



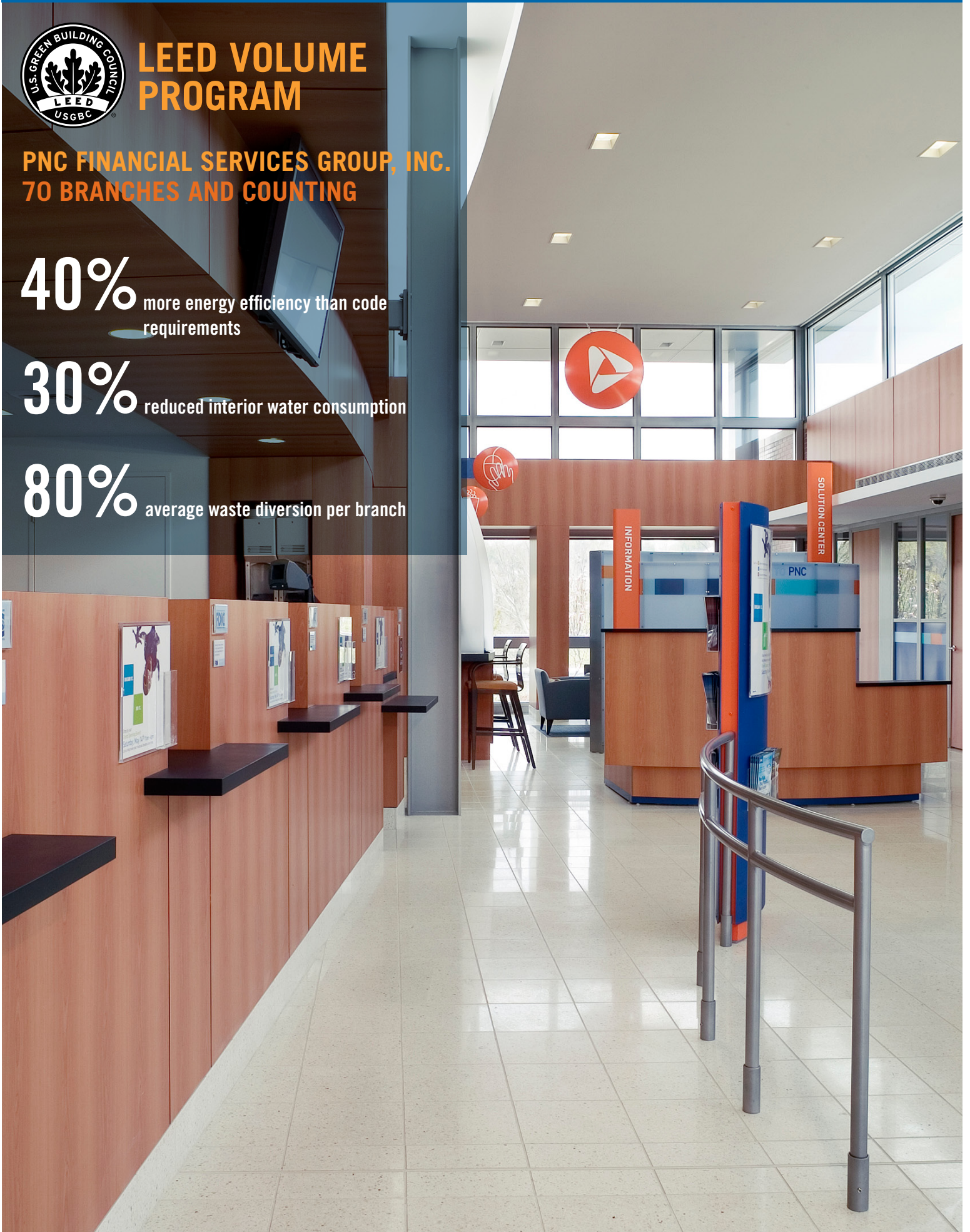
LEED VOLUME PROGRAM

**PNC FINANCIAL SERVICES GROUP, INC.
70 BRANCHES AND COUNTING**

40% more energy efficiency than code requirements

30% reduced interior water consumption

80% average waste diversion per branch



PNC FINANCIAL SERVICES GROUP, INC.

A Brand-Defining Commitment: LEED Certification for Every Branch

PNC Financial Services Group sees tremendous opportunity with LEED Volume Program

BUILDING A FOUNDATION IN GREEN

PNC, one of the largest and most recognized names in financial services, was an early adopter of sustainability and green building. Its corporate vision called for constructing branches that respect and protect the environment, and make a positive contribution not only to the community, but also to PNC's financial performance.

