Environmental Assessment benefit my business?

An environmental assessment will provide you with information on your company's current environmental impacts and act as a guideline for your company to strive for higher environmental achievement. By considering your company's environmental practices through an environmental assessment, your company can attain the following benefits:

- ✓ Reduced overhead by improving efficiency
- ✓ Increased protection of human health
- ✓ Improved use of resources
- ✓ Minimized risk of environmental hazards
- ✓ Increased accountability
- ✓ Expanded opportunity for community outreach



Who should be involved in assessing our company's environmental impacts?

Your company should assemble an Assessment Team consisting of decision-makers and employees who are knowledgeable about all aspects of your business operations. A team could include:

- Project Leader** (upper-level management)
- Data Collection Team** (employees familiar with specific processes and business operations, including the resources used in each area as well as wastes produced)
- Analysis Team** (employees with working knowledge of business financial/accounting system and reporting methods)

How do I get started?



First, assemble an Environmental Assessment Team that is motivated and committed to evaluating the environmental performance of your business.

Next, create a realistic timeline for collecting environmental data, analyzing that data, and preparing an environmental assessment report.

How do I identify which environmental impacts to assess?

Your environmental assessment should include a description of each way your business impacts the environment, along with an analysis of what that environmental impact means to your business economically.

While the types of environmental impacts vary from business to business, some common types of impacts to look for when reviewing your business operations include:

- Air:** Air pollution can be a result of industrial processes and employee/company vehicles.
- Water:** Inefficient water use can strain limited water supplies; water pollution can be a result of industrial processes; and wetlands can be disrupted by building locations.
- Waste:** The types of waste produced by your business, the quantity of waste, and the method of disposal can all be considered environmental impacts.
- Energy:** The energy used in all aspects of your business, from office spaces to production, impacts the environment.
- Land Use:** Building locations and the availability of open space and wildlife habitats can be considered in your assessment.

How do I collect relevant environmental data?

The easiest way to collect data for your environmental assessment is to prepare checklists or worksheets for members of your assessment team to use in evaluating different areas of your business (either operational or physical areas, depending on the composition of your team and your type of business). The main data you gather should describe the nature and extent of each impact you have identified (i.e. quantity of resources used, quantity of wastes produced), and the costs associated with these impacts.



Tips For Collecting Environmental Data

Start with compliance. If any environmental impacts are governed by state or federal regulations, identify them and determine whether your business meets all requirements. Information from permit applications, permits, and inspection reports might be useful for your assessment.

Use your bills. Your utility bills provide a great deal of information about how you use valuable environmental resources like water and energy. Especially if your finance and facility staff do not regularly discuss your overhead expenses, it can be useful to make the connection between environmental resources and costs during your assessment.



Walk through the facility. Looking at all areas and equipment in your facility will help you identify process and pieces of equipment that impact the environment. Also, many pieces of equipment, located in offices or industrial sites, will have useful product information visible or nearby (i.e. amount of energy used by a space heater, amount of water used by an ice machine).

How do I analyze and report the environmental data collected?

The final report prepared by your Environmental Assessment Team should use the data collected to create a picture of your company's environmental performance. A useful report would include the following elements:

- List of all types of environmental impact
- List of all equipment, tasks, or processes that create impacts
- Quantity and description of environmental resources used; quantity and description of wastes produced; description of waste disposal methods
- Economic costs associated with each environmental impact
- Recommendations for mitigating environmental impacts

Environmental Assessment Checklist

- Our company has an Environmental Policy Statement.
- We have designated an Environmental Assessment Team to review our current environmental impacts and practices.
- The Environmental Assessment Team has created a timeline for collecting, analyzing, and reporting data on the environmental aspects of all of our business operations.
- The Environmental Assessment Team is empowered to collect as much data as necessary, to report that data, and to make recommendations to key decision-makers.

Sample Environmental Goals and Objectives

<p>Y.O.U.R. Planning and Management Goal: In addition to our annual report of compliance with environmental regulations, we will produce an annual summary of beyond-compliance practices. Management will review progress and revise goals to ensure continual improvement.</p> <p>Objectives: 1. We will distribute our annual environmental report to clients and make it available on our website. 2. We will include an environmental performance review in next summer's management retreat agenda.</p>	<p>Y.O.U.R. INC.</p> <p>Y.O.U.R. Procurement/Purchasing Goal: Our purchasing guidelines will include environmental criteria in line with our Environmental Policy Statement.</p> <p>Objectives: 1. The purchasing department will add criteria to the vendor evaluation checklist that reflect our environmental goals. 2. This year, we will raise the percentage of recycled paper we purchase to 75% of our total paper.</p> <p>Y.O.U.R. Water Use Goal: We will reduce water consumption by 5% per year for the next three years.</p> <p>Objectives: 1. We will put notices at all sinks reminding employees to not waste water. 2. We will replace 25% of inefficient toilets with ultra-low flush models each year.</p> <p>Y.O.U.R. Waste Minimization Goal: Our company will decrease the amount of waste disposal to landfills by 5% per year for the next three years.</p> <p>Objectives: 1. We will provide white-paper recycling bins to all office employees this year to divert at least 15% more white-paper to recycling. 2. The production department will identify uses for its by-products among local businesses rather than disposing of them.</p>
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Next steps to increase your profitability through environmental practices...

Online Resources:

Goals Example: www.dow.com/environment/goal2005.html
Implementation Guide (Global Environment & Technology Foundation): www.getf.org/file/toolmanager/Custom016F1965.pdf
Greenbiz Toolbox: www.greenbiz.com/toolbox/index.cfm
EPA Tools: www.epa.gov/opptintr/dfe/tools/index.htm

Look in the BEA's How-To Guide Series for:

- #1: Developing an Environmental Policy Statement
- #2: Carrying Out an Environmental Assessment
- #4: Accessing Environmental Resources (Two Parts)
- #5: Educating Your Employees About Sound Environmental Practices
- #6: Evaluating Profitable Environmental Opportunities
- #7: Measuring Performance
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BEA How-To Guide #3: Setting Environmental Goals and Objectives



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What are environmental goals and objectives?

Environmental goals are general statements that describe what a business wants its overall environmental impact to be. Goals should address specific types of environmental impact in the context of the business' overall mission and environmental policy. Based on the environmental impacts of your current business practices, your goals should articulate specific, time-bound, measurable targets for environmental performance.

Objectives are concrete action statements elaborating on your goal statements. They identify measurable targets for the actions that the business will take to decrease its environmental impacts within a specific timeframe. Meeting these objectives will bring the company's environmental performance in line with its stated environmental goals.

How do environmental goals and objectives benefit my business?

By setting environmental goals and objectives, your business will define its approach to increasing profitability through environmentally responsible practices.

Environmental goals and objectives are the targets your business sets for decreasing its environmental impacts and the actions you will take to meet them. By identifying specific actions in this way, you will be able to:

- Link your employees' actions and decisions to your business' environmental policy statement, in the context of your overall mission
- Stay ahead of changing regulatory requirements



- Measure your progress toward becoming an environmental leader
- Track the impact of environmentally responsible business practices on your bottom line
- Make your environmental priorities known to your customers/clients and use your environmental stewardship to distinguish your business from your competitors

Who should be involved in setting our environmental goals and objectives?

