

SUSTAINABLE INDUSTRIES

FOR EVERY NEW ECONOMY LEADER

Bridging a digital divide

It's high time
to re-imagine
how and where
we work



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Editor's Note

Ride the gravy train

BY BRIAN BACK



Although this is by no means a new phenomenon, lately I've found myself negotiating for as many discounts and benefits as I can bring to you, gentle reader, especially for events, workshops and tools that offer opportunity for knowledge-sharing and inspiration above and beyond the many resources and events we offer at Sustainable Industries.

It's embedded in our mission to serve you, but it's also steeped in the idea that as long as it can be done, why on earth wouldn't we try? You may not be the type to clip coupons, but if your economic demographics offer an even remote reflection of the American populace, or place you outside of the resilient economic bubble that is San Francisco, I can assume only the top fraction of you have seen exciting growth in your portfolios in recent years. And with job security a pressing concern for

many executives, it's not a bad idea to impress your employer with savvy use of the corporate expense account.

As such, with the 2013 event season in full bloom, following are a few discounts I hope you can take advantage of – and allow us to pay you back several times over for your

...allow us to pay you back several times over for your investment in a Sustainable Industries magazine subscription.

investment in a Sustainable Industries magazine subscription:

- Were you in Boulder in June? We sponsored the LOHAS Business Conference on June 18-20, and you were eligible for **\$200 off**.
- You can also write 10% off the Women in Green Forum, which heads to [Los Angeles Aug. 28](#) and [New York Sept. 25](#).
- Finally, we've partnered with the [University of Oregon's Sustainability Leadership Program](#), which offers workshops addressing the latest topics on sustainable economic, social, and environmental systems in both the public and private sector – including the emerging practice of "civic ecology," outlined in an interactive infographic on page 14 of this issue. [Click here](#) to see the handful of workshop discounts available. No worries if the Pacific Northwest sounds far off; you can learn and interact with top-notch instructors remotely ... provided you've crossed the "digital divide" described in this issue's cover story.

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Touch

Featured Video



Detroit can't catch a break. The former epicenter of America's powerful automotive industry, Detroit has seen its labor organizations villainized, its manufacturing and industrial mechanized or shipped abroad, its youngest and brightest citizens fleeing for Chicago, New York and California. The 2007 housing crash led to entire neighborhoods abandoned. Although America's wealthiest citizens are enjoying a glorious recovery from the recession, and while Wall Street is soaring to record highs, the lower and middle classes of Detroit are sinking further, all while government safety nets have been slashed in necessary budget cuts. In March, Detroit residents had an ["emergency manager" appointed](#) – yes, that's appointed, not democratically elected. And when it seemed things couldn't get worse, a [large, unexplained explosion was reported](#) at a Marathon tar sands refinery located in Michigan's single most polluted zip code. National media didn't even notice.

Perhaps things can only get better. We were pleased this month to come across – for once – some good news out of Detroit (and it wasn't [Rodriguez being discovered](#), either). Our friends over at [Shareable.net](#) reported on [The Empowerment Plan](#), a nonprofit founded in 2011 by then 19-year-old design student Veronika Scott to address the one in 42 Detroit residents – more than 32,000 total – who are homeless in a brutally cold climate. Scott's organization, which has transformed from a school project into a viable business model, has the dual purpose of making warm coats for the homeless population while also training and employing them. The Empowerment Plan is part of a nationwide local solutions movement looking to empower the disaffected with socially conscious business solutions. In the near future, Scott says she hopes to transition The Empowerment Plan from a nonprofit to a for-profit venture, using a "buy-one-get-one" model inspired by [TOMS Shoes](#). "But we want to make the model more transparent" than TOMS, she adds.

We applaud Scott's tough choice to fight as a mission-driven entrepreneur in her own back yard, and we have a feeling you're going to [hear a lot more about her efforts](#) soon. For now, we invite you to get inspired by [Scott's TEDx Detroit talk](#) in the video above. ■

The Empowerment Plan

Bridging the digital divide

It's high time to re-imagine how and where we work



Matt Bauer
President & Co-Founder
BetterWorld Telecom

If you have been following the news as of late, it is likely that you have seen one or more articles on the virtues or the downside of telework, all taking cues from Yahoo!'s (Nasdaq: [YHOO](#)) decision to recall its teleworkers back to the "factory." The debate has covered the pros and cons extensively, so I will spare you the emotion here and focus on the past, present and future of work as we know it, and where it's going, whether you like it or not. Just the facts ma'am!

First, I would like to thank Yahoo! CEO Marissa Mayer for [sparking the debate](#), which was probably not her intention. How we work has been a long overdue national discussion. As with most things (i.e. religion, politics, sports), there is no clear right or wrong answer in this debate; maybe all the articles and commentary should have lead off with a disclaimer as such. In Yahoo!'s case, it was not telework, but rather a decline in company culture and inability to measure how or what work was actually getting done, that sparked the announcement. Yahoo! is circling the wagons and starting over, which is what Mayer was brought there to do. Good on you.

Let's kick off our installment in this worthwhile debate with a look back, way back: For most of recorded history, the nature of work has been a real slog for the masses. Transitions from hunting and gathering all day to feed ourselves (95% of our species' history) to agriculture, servitude, feudal existence, the manual labor of it all – advances were at a snail's pace. In a relatively small sliver of time, really just a few hundred years, the acceleration has been almost dizzying: the Industrial Age, globalization, computers, the Internet, and instantaneous global media coverage. Transitions that used to be measured in decades and centuries now take months and a few years.

At the same time, the Industrial Age has been fading into the new realities of a service-based economy – an economy based on knowledge workers, and an economy where location is becoming less and less a factor. A funny thing happened on the way to the water cooler during the transition, though: most workers have kept on reporting to the "factory" for work. The nature of the work really has little or nothing to do with the place we actually perform that work. With all this technology in the ground and in the air, we have lawyers, accountants, consultants, nonprofit staff, government workers, lobbyists, tech support, software engineers, customer support, administrative workers, who predominantly still drive, train and fly to the "factory" most days. Twenty years ago, this made sense. We didn't have the public Internet, processes, automation and the playing field for knowledge workers to really thrive. Now?

Fast forward to 2013. What an amazing opportunity! For the first time in history, one can make a good living from most any home or office in America, most likely with a great deal of flexibility and greater lifestyle than ever before enjoyed in history. As foretold decades ago by Peter Drucker, the age of the knowledge worker is upon us. However, collectively we are doing very little to connect the dots and bring the untold benefits of remote work into the fold. Whether remote means five miles or 5,000 miles to a worker, the experiment is over. Examples such as IBM (NYSE: [IBM](#)), the U.S. Trade and Patent Office, U.S. Army, and my own little beauty, [BetterWorld Telecom](#), all rely on telework and remote work as a backbone of their operations – seeking and utilizing the best talent available, regardless of location. The opportunity of this generation lies in the social and environmental benefits, cost savings and leadership our country can provide the world by creating a national movement around a [#workshift](#).