The company's first foray into sustainable building, Firstside Center, broke ground in 2000, the same year USGBC began certifying buildings using LEED. At the time, building green was still a novel concept.

As Mike Gilmore, PNC's Director of Construction Services, recalls, "When PNC committed to putting up a green, 650,000-square-foot structure, all I could think about were budget overruns and scheduling delays. When we opened the building three months early and \$5 million under budget, I became a believer."

Gilmore wasn't the only convert. Not long after Firstside Center achieved LEED Silver Certification, employee retention and operational costs improved significantly compared to the structure that had been replaced. It was determined that the Center's green features had helped to generate a payback in less than a year. Inspired by this early success, PNC made a bold commitment to its triple bottom line by pledging to seek LEED certification for all newly constructed stand-alone branches.

After the success of Firstside Center, PNC incorporated sustainable features into its retail branch design, which PNC calls Green Branch® locations. Again, the results were overwhelmingly positive as branches with added green features moved more rapidly through the entitlement and permitting processes, and were well received by both the media and the community.

Armed with the combined successes of the Firstside Center project and the Green Branch locations, PNC reaffirmed its corporate commitment to green building and the environment. At the time, more than 100 branches were slated for development, so it was clear that PNC would be well served to approach the task with an efficient model for LEED certification. That's when serious discussions with the U.S. Green Building Council began.

MAKING THE MOVE TO VOLUME CERTIFICATION

Leveraging its experience with LEED and relationship with the U.S. Green Building Council, PNC became the first company to successfully craft an internal business case for Volume certification.

The company understood that developing a LEED Prototype would let it introduce certified branches to new markets with efficiency and speed. Instead of certifying each location individually, delaying design and construction processes and potentially allowing competing banks to gain advantage, a successful LEED Volume Program would enable PNC to certify branches without losing its competitive edge.

For this approach to be viable, the PNC team had to align itself organizationally with the LEED for New Construction rating system. Embracing this well-defined green outcome was the only way to efficiently and uniformly apply a Volume approach to future structures and reap the rewards on a grand scale. The company approached Volume certification as a top-down mandate, one that supported its pledge to protect the environment (planet), contribute to the community (people) and enhance its own financial performance (profit).

With guidance from the U.S. Green Building Council and input from sustainability consultant Paladino and Company, PNC established precise quality control measures, uniform project-based training and consistent leadership and communications platforms that meet the LEED Volume Program requirements.



"I heard from a number of retailers that it was hard to justify certification because of

the lengthy paperwork required despite each site being relatively the same. The Volume Certification Program simplifies that process and dramatically increases the incentive for retailers like us to pursue certification."

- Gary Saulson, Director of Corporate Real Estate, PNC Financial Services Group, Inc.

Architect: Gensler
Commissioning Agent: PNC Realty Services
Contractor: Clemens Construction Company
Developer: PNC Realty Services
Interior Designer: Gensler
Lighting Designer: David Apfel Lighting Design
MEP Engineer: CJL Engineering
Owner: PNC Financial Services Group
Structural Engineer: Gilsanz, Murray, Steficek, LLP
Sustainability/LEED Consultant: Paladino and Company
Project Size: 3,680 to 3,710 square feet
Total Project Cost: Approximately \$1.3 million
Cost Per Square Foot: \$361

Photo Credit: Michael Moran

ABOUT THE LEED VOLUME PROGRAM

The LEED Volume Program is for organizations planning to certify a large number of new-construction projects or existing buildings. It works by establishing verifiable guidelines that, without compromising LEED's rigorous benchmarks standards, streamline the certification process. To learn more, visit www.usgbc.org/leedvolume



www.usgbc.org
 1-800-795-1747

“To us, Volume certification became less about greening the buildings and more about greening the people who manage the building supply chain,” explains Gary Saulson, PNC’s Director of Corporate Real Estate.

As a result, guidelines were developed and implemented that not only met PNC’s needs, but will also help other qualified builders achieve Volume certification.

