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INTRODUCTION

WHAT IS A SUSTAINABLE BUSINESS?

A sustainable business is one that supports the well-being of current and future citizens by maintaining a strong economic profile and a healthy, self-renewing environment. Many businesses are using the "triple bottom line" as a measure of success. The triple bottom line is an equal measure of social well-being, economic prosperity, and environmental quality. A business operating in this fashion is "sustainable" or maintained indefinitely.

WHY SHOULD YOUR BUSINESS BE INTERESTED?

All businesses have the common goal of success in remaining in business for as long as possible. The key to achieving this goal is to operate more sustainably. It is not possible to maintain economic prosperity indefinitely without upholding social and environmental well-being. Sustainable business practices make good business sense because they benefit the community, the environment, and the business itself.

⇨ Investing in sustainable practices allows businesses to enjoy long-term benefits such as:

REDUCED OPERATING COSTS
REDUCED LIABILITY
INCREASED COMPETITIVENESS
IMPROVED PRODUCTIVITY
NEW CUSTOMERS
STRENGTHENED MARKET TRUST & CREDIBILITY
GREATER INNOVATION

Consider participating in Flagstaff's annual Bike to Work Week in May to get employees excited about bicycle commuting.

Using Northern Arizona's most abundant natural resource, sunlight, to heat water or generate electricity can be cost effective by taking advantage of state and federal incentives.

Excess paint and batteries are common hazardous waste products that should be disposed of properly at the City of Flagstaff Hazardous Products Center (HPC).

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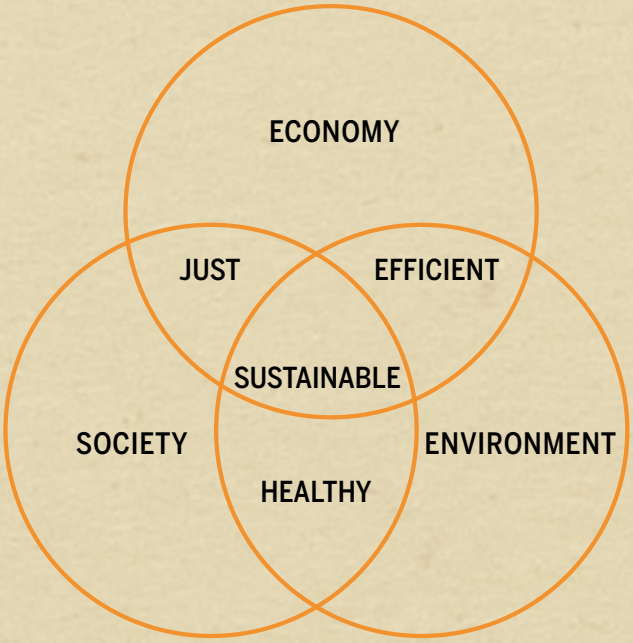
HOW TO USE THIS GUIDE

Although this guide is primarily intended for businesses, many of the contents and suggestions are applicable to non-profit organizations, professional associations, and government offices.

Becoming a sustainable business will take time and commitment, but there are several steps that can take you along the path toward sustainability. Eight main sections to this guide provide the tools you need to take actionable steps toward becoming a sustainable business. These eight key areas are: Sustainability Management, Quality of Life, Pollution Prevention & Cleaner Operation, Waste Prevention, Water Conservation, Energy Efficiency & Renewable Energy, Sustainable Transportation, and Sustainable Purchasing.

Each section of the guide provides a brief introduction, indicates a number of specific measures your business can take and identifies examples from local businesses that have already completed at least one of the measures. The measures are grouped into subcategories for easier navigation and are generally ordered within each subcategory by the increasing level of implementation effort required.

The Flagstaff Sustainable Business Guide should be used as a continual reference for your business's efforts toward sustainability. The guide is designed to be an adaptive tool for all levels of progress and pace. The examples from Flagstaff-area businesses are intended to provide ideas and inspiration. Implementing even a few of the measures should markedly impact your business in a positive way and take you farther along the path toward the goal of being a sustainable business.



"THERE IS NO 'SILVER BULLET' OF SUSTAINABILITY. WE HAVE CHOSEN TO THINK OF THE CHALLENGE OF BEING AS SUSTAINABLE AS POSSIBLE IN TERMS OF 'WHAT DO WE VALUE?'"

– Derrick Widmark, Owner of Diablo Burger

SUSTAINABILITY MANAGEMENT

INTRODUCTION

The components of Sustainability Management include developing employee awareness and involvement, managing your business's sustainability goals, and reporting on your sustainable practices to the community. It is important to make sustainability policies relevant to employees, to develop ways to monitor and track the progress made, and to explain your efforts to your stakeholders including employees, vendors, partners, and customers. These activities will improve the success of your sustainability efforts by getting people on board and validating your efforts.

MEASURES

EMPLOYEE AWARENESS AND INVOLVEMENT

Employees committed to your business's sustainability goals and efforts have a significant impact on the ability to achieve sustainable measures. Encourage employee participation in the shaping of your business sustainability policy, and make sure to clearly and continually communicate the policy with employees.

- Provide training and education to all employees regarding sustainable practices; incorporate sustainability policies into new employee orientation.
- Invite all employees to contribute their ideas, suggestions, and concerns in developing and maintaining sustainable practices.
- Place signage in appropriate locations to remind employees and customers to follow sustainable practices.
- Incorporate sustainability efforts and successes into regular meetings.

Including a clearly marked recycle bin alongside a trash bin is the most effective way to encourage recycling at your business.

MANAGING THE SUSTAINABILITY GOALS

The first step in establishing a goal of sustainability within your business is to set sustainable development objectives and policies. Developing an environmental policy is a good start, but a full sustainability policy should include social and economic targets for your business as well. The next step is to develop an implementation plan to achieve the objectives of the sustainability policy. The following sections of this guide provide many examples of specific practices to implement.

- Include your commitment to sustainability in your company values and/or mission statement.
- Develop measures and standards to track the progress and impact made.
- Improve your internal monitoring processes to help implement sustainable practices.
  - Hold regular meetings to review and improve procedures.
  - Tour operating sites and observe employees.
  - Implement an environmental auditing program.
  - Develop a sustainable progress reporting system for all levels of management.
- Incorporate sustainability efforts into employee performance reviews.

REPORTING ON SUSTAINABLE PRACTICES

Documenting your progress both internally and externally helps you build credibility and justify your sustainability efforts. Reporting should be both informal (e.g., newsletters) and formal (e.g., annual reports, financial statements).

