

Sustainability Management System 2005

Leadership
Accountability
Performance



*for us . . .
every day*



Executive Summary

At The Brendle Group, we have been promoting sustainable business practices among our clients since we began operations in 1996. Our mission statement commits us to embody these same principles in our own operations, and over the past 9 years, we have implemented many sustainability practices. However, our goals in developing this Sustainability Management System (SMS) were to *systematically and comprehensively* evaluate the magnitude of our impacts, determine priorities, set targets, implement strategies, and measure results.

Effectively, our SMS uses The Natural Step as its sustainability framework, overlaying an ISO-14000-based management system. The management system is streamlined to suit a small professional services office.

As with developing any management system, our first step was to take stock of our situation. We systematically identified the aspects of our operations with material inputs, waste outputs, and/or social impacts. We then used an inventory of our existing sustainability practices and a screening tool based on the four system conditions of The Natural Step to set our priorities for planning. Because we already had implemented several energy efficiency, renewable energy, and waste reduction strategies prior to this SMS, influencing our supply chain emerged as a top priority in moving forward.

Building off our baseline, we developed a specific vision statement of what sustainability looks like for us now and in our future.

Our Vision

This year (2005)

- We will have certified climate neutral operations.
- We will measure and report annually the economic, social, and environmental benefits of our projects in quantitative terms.

By 2010

- We will be certified zero-waste.

Ongoing

- We will explore what it means to be restorative and apply what we learn to this SMS as it evolves.
- Our progress will be reflected in an increasingly progressive mix of services to our customers.

To help us reach this vision, we developed an overarching policy statement followed by specific objectives, targets, and strategies for each of our top priorities determined from our baseline analysis. This SMS also includes specific metrics for measuring progress toward our goals.



Our Sustainability Policy Statement

“The Brendle Group is committed to conducting its operations conscientiously and mindful of the people and ecosystems that are impacted by its work. We will use four principles to guide our sustainability planning and actions:

- **Right Aim**
We will authentically check our purpose and plans as we pursue sustainability.
- **Attention**
We will give sustainability the attention and resources needed to meet our plans.
- **Conviction**
We are confident that with passion and fervor we will attain our vision, despite day-to-day realities and barriers that may exist.
- **Collaboration**
We recognize sustainability as a highly complex goal that requires a collaborative approach.

By adopting these four principles as policy, we seek to earn the trust and respect of our customers by being accountable for the impacts of our own operations. Likewise, we will encourage our own suppliers to embrace sustainability while we reward higher performers with our business.”

In implementing our SMS this year, we have focused on four areas:

- 1) Climate neutral certification -- In May 2005, we received certification as a CLIMATE COOL™ corporation through the Climate Neutral Network and its partner for working with small businesses - *NativeEnergy*, LLC. The Brendle Group is the first known a CLIMATE COOL™ corporation in Colorado and is among a select group nation-wide.
- 2) Moving toward zero waste – We have evaluated what it will take for us to become a zero waste organization and have committed to becoming certified Zero Waste by 2010.
- 3) Influencing our supply chain – We are now notifying our vendors that we give preference to businesses that employ sustainability in their operations, and we are piloting a scoring tool to evaluate economic, environmental, and social impacts of capital equipment and professional service purchases.
- 4) “Million burgers sold” – We have developed an Access® database to track the economic, social, and environmental benefits of our projects in quantitative terms, and we will include results in our annual sustainability report.

Our unifying theme throughout this process has been a three-part goal of leadership, accountability, and performance. We are energized by the outcomes of this SMS and feel we have made great strides toward leading by example, being accountable to our customers as a green supplier, and actually proving and improving our sustainability performance in quantitative terms. We will be reporting annually on our progress toward this SMS and welcome input from our customers, suppliers, and other stakeholders as we seek continual improvement.



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1 Background and Approach

At The Brendle Group, we have been promoting sustainable business practices among our clients since we began operations in 1996. Our mission statement commits us to embody these same principles in our own operations, and over the past 9 years, we have implemented many practices that reduce our environmental impacts. However, these practices were focused primarily on the “Do” leg of the Demming quality model “Plan-Do-Check-Act”. In other words, an opportunity existed to apply the systems-level thinking to our own operations that we recommend for our clients.

