



899 Northgate Drive
Suite 410
San Rafael, California 94903

p: 415.507.2181
f: 415.507.1975
www.seiinc.org

6/18/15

Emily Courtney
Strategic Energy Innovations
899 Northgate Drive, Suite 410
San Rafael, CA 94903
(415) 507-2183 Phone
(415) 507-1975 Fax

Dear San Carlos School District,

Strategic Energy Innovations (SEI) presents this Letter of Interest to the San Carlos School District in response to the district's Request For Qualifications (RFQ) for Sustainability Management Consulting. SEI is a 501(c)3 non-profit organization that works with cornerstone community institutions to make the transition to sustainability: schools, local governments, green housing, and the workforce. Our work with schools includes support for green facility investments, district-wide sustainability policy development and implementation, conservation campaigns, student green team support, and project-based sustainability curriculum infusion. We are uniquely qualified to deliver the desired services outlined in the San Carlos School District Sustainability Management Consultant RFQ.

Our education team and key personnel specialize in both technical and behavior-based resource conservation programs. We collaborate with individuals at all levels within a school community, including superintendents and principals, facilitates and operations staff, teachers, custodial staff, students, parents, and community stakeholders. At the district level, we work with schools to access and make efficient use of their Prop 39 funding and seek to include all members of the school community in efforts to reduce resource use and improve environmental performance. By supporting both top-down and bottom-up strategies for resource use reduction, SEI seeks to empower student and teacher leaders, and assist districts with making realistic, measurable change.

In the attached proposal, we outline our related work in several California school districts. For example, we have supported the development and implementation of San Francisco Unified School District's Shared Savings Program, working with site champions to perform energy and water audits, identify opportunities for savings, educate the school community, and track progress. We look forward to bringing our 18 years of school conservation experience and suite of curriculum and policy templates to San Carlos School District to reduce resource use at each school site by developing and implementing projects that save money and help the environment.

We are available to answer your questions anytime. Thank you for considering our proposal.

Sincerely,

A handwritten signature in black ink that reads "Emily" followed by a stylized circular flourish.

Emily Courtney
Schools Program Director
SEI

San Carlos School District Sustainability Management Consultant Statement of Qualifications

We recommend a multi-pronged approach to reducing energy, water, and waste within the district (in alignment with the district Sustainability Policy) in an effort to reduce utility costs and environmental impact while enriching the student learning experience and empowering school community leaders. Below are key program strategies aimed at creating a holistic approach to resource use reduction through collaboration with individuals at all levels within the district and at school sites.

SEI will use the District's Sustainability Policy as a guiding document throughout our work within the San Carlos School District and at the school sites. The key program elements below will be planned and implemented in a way that provides tangible, measurable evidence of savings in compliance with the policy. In addition, our work will provide opportunities for additional policy development as we explore the district's utility use, track and measure progress, and understand the current status of environmental commitment and programs at each school site. We will look for every opportunity to educate school community members about sustainability and the district's policy to increase awareness and commitment.

Our Sustainability Consulting services will be led by the experienced SEI School Sustainability Management team, which brings both technical resource management and community organizing skill to the diverse tasks of utility bill analysis, EMS data analysis, student education, and school community organizing of effective behavior-based conservation campaigns. SEI will offer a deep and broad level of consulting through our cost-effective workforce development program, Climate Corps Bay Area (CCBA). SEI will work with the district to select a halftime CCBA Fellow who will be directed by the SEI staff in this range of sustainability management initiatives. Our experienced staff will work regularly at the district offices and at each school site in collaboration with the CCBA Fellow to plan and implement effective sustainability initiatives that measurably improve environmental performance and reduce operating costs. We will work closely alongside the Fellow to achieve the district's sustainability goals by providing necessary training and support for the Fellow to be successful in their position. The Fellow's half-time work in support of the Safe Routes to School program will complement their work with the SEI team on sustainability management. The program elements described below will be designed and led by SEI staff in partnership with the Climate Corps Fellow, referred to hereafter as the SEI team.

2.2.1 - Proposed Sustainability Management Program Elements:

1. District Sustainability Committee

The purpose of this committee will be to generate ideas and share resources to advance the

district's sustainability objectives. The SEI team will help convene and facilitate quarterly District Sustainability Committee meetings attended by key district staff such as facility and instructional leaders, School Sustainability Champions, students, parents, custodial staff, and administrators. The Committee will also include key community stakeholders, like the California Water Services, Recology, San Mateo County Energy Watch, RecycleWorks, and PG&E representatives. The purpose of including community stakeholders is to provide additional resources, staffing, and ideas to School Sustainability Champions. SEI will require the support of district staff and administrators to identify and recruit appropriate members of this community, but SEI will plan, facilitate, and follow up on all committee meetings.

2. Utility Bill and EMS Data Analysis and Awareness Campaign

SEI will work with the district to create easy access to utility and EMS data, analyze data regularly, adapt sustainability management strategies based on the findings, and train schools to utilize data to inform behavior changes. Section 2.2.5 demonstrates our experience working with PG&E, SDG&E, and other third party utility providers to gain access to utility data, track and analyze data, and translate this data into actionable information for each school community. SEI recognizes the importance of utility bill and EMS data analysis as a key learning opportunity for school community members to understand and appreciate resource use, and to set realistic, measurable reduction goals.

3. School Site Champions

SEI will work with the district to identify School Sustainability Champions at each school site. We have included a stipend of \$500 per school per year for a Champion stipend in our suggested budget. Below is a suggested scope of work for the Champions, (many of these program elements are described in greater detail below):

- Represent their school on the District Sustainability Committee described above
- Recruit and lead a Green Team/Environmental Club at their school, to be supported by the SEI team
- Conduct a walkthrough energy, water, and waste audit with the SEI team and interested students
- Development of a Conservation Action Plan with their team
- Facilitate a presentation by SEI, the CCBA Fellow, or by the Champion to school audiences on conservation opportunities. Opportunities might include staff meetings, assemblies, in class, or at PTA meetings
- Support their team's participation in the energy and water conservation competitions
- Support their team in leading Monthly Conservation Campaigns at their school
- Assist with communicating utility use data to peer teachers, students, and parents

4. School Green Teams

At the school level, the SEI team will work with the School Sustainability Champion to coordinate with an existing environmental club or help to form a new Green Team to lead

school design and implementation of campus conservation initiatives. In this process, SEI will work with interested school community members, including students, parents, teachers, and other staff to:

- Recruit members to their team
- Set measureable goals
- Develop a Conservation Action Plan
- Benchmark their current performance
- Implement the conservation initiatives outlined in their action plan
- Measure and verify results and
- Celebrate and share successes.

