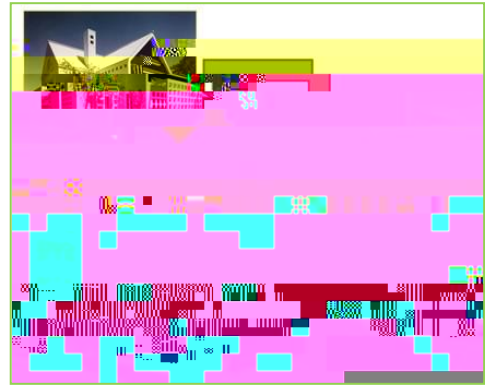


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Dear Wyatt and Michele

Using the information compiled for STARS as a foundation (rather than re-creating it) to develop/update a baseline inventory of where UA



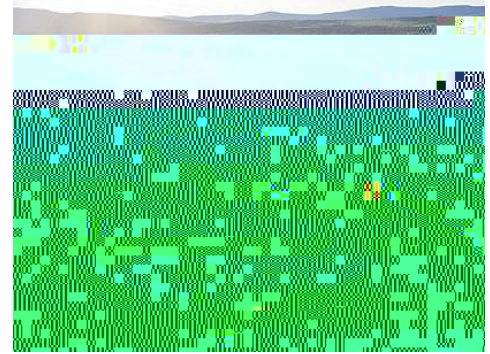
As a valued Senior Engineer with Brendle Group, Julie puts her 17 years of engineering experience to work for clients ranging from local governments and utilities to schools, ski areas and leading-edge companies. Julie has led numerous energy and water efficiency and renewable energy projects and is known for her direct community involvement and facilitation experience, helping clients navigate complex issues while focusing on project implementation and performance monitoring through indicators and dashboards



Task 3.1 - Core Task: Quantify Proposed Strategies	SMP strategy development and calculations for approximately 10 strategies.
Task 4.1 - Core Task: SMP Draft and Final Report	Draft and final SMP document.

Task 1.3 - Optional Task: Benchmarking	against peer institutions.
Task 1.4 - Optional Task: Organizational Assessment	Map out a change management strategy to more effectively integrate sustainability across campus.
Task 2.4 - Optional Task: Building Assessments and Campus Event	Additional staffing or days added on to the one proposed visit for conducting targeted building assessments and coordinating a campus event.
Task 2.5 - Optional Task: Web-based Campus Survey	A campus-wide, web-based survey to understand challenges, opportunities and priority topics for the SMP.
Task 2.6 - Optional Task: Additional Campus Engagement	Additional time to assist with material development, and/or support additional campus events.
Task 2.7 - Optional Task: UAF Campus Project Coordinator Training	Time to build capacity for an on-campus student to participate in the development of the SMP.

Under this task, Brendle Group proposes a kickoff meeting via Go-to-Meeting, Skype or videoconference with the RISE Board/UAF staff to refine the project work plan and overall schedule; discuss desired engagement of the Board and students through campus events, communication channels, class workshops and/or web surveys; and provide guidance to the staff/Board on any additional individual staff, faculty or students you may wish to involve in the SMP development effort. This meeting will also be used to discuss available data and identify other data needs for Task 1.2, below.



The proposed agenda for this meeting, estimated at approximately two hours, is as follows:

- Objectives, process, and work plan
- Project communication protocols
- Plan for campus engagement
- Plan for engagement of the RISE Board, sustainability director and/or designated UAF project manager
- Additional staff/faculty involvement
- Available data and data needs

During this call - or as a separate offline discussion with RISE Board leadership if more appropriate - we also propose to discuss development of a specific sub-group to oversee the SMP process

compiled and comprehensive sustainability baseline and forecast for UAF. This will be (IMS) a spreadsheet-based tool that will be customized to UAF containing data on energy, water, waste,

associated with these data and allow for future forecasting based on the various inputs. We propose to populate the IMS with up to three years of the most recent data, depending on completeness of data sets, so that an early sense of data trending can be evaluated. The IMS will be yours to keep upon project completion, and the SMP working group will receive training on working with the tool and data to update results in future years.

Potential sources of information for populating the IMS include utility records, other databases (e.g., air travel and fleet fuel logs), building energy assessments, other pertinent studies prepared by UAF, private contractors (such as waste haulers), compliance documentation and other sources.

Task 2 will also include a brief summary of existing related programs and practices current and past at UAF for the purposes of inclusion in the SMP, drawing heavily from the documentation pulled together for the STARS reporting process.