- Incorporate your sustainability efforts into customer/vendor/partner communications.
- Submit news about your sustainability efforts to media relations.
- Develop periodic sustainability newsletters and an annual report; make these available to employees and the public.
- Include pollution prevention and resource conservation metrics along with your financial statement.

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BUSINESS EXAMPLE

EFFECTIVE SUSTAINABILITY MANAGEMENT AT THE FLAGSTAFF FAIRFIELD INN

The Flagstaff Fairfield Inn is committed to all three components of sustainability. They have established a Sustainability Committee with a clear charter and mission statement that is comprised of hotel employees from each department. The committee is continually identifying and evaluating new ways for the hotel to be more sustainable and also ensures that sustainable actions are well communicated to hotel staff and guests. The Flagstaff Fairfield Inn is also planning to apply for a lodging certification program, which would monitor, verify, and report on their sustainable actions. For more information on the Inn's many sustainable efforts, refer to section 3.4.

It is important to get all employees and stakeholders on board with your business sustainability goals and efforts to ensure their success.

"WE ARE FOCUSING ON PUTTING POLICIES AND PROCEDURES IN PLACE TO ENSURE THAT OUR SUSTAINABLE ACTIONS CARRY ON INTO THE FUTURE."

– Dan Hunt, Sales Manager of Flagstaff Fairfield Inn

QUALITY OF LIFE

INTRODUCTION

Providing a good quality of life for employees, customers, and surrounding community members is an important aspect of a sustainable business. A high quality of life includes providing safe, healthy, and fair working conditions for all employees, respecting all people's equal rights, preserving the existing culture and natural landscape of the area, and even ensuring that your supplier labor conditions are safe, healthy, and fair. In addition, empowerment of all employees is necessary, allowing them to take a stronger role of asserting and protecting their own rights. This can be developed through increasing employee access to information and participation avenues, and by establishing effective ways to resolve conflicts.

Preserving the existing culture and natural landscape within the area of your business provides the community with a sense of place. This involves fitting your business in physically with the surrounding land and native landscape, as well as functionally with the present way of life and cultural values. When your business is "in tune" with an existing, healthy environment or helps to build a healthy environment, the community is strengthened by your presence.

MEASURES

INCREASE EMPLOYEE QUALITY OF LIFE

- Give priority to local employment.
- Provide a fair and livable wage for all employees.
- Ensure that working conditions are consistently safe and healthy.
- Encourage employees to voice their concerns, ideas and needs.
- Provide training to all employees on effective ways to resolve conflicts.
- Support employees with benefits and other resources so they can balance work, family, and personal development commitments.
- Encourage employees to maintain their health through alternative transportation incentives (refer to the Sustainable Transportation section of this guide).
- Ensure that your suppliers provide a fair and living wage for all employees.
- Verify that your suppliers provide safe and healthy working environments.

INCREASE QUALITY OF LIFE FOR COMMUNITY MEMBERS AND CUSTOMERS

- Respect and uphold all people's equal rights.
- Make continuous efforts to reduce the pollution associated with your business to improve the community air and water quality.
- Support community activities in whatever way possible, such as offering donations or volunteerism.
- Gather and promptly respond to complaints.

PRESERVE THE LOCAL CULTURE AND NATURAL LANDSCAPE

- Ensure your building façade fits in with both the existing development style and the natural landscape.
- When building on a new lot, keep at least 40% of the lot undisturbed to preserve the natural ecosystem properties and landscape.
- Continually strive to fit your business into the community's culture.

Diablo Burger's outdoor tables made of scrap metal from the Diablo Trust Ranches utilized waste material, employed a local artist and fit in perfectly with the existing Heritage Square design and culture.

BUSINESS EXAMPLE

COMMUNITY INVOLVEMENT AT FRATELLI PIZZA

Fratelli Pizza is actively involved within the Flagstaff Community. Their distinctive fundraising program, called 10% Tuesdays, involves donating 10% of their total sales on various Tuesdays to a local school or educational program. In the first nine months of the program, Fratelli Pizza donated more than $8,000 to local schools and education programs. This fundraising program has helped the restaurant to increase sales while also giving back to the Flagstaff Community. Fratelli Pizza is also a sponsor of the Flagstaff Free Movies on the Square and the Flagstaff Biking Organization's Trail Building Days. They have helped to coordinate blood drives in conjunction with United Blood Services to support northern Arizona's blood supply. Refer to page 15 of this guide for more examples of Fratelli Pizza's sustainability efforts.

Historic downtown Flagstaff is a place where residents and visitors can congregate to enjoy good food, community events, shopping and recreation.

WHEN YOUR BUSINESS IS "IN TUNE" WITH AN EXISTING, HEALTHY ENVIRONMENT OR HELPS TO BUILD A HEALTHY ENVIRONMENT, THE COMMUNITY IS STRENGTHENED BY YOUR PRESENCE.

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POLLUTION PREVENTION & CLEANER OPERATION

INTRODUCTION

The first step in preventing pollution and achieving a cleaner operation is to identify the potential hazardous substances and pollution-causing processes. This should be done by using a precautionary approach: assume a substance is hazardous or a process causes pollution until it is proven otherwise. Another important aspect of the phase-out process is to involve the workers and communities affected to help facilitate the transition.

There are several sources of pollution and hazardous substances that are clearly identified today. The following measures specifically address ways to prevent and abate these known sources.

MEASURES

UTILIZE THE CITY HAZARDOUS PRODUCTS CENTER

The City of Flagstaff Hazardous Products Center (HPC) provides a safe, affordable, and local option for businesses that qualify as a Conditionally Exempt Small Quantity Generator to participate in the Small Business Waste Program (SBWP).

The HPC safely disposes of batteries, paint, solvents, cleaning and maintenance chemicals, unbroken compact fluorescent light bulbs and fluorescent tubes, electronics, appliances, aerosols, and other chemicals. Visit www.flagstaff.az.gov/hazwaste to learn more about the SBWP.

If your business chooses not to utilize the City of Flagstaff HPC or does not qualify for the SBWP, ensure that all hazardous wastes are disposed of in accordance with all local, state, and federal regulations. The HPC can provide direction and assistance in the event that your business does not qualify for the SBWP.

PRACTICE CHEMICAL SAFETY AND PROPER HANDLING

The following suggested measures will help to restrict the use of harmful products, prevent spills, and limit unnecessary chemical waste.

