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INTRODUCTION

Burns & McDonnell, an engineering, architectural, construction and environmental consulting firm, was accepted as a Tier 1 member of the Green Tier program in 2014 for their Milwaukee Office. Burns & McDonnell provides services to a broad range of clients across a multitude of industries including aviation, power generation and transmission, water treatment, environmental remediation, transportation, refineries and industrial buildings. Our company is based out of Kansas City, with offices in Milwaukee and Madison, and is full owned by its 5,000+ employees. Our small but growing Milwaukee branch is proud to participate in the Green Tier Program and share the honor with other companies committed to superior environmental and economic performance throughout the state.

Burns & McDonnell identified the following issues as priorities in our Green Tier application:

- Creating an ISO 14001 functionally equivalent EMS
- Utilizing energy-efficient equipment
- Finding new opportunities to minimize office waste
- Continuing to work with our clients to incorporate sustainability practices in their projects

We present the following report to share our progress toward these priorities as well as toward our specific environmental performance commitments outlined in our Green Tier application.
2.0 DESCRIPTION OF PROGRESS

2.1 Environmental Performance Commitments

Burns & McDonnell outlined three environmental performance commitments in our Green Tier application:

- Increase the use of electronic field notes documentation (rather than paper forms)
- Encourage employee participation in green/sustainable community projects
- Encourage carpooling to company events and training and/or utilizing Live Meeting/conference calls

The following sections provided updates on those commitments. Since Burns & McDonnell entered the Green Tier program in 2014, we have chosen that year as our baseline. As such, we did not have any specific targets in place for 2014. The Milwaukee branch office plans to hold a staff meeting during the first quarter of 2015 to review baseline (2014) data and set targets moving forward.

2.1.1 Electronic Field Notes Documentation

In 2014, we gathered baseline data on the amount of paper used during field documentation. Our projects range in size from single-day activities using two to three sheets of paper to long-term remediation and monitoring projects averaging 25 sheets per day. We also evaluated a range of hardware and software options for electronic documentation, including Microsoft Excel templates, Portable Document Format (PDF) fillable forms, native iOS/Android applications, and browser-based web forms. We considered how we could put procedures in place to encourage the use of electronic field notes documentation. In doing so, we identified some key opportunities and challenges as noted in Table 2-1.

The information we gathered in 2014 is giving us the fuel to engage our internal stakeholders on this goal. For 2015, we plan address the challenges we identified by pilot testing electronic field documentation workflows with specific clients and project types. We anticipate starting with the smaller, less complex projects. Once we have some examples of successful implementation of the options for electronic documentation, we hope to expand the use of these tools to larger, long-term projects. We have also developed a system for tracking the use of electronic field notes documentation as discussed in our EMS.
Table 2-1: Opportunities and Challenges with Electronic Field Notes Documentation

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality Control</strong></td>
<td>Security</td>
</tr>
<tr>
<td>Electronic data collection allows for automated real-time quality control. For example, field staff entering dates, quantities, or meter readings can be alerted when values are outside the anticipated range. Data entry errors can be corrected onsite before they propagate into reports.</td>
<td>Safeguards must be in place to prevent data loss through hardware or software failure. Any electronic communication must meet the security requirements of the project. Theft is also a concern, since the devices used for electronic data collection would be a more likely target than reams of paper documentation.</td>
</tr>
<tr>
<td><strong>Long-term Cost Savings</strong></td>
<td>Upfront Cost</td>
</tr>
<tr>
<td>Depending on the scale of the project, upfront costs may be recouped by improvements in labor efficiency. Electronic workflows reduce or eliminate the labor costs associated with transcribing into electronic formats and performing quality assurance on the transcriptions.</td>
<td>Any project adopting a new workflow would expect to see an upfront cost associated preparing the electronic forms and potentially procuring new data collection devices. Depending on the scale of the project, it may be difficult to recoup these costs.</td>
</tr>
</tbody>
</table>

2.1.2 Community Project Participation

In 2014, we searched for a community service project the Milwaukee branch office could support. We envisioned a project that would on-going or longer term – more than a single day activity. We also hoped to find a project that would benefit from our unique skill set as environmental engineers and geologist. This search proved to be a challenge for an office of our size.

Looking ahead for 2015, we have decided to broaden our criteria. Rather than focusing on one key project, we will look for various opportunities coordinated by others in which our staff can participate. Our short term goal is to increase participation. We have created a document for tracking volunteer opportunities and employee participation moving forward.
2.1.3 Carpooling, Conference Calls, and Webcasting

In 2014, we found some opportunities for staff to carpool. Examples include client events here in Milwaukee and training sessions or meeting at our Chicago regional office in Downers Grove, IL. We expect that opportunities for carpooling will increase as our office grows and we have a larger “pool” of drivers.

