

# City of Boston: Behavioral Change

---

Implementing a Sustainability Plan for Municipal Buildings and Employees

Katra Hamilton

Curtis McLaughlin

Danielle Stewart

*Business Sustainability, Summer 2008*

## TABLE OF CONTENTS

INTRODUCTION TO SUSTAINABILITY PLANNING	p. 3
PROJECT BACKGROUND	p. 3
RESEARCH ABSTRACT	p. 4
RECOMMENDED INITIATIVES	
Energy Use	p. 4
Transportation	p. 7
Recycling	p. 9
CHANGE MANAGEMENT	
Communication & Marketing	p. 12
Employee involvement / recognition	p. 14
PERFORMANCE METRICS & REPORTING	p. 16
RISK-BENEFIT ANALYSIS	p. 17
RECOMMENDATIONS: FUTURE INITIATIVES	p. 17
CONCLUSION	p. 19
APPENDIX	p. 20
REFERENCES	p. 22

## **INTRODUCTION TO SUSTAINABILITY PLANNING**

In order for the City of Boston's offices and employees to lead the City's citizens and businesses in sustainability, it is important to define what sustainability is, develop processes to promote sustainability throughout the organization, measure performance on sustainability, and ultimately link this to financial and

operational performance. Creating and implementing a sustainability strategy can be a long and difficult task for an organization to take on. The Plan, Do, Check, Act (PCDA) Cycle (see Exhibit 1) can be a valuable tool for learning and promoting change. The framework can be used as a continuous process for improvement and learning. The sustainability plan that we present below contains several aspects of this cycle.

<i>Exhibit 1: PCDA Cycle<sup>1</sup></i>	
1) Plan	<ul style="list-style-type: none"><li>- conduct initial social and environmental reviews</li><li>- define sustainability strategy</li><li>- design sustainability programs</li><li>- set objectives and targets</li></ul>
2) Do	<ul style="list-style-type: none"><li>- develop structure</li><li>- provide training</li><li>- introduce programs</li></ul>
3) Check	<ul style="list-style-type: none"><li>- conduct internal audit</li><li>- monitor and measure performance</li></ul>
4) Act	<ul style="list-style-type: none"><li>- management review</li></ul>

## **PROJECT BACKGROUND**

Bentley College was approached to assist the City of Boston in creating a Sustainability Plan in order to get municipal buildings and employees aligned with Mayor Menino's Climate Action Plan. The Climate Action Plan was published following the Mayor's Executive Order which was issued on April 13, 2007 to set clear goals for the City's efforts to reduce greenhouse gas emissions, improve buildings, optimize energy resources, balance Boston's transportation system, and manage the City's land and water.<sup>2</sup> The City is looking to align municipal buildings and employees with this plan, to set an example for both citizens and businesses. The Mayor's subsequent Executive Order, issued on July 3, 2007, addresses some of the specific plans for

---

<sup>1</sup> Epstein, p.202

<sup>2</sup> City of Boston, Climate: Change

City Hall, which we will develop further.<sup>3</sup> Our group has selected three main initiatives on which employees should focus: energy use, transportation, and recycling. Of course, there are many pieces involved in making the municipal buildings truly sustainable, many of which involve significant investment and operational changes. Several recommendations for future initiatives of this nature are discussed at the end of this plan.

## **RESEARCH ABSTRACT**

Our team has done significant research on best practices in other cities and organizations around the country. We have also contacted key City employees about the feasibility of our initiatives. Additionally, a survey was conducted of City of Boston employees to review their current practices and find out what they are interested in. A total of 173 responses were used in our final results. Respondents were 37.4% male and 62.6% female. About 57% of these respondents were over the age of 40. Survey data is used to support our recommendations throughout the plan.

## **RECOMMENDED INITIATIVES**

### **Energy Use**

Energy conservation is one of the biggest ways to reduce your environmental footprint on the world and it is a requirement to being a responsible global citizen. The City of Boston not only has a responsibility to the global community, but more importantly the local community it represents. The City of Boston has to be a role model for its citizens and lead the way to a sustainable society. One of the most crucial tactics to go about achieving a sustainable society is to conserve energy. Energy conservation by definition is the practice of decreasing the quantity of energy that you consume. The way to go about decreasing the amount of energy you consume is by utilizing efficient energy practice. Efficient energy practices can involve a number of things from using more efficient technology to more efficient processes. Sustainability is not always tied to large capital investments and long payback periods. In fact, there are numerous low cost

---

<sup>3</sup> City of Boston, Press Release: “Mayor Signs Executive Order Advancing Green Initiatives in Boston”

and no cost practices that can help conserve energy and save money as well. In the long run, everyone including the environment benefits from using the energy we have efficiently.

