

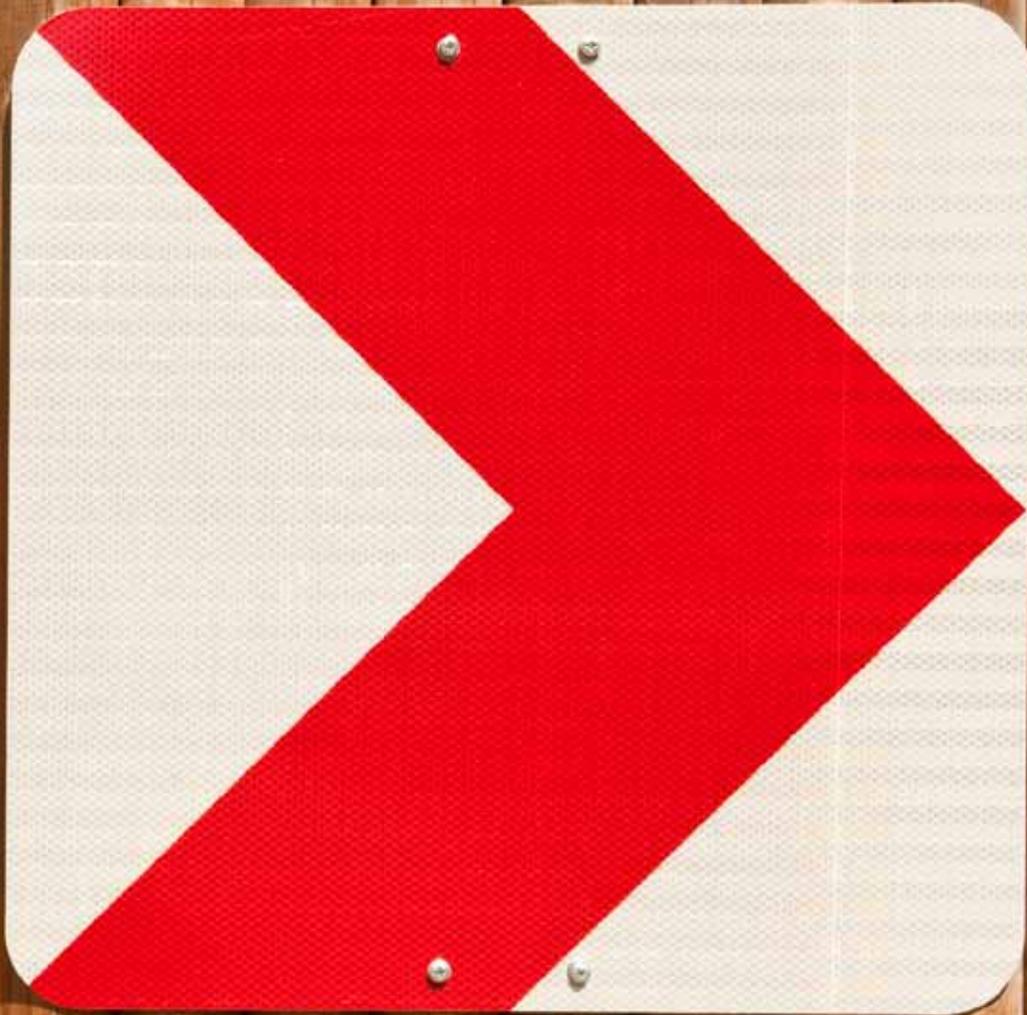


Sustainability Plan

ESA+ sustainability 2010







sustainability plan

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Purpose

In March 2009, ESA's Board of Directors endorsed a *Vision and Policy Statement* that shapes ESA's commitment to sustainability, and outlines our objectives for operating our organization in a sustainable manner (see *Sustainability Policies* beginning on page 17). The purpose of this Sustainability Plan is to guide and communicate how we intend to meet the objectives outlined in the *Vision and Policy Statement*.

This Plan is organized around the three tenets of sustainability – economic, environmental, and social. For each of these tenets, the Plan outlines:

- Specific **goals** that ESA is committing to achieving, both quantitative and qualitative;
- **Strategies** ESA will employ to achieve each goal;
- Broad **initiatives and actions** ESA will use to implement our strategies; and
- **Implementation responsibility**, including who at ESA is charged with ensuring that our sustainability goals are reached.

The *Sustainability Actions and Measures* section beginning on page 20 of this plan provides additional information on ESA's quantitative goals, including guiding principles, benchmarks, metrics, and action items.

Sustainability Goals and Strategies

Our ultimate goal is the integration of sustainability principles into all of our work. This will include strategies that address the economic, environmental, and social components of sustainability. These goals and strategies are described below.

Economic

Our goal is to run ESA as a sound business, in a socially responsible and financially sustainable manner. We value our stakeholders – employee-owners, clients, and teaming partners – and commit to fostering and supporting long-term relationships with them. We support the communities in which we conduct business and pledge to operate in an ethical manner. We pledge to consider sustainability in our purchasing and investment decisions. We value excellence and integrity and therefore, commit to sustaining high-quality services and results for our clients. We recognize the growing importance of sustainability to our stakeholders and realize that reasonable and measured financial growth secures our future, provides greater opportunities for our staff, and ensures long-term sustainability of the firm.

