

# Partnership for a Green City Mission Driven One-Page Strategic Plan

**Vision:**

The Partnership will lead the community to achieve environmental quality and social equity

**Mission:**

Inspire and promote a sustainable city through action, leadership, innovation, collaboration and measurable progress

**Strategic Themes:**

**Education**

**Policy**

**Research**

**Collaboration**

**Engagement**

**Strategic Results:**

The Partnership is a source for current best practices about sustainability in terms of economic stewardship, environmental quality and social equity. Education is the cause and effect of strategic themes. We desire general awareness of sustainability issues by our clients (employees, students, and other stakeholders)

Environmentally beneficial practices are embedded in partner operations and sustainability is a standard factor in appropriate decision-making. Identify policies which would contribute to sustainability.

Data collection and analyses will support the other strategic themes.

We seek synergy between institutions as we address sustainability opportunities

Employees, students, and stakeholders understand the mission and vision of the Partnership and are empowered to be sustainable in their own spheres of influence.

## Strategy Map

## Measures

## Targets

## Initiatives

## Steps

## Resp.& Date

**Stakeholders**



1. Current Ratings Programs as metrics (AASHE and STAR Community)
2. Success measure: Communication, events & training
3. Environmental Impact and money saved
4. Number of recommendations from Teams to SC
5. Participation and engagement of teams meeting expectations. Annual reports
6. Measure attitudes on sustainability awareness via survey

- Increase AASHE Silver to AASHE Gold Rating  
Increase STAR Community to 5-STAR Rating  
Measure attendees, social media touches and communications  
Determine EI and money saved on energy, TMM, purchasing, etc.
1. Policies
  2. Decision making process
  3. track team work
  4. Team Review
  5. Reports
- Increase sustainability attitudes, awareness and behavior change

1. Lay out what the SC needs to change in SC operations, decision-making, quarterly reports and draft policies for teams
2. Steering Committee breakdown for distribution to the team level—GAP analysis of AASHE STARS and STAR Community Rating Systems
3. Host or co-host Quarterly event that draws from beyond the choir.
4. Design, implement and manage new web site and social media resources
5. Measures

1. Create formal policies
2. Establish decision process
3. Review Teams to assess appropriateness
4. Quarterly reports to SC
1. Examine rating systems for commonalities
2. GAP Analysis on where we can improve
3. Distribute gaps to appropriate teams for initiatives
1. Decide on topics
2. Other events to partner
3. Resources/planning
1. Audience
2. we have url
3. software
4. hosting
1. Create survey
2. distribute survey
3. evaluate results

- Director and Steering Committee  
12/31/2015
- Russ Barnett takes lead  
10/31/2015
- Steering Committee and Teams. By 12/31/15 start planning for next year
- Director and Vince Dinoto  
Steering Committee needs to decide the audience  
1/1/16?
- Director will do data collection and analysis on six measures and report to SC

**Financial**

**Process**

**Capacity**

**Values: Collaboration, Collective Impact, Stewardship (long-term perspective), Results-Oriented Action, Proactive Research (for the extended future) and Transparency**

## Partnership Strategic Planning

### The Planning Process

Steering Committee members and Team Chairs participated in two one-day retreats facilitated by Daro Mott, Director of Quality & Performance at Louisville Metro Government.

The Partnership conducted strategic planning in 2009, creating our first plan. One thing that is common to all four partners is change. Our organizations must be nimble to seize opportunities as well as addressing internal and external threats.

**Vision** – as we considered our vision, we envisioned the end result we would like to see. We updated our vision slightly. With the addition of JCTC, we have expanded to a more regional focus with campuses in four counties. Not only are we leaders in our communities, we provide leadership by example in the region.

### The Partnership for a Green City will lead the community to achieve environmental quality and social equity.

**Resource (Economic) Stewardship** – Promote effective, efficient, and equitable use of the public’s resources, as well as the Partnership’s entities time, talent and treasure. This requires equal access and distribution of resources for sustainability.

**Environmental Quality** – Seeks to protect public health, biodiversity and a high quality of life for a positive, balanced ecosystem.

**Social Equity** – Protect the rights of our citizens for equal opportunities, recognize diversity, seek equal educational access, a higher quality of life, and equal access to nutritious food.

**Mission** –

**Inspire and promote a sustainable city through action, leadership, innovation, collaboration and measurable progress.**

**Strategic Themes – Education, Policy, Research, Collaboration, & Engagement**

These five themes support and undergird the Partnership. Each theme has a strategic result that our organizations want to accomplish and we can accomplish together.



**Initiatives** – Considering the measures and targets, the planning group then brainstormed initiatives that our four organizations could undertake together. Participants were once again provided “dots” to prioritize five or six initiatives which are presented in the priority order.

Create formal operations policies and decision-making procedures. Ask for quarterly reports to the Steering Committee. The Director and Steering Committee will lay out what needs to change in SC operations and draft policies for team operations. Teams will have input after the SC creates drafts.

