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Dear Wyatt and Michele:

Brendle Group is pleased to submit this proposed scope of work and cost estimate to the University of Alaska-Fairbanks (UAF) to develop a sustainability strategy, referred to a Sustainability Management Plan (SMP) in this proposal. In the following pages we provide some brief additional information on our company, followed by a proposed scope of work and estimates of costs. To provide you with some flexibility in your choices, we have taken a “menu” approach in some areas, identifying supplemental and/or optional tasks you may wish to add or delete from an overall recommended core scope of work and budget.

Project Understanding and SMP Benefits

In reviewing your STARS Report to AASHE and through our prior phone conversations, we realize that UAF is already a high-performing institution with respect to sustainability. It has implemented a number of initiatives related to staffing, communications, sustainability-related programs, curriculum, events, and specific projects. The STARS Report Summary of Results for UAF shows that it is highly rated in a number of areas, including but not limited to Co-curricular Education and Research, Dining Services, Grounds, Purchasing, Coordination and Planning and Human Resources. UAF also provides significant opportunities for student involvement through the RISE Board, internships and other programs. The SIREN fee now funds the Office of Sustainability and an extensive student grant program.

While your STARS Report indicates where UAF is doing well with respect to sustainability, it also highlights where there is opportunity for it to improve its sustainability performance. This includes, for example, opportunities with respect to curriculum, buildings and energy, transportation, waste and water. An SMP can be a vehicle to develop a holistic approach for improving UAF’s STARS rating and enhancing its already successful programs with prioritized strategies; quantifiable outcomes; performance measures; and an overarching, whole-campus planning framework for sustainability.

Developing an SMP also offers the opportunity to build on the 2008 UAF Campus Sustainability Recommendations from the Chancellor’s Sustainability Transition Team. This planning document addresses goals related to energy, carbon, transportation and other topics. It already contains a vision of sustainability for UAF, as well as vision statements across nine topic areas that can be a foundation for a newer-generation SMP – building on an already existing foundation of sustainability without re-creating it and bringing it into the present.

Brendle Group often works with colleges and universities that are already high sustainability performers but wish to organize their efforts into a cohesive whole, help quantify and prioritize strategies and measures of performance, and engage the whole campus community in doing so. By developing an SMP, UAF can realize many benefits, such as:

- Taking the opportunity to update the vision statements from the 2008 Plan with a fresh look at where UAF is now and where it wants to go.
- Using the areas of opportunity from the STARS report to focus planning efforts toward those where there is significant room for improvement.

- Using the information compiled for STARS as a foundation (rather than re-creating it) to develop/update a baseline inventory of where UAF is now with respect to its sustainability performance and forecast where it is heading based on planned campus expansion; the impact of programs/projects already underway; and other external factors such as, for example, its energy supply mix and implications for UAF’s current and future carbon footprint.
- Developing and updating goals with specific, measurable targets and milestones, and a clear set of associated key performance measures/indicators to track progress over time and take corrective action where warranted and desired.
- Creating a robust methodology - including both qualitative and quantitative criteria - to help screen and prioritize new projects and programs for their impact toward the Plan’s goals.
- Setting up a framework of “continuous improvement” with a step-wise, replicable planning and annual reporting process so that the RISE Board and/or others can update the SMP over time.

About Brendle Group

Brendle Group is a woman-owned sustainability consulting firm specializing in strategic sustainability planning and engineering, greenhouse gas inventories and climate change, energy, water conservation, sustainable design and economic development. Founded in 1996, Brendle Group was a pioneer in the now flourishing field of sustainability, offering its clients over 16 years of experience. Brendle Group often partners with other engineering and environmental consultants and is known for its ability to develop innovative solutions and build interdisciplinary teams to tackle projects of any size. Located in Fort Collins and Denver, Colorado, Brendle Group has completed over 200 sustainability projects across 20 states.

Brendle Group’s senior staff of engineers, planners, economists and sustainability consultants offers its clients a unique combination of technical and strategic planning expertise. This mix allows the firm to help clients develop sustainability plans and solutions with technical expertise as well as innovative planning approaches. Brendle Group always strives to understand the unique needs of each client and to provide the mix of services that will best meet their needs.

