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## SUSTAINABLE DEVELOPMENT FRAMEWORK TO ENTER PILOT PHASE

### Murdock Charitable Trust Awards \$175,000 to Demonstrate LEED-Based Rating System for the Greater Yellowstone Ecosystem

The Yellowstone Business Partnership is pleased to announce a three-year, \$175,000 grant from the M.J. Murdock Charitable Trust that will launch the pilot phase of its Greater Yellowstone Framework for Sustainable Development. The GY-Framework rating system was developed by over 80 volunteers between August 2006-April 2007, and it was introduced at the YBP annual conference in May. The Partnership has now raised enough funds to implement the following project activities:

**1 Pilot Demonstration Projects:** At least 10 pilot demonstrations will be selected early in 2008 to fine tune the rating system credits and help build credibility for the GY-Framework over the next three years. The deadline for pilot project applications is December 31, 2007. An orientation workshop will be held in January to clarify program requirements and team expectations and to finalize all pilot project agreements.

A *GY-Framework Training Module*, complete with a comprehensive Technical Reference Guide, will be developed under contract during



The Boulder River as it flows by Dornix Park, a prospective pilot project in Big Timber, Montana

the first quarter of 2008. All pilot personnel will receive their required training in April with an electronic version of the Reference Guide available to assist them. Pilot personnel will receive onsite visits from consultant Kath Williams throughout the program, as well as publicity generated through YBP. The Framework's pilot phase will end in 2010.

**2 Regional Incentives Package:** A suite of financial and marketing incentives designed to inspire GY-Framework application and eventual certification will be developed by a volunteer, tri-state task force. By April 2008, the task force will present their first incentives package to the pilot sponsors for testing with their projects, with additional incentives presented in the fall. The applicability and effectiveness of these initial incentives will be assessed by March 2009. Volunteers interested in serving on the marketing and incentives task force for the next three years should review the information on the YBP website for more details.

(Continued on page 12)

### LAST CALL FOR BOARD NOMINATIONS

To make a nomination, email  
**dave@  
davestaufferconsulting.com**

Visit the YBP website to  
learn more about serving  
as a YBP Director.

VISIT US ONLINE:  
**yellowstonebusiness.org**

for timely and relevant articles  
and opinion pieces on issues  
of regional stewardship and  
economic sustainability.

### YBP Job Announcement: Sustainability Programs Manager

The Sustainability Programs Manager will be responsible for directing two ongoing YBP programs (GY-Framework and UnCommon Sense) that are designed to make business operations and development more sustainable in the Greater Yellowstone region. Necessary skills include strategic and budget planning, fundraising and grant writing, contract administration, volunteer and program management, meeting facilitation and preparation and marketing of print and web-based materials. The Programs Manager will foster membership growth and involvement in YBP sustainability programs while helping transform business performance and expansion across the Yellowstone-Teton region. Please consult the YBP website for a complete job description and application deadlines and requirements: [www.yellowstonebusiness.org](http://www.yellowstonebusiness.org)

## BOARD OF DIRECTORS

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### David Schaub

Refuge Sustainable Building Center, Inc. - Bozeman, MT

### Bill Shepard

Grubsteak Expeditions - Cody, WY

### Dan Stevenson

CTA Architects Engineers - Bozeman, MT  
(fills 1-year vacancy)

## STAFF

**Janice Brown**, Executive Director

**Susan Seibert**, Finance Manager

**Jim Dungan**, Webmaster

## THE BUSINESS VOICE

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## Anticipating our Fifth Anniversary Year

Jan Brown, YBP Executive Director

The beginning of 2008 is just around the corner, and suddenly YBP is faced with organizing its fifth annual conference and marking the fifth anniversary of its initial membership campaign. Two YBP directors will complete their fifth year of board service in May, and come July, I will have served five years as your executive director.

In addition to cheering these five-year milestones, we also can celebrate the maturing of our major programs and their adequate funding for 2008. Here is just a brief summary of the good news YBP has received over the past quarter:

- ★ In May it was clear that the design phase of our GY-Framework was over, but not so clear when the pilot phase would finally take shape and be fully funded. Thanks to the Murdock Charitable Trust and others who have pledged their time and financial support, the way forward for our sustainable development program has now become feasible and exciting. We expect to invest \$150,000 in this program in 2008 and hire a Manager for Sustainability Programs by February.
- ★ We knew that the first *UnCommon Sense* class would finish their two-year program commitment in October, but it wasn't clear exactly who would graduate and with what bottom-line benefits. Would their experience be sufficiently valuable to attract more participants? Could their stories be told in a compelling way that honors their investment and dedication? Thanks to funding from the Wyoming Business Council and the Montana DEQ, case studies in this special issue highlight the achievements of our eight graduating businesses and should inspire future program applicants.

- ★ We announced in the last newsletter that USDA Rural Development awarded YBP a \$150,000 grant to enter the strategic planning phase of our *Turning On the Off-Season* project. Unfortunately, the "sure" match we planned did not materialize this fall, and we had to choose another path. We are now on track to secure \$25,000 in needed matching funds from the Idaho Department of Transportation, pending final agency approvals in January.

Combined with the USDA award, this state funding will support a "Concept of Operations" plan to enhance public transportation and cross-boundary connections across the 25-county Greater Yellowstone area. Improved transportation was one of the region-wide needs identified by many participants in our six seasonality workshops held in October 2006, and I am pleased that the Idaho funding may enable the project to proceed.

Appropriately, the focus for our fifth annual conference will be on public transportation and how to enhance mobility for our growing regional population. In addition to the conference, YBP members can look forward to a year of fifth anniversary events and activities that we hope will inspire your continued commitment and support. Thank you all for a productive 2007 that witnessed our office expansion into Idaho and the continued growth of our organization overall. Happy New Year to everyone!

**SPECIAL THANKS:** *Two YBP directors found it necessary to resign their board positions this fall due to time limitations and life changes. Many thanks to Bob Schaap, former owner of Lone Mountain Ranch, and Cate Cabot of Jackson, for their service and generous support of YBP.*

## Mid-Winter Celebration and YBP Board Reception Monday, February 4, 2008 5:30-7:00pm Bozeman Public Library, 626 E Main Street, Bozeman, MT

Join the YBP Directors in celebrating YBP's recent program accomplishments and honoring our recent *UnCommon Sense* graduates.

