

**Attachment B**

**Preliminary Sample  
Sustainability Proposals**



January 16, 2009

Ms. Paula Hertwig Hopkins  
Assistant City Manager  
701 East Broadway  
Columbia, Missouri 65201

Proposal for Sustainability Program Development for the City of Columbia, Missouri

Dear Ms. Hertwig Hopkins:

We appreciate the opportunity to submit this proposal to assist the City of Columbia, Missouri (Columbia) with the continued development of your Sustainability Program. The following provides a summary of our qualifications to provide these services, an introduction to our proven approach and a phased scope of services proposed to begin the process of defining and implementing sustainable practices that will both advance the City's ability to provide services to their citizens, as well as serving as an example of sustainable philosophy in day-to-day life as a Columbia resident.

**QUALIFICATIONS**

Burns & McDonnell helps our clients develop and practice a sustainable approach that meets their present needs without compromising our natural resources. We are proud to offer these services as Columbia seeks to maintain a balance among the social, environmental and economical aspects of business or the 3Ps – the People, Planet, and Profit. We have provided sustainability consulting to a broad group of private- and public-sector clients, including such notable organizations as:

- **Sustainable Engineering Guidelines** – PepsiCo
- **Corporate Sustainability Reporting** – OtterTail Power, American Airlines, US Airways, Jet Blue Airways
- **Comprehensive Greenhouse Gas Inventory** – Johnson County, Kansas
- **Integration of Sustainability at Existing Facilities** – Burns & McDonnell World Headquarters Campus
- **Biomass Boiler Project** – Frito Lay
- **Energy Management Services** – Multiple Facilities, Nationwide
- **Alternative Energy** – Landfill Gas to Energy, Solar, and Wind Generation
- **LEED®** – Multiple Facilities, Domestic and International
- **Water Conservation** – Multiple Facilities, Domestic and International

Though over the years, the services Burns & McDonnell has provided the City of Columbia may not have been defined as “green,” many of the projects have been, in fact, sustainable in their approach. This would include our work with the City's constructed wetlands treatment



Ms. Paula Hertwig Hopkins  
January 16, 2009  
Page No. 2

facility, owner's engineer for the gas-to-energy project at the landfill, or developing the Integrated Resource Plan for the Water & Light Department.

### **PROVEN APPROACH – PRACTICAL SUSTAINABILITY PROGRAM**

It is our experience that a Sustainability Program for Columbia will be best developed in a collaborative environment that leverages the experience and knowledge of our team and your stakeholders. Our proven approach consists of three phases and is scalable such that it can easily be focused on municipal facilities/services or enlarged to include the entire community.

Through each phase of the work, Burns & McDonnell will complete collaborative meetings with your stakeholders to collect information, refine constraints and prioritize goals. Following each collaborative session, Burns & McDonnell will complete specific assignments that will help focus and lead your stakeholder teams toward the development of a practical Sustainability Program with achievable goals and pre-defined projects that can be implemented by Columbia and your stakeholders. A graphical overview of our approach is provided as Figure 1.

This iterative combination of collaboration and consulting services is repeated through each of the three phases. Figure 2 illustrates specific tasks that will be completed in our phased approach to develop your Sustainability Program. As shown in Figure 2, our approach provides sufficient structure to solicit your stakeholders' input during program development while maintaining flexibility to adapt to yet-to-be identified priorities as the work progresses. In this manner, we can help you complete the following:

- Identify past successes
- Capture and communicate those successes beyond the stakeholder teams to build interest and excitement early in the process
- Identify, evaluate, and prioritize sustainability initiatives
- Identify and prioritize specific sustainability projects
- Prepare project scoping documents
- Publish a Sustainability Program with achievable goals and pre-defined projects that can be implemented by Columbia and your stakeholders

Collaboration is the key to our success as we help create your Sustainability Program. We recognize that this must be Columbia's plan, not Burns & McDonnell's. Our role will be facilitator and consultant. We will make our experience available to your stakeholders and help lead your efforts to develop a practical Sustainability Program. To ensure consistent access to project data and maintain communication among a diverse group of stakeholders we employ a dedicated, controlled-access project web site. This tool allows us to document meetings, track task assignments, publish critical schedule dates, collaboratively draft project documents, and much more.

### **Phase 1 – Establish Baseline of Existing Sustainability Initiatives**

A key component of Phase 1 will be to evaluate and compile a summary of the sustainability initiatives that are already underway in Columbia. We will use the background information in the Vision Plan, Integrated Resource Plan, and the resolution endorsing the U.S. Mayors Climate Protection Agreement adopted by the Columbia City Council in July 2006 to understand Columbia's sustainability experiences and successes.



Ms. Paula Hertwig Hopkins  
January 16, 2009  
Page No. 3

Equipped with the publicly-available information above, Burns & McDonnell will initiate the collaborative sessions with Columbia. We will work with staff to discuss the information described above, review existing GHG inventory data, define focus areas (i.e. Energy Efficiency, Transportation, Resource Management, Information Technology, etc.), and identify the sustainability stakeholder teams. The objectives of Phase 1 will be to identify past and current sustainability successes and identify the resources that will become important elements of Columbia's Sustainability Program.

#### Review Existing Greenhouse Gas Inventory

Burns & McDonnell will evaluate Columbia's existing GHG inventory and advise Columbia regarding whether the current GHG inventory that was prepared for the 2000 and 2005 calendar years generally conforms to the industry recognized standards for accuracy, completeness, relevance, and transparency and provide a summary of recommendations to bolster the existing inventory and supporting calculations.

#### Define Sustainability Stakeholder Teams

Burns & McDonnell will work with Columbia staff to initially identify people necessary to structure an effective sustainability organization for the City. These stakeholder teams will be organized by focus area and will be included in collaborative sessions of Phases 2 and 3 as we help facilitate the subsequent development of sustainability initiatives and projects that will become the basis for Columbia's Sustainability Program. The composition and structure of the stakeholder teams will be flexible to ensure long-term success that will be needed for the success of Columbia's Sustainability Program.

