LESS = MORE

10 YEAR SUSTAINABLE ACTION PLAN

01.01.2011 - 01.01.2021

PLAN UPDATED: 03.11.2012
LESS = MORE IS ABOUT FUNDAMENTALS. SUSTAINABILITY IS THE FUNDAMENTAL AWARENESS OF THE NEED TO KEEP NATURE, PHYSICS AND ART COHERENTLY BALANCED SO WE USE FEWER RESOURCES AND GROW VALUE. THIS PRINCIPLE IS DIFFUSED THROUGHOUT SCB, FROM OUR INTERNAL OFFICE OPERATIONS TO A CITY MASTER PLAN. EACH PROJECT IS A SERIES OF WIDESPREAD, YET LINKED, INTERDISCIPLINARY SYSTEMS WHICH WE OPTIMIZE TO USE LESS RESOURCES AND BUILD MORE VALUE.

Section one of the plan dissects SCB’s internal office operations to assert our sustainable mission in our own facilities. Sections two through five delve into the way we conceptualize and execute our projects outside the firm. The first step in creating this plan was recognizing the need to understand our current level of performance before setting future goals. To that end each section has an “Assessment” category. This insures future progress can be accurately tracked against current benchmarks.

This plan encompasses 2011 - 2021. “Goals and Actions” categories list the targeted year of completion adjacent to each goal. We view them as targets with the recognition that they will shift over time as SCB continues to evolve.

For help, further information, questions or comments please contact SCB sustainability group:

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TABLE OF CONTENTS

1 SUSTAINABLE OFFICE OPERATIONS
2 PROJECT APPROACH
3 PROJECT PERFORMANCE
4 STAFF EDUCATION AND RESOURCES
5 BUSINESS STRATEGY
1. SUSTAINABLE OFFICE OPERATIONS PLAN

A. OFFICE ENERGY & WATER USE

ASSESSMENT

Calculate office’s current energy usage

- 2011 - 2012 • Complete energy usage audit for SCB tenant space
- 2012 • Energy audit / Energy Star assessment for 625 N Michigan
- Ongoing • Track utility bills and reasons for energy use changes

GOALS & ACTIONS

Reduce energy consumption from office equipment

- Current • Standby modes on all copiers after 15 minutes
- Current • Policy to shut down computers & monitors when leaving
- 2013 - 2015 • Any new equipment to be purchased is energy star rated

Reduce energy consumption from lighting

- 2011 • Install occupancy sensors in meeting rooms and offices
- 2011 - 2013 • Replace incandescent lamps with fluorescent or LED
- 2011 - 2013 • Lower wattage of ambient lighting (utilize task lighting)
- 2015 • Install daylight sensors and integrated shading

Reduce reliance on fossil fuels

- Ongoing • Any major alterations to SCB facilities to achieve current AIA 2030 energy reduction
- 2012 • Establish timeline for transitioning to green power or CO2 offsets
- 2021 • Office energy use 100% comply with AIA 2030 standards

Reduce potable water consumption

- 2012 • Install high efficiency faucet aerators
- 2015 • Install high efficiency plumbing fixtures and reduce potable water usage by 40% (from baseline)
- 2016 • Advocate for building to achieve an Energy Star or LEED EB certification

2011 - 2012 • Complete energy usage audit for SCB tenant space
2012 • Energy audit / Energy Star assessment for 625 N Michigan
Ongoing • Track utility bills and reasons for energy use changes

10 YEAR SUSTAINABLE ACTION PLAN
Regional average

SCB 2010

SCB NOW (2011)

SCB 2016 target

SCB 2021 target

**SCB OFFICE ENERGY USE INTENSITY (EUI)**

EUI in kBtu / SF·°F·YR  A lower number is more efficient
1. SUSTAINABLE OFFICE OPERATIONS PLAN

B. OFFICE WASTE REDUCTION

ASSESSMENT

Calculate office’s current energy usage

- Review current practices with building operations staff
- Quantify landfill and recycling output

GOALS & ACTIONS

Reduce overall office waste

- Institute a comprehensive recycling plan
- Recycle old computers, phones, and other electronics
- Post clear / consistent instructions for employee recycling
- Augment firm-wide recycling plan

