

# MAINE STATE LEGISLATURE

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**Clean Government Initiative  
Biennial Report**

**Prepared for the Joint Standing Committee on Natural  
Resources  
and  
The Joint Standing Committee on State and Local  
Government**

**July 2003**

Prepared by:

The Department of Administrative and Financial Services  
and  
The Department of Environmental Protection






STATE OF MAINE  
DEPARTMENT OF ENVIRONMENTAL PROTECTION

JOHN ELIAS BALDACCI  
GOVERNOR

DAWN R. GALLAGHER  
COMMISSIONER

TO: Members of the Joint Standing Committee on Natural Resources  
Members of the Joint Standing Committee on State and Local Government  
Members of the Joint Standing Committee on Utilities and Energy  
Other Parties

FR: Deborah N. Garrett   
Office of the Commissioner

DA: August 28, 2003

RE: CLEAN GOVERNMENT INITIATIVE BIENNIAL REPORT

Attached is the first Clean Government Initiative biennial report as required by statute. This report has been prepared jointly by the Department of Administrative and Financial Services and the Department of Environmental Protection.

If you have questions, please contact me at 287-7830 or David Maxwell at 287-7872.

Attachment

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This Report to the Joint Standing Committee on Natural Resources and the Joint Standing Committee on State and Local Government of the 121<sup>st</sup> Legislature was prepared by the two lead state agencies of the Clean Government Initiative.

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## **II. INTRODUCTION**

This report to the Legislature details the implementation of the Clean Government Initiative passed into law during the first session of the 120<sup>th</sup> Legislature and revised during the second session. The initial statute laid the foundation for the Initiative, establishing the commissioners of the Department of Administrative and Financial Services (DAFS) and the Department of Environmental Protection (DEP) as the directors. The revision added state-supported institutions of higher learning, specifically the University of Maine System, the Maine Maritime Academy, and the Maine Technical College System. Further, it added the Chancellor of the University of Maine System, or designee, and the President of the Maine Technical College System (now the Maine Community College System), or designee, as directors of the Initiative.

A biennial report by the directors is required by law. However, due to the staggered effective dates of the Initiative for state government (2001) and state-supported institutions of higher learning (2002) this report will focus on only state government agencies. A report specific to the activities of state-supported institutions of higher learning will be submitted next January. In subsequent reporting years, a combined document will be submitted.

The purpose of this report is, as required by statute, to identify the successes of and the obstacles to implementation of the Initiative as well as recommendations for any statutory changes necessary to accomplish the Initiative.

## **III. STATUTORY REQUIREMENTS**

The Maine Legislature established the Clean Government Initiative, in Section 1, 38 MRSA subsection 343-H, to “assist state agencies in meeting applicable environmental compliance requirements and to incorporate environmentally sustainable practices into all state government functions. A copy of the statute is included as Appendix A.

The Initiative has specific responsibilities for the directors and for state agencies.

### **A. Director Responsibilities**

- Establish a coordinated state government environmental plan to ensure that
  - All agencies comply with state and federal environmental laws
  - Environmentally sustainable practices are incorporated into state government planning, operations and regulatory function
- Establish metrics to measure and assess the environmental compliance and performance of state agencies. In developing those metrics, the directors shall seek to achieve continuous improvement in environmental compliance and performance of all state agencies through:

Pollution prevention

Improvements in energy efficiency, including facility siting, design, construction and management

Procurement of environmentally friendly commodities and services, as assessed on a life cycle basis, including technically comparable, cost-effective and reasonably available alternatives to products that may release dioxin or mercury to the environment, recycling of waste products and enhanced fleet efficiency

- Advise and assist state agencies in developing environmental compliance audits and plans and in implementing those plans
- Advise the Governor and the Legislature in the formulation of policies for the effective achievement of Initiative goals
- Ensure that the capital master plan established under Title 5, section 299 is implemented in a manner consistent with the Initiative

### **B. State Agency Responsibilities**

- Cooperate with the directors and provide staff assistance and technical support upon request
- Complete or demonstrate completion of an audit of facilities to determine compliance with applicable state and federal environmental laws
- Develop a biennial plan, submitted by June 1<sup>st</sup> of each even numbered year, that outlines the actions the agency will take to incorporate compliance efforts and environmentally sustainable practices into its planning and operational functions
- Appoint an employee in the agency to be responsible for ensuring the development and implementation of agency activities under the Initiative
- Establish standards for leasing or building state facilities consistent with the Initiative

## **IV. IMPLEMENTATION PROCESS**

### **A. Leadership and Jurisdiction**

The directors formed a leadership team to oversee and carry out the statutory responsibilities. The team is comprised of senior staff at DAFS, as well as program management staff at the DEP.

Since the statutory language for the Initiative is specific to state government operations, the seventeen (17) departments and agencies which comprise the Governor's Cabinet, as well as the three Constitutional offices of the Attorney General, Audit, and Treasury, were identified as participants.

There are two other efforts underway which complement the Initiative. The Energy Resources Council, formed during the 120th legislative session, is responsible for facilitating of more effective interagency coordination of state activities regarding energy.

The Global Climate Change Action Plan, endorsed by the New England Governors Council and the Eastern Canadian Premiers, includes several activities which are in direct accord with the Clean Government Initiative. These activities include:

- use of light emitting diode (LED) technology in traffic lights;
- procurement of energy efficient (Energy Star-rated) appliances and office equipment;
- procurement of fuel efficient vehicles; and
- participation of colleges and universities in the projects endorsed in the Plan.

Members of the leadership team participate in both of these efforts, which ensures consistency of purpose, facilitates communication and advances collaboration among the groups.

Also, the Governor has recently appointed a Director of Energy Independence and Security. This position will interface closely with all efforts in which energy is a component.

The leadership team has drawn from the experiences of other states in the development of the Maine program. There are a number of states with similar programs, some with very advanced programs. While each addresses the needs of its own circumstances, there is a commonality among them in that all appear committed to applying regulatory requirements to internal operations.

The United State Environmental Protection Agency has developed programs which provide resources for federal, state, and local government to benchmark current energy performance as well as standards to apply to reach optimum efficiencies. An environmentally preferable purchasing program has also been useful in assisting Maine in developing its own program.

## **B. State Environmental Plan**

While the Initiative is to become part of the philosophy of state government and the integration process will be ongoing, the team, in its development of a state environmental plan, focused on major goals it elected to accomplish in this first phase. Four priority areas were identified and are found in Appendix B.

These areas are:

- environmental compliance
- energy efficiency, in terms of both vehicles and buildings
- recycling/recyclability/product substitution/waste management
- chemicals handling/product substitution/waste management

These four areas were selected based on the belief that they provide opportunity for the greatest gains in this first effort. Additionally, DAFS, in its central service role of building construction and management, procurement, waste handling, and other functions, has largely taken responsibility for these areas rather than require agencies to address them individually. The DEP provides technical and other assistance to DAFS and both agencies ensure compliance with the capital master plan.

For each of the priority areas, suggested metrics were developed to assist agencies in choosing a method of measurement through which the most useful and meaningful information could be obtained.

Again, in recognition of the need for central responsibility for certain priority areas, the team has organized user's groups to address the areas of fleet vehicles and leased space. A fleet vehicles managers group is comprised of representatives of DAFS Central Fleet Management, the Maine Department of Transportation (MDOT), and the Department of Public Safety. The managers of these fleets discuss ways in which to improve vehicle energy efficiency through vehicle selection and management, and in ways to better manage the overall state fleet of vehicles.

A leased space users group, comprised of several agencies, which lease a high volume of space from private entities, has also been formed. Specifically, the group has worked to strengthen and standardize the environmental considerations of the uniform lease agreement to address such areas as recycling, waste disposal, lighting, heating, cooling, and temperature control, and other issues. Customization for additional needs may be necessary. The DAFS Bureau of General Services is now incorporating these requirements in new and renewal leases for space.

The leadership team welcomes and solicits input from all agencies, periodically evaluates its direction and accomplishments, considers input received from participating agencies and other sources, and identifies opportunities for improvement. The team will benchmark and measure effectiveness at least annually.

### **C. Agency Participation**

The team met with each agency head, whom was often accompanied by other staff, to discuss the Initiative. In addition to acquainting agencies with the Initiative, each agency was informed of any existing environmental violations or issues which warranted attention as well as of activities which, could be undertaken to improve its operations within the four priority areas. Discussions were free form and enlightening for both directors and agency representatives. Overall, the team found the agencies to be receptive to and eager to participate in the Initiative.

Consultant services from two providers were procured to assist the directors and to the agencies participating in the Initiative. DAFS and DEP shared the cost of the services equally. Consultants were assigned to specific agencies depending on the nature of the work of the agency. One consultant was enlisted to provide a model plan for a traditional office environment with little direct control over its operations as they relate to the four priority areas. This standard plan proved to be particularly helpful to these agencies. The other consultant worked with the more environmentally complex agencies to help them determine priorities and appropriate courses of action for this first phase of the Initiative.

## **V. FIRST YEAR ASSESSMENT**

### **A. Successes**

In addition to the accomplishments mentioned previously, more gains in meeting the statutory requirements have been achieved.

As required, each agency has appointed an individual who is responsible for incorporating the Initiative into the operations of the agency. Contact between the leadership team and consultants are frequent.

Further, each agency has developed a biennial plan, which, outlines the efforts to be undertaken during the period of July 2002 through June of 2004. Plans are included, in alphabetical order by agency, in Appendix C.

A Clean Government Initiative web page to provide information to participating agencies and to promote the Initiative to the public has been developed. The site address is [www.state.me.us/purchase/cleangovt](http://www.state.me.us/purchase/cleangovt).

Former Governor King issued two Executive Orders in support of the Initiative. The first Order instructs state agencies, to the extent possible, to purchase products with no added mercury to reduce the amount of mercury contributed to the waste stream of Maine state government. This advances the goals of legislation enacted last year to require the DEP to develop a comprehensive strategy for reducing mercury emissions from products. The DEP submitted this strategy with implementing legislation during this past session. See Section D below.

The second Order, consistent with the Global Climate Change Action Plan agreement between New England Governors and Eastern Canadian Premiers, instructs each agency to examine fleet vehicles to assess efficiency and emissions. Further, when replacing vehicles, fuel efficiency and emission guidelines must be met to the extent that resources allow.

These Executive Orders are included as Appendix D.

Particularly noteworthy are three waste reduction/recycling efforts in 2002.

A new mercury thermometer collection effort conducted by DEP resulted in the collection of eighteen (18) pounds of mercury, which is equivalent to about ten thousand (10,000) fever thermometers. State agencies and state employees participated in this collection program.

The DEP also successfully initiated a school education and outreach program focusing on mercury and hazardous waste issues. Schools were invited to attend a day-long training on chemical management and sign up to have the mercury cleaned out of their schools. Eighty-four (84) school personnel attended and twenty-four (24) schools and school districts signed up for the mercury/chemical clean-out project. The clean-out was completed in September 2002. A total of two hundred ninety-seven (297) pounds of mercury were collected, for an average of twelve pounds per school. At the same time, more than sixteen hundred (1600) pounds of hazardous wastes were also removed from school science labs. This represents an average of sixty-eight (68) pounds of hazardous waste per school. The DEP is planning on continuing this program in 2003. Disposal was handled through a licensed hazardous waste contractor.

DAFS and DEP have also created a battery-recycling program for both rechargeable batteries and alkaline batteries and small electronic devices such as calculators. These pre-paid collection and mailing boxes will be available to all agencies through the central supply warehouse.

DAFS continues to collect various paper and cardboard for recycling. Information on recycled content for paper sold through the Central Warehouse, is as followed 184,191 reams with 30% recycled content – 65% of sales; 96,488 reams of virgin stock –35% of sales. This represents 280,679 total reams sold in FY02/03. DAFS anticipates the percentage for recycled content to increase once their old stock of colored paper is depleted, hopefully within the next year.

## **B. Potential Statutory Changes for Consideration**

During the review of existing statutes which address issues incorporated in the Initiative, the leadership team has identified one statute for which a bill title and draft language have been prepared and are under consideration by the new Administration.

MRSA Title 5, Section 1812-E, pertains to the procurement of fuel-efficient vehicles. This statute, enacted in 1992, established annual fuel efficiency standards through 2000. The automotive industry has not developed sufficient models of vehicles to meet these standards. While a waiver provision is allowed for the procurement of vehicles which do not meet the standard, the better approach may be to revise the statutory standard to reflect vehicle fuel efficiency which can be achieved at this time and which is projected into the foreseeable future. The proposed statutory language for this change is in accord with the previously mentioned Executive Order for vehicle fuel efficiency.

## **C. Potential Impediments**

During deliberations of the draft legislation creating the Initiative, funding for the program, as well as for the resulting capital improvements likely to be needed was discussed. Ultimately, the bill was passed with the requirement that each agency absorb the cost of the Initiative within existing resources. Some agencies have included items of considerable cost in their biennial plan, with the intention of securing resources through the normal budgeting or bond issue process. The ability to accomplish these items is, therefore, dependent on securing the needed funds.

## **D. New Legislation**

During the most recent legislative session several bills which have some bearing on the CGI were enacted. This information is contained in Appendix E.

Copies of these documents can be obtained from the Revisor of Statutes.

## **VI. PLANS FOR THE REMAINDER OF THE BIENNIAL PERIOD**

Through June of 2004, the leadership team will continue to offer assistance to agencies and, in the summer of 2003, will informally contact each agency to inquire about the status of the agency plan. Future agency plans will include an assessment of accomplishments during the prior biennial period.

The leadership team will also continue to develop its relationship with the new directors from the state-supported institutions of higher learning. This expanded leadership team will consider the existing goals to ensure that they are compatible with those desired by University System, the Maine Maritime Academy, and the Community College System. As stated in the introduced, subsequent reports will include the plans and efforts of the state-supported institutions of higher learning.

Consideration will be given to the fiscal implications of the collective biennial plans and, in consultation with participating agencies, the leadership team will develop recommendations for addressing the issues raised by the participating agencies.

Finally, the leadership team will continue to work toward achievement of the stated goals, as may be amended through discussion among the expanded team. Special emphasis will be placed on collaboration with the Energy Resources Council and the Office of Energy Independence and Security, both of which were created after the inception of the Initiative.





## **APPENDICES**



**APPENDIX A**

**GOVERNING STATUTE**



APPROVED      CHAPTER  
MAY 31, 01'      333  
BY                  PUBLIC  
GOVERNOR        LAW

STATE OF MAINE

IN THE YEAR OF OUR LORD TWO THOUSAND AND ONE

S.P. 256 - L.D. 886

An Act to Establish a Clean Government Initiative

Be it enacted by the People of the State of Maine as follows:

**Sec. 1. 5 MRSA §282, sub-§6**, as amended by PL 1995, c. 37, §3, further amended to read:

**6. Supervise.** To supervise and direct the administration of the State Claims Commission; and

**Sec. 2. 5 MRSA §282, sub-§7**, as enacted by PL 1995, c. 37, §4, is amended to read:

**7. Value of fringe benefits.** To ensure that all publications that state the salary of an employee or of a position in State Government also include a statement of the dollar value of the fringe benefit package provided. For purposes of this subsection, "fringe benefits" includes an employer's cost of an employee's health insurance, dental insurance and retirement but does not include the amount paid to cover any unfunded liability; and

**Sec. 3. 5 MRSA §282, sub-§8** is enacted to read:

8.      Serve as director of Clean Government Initiative. To serve as a director, along with the Commissioner of Environmental Protection of the Clean Government Initiative established in Title 38, section 343 - H.

Sec. 4. 38 MRSA §342, sub-§17 is enacted to read:

17. Serve as a director of Clean Government Initiative. The commissioner shall serve as a director, along with Commissioner of Administrative and Financial Services, of Clean Government Initiative established in section 343-H.