Our process in developing this Sustainability Management System (SMS) has been to systematically:

- Evaluate the magnitude of our impacts
- Determine priorities
- Set targets
- Implement strategies
- Measure results

Attachment 1 cites the resources that informed this process. Effectively, our SMS uses The Natural Step as its sustainability framework, overlaying an ISO-14000-based management system. The management system is streamlined to suit a small professional services office.

Our unifying theme throughout this process has been a three-part goal of leadership, accountability, and performance. It is important for us to lead by example, setting a standard for other small professional offices motivated to become more sustainable. Accountability is paramount to our success as a small business. Our customers need to know how green we are in quantitative, understandable, and reliable terms. Finally, our authenticity ultimately comes down to performance. How much we actually reduce our company’s environmental footprint is what we will be measured by — not our policies or plans to do so.



2 Baseline Analysis

As with developing any management system, our first step was to take stock of the situation. We systematically identified the aspects of our operations with material inputs, waste outputs, or social impacts. We then used an inventory of existing sustainability practices and a screening tool based on the four system conditions of The Natural Step to set our priorities for planning. The remainder of this section highlights the results of this baseline effort.

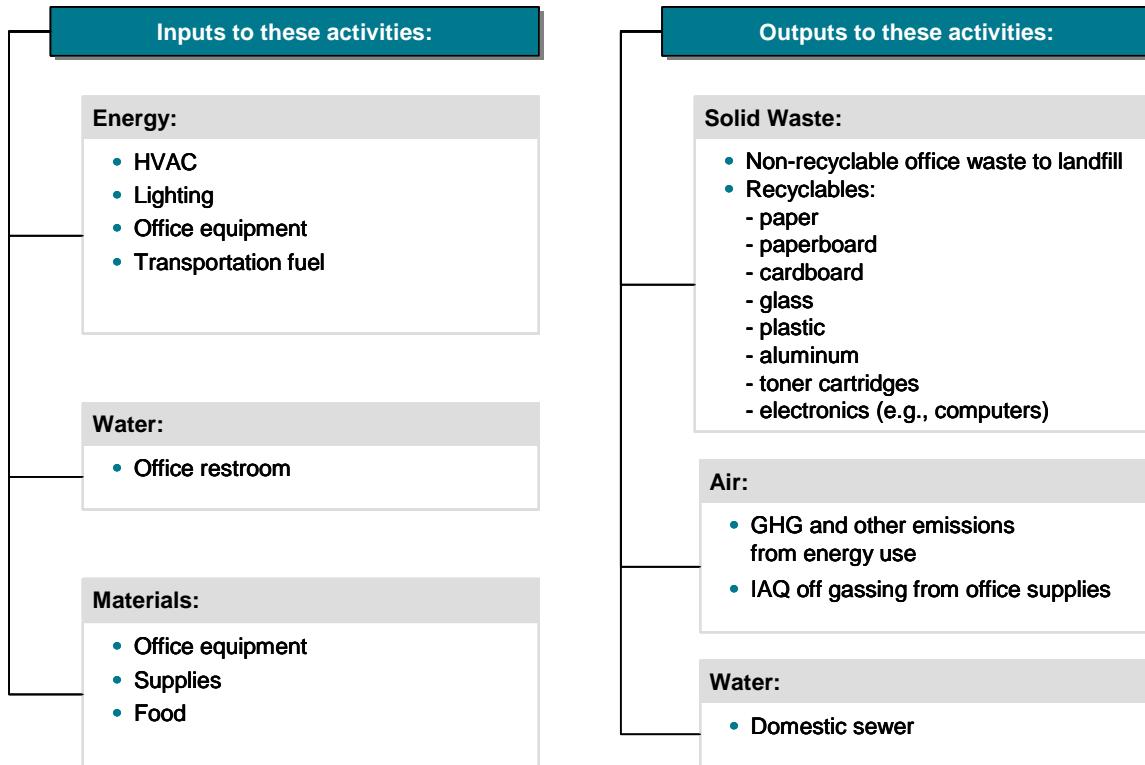
2.1 Environmental Aspects

The Brendle Group is a consulting firm providing services rather than material products. Our primary service areas are sustainable design, energy efficiency, water conservation, and pollution prevention. To identify aspects of our operations with environmental and social impacts, we reviewed our timecards and bookkeeping accounts, including purchasing records and expense reports, to detail the processing steps of our operations. Effectively, we conduct a range of processing steps that are relatively common to professional services offices.