Please RSVP by February 1 to 406-522-7809 or [jdungan@yellowstonebusiness.org](mailto:jdungan@yellowstonebusiness.org)

## UNCOMMON SENSE:

### Business Leadership for a Sustainable Future



**SUSTAINABILITY** has been a major program goal of the Yellowstone Business Partnership (YBP) since its inception in 2003, reflected both in its mission statement and long-term strategic plan. At its inaugural conference in 2004, YBP featured an array of speakers who shared their views on “A Sustainable Future for the Yellowstone-Teton Region.” We were fortunate to hear from Ray Anderson of Interface, Inc. and Janine Benyus, author of *Biomimicry*, who together inspired much of YBP’s sustainability philosophy and program activities from that point forward.

At that same conference, plenary speaker Daniel Kemmis of the Center for the Rocky Mountain West challenged the YBP membership to, “take on the mantle of citizenship, knowing it is in our enlightened self-interest to take care of this place. We must see to it that the places we inhabit work well, and that means they must work sustainably. We [in the business community] have to make it happen since no one else is going to do it.”

Our two national parks – Yellowstone and Grand Teton – have led the way for sustainability in the region by responding to several federal Executive Orders to improve their own environmental practices while requiring higher performance standards for their concessionaires. The major concession companies – Xanterra Parks and Resorts, DNC Yellowstone General Stores, and the Grand Teton Lodge Company – have instituted aggressive environmental management programs and served as beacons for the businesses operating outside park boundaries.

### MAKING A DIFFERENCE

*UnCommon Sense* is a two-year leadership program that is helping businesses become more sustainable in all aspects of their operations. Responsible businesses in our region are recognizing that a healthy environment and strong communities are vital to their long-term prosperity. By adopting sustainable practices, each business can help preserve the region’s social and natural assets, strengthen the local economy, and enhance the growth potential of its own business in the process. The program encourages its participants to incorporate environmentally-sound and community-friendly practices that make long-term business sense for a variety of enterprises within the Greater Yellowstone area

Eight businesses have recently completed their *UnCommon Sense* commitment and have reduced waste and pollutants, decreased water and energy consumption, and expanded purchases of local and nontoxic products. Participants also have introduced concepts of social cohesion for the workplace and explored how their business can enhance overall community progress. Read their inspiring stories in the following case studies prepared by Michelle Hippler, a marketing consultant from Billings, Montana.



Because of changes implemented during the *UnCommon Sense* program, Mountain Home: Montana Vacation Rentals, Inc., received a Montana EcoStar Award and positive media coverage.

*See story on page 7*

## THE PROGRAM FORMAT

*UnCommon Sense* integrates education and peer-support by requiring businesses to attend five group workshops over a two-year period and participate in monthly teleconferences. Each training module explains how to conduct self audits, make operational improvements and measure and communicate results. In addition, participants are assigned to a “learning team” led by an experienced advisor who serves as a resource and coach.

### Module 1: Leading the Way

How do we initiate and manage organizational change?

### Module 2: Waste-Stream Management

How do we effectively reduce waste, appropriately segregate our waste stream and cost-effectively transfer our waste to its next destination?

### Module 3: Resource Conservation – Water & Energy Efficiencies

How do we maximize the operating efficiency of our facilities and advance the sustainable, “green” building movement?

### Module 4: Responsible Purchasing

What contents are in the products we use to operate our business, and where do they originate? Why should we care?

### Module 5: Social & Community Investment

How can we build social structures to strengthen our businesses and manage our operations to enhance the social fabric of our communities?

### Module 6: Transportation Efficiencies

How do we move ourselves and our goods? How do our customers access our business?

### Module 7: Offset Programs

After efficiency improvements, what operational impacts remain, and what additional mitigation measures exist?

### Program Review and Graduation

Businesses report on their individual and collective progress; participants receive certificate of program completion.



Sustainers and Seekers join together for one last breakfast and program update.

Create positive change while benefiting  
your business and the bottom line →

## ON SITE MANAGEMENT

Residential and Light Commercial Construction, Bozeman, MT – [onsitemanagement.com](http://onsitemanagement.com)

### Reasons for Applying

As the Senior Project Manager for mostly high-end residential construction in mountain resort areas, Peter Belschwender is keenly aware of the wasteful nature of his industry. On Site Management joined *UnCommon Sense* as a means to clean up its own construction operations and become more responsible in how they do business.

### Benefits Received

One of the first things On Site did was take a close look at the waste streams on a typical construction site. They did this by tipping the large dumpster at three stages of construction and sorting and weighing the rubbish. What they found was that 69% of what they sent to the landfill was burnable wood. As a result, On Site bought wood-fired boilers for their shops, which are now heated by wood that once went straight to the landfill. This investment, along with giving employees all the free firewood they need, has diverted over 700 cords of wood from the landfill over the past year. Other useable wood goes to the local animal shelter where it's made into dog houses, while sawdust goes to a local company to make animal bedding.

On Site also has reached out to their vendors and professional associates. They've encouraged a local appliance store to take the time to separate Styrofoam and metal

bands from the appliance boxes and to recycle the cardboard. They also recognize the need to get architects on board and to make more design-related decisions that would reduce wood waste during construction and conserve energy use in the buildings upon completion.

To reduce commuting costs for the company, On Site encourages its employees to carpool to the Big Sky construction sites located over 40 miles from Bozeman.

Another project inspired by *UnCommon Sense* is On Site's offer of a "Green Homes" checklist to clients who express interest in incorporating sustainable features in their home design. This checklist was designed by Amy Purdie of Luminous Construction, another *UnCommon Sense* program participant.