Sec. 5. 38 MRSA §343-H is enacted to read:

**§343-H. Clean Government Initiative**

1. Initiative established; directors. The Clean Government Initiative, referred to in this section as the "initiative," is established to assist state agencies in meeting applicable environmental compliance requirements and to incorporate environmentally sustainable practices into all state government functions. The initiative is jointly directed by the commissioner and the Commissioner of Administrative and Financial Services, referred to in this section as the "directors."

2. Duties: responsibilities. The directors of the initiative shall:

A. Establish a coordinated state government environmental plan to ensure that:

(1) All agencies comply with state and federal environmental laws; and

(2) Environmentally sustainable practices are incorporated into state government planning, operations and regulatory functions;

B. Establish metrics to measure and assess the environmental compliance and performance of state agencies. In developing those metrics, the directors shall seek to achieve continuous improvement in environmental compliance and performance of all state agencies through:

(1) Pollution prevention;

(2) Improvements in energy efficiency, including facility siting, design, construction and management; and

(3) Procurement of environmentally friendly commodities and services, as assessed on a life cycle basis, including technically comparable, cost-effective and reasonably available alternatives to products that may release dioxin or mercury to the environment recycling of waste products and enhanced fleet efficiency;

C. Advise and assist state agencies in developing environmental compliance audits and plans and in implementing those plans;

D. Advise the Governor and the Legislature in the formulation of policies for the effective achievement of initiative goals; and

E. Ensure that the capital master plan established under Title 5, section 299 is implemented in a manner consistent with the initiative.

**3. Responsibilities of state agencies. state agencies shall cooperate with the directors in implementing the initiative and shall provide staff assistance and technical support upon request. In addition, each state agency shall:**

A. Complete or demonstrate completion of an audit of its facilities to determine compliance with applicable state and federal environmental laws;

B. Develop a biennial plan that outlines the actions the agency will take to incorporate compliance efforts and environmentally sustainable practices into its planning and operational functions. To facilitate incorporation into the biennial budget process, these plans must be submitted to the directors prior to June 1st of each even-numbered year, beginning in 2002;

C. Appoint an employee in the agency to be responsible for ensuring the development and implementation of agency activities under the initiative;and

D. Establish standards for leasing or building state facilities consistent with the initiative.

Each agency shall fund costs associated with implementing this initiative from within existing budgeted resources.

**4. Reporting. Beginning on January 1, 2003, and biennially thereafter, the directors shall jointly report on the activities of all state agencies under the initiative to the joint standing committee of the Legislature having jurisdiction over natural resources matters and the joint standing committee of the Legislature having jurisdiction over state government matters. The report must identify the successes of and the obstacles to implementation of the initiative and may include recommendations for any statutory changes necessary to accomplish the initiative.**





## **APPENDIX B**

### **GOALS FOR THE CLEAN GOVERNING INITIATIVE**



## **GOALS FOR THE CLEAN GOVERNMENT INITIATIVE**

### **ENERGY EFFICIENCY**

#### **FLEET VEHICLES:**

**OBJECTIVE: ALL STATE-OWNED VEHICLES WILL BE PROCURED AND MANAGED TO MINIMIZE AIR EMISSIONS AND INCREASE ENERGY EFFICIENCY**

#### **MEANS OF ACHIEVEMENT<sup>1</sup>:**

Agency fleet managers ((Department of Administrative and Financial Services (DAFS), Maine Department of Transportation (MDOT), and Public Safety/State Police)) will meet to review vehicle policies and procedures to develop a unified approach to vehicle procurement and management (DAFS/DEP lead)

Infrastructure for alternative fuels will be established as deemed feasible (DAFS/DEP lead)

Alternatively fueled vehicles (i.e. hybrid, compressed natural gas, propane, bio-diesel) will be considered whenever practical

Agencies will promote the use of teleconferencing facilities

Agencies will promote fuel conservation through methods appropriate to the agency (in-office ride share programs, procurement of additional fleet vehicles, anti-idling campaigns, etc.)

The replacement standard for passenger and light duty vehicles will be five (5) years or seventy-five thousand (75,000) miles

The replacement standard for passenger vehicles will be a ULEV (ultra-low emission) rating

The replacement standard for light duty trucks will be an LEV (low emission) rating

**METRICS:** miles per gallon; gallons per hour; vehicle emissions ratings; avoided miles; vehicles replaced

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<sup>1</sup> Some means of achievement in this section are the responsibility of DAFS and DEP. Others are offered to agencies as suggestions. These means in no way preclude agencies from using other means to achieve the objective. Any alternate means should include metrics if listed metrics are not applicable.

**BUILDINGS:**

**OBJECTIVE: ALL BUILDINGS OWNED OR LEASED BY THE STATE  
WILL BE ENERGY EFFICIENT**

**MEANS OF ACHIEVEMENT<sup>1</sup>:**

By December 2002, all design contracts for renovation or new construction will contain a requirement that the designer analyze and deliver energy option choices to the owner and client agency, such choices to be set out in a written report. Life cycle costs will be analyzed for all energy options, taking into consideration savings in energy consumption and beneficial properties of fuel types, in addition to cost and longevity of systems

By December 2002, all Requests for Proposals (RFPs) for leased space will require submission of specifications addressing energy types, energy uses, alternative fuel use or potential for such alternative fuel use, energy efficiencies and the like. Policies will be developed to incorporate performances for energy efficient facilities in the selection of leased space and renewal of existing leases if substantial renovations are required

By December 2003, baseline energy reports ("audits") will be conducted in 50% of state owned, office-function facilities over 20,000 square feet

By December 2003, DAFS/BGS will review heating systems in 30% of the state-owned, office-function facilities with an analysis of efficiency and potential improvements, particularly with a view to securing greater cleaner burning fuel(s)

By July 2003, review electrical infrastructure to assess efficiency and potential for improvement

By December 2003, lighting in 30% of the state owned, office-function facilities will be reviewed to minimize energy consumption. Bulbs, sensors, and automatic switches will be assessed

State facilities will convert to natural gas whenever feasible

By December 2003, develop a policy manual for energy efficient building operations

By December 2003, develop a capital plan to effect improvement(s)

**METRICS:** numbers and types of energy options; alternative fuels available; energy reports conducted; kilowatt-hours consumed; lighting conversions; solar options employed

The above BUILDINGS-related efforts will be undertaken by the Department of Administrative and Financial Services (DAFS) and the Department of Environmental Protection (DEP)

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<sup>1</sup> Some means of achievement in this section are the responsibility of DAFS and DEP. Others are offered to agencies as suggestions. These means in no way preclude agencies from using other means to achieve the objective. Any alternate means should include metrics if listed metrics are not applicable.

**RECYCLING/RECYCLABILITY/PRODUCT SUBSTITUTION/WASTE MANAGEMENT**

**OBJECTIVE: OFFICE PRODUCTS AND FURNITURE PROCURED FOR USE IN MAINE STATE GOVERNMENT WILL HAVE MAXIMUM RECYCLED CONTENT AND WILL BE DISPOSED PROPERLY TO MAXIMIZE RECYCLABILITY. APPLIANCES AND ELECTRIC EQUIPMENT WILL BE PROCURED TO ENSURE ENERGY EFFICIENCY**

**MEANS OF ACHIEVEMENT<sup>1</sup>:**

By 2003, all electric office equipment or appliances will be procured in accordance with a policy to be established by the DAFS Division of Purchases and to be shared with other agencies. At a minimum, these items will bear the Energy Star efficiency rating (DAFS/DEP lead)

By 2003, materials packaging for procured office products will, wherever possible, be recycled or reusable through proper disposal by the recipient or through a send back/take back provision by the vendor (DAFS/DEP lead)

By 2003, the DAFS Division of Purchases will, in cooperation with other agencies, institute a practice of evaluating products on a life-cycle cost basis. Emphasis will be placed on technically comparable and cost effective alternatives to mercury containing products and products that may lead to dioxin emissions. Product evaluations will be shared among agencies (DAFS/DEP lead)

By 2003, DAFS/DEP will investigate ways to increase the types and amounts of waste products to be recycled. Investigation results will be shared with other agencies

**METRICS:** number of product substitutions made; number of Energy Star rated equipment/appliance purchases; amount of materials packaging returned/reused; number/types of waste products recycled

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<sup>1</sup> Some means of achievement in this section are the responsibility of DAFS and DEP. Others are offered to agencies as suggestions. These means in no way preclude agencies from using other means to achieve the objective. Any alternate means should include metrics if listed metrics are not applicable.

**CHEMICALS HANDLING/PRODUCT SUBSTITUTION/WASTE MANAGEMENT**

**OBJECTIVE: ALL CHEMICALS PURCHASED FOR USE IN MAINE STATE GOVERNMENT WILL BE EVALUATED BASED ON NEED. ALTERNATIVE PRODUCTS WILL BE SUBSTITUTED WHERE PRACTICAL AND COST EFFECTIVE. ALL CHEMICALS AND SOLID AND HAZARDOUS WASTES WILL BE DISPOSED IN THE SAFEST AND MOST PROPER MANNER**

**MEANS OF ACHIEVEMENT<sup>1</sup>:**

By 2003, the DAFS Division of Purchases will review custodial cleaning supplies to establish baseline inventory information. Information will be shared with other agencies

By 2003, the DAFS Division of Purchases and the DEP will institute a practice of evaluating cleaning products on a life-cycle cost basis. Evaluation results will be shared with other agencies. Emphasis will be placed on low toxicity as well as technically comparable and cost effective alternatives to mercury containing products and products that may lead to dioxin emissions. Acceptable alternatives will be procured as supply of products warrants

By 2003, agencies will inventory non-custodial chemical supplies to establish baseline inventory information. Agencies will share this information with the DAFS Division of Purchases upon the completion of the inventory

By 2003, DAFS/DEP will investigate ways to better promote and coordinate cross agency collection and proper disposal of solid wastes and hazardous wastes, including universal wastes. Investigation results will be shared with other agencies

**METRICS:** numbers of chemicals in use in state government; number of product substitutions made; number of environmentally-preferable chemical products purchased; number of waste collection events held

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<sup>1</sup> Some means of achievement in this section are the responsibility of DAFS and DEP. Others are offered to agencies as suggestions. These means in no way preclude agencies from using other means to achieve the objective. Any alternate means should include metrics if listed metrics are not applicable.

## **ENVIRONMENTAL COMPLIANCE**

**OBJECTIVE: ALL AGENCIES IN STATE GOVERNMENT WILL BE IN COMPLIANCE OR WILL HAVE DEVELOPED A PLAN TO ATTAIN COMPLIANCE WITH ALL EXISTING STATE AND FEDERAL ENVIRONMENTAL LAWS**

### **MEANS OF ACHIEVEMENT<sup>1</sup>:**

By 2002, all Executive branch agencies and constitutional offices of Maine state government will appoint an individual responsible for ensuring the development and implementation of agency activities regarding this effort

By 2002, all Executive branch agencies and constitutional offices of Maine state government will develop a biennial plan of activities planned to incorporate compliance and environmental sustainability practices into agency planning and operations

By 2003, all executive branch agencies and constitutional offices of Maine state government will develop a schedule for environmental compliance audits of buildings, whether state-owned or leased

By 2004, all Executive branch agencies in Maine state government will include in the biennial report a plan for correcting any non-compliance with state or federal environmental laws discovered in environmental compliance audits. Operational-related instances of non-compliance will be addressed immediately. Construction-related instances of non-compliance will be addressed through planning and requests for supplemental funds

**METRICS:** number of individuals appointed; number of plans completed; number of compliance audits scheduled; number of compliance audits conducted; number of corrective actions needed; number of corrective actions addressed; number of corrective actions completed

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<sup>1</sup> Some means of achievement in this section are the responsibility of DAFS and DEP. Others are offered to agencies as suggestions. These means in no way preclude agencies from using other means to achieve the objective. Any alternate means should include metrics if listed metrics are not applicable.





AUG 30 2003

# State to try heating with biodiesel

THE ASSOCIATED PRESS

AUGUSTA — State officials will experiment with an alternative fuel blend to help heat state buildings in Augusta this winter, despite the higher costs.

Beth Nagusky, director of the Office of Energy Independence and Security, said the state will use a blend of biodiesel and heating oil at a small building this fall. If all goes well, the fuel may be used at Augusta Mental Health Institute and other state buildings on the east side of the city, she said.

The idea is to take a leader-

ship position in using a nontoxic fuel that is less harmful to the environment and could reduce reliance on foreign oil, even if it costs 30 cents a gallon more than heating oil.

"The cost differential, that's the hurdle here," Nagusky said. "But through energy conservation and efficiency we should be able to reduce our usage enough to justify paying a premium. That's what we're evaluating."

Some say the tight state budget makes this the wrong time to experiment with alternative fuels. Rep. Robert Daigle, R-Arundel, said the private sector,

not the state, is the place for these types of ventures.

"This is ideology supported by state dollar," he said.

Biodiesel is produced primarily in the Midwest and is made from animal fat or vegetable oil, according to the National Biodiesel Board, based in Missouri.

It can be mixed with petroleum diesel to form a cleaner-burning fuel, Nagusky said. The state will experiment with a biodiesel blend that will be 20 percent biodiesel and 80 percent petroleum, she said.

Across the country, biodiesel

is used to power big fleets of vehicles, such as those at Yellowstone National Park, according to the National Biodiesel Board. It's available at more than 100 retail fuel pumps nationwide.

In Maine, the Department of Transportation is using the fuel in some of its vehicles, as is L.L. Bean, Nagusky said. The state may buy up to 100,000 gallons of biodiesel through the heating season if it converts the AMHI campus to the biodiesel blend.

That kind of demand may spark interest from companies that would produce the

biodiesel locally, said John Wathen, a regional director with the Department of Environmental Protection.

"The biggest benefit of the state getting into the biodiesel, apart from air quality, is the fact that the biodiesel industry needs a base for demand," he said.

The fuel can be generated from used cooking oil, the type that restaurants now pay to have hauled away to another state, Wathen said. If a new biodiesel business opens in Maine, it could buy food grease from restaurants all over the state, he said.