- 1. Routine office operations**
 - a. Electronic office equipment
 - b. Office supplies
 - c. Heat, light, and water for office space
- 2. Travel**
 - a. Employee commuting
 - b. Local meetings – personal vehicle
 - c. Air travel – conferences, meetings
- 3. Purchasing – material items**
 - a. Capital equipment
 - b. Office supplies
 - c. Miscellaneous project materials and supplies
- 4. Purchasing – services with environmental impacts**
 - a. Printing and reproduction
 - b. Postage and delivery
 - c. Corporate functions (catering, conference spaces, hotels, etc.)
 - d. Meals and entertainment
 - e. Janitorial services



The material inputs and waste outputs to the above processing steps are summarized as follows:



In order to prioritize these aspects of our operations, we needed to take into account our existing practices first:

Inventory of Existing Sustainability Practices	
Energy	
<ul style="list-style-type: none"> • Purchase wind power for 100% of electric use • Use compact fluorescent lights 	<ul style="list-style-type: none"> • Use Energy Star computers • Energy saving software installed on all computers
Waste Reduction	
<ul style="list-style-type: none"> • Reuse office folders • Use E-Fax system to reduce paper use 	<ul style="list-style-type: none"> • Use electronic invoicing
Recycling	
<ul style="list-style-type: none"> • Recycle office paper, paper board, cardboard, aluminum, glass, plastic, etc. • Recycle printer cartridges • Compost food waste 	
Green Purchasing	
<ul style="list-style-type: none"> • Purchase recycled content office paper and office supplies • Purchase fax cartridge refills instead of entire new cartridges • Use compact fluorescent lights and Energy Star equipment (see Energy) 	
Transportation	
<ul style="list-style-type: none"> • Employ telecommuting policy with high participation rate • Participate in City Trip Savers program 	<ul style="list-style-type: none"> • Use electric hybrid vehicles for meetings • Carpool to meetings
Social	
<ul style="list-style-type: none"> • Provide services that help clients achieve sustainable operations • Provide annual in-kind assistance to non-profits in service area of their choice 	<ul style="list-style-type: none"> • Earmark portion of proceeds for cancer research funding

Next, staff members assigned a numeric score for the following business practices for each of the listed evaluation criteria:



Business Practices/Aspects	Evaluation Criteria for Each Practice
<ul style="list-style-type: none"> • Use of office equipment • Consumption of office supplies • Office utilities – energy • Office utilities – water • Commuting • Travel to local meetings • Air travel • Capital equipment purchases • Printing and duplication • Janitorial • Postage and delivery • Business promotions • Entertainment and meals • Corporate functions 	<ul style="list-style-type: none"> • Frequency of occurrence • Degree addressed by existing sustainability practices • Natural Step Conditions: <ul style="list-style-type: none"> ○ Extraction ○ Persistency ○ Toxicity ○ Biodiversity ○ Efficiency ○ Equity

Because we are a small office, we were able to have every employee participate in this scoring process. We discussed individual results, then reached group consensus on the following prioritization of our business practices with the greatest opportunity for sustainability improvement.

Our Priorities Today	
High Priorities (Greatest Opportunity for Improvement)	
<ul style="list-style-type: none"> • Consumption of office supplies • Printing and duplication 	<ul style="list-style-type: none"> • Capital equipment purchases
Medium Priorities	
<ul style="list-style-type: none"> • Office utilities – energy • Travel to local meetings • Janitorial 	<ul style="list-style-type: none"> • Commuting • Air travel • Postage and delivery
Low Priorities (Least Opportunity for Improvement)	
<ul style="list-style-type: none"> • Office equipment • Business promotions and gifts • Corporate functions 	<ul style="list-style-type: none"> • Office utilities – water • Entertainment and meals

It is important to note that the outcome of this prioritization process is largely a function of what practices already have been implemented and the frequency at which we conduct the various operations listed. Other professional services offices would have different outcomes. For example, because we purchase 100 percent wind power, already have installed energy efficient lighting, and use Energy Star equipment, office utilities did not emerge as a high priority for us.