Our company vision commits us to embody principles of sustainability in our own operations so we can serve as a test bed for leading-edge sustainability tools and approaches that we can then share with our clients. To exercise its own corporate commitment to the environment and sustainability, Brendle Group developed an award-winning Sustainability Management System (SMS), which was most recently updated in 2012. The goals in developing the SMS were to systematically and comprehensively evaluate the magnitude of our company’s impacts, determine priorities, set targets, implement strategies and measure results.



As part of the SMS, Brendle Group was the first carbon neutral organization in Colorado, is powered 100 percent by renewable energy (on and offsite), and has reached its target to become a certified zero waste organization. We also give preference to businesses that employ sustainability in their operations, support sustainability informed capital equipment and professional service purchases, and are committed to sharing our progress with the community through annual sustainability reports.



In late 2010, Brendle Group moved into its new offices after a year-long renovation to make our new home a showcase for sustainability. The LEED-Gold certified building, 75 percent more energy efficient than similar buildings in our region, also includes a solar PV demonstration project, extensive use of salvaged and recycled materials, an energy demand management system, and low-water use techniques. It is intended to be a demonstration to our clients and the community on the many opportunities to integrate sustainability into building renovation projects.

Our Experience

Brendle Group has been working for over a decade with colleges and universities, school districts, local governments, organizations and leading-edge companies on sustainability and climate action planning initiatives. We have worked for large universities and school districts as well as small colleges and understand the unique challenges and opportunities for each type of organization. We are also known for being able to understand and apply unique considerations, such as geographic or political contexts, to help customize projects to those particular client needs and circumstances. The following list provides some select examples of our work in the education sector over the past few years.



- Academy School District 20 Sustainability Management Plan
- Arizona State University Sustainability Curriculum Support
- Association of College and University Housing Officers International Sustainability Summit
- Bennington College Climate Action Plan
- Berea College Sustainability Management Plan
- Boulder Valley School District Sustainability Management System
- Colorado College Sustainability Management Plan
- College of Saint Mary Climate Action Plan
- Colorado State University Energy Independence and Carbon Reduction Plan
- Creighton University Climate Action Plan
- Denver Public Schools Sustainability Management Plan
- Poudre School District Sustainability Management System
- Thompson School District Sustainability Management Plan
- University of North Carolina, Wilmington GHG Inventory
- University of Vermont Campus Sustainability Curriculum



Our Approach to Student Involvement

Brendle Group has been at the forefront of engaging students in our sustainability planning projects to provide a rewarding learning opportunity and build the capacity of students, faculty, and staff to manage their own sustainability initiatives. For our Colorado College project, we recruited and trained a team of students to conduct energy and water assessments of their residence halls and identify cost and resource saving opportunities. We also involved students in various other aspects of the project, from evaluating green building opportunities to helping develop goals and strategies through their involvement on the Campus Sustainability Committee. Students have also participated in the development of Creighton University's Climate Action Plan, while we engaged hundreds of students as part of our project with Denver Water to identify water conservation opportunities in over 200 K-12 schools in the Denver area (see www.brendlegroup.com/water-project-experience).

Our People

We believe a key strength we offer UAF is our broad staff technical and management expertise in sustainability planning, and the tools of the trade for helping you chart a path forward for your sustainability efforts. Key members of our staff that are proposed to participate on this project are listed below. Other staff with expertise in higher education sustainability planning will also support your project on a variety of tasks related to data collection and analysis, writing, project management and communications support.



Judy Dorsey, President, Principal Engineer, P.E., LEED-AP, CEM

Judy is a valued collaborator offering 21 years of executive leadership in sustainability, innovation and entrepreneurship. Her specialties include district-scale, campus-scale and community-scale planning in climate and energy, clean energy, sustainable economic development, organizational development and net zero energy and water initiatives. She has led the completion of 200+ sustainability projects for over 100 clients across 20 states including over a dozen sustainability plans for some of the nation's most progressive communities and education institutions. She also offers significant domain expertise in developing sustainability performance indicators and dashboards and is a trained facilitator.

Over the past 16 years, Judy grew Brendle Group's six practice areas and four sectors into an award-winning consulting group. She co-founded the Colorado Clean Energy Cluster and helped spearhead two of its primary initiatives - the International Cleantech Network, a global network connecting the world's leading cleantech clusters; and FortZED, an initiative to create one of the world's largest active net zero energy districts – covering a large college campus and community downtown area.



**Julie Sieving, PE, LEED-AP
Senior Engineer**

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.