**APPENDIX C**

**AGENCY PLANS**



**Department of Administrative and Financial Services  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Energy Efficiency in Central Fleet Vehicles	Procure and manage all Central Fleet vehicles to minimize air emissions and increased energy efficiency	Overall fleet average gas mileage	Miles per gallon	1. Establish standard replacement strategy at 75000 miles.	D. McKenney	1. 10/02		
			Percentage of fleet	2. Procure hybrid and/or ULEV vehicles wherever possible	D. McKenney	2. 12/03		
				3. Reduce miles traveled by DAFS Bureaus and establish mileage goals	Bureau Directors	3. 6/03		
All Buildings Owned or Leased by the State will be Energy Efficient	Audit 50% of all large (20 thousand square feet and above) office buildings owned by the state for energy efficiency and review heating systems in 30% of all state owned office buildings	Count	Percentage of all buildings	1. Identify target buildings and audit parameters	G. Nelson	1. 12/02		
				2. Conduct audits	G. Nelson B. Cote	2. 12/03		
				3. Develop action plans		3. 12/03		
				4.		4. 12/03		
				5.	G. Cormier			
	Develop Building Manual for energy efficient operation	Completion	Distribution	1. Assess electrical infrastructure	G. Nelson/J. Conrad	1. 7/03		
				2. Review and assess lighting in 30% of office facilities		2. 12/03		
				3. Involve expanded Leased Space Users Group to review portions of the Space Planning Standards Manual		3. 12/03		
				4.		4. 7/03		
	Develop new process for new construction and renovation of state owned buildings to include energy options and life cycle process	Completion		1. Draft new process	E. Clark	12/02		

**Department of Administrative and Financial Services  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
	Create energy guidelines for leased space	Completion		<ol style="list-style-type: none"> <li>Develop guidelines with assistance from DECD</li> <li>Seek input from landlords, state tenants and general contractors</li> <li>Implement the policy</li> </ol>	J. Conrad  J. Conrad  E. Clark	<ol style="list-style-type: none"> <li>10/02</li> <li>11/02</li> <li>12/02</li> </ol>		
	Develop Capital Plan to effect improvements	Completion		<ol style="list-style-type: none"> <li>Draft Plan</li> <li></li> </ol>	C. Jacobs/E. Clark	12/03		
Office Products and Furniture will be procured, operated efficiently.	All electric office equipment or appliances will be procured, at a minimum with the energy star rating	Number of items purchased	Percentage meeting requirements	<ol style="list-style-type: none"> <li>Identify all products</li> <li>Establish standard specification related to energy rating</li> <li>Issue procurement policy and procedure for open market purchases</li> <li>Implement new policy</li> </ol>	J. Arbour  J. Arbour  R. Thompson  R. Thompson	12/02  12/02  03/03  01/03		
Reduce waste by reuse and recycling of packaging	Materials packaging for procured products will be reusable or recyclable	Estimate averted waste  Weigh outgoing waste	Number of tons of averted waste  Reduction in disposal tonnage	<ol style="list-style-type: none"> <li>Establish target products list</li> <li>Establish contract terms and implement</li> <li>Gather data and track waste</li> </ol>	J. Arbour  J. Arbour  G. Nelson	12/02  12/02  06/03		
Evaluate and substitute environmentally appropriate chemicals for custodial use	Create baseline inventory of custodial products in use in State owned facilities	Completion		<ol style="list-style-type: none"> <li>Manual inventory of BGS custodial storage areas</li> <li>Identify products currently under contract</li> </ol>	S. Weeks  J. Arbour	12/02  12/02		

**Department of Administrative and Financial Services  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
	Procure acceptable alternatives with low toxicity	List of products	Percentage of products that meet low toxicity standard	<ol style="list-style-type: none"> <li>1. Work with DEP to establish toxicity standard</li> <li>2. Evaluate sample products and specifications</li> <li>3. Establish statewide contracts to acquire acceptable products</li> <li>4. Train BGS and other custodians in proper use</li> </ol>	G. Nelson  G. Nelson/D. Jacques/S. Weeks D. Jacques  G. Nelson	11/02  12/02 03/03  04/03		
Chemicals and Solid Hazardous Wastes will be disposed of in safest manner	Promote and coordinate cross agency collection and disposal of solid wastes and hazardous wastes	Collection sites  Report of materials collected	Number of proper sites  Completed annual report	<ol style="list-style-type: none"> <li>1. Identify agency needs for disposal</li> <li>2. Establish contract(s) with appropriate waste handlers</li> <li>3. Collect data on disposal</li> </ol>	G. Nelson/D. Maxwell B. Lamoreau  G. Nelson/D. Maxwell	09/02  12/02  06/03		
	Complete environmental compliance audits of all BGS controlled sites	Number of completed audits	Percentage of audits completed to total buildings	<ol style="list-style-type: none"> <li>1. Establish facility list</li> <li>2. Create audit schedule</li> <li>3. Establish audit protocol to include environmental and energy issues</li> <li>4. Audit facilities and create reports</li> <li>5. Document policies for handling of chemicals and solid hazardous waste</li> </ol>	G. Nelson  G. Nelson  E. Clark/G. Nelson/D. Maxwell  G. Nelson	10/02  12/02 12/02  Ongoing		



**Department of Agriculture, Food and Rural Resources  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Personnel</b>	<b>Target Date</b>	<b>Status and Notes</b>
Fuel Efficiency	Replace passenger vehicles with ultra low emission vehicles (ULEV) upon lease termination	Miles per gallon	Annual miles per gallon for passenger vehicles in fleet	Request conversion of vehicles from Central Fleet Services.	Amanda Dority	As leases are due to expire	
Fuel Efficiency	Replace light duty vehicles with low emission vehicles (LEV).	Miles per gallon	Annual miles per gallon for light duty vehicles	Request conversion of vehicles from Central Fleet Services.	Amanda Dority	As leases are due to expire	
Regulatory Compliance	Complete environmental compliance audits of the Cony and Porter Farm facilities	Compliance Audit Report	Compliance Audit Report and evidence of implementation of corrective actions/ plans, as applicable.	1. Convene audit team 2. Schedule and conduct audits	Amanda Dority David Gagnon Terry Bourgoin	June 03	
Environmental Management System Implementation	Prepare and communicate EMS to Department	Management Review	EMS implementation is reviewed as part of the annual review of Department policies.	1. Prepare draft EMS policy for review by the Commissioner and Division Directors 2. Incorporate recommended changes and issue policy to employees 3. Train staff on EMS requirements	1. Amanda Dority, Commissioner and Division Directors 2. Amanda Dority, Commissioner 3. Division Directors	1. September 02 2. October 02 3. November 02	

**Office of Attorney General  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year	1. Evaluate current personal vehicle use and determine feasibility of increased use of state vehicles. 2. Establish policy on personal/state vehicle usage	Chris Leighton	October 31, 2002	None	Provide info to staff about availability of Toyota Prius and other fuel-efficient vehicles & encourage use
2. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	n/a	1. Evaluate opportunities for increased energy conservation, e.g., shutting down copiers, printers, and lights at end of day. 2. Develop guidelines and policy and communicate to staff. 3. Monitor policy effectiveness and re-evaluate as necessary	Chris Leighton	October 31, 2002	None	Will develop policy and reminder schedules in both staff meetings and general e-mails about the importance (and value) of energy conservation
3. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	n/a	1. Verify toner cartridges are being collected for recycle. 2. Develop collection area/container for used batteries. 3. Monitor waste containers to ensure paper is being recycled. 4. Identify other waste streams and investigate feasibility for recycling.	Celeste Gaylord	October 31, 2002	Nominal	Item's 1, 2 and 3 are in place. Other waste streams will be considered and added to plan. Educational reminders will be provided to staff on a regular schedule.

**Office of Attorney General  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
4. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel	Number of teleconference meetings pre year	<ol style="list-style-type: none"> <li>1. Evaluate current meeting schedules and feasibility of teleconferencing.</li> <li>2. Identify teleconference resources.</li> <li>3. Evaluate use of desktop video installation for meetings.</li> <li>4. Develop policy on meetings/ teleconferencing and implement</li> </ol>	Jessica Maurer	In progress and ongoing	Nominal (at this point)	<ol style="list-style-type: none"> <li>1) Have trained two staff members in running of Distance Learning equipment.</li> <li>2) Are utilizing client teleconferencing equipment</li> <li>3) Have met with judiciary to discuss ways to cut down on travel to court</li> </ol>
5.Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	# reams of paper purchased per year	<ol style="list-style-type: none"> <li>1. Review current practices for paper and electronic file maintenance.</li> <li>2. Identify opportunities to increase use of electronic documents and records.</li> <li>3. Communicate to staff</li> </ol>	Lary Ringrose/Celeste Gaylord	November 15, 2002	Nominal	Current practices will be reviewed with recommendations to staff by November 15
6. Complete 12-step EMS plan development	Plan complete and put into practice	n/a	Completed EMS plan	<ol style="list-style-type: none"> <li>1. Develop Environmental Policy</li> <li>2. Develop agency profile.</li> <li>3. Complete remainder of 12-step EMS program.</li> </ol>	Dennis Harnish			

**Office of Audit  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	ACTION PLAN	Responsible Person	Target Date	Cost	Status and Notes
1. Reduce vehicle fuel consumption and air emissions	Determine feasibility of increased use of fuel-efficient State fleet vehicles	Vehicle mileage logs	Miles per year	<ol style="list-style-type: none"> <li>Evaluate current personal vehicle use and determine feasibility of increased use of state vehicles.</li> <li>Establish policy on personal/state vehicle usage.</li> </ol>	<ol style="list-style-type: none"> <li>Brenda Stevens</li> <li>Gail Chase</li> </ol>	<ol style="list-style-type: none"> <li>Done</li> <li>10/25/2002</li> </ol>		
2. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	N/a	<ol style="list-style-type: none"> <li>Evaluate opportunities for increased energy conservation, e.g. shutting down copiers, printers, and lights at end of day.</li> <li>Develop guidelines and policy and communicate to staff.</li> <li>Monitor policy effectiveness and re-evaluate as necessary.</li> </ol>	<ol style="list-style-type: none"> <li>Gayle Knight</li> <li>Gail Chase</li> <li>Brenda Stevens</li> </ol>	<ol style="list-style-type: none"> <li>10/04/2002</li> <li>10/25/2002</li> <li>Ongoing after 10/25/2002</li> </ol>		
3. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	N/a	<ol style="list-style-type: none"> <li>Verify toner cartridges are being collected for recycle.</li> <li>Develop collection area/container for used batteries.</li> <li>Monitor waste containers to ensure paper is being recycled.</li> </ol>	<ol style="list-style-type: none"> <li>Brenda Stevens</li> <li>Brenda Stevens</li> <li>BGS staff</li> </ol>	<ol style="list-style-type: none"> <li>Currently being done</li> <li>Currently being done</li> <li>Currently being done</li> </ol>		
4. Reduce vehicle fuel consumption and air emissions	Increase carpooling for meetings	Number of meetings requiring travel for more than one employee	Number of employees carpooling	<ol style="list-style-type: none"> <li>Evaluate current meeting schedules and feasibility of carpooling.</li> <li>Develop written policy and communicate to staff.</li> </ol>	<ol style="list-style-type: none"> <li>Michael Poulin</li> <li>Gail Chase</li> </ol>	<ol style="list-style-type: none"> <li>Currently being done</li> <li>10/25/2002</li> </ol>		

**Office of Audit  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	ACTION PLAN	Responsible Person	Target Date	Cost	Status and Notes
5. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	# reams of paper consumed per year	<ol style="list-style-type: none"> <li>1. Review current practices for paper and electronic file maintenance.</li> <li>2. Identify opportunities to increase use of electronic documents and records.</li> <li>3. Communicate to staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Gayle Knight (business files), Michael Poulin (audit workpapers)</li> <li>2. Gayle Knight, Michael Poulin</li> <li>3. Gail Chase, Michael Poulin</li> </ol>	<ol style="list-style-type: none"> <li>1. 09/27/2002</li> <li>2. 10/11/2002</li> <li>3. 10/25/2002</li> </ol>		
6. Complete 12-step EMS plan development	Plan complete and put into practice	N/a	Completed EMS plan	<ol style="list-style-type: none"> <li>1. Develop Environmental Policy</li> <li>2. Develop agency</li> <li>3. Complete remainder of 12-step EMS program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Gail Chase, Brenda Stevens</li> <li>2. Gail Chase, Brenda Stevens</li> <li>3. Gail Chase, Brenda Stevens</li> </ol>	1, 2, 3: Some portions done; program will be completed by the end of October 2002		

**Department of Behavioral & Developmental Services  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>
Preferential selection of lab services suppliers that are environmentally responsible	Waste reduction and pollution prevention	Proportion of suppliers that meet standards	Environmental statements from laboratory service suppliers (contracts)	1. Develop/use environmental responsibility statement for procurement contracts	1. M. Hodgdon	1. FY03 contracts	1. Minimal
Subscribe to Maine Hospitals for a Healthy Environment Pollution Prevention Agreement	Waste minimization and pollution prevention	n/a	Agreement signed and P2 practices in place	1. Present agreement to EMT 2. Verify compliance with agreement 3. Identify areas of improvement, develop plan, implement	1. G. Green 2. N. Christensen 3. N. Christensen	agreement signed by 1/31/03	Minimal costs
Minimized "red bag" waste	Waste minimization and pollution prevention	bills of lading	"red bag" waste will not increase in proportion to all facility waste	track waste	N. Christensen	tracking system in place by 1/31/03	Minimal costs
minimized use of Chlorine compounds, use of cleaning compounds in appropriate amounts	Waste minimization and pollution prevention	records of purchase	use of Chlorine compounds will not increase	track usage	N. Christensen	slight increase in costs possible	

**Department of Behavioral & Developmental Services  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Increase use of fuel efficient state fleet vehicles well matched to the service needs	Reduce vehicle fuel consumption and air emissions	Central Fleet reports, audit reports	75% of all trips using state vehicles are "full"	<ol style="list-style-type: none"> <li>1. Define "full"</li> <li>2. Investigate turning non-fleet vehicles over to Central Fleet</li> <li>3. Audit use of vehicles to match vehicles to service needs</li> <li>4. Trade to vehicles better matched to use</li> </ol>	<ol style="list-style-type: none"> <li>1. N. Christensen</li> <li>2. Central Fleet, facilities</li> <li>3. N. Christensen</li> <li>4. Central Fleet</li> </ol>	implement tracking system by 4/30/03	unknown costs implications	
Improve BDS staff driving habits	Reduce vehicle fuel consumption and air emissions	Central Fleet reports, audit reports	reduced fuel consumption, improved mileage	training to staff	Central Fleet	after data from tracking system is available	minimal costs	
Proper waste management from remote location state vehicle maintenance sites	waste reduction and regulatory compliance	n/a	statement of conformance	verify proper waste management practices	BMHI	4/30/2003		
Utilization of video-conferencing capacity	Reduce vehicle fuel consumption and air emissions	travel vouchers	reduction in overall mileage claims with steady use of Fleet vehicles	maximize use of video and audio conferencing	N. Christensen	data gathered and baseline established by 4/30/03	minimal costs	

**Department of Behavioral & Developmental Services  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Obtain Energy Star rating for Riverside Psychiatric Center	reduce energy consumption	EPA Energy Star portfolio manager	successful application for Energy Star label	1. Sign up for Beta Test program for psychiatric hospitals 2. Obtain benchmark score 3. Continued participation in Beta Test until application can be filed	Marya Faust, architects	Beta Test end date		
Develop and implement asbestos and mold abatement plans for BDS facilities	Improved indoor air quality	Indoor air quality reports?	Reduction in indoor pollutants?	BGS	by arrangement with BGS			
Implement BDS-wide no smoking areas outside buildings.	Improved indoor air quality	policy established	?	Implementation of department wide policy regarding smoking 100 ft away from buildings	N. Christensen	1/31/2003	cost of signage	has been requested by at least one facility



**Department of Behavioral & Developmental Services  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Increase recycling of solid waste	solid waste reduction	1. 75% of batteries and toner cartridges will be recycled 2. Increase recycling of steel, plastics, glass, paper and cardboard	1. Collection point data 2. Collection point data, reduction in solid waste (tipping fees)	1a. Evaluate extent of issue 1b. Develop collection program for used batteries and toner cartridges 2a. Evaluate availability of recycling in all areas 2b. Develop/ support development of recycling programs	1. N. Christensen	4/30/2003	unknown	

**Department of Behavioral & Developmental Services  
Clean Government Biennial Plan  
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<b>Objective</b>	<b>TARGET</b>	<b>METHOD OF MEASURE</b>	<b>PERFORMANCE INDICATOR</b>	<b>ACTION PLAN</b>	<b>PERSON RESPONSIBLE</b>	<b>TARGET DATE</b>	<b>COST</b>	<b>NOTES</b>
Full compliance with environmental regulations at all BDS facilities and operations	Regulatory compliance	audit report findings	# findings	1. Develop audit compliance plan 2. Develop system for corrective actions and follow-up 3. Conduct audits	1. N. Christensen	6/30/2003		
12 step EMS plan complete and in practice	Complete 12 step EMS Plan development	n/a	completed EMS plan	1. Develop environmental policy 2. Develop agency profile 3. Complete remainder of 12 step EMS plan	N. Christensen	6/30/2003		

**Department of Conservation  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Reduce Hazardous Waste Generation	Remove inventory of old "off-spec" materials from facilities	Weight of waste (pounds) from manifests	Inventoried waste will have been removed from facilities statewide	<ol style="list-style-type: none"> <li>1. Select waste removal contractor to complete the southern Maine area pickup</li> <li>2. Reinforce purchasing practices to avoid bulk purchases of products that contain hazardous materials</li> <li>3. Upon completion of inventory removal, conduct debriefing of the process and develop plan for future pick ups as necessary</li> </ol>	<ol style="list-style-type: none"> <li>1. Director of General Services, bureau staff</li> <li>2. Asst. to the Commissioner</li> <li>3. Director of General Services and Asst. to the Commissioner</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 02</li> <li>2. Fall 02</li> <li>3. Winter 02/ 03</li> </ol>		

