



AIA 2030 Commitment Sustainability Action Plan

2014



Sustainability Action Plan

EXECUTIVE SUMMARY

As we at Beck continue our century-long effort to deliver the best buildings possible, the effort to make them high-performing is a natural part of that effort. As we design and construct each of our projects, we seek every opportunity to enhance both the beauty of the design and the performance for the client. Using every resource involved in the project's completion as efficiently as possible is an important part of that process.

As we run our business to achieve these goals of sustainable, high performance projects, we are also constantly evaluating our operations policies for opportunities to improve our internal efficiency of resource use. We have put into place many effective policies for waste management, food service and management of supplies, and we continue to seek further areas for improvement. Due to our involvement in the Carbon Disclosure Project, we have committed to an annual reporting on our use of carbon producing activities and services, which allows us vital information to spur improvement.

By involving employees from all levels in establishing these goals, and by communicating these policies through multiple means we are able to enlist the involvement of our 600+ employees across the country. Through our highly effective educational program, Beck University, we are able to provide training in sustainable project design, construction and operations.

As we move forward, we will use our standing as a leader both locally and nationally to set an example of excellent sustainable design, construction and operation.

Rick del Monte, AIA

A handwritten signature in brown ink that reads "Rick del Monte".

Managing Director



Sustainability Action Plan

MANAGEMENT

LEED®

LEED® Projects

As a company, Beck is deeply committed to sustainable methods; we have completed the construction of many LEED® Certified projects and have numerous projects that are currently seeking certification that are in design or under construction.

Beck has been fortunate to be involved in some of the first and biggest LEED® projects. Shangri La Botanical Gardens and Nature Center was the first LEED®-NC Platinum project in Texas and the 50th Platinum project in the world. Toyota of Rockwall was the first LEED®-NC Gold car dealership in the US. Walker Brand Communications is Tampa, Florida's first LEED® Certified building and Tyrone Elementary School is Tampa Bay's first LEED®-NC Certified school.

LEED® Certified Offices

The Beck Group has targeted LEED® certification for all internal office projects. The following offices are participating in the LEED® process and awaiting certification:

- Denver
- Austin
- Tampa

The Beck Group just signed an additional 5 year lease for the corporate headquarters in Dallas. The management team considered relocating in order to design a more efficient space, however the embodied energy invested in the current space outweighed the benefits of relocation at this time. When relocation occurs in the long term, the office will be designed and operated according to the AIA 2030 Commitment guidelines of net zero operations by 2030. To enhance efficiency in the existing space, specific improvements have been targeted and are in progress.

LEED® Accredited Professionals and Green Advantage Certified

The Beck Group is a member of the U.S. Green Building Council (USGBC). Nearly 50% of Beck employees are either LEED® Accredited Professionals or Green Advantage Certified who have demonstrated a thorough understanding of green building practices and LEED® requirements and processes.



Sustainability Action Plan

Sustainability Group

Beck has a sustainability consulting business unit dedicated to providing superior consulting for high performance and cutting edge projects. In addition to consulting, the Sustainability Team provides educational opportunities to increase awareness of green building strategies, building code changes and operational improvements. The Sustainability Team also provides avenues for education through in-house curriculum, speaking engagements, articles, white papers and reports that promote learning, application and success in environmental issues.

Beck Social Responsibility

The Beck Group seeks to be an employer committed to social progress through Equal Opportunity compliance, internal development, and local community outreach. There is a focused effort across this company to recognize leadership and internally develop employees. Guidance and resources are made available through programs and workshops to provide employees with the opportunity to succeed. In addition, Beck utilizes the diverse community in which it operates by working with minority and other underutilized businesses. Employees also take the initiative to positively impact their communities by volunteering their time and skills to worthy organizations and causes. The Beck Group is not solely focused on producing sound physical structures, and seeks to create a work environment based on equity and growth. Ultimately, Beck attempts to make a positive impact on our community through equal access and meaningful outreach. Programs supporting this endeavor include:

- Mentorship Program
- Career Development
- Clearly Defined Stance on Equity
- Employee Engagement Survey
- Succession Planning
- Leadership Development Series
- Diversity
- Federal Government Small Business Joint Ventures
- Sustainability
- Employee Morale Events
- Beck Community Development Foundation
- Vitality Employee Health Program
- Beck University



