

Sustainability

Action

Plan



October 21, 2011
Version 1.0

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Sustainable Design Commitment Statement

RNL is a global leader in sustainable design for the built environment. As designers we have an obligation and commitment to provide sustainable solutions to the challenges we face in the 21st century. We are dedicated to a definition of sustainability that promotes the triple bottom line of economic prosperity, social responsibility and environmental stewardship. These values are embedded in our sustainable design framework we call Design for One Earth. RNL is dedicated to bringing together the beauty of inspired design and the benefits and performance of sustainable design. We believe that high performance built environments set a new standard for design, represent good business and bring superior value to our clients.



H. Joshua Gould, AIA, LEED AP
Chairman & CEO



Richard L. von Lührte, FAIA, LEED AP
President



Michael Brendle, FAIA, LEED Green Associate
Design Principal

Executive Summary

RNL has continued to grow in its capacity and reputation as leaders in sustainable design. We have a strong legacy of over 30 years of energy efficient and renewable energy design leadership with projects like the RTD East Metro Bus Facility, which incorporated the largest solar installation in the world in its day. We are currently one of the leading firms globally for the design of net zero energy buildings with projects like NREL RSF I, NREL RSF II, NREL SEB, and SMUD. We also have projects that are net zero energy ready like the City of Denver's Eastside Human Services Building.

However, the coming decade will demand even more of us as leaders and we are ready to embrace the challenge. We will face increased competition, more pressing energy issues, more complex sustainable design problems and the need to demonstrate real results. We can emerge as stronger, more capable sustainable design leaders. To ensure this future we need to act strategically and plan our advancement.

The Sustainability Action Plan is a comprehensive set of actions that are designed to work together and prepare us to advance our leadership position. To create our future we will **lead with vision and passion**. We are a multi-generational firm and have successfully evolved over our history to remain leaders in the industry. Our current vision is to continue to evolve into the best of class, next generation firm by successfully integrating design excellence and sustainable design into a seamless whole. We will need to continue to innovate and **increase our capacity** to always be designing the industry's next breakthrough project. And it is not just about our highest profile

projects. We will **improve our process** so that the bar is raised on all of our work. We will have a body of work that demonstrates **high performance results**. When you look past our portfolio you will see a practice where we **walk the talk** and lead the industry by example.

The Sustainability Action Plan (SAP) has been developed by the SAP Committee and is a living document able to respond to the collective input, evolving priorities and an always shifting market landscape. The plan sets forth a broad vision and includes a detailed blueprint of the actions needed to reach that vision. Five areas of focus, called RNL's Drivers for Sustainability, organize the action plan and bridge vision into action.

- D1. Lead with vision and passion – Leadership
- D2. Increase our capacity – Expertise
- D3. Improve our process – Design Process
- D4. Demonstrate results – Project Performance
- D5. Walk the talk - Business

The plan has nearly 50 action items, all with responsibilities allocated and a process outlined for implementing the plan over time. The plan in this sense is a long-term proposition of continual improvement. However, within the plan are several high priority actions that should be addressed first.

Priority Actions 2012

Priority 1 - Performance Loop

Deliver high performance buildings with measurable results for our clients to leverage our success and to prove our practice and leadership position. Track project performance from early design to post occupancy and create a feedback loop to advance to higher levels of performance with each project succession.

action 4a1: Design for One Earth metrics

action 4a2: metric tracking

action 4c1: conceptual performance simulations

action 4c2: whole building energy modeling

action 4a4: post occupancy evaluation

action 1b2: Design for One Earth case studies

Priority 2 - Integrated Design Process

Create a rigorous integrated design process, one of collaboration and integration to promote innovation and to inform sustainability driven design.

action 3a1: integrated design process map

action 3a2: integrated design milestones

action 5a1: integrated proposal charrette

Priority 3 - Strategic Partnerships

Develop long standing strategic partnerships with the best of class consultants, contractors, researchers and other leading sustainability organizations.

action 3c1: strategic partner survey

action 3c2: strategic partner meetings

action 3c3: green list

Plan Goal

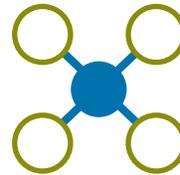
The primary goal of the RNL Sustainability Action Plan is to define the firm's desired position as a global leader in sustainability and to set a clear course of action for the firm to continually improve our capacity toward this leadership position. Sustainability is a critical and far-reaching imperative that cuts across all aspects of our design practice. Because of this breadth, RNL has identified five key drivers for sustainability in our practice and uses these drivers to categorize the multiple objectives and related action items.



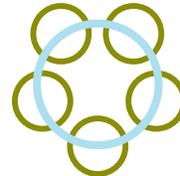
Five Drivers for Sustainability



D1. leadership



D2. expertise



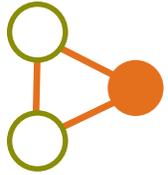
D3. design process



D4. project performance



D5. business



D1: leadership

Sustainability grows in an organization both from the top down and the bottom up. The growth is a result of effective leadership at all levels including firm management, internal committees and project teams. Leadership is also about being thought leaders in the building industry. Our Design for One Earth framework is one great example of thought leadership that should be leveraged in all of our markets and projects. We are also in a position to help our clients as leaders and sustainability stewards in the community through their contributions to the built environment.



leadership initiatives

a. commitment

Promote a strong commitment among the top leadership of the firm for sustainable design and hold each other accountable for fulfilling the objectives of this Sustainable Action Plan. Develop strong commitment and leadership for sustainable design at the project level to ensure all projects are as sustainable as possible and adhere to our sustainable design standards.

b. sustainable design innovation

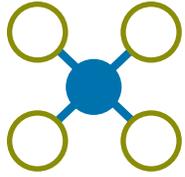
Grow and promote Design for One Earth as RNL's holistic vision and framework for sustainability. Use Design for One Earth to elevate innovative sustainable design for all projects across the firm and to add unique value for our client. Use Design for One Earth as a unique leadership platform within the industry.

c. sustainable design industry and community advocacy

Fulfill a strong leadership role in the building industry and our communities as an advocate and educator for sustainable design best practices and innovation in the built environment.

d. green team leadership

Foster sustainability leadership across the firm, through a restructuring of the Green Team, in order to advance the diverse set of actions called for in this Sustainability Action Plan.



