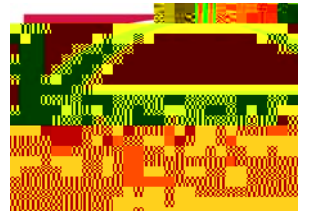




2012 St. Louis Green Business Challenge Scorecard

Company Name:

Site LocatdEn



2012 St. Louis Green Business Challenge Scorecard

O2.3

Measurement: Do you have ongoing measurement of your sustainability strategies? (1pt)? Do you update your staff on the progress of these metrics? (1pt) Briefly describe and share your metric gathering data in an addendum to this scorecard (2pts).

2 4 4

The Center for Sustainability grant requires SLU to update its sustainability strategies against defined goals and submit them to the office of research services and the board. Data is made available on the website and disseminated via e-mail blasts as appropriate. The newly formed Sustainability Advisory Council will help to structure our communication efforts and provide an official forum for campus wide dissemination of sustainability-related initiatives and opportunities.

SLU uses AASHE's STARS as a framework for comprehensive sustainability measurement. In fact, the STARS framework is being utilized to measure sustainability for the purposes of the University's strategic plan.

One of the five Critical Success Factors that will be measured by the University going forward is Campus Infrastructure and Environment Index (CSF-4). CSF-4 includes multiple Key Results Indicators, one of which is the Environmental Sustainability Index (KRI-2). Achievement in KRI-2 will be based on the AASHE STARS framework, which includes categories for Education and Research, Operations and Planning, Administration and Engagement. Each of those three categories will be considered Key Performance Indicators (KPI) that will be evaluated throughout each fiscal year.

Besides STARS as a stand-alone assessment tool, the university has included sustainability into the university-wide strategic plan based on STARS metrics (KRI-2 Environmental Sustainability Index).

O2.4

Educational Sessions: Does your company hold educational sessions on green practices for all company employees (1pt)? Provide an example of an educational session (2pts)

3 3 3

All employees are invited and encouraged to attend the

2012 St. Louis Green Business Challenge Scorecard

O3.3	Recruitment: Did your company recruit another company, education institutions, government, or organization to participate in the 2012 St. Louis Green Business Challenge (2pts) Did you invite other companies to attend the Challenge meetings (1pt per recruited company up to 3pts)	0	3	5	The Center actively recruited numerous institutions through broad public recognition of the RCGA Green Business Challenge at conferences, presentations, and through media spots and press releases. The Center invited Eric Friedman of the Friedman Group and John Stier of Antea Group to attend meetings.
O3.4	Community Engagement: Does your company financially sponsor community sustainability or environmental initiatives? (2pts) Does your company provide employee volunteers for these initiatives (2pts)? Does your company provide in-kind support for these initiatives (2pts)? Briefly describe examples of financial, volunteer, or in-kind sponsorship	4	6	6	01. Provided sustainability training and helped plan the 2012 Make a Difference Day. 3,400 students, faculty, staff, parents, alumni and community members registered to take part in the University's annual day of service. Make a Difference Day participants provided service at 136 locations across the St. Louis area, which is the highest number of sites served in the event's history. This year's theme was "Sustainability" and was held in conjunction with the University's first ever Campus Sustainability Week. 02. Provided in-kind sponsorship opportunities for the Sustainable Disaster Recovery Conference 03. Supported the planning committee for the 2013 Earth Day Symposium and provided free attendance to the Sustainable Disaster Recovery Conference for Executive Director, Cassandra Hage, who used the opportunity 04. Awarded over \$300,000 in grant funding to SLU researchers
O4.1	Purchasing Policies Green Products: Have you implemented a green purchasing policy to procure green products where feasible and circulated the policy to all employees (1 pt)? Please share this policy (2pts)	2	3	3	Computer Products: SLU has established standards through CDWG to ensure that all computers and monitors are EPEAT gold or silver. The Electronic Product Environmental Assessment Tool, or EPEAT, is an on-line tool designed to help institutional purchasers select and compare computer desktops, laptops and monitors based on their environmental attributes. At SLU, technology purchases are routed to Information Technology Services (ITS) prior to execution of any computer desktop, laptop, or monitor purchase in order to ensure that EPEAT standards are observed. Green Cleaning Products: A very limited number of SLU staff members are authorized to purchase cleaning chemicals and these individuals are aware of the University's preference for green chemicals. Our contract specifies green chemicals and associated pricing. These chemicals were selected based on efficacy and our goal to be as green as possible. SLU's green cleaning policy is available at: http://www.slu.edu/x54524.xml
O4.2	Vendors: Do you require vendors to conform to your sustainability strategies? (2pts) Please share your efforts in working with vendors (2pts). Do you have policy that gives preference for local vendors? (2pts)	0	6	6	Through the AASHE STARS reporting framework, Facilities Services has begun the conversation with vendors to express the importance of sustainability and the expectation of collaboration on strategies. Vendors are being asked to track and report on sustainability metrics that were not previously addressed. Additionally, vendors are asked to come in and educate the university community on their sustainable practices at Facilities Services' monthly Environmental Awareness Seminars.
O4.3	Supply Chain: Have notified your supply chain of your sustainability strategies? (2pts). Please share this policy for an additional 2 points	0	2	4	Facilities Services has expressed the intention of moving toward the use of more sustainable practices to key vendors along the supply chain.
O5.1	Partnerships Property Engagement: Do you engage your property manager or building owner on your company's sustainability initiatives (1pt)? Provide an example (2pts) Did you bring your Property Manager to one of the Challenge seminars? (2pts)	1	3	5	There is no external property manager for SLU, however we do collaborate with facilities managers on sustainability initiatives. The Center for Sustainability worked closely with key personnel in Facilities Services to complete the AASHE STARS report that resulted in a bronze rating for the school. During this past year, key Facilities Services personnel have been added to the SLU Green Team and have attended numerous RCGA seminars. Information gleaned from the seminars is then communicated to the VP of Facilities Services during bi-weekly sustainability meetings.
O5.2	Building activities: Do you engage with fellow tenants in building wide sustainability activities (1pt)? Share an example (2pts)	3	3	3	SLU has implemented single-stream recycling and energy saving appliances and fixtures throughout campus. The gar (1Tmtriofinitativeswas hesigned to : c-reovie 764to n of IGHGper rear, TjT(a-sve a91,600garlown of fgasper rear, TjT(a-