As an optional associated task, Brendle Group can also conduct a benchmarking study comparing UAF to peer institutions of a similar size and type. This effort would help provide context for identifying opportunities for the SMP. This benchmarking effort would include quantifiable metrics such as GHG emissions, energy, water and waste as feasible, but also other measures such as STARS scores and areas where peer intuitions are performing highly or poorly. Where applicable, the benchmarking analysis would be normalized using indices such as building square footage or number of students, an exercise that can also point out opportunities such as efficiencies in use of building space, as one example.

inform the best pathways and potential barriers in implementing the SMP. As complex institutions, colleges and universities often benefit from a strategic analysis to identify the following:

How can sustainability be best embedded or furthered on campus given high student turnover?

Where are the biggest institutional barriers to sustainability and how can they be addressed?

How can campus champions best be identified and engaged in the process?

What are key messages and lenses for communicating that will make sustainability be relevant for various campus stakeholders tailoring those messages

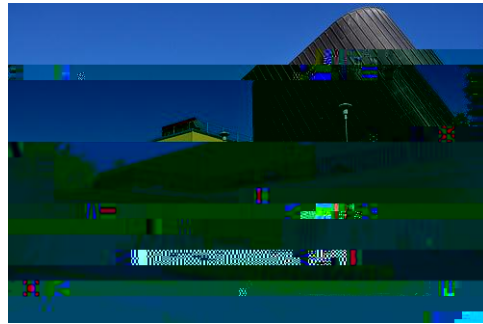
Using information from the workshop and building on existing UAF goals, Brendle Group will help the group identify both short term and long-term sustainability goals. Short-term goals will be - *forecasting* where UAF will be in the short term based on a prioritization of the most technically, financially and politically feasible measures and using the inventory and forecast from Task 1.2 as a guide. This information will provide a sound foundation to evaluate various sustainability strategies.

Long-term goals by con - - by *backcasting* from the top where
does UAF want to be to

We propose conducting as many on-site interviews as we can during Day 2 of our proposed on-site visit, while others could be conducted by phone, Go-to-Meeting or Skype.

To complete more tasks while on the ground at UAF, under this task we offer the option to either extend the length of our visit, or to bring additional staff to add capacity to accomplish additional tasks.

An add-on option to extend our onsite visit includes conducting targeted energy, solid waste and water assessments of a subset of UAF campus buildings that leverages Brendle technical expertise in this area. Brendle Group has conducted nearly 600 building energy, water and waste assessments. By targeting a small subset of campus buildings for such targeted assessments – looking at, for example, buildings that have not received recent energy/water/waste assessments or been recently renovated



Under this optional task we set aside additional time and budget to provide support to UAF in its SMP campus engagement efforts. This time and budget can be used to, for example:

Develop project description text or collateral material for existing UAF engagement channels from web sites and social media to radio spots
Participate in a web-based virtual forum where students can ask questions and provide input to the SMP

Green Talk radio
Major annual events such as SpringFest Service
UAF Sustainability web site
Social media
UAF Sustainability Newsletter
Staff Online Newspaper (Cornerstone)

Under this optional item, Brendle Group would set aside dedicated time to work directly with and train a student project coordinator identified with input from the SMP working group. This student coordinator would provide guidance throughout the plan development process including assisting in data collection and coordinating communications with the SMP working group. There are various options that could be considered for this student position ranging from incorporating the opportunity into a student work program position to hiring the student on as a Brendle Group intern for the duration of the program. This option would give a student a rewarding, hands-on learning opportunity on how to develop an SMP.

It is in this phase that we propose to take input from Phase 2 workshops and other engagement and develop prioritized and quantified strategies with specific implementation steps and performance measures. Our approach builds a top-down approach informed by vision as well as a bottom-up approach that informs strategy development with baseline information, optional building assessments, the facilitated workshops and tasks such as group interviews and the campus survey.

Brendle Group will draw upon quantification protocols and existing data and research to provide estimates for strategies that include both quantitative and qualitative factors to aid in the prioritization and implementation process. Brendle Group assumes that the process will include approximately 10 priority strategies that can be evaluated within the hours set for this task. Strategies will be evaluated in terms of factors such as cost to implement, cost

savings to UAF, effective \$/metric ton of eCO₂ reduced as well as their impacts such as energy, water or waste reduction.

We envision that strategies will be aligned with the goals set in Phase 2 as well as prioritized based on the strategy evaluation criteria developed during workshops in Phase 2. It is also envisioned that goals and strategy priorities will themselves be well aligned with areas

We propose as an optional task a second two-day visit to campus. As an alternative to the webinar discussed under Task 3.1, this visit would be used to meet onsite with the SMP working group to present results of the SMP strategy analysis including preliminary estimates of impact (reduction in GHG, energy, water, waste, etc.), cost/benefit analysis including ROI and potential implementation steps. A half-day workshop would be spent collecting feedback on the strategies from the working group and getting additional input from the committee on the implementation process for each strategy including: (1) identifying accountable/responsible parties, (2) developing a reasonable timeline for implementation including actionable guideposts, and (3) creating a process for measuring progress.

The remaining time during this visit would be available to help coordinate additional on-campus events, meetings, or other activities.

