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## 2011 Innovations Awards Application

**DEADLINE: MARCH 28, 2011**

ID # (assigned by CSG): 2011- \_\_\_\_\_

**Please provide the following information, adding space as necessary:**

State: California

Assign Program Category (applicant): Government Operations and Technology (Use list at end of application)

1. **Program Name:** Peace Officer Standards and Training's Green Initiative (Green Initiative)
2. **Administering Agency:** Commission on Peace Officer Standards and Training (POST)
3. **Contact Person:** Elayne Arterburn
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7. **E-mail Address:** Elayne.Arterburn@post.ca.gov
8. **Web site Address:** [www.post.ca.gov/post-green-initiative.aspx](http://www.post.ca.gov/post-green-initiative.aspx)

9. **Please provide a two-sentence description of the program.**

The Commission on Peace Officer Standards and Training's Green Initiative documents POST's internal effort to reduce consumption of renewable and nonrenewable resources, reduce environmental damage caused by travel, fossil fuel usage, and decrease resources associated with information distribution. The implementation of POST's Green Initiative, especially its paperless distribution feature, has increased business efficiency, decreased costs, reduced turnaround, and has provided an easier and more efficient process for constituents to do business with POST.

10. **How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 28, 2011 to be considered.**

In complying with the February 9, 2010 Executive Order S-03-10, which required all California agency Chief Information Officers to develop plans to reduce the total amount of energy utilized by information technology and telecommunications equipment through cost-effective strategies, POST developed this Green Initiative and declared a goal of reducing its internal information technology operation costs by 30%. The POST Green Initiative has been operational since **February 2010**. The accumulation of these efforts was expressed in our 'POST Green Initiative' web page on December 8, 2010 (<http://www.post.ca.gov/post-green-initiative.aspx>).

**11. Why was the program created? What problem[s] or issue[s] was it designed to address?**

The Commission on Peace Officer Standards and Training serves 83,000 sworn officers and more than 600 agencies for selection standards, management counseling services, the development of new training courses, reimbursement for training, and quality leadership training programs. Executive Order S-03-10 mandates that state agencies reduce energy usage from information technology equipment operations by 30% by 2012. POST has embraced this commitment to decreased energy use and recognizes that all businesses can have a direct and indirect impact on their local, regional, and global environment. The POST Green Initiative was a gradual development of energy efficient and sustainable applications. POST first made a list of paper intensive processes, discussed how they could be improved and migrated online, and then created one solution to each project one at a time.

As a result, POST launched the Green Initiative to not only respond to the Executive Order, but to also address issues with energy inefficiency and the negative environmental impact by the inefficient paper processes at POST. The Green Initiative improved overall business efficiency, while at the same time providing an easier, quicker process for constituents to do business with POST; reducing printed paper and mail; and decreasing costs associated with traditional mailing methods. Examples of changes made to address the existing waste of energy and resources include:

- Submitting POST training course rosters online - POST processes approximately 22,500 rosters annually.
- Providing notice of law enforcement appointments and terminations online - POST processes approximately 18,000 annually.
- Conducting monthly reimbursements to county, local and state government electronically- POST saves approximately 60,000 pieces of paper with a new online application.
- Consistently refreshing servers using the most energy efficient equipment available.
- Completely phasing out all Cathode Ray Tube (CRT) screens.
- Implementing and enforcing energy saving policies, including implementing a policy to power down all computer and office equipment automatically during non-business hours.

Additionally POST replaced a 300-page hard copy catalog with a new Interactive Course Catalog online. Previously, POST mailed the catalog to 600 agencies four times a year, totaling 720,000 pages. Not only are trees and paper saved with the new Interactive Catalog, but costs related to ink and ink cartridges are saved as well. Further, in 2010, traditional distribution of Commission information via mail was replaced by electronic newsletters. Also, many traditional in-class sessions have been replaced by DVD and online courses. Several long-distance meetings now make use of Internet-based communication methods, such as secure forums, discussion boards, and teleconference video equipment.

POST has decreased energy use and excels in energy-saving business methods. POST has decreased costs associated with travel for both business and educational purposes. These items illustrate POST leading by example to meet statewide needs on energy efficiency, conservation, and sustainability.

## **12. Describe the specific activities and operations of the program in chronological order.**

In complying with Executive Order S-03-10, POST developed the Green Initiative and declared a goal of reducing information technology operation costs by 30%. The POST Green Initiative was a gradual development of energy efficient and sustainable applications. POST evaluated business practices and policies and proposed methods to improve or replace existing technology with environmentally friendly technology.