2012 St. Louis Green Business Challenge Scorecard

O5.3

Purchasing Alliances Have you joined with other companies to cooperatively purchase sustainable products such as: recycled paper, green catering or green cleaning supplies?



2012 St. Louis Green Business Challenge Scorecard

Energy	Question	Baseline Points as of March 31	Final Points as of October 31	Available Points	Provide answer and how did you achieve this strategy? Please provide a short description of the action taken.
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E1.1 **Energy Use** **Tracking:** Have you calculated your average energy use at this site (electricity and natural gas) over the last 12 months (2pts)? Submit your energy audit information for additional 2 points

2012 St. Louis Green Business Challenge Scorecard

E2.3	Lighting Sensors: Does your company have individual area controls for lighting at this site? (1pt) Have you installed sensors to turn off lights in commonly used areas (office spaces, kitchens, restrooms etc.) office when vacated (<50%, 1pt; 50-100%= 2 pts)? Have you installed daylight sensors to turn off or dim lights when there is enough daylight available (1pt)?	3	4	4	Individual classroom and most office spaces have multiple scene lighting and sensor shut off. Common areas, hallways, and restrooms have sensors and day lit areas have timers set to reduce daytime lighting. Doisy Research Center contains complies with all of the requirements of this credit
E2.4	Exit Lights: Do all your exit lights at this site use energy efficient lighting? If office does not have exit lights, answer yes	2	2	2	Yes
E2.5	Daylighting: Do you have a policy to adjust lighting levels to take advantage of daylighting (1pt)? Please share the policy (2pts)	0	1	3	There is no specific adopted policy but the practice of daylighting has been practiced through sensors that reduce daytime lighting in daylit areas.
E3.1	Office Equipment Equipment Audit Have you created a list of all your office appliances/equipment at this site and recorded their usage and energy consumption?	0	0	2	No
E3.2	Equipment Policy: Do you have a policy in place requiring all new equipment to meet ENERGY STAR rating standards?	2	2	2	Saint Louis University only purchases Energy Star appliances
E3.3	Computers: Have you changed the settings on all office computers at this site to go into sleep mode after a set time of non-use or discontinued the use of screen savers (1pt), Have you implemented a "Computer Shut Off" education campaign to encourage employees to turn off their computer when leaving the workplace (1pt)?	1	1	2	By default, all office computers follow the "SLU power management" profile, which shuts down monitors and hard disks after 1 hour.
E3.4	Copiers: Have you reduced copier/printer power consumption by using Stand By mode after 15 minutes of non-use?	2	2	2	All copiers/printers utilize stand-by mode
E3.5	Vending Machines: Do you have ENERGY STAR vending machines or installed a device that reduces the energy your vending machine uses? If company does not have vending machines, mark yes.	1	1	1	Vending misers have been installed in all vending areas.
E3.6	Eliminate Workstation Appliances Do you have a policy in place that eliminates any fan: (1pt) or heaters (1pt) from individual workstations?	0	0	2	No
E4.1	Renewable Energy Onsite Renewables: Do you use renewable energy onsite? (1pt up to 2% of total energy usage, 2pts 2-5%, 3pts for 5+%)	0	0	3	Not currently, but steps are being taken to ensure this will be a strategy employed in the future.
E4.2	Renewable Energy Credits: Have you purchased CO2 offsets or renewable energy credits for 2% - 10% (1pt) or 11-20% (2pts) 21+% (3pts) of your office's electricity usage? Do your REC's support Missouri -based renewable energy through Pure Power? (1pt)	0	0	4	Not currently.
E5.1	Taking Green Home Employee Education: Have you provided learning opportunities or information materials t				