2.2 Social Aspects

The above process included the social aspects of sustainability in the equity portion of our evaluation criteria. However, we felt that the social component of our SMS deserved a more focused and dedicated approach.

In many respects, the social aspects of sustainability are harder to define than the environmental aspects, yet they offer the greatest opportunity for distinguishing ourselves as a big vision, sustainable small business. Tuning in to our social aspects fosters a sense of our own place in the community and our role in promoting mutual benefits in all of our relationships. As a service provider, fostering right relationships is the lifeblood of our organization.

We will apply the social aspects of sustainability to both our direct relationships as well as the indirect relationships created by the processes we employ to develop our services.

Direct Relationships	Indirect Relationships:
<ul style="list-style-type: none"> • Customers • Employees • Shareholders • Sub-consultants/team members: <ul style="list-style-type: none"> ○ Technical editing ○ Word processing ○ Graphic design ○ Web design ○ Technical sub-consultants • Advisors • Partnering organizations • Professional associations • Bank services • Legal services • Accounting services • Vendors – miscellaneous • Office supplies • Publications • Travel services • Telephone services • Internet services • Printing services • Utility services • Etc. 	<ul style="list-style-type: none"> • Our suppliers' employees • Communities affected by the extraction, manufacture, and transport of our supplies and utilities • Communities in which we do business • Government and civil society

We feel we can best meet the social condition for sustainability by ensuring that all parties benefit mutually from The Brendle Group's direct and indirect relationships listed above. In addition to the social aspects of our own business operations, the most fundamental element of



our business itself is promoting sustainability. Thus, business growth represents a greater contribution to our SMS goals, both in terms of professional development and the quantitative outcomes of our completed projects. To that end, we have developed the following social aspects of our services:



Social Aspects of Our Services	
<p>ACCOUNTABILITY</p> <p><i>To know that we're doing our best and improving</i></p>	<ul style="list-style-type: none"> • Transparency • Responsiveness • Compliance • Integrity
<p>INNOVATION</p> <p><i>To deliver more sustainable services with ever greater benefits</i></p>	<ul style="list-style-type: none"> • Knowledge-driven organization • Learning-driven organization • Partnerships and diversity • Leadership and empowerment • Change management • Evolution versus revolution
<p>INTEGRATION</p> <p><i>To ensure our work fits in with the world around us for maximum benefit</i></p>	<ul style="list-style-type: none"> • Integration of issues – social, environmental, and economic • Integration within our organization – alignment of core values with daily practices • Integration outside our organization – positioning our company within the larger sustainability movement – locally and regionally
<p>CORPORATE STYLE/CULTURE</p> <p><i>To be hopeful about the future and know that our efforts make a difference</i></p>	<ul style="list-style-type: none"> • Optimism • Collaboration • Community focus

Similar to prioritizing the environmental aspects of our business, we used a comprehensive evaluation system coupled with dialogue among staff members to establish the following priorities for our business relationships.

Social Aspects of Our Business	
Highest Priorities (Relationships Most Important to Our SMS)	
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Suppliers
Medium Priorities	
<ul style="list-style-type: none"> • Employees • Partnering Organizations 	<ul style="list-style-type: none"> • Community
Lowest Priorities (Relationships Least Important to Our SMS)	
<ul style="list-style-type: none"> • Government and civil society 	



3 Sustainability Planning

The top priorities for both our environmental and social business aspects served as the foundation for our next step – sustainability planning. For each high priority item, we established specific objectives, targets, goals, strategies, and metrics. But first, we returned to square one – making sure that our business purpose is aligned with the principles of sustainability, that we have a clear vision of what sustainability means to us, and that we have a policy to provide the framework for getting us there.

3.1 Core Values and Purpose

Sustainability planning calls for a return to basics: revisiting the fundamental purpose of the organization's product or service and ensuring that this purpose is not at odds with the requirements for a sustainable society. In our case, The Brendle Group was developed expressly as a business that promotes sustainable business practices. This is articulated in our Mission Statement and Guiding Principles provided in Attachment 2. We see this as a key element of this SMS – that sustainability is already the business at hand. We remain committed to our core purpose of increasing the sustainable performance of our customers and ourselves.

