

HomeStreet Bank: A Carbon Footprint Measurement Case Study

- Seattle-based bank believes local environmental health is key to long term success
- Home office and four Seattle branch offices assess carbon footprint
- Energy use and commute travel are most significant
- Selected carbon reduction strategy maximizes opportunities, minimizes business impacts
- HomeStreet reduced electricity consumption by cutting number of computer servers and runtime hours on desktop computers

Company Overview

SECTOR: Banking and finance

SERVICE AREA: Washington, Oregon, Idaho, Hawaii

EMPLOYEES: 345 (in City of Seattle facilities)

FACILITIES:

Five Seattle locations were included in the study: one home office and four bank branches. All space is leased, not owned, and all but one location are in multi-tenant buildings.

How can I join the Seattle Climate Partnership?

See the current list of partners and download the Partnership Agreement at www.seattleclimatepartnership.org

Or contact Charlie Cunniff,
charlie.cunniff@seattle.gov or
206.386.9748
Seattle Office of
Sustainability & Environment

Corporate profile

HomeStreet Bank, now one of the largest private banks in the Northwest and Hawaii, is a family and employee-owned business. Since its establishment in 1921, the bank has focused on building long-term relationships with its customers and providing ongoing support to its communities.

Why a climate strategy?

A climate strategy is very much part of HomeStreet Bank's overall business strategy. Richard Bendix, Senior Vice President and Director of Marketing, believes that the bank's commitment to the environment can be explained in the form of a fairly straightforward business equation—"People select the Northwest as a place to live, start businesses and raise families because of the beauty of the region, its mountains, lakes and clean air and water. If the region isn't able to provide the quality of life that attracts skilled workers and entrepreneurs, the economy and the institutions it supports, like HomeStreet Bank, will suffer."

With the issue of climate change taking on a new and urgent tone, HomeStreet Bank has become a member of the Seattle Climate Partnership and committed, as have other Seattle Climate Partners, to help fight climate change. The Seattle Climate Partnership is hosted by the City of Seattle's Office of Sustainability and Environment (OSE).

When OSE approached HomeStreet Bank, it was quick to agree to participate in conducting a carbon footprint of its facilities and operations. Bendix echoes CEO Bruce Williams when he says, "We determined early on that to be able to measure our progress and set realistic goals we needed to understand our current environmental impact. A carbon footprint study seemed like the best approach because it would help us identify areas in which our efforts could have the greatest impact."

"We've been around for 86 years and we plan to stick around for another 86 years, and when you start thinking in that time horizon, the climate change issue becomes increasingly important."

—Bruce Williams, CEO, HomeStreet Bank



Developing the Footprint

Determine the Organizational Boundary

A carbon footprint process requires that a business determine what part(s) of the organization it would like to include. A business may choose to look at all operations in a particular geographic area, limit the measurement to certain types of operations such as those involved in manufacturing, include or exclude subsidiaries and contractors etc. Many factors influence these choices, including type of operations, ability to influence the activities producing emissions, number of employees, ease of data collection etc.

HomeStreet Bank chose all facilities located in the City of Seattle because (a) more than half of all its employees work at facilities within the City, and (b) data for this region was easier to collect. As long as successive footprints use the same assumptions and boundaries, the results can be compared over time. In the long term, the bank plans to include all its locations in the measurement of emissions.

Establish a Baseline

The baseline year is that year against which a business will measure its progress over time. Businesses typically choose a year for which all or the majority of data is available. HomeStreet Bank chose 2006 for this reason.

Identify Scope of Impacts

Businesses next decide which of their emissions-intensive activities to include and how to frame the data. For example a business may choose to include those activities over which it has the most direct control, those which it can measure, or those which are typically significant emissions sources in its industry. Emissions data for these activities can be presented in absolute terms or can be normalized to a variety of factors in order to account for organizational change. A stable company can represent its emissions in absolute numbers, while an organization experiencing considerable growth may choose, for example, to normalize emissions to production levels or employee numbers (e.g., metric ton of CO₂/ton of product).

HomeStreet elected to use emissions normalized per employee. Although the bank tends to grow conservatively and chooses not to engage in mergers and acquisitions, Bendix explains that this measure helps the numbers remain relevant for them over a longer period of time.