## **Low Cost Solutions**

One of the first steps to reducing energy usage would be to reassess opportunities for savings by getting a free **NSTAR energy audit**. The city can revisit its actual energy usage and have it available for use in goal setting; also the city can get ideas from professionals as to what options exist to achieve these goals. Knowledge is an important factor when trying to conserve energy and collaborating with professionals at no cost is a great option. Although the City has already done a comprehensive energy audit, reevaluating at least every other year may identify opportunities that perhaps were not previously available or affordable, as well as help track progress.

Another low cost solution with big savings would be to replace incandescent light bulbs with **compact fluorescent light bulbs**. Compact fluorescent light bulbs last up to ten times longer and can produce savings on lighting cost up to 75%. We also suggest implementing a policy of only buying compact fluorescent bulbs in the future (phasing them in).

In addition to these options there are also a number of different procedures and rules that can be followed to conserve energy for example:

- De-lamping which is the process of removing unnecessary lamps and installing dummy tubes which do not produce light.
- Replacing Incandescent exit lights with LED lights.
- Using laptops whenever possible over desktops because they use roughly 90% less energy.
- Make use of email instead of fax to send documents.
- Install or set programmable thermostat so energy isn't wasted when the building is empty. Or putting locks on thermostat so employees don't have ability to adjust without authorization.
- Turn off lights in areas that aren't frequently used for example, bathrooms and copy rooms.

- Clean dust from lamps and lighting to ensure it's giving off full output rather than turning on more lights.
- Make use of energy efficient appliances like those that have the energy star label in break rooms and lounges.
- Take the stairs whenever possible or when only going up multiple floors.
- Close all doors and windows when the AC/Heat is running.
- Make sure all lights are off when the building is empty like on weekends or the end of the work day.

Many of the options listed above do not require big investments but rather changes in processes and the culture of the work environment. If the goal of energy efficiency isn't accepted into the norms of how things are done they will be difficult to achieve. It is up to the leaders to guide the change and lead by example.

Other than leading by example, leaders can encourage the change by educating employees about energy conservation and holding employees' accountable for their actions. Furthermore, if employees have direct involvement in the change like being delegated specific tasks that work toward achieving the overall goal they'll have a stronger sense of commitment. For example, one specific employee can be assigned the responsibility of making the thermostat adjustments in the morning and at the end of the work day. It could also be more widespread like holding all employees' personally responsible for the lamps or lighting in their area or department.

**Energy Saving Investment Options:** In addition to the low cost practices and procedures listed above there are also investments that can be made to make the job of conserving energy easier for everyone. As all other good investments in the future the benefits outweigh the costs. An investment in technology that assists employees' with the goal sustainability may reduce stress in the workplace, as employees don't constantly have to be thinking about sustainability, but will enjoy the benefit of working in a sustainable environment. Some examples of energy saving investment options are:

**Motion-Sensor Lighting:** Motion-Sensor Lighting combined with energy efficient bulbs provides tremendous savings on your energy bill. With light sensors you never have to worry about trying to find a switch or wondering if you left the lights on after you have left. It takes away the hassle and saves time as opposed to manually making sure all lights are turned off. Light sensors are highly recommended for areas that are not constantly occupied like bathrooms, storage rooms, printing rooms, and conference rooms. Furthermore, it would be one less thing for employees' to be concerned about and the goals are still being achieved.

**Low Flow Fixtures:** The Low flow fixtures that would be applicable for the City of Boston would be low flow faucets and low flow toilets both of which contribute highly to reducing the amount of water used and cutting costs. Generally with these fixtures if used frequently have short payback period. Here's a short excerpt from a case study involving these low flow fixtures:

The Port Authority of New York and New Jersey upgraded restroom facilities at LaGuardia Airport to increase the efficiency of toilets, faucets, and showers. It installed a leak detection system, ultralow-flow toilets, high-efficiency aerators for faucets, and flow restrictors on showerheads. These improvements yield annual water savings of almost \$140,000, after an initial capital cost of only \$90,000.<sup>4</sup>

**Insulated Ceiling Tiles:** Proper insulation is needs to be in place to ensure more energy than necessary is not being used to heat and cool the building. Without proper insulation the heat and/or cool air you're producing to keep a comfortable environment could be escaping, costing lots of money and wasting energy.