- Store harmful products securely, in small quantities, and in well-labeled containers.
- Transfer cleaners and other chemicals via an enclosed delivery system.
- Limit access to harmful products to authorized employees only.
- Implement a "just in time" purchasing policy and efficient chemical usage policy to ensure old material is used completely before more is purchased.

UTILIZE LOW-TOXIC OR NON-TOXIC CLEANERS, PAINT, AND OTHER SUPPLIES

- Educate and inform the cleaning staff of your sustainable preferences.
- Discontinue purchase of glass cleaner and replace with vinegar and water.
- Use products that are packaged in a refillable spray bottle rather than an aerosol can.
- Use low-mercury fluorescent lights.
- Use unbleached and/or chlorine-free paper products (e.g., copy paper, toilet paper, paper towels, napkins, coffee filters).
- Use less-toxic cleaning products that ensure health and safety for staff, customers, and the environment.
- Use recycled content or low-VOC (volatile organic compounds) paint and other products.
- Use low-emitting/low-polluting building materials, carpets, furniture, etc.
- Stock/sell products that are less toxic and less polluting than conventional ones.

ELIMINATE TOXIC WASTE

- Use rechargeable batteries instead of disposable alkaline batteries.
- Print using soy, vegetable-based or low-VOC inks.
- Provide an outdoor receptacle for cigarette butt disposal.

⇨ The Small Business Waste Program allows the City to:
OFFSET TRANSPORTATION COSTS; COMBINE WASTES FROM MULTIPLE BUSINESSES; PROVIDE AN ECONOMICAL SOLUTION TO YOUR HAZARDOUS WASTES DISPOSAL NEEDS.

- Replace Styrofoam food containers with reusable, bamboo, paper or cornstarch ones.
- Recycle and refill toner cartridges.
- If your company owns vehicles, routinely check for leaks and keep a spill kit in an accessible location.

LIMIT USE AND TOXICITY OF PESTICIDES

- Reduce or eliminate the use of all types of pesticides.
- Correct situations that attract and harbor pests, such as improperly stored food, open trash bins, and dense foliage around building.
- Use less-toxic insecticides such as soaps, horticultural oils, and micro organisms.
- Implement a pest management program that utilizes planting locations, pest resistant plants, biological controls, and less-toxic pesticides.

DEFINITIONS

LOW-VOC PRODUCTS

Volatile organic compounds (VOCs) evaporate readily at room temperature and low-level exposure may cause temporary health problems, such as headaches, dizziness, or nausea. Higher exposure levels and longer exposure times can cause permanent damage to the kidneys, liver, and nervous or respiratory systems. Outdoors, VOC emissions react with other hydrocarbons, nitrogen oxides, and sunlight to create smog. It is recommended to always use products with no VOCs when possible, or low amounts of VOC content.

HAZARDOUS WASTE

Hazardous waste is defined as any solid, liquid, contained gas, or sludge that is dangerous or potentially harmful to human health or the environment. Hazardous waste may be listed as a Resource Conservation Recovery Act (RCRA) hazardous waste or exhibit at least one of four characteristics: ignitable, corrosive, reactive, or toxic. A Lawrence Berkeley National Laboratory study found that U.S. businesses could save as much as $58 billion in lost sick time and an additional $200 billion in worker performance if improvements were made to indoor air quality.

BUSINESS EXAMPLES

PROPER HAZARDOUS WASTE DISPOSAL AT NORTH PEAK CABINETRY

North Peak Cabinetry has consistently and responsibly utilized the City of Flagstaff's Hazardous Products Center to properly dispose of their hazardous waste as a member of the Small Business Waste Program since October 2007. They also only use formaldehyde-free plywood in their products. North Peak Cabinetry aims to use sustainable woods and low-VOC finishes whenever possible.

SAFE CLEANING PRODUCTS AT THE FLAGSTAFF FAIRFIELD INN

The Flagstaff Fairfield Inn has chosen to use phosphate-free cleaning products and other chemicals from Ecolab (www.ecolab.com), a company that is committed to sustainability and that ensures their products won't harm the environment or those who handle them. In addition to using safer cleaning products, the Flagstaff Fairfield Inn is committed to conserving water. They have implemented a successful towel and linen reuse program using Project Planet (www.projectplanetcorp.com); landscape with drought-resistant and native plants; and have low-flow toilets, faucets, and showerheads installed throughout the hotel. The Inn also has recycling bins for paper, plastic bottles, and cans located in convenient locations, and it has replaced Styrofoam coffee cups with recycled paper cups.

The hotel reduces waste and helps improve the quality of life in the Flagstaff community by donating the partially used shampoos and conditioners to Hope Cottage and other local shelters. They have also shown their commitment to improving the Flagstaff quality of life by joining Adopt-An-Avenue, the City of Flagstaff litter cleanup program, and sponsoring an informational booth at the 2009 Flagstaff Earth Day event.

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WASTE PREVENTION: REDUCE, REUSE, RECYCLE & RECOVER

INTRODUCTION

The first step in waste prevention is to reduce what you consume (materials, energy, and water) to the absolute minimum necessary. The second step is to identify ways to reuse consumables for as long as possible. That may involve partnering with another business that can reuse what your business no longer needs. The third step is to recycle consumables that you or other entities cannot reuse. Finally, the fourth step is to consider recovering a portion of the waste item for your or another business's use. Recovering usable materials from a waste item may take a little more thought and effort, but can help to reduce the amount of waste put in the landfill.

Recycling is the collection and reprocessing of waste materials into new products. Recycling diverts useful resources from going to the landfill and ideally reduces the consumption of raw material and processing energy. In addition, recycling helps extend the life of the Cinder Lake Landfill, which is estimated to be full in 2045, by conserving space. More information on the City of Flagstaff Recycling Program, including how to purchase indoor recycle bins, can be found at www.flagstaff.az.gov/recycle.

MEASURES

Along with implementing any of the following measures, you should create a written policy for the waste reduction measures that employees must follow.

REDUCE PAPER WASTE

- Use an electronic filing system.
- Post staff memos, schedules and other documents instead of printing individual copies.
- Post daily specials on chalk boards.
- Provide guests with paperless check-in and check-out.
- Design marketing materials that require no envelope (e.g., postcards, tri-folds).
- Laminate regularly used documents (e.g., food prep schedule) and use an erasable grease pencil.
- Reduce junk mail for you and your customers by:
  - Removing your business address from national mailing databases.
  - Updating your mailing list annually to avoid duplicate mailing to customers.
  - Using a fax label on the first page of a document as an alternative to a full cover page.
  - Reducing junk faxes by requesting permanent deletion of your fax number from the sender.
  - Eliminating duplicate subscriptions to publications and set up a simple library system for employees to share the publications.
- Send and receive faxes directly from computers.
- Lease or purchase copiers and printers that have a duplexer and set the default page setup to double-sided.
- Install air hand dryers or cloth roller towels in restrooms as an alternative to using paper towels.

