



## State of Wisconsin \ DEPARTMENT OF NATURAL RESOURCES

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April 19, 2010

Gary Kusnierz  
Affinity Health System  
VP, Performance Excellence  
1506 S Oneida St  
Appleton, WI 54915-1506

Subject: Green Tier Acceptance Letter for Tier 1

Dear Mr. Kusnierz:

Congratulations! The Wisconsin Department of Natural Resources (DNR) is pleased to approve your application and welcome Affinity Health System into the Green Tier Program. This letter of acceptance recognizes the value of Affinity's environmental initiatives and your accomplishments to date. You have proposed future projects and goals in your application (see attached) which continue to demonstrate your commitment to superior environmental performance.

This letter recognizes that Affinity has committed to superior environmental performance both in how you run your facilities, and, more importantly, in how you interact with patients and other stakeholders. Your application describes your integration of Lean Principles and Sustainable Design to help support the patient experience, as well as your commitment to using LEED standards for new construction projects. Affinity has acted aggressively on several fronts to reduce the environmental footprint of your own facilities. If future circumstances impede your sustained commitment to these practices, please notify us.

In addition to your broader efforts described above, you have also agreed to implement the following measures toward superior environmental performance.

- Implement an EMS consistent with ISO 14001
- Continue the development of sustainable building projects.
- Use recycled paper products wherever possible.
- Enhance your current recycling projects so that a greater percent of solid waste is diverted to recycling
- Work to reduce the amount of hazardous waste generated from previous year's amounts
- Reduce energy consumption in each building by a to-be-set percentage each year
- Installing energy-saving, motion sensing lights.
- Set ambitious goals for stormwater management
- Install vegetative roofs on existing buildings
- Educate the entire workforce on sustainable practices and activities

I congratulate you for thinking about your patients, as you can impact their recovery far more through your sustainable commitment than many think.

By entering the Green Tier program and through your commitment to an Environmental Management System (EMS), you will systematically identify opportunities for environmental improvement. By one year from the date of this letter, your EMS should either be certified to the ISO 14001 standard or documented as functionally equivalent (see attached guidance).

The Green Tier statute requires that you perform an annual audit of your EMS, with every third audit performed by an outside environmental auditor approved by the department. Should circumstances arise that delay the fulfillment of these commitments, please notify us.

As a part of your commitments, you have agreed to submit to the DNR an annual report detailing your participation in the program. These reports should provide an update of your current objectives and targets, as well as discuss any measured progress made toward the commitments reflected in this letter. You should also present the results of your annual EMS audit, describing any non-conformances discovered and identifying actions taken or proposed to correct them. Your first report should be submitted to ~~Mark McDermid~~ with a copy to your single point of contact by March 15, 2011, and annually thereafter. [GreenTier@Wisconsin.gov](mailto:GreenTier@Wisconsin.gov)

UPDATE: Annual report due date is now August 15.

We also ask that you address the attached list of generic environmental indicators in your annual report, especially those related to Affinity's identified objectives and targets. This additional reporting can help to quantify your successes beyond those explicitly outlined in your application or EMS. This information will also help document the overall successes of the Green Tier program.

As a participant in the Green Tier Program, you are entitled to Deferred Civil Enforcement, as described in 299.83(6m)(d). In brief, this means that if you discover a violation with an existing environmental requirement, and if you provide us notice of your discovery along with a corrective action plan and timeline that conforms to the requirements in the statute, and if you successfully and timely implement the corrective action plan, we will not seek to impose penalties on Affinity for the violation. You are reminded that nothing in this acceptance letter replaces any obligation that you have to report on, and correct, any violation of law or regulation.

This letter authorizes Affinity to use the Green Tier logo on written materials related to your facility. Please see the guidelines provided for further information regarding the use of the logo. The department has committed to annually celebrate your participation in the program through a press release, and will publicize Affinity as a Green Tier participant on the DNR website.

Our experiences have shown that organizations realize significant benefits from working regularly with an external group of interested stakeholders. As your participation in Green Tier matures, we would encourage you to use stakeholders in the development of objectives and targets. We also ask that you describe this and other communications with concerned entities in your annual report. UPDATE: Barb Bickford is Affinity's SPOC.