D2: expertise

Sustainable design requires specialized expertise and top talent. The most effective approach to building expertise is through a combination of dedicated specialists that work as a shared resource across the firm and through the advancement of sustainable design knowledge across all members of the firm. Sustainable design is a rapidly advancing practice center and requires dedicated continuing education throughout the firm. Our expertise and capacity for innovative design approaches will continue to grow as we leverage the most effective and current tools and resources in the industry. In addition, developing our own proprietary tools and resources will be a competitive advantage.



expertise initiatives

a. sustainable design group

Grow and develop the Sustainable Design Group as a resource for the entire firm and to provide high-level sustainable design expertise on projects.

b. resources and tools

Invest in, develop and utilize the most effective tools, resources and research to build capacity and spur innovation around sustainable design.

c. learning organization

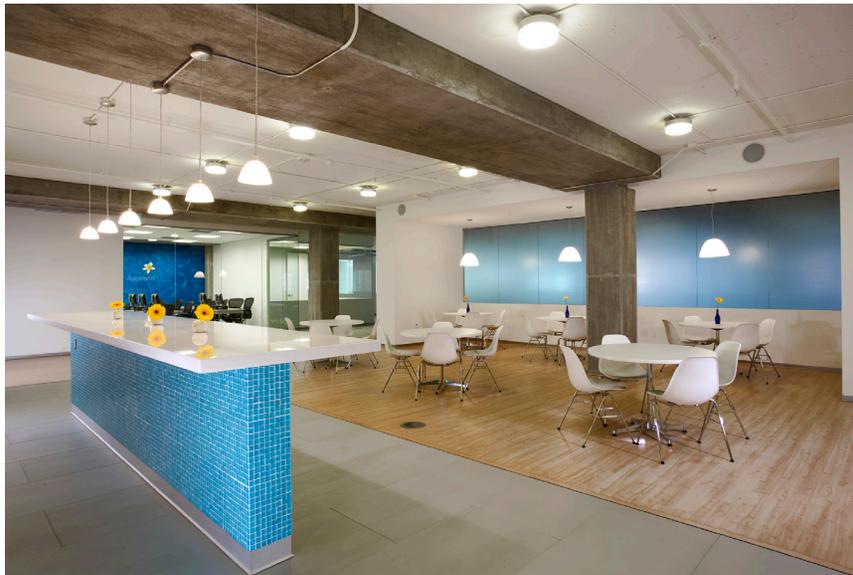
Create a learning organization that effectively shares knowledge and lessons learned about sustainable design practices. Further, utilize our office as a learning lab to test ideas and demonstrate sustainable design approaches to our clients and internal team.

d. firm-wide green education

Elevate the baseline knowledge for sustainable design practices across the firm. Increase the number of LEED APs, LEED Green Associates and other similar accreditations in the firm and provide resources for LEED credential examinations and maintenance.

D3: design process

An integrated design process allows us to make best use of our leadership, expertise and resources to deliver innovative, high performing projects. It requires more than business as usual. It requires the dedication of all project teams to a rigorous process of collaboration and integration. It requires that we team with partners that are also leaders in sustainable design and share our passion for innovation. Ultimately we follow a process where sustainable design is an integral part of design excellence and critical architecture.



design process initiatives

a. Integrated Design Process

Implement an integrated design process on all projects to promote innovation, inform a sustainability driven design and achieve Design for One Earth objectives.

b. Design Excellence

Be known as a design and sustainability thought leader that successfully delivers a seamless integration of design excellence and sustainable design.

c. Strategic Partnerships

Develop long standing strategic partnerships with best of class consultants, contractors and other leading sustainability organizations.



D4: project performance

Sustainable design is not optional. All projects have a responsibility to deliver high quality and high performing contributions to our collective built environment. Further, we need to leverage our project successes to advance higher levels of performance in each succession of new projects. The measuring of our projects is proof of our practice and leadership position. At the heart of sustainable design is performance metrics and delivering on these metrics drives our design process. Delivering high performance buildings brings tremendous value to our clients and is a powerful benefit to the reputation of our firm.



project performance initiatives

a. project metrics

Develop and track RNL standard sustainability metrics for all projects. Sustainability metrics can vary per studio/project type and be based on Design for One Earth project objectives as well as metrics to track our progress toward the AIA 2030 Commitment. Conduct post occupancy evaluations including actual energy use data on all projects.

b. sustainable design standards and quality

Design all projects to a minimum sustainable design standard as defined by this Sustainability Action Plan. Insure high quality sustainable design through a quality control process tied to standards and project performance objectives.

c. performance simulations

Utilize energy and daylight modeling to inform design decisions, evaluate life cycle value and communicate design performance metrics to the team and clients.

d. performance incentives

Leverage our focus on building performance to create measurable value to our clients and create revenue opportunities from this added value.