#### Preparation of Phase 1 Baseline Report

Upon completion of the tasks included in Phase 1, Burns & McDonnell will prepare the Phase 1 Baseline Report to document past and current sustainability initiatives and a summary of the existing GHG inventory. The intended audience is limited to the stakeholder teams. It should be considered a working document and used primarily to focus the future efforts of the stakeholder teams as they are engaged in Phases 2 and 3. The information in our report will help Burns & McDonnell draft and prepare a publication that captures early successes and builds community support for the future development of Columbia's Sustainability Program. On a practical note, this report will help our professionals and your stakeholder teams begin identifying needed sustainability initiatives in Phase 2.

#### Phase 2 – Identify Successes and New Initiatives

Building on Phase 1, Burns & McDonnell will engage the stakeholder teams to fill data gaps, if any, noted in Phase 1. We will also schedule and conduct collaboration meetings with the stakeholder teams. One objective will be to outline and draft a publication that will ultimately be used to capture and communicate those successes beyond the stakeholder teams to foster and establish ownership, enhance awareness, increase involvement, and build excitement among the teams and throughout the community. Another objective of the collaborative portion of Phase 2 will be to discuss available resources and desired sustainability initiatives. As these sessions are completed, we will poll the stakeholder teams to prioritize sustainability initiatives that are most important to Columbia.

Input provided during the collaborative portion of Phase 2 will be assimilated and used by Burns & McDonnell to complete targeted and general consulting assignments required to sharpen the focus of the stakeholder teams in Phase 3. The exact type and scope of targeted



Ms. Paula Hertwig Hopkins  
January 16, 2009  
Page No. 4

assignments will be identified in Phase 1 and may include transportation initiatives, water reduction and water quality improvement measures, energy efficiency upgrades, resource reduction audits, an update of a GHG inventory, an inventory of municipal facilities, etc.

General consulting assignments will focus on the results of the Phase 2 collaboration to complete the publication and perform a qualitative engineering evaluation of each sustainability initiative identified in Phase 1 and the collaborative portion of Phase 2. Burns & McDonnell will consider the likely scope, relative cost, and perceived benefits of these initiatives and provide a qualitative judgment regarding its sustainability score by reporting the initiative's relative merit in the context of the 3P's. A Venn diagram will be used to illustrate the sustainable relevance of each initiative.

### **Phase 3 – Select and Define Projects**

Continuing to build on Phases 1 and 2, Burns & McDonnell will engage the stakeholder teams again to review sustainable initiatives identified and evaluated in Phase 2. By providing our engineering judgment and assessment of each sustainability initiative, we will assist the stakeholder teams, reassess their priorities and develop specific goals and projects aimed at achieving those goals for the most important initiatives. Burns & McDonnell will provide subject experts to discuss conceptual design issues, costs/benefits regarding the 3 Ps, and metrics that can be used to monitor progress toward achieving likely goals and objectives for a given initiative. Because our approach is scalable, Phase 3 may be implemented for a single focus area or multiple focus areas. This allows Columbia to control the development of its Sustainability Program internally, coordinated with existing planning and development initiatives, and in the most responsible manner possible.

Input provided during the collaborative portion of Phase 3 will be assimilated and used by Burns & McDonnell to develop scoping documents for projects selected and most highly prioritized by the stakeholder teams. Each scoping document may discuss and evaluate project scope, key conceptual design components, estimated cost, schedule milestones, metrics to monitor progress and success when implemented, etc. These documents will serve as resources to Columbia at future dates when requests for proposals and contract documents are developed to implement specific projects. These documents will continue to be a resource to Columbia as the results of the projects are measured and communicated to the broader community.

### **PROJECT SCHEDULE**

Burns & McDonnell proposes to complete Phase 1 within two months of Columbia accepting this proposal, executing a contract for these services, and issuing a written notice to proceed.

### **COST SCHEDULE**

Burns & McDonnell is proposing to complete Phase 1 as described above for a not-to-exceed amount of \$\_\_\_\_\_. Because our approach is scalable, we have assumed a limited amount of interaction, solely with Columbia staff, as part of Phase 1. For the purposes of this proposal, we have assumed two days of collaboration with staff identified and made available on dates and location to be mutually agreed to between Burns & McDonnell and Columbia. The City of Columbia will be responsible for identifying stakeholders for Phase 1 and scheduling those stakeholders to be available for the collaboration sessions.



Ms. Paula Hertwig Hopkins  
January 16, 2009  
Page No. 5

We look forward to the opportunity of assisting you in the development of Columbia's Sustainability Program. Please call Candice Derks-Wood (816-822-3946) or J. David Langford (816-822-3175) to discuss any questions after your review of our proposal.

Sincerely,

Candice Derks-Wood  
Sustainability Specialist

J. David Langford, P.E.  
Associate Vice President

Enclosures: Figures 1, 2 and 3



**Figure 1**  
**Sustainability Program Development Overview**  
**City of Columbia, Missouri**



**Phase 1**  
**Establish Baseline**

**City of Columbia and Burns & McDonnell Collaborative Process -**

- Discuss, Review and Analyze Current Initiatives and Facilities
- Define Sustainability Focus Areas

**Phase 2**  
**Identify Successes and Future Initiatives**

- Identify Potential Sustainability Initiatives
- Draft/Outline Publication of Current Sustainability Successes

**Phase 3**  
**Select and Define Projects**

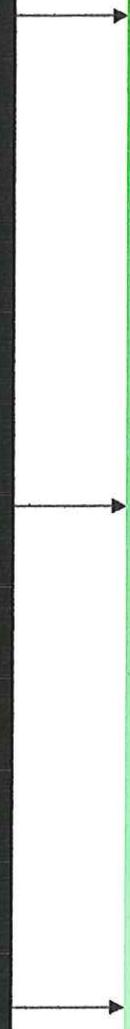
- Select/Prioritize Sustainability Projects