## **Transportation**

The second main initiative that we recommend municipal buildings and employees to take on is to reduce their carbon footprint through a reduction in emissions from employee and City owned vehicles. Although most employees do live within the City of Boston, not all employees live close enough to their office location to walk to work. Survey results indicated

---

<sup>4</sup> NYC WasteLe\$\$ Business Project

that about 21.6% of City employees drive to work daily; this indicates that the City's office employees contribute GHG emissions from up to 1500 cars to Boston's air on a daily basis. This does not include City owned vehicles such as police cars, garbage trucks, etc. The following will offer several suggestions to limit the contribution of City employees to the GHG emissions put into Boston's air each day.

**Increase bicycle spaces:** Several employees indicated that they may be more inclined to bike to work if there were more spaces to secure their bikes. We recommend additional bike racks to fill this need. This may take a small investment from the facilities budget to meet this demand. There are, however, some obstacles that may come about from increased bike usage. If bike use should become extremely popular, and employees may be travelling longer distances via bike, rather than driving, the City would need to consider installing changing rooms and showers. Initially adding one additional rack and observing how often it is used and filled can help determine whether more should be added in the future, as well as whether the City will need to accommodate the demand for changing rooms and showers from bicycling commuters.

**Carpool liaison:** There are still a significant number of employees that drive to work each day. Some employees may not live in a location convenient to public transportation, or find that taking the bus or train increases their commute significantly. We feel that all employees should be encouraged to take public transportation at least some days of the week and/or carpool with other employees living in their neighborhood. A simple way to set this up would be to appoint a "Carpool Liaison" for each location that employees may contact if they are interesting in finding someone to carpool with. This may be part of the Green Team's employee-focused committee, which will be discussed further in the Change Management segment.

**Telecommuting or compressed work week:** Today's technology offers the capability for many people to complete many of their everyday tasks from almost anywhere. Should the City have the capability to have employees remotely log-in to their computers from home, it may be possible for some employees to avoid commuting all together for a portion of the week. Of course, this may not make sense for all departments, as some information is not easily accessed remotely, or if in person contact is needed on a daily basis. Another option is a compressed work week, which might allow employees to choose to work longer hours four days per week and take



one day off. Both telecommuting and compressed work week offerings would require approval by department and direct managers, to ensure that the productivity of employees is not hindered. The compressed work week may offer some advantages to the public if the hours some key City Hall offices were extended beyond regular business hours at least some days of the week. For example, expanding some hours past 5:00pm would offer flexibility to working citizens for whom it is currently difficult to make time to get to City Hall during their work week.

**Track MPG achieved by City fleet:** Item #10 of Mayor Menino's April 2007 Executive Order, states that all new vehicles purchased by the City must be "alternative fuel, flexible fuel, or hybrid vehicles."<sup>5</sup> The order also states a goal to reduce total fuel consumption for municipal transport uses by 5% by 2012. The fuel efficiency of City owned vehicles can be easily tracked, which may determine which vehicles should be first in line for replacement. We do not suggest, for example, replacing all police cruisers for hybrid vehicles, this would be costly and not largely effective as compared to other sustainable options. By tracking miles per gallon of the City fleet, goals can be determined as to where you would like the average MPG to be, as compared to today's number. By aiming to replace extremely inefficient vehicles with newer, more gas friendly models, the City could reduce its carbon footprint significantly, considering the size of its fleet. MPG should be a key indicator when purchasing any new vehicles and by tracking average MPG of the fleet and setting goals for the future, the City can use the target MPG to help determine which models to invest in.

## **Recycling**

Recycling is another important initiative for the city to focus on to reduce the carbon footprint. Survey results indicated that 40% of employees do not have a recycle bin under their desk. Recycling 1 ton of paper will save over 2 tons of wood, furthermore the Energy Information Administration (EIA) states paper made with recycled paper reduces energy by 40% when compared to paper made from unrecycled pulp. In addition to this, recycling paper has a huge impact upon landfills as well as water and air pollution. If 1 ton of paper is recycled, it will reduce the amount of space in a landfill by 3 cubic meters. The EPA claims recycling causes a

---

<sup>5</sup> City of Boston, "Executive Order of Mayor Thomas M. Menino: An Order Relative to Climate Action in Boston"

35% reduction in water pollution and a 74% reduction in air pollution. Imagine the impact of recycling more than just papers products. By taking action and increasing recycling, it would help significantly reduce the City of Boston's environmental footprint. The following are a list of suggestions that will help the City of Boston employees and offices reduce the amount of GHG emissions they produce every day.