The Steering Committee will do a gap analysis of the AASHE/STAR Community submittals of the university, community college and City. Knowing where the gaps are will allow us to send the gaps to different committees for work on the issue.

Plan other events like the green roof symposium that draws attendees from beyond the choir. Determine events, starting with four a year.

Design, implement and manage a web/media resource. The Steering Committee will decide on the audience, what, where, when and how.

Measures – we will do data collection and analysis on all measures and report to the Steering Committee as well as the four leaders.

**Core Values** –

**Collaboration**

**Collective Impact**

**Stewardship (from a long-term perspective)**

**Results-Oriented Action**

**Proactive Research (for the extended future)**

**Transparency**

There are required elements of collective impact:

**Common Agenda** – Participants in the Partnership have a shared vision for change and a joint approach for solving it through agreed-upon actions. We work together to improve outcomes.

**Common Program Measures** – Data is collected, measured, and results analyzed across the Partners for alignment, accountability, and continuous improvement.

**Mutually Reinforcing Activities** – Coordinate, differentiate and manage Partnership activities through an action plan. We advocate for what works as a part of what our organizations do.

**Continuous Communication** – Partnership employees and students need to see constant communication about sustainability and behavior change to become more sustainable. Open, continuous communication build trust, affirms mutual objectives and values common motivation.

Communication was one of the issues that repeatedly arose during our strategic planning discussions. Some of our communication needs improvement and some communications are done very well. Our plan reflects the continuous communication that is necessary to move our partnership forward.

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**Backbone Support/Structure** – The Partnership provides the infrastructure for sustainability achievement and culture change to make each of our organizations better stewards of our environment and the taxpayer’s money. The Partnership also offers an opportunity for donors to fund demonstration projects, applied research, and other sustainable opportunities.

We ensure our organizations are working together knowing what each is doing, we make it a priority to know what others in our community are doing, and we constantly monitor conditions to check if anything needs to be adjusted or changed. A driving question is “what more could we be doing?”

### Organization & Background

The Partnership process convenes peers from each public entity to address problems and share ideas. Peer engagement, rather than top-down decision-making, has produced significant changes in operating procedures within each partner. Together, these institutions employ over 30,000 people; educate over 138,000 students; own and operate more than 531 buildings with 30 million square feet of space, and 7,000 fleet vehicles; and manage over 25,000 acres of land in Metro Louisville. The partners purchase approximately 12 million gallons of gas and diesel annually to fuel their fleet vehicles and they spend over \$46 million on utilities each year.

Through coordination and cooperation, the Partnership has realized real results with long-term impact on children’s health and education, waste reduction, energy use, purchasing practices, natural resource management and green infrastructure. Over 150 employees participate on Partnership teams that consult with external individuals or organizations. Quasi-governmental agencies also participate including the Transit Authority of River City (TARC), the Louisville Water Company (LWC), the Metropolitan Sewer District (MSD) and the Louisville Regional Airport Authority (LRAA).

The **Steering Committee** of partner representatives works with the Partnership Director to set and implement our direction by setting priorities and providing guidance to the teams. The members of this committee have close contact with the Mayor, JCPS Superintendent, JCTC President and UofL President and keep sustainability efforts in the forefront of their minds. This committee is responsible for strategic planning and managing the operations budget.

### Current Committees/Teams

The **Behavior Change for Sustainability Team** seeks ways to create sustainable behavior change from employees and students at the Partner organizations. We are creating a campaign that is universal across the partners targeting performance improvement on items with measurable outcomes.

The **Climate Instability Team** works on ways that the partners can deal with climate instability (adaptation and resilience) and reduce our impact on local climate change. This team will seek ways that partners further reduce our carbon emissions.

The **Green Buildings Team** seeks green building and renovation opportunities as well as energy efficiency measures and green infrastructure opportunities. Using Climate Action Report recommendations to seek collaborative grant-funded research projects.

The **Green Transportation Team** ensures that the partners have the right-sized vehicles, hybrid and alternative fuel vehicles, plug in stations, alternative transportation options (public transportation, walking and biking availability) as well as promoting biofuels use.

The **Green Purchasing Team** seeks greener products, such as recycled paper, biofuels, energy efficient lighting, green cleaning supplies, etc. Team works on Green Purchasing policies and contract language. Finds purchasing efficiency of buying products and services together.

The **Total Materials Management Team** works to decrease the waste leaving the partners, increase internal recycling, expand recycling options, and find alternatives to polystyrene. We will strive to become “zero-waste” partners.

The **Urban Heat Island Team** works with the partner organizations to facilitate research in the UHI effect while finding and implementing UHI effect mitigation projects. Using the model of leadership by example, the Partners will lead the UHI efforts in the community and provide educational and behavior change opportunities.