**Burns & McDonnell Assignments**

- Prepare Internal Report of Existing Baseline
- Identify Key Stakeholders and Teams

- Prepare/Publish Document of Current Sustainability Successes
- Analyze, Compare, Contrast and Report Summary of Sustainability Initiatives

- Develop Sustainability Plan (Project Scope, Budget and Schedule)





## Figure 2 Sustainability Program Development Details City of Columbia, Missouri



### Phase 1 Establish Baseline

- Conduct Background Research and Analysis of Initiatives Underway
- Review Existing Documentation (IRP, Vision Plan, Master Plan)
- Collaborate with Key Staff
- Review Existing GHG Inventory
- Define Sustainability Focus Areas

### Phase 2 Identify Successes and Future Initiatives

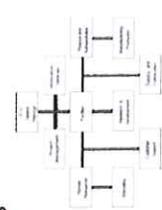
- Discuss/Plan Pilot Audit of Selected Facilities (3)
  - Energy Efficiency
  - Water Conservation
  - Materials and Resources
  - Transportation Options
  - Innovation
- Identify Potential Sustainability Initiatives within Sustainability Focus Areas
- Outline Current Sustainability Successes
- Develop Facilities Inventory

### Phase 3 Select and Define Projects

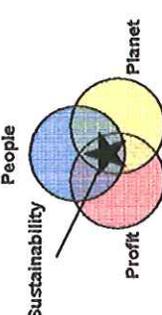
- Prioritize Initiatives and Identify Projects
- Discuss for Projects/Initiatives:
  - Benefits with Respect to Society, Environment and Economic Aspects
  - Define Desired Goals and Metrics

Collaborative Process -  
City of Columbia and  
Burns & McDonnell

- Prepare Report for Internal Publication on Existing Baseline
  - Summarize Established Initiatives
  - Summarize GHG Inventory Status
  - Identify Possible Sustainability Initiatives with Short, Simple Paybacks
  - Pinpoint Key Stakeholders/Teams/Assets



- Conduct Pilot Audits
- Develop Published Document Discussing Sustainability Successes To-Date (High quality document intended for external publicity)
- Prepare Report with Qualitative Evaluation of Previously Defined Sustainability Initiatives
- Update/Validate GHG Inventory



- Develop Conceptual Basis for Discussing Initiatives
  - Scope of Each Project
  - Range of Cost
  - Benefits with Respect to Society, Environment and Economic Aspects
  - Define Desired Goals and Metrics
- Provide Framework for Action

Burns & McDonnell  
Assignments



**Figure 3**  
**Sustainability Program Development**  
**Integration with Columbia's Vision Plan**



**Focus Area**

- Community Character - Revitalization
- Development – Infrastructure, Land Preservation, Neighborhoods
- Education – Facilities and Quality Education/ Curriculum
- Environment – Quality, Resource Conservation, Energy Efficiency
- Transportation – Non-Motorized Transportation

**Sustainability Initiatives**

- Provide/advertise incentives for buildings and retrofiting homes for energy efficiency and renewable energy sources
- Government will take the lead to invest in green infrastructure that will promote land preservation and help to develop a sustainable growth strategy for neighborhoods
- Technology, environment and energy efficiency will be the main focus of facilities. Individualized learning and training goals will improve the quality of life and promote "green collar jobs"
- Government and community will work to conserve natural resources, apply green planning practices, model energy efficiency, incorporate renewable energy, and approach zero waste generation
- Columbia will enjoy a safe, interconnected, non-motorized transportation network. The roadway, sidewalk, public transit and trail systems will tie together into an effective integrated transportation network

# Solutions for Sustainable Communities



City of Columbia

Doug Land & Chadd Currier  
February 5, 2009



## Local Government Goals & Challenges



- Budget Shortfalls/Pressures
- Maintaining Aging Infrastructure
- Major Capital Needs
- Economic Development
- Downtown Development
- Provide High Quality City Services
- Safe, Secure Communities and Working Environments
- Environmental Stewardship
- Public Relations



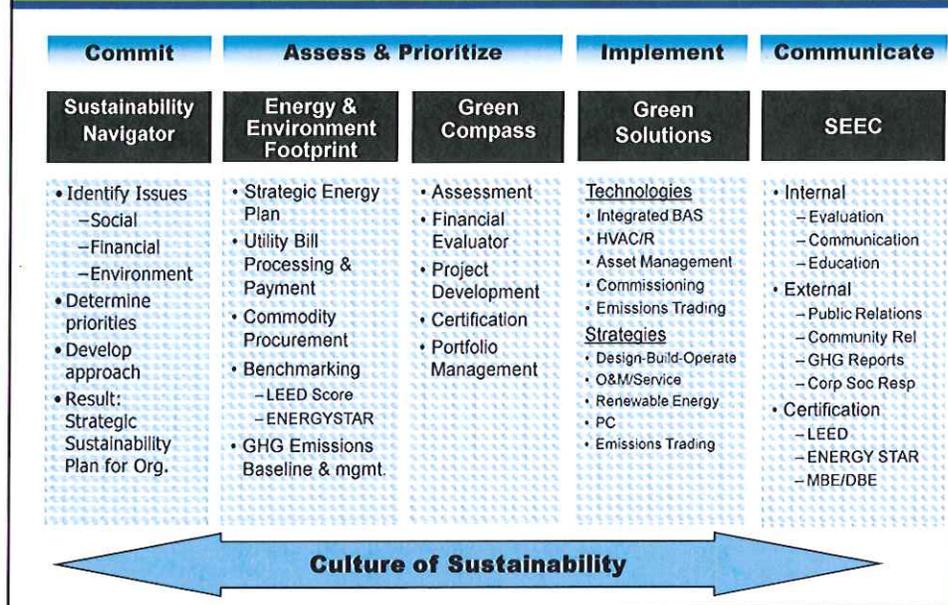
## U.S. Mayors' Climate Protection Agreement – Action items