The Seattle Climate Partnership makes available several resources for its members, including a footprint calculator. The calculator focuses on four areas that account for the largest share of a typical business' carbon dioxide emissions. These are facility/operations energy use, travel (business and employee commuting), waste and recycling, and materials use. The tool converts activity data (miles driven, tons of recycling generated) into emissions data (metric tons of CO₂.) This tool was shared with HomeStreet Bank during the planning stage and it was decided that data for all four areas were relevant to the bank's operations, could be obtained without disrupting business operations, and represented areas where it could achieve the greatest emissions reduction.

Collect Data

Data was collected or estimated when direct data was not available for the four areas for which emissions were calculated. The four areas for which activity data is converted into emissions data are:



"We're looking forward to having a carbon footprint because we like having goals, we like to measure progress, we like to see how we're doing..."

Bruce Williams, CEO
HomeStreet Bank

Four areas of a typical business' operations account for its largest share of carbon dioxide emissions:

- Facility/operations energy use
- Business travel and employee commuting
- Quantities of waste and recycling
- Materials (For HomeStreet this is chiefly paper use)

To learn more, download the Curbing Your Climate Impact Resource Guide:
www.seattleclimatepartnership.org/downloads/Climate_partnership_resource_guide.pdf

Download the most current version of the carbon footprint tool –

www.seattleclimatepartnership.org/downloads/seattle_carbon_calculator_2008.xls

Energy Use

Energy use includes electricity and natural gas used by a company's facilities. Typically, energy data is available in kilowatt hours (kWh) for each month of electricity use for each meter, or in therms (thm) for natural gas use. Because the downtown home office and branch are in multi-tenant buildings, and therefore, not sub-metered, HomeStreet Bank enlisted the assistance of its property management firm (see Appendix D). The property manager calculated the bank's *approximate* energy use based on its square footage leased as a percentage of the total square footage of the building. For the branches in Ballard, Queen Anne and, Wedgwood which are individually metered, energy data was acquired through requests submitted to the local utilities (see Appendix D), i.e., either Seattle City Light or Puget Sound Energy.



Travel

Travel refers to business travel and employee commuting. According to HomeStreet Bank personnel, business travel was the most difficult area for data collection because at the time of the study, the bank's accounting department recorded travel expenses but not destinations, to which carbon emissions could be attributed. Business travel was split into air and ground travel. The accounting department ran a report on all reimbursements associated with travel for 2006, from which details such as the name of the employee, amount reimbursed, and details of travel (e.g. destination) were traced. Where details of travel were not available, HomeStreet Bank staff had to rely on destination information provided by personal assistants who maintain the calendars for those employees who travel. It should be noted that data for business travel could not be broken down by each city or state where HomeStreet Bank has an office. Therefore, emissions data was generated for company-wide travel. Again, as long as the same measure is used in subsequent footprints, results will remain comparable over time.



Employee commuting was tracked through the 2006 survey conducted by the Washington Department of Ecology¹ under the state's Commute Trip Reduction (CTR) law. Total number of employee miles traveled by transport type was extracted from the Ecology survey². Smaller businesses that are not required to have a CTR plan may use the employee commute survey available from the Seattle Climate Partnership to help calculate the same data (see Appendix A).

Waste and Recycling

Commercial lease agreements tend to encompass all operating expenses (e.g. waste disposal, recycling, energy use, and water). Tenant businesses do not, therefore, have information on the quantity of waste or recycling they generate. This was true for all locations for HomeStreet Bank in Seattle. The carbon footprint calculator, however, has been designed to help businesses get around this difficulty by providing them with various methods to estimate this data.

Waste: Waste data can be calculated by the tool in one of three ways. The first method is to enter actual quantity data for waste (from waste invoices when using garbage compactors); the second is to enter cost of waste disposal (based on a calculated cost per ton to dispose of waste when using garbage dumpsters); the third is based on waste composition data for different industry types³. This last method was used to estimate waste generated by HomeStreet Bank based on the number of employees per location.



¹Under Washington State law, businesses with more than 100 employees are required to generate a Commute Trip Reduction (CTR) plan, with the goal of reducing single occupancy commuting and vehicle miles traveled. Businesses must implement plans to increase car and van pooling, the use of mass transit (e.g. buses and trains), the use of alternative modes of transport such as bicycling and walking, teleworking, and compressed work weeks. Annual surveys by the Department of Ecology track the impact of these business-instituted programs.

²The carbon footprint tool directs the user to extract specific pieces of data from the survey summary and enter it into appropriate cells in the tool.

³Based on data from businesses in the City of Seattle and studies conducted by neutral third-party consultants.