Along with conducting over 100 on-site facility energy assessments and building commissioning projects, Julie has demonstrated success through her leadership in developing energy demand-side management (DSM) programs targeting the small commercial sector. Her expertise is informed by hands-on experience facilitating integrated green commercial and residential building design, as well as operational and systematic sustainability strategies. Julie holds a BS in Mechanical Engineering from Colorado State University, supplemented by Leadership in Energy and Environmental Design (LEED) accreditation. As a recipient of the Governor's Pollution Prevention Advisory Board Award and named Rocky Mountain Association of Energy Engineers' Energy Engineer of the Year, Julie focuses on collaboration to keep sustainability accessible and rewarding for her clients.



Becky Fedak, PE, Energy and Water Resources Engineer

Becky supports Brendle Group's talented team with her skills and experience as an energy and water resources engineer as well as her experience managing sustainability planning projects for colleges, universities and communities. She is well versed in assessing carbon, energy and water efficiency and conservation opportunities, both in individual buildings as well as in integrated plans. Additionally, Becky has a comprehensive set of strategic planning skills including project management, triple bottom line analysis, sustainability performance measurement and overall sustainability plan development. With an undergraduate degree in civil and environmental engineering, Becky continued her education with a Master of Business Administration (MBA) focusing on global, social and sustainable enterprise. While completing her graduate work, she founded *Running Water International*, a social enterprise in Kenya, Africa that addresses the water resource challenges of the developing world. She continues to serve as Technical Director for the organization's multi-cultural team.



Dave Wortman, LEED-AP BD+C, Senior Program Manager

Dave is a Senior Program Manager with Brendle Group, offering over 20 years of experience as an environmental and sustainability consultant, project manager and researcher for universities, local governments, organizations and private sector customers. David offers clients a diverse background in the fields of sustainability, economic analysis, climate

change, facilitation, writing and environmental planning and policy analysis. His experience includes collaboration with a diverse set of clients, organizations, and agencies ranging from the international Earth Charter Institute, IUCN-World Conservation Union, National Geographic and Australian Research Institute on Education for Sustainability at Macquarie University to local governments throughout the U.S. He has led a wide variety of complex environmental projects including organizational change strategies, sustainability and climate action plans, environmental impact assessments of large infrastructure projects and analyses of government plans and policies. With a degree in resource economics, David is also experienced in evaluating the triple bottom line social, economic and environmental aspects of plans and programs.

Proposed Scope of Work

Our proposed scope of work to develop an SMP is organized around several proposed tasks below. We have also organized the project around four major phases. While we recommend a “core” set of tasks to complete the SMP for each phase, we also include some other potential optional tasks to allow UAF to further customize a planning approach that best meets your needs and resources.

The following tables summarize our recommended core work plan for the SMP as well as optional add-on tasks. A core task cost as well as individual costs by optional task are included in the Proposed Budget section. We are happy to discuss with you the pros and cons of these various tasks as well as the proposed overall work program.

Proposed Core SMP Work Program

Phase and Task	Comments
Phase 1	
Task 1.1 - Core Task: Kickoff Meeting	Review work scope, goals, roles, and data needs and kick off project via videoconference.
Task 1.2 - Core Task: Sustainability/Greenhouse Gas (GHG) Baseline and Forecast	Compile existing data into an inventory management system and develop a GHG inventory and forecasts.
Phase 2	
Tasks 2.1, 2.2 - Core Task: SMP Framework, Vision, and Goal Setting; Strategy Framework	Prep for and participation in one full day of on-site workshops.
Task 2.3 - Group Interviews	Conducted on day two of proposed onsite visit.
Travel time and direct costs for all Phase 2 core tasks.	Includes travel time, all direct travel costs (airfare, lodging, meals, etc.). Travel time discounted 50 percent.

Phase and Task	Comments
Phase 3	
Task 3.1 - Core Task: Quantify Proposed Strategies	SMP strategy development and calculations for approximately 10 strategies.
Phase 4	
Task 4.1 - Core Task: SMP Draft and Final Report	Draft and final SMP document.

Optional Tasks

Menu of Optional Tasks	Comments
Task 1.3 - Optional Task: Benchmarking	Benchmark UAF's sustainability and STARS performance 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.
Task 3.2 - Optional Task: Develop Additional Strategies	Per-strategy cost to quantify and develop implementation steps for additional strategies.
Task 3.3 - Optional Task: Second Onsite Visit to Review the Draft SMP and Support Additional Campus Engagement	One more trip to Fairbanks to meet with SMP working group and potentially support one more campus event.
Task 4.2 - Optional Task: Develop Annual Report Template/Document	A template for UAF to report on its sustainability progress annually, including specific performance metrics.

