

Sustainable Works Proposal

Sustainable Business Certification Program for Culver City September 2016



Sustainable Works

1744 Pearl Street • Santa Monica CA 90405

310-458-8716





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Deputy City Clerk
City of Culver City
City Hall
9770 Culver Boulevard
Culver City, CA 90232

Dear Mr. Green,

Sustainable Works, a project of Community Partners®, has submitted a grant request to your organization. By means of this letter, we confirm that we have read and will comply with all terms and conditions of RFP #1598. We wish to indicate our unqualified support for the request as well as to describe in some detail the position of this project in the structure of Community Partners.

Our Board of Directors has approved **Sustainable Works** as a project of Community Partners, which is a duly registered public charity, exempt from Federal income taxation under Sections 501(c)(3) and 509(a)(1) of the Internal Revenue Code. Community Partners projects have goals that are consistent with our priority of community service innovation. They are approved by the Board, which assumes legal, corporate and fiscal responsibility and becomes responsible for the charitable use of funds by the projects. We select projects led by creative people with bold visions and a strong belief in their ideas. Consequently, we are pleased to have **Sustainable Works** as part of our organization.

Community Partners supports emerging and ongoing initiatives by providing financial and administrative oversight along with management training and technical assistance. To sustain our operations, we charge our projects an administrative fee based on project revenues. In compliance with IRS and FASB rules, Community Partners retains "variance power," that is, discretion and control over how funds are disbursed and the unilateral right to select the individuals carrying out the work. We assure you that we carefully observe restrictions on grant funds so that they are used for the purposes specified by the funder.

Thank you for considering the application from **Sustainable Works**. Should an award of grant funds result from this request, checks should be made payable to **Community Partners for Sustainable Works**. I am the authorized signer for all grant agreements entered into by Community Partners' projects.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul J. Vandeventer", with a stylized flourish at the end.

Paul J. Vandeventer
President & CEO

Sustainable Business Certification Program for Culver City

PROPOSAL OUTLINE TO BE SUBMITTED The proposal shall be organized and submitted with the following elements:

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C. Executive Summary

Sustainable Works' mission and purpose since 1998 has been to educate and activate community members at large - including businesses, residents and students – through our curriculums and programming that incentivize people to perform actions and make purchasing choices with the aim reduce their ecological footprint on the earth.

As such, Sustainable Works has been a key player at the forefront of the sustainability movement in Southern California for over the last 15 years. We have had the privilege of contracting with the first US city to implement a comprehensive Sustainable City Plan. Sustainable Works was created to outreach the goals and strategies of the Santa Monica Sustainable City Plan (SCP), which was developed by the City's Task Force on the Environment and approved by City Council in 1994.

All of our programs and curriculums directly support the following Sustainable City six goal areas which are also in line with the CAGBN guidelines and principles:

- 1) Resource Conservation
- 2) Environmental and Public Health
- 3) Community Education and Civic Participation
- 4) Transportation
- 5) Local Economic Development
- 6) Arts and Culture

Sustainable Works has been contracted by the City of Santa Monica to develop and implement Green Business programs since 2000. We are currently contracted by the city of Santa Monica to coordinate the City's Green Business Certification program, Green Business Program and co-produce an annual Sustainable Business program with the City and the Chamber. The City of Santa Monica has been a member of the California's Green Business Network (CAGBN) since 2009, and all of our Green and Sustainable Business programs adhere to the guidelines and principles established by the California Green Business Network (CAGBN)

Sustainable Works Co-Executive Director, Susy Borlido, will have the primary responsibility for managing the account for creation and implementation of a Sustainable Business Certification Program for Culver City.

Executive Director support will be provided by Gina Garcia, and direct CCSBC project support will be provided by Tamsyn Hunnewell.

In addition, Sustainable Works will subcontract a Strategic Sustainability Services consultant group named, *Balanced Approach*, to assist with the development and implementation of the Culver City Sustainable Business Certification Program.

Balanced Approach is a small woman-owned consulting firm located and licensed in Culver City. Balanced Approach Program staff include: (1) Shea Cunningham, Program Director; (2) Sandrine Cassidy, Senior Program Associate; (3) Arpy Kasparian, Program Associate.

Balanced Approach staff members have been engaged in multiple sustainable business programs and projects for Culver City and beyond, including but not limited to the City of Culver City Public Works Department, Culver City Unified School District, City of LA Green Business Certification Program, City of Covina's energy efficiency program, Arts: Earth Partnership Green Business Certification Program, and First Note Finance (FNF) Energy Management Services.

Questionnaire/Response to Scope of Services

A. Company and General Information

1. Firm name and address

Sustainable Works, a project of Community Partners: 1744 Pearl Street, Santa Monica CA 90405

2. Letter of transmittal: firm has read and will comply with all terms and conditions of this RFP. Signed by individual authorized to bind the firm.

See letter of transmittal attached.

3. General information about the primary contact who is able to answer questions about the proposal. Include name, title, telephone number and email address of the individual.

Name: Susy Borlido
Title: Co-Executive Director
Telephone: 310.434.3882
Email: susy.borlido@sustainableworks.org

B. Qualifications and Experience of the Firm

- 1. Describe your firm's history and organizational structure. Include the size of the firm, location of offices, years in business, organizational chart, name(s) of owner(s) and principal parties, and number and position titles of staff.**

About Sustainable Works

Sustainable Works is a non-profit environmental education organization and a project of Community Partners. Through education and interactive events, we activate sustainable behaviors to foster healthy and equitable communities.

Sustainable Works provides people with the knowledge, resources and tools to integrate solutions into their everyday lives and inspires them to be sustainable leaders in their communities.

Since 2000, Sustainable Works' office has been housed at Santa Monica College's (SMC) Center for Environmental & Urban Studies (CEUS) located at 1744 Pearl Street, Santa Monica, CA 90405 and will continue to do so moving forward. As the epicenter of campus sustainability the CEUS is a model for green building design and materials, housing a library of eco-related books and serving as a meeting place for SMC students and Student Sustainability Workshops.

Sustainable Works History

Sustainable Works, a project of Community Partners, has existed in various capacities since 1998. All of our educational programs raise awareness regarding local, regional and national environmental issues and provide solutions, tools and resources in the following six areas:

- Water conservation
- Energy conservation
- Waste reduction
- Chemicals
- Transportation
- Procurement (Shopping & Food)

Modeling the Green Team Project by providing residents with environmental solutions through a series of workshops covering the above six topics, the initial workshops took place in local residents' homes using the Green Team booklet as a guide. However, since the Green Team booklet provided mostly Northern California resources and tools, it soon became apparent that many of the solutions listed were not available or applicable in Santa Monica.

In 2001, we created a new Santa Monica-focused environmental resource and solutions guide and began operating under a new organizational name, *Sustainable Works*. That same year, Sustainable Works began serving as a liaison between community members and the City of Santa Monica, promoting the City of Santa Monica's Sustainable City Plan, which was developed and launched in 1994. Soon after, Sustainable Works acquired additional City of Santa Monica funding to develop and pilot a Business Greening Program.

By Fall 2002 Sustainable Works was accepted as a project of Community Partners, a 501(c)(3) tax-exempt organization, and successfully completed and launched:

- The extensive published "workbook" to guide the Green Living Workshops
- The Student Greening Program at SMC using the workbook guide.
- The Residential Greening Program using the workbook as a guide.
- The Business Greening Program – a free consultation process for up to 12 months including employee education for Santa Monica businesses.

As originally a grass roots organization and early adopter and promoter of Environmental Education and Action, (back in 1998 people did not know what "Sustainability" meant nor

could they even spell it!) Sustainable Works has worked hard to keep up with cutting edge sustainability trends, tools and campaigns. As a result, we have succeeded into becoming a leader in transforming people's behavior and thinking and on certain occasions, their life direction to create a more sustainable, healthy and equitable world.

As the City of Santa Monica has always been an advocate of Doug McKenzie Moor's community-based social marketing (CBSM) strategies and how it is being applied throughout the world to foster sustainable behavior, Sustainable Works has attended CBSM workshops and classes since its inception. We required our entire staff read all three editions of *Fostering Sustainable Behavior*.

Although Sustainable Works was already integrating many CBSM techniques intuitively, we found it useful to learn and use CBSM language and terms in our program materials. To facilitate keeping updated on current CBSM strategies, Co-Executive and Business Greening Program Director, Susy Borlido recently joined the recently formed California Green Business Network (CAGBN) Google group, Commercial CBSM 2.0 Immersion Working Group Bay Area Chapter.

In addition, to keep up with other fresh and innovative approaches and technologies to meet the demands of a growing, changing and leading sustainability movement in Santa Monica, these are some of the seminars, classes and workshops staff has attended over the last 5 years:

- Executive Service Corps of Southern California's (ESCSC) - Executive Director Leadership Institute 12month program with coaching (Jan 2016) Community Based Social Marketing (CBSM) 2.0 for Commercial Outreach (2015)
- CBSM workshop (Jan 2015)
- Women's Leadership Summit - Center for Nonprofit Management (2015) Organization of Women Leaders & the Santa Monica Commission on the Status of Women – Santa Monica Chamber of Commerce (2015)
- National Zero Waste Business Conference - U.S. Zero Waste Business Council (2015)
- Women in Green Forum – Three Squares Inc (2013-2015)
- Master Class in Behavior Change and Community Engagement – Sustainable City Network Academy (2014)
- LA Green Festival –Steering Committee (2011-2013)

Specific to Green Business Program Staff:

- Basics of LED Technology - Edison Energy Education Center (EEC) (2013)
- Benchmarking Energy Use in Commercial Buildings - Edison EEC (2013)
- Professional Certifications in Sustainable Resource Management – CRRRA (2012)
- LEED Professional Credentials
- Attended SoCal Edison High Sierras Community Leaders Workshop (2011-2014)
- Energy Efficiency and Auditing Certificate -Santa Monica College Workforce and Economic Development (2011)

In addition Sustainable Works is a member of:

- Santa Monica Chamber of Commerce (since 2002; in support of local economy)
- California Green Business Network –CAGBN (since 2009)
- Green America (since 2011)
- US Green Building Council (since 2013)
- Culver City Green Business Association (ceased in 2008)

Sustainable Works also regularly collaborates with major stakeholders like SoCal Edison and The Gas Company to stay on top of current rebate, incentive and free Direct Install programs available during limited windows for businesses.

SoCal Edison hosts annual workshops for community leaders in the High Sierras. This small intimate workshop takes place over a weekend and is by invite only. Sustainable Works staff has been invited to attend this high profile workshop since 2011. We have also partaken in numerous Gas Company seminars and Edison Energy Education Center classes and workshops (see above).

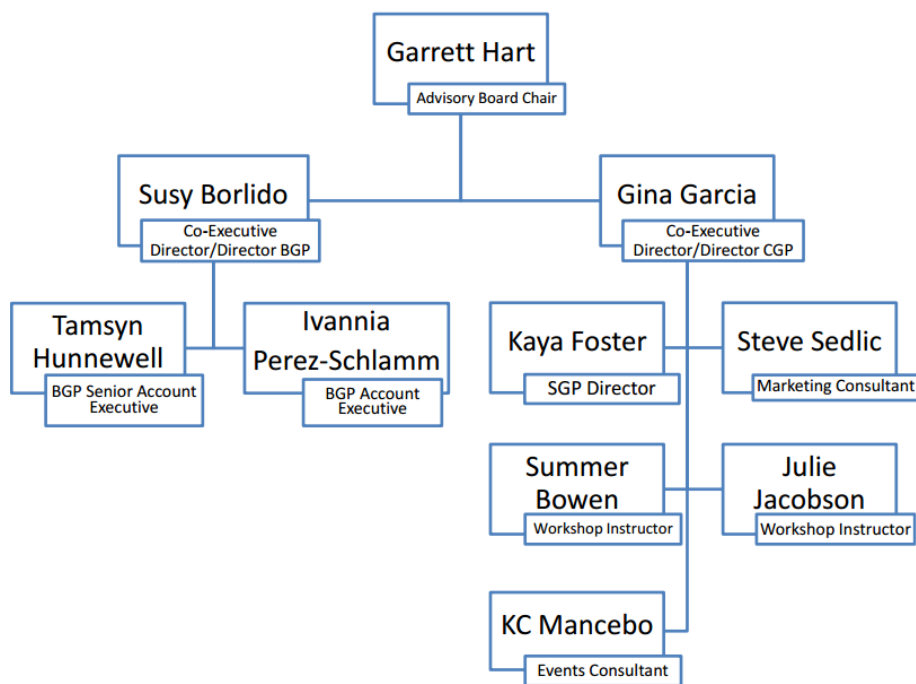
Organizational Structure

The team at Sustainable Works is led by Co-Executive Directors Susy Borlido and Gina Garcia. Both Susy and Gina manage a \$300,000 annual budget and function productively within budget parameters.