**Department of Conservation  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Regulatory Compliance	Incorporate universal waste management into management practices	Weight of universal waste (pounds) from shipping documentation	Universal waste generated will be properly stored, labeled and disposed of	<ol style="list-style-type: none"> <li>1. Review regulatory applicability with DEP</li> <li>2. Continue to collaborate with DOT, DHS and Purchases to advocate for development of recycling contracts to meet the needs of DOC facilities</li> <li>3. Expand current DOC hazardous waste/ recycling guidance document to include universal waste management</li> <li>4. Identify appropriate staff to receive universal waste training</li> <li>5. Provide training for identified staff with assistance form DEP</li> </ol>	<ol style="list-style-type: none"> <li>1. Asst. to the Commissioner and Director of General Services</li> <li>2. Asst. to the Commissioner</li> <li>3. Asst. to the Commissioner</li> <li>4. Asst. to the Commissioner</li> <li>5. Asst. to the Commissioner</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Summer 03</li> <li>4. Spring 03</li> <li>5. Winter 03/ 04</li> </ol>		

**Department of Conservation  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Reduce Opportunities for Lead and Asbestos Exposure	Develop and implement program to address lead management in DOC provided housing facilities	Written guidance document and education programs	Employees living in DOC housing will receive a guidance document explaining the safe management of lead and they will be provided with opportunities for training	1. Continue to advocate for bond issue to survey lead/ asbestos presence in state buildings with state provided housing being a priority	1. Asst. to the Commissioner	1. Ongoing		
				2. Continue support for and participation in proposed effort to organize known locations of lead and asbestos containing building materials in central statewide data base housed at DAFS/ BGS	2. Asst. to the Commissioner & bureau staff	2. Ongoing		
				3. Coordinate with BGS, DEP, DHS to establish guidelines for lead testing protocols at DOC and statewide facilities with initial priority on housing	3. Asst. to the Commissioner	3. Ongoing		
				4. Coordinate with BGS, DEP, DHS to establish guidelines for the safe repair, remodeling and maintenance of DOC housing facilities with potential or actual lead paint issues	4. Asst. to the Commissioner	4. Ongoing		
				5. Issue guidance documents	5. Asst. to the Commissioner	5. Fall 02		

**Department of Conservation  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
				6. Coordinate and provide training programs for interested staff	6. Asst. to the Commissioner & bureau staff	6. Winter/spring 03		
Regulatory Compliance	Complete closure of floor drains identified with potential to adversely impact soil and groundwater or isolate the source of concern from the floor drain	Number of floor drain closures or successfully isolated potential sources near floor drains	Floor drains with the potential to contaminate will be closed or potential sources of adverse substances will be isolated	1. Continue cooperative effort with DEP to research floor drains of concern and identify or isolate 2. Research and identify appropriate methods of drain closure or isolation or nearby sources of adverse substances 3. Determine cost estimates for implementation 4. Request funding for Implementation if not possible within existing funds 5. Select contractor 6. Conduct implementation	1. Asst. to Commissioner & bureau staff  2. Asst. to Commissioner & bureau staff  3. Bureau staff  4. Bureau staff  5. Bureau staff 6. Bureau staff	1. Ongoing  2. Winter 02/03  3. Winter 02/03		

**Department of Conservation  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Reduce disease causing micro-organisms at swim areas	Reduce disease causing micro-organisms at swim areas from swimmer introduced diarrhea events and site conditions	Test results and frequency as recommended by working group	Development of Public Education Materials, Recommended Testing Protocols, Outbreak Protocols and Guidance on running a beach to maintain healthy swim areas  Public education materials displayed at state park beaches	<ol style="list-style-type: none"> <li>1. Continue cooperative efforts with DHS, DEP and DMR to develop Public Education Materials, Outbreak Protocols, Recommended Testing Protocols and Running a Beach Protocols</li> <li>2. Continue cooperative efforts with DHS, DEP and DMR to use several state park beaches as pilot sites for research and information development on bacteria at swimming beaches</li> <li>3. Distribution of completed public education materials through state park sites</li> <li>4. Determination of initial recommended actions that we will undertake</li> <li>5. Instruction of identified DOC park staff in cooperation with DHS, DEP on initial implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional park Managers &amp; Asst. to the Commissioner</li> <li>2. Regional park managers</li> <li>3. Regional park Managers</li> <li>4. Regional park managers</li> <li>5. Regional park managers &amp; Asst. to the Commissioner</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Summer 02 to summer 03</li> <li>4. Summer 02 to summer 03</li> <li>5. Summer 02 to summer 03</li> </ol>		

**Department of Conservation  
Clean Government Biennial Plan  
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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
				actions 6. Implementation	6. Bureau staff	6. Summer 02/03		
Reduce use of mercury thermometers	Eliminate use of mercury thermometers at Forestry weather stations	Number of mercury thermometers eliminated from Forestry weather stations	All mercury thermometers will be eliminated at Forestry weather stations	1. Continue testing of Recently installed electronic weather stations 2. Upon completion of successful results of electronic weather station performance to insure reliability and credibility remove approximately 40 older mercury thermometers 3. Coordinate with DEP on proper disposal	1. Regional forest Protection ranger  2. Regional forest protection ranger  3. Regional forest protection ranger	1. Ongoing  2. winter 02/03  3. winter 02/03		



**Department of Corrections  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year	1. Evaluate current personal vehicle use and determine feasibility. 2. Conduct environmental compliance audit of facility's vehicle maintenance garages	Mark McCarthy and the Business Managers within the department	4. January 2003 5. January 2003	Not yet known	
2. Energy use Reduction	Reduce electricity consumption	Monthly electrical bills	Reduced electricity use	1. Conduct energy audits at the state's correctional facilities 2. Implement energy savings resulting from audits. 3. Monitor effectiveness and re-evaluate as necessary 4. Incorporate energy efficient specifications into contracts for new construction at DCF and MCC	J. Breton and the Business Managers at the correctional facilities for the audits and implementation; Ralph Nichols for the capital construction contracts with BGS	1. December 2002 for audits 2. March 2003 implementation of energy savings	Not yet known	

**Department of Corrections  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
3. Solid waste reduction	Increase recycling of solid wastes		Pounds of solid waste generated per year?	1. Verify toner cartridges are being collected for recycle. 2. Develop collection program for used batteries. 3. Identify other waste streams and investigate feasibility for recycling. 4. Include recycling services as part of local contracts for waste collection 5. Evaluate composting as an option at each facility	Business Managers at each correctional facility	1. November 2002  2. December 2002  3. February 2003  4. July 2003  5. December 2003	Not yet known	
4. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel	Number of teleconference meetings pre year	1. Evaluate current meeting schedules and feasibility of teleconferencing. 2. Identify teleconference resources. 3. Evaluate use of desktop video installation for meetings.	Mark McCarthy and Jon Richard	1. December 2002  2. March 2003  3. June 2003	Added cost for teleconferencing equipment; savings from reduced travel	

**Department of Corrections  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
5. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	# reams of paper purchased per year # of "hits" on intranet site	1. Review current practices for paper and electronic file maintenance. 2. Identify opportunities to increase use of electronic documents and records. 3. Develop intranet for policies and procedures	Esther Riley and Jon Richard Business Managers	1. April 2003 2. May 2003 3. June 2003	Not yet known	
6. Comply with state wastewater discharge requirements	Obtain licenses for wastewater discharge	Compliance with licenses	Facilities licensed	1. Present bond request for capital improvements, or capital request	Commissioner	1. November 2002	Cost of compliance is in the millions of dollars	
7. Improve air quality	Convert to natural gas at appropriate locations		Conversion at MCC	1. Complete conversion to natural gas at MCC 2. Evaluate opportunities for conversion at other facilities	Barbara Robertshaw Business managers at facilities	1. November 2002 2. January 2003	Not yet known	
8. Adopt environmental agricultural practices	Audit of farm program at Bolduc	To be determined	Compliance with audit recommendations	1. Contact the Dept. of Agriculture to arrange for audit	Al Barlow	June 2003	Not yet known	
9. Complete 12-step EMS Plan development	Plan complete and put into practice by 2004	n/a	Future EMS audit	1. Develop Environmental Policy 2. Develop agency profile.	Denise Lord	June 2003		

**Department of Defense, Veterans and Emergency Management  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Comply with applicable regulations	Expand scope of internal audits (ICAS) beyond Army Guard facilities	n/a	# and types and repeat findings  Completion of corrective action plans	1. Develop audit schedule 2. Conduct audits 3. Develop audit reporting and corrective action plans 4. Implement corrective action plans (as funding is available)	T. Bickford	On-going annually  Report out date annually December 31	Estimated 700 man-hours to conduct audits plus approximately \$6,000 in expenses	1. 100% complete 2. 100% complete for MEARNG facilities. Vets. Complete by 10/11/2002. 3. Completion by 12/31/02. 4. On going – cost dependent.
Reduce asbestos exposure risk	Current assessment of ACM and updated O&M plans as required at armories and prioritize immediate hazards.	n/a	Completion of ACM assessments and O&M plans.	1. Coordinate 100% assessment 2. Identify affected facilities assess status, risk and prioritize 3. Develop cost estimates for immediate abatement actions and required O&M plans. 4. Seek funding for low priority areas for abatement. 5. Contract for ACM abatement as per priority schedule.	A. Moore	1. July 29, 2002 2. June 30, 2002 3. June 30, 2002	\$7,250 for contracted services (assessment)  Estimated 40 man-hours internal labor  Contracts for \$65,000 for high priority abatement issued.	1. 100% assessment complete of 75% of State facilities. 2. 100% complete. 3. 75% complete 4. Funding sought for low priority areas, no sources of funding for abatement. 5. Contracts issued.
4545 Waste reduction	Conduct pollution prevention (P2) assessments at federal Army Guard facilities	Completed assessment	Number of P2 opportunities identified and implemented	1. Complete contract for P2 study 2. Conduct assessments 3. Review results and prioritize 4. Implement P2 measures based on study results	A. Moore	1. June 2002  2. December 31, 2002	\$9,000 contracted services to complete assessments  Plus 100 hours internal labor	1. Status – completed 2. 0% 3. 0% 4. 0%

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**Department of Defense, Veterans and Emergency Management  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Increased recycling and regulatory compliance	Develop and implement Universal Waste policy	n/a	# of audit findings related to Universal Waste	<ol style="list-style-type: none"> <li>1. Develop Universal Waste Policy</li> <li>2. Training and communication of policy and establish Universal Waste collection station</li> <li>3. Establish central accumulation areas</li> </ol>	A. Moore	<ol style="list-style-type: none"> <li>1. July 31, 2002</li> <li>2. December 31, 2002</li> <li>3. Complete</li> </ol>	160 hours internal labor	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. 50%</li> <li>3. 100%</li> </ol>
Conserve energy	Improve energy efficiency of agency buildings	n/a	Implementation of conservation measures	<ol style="list-style-type: none"> <li>1. Conduct energy audit</li> <li>2. Identify energy savings opportunities</li> <li>3. Develop priorities and cost estimate (including pay-back calculations)</li> <li>4. Submit for funding</li> </ol>	Rick Hannibal and Eugene Harvey	ongoing	To be determined on project-by-project basis	
Prevent oil spills and regulatory compliance	<p>Develop SPCC plan for various facilities</p> <p>Annual update and training on ICP and SPCC plans of facilities</p>	n/a	<p>Plan complete and implemented</p> <p>Personnel trained</p>	<ol style="list-style-type: none"> <li>1. Annual review and update and certification of plans</li> <li>2. Annual training</li> <li>3. Development of SPCC plans</li> <li>4. Training</li> </ol>	Roger Scott	<ol style="list-style-type: none"> <li>1. On-going</li> <li>2. On-going</li> <li>3. November30, 2002</li> <li>4. ongoing.</li> </ol>	Estimated 250 hours to complete plans	<ol style="list-style-type: none"> <li>1. 100% of completed plans.</li> <li>2. 100% of federal facilities and 30% of State facilities.</li> <li>3. 75%</li> <li>4. on-going</li> </ol>
Complete 12-step EMS Plan development	Plan complete and put into practice	n/a	Completed EMS plan	<ol style="list-style-type: none"> <li>1. Develop Environmental Policy</li> <li>2. Develop agency profile.</li> <li>3. Complete remainder of 12-step EMS program based on NGB guidance.</li> </ol>	T. Bickford	September 30, 2004	Estimated cost of \$335,000 for completion, implementation, and conformance audits.	<ol style="list-style-type: none"> <li>1. Pending NGB Guidance</li> </ol>

**Department of Defense, Veterans and Emergency Management  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Comply with applicable regulations	Expand scope of internal audits (ESOH CAMP) beyond Air Guard facilities; specifically work with BIA Complex	n/a	# and types and repeat findings  Completion of corrective action plans	First coordinate with BIA and then expand program to other agencies and finally private sector tenants	E. Johns	On-going annually  NOTE: MAJCOM performs external audit every 3 years	Estimated 100 man-hours to conduct audits plus approximately \$2000 in expenses (our share) annually	1. 100% complete for MEANG Sites 2. 0% for other Sites 3. Get BIA online by 1 January 2004
CAPP MAP	Incorporate compliance assurance and pollution prevention (CAPP) and compliance through pollution prevention (CTP2) program initiatives and objectives into installation and major command policies, programs, and management action plan(s) (P2)	Implement MAP	Number of P2 opportunities identified and implemented	Review results of assessments and prioritize Implement P2 measures not already undertaken	E. Johns	1 Jan 2003	300 Hours  \$100,000 of capital improvements	Assessments completed  Reviewing Draft Report
Increase recycling	Continue to implement universal waste policy; streamline processes; improve accountability;	WT of HW and WT of MSW	Reduce HW/MSW outflow  Reduce operating expenses	Implement SWMP	B. Bateman	1 Jan 2003	200 hours	SWMP completed; assessments completed;  Capital investment research underway
Conserve energy	Improve energy efficiency of	N/A	Implementation of conservation	* Conduct energy audit *Identify energy savings	E. Johns; P Winchester;	ongoing	To be determined on project-by-	

**Department of Defense, Veterans and Emergency Management  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
	agency buildings		measures	opportunities *Develop priorities and cost estimate (including pay-back calculations) *Submit for funding	J. Winchenbach		project basis	
Combine SPCC/FRP/SWP PP for Bangor IAP	Develop "One Plan" Bangor IAP  Realign and certify annual update training on ICP	N/A	Plan complete and implemented  Personnel trained	*Annual review and update and certification of plans *Annual training	E. Johns	On-going On-going	Estimated 200 hours to complete plans and accomplish training; 50 hours per year thereafter Outside funding required \$15,000	
Complete 12-step EMS Plan development	Plan complete and put into practice	N/A	Completed EMS plan	Develop Environmental Policy Develop agency profile. Complete remainder of 12-step EMS program based on USAF guidance.	E. Johns	1 January 2004	400 hours and about \$20,000	ISO 14000 external audit not required or desired by AF
SLODA (Site Location of Development Application) for BIA	Complete SLODA for BIA	N/A	License granted by MDEP	Meeting with MDEP to develop criteria Hire a consultant do the work	E. Johns	1 June 2003	Estimate 400 hours and have budgeted \$35,000 for outside support	Must work with MDEP and City, Real Property work with City and USAF required as well.