Driver 5: business

Sustainable design needs to be integrated into our whole business model from marketing, business development, project planning, and project management to the firm-wide business practices. Project management is a vital tool to successful sustainable design integration and implementation. Sustainable design is a strong differentiator in the market and it requires continual advancement to maintain this market leadership position. Ultimately sustainability is a business position and is fundamental to financial success. It requires that we walk the talk.



business initiatives

a. project management

Leverage project management to assure that every project has the appropriate sustainable design resources available and that the sustainable design scope is defined and integrated fully into the project approach.

b. business development and marketing

Develop a comprehensive business development and marketing approach that leverages our leadership, vision and expertise in sustainable design to win high quality work, attract new sustainability-focused clients, recruit sustainability-focused talent and strengthen our brand as global sustainable design leaders.

c. green office

Continue to green our offices to leverage the financial and marketing benefits of walking the talk.

d. green operations

Implement a comprehensive green operations and sustainability reporting commitment.

Implementation

The Sustainability Action Plan (SAP) is meant to be a living document that responds to the strategic needs of the firm. The SAP will be updated in preparation for each annual RNL Advance. Minor updates can be made at any time to keep the plan on track and to respond to changing needs. The RNL Advance is also the venue to report on progress made toward the SAP but also to examine areas where we are falling short.

Sustainable Action Plan Committee

The Sustainability Action Plan was developed by the SAP Committee, which consists of a small but diverse group across RNL. The SAP Committee will provide ongoing implementation oversight for the SAP and will meet on a monthly basis to review progress toward the plan.

The current members of the SAP Committee:

Tom Hootman

Tom Wuertz

Marc Herndon

Craig Johnson

Sarah Rege

Nathan Huyler

Leslie Alpert

Aaron Kelly

Jess Alexander

Accountability

It is the responsibility of all RNL staff members to embrace and contribute to the implementation of sustainability initiatives. Further, specific groups or individuals have been assigned responsibility for leading and achieving the action items in this plan. Accountability for meeting the plan's objectives is based on peer-to-peer obligations but also through the firm's formal review and assessment processes. The SAP Committee will also request updates from responsible parties and communicate concerns if action item progress is not being met.

Budget

While many of the action items in this plan require only internal staff time to implement, others will require a budget for expenses beyond staff time. The budget for individual action items will be determined by the Green Team Action Groups and the SAP Committee. The SAP Committee will consolidate and manage the overall budget and acquire approval for budget items.

Timeline

Each action item will have a specific timeline assigned by the party responsible for achieving that action. The action items labeled as Priority Actions 2012 will be the first action items to be assigned a deadline and completed. Subsequent action items will rise as priorities as those are completed. Each year, a new set of priority actions will be identified.

Green Team

The SAP is by necessity a diverse and comprehensive set of actions that are all needed to advance RNL's sustainable design leadership and vision. One of the key implementation strategies is to rely on the RNL Green Team, which is a long-standing and successful committee within the firm. The initiatives and action items in the SAP will require a restructuring of the Green Team to be strategically organized to implement the action items assigned to the committee. This restructuring is also an exciting opportunity to give the Green Team new purpose and direction. It is also an excellent opportunity to continue to foster leadership development at all levels of RNL staff.

The Green Team will be divided into a collection of Action Groups that are responsible for an action item or group of related action items. Some task forces require ongoing or annual contributions, while others will terminate after completion of the action item. The Green Team will be comprised of interested and passionate staff from all offices. The Green Team will meet monthly with the SAP committee to review progress on action items. Action Groups will assign chairs and/or co-chairs and meet monthly.

Green Team Action Groups

The following diagram outlines the Green Team Action Groups and associated action items:

Outreach

- sustainability outreach
- sustainability advocacy
- community engagement
- awards

Education

- green building educational program / calendar
- green week

LEED AP

- LEED AP program

Resources

- resource assessment
- learning lab
- materials library

Process

- D41E project implementation
- integrated process map
- integrated design milestones

Partnerships

- strategic partnerships and consultant survey
- strategic partnership meetings
- green list

Metrics

- D41E project calculators
- D41E metrics
- 2030 metrics

Standards

- project reviews for LEED silver and D41E
- sustainable design quality control

Communications

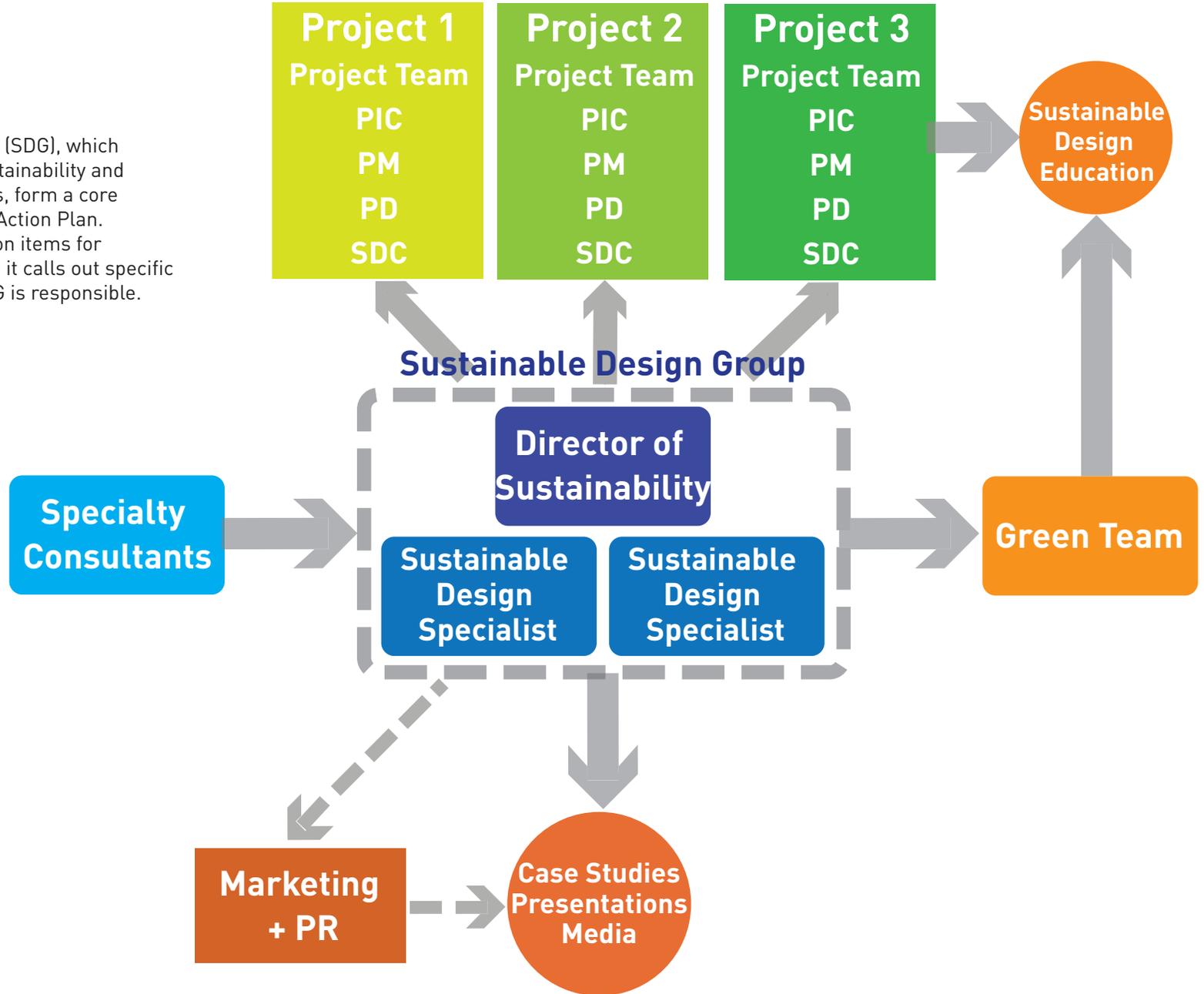
- D41E wiki
- sustainability on RNL website