But for Belschwender, the biggest success has come as a result of the Social Investment Module. He credits it for giving the entire company a greater awareness of sustainability and helping change the internal culture. As a manager, he knows how essential this is for the younger workers. While the age range of employees is 18 to 60, most are in the under-35 generation that requires more from employers to gain their loyalty. *UnCommon Sense* "brought it all together" for Belschwender: "If employees are happy, business runs better and you retain people – especially the younger generation. We



want to keep them motivated and moving forward in the company." Once an industry full of "rough and ready" guys who climbed scaffolds without protection, On Site Management now offers safety programs, paid time off, paid holidays, medical benefits and a 401k program for all employees. Retention is "fantastic because our employees are excited about what we're doing, and they know why it's important."

As a result of their participation in *UnCommon Sense*, On Site Management has decided to hire a half-time Sustainability Manager to carry forward the programs initiated over the past two years.

### Bottom Line Results

- Diverted 700 cords of wood from landfill
- "Green Homes" checklist for clients
- Changed the culture of the company for the better
- Improved employee retention

## REFUGE SUSTAINABLE BUILDING CENTER

Retail Store for Sustainable Building Materials, Bozeman, MT – [refugebuilding.com](http://refugebuilding.com)

### Reasons for Applying

For Dave Schaub, co-owner of Refuge Sustainable Building Center in Bozeman, joining the first class of *UnCommon Sense* was a way to help the Yellowstone Business Partnership kick off this new and innovative program. While he recognized that there's always room for improvement in business, he mainly expected the program to be a good networking opportunity. After all, his small business already offered sustainable building materials, and he and his partner were well-versed on energy conservation and how to reduce, reuse and recycle.

### Benefits Received

While his business did not go through any dramatic changes like some of the other businesses in the class, Schaub's "ah-ha" moment came during the Social Investment Module. While the mission of the business had always included community education

and charitable involvement, this module in particular gave him the structure and tools to more effectively manage his employees.

As a small business still in start-up mode, Refuge Sustainable Building Center is not able to offer its employees the generous wages and benefits of more established businesses. Nevertheless, two internal changes have made working at Refuge more enjoyable and meaningful for employees.

First, Refuge started performing 360-degree evaluations, which gives employees a more accurate picture of their work performance based on feedback from managers and peer employees. This process also lets them know that their experience and observations while at work really matter.

Second, Refuge started an employee-driven community involvement project. Encouraged to create a way for the business to give back to the community, employees developed a



quarterly granting program in which Refuge donates sustainable building materials to a local non-profit for use in their own building or to use with fundraisers. So far, employees at Refuge have selected the award-ees through two rounds of granting, which Schaub believes has given them a greater sense of ownership in the business

### Bottom Line Results

- Improved employee management and retention in a business climate where lower-paying jobs see higher turnover

## BRIDGE CREEK BACKCOUNTRY KITCHEN & WINE BAR

Fine Dining in Seasonal Resort Town, Red Lodge, MT – eatfooddrinkwine.vcn.com

### Reasons for Applying

Bridge Creek restaurant owner Peter Christ had a personal reason for wanting to be part of the *UnCommon Sense* program: He wanted to prove that creating a sustainable business was not just economically feasible but actually profitable. On a professional level, he also recognized that the restaurant industry is highly consumptive with “a lot of stuff coming in the back door and a lot of stuff going back out.” By applying, he knew he’d get the tools and resources to lessen the impact his business has on the environment, while perhaps making the case for other businesses to go green.

### Benefits Received

What Christ learned early on was that there is a lot of common sense to the *UnCommon Sense* approach. He always had purchased local foods when he could because they are fresher and taste better. After hearing about the costs to the environment of transporting food across the country, he became even more proactive in seeking out local producers. Other simple changes such as turning off lights in the dining area on a bright day

and turning on the ovens closer to opening reduced the restaurant’s overall energy use by 5%, even though 20% more guests were served. Likewise, by starting a recycling program, the restaurant reduced waste going into the dumpster by 40%. While Christ jokes that the recycling stations got a little out of control in the summer, he feels better about how his business consumes “stuff.”

The restaurant staff is now choosier about the stuff coming in, opting for products with less packaging. Staff also buy non-toxic products when available; in one case this led a vendor to begin offering environmentally friendly cleaning products in order to keep its long-standing account with the restaurant.

This more mission-driven way of doing business has created an environment where employees know the restaurant is about more than just making money, and they’ve embraced the changes. Job satisfaction is high. Customers also have embraced the changes. The restaurant’s mission is written on every menu, with the explanation that buying from local sustainable farms, ranches and fisheries causes the prices to be a little higher.



These offerings have increased the overall check average 18%, and while the food cost is higher, the profit margin also is higher.

Community involvement has brought media exposure, which has helped portray the restaurant as being part of the solution to global environmental problems. As Christ says, “It’s a good story, and we’re happy to share it.”

### Bottom Line Results

- Reduced energy costs by 5%
- Reduced waste by 40%
- Increased check average by 18%
- Increased employee satisfaction and retention
- Received positive media exposure

## MACKENZIE RIVER PIZZA COMPANY

Family Restaurant Franchise, Bozeman, MT – mackenzieriverpizza.com

### Reasons for Applying

As the general manager of the North 19th Street MacKenzie River Pizza restaurant in Bozeman, Allison Collins joined the *UnCommon Sense* program because she recognized that restaurants are “large consumers and we wanted to be responsible about how we were consuming.” But not everybody in the corporation was on board, and Allison had the task of selling sustainable practices at both the headquarters and the other chain restaurants. In the first year she met some resistance, but at graduation she gladly reported that managers now call her for advice.

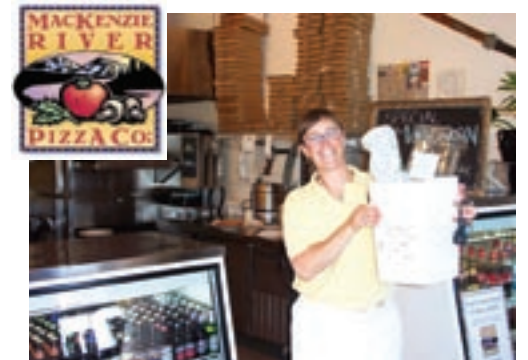
### Benefits Received

She credits the cultural change of the corporation to the working group she started after attending the first module of *UnCommon Sense*. While MacKenzie River had a mission statement that supported environmental and social responsibility, the working group made the culture more accurately match that mission with specific procedures. The biggest success came from putting together a recycling program that diverted a lot of paper and plastic from the

Bozeman waste stream, something the employees enthusiastically embraced. They also got creative in how to reuse and pass on materials they once threw away – they use six-pack beer carriers for take-out drinks and napkins, save plastic buckets for art teachers, resell old kitchen equipment and donate food to local food banks. Collins is proud to know that “we put systems into place that will be there to stay.” The working group gives frequent presentations at company meetings on new sustainable practices, and the group’s importance to the company was evident when an administrative assistant was assigned to support their efforts.