3.2 Vision

Although our core values and purpose are sustainability-driven, it is still important for us to define our future in more specific terms. Jim Collins, author of “Good to Great: Why Some Companies Make the Leap and Others Don’t,” says that many organizations climb to base camp without ever defining the mountain. After 9 years of business, we have worked diligently to promote sustainability, both within our own operations and the companies that we serve. Yet, we are only at base camp. This SMS defines the mountain and lays out our plan for reaching its summit.

Our Vision

This year (2005)

- We will have certified climate neutral operations.
- We will measure and report annually on the economic, social, and environmental benefits of our projects in quantitative terms.

By 2010

- We will be certified zero-waste.

Ongoing

- We will explore what it means to be restorative and apply what we learn to this SMS as it evolves.
- Our progress will be reflected in an increasingly progressive mix of services to our customers.



3.3 Policy

Our goals in establishing a sustainability policy are to:

- Demonstrate top management support to sustainability principles
- Provide a framework for decision-making
- Lay a foundation for sustainability planning
- Create a common understanding for staff, customers, and suppliers

With these goals in mind, The Brendle Group sustainability policy is articulated as follows:

“The Brendle Group is committed to conducting its operations conscientiously and mindful of the people and ecosystems that are impacted by its work. We will use four principles to guide our sustainability planning and actions:

- **Right Aim**
We will authentically check our purpose and plans as we pursue sustainability.
- **Attention**
We will give sustainability the attention and resources needed to meet our plans.
- **Conviction**
We are confident that with passion and fervor we will attain our vision, despite day-to-day realities and barriers that may exist.
- **Collaboration**
We recognize sustainability as a highly complex goal that requires a collaborative approach.

By adopting these four principles as policy, we seek to earn the trust and respect of our customers by being accountable for the impacts of our own operations. Likewise, we will encourage our own suppliers to embrace sustainability while we reward higher performers with our business.”

3.4 Objectives, Targets, and Strategies

To meet our vision, the next step was to develop objectives, targets, and strategies for the top environmental and social aspects of our operations identified in the baseline analysis.

Environmental Aspects

1. Capital Equipment Purchases

- a. **Ultimate Objective:** Purchase capital equipment with the lowest environmental and social impacts.
- b. **Target:** Scope – capital equipment; date – immediately, metric: lowest ranking from pilot scorecard is given priority and weighed with any incremental costs, if applicable.
- c. **Target:** By 2006, develop a purchasing guide for capital equipment, office supplies, and printing services.
- d. **Strategies:**



- Look at emerging standards (e.g., Energy Star, fair trade labels for human equity, Forest certified lumber, etc.)
- Look at Environmentally Preferable Purchasing (EPP) web-site to see if there is an existing co-op or database of available office supplies.
- Establish a purchasing guideline for capital, office supplies, and printing/duplication services.
- Seek service-based alternatives, such as local efax number, servers, and computer leasing.
- Continue to seek salvaged office furniture and storage files.
- Identify a closure for equipment before purchasing (send back, recycle, donate, etc.).

2. Office Supply Purchases

- a. Objective: Use the least amount of office supplies necessary to deliver our services without compromising quality.
- b. Target: Develop a baseline for paper use in 2005.
- c. Target: Reduce paper use by 20 percent normalized for production levels in 2006.
- d. Strategies:
 - Set up a reuse bin and print drafts on reused paper.
 - Look for recycler of shredded paper.
 - Aim for electronic forms rather than hard copy forms, e.g., project closeout.

3. Purchases

- a. Objective: Ensure that any purchases made create the lowest environmental and social impact in that product category.
- b. Target Scope: All office supplies; date – Immediately; performance – lowest ranking from pilot scorecard
- c. Strategies:
 - Look at emerging standards (e.g., Energy Star, fair trade labels for human equity, Forest certified lumber, etc.).
 - Look at EPP web site to see if there is an existing co-op or database of available office supplies.
 - Establish a purchasing guideline for capital, office supplies, and printing/duplication services.
 - Look into toner cartridge service for recycling and use recharged cartridges.