2012 St. Louis Green Business Challenge Scorecard

	Indoor Environmental Quality	Question	Baseline Points as of March 31	Final Points as of October 31	Available Points	Provide answer and how did you achieve this strategy? Please provide a short description of the action taken.
I1.1	Temperature	Temperature Adjustments: Do you have individual area controls for temperature at this site (1pt)? Have you adjusted office temperature set-points for seasonal fluctuations (2pts)?	2	3	3	Most residential and office areas have adjustable thermostat controls which are adjusted for season and reduced for periods of extended vacancy. Additionally, dampers are used to isolate unused or over-conditioned areas.
I1.2		Building Comfort Survey: Do you complete a seasonal thermal comfort survey for occupants (2pts)? Do you track building temperature adjustments throughout the year (2pts)?	0	4	4	The University's FAMIS system allows occupants to submit information regarding their comfort level and provides reports based on seasonal data for backend analysis. Additionally, MetaSys automation system track temperature adjustments. The FAMIS system acts as an assessment of thermal comfort by allowing occupants to report any discomfort throughout the seasons. Metasys tracks temperature adjustments during the year.
I2.1	Air Quality	CO2 Monitors: Do you monitor and regulate CO2 levels in order to maintain adequate outdoor air ventilation rates?	0	1	1	CO2 levels are monitored and regulated on an ongoing basis to ensure adequate outdoor ventilation is maintained.
I2.2		Smoke Free: Have you designated your building or office space as smoke free? (1pt) Is the smoking area around on your site more than 25 feet from all entrances and air vents (1pt)?	2	2	2	University policy removes all smoking from all buildings and requires a 25 foot corridor around all building entrances and exits.
I2.3		IAQ Plan: Does your facility manager have an operational Indoor Air Quality plan or follow the LEED CI/EBOM guidelines to use for all alteration and remodeling projects (2pt)? Is following this plan a requirement for your construction vendors and contractors (1pt)? Please share your IAQ Plan (2pts)	0	0	5	No formal policy or set of guidelines have been adopted, but steps are being taken to ensure the development of a future plan. However, recently 6 buildings on campus have received GreenGuard certification (BSC, DuBourg Hall, McDonnell Douglas Hall and the Wool Center).
I2.4		Idling: Does your building have a No Idling Plan for loading zones and parking lots? (2pts) Is a No Idling sign posted (2pts)?	0	4	4	Saint Louis University instituted a "No Idling" Initiative that targets campus loading docks and curb cut-outs, where most offenses occur. Signs are posted at the following locations: Earhart Dock, Earhart Parking Area, Schwittalla Dock, Salus Dock, Pius Library Loop, Salus/Water Tower Inn Loop, DuBourg Hall Cut-out, BSC Loading Dock, Searis Hall, DRC Loading Dock, Georgetown Loop, Ritter, College Church Cut-out, Bannister House, McDonnell Douglas
I3.1	Green Products & Storage	Green Cleaning Products : Do you use Green Seal, Design for Environment or other certified cleaning products for over 90% of your cleaning supplies (3pts) If no, but local "green" cleaning company product used, provide documentation on type of products to receive 2 points for this answer.	3	3	3	Green Cleaning Supplies: A very limited number of SLU staff members are authorized to purchase cleaning chemicals and these individuals are aware of the University's preference for green chemicals. Our contract specifies green chemicals and associated pricing. These chemicals were selected based on efficacy and our goal to be as green as possible. Green Cleaning Policy: http://www.slu.edu/facilities-services-home/sustainability/purchasing Note: A list of green cleaning products is available upon request.
I3.2		Green Cleaning Service: Does your company have a green cleaning policy (1pt) that specifies the use of a high performance cleaning program? Please share your green cleaning policy and the service your company uses (2pts)	2	3	3	Yes. SLU's green cleaning policy document is available for download on our website: http://www.slu.edu/facilities-services-home/sustainability/purchasing We also have a list of green cleaning products. This is not posted on the website but is available upon request. Our cleaning contract specifies that cleaning staff purchase and use certified "green" cleaning chemicals.
I3.3		Low-emitting Materials : Do you have a verifiable purchasing policy related to low-emitting materials (VOCs, formaldehyde) for carpets, furniture, paints, cleaning products, etc.?	0	0	2	No formal policy has currently been adopted, although we do utilize low-emitting materials when possible.
I3.4		Isolation Areas : Does your building have isolation areas for the copy/printing room (1pt) or cleaning materials and equipment (1pt) which are partitioned from the main office area with separate exhaust systems and no air recirculation into the office area?	0	2	2	Cleaning materials are stored in custodial closets that are separate spaces. Many office spaces have an isolated area for copy/printing (Ex: Litteken Hall). These options are utilized when at all possible.
I4.1	Taking Green Home	Employee Education: Have you provided learning opportunities or information to employees to encourage improved indoor environmental quality at home?	0	2	2	Facilities Services hosts monthly Environmental Awareness Seminars aimed at educating the campus community on the sustainable operations present on campus, as well as the corresponding practices that can be utilized at home, including indoor air quality. (Ex: Green Cleaning Seminar was held in April)
Indoor Environmental Quality Total			9	24	31	