OTHER WASTE REDUCTION MEASURES

- Institute an "only upon request" policy for all "to-go" orders that requires staff to ask customers if they need napkins, condiments, utensils and bags.
- Do not use liners in recycling bins because it is not necessary.
- Buy supplies and ingredients in bulk when possible.
- Lease rather than buy equipment.
- Offer an incentive to customers who bring their own shopping bag, coffee mug, etc., or consider charging customers for disposable items.
- Eliminate the use of plastic checkout bags and provide/sell reusable bags.
- Avoid purchasing single use bottled water by installing a filtered water tap at your sink.
- Use bulk dispensed items in guest rooms and restaurants.
- Replace disposable utensils and tableware with reusable alternatives.
- Use a linen service for tablecloths, napkins, uniforms, and dishcloths.

WASTE REUSE MEASURES

- Reuse envelopes, file folders, and packaging material.
- Keep a stack of used scrap paper for use in the printer, fax machine, or copier; use backsides for notes, drafts, etc.
- Reuse old guest towels as cleaning rags.
- Reuse relatively clean trashcan liners.
- Donate/exchange unwanted furniture, supplies, electronics,

scrap materials, linens, and the like to schools, churches, hospitals, non-profits, museums, etc.
- Encourage servers to use scrap office paper for order taking.
- Reuse food, storage and supply containers when possible.
- Utilize a materials exchange program, where one business's waste meets another business's needs.

WASTE RECYCLING AND COMPOSTING MEASURES

- Utilize the City of Flagstaff's Recycling Program to recycle paper products, cardboard, plastic containers #1 through #7, metal, aluminum, and glass.
- Recycle all plastic film, including shrink wrap, at a Flagstaff grocery store's Bag Central Station.
- Recycle toner and inkjet cartridges.
- Recycle carpet.
- Designate recycling coordinator(s) to monitor the recycling and composting programs.
- Place a clearly marked recycle bin in each break, copy, and guest room.
- Recycle fryer oil used in food preparation or donate to a bio-diesel program.
- Collect and compost your food waste; line compost buckets canisters with Biodegradable Products Institute certified compostable bags, which are approved by the BPI.
- Make composting plant material part of your landscape service contract.

DEFINITIONS

BIODEGRADABLE PRODUCTS INSTITUTE PRODUCTS

The BPI is an association of government, industry, and academia that promotes the use and recycling of biodegradable polymeric (plastic) materials via composting. Available certified compostable products include bags, foodservice containers, resins, packaging, and sheet and roll products.Visit www.bpiworld.org for a list of certified products and more information.

The Biodegradable Products Institute (BPI) compostable logo is used on plastic products that are certified biodegradable using composting techniques.

MATERIALS EXCHANGE PROGRAM

A materials exchange program is a way for one business's waste to meet another business's need. Typical materials exchanged are office furniture, construction materials, and electronics. The Arizona Environmental Strategic Alliance sponsors a free materials exchange website (www.reuseaz.org) where you may search for and post a variety of materials.

BUSINESS EXAMPLE

RECYCLING AT FLAGSTAFF KOA

Flagstaff KOA offers full on-site recycling of paper, cardboard, glass, aluminum, plastic, batteries, electronics, and camp stove propane containers. Most importantly, the KOA distributes a flyer with the recycling information that explains the procedure to every guest upon their arrival.

In addition to their waste prevention activities, Flagstaff KOA uses recycled materials: chips from recycled wood pallets cover the playground area and the volleyball court sand is made from recycled glass bottles. The campground store offers several sustainable products, including non-toxic cleaners, organic food, and gifts from local artists. They are in the process of building an Eco Education Park that will have informational signs on climate change and sustainable living located along a nature path. Flagstaff KOA is also capturing rain water for irrigation and has installed two wind turbines to help generate their electricity (refer to page 15 for more information).

⇨ Remember:

REDUCE, REUSE & THEN RECYCLE

Simply by using the blank sides of used paper for printing and inter office notes, the Fairfield Inn cut their paper costs by 40%. On top of those savings they were able to completely eliminate the need for special paper products such as sticky notes or note cards which saved them even more money.

WATER CONSERVATION

INTRODUCTION

Water conservation is absolutely vital in Flagstaff's dry, high desert climate. With the City of Flagstaff still growing, practicing water conservation is essential to achieving a sustainable way of life. All businesses can do a great deal to help conserve water.

MEASURES

WATER-SAVING PRACTICES

- Clean all outdoor areas with a broom or mop instead of a water hose.
- Use dry floor cleaning methods, followed by damp mopping.
- Educate your staff on the importance of water conservation.
- Serve water to customers only upon request.
- Learn how to read your water meter and understand your bill to look for spikes that can indicate something is wrong.
- Regularly check and repair leaks in indoor fixtures and irrigation system.
- Restrict dishwasher and laundry machines to full loads only and post signage to remind employees.
- Place "use water wisely" stickers (or the like) near all faucets.
- Implement and communicate an optional towel and linens reuse program for guests.

USE WATER-EFFICIENT FIXTURES AND EQUIPMENT

- Install a water-efficient pre-rinse spray nozzle in restaurant kitchens for dishes (1.6 – 2.2 gallons per minute [gpm]).
- Install faucet aerators or flow-restrictors facility wide (2 gpm or less).
- If you have a cooling tower, install an advanced pH conductivity controller and set to a minimum of 3 concentration cycles.
- Replace old toilets with 1.6 gpf (gallons per flush) or lower toilets.
- Replace old urinals with waterless ones or up to 1.0 gpf urinals.
- Install water-efficient appliances.
- Replace water-cooled equipment with energy efficient air-cooled alternative.
- Install a gray water system to recycle reusable wastewater.