Location-based work is a dinosaur awaiting extinction. The two largest contributors to America's carbon emissions are buildings and transportation. Commuting to office buildings makes up most of that number. In sum, the leading contributor to carbon and environmental emissions in the United States is squarely rooted in how we work. Roughly 5% of the U.S. workforce telecommutes most days. If that number was 50% of those able to telecommute, we could cut our carbon emissions by 50%, while saving 453 million barrels of oil and slashing the 2.1 billion hours we waste in traffic jams every year (Source: "[From Workplace to Anyplace](#)," World Wildlife Fund). It would be the equivalent of taking 15 million cars off the road. Add in health costs, traffic deaths and injuries and lost productivity and it doesn't take a genius to realize our current version of work is in need of a reboot. As Kirkpatrick Sale wrote in "Human Scale" more than 33 years ago, "...the madness of American transportation leads to only one conclusion: no solution of the transportation puzzle is possible until work and home are put back together."

On the social side of the equation the benefits pile up even higher. Companies that have effectively embraced telework tend to be more open and democratic by nature, which is a starting point for greater productivity and the evolution towards a more responsible, sustainable business framework. It's also a reflection of company values in being results-oriented, regardless of when and how employees work, versus being hyper-controlling with a clock-watching mentality. It's about employee trust and empowerment, expanding opportunities for those with geographic and physical challenges.

We are headed in a new direction whether managers of traditional work models like it or not. Telework is starting to scale up significantly. It's seen 15% growth since 1990 and is expected to impact 50% of the workforce by 2020 (Source: "[Remote Work](#)," Cornell University, 2011). In addition, 36% of employers planned to hire contract workers in 2012, up from 28% in 2009 (Source: [CareerBuilder.com](#)). More than 4 million jobs are available today while 12 million people are unemployed (Source: "[With Positions to Fill, Employers Wait for Perfection](#)," New York Times, March 6, 2013). And don't forget those Millennials, who, on the whole, are seeking alternative work environments and will break the mold that has been dominant for decades.

Work is consistently dividing into smaller pieces, placing increased reliance on knowledge workers to fill in the gaps as contractors rather than full-time employees. "In the future, it will make more sense to work on a project-by-project basis, similar to how crews work on movies...and then, upon completion of the project, go their separate ways," write Mayard Webb in "[Rebooting Work](#)." Contract work tends to be done remotely. Contract work also doesn't count in unemployment numbers published by the U.S. Bureau of Labor. With unemployment stagnant and contract work rising, we should be rethinking how we measure what constitutes a job.

However, there remains a "digital divide" – a giant chasm where so much opportunity is missed by those lacking access to state-of-the-art telework technologies. The greatest opportunity we have today to lower unemployment and build permanent social change is to bridge this gap and create a knowledge-based work force. Many countries around the world have pursued this strategy, lifting millions of people out of poverty and providing long-term sustainable careers. With ongoing "broadband-to-work" training programs, they are focused on readying their citizens for the New Economy. It's a model we must adapt to ensure the sustainability and growth of the U.S. economy.

At the core of the new knowledge-worker paradigm is the removal of location from the equation. From the supply side, this opens the door to all of those trapped in "job deserts" – from the single mother in downtown Detroit and the struggling family in rural Oklahoma to the nearly 20 million U.S. citizens with physical disabilities that make it difficult to get to and from the factory.

The big idea here is related to how Western society and much of the world has organized its work, schooling, government and other institutions in paternal, top-down fashion, packed with hierarchy and an implicit value on location. Cracks have begun to appear around how these relationships are transacted, and with new and emerging technologies, anchoring to a specific location makes less and less sense. A teacher standing in front of a classroom, a CEO pacing in a boardroom, the congresswoman speaking to the House chamber – with 6.2 billion cell phones now in service and hundreds of millions with Internet access, opportunity is blossoming for a truly connected "biosphere consciousness" as [Jeremy Rifkin](#) describes it. All this happened in the last 20 years. Looking at the next 20 more years, it's going to get real interesting. Maybe this connectedness also offers a return to a more direct and organic way of growing, connecting and existing on this planet.

The current mode of work we find ourselves rooted in is just not tenable for the long term. It's too expensive and unproductive. It's our greatest source of pollution. It excludes so many potentially productive people who are relegated to local or regional options beneath their capabilities. We have proven, effective models and the technology to break the mold for good. Let the national debate continue. Let's enable this inevitable transition take hold sooner than later, and let's reinvent America by re-imagining how and where we work. With heavy economic challenges facing the majority of Americans, there's no reason to wait. ■

Read more: "[Labor of love: Remote workers make better environmental choices](#)," page 12

Matt Bauer is president and co-founder of [BetterWorld Telecom](#) and co-director and founder of [ConnectSpace.vi](#). He has worked in the telecommunications industry since 1984, and he has started and helped grow a number of nonprofits over the past 15 years. Matt speaks and is published nationally on issues around telecommunications and sustainability. He is co-author and editor of the "[Non-profit Guide to Going Green](#)" and a contributor to [WashingtonPost.com](#) and [Sustainable Industries](#). Matt is on the national board of [Business Alliance for Local Living Economies](#) and [American Sustainable Business Council](#).

Editor's note: Interested in the "digital divide"? Check out the new book "[Captive Audience](#)" by Susan Crawford – and read the [well-articulated reviews](#) both supporting and lambasting the book's contention: that politically powerful monopolies such as Comcast (Nasdaq: [CMCSA](#)), Time Warner (NYSE: [TWX](#)), AT&T (NYSE: [T](#)) and Verizon (NYSE: [VZ](#)) are stifling American progress by overcharging and underdelivering. Because they can?

Minding the gap

Survey sees COO as unsung hero in sustainability efforts



William Newman
Managing Principal
Newport Consulting Group

As we crunched the numbers for our findings of the [CXO Engagement Study](#) sponsored by Sustainable Industries, Newport Consulting Group and University of Oregon's [Sustainability Leadership Program](#), we were able to take a step back and gauge where we thought sustainability was falling down inside organizations and what can be done to make sustainability strategies more strategic with the help of the right people inside of the C-suite.

Over 140 organizations responded to our survey which cut across a broad swath of roles. To our knowledge this is the first time any group or institution has tried to correlate CXO behavior with perceived sustainability performance.

First, the high level numbers. There was a predominance of C-suite participants with C-level and vice president titles (38%); directors and managers represented the middle reporting management levels (41%), and the remainder were staff, project team members and consultants (21%). Participant primary job functions were dispersed across a number of areas including management (27%), sustainability/CSR (21%), operations (11%), with areas such as finance, human resources and marketing all represented under 10% levels. Following are a few trends:

1. No surprise, sustainability is still a "lead from the top" initiative in most organizations. While some 25% of organizations used task forces, project teams and other "green team"-based initiatives to drive a ground-up sustainability program, an overwhelming number of organizations (49%) responded that the CEO was the main sponsor for the sustainability initiative companywide. This is good news for anyone hoping that sustainability could be strategic and have momentum as an initiative. In the world of organization change management, "cascading sponsorship" – where change begins at the top and is reinforced through the governance model of an organization – is still the best bet to drive long lasting change. While this number could be higher, it is encouraging for those already embarking on a sustainability program using this model.