Reduce paper consumption

- Encourage electronic transfer of drawings and documents
- No full size sets. Print half size sets and share within team
- Implement printing policies (ie. double-sided, drafts on discarded paper)
- Purchase paper with at least 30% recycled content
- Purchase paper with at least 50% recycled content
- Senior staff to use tablet PCs in lieu of printing

Reduce incoming materials

- Reduce incoming paper from unsolicited mailers
- Set policy for limited number of submittal samples
- Set policy minimum 90% digital submittals on all projects

Reduce paper library materials

- Encourage digital binders and magazine subscriptions
- Transition product library from paper binders to electronic
- Limit paper magazine subscriptions to no more than 10
- 95% of magazine subscriptions digital
1. SUSTAINABLE OFFICE OPERATIONS PLAN

C. OFFICE SUPPLIES

ASSESSMENT
Assess current supplies and distributors for environmental impacts

2011 - 2012 • Have office supply, kitchen supply, and cleaning supply vendors conduct a supply audit

GOALS & ACTIONS
Implement policies for purchasing environmentally friendly office supplies

2015 • Purchase 90% office materials from regional suppliers

Implement policies for purchasing environmentally friendly kitchen supplies

Current • Utensils and plates are biodegradable
Current • Purchase unbleached supplies (i.e. papertowels)
2012 • Purchase a less wasteful coffee maker
2014 • Eliminate use of disposable plates, cups, and utensils

Implement policies for purchasing environmentally friendly cleaning supplies

Current • Use only Green Seal cleaning products
2013 • Purchase products with minimal / recycled packaging
1. SUSTAINABLE OFFICE OPERATIONS PLAN
D. TRANSPORTATION

ASSESSMENT
Conduct a survey on employee’s commutes and firm travel

2011 • Use firm travel agent to help calculate flight and car travel carbon emissions / offsets
2012 • Conduct a survey of how employees get to work

GOALS & ACTIONS
Reduce CO2 emissions associated with employee commutes

Current • Provide tax benefits for public transit use
Current • Stop any incentives for employees driving to work
2012 • Provide dedicated changing facilities. Investigate shower
2013 • Encourage use of mass transit, biking, and walking via financial incentive
2014 • Develop telecommuting policy for employees

Decrease and offset CO2 emissions associated with firm travel

2011 • Establish a policy for selecting fuel efficient rental cars and / or car sharing program (i.e. - iGo)
• Purchase carbon offsets for employee business travel as follows:
2012 • Offset 20%
2013 • Offset 40%
2014 • Offset 60%
2015 • Offset 80%
2016 • Offset 100%
E. MEETINGS & VISITORS

ASSESSMENT
Assess meeting procedures, visitor’s experiences, and catering practices

GOALS & ACTIONS
Reduce paper waste at presentations and meetings
- Current • Promote paperless technology for agendas, handouts and presentations
- Current • Regularly encourage web-based meetings
- 2012 • Develop preferred caterers list that use sustainable food / packaging at lunch-n-learn catered meetings

Share our sustainable mindset with office visitors
- 2012 - 2013 • Establish an environmental policy to share with visitors, vendors, and meeting attendees
- 2013 - 2016 • Establish informational signage for staff and visitors, especially in public areas
- 2020 • Display realtime energy data
1. SUSTAINABLE OFFICE OPERATIONS PLAN

F. OCCUPANT COMFORT

ASSESSMENT
Conduct annual occupant comfort survey and air quality test

2011, Annual
   • Use short online survey for staff

2012
   • Discuss indoor air quality test administered by office of the building

GOALS & ACTIONS

Improve indoor air quality and occupant comfort

- Any new furniture and finishes for the office to be no-VOC
  Ongoing
- Design any new SCB office to meet most stringent ASHRAE occupant comfort standards
  Ongoing
- Determine indoor air quality action plan based on survey results
  2012
- Increase connections to nature: grow plants that contribute to clean air in the office
  2012 - 2015
- Create more relaxing employee lounge than current break room
  2015
2. PROJECT APPROACH