**Paper:**

- Equip each desk with recycling bins. Make sure that all employees are aware that they should have a bin at their desk, and who to contact should they not have received one.
- Select double sided printing as a standard property on all computers for all documents. Inform employees to use the double sided printing setting. Check to see that equipment has double sided printing capabilities. Replace old printers with new ones that have double sided printing capabilities.
- Locate recycle bins by all printers and copiers.
- Purchase paper from certified sustainable forests.
- Place secure paper destruction bins around the office that are equipped with a paper shredder and a lockable lid allowing individuals to recycle confidential documents. Place secure paper destruction bins in a central location that's easily accessible and identify the location so employees know where it is situated.

**Other Recyclable substances:**

- Equip all lunch/kitchen areas with recycle bins for glass, plastic and aluminum bottles and cans.
- Equip entrance ways or other general garbage areas with recycling receptacles.
- Encourage employees to bring mugs to work and use them instead of the paper or Styrofoam cups.
  - Have mug giveaways to discourage use of paper cups. Suggestion: Use a sponsor to promote the importance of recycling and fund the mug giveaway.

## **OR**

- Hold a trade your mug day at work. See description within Green Day event ideas below.
- Create a collection bin for batteries.
- Create a designated area to recycle packaging material, if there is a mail services department, locate the recycling within the same vicinity.
- Hold a semiannual collection for cell phones to donate to soldiers or battered women.
- Hold a semiannual collection to recycle sneakers for community sports surfaces.
- Purchase reusable supplies.
  - Have someone record the excess office supplies and furniture. Send out weekly emails to all offices listing what supplies are available for use.
- Form a collection area for toner and ink jet cartridges.

Involvement and knowledge of the processes is key and crucial to the success of business sustainability. Information on what can be recycled, the location and where to recycle should be posted in the sustainability section of the intranet and posters with the same information should be placed above copiers. More detail on communication and involvement are included in the Chain Management Section.

As you implement these procedures be aware of office cleaning staff's processes and procedures. Make sure they actually recycle the contents in the recycle bins instead of dumping it in the garbage. Be prepared to communicate the importance of this to them multiple times as personnel may differ.

**Goals:** Set achievable short term goals to increase recycling and reduce paper use to motivate individuals and to generate increase awareness and involvement.

## **CHANGE MANAGEMENT**

Establishing a plan for change management will be a critical step in putting this sustainability plan into action. Humans are creatures of habit and making even small

adjustments to everyday tasks can be difficult. Survey results indicated that approximately 57% of employees were 40 years old or older, and about one third of employees had been working for the City from more than 15 years. Considering this data, it may be challenging to change the habits of some of these employees. However, we did find a significant interest in sustainability initiatives through our employee survey. The following presents several recommendations in the areas of Communication & Marketing and Employee Involvement & Recognition that we believe can help ease the changes to come and make employees excited to participate.

### **Communication & Marketing**

Employee awareness of sustainable initiatives is crucial to the success of this plan. The purpose, need, and process to be taken should be clearly outlined and available for employees to review. The following offers several suggestions as to how to make this information available.

**Incorporate into intranet (COBi):** City employees frequently access the City’s intranet to find information on office policies and procedures, as well as newsletters and other useful links. For this reason, COBi can offer a platform to portray the importance and goals of the sustainability initiatives taking place. We propose that a Sustainability page is added to COBi in a prominent location for employees to retrieve information about current and future programs. Please see Appendix I for placement example. Key elements that should be included on the page include: a calendar of events, sustainability tips, Recycling 101, contact information, and relevant links.

**Regular communication via email:** Persistence will be critical in communicating the City’s sustainability initiatives to employees. This will boost support and keep the issues at hand on their minds. We recommend using the “Broadcast” emails that are sent to all employees weekly and adding a Green Living Tip of the Week in the email every other week. These may include tips for in the office, as well as useful links for employees to explore regarding topics that may apply either at work or at home. Including a larger section from the Green Team once per month may also offer information regarding new initiatives or upcoming events that employees should be informed about. Another aspect that may be included in “Broadcast” is employee recognition with regard to support and involvement in sustainability initiatives within the office. This idea will be discussed further in the Employee Recognition segment.