2. An uptick in environmental activities coincides with increased regulation. Unlike the social responsibility part of the triple bottom-line, environmental compliance is often a "must-do" activity. With increases in emissions reporting, conflict minerals provisions in Dodd-Frank, and other increasing product take-back laws it is not surprising that sustainability teams are spending more time on the environmental side of the equation (58% over the past five to 10 years) versus social (43% over the past five to 10 years) or financial, including integrated reporting (24% over the past five to 10 years).

3. Given who is leading, the COO demands (and gets) a lot of respect. While the CEO by far was identified as the C-suite executive who historically initiated sustainability efforts (58%), the COO was identified as the next most active executive (19%), with the CFO (13%) and even CSO (Chief Sustainability Officer, 10%) falling in well behind those roles. We suspect part of this has to do with corporate governance, particularly in smaller and flatter organizations where the COO has a broad responsibility set – even down to the task level – and where the CSO position may not have been created overtly. Nevertheless, given the importance of energy reduction, emissions reporting, and other plant optimizations particularly for manufacturers, we are heartened to see that sustainability as a top of mind topic is finding its way to the COO office.

4. For most companies, the CFO and CIO have yet to engage. While a strong majority of CEOs (89%) are either "fully engaged" or at some level "partially engaged" with the organization's sustainability efforts, only 18% of the CFOs and 11% of the CIOs were identified as "fully engaged" in an organization's sustainability efforts. In addition, a whopping 32% of respondents suggested the CFO was one position which should be much more engaged with their organization's sustainability efforts than what they are presently. This is cause for concern in these areas, and perhaps suggests that sustainability objectives – while important for the company as a whole – may not be viewed as such in the functional areas of IT and finance. We have also observed with our clients that CFOs in particular wear "many hats" often leading the IT, finance, marketing and operations functions in small- to mid-sized businesses.

5. Brand marketing is important, even for compliance-driven measures. A recent IBM report on chief marketing officer (CMO) priorities places regulatory concerns at a higher priority than those of the CEO office. While 20% of participants in our study indicated marketing was leading sustainability efforts, an overwhelming majority of participants (61%) also noted that "telling our story as an industry leader" was a primary benefit and effective method for engaging both inside and outside stakeholders. This falls squarely on the shoulders of the CMO and marketing function, with expectations only increasing to promote accomplishments and expected behaviors (even codes of conduct) throughout the value chain and into the marketplace.

We will be following-up over the next several weeks with those respondents who provided their contact information and a willingness to share their stories. ■

Pedal to prosperity

Why being bike-friendly is good for business



Julie Urlaub
Founder
Taiga Company

Every year I look forward to National Bike Month. Sounds like a nice concept, but why should you care? Data shows that bicyclists in the United States save at least \$4.6 billion a year by riding a bike instead of driving a car. The Forbes post "[Pedaling to Prosperity: Biking Saves U.S. Riders Billions A Year](#)" states that "the average annual operating cost of a bicycle is \$308, compared to \$8,220 for the average car, and if American drivers replaced just one four-mile car trip with a bike each week for the entire year, it would save more than two billion gallons of gas, for a total savings of \$7.3 billion a year, based on \$4 a gallon for gas."

During [National Bike Month](#) in the United States, businesses owners and employees explore the value of cycling to work. Not only is a bike commuter program part of a corporate sustainability plan, but bikes are good for business:

- Increase worker productivity: fit employees are more alert, more productive, and perform better and more efficiently.
- Improve employee health.
- Lower healthcare costs: healthier employees can reduce health insurance costs.
- Reduce parking cost.
- Reduce carbon emissions.
- Reduce turnover: employers who appreciate workers' personal needs have less employee turnover.
- Supporting bike commuting is less expensive than an in-office fitness facility.
- Improve work/ life balance: bike commuting can be substituted for the gym, saving employees personal time.
- Community engagement: bicycles can be produced and maintained by local bike shops, contributing to local job opportunities as part of a sustainable economy.
- Improve company image.

There are benefits to the bike commuters as well; not only are employees expanding eco-awareness in the community and the business, they are also elevating their moods, saving money, and improving well being. What are good examples of green cycling for businesses?

Bacardi U.S.A launched an [innovative twist on the bike-to-work concept](#). In support of Ride Your Bike to Work Day 2012, the spirits producer and distributor launched a bike share program at their Coral Gables, Fla., headquarters last week. Spearheaded by their 42BELOW vodka team, the program provides access to bicycles to get around the local community. Each bike is outfitted with a helmet, lock and cargo basket for those quick errands or to-go orders. According to Billy Melnyk, senior brand manager for 42BELOW Vodka, the idea of commuting to work on a bike isn't all that practical for most people. However, biking around the local community offers a great opportunity for those looking to get a little exercise and at the same time reduce their carbon footprint.

Yahoo! (Nasdaq: [YHOO](#)) has [bike racks outside every building](#) on its Sunnyvale and Santa Clara, Calif., campuses. It also provides bike commuters with lockers, access to showers and on-site bicycle care. On the third Thursday of every month, the "Bike Doctor" comes to Yahoo's Sunnyvale campus to provide free tune-ups and repairs. Employees can loan a company-owned bike for free for up to one week at a time.

Discovery Communications (Nasdaq: [DISCA](#)), the parent company of the Discovery Channel, TLC and Animal Planet, [reimburses employees at all of its U.S. offices up to \\$350](#) for the purchase of a new bicycle and also provides safe parking for bikes.

The powerful alliance of Kimberly Clark (NYSE: [KMB](#)), the League of American Bicyclists, Bikes Belong and Endomondo recently launched the [National Bike Challenge](#) which aims to inspire and empower millions of Americans to ride their bikes for transportation, recreation and better health.

There are easy ways to become a bike friendly office as well as to make bike to work day every day. There are numerous ways to support green cycling and become a bike friendly business. Find out what's going on in your community. The League of American Bicyclists' [national database](#) has events in your area. Get in touch with your local advocacy organization, favorite bike shop or bike collective to get plugged in to the happenings in your community. ■

The 'next big thing' can wait

2 business leaders analyze today's green building trends



Randy Newton

VP of global engineering, Ingersoll Rand

Matt Gates

VP of energy management services, Trane

When it comes to satisfying the world's almost insatiable appetite for energy, nothing beats energy efficiency. While the efficiency of commercial buildings has improved significantly in recent decades, the building industry has only begun to tap the energy reserves trapped in underperforming facilities. Trane, a 100-year global provider of indoor comfort solutions and services, foresees a wide range of groundbreaking innovations in high-performance building technologies, operating practices and intelligent building services that will create better, healthier, more comfortable, and more productive indoor environments.

Building owners and operators can realize a wide range of benefits by adopting high-performance building technologies and operating principles that are widely available today. According to the [U.S. Green Building Council \(USGBC\)](#) and [European Union Institute for Energy and Transport \(IET\)](#), high performance buildings use 20-30% less energy and cost as much as 50% less to operate over their full occupied life as compared to conventionally equipped and operated buildings. But the inventory of existing buildings has just scratched the surface when it comes to realizing the full potential of energy efficiency. McKinsey and Co. research concludes that the U.S. has the [opportunity to reduce its non-transportation energy use by 23%](#) through improved energy efficiency. This would eliminate more than \$1.2 trillion in wasted spending and reduce annual greenhouse gas emissions by 1.1 gigatons, the equivalent of taking every passenger vehicle off U.S. roadways, the research concluded.