Some key takeaways:

- *Training* happens at the beginning of construction. It prepares new project managers and contractors to meet the PNC’s Volume Prototype standards. Plans and templates for indoor air quality, construction waste management, and commissioning are provided to the contractors so that they can be specific and direct about expectations of sub-contractors.
- Beyond training, PNC examined its *supply chain*, making extensive efforts to keep costs low and simplify shipping and delivery processes.
- To streamline construction, the Volume Prototype was designed around the *pre-manufacture* of glazing and exterior wall panels. This allowed buildings to be assembled faster, while reducing job-site waste, and increasing energy efficiency.
- In order to avoid the long lead-time associated with certain products, PNC partnered with suppliers to develop *purchase agreements* for a variety of green products, including carpet, FSC-certified wood, and HVAC equipment. This lets PNC maintain a timely and aggressive construction schedule while avoiding setbacks related to shipping lags and missing materials. *Bulk purchasing* also decreases costs, and insures consistency across PNC’s portfolio of buildings.
- *Consistency* is a key priority, not only because it controls quality across PNC’s projects, but also because it simplifies the jobs of contractors and their subcontractors. For example, PNC has compiled a list of the low VOC products used on its branch projects, which it distributes to new contractors.
- Lastly, PNC performs *commissioning processes* in-house, allowing a high standard of operations, as every branch is tested identically. Subsequently, PNC has been able to standardize commissioning documentation, owner’s project requirements, specifications, and functional tests.

OUTCOMES OF VOLUME CERTIFICATION

PNC’s use of the LEED Volume Program has been a resounding success. Since implementing the program, 72 branches have been certified. Collectively, they have:

- Conserved 49,212,360 kilowatt hours, enough to power 144 American households for one year
- Sourced 43,542 board feet of FSC-certified wood, enough to preserve an area equivalent to 175 football fields
- Reduced construction waste by 21,757,500 pounds, equivalent to the lifetime waste of 149 Americans
- Preserved 13,577,760 gallons of water, enough to provide drinking water to 2,479 Americans for one year

What’s more, a 2007 post-occupancy performance study, that compared 10 LEED certified Green Branches to 10 legacy branches, found that the Green Branches dramatically outperformed in all areas:

MEASURED ATTRIBUTE	LEGACY BRANCH	GREEN BRANCH
Workplace satisfaction	64%	93%
Building satisfaction	43%	98%
Mean energy savings	NA	+32%
Average water savings	NA	+44%

Source: 2007, PNC Post-Occupancy Study

CORE PROJECT OUTCOMES

ESTABLISHMENT OF BUILDING STANDARDS THAT:

- Are comprehensive, verifiable and sustainable
- Facilitate thorough staff and contractor training, planning and coordination
- Enable precise advance ordering of manufactured materials
- Allow for more bulk purchases and, by extension, reduced onsite waste and lower project costs
- Eliminate duplicative layers of consultancy

PROMOTIONAL ADVANTAGES INCLUDING:

- Strong positioning of PNC as a leader in sustainability and green building
- More favorable interaction between PNC Realty Services and municipal land use authorities
- More active engagement of branches for community outreach, instruction and on-going green operations

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Importantly, although PNC has used more than 15 different contractors nationwide, not a single credit on any branch has ever been denied. In fact, through a series of audits performed by USGBC, not a single point on any branch has ever been denied. Today, PNC boasts more newly constructed LEED certified buildings – 83 – than any other company in the world. Most importantly, PNC’s initiative and success are accelerating LEED construction, as many contractors go on to apply their training to other projects, expanding the presence of green practices in the building industry and lowering costs for everyone.

FINAL THOUGHTS

This landmark program has established PNC as a leader in sustainability and green building, and an initiator of a wholesale shift in the retail building market.

Along with savings in energy and resource consumption, this future-oriented positioning, with its emphasis on the health and well-being of employees, customers and communities, is the real financial incentive to build green. In taking this important step forward, PNC has created a stronger bond between its brand and the people and families it serves. That bond will continue to pay dividends for many years to come.

ABOUT PNC

The PNC Financial Services Group, Inc. is one of the nation’s largest diversified financial services organizations, providing retail and business banking; residential mortgage banking; specialized services for corporations and government entities, including corporate banking, real estate finance and asset –based lending; wealth management and asset management.

For more information, visit www.pnc.com

TO LEARN MORE ABOUT THE LEED FOR VOLUME PROGRAM

Visit: www.usgbc.org/leedvolume



“Through the LEED Volume Program, PNC was able to embed sustainability into its corporate culture and focus everyone involved – from the CEO to the Project Manager and contractors – on green goals and outcomes.”

- Gary Saulson, Director of Corporate Real Estate, PNC Financial Services Group, Inc.

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