4. Printing, Duplication, Postage, and Delivery Services

- a. Objective: Ensure that we are using the most sustainable supplier in the most sustainable way.
- b. Target: By end of 2005, score three suppliers for both printing/duplication and postage/delivery on the environmental/social aspects matrix, and develop strategies with that supplier for the most sustainable use of their services. Incorporate these findings into the purchasing guide.
- c. Strategies:
 - Add, “This is printed on recycled content paper. Please close the loop by recycling this report when no longer needed.” to all printed materials.
 - Evaluate supplier practices: email ordering, delivery service/fleet issues, green machine, corporate tree planting, recycled content paper, on-site recycling program, choice of paper supplier, soy-based ink, etc.

Social Aspects

5. Customers

- a. Objective: Accept responsibility for the direct and indirect impacts of our services.
- b. Target: Communicate our SMS results to our customers in 2005.
- c. Target: Annually update the SMS so our customers know we remain a green supplier.
- d. Strategies:
 - Post SMS to web site and notify customers of its availability.
 - Review Sigma guide and compare and select annual report format.
 - Post annual report to web site and notify customers of its availability.

6. Suppliers

- a. Objective: Accept responsibility for the direct and indirect impacts of our suppliers.
- b. Target: Communicate our SMS results to our suppliers in 2005.
- c. Target: Annually update the SMS so our suppliers know we remain a green customer and expect high standards from them.
- d. Strategies:
 - Develop a brief insert for all payments indicating our sustainability policy, purchasing guide, and preference to socially responsible vendors.

7. Strategies For All Other Lower-priority Aspects

- a. Check that aerators are low flow.
- b. Look into Green Seal cleaning supplies (Porter Industries).
- c. Look for recycling service for shredded paper.
- d. Participate in City’s Bike to Work Month.
- e. Check City bus route.
- f. Purchase stamps (or any product) online to save trips.
- g. Make spring advisory board meeting a green event and point out aspects to our board.
- h. Get composting system back into operation.
- i. Work with AG Edwards to explore socially responsible investment accounts.
- j. Explore electronic payroll deposits and other payments and set up electronic receipt of payment system.

3.5 Metrics

We will use the following metrics to measure progress toward the targets and goals listed above, including our goals to be climate neutral and zero waste:

Metric	Measurement Method
<ul style="list-style-type: none"> • Solid waste generation • Recycling rate • Natural gas use • Vehicle miles traveled • Air travel • Completed purchasing worksheets • Number of supplier inserts sent • Dollars invested in social venues • In-kind hours to community causes • Economic and environmental benefits of our projects • Web hits on SMS link 	<ul style="list-style-type: none"> • Tracking log • Tracking log • Utility bills (prorated to office space) • Expense reports • Expense reports • Procurement file • Accounts payable log • From account manager • Timecards • Dedicated Access® database (under development) • Quarterly web report

4 Implementation

4.1 Climate Neutral Certification

A key step toward implementing our SMS was to establish climate neutral status for our own internal operations. To claim climate neutral status, an entity must have a net zero impact on the planet's climate. Our first step was to minimize our greenhouse gas (ghg) emissions, which we are doing using the existing practices listed in Section 2.1. After minimizing ghg emissions, we then quantified and offset our remaining emissions.

Building from the input and output information of our baseline analysis in Section 2.1, we determined the sources of our remaining emissions to be the following:

- Natural gas for space heating and water heating
- Disposed solid waste
- Fuel from vehicle miles traveled
- Fuel from airline travel

In total, we calculated that our 2004 ghg emissions are 3.0 equivalent CO₂ tons. Note that we already had reduced our ghg emissions by approximately 1 ton from the inventory of existing practices listed in Section 2.1.

We investigated various options as offset actions. (Offset actions range from tree planting to renewable energy investments; various organizations offer packages of offset actions available for purchase.) A number of factors were considered as part of this investigation, including costs and the availability of a climate neutral certification in conjunction with any offset action. We felt certification of our climate status was important for the credibility of our efforts and our business' climate neutral status. In the end, The Brendle Group was certified as a CLIMATE COOL™ corporation through the Climate Neutral Network and its partner for working with small businesses - *NativeEnergy*, LLC. We are the first CLIMATE COOL™ corporation to be certified in Colorado and are among less than two dozen such enterprises nation-wide.