Green Office

- LEED offices
- office energy
- green office guide
- ISO 14001

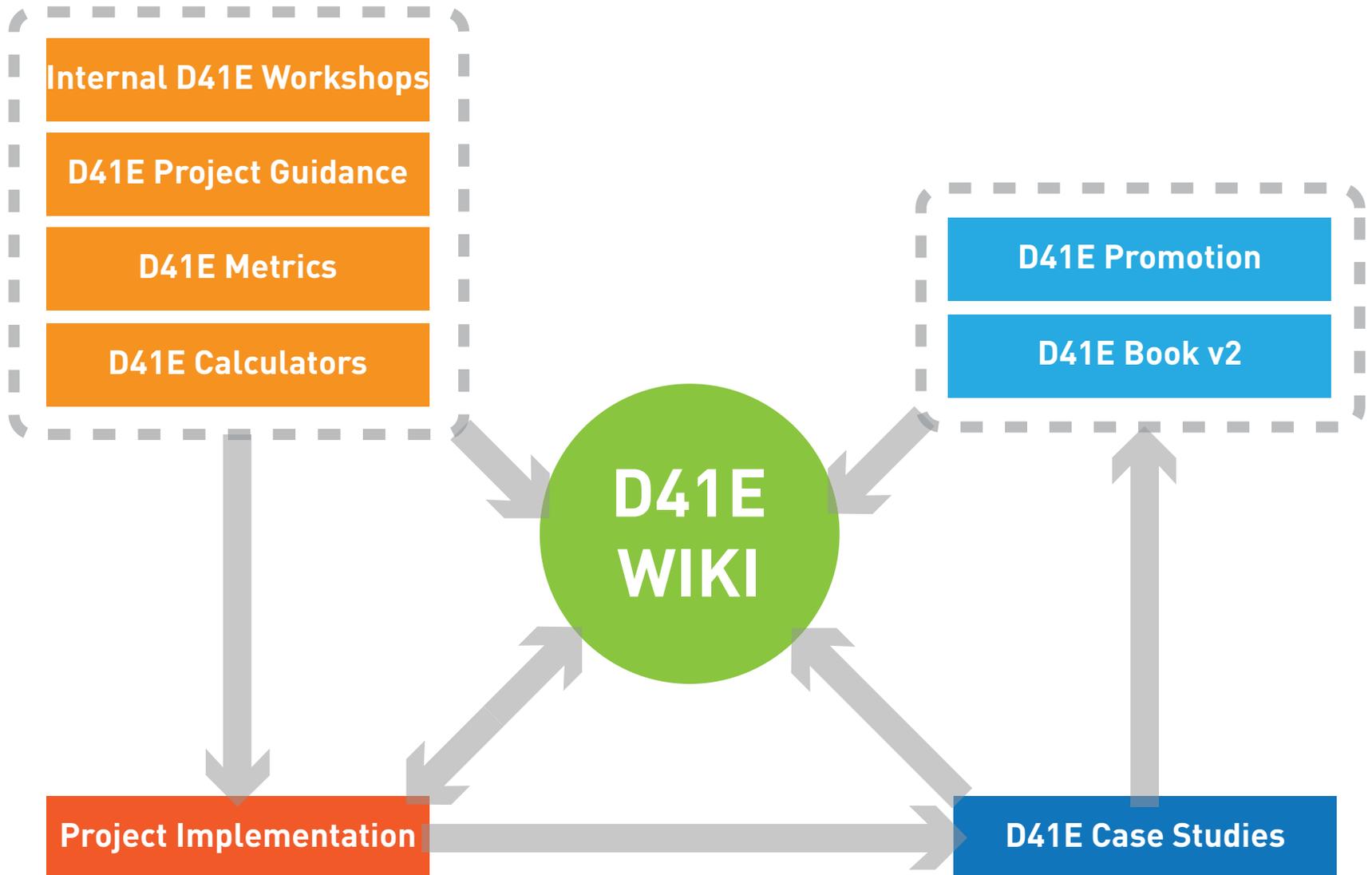
Sustainable Design Group

The Sustainable Design Group (SDG), which consists of the Director of Sustainability and Sustainable Design Specialists, form a core element to this Sustainability Action Plan. The SAP outlines specific action items for advancement of the group and it calls out specific action items for which the SDG is responsible.