WATER SMART LANDSCAPING

- Direct gutter downspouts and water runoff to landscaped areas.
- Consider using reclaimed water for your irrigation or other water use needs.
- Install a cistern or rain barrel to catch rainwater for irrigation use.
- Plant northern Arizona native and drought-resistant plants.
- Apply mulch to all exposed landscape annually.
- Use water efficient ground cover (e.g., stones, woodchips, native shrubs).
- Install a drip irrigation system rather than spray irrigation.
- Remove non-porous landscape material and install permeable surfaces (e.g., porous concrete, decomposed granite) to prevent water runoff and preserve the natural soil properties.
- Contour the landscape to create basins or swales to hold water near plants.
- Eliminate watering between 9 a.m. and 5 p.m. due to rapid evaporation loss.
- Adjust sprinkler times according to seasons and weather.
- Consider installing a smart irrigation controller that uses weather data to irrigate as needed.
- Optimize sprinkler positions for proper coverage and avoid runoff onto paved surfaces.

DEFINITIONS

GRAY WATER SYSTEM

Gray water is defined in the state of Arizona as the wastewater produced from baths, showers, bathroom sinks, and clothes washers. Wastewater generated by toilets, kitchen sinks, and dishwashers is defined as black water. Gray water can be treated and used for irrigation or for non-potable uses inside the building, such as for showers, laundry, and toilets. Reusing gray water requires separation of black water and gray water waste plumbing lines, which is very easy in new construction and potentially more challenging in existing buildings. There are several different types of gray water systems that range from very simple to relatively complex.

RECLAIMED WATER

Reclaimed water is produced by both of the City of Flagstaff's wastewater treatment plants and is distributed throughout the City for irrigation and other uses. Reclaimed water is one of the most significant water conservation tools the City has. Over 500 million gallons of reclaimed water are used each year, with more available for City businesses and residents. Treated effluent from the Wildcat Hill Plant supplies irrigation water to golf courses and recreational areas on the East side of Flagstaff. Treated effluent from the Rio de Flag Water Reclamation Plant supplies most public schools and parks, as well as a golf course, cemeteries, public landscapes, and residences. For more information, visit www.flagstaff.az.gov/waterconservation.

DRIP IRRIGATION SYSTEM

Drip irrigation works by applying water slowly (drop by drop) directly to the soil around plants. These systems are usually around 90% water efficient, as compared to 75-85% efficient sprinkler systems. This increased efficiency comes mainly from two factors: 1) water is completely absorbed into the soil where it is needed, instead of running off elsewhere, because it is applied at a slow rate; and 2) water is applied directly to the plant roots instead of to its leaves and non-vegetated areas, as happens with sprinkler systems.

Drip irrigation systems are very simple, easy to install, and can potentially be gravity-fed to eliminate the need for electricity. Drip irrigation systems work well coupled with a rain barrel or a gray water system.

BUSINESS EXAMPLE

RECLAIMED WATER AND CONSERVATION AT SCA TISSUE

SCA Tissue in Flagstaff is the only tissue mill in the U.S. that uses reclaimed water in their processing. SCA biologically treats their effluent water and delivers it back to the Rio de Flag as a secured water source during the summer months. Furthermore, a standard tissue mill uses between 4,000-12,000 gallons of water per ton of tissue produced, while SCA uses only 1,000-2,000 gallons per ton. In 2005, SCA Tissue of Flagtsaff won the Arizona Governor's Prize for Water Management and was given the National Water Re-Use Award in 2006.

Butler Avenue Auto Spa is the only vehicle wash facility in Flagstaff that uses reclaimed water in their automatic wash bays. The location for the Auto Spa was chosen based on the access to reclaimed water.

⇨ HIGH EFFICIENCY TOILETS (1.28 GPF) ARE NOW REQUIRED IN NEW PERMITTED BUILDINGS, EFFECTIVE JULY 6, 2009.

ENERGY EFFICIENCY & RENEWABLE ENERGY

INTRODUCTION

A recommended priority list for implementing energy saving and renewable energy measures is outlined below.

- Immediately implement low-cost efficiency measures. These are easy to do, give you a sense of accomplishment, and help you realize large returns. Some low-cost measures are identified in the following section of this guide with a "LC" label.
- Appoint energy coordinator(s), invite employees to participate in your program and reward them for suggestions that your company implements.
- Conduct an energy audit to highlight where your business wastes energy, what it costs you, and where you can make improvements.
- Create an energy management plan based on the audit results. Analyze costs and benefits of short-term and long term actions, then prioritize and schedule them for implementation.
- Define your return on investment (ROI) requirements, equipment specifications, and ways to measure progress.
- Consider using performance contracting to complete large investment actions (refer to section 19 of this guide for more information).
- Please take advantage of APS Business Solutions Rebate Program at www.aps.com" should be a bullet in the list.

MEASURES

HEATING, VENTILATION, AND AIR CONDITIONING (HVAC)

- Use natural ventilation instead of mechanical air conditioning to keep cool. (LC)
- When repainting building exteriors and roofs, choose light colors to reflect more sunlight. (LC)
- Create a regular maintenance policy for your HVAC system that includes the following actions. (LC)
  - Clean permanent or change replaceable filters every 2-4 months.
  - Check the entire system for coolant and air leaks, clogs, and obstructions of air intake and vents; remedy any problems.
  - Keep condenser coils free of dust and lint.
  - Keep evaporator coils free of excessive frost.
- Install programmable thermostat(s); set to 67^{0}F in winter and 77^{0}F in summer, with a no vacancy setting of 55^{0}F in winter and 85^{0}F in summer. (LC)
- Use caulk and/or weather-stripping in cracks and around windows/doors. (LC)
- Apply window films to reduce solar heat gain in summer and air flow in winter.
- Shade sun-exposed windows and walls during the warm season.
- Install and use ceiling fans to promote air circulation and reduce the need for air conditioning.
- Replace leaky, inefficient or broken windows with double pane, low-E, energy-efficient windows.
- Use variable frequency drives (VFDs) on all fan and pump motors.
- Use variable air volume (VAV) systems for central heating and air conditioning.
- Convert electric heating system to a natural gas system, unless building has on-site renewable electricity production.

LIGHTING EFFICIENCY MEASURES

- Clean light fixtures, diffusers and skylights regularly for maximum light. (LC)
- Place "turn off light" labels on appropriate light switches. (LC)
- Rearrange space to take advantage of areas with natural sunlight and design future spaces with natural lighting opportunities in mind. (LC)
- Convert lighting fixtures to energy-efficient alternatives, such as compact fluorescent light bulbs (CFLs), low-voltage track lighting, halogen or high-intensity discharge lighting. (LC)
- Use "task" lighting with energy-efficient light bulbs where possible. (LC)
- Reduce the number of lamps and increase lighting efficiency by installing optical reflectors or diffusers in fluorescent fixtures.
- Replace all exit signs with LED or high-efficiency alternatives.
- Install T-8 or T-5 lamps with electronic ballasts to replace old fluorescent lighting.