Serve as a model that socially and environmentally responsible businesses can also be profitable

Strategy	Initiatives and Actions	Responsibility
Develop strategic and business plans to ensure sustained profitability and shareholder value	<ul style="list-style-type: none"> • Manage regions and practices to achieve business plan goals • Establish revenue goals that sustain long-term firm growth • Leverage and maximize revenue growth opportunities in each region to create more balance and financial stability 	Regional Directors, Practice Leaders, and Business Group Directors
Foster transparency by reporting key metrics quarterly to staff and Board of Directors; encourage engagement and feedback	<ul style="list-style-type: none"> • Strengthen employee awareness of ESOP, to ensure continued firm success • Promote open book management principles • Report operational and financial results to all staff • Conduct Staff and Client Satisfaction Surveys; report findings to staff 	President
Cultivate and retain long-standing relationships with environmentally and socially responsible vendors, teaming partners, and clients	<ul style="list-style-type: none"> • Celebrate long-lasting teaming relationships • Collaborate with and mentor local, disadvantaged businesses • Implement client management strategies 	COO, Practice Leaders
Secure, retain, and invest in a superior work force	<ul style="list-style-type: none"> • Create a sustainable company brand that is satisfying to existing and potential staff, creating “pride of ownership” • Align company compensation and bonus program to reward individual and team performance, reflect corporate values, and enhance staff retention over the long term • Conduct regular industry compensation and benefit surveys • Consider socially and environmentally responsible options for retirement plans 	COO
Promote worker productivity by providing a safe, healthy, and professionally rewarding work environment	<ul style="list-style-type: none"> • Ensure all employees have a healthy office working environment that meets applicable ergonomic standards and air quality criteria • Ensure that adequate health & safety training is provided to all field staff • Diversify and grow so that we create interesting and new career opportunities 	COO, HR Director
Ensure long-term success by developing and implementing an ongoing leadership and management succession strategy	<ul style="list-style-type: none"> • Foster the ESOP culture as an important ownership succession and retirement benefit • Elevate the importance of identifying and cultivating future leaders • Develop and promote leadership and management training for future leaders 	COO
Empower employee-owners to provide exceptional client service that supports long-term professional relationships	<ul style="list-style-type: none"> • Implement comprehensive project management training programs to ensure that projects are delivered on time, on budget, and meeting client needs • Promote professional development and mentoring of staff and expand career opportunities at ESA • Report client satisfaction survey results 	COO

Manage business risks and opportunities related to climate change and corporate responsibility

Strategy	Initiatives and Actions	Responsibility
Measure and understand business risks and opportunities, and communicate to stakeholders	<ul style="list-style-type: none"> • Develop and implement ESA sustainability metrics (carbon & energy, water, waste, etc) • Prepare annual sustainability report to communicate vision & goals, metrics, and governance • Track regulatory developments 	COO

Environmental

We understand the value of operating our business in a way that supports a sustainable future with minimal environmental impact. We are committed to improving our use of materials, energy, water, products and services in a way that minimizes waste and conserves valuable resources. We commit to reducing waste and greenhouse gas emissions as we conduct our business. Our operations will support and promote environmental stewardship and enhance biodiversity.

Minimize material impacts associated with purchasing office supplies, furnishings and equipment. Measurable target: ESA will strive to reduce paper consumption in 2010 from 2008 levels by 25%

Strategy	Initiatives and Actions	Responsibility
Use environmentally preferable materials and minimize use of disposable products	<ul style="list-style-type: none"> Consider [and prioritize] sustainable options when purchasing office furnishings, equipment and products. Provide guidelines to be used as part of the purchasing process in all offices, for ten product categories (see Section 2) When available and appropriate, sustainable products will be purchased given comparable price (within 20% of the cost of standard products), functionality, and quality Implement paper reduction programs as outlined in <i>Sustainability Actions and Measures</i>, page 27 Educate staff about paper conservation measures In 2010, revise paper consumption goals based on progress in 2009 and 2010 	Sustainability Officers, Regional Directors and Office Managers

Minimize environmental impacts of buildings used by ESA. Measurable target: Locate 20% of ESA offices in LEED certified buildings by 2012. Obtain Green Business certifications in all offices by 2012

Strategy	Initiatives and Actions	Responsibility
Employ Green Building principles in ESA offices and consider green building principles and practices when remodeling or considering new office space	<ul style="list-style-type: none"> Maximize day-lighting and views in regularly occupied areas Provide operable windows or comfort controls for at least 50% of office occupants Set up storage and collection of recyclables Set up bicycle storage Encourage alternative transportation through monetary incentives Prohibit tobacco smoking within 25 feet of office intakes or entries Add LEED certification to priority checklist for all new leases Consider the full range of sustainability priorities when renewing leases 	Sustainability Officers, COO, Operations Director

Maximize advancement of sustainability through purchasing and subcontracting

Strategy	Initiatives and Actions	Responsibility
Use contractors and product suppliers that demonstrate a commitment to sustainability	<ul style="list-style-type: none"> Reduce the purchase of products and services that do not conform to ESA Sustainable Purchase Policy ESA will investigate sustainable options and will communicate to our suppliers our preference for sustainable products 	Regional Directors and Office Managers