POST was aware of green business needs. Therefore, a sustainability goal was set, innovative technology was employed to help achieve the goal, and a futures-oriented solution was created to ensure program success. Examples include:

1. The POST Electronic Data Interchange (EDI) system (<http://edinet.post.ca.gov>) was created in 1999 and allows online records management for law enforcement training.
2. In 2001, POST automated the paper-based Sherman Block Supervisory Leadership Institute with an online application, processing approximately 500 applications annually.
3. In December 2005, POST's Learning Portal, a distance-based learning center, was launched. The distance learning center facilitates approximately 20,000 courses annually, eliminating travel for participants. The Learning Portal has over 40,000 California law enforcement subscribers, nearly half of POST's client base.
4. The POST Green Initiative was launched in February 2010; the first of many improvements was the transition from paper forms to online forms. Online applications and forms are available instantly online (<http://post.ca.gov/forms.aspx>) for clients to fill out and submit. This has improved workflow, reduced paper filing, and resulted in increased productivity. Electronic submission is instant, reducing the time frame in the workflow process for completion at POST's business end. Electronic records are also backed up instantly to reduce the opportunity of error or loss.
5. POST implemented energy saving policies, including a policy to power down all computer and office equipment automatically during non-business hours.
6. POST began refreshing servers and PC's using the most energy-efficient equipment available, followed by completely phasing out CRT screens.
7. Existing technology was upgraded for business processes pertaining to Notice of Appointments and Terminations, Course Certifications, and Course Rosters. POST supports approximately 22,500 course rosters, approximately 18,000 Notice of Appointments and Terminations, and 45,000 training records per year, all of which are now available online with no hard paper copies being printed and mailed between agencies.
8. In May 2010, the Monthly Reimbursement Ledgers process was moved online and POST now saves 60,000 pieces of paper annually with the new online procedure.
9. In August 2010, Social Media (Twitter, secure forums) and video-on-demand features were launched with the new POST Website. The POST Content Management and Workflow system completely replaced the Commission on POST Website, changing the site maintenance process from a linear, technical procedure into a collaborative effort by all POST staff. The Social Media tools are used as part of its information distribution processes: modules for

calendaring, blogs, forums, polls, and other features may be set up in hours, rather than being integrated over days by senior technical staff.

10. In October 2010, POST released the Compliance Dashboard and Interactive Course Catalog. The Compliance Dashboard allows individual officers to view and monitor their own training compliance, and the Interactive Course Catalog allows officers to select from more than 2,500 courses offered by over 800 presenters. The Catalog can target courses in close proximity to the officer's agency, search by topic, pin-point offerings on a Google map, and provide course details and presenter contact information.
11. In December 2010, the new Command College Network and Sherman Block Supervisory Leadership Institute Network were launched. 525 law enforcement professionals per year extensively use the Command College and/or the Sherman Block Supervisory Leadership Institute secure collaboration tools provided by the site. These tools, ranging from secure forums, to class chat, to homework downloads and submission, support ongoing POST-sponsored training programs, and did not exist before this project.
12. In January 2011, nearly all paper-based information distributions were replaced with electronic distribution. POST is reducing paper mailings, allowing recipients to opt-in to electronic delivery. Traditional distribution of Commission information via mail was replaced by electronic newsletters. Over 160,000 pieces of paper have been saved annually by the replacement of all paper-based mailing with modern Web-based electronic distribution methods. POST has reduced paper mailing expenses by approximately \$20,000 per year.
13. In March 2011, the POST *Mobile* site launched (<http://m.post.ca.gov>). The POST *Mobile* Website offers training academy maps, training records lookup, employment information, and more. The mobile site is integrated into the same Content Management and Workflow tool, so that the same staff and procedures may be used for rapid updates and feature enhancements.

### **13. Why is the program a new and creative approach or method?**

POST's Green Initiative project delivers an innovative use of technology in several distinct ways. The electronic distribution of information, electronic mailings of Administrative Progress Reports, Bulletins, and Newsletters are examples of how POST has chosen an environmentally-friendly way to distribute information that was traditionally distributed through manual paper processes. The electronic information distribution makes it easy for our constituents to receive information via their Smartphones. Online information distribution technology compliments the new mobile site that POST recently launched (<http://m.post.ca.gov>). Social media tools, such as Twitter, are also used, enabling constituents to receive news alerts via increasingly popular social media channels in addition to electronic mailings.