Mixed Recycling: The amount of mixed recycling consisting of cans, bottles, and paper, was also estimated based on the number of employees in each of the five HomeStreet Bank locations. Each employee was assumed to consume and discard one aluminum can or one plastic bottle each day⁴. A simple factor (0.03 lbs = can; 0.065 lbs = bottle) was applied to the total numbers of cans and bottles over the course of 250 days (number of work days in a year). The annual weight of shredded paper, which was provided by HomeStreet Bank's paper-shredding vendor, was incorporated into this final figure.

Materials (paper use)

Paper use is singled out for emissions measurement in a paper use-intensive industry such as banking. The environmental and climate change impacts from paper are found throughout its entire life cycle – from forest to landfill or recycling. For HomeStreet Bank, paper is used both internally and to communicate with customers (bank statements⁵). Both types of paper were accounted for in the footprint analysis. Purchasing records formed the basis for calculating the total number of 8.5"x11" sheets of paper used (this is the most common size of paper used by HomeStreet Bank). The number of envelopes, each of which uses 14% less paper than an 8.5"x11" sheet, was also included in the final count.

The Footprint

In 2006, HomeStreet Bank generated 1,155 metric tons of CO₂ (MgCO₂), which translates to 3.3 (MgCO₂) per HomeStreet Bank employee (see Appendix B). Absolute emissions associated with each of the four activities for the five Seattle offices (in addition to business travel and paper used for customer statements company-wide) are presented below in Table 1:



Table 1		
Emissions Source	Annual Consumption	CO₂ Metric Tons
Car & Truck	1,333,361 miles	530.08
Bus	1,546,319 miles	359.62
Garbage	322 tons	135.19
Airplane	599,612 miles	108.10
Paper	9,413,705 sheets	52.72
Train	107,423 miles	17.51
Ferry	28,364 miles	10.49
Natural Gas	109 therms	0.58
Recycling	124 tons	-59.60 ⁶
TOTAL EMISSIONS	1,155 metric tons of CO₂ (Mg CO₂)/year	
EMISSIONS/EMPLOYEE	3.3 metric tons of CO₂ per employee/year	

These results are represented graphically in the following figures.

⁴Assumption made for this measurement in the absence of additional data.

⁵Amount of paper used for customer statements could not be broken down by location; therefore, this number represents statements sent to customers in all four states in which HomeStreet Bank operates.

⁶Recycling is assumed to reduce emissions because recycled materials, when used as feedstock, displace the use of virgin materials. Virgin materials are associated with higher carbon dioxide emissions, both in acquiring them in nature and in processing them prior to the manufacture of usable goods.