PREVIOUS SUSTAINABLE INITIATIVES

Carbon Disclosure Project- Greenhouse Gas (GHG) Inventory

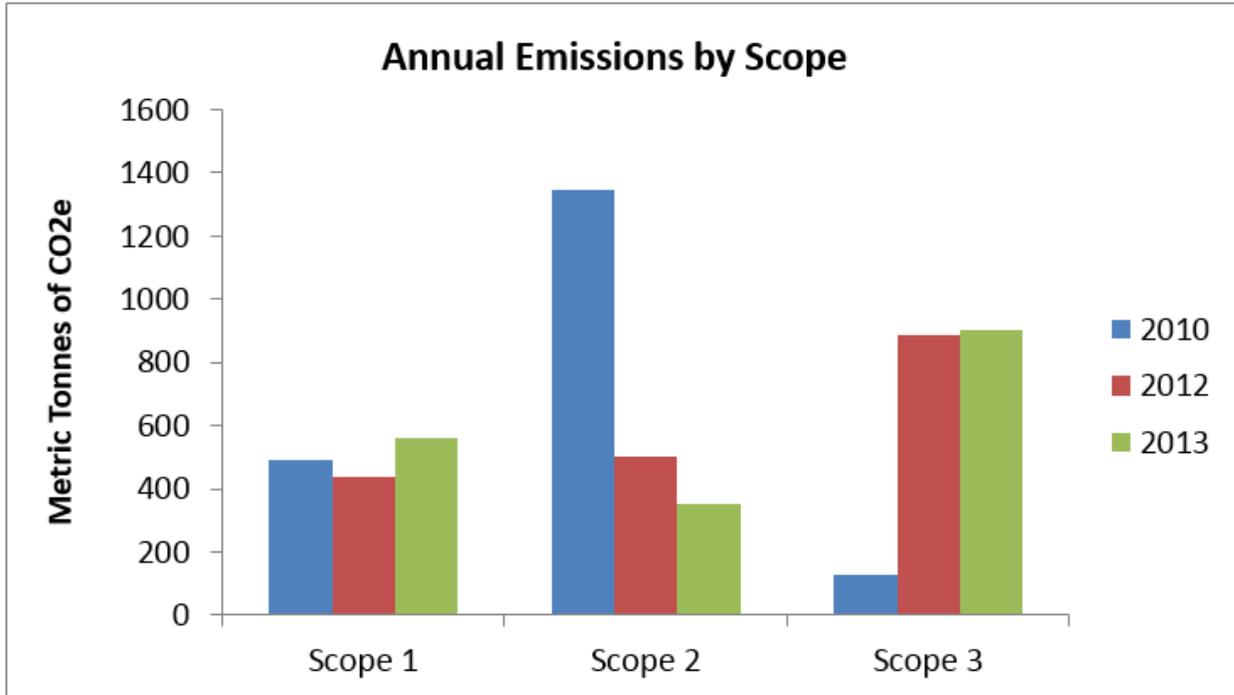
How much carbon emission is one corporation responsible for? This is a question that many companies, many of them Beck's customers, are answering through the Carbon Disclosure Project. One of our biggest long-term clients, AT&T, has been tracking their total emissions and asked us, as a major service provider, to join them in the effort to report our emissions as their supply chain. Beck has completed the Carbon Disclosure Project (CDP) for years 2010-2013, disclosing the GHG emissions of our operations.

A GHG inventory is a comprehensive accounting of all GHG emissions attributed to an organization's operational activities. This is a critical tool for any organization seeking to manage its GHG emissions and carbon footprint. Organizations choose to conduct GHG inventories for a variety of reasons. A few common business cases made for conducting a GHG inventory include:

- **Competitive positioning**
Increasingly, consumers are choosing to support brands with strong environmental credentials. A GHG management program can enhance an organization's position with customers and other stakeholders.
- **Improved brand image and the opening of new markets**
Developing a GHG inventory enables an organization to identify emissions associated with their operations. These GHG emissions can be brought to net-zero through reduction measures, renewable energy credits (RECs), and verified emission reductions (VERs a.k.a carbon offsets) which enable an organization to balance its carbon footprint, communicate this commitment, and attract new customers.
- **Cost savings from improved energy management**
Many organizations choose to reduce their GHG emissions by implementing energy efficiency and reduction measures. Energy efficiency programs not only reduce GHG emissions but can also result in significant cost savings. A GHG inventory provides a baseline to target emissions reductions and to measure progress.