We will apply offset purchases through this organization toward wind generation projects on tribal lands. By taking this action, we not only achieve our environmental goal of being climate neutral, but also contribute to the social aspect of our SMS. For perspective, our combined reduction of 4 tons (between existing reduction practices and offset purchases) is roughly equivalent to planting 161 trees. On the one hand, our combined reductions of 4 tons may not seem significant on a global climate change scale. However, if one considers that there are 5,714 businesses in Fort Collins alone and that roughly 40 percent of those businesses are small professional offices (with less than 10 employees), the total potential impact of this sector could be a significant contribution, for example, to the City of Fort Collins total goal to reduce community-wide ghg emissions by 90,000 tons by 2010.

The Brendle Group became a CLIMATE COOL™ corporation with its certification and offset purchases for 2004 emissions in May of 2005. Through the metrics that we track (previously discussed in Section 3.6), we will annually update our emissions totals in the first quarter of



each year. We will continue to purchase the corresponding level of offsets to maintain our CLIMATE COOL™ corporation status.

4.2 Toward Zero Waste

To challenge ourselves in the future beyond our climate neutral status, we will strive for overall zero waste from internal company operations. The Zero Waste International Alliance (ZWIA), an organization recognized for its groundbreaking efforts toward “a world without waste,” has adopted the following definition for zero waste:

Zero Waste is a goal that is both pragmatic and visionary, to guide people to emulate sustainable natural cycles, where all discarded materials are resources for others to use. Zero Waste means designing and managing products and processes to reduce the volume and toxicity of waste and materials, conserve and recover all resources, and not burn or bury them. Implementing Zero Waste will eliminate all discharges to land, water or air that may be a threat to planetary, human, animal or plant health.

ZWIA has ten principles to evaluate the efforts of companies with a documented commitment to achieving zero waste. These principles are summarized as follows (details available at www.zwia.org):

1. Be committed to the triple bottom line.
2. Use the *Precautionary Principle*.
3. Send zero waste to landfills or incinerators.
4. Be responsible: Take back products and packaging.
5. Buy reused, recycled, and composted materials.
6. Prevent pollution and reduce waste.
7. Employ the highest and best use.
8. Use economic incentives for customers, workers, and suppliers.
9. Sell products or services that are not wasteful or toxic.
10. Use non-toxic production, reuse, and recycling processes.

The Brendle Group has set a goal to become a ZWIA member within the next 5 years (by 2010). Membership requires signing on to the organization charter, including a full commitment to the previously listed principles. While we have achieved many of these principles already, a number of them will challenge us to further improve and refine our processes – especially those principles associated with our company’s supply chain.

4.3 Influencing Our Supply Chain

Because we already had implemented several energy efficiency, renewable energy, and waste reduction strategies prior to this SMS, influencing our supply chain emerged as the number one priority as we move forward (see Section 2.1). Within this realm, office supplies, capital



equipment purchases, and printing and duplication services are our top priorities. We have developed two tools to influence these priorities and our supply chain in general:

1. *Express expectations to our vendors.*

Although we are a small professional office, we believe it is important to influence our supply chain by:

- Educating vendors on the principles and practices of sustainability
- Sharing what we are doing to provide examples for vendor operations
- Expressing an interest in learning about vendor sustainability practices
- Explaining that we will give preference to vendors that practice sustainability

In order to accomplish these steps, we developed a brief insert that is now included in all of our invoice payments. The insert states the following:

“The Brendle Group gives preference to vendors that practice environmental sustainability. To learn more about sustainability, visit our web site at www.brendlegroup.com to download a copy of our company’s Sustainability Management System (SMS). We are interested to hear how you are doing in this area.”

2. *Evaluate Purchasing Choices*

To help us make more sustainable choices in our purchasing practices, we have established a goal to develop a purchasing guide by the end of 2005. As part of this effort, we currently are piloting a scoring tool to compare the economic, environmental, and social impacts of two or more products being considered as capital equipment purchases. We also will test this tool to evaluate our printing and duplication service providers.