5. Walkthrough Audits

The SEI team will conduct walkthrough audits with Champions and their team to identify behavior changes and conservation opportunities. The SEI team will photograph both wise and wasteful behaviors to use in a visual presentation with tailored conservation strategies for student and staff education. Walkthrough audits provide an educational opportunity for school staff to understand how their building is designed to use energy, how its infrastructure encourages or prohibits wise resource use, and how its inhabitants practice wise or wasteful uses of resources.

6. Conservation Action Planning

The SEI team will help each school Champion and team to develop and implement a Conservation Action Plan that identifies their conservation goals, strategies, and next steps, based on the findings of their audit. Where possible, we hope to empower students to take ownership over the development and implementation of the Action Plan to increase buy-in.

7. Conservation Presentations

The SEI team will support or offer the presentations developed with the results of the walkthrough audit in settings such as classrooms, staff meetings, or at assemblies. The SEI team will also support the teams and Champions in their other outreach and education tactics, such as PA announcements, teacher bulletins, calls to action on the school marquee, making short videos, signs, banners, and ASB announcements. School Champions and SEI staff will look for opportunities to link to existing school gatherings and events to increase education, awareness, and practice of conservation behaviors.

8. Conservation Competitions

SEI will host an energy conservation competition in October 2015, aligned with Energy Awareness month, to help to raise the visibility of the conservation campaigns led by school green teams. Schools will compete to reduce their energy usage by the greatest percentage during the period of the competition and be awarded prizes for the greatest percentage of energy use reduction. The competition will be held at the beginning of the year to push the pace of forming a team, developing an action plan, and implementing strategies and campaigns to reduce energy use. These campaigns and strategies, with good leadership, will persist throughout the year, helping to transform school and occupant

habits and norms. We will also support the school's green team in developing an action plan and implementing conservation strategies during the Water Conservation Competition in the Spring semester led by California Water Services.

9. Monthly Sustainability Campaigns

SEI will organize monthly campaigns to focus on seasonal opportunities such as reducing natural gas use for heating in October at the start of the heating season and holiday shut down procedures in November in advance of the Thanksgiving and Winter breaks. We will train the School Sustainability Champions on these campaigns at our quarterly District Sustainability Committee meetings, provide supportive resources, and work onsite to support teams in implementing campaign strategies related to the monthly theme.

10. Education and Awareness

The SEI team uses Education and Awareness strategies to enhance utility savings, environmental performance, and student education outcomes. We use curriculum and hands-on activities to transform school buildings into real-world learning opportunities for students. Below are some of our Education and Awareness offerings.

- **Sustainability Fairs:** Sustainability Fairs, hosted by school green teams, are a great way to engage the whole school community in a fun experience that teaches and promotes conservation practices. Fun activities, music, food, and give-aways for sustainable behavior change can attract even the most reluctant environmentalists to change their behavior. This May, Chelsea, the district's current CCBA Safe Routes to School Fellow held a Fair at Tierra Linda Middle School that included an ACE assembly on climate change, a composting workshop, and other educational/action activities for students to build awareness and buy-in.
- **Project-Based Instructional Support:** SEI works collaboratively with teachers to support interdisciplinary, project-based service learning. Core educational projects related to energy awareness and conservation are school energy auditing, school solar design and analysis, and school water auditing. These projects help students to develop applied math and science skills, writing and presentation skills, technical career skills, as well as resource management skills that they actively put to use during and after the classroom project. The SEI team can support teachers with standards-based curriculum, instructional design, planning, and in-school instruction on technical subjects. SEI has developed and implemented elementary, middle, and high school curriculum, and can provide the level of support teachers request, from instructional planning to direct instruction.
- **Career Awareness Facilitation:** We also work to develop career awareness and skills by partnering with technical service providers such as kW and Ecology Action to engage professionals in guest lectures on their career and educational pathway, and engage students in professional job shadowing on their campus by participating in the data collection, such as lighting inventories, during energy surveys and ASHRAE Level II audits.

11. Shared Savings Program

SEI supports the design and implementation of Shared Savings programs to provide a direct financial incentive to schools to conserve energy and water by sharing the resulting savings. If and when the San Carlos School District is ready to share the savings, the SEI team can help to design and roll out the program. There are several models for sharing the savings. For example, SFUSD offers a \$500 stipend to Conservation Champions at participating schools. If the school saves more than 5% during the school year relative to their baseline (2010-2013), based on weather-adjusted data, the school earns 50% of their savings. This has led to many schools earning up to \$8,500 per year in additional discretionary funding, and the district has saved a corresponding amount. As an example of a different program structure, the Elk Grove district sets an overall conservation goal. If this goal is met for the year, schools that meet their individual conservation goal share 10% of the total savings. Last year schools that met their savings goal shared \$150,000, 10% of the \$1.5 million in savings accrued throughout the district. Elk Grove has saved over \$5 million dollars on energy costs in the four years of program operation. In addition to working directly with SFUSD to implement their Shared Savings Program, we have consulted with other districts, such as Oakland Unified and West Contra Costa Unified to aid in the development of their proposed programs.

2.2.2 - Experience with Utility Cost Management in Schools

SEI is a non-profit organization, founded in 1997, that develops and delivers innovative solutions customized to help communities accomplish their sustainability goals. SEI has 18 years of experience working with schools and local educational agencies (LEAs) to reduce environmental impact and operating costs while engaging students in project-based energy education.