Design for One Earth

Design for One Earth (D41E) is one of RNL's overarching sustainable design initiatives and its advancement cuts across all RNL sustainability drivers and objectives. To communicate a holistic picture of the proposed development of Design for One Earth the following diagram illustrates how the various D41E actions items are connected.



Action Items

Sustainability Action Plan
October 21, 2011
Version 1.0





Driver 1: leadership

initiative a: commitment

action 1: commitment statement

Description

Sustainability Commitment Statement signed by RNL Board to affirm top level support of the Sustainability Action Plan.

Responsibility

RNL Board of Directors

action 2: strategic plan

Description

Incorporate, coordinate and reference the Sustainability Action Plan in the next RNL Strategic Plan update so that the two plans are aligned.

Responsibility

RNL Board of Directors

action 3: accountability

Description

Incorporate key measures of the Sustainability Action Plan into annual reviews of officers, staff and the firm-wide review to insure accountability. The SAP Committee will oversee implementation, report on plan progress and assist HR and Studio Leads in defining accountability measures.

Responsibility

Human Resources Director
Studio & Office Leads
SAP Committee
Everyone

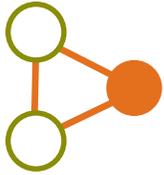
action 4: leadership commitment

Description

All Principals and Associate Principals to obtain LEED AP or LEED Green Associate credentials. Further, make LEED credentials an important part of officer promotions.

Responsibility

Principals
Associate Principals



Driver 1: leadership

action 1: Design for One Earth implementation

Description

Step 1: Hold Design for One Earth Workshops for each Studio/Office. The objectives of the workshops are to enhance understanding of Design for One Earth and explore specific steps in implementing the framework based on the individual studio/offices project types and market sectors.

Step 2: Develop a simple Design for One Earth project guidance document that provides an overview of the basic process and project requirements to implement Design for One Earth. This document is to be coordinated with the Integrated Process Map as well other Design for One Earth action items such as D41E Metrics and D41E calculators.

Step 3: Incorporate Design for One Earth on all projects as a means to leverage innovation and ensure a holistic sustainable design approach.

Responsibility

Step 1:

Studio Leads
Office Leads
Sustainable Design Group

Step 2:

Sustainable Design Group
Green Team

Step 3:

Principals
Associate Principals
Project Managers

initiative b: sustainable design innovation

action 2: Design for One Earth case studies

Description

Develop three new project case studies for Design for One Earth to advance implementation in projects and to communicate best practices and successes of our leading projects.

Step 1: Develop list of potential case study projects and narrow down to three.

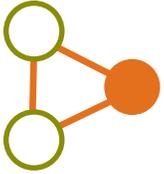
Step 2: Gather content from project teams and marketing.

Step 3: Develop draft for review leading to final case studies.

Responsibility

Sustainable Design Group
Communication Manager

PRIORITY 2012



Driver 1: leadership

action 1: sustainability outreach

Description:

Develop and implement a Sustainability Outreach Plan that outlines industry events, speaking opportunities and opportunities to contribute articles to industry media. The plan should target events for submitting speaking proposals and/or providing corporate sponsorship, as well as industry media opportunities. The plan should also track the resulting speaking engagements and media contributions firm wide.

Responsibility

Communications Manager
Director of Sustainability
Green Team

action 2: sustainability advocacy

Description

Develop and implement a Sustainability Advocacy Plan that outlines important industry initiatives and groups and encourages RNL staff involvement in advocating sustainable design. Track leadership positions within the sustainable design industry taken on by RNL staff.

Responsibility

Communications Manager
Director of Sustainability
Green Team

initiative c: sustainability advocacy

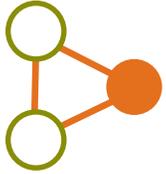
action 3: community engagement

Description

Develop and implement a Community Involvement Plan that outlines corporate community engagement objectives and opportunities with the goal of positively impacting and being a part of the communities in which we work. Encourage RNL staff to participate and volunteer within their communities. Track and assess the impact of ongoing volunteer and corporate community engagement activities.

Responsibility

Communications Manager
Director of Sustainability
Green Team



Driver 1: leadership

initiative d: green team leadership

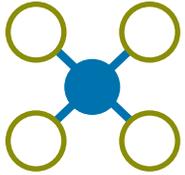
action 1: green team reorganization

Description

Develop a new structure for the Green Team to function as a leadership and implementation group for significant portions of this Sustainability Action Plan. Proposed restructuring of the Green Team is outlined in the Implementation section of this Sustainability Action Plan

Responsibility

SAP Committee



Driver 2: expertise

initiative a: sustainable design group (SDG)

action 1: SDG Communication

Description

Communicate to all offices and studios the role of the SDG (Sustainable Design Group) and the resources available for teams to better integrate the SDG role in projects.

Responsibility

Sustainable Design Group

action 2: SDG strategic growth plan

Description

Develop a plan for strategic growth of the Sustainable Design Group with the goal of providing resources and expertise to all projects and to become not only a practice center but also a business center for the firm.

Responsibility

Sustainable Design Group

action 3: SDG scope and services

Description

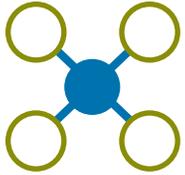
Step 1: Develop a comprehensive list of sustainable design services to assist project teams to utilize the resources of the SDG. Further, work with projects during the marketing and proposal phase to develop the sustainable design scope of work, services, work plan and approach.