**Green Day:** One way to spread awareness would be to organize a Green Day. This would be a one-day event kicking off the City of Boston’s Municipal Buildings & Employees Sustainability Plan. Several programs may be spread throughout the day so that employees can participate where their schedule allows. Survey results indicated that about 64% of employees would be interested in a Green Day. Planning for the events can be led by the Green Team. The below offers several ideas that can might pique the interest of employees and get them involved in Green Day.



City of Boston Green Day Ideas	
<b>Wear Green</b>	Encourage employees to wear green to work that day. Take photos of employees throughout the day that may be posted on the Sustainability page of COBi.
<b>CFL Exchange</b>	Offer CFL light bulbs in exchange for an employee's old incandescent bulb.
<b>Mug Exchange or CoB "Going Green" Mug Purchase</b>	<p><i>Mug Exchange:</i> Have employees bring in a mug from home and set up an area where they may exchange for one that is new to them. This will be a way to get employees to have mugs in the office for coffee or water, rather than using paper cups or plastic bottles.</p> <p><i>CoB "Going Green" Mug Purchase:</i> Have green mugs made up by a local retailer (see example in Exhibit 2) that can be sold to employees at cost.</p>
<b>Service Event</b>	An event may be organized within the City of Boston where employees may volunteer for an hour or two. The City of Seattle has organized a successful program of service events for employees (Seattle Clean & Green Events) <sup>6</sup> . The event held on Green Day may be a pilot for a similar program for City of Boston employees.

<sup>6</sup> City of Seattle, “Clean & Green Seattle”

**Awareness Training:** Another way to market the City's commitment to sustainability to employees would be to offer a series of speakers that employees may attend to learn more about the topic. Training sessions may be focused on both the office-related programs, as well as ideas for a greener lifestyle. A budget-less way to do this may be to use accomplished members of the Green Team and / or people that they know who are willing to come speak at no cost. The series may be held over a lunch hour, or late afternoon, so that most employees would be available to attend.

**Posters:** Strategically placed posters should indicate where to place certain items to be recycled. This can not only deter employees from leaving the wrong items, but even give ideas for what can be easily recycled that perhaps they had not thought of previously. Paper should surely not be used as the primary marketing medium for the recycling program; however, having a visual reminder each day of what items can be recycled will help keep the topic in the forefront of employees' minds. Posters regarding paper recycling should be placed above copy machines. These posters should indicate exactly what items can be recycled there, and list locations of recycling bins for other materials (see Appendix II). Posters about other items to be recycled should be placed above those bins. All relevant information concerning the recycling program and bin locations should also be posted on the COBI Sustainability page.

### **Employee involvement / recognition**

The success of a sustainability plan depends not only on the quality of guidance from the top level of an organization, but also the belief in the plan from all employees. It will be critical for employees at all levels to be involved in making the City's sustainability plan come to life. First, an office initiatives committee should be established within the existing Green Team. Employee recognition throughout the year will also motivate employees and alert them to the importance of sustainability to the City.

**Green Team:** Although a Green Team currently existing within the City of Boston offices, we believe its current operations are largely focused on programs regarding Boston's citizens and businesses. The Green Team should be refurbished to create a committee within the current group specifically dedicated to initiatives in municipal buildings. These types of groups, which in some companies are more formal than others, have been gathering in offices across the

country to brainstorm solutions and promote ways in which their company's practices can become more environmentally sustainable. By bringing together like-minded employees who are passionate about the environment, the sense of community can increase, as well as employees' commitment to the organization. When employees get excited about something at the workplace -- even something not directly related to their jobs, this passion can spill over to existing projects, infusing more productivity.<sup>7</sup> The existence of such a group can also help recruit and retain employees. A 2007 Adecco HR survey also shows a trend that companies are highlighting their green activities to market themselves and attract new employees. American workers are paying more attention to companies' environmental policies and an increasing number, 36%, report that they would be more inclined to work for "green" companies.<sup>8</sup>

In order to communicate the purpose and tasks of this new committee within the Green Team, a kick-off meeting should be planned. Any interested employees should be encouraged to attend and hear about the Green Team and decide if they may want to be part of the Office Initiatives committee. As a general rule, the Green Team should meet at large at least once per month to review initiatives in progress. Meeting at large can ensure that all projects are on target in moving toward compliance with the Climate Action Pledge in all areas (both office and community efforts). Members of the Office Initiatives committee will be critical in putting the communication together and planning events to raise awareness of current and upcoming programs and green ideas.