Key decision-makers who would be valuable in setting environmental goals and objectives include senior management and those involved in creating the environmental policy statement, procurement/purchasing agents, facilities managers, maintenance supervisors, production managers, and environmental health & safety officers.

How do I get started?

1. Create an Environmental Policy Statement.
2. Identify which aspects of your business have environmental impacts, and how significant those impacts currently are.
3. Consider regulatory requirements and the opinions of your clients, shareholders, employees, neighbors, community, etc.
4. Begin drafting statements that address each type of environmental impact you have identified, and that describe any changes you would like to make. These will be your goals.

What are the main types of environmental goals and objectives?

Planning and Management

Planning goals address how your managers and employees will incorporate environmental issues into day-to-day decisions. Questions to ask when setting these goals might include: Are you required to report on environmental compliance? Are environmental issues part of your workplace culture? **Example:** *in addition to our annual report of compliance with environmental regulations, we will produce an annual summary of beyond-compliance practices. Management will review progress and revise goals to ensure continual improvement.*

Procurement/Purchasing

Procurement goals describe the extent to which environmental criteria will be used in selecting vendors and buying materials. For example, will the company buy recycled paper? Are vendors' environmental compliance histories considered during the selection process? **Example:** *Company purchasing guidelines will include environmental criteria in line with our Environmental Policy Statement.*

Resource Use Efficiency

Water: Water-use goals and objectives should address all of the water-using equipment on the business site.



An initial survey of water use is very helpful in identifying areas where water could be used more efficiently through changes in procedure or equipment. **Example:** *We will reduce our water consumption by 5% per year for the next three years.*



Energy: As with water, energy goals define how much energy your company wants to use in conducting business.

Action-oriented projects could include increasing employee awareness, adjusting production schedules, investigating alternative energy sources, and installing more energy-efficient equipment. **Example:** *We will maintain our current energy usage levels over the next three years while our planned production expansion continues, thereby using less energy per final product.*

Waste:

Depending on the types of byproducts created by your business, you may be able to mitigate the environmental impacts through changes to your materials, your processes, or your disposal methods.

Example: *Our company will decrease the amount of waste disposal to landfills by 5% per year for the next three years.*



Pollution Prevention

Goals for reducing air and water pollution should be based on a reasonable expectation of progress from your business' current baseline. Areas of your business that might be addressed include pollution from employees' commuting and industrial processes.

Example: *Our company will prevent air pollution by encouraging employee carpooling and telecommuting.*

Other Environmental Impacts

Climate Change/Greenhouse Gas Emissions: Many companies have begun assessing their processes' impact on global climate change and are setting goals to reduce that impact.

Hazardous Materials: Disposing of hazardous materials in an environmentally responsible way and preventing hazardous material spills are important goals in some industrial sectors.

Land Use: For businesses looking to relocate or expand, the impact of commercial/industrial land use on an area's ecosystem could be incorporated into the business' statement of goals.

How do we measure our progress?

Perhaps the most important part of setting environmental goals and objectives is using them to measure your progress. Be sure to identify performance indicators for each of your objectives, and designate an employee who will be responsible for monitoring your business' performance according to those indicators. As more objectives are carried out and goals are met, your environmental policies will be evident in all of your business practices!

Environmental Goals and Objectives Checklist

- We have an environmental policy statement.
- We have identified the types of impact our business practices have on the environment.
- We have created goals, stating where we want each type of environmental impact to be in the future.
- We have listed action-oriented objectives that, if completed, will achieve our goals.
- Our objectives are measurable, and we have a plan to measure our progress and reevaluate our goals.

Who can help me manage waste, recycling, and hazardous materials?

Waste Reduction

- **CA Integrated Waste Management Board:** Discusses the CalMAX materials exchange program and information on waste reduction — www.ciwmb.ca.gov/Business
- **U.S. EPA Technical Assistance:** The EPA's National Waste Minimization Partnership Program guides businesses (particularly manufacturing) to technical assistance programs from various types of organizations — www.epa.gov/epaoswer/hazwaste/minimize/techart.htm.
- **U.S. EPA WasteWise:** This voluntary waste reduction program for businesses is a source of information on waste reduction and recycling — www.epa.gov/wastewise/.



Recycling

- **Sonoma County Waste Management Agency:** Business resources available from the Waste Management Agency include reuse and recycling programs, recognition and awards. Contact: Eco-Desk Hotline at 707-565-DESK or www.recyclenow.org/b_resources.html.
- **Sources for recycled materials:** Beyond Waste at www.sonic.net/~precycle, the Recycled Products Purchasing Cooperative at www.recycledproducts.org.



Hazardous Materials

- **CA Department of Toxic Substances Control:** Provides information on pollution prevention, laws/regulations, new technology, upcoming events — www.dtsc.ca.gov.
- **Cal CUPA:** The Certified Unified Program Agencies forum provides information on regulatory requirements, local programs, and training opportunities — www.calcupa.net.

Next steps to increase your profitability through environmental practices...

Look in the BEA's How-To Guides for:

- #1: Developing an Environmental Policy Statement
- #2: Carrying Out an Environmental Assessment
- #3: Setting Environmental Goals and Objectives
- #4 (Part II): Planning and Implementation
- #5: Educating Your Employees About Sound Environmental Practices
- #6: Evaluating Profitable Environmental Opportunities
- #7: Measuring Performance
- #8: Developing Continual Action Plans

BEA How-To Guide #4 (Part I)

Accessing Environmental Resources: Resource Use Efficiency

Water, Energy, Waste, Land Use, Pollution



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This guide lists resources to help you increase your profitability by using environmental resources more efficiently.

Where can I find resources to help me conserve water?

General Information

- Sonoma County Business Water Project:** Offers free water usage assessments to qualified businesses. Call 707-565-6455 or visit www.sonoma-county.org/bca/water.
- U.S. Environmental Protection Agency:** The EPA's Office of Water Management offers free water management software (order at www.epa.gov/owm/water-efficiency/index.htm) and has joined with other groups to create a water efficiency clearinghouse at www.waterrwiser.org.
- Global Environmental Management Initiative:** GEMI's "Connecting the Drops Toward Creative Water Strategies" tool helps business leaders incorporate water conservation into their strategic planning — www.gemi.org/water.
- Water Efficiency Management:** A guide from the North Carolina Department of Environment and Natural Resources, designed for commercial, industrial, and institutional water users — www.p2pays.org/ref/01/00692.pdf.



What resources are available to help me conserve energy?

General Information

- Flex Your Power:** California's resource for information on conserving energy and saving money — www.flexyourpower.ca.gov.
- U.S. Department of Energy:** The Energy Efficiency and Renewable Energy program provides information on how to conserve energy and take advantage of alternative/renewable energy sources — www.eere.energy.gov.
- Pacific Gas & Electric:** PG&E's resources for business include information on conducting a self-audit, tips and analysis tools, and rebate information — www.pge.com/biz/energy_tools_resources.