Step 2: Develop strategic relationships with key sustainable design related consultants (MEP, energy modeling, daylighting, etc.) and assist in developing teams to meet sustainable design scope of work. Further, help the team coordinate and leverage the work of consultants specific to sustainable design scope (i.e. LEED consultants, energy modeling, etc.)

Responsibility

Step 1: Director of Sustainability/Sustainable Design Group

Step 2: Sustainable Design Group



Driver 2: expertise

action 1: resource assessment

Description

Step 1: Develop a needs assessment of RNL sustainable design resources and identify industry available tools. Develop recommendations to enhance existing resources, develop internal resources/tools or acquire new resources.

Step 2: Implement a phased resource development plan based on needs identified and prioritized in the sustainable design resource assessment.

Responsibility

Green Team

initiative b: resources and tools

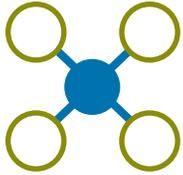
action 2: D41E project calculators

Description

Develop a set of Design for One Earth project calculators / tool kits for the 6 environmental values: energy, carbon, water, materials, waste and land balance.

Responsibility

Sustainable Design Group
Green Team



Driver 2: expertise

action 1: Design for One Earth Wiki

Description

Develop an RNL Design for One Earth Wiki (or suitable knowledge sharing program) that can serve as a central portal to share accumulated knowledge, ideas, lessons learned, examples, resources etc., regarding sustainable design and Design for One Earth at RNL.

Step 1: Develop D41E Wiki concept and technology platform. Develop a budget and schedule for deployment

Step 2: Develop initial content for D41E Wiki.

Step 3: Launch and utilize D41E Wiki. Define how the system will be maintained and updated and who will be the responsible parties.

Responsibility

Green Team
Sustainable Design Group
Communications Manager

initiative c: learning organization

action 2: learning lab project

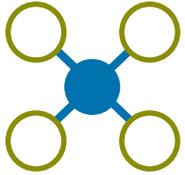
Description

Step 1: Develop a learning lab program that identifies and collects materials, products and technologies that can be tested, experimented or demonstrated within the RNL work environment. Promote hands on experience and communicate educational information about selected products and include them in tours for visitors and clients. Develop a set of Design for One Earth project calculators / tool kits for the 6 environmental values: energy, carbon, water, materials, waste and land balance.

Step 2: In coordination with the learning lab collections maintain a selective materials library focusing on innovative products as well as key workhorse products that contribute to design and sustainability at RNL.

Responsibility

Green Team



Driver 2: expertise

action 1: green building education program

Description

Step 1: Develop a comprehensive annual green building education program that delivers strategic education content firm wide and that targets LEED AP Credential Maintenance Program and other professional CEU requirements. The program should offer a diversity of offerings at regular intervals and include Green Week as a focal point of the year.

Step 2: Publish an annual green building education calendar and program. Provide regular updates to the calendar and promote attendance to the various educational events.

Step 3: Create a resource for past RNL green building educational programs to be archived for ongoing access.

Responsibility

Green Team

initiative d: firm-wide green education

action 2: LEED AP program

Description

Develop and implement a comprehensive LEED AP program that advocates and educates around the LEED AP credential with a goal of 75% of our staff obtaining their LEED AP credential (LEED Green Associate minimum). Tie achievement of LEED credential to reviews, promotions, salary, and bonuses.

Responsibility

Green Team

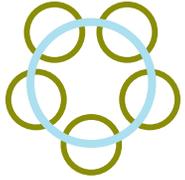
action 3: green building conferences

Description

Provide opportunities for staff to participate in high-level educational programs such as Greenbuild and other appropriate national and regional green building conferences by maintaining a minimum 50% reimbursement rate and providing training hours that can be used to attend. Further provide up to 100% reimbursement for Greenbuild attendance to a select group of staff including the Sustainable Design Group members, Green Week chair or co-chairs, and depending on funding availability, other Green Team leaders and sustainable design leaders with each studio/office.

Responsibility

Operations



Driver 3: design process

action 1: integrated design process map

Description

Develop and utilize an integrated design process map. The map should be developed as a high-level guidance tool that communicates the key steps for an integrated process while allowing process flexibility on a project-by-project basis. The map should be applicable to all studios and market sectors and the process should be coordinated with the Design Council. Further, the map should be holistic in nature addressing proposal development, design development, delivery process, project management, post occupancy, etc.

Responsibility

Green Team
Design Council

PRIORITY 2012

initiative a: integrated design process

action 2: integrated design milestones

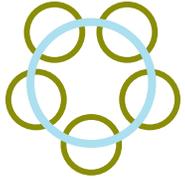
Description

Explicitly clarify the purpose and expectations of the IDD (Integrated Design Dialog) and DGB (Design Guidance Board) regarding an integrated process. Further, identify and clarify any gaps in the integrated process in coordination with the development of the integrated design process map.

Responsibility

Green Team
Design Council

PRIORITY 2012



Driver 3: design process

action 1: sustainability award program

Description

Step 1: Develop and implement a design and sustainability award program that identifies an annual award submittal schedule and organizes the submittal effort.

Step 2: Pursue recognition through the top global design and sustainability awards as part of the award program/committee, including the AIA COTE Top Ten, the Holcim Awards for Sustainable Construction, and the IIDA Smart Environments Award.

Responsibility

Step 1:

Communications Manager
Green Team

Step 2:

Communications Manager
Design Council
Green Team

initiative b: design excellence

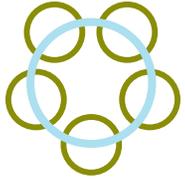
action 2: industry award reviews

Description

Organize internal presentations to share results from high profile award programs to benchmark our work and learn from other industry leaders.