Sustainable Works is currently a team of nine; five staff, four contractors, with four board members. In addition, we house three student interns and numerous volunteers:

- 1) Susy Borlido, Co-Executive Director (staff since 2001. Previous title: Business Greening Program Director)
- 2) Gina Garcia, Co-Executive Director (staff since 2008. Previous title: Director of Community and Residential Greening Programs)
- 3) Kaya Foster, Student Greening Program Director (staff since 2012)
- 4) Tamsyn Hunnewell, Green Business Program Senior Account Executive (staff since 2006)
- 5) Ivannia Perez, Green Business Program Account Executive (staff since 2016)
- 6) Julie Jacobson, Green Business Program Account Executive (contractor)
- 7) Summer Bowen, Green Living Workshop Instructor (contractor)
- 8) Steve Sedlic, Marketing Consultant (contractor)
- 9) KC Mancebo, Events Consultant (contractor)

Sustainable Works Organizational chart



2. What is the primary business of the parent company and/or affiliates?

Sustainable Works is a non-profit environmental education organization and a project of Community Partners, a 501c3 non-profit organization. Sustainable Works is a non-profit organization focused on environmental education and action.

Since 1998, we have developed and administered programs for students, residents, businesses, and the community at large.

3. Which office(s) of your organization will have primary responsibility for managing this account? List the members of your team who will be responsible for providing the services and for ongoing support.

Sustainable Works Co-Executive Director, Susy Borlido, will have the primary responsibility for managing the account for creation and implementation of a Sustainable Business Certification Program for Culver City.

Executive Director support will be provided by Gina Garcia, and direct CCSBC project support will be provided by Tamsyn Hunnewell.

In addition, Sustainable Works will subcontract a Strategic Sustainability Services consultant group named, Balanced Approach, to assist with the development and implementation of the Culver City Sustainable Business Certification Program.

Balanced Approach is a small woman-owned consulting firm located and licensed in Culver City. The Balanced Approach Program team consists of:

- 1) Shea Cunningham, Program Director
- 2) Sandrine Cassidy, Senior Program Associate
- 3) Arpy Kasparian, Program Associate.

4. What is your firm's experience conducting the services requested? Describe comparable projects performed by your firm in the last five years, including the number of projects, scope of service, and their status.

City of Santa Monica Green Business Certification (SMGBC) program

Sustainable Works is currently contracted to coordinate the SMGBC program for the City of Santa Monica. Santa Monica is a member of the California's Green Business Network (CAGBN) and the program adheres to the guidelines and principles established by the CAGBN.

In an effort to recognize and certify outstanding green businesses, the City of Santa Monica in partnership with Sustainable Works created the Santa Monica Green Business Certification Program. Sustainable Works was instrumental in the development, launch and implementation of the SMGBC. Sustainable Works piloted six businesses in the SMGBC program process in 2005. After integrating valuable feedback from pilot participants, SMGBC was officially launched in 2007.

To date, 146 Green Business Certifications have been issued to 95 businesses. As the SMGBC is a 2-year certification program, many businesses have re-certified maintaining a current certification.

SMGBC Scope of Services

- Green Business Certification Program (GBC)
 - Manage the GBC program and annual Fall Event
 - Produce GBC Mixer
 - Outreach Green Biz Mixer event through various community avenues
 - Co-produce an annual Green Business Mixer
 - Streamline the GBC checklist and assess structure
 - Transition to an on-line checklist platform

Q1 Deliverables

- Produce Green Business Mixer
- GBC outreach via existing and warm contacts by phone and in-person meetings/presentations
- Attend local events, Chamber meetings, and networking opportunities
- Design marketing materials as per outcome of BGP Q1 retreat

- Enroll businesses and initiate GBC process

Q2 Deliverables

- Continue to coordinate the GBC program
- Attend local events, Chamber meetings, and networking opportunities
- Print marketing materials as per above
- Implement program marketing outreach via social media campaigns
- Enroll businesses and initiate GBC process

Q3 Deliverables

- Continue to coordinate the GBC program
- Attend local events, Chamber meetings, and networking opportunities
- Implement program marketing outreach via social media campaigns
- Complete certifications for businesses enrolled

Q4 Deliverables

- Continue to coordinate the GBC program
- Attend local events, Chamber meetings, and networking opportunities
- Implement program marketing outreach via social media and existing Constant Contact campaigns



Arthur Murray Dance Center achieves GBC 2015

Sustainable Works Business Greening Program (BGP)

Sustainable Works has offered a Business Greening Program (BGP) to Santa Monica, West Hollywood and Los Angeles commercial businesses since 2002. The BGP provides businesses with onsite environmental assessments of six topic areas (as mentioned above): Water, Energy, Waste, Chemicals, Transportation, and Purchasing.

BGP comprises of a five- step process:

- 1) Onsite environmental assessment
- 2) Recommendation checklist
- 3) Implementation guidance
- 4) Employee education
- 5) Follow up / receive recognition

BGP Scope of Services

In the first quarter, Summer 2016, produce and manage a group retreat, with stakeholders, to review and develop one umbrella program that includes; the free Business Greening Program (BGP), the Green Business Certified Program (GBC), and the Sustainable Quality Award (SQA).

- Business Greening Program (BGP)

30 businesses

- Manage a free BGP, which includes four phases:
 - 1) Onsite Assessment, 2) Implementation Strategy, 3) Employee Education, and 4) 1-5 years Green Team Action Plan targets
- Coordinate program for at least 30 businesses annually
- Initiate and mentor the BGP businesses to achieve Green Business Certification (GBC) and apply for a Sustainable Quality Award (SQA)
- Co-produce an updated Greening Business website that serves as a platform for all Green Business Programs and community resources

Q1 Deliverables

- Schedule a BGP retreat with OSE staff to re-define program marketing
- BGP outreach via existing waiting lists and warm contacts
- Attend local events, Chamber meetings, and networking opportunities
- Gather and develop current green business resources
- Enroll 8 business and initiate BGP process
- Provide a Q1 update

Q2 Deliverables

- BGP Outreach: continue attending local events and networking opportunities
- Enroll 12 businesses and initiate BGP process
- Implementation guidance for 8 businesses
- Provide a Q2 update

Q3 Deliverables

- BGP Outreach: Continue attending local events and networking opportunities
- Enroll 10 businesses and initiate BGP process
- Implementation guidance for enrolled businesses
- Complete BGP for 10 businesses
- Provide a Q3 update

Q4 Deliverables

- Follow up meetings with participating businesses
- Complete BGP for remaining 20 businesses
- Track & measure resource savings for end of year report
- Provide Q4 update

Some BGP participant resource reduction numbers:

- 262 Santa Monica-based businesses completed a BGP 12-month process
- From 2005-2013, 156 BGP participants were provided with 8,509 targeted recommendations in the six resource areas aforementioned. Out of the 8,509 recommendations, 5,682 (67%) were successfully implemented. Out of the 5,682 recommendations successfully adopted, approximately 150 related to clean air/reduced congestion (2.6%) and approximately 936 related to energy reduction (16.5%)
- 52 BGP participants proceeded to achieve Santa Monica Green Business Certification (which launched in 2006)
- 62% BGP participants have proceeded to win local Sustainable Quality Awards (SQA) between 2002 – 2016, totaling 89 out of 143 SQA winners.
- 169 Santa Monica-based businesses in a targeted water efficiency program from 2002-2005 contracted by the City of Santa Monica



Barney's Beanery Santa Monica staff holding their BGP certificate in 2010

Sustainable Works Sustainable Business Awards

In 1994-1995, as an effort to recognize local businesses putting sustainable practices into action, the Chamber and City joined together to develop the annual Sustainable Quality Awards (SQA) program.

Sustainable Works has participated in the development and implementation of the Sustainable Quality Awards (SQA) since joining as a program partner in 2002. SQA winners significantly increased the years following Sustainable Works joining as a partner. In addition:

89 out of 143 SQA winners participated in the Business Greening Program (BGP) administered by Sustainable Works. The success of the BGP provides several strong candidates to win an SQA.

Sustainable Works has coordinated, chaired and lead the SQA subcommittee consecutively since 2010.

Sustainable Works has played a key role in administering the SQA which involves the following tasks including but not limited to:

- Scheduling, chairing and co-chairing the SQA subcommittee meetings
- Producing an SQA Application workshop/ kick-off event since 2006
- Maintaining up to date content on website such as but not limited to:
 - o current winners list
 - o providing final copy for business profiles
 - o nomination forms
 - o application forms
 - o event information i.e., sponsors

SQA Scope of Services

- Co-produce and coordinate the SQA planning and event execution
- Chair SQA related meetings
- Coordinate application process for at least 12 businesses annually
- Manage the SQA applicants and mentors
- Produce the press releases and assist with outreach plan
- Provide contents for event gift bags
- Sustainable Works does not cover any costs associated with SQA programming or annual event

City of Santa Monica OSE to:

Provide approx. 300 Sustainable give-aways

Produce and cover the cost of SQA decals for winners

Produce and cover the cost of SQA trophies and engravings

Q1 Deliverables

- Attend / chair SQA meetings as needed
- Review website and program materials as needed

- Provide a draft of SQA outreach plan and/or timeline

Q2 Deliverables

- Attend / chair SQA related meetings
- Assist with SQA launch and outreach as needed Nominate at least 15 businesses
- Manage at least 12 SQA applicants and mentors
- Produce at least one press release
- Assist with finalizing program materials including the outreach plan timeline

Q3 Deliverables

- Begin soliciting items for gift bags
- Attend /support SQA judging day
- Coordinate contacting winners and provide them with SQA promotional materials
- Write summaries for winners
- Produce at least one press release
- Start promoting April event community wide via social media

Q4 Deliverables

- Attend / chair final SQA related meetings
- Finalize items for event gift bags
- Produce at least one press release
- Co-produce SQA event
- Help with day-of-event planning as needed
- Attend dress rehearsal and help recruit volunteers
- Assist with coordinating event program and flow, set up and duties for event day



Susy celebrating SQA 2013 Grand Prize at their Earth Day event with owner, Catherine An and Tree People

founder, Andy Lipkis

City of Los Angeles and Los Angeles County

10 City of Los Angeles businesses in a BGP process by paying a fee for service

58 businesses in LA Districts 5 and 11 in an accelerated BGP process through LADWP Community Partnership Grants received in 2011 and 2015¹

5. Comment on other areas that may make your firm different from your competitors.

Sustainable Works.

Sustainable Works is unique in that we have been a key player at the forefront of the sustainability movement in Southern California since 2001. We have had the privilege of contracting with the first US city to implement a comprehensive Sustainable City Plan. Sustainable Works was created to outreach the goals and strategies of the Santa Monica Sustainable City Plan (SCP), which was developed by the City's Task Force on the Environment and approved by City Council in 1994.

The mission and purpose of Sustainable Works is to activate and engage communities (businesses, residents and students) to assist cities in reaching their SCP goals. Sustainable Works has done this by keeping abreast of all information relating to the Sustainable Santa Monica's City Plan (SCP) 9 goal areas, and continuously modifying measures and indicators, related programs and incentives.

Our programs and community events directly support six of the goal areas included in the City's Sustainable City Plan Structure document, these include :

Resource Conservation

Environmental and Public Health

Community Education and Civic Participation

Transportation

Local Economic Development

Arts and Culture

From its inception, Sustainable Works has aligned with the City of Santa Monica's guiding principles of protection, preservation and restoration of the natural environment as well as community awareness, responsibility, participation and education, which are key elements of a sustainable community.

¹Sustainable Works just completed the deliverable to enroll 20 businesses in a direct install greening program focusing on energy and water efficiency

In addition, Sustainable Works will contract *Balanced Approach Strategic Sustainability Services*(Balanced Approach)to assist with the development and implementation of the Culver City Sustainable Business Certification Program.

The Sustainable Works and Balanced Approach partnership provides a unique combination of expertise, as both highly-motivated teams have ample experience in the development and management of green business programs in the local region and are excited to join forces on this important project.

Balanced Approach

Balanced Approach is a small woman-owned consulting firm located and licensed in Culver City. Balanced Approach Program staff include: (1) Shea Cunningham, Program Director; (2) Sandrine Cassidy, Senior Program Associate; (3) Arpy Kasparian, Program Associate.

Balanced Approach staff members have been engaged in multiple sustainable business programs and projects for Culver City and beyond, including with the City of Culver City Public Works Department and multi-sector businesses; Culver City Unified School District; the City of LA Green Business Certification Program, including office, retail, restaurant, automotive, salons; the City of Covina's energy efficiency program; Arts: Earth Partnership Green Business Certification Program, focused on the arts and culture sectors of the LA region; and First Note Finance (FNF) Energy Management Services, focused on schools, hotels, biomed firms across the State of California. Balanced Approach staff has direct experience managing sustainable business certification programs for the cities of Los Angeles, Santa Monica and Covina, as well as managing sustainability programs at the state level, with First Note Finance and through the California Green Business Network (CAGBN) program.