Alternative Energy Sources

- Solar Energy Industries Association:** The SEIA provides background information on solar energy technology as well as assistance locating technical assistance and contractors — www.seia.org. The state chapter, CALSEIA, provides local information — www.calseia.org.
- Green Power Network:** Information on green power in California is available from this program of the National Renewable Energy Laboratory for the U.S. Department of Energy — www.eere.energy.gov/greenpower/dereg_ca.shtml.
- Green-e:** Certification program sets standards for electricity providers and offers information about accessing "green electricity" sources for California businesses — www.green-e.org/your_e_choices/ca_business.html.



Where can I find help reducing air pollution?

General Information

- California Air Resources Board:** The ARB Small Business Assistance Program provides training and information to CA businesses — www.arb.ca.gov/ba/ba.htm.
- Bay Area Air Quality Management District:** Offers rebates, incentives, and other programs to southern Sonoma County Businesses — www.baaqmd.gov. Northern Sonoma County is covered by similar programs of the Northern Sonoma County Air Pollution Control District (707-433-5911).



Where can I find information about the environmental impacts of land use?

General Information

- Sonoma County Permit and Resource Management Department:** Information on environmental impact regulations, zoning, permits, and the General Plan process — www.sonoma-county.org/prmd.
- Regulatory Guide:** The Sonoma County Economic Development Board has a section on business responsibilities regarding Land Use and Development — www.sonoma-county.org/edlb/regguide/reglanduse.htm.

Where can I learn more about efforts to curb climate change in Sonoma County?

General Information

- Sonoma County Climate Protection Project:** SkyMetrics currently manages a partnership of local government, nonprofit groups, and businesses interested in Greenhouse Gas Emissions and Climate Change — www.skymetrics.us.

Resource Use Efficiency Assistance Checklist

- Our business has identified areas in which we require more information, technical assistance, or support to achieve our goal of using natural resources efficiently.
- Specific employees have been designated to access the information or technical assistance available from groups providing environmental resources to businesses.
- Our business will continue to look for emerging technologies and new environmental resources.

Where can I find resources to help me conserve water?

General Information

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- Water Efficiency Management:** A guide from the North Carolina Department of Environment and Natural Resources, designed for commercial, industrial, and institutional water users — www.p2pays.org/ref/01/00692.pdf.



Product Information

- California Urban Water Conservation Council:** Provides information on water-efficient equipment and technologies — www.cuwcc.org.
- Low-Flow Toilet Purchasing Guide:** Compiled by Seattle Public Utilities, this guide offers advice and tips for selecting low-flow toilets that meet consumer standards — www.cityofseattle.net/utl/efficienttoilets.

Industry-Specific Information

- Facility Manager's Guide to Water Management:** This publication of the Arizona Municipal Water Users Association has information for industrial and commercial sites, aimed at facilities managers — www.amwua.org/fmgtrwm.pdf.
- Food Service Technology Center:** Tests commercial kitchen equipment for water and energy efficiency, provides technical data and recommendations — www.fishnick.com.
- Irrigation & Green Industry Network:** Contains information on landscape irrigation technologies as well as a network of irrigation resources — www.igin.com.
- WATERIGHT:** A service of the Center for Irrigation Technology with information on landscape irrigation — www.waterright.org.

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What types of recognition or awards could we receive for our efforts?

- **Sonoma County Business Environmental Alliance:** The BEA's Best Practices Report highlights the environmentally responsible practices that local businesses have found to be profitable. The BEA has also given awards in cooperation with the Chambers of Commerce in Cotati, Sebastopol, Petaluma, and Santa Rosa — www.sonomabea.org

- **Sonoma Green Business Program:** Provides certification to Sonoma County businesses in the auto, winery, and graphic design industries that comply with environmental regulations and value sound environmental practices — www.sonomacounty.org/eservice/green.htm.

- **CA Integrated Waste Management Board:** The Board recognizes businesses that have reduced their nonhazardous waste with its Waste Reduction Awards Program (WRAP) — www.ciwmb.ca.gov/WRAP.

- **Governor's Environmental and Economic Leadership Awards Program:** This statewide award highlights the environmental achievements of businesses, individuals, and organizations, particularly in conservation and building public-private partnerships — www.calepa.ca.gov/awards.

- **U.S. Environmental Protection Agency:** The EPA awards achievements in many areas each year, including its general recognition program for businesses' environmental best practices, the Performance Incentives program — www.epa.gov/ebpages/induperformanceincentives.html.

- **ChevronTexaco Conservation Awards:** This corporate-sponsored award focuses on conservation efforts that bring together various groups to improve environmental quality — www.chevrontexaco.com/social_responsibility/community.

- **U.S. Bureau of Reclamation:** The Bureau makes awards based on achievements in water conservation in the American West — www.usbr.gov.



Next steps to increase your profitability through environmental practices...

Look in the BEA's How-To Guides for:

- #1: Developing an Environmental Policy Statement
- #2: Carrying Out an Environmental Assessment
- #3: Setting Environmental Goals and Objectives
- #4 (Part I): Resource Use Efficiency
- #5: Educating Your Employees About Sound Environmental Practices
- #6: Evaluating Profitable Environmental Opportunities
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BEA How-To Guide #4 (Part II)

Accessing Environmental Resources: Planning and Implementation

Financial Assistance, Planning, Networking, and Recognition



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Which groups provide financial assistance for environmental projects?

Multiple Project Types

- **U.S. Environmental Protection Agency:** The EPA makes grants for a number of projects, including water quality, conservation, pollution prevention, and agriculture — www.epa.gov/region09/funding/index.html.
- **Foundation Center:** This online resource includes a searchable database of private, corporate, and community foundations making grants for various types of projects including environmental work — www.fdncenter.org.
- **CA Commerce and Economic Development Program:** Funding is available for businesses environmental projects, in “Financial Assistance” at <http://commerce.ca.gov>.

Water Projects Only

- **Business Water Project:** Provides information about local water retailers’ rebates and incentives — www.sonoma-county.org/bea/svbwpp/savings.html.
- **CA State Water Resources Control Board:** Offers grant and loan funding for water quality and related projects — www.swtrcb.ca.gov/funding.

Energy Projects Only

- **CA Energy Commission:** The Energy Commission’s Consumer Energy Center offers rebates on qualifying equipment and renewable energy systems — www.fypower.com/com/tools/rgl.html. More information on Energy Commission grants and cost-sharing programs is available at www.energy.ca.gov/contracts.

Waste/Recycling Projects Only

- **CA Integrated Waste Management Board:** Provides grant and loan funding under a number of programs for businesses, local government, and community groups, including its Recycling Market Development Zone (RMDZ) Revolving Loan Program specifically for businesses using recycled materials — www.ciwmb.ca.gov/Grants.

Pollution Prevention Projects Only

- **CA Air Resources Board:** The Board offers emissions credits, incentives, and grants, as well as links to funding opportunities for specific projects from other groups — www.arb.ca.gov/ba/finmfm.htm.
- **CA Department of Pesticide Regulation:** The DPR offers grants and awards for innovative, least-toxic, and environmentally responsible practices in pesticide use — www.cdpr.ca.gov/dprgrants.htm.
- **CA Pollution Control Financing Authority:** Loan funding is available through the State Treasurer’s Office for pollution control projects — www.treasurer.ca.gov/cpcf.