Responsibility

Communications Manager
Design Council
Green Team



Driver 3: design process

action 1: strategic partner survey

Description

Conduct a consultant survey to assess our current experience with consultants and contractors related to integrated process, innovation and sustainable design as well as overall quality and capability. Survey results will assist in the development of the Green List.

Responsibility

Green Team

PRIORITY 2012

action 2: strategic partner meetings

Description

Set up a series of presentations and discussion with current and potential key strategic partners that provide innovative sustainable design related services.

Responsibility

Green Team

PRIORITY 2012

initiative c: strategic partnerships

action 3: green list

Description

Develop and maintain a strategic partner Green List that catalogs best of class consultants, contractors, researchers and specialists for consideration in developing project teams.

Responsibility

Green Team

PRIORITY 2012



Driver 4: project performance initiative a: project metrics

action 1: Design for One Earth metrics

Description

Establish and utilize a set of sustainability metrics for Design for One Earth that can be used for all projects across the firm. The metrics will establish the minimum reporting and goal setting expectations and method for carbon, energy, water, materials, waste, and land use.

Responsibility

Sustainable Design Group
Green Team

PRIORITY 2012

action 2: metric tracking

Description

All Principals in Charge in collaboration with Project Managers shall report project performance objectives established by the firm and maintain performance metric data.

Responsibility

Principals in Charge (PICs)

PRIORITY 2012

action 3: 2030 commitment

Description

Track energy metrics for reporting RNL's progress toward the AIA 2030 commitment. Energy use intensity and lighting power density is to be tracked for all architecture projects or interior projects with significant mechanical scope. Lighting power density is to be tracked for all interior projects. All projects should also request actual energy performance data from the owner after occupancy that can be compared to tracked data from the design process.

Responsibility

Reporting: Green Team & Director of Sustainability
Tracking data: Principals in Charge (PICs) and Project Managers (PMs)

action 4: post occupancy evaluation

Description

Conduct post occupancy evaluations on projects to develop a database and research approach to communicate the benefits of sustainable design and to gather in-use data that can help us improve our design process.

Responsibility

Green Team

PRIORITY 2012



Driver 4: project performance

initiative b: sustainable design standards and quality

action 1: LEED silver minimum standard

Description

All projects that qualify for LEED per LEED's minimum program requirements is to be designed to a minimum LEED-Silver level or Estidama Two Pearls level (or equivalent level in an other appropriate rating system).

Responsibility

Principals in Charge (PICs)

action 2: sustainable design quality control

Description

Develop and implement a detailed sustainable design quality control review process for all projects that qualify for LEED per LEED's minimum program requirements. This review will include a drawing set review at key project milestones.

Responsibility

Director of Sustainability
Green Team

action 3: project reviews

Description

All projects that qualify for LEED per LEED's minimum program requirements are to include a review of the project LEED checklist (or other appropriate rating system) and a review of Design for One Earth metrics at each project review.

Step 1: Include project checklists as part of project reviews insuring the design is meeting LEED Silver minimum.

Step 2: Include Design for One Earth metrics as part of project reviews insuring the application of Design for One Earth.

Responsibility

Reporting: Principals in Charge (PICs)
Reviewing: Director of Sustainability and Green Team



action 1: conceptual performance simulations

Description

All projects to use conceptual design simulations for analysis of climate, energy, carbon, water and daylighting to assist in early design decision-making. The analysis can be done in-house (SDG on Project Team) or with assistance of a qualified consultant. These tasks must be included in the project work plan.

Step 1: Develop tools and methodology

Step 2: Provide training for Project Managers and Project Designers on how to use/benefit from conceptual performance simulations. Include training on whole building energy modeling.

Step 3: Implement

Responsibility

Implementation: Project Managers
Assistance: Sustainable Design Group

PRIORITY 2012

action 2: whole building energy modeling

Description

All architecture projects and interior projects with significant mechanical design scope (projects that qualify for LEED per LEED's minimum program requirements) are to be energy modeled by either the mechanical engineer or a qualified energy modeling consultant. If the project is pursuing LEED, the LEED energy model will meet this requirement. In addition, modeling for Title 24 or as part of a local utility energy design assistance program will also meet this requirement.

Responsibility

Implementation: Project Managers
Assistance: Sustainable Design Group

PRIORITY 2012



Driver 4: project performance initiative d: performance incentives

action 1: design performance incentive program

Description

Develop and implement a design level performance incentive program for inclusion in our contracts with interested clients that creates an incentive award based on meeting building owner project performance levels at the end of construction documents.

Responsibility

Operations
Director of Sustainability

action 2: performance guarantee program

Description

Develop and implement a business model and plan for a performance guarantee program coupled with a new set of stewardship services that help implement the performance guarantee.

Step 1: Develop a business plan for the performance guarantee program including a financial pro forma, legal and insurance assessment, strategic partners and definitions of services and program.

Step 2: Implement a pilot project for the performance guarantee program.

Responsibility

Operations
Director of Sustainability



Driver 5: business

action 1: integrated proposal charrette

Description

Every project is to begin the marketing and proposal stage with an integrated proposal charrette. The integrated proposal charrette has several key objectives:

1. Start each project with an interdisciplinary approach and team.
2. Establish the basic sustainability approach and scope for the project.
3. Integrate the needed resources and scope for sustainable/integrated design into the project work plan and fee.

Responsibility

Principals in Charge (PICs)

PRIORITY 2012

initiative a: project management

action 2: master project database

Description

Develop and maintain a searchable and customizable master project database. The database should track key project data and sustainability metrics. The tool will be used to assist marketing efforts and to help manage and track our sustainability metrics. This database should be available to all staff and be useful for a wide variety of project management tasks.

Step 1: Develop concept and technology platform for master project database as well as schedule and budget for implementation.