A. PROJECT WORKFLOW

ASSESSMENT
Review best way to integrate sustainable thinking into early design process

2011 • Meet with SCB design architects, interior designers and planners to assess current design process and best way to integrate sustainable thinking into early conceptual designs

GOALS & ACTIONS

Early review of sustainable opportunities on ALL projects
Ongoing • SCB’s sustainability team to meet with project leadership in conceptual design on all projects to examine and document sustainable opportunities before form, orientation, etc. is locked in

Promote the integrated design process early
Ongoing • SCB teams will promote an early integrated design workshop among team members / consultants

2012 - 2013 • Promote benefits of integrated design with clients at onset of projects via an Owner’s Project Requirements doc

Analysis of building enclosure energy performance in early design

2011 • SCB teams to promote collaboration w/ energy modeler and use model feedback in design decisions

2013 • In conceptual design, 50% of SCB projects utilize software providing energy performance feedback relative to building form and orientation

Promote the documentation of sustainable concepts

2012 • 50% of SCB projects to have documentation (preferably graphic) of sustainable concepts in conceptual design

2015 • 90% of SCB projects to have documentation (preferably graphic) of sustainable concepts in conceptual design
2. PROJECT APPROACH

B. PROJECT REVIEWS

ASSESSMENT
Assess sustainable peer review process

- 2012: Survey project teams to see how sustainable peer review process is working

GOALS & ACTIONS
Institute a Sustainability Peer Review process

- Ongoing: SCB’s sustainability team to review sustainable opportunities on all projects via meeting with design team and subsequent review of project documentation
- 2011: Standardize requirements and inform all project teams
3. PROJECT PERFORMANCE

A. ENERGY

ASSESSMENT
Assess predicted energy use intensities (EUI) of all projects

Current • 2010 SCB projects, on average, use 31% less energy than national average of comparable projects

GOALS & ACTIONS
Reduce predicted EUIs (avg of all projects) to work towards AIA 2030 goals

2011-2015 • AIA 2030 energy reduction goal is 60% better than national average
• Energy reduction goals, on average, of all SCB projects are as follows:
  2011 • 35% better than national average
  2012 • 40% better than national average
  2013 • 45% better than national average
  2014 • 50% better than national average
  2015 • 55% better than national average

Analyze building performance targets for all SCB projects early in design

2011 • Recommended high performance values for exterior enclosure components are available to all project teams
2012 • All teams to analyze and document exterior enclosure performance targets no later than 50% SD
3. PROJECT PERFORMANCE

B. WATER

ASSESSMENT

Assess status of predicted potable water use reductions in SCB

2011  •  Quantify potable water use for irrigation and plumbing fixtures on all LEED projects in 2011

Ongoing  •  As more data becomes available add ongoing yearly assessment of potable water use for all projects

GOALS & ACTIONS

Reduce potable water use in all projects

Ongoing  •  Work with landscape architects to promote native and adaptive plantings that require little to no irrigation

2012  •  Set % of project goal for specifying low flow plumbing fixtures that meet current EPA Watersense standards

2012  •  Develop preferred list of water efficient plumbing fixtures

Reduce stormwater run-off

Ongoing  •  Work with landscape and civil to reduce non-permeable site materials

Ongoing  •  Design building forms to enable stormwater collection and reuse
3. PROJECT PERFORMANCE
C. MATERIALS

ASSESSMENT
Assess status of regional, re-used and recycled materials in SCB projects

2011  •  Quantify regional, re-used and recycled materials on all LEED projects in 2011
Ongoing  •  As data becomes readily trackable add additional projects beyond those that are LEED certified

GOALS & ACTIONS
2012  •  Set % goals for specifying regional, re-used and recycled materials.

2014  •  Incorporate tracking into peer review process

2012 - 2015  •  Phase out items from SCB’s project library that don’t contribute to the above goals

Consider lifecycle effects / embodied carbon of materials in each project

2016  •  Current markets don’t have data readily available. As it becomes mainstream incorporate into sustainable analysis in all projects
3. PROJECT PERFORMANCE
D. OCCUPANT COMFORT

ASSESSMENT
Assess current methods for monitoring occupant comfort

2012 • Survey clients of completed projects to assess how they assess occupant comfort

GOALS & ACTIONS
Collect occupant comfort data for completed projects 1-2 years after occupancy

2012 • If the building owner initiates their own occupant comfort survey obtain the results

2012 • If the owner doesn’t survey collaborate with them and promote occupant comfort surveying.