Where can I find resources to help meet my planning and management goals?

Strategic Planning

- **International Network for Environmental Management:** Serves as a clearinghouse of information on including environmental standards in the business planning and management process, including case studies and sample standards — www.inem.org.
- **International Organization for Standardization:** The tools available as part of the organization’s environmental management system, ISO 14000, serve as a guide to incorporating environmental standards into business planning — www.iso.ch/iso/en/iso9000-14000/iso14000/iso14000index.html.



Effective Management

- **U.S. Environmental Protection Agency:** The EPA refers businesses to programs, tools, and guides to assist them in implementing an Environmental Management System — www.epa.gov/ems/assist/index.htm.
- **CA Environmental Protection Agency:** Cal-EPA has administered a program evaluating and developing resources for businesses’ Environmental Management Systems — www.calepa.ca.gov/EMS.
- **Businesses for Social Responsibility:** Environmental resources available from BSR include case studies and toolkits for managers to use in assessing their environmental performance, as well as general information and reports from BSR working groups — www.bsr.org/BSRresources/Environment/EnvResources.cfm.
- **SectorSTAR:** A searchable database (by industry, geography, or program type) of organizations and resources that promote environmentally responsible business practices — www.sectorstar.org.

Reporting

- **Global Reporting Initiative:** Nonprofit coalition provides guidelines for reporting on your company’s environmental performance alongside economic performance and social responsibility, used by many prominent US companies — www.globalreporting.org.
- **GreenBiz:** The GreenBiz Business Toolbox offers general information, articles and links to help businesses create successful environmental reports — www.greenbiz.com/toolbox/howto.cfm under “Communications.”



Where can I find environmental groups for networking and cooperation?

Local and State Environmental Groups

- **Sonoma County Business Environmental Alliance:** With its focus on “Profitability through Sound Environmental Practices,” the BEA serves the business community as a clearinghouse of business-friendly environmental information and a basis for cooperation among local business leaders — www.sonoma-county.org/bea.
- **Sonoma County Conservation Council:** A coalition of local environmental groups that holds meetings on various environmental topics, and offers links to member groups — www.envirocentersoco.org.
- **Sustainable Sonoma County:** A group of environmental professionals working on advocacy and business mentoring in Sonoma County — www.sustainablesonoma.org.
- **S.E.E. Green:** A directory of local green businesses and green business resources — www.seegreen.org.



National & International Environmental Groups

- **World Business Council for Sustainable Development:** International group offering news, information, advocacy, resources, and regional networks for businesses committed to sustainable development — www.wbcasd.org or the US partner at www.usbestd.org.
- **Business for Social Responsibility:** A membership group providing resources and events focused on corporate social responsibility, including environmental best practices — www.bsr.org.



Planning and Implementation Assistance Checklist

- Our business has identified areas in which we require financial assistance to make our planned environmental projects cost-effective.
- We have located environmental groups that can help educate our staff, network with management, and cooperate with us on environmental initiatives.
- Our business will actively seek recognition for our commitment to profitable environmental practices.

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Sample Employee Education Activity



Y.O.U.R. INC.

Schedule of Events Y.O.U.R. Company Earth Day Celebration

8:30 a.m.
Breakfast

Employees who bring their own reusable plates, silverware, and mugs will receive a complimentary breakfast and coffee in the main lobby. Look for the posters in the lobby about reducing waste by reusing materials!

9:30 a.m. — 11:30 a.m.
Community Tours

Employee guides will lead facility tours for groups of community leaders and students, highlighting environmental stewardship activities.

12:00 — 2:00 p.m.
Lunch Program

Company-wide lunch in the cafeteria featuring a skit by the management team, tips for saving water from the City Department of Water and Sewer, and Earth Day Trivia with prizes up to \$150.

2:00 p.m. — 5:00 p.m.

New Technologies Demonstrations

Please visit the following demonstrations, beginning every half hour:
Hybrid car demo in the back parking lot
Landscape irrigation demo in the central courtyard
Compositing demo in the front parking lot/lawn
Energy efficient computer tips at the main reception desk

Next steps to increase your profitability through environmental practices...

Online Resources:

EPA WasteWise Tips for Employee Education:

www.epa.gov/epaoswer/non-hw/reduce/wstewise/pubs/wwupda4.pdf

List of Outreach Ideas: www.plasticsindustry.org/outreach/employee/ways.htm

Strategies for Employee Education: www.greenbiz.com/toolbox/howto_third.cfm?LinkAdvID=4201

Look in the BEA's How-To Guide Series for:

- #1: Developing an Environmental Policy Statement
- #2: Carrying Out an Environmental Assessment
- #3: Setting Environmental Goals and Objectives
- #4: Accessing Environmental Resources (Two Parts)
- #6: Evaluating Profitable Environmental Opportunities
- #7: Measuring Performance
- #8: Developing Continual Action Plans

BEA How-To Guide #5:

Educating Your Employees About Sound Environmental Practices



Photo by Susan & Neil Silverman, Sonoma County, CA



"profitability through sound environmental practices"

Sonoma County
Business Environmental Alliance



Business Environmental Alliance

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Email: bea@sonoma-county.org

Web: www.sonoma-county.org/bea

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How do we educate employees about environmental practices?

Depending on the size and focus of your business, educating your employees about environmental best practices might include anything from a single poster on the wall of your office to a daylong session or community event. Education projects include training, regular reminders, introduction of new techniques, and encouragement.

How will educating employees benefit my business?

Your company can fully realize its environmental goals, and the associated economic benefits, if all of your employees are committed to sound environmental practices. Therefore, employee education is a critical step in improving your bottom line through improved environmental performance. Additional benefits include:

- ✓ improving compliance with environmental, health and safety regulations
- ✓ gaining a competitive advantage in marketing to and serving environmentally-conscious consumers
- ✓ improving employee morale and teamwork
- ✓ creating opportunities for outreach



Who should be involved?

In order for an education program to be successful, executive management must be committed to communicating environmental best practices to employees. Staff at all levels of your organization should participate in the educational activities you choose to pursue, especially if there is no training or environmental compliance staff available.

How do I get started?

First, identify which environmental topics to introduce to your employees. Identify your most important goals and objectives from your Environmental Policy Statement.
Second, ensure that managers are committed to the pursuit of environmental best practices and to the employee education programs that will support them.
Third, select a staff member or group to find ways, like those listed in this guide, to increase employee awareness of those topics and participation in your environmental practices.

Which education projects are most likely to succeed?

Special Events

One of the best ways to get employees thinking about the environmental impacts of their actions is to create a special event. Earth Day is a common time for companies to highlight their environmental commitment, but any day is appropriate. Time spent recognizing environmental practices at a special event signals to employees that environmental issues are critical to the company's mission. A successful special event will include some or all of the following components:

- ✓ Involvement by senior management
- ✓ High level of participation by employees
- ✓ Fun activities or other features (food, entertainment) that catch employees' attention and create a positive atmosphere
- ✓ Educational activities such as informational presentations, trivia games, and demonstrations about the environment
- ✓ Handouts or other "take-away" items like recycling bins and energy-efficient light bulbs
- ✓ Opportunities for employees' suggestions and comments

Competitions

Another popular approach is to hold a competition that rewards employees who learn about and apply environmental best practices. Although many types of competition could be effective, the most important steps are linking the competition with clear environmental best practices, offering rewards to encourage participation and emphasize the value of environmental practices.