Step 2: Implement master project database.

Responsibility

Step 1: Operations

Step 2: Operations



Driver 5: business

action 1: sustainability on RNL website

Description

The RNL website is a critical element to our firm brand. We have a deep sustainable design story that could be better positioned with the RNL website. Improve our website to best showcase our sustainable design projects, approach and results – across all disciplines and project types.

Step 1: Brainstorm content and organizational ideas for presenting our sustainability story on our website.

Step 2: Work within web design updates and redesign plans to incorporate proposed sustainability content. Develop schedule for implementation. As part of implementation, develop needed content for use on the website.

Responsibility

Communications Manager
Sustainable Design Group
Green Team

initiative b: business development and marketing

action 2: Design for One Earth book

Description

Develop a second edition to the Design for One Earth book as a market edition book.

Step 1: Contact Wiley and send a copy of our self-published edition of D41E to get feedback on a market edition version of the book.

Step 2: Based on Step 1, develop a market edition book plan and proposal. Submit proposal to Wiley or other publisher(s).

Step 3: Based on Step 2, produce the book manuscript and images for publication.

Responsibility

Sustainable Design Group



Driver 5: business

action 3: Design for One Earth promotion

Description

Step 1: Develop and implement a plan for further promotion of Design for One Earth. Develop a plan for regular blog postings and content development on the Design for One Earth LinkedIn page. Identify social media and other promotion opportunities.

Step 2: Develop a Design for One Earth Video.

Responsibility

Communications Manager
Sustainable Design Group

initiative b: business development and marketing

action 4: sustainable design business development

Description

Develop and implement a sustainable design business development plan focused on finding new sustainable design opportunities in addition to developing and marketing new and value added services.

Part A: Develop a business development network focused on existing and new potential clients with strong sustainability missions. Include in the network key decision makers as well internal green champions. Develop a plan for relationship building and ongoing interaction.

Part B: Leverage our current expertise and services to provide a market differentiator and to add value to clients.

Part C: Develop new services and tools that have added value to clients. Engage with clients and conduct market research to identify emerging needs and trends surrounding sustainability.

Part D: Pursue sustainability focused work and services in addition to traditional project based sustainable design services including strategic sustainability consulting and planning for clients.

Responsibility

Director of Sustainability
Principals
Associate Principals



Driver 5: business

action 1: LEED offices

Description

As office space is acquired, relocated or renovated, all RNL offices are to obtain LEED certification by either completing a LEED-CI tenant improvement project or by leasing space in a LEED certified building. The goal is to add to existing RNL LEED certified offices so that 100% of our offices are in LEED certified spaces or buildings. Spaces with existing leases in place should work with the building owner/management to develop their interest in certifying the building under LEED-EBOM.

Step 1: Los Angeles office is to study feasibility of achieving LEED-CI certification in their new office space.

Step 2: Denver office to offer assistance and guidance for Independence Plaza's progress toward LEED-EBOM.

Step 3: LA office to inquire with building management about interest and future potential for LEED-EBOM certification.

Step 4: Abu Dhabi to inquire with building management about interest and future potential for Estidama Existing Building certification.

Step 5: All new RNL offices are to move into a LEED building and/or achieve LEED-CI certification.

Responsibility

Step 1: LA Office Management

Step 2: Green Team

Step 3: LA Office Management

Step 4: Abu Dhabi Office Management

Step 5: Operations Committee

initiative c: green office

action 2: office energy

Description

All RNL offices to work with building owner/management to provide sub-metering for our individual offices and share in the financial benefits from energy efficiency measures outlined in the Green Office Guide (including IT procurement/policy and lighting controls). All RNL offices are to track energy savings based on energy efficiency and conservation efforts. Work to have a visual energy display/dashboard installed in each office as an energy feedback tool and demonstration for both employees and clients.

Step 1: Determine how energy is metered and handled in the lease for each RNL office space.

Step 2: Develop energy efficiency measures and sub-metering plan for each RNL office including cost for improvements and financial benefits of energy savings.

Step 3: Implement energy efficiency and sub-metering project for each office as feasible.

Step 4: Install an energy monitoring system in each RNL office that is visible to all office staff and visitors. Track energy efficiency and conservation measures and improve occupant awareness of energy use. Inspire clients to incorporate similar initiatives.

Responsibility

Green Team

Operations Committee



Driver 5: business

action 1: green office guide/policy

Description

Develop and implement a comprehensive green office guide that ensures sustainable business operations addressing all 12 values in Design for One Earth. The plan should also address specific operational issues including carbon footprint, energy use, water use, office interior environmental quality, office supplies/waste/recycling, green meetings, business travel and staff commuting.

Step 1: Prepare Green Office Guide/Policy

Step 2: Implement 50% of the items in the Green Office Guide/Policy

Step 3: Full implementation of Green Office Guide/Policy

Responsibility

Green Team
Operations Committee

initiative d: green operations

action 2: ISO 14001 certification

Description

Pursue ISO 14001 certification for environmental management systems. ISO 14001 is emerging as an internationally recognized standard for sustainability related service businesses.

Step 1: Prepare a feasibility study outlining the process needed to obtain ISO 14001 certification for environmental management systems. Include an analysis of the cost and benefit with a recommendation on how to proceed.

Step 2: Pending the feasibility study results, obtain and maintain ISO 14001 certification.

Responsibility

Green Team



Driver 5: **business**

initiative d: green operations

action 3: annual sustainability report

Description

Step 1: : Publish an annual sustainability report outlining the results of our sustainability initiatives and the metrics of our practice.

Step 2: Research the Global Reporting Initiative's sustainability reporting G3 guidelines for developing our annual sustainability report. Adopt if determined to be beneficial.

Responsibility

Step 1: Sustainable Design Group

Step 2: Director of Sustainability