Organizational boundaries define which of The Beck Group's assets and facilities were included in the inventory. Organizational boundaries are generally quite simple but can become complicated in cases of joint ventures or partial ownership of a business or facility. In Beck's case, complexity comes from the ongoing flexibility of project operations across the company. Beck has multiple construction sites across the country and internationally. The amount and size of construction projects vary greatly year to year. In drawing the emissions boundary, Beck included all permanent US offices and a select number of the largest construction site offices with the goal of increasing the boundary to all job sites in the US in future responses.

The graph below illustrates The Beck Group's emissions by source.



The CDP survey also asked us to identify areas where we may be at risk in how we do business if changes driven by climate change occurred. Examples they give to choose from include drought, catastrophic weather events, and new regulations. The third set of questions asks us to target potential opportunities that could benefit our business because of changing conditions. These might be regulations that cause our specific expertise to be more in demand, increased demands in foreign markets that we serve, or changes in market conditions that allow us greater profit.



Sustainability Action Plan

2008 initiatives

In 2008, The Beck Group's Associate's Committee formed a task force to review opportunities to increase operational efficiency. The team analyzed a multitude of strategies and submitted their findings to the Managing Directors. Some strategies were adopted while others were shelved for later dates. The immediate impacts of the initial strategies were profound. These strategies included:

Consumable Items

- Bottled water stocked for employee use was eliminated and replaced with permanent glassware while a "point of entry" water filtration system was installed to filter water in the kitchen/break areas (including ice makers and dishwashers), and drinking fountains.
- Disposable Styrofoam dishware was replaced with ceramic plates. This change required the addition of a second dishwasher to serve the floor, but dramatically reduces annual waste and associated costs.
- Disposable Styrofoam coffee cups were replaced with permanent Beck-branded cups for in-house and client use.
- A major awareness campaign for reduction in printing and printing double-sided was launched. Employees were trained on how to set printing defaults to duplex and encouraged to be mindful of what they are printing and why.

Mail Delivery

- Beck eliminated courier services for advanced mail delivery. With a few adjustments in routine Beck, saved a considerable amount of money while reducing our carbon footprint.

Employee Health

- Cut flower service and monthly hot breakfast were replaced with healthy snacks of fresh fruits for Beck employees.

2010 initiatives

Energy

- Most existing office equipment and appliances comply with EnergyStar guidelines. All new equipment and appliances purchased will be EnergyStar rated.
- Alternative lighting solutions have been tested and a replacement schedule is in place starting with replacing 15 incandescent lamps with LEDs in the office lobby. Subsequent replacements will be scheduled through 2012.
- All existing monitors comply and all new monitors purchased are LED technology.
- Green power and renewable energy credits (RECs) are already purchased for years 2010-2012. Actual offset of energy consumption is 50%. We plan to increase renewable energy to 100% in 2013.

Waste

- Digital meetings are strongly encouraged. Project files (meeting agendas, meeting minutes, drawings, memorandums, etc.) are all filed electronically and digital media in live meetings is encouraged in lieu of handouts.



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- Paperless submittals have been required for all projects since 2003. We have an accounting software that allows reports and documents to be transmitted digitally.
- All Beck offices have instituted office recycling of various materials based on the building's waste hauler. The corporate office recycles paper, cardboard, plastics and metal.
- The corporate office and several satellite offices have replaced disposable products with reusable dishes, cups and glasses for kitchen supplies.
- The corporate office building management company uses environmentally friendly cleaning supplies. A small amount of cleaning supplies purchased by Beck for the corporate office kitchen does not currently comply.
- All systems furniture and seating is third party certified (Greenguard or equivalent). A formal policy is under development.
- Printer toner cartridges are recycled. The corporate office periodically holds electronic recycling drives.