- Host a trivia game at a company meeting, with questions about environmental practices
- Plan resource-use competitions in which individuals or teams compete to reduce their use of water, energy, etc. or reduce their waste production over a period of time
- Sponsor a contest to design environmental slogans, posters, or events for the company
- Give an annual award for the most environmentally responsible employee, group, or division

Formal Training

Human Resources or other employees, or even outside groups, can offer an orientation to new employees about your environmental practices, including recycling policies, commuting/carpooling options, and how to use equipment in the most environmentally friendly manner. After the initial training of new employees, continued formal training can take the form of workshops and seminars, brown-bag lunch sessions with members of local environmental groups, workshops on emerging technologies, or participation in certification programs.



Communication

To keep employees engaged in using environmentally friendly practices, communication should be continuous. Constant reminders about environmental policies can be embedded in your existing methods of communication, whether they include daily public announcements, monthly newsletters, bulletin boards, or weekly company-wide email messages. To access the BEA's electronic communication tool, the weekly SURE! tip, visit www.sonoma-county.org/bea/conservation.htm.

Community Partnerships

Your environmental policy is inherently linked to your commitment to improve your community. Therefore, community outreach and environmental best practices go hand in hand. You can increase the value of employee education by pairing it with community activities that showcase your environmental commitments to your customers, investors, and government representatives. Community partnerships that will educate your employees and the community include:

- ✓ Allowing employee volunteers to assist with local schools' Earth Day and/or Arbor Day celebrations
- ✓ Offering employee-guided tours of the environmental best practices at work in your facility
- ✓ Participating in local environmental advocacy movements
- ✓ Granting employees paid time off to participate in habitat clean-up/restoration efforts
- ✓ Sponsoring community recycling drives

Groups that might be contacted to make presentations or to provide training include utility companies, local, state, and federal environmental agencies, local environmental activists, higher educational institutions, and trade groups.

Long-Term Opportunities

Some companies overlook the simplest way to educate their employees about sound environmental practices. Leading by example can be an inexpensive way to promote environmental practices. Companies can encourage carpooling, recycling bottles and cans, and reducing wasted paper, water, and electricity through simple actions like putting white-paper recycling bins at every office desk and posting a ride-share board.

Environmental Education Checklist

- We communicate our environmental policies to all employees continuously.
- We highlight our environmental efforts through community partnerships.
- We have a special event dedicated to environmental best practices.
- We encourage participation through rewards and leadership by senior managers.

Sample Environmental Opportunity Evaluation

Y.O.U.R. Company
Environmental Opportunity:  Y.O.U.R. INC.

Reduce water use in the main office building by replacing existing 3.5 gallon per flush toilets with water-efficient ultra-low-flow models.

Baseline Costs:

The following information was collected during the initial environmental assessment for the current main office building restrooms:

10 toilets, 3.5 gal/flush = 1,400 gal/day (gpd) or 511,000 gal/yr
Water rate: \$2.50 per 1000 gallons, Sewer rate: \$4.25 /1000 gal

Annual Operating Cost:

Water: 2.50 x 511 = \$1,277.50
Sewer: 4.25 x 511 = \$2,171.75
Maintenance: = \$2,500.00
Total: = \$5,949.25

Alternative Costs:

10 toilets, each using 1.6 gal/flush = 640 gpd or 233,600 gal/yr
Water rate, sewer rate remain constant

Annual Operating Cost:

Water: 2.50 x 233.6 = \$584.00
Sewer: 4.25 x 233.6 = \$992.80
Maintenance: = \$2,500.00
Total: = \$4,076.80
Annual Savings: = \$1,872.45

Capital Investment Cost: (includes installation)

10 1.6-gpf toilets = \$4,500

Simple Payback Period Calculation: (no interest/depreciation)

Cost of installation ÷ savings per year = 4,500/1,872.45 = 2.4 yrs

Recommendation:

This environmental opportunity will be profitable within 3 years. For each of the remaining 7 years of the toilets' expected 10yr life, we will reduce annual expenses by approximately \$1,872.45.

Next steps to increase your profitability through environmental practices...

Online Resources:
Environmentally Preferable Purchasing: www.sonomabea.org
EPA Guide to Environmental Cost Accounting:
www.epa.gov/opptintr/acctg/resources.htm

Look in the BEA's How-To Guide Series for:

- #1: Developing an Environmental Policy Statement
- #2: Carrying Out an Environmental Assessment
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- #7: Measuring Performance
- #8: Developing Continual Action Plans

BEA How-To Guide #6:

Evaluating Profitable Environmental Opportunities



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What are environmental opportunities?

Environmental opportunities are potential changes in the materials or practices used at your business that would reduce harmful impacts on the environmental and/or have environmental benefits. These opportunities might stem from areas of improvement discussed in your goals and objectives, or might be identified during an initial environmental assessment. On the other hand, an opportunity might arise because of a new technology, government initiative, community project, or your employees' suggestions. With many potential sources of environmental opportunities, business leaders must learn to evaluate which will both achieve their environmental goals and be profitable.



How will evaluating environmental opportunities increase my profitability?

Taking steps to improve your environmental performance for its own sake is admirable. But businesses realize that carefully evaluating each step's costs and benefits will lead to more value in the end. By using the techniques described here to make sound judgments, your business will ensure that the changes it makes to improve the environment will also improve the bottom line. In addition, the process of evaluating these opportunities reinforces your commitment to sound environmental practices and allows you to make more informed explanations of your choices to interested stakeholders.



Who should be involved in evaluating environmental opportunities?

Staff members that are comfortable with your organization's accounting methods and financial system, as well as the general operations of the facility, will be most helpful in evaluating environmental opportunities. For very specialized projects, employees familiar with the technology or procedure involved should be included in the evaluation as well.



How do I get started?

First, gather information about the materials and procedures that currently create environmental impacts. These will likely be addressed in your environmental goals, and descriptive information should be available from a recent environmental assessment.

Second, determine whether the proposed alternatives would meet basic quality standards and produce an acceptable end result before making the effort to evaluate their profitability.

How do I analyze the costs associated with an environmental opportunity?