1. **Inventory** GHG emissions in City operations and in the community, set **reduction targets** and create an **action plan**.
2. Adopt and enforce **land-use policies** . . .
3. Promote **transportation options** . . .
4. Increase the use of clean, **alternative energy** . . .
5. Make **energy efficiency** a priority (building code improvements, city facility retrofits, employee education) . . .
6. Purchase only **Energy Star** equipment and appliances for City use;
7. Practice and promote **sustainable building practices** using the U.S. Green Building Council's **LEED™** program or a similar system;
8. Increase the average fuel efficiency of **municipal fleet vehicles** . . .
9. Evaluate opportunities to increase **pump efficiency** in water and wastewater systems; recover wastewater treatment **methane for energy production**;
10. Increase **recycling rates** in City operations and in the community;
11. Maintain healthy **urban forests**; promote tree planting to increase shading and to absorb CO<sub>2</sub>; and
12. Help **educate** the public, schools, other jurisdictions, professional associations, business and industry about reducing global warming pollution.



## The Path to Sustainability



## Comprehensive Sustainability Plan

Plan could include detailed analysis of the following:

- Workshop session with Sustainability Navigator
- Performance Contracting for energy conservation
- Program Management for new Construction of Green Buildings
- LEED Certification/LEED EB
- Renewable Energy such as Wind, Solar, Biomass, Geothermal
- Land Use and Transportation (including Fleet Mgmt)
- Water and Waste Water Management
- Carbon Sequestration through Urban Forestry
- Responsible Procurement
- Public Relations and Education
- Availability of Grants/Funding
- Emissions Tracking and Reporting



# Sustainability Solutions Navigator

**UNCOVER ISSUES**

- Uncover issues
- Develop strategic sustainability plan
- Secure top-level support

ENVIRONMENTAL SUSTAINABILITY					SOCIAL RESPONSIBILITY					ECONOMIC PRODUCTIVITY	
Planet	People	Energy	Water	Waste	Management	Customers	Community	Workers	Supplier	Product	Process
1. Green building	4. Employee health and safety	11. Power usage and energy efficiency	14. Water conservation	21. Waste reduction and recycling	24. Risk management	26. Customer satisfaction	34. Community relations	36. Employee training and development	42. Supplier relations	47. Product quality	47. Process efficiency
2. Environmental impact	5. Diversity and inclusion	12. Carbon footprint	15. Air quality	22. Hazardous waste management	25. Regulatory compliance	27. Employee engagement	35. Philanthropy	37. Labor relations	43. Procurement	48. Customer loyalty	48. Process innovation
3. Environmental stewardship	6. Work-life balance	13. Environmental impact	16. Environmental impact	23. Environmental impact	28. Environmental impact	29. Environmental impact	38. Environmental impact	39. Environmental impact	44. Environmental impact	49. Environmental impact	49. Environmental impact
4. Environmental impact	7. Environmental impact	14. Environmental impact	17. Environmental impact	24. Environmental impact	29. Environmental impact	31. Environmental impact	40. Environmental impact	41. Environmental impact	45. Environmental impact	50. Environmental impact	50. Environmental impact
5. Environmental impact	8. Environmental impact	15. Environmental impact	18. Environmental impact	25. Environmental impact	30. Environmental impact	32. Environmental impact	42. Environmental impact	43. Environmental impact	46. Environmental impact	51. Environmental impact	51. Environmental impact

**SUSTAINABILITY NEEDS**

Copyright Confidential © 2013 Johnson Controls, Inc. All Rights Reserved.

# Funding Vehicles

Budget Neutral Options use guaranteed operational savings and/or increased revenues to fund infrastructure improvements

**Budget Neutral Approach**

**Annual Debt Service**

**Johnson Controls**

## SEEC Education Modules



- Introduction to Sustainability
- Energy and You
- Illuminate Your Life
- Getting to Know H<sub>2</sub>O
- Watching Your Waste-Line
- The Great Indoors
- A Change of Climate
- Reinventing the Wheels
- Greening the Supply Chain
- Sustaining the Momentum



Delivered electronically via web  
or in classroom settings



## City of Tyler, TX



### Customer Goals

- Increase quality of service to citizens
- Lower operational costs
- Modernize infrastructure
- Utilize technology to generate efficiencies

### Solutions

- 27 Buildings Retrofits including lighting, automation and HVAC upgrades
- 31,000 water meters replaced
- Automated meter reading system implemented
- Wastewater plant optimization
- 3,700 traffic lights upgraded

### Results

- Project Cost: \$18,000,000
- Annual Benefit: \$2,937,000
- Guaranteed Benefit: \$27,602,470
- Rebates / Grants: \$180,000

American City  
and County  
Magazine  
Crown Award  
(2004)

U.S. Conference  
of Mayors  
Public/Private  
Partnership  
Award (2005)



## Renewable Solutions



### Projects Across the Country...

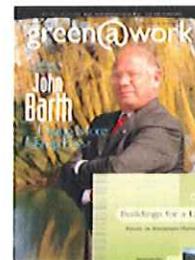
- City of Little Rock, Arkansas-Phase II Land Fill Gas / Energy
- 20 MW of Future Wind Projects in IL, WI, and MN
- Wood fired Boiler Plant in PA Prison
- Three Corn fired Boiler Plants in Indiana
- Biomass Gasification Cogeneration plant at USC
- Wastewater Treatment Plant Digester Gas to Energy Cogeneration Plant in Baltimore
- Landfill Gas to Energy Cogeneration Plant in PA
- 2 MW Solar Energy Plant in California
- Geothermal Energy Plant in Utah
- Fuel Cell installation in California