Reduce GHG emissions and energy consumption associated with operations. *Measurable target:* Reduce total company GHG emissions from our 2007 baseline by 20%, on a per capita basis, by 2012

Strategy	Initiatives and Actions	Responsibility
Strive to achieve reductions first through internal reductions, followed by offsets	<ul style="list-style-type: none"> Internal energy use reductions will focus on electricity and natural gas, as detailed in <i>Sustainability Actions and Measures</i> Reduce our GHG emissions from travel and commuting using action items outlined in the Travel and Commute Plan in <i>Sustainability Actions and Measures</i> Research the viability of purchasing carbon offsets and/or renewable energy certificates for a) meeting stated GHG reduction goals, and b) achieving a long-term carbon neutral goal, with the intent of developing a company offset purchasing policy Reevaluate our GHG reduction goal annually, balancing relevant financial and operational considerations with a long-term goal of becoming a carbon neutral company 	Sustainability Officers, GHG Coordinator, Regional Directors and Office Managers

Improve water conservation and reuse. *Measurable target:* Reduce water use by 10% from 2007 baseline

Strategy	Initiatives and Actions	Responsibility
Employ mix of workplace education, water saving fixtures, and low-water landscaping where possible	<ul style="list-style-type: none"> Reduce water use in the workplace through water conservation education Encourage use of low flow appliances, fixtures and facilities when considering replacement or new purchases as outlined in the Sustainable Purchasing Policy described in <i>Sustainability Actions and Measures</i> Promote use of drought tolerant landscaping when feasible 	Regional Directors and Office Managers

Minimize waste through conservation and responsible management techniques

Strategy	Initiatives and Actions	Responsibility
Actively promote and facilitate reducing, reusing, and recycling	<ul style="list-style-type: none"> Set up and monitor recycling programs in all offices Educate and promote best practices through effective signage and communications 	ESA Green, Regional Directors and Office Managers

Actively promote the reduction of climate impacts associated with transportation of people and documents/materials. *Measurable target:* Reduce GHG emissions associated with total business travel by 20% from 2010 levels by 2012.

Strategy	Initiatives and Actions	Responsibility
Encourage alternative transportation for commuting. For correspondence, freight and business travel, use the lowest impact carrier that will meet the needs of the parties involved	<ul style="list-style-type: none"> Educate staff about emissions associated with travel Provide incentives for alternative travel Record miles and mode travelled for business and commuting 	Sustainability Officers, GHG Coordinator

Social

We value the natural environment and the communities in which we live and work, as they provide the primary context for our services. We commit to doing good and necessary work and contributing to the larger community within which we reside. It is the goal of ESA to deepen our connections to our local communities and to encourage employees to engage with community members to improve our understanding of local as well as global social issues.

Be an active and engaged member of our community

 Strategy	Initiatives and Actions	Responsibility
Implement regionally-based charitable giving program; report contributions to staff	<ul style="list-style-type: none"> Establish annual budget and staff support for local non-profit organizations 	CFO, Regional Directors
Recognize and support individual or group volunteer efforts through companywide communications	<ul style="list-style-type: none"> Create regionally based incentives for community service Communicate volunteer efforts companywide Support local educational institutions by enabling volunteer activities 	COO

Support and sustain local culture

 Strategy	Initiatives and Actions	Responsibility
Develop approaches to support local businesses, organizations and initiatives	<ul style="list-style-type: none"> Purchase supplies, services and goods locally as much as possible Rent or purchase artwork from local art institutions Develop work-in-kind, donations and/or promotional support for local activities 	Regional Directors, Office Managers

Promote environmental stewardship

 Strategy	Initiatives and Actions	Responsibility
Promote local sustainability and/or environmental programs	<ul style="list-style-type: none"> Obtain Green Business certifications in all offices Recognize and support individual or group efforts that contribute to local sustainability efforts 	COO, Office Managers, Regional Directors

Implementation Strategy

How do we intend to meet the goals outlined above?

First, the most effective way to ensure that ESA meets its firmwide sustainability objectives is to incorporate specific sustainability goals and actions into our annual business plans. Each region will ensure that goals, strategies, and actions are developed and included in its plans.

Second, ESA has formulated a coordinated roll-out plan to enact actions and strategies via a team effort. Representatives from the Sustainability Initiative Committee and ESA Green will meet with regional directors or their designates to help inform the planning process and choose actions to achieve goals.

Finally, corporate services will provide accounting and communication strategies to support education, promotion, and audits.

The background features a diagonal pattern of red and white stripes. Overlaid on this is a marbled texture with white, vein-like patterns on a light blue-grey base. The text is positioned in the upper right quadrant.

+ sustainability policies

Sustainability Vision and Policy

Our Sustainability Vision

We understand that a sustainable future is important to everyone – our clients, employee owners, and communities – and we pledge to be an environmental leader with results. We are committed to integrating the environmental, economic, and social principles of sustainability into all aspects of our work.