Collect air quality testing reports

2012 • On all projects with post-occupancy air quality testing obtain a copy of the report from the owner

Aggregate occupancy comfort data and survey results

2015 • Once significant data has been collected combine and analyze to correlate which building features most contribute to occupant comfort
ASSESSMENT
Assess design approach to walkability, relationships between uses, transportation access and jobs.

2011 • Develop a checklist of key location, mobility, access and density design approaches applicable to different project types - building, site and city.

2012 • Measure usage of connectivity approach and incorporate in future projects

GOALS & ACTIONS
Promote Transit Oriented Development through Urban Design
Ongoing • Highlight ease of access to transit facilities or encourage development of new facilities if appropriate.
• Integrate uses with transit options when available.
• Promote densities, mix of uses and scale that promote walkability, transit connections and pedestrian comfort.

Encourage Access and Movement
Ongoing • Provide access to a new or existing bicycle network on site, neighborhood and city level projects.
• Follow bicycle storage LEED ND guidelines for multiunit residential, retail and other non-residential uses.
• Promote Walkable Streets utilizing design guidelines required in LEED ND Neighborhood Pattern and Design Prerequisite 1.

Jobs and Housing
Ongoing • Encourage mix of land uses.
• Promote connectivity to transit (see above)
3. PROJECT PERFORMANCE
F. LIVABILITY

**ASSESSMENT**
Assess methodologies to increase quality of life in the community.

2012-2013 • Interview clients how well quality of life issues were addressed in their communities after project completion

**GOALS & ACTIONS**

**Design Guidelines and Form Based Codes**
- Ongoing • Promote design guidelines and regulations that highlight community character and vision.
- Ongoing • Develop design strategies that incorporate community identity.

**Creation of Civic and Public Places**
- Ongoing • Include public spaces in urban design projects that provide an outdoor environment and encourage socialization and physical activity.
- Ongoing • Promote use of new or existing civic spaces.

**Development Design**
- Ongoing • Encourage an attractive streetscape that promotes walkability.
- Ongoing • Support compact environments that reduce land consumption to increase open space preservation, reduce sprawl and promote redevelopment.
3. PROJECT PERFORMANCE

G. DATA

ASSESSMENT
Assess current SCB methods for gathering sustainability data

2012  •  Review better methods of collecting and aggregating data than the currently used manual spreadsheet

GOALS & ACTIONS
Standardize and collect predicted building performance data

Ongoing  •  Document all projects with consistent measurement criteria for comparison. Categories include: energy, water, materials and sustainable features

2011  •  Incorporate into sustainable peer review process to insure data consistency

2016  •  Create an internal project database searchable by sustainable features or statistics

Track actual energy usage of SCB projects

Ongoing  •  Promote that building owners meter and collect actual energy usage data and it be made accessible to SCB

Publish building performance data

Annual  •  Continually track and report energy usage data on all projects to AIA 2030 Commitment

Annual  •  Make data public on SCB website and intranet
4. STAFF EDUCATION AND RESOURCES

A. STAFF INVOLVEMENT

ASSESSMENT
Survey staff on current and future sustainable interests
2012 • Adjust action plan based on the survey results

GOALS & ACTIONS
Create opportunities for staff to learn about SCB’s sustainable developments

Ongoing • Email staff / update intranet with developments monthly

Ongoing • Publish annual sustainability ‘report card’ to staff

2013 • SCB intranet: prioritize and make sustainable info visible

Offer employees sustainable education / training

Ongoing • Provide min of 8 in-house seminars annually on sustainable design topics

2012 - 2013 • Reimburse each staff member for 4 hours of professional sustainable education seminars annually

Ongoing • Include staff training as a necessary component of any new sustainable software or other developments