Baseline Costs

Compute the costs associated with your current materials and procedures. These will provide the baseline to which you can compare more environmentally friendly opportunities. The costs you include in this baseline calculation should reflect the level of detail you want in your final analysis. Costs to consider for a particular area where environmentally preferable alternatives exist include:

✓ Raw materials and/or supplies:

the direct cost of the supplies/raw materials that are used in the current process

✓ Capital costs:

the equipment used in a particular process and the share of overall capital costs (for building space, etc.) attributable to the process. *Note: if some of the capital costs will remain constant for any set of alternative materials/practices, they can be excluded from the cost calculation. However, their inclusion allows for a fuller accounting of the economic value of your processes.*

✓ Labor:

the costs for the current number of worker-hours spent on a process, and/or additional costs such as insurance that are related to the process

✓ Waste disposal:

the cost of removing any wastes produced

✓ Utilities:

the cost of energy and water used in the process

✓ Miscellaneous:

other costs include permits, environmental mitigation, maintenance costs not already included in materials or labor, employee training, and any other components of overhead that can be traced to the process being evaluated

Alternative Costs

Compute the costs associated with the environmentally preferable alternatives for each of the categories in your baseline calculation. Then, include additional costs such as:

✓ Capital investment:

if new equipment is needed for this alternative, include the cost of the investment

✓ Installation:

costs for removing old equipment/materials and installing new equipment/materials

✓ Planning/Training:

any costs associated with preparing your site/employees for a new process



How do I analyze the benefits associated with an environmental opportunity?

The benefits of an environmentally preferable alternative may be immediately evident from your cost calculations, as a direct savings in annual operating costs.

★ *Savings Calculation: baseline annual operating cost minus alternative's projected annual operating cost*

Additional types of benefits to include in your evaluation might be the values of increasing productivity, reducing liability, and reducing the number of applicable regulations.

How do I evaluate the profitability of an environmental opportunity?

Two calculations will help you compare the environmental opportunity with your current practices:

Benefit-Cost Ratio:

As with any business decision, an environmental opportunity will be profitable if it produces a benefit/cost ratio greater than one. Now that you have determined how to identify the economic benefits (savings and additional benefits), compare them to the costs of the opportunity over a specified time period such as the expected life of the alternative.

★ *Benefit-Cost Ratio Calculation:*

$$\frac{\text{Savings or benefits for specified time period}}{\text{Costs for that period}}$$

Payback Period:


Particularly for long-term projects, it may be more useful to calculate the amount of time necessary for a project's benefits to outweigh its initial costs and become profitable.

★ *Simple Payback Period Calculation: $\frac{\text{Total cost for life of project}}{\text{Savings or benefits per year}}$*

Environmental Opportunities Checklist

- We have calculated the costs associated with our current practices.
- We have calculated the costs associated with each of the environmentally preferable alternatives under evaluation.
- We have identified additional benefits of the alternatives and have calculated their economic value.
- After reviewing the benefit/cost ratio and payback period calculated from the data collected, we are ready to make a strategic decision about the environmental opportunity.

Sample Performance Measurement

 Y.O.U.R. Company Environmental Performance Indicators		
Purpose / Environmental Goal	Indicator	Measurement Schedule
Reduce use of scarce resource	Water use (thousand gallons)	Measure monthly Compare year-to-year
Reduce use of scarce resource	Electricity use (kilowatt-hours)	Measure monthly Compare year-to-year
Reduce presence of toxic chemicals onsite	Number of toxic chemicals used in processes	Measure annually Compare year-to-year
Reduce production of hazardous waste	Hazardous waste disposal (pounds)	Measure monthly Compare year-to-year
Reduce vehicle emissions by employees	Number of work-related car trips by employees	Measure weekly Compare month-to-month
Educate employees about company's environmental goals	Percentage of employees attending environmental education events	Measure annually Compare year-to-year

Next steps to increase your profitability through environmental practices...

Online Resources:

GEMI Metrics Guide: http://www.gemi.org/MET_101.pdf

Look in the BEA's How-To Guide Series for:

- #1: Developing an Environmental Policy Statement
- #2: Carrying Out an Environmental Assessment
- #3: Setting Environmental Goals and Objectives
- #4: Accessing Environmental Resources (Two Parts)
- #5: Educating Your Employees About Sound Environmental Practices
- #7: Evaluating Profitable Environmental Opportunities
- #8: Developing Continual Action Plans



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BEA How-To Guide #7:

Measuring Performance



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What is environmental performance measurement?

Measuring environmental performance means evaluating, at regular intervals, your company's progress in achieving its environmental goals. Companies use measurement tools, often called "metrics," to evaluate performance. Using a performance metric or measurement involves tracking various indicators of the environmental impacts and improvements that are important to your business. This guide will help you determine which indicators are relevant to your company and how best to measure, monitor, and interpret those indicators.

Why should I measure my company's environmental performance?

Regular evaluation of your environmental performance will keep environmental issues at the forefront of your management decisions and allow you to make informed decisions. Environmental policies and goals are only useful insofar as they bring about improvements. Without performance measurement, your company's decision-makers cannot know whether there has been improvement and cannot keep their commitment to environmentally preferable practices. In addition, measurement of your environmental impacts and improvements can and should be linked to the performance of your business overall, making the connection between best practices and profitability.



Who should measure performance?

Your environmental performance should be measured either by the employees directly involved in the processes creating environmental impacts or by independent evaluators. On the one hand, those employees working in the areas of environmental impact are most familiar with your company's practices, and may be best able to recognize changes and improvements. On the other hand, an independent evaluator (whether from a separate department within your company or an outside consultant) can review your progress without bias. Regardless of who collects the data, company leaders should be informed of the conclusions drawn from your company's environmental performance measurements.

How do I get started?

First, make a list of measurable indicators that can track the environmental impacts you have identified through your environmental assessment or goal-setting.



Second, establish a schedule for collecting data on those indicators on a regular basis.

Third, interpret the measurement data you have collected to see areas in which there has been improvement as well as those areas where more work is needed.

Which indicators should I measure?

Guidelines

- ⇒ The indicators you choose should be linked to a specific environmental impact in a defined way
- ⇒ measurable by cost-effective methods
- ⇒ easy to interpret in useful business terms like resources saved or value added
- ⇒ suited to your reporting or management purposes

Choosing Appropriate Indicators

Indicators can capture the state of your environmental impact at any stage of a process. For instance, the impact of water use at a particular business could be tracked by measuring the quantity of water flowing into the site, by the amount used on an individual process, by the wastewater discharged from the site, by the quality of water at the discharge site, or by some combination of all of those indicators. Choose the indicator or set of indicators that will give you the most accurate description of your environmental impacts.



Some simple indicators to start with might be those environmental impacts that are already being reported to regulatory agencies (such as discharge of hazardous waste). You can begin measuring your performance using the existing data. In addition, your company's methods for collecting this data could serve as a model for measuring other indicators.

Sample Indicators

- Some commonly used indicators include:
 - Pounds of paper recycled
 - Gallons of water used
 - Amount of fuel used
 - Number of regulatory violations cited/fined
 - Kilowatt-hours of electricity used
 - Gallons of wastewater discharged
 - Quantity of air emissions
 - Number of employee education activities conducted

What are some common methods for measuring these indicators?

Your measurements should be cost-effective and not detract from your other business activities. In practice, this means making the best use of data already collected for other purposes, and introducing new data collection activities in the course of existing practices. For example,

- Existing data:** the amount of water or electricity used each month can in most cases be read directly from a utility bill
- New data collection method:** installing a sub-meter on a piece of water-using equipment would allow the machine's operator to periodically read the amount of water being used without disrupting the machine's operation

How do I use performance measurement to improve my business?

Once you have collected measurements of various indicators, you can use them to describe your environmental practices. In contrast to an initial environmental assessment, performance measurement focuses on tracking changes in impact over time.