⇨ All new construction and replacement windows are required to have a total unit U-factor of 0.45 or less, effective July 6, 2009.

MAINTENANCE AND EMPLOYEE ACTIONS

- Set water heater temperature between 125-130°F. (LC)
- Set refrigerator temperature between 38-42°F and freezer temperature between 10-20°F. (LC)
- Set the Energy Saver power option on computers, copiers and printers as the default setting. (LC)
- Implement a "shut-down" policy that encourages staff to turn off all equipment and lights when not in use. Turn off idle monitors after 5 minutes, computers after 30 minutes, and printers after 10 minutes. (LC)
- Restrict dishwasher and laundry machines to full loads only and clean lint filters after each drying load. Post signage to remind employees. (LC)
- Perform regular maintenance on refrigerators (e.g., clean coils, replace seals).

ENERGY-EFFICIENT EQUIPMENT AND RENEWABLE ENERGY

- When replacement of appliances and equipment is needed, ensure the replacements are ENERGY STAR rated or equivalent.
- Consider having employees use laptops and flat-screen LED monitors, which consume up to 80% less energy than standard desktop computers.
- Insulate water heaters, storage tanks, and hot water pipes. (LC)
- Install plastic strip curtains on walk-in refrigerator/ freezer doors. (LC)
- Use outlet load controllers that automatically switch off idling equipment after working hours.
- Install occupancy (motion) sensors/timers for lighting, vending machines, etc. in low traffic areas such as bathrooms, offices, break and copy rooms.
- Install a solar water heater or preheater. Consider using a demand (tankless) water heater if you have high efficiency fixtures and short water lines.
- Install or buy renewable energy to supply a percentage of your energy needs.
- Convert electric water heaters to natural gas, unless building has on-site renewable electricity production.

Accessory wind energy systems not exceeding 90 feet in height are now approved for use in commercial and industrial areas within the City of Flagstaff through the building permitting process.

DEFINITIONS

ENERGY AUDIT

An energy audit consists of an inspection, survey, and analysis of the energy flows of a building, system, or process. The audit is often used to determine the energy efficiency of a structure and pinpoint opportunities to reduce energy consumption while ensuring the comfort, safety and health of the occupants. A professional auditor will use a variety of techniques and equipment, such as blower doors and infrared cameras, to assess the building envelope for leaks and insulation level. They use several tests to determine the indoor air quality, such as carbon monoxide, moisture and fresh air exchange tests. A professional auditor can provide you with specific recommendations for how to improve the energy efficiency and performance of your business facility or facilities.

ENERGY EFFICIENCY & RENEWABLE ENERGY

DEFINITIONS CONTINUED

VARIABLE FREQUENCY DRIVES

Variable frequency drives (VFDs) control the rotational speed of an AC electric motor by regulating the frequency, and therefore the voltage, of the power sent to the motor. VFDs on fans in ventilation systems save energy by matching the volume of air moved to the current system demand. They work in a similar way on pumps.

VARIABLE AIR VOLUME

Central heating and/or air conditioning variable air volume (VAV) systems more optimally control the system capacity to match the demand. A VAV system does this by using a stable supply of air temperature and varying the air flow rate to meet the current temperature required. These systems save energy by eliminating the high fan speeds that are needed with the alternative constant air volume systems that only modulate air temperature.

BUSINESS EXAMPLES

ENERGY-EFFICIENT LIGHTING AT FRATELLI PIZZA

Brent Schepper, co-owner of Fratelli Pizza in Flagstaff, invested $2,500 in 2008 to replace 30 light fixtures and bulbs with more energy-efficient options. The modifications reduced the amount of electricity needed to light the restaurant by 45%. The restaurant's monthly electric bill decreased approximately $200 following the retrofit, resulting in a payback period of about one year.

Fratelli Pizza has also committed to reducing their waste via recycling cans, glass, and cardboard and sustainable purchasing choices. They have eliminated all Styrofoam containers, replacing them with biodegradable packaging. Their utensils and plastic bags are also biodegradable, and their pizza boxes are made from 100% post-consumer recycled materials. Fratelli Pizza also uses a locally purchased bicycle to make deliveries within a one-mile radius of the restaurant.

RENEWABLE ENERGY AT FLAGSTAFF KOA

The Flagstaff KOA campground has recently installed two grid-connected Southwest Windpower Skystream wind turbines expected to provide a total of 3,400 kWh of electrical energy on an annual basis. This amount of wind generated electricity will prevent approximately 2 metric tons of greenhouse gas emissions from entering the atmosphere each year. The Flagstaff KOA installed two wind turbines with a total out of pocket cost after rebates and incentives of $6,900 for both. They expect the payback period to be one year.

In addition, Flagstaff KOA offers full on-site recycling (refer to page 10 for more information). The campground play area ground cover is made from recycled wood pallets and the sand in the volleyball court is made from recycled glass bottles. Flagstaff KOA is also capturing rain water in a few large barrels to help irrigate the grounds, which have native and low or no-water plant species. The campground store offers sustainable products and local gifts and they are in the process of building an Eco Education Park that will provide information to guests on climate change and sustainable living. The Flagstaff KOA customer base has increased 44% during the summer of 2009 with a return business rate of 68%. The increase is the culmination of several changes, however, the feedback and the word of mouth generated by their green renovation has been "unimaginable." They have been told that part of the reason customers chose to do business with the Flagstaff KOA was due to their environmental awareness.

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SUSTAINABLE TRANSPORTATION

INTRODUCTION

Increasing the sustainability of your business includes improving the transportation practices of your employees, your customers, and your business operations. There are relatively simple ways to influence and improve the transportation practices of your employees and customers. The following measures help to enhance employee and customer well-being through healthier, more flexible, and cheaper transportation options, while reducing the greenhouse gas emissions associated with your business.