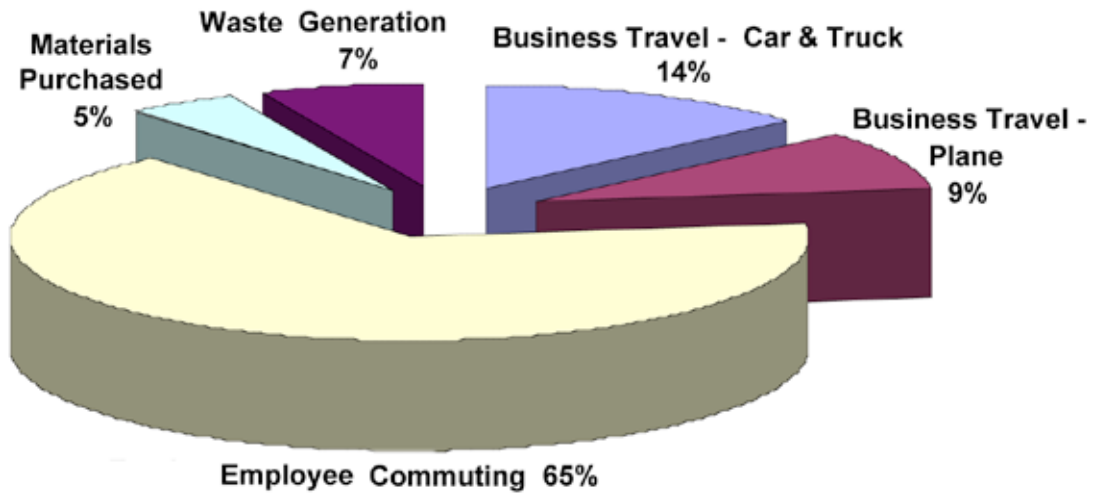


FIGURE 1
HomeStreet Bank's Total Emissions

What is conspicuous in its absence from Table 1 and Figure 1 is emissions associated with energy use. This is because Seattle City Light, the electric utility for HomeStreet Bank, is carbon-neutral⁷. This fact, however, does not affect the *emission reduction potential* of an organization, which refers to the amount of greenhouse gas emissions that can be reduced through actions taken by the organization. In other words, while the Bank's footprint zeroes out emissions associated with the production of electricity, should it reduce its electricity usage through efficiency measures, it will result in lower greenhouse gas emissions in the Northwest⁸. This is because reduced energy demand frees up clean hydro power to provide to another utility. This will result in an existing fossil fuel plant running less (usually a combustion turbine). Every kilowatt hour saved through efficiency reduces the need, on the margin, for a fossil plant to run.

Figure 2 represents this emissions reduction potential for HomeStreet Bank.

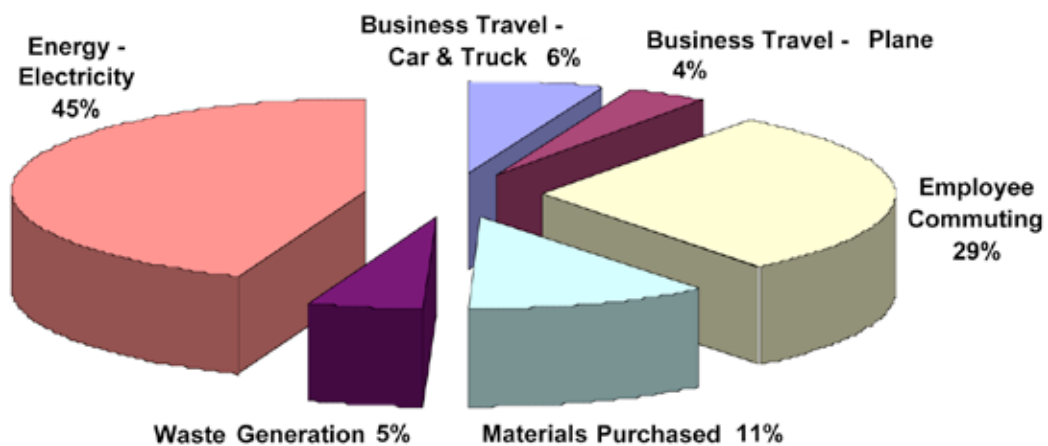


FIGURE 2
HomeStreet Bank's Emissions Reduction Potential

⁷Seattle City Light is a carbon neutral energy provider, due to the facts that a significant fraction of electricity is produced via hydroelectric dams with no direct greenhouse gas emissions and that any emissions resulting from its supply of power are offset by emissions reductions elsewhere.

⁸Electricity demand in the Northwest is served by a mix of fossil fuel and non-emitting hydroelectric sources.



Planning for Reduction

Building a team

Once the footprint was calculated, HomeStreet Bank's environmental policy team led the development of a company-wide carbon emissions reduction strategy. Each of the team's members - senior and middle managers - brings the responsibility and knowledge of key areas of the bank's operations and an interest in sustainable business practices. Team members include the company chairman and Chief Executive Officer (CEO), Human Resources Director, Operations Director, Marketing Director, Facilities Manager, and Corporate Communications Manager. Bendix thinks that this mix of skills proved very valuable in examining the major areas of business sustainability and developing an emissions reduction plan for both the short and the long term.

This team used the bank's carbon footprint to identify the greatest opportunities for reducing emissions - travel (employee commuting and business travel), paper consumption, and energy. Please see Appendix C for the climate protection goals the team has set for the company for 2008 and 2009. They are currently in the process of developing strategies which maximize emissions reduction and minimize impacts on business operations in order to meet these goals. Progress will be measured over time to evaluate the effectiveness of this approach.



Paper Reduction – How did they do it?

- Provided employees with information on company paper use by department.
- Encouraged electronic distribution of broadly disseminated documents.
- All printers are being upgraded to have duplex-printing capability.
- Computers are being configured to default to duplex printing where possible.
- Electronic filing to replace paper files is being encouraged and tested in several departments.
- "E-statements" continue to be promoted to customers, with an overall goal of signing up 50% of online banking customers.



Reduction Opportunities

Bendix thinks that reduction of paper use is very achievable. Through 2008, HomeStreet Bank cut paper use by 15% from 2006 levels without specific goals. They did this through awareness-raising among employees and by beginning to convert some processes away from paper (please review boxed inset for more details). In 2009 the Bank hopes to cut the amount of paper used by another 15% through education, more electronic distribution of internal reports and increased use of electronic statements by banking customers.