## Sustainability Leadership



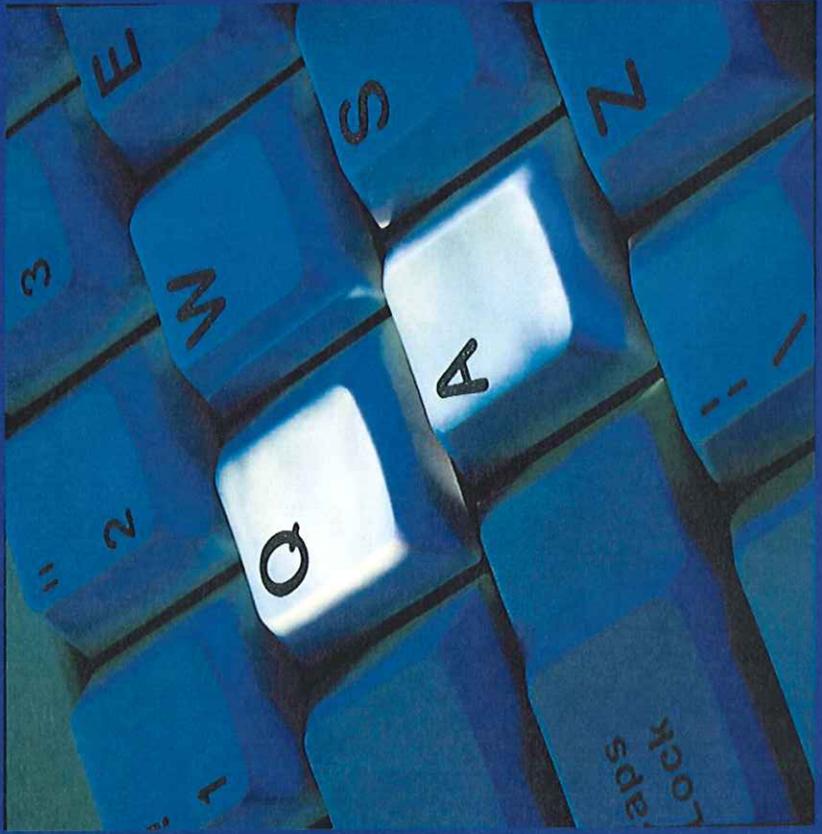
- **Largest deliverer of energy efficiency in the United States.**
  - Our clients will save \$18 billion in energy costs through 2010
- **Partner with Clinton Climate Initiative**
- **LEED™ expertise**
- **Corporate direction:**
  - Climate neutral
  - Leader in hybrid technology
  - 100% recycled auto interiors
  - “Ingenuity Welcome”





**Johnson  
Controls**

Thank you.



**Sustainable Building Services**

**Honeywell**



**Sustaining the Environment,  
Maintaining Your Bottom Line**



# Leading the Way to Sustainability

The coming decades will bring massive change to how companies, corporations, even entire continents, respond to the mounting environmental crises that face our planet. As business leaders strive to understand new options and develop new strategies, they know they must maintain their focus on the company's bottom line. They must balance environmental goals with economic realities.

At Honeywell, we have been at the forefront of energy conservation for decades. We have long understood that protecting the environment and preserving the bottom line are not mutually exclusive ideas. We have helped companies around the globe realize that when they save energy, they also save money. Since the 1980s, Honeywell Building Solutions has completed more than 5,000 energy efficiency projects in facilities around the globe, minimizing costs and maximizing system performance.

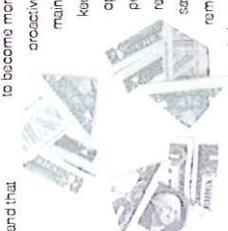
We've conserved enough energy to power those nuclear power plants for one year – real-world, bottom-line savings.

**Good for the Environment and Good For Your Bottom Line**  
Each company needs to take a hard look at their business goals and their environmental goals. Where do they overlap? How can they complement each other? What options and initiatives will match your budget and timeline? It is a plan is not realistic or economically feasible, it's not going to be a "sustainable" strategy for your business. At Honeywell, we try to balance the nature of business with the very important business of nature.

**Investing in Energy Savings Makes Good Cents**  
Our customers have learned first-hand that investing in upgrades and system improvements doesn't cost money in the long run – it saves money. Their energy bills drop 15-25% on average. And it reduces emergency repair services by more than 75%. Customers continue to experience these bottom-line benefits – as well as improved functionality and reduced environmental impact – year after year.

**Service Sets Honeywell Significantly Apart**  
Honeywell has also developed an unmatched reputation for stellar service. Leveraging advanced technology, such as the Global Service Response Center (GSRC) and Field Automation Service Technology (FAST), we're able to provide real-time data to keep your systems running at peak efficiency, while reducing the need for on-site labor.

By optimizing building performance, Honeywell's GSRC and service organization have enabled more than 25,000 customer sites in North America to become more sustainable. Our proactive preventative maintenance helps keep your equipment operating at peak performance, which results in energy savings. And our remote monitoring helps prevent problems from occurring, reducing costs.



## Honeywell – Clean and Green From the Start

Honeywell has been committed to sustainability as a real-world issue and goal for more than 100 years – far before "green" thinking came to the forefront. It is this historical perspective and expansive experience that uniquely qualifies Honeywell to help lead the world's companies – large and small – toward the best energy and environmental solutions.

## A Recognized Leader in Environmental Stewardship

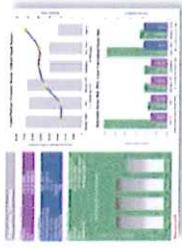
Our energy conservation and management work is being heralded throughout the world. Honeywell was one of the first energy services companies involved in the prominent Clinton Climate Initiative. Honeywell is also a member of the EPA's Climate Leaders Program and a supporter of the American College & University Presidents Climate Commitment. And Honeywell recently won the distinguished "Green Innovation of the Year" award from Frost & Sullivan.