A couple of measurable differences came after implementing *UnCommon Sense* strategies. First, Collins’ North 19th Street restaurant reduced the cost of spending on paper goods by 40.1% from 2005 to 2007 through more responsible purchasing, even while sales increased. The reduction is noteworthy because the restaurant is a largely a “to-go” facility, using more paper products than the other restaurants in the franchise.

Second, after completing an energy audit, Collins was better able to improve her restaur-



ant’s electric and water efficiencies. Electricity usage from 2006 to 2007 decreased 1.4%, while total sales and per-unit energy costs both increased. Low-flow sprayer heads were installed in the dishwashing sinks, and outside sprinklers run in the evening to minimize waste and evaporation. The end result of her efforts: A Montana EcoStar award two years in a row.

### Bottom Line Results

- Reduced spending on to go packaging by 40.1%, while sales increased
- Decreased electricity usage 1.4% in one-year period, while total sales and per-unit energy cost increased.
- Received excellent public relations exposure for earning two EcoStar awards.

*It was my perception that Mountain Home had three main roadblocks to formally incorporating sustainable practices into the business. The first was that we lacked the skills required to know exactly what changes to make and how to go about implementing them. The second was that we lacked the time to pursue education and projects. And the third roadblock was concern – and perhaps even fear – about how incorporating my personal values into my business would be received and accepted by all three sets of Mountain Home customers: our homeowners, our vacationing guests and the Mountain Home staff. Until a few years ago, I did not think that the market was ready.*

*Participation in YBP's UnCommon Sense program gave me the tools, the peer support, the structure and the boldness to start putting ideas into action...Although the program is formally completed, we feel that we are really just beginning our journey to being a more responsible, sustainable business.*



—Suzy Hall, Owner, Mountain Home: Montana Vacation Rentals Bozeman, Montana

## Memorable Graduation for the First Class of *UnCommon Sense*

Eight regional businesses received certificates of completion from the Yellowstone Business Partnership's *UnCommon Sense* program during a ceremony held at Four Seasons Jackson Hole in Teton Village, Wyoming, on October 25. Members of the Sustainer Class completed their two-year program commitment and presented summaries of their measurable achievements.

All West Realty, Lander, Wyoming  
Blanchford Landscape Contractors, Bozeman, Montana  
Bridge Creek Backcountry Kitchen and Wine Bar, Red Lodge, Montana  
Creative Energies, Lander, Wyoming and Victor, Idaho  
MacKenzie River Pizza Company, Bozeman, Montana  
Mountain Home- Montana Vacation Rentals, Bozeman, Montana  
On Site Management, Bozeman, Montana  
Refuge Sustainable Building Center, Bozeman, Montana

Also recognized for her hard work was Cate Cabot who represented Matt Thompson Construction in *UnCommon Sense* until the owner closed the Jackson-based business before it could complete the program.



Advisors Arthur Kull and Ba 2007 graduates of *UnCommon*



## Gifford Pinchot Addresses Gradu

Gifford Pinchot, III, president and co-founder of the Bainbridge Graduate Institute (BGI), was the featured speaker at the *UnCommon Sense* graduation ceremony. To Pinchot, "The more power businesses and corporations acquire the greater their responsibility to operate sustainably." He noted that "what is usual" is no longer viable in our increasingly global economy, thus he is adding director of sustainability positions and seriously calling for action on carbon dioxide emissions.

The Bainbridge Graduate Institute offers an MBA that integrates sustainability and social responsibility with innovation and profit. BGI is one of the first graduate schools to weave sustainability throughout the curriculum, so that standard business subjects include ethics, cutting-edge practices and students' spiritual perspectives. For more information on programs and expansion plans, go to: [www.bgi.edu.org](http://www.bgi.edu.org)

## Special Thanks to Our UnCommon Sense Volunteers

The business participants who piloted the first class of *UnCommon Sense* named themselves, "Janny B and the Sustainers," but the volunteer advisors and module leaders are really those responsible for the program's initial success. I personally wish to thank them for their many hours of dedication and class preparation on behalf of YBP and the Sustainer businesses:

Basil Barna, Wilderness Systems and Technologies, Idaho Falls, ID  
Laurie Francis, Community Health Partners, Livingston, MT  
Jim Hanna and Steve Collins, formerly with Xanterra Parks and Resorts, YNP, WY  
Deb Holmstrom-Friedel, DNC Yellowstone General Stores, Bozeman, MT  
Julie Klein, Rock Resorts/Vail Resorts Lodging Company, Boulder, CO  
Arthur Kull, Kull Food Technologies, Idaho Falls, ID  
Dan Olson, Ecos Consulting, Durango, CO

Additional support for UnCommon Sense has been provided by:

Logistics: Patty Bean, Insights etc, Bozeman, MT  
Marketing & Recruitment: Deb Barracato, Driggs, ID and Michelle Hippler, Billings, MT  
Videography: MusEco Education Project, Billings, MT  
Website: Jim Dungan, Yellowstone Business Partnership



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Dan Olson toast the  
UnCommon Sense.

## ates

Graduate Institute ceremony. According in this country, the doing "business as s more corporations for mandatory limits

ates environmental Seattle-based BGI hout its entire cur-edge sustainability n on BGI's program



er Class honored mon Sense team t-shirts for this sion.