MEASURES

EMPLOYEE AND CUSTOMER SERVICES

- Provide bicycle route maps (available for free at City Hall) and Mountain Line schedule/maps. More information on public transportation in the Flagstaff area is located at www.naipta.az.gov.
- Provide preferential parking for alternative modes of transit, such as carpools, electric, hybrid electric, or biodiesel vehicles.
- Ensure that staff and customers have easy access to public transportation.
- Provide and regularly update rideshare information on carpooling, vanpooling, bicycling, walking, and public mass transit on a bulletin board.
- Provide a bicycle maintenance kit for employees who have emergencies.
- Provide a secure location or bike rack for staff and customer bicycles.
- Offer telecommuting opportunities and/or flexible working schedules.
- Incentivize alternative modes of transportation such as offering employees a rebate on the purchase of a commuter bicycle, a stipend for bicycle maintenance, or free public transportation passes (ecoPASS).
- Provide shower/locker facilities for employees who walk, jog, or bike to work.
- Provide a company commuter van.
- Offer electric vehicle recharge ports for customer and employee electric vehicles.

BUSINESS OPERATIONS

- Plan efficient delivery and errand routes to avoid excessive trips.
- Perform local errands on bike or foot; encourage employees to do the same.
- Arrange for a single vendor to deliver several items at one time.
- Shop at local businesses within close proximity.
- Incorporate sustainable transportation topics into new employee orientation.
- Purchase carbon dioxide offsets for your vehicles.
- Maintain fleet to prevent leaks and optimize miles per gallon, including adjusting tire pressure, changing oil and filters, etc.
- Use the most fuel efficient and low emission vehicles that you can.
- Convert current vehicles to use bio diesel.

Mountain Line's three hybrid electric buses help make using public transportation even more sustainable.

SUSTAINABLE TRANSPORTATION

DEFINITIONS

CARBON DIOXIDE OFFSETS

Carbon dioxide offsets are greenhouse gas emission reductions sourced from external projects. Businesses can purchase these offsets in order to help neutralize their greenhouse gas emissions. Carbon dioxide offsets are effective when the reduction in emissions is independently measured and verified, the project meets high quality criteria, and they are used as part of a comprehensive emissions reduction plan.

Since carbon dioxide offsets are an indirect way to reduce global greenhouse gas emissions, a business must first make direct reductions of their own emissions by conserving energy and converting to lower carbon energy sources. The most common project areas that carbon dioxide offsets fund include renewable energy, energy efficiency, forestry, and methane destruction. The Environmental Defense Fund (www.edf.org) has evaluated several carbon offset projects and compiled a list of recommended projects and the offset retailer name, located at www.CarbonOffsetList.org.

BUSINESS EXAMPLE

FREE PUBLIC TRANSPORTATION PASSES FOR EMPLOYEES

Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) unveiled the ecoPASS Program in 2008 for all Mountain Line routes. The ecoPASS Program provides employees with free and unlimited access to the Flagstaff area Mountain Line transit system through purchase by the employer. The goal of the program is to encourage employees to help reduce traffic and parking issues while offering an affordable transportation option.

Babbitt Backcountry chose to participate in the ecoPASS program primarily as a way to improve the customer's experience by helping to increase the availability of downtown parking. Employees have enjoyed using their free pass especially during the winter months, with many choosing to bicycle to work in the summer. Babbitt Backcountry recognizes the importance of sustainability, as demonstrated by their participation in the ecoPASS program and their decision to provide free reusable bags for customer purchases instead of plastic ones.

EcoPASS participating employers currently include:

BABBITT BACKCOUNTRY

CITY OF FLAGSTAFF

COCONINO COUNTY

DECKERS

FLAGSTAFF MEDICAL CENTER

NORTHERN ARIZONA DERMATOLOGY CENTER

NORTHERN ARIZONA UNIVERSITY

Consider using a bicycle to make deliveries and run errands close to your business. Bicycles can even be specially designed to fit your needs, such as Fratelli Pizza's delivery bicycle.

SUSTAINABLE PURCHASING

INTRODUCTION

Sustainable purchasing involves purchasing products that are easily recycled, last longer, or produce less waste, thereby saving money on waste disposal. Sustainable products generally require fewer resources to manufacture and operate. Energy, water, fuel, and other natural resources are conserved through the purchasing of sustainable products.

There is a perception that sustainable products are more expensive than conventional alternatives. This is true in some cases, particularly when development costs are reflected in the price; however, often there is no significant difference. The real problem may simply be that products are being ordered in small quantities, or are not available locally. Consider joining with other, similar local businesses to order larger quantities of a sustainable product; the large demand should also help the availability.

Sometimes a sustainable product may have a higher up-front purchase price, but will cost less over its lifetime. For example, a non-toxic alternative to a toxic product will cost less to transport, store, handle and discard, and will require fewer permits, less training and have fewer consequences from an accident. Similarly, a product may have a higher purchase price, but will cost less to operate and have a longer lifetime (e.g., compact fluorescent light bulb).

Performance contracting is a way of securing larger resource conservation technology, often that which improves energy efficiency, with minimal up-front cost. The purchasing method is described in further detail on page 19.

MEASURES

Creating a sustainable purchasing policy will help to lay out the components of your purchasing plan and ensure that sustainable purchases are made. It is recommended to create an accompanying manual to assist employees with implementing the sustainable purchasing policy.

PURCHASE RENEWABLE MATERIAL
AND RECYCLED CONTENT PRODUCTS

- office paper
- letterhead
- business cards
- envelopes
- post-it notes
- paper towels
- toilet paper
- napkins
- boxes or bags for shipping or retail use
- "to-go" containers
- remanufactured toner cartridges
- refurbished/remanufactured furniture & equipment
- carpet/rugs/floor mats
- construction materials

⇨ The benefits of performance contracting include:

- REDUCED RISK (THE CONTRACTOR TAKES ON THE RISK OF NOT ACHIEVING SAVINGS)
- USE OF TURN-KEY SERVICES AND STATE-OF-THE-ART PRODUCTS
- LESS NEED FOR INTERNAL EXPERTISE
- PROJECT FINANCING CAN BE "OFF BALANCE SHEET" AND NOT AFFECT DEBT LOAD
- SAVINGS ARE NORMALLY MUCH HIGHER THAN IF THE BUSINESS CARRIES OUT THE WORK ITSELF.

SUSTAINABLE PURCHASING

OTHER SUSTAINABLE PURCHASING MEASURES

- Request sustainable products from your main supplier.
- Request that deliveries come in returnable, reusable, or recycled content containers.
- Choose suppliers who will receive and properly dispose of products after their shelf life is over.
- Select products with the least packaging or that have recyclable packaging.
- Consider purchasing used equipment. Utilize material exchange programs when possible.
- Purchase condiments and supplies in bulk.
- Purchase organic, shade-grown, fair-trade coffee for employees and customers.
- Use biodegradable, compostable, or reusable "to-go" food containers.
- Purchase reusable office items such as refillable pens, erasable white boards, and wall calendars.
- Replace chlorine-bleached white paper napkins and towels with one of the following: recycled content, unbleached paper, linen napkin service, reusable cloth towels, and dispenser in washrooms energy efficient air dryers
- Purchase local food and take into account the sustainable practices of the farmers that grow the food. Rotate menu items based on seasonal availability.
- Sell products made with recycled content and/or organic materials.