SEI offers a range of programs in schools to reduce environmental impact, save money, and provide experiential and engaging training and learning opportunities for green careers and environmental leadership. SEI supports schools to:

- Integrate STEM, sustainability, and green career education into the classroom across disciplines to inspire and empower action to bring about change;
- Manage resource use (e.g. energy, water, solid waste, etc.) reduction projects in schools, homes, and businesses;
- Set campus goals to bring about change and strengthen schools' commitment to and leadership in sustainability; and
- Measure and verify results of programs implemented.

The SEI Board meets quarterly to review the organization's work and progress, budget and development, and advise our Executive Director, Cyane Dandridge. We hold a San Rafael Business License number 049554, attached along with Proof of Insurance.

2.2.3 - Our philosophy on Collaboration

SEI's School Sustainability Management Services are designed to help the district achieve its sustainability goals and maximize both cost savings and student learning. SEI will work with the District and directly with schools to transform energy, water, and waste systems and behavior while developing student leadership and STEM career skills. The methodology we use engages the full range of stakeholders in the school community and activates student leadership through project-based learning and conservation campaigns. The program described above can be implemented in stages, aligned with District goals and infrastructure improvement initiatives to create a tailored Sustainability Management program targeting conservation behavior change.

In our work with schools, we are respectfully aware of the demands of the leaders within a school district. We seek commitment and vision from district and school leaders, and then work to ensure that any time devoted by administration and staff has a strong return on investment in terms of resource savings and learning outcomes. When working with administrators and teachers, we consistently seek opportunities to relieve their workload rather than add to it, and to make their job easier. It is our experience that staff within schools and districts in California have a significant workload. We see it as our role to gain clarity on the district's goals, invite collaboration at the level desired by each partner at the school and district level, and then to take responsibility for advancing the goals of the district and each school in a manner that respects the incredible time burden our school partners are under.

2.2.4 - Experience Developing Projects within a Political Environment

SEI is experienced working in political environments and facilitating collaborative design processes to identify and achieve common goals. As one example, in the fall of 2011 SEI, with the help of our local school district, high school, teachers, parents, and students, launched the Marin School of Environmental Leadership (MarinSEL). MarinSEL is a school-within-a-school that seeks to develop socially responsible, ecologically literate, and economically aware leaders of tomorrow. Each cohort consists of 30 students per grade. MarinSEL classes seek to integrate environmental topics into conventional curriculum. A cornerstone of the program is the Environmental Leadership Seminar class for each grade, focused on project-based learning and real-world environmental action projects, culminating in the Senior Internship Program.

The vision for MarinSEL started with SEI's Executive Director, Cyane Dandridge, and a few local families. To gain approval for the program, SEI had to work with our local San Rafael City Schools (SRCS) district and Terra Linda High School (TLHS). In addition to district approval, we worked with the TLHS teachers and administration to get buy-in for the program. Over the course of a year of planning, SEI worked to create the structure of MarinSEL, collaborated with TLHS administration and teachers to create the classes, talked with local parents and students to generate interest, and most importantly, negotiated with

SRCS on the cost of the program. Any school district is a political environment, with many different personalities, priorities, and funding limitations. MarinSEL is partially funded by the district and the rest is fundraised by SEI and parents. We work hard to ensure the program has funding, strong classes, well-trained teachers, innovative student projects, and most importantly, happy, informed and satisfied students.

This June MarinSEL graduated its first senior class, many of whom are going on to study at rigorous universities in prep for sustainability careers. Each year, the program gets better through iterative community design, with teachers becoming more comfortable in a project-based learning environment, parents offering generous volunteer time, community partners collaborating with students on impactful projects, and SEI facilitating the Senior Internship Program. In the 2014-2015 school year alone, SEI partnered with over 40 local community members and environmental leaders to provide support to students on projects, internships, student business plan development, and fundraising. In addition, we managed parent volunteers from our 113 families in the program. The MarinSEL program is fueled by district, school, and community member involvement. SEI has been successful in launching and growing this program due to our experience with community and school stakeholders, as well as our ability to navigate and accommodate the needs and goals of our local school district.

SEI has been successful in this highly political environment through our facilitation of community involvement, a cornerstone of our strategy to effect long-lasting change.

2.2.5 – Experience in K-12 Sustainability Management

Case Study 1: Shared Savings in San Francisco Unified School District

SEI supports the Shared Savings Program (SSP) of the San Francisco Unified School District. The SSP rewards schools that reduce their utility energy and water use. In return for their efforts to minimize energy and water consumption, schools receive half of the cost savings they generate. These funds can be used to pay for supplies, school programs, or additional efficiency projects. SEI provides technical support to school Champions in participating SFUSD schools, including leading School Energy Audits, conservation goal setting, action planning, and conservation project implementation.

Metrics/Impacts: During the pilot year (between 2011-2012), the twenty schools that participated in Shared Savings were able to reduce their utility use by up to 40% while non-participating schools saw an increase in their utility bills of 2.3%. During the second year of the program (between 2013-2014), the schools saved \$240,000 compared to their baseline energy and water usage. During the third year (between July 2014- March 2015), the schools reduced resource consumption by 13% saving over \$500,000.

District Contact Information:

Nik Kaestner - Director of Sustainability
San Francisco Unified School District

KaestnerN@sfusd.edu

(415) 241-4327

SEI Lead: Sophia Zug

Dollar Value: \$30,000 per year

Litigation: No litigation has resulted from this, or any SEI project

Case Study 2: Energize Schools Northern California

West Contra Costa Unified School District

With the support of PG&E, we offer a free-of charge program to K-12 schools in select counties in the PG&E service territory. Our Energize Schools Program (<http://www.energizeschools.org/>) provides holistic services to help school communities green their facilities, conserve resources, and engage students in service-learning and environmental leadership. As a part of our services, SEI conducts an annual Northern California Energy Conservation Competition. The competition serves as a great opportunity for student learning and leadership. SEI supports environmental classes, school leadership classes, and green clubs in identifying opportunities for energy savings during walk-through audits and the development of a Conservation Action Plan with student leaders to help schools save energy during the period of the competition and beyond. SEI has helped West Contra Costa schools participate in the competition, establish green teams, and supported their sustainability education programs. For example, SEI worked with elementary after school programs on energy and water conservation education. SEI also assisted the district with benchmarking, utility bill analysis, and project prioritization for Prop 39 planning.

