



<i>EMS Communication Process</i>	
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Internal Communication

General internal communication as well as the designation of a *Greenprint Denver* Environmental Management System (EMS) Focal Point (“Focal Point”) within each CCD subunit shall facilitate internal communication between *Greenprint Denver* and the CCD organization at large.

General Communication Avenues

The overall environmental awareness/training program is a general form of communication between *Greenprint Denver* and CCD employees. The awareness/training program includes New Employee Orientation, which in part provides initial information to newly hired staff on the Environmental Policy and *Greenprint Denver*. Overall environmental awareness is also facilitated through subunit training programs that include regularly scheduled awareness briefings (e.g., “tailgate” or “toolbox” meetings) and periodic training modules tailored to address specific employee work activities that could impact the environment. Regular communication utilizes the following media:

- Focal Points
- CCD-wide emails
- CCD newsletters
- Signage
- Workshops
- Training
- Awareness briefings
- Reporting
- SharePoint website

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This section (i.e., CCD-303 Communication) of the EMS SharePoint website is used as an electronic repository for public education and outreach / social marketing program documents related to the EMS (e.g., CCD-303.01 Social Marketing Program). Maintenance of EMS related program documents under CCD-303 Communication facilitates associated internal communication.

Plan for Initial Development of Program

1. Each subunit Core Team representative solicits volunteers and nominates Focal Points. Focal Point volunteers and nominees are staff level, non-managers who exhibit leadership qualities.
2. The subunit Core Team representatives meet periodically with each Focal Point individually or as a group. Focal point duties, responsibilities and follow up activities are discussed during these meetings, and Core Team representatives answer any questions the Focal Points may have regarding EMS development, implementation and certification.

Engagement Process

Effective communication flow between *Greenprint Denver Environmental Management System Core Team members* and each subunit Focal Point is crucial to success of the program. The following actions are taken to ensure Focal Points are engaged and well informed.

- Initial Training
- Quarterly meetings
- Contact System
- Regular E-mails

Communications Structure

EMS development and implementation is coordinated through an extended team structure that includes an EMS Core team, an EMS Executive Team, and the Focal Points. This approach is critical to the success of the project because, even though there is process documentation describing the EMS, the facilitation of real person-to-person communications is a key function of an EMS that cannot be substituted. Members of the following groups are listed in CCD-301.01 EMS Teams – Roles and Responsibilities.

- Related Document: [CCD-301.01 EMS Teams – Roles and Responsibilities](#)

EMS Core Team

The EMS Core Team meets weekly for the duration of the implementation project, and is responsible for overall coordination of EMS development, implementation and certification. This includes maintenance of the EMS website a communications mechanism for all of CCD, development of all EMS documentation, building awareness of the EMS throughout CCD, and coordination of the ISO Certification process.



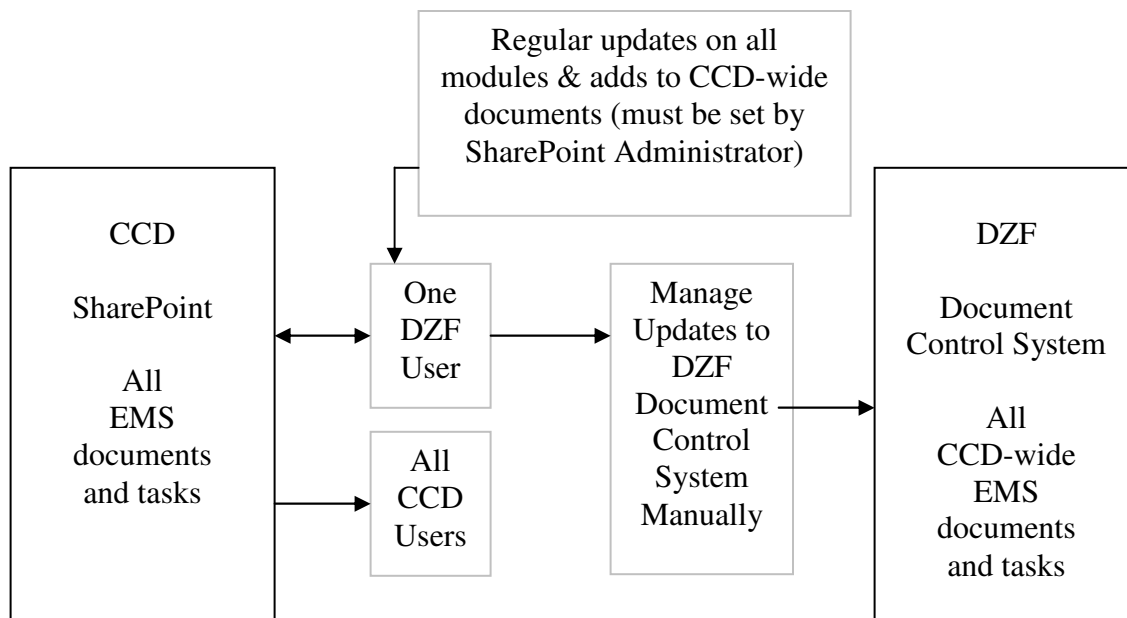
EMS Executive Team

The EMS Executive Team is the primary communication mechanism with upper levels of CCD management. Team members are responsible for gathering feedback on development of the EMS, communicating the roles and responsibilities of upper management identified within the EMS, and maintaining management awareness of the project progress.

Focal Points

The Focal Points are the primary communication mechanism for CCD and other subunit employees and management, providing an internal resource within each CCD or other agency subunit on EMS development and implementation. Focal points are responsible for acting as a liaison with the EMS Core Team – the working eyes and ears – gathering feedback on development of the EMS, helping to communicate the roles and responsibilities identified within the EMS to department personnel, and maintaining awareness of project progress within their departments.

Communication Flow for Independent Agencies Offline of SharePoint (DZF Example)



Update frequency during EMS implementation will be determined by the SharePoint Administrator and the DZF User (weekly by e-mail as a trial until further notice).

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Greenprint Denver EMS Website Address

- For *Greenprint Denver* EMS documents and training materials, go to (aka “Sharepoint”): <http://dehweb/EMS/>.
- For general info on the *Greenprint Denver* EMS program search for “EMS” on the www.denvergov.org website.

External Communication

CCD EMS information is communicated externally through four main activities:

1. Public release of the previous year’s Greenprint Denver Annual Report (April)
2. Features in the Greenprint Denver newsletter (throughout the year)
3. Major successes and milestones will announced at the Mayor’s public events and through press releases (throughout the year)
4. EMS updates will be provided to the Greenprint Council, Greenprint Denver’s external advisory committee (meetings throughout the year)

CCD documents and receives relevant external communication from external interested parties through the 311 program. 311 is a three digit phone number that citizens use to address non-emergency needs. The system features a call center to field all 311 calls and to connect all existing (and future) governmental IT systems to a PeopleSoft customer relationship management (CRM) system. Citizens make a call to 311 (or send an e-mail, submit a request through city Web sites, or send a fax), and a customer service agent creates a case number to track the request. The question is either answered by the agent or delegated to the appropriate city agency, depending on the complexity of the problem. In a situation where multiple agencies need to be involved, all parties can access and update information about the case. Citizens can track the progress of their request and can confirm that the problem has been addressed. Information collected during service requests is stored in a knowledge base to help agents deal with similar requests in the future with a minimum of effort. Examples of 311 situations related to the environment include reporting smoking vehicles, requesting information on *Greenprint Denver* sustainability initiatives, and requesting a wood-burning permit.