## Renewable Energy Alternatives Bring Real-World Rewards

Energy sources and strategies, such as solar power, wind energy and biomass energy, are now becoming powerful components in our quest to become less oil-dependent and more environmentally responsible. And the momentum continues throughout this year. But which of these sustainable solutions are right for your business?

To help you decide, Honeywell has developed the Renewable Energy Scorecard™, whereby we analyze the full spectrum of renewable technologies available in your area, as well as local utility rates and your particular heating

and cooling loads. This gives your business a powerful snapshot of the renewable energy solutions that make the most economic sense for your enterprise.



## Making Upgrades Easy – and Affordable

At Honeywell, we want to make your decision to "go green" easy by giving you the data to make the best decision – and then giving you the funding options to make it affordable. These include Energy Savings Performance Contracts (ESPCs), which offset the costs of upgrading HVAC mechanical, lighting and building automation systems against future savings guaranteed by Honeywell. Your operating budget is untouched. And your facilities receive needed upgrades and improvements today, without risk.

## Building Awareness and Changing Behavior Through Energy Education

Many companies express the commitment to change their energy policies and practices, but they're not sure where to start. That's why we offer energy education services designed to give companies a more thorough understanding of every facet of energy usage. Honeywell offers energy awareness and public relations programs, as well as customized, people-driven conservation programs. Honeywell uses a leading edge sustainability information system, which provides access to real-time data,

and enables environmental program management and interactive education.

## Lead the Way With LEED® Certification

Honeywell helps organizations achieve Leadership in Energy and Environmental Design (LEED) certification and ENERGY STAR® recognition. Honeywell has nearly 100 LEED-accredited professionals on staff. No one is better suited to help you achieve LEED status.

## Greenhouse Gas Emissions Management Program

Honeywell offers a comprehensive Greenhouse Gas Emissions Management Program, beginning with an inventory to establish your baseline carbon equivalent (eCO<sub>2</sub>) footprint. We can help your organization launch a successful energy program. Alternatively, if you'd prefer to manage the process internally, Honeywell offers a hands-on, one-day workshop, designed to provide you with the knowledge and tools to launch your own greenhouse gas emissions initiative.

## On-Site Sustainability Directors

Honeywell's Sustainability Directors bring specialized, sustainable management and technical consulting expertise right to your building operation. This valuable on-site resource will develop programs, advocate for sustainability practices and facilitate interaction and collaboration among various groups in your organization. The Sustainability Director will identify, prioritize, plan, coordinate and promote sustainability and conservation initiatives in the areas of water, energy, transportation and procurement.

# Make the Best Green Decisions With Honeywell

There are countless providers championing a variety of new initiatives in every shade of "green." The challenge is to find the solutions that make the best sense for your company. Whether you manage a single facility or oversee multiple, geographically-dispersed locations, learn how Honeywell's

## Find Out More

To start the green conversation for your facility, or to get a Renewable Energy Scorecard, contact your Honeywell representative or visit [www.honeywell.com/buildingsolutions](http://www.honeywell.com/buildingsolutions) or call **1-800-345-6770, ext. 605**.

[www.honeywell.com/buildingsolutions](http://www.honeywell.com/buildingsolutions)

## Honeywell Building Solutions

Honeywell

North America:

1985 Douglas Drive North  
Golden Valley, MN 55422-3992  
+1-800-345-6770, ext. 606

Europe, Middle East, Africa & India:

Honeywell House  
Arlington Business Park  
Bracknell, United Kingdom RG12 1EB  
+44 (0)870 600 1659

North Asia:

Zhang Jiang Hi-Tech Park  
No. 430 Li Bing Rd., Pudong New Area,  
Shanghai, 201203, China  
+86-21-2894-2000

South Asia Pacific:

2 Richardson Place  
Sydney NSW 2113  
+612-9353-7000

[www.honeywell.com](http://www.honeywell.com)

Sustainable Services can help you improve energy efficiency, ensure comfort and realize substantial savings at the same time.

## Honeywell Sustainable Services Can Help You:

- Fund improvements within existing budgets
- Ensure comfort while reducing energy use
- Dramatically reduce energy costs
- Reduce emissions and environmental impact
- Meet environmental regulations

You can trust the dedicated energy experts at Honeywell to work with you and your staff to find the optimal mix of technology and services to support your environmental and business goals. We have the talent, expertise and experience to develop solutions that will help your company "go green" while keeping your business in the black.



The Honeywell Renewable Energy Scorecard™ and FAST™ are trademarks of Honeywell International Inc. All rights reserved. All other product names are trademarks or registered trademarks of their respective companies.

SL-53-2178  
January 2009

© 2009 Honeywell International Inc.



# Honeywell

A PAULA  
P.I.

# Ecology and Environment, Inc.'s SUSTAINABILITY SOURCE

Multidisciplinary Expertise, Ideas, Innovation, and Technology to Improve  
Your Performance with Sustainable Solutions

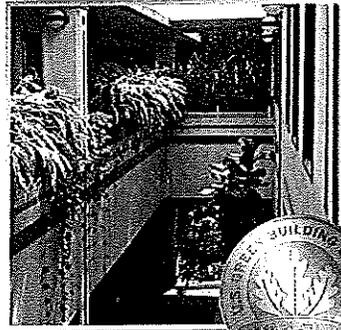
Fall 2008



Welcome to the latest issue of *Sustainability Source*. Amidst our current state of economic uncertainty, the need for energy efficiency is more important than ever. The economy, national security, climate change, and energy independence have begun to converge, and they are all now mainstream issues.

More than ever, organizations are demonstrating leadership by undertaking cost-effective green solutions like alternative transportation and energy-efficient building initiatives which help our country and our planet.

E & E global headquarters is the world's oldest LEED Platinum existing building.