It is often useful to interpret the data for each indicator using a chart or graph in addition to an explanation. For example, if you have collected monthly water use figures, plotting the data in a line graph will show whether your use changed seasonally. You could also use this measurement to determine whether your actual performance meets your environmental goal of reducing water use.



Finally, remember that one of the most important parts of measuring environmental indicators is bringing all of the information together to describe your overall performance. An annual report or summary will not only describe your performance to key stakeholders but also help you achieve continual improvement.

Performance Measurement Checklist

- We have identified measurable indicators for each of the environmental impacts that contribute to our overall environmental performance.
- We collect data on each indicator at regular intervals.
- We interpret the data over time to determine whether or not we are meeting our environmental goals.
- We report on our annual environmental performance to company leaders and interested stakeholders.

Sample Continual Action Plan

Y.O.U.R. Company
Annual Report
June 2004



Y.O.U.R. INC.

Environmental Performance Report Page 5 of 5

Again this year, Y.O.U.R. Company has demonstrated our commitment to continual improvement of our environmental performance. This year's improvements in energy efficiency and the reduction of hazardous waste production are important milestones, but they are not the end of our work to find environmental opportunities that meet our business goals. Therefore, we commit to the following plan for continual improvement:

- ◇ Y.O.U.R. Company will use new advancing technologies to improve our efficient use of environmental resources.
- ◇ The Annual Report of Y.O.U.R. Company will include a section analyzing the environmental impacts of our business practices and our progress in meeting our stated environmental goals.
- ◇ The company's Environmental Policy Statement will be reviewed by a team of employees biannually.
- ◇ All proposals for major equipment or process changes will include an assessment of their environmental impacts.
- ◇ Y.O.U.R. Company's Environmental Policy Statement and annual environmental report will be posted on the company website along with a tool for community and employee suggestions.

Through these efforts we hope to continue our tradition of profitable, environmentally responsible business practices.

Next steps to increase your profitability through environmental practices...

Online Resources:

GreenBiz Toolbox Guide: www.greenbiz.com/toolbox/howto_third.cfm?LinkAdvID=42055

GEMI Publications: www.gemi.org/docs/PubTools.htm

Look in the BEA's How-To Guide Series for:

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- #5: Educating Your Employees About Sound Environmental Practices
- #6: Evaluating Profitable Environmental Opportunities
- #7: Measuring Performance

BEA How-To Guide #8:

Developing Continual Action Plans



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What is a continual action plan?

A continual action plan is a commitment to ongoing improvement of your company's environmental performance.

Whether such plans take the form of an unwritten understanding among managers or a specific, formal written document, they all have the same purpose. The purpose of making plans for continual improvement is to maximize the value of environmentally responsible business practices and to incorporate environmental goals in your company's overall management.

Continual action moves your environmental commitment one step beyond measuring performance towards the most profitable, environmentally friendly business practices.



Why should I make a continual action plan?

A commitment to continual improvement will allow your company to realize sustained savings rather than one-time savings from introducing environmentally preferable business practices. Businesses with continual action plans are better able to recognize and profit from environmental opportunities as technologies and practices change.

Your plans for continual improvement will also demonstrate a long-term commitment to the environment and your community. Your plans may include ways to incorporate employee and community feedback in company decisions, which will increase your responsiveness to community issues and distinguish your company from competitors. With a continual action plan, your positive choices are more likely to be remembered by your customers, clients, and stakeholders because they are not simply a one-time gesture.



Who should make our continual action plan?

The employees and senior managers that worked to create your company's Environmental Policy Statement, goals, and objectives should be part of the team that sets your plans for continual improvement. Your continual action plans should also allow for input from other stakeholders including your customers/clients, community members, investors, and full staff.

How do I get started?

First, assess whether your company is ready for continual improvement. Have you established environmental policies, assessed your current environmental impacts, set goals, and identified some profitable environmental opportunities?

Next, once those steps are accomplished, your company can put some of its environmental goals into practice and begin measuring how your environmental performance changes over time.

Finally, you can set your plans for continual improvement. Start with a general schedule and guidelines for receiving input and performance data, and move on to incorporating your environmental goals into overall decision-making.

What kinds of improvement should be included in a continual action plan?

Continually Review Environmental Goals

The most obvious areas to target for continual improvement are the environmental goals set by your company. A continual action plan would include a commitment by company management to review company performance and set new goals, as well as a schedule for doing so. For resource use goals, your continual action plan might assign an employee to monitor emerging technologies and make recommendations for using them to further reduce your use of water or energy. Your continual action plan should focus on turning one-time actions into sustained practices, and sustained savings.



Continually Improve Performance Measurement

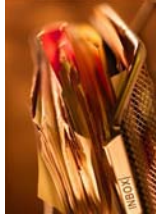
Your initial environmental assessment and subsequent performance measurements are based on the data collection and reporting abilities of your staff and your site.

Improvements to either your data collection processes or your reporting methods will help you to continually improve your environmental performance. For example, automated data collection of resource use on a particular machine or process will save time and institutionalize your continual measurement of how you use valuable environmental resources. Similarly, a continual action plan could include improving your reporting methods to make your environmental performance data more accessible and more useful to your stakeholders. This could be accomplished by posting your environmental reports online or showing multi-year trends in those reports.



Continually Integrate Environmental Goals Into Business Decisions

Another goal of having a continual action plan is to make environmental factors a part of future business decisions. Your plan should include ways to integrate environmental policies and goals into all of your company's business decisions. From capital investments and new product lines to advertising and public relations, all aspects of your company should begin to integrate your commitment to profitable environmental opportunities.



What form should our continual action plans take?

Since the continual action plan is a commitment to continuing efforts already undertaken by your company, it does not need to be a new document. A series of statements included in your existing annual report, for example, could outline your strategies for continual improvement. Continual action plans for improved environmental performance could be included in long-range planning documents and meetings, or be written as a stand-alone document. For a small business, your continual action plan could simply be an agreement among the staff that continual improvement of environmental performance is a company-wide priority.

How often should we review our continual action plans?

The most effective continual action plans outline principles that become a part of all business decisions. Therefore, they are constantly in practice and can be adapted to increase profitability as new situations arise. Part of the commitment to continual improvement, however, should be a schedule for reviewing performance and adjusting environmental goals.

Continual Action Checklist

- Our environmental performance is measured at regular intervals.
- We have made a commitment to continually review our environmental goals and objectives.
- We continually look for better ways to measure and report on our business decisions' environmental impacts.
- Management incorporates our environmental policies and goals into business decisions.

IV. Acknowledgements

Many people contributed their valuable time and ideas to this project. Without the work of these individuals, this study would have been impossible to complete.

Most recognition belongs to the companies that chose to participate in the Best Practices survey and those specific companies that are featured on the preceding Best Practices pages. This display of commitment will play an important role in influencing and encouraging other Sonoma County companies to voluntarily embrace the challenges and rewards of sound environmental practices that enhance financial performance while protecting the environment.