The number of opportunities for conference calls and webcasting was much greater. Our colleagues in our Chicago regional office has been very cooperative about setting up webcasts for training events and Lunch and Learn opportunities that allow us to participate from here in Milwaukee, rather than commuting the 175 miles round trip to Downers Grove. The Milwaukee branch office manager also participates in most staff meetings with the Chicago regional office via conference call. This is especially helpful since these meetings are held twice a month.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Quantity</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miles Avoided</td>
<td>4,576</td>
<td>miles</td>
</tr>
<tr>
<td>Emissions Avoided</td>
<td>1.7</td>
<td>metric tons CO₂e</td>
</tr>
</tbody>
</table>


2.2 Priority Issues

Burns & McDonnell identified the following issues as priorities in our Green Tier application:

- Creating an ISO 14001 functionally equivalent EMS
- Utilizing energy-efficient equipment
- Finding new opportunities to minimize office waste
- Continuing to work with our clients to incorporate sustainability practices in their projects

Our most significant update related to these priorities is the completion of our EMS. See our EMS audit report in Section 3 for more information.

The utilization of energy-efficient equipment has continued as described in our Green Tier application. We did not have any significant equipment additions to our office in 2014.

As discussed earlier in this section, we have found an opportunity to address our last two priorities hand in hand through our electric field notes documentation efforts.
2.3 **Sustainability Metrics**

At this time, do not have a means to track many of the standard sustainability metrics. Because we lease – rather than own – our office space, our control of the facility is limited. We are not currently able to meter our electricity and water use or track our waste and recycling quantities separate from other suites in our building. The table below provides data we are currently able to track.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Quantity</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demographics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>3</td>
<td>Each</td>
</tr>
<tr>
<td>Company Vehicles</td>
<td>2</td>
<td>Each</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Vehicle Fuel Use (Gasoline)</td>
<td>2,539</td>
<td>Gallons</td>
</tr>
<tr>
<td>Company Vehicle Emissions</td>
<td>22</td>
<td>metric tons CO\text{$_2$}e</td>
</tr>
</tbody>
</table>

Source: Fuel use taken from Cardholder Activity Fleet Account Detail for vehicles assigned to Milwaukee branch office; emissions factors taken from Table 13.1 and 13.4 of the Climate Registry 2014 Emission Factors
3.0 EMS AUDIT REPORT

Our first internal audit of our EMS was conducted in January 2015. Feedback from that internal audit was incorporated into the EMS submitted to WDNR in January 2015 to satisfy our requirement to develop an EMS within our first year of the Green Tier program.

3.1 Strengths Identified

The internal audit identified several practices or EMS features as particularly strong in meeting the requirements of the functionally equivalent EMS.

- Leadership’s commitment and support
- Corporate culture of excellence
- Project consideration aspects identified (Scope 3)
- Legal and other requirements are identified in great detail
- Document availability and control are well defined
- Roles and responsibilities are clearly defined
- Management review is established

3.2 Weaknesses Identified

The internal auditor identified the following issues to address for conformance to the functionally equivalent EMS. Steps taken or being taken to address these issues are noted.

- **Describe the environmental aspect analysis process, i.e. materiality assessment**: Additional text was added to our EMS to describe our materiality assessment.

- **Describe the objective identification process**: Additional text was added to our EMS to describe our objective identification process.

- **Implement additional employee training/awareness practices**: All current staff members in the Milwaukee office have been involved in the development of the EMS and related procedures. We recognize that additional, more formal training/awareness practices may be needed as we bring on additional staff.

- **Identification of additional solid waste opportunities**: Our key area of focus right now related to solids waste is the electronic field notes initiative. We plan to share our processes, lessons learned, and successes with other Burns & McDonnell offices. We recognize that as one of our identified environmental aspects, we need to continue to consider opportunities related to solid
waste management, and we will do so as we continue to expand the staff and services offered in the Milwaukee branch office.

- **Monitoring of any applicable future environmental requirements:** Additional text was added to our EMS to describe our process for monitoring for future environmental requirements that may be applicable to the Burns & McDonnell Milwaukee branch office.

- **Targets are not established:** Targets are currently being considered based on 2014 calendar year baseline data collected. Details on these targets will be included in the 2015 Green Tier Annual Report.
4.0 ENVIRONMENTAL PERFORMANCE

Green Tier Annual Report guidance requested additional information on the categories of Transportation and Supply Chain.