5 Operation

5.1 Training, Awareness, and Competence

We are committed to building a deeper understanding of sustainability among our staff members and recognize that this is a continuing education process. We will train all staff members with the content of this SMS, and we will periodically circulate reading to keep staff members apprised of emerging trends and strategies. We will encourage continuing education courses in the community and participation in professional associations to foster continued learning.

5.2 Communication and Reporting

We will communicate our sustainability progress with an annual sustainability report that is shared with all of our customers, suppliers, partners, and other stakeholders via our web site. In addition, we will add the metrics listed in section 3.5 to our internal quarterly reporting process.

5.3 Documentation and Operational Control

An SMS is not a physical document, it is a management system. The following items collectively comprise our management system. They include the process steps and locations for tracking and communicating the performance of our SMS:

- Mission and guiding principles
- This SMS document
- Annual report of SMS results
- Excel® SMS work plan and aspects scoring sheets
- Paper recycling logs
- Vehicle miles traveled logs
- Waste logs
- Utility bills
- Climate Neutral certification – documentation and correspondence
- ZWIA requirements
- Quarterly reviews of metrics and goals
- Procurement guide
- Completed procurement worksheets
- Tracking system for completed project results
- Web site

6 Checking, Corrective Action, and Management Review

We are committed to checking progress toward our targets and goals and correcting our course where success is at risk. Although staff members will be responsible for tracking our performance, management will review progress as part of the quarterly review process. We also will review program status bi-annually with our advisory board, and will require that all staff members participate in developing our annual report and sign off on the completed document.



Attachment 1. Resources that Informed the Process

- Macdonald, Jamie. *An Integrated Framework for Sustainability Management Systems*. Dalhousie University, School for Resource and Environmental Studies, Halifax, Nova Scotia, November 4, 2001.
- *The Sigma Guidelines: Putting Sustainable Development Into Practice: A Guide for Organisations*. 2003. www.projectsigma.co.uk. The SIGMA Project - Sustainability - Integrated Guidelines for Management - was launched in 1999 with the support of the UK Department of Trade and Industry. It is a partnership between the British Standards Institution (the leading standards organization), Forum for the Future (a leading sustainability charity and think-tank), and AccountAbility (the international professional body for accountability).
- Walters, Jamie. *Big Vision, Small Business: 4 Keys to Success without Growing Big*. Kerrett-Koehler Publishers. www.ivysea.com.
- Collins, Jim and Jerry I. Porras. *Built to Last: Successful Habits of Visionary Companies (Harper Business Essentials)* HarperCollins Publishers Inc., 10 East 53rd Street, New York, 10022.
- Burns, Susan. *The Natural Step: A Compass for Environmental Management Systems*. Corporate Environmental Strategy, Elsevier Science Inc., 1066-7938/99.
- Zero Waste International Alliance: www.ZWIA.org.
- Climate Neutral Network: www.climateneutral.com.
- Native Energy: www.nativeenergy.com.

Attachment 2. Mission and Guiding Principles

Our Mission

TO HELP OUR CLIENTS:

- Convert their environmental programs from an operating expense to a business asset;

BY PROVIDING:

- A customized mix of strategic planning, engineering assessment, implementation, measurement, and education;

SO THAT:

- Future generations enjoy the same earth resources that we do today.

Guiding Principles as We Pursue our Mission

CUSTOMER

- Customer satisfaction and repeat customers are the most important factors toward the long-term success of our business.
- We will strive to understand the unique needs of each customer and to provide the mix of services that delivers the best value for the dollar.
- We will continually add to, update, and enhance our services and approaches so they remain innovative and relevant.
- We will measure the results of our services in quantitative terms.

OPERATIONS

- We embody our mission in our own operations.
- Our operations serve as a test bed for the emerging philosophies, policies, and technologies that we promote among our clients.
- We will protect our environment one client at a time.

COMMUNITY

- We support our community by annually providing selected in-kind services to a non-profit organization in the area of its choice.
- We donate a portion of corporate profits annually to the American Cancer Society and other non-profits.
- We are known and valued as a community asset for the jobs we create and the services we provide to local businesses and citizens.