Of employee commuting, the bank's other big opportunity, Bendix says, "We will continue to promote commute programs, compressed work weeks, telecommuting and virtual meetings to reduce our transportation footprint." In 2007, the bank made several updates to its commute trip reduction program, adding on to existing benefits (bike racks, lockers, showers, and bus passes) available to employees choosing modes of transport other than single-occupancy commuting. Employee-owners now have four hours of Zipcar use (car-sharing) per month and a "guaranteed ride home" if they carpool or use mass transit. The bank has also renewed its focus on compressed and flexible work schedules and telecommuting options. "Commute fairs" are another way that the bank helps employees re-envision their commutes.

On the other side of the equation, the bank has begun re-evaluating the company's parking policy to discourage single-occupancy commuting. HomeStreet Bank management is hoping that this bundle of strategies will go some ways towards overcoming the challenge that many businesses face - that of making commuting a viable option for employees who live far from work and without adequate transit service. Business travel is under review as well and the company now uses the "Go To Meeting" interactive conference technology.

HomeStreet Bank has already undertaken several energy conservation measures including ensuring that all computers are Energy Star-rated, lamps are retrofitted, and thermostats are set back to save energy. They have planned additional measures for 2008 - shutting down computers automatically at the close of business, consolidating servers into fewer, more efficient ones, and switching to networked rather than individual printers, but larger scale conservation actions rest with building owners or property managers.

Communicating with employees

Engaging employees in a carbon reduction strategy can lead to innovative solutions and because it is in line with a widely-held value in this region (environmental commitment), to greater employee loyalty as well. HomeStreet Bank, bronze winner of the Puget Sound Business Journal's 2007 Washington's Best Workplace award, clearly values its employee-owners and is currently determining the best ways to solicit employee input and engage its staff as its best advocates for change. HomeStreet Bank uses a variety of means including its intranet site, brown bag lunches, staff meetings, and signage to share its goals with employee-owners and seek their ideas. Targets will likely be broken down by business units, departments, and/or employees to help HomeStreet Bank meet its overall reduction goals.



Tracking

The bank is committed to tracking its performance against targets and is considering repeating the measurement of the carbon footprint again in another two years. The footprint will most likely use the same organizational boundary, scope of impacts, and data collection methods in order to facilitate comparison across time. In preparation for this second measurement, HomeStreet Bank has already expanded the travel information that employee-owners record to include number of miles and destination(s) in its electronic reimbursement forms.

Reflection: Was this process helpful?

Bendix says that the carbon footprint process gave HomeStreet Bank's environmental policy team "a concrete tool to use as a starting place for future discussions." He says, "As an example, I think many people were stunned by the amount of paper we use as an institution!" and adds, "personally it has increased my awareness of how HomeStreet can make the biggest impact and where to focus."

Contact Information

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Paper Reduction – What's next?

- Reduce the number of printers at the home office by 25%, thereby, reducing toner, electricity and hardware use.
- Invite employees to contribute ideas to further reduce paper use.

HomeStreet's 2008-2009 Goals – Progress by December 2008

Reduce number of servers in company by 50%

- Reduced electricity consumption by 34,560 kWh in 2008 by reducing the number of servers by 35% (50 servers taken out of service).

Turn of all idle computers at night.

- Implemented auto shutdown software so that all computers automatically shut down each evening. It is estimated that approximately 15,000 hours of computer time was saved per month or 3,490 kWh* of energy saved per year.

**Assuming each computer consumes 170 kWh/year annually*



APPENDIX A

Information Needs Matrix to guide the data collection process

Carbon Footprint Calculator



Getting Started - Data Checklist

INTRODUCTION

This data checklist will help you gather information needed to complete your organization's footprint using the Seattle Climate Partnership Carbon Footprint Calculator. Within each sector listed below, strive to obtain the information listed in bold type. If those data are not available, then consider using the data specified in the indented check-boxes. For more information on what is needed, please visit the corresponding worksheet for each sector.