We are committed to incorporating environmental consideration into all levels of business operations: from purchasing to facility site selection, from mentoring staff to guiding our clients to sustainable project solutions, our commitment to the future is reflected in the values we promote internally, within our company, and through the forward-thinking services we deliver. Environmental stewardship and the principles of sustainability will be seamlessly woven into our business plan and corporate culture. Our actions will result in the achievement of quantifiable goals to reduce environmental harm in the short and long term.

Our Sustainability Policy

We recognize that sustainability is our corporate responsibility. We will set a positive example and operate to ensure future generations are not compromised. To this end, we commit to the following:

- We will promote environmental stewardship both within ESA and outside of the company.
- We will achieve real improvements in operations, including but not limited to reductions in waste, greenhouse gases, the use of non-renewable resources, energy consumption, and water consumption.
- Reduction targets and strategies will be based on benchmarked performance targets, with a clear system for conducting audits, tracking metrics, and annually reporting on our performance.
- Targeted sectors within ESA will include:
 - Facility operations
 - Facility site-selection
 - Purchasing
 - Marketing
 - Human Resources:
 - Training existing staff and new hires
 - Supporting staff development
 - Transportation:
 - Business travel
 - Commuting

With this in mind, we are committed to the objectives of:

Transparency

- Provide every employee with a copy of our Sustainability Plan and Action Report that includes information on our environmental policies, actions, and performance.
- Encourage open dialogue with continual input from staff.
- Share information with our staff, Board of Directors, and clients on our annual climate change reporting and our progress toward our sustainability goals.

Education

- Educate all employees about the basic tenets of sustainability, and how we as employee owners can fulfill those standards, both in our daily practices, and in the services we provide our clients.
- Ensure professional excellence and proficiency:
 - Conference and forum participation
 - Professional training and accreditation
- Train employees on operational and business practices.

Stakeholders

- Incorporate sustainability performance and leadership into employee performance expectations.
- Foster and support long-term relationships with vendors, subconsultants and other teaming partners.
- Ensure sustained profitability and shareholder (employee-owners) value.
- Provide sustainable services to our clients.

Community

- Support the communities in which we conduct business and operate as an ethical company.
- Promote sustainable practices.
- Participate and support sustainability and conservation efforts occurring within our respective communities.

Greenhouse Gas Reduction Policy

ESA commits to annually measuring and reporting total greenhouse gas (GHG) emissions resulting from business travel, employee commuting, and the operation of its eleven offices. In addition to completing an annual GHG inventory, ESA aims to reduce total company GHG emissions (Scope 1, Scope 2, and Scope 3) by 20% from a 2007 baseline (as reported to the California Climate Action Registry), on a per capita basis, by 2012. We will strive to achieve these reductions first through internal reductions, followed by offsets. We commit to comprehensively researching and evaluating the viability of purchasing carbon offsets and/or renewable energy certificates for meeting our GHG reduction goals, and achieving a long-term carbon neutral goal.

ESA will reevaluate our GHG reduction goal annually, balancing relevant financial and operational considerations with a long-term goal of becoming a carbon neutral company.

+ Baseline

The 2007 baseline includes emissions resulting from:

- Electricity and natural gas;
- Business trips using company and employee owned vehicles; and
- Business travel including hotels, flights, and rental cars.

Scope 1 Emissions

All direct GHG emissions.

Scope 2 Emissions

Indirect GHG emissions from consumption of purchased electricity, heat or steam.

Scope 3 Emissions

Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities not covered in Scope 2, outsourced activities, waste disposal, etc.

Renewable Energy Certificate

The unique and exclusive proof that one megawatt-hour of electricity has been generated from a qualified renewable resource connected to the grid. REC's are also referred to as Renewable Energy Credits, Green Tags, and Tradable Renewable Certificates.

Carbon Offset

A financial instrument aimed at a reduction in greenhouse gas emissions. One carbon offset represents the reduction of one metric ton of carbon dioxide or its equivalent in other greenhouse gases.

+ Metrics

ESA's Calendar Year 2007 (CY2007) GHG emissions were quantified and reported to the California Climate Action Registry (CCAR) as metric tons of carbon dioxide equivalent (CO₂e). The CY2007 Inventory was verified by a third-party verifier. Starting with CY2008, ESA's annual GHG Inventory will be reported to The Climate Registry (TCR) using their General Reporting Protocol (GRP). This information will continue to be verified by a third-party as part of ESA's annual GHG inventory, and reported in ESA's annual Sustainability Report. The calculation methodologies, emission factors, and assumption used to compile the annual GHG Inventory are memorialized in ESA's Inventory Management Plan.

Implementation Responsibility

GHG Inventory

A GHG Coordinator, appointed by the Sustainability Officer(s), will coordinate with Regional Directors and Office Managers to collect data for the annual inventory.

Reduction Strategies

Regional Directors will be assigned responsibility to achieve their regional GHG reduction goal by the target date. Each Region will be expected to meet the 20% reduction target, unless special arrangements are agreed to between the Regional Director and the Sustainability Initiative Committee. However, the overall company goal of 20% reduction will be retained. Regional Directors will coordinate with Office Managers and ESA Green to implement reduction strategies and monitor progress. The Sustainability Initiative Committee will develop guidance for achieving the reduction goals.