Efren Carrillo and Hannah Bowen, the 2003-2004 coordinators of the Business Environmental Alliance, contributed a significant amount of time to this report and deserve special thanks. Sarah Harris, Arianne Sperry and Erin Williams, former coordinators of the BEA, helped bring the idea to fruition and earlier editions. Special thanks to everyone who helped in the development of the How-To Guides.

This report is a testament to the interest and motivation of the members of the BEA Steering Committee, chaired by Scott Kirk and Sascha Von Meier. They provided valuable insight as well as enthusiasm for the project. The time and energy they devoted is greatly appreciated.

*Ben Stone, Executive Director
Sonoma County Economic Development Board*

Appendix A: Sonoma County Business Environmental Alliance

History

In the Fall of 1993 the Sonoma County Economic Development Board and the University of California Cooperative Extension agreed to co-sponsor a survey of the County's environmentally oriented / involved industry. Key findings from the survey show friendly environmental practices to be important to the business community.

In 1995, the Board of Supervisors created the Sonoma County Environmental Business Task Force, a committee comprised of business, environment and government representatives, to investigate ways to promote the voluntary adoption of good environmental practices in the business community. The Sonoma County Environmental Business Task Force convened in April 1995 with a focus to research ways that the private sector could step forward and provide leadership to show Sonoma County enterprises that voluntary good environmental practices are good business, and that the emerging technology industry was an already growing part of Sonoma County.

The Task Force recommended the formation of the Business Environmental Alliance (BEA) to implement an integrated program of voluntary responsible environmental practices by local business. In addition, the taskforce also recommended that all programs marketed to local businesses be strictly voluntary as a means of soliciting the widest degree of participation; that the BEA not affiliate with any regulatory agencies or advocacy groups for the same reason; and that the best means of "selling" good environmental practices to businesses is to demonstrate that such practices make better business sense than poor environmental practices.

About the BEA

The BEA is one of the first initiatives of its kind and in fact was created to fill a perceived void of easily accessible, practical information that could help businesses to be more environmentally friendly. This business-driven community partnership, coordinated by the Sonoma County Economic Development Board, an organization with 501(c)(3) status, centers on the use of business-to-business communication to promote voluntary responsible environmental practices as a means toward economic profitability. The Sonoma County Business Environmental Alliance promotes and encourages the voluntary adoption of responsible environmental practices by local business as a means of improving their financial performance and preserving Sonoma County's environment.

Mission Statement

The Business Environmental Alliance promotes the economic benefits of responsible environmental practices and provides resources to enable businesses to implement these measures.

Appendix B: Voluntary Environmental Best Practices Survey



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Best Practices Project

VOLUNTARY ENVIRONMENTAL PRACTICES SELF-ASSESSMENT

Notice of Confidentiality: Your participation in this survey of voluntary environmental practices is greatly appreciated. We respect your right to confidentiality, therefore, your company name and survey responses will not be released without prior consent.

Name and position: _____

Company: _____

Number of employees: _____ Yes, the BEA may publish this company's name in its final report

Affiliation (check all that apply):

- | | | | | |
|--|-------------------------------------|--|--|--|
| <input type="radio"/> High-Tech | <input type="radio"/> Accounting | <input type="radio"/> Lodging/Restaurant | <input type="radio"/> Non-profit/CBO/NGO | <input type="radio"/> Health care/Hospital |
| <input type="radio"/> Financial Services | <input type="radio"/> Manufacturing | <input type="radio"/> Winemaking | <input type="radio"/> Agriculture | <input type="radio"/> Other _____ |
| <input type="radio"/> Law | <input type="radio"/> Retail | <input type="radio"/> Education | <input type="radio"/> Construction | |

Please note: This survey regards voluntary environmental practices only; not programs and policies required by law.

1. Does your company pursue any voluntary practices for energy conservation?

Yes

No

If yes, please list: _____

2. Does your company pursue any voluntary practices for water conservation and/or water recycling?

Yes

No

If yes, please list: _____

3. Has your company established a written environmental policy statement?

Yes

No

If yes, in what year was the policy established? _____

4. Has your company set voluntary environmental goals? (i.e. written target for reducing electricity consumption by 20% in one year.)

Yes

No

If yes, please list: _____

5. Are your employees encouraged to take part in and suggest improvements to the company's environmental policies and practices?

Yes

No

If yes, how? _____

6. Is your company more aware of solutions or ways to address resource or environmental issues than it was three years ago?

Yes

No

If yes, why? _____

(Please Continue)

7. What are the greatest challenges to increasing the environmental efficiency and reducing the resource consumption of your business?
- Cost and budget restrictions
 - Lack of education or interest of employees and/or stakeholders
 - Other, please explain: _____
8. Does your company incorporate environmental criteria in its selection of goods and services suppliers?
- Yes, our company prefers suppliers that demonstrate commitment to responsible environmental practices.
 - No
9. Are your company's environmental practices certified by an assessment or evaluative process (i.e. ISO 14001)?
- Yes
 - No
10. Is information about your company's environmental practices publicly available?
- Yes, publicly available
 - No
11. Does your company network with other companies to share voluntary environmental practices?
- Yes
 - No
12. Why is your company interested in voluntarily adopting sound environmental practices? (Please check all that apply.)
- Cost-saving potential
 - Employee morale
 - Want to contribute to a healthy environment
 - Other, please list: _____
13. Have you visited the BEA website (www.sonoma-county.org/bea)?
- Yes
 - No

If your company employs fewer than 25 people, you may skip questions 14-16.

14. Is there a staff member or members charged with your company's environmental responsibilities? (e.g. recycling)
- Yes
 - No
15. Has your company developed a formal Environmental Management System?
- Yes, Fully or partially developed system
 - No
16. Do the environmental impacts of your company's products, processes, and/or services affect decisions at the management level?
- Yes
 - No

<i>If your business is a member of a Sonoma County Chamber of Commerce or trade association, please check the appropriate oval.</i>				
<input type="radio"/> Santa Rosa	<input type="radio"/> Sebastopol Area	<input type="radio"/> Cloverdale	<input type="radio"/> Lodging Assoc.	<input type="radio"/> Farm Bureau
<input type="radio"/> Petaluma	<input type="radio"/> Cotati	<input type="radio"/> Healdsburg	<input type="radio"/> Manufacturing Group	<input type="radio"/> NBTR
<input type="radio"/> Rohnert Park	<input type="radio"/> Windsor	<input type="radio"/> Sonoma	<input type="radio"/> Wineries Assoc.	<input type="radio"/> NCBE
<input type="radio"/> Bodega Bay	<input type="radio"/> Russian River			

Thank you! Please return this survey by ***Friday, December 12, 2003*** by fax to **(707) 565-7231** or by mail to:

Business Environmental Alliance
401 College Ave. Suite D
Santa Rosa, CA 95401-5148

Appendix C: Application for Best Practices Entry

Fax completed form to: Business Environmental Alliance (707) 565-7231

Company Name:

Business Type:
Number of employees:
Contact Name:
Phone:
Email:
Website:



Bottom Line Savings: list cost-savings achieved through environmental practices

[Large teal-colored rectangular area for listing cost-savings]

Energy

Recycling/Reuse

Waste/Emissions

Water

Organic Product

Sustainable Agriculture/Building

Best Practices