Law enforcement constituents take advantage of the online Interactive Course Catalog. Previously, this was a 300-page hard copy catalog that was mailed to over 600 agencies four times a year. The new Interactive Course Catalog uses modern technology allowing officers to find training courses by location (via a Google Map), where locations contain both a physical address and GPS coordinates to allow for the most direct routes of travel for individuals using a Navigator. Searches may also be done by keyword, presenter, start dates, presenter information, multimedia type, hours, reimbursement plan, or even perishable skills.

Sworn law enforcement personnel can now take advantage of the secure online network with their personal login credentials. Once logged in, they can view their current compliance training cycle

using the compliance dashboard instead of requesting a hard copy. Officers can also take advantage of new online learning opportunities to meet training requirements. Online learning opportunities are available through the POST Learning Portal, which is a distance learning center, as well as online training videos on the POST Website (<http://post.ca.gov/post-training-videos.aspx>), and through our secure academic networks such as Command College and Sherman Block Supervisory Leadership Institute.

Such innovative use of modern technologies gives officers unprecedented ability to receive information specifically tailored to individual needs.

**14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)**

The Green Initiative had very minimal start up costs which were offset through generated savings related to the reduction in resources such as staff, paper, and ink. Cost was not a project-driver; rather, it was an added benefit of the Initiative. Please see the POST Website for further information on POST's Green Initiative: <http://www.post.ca.gov/post-green-initiative.aspx>.

The POST Green Initiative Webpage documents other energy savings processes. Costs have decreased significantly through estimated savings that include:

- Over 19,000 gallons of water saved annually.
- Over 22 trees spared annually.
- Over 160,000 pieces of paper are saved annually.
- The new Interactive Course Catalog saves 720,000 pieces of paper annually alone.
- Costs associated with the mailing of printed materials by replacing all paper-based mail with modern Web-based electronic distribution methods.
- Costs associated with traveling for training and education have been decreased. POST has reduced mailing expenses by approximately \$20,000 per year.
- Approximately 20,000 courses are completed via POST's Learning Portal annually, eliminating travel for participants.

**15. What are the program's annual operational costs?**

N/A.

**16. How is the program funded?**

N/A.

**17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.**

No, the POST Green Initiative did not require a passage of legislation, executive order, or a regulation. The POST Green Initiative was created pursuant to the [Executive Order S-03-10](#) mandate that state agencies reduce energy usage from information technology equipment operations by 30% by 2012.

**18. What equipment, technology and software are used to operate and administer this program?**

The Website is based on standard server technology (Windows Server OS, SQL Server, .NET framework). The software providing content-managed website and workflow functionality is the free, open-source MojoPortal package, by Source Tree Systems. POST development staff has also written several custom plug-in applications that run in the Website. The technology used to implement the POST Green Initiative includes:

- Full Content Management System to support blogs, forums, file sharing, event calendars, and chat.
- Video conference system (facilitating online meetings).
- Content Management System for online classes, training, and meetings.
- DVD recorded class sessions accessible at <http://post.ca.gov/multimedia.aspx>.
- POST's Electronic Data Interchange system allowing remote entry for records processing.
- POST's Learning Portal for distance learning.
- The Interactive Course Catalog for searching upcoming presentations of certified courses.
- The Compliance Dashboard to reduce printing of compliance reports.
- .Net Framework Web Applications as application standards throughout POST.

**19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.**

Yes, the POST's Green Initiative was completely developed by the POST staff in California state government, through research and environmental awareness. The POST Green Initiative was lead by the Chief Information Officer, Mitch Coppin.

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**20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?**

Yes, there are examples of other Green Initiatives throughout the country. All public agencies should be pursuing compliance, placing an emphasis on environmental sustainability and creating their own green initiatives. POST recognizes the importance of preserving natural resources for the youth of tomorrow and is committed to the development and implementation of innovative technology for our everyday business activities. POST differentiates itself with the passion and dedication to the lifelong commitment as an environmental steward.

**21. Has the program been fully implemented? If NO, what actions remain to be taken?**

No, the POST Green Initiative is a lifelong commitment to reduce energy and resource consumption, while lowering greenhouse gas emissions, and creating healthier environments in which to work, live, and learn. POST will continue to evaluate business processes, recommend and implement changes where necessary.

POST is committed to the economic benefit of green technology and growth, and using eco-friendly energy sources at every possible opportunity. POST is committed to reducing the

economies carbon footprint through reduced energy use and consumption, and recycling. POST recognizes that all businesses can have a direct and indirect impact on their local, regional, and global environment and will lead by example in everyday practices and policies.