Phase 1: Kickoff and Baseline Assessment

Task 1.1 - Core Task: Kickoff Meeting via Videoconference

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. For the purposes of this proposal we use the term “SMP working group” assuming that we would be working directly with a project manager and perhaps a smaller subset of the RISE Board, potentially further supplemented by other campus representatives.

Task 1.2- Core Task: Sustainability/GHG Baseline and Forecast

From our initial review, UAF already has a large body of existing accomplishments in sustainability over the past several years and has made significant progress. In doing so - and in documenting this progress for its STARS report - we understand that UAF has already compiled a significant amount of data on its energy and resource consumption and outcomes of its sustainability initiatives.

We also understand, however, that UAF does not currently have this data contained in one sustainability data management system to evaluate in a broader sense the campus sustainability “footprint,” nor does it currently have a greenhouse gas (GHG) inventory. For this reason, under Task 2 we propose to work with the SMP working group to develop a

compiled and comprehensive sustainability baseline and forecast for UAF. This will be accomplished using Brendle Group’s Inventory Management System (IMS) – a spreadsheet-based tool that will be customized to UAF containing data on energy, water, waste, transportation and other metrics. The IMS will also calculate UAF’s GHG emissions 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.

Task 1.3 - Optional Task: Benchmarking

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.

Task 1.4 - Optional Task: Organizational Assessment

This optional task would focus on conducting an “organizational assessment” of UAF to 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 “stick” and be relevant for various campus stakeholders – tailoring those messages

for staff, leadership and students - all of which have different drivers for participation?

Under this task we would conduct key interviews with campus stakeholders specifically with change management in mind, review UAF's sustainability organizational structure and draw from best practice research on organizational change to inform our recommendations.

Phase 2: Planning and Campus Engagement

Phase 2 of our proposed process would focus on workshopping with the SMP working group to help organize the SMP framework and set goals, as well as mapping out and implementing campus engagement strategy options for the SMP.

In addition to understanding the mechanics of sustainability at UAF, as we aim to do under Task 2, we believe it is even more important to engage the people of UAF to understand the culture that has and will continue to drive sustainability. UAF's vision from its 2008 Recommendations report, for example, is *"UAF strives to be a model of environmental stewardship and social justice by incorporating the ideals of sustainability into every facet of campus life."* Understanding this and other cultural influences – including those specific to Alaska - as well as engaging the body of institutional knowledge in staff, faculty, and students, will be important to the development of an SMP that works for UAF.

Travel. As part of this phase we propose one two-day trip to Fairbanks. While it is logistically possible to conduct all of our core tasks virtually, we highly recommend budgeting for having two members of our team visit campus once in the SMP development process. Day 1 of this trip would be focused on a full day of workshopping with the SMP working group to help establish an SMP framework, discuss goals and lay out an evaluation methodology for strategies.

The second day of this trip would be used to see the campus first-hand and conduct key in person meetings with stakeholder groups and campus leadership. Costs for travel (time and direct costs) are included in the Budget section of our proposal. We have also offered to discount our travel time by 50 percent to help minimize travel cost impacts.

Task 2.1- Core Task: SMP Framework, Vision and Goal Setting

During a half-day, on-site workshop, two Brendle Group staff members will facilitate an interactive work session with the SMP working group to discuss how best to organize the SMP and set quantifiable goals with targets. This task will be informed by the information compiled in Phase 1, particularly Task 1.2.

Various groups or individuals at UAF may have differing missions, directives and guiding principles. At times, departments may be working at cross purposes. Developing an updated shared vision and mission will help unite the campus to pursue a common path toward sustainability.

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 built ‘bottom-up’ – *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 contrast will be built ‘top-down’ - by *backcasting* from the top – where does UAF want to be to continue its leadership in sustainability and push boundaries? We sometimes refer to these as “stretch” goals - goals that given current technology and resources may not be attainable but will keep UAF reaching ever forward in its progress toward sustainability.