Metrics/Impacts: During the three-week Energize Schools Energy Conservation Competition last fall, the 46 participating schools reduced their electricity consumption by an average of 5.7%. Together, the schools saved more than 80,500 kWh and \$10,000, which resulted in the avoided emissions of over 56,000 lbs of CO₂.

District Contact Information:

Julio Arroyo

Energy Conservation Program Manager

West Contra Costa Unified School District

julio.arroyo@wccusd.net

(510) 620-2159

SEI Lead: Emily Courtney

Dollar Value: \$15,000 per year

Litigation: No litigation has resulted from this, or any SEI project

Case Study 3: Sustainability in the Dixie School District

Throughout SEI's 18 year history working with schools, we have supported our local elementary and middle Dixie School District. Our work has focused around environmental education, waste, water, and energy use reduction campaigns, teacher training, and district-wide sustainability initiatives such as policy setting, implementation and supporting their multi-stakeholder sustainability committee, Project Green. During the 2014-2015 school we used funding from the Marin Community Foundation to support Project Green as well as many other schools in Marin County. The focus of our 2014-2015

school year work centered on performing a gap analysis of the Environmentally Preferable Purchasing Policy we previously helped the district to design and adopt. We were curious to examine the awareness of the policy in the district and determine if what is being purchased meets the qualifications in the policy. Working with the individuals in the Project Green group, including parents, teachers, and administrators, we examined purchasing invoices and determined that paper presented an opportunity to better comply with the policy, as some paper being purchased was not Forest Stewardship Council (FSC) certified or recycled content. SEI led the way for Project Green to collaborate with two local high school students to examine the paper being purchased and recommend a new type of paper at the end of year school board meeting. District leaders are considering our recommendation to move to purchasing only FSC-certified, recycle content 8.5" x 11" printer paper and educating staff about why this paper is being purchased.

Metrics/Impact: The potential impact of this project is that 610 cases or 3,050,000 sheets of paper per year will now be FSC-certified (from a sustainably-harvested source, with proper treatment of the local ecosystem, people, and economy) and contain recycled content. In 2011 SEI-led Dixie Green Teams at all 4 schools decreased garbage collection service with waste diversion programs, saving \$11,800 on waste service - 23%. The Dixie elementary schools saved over 73,000kWh and \$10,000 in 2011-2012 as a result of energy efficiency and conservation. SEI assisted the Dixie schools in installing a combined 357.19 kW DC of solar PV which produced 67% of the electricity used by the district in the first year of installation, resulting in 300,000 pounds of CO₂E avoided. SEI has helped Dixie develop and implement an overarching green, waste, purchasing, energy, and water policy.

District Contact Information:

Tom Lohwasser
Superintendent
tlohwass@marin.k12.ca.us
415-492-3706

Will Anderson
Principal, Mary E Silveira Elementary School
wanderson@dixieschooldistrict.org
(415) 492-3741

SEI Lead: Emily Quinton

Dollar Value: \$10,000 per year

Litigation: No litigation has resulted from this, or any SEI project

Case Study 4: Energize Schools San Diego – San Diego Unified School District

With the support of SDG&E, we offer a free-of charge program to high schools in the SDG&E service territory. Our Energize Schools Program (<http://www.energizeschools-sd.org/>)

provides holistic services to help high school communities green their facilities, conserve resources, and engage students in service-learning and environmental leadership. SEI supports school environmental clubs, engineering and environmental classes, and school leadership classes in energy conservation, waste, water, engineering and education projects, such as conducting school energy audits, developing school gardens connected with culinary programs, biomimicry engineering and architectural design, green building projects, and sustainable food systems.

Metrics/Impacts: SEI worked with over 5,000 students at over 25 schools in San Diego County in 2014. During the 2015 three-week San Diego Energy Conservation Competition, 35 participating San Diego schools saved 76,215 kWh of electricity and \$16,386.

Energize Schools San Diego Program Manager

Russell Laub

Business Analyst

SDG&E Energy Innovation Center San Diego, CA

858-496-7167

rlaub@semprautilities.com

SEI Lead: Emily Courtney

Dollar Value: \$270,000 per year

Litigation: No litigation has resulted from this, or any SEI project

Case Study 5: Pittsburg Unified School District

We assisted in the development of new Board Policy 3511, 3511.1 and 3511.2, Energy Management and Conservation. The Board Policy that was unanimously passed by the Board of Trustees on May 6, 2015. We also assisted in the development of Administrative Regulations for the aforementioned Board policies. They are in review by the Cabinet, with adoption anticipated over the summer. We then worked with the district to create a District-wide Sustainability Committee, consisting of a wide range of stakeholders, including administrators, teachers, classified staff, community leaders (City of Pittsburg environmental staff and City mechanical engineer), vendors (recycling partners and our PG&E representative), and students from the District's high school. The committee has over 40 members to date, representing 13 out of 14 schools. We have developed a plan of action for the upcoming school year, covering energy, water, and waste. Our first action item as a committee was to survey of all district staff (drafted by the SEI team) regarding energy habits and attitudes while at work to both education respondents and assess current performance. We received responses from 286 staff members - 26% of all district staff. The survey provided great insight from District staff that has informed our district waste, water and energy action plans for the 2015-2016 school year.

Metrics/Impacts: Over 40 Sustainability Committee members recruited from 13 out of 14 schools. 286 survey respondents, representing 26% of district staff.

SEI Lead: Emily Courtney

Dollar Value: \$15,000 per year

Litigation: No litigation has resulted from this, or any SEI project

2.3. - Personnel: SEI Conservation & Education Program Staff

See Appendix for Staff Resumes.