Travel and Commute Policy

ESA understands that transportation is a significant contributor to our GHG emissions inventory, both from ESA business travel as well as employee commuting. ESA commits to reducing single occupancy car travel (miles) and GHG emissions associated with total business travel by 20% from 2007 levels by 2012.

+ Baseline

The baseline for business and commute travel will be company-wide travel by air and car in 2007. We will expand our baseline to include single occupancy vehicle travel as it becomes available in 2009.

+ Metrics

Business Travel

- Air miles traveled (currently tracked for GHG inventory);
- Train miles traveled (plan to start tracking for CY2009 GHG inventory);
- Road vehicle miles traveled, for rental cars, light rail, employee-owned vehicles, and taxis. (ESA currently tracks personal vehicle miles, estimates rental car mileage for the GHG inventory using reports from rental car agencies, and captures taxi miles via SharePoint GHG Expense Detailed Report for CY2009 GHG inventory); and
- Hotel stays (currently tracked for GHG inventory)

Employee Commuting

- Annual GHG emissions associated with commuting (data will be captured through employee survey, starting with CY2009 GHG Inventory). This will include miles traveled by transport type, including single occupancy vehicles.

Additional information, including carpool vehicle miles, light rail/train/bus miles, may be collected in the future.

Implementation Responsibility

The Sustainability Initiative Committee shall provide direction to Regional Directors, Practice Leads, Business Group Directors, and relevant support team members on strategies for reducing impacts associated with business travel and commuting. The Committee will provide guidance to Regional Directors regarding implementation and will coordinate with ESA Green members to ensure that all staff receives information on how to implement the recommended actions. Regional Directors will be assigned responsibility to achieve the travel and commute reduction goal by the target date. Regional Directors will coordinate with Office Managers and locally based ESA Green members to implement reduction strategies and monitor progress.

Annual business and commute travel will be measured as part of the GHG Inventory (see GHG Reduction Policy).

Paper Reduction Policy

ESA commits to using less paper, recycling more paper, minimizing use of disposable paper products, and buying environmentally preferable paper whenever possible. ESA will educate our staff about paper conservation measures. ESA will strive to reduce paper consumption from 2008 levels by 25% in 2010, and will revise future goals based on progress in 2009 and 2010.

+ Baseline

The baseline for paper consumption will be 2008 company-wide consumption of:

- Copy/print paper;
- Promotional materials;
- Stationery; and
- Other paper products

ESA will also attempt to measure, where possible:

- Kitchen products (paper towels, napkins); and
- Periodicals

+ Metrics

Paper consumption will be measured by weight, type of paper, percent recycled content and cost. See *Sustainability Actions and Measures, Paper Reduction* on page 33 for specific implementation actions and measures.

Implementation Responsibility

The Sustainability Initiative Committee shall provide direction to Office Managers, purchasing coordinators, and other relevant support team members on strategies for measuring paper consumption, reducing paper consumption and increasing use of post-consumer recycled paper. The Committee will provide guidance to Regional Directors regarding implementation and will coordinate with ESA Green members to ensure that all staff receives information on how to implement the paper reduction action items.

Regional Directors will be assigned responsibility to achieve the paper reduction goal by the target date. Regional Directors will coordinate with Office Managers and locally based ESA Green members to implement reduction strategies and monitor progress.

Sustainable Purchasing Policy

ESA commits to incorporating sustainability principles when making purchases and to educating our purchasing coordinators on how to incorporate these principles into the purchasing process. ESA will provide purchasing guidelines to be used as part of the purchasing process in all eleven offices, for ten product categories (see Baseline on the following page). This will help to provide consistent guidance for the entire company. When available and appropriate, sustainable products will be purchased given comparable price (within 20% of the cost of standard products), functionality, and quality. ESA will investigate sustainable options and will communicate to our suppliers our preference for sustainable products.

Purchasing Guidelines

The purchasing guidelines will include consideration of the following factors:

- Durability
- Ability to be repaired
- Potential for reuse/recycling
- Low maintenance
- Level of post-consumer recycled content
- Low levels of toxicity
- Organic content
- Maintenance of biodiversity
- Biodegradable
- Efficiency of packaging
- Energy efficiency
- Other vendor activities (zero waste, green building)

+ Baseline

We will establish a baseline of current purchasing practices beginning in 2009 by evaluating which of ESA's eleven offices incorporate sustainable practices into the purchasing of the following ten product categories:

- Appliances
- Vehicles
- Office furniture and furnishings
- Office equipment (computers, copiers, printers, cameras, phones)
- Office supplies
- Food/water/catering services
- Cleaning products
- Energy
- Promotional materials

+ Metrics

Success will be measured by how extensively each office incorporates sustainable purchasing guidelines into each of the ten product categories.

Purchases will be evaluated using sustainability score sheets or other purchasing guidelines provided by ESA. The score sheets will be distributed to office managers and purchasing staff, to be used in the evaluation of all purchases.

Implementation Responsibility

ESA Green members will check in with their respective region's purchasing coordinators on a quarterly basis to determine progress toward incorporating the checklist into their purchasing decisions. The Sustainability Initiative Committee will provide sustainability score sheets and/or other guidelines identifying and assessing sustainable purchasing options.