**Department of Economic & Community Development  
Clean Government Biennial Plan  
2002-2003**

<b>OBJECTIVE</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year	1. Evaluate current personal vehicle use; determine feasibility of increased use of state vehicles. 2. Establish policy on personal/state vehicle usage	Alan Brigham	Oct. 31, 2002	No Cost	
2. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	N/A	1. Evaluate opportunities for increased energy conservation, e.g., shutting down copiers, printers, and lights at end of day. 2. Develop guidelines and policy and communicate to staff. 3. Monitor policy effectiveness and re-evaluate as necessary	Paul Morrissey	Oct. 31, 2002	No Cost	
3. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	N/A	1. Verify toner cartridges are being collected for recycle. 2. Develop collection area/container for used batteries. 3. Monitor waste containers to ensure paper is being recycled. 4. Identify other waste streams and investigate feasibility for recycling.	Waneta Drew	Sept. 30, 2002	No Cost	
4. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel	Number of teleconference meetings pre year	1. Evaluate current meeting schedules and feasibility of teleconferencing. 2. Identify teleconference resources. 3. Evaluate use of desktop video installation for meetings. 4. Develop policy on meetings/ teleconferencing and implement	Alan Brigham	Oct. 31, 2002	No Cost	
5. Reduce resource	Increased use	Measure paper	# reams of paper	5. Review current practices				



**Department of Economic & Community Development  
Clean Government Biennial Plan  
2002-2003**

<b>OBJECTIVE</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
use and solid waste generation	of electronic information management and filing	usage rate	purchased per year	for paper and electronic file maintenance. 1. Identify opportunities to increase use of electronic documents and records. 2. Communicate to staff	Dorothea Socea & Waneta Drew	Oct. 31, 2002	No Cost	
6. Complete 12-step EMS plan development	Plan complete and put into practice	n/a	Completed EMS plan	1. Develop Environmental Policy 2. Develop agency profile. 3. Complete remainder of 12-step EMS program.	Alan Brigham	Dec. 31, 2002	No Cost	

**Department of Education  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs and mileage on expense reports	Miles per year	1. Evaluate current personal vehicle use and determine feasibility	Walter Beesley, School Nutrition	Jan 2003	No cost. Potential savings in addition to conservation	
2. Paper use Reduction	Reduce printer and copy paper use.	Quantitative study of annual use	Paper used per year	1. Install wireless network for laptops to allow access to network files at meetings	Jay Readinger	Pilot test by January 2003	About \$5k for wireless hubs and \$100/laptop	
3. Solid waste reduction	Reduce use of one-time batteries	Quantitative study of annual use	Batteries used per year	1. Purchase and encourage use of recharge-able batteries for pagers and other battery using devices	Michael Kucsma	Pilot test by January 2003	About \$100 for charger and recyclable batteries	
3. Solid waste reduction	Reduce waste of food for meetings	Quantitative study of annual use	Cost of meals charged per year	1. Promote the use of the Cross Café, rather than catering, for meeting lunches	REST Team, Val Seaberg	Program currently in place.  Promotional program in early 2003.	No cost. Potential savings in addition to conservation	
3. Solid waste reduction	Increase (or decrease?) recycling of solid wastes	Number used annually	Pounds of solid waste generated per year	1. Verify toner cartridges are being collected for recycle 2. Identify other waste streams and investigate feasibility for recycling	Reno Nadeau, Karen Bolduc, Jan Bunnell	Jan 2003	No cost. Potential savings in addition to conservation	
4. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel??	Number of teleconference meetings pre year	1. Evaluate current meeting schedules and feasibility of teleconferencing 2. Identify teleconference resources 3 Evaluate use of desktop video installation for meetings	Steve Vose, Lesley Clark	By July 2003	Software and staff resources for training and maintenance of systems	

**Department of Education  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
4. Reduce vehicle fuel consumption and air emissions	Reduce miles traveled by DOE staff to and from work.	Count number of staff opting to work one day a week away from the office	Miles of commuting travel saved per year	Needs State or Department policy change. May need Union approval	Commissioner	By July 2003	No cost. Potential savings in addition to conservation	
5. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper file storage usage rate	Number of files drawers in use	1. Review current practices for paper and electronic file maintenance 2. Identify opportunities to increase use of electronic documents and records	Certification, Nancy Ibarguen	By July 2003	Cost of equipment and software for conversion and tracking or for outsourcing conversion	
6. Complete 12-step EMS Plan	Plan complete and put into practice by ???	n/a	Future EMS audit??	1. Develop Environmental Policy	Michael Kucsma	By Jan 2004	Staff time	

**Department of Environmental Protection  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Energy Efficiency (fleet vehicles)	Investigate expansion of tele-conferencing capabilities to include all regional offices	Avoided miles	Annual miles per gallon for all agency vehicles	1. Assess IT infrastructure for feasibility 2. Quantify cost per office 3. Identify possible location in each office 4. Request funding for each location 5. Install in all locations	David Maxwell with assistance from Green Team, Computer Services staff and regional directors	1. 1/03 2. 3/03 3. 3/03 4. 8/03 5. 10/04		
Energy Efficiency (fleet vehicles)	Analyze vehicles needs, including appropriate number and use of vehicles, resulting in increased procurement of hybrids	Miles per gallon	Annual miles per gallon for fleet vehicles	1. Establish an inventory of agency vehicles 2. Analyze inventory for appropriate number and type of vehicle 3. Identify high-consumption and high mileage vehicles which may be targeted for retirement, and investigate more energy efficient options 4. Work with CFM to procure appropriate number and type of vehicles	David Maxwell with assistance from Green Team and administrative liaisons in each bureau	1. 11/02 2. 2/03 3. 4/03 4. Ongoing		
Energy Efficiency (buildings)	Audit selected office buildings for energy efficiency	Kilowatt hours	Annual kwh consumption in audited buildings	1. Select buildings to be audited 2. Procure auditing services (DECD) 3. Identify efficiency improvements 4. Select improvements for implementation 5. Discuss selections with BGS or landlord 6. Secure funding for improvements 7. Establish schedule for implementation	David Maxwell with assistance from Green Team, George Viles, and regional directors	1. 1/03 2. 5/03 3. 7/03 4. 8/03 5. 8/03 6. 1/04 7. 6/04		
Energy Efficiency (buildings)	Improve efficiency and interior environment of primary Augusta office (Ray Building)	Kilowatt hours; Lighting fixtures replaced; gpd of water	Annual kwh consumption; gpd of water consumed	1. Work with DAFS/BGS-appointed architect to assess Ray Building space for suitability 2. Identify available short and long term options/costs, etc. 3. Work with BGS to implement	David Maxwell with assistance from George Viles, Senior Management Team (SMT), Green Team and other staff	1. Ongoing 2. 5/03		

**Department of Environmental Protection  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
				best solution		3. Ongoing		
Recycling/Recyclability/Product Substitution/Waste Handling	Establish a food waste composting program in the Ray Building	Avoided waste disposal costs	Pounds of compost produced annually	<ol style="list-style-type: none"> <li>1. Develop a plan</li> <li>2. Propose plan to BGS</li> <li>3. Implement plan as approved by BGS</li> </ol>	David Maxwell with assistance from George Viles and Ben Dearnley	<ol style="list-style-type: none"> <li>1. 9/02</li> <li>2. 10/02</li> <li>3. 5/03</li> </ol>		
Chemicals Handling/Product Substitution/Waste Management	Reduce mercury in agency offices and laboratories	Product substitutions made; mercury removed; environmentally preferable products purchased	Number of substitutions made; weight of mercury removed; number of preferable products purchased	<ol style="list-style-type: none"> <li>1. Inventory offices for mercury containing products</li> <li>2. Identify items needing to be replaced</li> <li>3. Investigate substitutions</li> <li>4. Procure substitutions as available and deemed cost effective</li> </ol>	David Maxwell with assistance from Green Team and other staff	Ongoing		
Chemicals Handling/Product Substitution/Waste Management	Inventory chemicals for possible substitutions	Chemicals replaced; environmentally preferable products purchased	Weight of chemicals replaced; number of preferable products purchased	<ol style="list-style-type: none"> <li>1. Inventory offices for non-custodial chemicals</li> <li>2. Research possible substitutions</li> <li>3. Switch to preferred products as available</li> </ol>	David Maxwell with assistance from Green Team and other staff	Ongoing		
Environmental Compliance	Develop a schedule for facility audits	Audits conducted	Number of audits conducted; number of audit findings	<ol style="list-style-type: none"> <li>1. Identify facilities to be audited</li> <li>2. Retain audit services</li> <li>3. Review audit findings</li> </ol>	David Maxwell with assistance from Green Team, SMT, and other staff	<ol style="list-style-type: none"> <li>1. 9/02</li> <li>2. 12/02</li> <li>3. 5/03</li> </ol>		
Environmental Compliance	Develop an environmental management system (EMS) appropriate to the agency	Management review	Annual review	<ol style="list-style-type: none"> <li>1. Prepare draft EMS for review by Green Team and SMT</li> <li>2. Hold discussion forums to obtain staff input</li> <li>3. Revise draft EMS</li> <li>4. Train staff on EMS requirements</li> </ol>	David Maxwell with assistance from Green Team and SMT	<ol style="list-style-type: none"> <li>1. 1/03</li> <li>2. 5/03</li> <li>3. 6/03</li> <li>4. 9/03</li> </ol>		

**Department of Human Services  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Personnel	Target Date	Cost
Reduce Hazardous Waste Generation	Achieve Small Quantity Generator Plus Status	Weight of waste (pounds) from manifests	Pounds of hazardous waste per month within Small Quantity Generator Plus Status.	<ol style="list-style-type: none"> <li>Evaluate opportunities to modify the chloride/nitrate analytical procedure to reduce the quantity of hazardous waste generated <ul style="list-style-type: none"> <li>Contact other public laboratories within EPA Region 1</li> <li>Contact vendors to evaluate options for process modifications</li> <li>Conduct cost-benefit analysis</li> <li>Upon completing review select preferred options and request approval from EPA for process modification (if applicable)</li> </ul> </li> <li>Seek funding to modify process</li> <li>Implement new process</li> </ol>	Jack Krueger with consultant assistance	January 03	Estimated consulting fee \$5K  New Equipment cost unknown, ~\$50,000
Reduce Hazardous Waste Generation	Achieve Small Quantity Generator Plus Status	Weight of waste (pounds) from manifests	Pounds of hazardous waste per month within Small Quantity Generator Plus Status.	<ol style="list-style-type: none"> <li>Evaluate opportunities to modify semi-volatile testing by considering options for changing process to solid phase extraction. <ul style="list-style-type: none"> <li>Contact other public laboratories within EPA Region 1</li> <li>Contact vendors to evaluate options for process modifications</li> <li>Conduct cost-benefit analysis</li> <li>Upon completing review select preferred options and request approval from EPA for process modification (if applicable)</li> </ul> </li> </ol>	Jack Krueger with consultant assistance	January 03	Estimated consulting costs \$5K. New equipment costs unknown. ~\$20,000
Reduce Hazardous Waste Generation	Achieve Small Quantity Generator Plus Status	Weight of waste (pounds) from manifests	Pounds of hazardous waste per month within Small Quantity Generator Plus Status.	<ol style="list-style-type: none"> <li>Develop and implement new procedure calling for the managing and disposal of soil samples which test negative as non-hazardous waste</li> </ol>	Jack Krueger	September 02	None
Implement Environmental Management System	Prepare and communicate EMS to Department	Management Review	EMS implementation is reviewed as part of the annual review of Department Policies.	<ol style="list-style-type: none"> <li>Prepare draft EMS policy for review by the Commissioner and Bureau Chiefs</li> <li>Incorporate recommended changes and issue policy to employees</li> <li>Train staff on EMS requirements</li> </ol>	Jack Krueger and Rudy Naples and Consultant Assistance	January 03	NA

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<b>Department of Human Services Clean Government Biennial Plan 2002-2003</b>							
<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Personnel</b>	<b>Target Date</b>	<b>Cost</b>
Reduce Biomedical Waste Generator	Reduce by 5% the volume generated	Weight of waste (pounds) through manifests		1. Separate out specific wastes from the biomedical waste streams that do not meet the DEP definition of a biomedical waste.	Jack Krueger	January 03	

**Department of Inland Fisheries & Wildlife  
Clean Government Biennial Plan  
2002-2003**

<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Fuel Efficiency	Replace 10% of boat motors per year with 4-stroke engines	Purchase orders and delivery receipts for 4-stroke engines	Number of 4-stroke engines purchased during 2003 (must be greater or equal to 10% of base year motor inventory)	<ol style="list-style-type: none"> <li>1. Assign the task to appropriate employee.</li> <li>2. Inventory boat motors.</li> <li>3. Identify those to be replaced based on age, condition.</li> <li>4. Request price quotes from three reputable boat motor dealers.</li> <li>5. Evaluate the price quotes and select appropriate dealer.</li> <li>6. Purchase 4-stroke engines.</li> </ol>	Rick Record	<ol style="list-style-type: none"> <li>1. July 02</li> <li>2. Sept 02</li> <li>3. Sept 02</li> <li>4. June 03</li> <li>5. July 03</li> <li>6. July 03</li> </ol>		
	Investigate the feasibility of purchasing fuel efficient snowmobiles and ATVs	Feasibility report	Feasibility report submitted to Rick Record by end of 2003; Decision regarding availability and cost of fuel-efficient snowmobiles and ATVs.	<ol style="list-style-type: none"> <li>1. Assign the task to appropriate employee.</li> <li>2. Investigate options, prepare report and submit to Rick Record.</li> <li>3. Decision by bureau director made and recorded regarding future purchase of fuel-efficient snowmobiles and ATVs.</li> </ol>	Rick Record	<ol style="list-style-type: none"> <li>1. July 03</li> <li>2. Dec 03</li> <li>3. Jan 04</li> </ol>		



**Department of Inland Fisheries & Wildlife  
Clean Government Biennial Plan  
2002-2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Improve Hazardous Waste Mngmnt Practices/ Reduce haz waste generation	Determine the cost and benefit of purchasing spill kits for field employees.	Purchase spills kits for each field employee.	Number of spill kits received equal to number of field employees; Evidence of spill kits being carried by field employees	<ol style="list-style-type: none"> <li>1. Assign the task to appropriate person.</li> <li>2. Investigate the types of spill kits and prepare a spec to describe the most appropriate spill kit.</li> <li>3. Request price quotes from three spill kit suppliers.</li> <li>4. Evaluate the price quotes and select appropriate dealer.</li> <li>5. Purchase and distribute spill kits.</li> <li>6. Supervisors responsible for ensuring field employees understand how to use the spill kit and that it is being used.</li> <li>7. Establish process for disposing of used spill kit materials and replenishing the kits.</li> </ol>	Rick Record	<ol style="list-style-type: none"> <li>1. Jan 03</li> <li>2. Feb 03</li> <li>3. Mar 03</li> <li>4. Apr 03</li> <li>5. June 03</li> <li>6. July 03</li> <li>7. July 03</li> </ol>		
Regulatory compliance	Compliance audit completion within the next 24 months	Compliance audit report	Compliance audit report and evidence of corrective actions being completed.	<ol style="list-style-type: none"> <li>1. Chose a sample set of field activities to be audited.</li> <li>2. Determine whether the audit can be covered under the Clean Government Initiative.</li> <li>3. Conduct compliance audit.</li> <li>4. Respond to nonconformance and corrective action requests as necessary including a plan of action to ensure legal compliance.</li> </ol>	Rick Record	<ol style="list-style-type: none"> <li>1. Jan 04</li> <li>2. Jan 04</li> <li>3. June 04</li> <li>4. Oct 04</li> </ol>		

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Clean Government Biennial Plan  
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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Employee Training	Develop and implement an environmental awareness program through existing channels of communication (newsletter, website)	<b>Documented environmental awareness program</b>	Awareness and knowledge of the environmental awareness program	<ol style="list-style-type: none"> <li>1. Assign the task to the appropriate person.</li> <li>2. Develop environmental awareness program or</li> <li>3. Establish a means through which the training program will be delivered (newsletter, website).</li> <li>4. Notify employees of the training program and the necessity for them to read it.</li> <li>5. Supervisors are responsible for ensuring that employees have read through and understood the environmental awareness information.</li> </ol>	Rick Record	<ol style="list-style-type: none"> <li>1. July 03</li> <li>2. Sept 03</li> <li>3. Sept 03</li> <li>4. Sept 03</li> <li>5. Oct 03</li> </ol>		
EMS Implementation	Develop, document and implement an EMS by March 2004	<b>EMS Manual EMS audits</b>	<b>EMS audit report and evidence of timely completion of corrective actions if necessary.</b>	<ol style="list-style-type: none"> <li>1. Work with Clean Government consultants to develop the EMS.</li> <li>2. Inform employees of the EMS development through the newsletter or website or direct e-mail to each employee.</li> <li>3. Ensure that the employees understand all components of the EMS.</li> <li>4. Conduct EMS audits and respond to corrective action requests as appropriate.</li> </ol>	Rick Record	<ol style="list-style-type: none"> <li>1. Aug 03</li> <li>2. Sept 03</li> <li>3. Sept 03</li> <li>4. Mar 04</li> </ol>		