Warm regards,

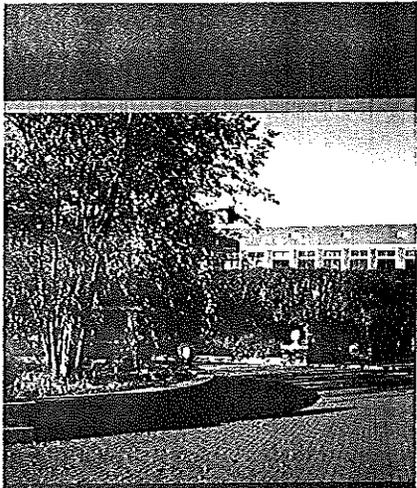
Kevin Neumaier  
President and CEO

## Project Highlight

### Detroit and Ann Arbor's Michigan Rideshare

The regional area of Detroit and Ann Arbor use GreenRide® to manage their ridesharing system through [www.mirideshare.org](http://www.mirideshare.org). Mirideshare provides web-based ridematching, commute logging, and savings tracking services to an area of over 5 million people. It also enables the two metropolitan areas to share the same data; yet, manage their users and reporting separately. Mirideshare offers an innovative rideshare solution that fulfills the region's needs, transparent of local municipal boundaries. For more information contact Iris Steinberg (email: [steinberg@semcog.org](mailto:steinberg@semcog.org)) or Ken Anderson (email: [kanderson@theride.org](mailto:kanderson@theride.org)).





## About E & E

Founded in 1970, E & E is a broad-based environmental consulting company whose underlying philosophy is a worldwide commitment to supporting sustainable development through responsible environmental stewardship.

E & E is a founding greenhouse gas reporter to The Climate Registry, verifier for the California Climate Action Registry, and offset aggregator for the Chicago Climate Exchange.

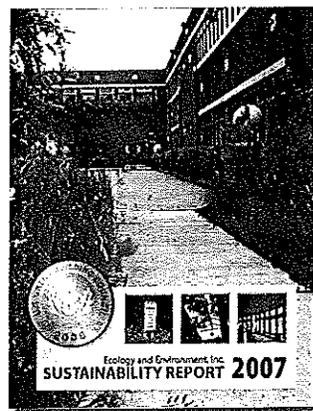
Our mission is to help organizations use their resources more efficiently and responsibly.

E & E is traded on the NASDAQ as EEI.

For more information on our company, please visit our Web site [www.ene.com](http://www.ene.com).

## E & E Releases 2007 Sustainability Report

E & E is pleased to announce that our calendar 2007 sustainability report is available to the public at our website [www.ene.com/files/reports/sustainability\\_2007.pdf](http://www.ene.com/files/reports/sustainability_2007.pdf). The report describes our sustainability initiatives in alignment with international (Global Reporting Initiative) guidelines. This year the report includes a centerfold on our global headquarters building, showcasing the unique characteristics that earned this 20-year-old building the top energy and environmental efficiency rating of U.S. Green Building Council's (USGBC) LEED-EB Platinum—the oldest building in the world to attain this exemplary accolade!



## American Campus Presidents Climate Commitment Encourages Rideshare

More than 500 presidents signed on to the American College and University Presidents



Climate Commitment ([www.presidentsclimatecommitment.org](http://www.presidentsclimatecommitment.org)) with the goal of eliminating campus greenhouse gas emissions. Among other actions, the pledge involves undertaking a greenhouse gas inventory and taking immediate steps to reduce greenhouse gas emissions. Green initiatives such as this are driving many universities and colleges, including Duke University and Purdue University, to sign on with GreenRide®.

## GreenRide® for 2008 GreenBuild Conference to Reduce Travel-Related GHG Emissions

For the third year running, E & E is donating GreenRide® to the USGBC 2008 GreenBuild conference in Boston, MA, ([www.usgbc.greenride.com](http://www.usgbc.greenride.com)) November 19–21, 2008, to reduce the conference carbon footprint by helping people to identify opportunities to carpool or share a cab from the airport to the event. Since 2006, hundreds of GreenBuild attendees have been "GreenRiders," helping save tens of thousands of vehicle miles traveled and several tons of CO<sub>2</sub> from being emitted. E & E also donated GreenRide® for conferences such as the 2008 JPMorgan Chase Corporate Challenge, ESRI 2008 International User conference, Globe's 2008 Sustainability Conference, and the 2008 Houston Green Expo. For more information contact GreenRide® at 1-877-GR-RIDE-1 or email: [greenride@ene.com](mailto:greenride@ene.com).



## Keep on Rolling, GreenRide®!

GreenRide® continues to add more metropolitan, employer, and campus edition customers. With 55+ customers, we are expanding the scope to provide more user and administrative functionality and maximize performance, as well as extending the platform to provide options to service stakeholders including the elderly, disabled, and those of limited economic means via our GreenRide® Flex-T flexible transportation system. We are also expanding GreenRide® functionality to provide options for mobile devices via Quick\_Flow. Come by and see us at the

upcoming **GreenBuild International Conference and Expo**, **World ITS Congress** conference, or **Transportation Research Board (TRB)** conference, all listed on the following page, or call us at 1-877-GR-RIDE-1 or email us at [greenride@ene.com](mailto:greenride@ene.com).



## Greenhouse Gas Inventory Projects on the Upsurge

As municipal, regional, statewide, and nationwide climate initiatives continue to gain traction, E & E is seeing an increase in demand for GHG inventories. E & E has been working on inventories for organizations including Sierra Nevada Brewing Company, Hilmar Cheese, the Adirondack Park, and the Long Island Power Authority. Our inventories follow international and U.S.-specific registry protocols, including The Climate Registry, and provide customers with baselines from which to

measure performance in cutting carbon. For more information on our GHG inventory services see [www.ene.com](http://www.ene.com), email us at [ghgservices@ene.com](mailto:ghgservices@ene.com), or call 716-684-8060.