Task 2.2 – Core Task: Strategy Framework

During a second half-day, on-site workshop on Day 1 of our visit, we propose to work with the SMP working group to explore and prioritize evaluation criteria and brainstorm specific initial strategy ideas to support goals established during the morning session. This discussion will build off the criteria UAF already uses to evaluate student requests for SIREN fee-supported projects but we will supplement this discussion with additional criteria that can be applied to strategies campus-wide and expand criteria into other quantifiable metrics. Examples of strategy evaluation criteria that have emerged from other similar exercises we have conducted have included:

- First cost
- Who pays, who saves
- Payback/return on investment
- Cost efficiency – such as cost effectiveness per ton of carbon reduction
- Total carbon emissions reductions
- Resource reductions – energy, water, waste, etc.
- Technical feasibility
- Political feasibility
- Visibility
- Social sustainability benefits – teaching/learning moments for students, health and productivity, capacity building

Task 2.3 – Core Task: Stakeholder Interviews

Under this proposed core task, during Day 2 of our onsite visit we would conduct multiple group interviews to help inform the SMP strategy process while on campus. This would include a discussion of existing sustainability practices - what UAF is doing well and where opportunities lie – as well as opportunities for developing strategies. Interviews will be tailored for each group; for example, interviews with students will focus on ways UAF can engage students in implementation of the SMP, while other groups would focus on human resources, residence life, facility management, finance and investment, and so on.

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.

Task 2.4 – Optional Task: Additional Staffing or Time During Onsite Visit for Assessments and Campus Event

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.

Assessments. 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 Group’s 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 – we can often inform the SMP process by being able to identify cost-saving opportunities in buildings that can then be extrapolated to other buildings on campus.



This sort of hands-on task also provides significant opportunity to engage students in the process to perform valuable tasks such as lighting counts or end-use water fixture analyses in residence halls.

Campus Event. During an extended campus visit, this optional task would entail helping organize and staff an on-campus event to get input from the campus community on what they would like to see addressed in the SMP, opportunities and challenges or other topic areas. This could be an event in tandem with another major campus sustainability event, or a stand-alone event- such as a half-day open house and discussion roundtable where the entire campus could come participate in open dialogue about the future of sustainability at UAF.

Task 2.5 – Optional Task: Web-based Survey

Under this optional task we would develop and deliver a web-based survey to students, faculty and staff to collect information on existing practices related to sustainability, identify opportunities and barriers to implementation and solicit ideas for developing strategies. Such a survey can also be used as desired to update information on commuting patterns to and from campus using commute trip survey questions. Brendle Group has successfully used such surveys to inform other SMP projects and find them to be a cost-effective way to collect input from across the campus.

Task 2.6 – Optional Task: Additional Campus Engagement

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

Engagement Channels

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

Task 2.6 – Optional Task: UAF Campus Project Coordinator Training

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.

Phase 3: Strategies and Performance Measures

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.

Task 3.1 – Core Task: Quantify Proposed Strategies and Strategy/Project Tool

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 identified for improvement from UAF's STARS report. An illustrative example of strategies we've included in other university SMPs:

- Increasing energy efficiency in buildings on campus
- Implementing energy conservation programs
- Incorporating renewable energy
- Addressing transportation related emissions (e.g., efficiency of fleet vehicles, such as maintenance vehicles, commuting to campus, etc.)
- Increasing water efficiency on campus
- Platforms and strategies for waste reduction and recycling, including progress toward zero waste
- Opportunities to benefit staff/student health and productivity through enhanced indoor environmental quality.
- Opportunities to incorporate sustainability into other aspects of construction, operations and maintenance, such as building standards and procurement
- Potential opportunities to engage staff and students through education, training, incentives and broader organizational change strategies – including identifying champions and providing a pathway for them to participate in the SMP process

We propose 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 via two two-hour workshops using Go-to-Meeting or videoconferencing. Input from the SMP working group on the implementation process for each strategy would include: (1) identifying accountable/responsible parties, (2) developing a reasonable timeline for implementation including actionable guideposts, and (3) creating performance measures and a methodology for measuring progress.

Finally, as part of this task we propose to develop a strategy evaluation tool that can be integrated into the IMS spreadsheet developed as part of Task 1.2. This tool could be used by UAF to evaluate future requests to the RISE Board for funding student projects to ensure they align with the SMP and document quantifiable outcomes, and/or to evaluate future SMP strategies once the initial list of prioritized strategies is completed.

Task 3.2 – Optional Task: Develop Additional Strategies

Task 3.2 would allow for development of additional strategies for the SMP beyond the 10 quantified strategies included in Task 3.1, above. This option is priced on a per-strategy basis in our budget section.