Meeting

- The corporate office has two conference rooms with television monitors and has installed projectors in conference rooms without digital technology. Both the Board Room and Planning Room have computers for digital access for those without laptops.
- Beck has 1 HD, large screen, video conference system including cameras for long distance meetings in the corporate office with additional equipment in the Atlanta, Austin and Tampa offices as well as selected construction job sites.
- Voice over Internet Provider (VOIP) lines are available for conference calls.
- The corporate office has a large meeting space with 3 digital projectors and audio and video conferencing. Long distance digital screen sharing is available through instant message technology.
- Multiple types of web-based video conferencing are used. IT has established a web-based digital meeting standard.
- Beck has developed a Vendor Policy for catering and Sustainable Event and Meeting Guidelines describing options for food, utensils & plates, trash and recycling, handouts, give-a-ways, transportation, mailings and invitations. The Beck Sustainable Event and Meeting Guidelines outlines strategies for meeting places and transportation based on attendee location and availability of ride-share.
- The Beck Sustainable Event and Meeting Guidelines recommends carbon offset of meeting travel with Renewable Energy Credits or tree planting.

2011 initiatives

Energy

- Most existing office equipment and appliances comply with EnergyStar guidelines. All new equipment and appliances purchased will be EnergyStar rated.
- Incandescent lighting replacement implementation has begun. 50% of lamps have been replaced in the Dallas Corporate Headquarters. Subsequent replacement of those lamps will be incremental through 2013.
- All monitors are LED technology.



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- Corporate Headquarters has purchased Renewable Energy Credits (RECs) to offset 100% of energy consumption.
- The Denver office reduced lighting power density by 35% and offset 100% of projected energy consumption with RECs.
- The Austin office reduced lighting power density by 15%.
- The Tampa office reduced lighting power density by 48% and offset 50% of projected energy consumption with RECs.

Meeting

- Implemented Microsoft Lync meeting software for screen sharing, online meetings and instant messaging
- Intra-office meetings have reduced travel needs by 50% by incorporating digital meeting technology.

Waste

- Provide recycling collection container at each individual workstation for diversion convenience.

2012 initiatives

Design

Project Approach

- Beginning to incorporate Lean practices into design process.
- Developed comprehensive sustainable benchmark for all new architectural projects beginning in 2013.
- Hired in-house energy modeler for conceptual and detailed energy analysis on every design project.
- Purchased IES Virtual Environment software for early and advanced energy analysis.

Construction

Project Approach

- Began incorporating certain parts of the Lean practices' Last Planner System (LPS) on all construction projects.
- Fleet
 - Investigated alternative fuel vehicles and retrofits for current fleet.
 - Identified Compressed Natural Gas (CNG) vehicle type for fleet prototype testing

Operations

- Completed LEED Silver certification of Denver office.
- Offset energy purchases Austin, Dallas, Denver and Fort Worth offices.
- Incorporate photovoltaic energy at Tampa office.

Office Energy Use

- Diffuser adjustment of HVAC system to improve system efficiency and employee comfort.
- Began investigation of Energy Management system to improve HVAC efficiency.



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- Sustainable design education campaign
- Completed LED light fixture retrofit in Corporate office

Waste

- Participated in materials library recycling drive.
- Facilitated a battery and cell phone recycling campaign.
- Equipment and fixtures will be recycled or salvaged for refurbishment at the end of their useful life.

2013-2014 initiatives

Design

Project Approach

- Beginning to incorporate Lean practices into design process.
- Developed comprehensive sustainable benchmark for all new architectural projects beginning in 2013.
- Performing energy modeling for conceptual and detailed energy analysis on every design project.
- Purchased IES Virtual Environment software for early and advanced energy analysis.

Construction

Project Approach

- Began incorporating certain parts of the Lean practices' Last Planner System (LPS) on all construction projects.
- Fleet
 - Purchased Compressed Natural Gas (CNG) truck for fleet prototype testing

Operations

- Incorporating technology on the job site to reduce paper and increase efficiency

DESIGN + CONTRUCTION

Design

Project Approach

We plan to approach each project with the mindset of achieving the greatest level of energy efficiency the project budget will allow. At least one LEED® AP is at the center and actively involved on every project, while other LEED® APs may participate in a supporting role. Our team will work diligently to ensure all stakeholders understand the individual responsibilities required for a sustainable project. Architects, contractors, estimators, MEP, civil and structural engineers, and landscape architects working side-by-side all play a vital role in the success of every project, and each plays a vital role in targeting sustainable initiatives.