4.1 Transportation

Transportation is an area of focus for Burns & McDonnell with our commitment to encourage carpooling to company events and training and/or utilizing Live Meeting/conference calls. The Burns & McDonnell Chicago region has offices in Milwaukee, Madison, Downers Grove (IL), and downtown Chicago. The Downers Grove office is the main office for this region and company meetings, events, and training often happen at this location. This office is roughly 175 miles from Milwaukee, and there is not feasible access from Milwaukee by rail. For this reason, we have focused on “avoiding trips” through the use of technology and carpooling as discussed in Section 2. Staff from the Milwaukee branch office do have occasional need to travel to downtown Chicago for professional conferences, client or project meetings. In these instances, rail is very convenient as both the Milwaukee branch and downtown Chicago office locations are short distances from train stations. In 2014, all 5 business trips required by Milwaukee office staff to downtown Chicago were by train.

Another success story for this category has been the use of webinars for professional society committee meetings. Rebecca Vanderbeck of the Burns & McDonnell Milwaukee office is currently serving as chair of the Federation of Environmental Technologist’s Sustainability Committee. When setting up the first committee meeting in 2014, Rebecca learned that members from not only the Milwaukee area, but throughout the state were interested in this committee. However, it wouldn’t be very sustainable for someone from Green Bay to travel to Milwaukee for an hour long committee meeting. A webcast link was provided and roughly two-thirds of participants opted to join via that method. Based on the positive feedback and response from that meeting, a series of webinar (only) committee meetings are planned for 2015.

4.2 Supply Chain

The Green Tier Annual Report guidance posed two questions related to supply chain.

1. Are you experiencing pressure from a customer?
2. How are you seeking to encourage your own supply chain?

As an engineering consulting firm, our customers are the clients we serve. We have not participated in RFPs/RFQs or contracts with specific requirements related to environmental footprint, however we have
experienced clients interested in “green” project solutions. As discussed earlier in this report, one of our priority issues is to continue to work with our clients to incorporate sustainability practices in their projects.

In terms of our own supply chain, we have a limited number of vendors we work with to support our office. To minimize our environmental footprint, we source sustainable products—such as paper with recycled content. We have also found ourselves in a position of needing to keep our vendors accountable. When a Burns & McDonnell employee witnessed the cleaning crew placing our carefully separated recyclables and trash in the same bag, he reported the incident. We contacted the janitorial company and explained our commitment to sustainability and recycling. We received a sincere apology and have routinely witnessed proper separation of our recyclables since that time.
5.0 STAKEHOLDER INVOLVEMENT

Burns & McDonnell recognizes that one of the key steps to improving environmental performance is stakeholder involvement. We have shared our experience and expertise with both internal and external stakeholders.

5.1 Internal Stakeholders

Our internal stakeholders are Burns & McDonnell employees – from the Milwaukee branch office and company-wide. As a small branch office, training and engaging employees here in Milwaukee has been simple. Whether it’s a formal staff meeting or informal conversation around the water cooler, we’ve had many opportunities to brainstorm ways to achieve our environmental commitments. Reaching out to our broader internal stakeholder group has been straightforward as well. Our employee-owner culture creates a collaborative spirit. We often share success stories and lessons learned through internal presentations, employee newsletter, or other corporate communications. These existing avenues of communication provide us an opportunity to share ideas with other offices and expand the impact of our initiatives.

5.2 External Stakeholders

We have also been fortunate to have some great opportunities to reach out to external stakeholders. These have come in the form of client events, speaking opportunities, and participation in professional societies. With our acceptance into Green Tier occurring in 2014, we were excited to hold our celebration event in March. We invited our local clients, as well as companies and contractors that we partner with on projects. Through this event, we were able to communicate directly with external stakeholders about our key environmental priorities and initiatives. Also in 2014, we found great benefit in attending the Green Tier roundtable meeting. It was helpful to hear perspectives and experiences from a diverse group of companies committed to superior environmental performance.
6.0 DNR RELATIONSHIP

Another requested element of the Green Tier Annual Report was to describe our relationship with WDNR. Burns & McDonnell is very pleased with the support WDNR provides to Green Tier members. Every step of the way – from the application process, to creating an EMS, to setting our environmental performance commitments – WDNR has been a part of our team providing insight and guidance throughout the process. The spirit of collaboration from the WDNR Green Tier staff is wonderful! They have connected us with helpful resources and provided useful advice on plans for achieving our goals.
7.0 CONCLUSION

The Green Tier program has added substantial value to our business in 2014. As a company working on expanding our business and presence in Wisconsin, we are very appreciative of the positive recognition the Green Tier program has brought to Burns & McDonnell. As an engineering company that designs efficient, “green” solutions, we find it important that we walk the walk when it comes to environmental performance and sustainability. The Green Tier program highlights for our stakeholders the commitment we have made to superior environmental performance.