**Department of Marine Resources  
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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Fuel Efficiency	Reduce the average MPG ratio by replacing current vehicles with more fuel efficient vehicles at the end of the lease period.	Average miles per gallon ratio of vehicles in the fleet.	Annual MPG for the fleet as compared with previous year.	<ol style="list-style-type: none"> <li>1. Prepare an inventory of vehicles nearing the end of the lease term.</li> <li>2. Communicate with fleet management to determine options for vehicle trade-ins.</li> <li>3. Communicate with employees to advise them of the vehicle changes that will be affecting them.</li> <li>4. As each lease term expires for the 8-cylinder vehicles, organize the substitution for a vehicle with an MPG ratio of more than 14.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. Aug 02</li> <li>2. Aug 02</li> <li>3. Sept 02</li> <li>4. as required</li> </ol>		
Fuel Efficiency	Investigate the cost-effectiveness of moving to 4-stroke outboard engines with the intention of then purchasing a specified number per year.	Feasibility report	Completed feasibility report and action plan before next budget period	<ol style="list-style-type: none"> <li>1. Assign the task to the appropriate employee.</li> <li>2. Speak with representatives from other departments who have gone through the same exercise.</li> <li>3. Determine the feasibility of the replacement, prepare a written report, and submit it to the Commissioner for a decision.</li> <li>4. Record Commissioners decision.</li> <li>5. Plan purchases if appropriate.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. July 02</li> <li>2. July 02</li> <li>3. Dec 02</li> <li>4. Jan 03</li> <li>5. Feb 03</li> </ol>		

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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Improve Hazardous Waste Management Reduce Hazardous Waste	Develop and implement a best management practice for fueling	Fueling BMP	Completed fueling BMP within 6 months; Evidence of employee training	<ol style="list-style-type: none"> <li>1. Assign the task to appropriate employee.</li> <li>2. Develop the BMP in consultation with field employees.</li> <li>3. Develop an employee training plan to implement the BMP (put new BMP in department newsletter and distribute to affected field employees)</li> <li>4. Assign supervisors responsible for ensuring that BMP has been received by field employees and is being followed.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. July 02</li> <li>2. Sept 02</li> <li>3. Sept 02</li> <li>4. Dec 02</li> </ol>		
	Purchase spill kits for each field employee	Spill kit purchase order and delivery receipts	Number of spill kits received equal to number of field employees; Evidence of spill kits being carried by field employees	<ol style="list-style-type: none"> <li>1. Assign the task to appropriate employee.</li> <li>2. Investigate the types of spill kits and prepare a spec to describe the most appropriate spill kit.</li> <li>3. Request price quotes from three spill kit suppliers.</li> <li>4. Evaluate the price quotes and select appropriate dealer.</li> <li>5. Purchase and distribute spill kits.</li> <li>6. Supervisors responsible for ensuring field employees understand how to use the spill kit and that it is being used.</li> <li>7. Establish process for disposing of used spill kit materials and replenishing the kits.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. July 02</li> <li>2. Aug 02</li> <li>3. Aug 02</li> <li>4. Aug 02</li> <li>5. Sept 02</li> <li>6. Sept 02</li> <li>7. Sept 02</li> </ol>		

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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
	Develop a best management practice for proper handling of petroleum, oils and lubricants	POL BMP	Completed POL BMP within 6 months; evidence of employee training	<ol style="list-style-type: none"> <li>1. Assign the task to appropriate employee.</li> <li>2. Develop the BMP in consultation with field employees.</li> <li>3. Develop an employee training plan to implement the BMP (put new BMP on department website and distribute to affected field employees)</li> <li>4. Assign supervisors responsible for ensuring that BMP has been received by field employees and is being followed.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. July 02</li> <li>2. Sept 02</li> <li>3. Sept 02</li> <li>4. Dec 02</li> </ol>		
Regulatory Compliance	Compliance audit completion with the next 24 months	Compliance audit report	Compliance audit report and evidence of commencement of corrective actions if necessary.	<ol style="list-style-type: none"> <li>1. Choose a sample set of field activities to be audited.</li> <li>2. Determine whether the audit can be covered under the Clean Government Initiative.</li> <li>3. If not, request price quotes from consultants.</li> <li>4. Conduct compliance audit.</li> <li>5. Respond to non-conformances and corrective action requests as necessary including a plan of action to ensure legal compliance.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. Aug 03</li> <li>2. Aug 03</li> <li>3. Aug 03</li> <li>4. Oct 03</li> <li>5. Dec 03</li> </ol>		

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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
Employee Training	Develop and implement an environmental awareness training program through existing channels of communication (newsletter, website)	<b>Documented environmental awareness training program</b>	Awareness and knowledge of the environmental awareness training program	<ol style="list-style-type: none"> <li>1. Assign the task to the appropriate person.</li> <li>2. Develop environmental awareness training program or contract a consultant to do this.</li> <li>3. Establish a means through which the training program will be delivered (newsletter, website).</li> <li>4. Notify employees of the training program and the necessity for them to read it.</li> <li>5. Supervisors are responsible for ensuring that employees have read through and understood the environmental awareness information.</li> <li>6. Employees sign a form indicating that they have read through the training program and understand it.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. July 02</li> <li>2. Sept 02</li> <li>3. Sept 02</li> <li>4. Sept 02</li> <li>5. Oct 02</li> <li>6. Oct 02</li> </ol>		
EMS Implementation	Develop, document and implement an Environmental Management System by Dec 2002	<b>EMS Manual EMS audits</b>	<b>EMS audit report and evidence of timely completion of corrective actions if necessary.</b>	<ol style="list-style-type: none"> <li>1. Work with Clean Government consultants to develop the EMS.</li> <li>2. Inform employees of the EMS development through the newsletter or website or direct e-mail to each employee.</li> <li>3. Ensure that all components of the EMS are understood by the employees.</li> <li>4. Conduct EMS audits and respond to corrective action requests as appropriate.</li> </ol>	B. Chamberlain	<ol style="list-style-type: none"> <li>1. Aug 02</li> <li>2. Aug 02</li> <li>3. Oct 02</li> <li>4. Mar 03</li> </ol>		

Department of Professional & Financial Regulation  
 Clean Government Biennial Plan  
 2002 – 2003

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
1. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	n/a	3. Evaluate opportunities for increased energy conservation, e.g., shutting down copiers, printers, and lights at end of day. 4. Develop guidelines and policy and communicate to staff. 5. Monitor policy effectiveness and re-evaluate as necessary	F Winterberg	Dec. 31, 2002		
2. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	n/a	6. Initiate toner cartridge collection for recycling. 7. Develop collection area/container for used batteries.	F Winterberg	Oct. 30, 2002		
3 Reduce resource use and solid waste generation	Increased use of electronic information mgt. and filing	Measure paper usage rate	# reams of paper purchased per year	6. Review current practices for paper and electronic file maintenance. 7. Identify opportunities to increase use of	F Winterberg	Dec. 31, 2002		

Department of Professional & Financial Regulation Clean Government Biennial Plan 2002 – 2003								
Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
				electronic documents and records. 8. Communicate to staff				
4. Complete 12-step EMS plan development	Plan complete and put into practice	n/a	Completed EMS plan	4. Develop Environmental Policy 5. Develop agency profile. 6. Complete remainder of 12-step EMS program.	F Winterberg	June 30, 2004		



Department of Public Safety  
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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
1. Inventory all DPS facilities and examine potential environmental risks	Create a Comprehensive list of all DPS facilities and identify those with potential environmental risks	Updated inventory list	n/a	<ol style="list-style-type: none"> <li>Using available resources, establish a comprehensive list of all DPS facilities both State owned and leased space.</li> <li>Identify those facilities with potential environmental risks</li> </ol>	Joe Thomas	8/01/02	No incremental cost	Completed
2. Inventory all DPS vehicles	Create a Comprehensive list of all DPS vehicles	Updated inventory list	n/a	<ol style="list-style-type: none"> <li>Using available resources, establish a comprehensive list of all DPS vehicles</li> </ol>	Joe Thomas Eugene Bishop	9/30/02	No incremental cost	Awaiting inventory list from vehicle maintenance facility as of August 29, 2002
3. Environmental audit	Conduct comprehensive environmental compliance audit of vehicle maintenance facility	Completed environmental audit	Knowledge of areas of compliance and non-compliance	<ol style="list-style-type: none"> <li>Using available resources, conduct environmental compliance audit</li> <li>Document results of audit and prepare action plan to address areas of non-compliance, if any</li> </ol>	Joe Thomas Norm Gridley Eugene Bishop	11/30/02	No incremental cost	Planned for conducting in November 2002

Department of Public Safety  
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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
4. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year	<ol style="list-style-type: none"> <li>1. Evaluate current personal vehicle use and determine feasibility of state vehicles.</li> <li>2. Establish policy on personal/state usage and issue policy to all staff</li> </ol>	Vehicle Maintenance Facility	6/30/03	No incremental cost	This action objective should be reviewed with new vehicles purchased annually.
5. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	Not directly measurable by DPS	<ol style="list-style-type: none"> <li>6. Evaluate opportunities for increased energy conservation, e.g., shutting down copiers, printers, and lights at end of day.</li> <li>7. Develop guidelines and policy and communicate to staff.</li> <li>8. Monitor policy effectiveness and re-evaluate as necessary</li> </ol>	Bureau Heads  Bureau Heads  Bureau Heads	12/31/02  12/31/02  12/31/02	No incremental cost  No cost  No cost	These actions should be conducted on an on-going basis and results reviewed annually.

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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
6. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	Not directly measurable by DPS	8. Verify toner cartridges are being collected for recycle.	Bureau Heads	12/31/02	No incremental cost	All Bureaus are presently involved in solid waste reduction measures. Other opportunities to advance this goal and improve should be explored.
				9. Develop collection area/container for used batteries.	Bureau Heads	12/31/02	No cost	
				10. Monitor waste containers to ensure paper is being recycled.	Bureau Heads	12/31/02	No cost	
				11. Identify other waste streams and investigate feasibility for recycling.	Bureau Heads	12/31/02	No cost	
7. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel	Number of teleconference meetings per year by Bureau or overall, depending on how data can be collected	3. Evaluate current meeting schedules and feasibility of teleconferencing.	Bureau Heads	6/30/03	No cost	As the DPS Bureaus are located over various geographic locations, efforts should focus on creative measures for conducting meetings and business through these measures.
				4. Identify teleconference resources.	MIS	6/30/03	No cost	
				5. Evaluate use of desktop video installation for meetings.	MIS	6/30/03	No cost	
				6. Develop policy on meetings/ teleconferencing and implement	Bureau Heads MIS	6/30/03	No cost	

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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
8. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	# reams of paper purchased per year	9. Review current practices for paper and electronic file maintenance.	Bureau Heads	6/30/03	No cost	Considerable efforts and measures being explored by MIS with DPS Bureaus to explore future use of electronic records and reports as well as improved customer service through the use of E-Commerce.
				10. Identify opportunities to increase use of electronic documents and records.	Bureau Heads MIS	6/30/03	No cost / proactive measures being explored	
				11. Communicate to staff	Bureau Heads	6/30/03	E-Commerce No cost	
9. Complete 12-step EMS plan development	Plan complete and put into practice	n/a	Completed EMS plan subject to regular updating	7. Develop Environmental Policy 8. Develop agency profile. 9. Complete remainder of 12-step EMS program.	Bureau Heads Joe Thomas Joe Thomas Joe Thomas	12/31/03 12/31/03 12/31/03	No cost No cost No cost	The EMS will be developed as an ongoing measure as the 8 previous objectives and targets are pursued and documented.

**Department of the Secretary of State  
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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year in state fleet vehicles	6. Evaluate current personal vehicle use and determine feasibility of increased use of state vehicles. 7. Establish policy on personal/state vehicle usage and issue policy to staff.	Special Assistant to the Secretary; Bureau Directors' designees	January 1, 2003	Minimal staff time	
2. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	Electrical usage records not available for the Department	9. Evaluate opportunities for increased energy conservation, e.g., shutting down copiers, printers, and lights at end of day. 10. Develop guidelines and policy and communicate to staff. 11. Monitor policy effectiveness and re-evaluate as necessary.	Bureau Directors' designees	January 1, 2003, ongoing	Minimal staff time	
3. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	Quantities of solid waste recycled not available to the Department	12. Verify toner cartridges are being collected for recycling. 13. Develop collection area/container for used batteries consistent with DEP's planned battery recycling initiative. 14. Monitor waste containers to ensure proper materials are being recycled. 15. Identify other waste streams and investigate feasibility for recycling.	Bureau Directors' designees	January 1, 2003, ongoing	Staff time	

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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
4. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel	Number of teleconference meetings per year	7. Evaluate current meeting schedules and feasibility of teleconferencing. 8. Identify teleconference resources. 9. Evaluate use of desktop video installation for meetings. 10. Develop policy on meetings/ teleconferencing and issue to staff.	Special Assistant to the Secretary; Bureau Directors' designees	January 1, 2003	Technology/ equipment costs; telecommunications vendor fees; Staff time	
5. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	Number of reams of paper purchased per year	12. Review current practices for paper and electronic file maintenance. 13. Identify opportunities to increase use of electronic documents and records. 14. Communicate to staff.	Bureau Directors' designees	January 1, 2003, ongoing	Staff time	
6. Reduce purchases of materials produced with negative environmental impacts	Purchase materials (i.e. registration plate decals) from the vendors with most environmentally sustainable practices	Vendor responses to inquiries, research	Number of material substitutions undertaken	10. Research: consult with other states and vendors to determine what chemicals vendors use in the production of materials. 11. Purchase the most environmentally friendly products only.	Bureau of Motor Vehicles Director's designee	January 1, 2003	Increased material costs, Staff time	
7. Complete 12-step EMS plan development	Plan complete and put into practice	N/a	Completed EMS plan	1. Develop Environmental Policy. 2. Develop Department profile. 3. Complete remainder of 12-step EMS program.	Special Assistant to the Secretary	June 1, 2004	Staff time	

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<b>Objective</b>	<b>Target</b>	<b>Method of Measure</b>	<b>Performance Indicator</b>	<b>Action Plan</b>	<b>Responsible Person</b>	<b>Target Date</b>	<b>Cost</b>	<b>Status and Notes</b>
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year and a decrease of the number of travel vouchers processed for strictly POV travel.	Evaluate current personal vehicle use and determine feasibility of increased use of state vehicles. Policy is in place to on personal/state vehicle usage – priority is shown to office vehicle followed by fleet vehicle, and finally consent to use POV.	Business Manager and Management Support Team relying on Team Coordinators to enforce in the travel approval process.	Annual evaluation with review of fiscal year expenses and practices.	Generally considered a savings of some degree of budgeted expenses.	Exclude travel to and from rail and bus stations, and airports.