 **sustainability actions and measures**



Greenhouse Gas Reduction

ESA commits to annually measuring and reporting total greenhouse gas (GHG) emissions resulting from business travel, employee commuting, and the operation of its eleven offices. In addition to completing an annual GHG inventory, ESA aims to reduce total company GHG emissions on a per capita basis by 20% from a 2007 baseline (as reported to the California Climate Action Registry) by 2012.



Action Items

Energy and Water Measures

The following table summarizes measures related to Energy and Water consumption that will be useful in achieving GHG emissions reductions and working toward the company goal of 20% reduction in per capita emissions by CY2012. Many of these measures may be more difficult than acknowledged here because they require behavioral change, monitoring, or building cooperation.



Reduction Measure	Emissions Reduction Potential	Ease to Implement	Cost
 Energy Efficiency			
Energy audit by qualified professional. This may be performed by an internal LEED AP accredited professional. Also, most utility companies, including PG&E, will perform a free audit.	Moderate	Easy	\$\$
Install meters where feasible to track energy use. ¹	Moderate	Moderate	\$\$
 Equipment			
Reconfigure all offices so that computer monitor, phone earpiece, and other electronics besides the phone are plugged into one power strip that may be turned off at night. Send out email reminders periodically, reminding staff to turn off their power strip. At minimum, encourage staff to turn off computer monitors at night.	Moderate	Easy	\$
Replace office power strips with 'Smart Power Strips' that sense idle energy consumption and/or have a motion sensor, and adjust power appropriately	Low	Easy	\$
Write into procurement protocol that new equipment must be EnergyStar certified when possible, and capable of going into sleep mode or turning itself off after an extended period of non-use. ²	Moderate	Easy	\$
Encourage staff to monitor and eliminate 'phantom load' energy, such as cell phone chargers that are plugged in but not charging a phone.	Low	Easy	<i>f</i> ³
Unplug equipment that drains energy when not in use (i.e. cell phone chargers, fans, coffeemakers, radios, etc.).	Low	Easy	<i>f</i>
Purchase printers and fax machines with power management feature and use it.	Moderate	Easy	\$\$
Turn off photocopier at night or purchase a new copier with standby feature.	Low	Easy	<i>f</i>
 Lighting			
Compile a list of preferred light bulbs for all office light fixtures, and work with the landlord to switch out undesirable bulbs. Replace incandescent lights with CFLs for desk lamps and overhead lighting.	Moderate	Easy	\$
Use dimmers, motion sensors, or occupancy sensors in private offices, public spaces, and hallways to minimize lamp usage.	Moderate	Easy	\$
Use day-lighting whenever possible. Turn off lights near windows.	Moderate	Easy	<i>f</i>

¹ http://www1.eere.energy.gov/femp/operations_maintenance/om_advmetering.html

² For more information about purchasing specs for Energy-Efficient products: http://www1.eere.energy.gov/femp/procurement/eep_requirements.html

³ *f* denotes "free," very low-cost, or cost of ESA labor only; \$ - \$\$\$ indicates relative cost

Reduction Measure	Emissions Reduction Potential	Ease to Implement	Cost
Switch out old inefficient ballasts in fluorescent light fixtures	Moderate	Moderate	\$\$
 HVAC			
Regularly clean, service, and upgrade HVAC system. Clean or change furnace filters once a month during the heating season. Check furnace ducts for disconnects or leaks. Ensure HVAC ductwork is well insulated.	Moderate	Moderate	\$
Thermal comfort: discourage the use of space heaters. Purchase space heaters units with a motion sensor. Consider reorganizing offices to group 'cold' people in warmer zones. Increase thermostat temp by 1 degree increments. Monitor staff response and adjust accordingly.	Moderate	Moderate	<i>f</i>
In winter months, open blinds on south-facing windows during the day to allow sunlight to naturally heat the workspace. At night, close the blinds to reduce heat loss at night.	Easy	Easy	<i>f</i>
 Building Shell			
Utilize new in-house LEED experts to evaluate energy savings opportunities.	Moderate	Moderate	<i>f</i>
Consider energy reduction techniques such as installing window film, caulking, windows, or applying a reflective building roof coating.	Moderate	Moderate	\$ - \$\$\$
Incorporate energy efficiency and other green building concepts into all new lease considerations: <ul style="list-style-type: none"> • Negotiate energy efficiency improvements and/or LEED for commercial interior certification with the lease. • See the US Department of Energy's webpage 'Green Opportunities for Leased Buildings' for additional ideas. 	Moderate	Moderate	<i>f</i>
Research the energy impacts of space sharing versus individual offices.	Low	Moderate	<i>f</i>
Close or adjust window blinds to block direct sunlight to reduce cooling needs during warm months. Overhangs or exterior window covers are most effective to block sunlight on south-facing windows.	Moderate	Easy	<i>f</i>
 Water & Energy			
Insulate water heater, hot water piping and tanks to reduce heat loss.	Low	Easy	\$
Install low-flow toilets.	Moderate	Moderate	\$\$

Travel and Commute

ESA understands that transportation is a significant contributor to our GHG emissions inventory, both from ESA business travel as well as employee commuting. ESA commits to reducing single occupancy car travel (miles) and GHG emissions associated with total business travel by 20% from 2007 levels by 2012.