Balanced Approach is a strong locally-based team of highly qualified sustainability professionals directly invested in the future of Culver City. Our close relationships with local stakeholders including Culver City residents, the Culver City school district community, businesses, environmental organizations and Culver City staff provides a head start on the development of the necessary stakeholder network for the creation of a successful Sustainable Business Certification Program for Culver City.

In addition, Balanced Approach staff members play a vital role in the community of Culver City. They have been working with and for the City of Culver City for many years in the area of sustainability. Their work in collaboration with the Culver City School District, Culver City Public Works Department and Culver City businesses from all sectors brings a wealth of on-the-ground experience to this project. In addition, the staff members are engaged local stakeholders with an active support base, including from the Downtown Business Association, multiple local organizations, and dozens of individual residents. In addition, two UCLA research institutes - the Institute for the Environment and the Sustainable LA Grand Challenge - officially submitted their support of a sustainable business certification program on behalf of Balanced Approach Director, Shea Cunningham.

The Balanced Approach Team cares deeply about the future of Culver City and its business community. They are passionate in our desire to assist all sectors to become more resource efficient and environmentally sustainable, and are looking forward to directly helping the

community become a beacon of sustainability. In addition, they are aware of the City's Centennial and view it as an especially opportune time to take the pragmatic step forward toward a more sustainable and regenerative future. Their team intends to integrate this inspiring opportunity into program outreach. Education and outreach is key to the success of this program. Because of our direct experience working with the relevant Culver City departments, and our established relationships with many of the local businesses, we are well positioned to make substantial progress and save precious staff time.

Finally and importantly, Sustainable Works and Balanced Approach provide a unique and exemplary partnership. Besides our decade's worth of combined experience, local knowledge, and key community connections, we are a multi-lingual team with a portfolio of pertinent and diverse backgrounds in public policy research and development, sustainability program implementation, multiple business sector research and assistance, the arts, and wellness. In combining our forces, we are a highly reputable, exceptionally qualified and dedicated group of grassroots sustainability professionals highly motivated to assist Culver City in its quest for a greener and brighter future.

C. Qualifications and Experience of Proposed Project Team

1. Describe the qualifications of the firm's staff who are assigned to complete each of the scope of services, their position(s) in the firm, and types and amount of equivalent experience. Be sure to include any municipal agencies they have worked with in the past five years and their level of involvement. A description of how overall supervision will be provided should be included.

The following Sustainable Works staff will be assigned to play a key role in this project.

Susy Borlido, Co-Executive Director / Green Business Programs Director



In addition to her Co-Executive Director role, **Susy Borlido** directs the Green Business Programs at Sustainable Works. She is a California Resource Recovery Association (CRRRA) Certified Professional in Sustainable Resource Management and who has helped green over 600 companies since 2001. Susy started off as a Business Greening Account Executive with Sustainable Works, followed by her role as Program Director in 2007. She assisted with the development, and launch of the Sustainable Works Business Greening program and [the City of Santa Monica's Green Business Certification Program](#). Susy leads a team of up to three Green Business Program staff. She has chaired and co-chaired the Santa Monica Chamber of Commerce Environmental Affairs Committee since 2002. She is a key player in co-producing the annual [Sustainable Quality Awards](#) program while ensuring her program leadership provides the SQA's with several strong business candidates each year.

In 2011, Susy lead the Sustainable Works contract to develop and implement a [Green Business Certification Program for Santa Monica College's Small Business Development Center](#). In addition she executed a \$10,000 contract for the Greening of UCLA's Lu Valle Commons building in 2007. Susy received a 2010 Earth Day Award presented by Lexus Santa Monica for her work leading LAcarGUY's sustainability practices. In addition, she is honored to receive two Santa Monica Chamber of Commerce Chairman's Awards for her work in the business community.

Tamsyn Hunnewell, Green Business Programs Senior Account Executive



Tamsyn Hunnewell has over twelve years of experience in environmental management and consulting with an emphasis on water, waste and energy systems. Tamsyn is a California Resource Recovery Association (CRRRA) Certified Professional in Sustainable Resource Management and a LEED Accredited Professional who has assisted on LEED project teams. She has been involved with Sustainable Works' Santa Monica community sustainability contract since her arrival in Southern California in 2006 where she began as a volunteer. Since her role as Account Executive in 2007, she has worked with over 100 companies with aim to successfully integrate comprehensive sustainability strategies and policies. A graduate of

Syracuse University with a degree in environmental engineering, she worked for several years as an environmental engineer on transportation-related projects, and consulted with Tree People and California Climate Registry. Prior to moving to Los Angeles she lived in New Zealand, where she assisted the work of several environmental non-profits including the World Wildlife Foundation's Climate Change Initiative project. Tamsyn has enjoyed many pristine natural environments in her travels, and she enjoys yoga practice in addition to her role as a yoga instructor for behavior challenged children.

The Balanced Approach team includes Shea Cunningham (Program Director), Sandrine Cassidy (Senior Program Associate) and Arpy Kasparian (Program Associate).

Shea Cunningham, MPP and LEED Green Associate, brings two decades of formidable experience in the field of sustainability as a planning and public policy professional with a proven track record of success. Over the years, she has developed, implemented and managed numerous sustainability-centered programs and projects. As the inaugural sustainability program manager for Culver City Unified School District (CCUSD), Ms. Cunningham has five years of direct hands-on experience coordinating with Culver City departments, programs and operations and has developed an in-depth knowledge of City Departments.



Shea Cunningham designed and piloted the initial sustainability awareness co-curricular campaign at Culver City Unified School District in 2011, which she transformed into a District-wide program in 2012. She continues to lead Culver City

Unified School District's award-winning Sustainability Program, which includes the implementation and management of a district-wide recycling, composting and landfill reduction program, and sustainability awareness campaign for its ten campuses. She coordinates with all stakeholders, including administrators, teachers, food service staff, custodians, students and volunteers. She designs and implements educational materials, runs assemblies and trainings; writes media articles, writes and manage grants. Since the onset of the program, the District's recycling rate has increased by about 500%. As of last year the District is diverting an estimated 14 tons of recyclable materials and 1,870 tons of compostable waste from the landfill each school year and avoiding an estimated 1,700 metric tons of CO₂. In addition, she facilitated a partnership with the Power Save Alliance organization and established energy efficiency and water conservation program, with benchmarks and a tracking system. Ms. Cunningham also facilitated the installation of a 750 Kwh system at the main campus, which accounts for 80% of the energy needs of that 3-school campus, avoids 2,300 tons of Co2 annually, and brings nearly \$1.4 million into the District's general fund each year.

Ms. Cunningham accepted the SoCal Environmental Excellence Development (SEED) Award for Education and Outreach (2015) and the CA Green Schools Leadership Award for Leadership in Energy to CCUSD, Green Technology (2013) on behalf of CCUSD's Sustainability Program. She is currently applying for the US Department of Education's Green Ribbon Award and is utilizing the nationally-recognized framework to further CCUSD's progress, reward the District, and attract other funding opportunities.

At First Note Finance Inc., an energy management firm, Ms. Cunningham performs and manages on-site ASHRAE Level I/II audits for schools and businesses across California, and writes state-approved reports, which includes benchmarking and energy tracking. She also manages energy efficiency and renewable energy installations and support staff, and leads local business development. At Arts:Earth Partnership, an organization that assesses and certifies arts and cultural buildings for the Cities of Los Angeles and Santa Monica, she developed a municipal program, which included identifying best practices for sustainability planning services for municipalities. At Community Sustainability USA, Ms. Cunningham co-designed a sustainability-focused behavior change education program with measurable goals and objectives and implemented assessments for schools, businesses, municipalities and communities to reduce their carbon footprint. Clients included CCUSD, Huntington Beach and Mission Viejo.



Sandrine Cassidy, BA, is a Sustainability Specialist working directly with cities, businesses, non-profits and schools to create and implement programs in waste reduction, recycling maximization, energy and water conservation, pollution control and green purchasing. For the last several years as Culver City's Business Recycling Consultant, Ms. Cassidy assisted Culver City Public Works EPO with ongoing development and implementation of comprehensive business recycling outreach and education programs to all sectors of the business community of Culver City. She has worked closely with Culver City businesses such as Akasha, Antioch

University, Beats, LA Times, Tender Greens and Double Tree. Her knowledge of the inner workings of Culver Cities different divisions and close connection to local businesses gives her the unique perspective required to join the Balanced Approach team to develop the Culver City Green Business Certification Program. In addition, Ms. Cassidy is the Vice President of Ballona Creek Renaissance, responsible for the regular creek clean up events and community outreach, in Culver City and beyond.

Since 2014, Ms. Cassidy has been working for the City of LA Green Certification Business Certification Program (LAGBP), administered by the LA Community College District. [LAGBP](#) is a free and voluntary program, launched by Mayor Garcetti, with the goal of increasing energy and water efficiency, generating cost-savings benefits, reducing waste, creating a healthier environment for all Angelenos, while recognizing participating businesses for their green efforts with an official certification. She has been in charge of finding new business, performing assessments, personalizing reporting and recommendations, assisting businesses in all aspects of going green and running a sustainable operation while completing the points for green business certification.



As a Climate Action Fellow for the City of Covina, **Arpy Kasparian**, MA, has worked towards developing and implementing outreach and energy efficiency programs to meet that City's energy reduction goals. Specifically, she developed and began implementation of the Covina Commercial Energy Efficiency Pilot Program where two Covina restaurants were assessed and awarded grants for energy efficiency upgrades. Ms. Kasparian brings with her the knowledge and experience she gained while connecting small business owners to utility representatives and city staff. Ms. Kasparian is currently working as a Sustainability Assessor for Arts: Earth Partnership.

Description of overall project supervision

As Sustainable Works is an institutionalized organization with 15 years of experience in the field of developing and implementing Green Business Programs for municipalities, utilities and institutions, Sustainable Works will oversee Balanced Approach, as the subcontractor, to perform the Scope of Services outlined below.

Sustainable Works Co-Executive Director, Susy Borlido, will review, advise and give final approval on all CCSBC program materials and processes carried out by Balanced Approach as detailed in the Scope of services below. In Susy's absence, her Sustainable Works support team, Gina Garcia and Tamsyn Hunnewell, will act as the overseer.

Sustainable Works, as a project of Community partners, will also act as the financial conduit.

Community Partners retains discretion and control over how funds are disbursed to Sustainable Works as the financial conduit and Balanced Approach, as the subcontractor.

SCOPE OF SERVICES FOR CULVER CITY SUSTAINABLE BUSINESS CERTIFICATION PROGRAM (CCSBC)

- I. Develop and initiate implementation of a Certification Program that:
 - a) adheres to California Green Business Network (CAGBN) guidelines
 - b) Includes creation of a checklist to perform a sustainability audit of business operations.
 - c) Development of an action plan that is based on the sustainability audit results for the business to implement
 - d) On-site verification that the action plan was implemented prior to awarding certification
 - e) provide a range of cost for the determined business sectors to participate in the Certification Program.
 - f) Once finalized, enroll the Certification Program into the CAGBN database
 - g) includes a template to continue the Certification Program in future years comprised of items I a-d above
 - h) includes a list of which business sectors the firm will target to participate
 - i) number of businesses anticipated to complete a sustainability audit and of those, how many will go on to become certified over the first year.
- II. Develop and implement a marketing and outreach strategy in conjunction with the Culver City Chamber of Commerce and City staff including but not limited to:
 - a) Forming a Culver City Sustainable Business Certification (CCSBC) Team
 - b) Scheduling strategic partnership meetings
 - c) Targeting local businesses, utilities, and professional associations
 - d) Marketing materials
 - e) Press release announcing program launch
 - f) Advertising via local print and social media
 - g) Identify and participate in business engagement opportunities
 - h) Creation of a “Certified Sustainable Business” seal
 - i) Events / Presentations
 - j) Develop a proclamation recognizing achievements attained by a certified business for use by Culver City at City Council meetings
- III. Evaluate and determine benefits and incentives package encouraging businesses to participate in the CCSBC:
 - a. Various subsidies, rebates
 - b. Publicity and recognition such as an awards event
 - c. Creation of a CCSBC graphic logo for business to display
 - d. Website – provide content for development of a City web page
 - e. Providing free eco-preferred product samples
- IV. Prepare and submit quarterly reports to Culver City including:
 - a. Number of sustainability audits completed/ registered
 - b. names of certified businesses that have become certified.