Many new buildings are being designed and operated using high-performance building principles. However, relatively few new buildings are being built these days in North America and Europe. According to the 2013 McGraw Hill Construction Forecast, [commercial construction growth in recent years has been "hesitant at best."](#) In fact, 2012 commercial construction starts were valued at about \$50 billion, compared to more than \$100 billion in 2007. McGraw Hill forecasts about \$56 billion in commercial construction starts in 2013. Things are no better in Europe, where no growth in construction starts is projected through at least 2014, according to the European Aggregates Association.

For the foreseeable future, the greatest energy, operating and service performance-improvement opportunities can be found in the world's inventory of existing buildings. These buildings represent an attractive target for efficiency improvements because they account for about one-third of the electricity consumed and generate about 18-20% of greenhouse gas emissions. Energy retrofitting of European buildings would yield an estimated 20-50 percent improvement in energy consumption, reduce greenhouse gas emissions by more than 12% and create more than three million jobs, according to a [Europe's Buildings Under a Microscope report](#).

This is a watershed moment in the evolution of the high performance building movement as technologies and practices mature, and the body of evidence supporting adoption of these principles continues to grow. The expanded capabilities of building modeling software make it easier to analyze and predict the long-term impact of choosing high-performance building alternatives during the design and construction phases. Meanwhile, the "green premium" is shrinking; USGBC estimates that the incremental cost of choosing high performance building features ranges from 0-6.5%

Organizations of all kinds are under extreme pressure to do more with less – less budget, fewer resources and a smaller staff. Building automation systems, which are key enablers of optimal building performance, automatically perform tasks that used to require human intervention with the intelligence to optimize results. Wireless communications technology, applied in these systems with open communications standards, will prove to be a breakthrough in improving controls and energy optimization in the commercial existing building market. Sensors embedded in mechanical systems will provide critical data used by intelligent service programs to analyze, predict problems and take corrective actions with building HVAC equipment, which leads to improve reliability, extend equipment life and efficient operation.

Meanwhile, there is no sense in waiting for the "next big thing" and the new generation of super-efficient buildings when we have the technology and know-how today to extract the tremendous energy reserves that exist within millions of underperforming buildings. The biggest leap forward in building efficiency will come not only from improving the performance of individual systems such as HVAC, mechanical, lighting and access control. It will also come from enabling all building systems to operate in harmony. Advancements in control technology, wireless communication and the continuing move to common operating systems will enable unprecedented interoperability of key building systems and allow more sophisticated building control strategies. ■

Editor's note: This is a condensed version of Newton's and Gates' article. [Read the full story here.](#)

REDDy for action

Not all game-changing ideas come from Silicon Valley



Zach Sharpe
Lead Climate Resilience Reporter
Sustainable Industries

As a Bay Area resident, I have grown accustomed to Silicon Valley providing solutions to my most pressing problems. By entering a few basic commands into my iPhone, I can have a personal chef prepare a dinner, a soon-to-be friend drive me to pick it up, and a complete stranger lend me his high-end camera so I can post some extra artsy pictures of the chicken salad on Instagram. With this sort of innovation surrounding our daily lives, it is no wonder that we look to cutting-edge technology to solve looming problems such as climate change.

But while VCs invest millions in the next app that will track our personal composting records, other companies are on the ground, creating some of the most innovative business models that the sustainability movement has ever seen.

Mike Korchinsky, founder of [Wildlife Works](#), has been working in Africa since 1997 developing ways to protect threatened forests from clear cutting and slash and burn agriculture. Because deforestation accounts for approximately 20% of the world's greenhouse gas emissions (more than the entire transportation sector combined), protecting tropical forests has been a hot topic for many organizations – and countries. In 2008 the United Nations developed the [REDD \(Reducing Emissions from Deforestation and Degradation\) program](#) in an “effort to create a financial value for the carbon stored in forests, offering incentives for developing countries to reduce emissions from forested lands and invest in low-carbon paths to sustainable development. ‘REDD+’ goes beyond deforestation and forest degradation, and includes the role of wildlife conservation, sustainable management of forests, enhancement of forest carbon stocks, and community development.”

From day one, Korchinsky's key strategy was based on creating jobs for local forest communities. He understood that if people had the option to make a living without destroying their environment, they would take it. REDD+ carbon offsets presented a viable opportunity for local landowners to monetize their threatened forests. In 2010, Wildlife Works delivered the world's first validated and verified REDD+ project in Kenya under the carbon market's most rigorous standards: the Verified Carbon Standard (VCS) and the Climate Community and Biodiversity Standard (CCB). Working with over 4,500 individual landowners, the company was able to protect 500,000 acres of land – an area that generates an average of 1.2 million tons of carbon offsets annually. Not only is the project area a key migration corridor for a host of animal species, it is home to over 80,000 people. With a truly innovative – and financially sustainable – business model, Wildlife Works has created hundreds of jobs for the community. The [jobs include](#) conservation rangers to track poachers and protect wildlife and the forest, eco-factory seamstresses, horticulturalists, machinists, foresters, carpenters, construction workers, drivers, mechanics and administrative personnel. What's more, 30% all offset revenues are given to landowners with an additional 30% put into a community fund. So far this fund has sent over 1,800 children to school and currently represents a large investment in the community's water infrastructure.

Wildlife Works has given large companies the opportunity to offset their emissions in a deeply meaningful way. Through financial partnerships with companies like Allianz and Kering, brands like PUMA have become carbon neutral. PUMA took the opportunity to engage deeper with the Wildlife Works REDD+ story by producing organic, Fair-Trade, CO2 neutral apparel at the Wildlife Works eco-factory in the middle of the project, offering PUMA and its customers a way to be directly involved in forest protection and job creation. Other customers include Microsoft (Nasdaq: [MSFT](#)), UPS (NYSE: [UPS](#)), Barclays (NYSE: [BCS](#)), La Poste, Eneco, and more.

Through this REDD+ project in Kenya, Wildlife Works has demonstrated the impact of a business model that can significantly reduce greenhouse gas emissions, protect forests and endangered wildlife, and uplift an impoverished community. Because of this program's success, Wildlife Work's has already completed validation and verification of the world's largest REDD+ project in the Democratic Republic of Congo, and has secured a \$50 million finance facility to scale this model across the globe.

This story is a refreshing reminder that some of today's greatest innovations are not coming from offices in Silicon Valley, but rather from deep on the ground in Africa. ■

Eye of the storm

Floating, solar-activated stormwater treatment, anyone?



Ilana Lipsett
Managing Editor
Sustainable Industries

Oregon BEST has awarded a commercialization grant to an industry-university team developing a floating, solar-activated stormwater treatment device that could be deployed in retaining ponds or ditches along roadways and parking lots to keep contaminants from reaching streams. The technology could also be used to pre-treat stormwater, helping reduce overflow situations at municipal treatment facilities during severe weather events.