Task 3.3 – Optional Task: Second Onsite Visit to Review the Draft Strategies/Implementation/Performance Measures and Support Additional Campus Engagement

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 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, meet with UAF leadership or trustees to update them on the process, conduct any last follow-up interviews, provide early SMP implementation support or other related items.

Phase 4: Documenting the SMP and Reporting Template

Task 4.1 – Core Task: SMP Draft and Final Report

Task 4.1 includes the actual refinement and writing of vision, goals and strategies, along with the remaining sections of the SMP. Our written deliverable, an SMP document, will convey the final proposed SMP and will include not only recommendations, but also an executive summary, introduction/background/approach, a baseline inventory summary and final prioritized goals and strategies. The SMP document will also include the following sections:

- **Curriculum & Research:** Outlining existing efforts by UAF to incorporate sustainability into curriculum and research as well as identifying new opportunities for expanding upon these efforts.
- **Financing:** Identifying funding options for the SMP, including potential funding sources such as grants and rebates that can complement the SIREN fee.
- **Implementation and Measuring Progress:** Developing implementation guidance including: (1) identifying sustainability “champions” and accountable/responsible parties for each strategy; (2) developing a reasonable timeline for implementation including actionable guideposts; and (3) creating a process for measuring progress towards identified goals, including key metrics. Such key metrics must be clear, understandable and tied to available data and specific data sources that can be collected in an easily replicable manner.

This task includes a draft SMP document, one round of review the draft by the SMP working group, response to one round of comments and delivery of a final document. The

SMP will also be developed as a “living document” so that it can be expanded and/or updated in the future as desired.

Should the SMP working group wish to make the final document more interactive and web-based, we will work with you to structure the document for easy integration into an existing web-based platform that allows for greater interaction with and participation in SMP implementation.

Task 4.2 – Optional Task: Develop Annual Report Template/Document

In addition to the SMP document, we can develop an annual report template to give UAF clear guidance on the “what” and “how” for developing annual sustainability reports in future years that can be used to report on SMP progress and performance measures to leadership, trustees, alumni, the campus, prospective students and other stakeholders. This will include a structure that aligns with the goals and strategies developed in the SMP, along with suggestions for complementary text and graphics.

This optional task can also include creating a process for sharing the SMP and status with the campus and outside community as well as engaging new students entering UAF into the continued implementation of the SMP with a student “primer”.

Schedule Considerations

We are very flexible when it comes to scheduling tasks for an SMP. In general, based on our experience preparing SMPs for universities we recommend a 9-12 month period. While we have completed SMPs in as little as 6 months and as long as 18 months, we find that 6 months is often a very compressed schedule for all involved, while 18 months can make the process too drawn out such that momentum can be lost. We also recognize that any SMP planning process with UAF will have to consider the academic calendar, availability of the SMP working group and seasonal issues.

Proposed Budget

We have developed a budget for a set of core tasks we recommend as central to completing the SMP. Finally, several optional budget items are identified should UAF wish to augment the SMP process as described in our scope of work above.

We endeavor to bring UAF the highest value possible by utilizing the full range of our staff as appropriate on the project. Considering the length of the trip from Colorado to Fairbanks, we’ve made efforts to maximize our activities for our one proposed trip in the core tasks and second optional trip, and we will bill at half rates for time spent traveling.

Our proposed budget for completing the recommended core SMP tasks is **\$49,216**.



For optional tasks, costs by task are broken down as follows:

Optional Task	Cost
Task 1.3 - Benchmarking	\$1,971
Task 1.5 - Organizational Assessment	\$3,156
Task 2.4 - Building Assessments and Campus Event	\$6,102
Task 2.5 - Web-based Campus Survey	\$1,685
Task 2.6 - Additional Campus Engagement Support	\$3,916
Task 2.7 - Student Project Coordinator	\$4,758
Task 3.2 - Evaluate Additional Strategies	\$980 per strategy
Task 3.3 - Additional Onsite Visit	\$6,065

Thank you for the opportunity to submit our proposal to UAF. We always highly value working with universities on helping take their sustainability efforts to the next level and sharing collaboratively in the process. Should you have any questions about our proposed scope and budget, please don't hesitate to contact me or Dave Wortman, our Senior Program Manager.

Sincerely,

Judy Dorsey, P.E., LEED-AP, CEM
President