## GRADUATION ACKNOWLEDGMENTS

The October 25 graduation event was generously hosted by the Four Seasons Resort Jackson Hole in Teton Village, which also is participating in the current class of *UnCommon Sense*. Additional sponsorships were provided by Grand Targhee Resort (Alta, WY), On Site Management (Bozeman), Kull Food Technologies (Idaho Falls), Vertical Media (Jackson), Montana Yellowstone Expeditions Foundation (Bozeman) and the Wyoming Business Council: State Energy Office. Thank you all for making this special event possible.

### Greetings from Dan Olson, First *UnCommon Sense* Coordinator (Excerpts from letter read at graduation)

If I try and sum up my perspective on *UnCommon Sense*, I repeatedly trip across the word "strive." Let me explain why.

*UnCommon Sense* is about real people and real businesses – big and small, across multiple industries and equally varied geographies – confronting the real-life challenges of changing the way we do business while staying in business. It's hard work. Sometimes we're successful in our endeavors – but equally as often we're shut down, too busy putting out the proverbial fires, making payroll, rolling out a new marketing campaign, searching for and not finding the additional capital required for that recycled content carpeting, and on and on...

So why does *UnCommon Sense* ask you all to be modern-day Davids standing up to the Goliath that is our globalized, industrialized, non-renewable and non-sustainable economy? The answer is quite simple: because it's the only right thing to do...And once focused on that righteous goal, we strive to achieve it. And we won't stop striving until the machine in our sights grinds us down or grinds to a halt through our efforts.

What do people who strive for a better future against huge odds do? They seek the support, strength and knowledge of their community members similarly aligned on that righteous path. *UnCommon Sense* is not just a business education program, though hopefully we all leave these workshops a bit brighter. *UnCommon Sense* is the gathering ground for businesses united by the geography of the Greater Yellowstone Ecosystem who are embarking on the path towards a sustainable future. This is not a path we can tread alone.

As varied as this assembly of businesses is, there is not one road map to follow for success. Your challenges and opportunities and your timelines for development into more sustainable enterprises will vary tremendously. And that is good and fine because it is reality. What is more important than hitting a particular benchmark on a particular day is to keep focused on the ultimate goal and push forward when the time is right, gathering as many allies along the way as possible...My one and only request: keep striving.

## Honor Roll of *UnCommon Sense* Program Supporters 2005 - 2007

- New Priorities Foundation – Spokane, WA: \$25,000
- Mountain Sky Guest Ranch – Emigrant, MT: \$15,000 in-kind gift
- Tim Crawford/Pheasant Farms – Bozeman, MT: \$10,000
- Montana Department of Environmental Quality: \$10,000
- Wyoming Business Council – State Energy Office: \$10,000
- New Belgium Brewing Company – Fort Collins, CO: \$2,500
- Xanterra Parks & Resorts – YNP: \$500

*UnCommon Sense is a powerful program that generates strength from its peer-support format. Monthly conference calls and semi-annual workshops proved very effective in helping MacKenzie River Pizza Company stay in touch and keep momentum moving forward. Each store was responsible for reporting status and accomplishments to our learning team, which created deadlines and goals to which we were held accountable. This produced results.*

*The word "sustainability" has permeated through the company from the corporate office to the front line hourly employees. It has become part of our culture. Sustainability is something we now talk about, and decisions are made with impact in mind. Reductions in water, energy and paper-goods consumption have saved money, but also created awareness among our 700+ employees. At the end of this program, MacKenzie employees have embraced our efforts to reduce, reuse and recycle and find pride and ownership in the company and job.*



—Allison Collins, General Manager  
MacKenzie River Pizza Company  
N 19th Store, Bozeman, Montana

## CREATIVE ENERGIES

– creativeenergies.biz

Commercial and Residential Renewable Energies Solutions, Lander, WY & Victor, ID

### Reasons for Applying

According to co-owners Scott Kane and Andy Tyson, the primary reason their service business applied for *UnCommon Sense* was to be more consistent in their philosophy and actions. They realized that while their business promotes renewable energy technologies, they, like many others in the sustainability industry, weren't exactly sustainable in their own operations. From a business point of view, they thought the leadership training program would help them improve as a role model to other businesses. Creative Energies is asked a lot of questions about environmental impacts, and they wanted to have more authentic experiences from which to speak. Plus, they were growing—going from a three-person shop to eight—and they “wanted to do it right.”

### Benefits Received

Managing their waste stream came easily for them. In the course of implementing a recycling program, they realized just how dirty and wasteful their industry could be. Solar panels shipped from their vendor came encased in several sheets of large cardboard, leaving them with a staggering pile each month. Once they completed the Responsible Purchasing Module, they set about searching for a different supplier.

They found one that used corner pads made of recycled materials that kept the panels safe during shipping and could be sent back to be reused. They reduced the stream of paper coming from their office by 12 pounds a month, partly by going to electronic documents. And though their staff doubled in size, the company waste stream remained the same.

The biggest changes at Creative Energies came after the Social Investment Module. Kane realized “We weren't focused on it. We weren't looking down the road in a way that I now realize really makes sense: taking care of our own people and investing back into the community.” They now make sure all staff members find time for professional development training, and they empower the staff by including them in significant business decisions. They've also started a community program where staff initiates and conducts educational workshops on renewable energies at schools and libraries, all on company time. For Kane, the big-picture benefits have given them better business-management skills. “It's just good business to take the best care of our staff and to keep them highly invested in where we're going.”

According to Tyson, *UnCommon Sense* brought a lot of knowledge in easily digestible segments, which resulted in a heightened level of aware-



ness now incorporated into their daily decisions. If there's an option to do an “extra” green install instead of the regular green install, his staff is far more aware of those alternatives.

Both Tyson and Kane now talk to manufacturers at industry trade shows to help influence a move towards cleaning up the industry. And they both agree that they now have a vision they didn't have before *UnCommon Sense*. As Kane states, “We have our eyes on things we know are important. We have the lay of the land. We still need to navigate it well, but we better understand where we are.”