**Employee Recognition:** Recognition can motivate employees to perform, even if it is not a monetary incentive. We propose acknowledgment in companywide meetings, as well as via COBi / Broadcast. Employees who are passionate about the City's sustainable initiatives, and have been critical in making them come to life, should be used as examples for others.

Making changes to everyday activities may be difficult for some. This is why the City must work to imbed the task of making sustainable progress in employees' everyday actions. Employees at every level should be involved in the creation and implementation of sustainable

---

<sup>7</sup> Nguyen, "Corporate Green Teams"

<sup>8</sup> Adecco USA, "Is the "green" movement in the workplace fact or fiction?"

programs. This will create a sense of ownership, rather than a sense that the changes are being forced upon them. Survey results indicated that most employees were interested in making significant changes within their offices to become more sustainable.<sup>9</sup>

**PERFORMANCE METRICS & REPORTING**

Measuring and tracking the effectiveness of sustainability programs will improve the success of the City’s sustainability plan by making it a priority among employees on all levels of the organization. The existing Boston About Results program will be extremely helpful in measuring the performance of this sustainability plan. There are several existing metrics that may be used to do so, for example: energy and natural gas consumption by department and corresponding GHG measures. BAR may also help track cost savings achieved by energy efficiency, transportation, and recycling initiatives. Other metrics that may be observed in the future to help understand the effectiveness of the communications of these programs would be: hits to Sustainability Center on COBi per month, attendance at Green events, and tracking the incremental weight of materials recycled.

Quantifiable results should be reported to stakeholders at least yearly. We propose the creation of a Target Scorecard, which established specific goals that City offices should meet over the next year. See Exhibit 3 for a template for this Target Scorecard.<sup>10</sup> The objectives should be published to employees and other stakeholders, perhaps both on COBi and the City’s public website. This will encourage employees to do their part to accomplish these goals. Information on progress toward these targets should also be available throughout the year. The current practice of having one point person in each department accessing and inputting data to

BAR may continue to be effective, if this employee communicated the progress his or her department was making

Indicator	Target (2009 vs. 2008)	Actual (2009 vs. 2008)	Target Met in 2009?
Energy	- 3%	-	-
Water	- 3%	-	-
Trash	- 10%	-	-
MPG of City Fleet	+ 5%	-	-

<sup>9</sup> Note: The title of the survey posted on the intranet including “Environmental” may have deterred some employees not interested in the subject from taking it.

<sup>10</sup> Adapted from Epstein, p. 230.



towards its goals. However, it may be more efficient to allow all employees to access the information with “read only” capabilities. At the end of the year, if targets are not met, relevant initiatives should be reevaluated to see where there is opportunity for further efforts to be made, or whether that target was unachievable given certain unpredictable circumstances (e.g. extreme weather (hot or cold temperatures) caused increase in energy use, or supply of required materials for a project did not meet the City’s demand).

## **RISK-BENEFIT ANALYSIS**

**Risks of not implementing plan:** There are many risks of not implementing a sustainability plan in today’s society. One risk is possible bad press and the damage it can cause to the city’s reputation. They also risk citizens not believing in Climate Action Plan because municipal buildings and employees do not comply with any of its objectives. Some other risks the city faces deal with employee retention and attraction. Employees can become frustrated with lack of recycling and energy efficient options in the office and seek alternative employment options. Losing current and potential employees to organizations where environment is a top priority is a serious risk the City faces if a plan isn’t implemented and carried out. Lastly, another serious risk the city faces with not implementing a plan is non-compliance with current or future laws federal or state.

**Benefits of implementing plan:** The benefits of implementing a sustainability plan are numerous and are not simply in cost savings, although that is a major component. Some other benefits include the socially responsible perception of the City by the public, attracting talented quality employees, team building, and the environmentally friendly atmosphere it creates. As stated earlier in the plan, based the Adecco survey, the number of students who find it important for their employer to be environmentally friendly is rising significantly. In the near future sustainability is going to be a competing priority when it comes to recruiting quality employees. If the city is already following a plan they retain their access to these talented employment pools.