2012 St. Louis Green Business Challenge Scorecard

	Waste	Question	Baseline Points as of March 31	Final Points as of October 31	Points Possible	Provide answer and how did you achieve this strategy? Please provide a short description of the action taken.
W1.1	Waste Reduction	Waste Stream Audit: Have you conducted an informal waste stream audit which quantifies in either pounds or in cubic feet the amount of waste/trash generated at your site (2pts)? Have you completed a full scale audit by sorting trash and calculating the percentage of landfill waste and recyclable materials? (3pts)	1	2	3	Invoice tracking is the main form utilized. However, with waste diversion an important goal, deeper auditing has become common practice. Informal waste audits are done periodically, with one planned for the end of the month.
W1.2		Waste Reduction Goal: Have you established a Waste Reduction Goal of at least 25% (1pt)? If a 25% reduction was achieved, show documentation (2pts)	0	1	3	SLU has increased its recycling tonnage by 92% over the past 4 years. Facilities Services has established a waste diversion goal of 30% for FY13, which won't end until June 30, 2013. SLU implements the following Chartwells programs to help eliminate food waste, but has not yet quantified the reduction. Project Clean Plate – designed to educate students and customers on the amount of food that is thrown out each day. We measure the food scraps that are returned with our customer's plates and graph those totals daily. Trim Tracks Program - designed to educate our associates on the amount of waste that is created in the kitchen during production. We collect and measure the scraps and weigh each container. We graph the results and meet regularly with our staff to get ideas on how we can reduce this amount.
W1.3		Delivery of Office Supplies: Do you receive reusable totes for your office supply deliveries? (2pts)	0	0	2	
W2.1	Recycling of Office Materials	Recycling Policy: Have you established a recycling policy for all office materials in coordination with your building's recycling provider?	1	2	2	SLU has implemented Single-stream recycling within or near all major buildings including restaurants and residence halls.
W2.2		Recycling Bins: Are all employees at this site given a recycling bin to use at her/his desk?	1	2	2	Many departments throughout the university provide desk-side recycling bins for all of their employees. Building occupants can submit a FAMIS service request and a recycling bin will be provided to them.
W2.3		Trash Separation: If no to W2.2, are recyclable materials separated from the trash?	0	0	2	SLU uses single-stream recycling. Separation of recyclable material is not necessary.
W3.1	Paper Reduction	Copier/Printer Paper Audit: Have you quantified how much copier/printer paper your office uses in a typical month?	1	2	2	The university has quantified paper usage based on annual expenditures per product category: 10-29 percent recycled content office paper: \$131.79 30-49 percent recycled content office paper: \$28,306.33 50-69 percent recycled content office paper: \$295.35 70-89 percent recycled content office paper: \$73.94 Total expenditure on office paper: \$265,498.65
W3.2		Paper Reduction Milestones: Have you established milestone dates to reduce paper use by 10% (1pt)? If 10% reduction was met, show documentation (3pts).	0	0	4	Not reported on in 2011 score card
W3.3		Double-Sided Copying/Printing: Is double sided copying and printing set as a default on all capable machines?	0	0	1	Not reported on in 2011 score card