This start-up, Puralytics, is building on the success of its SolarBag portable drinking water purification system, which uses a nanotechnology-coated mesh activated by sunlight to purify 3-liter quantities of water in approximately three hours. The SolarBag is currently used in developing countries and sold for emergency preparedness and back country hiking. The company is incorporating the same technology into thin, round pads that would float a few inches below the surface of standing stormwater and treat much larger volumes.

The Oregon BEST funding will enable Puralytics to work with faculty and students affiliated with Oregon State University's [Institute for Water and Watersheds](#) (IWW) to evaluate the overall concept of the new system, establish key design parameters and generate third-party test data. The OSU research team, led by Todd Jarvis, Oregon BEST researcher and the interim director of the IWW, will construct artificial ponds or tanks that can be closely controlled and monitored, where prototypes of the water treatment devices will be tested.

Mark Owen, CEO of Puralytics credits to Oregon BEST with helping the company's needs: "One of the challenges for a small company is that you don't have the analytical equipment or the funding to pay for third-party validation, so Oregon BEST is really filling that gap. Without this grant and Oregon BEST's connections, this development work would have been significantly delayed."

As environmental regulations tighten, city and state budgets shrink, and severe weather events increase, stormwater runoff from buildings, parking lots and elsewhere is a growing issue for industry. "Although there's a lot of work going into bioswales and semi-permeable surfaces and self-cleaning coatings for buildings, these are large-scale, expensive engineering projects," said Owen, whose company employs 10 people. "Because our solution is simple and small and has particular promise for cleaning up trace chemical contaminants, we're starting to see increased customer interest."

The Oregon Department of Transportation has expressed interest for two reasons, Owen said. First, the technology has the potential to keep highway surface contaminants such as petrochemicals, copper from automobile brakes, other metals, and biological waste from animals from entering nearby streams. And if water in retention ponds along highways could be purified to a high enough level, it could potentially help meet federal clean water availability requirements during emergency situations.

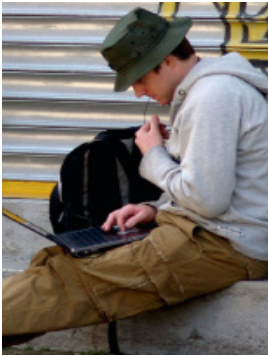
Municipalities are also interested in the technology because it could lead to decentralized treatment of stormwater, potentially diverting millions of gallons from entering water treatment facilities. This could save cities money and reduce the incidence of combined sewer overflows when treatment facilities are overwhelmed during high water events.

"The timing of this grant offers us the opportunity to also integrate students, so it's really a win-win-win for everybody: faculty, students and the industry partner," said Jarvis who came to OSU after a career in industry. The \$53,000 grant is part of \$1 million in [commercialization grants](#) that Oregon BEST has awarded during the past 18 months to speed commercialization of the state's most promising clean technologies being developed by university researchers and private businesses.

Puralytics has also received gap funding from the Oregon Nanoscience & Microtechnologies Institute (ONAMI) for earlier nanotechnology development work that contributed to the company's LED-based Shield system now being deployed in decentralized drinking water applications. ■

Labor of love

Remote workers report better environmental choices



TeamViewer, a global provider of remote control and online meetings software, earlier this year released the findings of its Telecommuting for Earth survey of 500 American adult office workers aged 18 and older, conducted online by uSamp.

The survey, which was aimed at determining the environmental impact of working from home, found that big majorities of Americans say they take proactive actions at home that they don't take at work to better protect the environment, recycling and conserving things they don't bother with in the office, including:

- Turn lights off when not in a room – 74%
- Make lunch – 60%
- Keep heating and air-conditioning low to save energy – 56%
- Print minimal amounts of paper – 53%
- Power down computer at night – 50%
- Recycle – 39%
- Avoid bottled water – 34%

The behavior is most pronounced in women, who were more likely than men to print less (59% vs. 47%), keep heating and air low (63% vs. 49%), avoid bottled water (40% vs. 28%), turn off lights (77% vs. 72%), recycle (41% vs. 37%), power down computers (51% vs. 49%) and make their own lunch (61% vs. 59%).

In addition to the behavioral differences, working from home also results in a reduction of employees' use of resources. Nearly everyone (97%) said they use fewer resources when they work from home, including gas, which topped out as the resource that most Americans (86%) say they use less of, followed by printer paper (31%), electricity, markers & pencils (15%), shower water (13%) and even pain pills (12%). Interestingly, a greater percentage of men say they use less shower water (14% vs. 12.4%) and also tissues (14.4% vs. 7.6%) when they work from home.

While 31% say they use less printer paper when they work from home, overall paper waste is a long way from being eliminated. The U.S. Environmental Protection Agency says that we use about 71 million tons of paper every year. In fact, more than half of the survey respondents said they print more than 20 pages per day, and a further 20% say it's more than 50. While studies show the most cost-effective waste management strategy is reduction of paper use altogether, employees at all levels continue to print paper unnecessarily, and office workers are pointing the finger. 62% of the survey respondents say it's management and above who waste the most paper, and 8% even say it's the CEO who prints the most.

Beyond the environmental impact of telecommuting, the study also showed that employees stand to save a significant amount of money when they are able to work from home. 42% say they save \$1 - \$20, 38% say they save \$21 - \$40, 19% say they save more than \$40, and an additional 6% say they save in excess of \$80 per day when they work from home.

When asked how strongly environmental concerns weigh into the decision a boss makes on whether or not to allow telecommuting, surprising numbers of them say it matters. 42% say the planet weighs strongly or very strongly into the equation, while 62% say at least somewhat strongly.

"The study shows that not only do employees stand to save money when they are able to work from home, but the specific behavioral changes that people exhibit contribute significantly to the conservation of our environment," says Holger Felgner, general manager at TeamViewer. ■

Park it right there

7 ways to redesign parking structures to improve energy



Comly Wilson
Research Associate
CleanEdison

Despite the growth of public transportation and other transportation alternatives, [parking locations remain necessary in much of the nation](#), to the chagrin of some. Even though parking consultants and design teams have been using more sustainable practices for parking structures in recent years, many do not calculate energy use as part of their standard methodology. Unknown to most, [a garage typically uses 15% of the energy](#) that the building it is designed to support uses. Worse, this energy use is often lost in the periphery of energy efficiency efforts. Parking structures should not be overlooked, though, because the savings potential is immense. Energy use can be reduced by more than 90% over an ASHRAE Standard 90.1 2007 baseline parking structure with typical construction costs.

Following are some design elements that can be implemented to improve the energy efficiency of parking structures.

Ventilation: Design the parking structure to maintain an approximate 40% façade openness, which allows natural ventilation on all levels. This will be enough ventilation to preclude the need for mechanical ventilation systems.

Daylighting: Lighting is typically the largest load, particularly for naturally ventilated structures. To reduce the lighting load to almost zero during daylight hours, perforate the façade with aluminum panels that reflect in sunlight (while keeping out weather) and, if possible, design to include a “light well” in the middle of the structure to meet a full daylighting effort in the center of the space. If done properly, only a few places in the structure, such as under the stairs, need to be electrically lighted between sunrise and sunset.