## **FUTURE INITIATIVES**

**LEED:** As the relocation of City Hall is considered, the City should surely integrate the necessity of a LEED certification for this building into the plans. If the City does not decide to relocate City Hall, you may consider working towards a LEED EB (existing building)

certification for City Hall and other existing office buildings. Of course, many costly upgrades may be needed to become certified, which is why we propose this as a future initiative. In the more short term, the City may decide to create requirements for existing departmental budgets to allocate a certain amount or percentage of their funds to sustainable upgrades, for example: new printers with double sided capacity or energy efficient appliances in kitchens). Another program that the City may consider starting in the nearer future would be offering funding to interested employees to become LEED certified. If there is a LEED accredited personnel on your project team, credit towards LEED certification of a building can be received.<sup>11</sup>

**Partnerships:** We believe that two valuable partners that the City should consider working with in the future are ExCL and Mass Rides. Extras for Creative Learning (ExCL) is a Boston program that recovers materials from area businesses and redistributes them for creative educational purposes.<sup>12</sup> Donating unneeded supplies can offer the City savings in waste costs, as well as presenting an opportunity to partner with an admirable organization that gives so much to children in the city. On ExCL's website is a list of "Great Organizations" and the City of Boston would have an opportunity to display their support of local organizations by becoming part of that list. MassRides is a program operated by the Executive Office of Transportation of the State of Massachusetts. MassRides supplies information on ridesharing and other commuter options to anyone who travels around the state. Although anyone can use MassRides at no cost, we feel that in addition to promoting the services to City employees, the City of Boston should aim to become a partner with the program. The MassRides website indicates that becoming a partner is free and offers benefits such as priority access to new products and services such as incentives or other travel options programs.<sup>13</sup> Several Massachusetts cities are already listed as partners.

**Reporting:** As the City contemplates the scope of reporting their sustainability performance, we hope that officials consider joining the Global Reporting Initiative (GRI). The Global Reporting Initiative "provides guidance for organizations to use as the basis for disclosure about their sustainability performance, and also provides stakeholders a universally-

---

<sup>11</sup> US Green Building Council, "LEED for New Construction v2.2: Registered Project Checklist"

<sup>12</sup> Extras for Creative Learning

<sup>13</sup> MassRides, "Partners"

applicable, comparable framework in which to understand disclosed information.<sup>14</sup> The GRI is the most commonly accepted and comparable means of reporting sustainability performance today. Implementing the GRI would be the optimal way to display the City's progress towards its goals and show how serious the issues at hand are.

## **CONCLUSION**

We hope that the City will consider all the initiatives we have presented and that this plan will contribute to the City's municipal offices' movement towards sustainable business. As sustainability becomes more and more important to Americans with each passing day, this is an optimal time to display the City's commitment toward its Climate Action Plan. We hope that the City of Boston continues to rank high as a sustainable city.

---

<sup>14</sup> Global Reporting Initiative, "About GRI"

**APPENDIX I: Sustainability Page on COBI**

**City of Boston Intranet (COBi)**  
Mayor Thomas M. Menino

Check out the new City Calendar on City of Boston.gov

*Good Morning! Welcome to COBi*

**Mayor's Office**  
[Scheduling Form A](#)  
[Mayor's Weekly Column](#)  
[City Line Newsletter](#)  
[more...](#)

**Employee Info**  
[Internet & Email Policy](#)  
[Technology Training](#)  
[Human Resources Center](#)  
[Employee Benefit Info](#)  
[Employee ID Request Form](#)  
[City Hall Evacuation Plans](#)  
[City Council Resources](#)  
[more...](#)

**Bulletin Board**

- \* [New Deputy Director for the Public Facilities Department](#)
- \* [City Hall Employee Circus Discount](#)
- \* [Environmental Issues Survey for City Employees](#)

[more...](#)

**Employee Directory Search**

First Name:   
Last Name:   
Department:   
**SEARCH**  
[Department Main Numbers](#)

**Useful Websites:**

- [City of Boston's website](#)
- [BAIS Homepage](#)
- [City of Boston Credit Union](#)
- [Boston School Department](#)
- [Boston Youth Zone](#)
- [Mayor's Youth Council](#)
- [Registry of Deeds](#)
- [Boston Housing Authority](#)

**Check out the latest Retirement information.**

- Visit the [Retirement Board](#) web page!