## Strategic Planning Participants

**Antonio Boldon, Sr.** – Louisville Metro Solid Waste Management Services

**Russ Barnett** – Director, Kentucky Institute on the Environment and Sustainable Development (KIESD) – University of Louisville (UofL) and PGC Steering Committee

**Vince Dinoto** – Dean of College and Systemic Initiatives - Jefferson Community & Technical College (JCTC) and Co-Chair Urban Heat Island Team

**Allan Dittmer** – Professor Emeritus, UofL and PGC Steering Committee

**Pamela Dumm** – Manager of Business Operations - JCTC and PGC Steering Committee

**Brent Fryrear** – Partnership for a Green City Director

**Michelle King** – Executive Administrator – Louisville Metro Air Pollution Control District and PGC Steering Committee

**Maria Koetter** – Sustainability Director, Louisville Metro Government and PGC Steering Committee

**Mike Mulheirn** – Director of Capital Projects/Planning – Jefferson County Public Schools (JCPS) and PGC Steering Committee

**Bill Nowak** – Associate Dean of Business Affairs – JCTC and PCG Steering Committee

**Caryn Walker** – Resource Teacher/Curriculum Specialist- JCPS

**Daro Mott** – Director of Quality & Performance – Louisville Metro Government was the facilitator of the One Page Mission-Driven Strategic Plan process.

We appreciate the time and effort taken by our planning participants as they all participate in the Partnership in addition to working other full-time jobs. We also appreciate the support of our four leaders – Dr. Donna Hargens, JCPS Superintendent; Louisville Metro Mayor Greg Fischer; Dr. James Ramsey, University of Louisville President; and recently retired Jefferson Community & Technical College President, Dr. Tony Newberry. The Partnership for a Green City is successful in creating behavior and culture change because of the sustainability champions we have at all levels of our respective organizations. By working together, not only are our institutions improved, we increase Louisville's quality of place.



Values: Collaboration, Collective Impact, Stewardship (long-term perspective), Results-Oriented Action, Proactive Research (for the extended future) and Transparency

## Principles

One of the first items completed when the Partnership was formed was the following statement of environmental principles. It explains our commitment to sustainability in our organizations and the community. Each of our governing boards approved the principles as indicated at the bottom of the document. The principles also cover all aspects of our institutional business as we strive toward sustainability.

# Statement of Environmental Principles

*As stewards of metro Louisville* and of all its resources, we understand the interdependence of humans and the environment. We must apply thoughtful and creative planning to achieve a thriving economy built on the principles of sustainability. We must foster conservation, pollution prevention, and restoration of ecosystems with both public policy and personal behavior. We must promote a common agenda for Louisville as a green city, preserve and enhance the quality of life for our citizens and future generations, and widen recognition of the importance of good stewardship of the community's natural resources.

### • Leadership Commitment and Measures

We will implement these principles by demonstrating community leadership and collaborative planning and by adopting best environmental practices. We will establish goals, objectives, and indicators; conduct an annual self-evaluation of our progress; and jointly issue a public report.

### • Sustainable Use and Protection of Natural Resources

We value and conserve natural resources and will seek to preserve and make sustainable use of our air, water, soil, and forests. We will protect and conserve nonrenewable natural resources through efficient use, careful planning, and collaborative land-management programs. We will reduce the use of substances that may cause environmental damage to the air, water, earth, and its inhabitants. We will safeguard all habitats affected by our facilities and operations, especially the public lands we manage, while promoting biological diversity. We will conserve open spaces through comprehensive planning.

### • Land and Water Management

We will promote natural areas for biological diversity, protect areas along streams and water bodies, and plant native species. We will enhance, enlarge, and protect our urban forests. We will practice responsible water use.

### • Reduction and Disposal of Waste

We will combine resources to reduce or eliminate waste through source reduction, reuse, and recycling in our own facilities and operations and for the metro area in general. We will handle and dispose of all waste using safe and responsible methods.

### • Energy Use

We will conserve energy and improve the energy efficiency of our buildings, vehicles, and equipment and of the goods and services we use. We will use environmentally safe and sustainable energy sources, while achieving savings. We will increase our use of energy from renewable sources.

### • Transportation

We will build and redevelop our community to minimize transportation demands, while providing pedestrian- and bicycle-friendly pathways and an effective public transit system. We will work to reduce vehicle miles traveled in the community, while implementing the vision of our organizations using energy-efficient vehicles.

### • Purchasing Products and Services

We will pool our knowledge and resources to jointly purchase green products and services. We will work with our suppliers to adopt sustainable approaches and solutions. We will partner to create a stronger market for environmentally friendly and regionally produced products and services.

### • Design and Management of the Built Environment

We will design, build, restore, and manage our facilities and neighborhoods in ways that promote and protect health and safety. We will use school campuses, partners' buildings, and lands as settings for learning.

### • Public Health

We will monitor our policies and practices to assess and reduce public health risk. When potential risks are identified, we will identify and implement solutions.

### • Environmental Education

Through environmental education, we are committed to developing and supporting environmentally literate citizens. We will involve colleagues, students, and citizens in demonstrating the ability to implement these principles.

[www.partnershipforagreencity.org](http://www.partnershipforagreencity.org)  
[info@partnershipforagreencity.org](mailto:info@partnershipforagreencity.org)