All future design projects will implement the following strategies:



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Integrated Project Delivery process

- Charette
 - Conduct a design charette for every project including the design team and project stakeholders.
- Conceptual design analysis
 - Perform digital analysis of building siting and schematic design options for:
 - Orientation
 - Prevailing Winds
 - Footprint
 - Daylight opportunities
 - Water efficiency
 - Energy systems modeling
 - Electrical
 - HVAC
 - Envelope
- Short Term
 - Education
 - Energy production and building consumption overview
 - Daylighting
 - Thermal mass
 - Prevailing winds
 - Reduce HVAC demand
 - Mixed-mode ventilation
 - Efficient lighting (LPD)
 - Reduce plug loads
 - Energy modeling tools
 - Prepare monthly sustainable crit board to increase awareness of sustainable strategies/methods/products to foster the generation of design ideas
 - Publish a sustainable practices article in all internal Beck newsletters
 - Develop design process best practices
 - Research case studies of successful process implementation
 - Establish 2030 PEUI targets for every project.
- Long Term
 - Develop design process best practices
 - Compare and select best daylighting tool to fit our design methods
 - Perform schematic energy analysis on all design projects
 - Remove all materials listed on the Red List as designated by the Living Building Challenge from our resource library to encourage designers to select responsible materials.
 - Incorporate lifecycle analysis to inform design and present sustainable strategies to clients.



Sustainability Action Plan

Construction

Project Approach

Beck's construction teams work with subcontractor employees and field staff members who understand individual responsibilities required for a project. We also pursue subcontractors with LEED® experience or who embrace the green building process.

- Short Term
 - Lean practices – 100% of construction projects to implement.
 - Planning/scheduling at various levels such as milestone or baseline scheduling, three week look ahead scheduling and weekly coordination and commitment meetings are also critical to the success of the program.
 - Lean Construction utilizes the Last Planner System (LPS) of scheduling and incorporates all of the items mentioned above.
 - Construction trailers - Beck developed green trailer guidelines for implementation on construction projects to reduce energy, water and environmental impacts of their job site offices.
 - Retrofit leased construction trailers to the most extents affordable with energy efficiency systems
 - When financially feasible, lease ready-made “green” trailers.
 - Implement comprehensive recycling program for trailer waste Construction Waste Recycling
 - Construction waste diversion is planned for every project depending on the project location and recycling opportunities. A Construction Waste Management Plan will be created and implemented for every Beck construction project.
 - Construction Indoor Air Quality
 - Beck construction teams work hard to keep the project site safe and clean at all times with special focus on indoor air quality, HVAC protection and mold prevention. A Construction Indoor Air Quality Plan will be created and implemented on every Beck construction project.
 - Fleet
 - Phase out higher fuel consumption trucks for fuel efficient models
 - Develop no-idling policy limiting idle time to 5 minutes
 - Fill tires with nitrogen to minimize leakage, extend tire life and improve gas mileage
 - Replace spark plug technology with pulse plugs to increase fuel economy
 - Install dual-stage oil filter to increase fuel economy, increase filter longevity and decrease oil consumption
- Long Term
 - Construction trailers
 - Design and own several trailers with passive systems
 - Install solar panels on construction trailers where financially feasible



Sustainability Action Plan

OPERATIONS

Durable Goods Purchasing

Goal

Reduce material impacts of business operations through thoughtful purchasing of goods with extended life spans including furniture, fixtures and equipment.

Strategies

- Short term
 - Equipment
 - Replace all equipment and fixtures (including lighting, computers, printers, copiers, monitors) with high efficiency devices (similar to EnergyStar or equivalent).
 - All new printers and copiers will have duplex printing capabilities.
 - Replace flush valves and lavatory aerators with low-flow fixtures.
 - Implement energy dashboard comparing energy efficiency of offices.
 - Furniture
 - Keep furniture as long as possible prior to replacement. Any new furniture purchased will be low emitting and have significant recycled and bio-based content.
- Long term
 - Equipment
 - Purchase electronic equipment that is free of heavy metals or toxic chemicals and contains significant recycled content.
 - All equipment will have third party certification (similar to Cradle to Cradle and EnergyStar if available) for sustainable attributes. EPEAT
 - Furniture
 - All furniture will have third party certification (similar to Cradle to Cradle if available) for sustainable attributes.