**Having computer or other technical problems?**

- Call the MIS Help Desk at 5-SERV(7378).
- See the list of available MIS training classes, and register online!

Insert  
"Sustainability  
Center"

## **APPENDIX II: Example of Paper Recycling Poster**



### City of Boston: Recycle More... Trash Less



#### What items **can** be recycled in your paper bin?

- Copy paper (any color)
- Magazines
- Receipts
- Old notepad (will cardboard backing removed – place this in cardboard bin!)
- Paper plate (with no food remnants)
- Post-its
- Junk mail
- Envelopes (including those with windows)
- Phone Books

#### What items **cannot** be recycled in your paper bin?

- Food wrappers
- Carbon paper
- Laminated paper
- Photographs
- Tape, rubber bands, or paper clips

**FACT:** Paper products make up 40% of all trash. – *DoSomething.org*

***Please recycle!***

*Bins for other recyclable materials can be found in the lunch room and entry ways of each floor. For more information, please visit the Sustainability page on COBI.*

*Thank you*

## **REFERENCES**

- Adecco USA, “Is the “green” movement in the workplace fact or fiction?,” July 10, 2008,  
<http://www.adeccousa.com/AboutUs/Pages/NewsContent.aspx?webid=a9b9dac5-6c08-4fa9-9e01-2724e59af745&pageid=84dc9ddc-3051-4db4-8870-3130e5027e71&redirectpage=%2FAboutUs%2FPages%2FNewsContent.aspx%3Fwebid%3Da9b9dac5-6c08-4fa9-9e01-2724e59af745%26pageid%3D84dc9ddc-3051-4db4-8870-3130e5027e71>
- City of Boston, Climate: Change, June 2, 2008, <http://www.cityofboston.gov/climate/default.asp>
- City of Boston Employee Survey, July 2, 2008.
- City of Boston, “Executive Order of Mayor Thomas M. Menino: An Order Relative to Climate Action in Boston,” June 2, 2008,  
[http://www.cityofboston.gov/environmentalandenergy/pdfs/clim\\_action\\_exec\\_or.pdf](http://www.cityofboston.gov/environmentalandenergy/pdfs/clim_action_exec_or.pdf)
- City of Boston, Press Release: “Mayor Signs Executive Order Advancing Green Initiatives in Boston,” July 14, 2008, <http://www.cityofboston.gov/news/default.aspx?dept=55>
- City of Portland Oregon: Office of Sustainable Development, June 4, 2008,  
<http://www.portlandonline.com/osd/index.cfm?c=32927>
- City of Seattle, “Clean & Green Seattle,” July 3, 2008,  
<http://www.seattle.gov/mayor/issues/cleanseattle.htm>
- City of Seattle, “Seattle Climate Action Now,” June 28, 2008,  
<http://www.seattle.gov/html/CITIZEN/climate.htm>
- DoSomething, “Recycling Facts,” July 10, 2008,  
[http://www.dosomething.org/tipsheet/recycling\\_facts](http://www.dosomething.org/tipsheet/recycling_facts)
- Epstein, Mark J., Making Sustainability Work, Greenleaf Publishing Limited, 2008.
- Extras for Creative Learning, July 2, 2008, <http://www.exclrecycles.org>

Global Reporting Initiative, “About GRI,” July 18, 2008,

<http://www.globalreporting.org/AboutGRI/>

MassRides, “Partners,” July 18, 2008,

<http://www.commute.com/default.asp?pgid=massrides/partners&sid=mrlevel2>

Nguyen, Quynh, “Corporate Green Teams: Sustainable Business from the Bottom Up,” Green Biz.com, June 28, 2008, [http://www.greenbiz.com/feature/2008/06/08/corporate-green-](http://www.greenbiz.com/feature/2008/06/08/corporate-green-teams-sustainable-business-bottom-up)

[teams-sustainable-business-bottom-up](http://www.greenbiz.com/feature/2008/06/08/corporate-green-teams-sustainable-business-bottom-up)

NYC WasteLe\$\$ Business Project findings and conversation with Port Authority at LaGuardia Airport facilities management, Spring 2003.

SustainLane, “US City Rankings,” June 2, 2008, <http://www.sustainlane.com/us-city-rankings/>

US Green Building Council, “LEED for New Construction v2.2: Registered Project Checklist,” July 15, 2008, <http://www.usgbc.org/ShowFile.aspx?DocumentID=3998>