2. Identify and provide the resume(s) of the staff who will be assigned to complete the scope of services.

Find resumes attached

D. Response to Scope of Services

1. Describe the methods by which your firm will complete the services requested in the Scope of Services.

The bullet points below follow the Scope of Services outline listed in Item III. SCOPE OF SERVICES on page 5 of RFP #159

During the first quarter, our Team will focus on program development:

In preparation for designing Culver City's custom Sustainable Business Certification Program that adheres to guidelines and principles established by California's Green Business Network, we will conduct a comprehensive review of best practices in green business assistance programs. This will include a review of green business certification checklists in the CAGBN program, including those from Sustainable Works and the LA Green Certification Business Certification Program (LAGBP). Upon conclusion of the review, we will draft Culver City's custom-designed sustainable business sector-specific checklists that will be used to perform a sustainability audit of business operations for three (3) business sectors for the pilot program. We recommend focusing on offices, retail stores and restaurants during the pilot phase. These broad sectors make up well over 50% of Culver City's approximately 3,000 businesses. Additionally, we will develop an action plan that is based on the sustainability audit results for each business to implement as a condition to receiving their certification, including on-site verification that the action plan was implemented prior to awarding certification.

- **Business eligibility:**
 - Brick and mortar building located in Culver City
 - In operation for minimum 3 months before registering
 - Commercial location (no home-based businesses)
 - Minimum of 5 employees
 - Must fall within the offices, retail or restaurant sector
 - In compliance with all local, state, and federal regulations
- **Marketing and Outreach strategy:**

We will develop and implement a marketing strategy in conjunction with City Staff that reaches out to targeted businesses, utilities and professional associations to promote and highlight the merits of participating in the Certification Program. Additionally, we will engage in the development of strategic partnerships and schedule meetings with the key business organizations in Culver City. Meet with key stakeholders including with the Culver City Chamber of Commerce, the DBA, to discuss program design, sectors to be targeted, outreach methods and custom Sustainable Business

Certification checklists. We will then finalize the Sustainable Business Certification custom checklists and point system (with required and optional measures) for obtaining certification.

Specifically we will:

- Compile a list of businesses in all three sectors based on registrations from marketing outreach (Press release, distributing flyers, Chamber events, Downtown Association, City Clerk City Manager's Bi-Weekly etc), B2B cold-calling and recommendations from City Staff.
 - Engage with a minimum of fifty (50) businesses with aim to schedule a consultation at their location in order to review the program criteria and in addition perform a pre-assessment should they express interest in moving forward with achieving certification.
 - Include free certification assessments for fifteen (15) businesses.
 - Complete a minimum ten (10) business certifications at no charge. If more than ten (10) eligible businesses desire certification, within the first pilot year, a fee per business will be charged (based on fee schedule below).
 - Design a flyer for program outreach and disseminate via multiple methods. Outreach methods will include sending out flyer via sanitation bills, water and/or energy bills; Culver City website, email lists and hard copies for distribution at City events; the websites and emails from Balanced Approach, Sustainable Works websites, Culver City Chamber of Commerce, the DBA
 - Create a press release announcing the launch of the City's new Sustainable Business Certification Program. Once finalized, we will enroll the Certification Program into the California Green Business Network (CAGBN) database.
 - Provide content for City webpage.
 - and the Centennial Celebration organization; social media, and door-to-door.
 - We will schedule public presentations about the new CCSGC program to greater community, including to the Chamber of Commerce, the DBA, business community mixers, Centennial events and other community events as opportunities arise.
 - Design and implement a contest for Culver City-based Graphic Design firms to create the official seal (in digital format) for Culver City's Sustainable Business Certification Program; the winning firm will receive a free assessment and certification if they are able to complete sufficient points (this firm will be one (1) of the ten (10) businesses to receive free certification). This will help to create buzz for the pilot program. The seal will be for certified businesses to post on their websites and in printed materials.
- Benefits and Incentives package
 - We will provide templates, personalized resources and information about energy, water, product and waste solutions.
 - We will conduct a comprehensive review of financial and other related incentives to provide the businesses to help encourage them to participate in the program and offset their investment costs. These can include but are not

limited to; PACE Financing, SoCal Gas and SoCal Edison's zero-percent On-Bill Financing, So Cal Edison's Energy Management Solutions Program (including rebates for energy upgrades), SoCal Edison's Direct Install Program, water saving devices from Golden State Water, expediting assistance for City permits, discounts and/or VIP entries to City, Chamber of Commerce and Downtown Business Association (DBA) events.

- Free eco-preferred product samples such as but not limited to high-efficient pre-rinse spray nozzles, LEDs, and third party green verified cleaners, such as a multipurpose, or dishwashing detergent. Preference will be given to products certified by Green Seal (www.greenseal.org), Design for the Environment (www.epa.gov/dfe) that are easily purchased through online office and restaurant supply companies.
- Quarterly reporting
 - We will design a user-friendly Culver City-specific database for the program to enable the City to track businesses contacted and assessed by business type, size and location, as well as estimate energy, water and pollution reduced, paper recycled, renewables installed, and business support of the local economy and community etc. (indicators linked to the checklist, resulting from CAGBN data) of all certified businesses.
 - We propose certifications will be valid for three (3) years. Following the business will need to complete a re-certification process.

In the second through fourth quarters of the program our Team will:

- Begin the targeted outreach to a minimum of fifty (50) Culver City businesses (via email or phone consultation and/or in-person visits) and begin in-person assessments. We will assess a total of fifteen (15) businesses and certify ten (10) businesses free of charge on a first come first serves basis (including the graphic arts firm that wins the official seal contest, as well as the Chamber of Commerce if they choose to participate), plus City Hall if obtain sufficient points. As previously mentioned, if more than ten (10) businesses are able and desire to become certified within the first year, the appropriate fee will be applied for each subsequent business during the pilot period.
- Create customized action plans (short-term and long-term if applicable) based on adherence to the applicable checklists, and provide direct complimentary assistance of the certification process to at least ten (10) businesses.
- Once the business has registered, we will conduct a pre-assessment call to check eligibility, schedule an assessment visit, conduct an on-site audit, take pictures then send a full personalized report with recommendations detailing the steps to complete certification. We will follow-up with business and assist in completing the points.

- Prepare and submit quarterly activity reports to City Council and City Staff, including numbers of sustainability assessments underway and completed, and names of business that have become certified.
- During the final quarter of the pilot program, we will develop a proclamation to recognize the achievements attained by certified businesses and present at City Council.
- To recognize the pilot certified businesses and engage the local community, we will co-sponsor and co-coordinate -- with the City and participating businesses -- a final awards event for the successful culmination of the new CCSBC program,. Sustainable Works and Balanced Approach will support this event with staff time, including providing content for invitations and awards, creating the evening's agenda, helping find local business sponsors, a venue and refreshments. This may be integrated, or at least will dovetail nicely with the City's Centennial Celebration in September 2017.
- Moving forward, we will work on the renewal of this program with the City for year 2 and 3.

2. Provide a statement of those service(s) that differentiate your firm from competing firms.

Sustainable Works

Sustainable Works has been contracted by the City of Santa Monica's Office of Sustainability and Environment to lead the development and implementation of Green Business Programs since 2000. We launched our Business Greening Program in 2001, and assisted with the development and implementation of the City of Santa Monica's Green Business Certification pilot in 2005 – which follows CAGBN guidelines and principles.

In addition since 2000, we have partnered with the City of Santa Monica and Chamber of Commerce to administer and produce an annual Sustainable Quality Awards event. The success of our Green Business Programs have successfully provided the SQA's with increasing amount of award candidates per year, which resulted in the event growing from less than 100 attendees in 2001, to over 320 attendees today.

All of the Green and Sustainable Business programs mentioned above are still active and running successfully today in Santa Monica.

- Our Team consists of locally-based and engaged sustainability professionals with extensive knowledge about the City government and existing strong relationships with the local business community.

- The creation of a user-friendly database as a method for tracking Culver City businesses contacted, assessed and certified by business type and size, as well as the amount of energy, water and pollutants reduced, and business support of the local economy and community, and other indicators for all certified businesses.
- Robust outreach of the program including through the use of multiple websites (City, Sustainable Works, Balance Approach, Chamber of Commerce, the DBA, City's Centennial organization);
- A creative competition for the official program seal design;
- Co-host an end-of-year awards event.

E. Fees

1. Provide a detailed list of the firm's fees to complete each section of the Scope of Service as follows:

a. Creation and Implementation of a Sustainable Business Certification Program, which cost is broken down as follows:

i. First year cost to create and implement.

\$90,000

Develop and initiate implementation of a Certification Program

-including I. a through i above **\$24,460**

Develop and implement a marketing and outreach strategy in conjunction with the Culver City Chamber of Commerce and City staff

-including II. a through j above **\$32,334**

Evaluate and determine benefits and incentives package encouraging businesses to participate in the CCSBC

-including III. a through e above **\$12,225**

Prepare and submit quarterly reports to Culver City

-including III. a and b above **\$2,160**

CAGBN Fee

-to be reimbursed by Culver City **\$5,000**

Culver City Business licenses fees

-Sustainable Works, Balanced Approach **\$181**

Community Partners Administrative Fee (12%)

\$10,800

Additional Technical and Policy Support as needed

\$2,840

TOTAL \$90,000

ii. Second year cost to continue.

\$60,000

Implementation of a Certification Program

\$18,345

Maintain marketing and outreach strategy in conjunction with the Culver City Chamber of Commerce and City staff

\$16,218

Culver City Sustainable Business Certification Fee Schedule			
Business Sector	size		
	Small	Medium	Large
	1-9 employees	10-99 employees	100+ employees
Retail/Office	\$225	\$275	\$400
Restaurant	\$225	\$325	\$450

Maintain benefits and incentives package encouraging businesses to participate in the CCSBC

\$8,237

Prepare and submit quarterly reports to Culver City

\$2,160

CAGBN Fee

-to be reimbursed by Culver City

\$5,000

Community Partners Administrative Fee (12%)

\$7,200

Additional Technical and Policy Support as needed

\$2,840

TOTAL \$60,000

iii. Provide a range of cost the firm will charge each business to participate in the Certification Program.

Culver City Sustainable Business Certification Fee Schedule			
Business Sector	size		
	Small	Medium	Large
	1-9 employees	10-99 employees	100+ employees
Retail/Office	\$225	\$275	\$400
Restaurant	\$225	\$325	\$450

iv. The City-funded incentives the firm recommends (if any) that include:

The project budget outlines above will fund the certification fee, plus the eco-preferred product samples for the first pilot 10 businesses during the first year.

Following the pilot year, Culver City will cover the certification fee (ranging from \$225 – \$450) for the first 10 businesses that register and proceed to achieve certification in the fiscal year, plus the eco-preferred product samples – which may also including sustainable frames for the CCSBC certificates.

The eco-preferred product samples may include but not limited to:

- High-efficient pre-rinse spray nozzles (restaurants only)
 - LEDs
 - Post-consumer recycled content printing paper samples
 - Non-toxic, cleaners, such as a multipurpose, or dishwashing detergent.
- Preference giving to products certified by Green Seal (www.greenseal.org), Design for the Environment (www.epa.gov/dfe) that are easily purchased through online: office supply companies such as Staples, Office Depot/ Office Max etc., or food service supply companies
- Frames made from sustainably harvested materials.

Total funds provided by Culver City not to exceed \$5,000.

b. Staff titles and their associated hourly billing rates.

Susy Borlido, Executive Director of Project; Sustainable Works, \$38 / hour

Tamsyn Hunnewell, Project support, Sustainable Works, \$25/hour

Shea Cunningham, Project Director; Balanced Approach, \$45/hour

Sandrine Cassidy, Senior Project Associate; Balanced Approach, \$45/hour

Arpy Kasparian, Project Associate; Balanced Approach, \$25/hour

F. References

List the name, address and telephone number of references from at least two (2) clients whom the firm completed similar work for each section of the Scope of Services. Include a brief description of the work provided for each reference. California municipal or county projects are preferred. You may offer more than two recent similar projects if desired. The references should include the start date of each reference and the date of their completion (or their current status).

Sustainable Works References:

1. Santa Monica Chamber of Commerce (reference letter attached)

Laurel Rosen - President / CEO

310.393.9825 ext.111

president@smchamber.com

Sustainable Works role/Services provided: The Santa Monica Chamber is a long standing program partner with Sustainable Works for the Sustainable Quality Award (SQA) and Green Business Certification program. The Chamber also participated in Sustainable Works Business Greening program and successfully achieved Green Business Certification in 2008, with renewals in 2011, and 2014. Sustainable works also worked closely with the Chamber to execute an All Shades of Green Business Mixer in 2014 and 2015.

Start and completion date: June 2008 to present

2. Santa Monica College (reference letter attached)

Ferris Kavar - Sustainability Project Manager

310.434.3911

kavar_ferris@smc.edu

Sustainable Works role/Services provided: Sustainable Works fully developed and implemented the Student Sustainability Workshops, formerly known as the Student Sustainable Crews to SMC students.