Cyane Dandridge - Executive Director of Strategic Energy Innovations

Cyane Dandridge is the Executive Director and founder of Strategic Energy Innovations (SEI). At SEI, Cyane helps to enable communities to embrace clean energy and energy efficiency, green buildings, economic development, and sustainable communities. She received her master's degree in building technology from the Massachusetts Institute of Technology (MIT) for her work in international energy policies and technologies. Cyane's primary role will be to assist with overall vision and structure of the program.

Emily Courtney - Education Program Director

Emily Courtney manages the K-12 education initiatives at Strategic Energy Innovations (SEI), a non-profit organization that works with communities to make the transition to sustainability. Emily has a background in environmental, job skills, and entrepreneurship education. At SEI, she manages holistic school programs designed to make it easy and affordable to green school facilities while engaging students in energy conservation, education, and leadership. Prior to joining SEI, Emily was the Director of Green Technology Education at Laney College in Oakland, CA. Emily holds an MBA in Sustainable Enterprise from the GreenMBA program at Dominican University and a BA from Whitman College. Emily will serve as the primary contact for the district throughout the program. Emily will manage the SEI team and co-facilitate the Sustainability Committee.

Karly Zimmerman - Project Manager

Karly works within both the education and municipal sectors to deliver SEI's innovative programming in sustainability and clean energy. Karly works with K-12 schools to identify and manage opportunities for energy efficiency retrofits and behavior change initiatives that engage students in educational and leadership opportunities. Karly received a Master's of Science in Sustainable Systems from the University of Michigan in 2013. Prior to receiving her masters, Karly worked in Argentina in the field of green building, and received a Bachelor of Arts from New York University. Karly's primary role will be to facilitate partner development and management at the district and community level.

Emily Quinton - Project Coordinator

Emily assists SEI's K-12 programs, managing the Marin School of Environmental Leadership (MarinSEL) in addition to being a Regional Supervisor for CCBA, a workforce development program. Emily works with the SEI team to support the development of Energy Expenditure Plans for LEAs seeking to access Prop 39 funding. In 2011, Emily graduated with general and departmental honors from Trinity College with a BS in environmental science, and spent two years teaching high school science at Emma Willard School and Wells High School (Maine) before joining SEI. Emily's role on this program will focus on collaboration and training with the district's CCBA Fellow, and support on sharing utility data management and tracking with site Champions and students.

Sophia Zug – Associate Project Coordinator

As an Associate Project Coordinator at SEI, Sophia Zug is a technical education specialist focused on topics such as electricity, renewable energy, and energy efficiency. She coordinates energy reduction competitions for K-12 schools, specializes in solar energy education, and leads energy audits at schools throughout California. Sophia holds a degree in Physics, with a minor in Energy and Resources from the University of California, Berkeley. Sophia will co-facilitate the district wide sustainability committee, manage utility data tracking and analysis, facilitate the competition, and support school Green Teams. She will work directly with the CCBA Fellow, site champions and green teams on energy and water reduction.

CCBA Fellow

SEI currently partners with San Carlos School District through our Climate Corps Bay Area Program. For the 2015-2016 school year The CCBA Fellow will devote a 0.5 FTE to sustainability management and provide day-to-day support to student green teams with the support of the SEI staff. SEI will provide relevant training to the Fellow and will work with them to plan and design sustainability programs within each school.

2.4 Compensation

SEI is focused on helping the district and each school to maximize the return on available Prop 39 dollars. The CCBA Fellow model provides high-quality staffing at an affordable rate. We will provide a 0.5 FTE for \$13,500, a cost to be shared amongst all participating schools. SEI staff will support the CCBA Fellow's training and sustainability management services, and provide sustainability consulting to the following schools on a time and materials basis at the level of 0.25 FTE for an FTE total of 0.75. This staffing level is recommended by SEI but can be tailored to the district's needs. Our suggested budget also includes a \$500 stipend for a Sustainability Champion at each school, prizes for the competition winners, materials for Sustainability Fairs, and all other project expenses. The following amounts are suggested not-to-exceed levels for each school per year.

SITE	PROPOSED FEE
Tierra Linda Middle School	\$15,000
Brittan Acres Elementary School	\$10,500
Heather Elementary School	\$10,500
White Oaks Elementary School	\$10,500
Arundel Elementary School	\$10,500
Central Middle School	\$15,000

Annual Total: \$72,000 for both CCBA Fellow and SEI staff Sustainability Management

4 year total for remaining Prop 39 period: \$288,000

2.4. Additional Data

Leveraged Resources

Sustainability and Energy curriculum materials are included in the proposed program at no additional cost through the funding of PG&E through 2015.

Recent Awards:

- 2015 – Golden Bell Award for Outstanding Student Programs for the Marin School of Environmental Leadership
- 2014 – San Rafael Chamber of Commerce Joe Garbarino Green Business of the Year Award
- 2013 - Clean Air Award, Breathe California
- 2013 – “Green College Leadership Award in the Curriculum Category” for Green California Schools, Green Technology
- 2011 - Innovation Prize Finalist, BoardSource
- 2010 - Certificate of Special Recognition of Environmental Values and Resources, Congresswoman Lynn Woolsey
- 2009 - Award of Excellence, Marin Economic Commission for Excellence in Environmental Values & Resources
- 2006 - Award for Leadership in Education, Flex Your Power

Certifications:

- Certified Marin Green Business
- Certified Women and Minority Business Enterprise, Utility Supplier Diversity Program of the California Public Utilities Commission
- Small business certification, State of California Department of General Services Procurement Division
- SEI is an ENERGY STAR Small Business Partner.

Past & Current Clients:

California Energy Commission • California State University • San Diego Gas & Electric • Sacramento Municipal Utility District • California Solar Initiative • San Francisco Unified School District • Dixie School District • US Department of Energy Sunshot Initiative • Pacific Gas & Electric • San Francisco Foundation • Marin Community Foundation • State Farm Youth Advisory Board • Dominican University of California • Bay Area Community Resources • Skyline College • Environmental Protection Agency • City of Benicia • City of El Cerrito • Grid Alternatives • the City of San Joaquin • Alliance to Save Energy • City of Fresno • Marin County Development Agency • Bay Area Quality Management District • Southern California Edison Company • Los Angeles Department of Water and Power

CYANE B. DANDRIDGE

PROFILE

Ms. Cyane Dandridge is the Executive Director of *Strategic Energy Innovations*. She has over 20 years experience in business management and energy policy. Her areas of expertise include establishing new business concepts and combining a technical and policy or business-oriented approach to energy efficiency.