Phone: 608-267-3548 Email: [Barbara.Bickford@wisconsin.gov](mailto:Barbara.Bickford@wisconsin.gov)

Finally, if you have any questions about your interaction as a Tier 1 participant with the DNR, ~~Mark McDermid~~ has been assigned as your single point of contact. Please coordinate with ~~Mark~~ on an annual meeting that will be used to brief the DNR on your environmental performance, and the progress made on the objectives and targets. This meeting shall also be used for the DNR to provide input on the objectives and targets to be set for the coming year.

I want to welcome you as a Tier 1 participant. As our working relationship evolves and specific environmental and business opportunities arise, please know the Green Tier program is prepared to help develop a customized working relationship with Affinity under the terms and conditions of Tier 2.

Sincerely,

~~DEA as of 1/23/14~~

Matt Frank, Secretary  
WI Department of Natural Resources

Attachment: Tier 1 Application  
Generic Suite of Green Tier Indicators  
Functional Equivalency Guidance  
Green Tier Logo Files and Guidance CD

**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 Affinity Health System 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
- 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 – revenue brought in from annual sales before subtracting any costs.
  - 2.2 Profit or loss – Quantify the profit or loss during the most recent fiscal year
  - 2.3 Workforce changes – number of people employed, and the change over the previous year (using Jan 31 as the baseline date)
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## **Social Metrics**

- 3.1 Amount provided to support alternative transportation options for employees
- 3.2 Income inequality – the multiple between lowest paid employee and highest paid employee
- 3.3 Percent of purchases made from companies in the state

# Proving EMS Functional Equivalency

## Draft Final Guidance

Environmental Management Systems (EMS) are the foundation for Green Tier participation. Participants are expected to utilize an EMS that either meets the requirements of the ISO 14001:2004 standard or has been determined to be functionally equivalent to an ISO 14001 EMS. If an applicant has an ISO 14001 EMS, conformance to this requirement can be demonstrated by providing an ISO 14001 certificate of registration issued by a certification body that has been accredited by an International Accreditation Forum (IAF) member. If an applicant has a functionally equivalent EMS, they shall choose one of the options below.

### For Tier 1:

At the time of application to the Green Tier program, if a Tier 1 applicant has an EMS in place that is not an ISO 14001 EMS, it shall document that its EMS is functionally equivalent under either Option A or Option B below. If the applicant does not have an EMS in place at the time of application, it will need to develop an EMS within one year from the date of application to the program, and either submit a certificate of registration under the ISO 14001 standard or document that their EMS is functionally equivalent under either Option A or B below. It is important to understand that in order to demonstrate functional equivalence, a Green Tier participant must demonstrate both “equivalency”, meaning that each component of an environmental management system is present, and also “functionality”, meaning that each component of the system is actually being implemented. For instance, an audit procedure must exist (the equivalency piece), and the EMS must, in fact, have been audited (the functional piece).

### Wis.Stats. §299.83(1)(dg)

(dg) “Functionally equivalent environmental management system” means an environmental management

system that includes all of the following elements and any other elements that the department determines are essential elements of International Organization for Standardization standard 14001:

1. Adoption of an **environmental policy** that includes a commitment to compliance with environmental requirements, pollution prevention, and continual improvement in environmental performance.
2. An analysis of the **environmental aspects and impacts** of an entity's activities.
3. Plans and procedures to achieve **compliance** with environmental requirements and to maintain that compliance.
4. Identification of all **environmental requirements** applicable to the entity.
5. A process for **setting environmental objectives** and **developing appropriate action plans** to meet the objectives.
6. Establishment of a structure for **operational control** and responsibility for environmental performance.
7. An **employee training program** to develop awareness of and competence to manage environmental issues.
8. A plan for taking actions to prevent environmental problems and for taking **emergency response** and **corrective actions** when environmental problems occur.
9. A **communication plan** for collaboration with employees, the public, and the department on the design of projects and activities to achieve continuous improvement in environmental performance.
10. Procedures for **control of documents** and for keeping records related to environmental performance.
11. Environmental management system **audits**.
12. A plan for **continually improving environmental performance** and provision for senior **management review** of the plan.