### Bottom Line Results

- Reduced paper waste stream by 12 pounds a month while office staff doubled
- Significantly reduced cardboard packaging stream by changing vendors
- Improved employee experience

## ALL WEST REALTY

Real Estate and Development Company, Lander & Dubois, WY – allwestrealty.com

### Reasons for Applying

Sam Dunlap moved to Wyoming because of the grandeur of the landscape, and as a real estate agent and developer, he deals directly with the land. Personally Dunlap has always tried to live lightly on the land, but professionally he is part of an industry that often places a heavy burden on the environment. He signed up for *UnCommon Sense* to gain more knowledge on how to lessen that impact.

### Benefits Received

As a result of what Dunlap learned, All West has reduced the amount of paper it sends to the landfill by three cubic yards a month. He did this by asking the publisher of the monthly real estate periodicals to pick up all unused periodicals when the new ones are delivered. The publisher now takes the magazines to the Lander Solid Waste Department, where they are shredded and added to compost.

With two offices totaling 3700 square feet,

All West was also able to reduce its energy costs by 10-12% during a time when the cost of energy went up. Dunlap and his staff set the heat lower and the air conditioning higher, started turning off lights and replaced 40-50 traditional florescent bulbs with compact florescent bulbs.

More significantly, *UnCommon Sense* exposed Dunlap to the U.S. Green Building Council's LEED-certification rating system and the new Greater Yellowstone Framework for Sustainable Development. This awareness now influences what kinds of projects All West will develop and how that development will happen. One of its current projects is an affordable housing subdivision of 10 residential lots, each with a sustainably built modular home.

These changes have also had an impact beyond All West, as Dunlap has made it a practice to spread the word of sustainability within his industry. He has shared information about his recycling and energy-reduc-



tion programs with the seven other real estate offices in Lander, all of whom now use the same procedures. On a daily, weekly and monthly basis, in meetings and personal encounters, he tries to make industry people aware of the means by which they can lessen the imprint left by development.

### Bottom Line Results

- Diverted three cubic yards of paper a month from the landfill
- Reduced energy costs by 10-12%
- Reduced energy costs of seven other real estate offices in Lander by sharing their recycling and energy reduction practices

## MOUNTAIN HOME: Montana Vacation Rentals, Inc.

Property Management Co for Short-term Vacation Rentals, Bozeman, MT – mountain-home.com

### Reasons for Applying

As an environmental science major, Mountain Home owner Suzy Hall was always concerned about the footprint she left in her personal life. But as the owner of a vacation rental property management company with 70 properties, she was keenly aware that her personal values about environmental stewardship were not a part of her business. Before joining *UnCommon Sense*, she felt there were three major roadblocks to Mountain Home implementing sustainable practices: 1) she didn't have the skills needed, 2) she didn't have the time to become educated and 3) she feared how they would be received, much less adopted, by her property owners, the rental guests and her own staff.

### Benefits Received

The weekend training format of *UnCommon Sense* solved the first two hurdles. Hall credits the program with giving her not just tools and resources, but more importantly the courage to make changes. Her fears turned out to be unfounded, and the changes have all been well received. While most are hard to measure, Hall has reached a lot of people with the message of how to reduce, reuse and recycle.

Mountain Home created their own "Green

Homes Program," where they initially invited eight of their property owners to use gentler cleaning products, switch at least 75% of lighting to compact fluorescents, provide recycled and chlorine-free paper products and provide recycling containers for guests. In the second year, 22 owners committed to these four requirements. In exchange for participation, the program's icon is displayed on the property as well as the home's description on the website. They have only received positive responses from both home owners and guests. Twenty of their 45 professional housekeepers have also switched to using environmentally friendly cleaners, again with positive results.

Hall has had even greater reach within her industry. For two years she had lobbied the 600-member Vacation Rental Managers Association (VRMA) to include educational seminars on sustainability at their annual meetings. In 2007 VRMA agreed to do so, and Julie Klein, program advisor for *UnCommon Sense*, spoke to 75 attendees. Mountain Home has been asked to conduct a similar seminar next year with even more specifics on what rental managers can do with their businesses.

Because most of their properties are rural, Mountain Home decided to invest in a car-



bon-offset program. With 45 housecleaners driving to far-off properties, along with four office staff racking up almost 12,000 miles a year in daily commutes, the business purchased offsets for almost 6000 air miles and 31,000 driving miles.

All of these efforts resulted in Mountain Home receiving a Montana EcoStar Award and positive media exposure.

### Bottom Line Results

- Reduced the use of toxic cleaning chemicals used in cleaning their rentals
- Reduced waste and energy use in 22 homes through their Green Home Program
- Changed the culture of their industry through education
- Reduced the impact of their carbon footprint by purchasing offsets

## BLANCHFORD LANDSCAPE CONTRACTORS

Landscaping Contractor, Bozeman, MT – blanchfordlandscapecontractors.com



### Reasons for Applying

The biggest challenge for Andrew Blanchford and Stacey Kersens of Blanchford Landscape Contractors was finding the time to implement sustainable practices into the business. The intense seasonality of the business always kept them from getting started. With 90% of the company's revenue coming during the eight-month work season, the staff could not find time to put into practice the wish lists they optimistically compiled during their off season. They applied for *UnCommon Sense* because the program not only gives the tools and resources businesses need to become more sustainable in day-to-day operations, it also expects them to apply the knowledge back in the workplace.

### Benefits Received

Before the program, Blanchford spent a lot of money in tipping fees at the landfill. Most of the weight was fill dirt contaminated with job-site junk. Now, employees are required to separate waste materials such as concrete, wood scraps, branches and other vegetative

materials from fill dirt so that it can be reused in new construction. Vegetative waste is composted and woody materials are chipped for landscaping. As a result, they reduced their tipping fees by 37% from 2006 to 2007.

The Blanchford staff considers their biggest success procuring organic fertilizer at a reasonable price. They had tried for five years, but business-wise they couldn't justify the premium cost and had even given up on asking. As a result of the Responsible Purchasing Module, they re-opened the conversation with their vendor, who eventually found a fertilizer brand that made business sense for them.

Blanchford reduced their use of natural gas by 40% at their shop by installing a timed energy-efficient thermostat and turning the heat down at night. They also have an ongoing practice of reducing their landscaping client's water use by putting rain sensors on irrigation systems, using more drought-tolerant grass and plants and encouraging customers to have smaller lawns.