BUILDING ENERGY DATA

- Annual company electricity use in kwh.** Information should be available from utility invoices. If you are not individually billed for electricity, then instead you will need:
 - Total building area (square feet)
 - Total company share of building (square feet)
 - Total annual building electricity use (in kwh)
- Annual company natural gas use in therms.** Information should be available from utility invoices. If you are not individually billed for natural gas, then instead you will need:
 - Total building area (square feet)
 - Total company share of building (square feet)
 - Total annual building natural gas use (in therms)
- (If applicable) Annual steam use in klbs.** Information should be available from utility invoices. If you are not individually billed for steam, then instead you will need:
 - Total building area (square feet)
 - Total company share of building (square feet)
 - Total annual building natural gas use (in therms)

TRANSPORTATION DATA

- Annual fleet fuel use in gallons, including type of fuel used.** Accounting records regarding dollars spent on fuel will be most helpful. If this is not available, gather information on the following:
 - Total miles travelled
 - Average fuel efficiency of vehicles in fleet
- Miles of business travel by each mode: plane, train, bus, ferry, & rental car miles.** Information from your travel agent, travel reimbursement records, or a company survey will gather this data.
- Miles of commuting travel by each mode: train, bus, ferry, car miles.** If no information is readily available, you may use one of the following options:
 - Completed State DOT Commute Trip Reduction survey or SurveyMonkey commuting survey

PURCHASES OF KEY MATERIALS, GOODS, AND SERVICES

- Annual paper use in sheets, reams, boxes or pounds and % recycled content in paper.** Your office supply provider or accounting records should have needed data, or gather:
 - Annual amount spent on paper
 - Average cost of paper, per ream
 - Recycled content of paper
- Purchasing data for other materials, goods, or services you wish to evaluate,** perhaps including office electronics, furniture, shipping services, water, or other materials.

WASTE DISPOSAL AND RECYCLING DATA

- Annual quantity of waste disposed, recycled, or composted in pounds, tons or cubic yards.** Information should be available from invoices. If quantities are unavailable, gather:
 - Annual cost of waste disposal
 - Annual cost of recycling disposal
 - Annual cost of compost disposal

If no waste data is available, the calculator will automatically generate waste and recycling estimates based on your business sector and employee count. Make sure this information is complete in the *Company_Info* worksheet.

Appendix B

Results for HomeStreet Bank using the Seattle Climate Partnership's Carbon Footprint Calculator (version 1.3)

Carbon Footprint Calculator



Results

This worksheet summarizes results of the carbon footprint assessment based on inputs entered on the *Company Info*, *Transportation*, *Energy*, *Materials*, and *Waste* worksheets. Emission estimates from current practices are directly below, followed by options to test the impacts of possible CO₂-reduction scenarios. (further below). All results are reported as metric tons of CO₂. These figures should be interpreted as CO₂ "equivalents", because although most of these emissions are actual CO₂, some of the emissions are from methane (from waste disposed in landfills). For more information about climate change, emissions, and a list of resources on employer services and climate incentives, visit the Seattle Climate Partnership Resource Guide at www.seattle.gov/climate/SCPResources.htm.

SUMMARY OF CURRENT ANNUAL PRACTICES

Overall emissions: 1,155 metric tons of CO₂ (Mg CO₂) annually, 3.3 metric tons of CO₂ per employee

COMPANY EMISSIONS FOOTPRINT

Transportation	Miles	Miles	CO ₂ (Metric Tons)
	Traveled (Business Travel)	Traveled (Commuting)	
Car & Truck	392,000	941,361	530.08
Airplane	599,612	-	108.10
Train	-	107,423	17.51
Bus	-	1,546,319	359.62
Ferry	-	28,364	10.49
Subtotal	991,612	2,623,466	1,025.81

Energy Use	Quantity	Units	CO ₂ (Metric Tons)
Natural gas	109	therms	0.58
Electricity	1,920,959	kWh	-
Steam	-	thousand lbs	-
Subtotal			0.58

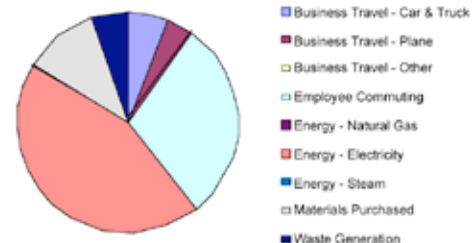
Materials Purchased	Quantity	Units	CO ₂ (Metric Tons)
Paper	9,413,500	sheets	52.72
Other	-	pounds	-
Subtotal			52.72

Waste Generation	Quantity	Units	CO ₂ (Metric Tons)
Disposed	322	tons	135.19
Recycled	124	tons	(59.60)
Composted	-	tons	-
Subtotal	446	tons	75.59