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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
2. Energy use reduction	<p>Increase public transportation use and shared rides.</p> <p>Maintain an appropriate number of employees who telecommute.</p> <p>Reduce number of meetings requiring staff to travel.</p> <p>Reduce electricity consumption.</p>	<p>Number of staff van pooling, and using public transportation.</p> <p>Require staff to sign telecommuting agreement and assess copies on file.</p> <p>Quantify number of meetings requiring vehicle travel</p> <p>Qualitative observation of office practices</p>	<p>Identify an increase in the number of times bus, train, and planes are taken, especially in out-of state travel, while recognizing a decrease in the number of single passenger vehicle trips.</p> <p>Evaluate statements of performance evaluation by team coordinators.</p> <p>Number of teleconference meetings per year</p> <p>n/a</p>	<p>Closely review out-of-state travel requests. Enforce state policy of using public transportation in travel over taxi and car rental waivers. Discuss travel planning and discipline with new employees in orientation and regularly among team coordinators.</p> <p>Continue support of telecommuting policy. Continue to make available telecommuting policy and guidelines to other state agencies.</p> <p>Evaluate current meeting schedules and feasibility of teleconferencing. Identify teleconference resources. Encourage the use of technology for meetings and communication. Recognize State guidelines and initiatives and communicate to staff. Monitor policy effectiveness and re-evaluate as necessary</p> <p>Purchase energy efficient appliances for the work areas.</p>	<p>Management and Support Team members with team coordinators and secretaries.</p> <p>Management and Support Team members with team coordinators</p> <p>Team coordinators and Management and Support Team</p> <p>Management and Support Team in support of the Bureau of State Purchases</p>	<p>Annual evaluation with review of fiscal year expenses and practices.</p> <p>Annual employee evaluations</p> <p>Annual budget activities identifying action is working</p> <p>Annual review made with budget considerations</p>	<p>Generally considered a savings from the prudent use of budgeted travel funds.</p> <p>Cost is dependent upon employee and whether equipment and phone support is needed.</p> <p>General savings in travel expense and possible savings in budget – comparing phone to travel</p> <p>Some savings should be realized in behavioral changes</p>	<p>Careful examination of travel vouchers by administrative staff and secretaries needed for evaluation.</p> <p>Policy calls for the employee to provide their own equipment, however laptops and retired equipment have been commandeered when need prevails.</p> <p>Maine Commission on Community Service substitutes teleconferences in place of subcommittee meetings now. Experience has shown that cost is difficult to isolate however.</p> <p>Energy Conservation Policy Development Specialist maintains high profile in agency and regularly reports activity and agenda of council in weekly highlights.</p>



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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
3. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	n/a	16. Verify toner cartridges are being collected for recycle. 17. Develop collection area/container for used batteries. 18. Monitor waste containers to ensure paper is being recycled.	Management and Support Team, along with the Waste Management Team and the BGS custodians.	Observations made with the trained eye of the Waste Management Team Staff	Cost is negligible	The Waste Management Team and Bureau of General Services are constantly providing reminders to employees on recycling and waste reduction – even to apply to the home environment, e.g. the Christmas Season reminder on wrappings and decorations.
	Annual "Shovel Your Hovel" Day	Count the number of bins filled	Percentage of participation and area cleaned	One day per year will be designated as "Shovel your Hovel Day".	SPO Health and Safety Committee and Waste Management Team	Flexible to a day in spring or fall which is convenient to all	Cost of refreshments	In anticipation of a move of the Office, an estimated 12 tons of paper were recycled this year on the designated day.
4. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	# reams of paper purchased per year	15. Review current practices for paper and electronic file maintenance. 16. Identify opportunities to increase use of electronic documents and records. 17. Communicate to staff	Agency Technology Officer and Management and Support Staff	Annual review made with budget considerations	Appreciable savings found in administrative budgets	SPO with the Bureau of Purchases is experiencing several changes, however the SPO will continue to work with Accounts and Control and Treasury
5. Complete 12-step EMS plan development	Plan complete and put into practice	n/a	Completed EMS plan	12. Develop Environmental Policy 13. Develop agency profile. 14. Complete remainder of 12-step EMS program.	Management and Support Team with the assistance and support of the entire office.	Annual review with bi-annual submission as directed by Statutes	Completed with existing funds. Cost should be negligible.	The Health and Safety Committee should draw on the experience of the Waste Management Team Coordinator to tackle project within a few meetings and appropriate reviews biannually.

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Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
1. Reduce vehicle fuel consumption and air emissions	Increase use of fuel-efficient state fleet vehicles	Vehicle mileage logs	Miles per year	8. Evaluate current personal vehicle use and determine feasibility of increased use of state vehicles. 9. Establish policy on personal/state vehicle usage	Dale McCormick and Adam Krea	June 2004	To be determined	
2. Energy use reduction	Reduce electricity consumption	Qualitative observation of office practices	n/a	12. Evaluate opportunities for increased energy conservation, e.g., shutting down copiers, printers, and lights at end of day. 13. Develop guidelines and policy and communicate to staff. 14. Monitor policy effectiveness and re-evaluate as necessary	The Office will meet as a group to evaluate the opportunities and develop guidelines. Adam Krea will be responsible for monitoring the effectiveness of the guidelines.	June 2004	To be determined	
3. Solid waste reduction	Increase recycling of solid wastes	Qualitative observation of office practices	n/a	19. Verify toner cartridges are being collected for recycle. 20. Develop collection area/container for used batteries. 21. Monitor waste containers to ensure paper is being recycled. 22. Identify other waste streams and investigate feasibility for recycling.	Pam Flagg	June 2004	To be determined	

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2002 - 2003**

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
4. Reduce vehicle fuel consumption and air emissions	Reduce number of meetings requiring staff to travel	Quantify number of meetings requiring vehicle travel	Number of teleconference meetings pre year	11. Evaluate current meeting schedules and feasibility of teleconferencing. 12. Identify teleconference resources. 13. Evaluate use of desktop video installation for meetings. 14. Develop policy on meetings/teleconferencing and implement	Dale McCormick and Adam Krea	June 2004	To be determined	
5. Reduce resource use and solid waste generation	Increased use of electronic information management and filing	Measure paper usage rate	# reams of paper purchased per year	18. Review current practices for paper and electronic file maintenance. 19. Identify opportunities to increase use of electronic documents and records. 20. Communicate to staff	Each individual in the office will make conscious efforts to reduce paper use in office	June 2004	To be determined	Treasury's new electronic Cash Receipt system has already significantly reduced the amount of paper used in the recording of revenues.
6. Complete 12-step EMS plan development	Plan complete and put into practice	n/a	Completed EMS plan	15. Develop Environmental Policy 16. Develop agency profile. 17. Complete remainder of 12-step EMS program.	Dale McCormick and Adam Krea	June 2004		

Maine DOT  
 Biennial Plan under the Clean Government Initiative  
 Table 1 of 2: Compliance issues (new emerging issues only)

ISSUE/DISCUSSION	FY04-05 budget issues	Legislative issues
<p>Issue: Training</p> <p>Discussion: Occasional recent environmental compliance issues were found to have been caused by inadequate training of Maine DOT employees. Some environmental laws require systematic recorded training. Development of a comprehensive training record system is under way. Training on erosion &amp; sedimentation control practices should be sustained at 2001-2002 levels, while training on all environmental issues should be strategic and sustained. Contractor and municipal training is also necessary to assure compliance on Maine DOT projects.</p> <p>Objective: 100% of employees will have recorded receipt of appropriate timely environmental training by July 1, 2003.</p> <p>Strategy: Development of a comprehensive employee environmental training program and training record system.</p> <p>Lead: Helen Wiczorek</p>	N/A	N/A
<p>Issue: Executive training, succession planning, leadership &amp; culture</p> <p>Discussion: Occasional recent environmental compliance issues were found to have been caused by inadequate commitment of management. Predicted turnover in management due to demographics &amp; retirement present future risks.</p> <p>Objective: 100% of Maine DOT Maine Management Service employees will have environmental issues evaluated as part of annual performance plans by December, 2003.</p> <p>Strategies: Sustained awareness training, outreach to management, integration of environmental quality in strategic planning and personnel management processes</p> <p>Lead: Alan Stearns</p>	N/A	N/A
<p>Issue: Maine DOT Priority 2 &amp; 3 sand/salt storage facilities (non-compliance by 4/1/03 with no funded solution).</p> <p>Discussion: Priority 1 sites are fully addressed. State law requires that Priority 2 state sites be addressed by 4/1/03. State law requires that Priority 3 state sites be addressed by 1/2005. NPDES II presents the possibility of federal mandates for certain sites in March 2003.</p>	<p>\$2.1M unmet need for Priority 2 sites</p> <p>\$5.5M unmet need for Priority 3 sites</p>	<p>Objective: 100% compliance as measured by availability of funds to meet statutory deadlines existing at close of first regular session of 121<sup>st</sup> Legislature.</p> <p>Strategy: DOT and DEP (along with MMA and EPA) should begin by Sept. 1, 02, high level discussions to consider reviewing state law against federal law, reviewing state statutory and regulatory standards, reviewing trends predicting future storage needs, realigning statutory and regulatory deadlines, and/or mobilizing for unprecedented budgetary commitment to the program.</p>
<p>Issue: Municipal Priority 2&amp;3 salt storage facilities</p> <p>Discussion: State law sets municipal deadlines contingent on notice of available state funds. Roughly \$5.2M in state funds through MDOT's budget would be needed to construct/reimburse all remaining Priority 2&amp;3 municipal sites. Whether federal law requires more prompt action is not clear. (Roughly \$1.6M in reimbursement for already-built Priority 4-5 facilities is linked by formula to the appropriation of any new funds.)</p>	<p>\$0 to \$6.8M</p> <p>P2: \$1.0M          P3: \$4.2M          P4: \$0.8M          P5: \$0.8M</p>	<p>Objective: 100% compliance as measured by availability of funds to meet statutory deadlines existing at close of first regular session of 121<sup>st</sup> Legislature.</p> <p>Strategy: DOT and DEP (along with MMA and EPA) should begin by Sept. 1, 02, high level discussions to consider reviewing state law against federal law, reviewing state statutory and regulatory standards, reviewing trends predicting future storage needs, realigning statutory and regulatory deadlines, and/or mobilizing for unprecedented budgetary commitment to the program.</p>

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Maine DOT  
 Biennial Plan under the Clean Government Initiative  
 Table 1 of 2: Compliance issues (new emerging issues only)

ISSUE/DISCUSSION	FY04-05 budget issues	Legislative issues
<p>Issue: Municipal Priority 2&amp;3 salt storage facilities</p> <p>Discussion: State law sets municipal deadlines contingent on notice of available state funds. Roughly \$5.2M in state funds through MDOT's budget would be needed to construct/reimburse all remaining Priority 2&amp;3 municipal sites. Whether federal law requires more prompt action is not clear. (Roughly \$1.6M in reimbursement for already-built Priority 4-5 facilities is linked by formula to the appropriation of any new funds.)</p>	<p>\$0 to \$6.8M</p> <p>P2: \$1.0M            P3: \$4.2M            P4: \$0.8M            P5: \$0.8M</p>	
<p>Issue: Maine DOT Priority 4&amp;5 salt storage facilities</p> <p>Discussion: DEP rules require BMPs on Maine DOT Priority 4&amp;5 facilities by October, 2004. Maine DOT is of the opinion that the DEP rules contain unworkable elements. Rule changes or strategic interpretation of the variance provisions need discussion, in the context of emerging federal guidance. Expenditures on low priority sites must be considered in the context of unmet needs on high priority sites.</p>	<p>\$250,000/yr beginning FY05</p>	
<p>Issue: Municipal Priority 4&amp;5 salt storage facilities</p> <p>Discussion: State law does not apply to municipal Priority 4&amp;5 sites. Federal law (NPDES II) may mandate municipal action on some municipal sites effective March 2003. EPA guidance is emerging.</p>	<p>A federal mandate could create Maine DOT/Highway Fund fiscal expectation.</p>	

Maine DOT  
 Biennial Plan under the Clean Government Initiative  
 Table 1 of 2: Compliance issues (new emerging issues only)

ISSUE/DISCUSSION	FY04-05 budget issues	Legislative issues	
<p>Issue: NPDES II SWPPP plans for certain MDOT facilities, mostly M&amp;O</p> <p>Discussion. Federal law requires a general permit including a Surface Water Pollution Prevention Plan for most Maine DOT garage complexes.</p>	<p>Objective: 100% compliance by November, 2002, as measured by M&amp;O audits</p> <p>Strategy: Required completion by March 2003. Goal of completion by November 2002. In addition to a SWPPP plan, NPDES II requires quarterly facility audits (at a basic standard), in addition to the three-year audits (at a higher standard) currently contained in the M&amp;O EMS.</p> <p>Lead: Mike Burns, Chris Olson.</p>	<p>Additional expectations on M&amp;O management and facilities management time. Worth considering cumulatively in the context of other increasing expectations.</p>	<p>N/A</p>
<p>Issue: M&amp;O Floor Drains</p> <p>Discussion: New Maine DOT policies on floor drains require sustained implementation. Continually emerging guidance from DEP/EPA may result in additional refinement. The amount of floor drain effluent is related to increased truck washing due to high concentration salt use. Floor drain effluent must be increasingly trucked off-site to wastewater treatment facilities. The direct and indirect costs of off-site disposal should be considered against the risks of on-site disposal or alternate methods. The availability of local public treatment systems (POTWs) to accept effluent should be considered and addressed.</p>	<p>Objective 1: 100% compliance, as measured by M&amp;O audits, by July 1, 2002.</p> <p>Objective 2: Benchmark &amp; implement cost-effective disposal options.</p> <p>Strategy: Implementation of new policy. Further analysis, exploration of disposal issues by September 1, 2002.</p> <p>Lead: Marc Guimont</p>	<p>Additional expectations on training, management, disposal costs worth considering cumulatively in the context of other increasing expectations. Maintenance budgeting or accounting processes could be employed to refine budget requests.</p>	<p>Access of Maine DOT (and private entities) to the most proximate public wastewater systems might need to be explored with DEP and perhaps the legislature.</p>

Maine DOT

Biennial Plan under the Clean Government Initiative

Table 1 of 2: Compliance issues (new emerging issues only)

ISSUE/DISCUSSION		FY04-05 budget issues	Legislative issues
<p><b>Issue:</b> M&amp;O installation and maintenance of stormwater BMPs</p> <p><b>Discussion:</b> Under existing state law and emerging federal guidance under NPDES II, the costs of installation (sediment traps, etc) and maintenance (removing winter sand, etc.) of stormwater BMPs will continue to be a challenge for M&amp;O. Lean M&amp;O budgets with no specific accommodation of stormwater expectations results in division-by-division approaches.</p>	<p><b>Objective:</b> Sustained 100% compliance as measured by M&amp;O audits and annual DOT/DEP stormwater MOU report &amp; meetings.</p> <p><b>Strategy:</b> (1) clarification of state and federal guidance (2) adequate budgeted resources, by close of first regular session of 121<sup>st</sup> Legislature.</p> <p><b>Lead:</b> Marc Guimont</p>	<p>Additional expectations on M&amp;O maintenance budgets worth considering cumulatively in the context of other increasing expectations. Maintenance budgeting or accounting processes could be employed to refine budget requests.</p>	<p>Proposed changes to DEP Rule Chapter 500 necessary to implement federal delegation of NPDES II to DEP, and resulting implications on the DEP/DOT stormwater MOU, will necessity legislative review.</p>
<p><b>Issue:</b> NPDES II Identification of illicit outfalls in MS4s</p> <p><b>Discussion:</b> DEP/EPA guidance is emerging regarding urban area stormwater outfalls. Deadlines are phased in over five years. DOT response should be coordinated with municipal pulbic works departments.</p>	<p><b>Objective:</b> 100% compliance</p> <p><b>Strategy:</b> Mapping, identification of outfalls, further discussion.</p> <p><b>Lead:</b> Chris Olson with eventual transfer to M&amp;O</p>	<p>Budget implications are unclear but not likely to have impacts in FY04.</p>	<p>N/A</p>

Maine DOT  
 Biennial Plan under the Clean Government Initiative  
 Table 1 of 2: Compliance issues (new emerging issues only)