PROFESSIONAL EXPERIENCE

Executive Director, Strategic Energy Innovations—San Rafael, CA **1997- present**

Founded, established and manages Strategic Energy Innovations (SEI), a nonprofit organization dedicated to community and business empowerment around energy issues in these areas: education, housing, sustainable communities, and green workforce.

Director, School of Environmental Leadership, San Rafael, CA **2011-present**

Founded and directs a non-profit environmental progressive high school on the campus of Terra Linda High School in San Rafael offering project and problem-solving based learning and environmental leadership training.

Director, ReEnergize East Bay, Oakland, CA **1995-1997**

Established and managed the US Department of Energy's Rebuild America program in the San Francisco Bay Area. Designed and implemented new business models and delivery mechanisms to develop a community-oriented infrastructure to dramatically increase the implementation of energy-efficiency. Annual budget in excess \$800,000.

Program Manager, Environmental Protection Agency, Washington, DC **1994-1995**

Developed design, implementation and marketing plans for eight new voluntary energy-efficiency programs under the Energy Star label within an eight-month time period.

Research Associate, Massachusetts Institute of Technology, Cambridge, MA **1992-1994**

Developed technical and policy analyses for international programs on energy-efficient office equipment. Established test procedures for the Energy Policy Act Testing and Information Program for Office Equipment. Produced technology assessment and comparison of energy-efficient office technologies.

Research Associate, University of Bordeaux, Bordeaux, France **1993**

Researched and authored a comparison of policies for energy-efficient office technology in Europe, Japan and the United States.

Senior Engineering Technician, Intel Corporation, Portland, OR **1991**

Tested quality and reliability of bipolar transistors. Developed process for chip address system.

EDUCATION

Massachusetts Institute of Technology, Cambridge, MA **1994**

MSc, Building Technology. Thesis: "Energy Efficiency in Office Technology." Focus on business management and energy efficiency in buildings.

University of Bordeaux, Bordeaux, France **1994**

Degree des Etudes Supérieur. Thesis: "Energy Efficiency in Office Equipment: A Policy Comparison Between Europe, Japan and the United States."

Reed College, Portland, OR **1989**

BA, Physics. Thesis: "The Effect of the Sun on the Earth's Atmosphere." Sunlight energy levels. Greenhouse Effect, IR radiation. Minor in Anthropology.

EMILY COURTNEY

SUMMARY

Emily Courtney directs the Education programs at Strategic Energy Innovations. She has over 15 years of experience in environmental, job skills and entrepreneurship education. Her expertise includes project management, curriculum design, and effective communication for optimal performance by groups and individuals from project inception to completion.

PROFESSIONAL EXPERIENCE

Strategic Energy Innovations: Education Program Director, 2012 – Present
Designer and manager of education programs that reduce environmental impact and utility costs while developing student leadership and sustainability career skills. Responsibilities include: program design; fundraising; curriculum development; instruction; partnership development; staff, project and budget management; and program evaluation. Author of over \$2 million in new grants and developer of 16 new programs at SEI in 3 years.

Shanduka Black Umbrellas: Business Incubator Coach, 2011 – 2012
Provided entrepreneurship education and coaching to 16 business owners in the Cape Town branch of an incubator for black-owned businesses, and provided program design consulting to coaches at branches throughout South Africa.

Laney College: Director of Green Technology Education, 2009 – 2011
Managed design and development of clean energy and green building career technical education programs at community college in Oakland, CA. Led fundraising; student recruitment and screening; industry engagement in curriculum design; development of work-based learning opportunities; job placement; staff hiring and supervision; and program evaluation. Authored successful grants for over \$1.6 million, managed 3 staff, 16 instructors, and 10 grants for a total of \$3,250,000 in 3 years as Director of Green Technology Education at Laney College.

Teach With Africa Fellow: Community Entrepreneurship Consultant, 2008
Provided coaching, mentorship and instruction to entrepreneurs and community-based organizations in South Africa to improve social, environmental and economic outcomes.

Phat Tire Ventures: Wilderness Medicine Instructor, 2005
Taught wilderness medicine and evacuation techniques to outdoor adventure leaders in Dalat, Vietnam.

Children's Aid Society Teen Pregnancy Prevention Program: Entrepreneurship and Job Skills Instructor, 2003 – 2005
Managed internship and entrepreneurship component of teen pregnancy prevention program in Washington Heights, New York City. Developed a thriving aromatherapy enterprise with team of 90 students as a tool for teaching the fundamentals of business planning, product design, manufacturing, marketing and sales.

Oasis in Central Park: Environmental Education Instructor, 2003-2004
Led experiential environmental education with students in New York City.

Headlands Institute TEAM Program: Curriculum Development Specialist/
Environmental Educator, 1998 - 2001

Taught ecology, conservation biology and waste management to students in the Bay Area. Developed curriculum and trained teen environmental educators.

SYNERGISTIC ACTIVITIES

SDG&E Energize Schools Program

Designer, fundraiser and manager of the SEI Energize Schools program in San Diego County. Energize Schools San Diego provides holistic services to help high school communities green their facilities, conserve resources and engage students in service-learning and environmental leadership.

SMUD Auditing, Conservation & Training Program

Designer, fundraiser, project manager, curriculum developer and instructor for the SMUD ACT program, a summer internship program for high school students in energy efficiency auditing and conservation. The SEI team provides a weeklong intensive training in commercial building auditing and conservation campaign design and leadership. Students conduct a school energy audit, develop a Conservation Action Plan and Energy Audit Report, lead a campus-wide conservation campaign, and present their findings and recommendations to their school board.