EMISSIONS REDUCTION POTENTIAL*

Footprint and Reduction Potential	Footprint (Metric Tons CO ₂)	Reduction Potential* (Metric Tons CO ₂)	Relative Reduction Potential (% of total)
Business Travel - Car & Truck	155.8	155.8	6%
Business Travel - Plane	108.1	108.1	4%
Business Travel - Other	0.0	0.0	0%
Employee Commuting	761.9	761.9	29%
Energy - Natural Gas	0.6	0.6	0%
Energy - Electricity	0.0	1152.6	44%
Energy - Steam	0.0	0.0	0%
Materials Purchased	52.7	291.9	11%
Waste Generation	75.6	135.2	5%
Total	1154.7	2606.1	100%

Relative Reduction Potential



*Emission reduction potential is the amount of greenhouse gas emissions that can be reduced through actions taken by your organization. Note that the reduction potential for electricity, materials, and waste may be higher than your footprint in these categories. For example, the electricity emission factor (multiplier) for an organization's reduction potential is typically higher than the one for its footprint because the impact of load reduction is to reduce the operation of a fossil-fuel-generating plant in the region, not to reduce supply from non-emitting hydropower.

In most parts of the country, a significant fraction of many business' emissions are due to fossil-fuel production of electricity. In the Pacific Northwest (and particularly at Seattle City Light), a significant fraction of electricity is produced via hydroelectric dams with no direct greenhouse gas emissions.

In addition, Seattle City Light offsets all emissions resulting from its supply of power by reducing emissions elsewhere, effectively making the electricity emissions for its customers zero. Regardless of your current electricity provider, however, actions to reduce electricity consumption will reduce regional greenhouse gas emissions. In the Northwest, reductions in electricity demand free up clean hydropower to provide to another utility, resulting in an existing fossil fuel plant running less and a resulting reduction in greenhouse gases. In the "Reduction Potential" column above, emission reduction calculations account for this reduction using an emission factor of 0.6 kg CO₂ per kWh of electricity saved, which are the emissions avoided by not powering up a natural-gas-fired combustion turbine, the dominant marginal source of electricity supply in our region.

Also note: the calculations for HomeStreet were done with the 2007 version of the calculator. The 2009 calculator is available at www.seattleclimatepartnership.org/carboncalculator

APPENDIX C

Carbon-reduction goal for 2008 & 2009:

Reduce CO₂ output per employee in City of Seattle by 15%; i.e.

Reduce per employee emissions from 3.3 to 2.8 metric tons/year

Category	Goal	Outcome
Transportation	▪ Reduce single occupancy commute miles by 10% (488 miles per year) per employee.	Saves 37 metric tons of CO ₂ per year.
	▪ Increase use of public transportation (bus, ferry & train) by 5% (244 miles per year) per employee.	Adds the equivalent 19 tons of CO ₂ per year. (Net savings with above =18 tons of CO ₂ per year.)
	▪ Decrease business air travel miles by 10% (174 miles per year) per employee.	Saves 11 metric tons of CO ₂ per year.
	▪ Reduce business auto travel miles by 10% (114 miles per year) per employee.	Saves 16 metric tons of CO ₂ per year.
Materials purchased	▪ Reduce use of copier/printer paper by 30% from 2006 level.	Saves 16 metric tons of CO ₂ per year.
	▪ Increase use of e-statements to 50% of online banking customers.	Equivalent to approximately 100,000 sheets of paper saved per year.
	▪ Switch to 100% recycled paper.	Saves 158 metric tons of CO ₂ per year.
Energy use	▪ Reduce number of servers used by 50%.	Reduced energy and material usage.
	▪ Reduce number of printers at home office by 10%.	Reduced energy and material usage.
	▪ Implement program to turn off all idle computers at night.	Reduced energy use.

Appendix D

Template for letters to building manager and local utility (PSE) requesting information on utility meters

Dear (*building management company*),

As part of our commitment to our community, employees and customers, (*company name*) continues to implement programs to reduce our environmental impacts. As part of that effort, we have joined the Seattle Climate Partnership and are undertaking a carbon inventory for our operations in the Seattle area. I am writing to request your assistance in obtaining facility energy use data. We will use this information to help us better understand the relative impact of the different sources of carbon emissions associated with our activities so that we can plan reduction measures.

We will need account and meter numbers for the following (*company name*) facilities:

(*Address 1*)

(*Address 2*)

(*Address 3*)

I have attached the release of information form required to obtain data from Puget Sound Energy (account/meter information needs to be completed). We will also need the account and/or meter numbers for Seattle City Light services as well but they do not require a release form.