DEFINITIONS

PERFORMANCE CONTRACTING

Performance contracting enables monetary savings as a result of the introduction of a new waste reducing, energy or material-efficient technology that is used to offset the cost of financing, installing, and operating that technology (by definition, the future savings must be greater than the costs). Energy service companies (ESCOs) provide such performance contracts and energy services.

BUSINESS EXAMPLE

Local ingredients and sustainable products at Diablo Burger Diablo Burger not only values good food, but the restaurant believes in preserving the quality of life that we enjoy in northern Arizona. That is why Diablo Burger has chosen to use local ingredients and products whenever possible. One hundred percent of their beef comes from the Diablo Trust Ranches, the Flying M and the Bar T Bar, which have operated just outside of Flagstaff since the late 1800s. Their tomatoes and greens and their herbs and seasoning come from farms in Peoria and Cottonwood, respectively. Many of their other ingredients are also from local, responsible farmers.

Diablo Burger has also chosen to use many local products and services. For example, their inside dining tables were custom-made by Mayorga's Welding, and their outside tables were custom-made from recycled scrap metal collected at the Diablo Trust Ranches by local metal artist Howie Hearn. Even the t-shirts they offer for sale are produced locally by Lucky Dog T-Shirts & Design. Conserving water is also a priority at Diablo Burger and they have chosen to use compostable cups and utensils in lieu of a dishwasher.

"AT DIABLO BURGER, WE ARE PROUD TO FEATURE THE FOOD PRODUCTS OF RANCHERS AND FARMERS FOR WHOM GOOD STEWARDSHIP OF THE LAND IS NOT JUST A PRIORITY, BUT A WAY OF LIFE."

– Derrick Widmark,
Owner of Diablo Burger

RESOURCES

LOCAL PROGRAMS & INFORMATION

City of Flagstaff Sustainability Program: city program dedicated to promoting sustainable living and providing practical solutions to the Flagstaff community
• Offers educational resources and opportunities
• Facilitates community greenhouse gas emissions reduction
• Provides practical tips for sustainable living
www.flagstaff.az.gov/sustainable

City of Flagstaff Water Conservation: city program offering resources and educational programs around water conservation in the City of Flagstaff
www.flagstaff.az.gov/waterconservation

Coconino County Sustainable Building Program (CCSBP): county program to educate, support, encourage, and help develop sustainable building practices and processes for the citizens of Coconino County
• Offers consultation and an award program
• Provides several resources in the area of sustainable building
www.coconino.az.gov/comdev.aspx?id=148

Coconino County Sustainable Economic Development Initiative (CCSEDI): non-profit organization offering local resources and opportunities to help promote and support sustainable economic development
Developing a business network web application that will
• Provide consumer awareness of local business sustainability
• Help businesses learn about each other's sustainability policies and practices
www.ccsedi.org

Energy Efficiency and Renewable Energy Incentives and Rebates: includes federal, state, APS, and UniSource incentives and rebates
• located on the CCSBP website under Resources: Tax Incentives and Rebates
www.coconino.az.gov/comdev.aspx?id=148

EXTERNAL PROGRAMS & INFORMATION

Business for Social Responsibility: works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration
• offers useful information and resources on the website and much more assistance if you become a member
www.bsr.org

Business and Sustainable Development: informational website provided by the International Institute for Sustainable Development (www.iisd.org)
• explains the strategies and tools that companies can draw on to translate an aspiration of sustainability into practical, effective solutions
www.bsdglobal.com

Clean Air – Cool Planet: leading organization dedicated solely to finding and promoting solutions to climate change.
• offers "climate footprint" reduction tips and business case studies
www.cleanair-coolplanet.org/for_business.php

ENERGY STAR Small Business Program: offers free, unbiased information and technical support on ways to improve your company's financial performance by reducing energy waste and energy costs, while protecting the environment
• Award opportunities
• Technical question and answer service
• Small business network list
• Education guides
www.energystar.gov/index.cfm?c=small_business.sb_index

Sustainable Business Institute: provides a venue for companies that are committed to sustainability to share their best practices and promote shared goals
• offers a forum and user group programs that provide education and networking opportunities
www.sustainablebusiness.org

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TRACK YOUR PROGRESS

The following worksheets are intended for you to track your business's progress toward sustainability. Recording your efforts within each area of sustainability will help you to identify where you should focus next, as well as how far you've come. Each sustainability area and number of measures identified in this guide is summarized on a separate page. Consider recording dates, measures completed, and next steps in the spaces provided..

SUSTAINABILITY MANAGEMENT

Employee awareness & involvement: 4 measures identified

Managing the sustainability goals: 4 measures identified

Reporting on sustainable practices: 4 measures identified

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QUALITY OF LIFE

Employee quality of life: 9 measures identified

Community & customer quality of life: 4 measures identified

Local culture & natural landscape: 3 measures identified

POLLUTION PREVENTION & CLEANER OPERATION

Utilize the City Hazardous Products Center

Chemical safety & proper handling: 4 measures identified

Low/non-toxic cleaners, paint, & supplies: 9 measures identified

Eliminate toxic waste: 6 measures identified

Use & toxicity of pesticides: 4 measures identified

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WASTE PREVENTION

Reduce paper waste: 10 measures identified

Other waste reduction: 10 measures identified

Waste reuse: 8 measures identified

Recycling & composting: 9 measures identified

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WATER CONSERVATION

Water-saving practices: 9 measures identified

Water-efficient fixtures & equipment: 8 measures identified

Water smart landscaping: 12 measures identified

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ENERGY EFFICIENCY & RENEWABLE ENERGY

Heating, ventilation, & air conditioning: 12 measures identified

Lighting efficiency: 8 measures identified

Maintenance & employee actions: 6 measures identified

Energy-efficient equipment & renewable energy: 9 measures identified

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SUSTAINABLE TRANSPORTATION

Employee & customer services: 11 measures identified

Business operations: 8 measures identified

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SUSTAINABLE PURCHASING

Renewable material & recycled content products: 14 measures identified

Other sustainable purchasing: 12 measures identified