Water Career Pathways Program

Project manager, curriculum designer, instructional coach and leader of the curriculum committee for the water industry career pathways program led by West Valley College. The project brings together Bay Area municipal water districts, colleges, high schools and local governments to prepare graduates for water industry careers.

San Francisco Unified Shared Savings Program

Project supervisor for the SFUSD Shared Savings Program, which supports utility reduction in schools and awards half of the resulting savings to the school sites for discretionary spending. The SEI team provides: audits; conservation action planning and implementation support; Site Champion, staff and student trainings on energy conservation; and program management services.

SunPower

Designer, fundraiser, and project supervisor of the SunPower solar education program. Led collaborative design of SEI Home and School Solar Design, Solar Monitoring, Solar USB Charger, and Solar Hot Water units. Provided teacher trainings and instructional support to partner teachers in implementation of new solar education projects.

EDUCATION AND TRAINING

MBA in Sustainable Enterprise, Dominican University, 2006 - 2008

Bachelor of Arts in Religion and History, Whitman College, 1999 - 2003

BOARDS

Community Energy Services Corporation, 2010 - Present

Greywater Action, 2009 - 2011

Energy Upgrade California – Retrofit Bay Area, 2010 - 2011

Emerald Cities Initiative – Oakland, 2010 - 2011

KARLY ZIMMERMAN

ENERGY AND SUSTAINABILITY SPECIALIST

karlybarkerzimmerman@gmail.com

415.404.2268

Systems thinking Sustainability Professional and Program Leader advancing environmental improvement, social equity and economic development. Versatile and creative with strong analytical and interpersonal skills applied to program strategy, development, and improvement.

EXPERIENCE

Strategic Energy Innovations, San Rafael, CA

Program Manager

September 2013 – Present

Programs include: A solar collaborative procurement program for public agencies that leverages a public-private revolving fund; Sustainability Roadmapping for local governments in California's Central Valley; Energy Efficiency upgrades and behavior-change initiatives for California public schools.

Amcor Rigid Plastics, Ann Arbor, MI

Sustainability Consultant

February – May 2013

Authored Water Stewardship Plan and Implementation Guide. Conducted risk assessments for 65 manufacturing sites and made the business case for water conservation related investments.

Clean Energy Coalition, Ann Arbor, MI

Mobility Program Development Intern

January – May 2013

Authored White Paper on revolving loan funds for alternative fuel/low-carbon vehicles. Supported outreach and business development efforts related to the revolving fund.

Strategic Energy Innovations, San Rafael, CA

Sustainable Energy Intern and Masters Candidate Consultant

May 2012 – May 2013

Performed market identification for a solar collaborative procurement program. Additionally, wrote implementation guide on green revolving funds for Cities.

U.S. DOE Better Buildings Case Competition

January – March 2013

Represented the University of Michigan. Presented creative financing solutions designed to dismantle barriers to private sector energy efficiency investment.

EDUCATION

University of Michigan, School of Natural Resources and Environment, Ann Arbor, MI

Master of Science: *Sustainable Systems*

September 2011 - May 2013

New York University, Gallatin School of Individualized Study, New York, NY

Bachelor of Arts: *Social Change through the Arts*

September 1999 - May 2003

SKILLS

Computer Skills: Microsoft Office Suite, Adobe Creative Suite, SketchUp, FileMaker Pro, EnviroChart, SimaPro, Stella, R

Green Building: Completed LEED Associate training (February 2012)

Languages: Fluent in Spanish (Lived in Argentina 2008-2011)

Emily Quinton

1685 Solano Avenue, Apt 302, Berkeley, CA 94707, emilyequinton@gmail.com, 207-337-0809

Profile

Sustainability professional with experience institutionalizing sustainability practices in educational institutions and empowering student leaders to enact change.

Experience

Strategic Energy Innovations

July 2013 – present

Project Coordinator

- Project manager for the Marin School of Environmental Leadership, including program design, development, budgeting, and creation and implementation of Senior Internship Program
- Provides mentorship and coaching as a Regional Supervisor for 11 Fellows in Climate Corps Bay Area program
- Coordinates implementation of sustainability-focused curriculum and projects in schools throughout California
- Supports energy benchmarking and expenditure plan development for school districts to access Prop 39 funding
- Develops partnerships and represents SEI to community organizations to leverage local resources

Wells High School

December 2012 – June 2013

Long-Term Substitute – Biology

- Taught college prep and alternative education biology with a focus on differentiated classroom activities

Emma Willard School

August 2011 – June 2012

Science Teaching Fellow

- Taught college prep biology and chemistry

Trinity College Office of Community Service and Civic Engagement

2008 – 2011

Student Sustainability Representative

- Collaborated with Community Service Director on campus sustainability initiatives

Trinity College Environmental Science Program, Hartford, Connecticut

Fall 2010

Teaching Assistant for Introduction to Earth Science Lab

- Assisted professors with supervising and teaching students during laboratory sessions

Maine Department of Labor Augusta, Maine

Summer 2009

Green Department Intern

- Developed and facilitated surveys, communicated with employees, and performed research to improve internal environmental performance of the Department office

Sustainability-Focused Volunteer and Civic Service

San Anselmo Quality of Life Commission

June 2014 – present

Interim Chair, Commissioner

- Town Commission focused on meeting Climate Action Plan goals
- Collaborate with fellow commissioners and public to promote energy efficiency and solar adoption through events and social media

Trinity College Green Campus

2007 – 2011

Co-chair 2009-2010 academic year, Student Representative to College Sustainability Task Force

- Campus environmental and sustainability group concerned with campus resource use and environmental impact
- Led weekly meetings, advocacy and education campaigns, and promotion of sustainability goals to administration

Research and Publications

Magnetic Properties of Soils

2008 – 2011

- **Quinton, E. E.**, D. E. Dahms, and C. E. Geiss (2011), Magnetic analyses of soils from the Wind River Range, Wyoming, constrain rates and pathways of magnetic enhancement for soils from semiarid climates, *Geochemistry, Geophysics, Geosystems*, 12, Q07Z30, doi:10.1029/2011GC003728.