Measurement

The Beck Sustainability team will work with Information Technology (IT) and office management to track electronic equipment and furniture purchases and help identify recycling and refurbishment opportunities.

Ongoing Consumables Purchasing

Goal

Reduce the impact of ongoing, day to day purchases.

Strategies

Procure fewer disposable goods. Items purchased will have high recycled/recyclable content, bio-based content and will be non-toxic.

- Short term
 - Paper



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- Default print drivers to duplex with single-side override.
- Develop and implement an employee education campaign to minimize printing.
- Investigate availability and cost of recycled and certified paper products.
- Kitchen
 - Replace plastic flatware with compostable disposable or permanent metal flatware.
 - Purchase adjustable size paper towels with recycled content.
 - Reduce single serve condiments for coffee and lunch (sugar, non-dairy creamer, etc.) with bulk items.
 - Investigate feasibility of local, organic and fair trade products.
- Office
 - Stock a limited selection of items to reduce total amount of products ordered.
- Long term
 - Implement a Sustainable Purchasing Policy across all offices and construction trailers
 - Paper
 - Evaluate accounting processes to limit or eliminate printing needs and increase operational efficiency.
 - Implement program to purchase recycled and certified paper products.
 - Kitchen
 - Replace all disposable dishware and flatware with permanent items.
 - Nearly eliminate single serve condiments for coffee and lunch.
 - Purchase local and organic produce or fair trade products (fruit, coffee, tea, etc.)

Measurement

Track purchases and record cost savings or additional expenditures related to individual initiatives. Target cost reduction strategies to make up for added cost of local/organic/fair trade items.

Office Energy Use

Goal

Reduce amount of energy consumed as a corporation by establishing energy-use awareness, policies, procedures, and upgrades.

Strategies

- Short Term
 - Equipment
 - Replace all equipment and fixtures (including lighting, computers, printers, copiers, monitors) with high efficiency devices.



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- Default desktop and laptop computers to enter standby or sleep mode if unused after 20 minutes.
- Default copiers/printers/fax machine to enter standby or sleep mode if unused after 1 hour.
- Identify energy consumption associated with space heater use throughout offices and make recommendations to ban the use of space heaters in the office.
- Lighting
 - Develop and implement employee education campaign to turn off task lights at the end of the work day and conference room lights at the end of meetings.
 - Identify office areas where re-lamping, occupancy sensors, and/or light reduction strategies could be implemented.
 - Continuation of LED lamp replacement schedule to remainder incandescent lamps throughout the corporate office.
 - Selective de-lamping of existing fluorescent lamps throughout the corporate office to reduce energy use.
- HVAC
 - Rebalanced return air to increase efficiency and thermal comfort. Continue to monitor system efficiency and adjust as needed.
- Long Term
 - Overall
 - Perform energy audits at all offices every 5 years.
 - Equipment
 - All equipment will have third party certification (similar to EnergyStar or equivalent) for energy efficiency attributes.
 - All employee workstations will have occupancy sensors to power down computers, task lights, monitors, etc. while unoccupied after 20 minutes.
 - Lighting
 - Install occupancy sensors in all conference/meeting rooms.
 - Evaluate light levels and controls for any future lease/owned spaces to improve employee satisfaction and reduce lighting power density.
 - HVAC
 - Connect conference/meeting room HVAC systems to occupancy sensors to reduce heating and cooling demand when unoccupied.

Measurement

The Beck Sustainability team will work with Accounting to substantiate energy savings gained from implementing strategies. The team will also work with IT and office management to continue those strategies.