Electric lighting: For nighttime, when lights are needed, include infrared occupancy sensors in each zone. It is important to strategically place daylight sensors and occupancy sensors to provide a pathway of light for each entering occupant. An advanced lighting control system will also allow for ease of commissioning and retrocommissioning by adjusting fixtures and sensors depending on real occupant patterns.

Equipment: Miscellaneous equipment includes fans for equipment rooms, elevator lighting and ventilation, phones and cameras for security, heat trace for drainpipes, heaters for cameras and fire alarm pull stations, and lighting and fire alarm controls. The estimated annual energy use breakdowns for elevators and miscellaneous equipment are 16% and 55%, respectively. The high miscellaneous electric load is due largely to security equipment, which consumes 29% of the total annual energy. Though this level of security might not be necessary for some facilities, these factors can be mitigated.

Using passive means and/or high-efficiency heat pumps for gear, utility, and guard room heating can drastically reduce the amount of energy needed. Consider other high-efficiency equipment such as security cameras without heaters, regenerative elevators, and guardhouses with heat recovery and occupancy sensors.

Incentives: Energy efficiency incentives include preferred parking for those who carpool, which reduces the amount of lighting and elevator energy use. Biker-friendly access gates and lockers also encourage using alternative transportation, which not only improves overall sustainability but also reduces the amount of lighting and elevator energy use.

On-site renewable energy systems: In order to reach the 90% potential reduction in parking structure energy use over ASHRAE 90.1 standards, on-site renewable energy generation should be seriously considered. PV panels can be located on a super-structure above the top parking level and potentially on the south-facing façade. Large parking structures can often support over 1 megawatt of PV panels, which should provide all the electricity needed for the parking structure and more.

Innovative commercial power purchase agreements for solar electricity is a common way to finance the high upfront cost for solar PV, by agreeing to exchange ownership of the panels to a third party for zero down-payment on the system.

Commissioning: Commission the lighting, parking management, and security systems using a system sample approach will ensure that efficiency efforts are working as effectively as possible. For example, lighting system checks help make sure the occupancy sensors are sensitive enough to trigger light for entering occupants and for occupants rounding corners, without false triggers caused by occupants in nearby bays.

Parking structures can be designed and operated very energy efficiently. Whether the structure is new construction or a major retrofit, design considerations can achieve substantial energy savings where they would otherwise be lost. By addressing the ventilation, daylighting, electric lighting, miscellaneous equipment, and potential renewable energy production, energy use in parking structures can be almost eliminated. Some parking structures have even [achieved LEED certification](#).

CIVIC ECOLOGY

is a citizen-led approach to community sustainability and resilience.

This approach helps people envision, create and manage their community "software" - the integrated web of energy, nutrients, resources, food, economics, and cultural flows and interactions that animate their place. The process will help create a vision for "hardware" investments - buildings, streets, parks, and schools. It can empower **you** and **your neighbors** to make sustainable changes for **your community**.

principles

*uses a whole systems approach
focuses on place
requires a new social contract
matches needs and capacities
is dynamic*

benefits

*local control
enduring wealth
deep sense of community in place
adaptive framework for sustainability
a living culture*



Civic Ecology is a fundamental component of a successful EcoDistrict. Read "Making EcoDistricts" to find out why!

HOW IT WORKS

Many of our conventional community systems are segregated, disconnected, and flow in one direction. Civic Ecology studies these systems and empowers people to redirect the flows to create more sustainable communities in five easy steps.



Convene

get people together



Investigate

learn about the community



Vision

create a shared vision



Implement

do some projects



Chart Progress

adjust over time



watch civic ecology in action!



Check out my TEDx talk on Civic Ecology!

SERA has been working with communities throughout the world on their own Civic Ecology efforts since 2000.

Tim Smith

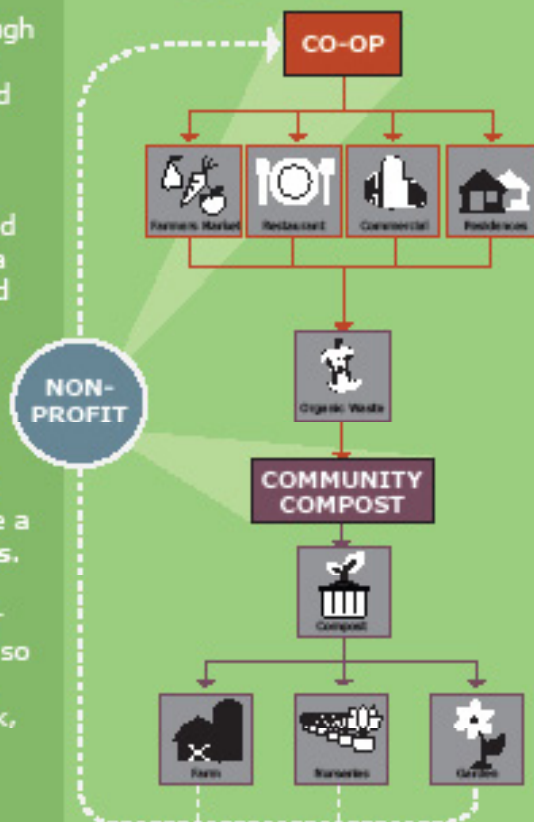
SERA

ARCHITECTURE
URBAN DESIGN + PLANNING
INTERIOR DESIGN

community civic ecology projects

Damascus (OR) went through an extensive Civic Ecology process in 2011 that helped them develop three new sustainability projects: a **community compost system**, a **food co-op**, and a **501c3 non-profit** with a vision for community-based ecological and economic sustainability to help coordinate future efforts.

The community also brainstormed an economic development plan to create a local **goat rental business**. Goats can be used as an alternative to chemicals for vegetation control, while also providing marketable by-products, like wool, milk, and cheese.



Featured Case Study: Accelerating Data Center Efficiency

A smart case study on data center management at eBay and Lawrence Livermore National Labs

Today's tech-hungry and tech-reliant planet elevates data centers to a status of ultra-critical infrastructures. This is particularly true for government agencies, e-commerce providers, educational institutions and other settings where real-time data analysis and constant uptime are a must. Data center operational costs are rising due to increased computing demand and fluctuating electricity prices. Add to this increased government pressure to improve efficiency and reduce environmental impact, and data centers are increasingly ripe for state-of-the-art operational management strategies.

The OSIsoft PI System gathers data from multiple sensors and serves as a universal translator that synchronizes data center operations to boost efficiency, improve planning, and reduce IT and facility costs. With high-performance applications in both the public and private sector, the PI System integrates into a wide variety of systems to track energy use, air handling and cooling, water use, humidity, and even integrated renewables and carbon reporting. Coordinating data in one universal platform allows facility managers to prioritize and monetize every vital aspect of their data center operations.

The PI System delivers "value now and value over time," says Steve Sarnecki, OSIsoft's vice president of U.S. public sector sales. "What we can do is not only identify and capture savings across a system of systems – we can baseline that."