Education

Trinity College, Hartford, Connecticut, 2011, *Bachelor of Science* in Environmental Science

GPA 3.88, General and Departmental Honors, Phi Beta Kappa, President's Fellow for Environmental Science

Skills

Professional: Project management and coordination, strong verbal and written communication, environment and energy concepts and teaching, resource efficiency program visioning

Leadership: Conduct performance reviews, athletic coaching – basketball, soccer, lacrosse

Computer: Microsoft Office, Adobe Acrobat, Filemaker, CiviCRM, Google Drive and Google Sites

PROFESSIONAL SUMMARY

- Professional experience in environmental non-profit settings advocating for green school districts
- Strong organizational and communication skills, independent worker and team-player

EDUCATION

University of California, Berkeley

2012

- B.A. Physics, Minor in Energy and Resources
- Relevant Coursework
 - Physics: Quantum Mechanics, Electromagnetism and Optics, Basic Semiconductor Circuits Lab, Analytical Mechanics, Thermodynamics, Special and General Relativity
 - Mathematics: Multivariable Calculus, Linear Algebra
 - Sciences: Transportation Systems Engineering, Global Warming, Engineering: Climate Change Mitigation, Energy and Society, Quantitative Aspects of Global Environmental Problems

WORK EXPERIENCE

Associate Project Coordinator, **Strategic Energy Innovations**, San Rafael, CA

Apr 2014 – present

- Manage energy conservation competitions in San Diego and Northern California
- Developed school and home solar design, solar USB charger, and solar water heating curriculum units
- Lead high school students in walk-through energy audits, conservation campaigns, and energy education

Project Assistant, **KyotoUSA**, Berkeley, CA

Jan 2013 – Apr 2014

- Track energy consumption at schools throughout the Bay Area using Portfolio Manager to develop conservation and alternative energy strategies
- Collect data and develop reports, including cost savings analysis and proposing solar array placement
- Conduct site visits and solar assessments to aid school districts' implementation of solar projects
- Manage communication with clients regarding energy tracking system and energy audits
- Monitor governmental regulations, including tracking incentive and CSI and Prop. 39 rebate programs, and applying them to solar school projects

Private Tutor, **Mathematics and Physics**, Encinitas and Berkeley, CA

2005 – present

- Provided one-on-one specialized instruction in all levels of mathematics (basic math to calculus) and science
- Answered questions on course content, aided in the instruction and comprehension of course material
- Collaborated with course instructors to better aid students in grasping material

Family Assistant, **Bjerkholt-Hahn Family**, Berkeley, CA

Aug 2012 – Sept 2013

- Provided childcare to multiple children, including homework assistance and driving
- Supported with administrative tasks such as data entry and cold calling

Intern, **Qualcomm IT Telephony**, San Diego, CA

Jun 2008 – Aug 2008

- Inventoried current circuits, coordinated new search requests, and updated circuit ID's for internal wiring
- Updated internal IT internet website

Floor Staff, **Rialto Cinemas Elmwood**, Berkeley, CA

Jul 2009- Dec 2010

- Assisted with the daily operations of the theatre and provide customer service

SKILLS

- Lucid's BuildingOS, Building Dashboard, and Building Blocks energy management software
- Energy Star's Portfolio Manager
- Mac OS/Windows Proficient
- Microsoft Office
- Basic Matlab, LabView

BUSINESS TAX CERTIFICATE #**049554**

This certificate is issued for registration and revenue purposes only. It is issued without verification that the holder is subject to, exempt from, or in compliance with any other legal requirements, including City zoning or fire codes. **Failure to receive a renewal notice does not relieve the holder's responsibility to maintain a current certificate while conducting business in the City.**



1400 Fifth Avenue
San Rafael, CA 94901

www.cityofsanrafael.org/businesslicenses

(415) 485-3051 - FAX (415) 485-3100

BUSINESS NAME: Strategic Energy Innovations
BUSINESS LOCATION: 899 NORTHGATE DR #410 SAN RAFAEL, CA 94903
BUSINESS OWNER Strategic Energy Innovations

KERRY STANWYCK
STRATEGIC ENERGY INNOVATIONS
899 NORTHGATE DRIVE STE 410
SAN RAFAEL, CA 94903

Renewal Cycle: Annual (end of Jun)

To verify the validity of this certificate,
please visit the above website.

Description: NON-PROFIT ORGANIZATION

TO BE POSTED IN A CONSPICUOUS PLACE AT BUSINESS LOCATION

**NOT TRANSFERABLE:
REPORT CHANGES OF ADDRESS,
OWNERSHIP, OR ACTIVITY.**



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
6/12/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Anixter & Oser, Inc. License OE28888 205 San Marin Drive Novato CA 94945-1227		CONTACT NAME: Vanessa Weidauer / Denise J. Billings PHONE (A/C No. Ext): (415) 898-1600 FAX (A/C No): (415) 898-3922 E-MAIL ADDRESS: vanessa@properlyinsured.com	
INSURED Strategic Energy Innovations 899 Northgate Dr Ste 410 San Rafael CA 94903		INSURER(S) AFFORDING COVERAGE INSURER A: Travelers Insurance Co INSURER B: Travelers Indemnity Co of Ill INSURER C: Lloyds of London INSURER D: INSURER E: INSURER F:	
		NAIC # 25674	

COVERAGES**CERTIFICATE NUMBER:** CL1461209674**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			660435X121A	6/12/2014	6/12/2015	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
GEN'L AGGREGATE LIMIT APPLIES PER:							PRODUCTS - COMP/OP AGG \$ 2,000,000
<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC							\$
A	AUTOMOBILE LIABILITY			660435X121A	6/12/2014	6/12/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED	RETENTION \$					\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			UB0955B201	1/1/2014	1/1/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y / N					E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Errors & Omissions			EL00-53-0196-2014	4/4/2014	4/4/2015	Each Claim 1,000,000
	Professional Liability						Aggregate 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

This certificate is provided as evidence of coverage for the named insured.**CERTIFICATE HOLDER****CANCELLATION****Evidence of Insurance**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

V I Weidauer/NESSA

Vanessa Weidauer