Meeting/Event Procedures

Goal



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To reduce products, packaging and waste associated with meetings/events.
Strategies

- Short Term
 - Vendor/Catering
 - Implement policy to do the following:
 - Eliminate individual lunch boxes for all catering events.
 - All food service items provided by vendors must be compostable/biodegradable, recyclable, or reusable.
 - Avoid the use of individual beverage containers, including plastic water bottles.
 - Beck Events
 - Implement policy to do the following:
 - Serve food collectively on trays rather than individual boxes.
 - Provide recycling bins at all events.
 - Serve water and drinks in coolers; avoid the use of plastic water bottles.
 - Use locally based food vendors and buy locally grown food where possible.
 - Use reusable plates, glasses, utensils where possible.
 - Avoid Styrofoam and #6 plastics
 - Meetings
 - Educate employees about how to minimize the use of paper handouts and agendas.
 - If handouts and agendas must be printed, print double-sided.
 - Increase the use of virtual meeting technology to eliminate unnecessary travel.
- Long Term
 - Vendor/Catering
 - Continue to reinforce/implement vendor/catering policy.
 - Beck Events
 - Continue to reinforce/implement vendor/catering policy.
 - Meetings
 - Distribute all agendas and handouts prior to meetings in electronic format.
 - Use digital display to conduct all meetings.
 - Use enhanced virtual meeting technology to reduce the need for in-person meetings.

Waste Reduction

Goal

Reduce waste generated by operational procedures.

Strategies

- Short Term



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- Conduct employee education campaign about recycling collection including what items are and are not recyclable as well as proper disposal of those items.
- Long Term
 - Conduct waste stream audit to establish baseline and identify areas to increase waste awareness and recycling efforts while reducing waste from inefficient operational procedures.
 - Divert compostable materials in addition to recyclables.

Measurement

Conduct annual waste stream audits in conjunction with employee education campaign to track waste/recycling/composting efforts.

Transportation

Goal

Reduce emissions contributed by Beck employees.

Strategies

- Short Term
 - Commute
 - Institute a carpool or ride-share program among employees.
 - Offer incentives for carpooling or alternative transportation methods (i.e. light rail, bus, bicycle, pedestrian, etc.).
 - Business Travel
 - Reduce business travel where possible.
 - Combine business trips to reduce travel.
 - Use mass transit for travel where available.
 - Travel with business colleagues to reduce vehicle miles traveled to and from the destination.
 - Organize meeting ride-share database integrated with meeting calendar invitations.
 - Fleet
 - Procure higher efficiency vehicles to replace fleet vehicles removed from service.
 - Offer efficiency incentives to employees who get the most from a tank of fuel.
 - Establish idling policy limiting idle times to no longer than 3 minutes.
- Long Term
 - Commute
 - Implement work from home program to reduce vehicle miles traveled.
 - Reduce office space by hoteling workstations with home-work schedules.
 - Offer incentives for highly efficient/low-emitting vehicle lease or purchase (based on CAFE efficiency standard or similar).
 - Install a shower in the corporate office unisex restroom.



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- Business Travel
 - Offset business travel with Renewable Energy Credits (RECs).
 - Incentivize ride-sharing.
 - Incentivize fuel-efficient vehicles by paying better mileage rates for lower MPG consumption.
 - Enforce the policy for standard and compact car rentals when travelling.
- Fleet
 - Maintain a small fleet of low-emitting vehicles for transportation to and from meeting for employees who use alternative transportation can to check out.

Indoor Air Quality

Goals

Reduce impact of harmful chemicals related to building operations.

Strategies

- Short Term
 - Green housekeeping
 - Work with building management to develop a green cleaning policy including third party vendors.
 - For those items we purchase in-house, buy third party certified (Green Seal or equivalent), low-impact housekeeping chemicals in bulk to reduce packaging waste.
 - Mix and use all chemicals as directed by the manufacturer.
 - Keep MSDS for each chemical on file.
 - Pest Management
 - Work with building management to develop an integrated pest management policy including third party vendors.
 - Prevent pest infestations by maintaining clean kitchen and break areas and removing cups and dishes from workstations when finished with them.
 - Use chemical control as a last resort after preventive and cultural controls.
- Long Term
 - Green housekeeping
 - Continue to reinforce/implement green cleaning policy.
 - Pest Management
 - Continue to reinforce/implement integrated pest management policy.

Measurement

Coordinate housekeeping and pest management vendors by requiring logs to track maintenance schedules and chemical purchases. Track internal purchases in a purchase log.