This case study addresses continuous improvement in data center management. Following are three distinct examples of projects where the PI System has provided elegant, customized solutions for critical infrastructure at eBay Inc. (Nasdaq: **EBAY**), Lawrence Livermore National Laboratory and Weill Cornell Medical College.

Take eBay Inc., for instance. The e-commerce powerhouse reached a major milestone in December 2012 with more than 400 million listings. According to year-end data, eBay.com sellers transact an auto part every second; a vehicle every minute; a pair of retro sunglasses every two minutes. With its critical technological infrastructure, Dean Nelson, eBay Inc.'s vice president of global foundation services, recognizes "The foundation of our revenue is our data centers."

In 2010, the company brought online a new flagship data center in South Jordan, Utah, that handles more than one-third of the infrastructure for its business units – Marketplaces, PayPal and GSI. The site was built to earn the U.S. Green Building Council's LEED (Leadership in Energy & Environmental Design) Gold certification and includes sustainable features such as recycled building materials, natural cooling and rainwater collection for the facility's water chillers.

In order to integrate real-time data into corporate decision making, as well as compare the data center's performance to original building design requirements, eBay Inc. presents its facilities and IT data as a single, holistic system with an enterprise-wide interface. In one pane of glass, stakeholders can see the entire data center – all mechanical systems and electrical usage from the substation down to the server or branch circuit. A select few engineers and executives can remotely review data center operational summaries such as IT load and Power Usage Effectiveness (PUE) and perform condition-based maintenance. eBay Inc.'s flagship data center in Salt Lake City was designed for an annualized PUE no greater than 1.15, which amounts to "huge savings," says John Coster, vice president at Skanska Mission Critical. Its Phoenix Modular Data Center solutions are routinely achieving partial PUEs lower than 1.05, even at temperatures as extreme as 119 degrees Fahrenheit.

With its 60,000 square feet of raised floor, the data center is expandable by four times its current size. Continuous monitoring helps eBay Inc. understand when to add server racks. This sidesteps upfront development of an over-compensating mega-data center and helps align IT costs with business goals as they evolve. "IT can then support the business rather than the other way around," Coster says.



View the guide at:

<http://www.sustainableindustries.com/resources/accelerating-data-center-efficiency>

Jul 1-4

Climate Change Adaptation, Online

Across the economy, businesses from different sectors and public organizations will face unique issues, timelines, and drivers when it comes to planning for the effects of climate change. This workshop will provide a context and present recommendations to avoid resource traps and reduce vulnerabilities by understanding and planning for current and anticipated climate change impacts. Info: <http://www.sustainableindustries.com/events/climate-change-adaptation-envisioning-future-and-learning-past>

Jul 8

Commonwealth Club, San Francisco

Amy Larkin, author of the new book "Environmental Debt: The Hidden Costs of a Changing Global Economy," will speak with John Hofmeister ("Why We Hate the Oil Companies") about the link between our fiscal and environmental crises and how our businesses and governments can combat these destructive trends.

Info: <http://www.sustainableindustries.com/events/amy-larkin-john-hofmeister-commonwealth-club-california>

Jul 8-11

Intersolar North America, San Francisco

Intersolar North America focuses on photovoltaics and solar thermal technologies. Exhibitors include PV cell, module and inverter manufacturers, components and mounting systems suppliers, manufacturing system suppliers, service companies as well as manufacturers of solar thermal applications including heating and cooling, among others. Info: <http://www.sustainableindustries.com/events/intersolar-north-america-0>

Jul 9-10

Business4Better, London, UK

B4B UK is a unique, free event that showcases the power of voluntary and private sectors partnerships. Increasingly organisations are discovering that benefits are multiplied when business, community and the voluntary sector work together. Whatever the objective - driving profits, building trust or making a positive impact on society, partnerships are one of the most effective ways to succeed for business and charities. Info: <http://www.sustainableindustries.com/events/business4better-uk>

Jul 10

Conflict Minerals, Rosemont, IL

At this event you will find out how different types of companies or associations are tackling the issue of how to report Conflict Minerals to the SEC. You will be able to talk directly to the market leading Conflict Minerals solution provider, iPoint, as well as learn from major players how they are meeting the compliance challenge.

Info: <http://www.sustainableindustries.com/events/conflict-minerals-challenges-and-solutions-event>

Jul 26-28

SolWest Fair, John Day, OR

Balance traditional skills with new technology in your quest for sustainable living at the fifteenth annual SolWest Renewable Energy Fair. Self-reliance, sustainability, and "do-it-yourself" renewable energy are the focus of this three-day event. Info: <http://www.sustainableindustries.com/events/solwest-fair-2013>

Jul 31-Aug 3

International Montessori Congress, Portland

For the first time in nearly 50 years, the U.S. is playing host to this dynamic education conference most recently held in France, Australia and India. The Montessori Institute Northwest of Portland is facilitating the event. Thousands of educators, philosophers, social workers, researchers, and artists are expected to attend.

Info: <http://www.sustainableindustries.com/events/international-montessori-congress-featuring-paul-hawken>

Aug 14-16

Global Sustainability Summit, Seattle

As companies continue to grow globally, so does the reach of our sustainability programs. Which is why in 2013, The Food Marketing Institute (FMI) and the Grocery Manufacturers Association (GMA) have elevated the international scope of our premier food, beverage and CPG industry sustainability event to create the Global Sustainability Summit. Info: <http://www.sustainableindustries.com/events/global-sustainability-summit>

Sep 2-5

SOCAP, San Francisco

A new form of capitalism is arising that recognizes our ability to direct the power and efficiency of market systems toward social impact. Social Capital Markets is dedicated to supporting the growth of this market. SOCAP is an annual event series that connects leading global innovators – investors, foundations, institutions and social entrepreneurs – to build this market at the intersection of money and meaning. Info: <http://www.sustainableindustries.com/events/socap13>

Oct 30-Nov 2

Taiwan International Green Industry Show, Taipei, Taiwan

TiGiS has attracted 6,402 professional buyers who came from 53 different countries who generated a projected US\$28 million in business. Important buyers include trade missions from China, the Province of Ontario (Canada), Energa Obrot, an affiliate under the Energa umbrella (Poland's top power supplier), and other big names.

Info: http://www.chinaexhibition.com/trade_events/2127-TIGIS_2013_-_2013_The_4th_Taiwan_International_Green_Industry_Show.html

Energy & Sustainability Program Manager

Ecova, Portland, Seattle or elsewhere

Act as an extension of the client(s) in-house team(s) to help drive their energy management program towards a best practice approach. Develop and implement a prioritized action plan in collaboration with the Client. Direct responsibility for ensuring on-time delivery of a high quality, error free product being produced by yourself and other Ecova team members as part of an overall solution. This position can be located in Portland, Seattle, Spokane, Dallas, St. Paul, or Cincinnati.