**22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.**

Governor Schwarzenegger's Executive Order S-03-10 mandates that state agencies' reduce energy usage from information technology equipment operations by 30% by 2012 in order to meet statewide needs for reduced consumption of renewable and nonrenewable resources, reduced environmental damage caused by travel, and decreased costs associated with information distribution. POST has embraced this commitment to decreased energy use. POST has improved overall business efficiency, while at the same time providing an easier, quicker process for constituents to do business with POST; reducing printed paper and mail, and decreasing costs associated with traditional mailing methods.

The Green Initiative is POST's commitment to sustainable efforts through the pursuit of achievable and measurable goals. POST has transitioned from paper-based record keeping processes to web-based or electronic processes, for:

1. Peace officer appointments
2. Course rosters
3. Letters of Agreement
4. Course Catalog; a Web-based application that allows officers to select from more than 2,500 courses offered by over 800 presenters.
5. Course certifications
6. Month End Reimbursements
7. Notice of Appointments and Terminations
8. Bulletins
9. Administrative Progress Reports
10. Field Bulletins and other announcements

The implementation of Web-based electronic distribution methods has improved functionality in the following ways:

- Ease of maintenance: forms and applications are now completed online.
- Electronic information distribution allowed POST to offer opt-in paperless distribution services to the general public and law enforcement community (<http://post.ca.gov/e-mail-alerts.aspx>).
- Electronic records are kept of all transactions.

Benefits include:

- POST has reduced costs associated with traditional paper-based mail by \$20,000 annually.
- POST is leading by example in decreasing use of resources (fuel, paper, and energy).
- Improved overall business efficiency
  - Easier and faster process for constituents to do business with POST with a quicker turnaround.

- POST is leading by example on energy efficiency, conservation, and sustainability.
  - POST is decreasing required travel in the law enforcement training area by deploying Internet-based training courses and education. Academic networks allow students to login securely without meeting in person.
- POST is reducing the consumption of renewable and nonrenewable resources by implementing quantifiable energy-saving policies and internal individual staff efforts.

Over 19,000 gallons of water, 22 trees, and 160,000 pieces of paper are saved annually by our internal efforts, not including the 720,000 pieces of paper being printed and mailed to over 600 agencies for the POST Course Catalog alone. The costs associated with the printing and mailings of documents, and the costs associated with traveling for training and education, have been decreased by replacing all paper-based mail with modern Web-based electronic distribution methods. POST has reduced mailing expenses by approximately \$20,000 per year. The long-term environmental impact to the state and its residents, while not currently quantifiable, is unquestioned and in-line with the goals of the Executive Order S-03-10. POST sees no downsides in this effort.

**23. How has the program grown and/or changed since its inception?**

POST's Green Initiative has invigorated business processes and helped increase efficiency. The implementation of Web-based products has simplified the way POST conducts everyday business programs. Online submission of applications and electronic distribution of mailings have decreased the time spent on each project, thus increasing employee productivity. The POST Green Initiative is a life-long commitment and will continue to change and grow to bring similar changes to other internal processes in the future.

**24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?**

Agencies and corporations that want to develop their own Green Initiative will have to evaluate their current business practices and policies, and establish potential opportunities for improved sustainability. A commitment must be made to work together in a collaborative approach to advance green business practices. Obstacles or limitations agencies may encounter include:

- Gaining staff buy-in;
- Creation of sustainable operation policies;
- Development of key performance improvements; and/or,
- Budgetary restrictions.

To overcome such obstacles, they can:

- Include sustainability in the corporations mission, vision, and values;
- Set short-term goals to accomplish within the long-term goal of improved sustainability;
- Provide guidance for employees with a roadmap of where new polices are going, set a new green standard;
- Research sustainable alternatives for current business practices;
- Compare short and long term cost savings;
- Measure the short and long-term payoff of sustainability;
- Focus on education and outreach; and,

- Implement programs that focus on behavior, such as recycling or shutting off computers.

CSG reserves the right to use or publish in other CSG products the information provided in this application. If your agency objects to this policy, please advise us in a separate attachment.



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### 2011 Innovations Awards Application Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

#### *Infrastructure and Economic Development*

- Business/Commerce
- Economic Development
- Transportation

#### *Government Operations and Technology*

- Administration
- Elections
- Information Systems
- Public Information
- Revenue
- Telecommunications

#### *Health & Human Services*

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

#### *Human Resources/Education*

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

#### *Natural Resources*

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

#### *Public Safety/Corrections*

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

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**This application is also available at [www.csg.org](http://www.csg.org).**