**Tier 1 – Option A:**

The applicant provides documentation that the components in its EMS satisfy each of the 12 components identified under Wis.Stats. §299.83(1)(dg) (see box). The applicant documents both equivalency and functionality and has the responsibility for supplying evidence that demonstrates conformance to each requirement. All of the documentation supplied under this option will be a matter of public record and may be put on the DNR web site. The documentation is to be accompanied by a declaration from the senior manager that signed the Green Tier application. This declaration shall include the following, *“I have reviewed the information provided. I find that the information provided conforms to each of the 12 requirements in Wis.Stats. §299.83(1)(dg) as a functionally equivalent environmental management system.”*

**Tier 1 – Option B:**

The applicant shall submit to an outside environmental auditor (see DNR guidance on auditor qualifications) evidence that their EMS conforms to the 12 components identified in the statute. The auditor will then submit to the DNR a declaration that they have examined the evidence provided by the applicant and that the EMS has procedures that satisfy each of the 12 components, and that the procedures for each of the 12 components are in deed being implemented. This declaration shall include the following: *“I have reviewed the information submitted by the participant, and as an outside environmental auditor, I find that the information provided conforms to each of the 12 requirements in Wis.Stats. §299.83(1)(dg) as a functionally equivalent environmental management system.”* All of the documentation supplied under this option will be a matter of public record and may be put on the DNR web site.

**For Tier 2:**

*At the time of application to the Green Tier program, if a Tier 2 applicant has an EMS in place that is not an ISO 14001 EMS, they shall document that their EMS is functionally equivalent under either Option A or Option B below.*

**Tier 2 – Option A:**

The applicant provides documentation that its EMS is both equivalent and functional so that each of the 12 components identified under Wis.Stats. §299.83(1)(dg) (see box) are satisfied. The applicant is responsible for demonstrating how its system satisfies each of the twelve components of the statute, and for documenting the effectiveness of its system. Baseline information must be provided, along with at least one year of additional results to indicate effectiveness and performance. All of the documentation supplied under this option will be a matter of public record and may be put on the DNR web site. The documentation is to be accompanied by a declaration from the senior manager that signed the Green Tier application. This declaration shall include the following, *“I have reviewed the information provided. I find that the information provided conforms to each of the 12 requirements in Wis.Stats. §299.83(1)(dg) as a functionally equivalent environmental management system.”*

Tier 2 – Option B:

Prior to submitting an application, the applicant shall provide evidence to an outside environmental auditor (§299.83(9)(1)(dr) and §299.83(7m) (see box and DNR guidance on auditors) that their EMS conforms to the 12 components identified in §299.83(1)(dg) (see above). The outside environmental auditor shall review the evidence submitted and evidence of the effectiveness of the EMS and certify that each of the 12 components are satisfied. This certification should accompany the application, and will become part of the public record and may be included on the DNR's Green Tier web site. This certification shall be signed by the outside environmental auditor and shall include the following: *“I have reviewed the information submitted by the participant, and as an outside environmental auditor, I find that the EMS conforms to each of the 12 requirements in 299.83(1)(dg) as a functionally equivalent environmental management system.”*

Upon receipt of a certification of functional equivalency for either a Tier 1 or a Tier 2 application, the DNR project manager shall review the certification and determine whether the environmental management system is a functionally equivalent environmental management system.

**Wis.Stats. §299.83(9)(1)(dr)**

§299.83(9)(1)(dr) "Outside environmental auditor" means an auditor who is functionally or administratively independent of the facility or activity being audited, but who may be employed by the entity that owns the facility being audited or that owns the unit that conducts the activity being audited.

**Wis.Stats. §299.83(7m)**

§299.83(7m) ENVIRONMENTAL AUDITORS. The department may not approve an outside environmental auditor for the purposes of sub. (3) (d) 4. or (5) (c) 2. unless the outside environmental auditor is certified by the Registrar Accreditation Board or meets criteria concerning education, training, experience, and performance that are equal to the criteria in International Organization for Standardization guidance 19011.