Start and completion date: 2002 to Present

3. LACarGUY Family of Dealerships (reference letter attached)

Alisha Auringer - Manager of the Environment

310.699.2116

Alisha@LACarGuy.com

Sustainable Works role/Services provided: Sustainable Works provided Business Greening Program services to their Lexus Santa Monica dealership and the LACarGUY Family of Dealership business as a whole.

Start and completion date: May 16, 2008 to April 4, 2013

4. LADWP

Craig Tranby - Environmental Supervisor

213.367.2795

Craig.Tranby@ladwp.com

Sustainable Works role/Services provided: Sustainable Works was awarded a Community Outreach, Research and Public Education Grant to develop and implement a Business Greening Program for 20 businesses in addition to providing Green Living Workshops for LADWP residential customers in City Council Districts 5 & 11.

Start and completion date: June 2011 to May 2012. Sustainable Works was recently awarded an additional LADWP Community Partnership Grant for similar programming for 2015 -2016.

Sustainable Works Additional References

Red Bull North America

Paige Dunn - CSR and Sustainability Project Lead

310.460.5826

paige.dunn@us.redbull.com

Morley Builders

Morley Construction Company | Benchmark Contractors, Inc.

Jessica Kurland - Senior Estimator, LEED AP BD+C

310.566.9269

jkurland@morleybuilders.com

Balanced Approach References:**Alliance Charter Schools**

Christopher Bates, Director of Facilities.

214 943 4930 ext. 1020

cbates@laalliance.org

Antioch University

Sandy Lee, Chief Operations Manager

310 578 1080 ext. 447

slee2@antioch.edu

Culver City Public Works Sanitation Department

Armando Taylor, Administrative Clerk.

310 253 6409

armando.taylor@culvercity.org

Culver City Unified School District

Josh Arnold, Superintendent

Mike Reynolds, Assistant Superintendent

310 842 4220

josharnold@ccusd.org

MikeReynolds@ccusd.org

G&K Management

Stephanie Kushner, Office Manager.

310 280 5035

SKushner@GoldrichKest.com

LA County Bike Coalition

Colin Bogart, Education Director

213 629 2142 ext. 114

colin@la-bike.org

Loyola Marymount University

Ian McKeown, Campus Sustainability Officer.

310 338 5838

Susy Borlido

42 ¼ Clubhouse Ave Venice, CA 90291 | 310.876.9429 | skborlido@yahoo.com

PROFESSIONAL EXPERIENCE

Sustainable Works

Santa Monica, CA

Sustainable Works is a non-profit environmental education organization. Through education and engaging community events, their mission is to activate sustainable behaviors to foster healthy and equitable communities.

Co-Executive Director	July 2014 - Present
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- Manage and administer HR-related functions for up to six staff + interns including hiring, enforcing personnel procedures, and performing annual staff reviews.
- Manage \$300,000 annual budget and other various contracts and grants.
- Collaborate closely with Board of Directors on issues related to fundraising, strategic planning, and organizational mission and culture.
- Manage special projects/contracts as needed
- Hiring, promoting programs, and performing annual staff reviews.

Director, Green Business Programs	May 2006 - Present
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- Coordinate and implement green business programs including free Business Greening Program, and Green Business Certification programs.
- Create avenues to recruit program participants and market business' success while leading and supervising staff to ensure Santa Monica contractual deliverables are met.
- Develop and implement the Sustainable Quality Awards annual program honoring Santa Monica area businesses putting sustainable practices into action.
- Hire, supervise, and train all Account Executives ensuring they meet program deliverables.
- Help manage 40+ business accounts annually. Notable clients include: Shore Hotel; Sustainable Quality Award (SQA) 2015 Grand Prize Winner, Locanda del Lago; SQA 2015 Grand Prize Winner, Perry's on the Beach; 2013 Grand Prize Winner.
- Keeps abreast of emerging trends, legislative changes and new developments in the field of sustainability and Green Business trends.
- Public speaking: various lectures at educational institutions, community presentations, panels, employee education.
- Create marketing materials, press releases, articles, and manage website content for two websites.
- Coordinate various Green Business related events.

Account Executive, Business Greening Program	January 2002 – May 2006
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Contracted by the City Santa Monica Office of Sustainability and Environment to develop and administer Green Business Programs:

- Develop and implement a Business Greening Program, and Green Business Certification program for Santa Monica businesses.
- Create outreach strategy to enroll minimum 20 businesses annually in programs.
- Perform onsite environmental assessments, develop recommendations and assist with implementation in: waste reduction, water + energy conservation, procurement, chemical usage, and transportation.
- Keeps abreast of emerging trends, legislative changes and new developments in the field of Green Businesses and Sustainability.

Electric Lodge/ Arts Earth Partnership

Venice, CA

Green Program Consulting**December 2008**

Assisting with the development of Arts Earth Partnership's Green Certification Program for Arts & Cultural facilities by:

- Helping created customized auditor forms for assessments
- Providing a template for Certification program checklists
- Providing hands-on training for auditors to perform environmental assessments

EDUCATION**Professional Certification in Sustainable Resource Management**

California Resource Recovery Association

December 2012

Permaculture Design Certificate

Earthflow Design Works, California

June 2006

Commercial Energy Conservation Workshops

Southern California Edison, California

January 2002 - Present

Bachelor of Art: Environment Studies & Resource Management

University of Toronto, Canada

June 2001

HONORABLE MENTIONS

Received 2 Santa Monica Chamber of Commerce Chairman awards for outstanding service to the Santa Monica Business community (2014, 2009)

VOLUNTEER WORK

Center for Environment and Urban Studies, Santa Monica College

2001

- Advised students of environmental resources on campus.
- Maintained worm-composter.

Waste Watchers, City of Toronto Public Works

2000 – 2001

- Trained in vermiculture and composting.
- Public speaking on waste reduction practices at events.

OTHER SKILLS

Fluent in Portuguese

Proficient in Spanish and French

Ian.McKeown@lmu.edu

Normandie Bakery

Josette LeBlond, Owner.

323 567 3883

chefjosette@gmail.com

G. Implementation Schedule

Include a detailed implementation schedule for each section of the Scope of Services with an estimated project start date of November 1, 2016, noting key project milestones and timelines for deliverables. Identify any assumptions used in developing the schedules.

CCSBC Program Implementation Schedule													
		Nov'16	Dec'16	Jan'17	Feb'17	Mar '17	Apr '17	May'17	Jun'17	Jul'17	Aug'17	Sep'17	Oct'17
1	Develop program process implementation												
2	Develop marketing /outreach strategy												
3	Develop benefits and incentives												
4	Program implementation												
	Engage / pre-assess 25 businesses												
	assess 8 /certify 6 businesses												
	Engage / pre-assess 25 businesses												
	assess 7/ certify 4 businesses												
	Implement marketing /outreach strategy												
	Implement benefits and incentives												
	Prepare/ Submit Quarterly reports												
	Recognition event												

H. Certificate(s) of Insurance

The City will require the successful firm to provide Certificates of Insurance evidencing required coverage types and the minimum limits. See Exhibit A for more information on the City's insurance requirements.

Should Sustainable Works gain the CCSBC project contract, a Certificates of Insurance will be provided.

Professional Summary

Over seven years of experience in environmental education and outreach, with a focus on resource use reduction and behavior change. Over five years of experience in event management.

PROFESSIONAL EXPERIENCE

Sustainable Works: A Nonprofit Environmental Organization which exists to ensure that the concepts of sustainability and the actions associated with living a sustainable lifestyle are integrated into the daily activities of individuals, institutions and businesses.

Co-Executive Director

July 2014 - Present

- ◆ Oversee a \$300,000 annual budget and function productively within budget parameters.
- ◆ Manage all administrative staff as well as supervise the administration of core sustainability programs and associated contracts.
- ◆ A strong communicator dedicated to fostering a healthy organizational culture that encourages teamwork and collaboration.
- ◆ Collaborate closely with Board of Directors on issues related to fundraising, strategic planning, and organizational culture.
- ◆ Launched an online quarterly Membership Newsletter, allowing members to stay connected to the organization and see the impact of their donations.

Community Sustainability Director

September 2013 - Present

- ◆ Effectively operate as liaison to city residents, via phone, mail, and direct association to encourage community members to participate actively and effectively in civic affairs and community improvement efforts.
- ◆ Organize and direct all facets of Sustainable Community Events.
 - ◆ Exceeded all previous numbers of educational presentations and received a record number of entries in the administration of two annual Sustainable Santa Monica Student Poster Contests.
 - ◆ Conceived and developed a popular Sustainable Film Series and panel discussion, which hosts multiple, sold out events.

Residential Greening Program Director

June 2010 – Present

- ◆ Execute program development, marketing, outreach and training in the implementation of Green Living workshops.
- ◆ Pioneered the development of the Sustainable Lunch n' Learn workshop which enabled the Green Living workshop to be provided to the Santa Monica business community.
- ◆ Increased organizations presence in the underserved, Spanish speaking community, with the development of the Spanish Green Living Workshop.

Student Greening Program Director

March 2009 - May 2010

- ◆ Successfully facilitated all aspects of the student greening program at Santa Monica College including program development, marketing, training and research.
- ◆ Exceeded all previous enrollment numbers for student participation in the Student Sustainability workshops.
- ◆ Directed the expansion of the Student Sustainability workshops into nine Los Angeles Community Colleges.

VOLUNTEER EXPERIENCE

Santa Monica High School

Mini Grants Advisory Committee

September 2013 – February 2015

Worked with parent volunteers to assist faculty and students with financial support for special projects of up to \$250. Reviewed applications from groups & clubs to determine which grant requests demonstrated educational value, impact on the Samohi community as a whole and offered innovative programs designed to expand on the basic curriculum.

RESULTS – A nonprofit grassroots advocacy organization committed to creating the political will to end hunger and poverty.

Advocacy Group Co-Leader

March, 2008 - June, 2009

Effectively advocated to influence political decisions that improve access to education, health, and economic opportunity. Coordinated outreach and fundraising events.

Santa Monica Alternative School House – a public K-8 school in Santa Monica

Green Committee Chair

September 2007 - June 2009

Formed a Green Committee comprised of students, faculty and parents, which incorporated Sustainability measures into all campus events and provided sustainability education.

Jog-a-thon Committee Chair

September 2006 - June 2006

Assembled and supervised a committee of volunteers, created promotional t-shirts and successfully raised funds to cover their cost. Outreached to students, their families and faculty to encourage pledges and participation in the event.

PROFESSIONAL AFFILIATIONS/MEMBERSHIPS

Climate Action Santa Monica

Founding Member, Advisory Board

Super Eco Kidz

Member, Advisory Board

EDUCATION

2014

Sustainable City Network Academy

Master Class in Behavior Change and Community Engagement

2010-2011

Southern California Edison, California

Commercial Energy Conservation Workshops

2007

UCLA Extension

Certificate in Horticulture and Gardening

1984

Montclair State College

Bachelor of Arts, Speech & Theater

SHEA CUNNINGHAM, MA & LEED Green Associate

10724 Garfield Ave., Culver City, CA 90230 - 310 663 9749

Shea@BalancedApproach.net

QUALIFICATIONS OVERVIEW

Sustainability planning professional/public policy analyst/strategist with proven success pioneering, leading and managing numerous sustainability-centered projects and programs. Accomplished author, adept communicator and savvy collaborator with multinational experience.

First Note Finance Inc. (Energy Management Services), San Diego **2014 - Present**

Senior Program Manager: Perform and manage on-site energy audits. Write and oversee Ashrae Level I/II reports, including EPA Portfolio Manager component. Manage energy efficiency and renewable energy installations and support staff. Lead business development in local region. Developing water efficiency program.

Balanced Approach Strategic Sustainability Services (S3), Culver City **2014 - Present**

Chief Sustainability Strategist: Developing consulting firm to provide businesses, municipalities and school districts with best practices-based strategic sustainability planning services to reduce costs, conserve resources and enhance health and well-being. Hands-on assistance with obtaining financial incentives including rebates, public financing and grants, as well as related certifications and awards.

Culver City Unified School District **2011 - Present**

Inaugural Sustainability Program Director: Developing and managing award-winning district-wide sustainability program including implementing, overseeing and tracking recycling, composting and landfill waste reduction, energy efficiency and water conservation efforts across the district's ten campuses. Designed and piloted initial sustainability awareness campaign now District program. Developed District sustainability policies; managing District's EPA/DOE Green Ribbon Award program. Design and implement educational materials, run assemblies and trainings; write media articles, write and manage grants. Developed green purchasing program; established energy tracking system. Facilitated installation of 750 kW solar PV system for District. *Serve as Chair of District's Sustainability Advisory Committee.*

Container Recycling Institute, Culver City **2013 – 2014**

Research Consultant: Provided technical support for recycling metrics and policy development. Co-authored and edited research reports and articles on recycling programs and extended producer responsibility in the US and Canada. Wrote grant proposals and other outreach materials. Managed research assistants.