Action Items

Regional Directors with support from Corporate Human Resources will develop a comprehensive Travel and Commuting Plan to reach travel-mile and greenhouse gas emissions reduction goals. The first step in developing this plan will be to work with the Sustainability Committee and ESA Green to establish a 2009 baseline for travel and commute activities. The Plan will use Action Items from the following list, and/or other strategies relevant to the various office locations.

Reduction Measure	Emissions Reduction Potential	Ease to Implement	Cost
 General			
Set up data capture system to audit travel using firm wide tools (SharePoint).	Moderate	Easy	f
Survey staff on commuting habits; develop baseline data.	Moderate	Moderate	f
Develop a policy to only purchase high mileage company vehicles.	Moderate	Moderate	\$\$
Maintain company vehicles to ensure best performance.	Moderate	Easy	\$
 Commuting			
Encourage public transportation, carpooling, and non-vehicular transportation by employing incentives such as: <ul style="list-style-type: none"> • Parking preferences • Employee recognition • Coordinating carpooling programs 	Moderate	Easy	\$
Reduce commuting miles by encouraging flexible work policies such as: <ul style="list-style-type: none"> • Telecommuting • A compressed work week schedule 	Low	Easy	\$
Discourage driving by providing staff discounts/subsidies on public transit expenses; discounts on gym memberships near the office; or monthly raffles for staff with low/no emissions.	Moderate	Easy	\$
Encourage biking by: <ul style="list-style-type: none"> • negotiating discounts with bike stores, • offering memberships to local biking coalitions, • keeping biking repair equipment in the office, • creating a pre-tax bike repair allowance, • making sure cyclists have a space in the office to keep professional clothes • making sure all offices provide on-site showers and safe bike storage. 	Moderate	Moderate	\$
Encourage and coordinate carpooling/car-sharing.	Moderate	Easy	f
Survey staff to determine whether access to Zipcars or another car-sharing program would reduce the need for personal cars at work.	Low	Easy	\$
Provide incentives/parking perks for staff who carpool or drive cars with high mpg (45+).	Moderate	Easy	\$
Hold a contest to get non-cyclists to try biking for a month, current cyclists to increase the number of days they ride, or drivers to try commuting by public transit.	Low	Moderate	f

Reduction Measure	Emissions Reduction Potential	Ease to Implement	Cost
 Business Travel			
Use teleconferencing and web-based meetings whenever possible.	Moderate	Moderate	\$\$
Encourage carpooling or taking public transportation to meetings.	Low	Easy	\$
Review the necessity of in-person meetings prior to flying.	Moderate	Easy	<i>f</i>
Combine out-of-town business trips whenever possible.	Moderate	Moderate	<i>f</i>
Require all staff to submit travel info for Greenhouse Gas accounting purposes.	Low	Easy	<i>f</i>
Rent high mileage vehicles for long trips.	Low	Easy	\$
 Hotel Stays			
Reduce the nights spent in hotels by combining trips or planning travel efficiently.	Moderate	Moderate	\$
Choose hotels that have been rated for environmental performance, using a site such as: <ul style="list-style-type: none"> • Greenopia: http://www.greenopia.com/USA/ • ENERGY STAR Labeled Hotels: http://www.energystar.gov/index.cfm?fuseaction=LABELED_BUILDINGS.showBuildingResults&building_type_id=900&s_code=ALL&profiles=0&also_search_id=NONE • Green Hotels Association: http://www.greenhotels.com/members.htm 	Low	Moderate	\$

Paper Reduction

ESA commits to using less paper, recycling more paper, minimizing use of disposable paper products, and buying environmentally preferable paper whenever possible. ESA will educate our staff about paper conservation measures. ESA will strive to reduce paper consumption from 2008 levels by 25% in 2010, and will revise future goals based on progress in 2009 and 2010.

Action Items

Regional Directors with support from Corporate Facilities will be responsible for announcing a new corporate paper reduction policy, identifying the staff member(s) in each office to be contacted regarding policy implementation, and communicating to staff what they as individuals are responsible for. The first priority will be to work with the Sustainability Committee and ESA Green to develop a 2009 baseline for paper purchases.

Reduction Measure	Emissions Reduction Potential	Ease to Implement	Cost
 General			
Determine baseline paper consumption.	Moderate	Moderate	\$
Install meters where feasible to track energy use.	Moderate	Moderate	\$\$
 Written Communications			
Use email instead of paper or faxes whenever practical, both for internal memos and for communications with clients and customers.	Moderate	Easy	\$
Don't print email messages. (Put the words "Don't print this email unless you really need to" at the bottom of all emails).	Low	Easy	<i>f</i>
Print less: Keep mailing lists current.	Moderate	Easy	<i>f</i>
Reuse paper. Stock fax machines with paper already printed on one side; reuse oversized envelopes and boxes; re-use one-sided "draft" paper in printers.	Moderate	Easy	<i>f</i>
Don't print more copies than needed or order extra on outside print jobs.	Low	Easy	<i>f</i>
Consider formats that use a slightly smaller font and slightly wider margins.	Low	Easy	<i>f</i>
When possible work on drafts electronically, using "edit" and "comment" word-processing features, instead of working on paper.	Low	Easy	<i>f</i>
 Printers and Copiers			
Save and collect 8.5 by 11 inch paper that's been printed on one side, restack it neatly, designate a paper drawer on each printer (or as many printers as practical) for this paper, and use it to print drafts.	Moderate	Easy	<i>f</i>
Collect and reuse note pads, smaller size paper for notes.	Moderate	Easy	<i>f</i>
Educate all staff on how to do double-sided copying and how to set duplex as the default at their workstations.	Moderate	Moderate	<i>f</i>
Formalize office policy for duplexing all draft documents.	Moderate	Moderate	<i>f</i>
When replacing printers, purchase printers that print double-sided. (Cost could be higher for double-sided capacity; however over the long-term, double-sided copying will save money)	Moderate	Moderate	\$\$