### What is The Climate Registry?

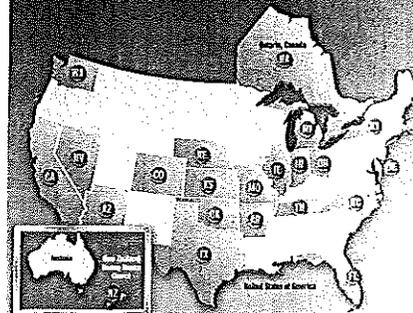
The Climate Registry ([www.theclimateregistry.org](http://www.theclimateregistry.org)) is a nonprofit organization that establishes consistent, transparent standards throughout North America for businesses and governments to calculate, verify, and publicly report their carbon footprints in a single, unified registry. Forty U.S. and Mexican states, Canadian provinces and territories, and Native American sovereign nations have signed the Registry's "Statement of Principles and Goals," and there are more than 200 members and growing. E & E is a founding reporter to the Registry, and we provide support to organizations in calculating and registering their emissions.

### Lieberman-Warner Climate Security Act of 2008

Although this bill was narrowly defeated in June 2008, the vote was historic in demonstrating the U.S. Senate support for mandatory climate action and, in particular, GHG cap-and-trade (see [www.pewclimate.org/analysis/l-w](http://www.pewclimate.org/analysis/l-w)). The next four years will provide the opportunity for our new president to become the USA's first "Climate Change President".

### Carbon Management Seminar Update

Hundreds of attendees joined E & E for our 2008 series of seminars in Austin, Dallas, Houston, New York City, and the Adirondacks on "Adapting Your Organization to Compete in a Carbon-Constrained World." These seminars provided an overview of emerging federal and state regulations, voluntary GHG reduction initiatives, GHG emissions inventories, and solutions to reduce GHG emissions from both buildings and transportation. For more information on this topic please email: [sustainability@ene.com](mailto:sustainability@ene.com)



**GreenRide®** has been selected in 21 states and internationally to offer ride matching to over 38 million people in the USA, Canada, and New Zealand!

Thank you again! To all of our customers for selecting us to support your rideshare and related alternative transportation programs. Since our last newsletter, GreenRide® has been implemented by new customers offering rideshare in Arizona, Delaware, Indiana, North Carolina, and Massachusetts.

## Upcoming Conferences

### AASHE:

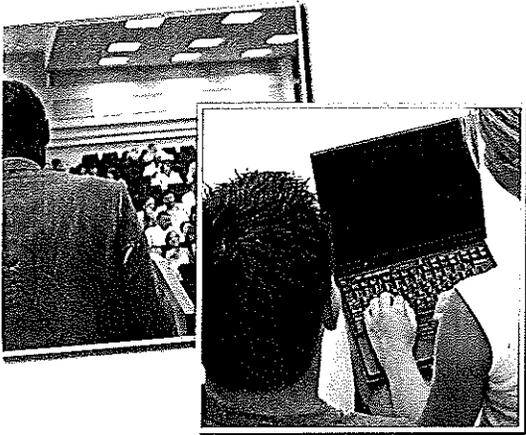
November 9–11, 2008, Raleigh, NC  
[www.aashe.org/conf2008/](http://www.aashe.org/conf2008/)

### USGBC:

November 19–21, 2008, Boston, MA  
[www.greenbuildexpo.org](http://www.greenbuildexpo.org)

### World Intelligent Transportation Systems Congress:

November 16–20, 2008, New York City  
[www.itsworldcongress.org](http://www.itsworldcongress.org)



## Links

### GreenRide® Mass Transit Article

[www.ene.com/files/brochures/  
MassTransit.pdf](http://www.ene.com/files/brochures/MassTransit.pdf)

### GreenRide® College Services Article

[www.ene.com/files/articles/  
Gartner\\_0807.pdf](http://www.ene.com/files/articles/Gartner_0807.pdf)

### Center for Urban Transportation Research

[www.cutr.usf.edu](http://www.cutr.usf.edu)

### Association for Commuter Transportation (ACT)

[www.actweb.org](http://www.actweb.org)

### U.S. DOT Federal Highway Administration

[www.fhwa.dot.gov/congestion](http://www.fhwa.dot.gov/congestion)

### EPA Office of Transportation and Air Quality

[www.epa.gov/otaq](http://www.epa.gov/otaq)

### EPA Energy Star

[www.energystar.gov](http://www.energystar.gov)

### World Business Council for Sustainable Development

[www.wbcsd.org](http://www.wbcsd.org)

### Business for Social Responsibility

[www.bsr.org](http://www.bsr.org)

### Sustainable Business

[www.sustainablebusiness.com](http://www.sustainablebusiness.com)

### Green Buildings U.S. Green Building Council

[www.usgbc.org](http://www.usgbc.org)

### Ecology and Environment, Inc.

[www.ene.com](http://www.ene.com)

*If you would like to receive this newsletter  
in electronic copy only please e-mail us at  
[sustainability@ene.com](mailto:sustainability@ene.com)*



ecology and environment, inc.  
International Specialists in the Environment

Ecology and Environment, Inc.  
368 Pleasant View Drive, Lancaster, NY 14086

PRESORTED  
FIRST CLASS MAIL  
U.S. POSTAGE  
PAID  
BUFFALO, NY  
PERMIT No. 4013



\*\*\*\*\*AUTO\*\*MIXED AADC 140

P3 T3

COLUMBIA TRANSIT  
RAYMOND BECK P.E.  
PO BOX 6015  
COLUMBIA MO 65205-6015

Ecology and Environment, Inc.'s  
**SUSTAINABILITY SOURCE**

Multidisciplinary Expertise, Ideas, Innovation, and Technology to Improve  
Your Performance with Sustainable Solutions

Fall 2008

Printing on 100% recycled paper since 1971