Info: sustainableindustries.com/jobs

Director of Online Strategy

Greenpeace, Washington, DC

Greenpeace USA is seeking a highly skilled, passionate, and innovative Director of Online Strategy to manage the Online department. The Director of Online Strategy will provide management-level analysis to help the organization implement best online practices. This position requires specialized expertise in the field of online marketing, social media, and communications. Info: sustainableindustries.com/jobs

CEO

Marine Consulting Initiative, Portland

Ecotrust is preparing to spin the Marine Consulting Initiative off as a for-profit subsidiary. The founding CEO will have primary responsibility for organizational leadership and developing and implementing an overall growth strategy. The CEO will be responsible for providing the company vision as well as the development of sales and marketing strategies. Info: sustainableindustries.com/jobs

Cleantech Research Program Manager

Oregon BEST, Portland

Oregon BEST is hiring a program manager to lead our efforts to grow Oregon's clean technology research capacity by working with our university Member Faculty, shared-user lab facilities, and research offices to develop new centers of excellence, create new partnerships, and secure research funding. Deadline to apply is May 17.

Info: sustainableindustries.com/jobs

Research Analyst

Sustainability Accounting Standards Board, San Francisco

The Research Analyst is responsible for creating industry-specific sustainability accounting standards. The position will perform quantitative research, data mining, modeling, and other analyses to determine material sustainability issues for specific industries and sectors, and harvest existing sustainability Key Performance Indicators (KPI) and develop new ones as needed. Info: sustainableindustries.com/jobs

President & CEO

Taproot Foundation, New York or San Francisco

The president/CEO will position Taproot to maximize its impact and responsiveness to the national pro bono movement. S/he will be an inspirational, mission-driven leader who possesses innate strategic and operational excellence, and the capacity to lead a dynamic team and ensure high-quality, cutting-edge programs and influence.

Info: sustainableindustries.com/jobs

Business Development Manager

The Intelligent Optimist, San Francisco

The Intelligent Optimist, formerly Ode Magazine, was established in The Netherlands in 1995. In 2004 a U.S. office was established in California to produce an international English-language edition of the magazine. They are currently hiring a Business Development Manager. S/he will be directly involved in cultivating relationships with potential clients and partnerships spanning the globe to drive the membership and revenue base of The Intelligent Optimist. Info: sustainableindustries.com/jobs

Supply Chain Analyst

Clif Bar & Co., Emeryville, CA

The Supply Chain Analyst is responsible for the development, execution and reporting of key supply chain metrics and scorecards required to provide visibility into the quantifiable performance of the Clif Bar & Co. Supply Chain and enable root-cause analysis of identified challenges. Info: sustainableindustries.com/jobs

Director, Energy Policy & Programs

Silicon Valley Leadership Group, Silicon Valley

In this role, you would help the Leadership Group's members and partners define and carry out energy-related policy, programs and events. You will also advocate for reliable, high quality, environmentally sensitive and competitively priced power in a transparent, market-based system that maximizes innovation and customer choice for the benefit of all Californians. Salary range is \$60,000 to \$90,000. Info: sustainableindustries.com/jobs

Executive Director

Working Capital for Community Needs, Madison, WI

As you might expect, the Executive Director has the overall strategic and operational responsibility for all WCCN programs and staff according to the strategic plan and initiatives set by the Board of Directors. Preferred start date is July 2013. Info: sustainableindustries.com/jobs

Leads & RFPs

Environmental Justice Grant Program

SF Environment, City and County of San Francisco

Since 2001, the Environmental Justice Grant Program has been awarding funds for community-based projects serving the Bayview Hunters Point and Potrero Hill neighborhoods—two areas that have historically been burdened by pollution—to help them become healthier, more sustainable communities. Projects have included solar installations on low-income homes, urban agriculture and healthy food initiatives, green job training, and many others. Info: <http://sfenvironment.org/about/grants>

Request for Conference Content

Organic Seed Alliance

An invitation for proposals for presentations, workshops, posters, panels, and roundtables. The 7th Organic Seed Growers Conference theme is Innovation in the Field, a celebration of advancements in organic seed and the role farmers play in improving our crop genetic resources. Proposals due in July.

Info: <http://www.seedalliance.org/organic-seed-growers-conference/>

Fundraising for Social Entrepreneurs

Mission Markets

Register today as a company or organization seeking capital. Or else register as an investor seeking to fund one of the vetted business plans. All organizations, companies or projects seeking capital via Mission Markets must meet minimum listing requirements. Info: <https://secure.missionmarkets.com/register>

Land Use Monitoring

California Department of Toxic Substances Control

DTSC's mission is to protect California's people and environment from harmful effects of toxic substances through the restoration of contaminated resources, enforcement, regulation and pollution prevention. The agency is seeking monitoring services. Info: <https://www.bidsync.com/DPX?ac=view&auc=1940169>

A&E Environmental Services

California Department of Transportation

Caltrans is soliciting Statements of Qualifications from qualified firms that may lead to the award of a contract for on-call environmental services. Budget range of \$4.7 million to \$7.7 million. Info: <https://www.bidsync.com/DPX?ac=view&auc=1939896>

Request for Qualifications

California Wildlife Conservation Board

The Wildlife Conservation Board hires Environmental Site Assessors, on occasion, to prepare Phase I and Phase II Environmental Site Assessments performed on proposed or approved acquisitions (either fee title or conservation easements) over land to be acquired for the Department of Fish and Wildlife. Interested parties should submit a resume and indicate preference for geographic work location by county. Info: <https://www.bidsync.com/DPX?ac=view&auc=1939115>

Public Interest Energy Research (PIER) Program

California Energy Commission

Several solicitations for projects involving clean energy, environmental research and transportation. Info: <http://www.energy.ca.gov/contracts/pier.html#PON-08-011>

Request for Qualifications

California Ocean Protection Council

The California State Coastal Conservancy anticipates a need for environmental, engineering, architectural, landscape architectural, and construction project management consulting services for Conservancy projects and programs and for California Ocean Protection Council projects and programs, undertaken by the Conservancy on behalf of the OPC, over the next several months. Info: <http://www.opc.ca.gov/2012/02/request-for-qualifications-and-contractor-questionnaire/>

2013 Innovation Awards

Social Venture Network

The Innovation Awards Program to honors and promotes the next generation of leaders leveraging the power of business to solve social and environmental problems. This program has helped SVN attract, support and inspire some of the most innovative, high-impact social entrepreneurs in the world.

Info: <http://svn.org/meet-our-members/svn-innovation-award-winners>

Product Innovation Challenge

Cradle to Cradle Products Innovation Institute

The Cradle to Cradle Products Innovation Institute and the Make It Right Foundation are issuing a challenge to manufacturers to design a product for the affordable housing market that is safe for human and environmental health and designed for re-use. Up to 20 finalists will receive media exposure and promotion. Three winners will share a cash prize of \$250,000. Info: <http://www.c2ccertified.org/challenge>

Foto Finish



A new focus on water... World Water Week is all about warning businesses about the importance of water conservation. Carbon emissions and energy conservation have finally been given their due in business strategy, but water has only recently been gaining attention as a scarce, invaluable natural resource. Companies are learning to reduce water use in their manufacturing processes and agriculture is feeling the heat during this year's extensive drought. Given the rise in weather-related events that impact water, supply chains are increasingly at risk, potentially causing plants to shut down, materials or food to become unavailable or prices to jump, impacting product availability and profit margin. Major companies like PepsiCo and SABMiller testified to the irreplaceability of water and now, businesses are listening.