Community Sustainability USA, Laguna Beach **2010 – 2013**

Sustainability Consultant/Board Member: Co-designed a sustainability-focused behavior change education program with measurable objectives and implemented assessments and reporting for schools, businesses, municipalities and communities to reduce their carbon footprint.

Kaiser Permanente Southern California **2006-2010**

Program Analyst and Lifestyle Educator: Co-developed the "Pregnancy-in-Balance" Pilot Program; Inaugural instructor; Co-author of study on the impacts of mindful yoga on pre- and post-natal health outcomes.

UCLA Mindful Awareness Research Center 2005-2007

Associate Director: Co-developed and managed program and staff. Co-developed a pilot study on Mindful Awareness Practices (MAPs) in pre-k to measure impact of meditation on children. Co-created a "MAPs" studio.

North American Integration & Development Center, UCLA 1999 - 2004

Senior Research Associate: Co-authored study on minority businesses and economic development policy reports on agriculture, personal computers, post-production, multi-media, apparel, food manufacturing. Reports provided basis for policy discussions for US Department of Labor, US Department of Agriculture and LA Mayor's Office of International Trade.

Service Employees International Union, Los Angeles 2002-2003

Senior Research Analyst: Conducted cost/benefit, demographic, legislative, financial and sectoral analyses; designed and managed relational research and organizational databases. Co-authored California State Assembly bill – report used to inform and implement statewide reform of public services for people with developmental disabilities. Led policy advocacy groups to California State Senate and Assembly.

Community Development Technologies Center (CD Tech), Los Angeles 2001 - 2002

Policy Research Consultant: Co-authored studies on apparel, textile, food manufacturing industries to inform local policy makers.

Organization For Economic Cooperation and Development (OECD), Paris 2000 - 2001

Program Associate: Created research methodologies, designed and conducted surveys and performed research on key social economic innovations throughout Europe for the Local Economic & Employment Development Program. Presented findings at workshops in Paris.

Los Angeles Alliance for a New Economy (LAANE), Los Angeles 1998-2000

Research Associate: Created research methodologies, designed and conducted surveys; authored and co-authored several studies focused on corporate and governmental accountability and labor issues; Engaged in advocacy with Los Angeles City Council. Policy recommendations of report officially adopted by LA City Council.

Focus on the Global South, Chulalongkorn University, Bangkok, Thailand 1994-1997

Managing Director: Co-founded and managed Asia-Pacific research and policy organization now with offices in India and the Philippines. Managed staff, organized, chaired and presented at conferences in Bangkok, Sri Lanka, Japan, Philippines and South Korea. Authored articles, newsletters and book on impacts of globalization.

Institute for Food & Development Policy (Food First), Oakland 1993-1995

Research Assistant: Conducted research on international trade and development, economic development, agricultural systems, social unrest, poverty and hunger. Co-authored numerous articles and newsletters and book. Organized campaign focused on transforming World Bank and IMF policies; led policy advocacy group at United States Senate and House of Representatives and California State Senate and Assembly.

EDUCATION

LEED Green Associate Accredited, USGBC	2015
UCLA Extension Global Sustainability 36 Unit Professional Certificate <i>Earned with Distinction. Emphases in law & policy, engineering & business</i>	2011
University of California, Los Angeles Master of Arts, School of Public Policy (3.8 GPA), Department of Urban Planning, Regional and International Development concentration	1999
San Francisco State University Bachelor of Arts, <i>Magna Cum Laude</i> , International Relations Major, Latin American Studies emphasis School for International Training Semester abroad program to Oaxaca and Guanajuato, Mexico, 1992	1993

Proficient in Spanish and French

SELECTED CIVIC LEADERSHIP & AWARDS

- Advisory Council Member, Ballona Creek Renaissance (2016 – Present)
- SoCal Environmental Excellence Development (SEED) Award to Green5, Education and Outreach (2015)
- CA Green Schools Leadership Award for Leadership in Energy to CCUSD, Green Technology (2013)
- Chair, Green Team, Linwood E. Howe Elementary, Culver City (2010-2015)
- Chair, Ballona Creek Greening Project, Mid-City Neighborhood Council, Los Angeles (2004-2010)
- Board Member, Office of Community Beautification, City of Los Angeles (2005-2008)
- Nominee, Women Making a Difference in Los Angeles, LA Business Journal (2005)

SELECTED PUBLICATIONS

Journal Articles and Policy Reports

"Extended Producer Responsibility and Product Stewardship for Tobacco Product Waste," co-author of article, International Journal of Waste Resources, (Sept. 2014, Vol. 4; Issue 3). <http://dx.doi.org/10.4172/2252-5211.1000157>

["Analysis and Assessment of International Trade and the Export Capacity of Minority Businesses in Los Angeles,"](#) co-author of report, UCLA North American Integration and Development Center, (June 2005).

["Surveying East Hollywood: A Needs Assessment of the Local Business Community,"](#) author, Thai Community Development Center, (February 2003).

["Assembly Bill 649: Selected Human Resource and Financial Implications,"](#) assistant author of report, Allen, Shea & Associates, (April 2003).

"Fashion Forward: Assessing the Future of Apparel Manufacturing in Los Angeles County," co-author of report Community Development Technologies Center, (February 2002).

["Taking Care of Business? An Evaluation of the Los Angeles Business Team,"](#) principal author of report, Los Angeles Alliance for a New Economy and the UCLA Labor Center, (October 1999).

Books

[A Siamese Tragedy: Development and Disintegration in Modern Thailand](#), co-author with Walden Bello and Li Kheng Poh, (Zed Books Ltd., White Lotus Press and Food First Books, 1998).

[Dark Victory: The United States, Structural Adjustment and Global Poverty](#), assistant author with Walden Bello and Bill Rau, (Pluto Press and Food First Books, 1994).

SELECTED REFERENCES

- Dr. Cully Nordby, Academic Director, UCLA Institute for the Environment and Sustainability: 310 267 5607; jcnordby@gmail.com
- Dr. Casandra Rauser, Director, UCLA's Sustainable Los Angeles Grand Challenge Project, 949 873 3075; darwinista@gmail.com
- Dr. Kelly Kent, Culver City Unified School District Board Member: 310 869 5646; kellyakent@gmail.com
- Dr. Josh Arnold, Superintendent, Culver City Unified School District: 310 842 4220; josharnold@ccusd.org
- Meghan Sahli-Wells, Culver City Councilmember: 310 839 5926; meghan@ccnan.org
- Thomas Aujero Small, Culver City Councilmember: 310 922 7286; aujero@me.com

Urban Redevelopment and Resource Protection

Over twelve years experience in environmental management and consulting with an emphasis on water, waste and energy systems. Areas of particular interest include the relationship between the built environment and natural systems.

Core Competencies

Urban Sustainability | Sustainable Business Practices | Green Building
Environmental Education | Project Management | Zero Waste Events

Work Experience

Sustainable Works, Santa Monica, CA | September 2006 to present

Business Greening Program Senior Account Executive

Provide ongoing sustainability consulting for ten to fourteen business accounts annually in the leading environmental education non-profit in Los Angeles county.

- Conduct environmental assessments and develop recommendations for water, energy, waste, purchasing and chemical practices
- Support City of Santa Monica ordinances and programs, including Green Business Certification
- Provide environmental education and hands-on training for interns and employees implementing new programs
- Maintain client relationship, track and evaluate progress; provide companies with summary of annual resource savings; prepare end of fiscal year report
- Increase program visibility; attend network events and festivals; generate articles for local media

TreePeople, Beverly Hills, CA | October 2014 to present

Drought Response Project Intern

Assist Director of Research with development of best practices for urban watershed management in Greater Los Angeles.

- Researched drought response techniques developed by Australia during its 10-year 'Millennium' drought
- Interviewed key personnel and analyzed results of TreePeople and City of LA pilot project that deployed irrigation pods (or 'irricades') to rehabilitate drought-stressed trees in Coldwater Canyon Park and Griffith Park
- Authored *Irricades: A Practical Drought Response to Maintain a Healthy Urban Forest*, a guide summarizing the project and outlining steps municipalities can take to implement similar programs

Eco Consulting US, Los Angeles, CA | August 2009 – October 2010

LEED Consultant

Design researcher for credit interpretation of sustainable sites, water efficiency, energy & atmosphere, materials and resources, and indoor environmental quality at a full-service environmental consulting firm.

- Provided green building material and technology recommendations for a 65,000 sq. ft. convention center targeting LEED Silver rating
- Managed and tracked LEED documentation and developed Credit Interpretation Requests throughout the project design phase

California Climate Action Registry, Los Angeles, CA | January 2007 – September 2007

Program Assistant

A key consultant for California voluntary greenhouse gas registry, created to protect, encourage, and promote early actions to reduce GHG emissions.

- Assisted senior engineer in the development of calculation tools for the Livestock Management Project Reporting Protocols, which measure the capture and combustion of methane from manure management systems
- Researched and analyzed international emission protocols for the policy program
- Performed statistical analysis for the marketing program

Work Experience - continued

World Wildlife Foundation-New Zealand, Wellington, New Zealand | February 2005 – May 2006
Environmental Research Intern

Climate Change Program researcher for a branch of the world's largest independent conservation organization.

- Researched and analyzed media commentary on climate change, to identify and rebut global warming denial
- Created reports incorporated into WWF press releases

STV Incorporated, New York, NY | July 1998 – September 2000
Environmental Engineer

Project manager for leading international engineering, architecture and construction management firm.

- Planned and performed environmental assessments and investigative studies for the Long Island Railroad East Side Access Project and JFK International Airport Light Rail Project
- Supervised geophysical subsurface surveys and exploratory soil borings
- Collected and quantified soil and groundwater samples and analyzed lab data to delineate extent of contamination
- Prepared and presented comprehensive reports and health and safety plans for clients

Education

Southern California Edison Seminars – 2008 to 2011
 Energy Education Center, Irwindale, CA

Geographic Information Technologies – 2002 to 2003
 University of Massachusetts

Bachelor of Science, Environmental Engineering – 1992 to 1997
 Syracuse University

Environmental Engineering – 1994 to 1995
 University College of London, UK

Certifications

Sustainable Resource Management Professional Certificate
 California Resource Recovery Association - 2012

Energy Efficiency and Auditing Certificate
 Santa Monica College Workforce and Economic Development – 2011

LEED Accredited Professional Building Design + Construction (AP BD+C)
 U.S. Green Building Council – 2009

Engineer in Training (EIT) Certification
 New York State – 1997

Technical Skills

Computer skills: Microsoft Office, Adobe Acrobat, Quickbooks, Fast Track Scheduler, FileMaker Pro;

ArcGIS 8.3, Surfer (contour modeling software); The Climate Registry Reporting Tool (CARROT);

Knowledge of greenhouse gas emission protocols: California, EPA, DOE, Kyoto, RGGI, World Resource Institute;

Sandrine Cassidy

12213 Culver Drive • Culver City, CA 90230 • (310) 384-5682
cassidy.schmitt@gmail.com

Multilingual and accomplished self-starter and multi-tasker with diverse background. Certified in sustainability and waste management implementing programs in sustainable management for non-profits, businesses and cities. Former business owner who successfully established all aspects of a sustainable start-up. Vice-President, project manager and outreach coordinator for a local environmental non-profit.

Professional Experience

City of LA / LACCD

Certification Programs Auditor

Los Angeles, CA
September 2014-Present

- Auditor for the City of LA Green Business Program (LAGBP), administered by Los Angeles Community College District (LACCD) for the City of LA
- Responsible for finding and registering new businesses, auditing and providing personalized reports And sustainability recommendations to achieve the City of LA Green Certification

City of Culver City

Business Recycling Consultant, Culver City's Environmental Programs and Operations Division

Los Angeles, CA
December 2013-June 2016

- Implementation of commercial recycling and composting programs, including program audit, Strategy development, educational outreach and training for the City of Culver City
- Project manager of an educational grant on Household Hazardous Waste for Culver City residents

Ballona Creek Renaissance, Environmental Non-Profit Organization

Currently Vice-President

Culver City, CA
2007-Present

- Development of business membership and organization of fundraising events
- Board member and leader of public and private creek clean-ups in Culver City and LA
- Implementation of Zero Waste program for public creek clean-ups
- Involvement in connecting creek and community through diverse projects

June Fifteen, Inc.