W.3.4		Junk Mail: Do you have a policy to unsubscribe to junk mail (1pt)? Have you unsubscribed to junk mail to achieve a junk mail reduction goal of 50% (1pt)?	1	1	2	SLU uses an external broker to reduce unsolicited mailings. Exact amounts have not been quantified
W3.5		Electronic Documents: Do you circulate internal documents electronically instead of using paper-based memos (1pt)? Do you use electronic communication for external documents and invoices? (1pt)	1	2	2	Yes. SLU utilizes Google Apps which allows for online collaboration and publication of documents and presentations within departments, work groups, and the entire organization. Additionally, all students, faculty, and staff have access to a program called mySLU through which they can send large files (using standard FTP protocols) or access network drives from an Internet-enabled computer. External vendor documentation is usually handled through e-mail
W3.6		Hand Dryers: Have you installed hand dryers in 75% of your site's bathrooms?	1	2	2	Facilities Management places both options in most restrooms, with attention given to the convenient location of the hand dryer option. Facilities Services uses Eco Logo - Environmental Choice certified paper towels where used.
W4.1	Purchasing of Recycled Paper	Recycled Copier/Printer Paper: Have you purchased 30-50% Post-Consumer Recycled Copier/Printer Paper (Processed Chlorine Free, PCF) (2pt)? 50 to 100% (3 pts)	1	5	5	Our largest expenditure on copier/printer paper is for 30-50% post consumer recycled paper, with the majority of the other expenditures for 50-100% recycled paper (see W3.1).
W4.2		Recycled or Electronic Stationery Policy: Do you have a policy to purchase recycled paper content for letter paper, envelopes, note pads? (1pt) Have you eliminated use of printed company letter head or stationery (2pts)?	0	0	3	

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W5.2	Recycled Stationery Purchases: Have you purchased 30-50% Post-Consumer Recycled Paper Products (Processed Chlorine Free, PCF) for letter paper, envelopes, notepads (2pt) or 51-100% (3pts)	2	3	3	See W3.1
W5.3	Recycled Restroom Products: Have you purchased 30-50% Post-Consumer Recycled Paper Products (Processed Chlorine Free, PCF) for paper towels, toilet paper and tissues (2pt) or 51-100% (3pts)	2	3	3	Janitorial toilet tissue is 100% recycled as certified by Environmental Choice Agency. Paper towels are 100% recycled.
W6.1	Recycling of Electronics Peripherals Recycling Bins for Miscellaneous Electronics: Do you provide centralized recycling bins for cell phones, rechargeable batteries, used printer cartridges and alkaline batteries?	1	1	1	Drop boxes are managed by Facilities Services for cartridges, cell phones, and batteries. Information Technology Services manages biannual electronics recycling and donations. Facilities Services also provides the service through FAMIS where a service request can be submitted for pickup of additional recyclable items.
W6.2	Computer Recycling: Do you recycle old computers and other large electronics (printers, copiers)?	1	1	1	Saint Louis University has partnered with Clarity Micro and Midwest Recycling Center (MRC) to manage e-waste recycling. E-waste recycling drives are hosted annually and are open to the campus community. Additionally, if anyone on campus needs help to recycle larger items they can submit a work request through the FAMIS system.
W7.1	Reducing Food Service Waste Food Service Policy: Do you have a company policy to reduce disposables related to food service by allowing only 20% non-recyclable disposables to be used on site?	0	0	1	