Reduction Measure	Emissions Reduction Potential	Ease to Implement	Cost
 Incoming Mail			
Reduce the number of periodical subscriptions by 20%. Survey to see who subscribes to what, then trim duplicates and work out a sharing system. Scan and email periodicals (if possible), or create a SharePoint site or other centralized location on the server.	Moderate	Moderate	\$
Reduce the amount of unwanted mail ESA receives. The National Waste Prevention Coalition provides a postcard to send to mailers to have your name removed from lists: <ul style="list-style-type: none"> • http://www.metrokc.gov • (See more resources and suggestions for curbing business junk mail at http://dnr.metrokc.gov.) 	Low	Easy	f
 Office/Kitchen			
Consider cloth napkins, or use paper towels with high post-consumer recycled content.	Moderate	Moderate	\$
Encourage employees who carry in lunches to use reusable bags and napkins.	Low	Easy	f
Stock each kitchen with reusable mugs, plates, bowls, and utensils to discourage the use of paper and plastic disposables.	Moderate	Easy	\$
Remove plastic cutlery from each kitchen and do not buy more.	Low	Moderate	f
Do not purchase disposable paper kitchen products, including dishware.	Moderate	Easy	\$
 Paper Recycling			
Post signs in centralized areas to encourage reuse and recycling and to educate staff on what can and cannot be recycled.	Moderate	Easy	\$
Provide paper recycling bins at each workstation.	Moderate	Moderate	\$\$
Communicate with cleaning crew regarding mandatory paper recycling policy.	Moderate	Easy	f

Sustainable Purchasing

ESA commits to incorporating sustainability principles when making purchases and to educating our purchasing coordinators on how to incorporate these principles into the purchasing process. The initial step in implementing the sustainable purchasing policy will be to establish a 2009 baseline for purchasing. ESA will provide purchasing guidelines to be used as part of the purchasing process in all eleven offices, for ten product categories. This will help to provide consistent guidance for the entire company. When available and appropriate, sustainable products will be purchased given comparable price (within 20% of the cost of standard products), functionality, and quality. ESA will investigate sustainable options and will communicate to our suppliers our preference for sustainable products.

Action Items

Regional Directors, with Corporate support will be responsible for implementing sustainable purchasing in their regions. The following table summarizes measures related to purchasing that will be useful in achieving our goal of incorporating sustainability principles when making purchases.

Measure	Ease to Implement	Cost
 Office Equipment		
As printers and copiers need to be replaced, reduce the number of printers purchased to save money, energy and office space.	Moderate	\$\$
Purchase units that can print on both sides of a sheet of paper.	Moderate	\$\$
Set all computers and copiers to default to double-sided printing.	Easy	<i>f</i>
 Water		
Do not purchase bottled water for staff or clients.	Easy	<i>f</i>
 Paper		
Buy paper with the highest percentage of postconsumer recycled content available and FSC certified (www.fsc.org).	Easy	\$
Require a minimum post-consumer content of 30 percent for uncoated paper or 10 percent for coated stock.	Easy	\$
After maximizing postconsumer recycled content, consider paper that contains other recovered materials, such as pre-consumer recycled content or agricultural residues.	Moderate	\$
Insist on “processed chlorine free” (PCF) paper and Forest Stewardship Council (FSC) products.	Moderate	\$
Avoid paper made from 100 percent virgin pulp. See www.fsc.org for more information.	Moderate	<i>f</i>
When possible, include information about the environmental characteristics of the paper you use.	Easy	<i>f</i>
 Promotional Materials		
Consider the actual value/usefulness of giveaways.	Easy	<i>f</i>
Consider source/manufacturer of giveaways (evaluate lifecycle cost).	Easy	<i>f</i>



In addition to providing a wide range of environmental services, ESA helps public and private sector clients plan and prepare for climate change and emerging regulations that limit GHG emissions. The firm is an AB32 Verification Body and has CARB-certified lead verifiers on staff. Additionally, ESA has 10 LEED accredited professionals located in all regions and practices. ESA is a registered assessor with the California Climate Action Registry, a Climate Leader, and founding reporter for the Climate Registry. ESA is also a corporate member of the U.S. Green Building Council and the Business Council on Climate Change.

For further information on ESA's commitment to sustainability principles as well as our services related to climate change and sustainability, contact ESA's sustainability officers:

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