Founder/CEO of a start up

Culver City, CA
2007 – 2012

- Creator of a unique line of reusable bags sold online and to retailers nationwide
- Doubled sales every year for 3 years and managed up to 10 consultants and representatives
- Responsible for design, development, production, delivery, sales, marketing, accounting, and hiring
- Developed press for the line, featured in InStyle, Westways, and Newsweek
- Managed a socially and ecologically responsible start-up company

CANAL +

Associate Producer

Los Angeles, CA
2005 – 2006

- Aided in translations, research, organization, and general office responsibilities

UGC PH

Executive Assistant

Paris, France
2002-2005

- Worked under Philippe Hellmann in Film Distribution on US & UK projects
- Responsible for English script reviews, contract proofing, and administrative office duties
- Coordinated festival meetings with sellers and attendees

Yadé Films - French Connection

Production Manager

Paris, France
2002

- Coordinated shoots locally and abroad in addition to administrative duties

Athanor Studio

Producer/Production Assistant

Paris, France
2001

- Produced several short films
- Assisted in the production of a series of 9 short films "A Vot' Service"

Sandrine Cassidy

12213 Culver Drive • Culver City, CA 90230 • (310) 384-5682
cassidy.schmitt@gmail.com

Phil de Broc Productions

Assistant Unit Manager

“The Old Man Who Read Love Stories” by Rolf de Heer, with Richard Dreyfuss

Paris, France/French Guiana, South America

Fall 1999

Public System

Press Coordinator

- Responsible for jury members & film PR in different major film festivals

Cannes, Deauville, Cognac, Paris, France

1998 – 1999

Universal/ Polydor

International Project Manager/Marketing Assistant

- Organized marketing plans for album releases & tour visits for artists

Paris, France

1994-1998

Renal Care International

Executive Assistant

- Provided care for European dialysis patients and coordinated activities in addition to office duties

Los Angeles, CA

1993 – 1994

Air France

Passenger Service Agent LAX

- Maintained service at check-in, baggage claim, and first class lounge
- Assisted VIP clientele and aided in translations

Los Angeles, CA

1990-1992

Certifications

California Resource Recovery Association

- Professional Certification in Sustainable Resource Management
- Pilot programs for Red Bull, US Zero Waste Business Council. Case manager: Judi Gregory

Los Angeles, CA

January 2013

The Climate Reality Project Leadership Corps

- Certification Program, lead by Al Gore

North American training

August 2012

Education

Loyola Marymount University

- Bachelor of Arts in Humanities | Emphasis: Spanish | Minor: Economics
- Study abroad program in Madrid, Spain

Los Angeles, CA

1993

1992

Le Lycée Français de Los Angeles

- High School Diploma and French Baccalauréat | Emphasis: Mathematics and Philosophy

Los Angeles, CA

1989

Accomplishments and Skills

- Trilingual:** English, French, Spanish | Dual Citizenship: USA and France
- Mac and PC | Proficient in Microsoft Suite, QuickBooks knowledge
- Former Parent Member of the Lycee Francais Eco-Action Team, implementing the Eco-Schools program to all 5 Lycee campuses, in Los Angeles, CA. Development of Lycee Eco-Schools website **2011- 2015**
- Development of Recycling Program** for Sports Uniforms at Mar Vista Park, West LA **2011-2013**
- Former Member of the Culver City Chamber of Commerce** **1998-2000**
- Member of the Women of the Green Generation** **1998-2012**
- Rediscover Center**, Culver City: Award to June Fifteen for its work helping the environment **Sept. 2012**
- Culver City News:** interviewed & quoted by journalist Gary Walker on different environmental topics **Currently**
- CERT program**, Culver City **2006**

References available upon request.

Arpe Kasparian

10655 Tujunga Canyon Blvd. #206, Tujunga, CA 91042
arpykasparian@yahoo.com • (818) 389-6515

Education

California State Polytechnic University, Pomona

June 2015

Master of Science in Regenerative Studies (Sustainable Communities)

Thesis: Suitability analysis of almond production under a changing climate

University of California, Irvine

December 2012

Bachelor of Arts in Earth and Environmental Studies

Minors: Management; Global Sustainability

Relevant Work Experience

Arts:Earth Partnership - Culver City, CA

December 2015 - Present

Assessor

- Conduct sustainability assessments of arts organizations
- Certify arts organizations as green businesses

Alliance to Save Energy: PowerSave Campus - Pomona, CA

October 2013 - June 2015

Project Coordinator, Treasurer

- Generated, planned, and implemented sustainability campaigns, technology projects, and retrofits which resulted in campus-wide water and energy savings
- Conducted quarterly stakeholder meetings
- Performed energy audits in college dorms and offices
- Led Cal Poly Pomona in 6.4% reduction in electricity use in three weeks
- Shared projects and best practices at sustainability conferences
- Maintained team budget, forecasted quarterly expenses, and completed reports
- Twice received the award for "Outstanding Treasurer of the Year"

City of Covina/Strategic Energy Innovations - Covina, CA

August 2014 - December 2014

Climate Action Fellow

- Planned and implemented the Commercial Energy Efficiency Grant Program
- Worked with local utilities to inform businesses of energy efficiency programs/rebates
- Drafted the Covina Green Business Certification Program
- Developed outreach strategies for Covina's energy efficiency programs
- Presented findings and recommendations to the Covina City Council

UC Irvine Arroyo Vista Housing - Irvine, CA

March 2011 - January 2013

Operations Assistant

- Provided exceptional customer service to residents, visitors, and vendors
- Managed daily student operations of a university housing community consisting of 42 buildings and over 1,200 residents
- Processed, tracked, and filed maintenance orders through TMA

Skills and Qualifications

- Proficient in Microsoft Word, Excel, PowerPoint, Outlook, Adobe Acrobat, and ArcMap (GIS)
- Excellent leadership, analytical, management, communication, and interpersonal skills



SANTA MONICA CHAMBER OF COMMERCE

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Yesenia Monsour
Kaiser Permanente

Chair Elect

West Hooker
Locanda del Lago

Past Chair

Julia Ladd
Santa Monica Place

Chief Financial Officer

Dave Nelson
*Tegner-Miller Insurance
Brokers*

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The Water Garden

Vice Chairman

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BBPR, Inc.

Vice Chairman

Scott Schonfeld
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Cooley, LLC

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Santa Monica College

Justin Grant
Morley Builders

Michael Gruning
Pence Hawthorn

Mike Harriel
*Southern California Gas
Company*

08/31/2016

To Whom It May Concern:

This letter is to support Sustainable Works in their bid for the creation and implementation of a Sustainable Business Certification Program for Culver City.

Sustainable Works has been an active Santa Monica Chamber member since 2001 and through working with Susy Borlido and her team the Chamber was able to launch their sustainability efforts as a direct result of participating in the Business Greening program in 2005.

With their invaluable guidance, the Chamber achieved Green Business Certification in 2008 and we have renewed our green certification every 2 years with the help of Susy Borlido.

We consider Sustainable Works green business programs as a valuable resource to our members and include their green business program info in our new Chamber member welcome packets. The chamber staff is continuously referring businesses to Sustainable Works when they are seeking information and/or guidance on how to be a 'greener' business.

Susy Borlido, has chaired and co-chaired the Chamber Environmental Affairs Committee (EAC) every year since 2002. The EAC puts on the annual Sustainable Quality Award program - which recognizes local businesses putting sustainable practices into action. Since Sustainable Works began offering their green business programs in 2001, we have seen SQA winners increase each year – in some cases more than double.

As a result of Sustainable Works' involvement and contributions to the Santa Monica Chamber and the local business community, we honored Susy with a Chairman's Award in 2007 and 2014.

Sustainable Works is a very important partner to the Santa Monica Chamber and we look forward to continuing a very successful partnership with them and our members.

Please let me know if you I can provide any additional feedback.

Best Regards,

Laurel Rosen
President/CEO
Santa Monica Chamber of Commerce

Board Members, Cont.

Susan Inwood
Wells Fargo Advisors, LLC

Jeff Jarow
*PAR Commercial Real Estate
Brokerage*

Jeff Klocke
*Pacific Park on the Santa
Monica Pier*

Mitchell Kraus
Capital Intelligence Associates

Tim Kusserow
Carlthorp School

Leonard "Len" Lanzi
*Los Angeles Venture
Association*

Paula Larmore
*Harding Larmore Kutcher &
Kozal, LLP*

Jeff Lasky
*Hudson Pacific Properties,
Inc.*

Matt Lavin
Worthe Real Estate Group

Richard Lawrence
National Bank of California

Gary Loeb
*Chezgal Merchandising
Creations*

Marcel Loh
*St John's Health Center
Providence*

Brian Mac Mahon
Expert Dojo

Ellis O'Connor
*MSD Hospitality Fairmont
Miramar Hotel & Bungalows*

Susan Gabriel Potter
Bob Gabriel Insurance

Nat Trives
*Coalition for Engaged
Educations*

Juan Viramontes
Georgian Hotel

John Warfel
Metropolitan Pacific

Adam Weiss
Cornerstone OnDemand, Inc.



Dear Sustainable Works:

November 23, 2015

As Sustainability Project Coordinator for Santa Monica College, I am pleased to write a letter in support of Sustainable Works and the important work they do in the community. Santa Monica College has partnered with Sustainable Works for 13 years and considers this partnership essential in achieving the Mission of the College, specifically its Institutional Learning Outcome related to Applied Knowledge and Valuation of the Physical World. This Institutional Learning Outcome states that students will "take responsibility for their own impact on the earth by living a sustainable and ethical life style."

Sustainable Works has been an important catalyst to incorporating sustainable practices at many levels as well as influencing the behaviors and choices of the 30,000 students it serves. In fact many students who participate in the program have been known to change their career path and pursue majors and jobs in environmental fields thanks to the information they were exposed to. At the heart of this partnership is the Student Sustainability Workshop, which is a unique, peer-to-peer educational program where students not only learn about important environmental issues and the ways they can incorporate sustainable practices into their everyday lives, but learn about careers in the emerging green economy and the paths they can take to pursue them.

Sustainable Works facilitates this workshop for more than 700 students each year. Furthermore, by training students to lead workshops this program is cultivating lifelong leadership skills and an environmental advocacy ethos that adds incalculable value to the college and community. For example, many participants have gone on to hold student government leadership roles that influence policy development such as the Zero Waste policy, which resulted in district wide reductions of resources. In addition, faculty teaching environmental science courses serve as guest speakers, encouraging students to pursue green careers and recruiting students to their programs.

Sustainable Works' core leadership team, Gina Garcia, Suzy Borlido, and Kaya Foster have all been responsive and supportive of the needs of the college. Approximately 60-70 professors continue to invite Sustainable Works into their classrooms each semester to promote the program thanks to their obvious dedication, courteous manner, and professionalism. In addition, staff attend the Environmental Affairs Committee meetings to help integrate sustainability throughout the curriculum, host the Ecofeminism Conference on campus, and serve as a liaison with the STEM program to attract students to careers in science through jobs linked to sustainability. The organization has also become a clearinghouse of opportunities for our students to find environmentally focused volunteer activities and manages the verification process deftly.

As one of the largest employers in the city, the College's participation in the Sustainable City plan is important to achieving the City's goals and Sustainable Works helps to facilitate events that bring the City and the College together around a shared value system, helping to reduce "town and gown". To that end we look forward to a continued partnership in educating the next generation in the most sustainable and effective process as possible.

Ferris Kwar
Sustainability Project Manager
Center for Environmental & Urban Studies
Santa Monica College



Volkswagen



Lexus



Scion



Toyota



Porsche



Audi

11-23-15

Re: Sustainable Works recommendation for the Santa Monica Community Sustainability Contract

To whom this may concern;

As Manager of the Environment for LAcarGUY Family of Dealerships, I have consistently applauded and recognized Sustainable Works with a standing ovation for their commitment, accessibility and education in sustainability. LAcarGUY has been able to excel in their sustainability department with much credit to partnering with Sustainable Works. With their innovative, motivated and highly trained staff, effective programs and up-to-date knowledge of all green programs in Santa Monica, we are able to educate our employees and green our facilities.

LAcarGUY began working with Sustainable Works in 2008 by enrolling our Lexus Santa Monica dealership in the Business Greening Program. The Business Greening Program template was perfect for us and as a result was a turning point for greening **all** LAcarGUY dealerships. Without the support this program, LAcarGUY would not be the sustainable operation we are today as 2011 SQA Grand Prize Excellence Award winner.

Each year, LAcarGUY celebrates the holidays with festive employee barbecues. We contracted Sustainable Works to provide green/ ZERO-WASTE event services to our party. Sustainable Works served as our zero waste ambassadors and educators and what a great time we had! In addition, to diverting our waste from landfill, Susy Borlido gave us the coolest worm-composting lesson. Our Owner, Mike Sullivan, loved it. To this day, he still speaks about it as one of his favorite holiday BBQ moments.