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Transportation		Question	Baseline Points as of March 31	Final Points as of October 31	Available Points	Provide answer and how did you achieve this strategy? Please provide a short description of the action taken.
T1.1	Workplace Commuting	Commuting Audit: Has your company conducted a commuter survey to determine how your employees commute to work (2pts)? (i.e. car, carpool, bus, MetroLink, bicycle) Have you reduced the percent of employees traveling to this site as a single vehicle users by at least 10% (3pts)	0	0	5	
T1.2		Transit Subsidies: Does your company provide a transit benefit program to encourage use of public transportation (3pts)? (i.e. Pretax transit passes, transit subsidies, etc.)	3	3	3	Discount Metro passes are available to students and employees.
T1.3		RideFinders: Does your company participate in RideFinders program to help staff find carpool partners?	1	1	1	Yes, SLU is a RideFinders partner
T1.4		WeCar: Does your company participate in the WeCar or other car sharing program?	0	0	1	Not currently.
T1.5		Telecommuting/Flex-time: Does your company allow employees to telecommute or use flex-time?	1	1	1	While most campuses and departments have established standard business hours, these schedules vary throughout the University, depending upon the services provided. Condensed or flexible work week schedules are determined by the individual departments and are more common during the summer months. Telecommuting is an option available to employees. It is contingent upon the employee's job requirements and governed at the department level. Billiken Secure Connect is a Virtual Private Network (VPN) service that provides users secure remote access to network resources on SLU Net. The service is available to all faculty and staff.
T1.6		Virtual Meetings: Does your company use a virtual meeting programs (WebEx, GotoMeeting) instead of traveling to meetings?				Most meetings held on campus are within easy walking distance. SLU also provides a free shuttle service to transport students and employees between the main (Frost) campus and the medical school campus on South Grand. 2 shuttle services run from 7am -6pm Mon-Fri (during the school year) 1 shuttle service runs Mon- Fri 7am -7pm, Sat 7-6pm SLU Ride program operates shuttle services for on call operation at night and weekends on campus. Meetings with our sister campus in Madrid, Spain are typically conducted via teleconference or videoconference.
T2.1	Designated Parking Spots	Carpool Parking: Does your company provide dedicated carpool/vanpool parking spaces at the workplace?	0	0	2	Not currently.
T3.1	Bicycle Commuting	Bicycle Parking: Does your company provide bicycle parking for bike commuters at the workplace? (2pt) Does your company have or provide access to showers and/or changing facilities for bicycle commuters? (1pt)	2	3	3	Bike racks are installed at all major buildings. Faculty and staff who bike to work can use the showers in Simon Rec Center without having a membership to the facility.
T3.2		Bicycle Advocacy: Does your company promote Bike-to-Work Day for your employees? (1pt) Is your company enrolled in Trailnet's Shift Your Commute contest? (2pts) Have you hosted a Bicycle Commuting Workshop (provided by Trailnet or other source)? (2 pts)	0	0	5	
T4.1	Travel	Car Rental: Does your company have a policy to require fuel-efficient or hybrid vehicles when renting cars (see U.S. EPA Green Vehicle Guide)?	0	0	2	
T4.2		Auto Co2 Tracking: Has your company calculated its business-related auto travel carbon foot print? (see terrapass.com for carbon calculator)	0	0	2	
T4.3		Air Co2 Tracking: Has your company calculated its business-related air travel carbon foot print? (see terrapass.com for carbon calculator)	0	0	2	
T4.4		Carbon Offsets: Have you purchased CO2 offsets for your office's travel? 2-10% = 1 pt 10-25% = 2 pts 26+% = 3 pts	0	0	3	
T5.1	Taking Green Home	Employee Education: Have you provided learning opportunities or information to employees to encourage reducing transportation emissions at home?	0	2	2	Facilities Services hosts monthly Environmental Awareness Seminars aimed at educating the campus community on the sustainable operations present on campus, as well as the corresponding practices that can be utilized at home, including alternative transportation. We have offered in the past and will offer in November, an Alternative Transportation Fair that educates the campus community on the options available to them.
Transportation Total			9	12	34	

Grand Total of Possible Points

117

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2012 St. Louis Green Business Challenge Scorecard

Innovations (Up to 3 points per Innovation, 15 point maximum)