Increase staff LEED (or other sustainable) accreditations by 10% per year

Current • Reimburse each staff member for LEED exam costs

Current • Provide monetary bonus in addition to exam reimbursement

2012 • New staff must be LEED or other approved sustainable accreditation within 6 mo. of hiring

Incentivize / praise employees for sustainable achievements

2012 • Reward staff who present / author on sustainable topics or engage in volunteering, organizations or committees

Ongoing • Possible employee rewards: achievements part of regular announcements / signage, give clean air plants, contribute to employee mass transit, biking or car sharing costs
ASSESSMENT
Evaluate additional sustainable resources for staff

Ongoing
- Keep ongoing list of staff requests for additional resources and evaluate every 3 months

GOALS & ACTIONS
Create an SCB sustainability team
Current
- Office sustainability team to advise, assist, facilitate and promote benefits to staff. Team responsible to monitor and facilitate execution of all items in this document. See page 1 for contact information

Create (and keep updated) a sustainability toolkit for project design
Current
- Include high performance technical resources so team’s can measure a proposed building’s performance

2011 - 2012
- Maintain list of preferred consultants performing basic services with a focus on sustainability. Distribute to PMs

2012
- Include high performance design strategies that promote occupant comfort, energy, water and material efficiencies

2012
- Include readily achievable sustainable actions and strategies that typically have little to no budget impact

Increase SCB capabilities to enable sustainable design and analysis
2012
- Utilize design software which allows early design energy analysis (Revit, Vasari)

2012 - 2014
- Utilize in-house energy, daylight and climate analysis to quantify performance (Ecotect, Therm, Climate Consultant, etc.)

Create (and keep updated) a sustainability manual for staff office operations
2012
- Include employee requirements and best practices

2012
- Distribute and discuss with all incoming staff at orientation

4. STAFF EDUCATION AND RESOURCES
B. STAFF RESOURCES
5. BUSINESS STRATEGY

A. SUSTAINABLE SERVICES

ASSESSMENT
Review scope of sustainable services currently offered to clients

2011 • Catalog additional services SCB currently offers
2012 • Assess with marketing and applicable departments the most advantageous services to add

GOALS & ACTIONS

Expand analysis tools to increase offered client services

2012 • Offer in-house energy and climate analysis to quantify performance of architectural and site (Therm, Window, eQuest, etc.)

2013 • Augment energy and climate analysis capabilities by adding more detailed daylighting, shading analysis (Ecotect, EnergyPlus, etc.)

2014 - 2015 • Offer Green House Gas / Carbon analysis

2017 • Utilize software which allows cost of sustainable systems to be quantified and contributes to ROI / payback studies

2020 • Utilize software which allows real time syncing of building energy performance as design is revised

Expand sustainable certification services

Ongoing • Study sustainable certifications, beyond LEED, and assess each rating system. Target select rating systems

2012 • Promote to clients rating systems that achieve deeper sustainability (Living Building, etc.)

Offer services to secure financial incentives for clients

Ongoing • Offer services to locate applicable financial incentive programs and grants

2014 • Offer services to locate and apply for applicable financial incentive programs and grants
5. BUSINESS STRATEGY
B. SUSTAINABLE MARKETING

ASSESSMENT
Review SCB current marketing media

2011 • Make a list of current sustainable marketing methods and assess potential for updating or adding new

GOALS & ACTIONS
Disseminate sustainability throughout public SCB media
   2011 • Create sustainable services brochure to describe and promote services offered
   2012 • Update www.scb.com and incorporate sustainable message holistically
   2013 • Revise architectural, interiors and planning marketing materials to holistically incorporate sustainable message

Increase sustainable presence with clients and design industry
   Annual • Publish 6 articles, books or case studies
   Annual • Make 6 presentations to sustainable industry groups
   Annual • SCB staff to serve on at least 3 sustainable committees
   2012 • Prominently market sustainable achievements
   2012 - 2013 • Create introductory presentation to promote benefits of sustainability to clients
   2016 • Create interactive tools (website or other) with benefits of sustainability

Actively pursue sustainable projects, proposals and competitions
   Ongoing • Pursue clients, other than architectural, for opportunities. Energy efficiency research, technical studies, etc.
   Annual • Participate in at least 3 sustainability focused competitions per year