

The Advisors discussed Performance Indicators for the Green Tier program in June and August 2007; revisions by Art Harrington and Rebecca Power to the Recommendation presented in August were made following the September meeting. The Advisors approved this final Recommendation on December 3, 2008 and directed staff to forward it to the Secretary.

**GREEN TIER ADVISORS
RECOMMENDATION
PERFORMANCE INDICATORS**

(as amended following the August 3, 2007 Advisors meeting)

RECOMMENDATION

The following reflects revisions discussed during the August 3, 2007 Advisors meeting to the Performance Indicators Recommendation discussed June 11, 2007 by the Green Tier Advisors.

1. The Department require quantified environmental performance information on each of the Green Tier commitments made by the company.

The Department, in collaboration with each participant, should establish measures from the 'suite of generic indicators' related to those areas in which environmental commitments have been made. These measures are intended to obtain data on the related generic Environmental Indicators to enable comparative analysis of overall environmental performance.

(In order to adapt the list of Generic Environmental Indicators over time to reflect experience gained and changes in measurement needs, the list will be periodically updated. The list attached to this Recommendation is the original list and has not been updated.)

The Department should use all available environmental performance information (including information that may be reported to the department for regulatory reasons), and work with participants to enhance the relevance and value of that quantitative data for documenting participant as well as overall program performance.

Wherever possible, measures should be normalized to account for changing business conditions. Measures must be included in the acceptance letters for Tier 1 participants, Tier 2 contracts or Charters.

2. The Department request that each Green Tier participant provide economic performance information that:

Describes the business value derived from the Green Tier Program such as improved working relationships, more efficient reporting/permitting processes, better supplier/customer relationships, etc.

Documents economic improvements attributed to participating in the Green Tier program such as more business, new/retained employment, cost savings, redirection of waste streams, etc.

3. The Department work with Green Tier participants to establish social performance metrics that establish a baseline for and that measure progress toward building a "trust-based" working relationship with the Department.

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HOW WILL THE INFORMATION FROM PARTICIPANTS BE USED TO ADVANCE THE PROGRAM?

These recommendations provide the foundation for a formalized process of analysis for Green Tier participants to use in reporting a complete measurement of sustainability across environmental, social, and economical areas that will ultimately be used for measuring the effectiveness of the Green Tier Program.

Green Tier Performance Indicators are intended to.

1. Measure progress toward achieving superior environmental performance as compared to goals outline by both WDNR and Green Tier participants.
2. Ensure that regulatory flexibility provided to Green Tier participants is proportional to the environmental benefits.
3. Support continuous improvement of the Green Tier program's ability to achieve program goals.

The law requires participants submit an annual report on progress toward meeting the objectives contained in the EMS. The law also requires the department submit a progress report on the program to the legislature.

Attachment: Generic Suite of Indicators (developed September 2006)

The following Indicators are proposed for all Green Tier participants. In addition to this Generic List, it is expected that other indicators/metrics will come out of your Environmental Management System and would be used to document accomplishments. This Generic List is meant to help (company name) and the DNR document the relative success of the program.

Environmental Indicators

Some of the environmental indicators are already provided to the DNR. You would not be asked to report this information again if you have already reported it.

1.1 Water

1.1.1 Total water use

1.1.2 Total amount of phosphorous released into water

1.1.3 Total waste water produced

1.2 Air Emissions

1.2.1 Total greenhouse gas emissions

1.2.2 Total emissions of ozone-depleting substances

1.2.3 Total air emissions

1.3 Waste

1.3.1 Total solid waste produced

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- 1.3.2 Total percentage of material ending up as waste
- 1.3.3 Amount/percentage of waste that is hazardous
- 1.3.4 Amount of mercury lost or released into the environment
- 1.3.5 Amount/percentage of waste recycled

1.4 Energy

- 1.4.1 Total energy used, listed by source
- 1.4.2 Amount/percentage of energy from renewable resources

1.5 Transportation

- 1.5.1 Total fuel consumption
- 1.5.2 Amount/percentage of vehicles using alternative fuels

1.6 Spills

- 1.6.1 Number of spills
- 1.6.2 Total amount of hazardous substances released due to spills

1.7 Land Use

- 1.7.1 Total amount of land owned and percentage that is permeable (not paved or covered)

1.8 TRI

- 1.8.1 Total TRI emissions

Economic Metrics

2.1 Total sales

- 2.1.1 Revenue brought in from annual sales before subtracting any costs.

2.2 Profit or loss

- 2.2.1 Quantify the profit or loss during the most recent fiscal year

2.3 Workforce changes

- 2.3.1 Number of people employed, and the change over the previous year (using Jan 31 as the baseline date)

Social Metrics

3.1 Alternative Transportation

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3.1.1 Amount provided to support alternative transportation options for employees

3.2 Income inequality

3.2.1 The multiple between lowest paid employee and highest paid employee

3.3 In-State purchases

3.3.1 Percent of purchases made from companies in the state

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