

## Lead by Example Programs

### Description:

Renewable energy, energy and water efficient technologies, and alternative-fueled vehicles have the potential to not only reduce the emissions footprints of state governments; they can also result in significant savings in terms of utility bills and maintenance costs. State procurement requirements and incentives ensure that state and local agencies, school districts, and universities will capitalize on these savings.

### Discussion of the Policy:

Lead by example programs are typically established through legislation or by executive order directing units of government to meet certain targets related to energy. In terms of renewable energy, state agencies might be directed to install renewable energy projects on public buildings. Agencies might also be directed to source a certain amount of their average energy use from renewable resources.

Energy and water efficiency programs typically set procurement requirements for efficient appliances and set minimum building standards for new or remodeled public buildings. They can also set a target of a percentage reduction in consumption by a specific date without dictating the mechanism for achieving that reduction. These programs frequently include benchmarking building energy use to assist in measuring progress and identifying facilities as candidates for efficiency upgrades. Energy Star offers both a [portfolio manager](#) that agencies can use to track their energy use across buildings, and a [building upgrade manual](#). Most of the costs associated with these projects are paid back to energy service companies (ESCOs) through the utility savings resulting from a retrofit. Typically, this type of approach will be combined with the creation of an interagency committee that will oversee the development of approaches to achieve reductions, issue status reports, and evaluate mechanisms for standardization of savings tracking.

In the transportation sector, policy will require that state fleets meet certain minimum requirements related to fuel efficiency, use of alternative fuels, and/or procurement of electric vehicles (EV). These requirements are commonly met through idling reduction technology, improving mile per gallon efficiency, and increasing the percentage of electric or hybrid vehicles used in a fleet. Agencies may also be required to submit plans for meeting state goals, progress reports on attaining targets, or both.

Because most states already employ procurement personnel, implementation of a lead-by-example program is not likely to require hiring additional state employees. Rather, most programs will require changing procurement decision-making procedures by altering the cost-benefit calculations used in the purchasing process. A designated agency for overseeing the program should be identified.

### Example State Programs:

- Connecticut Lead by Example  
[http://www.ct.gov/deep/cwp/view.asp?a=4405&Q=489980&deepNav\\_GID=2121](http://www.ct.gov/deep/cwp/view.asp?a=4405&Q=489980&deepNav_GID=2121)
- Massachusetts' Leading by Example Program  
<https://www.mass.gov/leading-by-example-program>
- Rhode Island Lead by Example  
<http://www.energy.ri.gov/policies-programs/lead-by-example/>

The U.S. Department of Energy's (DOE) [Federal Energy Management Program](#) provides technical assistance to federal agencies to support their efforts to lead by example. DOE's [State Energy Program](#) has provided financing for and tracked success stories and lessons learned in state lead by example programs.

## Key Components:

- Legislation or executive order can require state agencies to meet program targets by a set date. A process for an annual review of progress towards meeting targets can also be outlined. Provisions might include thresholds that trigger review of agency or program success.
- State policy may simply require that procurement practices meet certain goals when practical or economic.
- Programs can be targeted to one, some, or all of the following: state agencies, local governments, school districts, and state universities.
- Provisions can establish an agency to implement and manage the program.
- Provisions can create an interagency committee charged with developing and disseminating strategies for meeting targets and metrics for measuring outcomes.

## More Information:

- American Council for an Energy-Efficient Economy (ACEEE), Government Lead by Example: <https://aceee.org/topics/government-lead-example-initiatives>
- ACEEE, State Government Lead by Example Toolkit: <https://aceee.org/sector/state-policy/toolkit/lbe>
- ACEEE, Local Government Lead by Example: <https://aceee.org/sector/local-policy/toolkit/government-lead-by-example>
- Getting to Zero Forum: State and Local Government Toolkit: <https://gettingtozeroforum.org/local-governments/>
- U.S. Environmental Protection Agency (EPA), State Lead by Example Guide: <https://archive.epa.gov/epa/statelocalclimate/state-lead-example-guide.html>