A surprising benefit of the program has



been better employee retention. Employees now take pride in the more mission-driven atmosphere, and a waste manual created for training purposes has actually attracted employees who see the value of the company's sustainable practices.

### Bottom Line Results

- Reduced tipping fees at the landfill by 37%
- Replaced .7 tons of chemical fertilizer with 1 ton of organic fertilizer in 2007
- Reduced natural gas use by 40% by installing a timed thermostat at the shop
- Improved employee retention rate by 40% in two-year period

## JOIN THE NEXT CLASS OF UNCOMMON SENSE!

WORKSHOP I: West Yellowstone, Montana  
April 24-26, 2008

Online applications are due by March 1, 2008.  
Go to [www.yellowstonebusiness.org](http://www.yellowstonebusiness.org)

### YOUR LEADERSHIP COMMITMENT

*UnCommon Sense* is much more than a manager or employee training program in sustainability. Each business is expected to apply what they have learned back at the workplace and to measure and report their accomplishments over a two-year period. Many businesses become leaders within their industry sector and have impact well beyond their own establishment. To “graduate” from *UnCommon Sense*, participants prepare a written summary of their improvements and operational results, and make a multi-media presentation to YBP and their peers.

To be successful, businesses need to identify two individuals who can attend workshops, sit in on conference calls, and implement action plans between workshops. This will ensure that vacations, work pressures and unexpected events will not preclude full participation in the program. Most businesses find that their representatives need an internal working group back at the business to carry out the action steps and make long-term operational changes.



### PROGRAM FEES AND LOGISTICS

**\$1,200 OVER TWO YEARS** (payable in two annual installments)

Interested businesses should become YBP members before they apply for *UnCommon Sense*. Fees cover all instruction and materials for seven modules taught over the course of four workshops plus graduation recognitions at the fifth session. Workshop meals are covered for two persons per business. Monthly conference calls and ongoing support from YBP staff and learning team advisors also are included.

Please budget adequate funds for travel and lodging so representatives can attend workshops that will rotate around the Greater Yellowstone region. Allocate sufficient staff time to allow for completion of pre-assignments such as facility audits, waste inventories and employee surveys. *UnCommon Sense* has been a transformational experience for the first class of participating businesses, and their success is a reflection of the time and resources committed to the program.



## Seeker Class Explores Water and Energy Efficiencies During Workshop II

The “Sustainability Seekers,” the second class of 10 businesses enrolled in *UnCommon Sense*, attended their second workshop at Teton Mountain Lodge in Teton Village, October 26-27. This session brought together a number of speakers on how to save energy and water through more efficient building and facility operations. Topics covered included building performance goals, lighting efficiency, HVAC improvements, renewable energy systems, water conservation and sustainable building rating systems.

On Saturday, the group toured the Hotel Terra construction site; the Laurence S. Rockefeller Preserve and new Moose Visitor Education Center in Grand Teton National Park as well as The Murie Center, which provided a sustainable lunch buffet. We also appreciate the meals and in-kind support offered by Teton Mountain Lodge, Snake River Lodge and Spa and Hotel Terra during the course of our workshop.



top: Laura Cuddie of Four Seasons Resort updates her colleagues on their progress.  
bottom left: Susanne MacDonald of the National Park Service and John Carney of Carney Architects orient the Seeker class to the new Laurence S. Rockefeller Preserve within Grand Teton National Park. The Preserve’s Visitor Education Center has achieved the first LEED-Platinum certification in Wyoming.

bottom right: UnCommon Sense participants tour the Hotel Terra construction site at Teton Village. The hotel is designed to achieve LEED-Silver certification.

## YBP DONORS: September - November 2007

### \$10,000+

Dwight Minton – Bozeman, MT  
Wyoming Business Council – State Energy Office

### \$5,000

New Priorities Foundation – Spokane, WA

### \$1,500

New Belgium Brewing Co., Inc. – Fort Collins, CO

### \$1,000+

CH2M-WG Idaho – Idaho Falls, ID  
Eastern Idaho Regional Medical Center  
– Idaho Falls, ID  
Thaddeus C. Sweet, III – Macks Inn, ID

### \$500+

J. Robb & Rose Brady – Idaho Falls, ID  
Jack & Karen Brady – Layton, UT  
Ronald C. Frazell – Swan Valley, ID  
JLF & Associates – Bozeman, MT  
Papoose Creek Lodge – Cameron, MT  
Richard and Mary Lee Reese – Salt Lake City, UT  
Stauffer Bury, Inc – Red Lodge, MT  
The Sun Ranch – Cameron, MT

### \$250

Blue Spruce Cleaners – Jackson, WY  
Hawtin Jorgensen Architects, P.C. – Jackson, WY  
High Country Linen Services – Jackson, WY  
Kull Food Technologies – Idaho Falls, ID  
McCall Development, Inc – Billings, MT  
Montana Yellowstone Expeditions Foundation  
– Bozeman, MT  
On Site Management – Bozeman, MT

Paulson and Cooper, Inc – Jackson, WY  
Summit Consulting Group, LLC – Jackson, WY  
Vertical Media – Jackson, WY  
Yellowstone Alpen Guides – West Yellowstone, MT

### \$100 +

Clear Creek Group – Jackson, WY  
Community Health Partners – Livingston, MT  
Cooper Roberts Simonsen Assoc. – Idaho Falls, ID  
Design Partnership, Inc – Bozeman, MT  
Ecos – Durango, CO  
First Security Bank – West Yellowstone, MT  
Richard Gessling, DDS – Red Lodge, MT  
The Hole Hiking Experience – Jackson, WY  
Debbie R. Holmstrom-Friedel – Bozeman, MT  
Idaho Blue Insulation – Eagle, ID  
Intermountain Aquatics, Inc – Driggs, ID  
Ken Ryder Construction, Inc – Bozeman, MT  
Keys Custom Homes – Red Lodge, MT  
Jennifer C Lamb – Lander, WY  
Tony Malmberg – Lander, WY  
Mangy Moose Retail – Jackson, WY  
Mountainside, Inc – Victor, ID  
MyTopo.com – Billings, MT  
North Slope Sustainable Wood, LLC – Missoula, MT  
On Point, LLC – Boise, ID  
Signal Mountain Lodge/Forever Resorts – Moran, WY

### \$50+

Fall Line Design – Driggs, ID  
Gail Lewis-Kido – Idaho Falls, ID  
Young and Associates, Inc – Idaho Falls, ID

*\*red entries denote new members*

—SAVE THE DATE—  
May 19-21, 2008

## The 5<sup>th</sup> Annual YBP Conference

Jackson Lake Lodge, Grand Teton National Park



Enhancing Mobility  
across the  
Yellowstone-Teton Region



# MEMBERSHIP FORM

Thank you for joining the Yellowstone Business Partnership!