If it is not possible to break out consumption information for us specifically, we would appreciate your assistance in estimating our energy consumption based on the space we occupy as a percentage of the building's total square footage.

If you have any questions, please contact me at (*contact name and information*). Thank you for your assistance.

Please return via fax to 425-456-2731

To: **Jeff Mitchell**
Puget Sound Energy - Energy Efficiency Services
425-456-2459 (phone)

Subject: AUTHORIZATION TO RELEASE ENERGY USE AND BILLING INFORMATION

To Puget Sound Energy:
Please release energy use and billing information - electric and/or natural gas to:

 (Name of Recipient) of (Company or Organization)

for the purpose of assessing energy use and/or savings. The account/meter number(s), including service address(es) is/are:

- Release historical billing data for all company facilities and meters.
- Provide monthly downloads of utility billing information. Download expiration date: _____
- Provide access to Energy Interval Service if available. (meter pulse data) Access expiration date: _____
- Provide historical billing data for these sites, accounts, or meters: (attach list if necessary) Data is requested for calendar year _____

PSE Acct. or Meter # (Service Address 1)

PSE Acct. or Meter # (Service Address 2)

PSE Acct. or Meter # (Service Address 3)

Please contact me if you have any questions. Thank you for your cooperation.
Sincerely,

_____ PSE Customer Signature Printed name: _____ Telephone: _____ Mailing Address: _____ City, State, Zip: _____	_____ Date Title: _____ E-Mail: _____
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Resources

Energy

Seattle City Light and Puget Sound Energy Conservation Services

Listing of financial incentives, conservation ideas and technical assistance to help businesses reduce energy costs.

www.seattle.gov/light/conserves/business/ and www.pse.com/solutions/forbusiness/

Transportation

Commute Trip Reduction

Website sponsored by the City of Seattle and SDOT provides information and resources about trip reduction laws, regulations, resources and more.

www.seattle.gov/transportation/commute.htm

Waste

Resource Venture

Seattle Public Utilities' Resource Venture program offers free assistance in creating and implementing a comprehensive recycling program.

www.resourceventure.org

Materials and Purchasing

Sustainable Purchasing

Includes City of Seattle resources for sustainable procurement and a vendor questionnaire and office equipment guidelines to help employers make sustainable purchasing decisions.

www.seattle.gov/environment/Purchasing.htm

Water

Saving Water Partnership

Sponsored by a group of local utilities to provide information on rebates and tips to encourage participation in water conservation programs in Seattle and King County.

www.savingwater.org

Sector Specific

Green Industry Guide to Environmental Purchasing

Helps employers make informed decisions on purchasing any kind of equipment for the office.

www.deq.state.mi.us/documents/deq-ess-p2-turf-purchasingguide.pdf

EPA Green Meetings

A resource site for everyone involved in planning a meeting, including information about green meeting services and sample procurement contracts.

www.epa.gov/oppt/greenmeetings

What is the Seattle Climate Partnership?

The Partnership is a voluntary agreement among Seattle-area employers to take action to reduce their greenhouse gas emissions. Twelve Seattle-area employers joined together to found the Partnership in response to Mayor Greg Nickels' challenge to the Seattle community to meet or beat the Kyoto Protocol targets. The Partnership has been growing; partners include large businesses such as Starbucks, Ivar's and Group Health Cooperative and small companies with only a handful of employees.

What does membership involve?

When businesses join the Partnership, they sign an agreement to take actions to reduce their own greenhouse gas emissions and help support efforts in the broader community to reduce emissions.

In exchange for making — and keeping — this commitment, partners receive a host of benefits, including high-quality technical assistance, access to utility incentive programs, opportunities for cost-saving collaborations such as joint purchasing arrangements and recognition for a job well done.

We want all Seattle companies to join the Partnership and make the pledge to reduce carbon emissions. See the current list of partners, find a comprehensive list of resources and download the Partnership Agreement at www.seattleclimatepartnership.org

**Or contact Charlie Cunniff, charlie.cunniff@seattle.gov or 206.386.9748
Seattle Office of Sustainability & Environment**



"We need to find a way to power our economy without toasting the planet. My Green Ribbon Commission recommended the establishment of a government and business partnership — the Seattle Climate Partnership — to help employers reduce their carbon footprints. These guidebooks are a tool to help businesses and institutions accomplish our common goals."

— Seattle Mayor Greg Nickels

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