We host many eco events at our Lexus Santa Monica facility. One our most special was the Green Lounge Eco Luxury Earth Day Awards. That evening, we honored Susy with much deserved 2010 Green Lounge Inspiration Award.

Mentioned above are just a few of the standout events and moments we have shared with Sustainable Works but there is so much more on a weekly basis. Their support is so valuable to education and success of green businesses in Santa Monica. I highly recommend that you continue to grant them the COMMUNITY SUSTAINABILITY contact in Santa Monica.

Regards,
Alisha Auringer
Manager of the Environment
LAcarGUY

www.LAcarGUY.com
Family of Dealers

1. If the City were to extend the Certification Program for a second year, how many businesses will be engaged, undergo an audit/assessment and of those, how many will go on to become certified? (Will it be the same as year one amounting to 50/15/10 respectively)?

As stated in the proposal, the annual amount we would change decreases to \$60,000 which includes the same deliverables as the first year:

- Outreaching to minimum 50 businesses
- Assessing 15 businesses
- Certifying 10 businesses

2. How many hours does Sustainable Works anticipate it will take to engage, audit/assess and certify a business?

Apart from the program development phase and the reporting elements, we estimate a range of 30-50 hours per business depending on the size and green status of the company.

3. Would Sustainable Works agree to guarantee a minimum of 50 businesses will be contacted in the first year of the contract (and the second year, if applicable)? Please confirm that if more than 50 businesses engage with Sustainable Works to learn more about the Certification Program, it will be at no additional cost to the City.

Yes, Sustainable Works and the Balanced Approach team guarantee a minimum of 50 businesses will be contacted in the first year (and second applicable) of the contract. Culver City will not be charged if we engage more than 50 businesses.

4. Please confirm that after the first 15 business, the cost for the 16th business to receive an audit/assessment with less than 9 employees will be \$225 and that this amount includes full participation in the Certification Program, including the receipt of an audit/assessment, action report, inspection to verify implementation and certification. If this is incorrect, please let me know what the correct fee schedule is.

The maximum number of businesses that will receive an assessment/ audit for the proposed budget i.e., \$90,000 for first year, and \$60,000 for second year is **15 total per year**. To clarify, the City will not be charged any additional fees for any business that wants to be assessed and is able to become certified. Any additional businesses will be assessed the following fees directly:

Culver City Sustainable Business Proposed Certification Fee Schedule		
Size		
Small	Medium	Large
1-9 employees	10-99 employees	100+ employees
\$225	\$275	\$400
\$225	\$325	\$450

The assessments and certifications to be completed within the proposed budget include:

- First 10 businesses (which we will refer to as the “pilot businesses”) who register and qualify receive certification which entails full participation in the Sustainable Business Certification Program (SBCP) -at no charge.
- Certification for an additional 5 (five) more businesses upon payment of a fee per businesses as indicated in the fee schedule below (also included in our proposal). For a total 15 certifications per year. These additional 5 businesses would be advised that although they do not qualify as a pilot business and therefore are not eligible for a free certification, they can still achieve certification for a fee as long as they meet all the requirements.

NOTE: our goal is to have at least one business per sector and size engage as a pilot participant i.e., one small (1-9 employees), one medium (10-99 employees), one large size (100+) business in each sector – office/retail, and restaurant.

5. You have offered to help the City produce an annual awards event to recognize those businesses that have become certified:

- a. Please confirm that the cost for the marketing/outreach, venue, food and any entertainment will be solely borne by the City (in conjunction with sponsors of the event). Sustainable Works \$90K fee however, already includes the cost to co-sponsor and co-ordinate the event, providing content for the invitations and awards, creating the evening’s agenda, helping find local business sponsors, a venue and refreshments.

Correct. Our proposed fee of \$90K for the first year of development and piloting the Sustainable Business Certification program (SBCP) includes the cost for us to co-sponsor and help co-ordinate one annual awards event – given that Culver City will bear the cost of marketing/ outreach, venue, food and entertainment.

To clarify further, Sustainable Works/Balanced Approach’ co-sponsorship will be provided in the form of assistance with event co-coordination, providing content for invitations and awards, the evening’s agenda and help with recruitment of local business sponsorships, venue location and donated refreshments – if applicable.

It was our assumption that for the first SBCP pilot year, Culver City would host a Centennial celebration event in September 2017 (the birthday month of Culver City) and the certified businesses would be recognized during this celebration. If such an event does not occur, we can help organize a smaller stand-alone event or possibly combine it with another local event in conjunction with the Culver City Chamber of Commerce or the Downtown Business Association (DBA). In the second year, an annual stand-alone event could be considered, or, again, possibly be combined with another local event.

b. How much do you anticipate it will cost to conduct the annual awards event to recognize the 10 certified businesses? A ballpark range in cost is fine and in this case, please assume two scenarios. The first scenario is the event will take place at a City facility at no cost for its rental and the second scenario would be to hold the event at a Culver City based hotel ballroom for a rental fee.

This answer is not a simple one as Sustainable Works experience with hosting business awards events has only been within the City limits of Santa Monica in partnership with the City of Santa Monica and Santa Monica Chamber of Commerce. In addition, the cost for hosting events in Santa Monica compared to Culver City is like comparing apples to oranges.

To clarify further, our recommendation in the proposal was to add a SBCEP recognition event to an existing Culver City centennial celebration event.

However, to minimize the event costs for Culver City, we recommend Culver City host a SBCEP recognition event in collaboration with other community partners like the Culver City Chamber and/or the Downtown Business Association (DBA); given that with partnerships the cost of the event can be split.

Here are some ballpark numbers/ event scenarios:

Event Scenario/ Registration fee	Event Catering	# attendees	Ball Park Cost
Scenario #1 Award event • 4pm – 6pm at a CC facility • No registration fee for attendees	• non-alcoholic beverages • small bites • No venue cost	Up to 50 Up to 100	\$2500 – \$3000 \$4500 - \$5000
Scenario #2 Award event • 4pm – 6pm at a Culver City based hotel ballroom • <i>Consider charging a registration fee for guests</i> • No registration fee for certified businesses	• non-alcoholic beverages • small bites (assuming hotel allows outside vendors to serve food) • Add venue cost	Up to 50 Up to 100	Same as above + add venue cost

c. Based on your experience, how much of this cost do you anticipate will be borne by the sponsors? (As a side note, the City has a small energy efficiency budget set aside from Southern California Gas (SCG) that we've confirmed may go toward the cost of the awards ceremony. The extent to which SCG will cover the cost however, has to be in direct correlation to the number of awards given out related to saving natural gas therms. For

example, if 30% of the awards recognize achievements in existing SCG energy saving programs, then we may be reimbursed up to 30% of the cost.)

Based on Sustainable Works previous experience co-hosting the annual Sustainable Quality Awards annual event in Santa Monica for the last 15 years, sponsorships alone have covered from 50 – 95% of the Chamber's event hard costs. This number also includes the Chamber charging exhibitor fees. We have had up to 20 exhibitors at the event. Chamber members are given priority to exhibit and are charged between \$150 - \$650 per 6 Ft table depending on size of business.

Note that after building a reputation and a following for the SQA annual event for 21 years, only in the last 5 (five) years or so has the Santa Monica chamber made a profit hosting the event. Note that guests are currently and have historically been charged a registration fee ranging from \$50 for chamber members/ \$65 for non-members. Award winning businesses are given 2 tickets to attend the event at no charge however, the City of Santa Monica pays for the cost of all winner tickets.

6. Please provide me the legal entity name for "Community Partners for Sustainable Works" which is the name the City's checks are to be made out to. Let me know what state it was formed in and what type of entity it is. Also confirm that this will be the legal entity in which the City will be entering into a contract with, provided the City Council so elects to do so.

Culver City checks should be made payable to **"Community Partners for Sustainable Works"**.

However, the legal entity in which the City will be entering into a contract with is **"Community Partners"**.

7. The City wants to include "Economic Sustainability" as a requirement to becoming certified (where employers are required to pay a living wages to employees, provide paid sick and vacation time off and to offer a health care plan). Does Sustainable Works have experience verifying a business's Economic Sustainability and if so, please elaborate. If not, please outline your strategy to do so.

We are very pleased that Culver City sees the value in the economic sustainability of local businesses, and is interested in adding employee well-being indicators into the certification process, including the provision of a living wage, paid sick leave, vacation time and an employer health care plan. Businesses that are able to participate at this level should be rewarded as sustainability leaders. Note that currently, the CAGBN does not include these indicators, however, we are able to add them in as we create a custom-designed Sustainable Business Certification Program for Culver City.

We recommend that Culver City's Sustainable Business Certification Program be two-tiered. Those that meet the basic level of indicators for CAGBN certification will receive the standard certification. Those businesses that want to go to next level and can provide proof they are providing living wages, paid sick leave, vacation time and an employer health care plan

will receive the 2nd tier certification. We can discuss how these are named. Perhaps the first level is “Certified” and the 2nd level is “Certified Sustainability Leader.”

In order to verify that businesses are providing their employees living wages, holiday and paid sick leave, vacation time and an employer health care plan, the owner will have to provide some type of documentation as proof. We suggest a redacted statement of their employee benefit package and a redacted payroll sheet for their employees. We can also create a contract that they sign that states they are providing these benefits and will continue to do so over a three year period (the amount of time before needing to be re-certified).

8. I was pleased to see that one of the six goals included in Sustainable Works community events is Local Economic Development. Please elaborate on how Sustainable Works has gone about achieving this goal for their clients.

Sustainable Works helps the City of Santa Monica achieve their Local Economic Development goals by:

Increasing Community Commerce

Encouraging businesses to sign up for Santa Monica's “Buy Local Santa Monica” campaign. See website for campaign details.

Encourage Local Business Leadership

Reporting to the City (per fiscal year) total # businesses for their exceptional commitment to sustainable practices through achieving Green Business Certification and/or Sustainable Quality Awards.

Going Green

Reporting to the City (per fiscal year) how many measures were implanted as a result of businesses participating in the Business Greening Program and Green Business Certification programs.

9. You mentioned that for the City/County of LA, their BGP obtained LADWP Community Partnership Grants. Some of the City's customers are in LADWP territory and I wondered if these grants continue to exist, how one qualifies for them and what they cover. Is it Sustainable Works intention to tap this LADWP (and perhaps Golden State Water, SCE, SCG and other entities) grant programs to supplement the Certification Program, to incentivize businesses to become certified and/or to offset City costs?

For clarification, the LADWP grants Sustainable works has applied for has been for services provided per LA Council District (CD). For example, in 2015, Sustainable Works received a grant to serve businesses and residents in CD 5 – which spans from Encino to West Hollywood.

In my experience, the grants do not permit the monies to fund existing City programs, nor to serve a specific area of the council district. In addition - Culver City is mainly served by SoCal

Edison territory – not LADWP. Sustainable Works can look into Golden State Water, SCE, SCG grants specifically for city programs, but the grant application would need to be completed and sent by Culver City staff.

10. You mentioned in the proposed Scope of Work that you want to have events/presentations. Will one of these be similar to the Santa Monica program in which you produced a Sustainable Quality Awards Application Workshop/kick-off event?

In reference to events/ presentation, we were referencing presentations (like a Power Point) we would make to local community partners i.e., Culver City Chamber events, DBA monthly meeting etc., plus the one annual award event mentioned above.

11. Do you happen to know why the California Green Business Network charges such a high and recurring annual fee to participate in their program? (\$5K/annually).

Sustainable Works contacted the CAGBN Executive Director, Jo Fleming, to clarify the following answer:

We learned that the initial sign-up fee for a city to join CAGBN is actually \$10K and thereafter the annual membership fee is usually in the \$3.5K - \$5K range (depending on average # of certifications completed annually in each city)

What cities get for the \$10,000 CAGBN startup fee (includes but not limited to):

- Getting the city set up on the database, creating a dashboard + a few checklists
- Training on the CAGBN database and programming
- Helping the City identify stakeholders and presenting to their stakeholders
- Maintenance of CAGBN database
- Marketing support
- Ensuring all CAGBN member cities are on cutting edge of Green Business by holding collaborative meetings and trainings throughout the year.

However, Sustainable Works recommends that Culver City ask CAGBN to reduce the initial startup fee to \$5K¹ given that:

- Culver City is a small city (compared to the majority of California city/county populations)
- The contracted Sustainable Works/ Balanced Approach team already have program development and CAGBN database experience so would require less training and hand-holding on program development than cities without this support base.

NOTE: For the past three years, CAGBN has had grant funding to start programs in new cities however, only disadvantaged communities as defined by EnviroScreen are eligible for this funding, and there is a competitive selection process. This option might be a possibility for Culver City, and thus worth pursuing.

¹ *the decision to offer Culver City a discount on the initial sign-up fee based on the reasons above would ultimately be voted “yes” or “no” by the CAGBN Board.