Please complete sections A-E and return this form and your payment to YBP.

### A. MEMBER CONTACT INFORMATION

Business Name \_\_\_\_\_ Contact Person \_\_\_\_\_  
Mailing Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone \_\_\_\_\_ Phone \_\_\_\_\_ Email \_\_\_\_\_

### B. YOUR BUSINESS INFORMATION

Type of Industry \_\_\_\_\_ Years in Business \_\_\_\_\_  
Number of Employees - Full Time (30-40 hrs/wk) \_\_\_\_\_ Number of Employees - Seasonal & Part Time \_\_\_\_\_  
Business Locations in the Region (specify) \_\_\_\_\_ Webpage \_\_\_\_\_

### C. ANNUAL DUES (please indicate your membership type and dues payment amount)

**Business:**  \$5000 + Principal  \$2500 + Sustainer  \$1000 + Investor  \$500 + Advocate  \$250 + Supporter  \$100 + Business (minimum)

**Business Affiliated Individual:**  \$1000  \$500  \$250  \$100  \$75 (minimum)

**Associate (non-voting individuals, non-profits, governments):**  \$500  \$250  \$100  \$50 (minimum)

D. ONLINE BUSINESS DIRECTORY LISTING:  \$60/year

E. "SUSTAINABLE INDUSTRIES JOURNAL" SUBSCRIPTION (12 issues):  \$29

TOTAL ENCLOSED \$ \_\_\_\_\_

*make your check payable to Yellowstone Business Partnership*

# YBP REGIONAL CALENDAR

## JANUARY

- 11 Third Annual WinterFest Celebration, Island Park, ID  
[www.islandparkchamber.org](http://www.islandparkchamber.org)
- 24 Jackson Hole Winter Carnival, Jackson Hole, WY  
[www.jacksonholechamber.com](http://www.jacksonholechamber.com)
- 26 International Pedigree Stage Stop Sled Dog Race  
Jackson & Lander, WY
- 26 Rexburg Snowfest, Rexburg, ID, [www.rexcc.com](http://www.rexcc.com)
- 31 Intensive LEED AP Exam Preparation Course, Teton Science  
School, Jackson, WY, [annie.jack@bgiedu.org](mailto:annie.jack@bgiedu.org)

## FEBRUARY

- 4 YBP Board of Directors Meeting, Bozeman, MT
- 4 YBP Members Reception, Bozeman Public Library  
Bozeman, MT, 5:30-7pm
- 15 Wild West WinterFest, Bozeman, MT  
[www.gallatin.mt.gov/fairgrounds](http://www.gallatin.mt.gov/fairgrounds)
- 15 Waterfall Ice Festival, Cody, WY, [www.southforkice.com](http://www.southforkice.com)
- 15 The American Dog Derby, Ashton, ID  
[www.americandogderby.org](http://www.americandogderby.org)
- 22 Winter Carnival, Red Lodge, MT, [www.redlodgemountain.com](http://www.redlodgemountain.com)
- 23 29th Annual Yellowstone Rendezvous Race, West  
Yellowstone, MT, [www.rendezvousrace.com](http://www.rendezvousrace.com)

## MARCH

- 2 Big Sky Winterfest, Big Sky, MT
- 9 West Entrance to Yellowstone closes to over-the-snow travel
- 13 World Snowmobile EXPO 2008, West Yellowstone, MT  
[www.snowmobileexpo.com](http://www.snowmobileexpo.com)
- 14 15th Annual Anheuser-Busch Spring Snow Games, Grand  
Targhee Resort, Alta, WY, [www.grandtarghee.com](http://www.grandtarghee.com)

## PILOT PHASE *(continued from cover)*

**3 Certification Process:** A second task force will be formed early in 2008 to recommend by March 2010 a reasonably-priced, regional certification process for developments choosing to build to the GY-Framework. During its first year, this task force will develop a Framework certification process in consultation with USGBC representatives that also will explore how ongoing LEED-product certification might be enhanced or complemented through cooperation with YBP. A qualified certification institution or set of regional contractors will be identified by March 2009 to ensure they are engaged in finalizing the Framework certification process in 2010.

**4 Increased Public Awareness:** We expect that the GY-Framework will become known as a credible and beneficial ecosystem rating system that is chosen by the most responsible public and private developers in the Greater Yellowstone region. A marketing communications strategy for the GY-Framework and its pilots will be finalized by April 2008. The strategy will focus on organizing regional outreach each spring and fall, facilitating pilot site visits each summer, and giving maximum exposure to the project at the YBP annual conference each May.

The M.J. Murdock Charitable Trust was created by the will of the late Melvin J. (Jack) Murdock, who was a co-founder of Tektronix, Inc. of Beaverton, Oregon, and a resident of Vancouver, Washington. The Trust's mission is to enrich the quality of life in the Pacific Northwest by providing grants to organizations that seek to strengthen the region's educational and cultural base in creative and sustainable ways. The YBP is grateful to the Murdock Charitable Trust for their generous support of the GY-Framework pilot phase and encourages others to consider supporting this project. YBP must raise another \$175,000 over the next three years to fully fund the pilot program budget.

### TO SUBMIT REGIONAL CALENDAR ITEMS:

Please email information to [info@yellowstonebusiness.org](mailto:info@yellowstonebusiness.org) and indicate "Calendar" in the subject line. Thank you.



### THE BUSINESS VOICE

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888 583 8283 Toll Free  
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# Y

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