ISSUE/DISCUSSION	FY04-05 budget issues	Legislative issues	
<p>Issue: Local permits</p> <p>Discussion: Due to growth management incentives, more than 200 municipalities may arguably assert permit jurisdiction over certain Maine DOT projects. Vague language in statutes allows for debate and creates frustration, violations, and/or litigation. Irrespective of permit requirements, improved municipal input on projects is valuable, through BPD or BOP processes.</p>	<p>Absent a change in the law, Maine DOT must hire new staff to handle growing municipal permitting expectations. Project costs might also escalate depending on municipal permit conditions.</p>	<p>Objective: 100% compliance.</p> <p>Strategy: statutory change in 2003 legislative session, with advance input from SPO, MMA, and DEP. Revised internal guidance and realigned staffing to respond to ultimate legislative resolution.</p> <p>Lead: Alan Stearns</p>	
<p>Issue: Stream identification, permitting</p> <p>Discussion: Identified by 2002 DEP/DOT storm-water MOA enforcement meeting as a risk area</p>	<p>Objective: 100% compliance, as measured through annual DOT/DEP stormwater MOU meeting input, M&amp;O audits.</p> <p>Strategy: Develop a database of DEP streams within DOT right of way, by 2003.</p> <p>Lead: Peter Newkirk</p>	<p>N/A</p>	<p>N/A</p>
<p>Issue: Cofferdam construction standards/review</p> <p>Discussion: Identified by 2002 DEP/DOT stormwater MOA enforcement meeting as a risk area</p>	<p>Objective: 100% compliance, as measured through annual DOT/DEP stormwater MOU meeting input.</p> <p>Strategy: Develop procedures for identifying project site conditions that would require special design considerations, by 2003.</p> <p>Lead: Peter Newkirk</p>	<p>N/A</p>	<p>N/A</p>
<p>Issue: Continued success of M&amp;O legal compliance EMS</p>	<p>Objective: 100% compliance, as measured by M&amp;O audit CAR tracking, a third-party audit, and a lack of state or federal violations.</p> <p>Strategy: (1) Improved tracking of outstanding Corrective Action Reports ongoing, and especially by September, 2002, for review of possible budget issues. (2) Third party audit in calendar year 2003 with independent report to Maine DOT Commissioner on successes/opportunities.</p> <p>Lead: Marc Guimont</p>	<p>Review of Corrective Action Reports by September 2002 may raise budget issues.</p> <p>\$60,000 should be planned for 2003 for a for third party audit.</p>	<p>N/A</p>



Maine DOT Biennial Plan under the Clean Government Initiative Table 1 of 2: Compliance issues (new emerging issues only)			
ISSUE/DISCUSSION		FY04-05 budget issues	Legislative issues
<p>Issue: Federal salmon recovery plan</p> <p>Discussion: The overdue federal Endangered Species Act salmon recovery plan may have implications on Maine DOT herbicides application, capital investments, or maintenance practices.</p>	<p>Objective: 100% compliance as measured by M&amp;O audits.</p> <p>Strategy: Monitor &amp; review &amp; elevate as appropriate</p> <p>Lead: Richard Bostwick</p>	<p>Uncertain. Unlikely to have clear guidance by preparation of FY04/05 budget. Fiscal impact on WashDOT and Oregon DOT was massive, though habitat in Maine is more rural and habitat degradation issues are less related to infrastructure in Maine as compared to Washington and Oregon.</p>	N/A
<p>Issue: Toxic Use Reduction Act hazardous materials reduction plan</p>	<p>Objective: 100% compliance (documented reduction in hazardous materials usage).</p> <p>Strategy: Prepare plan by July 1, annually, for required annual report.</p> <p>Lead: Chris Olson/Jean Gallant</p>	N/A	N/A

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Notes
<p>M&amp;O EMS: The Bureau of Maintenance &amp; Operations, with support of the Environmental Office, agrees to expand its legal compliance EMS to become a more comprehensive ISO14001 – modeled EMS including proactive, sustainable activities, under the framework of the Clean Government Initiative’s “Twelve Steps for Managing...” document. Many of the activities that will be folded into this larger EMS include activities already underway in M&amp;O -- these activities will be captured and measured and documented. They are described above either in the “compliance” section or the “successes” section -- such as TURA reduction in hazardous materials, reduction in salt usage, strategic integration of research initiatives, quantified air quality benefits from audit vehicle circle checks, etc. M&amp;O also has systems in place or under development that provide a framework for integration of environmental accountability (Maintenance Accountability Program (MAP) and Maintenance Activity Tracking Systems (MAPS)).</p> <p>Additional new, refined, or emerging efforts will also be folded into this more comprehensive EMS. Specific objectives include:</p> <ul style="list-style-type: none"> <li>• Quantified reduction in diesel consumption/air emissions through a sustained anti-idling campaign within highway maintenance.</li> <li>• Acquisition of a hybrid vehicle within calendar 2002 recognizing the recent award of \$5K in DECD/DOE funds to offset premium costs, with other available budgeted funds.</li> <li>• Participation in any evolving Clean Government fleet manager meetings or initiatives, with targets and measurements yet-to-be established by the Clean Government directors (DEP/DAFS).</li> <li>• Reduction in state and municipal electricity consumption from traffic signals through installation of LED bulbs in all traffic signals in Maine by 2007. (Dependent largely on available short-term funds resulting in demonstrated long-term benefits. Dialog with DAFS regarding PUC electricity conservation funds is ongoing. Continued discussion might be appropriate for discussion in FY04-05 budget preparation.)</li> <li>• Continued research or review of emerging available markets &amp; technologies &amp; materials, including fuels and salt-substitutes.</li> <li>• New recycling initiatives, especially focused on batteries and fluorescent bulbs, following (and contingent upon) the leadership of DEP/DAFS.</li> <li>• Exploration of the benefits of an M&amp;O waste stream analysis with resulting recommendations for improved management.</li> </ul>					Marc Guimont & Chris Olson	Launched ISO14001 EMS July 2002, aimed for completion by end of calendar year.	See note on traffic signal budgets.	Note that guidance or leadership from DEP/DAFS would be most helpful to deploy cost-effective strategic assistance on many issues, especially fleet management recycling, universal wastes.
<p>SALT PRIORITY: As a part of the M&amp;O expanded EMS described above, M&amp;O’s salt priority initiative requires ongoing documentation and evaluation, especially in the context of salt storage discussions discussed above under “compliance.” The long term sustainability of salt priority, from a groundwater/ geology perspective, must also be considered by better tracking well-claims and well testing data.</p>					See compliance discussion	See compliance discussion.		
<p>STATE FACILITY CONSTRUCTION/LEASING STANDARDS: The Clean Government Initiative law requires all agencies to “Establish standards for leasing or building state facilities consistent with the initiative.” DEP/DAFS appear to be focusing on energy efficiency of all state-owned buildings, not just new construction. Because most of Maine DOT’s facilities are garages or maintenance buildings with energy patterns different from state office facilities, distinctions may need to be made for Maine DOT facilities. For now, our primary focus on energy efficiency is our traffic lights, though we await additional guidance and leadership from DEP/DAFS.</p>								Await DEP/ DAFS guidance.

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Notes
<p>FUEL INFRASTRUCTURE PLAN: To the extent that the Clean Government Initiative is focused on improved efficiency of state vehicles, the emerging goals and objectives appear to be focused on procurement of efficient vehicles assuming existing fueling infrastructure, though draft Initiative documents do suggest some attention to fueling infrastructure. Maine DOT urges the directors of the Clean Government Initiative to focus especially on opportunities to develop alternative fueling infrastructure. The new state energy council created by the legislature in 2002 may also be a forum for this dialog. The benefits of alternative fueling infrastructure extend far beyond state government facilities or fleets. New York State's strategic focus on CNG and LNG facilities, and resulting priorities for CNG/LNG state fleet vehicles, chaired by New York's version of DAFS, is an impressive case study worth exploring.</p>								<p>Await DEP/DAFS/SPO guidance.</p>
<p>MAINE DOT STRATEGIC PLANNING: Maine DOT is currently updating its department-wide strategic plan, and at the same time each Maine DOT bureau or office is updating a supporting strategic plan. The current draft departmental plan suggests new environmental language in mission, goal, and objective format. Bureau-by-bureau plans are also developing environmental objectives, measurements, and strategies. These strategic plans, when developed, should be treated as incorporated elements of Maine DOT's Clean Government Initiative biennial plan. Of particular interest, the effort of the Bureau of Project Development to develop "quality" indicators for its projects will allow the systematization and management of environmental quality issues, such as those described in the "Successes" section, above.</p>								

## **APPENDIX D**

### **EXECUTIVE ORDERS**





OFFICE OF  
THE GOVERNOR

NO. 03 FY 02/03  
DATE December 17, 2002

### **PROCUREMENT OF MERCURY FREE PRODUCTS**

**WHEREAS**, the Governor, as the state's Chief Executive, has oversight responsibility for agency actions; and

**WHEREAS**, Maine lakes and rivers have fish consumption advisories due to the presence of unhealthy amounts of mercury; and

**WHEREAS**, use and disposal of mercury-added products contributes to the presence of unhealthy mercury levels in fish; and

**WHEREAS**, the Governor has joined with governors in other New England states and Eastern Canadian premiers in calling for the virtual elimination of mercury-added products and other anthropogenic sources of mercury; and

**WHEREAS**, mercury-free or low mercury alternatives exist for many consumer products that currently contain mercury; and

**WHEREAS**, state agencies can promote the goal of mercury reduction by giving preference to purchase of mercury-free and low mercury products; and

**WHEREAS**, such action is consistent with the Clean Government Initiative under which Maine state agencies have taken numerous actions to reduce their use of toxic substances and procure alternatives that are environmentally benign;

**NOW, THEREFORE**, I, Angus King, by the authority vested in me as Governor, do hereby order the agencies of the State of Maine as follows:

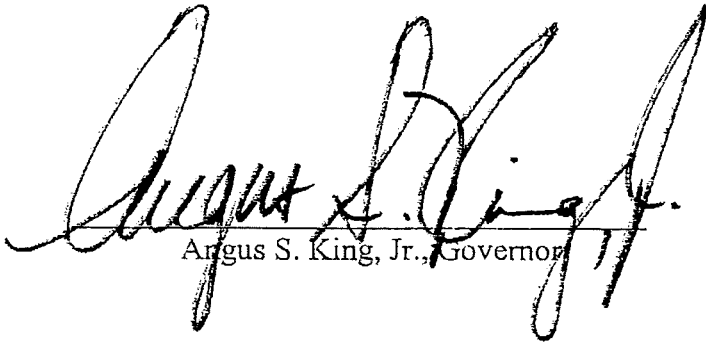
1. Agencies shall eliminate the purchase of products to which mercury is added during manufacture or formulation if mercury-free alternatives of comparable performance are available at reasonable cost.

2. Where mercury-free alternatives of comparable performance are not available at reasonable cost, agencies shall give preference to the purchase of functional, reasonable cost product makes and models containing the lowest amount of added mercury and bearing a mercury content warning label where required under Maine law. .

3. The Department of Administration and Financial Services shall ensure these practices are reflected in the administrative purchasing policies and procedures of the state no later than January 1, 2003.

4. The Department of Environmental Protection shall assist the Department of Administration and Financial Services in identifying mercury-added products and low and mercury-free alternatives to those products.

The effective date of this Executive Order is December 17, 2002.



Angus S. King, Jr., Governor



OFFICE OF  
THE GOVERNOR

NO. 05 FY 02/03  
DATE January 7, 2002

**PROCUREMENT OF FUEL EFFICIENT, LESS POLLUTING VEHICLES**

**WHEREAS**, the Governor, as the state's Chief Executive, has oversight responsibility for agency actions; and

**WHEREAS**, the CLEAN GOVERNMENT Initiative directs state agencies to meet applicable environmental compliance requirements and to incorporate environmentally sustainable practices into all state government functions; and

**WHEREAS**, the New England Governors and Eastern Canadian Premiers encourage the purchase and use of cleaner, more efficient vehicles in jurisdictional fleets; and

**WHEREAS**, air pollution has serious adverse health and environmental impacts; and

**WHEREAS**, the transportation sector contributes significantly to emissions of ozone forming pollutants, air toxics and greenhouse gases; and

**WHEREAS**, energy efficiency contributes to energy security by reducing dependence on foreign oil; and

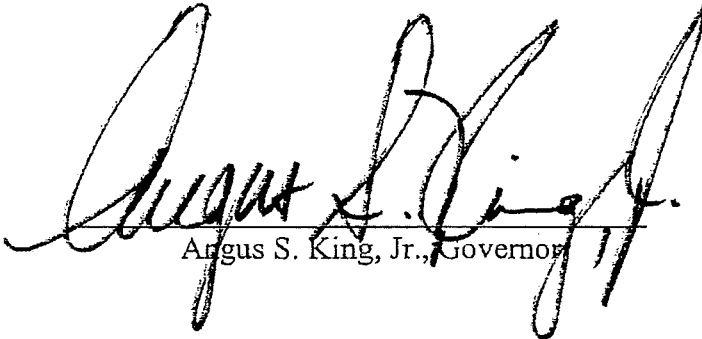
**WHEREAS**, state government is required to promote procurement of clean, energy efficient state fleet vehicles which will beneficially impact air emissions, greenhouse gas emissions, and the promotion of new technologies; and

**WHEREAS**, state government operates fleet vehicles which contribute to emissions;

**NOW, THEREFORE**, I, Angus S. King, Jr., by the authority vested in me as Governor, do hereby order the agencies of the State of Maine as follows:



1. Agencies shall evaluate their current fleet to determine vehicle need, age, and efficiency, eliminate unnecessary vehicles and when replacement of existing vehicles is necessary, provided that replacement is cost effective and within agency resources, said replacement shall be undertaken in accordance with the following standards:
  - Subcompact and compact sedans shall be replaced with gasoline-electric hybrid technology vehicles; and
  - All other passenger vehicles shall meet a 30 miles per gallon or greater fuel efficiency (highway) rating and be certified as an ultra-low emission vehicle or cleaner.
2. The Department of Administrative and Financial Services in consultation with the Department of Environmental Protection shall evaluate heavier duty vehicles, such as trucks and sport utility vehicles, and recommend to the Governor purchasing criteria for fuel efficiency and emissions standards for such vehicles by January 1, 2004.
3. In addition to fuel efficiency, agencies shall promote the procurement of dedicated alternative fuel vehicles and dual-fuel vehicles and fueling infrastructures to support such vehicles.
4. Where fuel efficiency is equivalent, agencies shall give preference to the purchase of vehicles with the lowest certified emissions.
5. The Department of Administrative and Financial Services shall ensure these practices are reflected in the administrative purchasing policies and procedures of the state no later than January 15, 2003.
6. The Department of Environmental Protection shall assist state agencies in identifying low emission and energy efficient vehicles.
7. This Executive Order is effective on January 7,



Argus S. King, Jr., Governor

**APPENDIX E**  
**RELATED LEGISLATION FROM**  
**THE 121<sup>ST</sup> SESSION**



## CLEAN GOVERNMENT INITIATIVE-RELATED RELATED LEGISLATION RESULTING FROM THE 121<sup>ST</sup> SESSION

Resolve Chapter 45 (LD 1312)	Relating to Renewable Resources
Resolve Chapter 50 (LD 1184)	Encourage Use of Alternative Energy Sources
Public Law 150 (LD 743)	Develop a Plan for Cathode Ray Tube Disposal
Public Law 221 (LD 1159)	Reduce Mercury Use in Measuring Devices and Switches
Public Law 237	Provide Leadership in Addressing the Threat of Climate (LD 845) Change
Public Law 301 (LD 607)	Require the Installation of Dental Amalgam Separator Systems in Dental Offices
Public Law 457 (LD 1309)	Protect Public Health by Reducing Human Exposure to Arsenic
Public Law 487 (LD 669)	Strengthen the Energy Resources Council (review energy and related policy and report to the Legislature)
Public Law 497 (LD 233)	An Act to Promote Energy Conservation

Additionally, the following LDs were carried over for consideration next year:

LD 1025	Study of Building Performance Standards for New Construction in Maine
LD 1261	Support Clean and Efficient Energy for the Future of Maine's Economy and Environment

Copies of these documents can be obtained from the Revisor of Statutes.