



Sustainametrics

Profile of a Next Generation
Sustainability Consultancy

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sustainametrics
profitable green
strategies



Firm Overview

Sustainametrics is a boutique sustainability intelligence and consulting firm primarily serving small-mid-sized businesses and government entities. We believe that building business value and mitigating risks through sustainability is the best way to achieve the strategic goals of your organization. Our core competencies include sustainability plan development, carbon and water foot printing, material and energy efficiency, green product design and production, supply chain architecture, and green market research, branding and communications. The firm provides high ROI solutions that enable its clients to:

Build Value:

- Grow revenues and competitive advantage by leveraging company strengths to develop and market sustainable products and services to eco-conscious customers
- Improve profits through energy, water, and material efficiency and waste reduction strategies

Reduce Risk:

- Determine exposure to pending legislation and design strategies to mitigate impacts
- Analyze supply chain to uncover opportunities to extend sustainability efforts

Deliver Results:

- Certify operations to appropriate standards including; LEED, Green Seal, etc.
- Determine an organization's ecological footprint and prioritize actions for improvement
- Extend sustainable impact with strategic initiatives that use low carbon suppliers and/or help reduce carbon inputs of users

Build Brand Equity:

- Enhance brand value with advanced stakeholder relations, communication and management
- Leverage PR and marketing budgets to reflect and promote sustainability efforts

We believe that what gets measured, gets managed. If appropriate, we start with a comprehensive assessment to identify a base level of compliance and strategic opportunity. We then move into a design and implementation phase which embeds sustainable operating practices into the enterprise. This typically includes Web based software tools, training, carbon and waste reduction strategies. Based on your company's needs we develop customized reporting and monitoring systems with key performance indicator (KPI) dashboards including a collaborative platform for project content sharing/reporting. It also includes stakeholder feedback results that reveal the affect of initiatives on customers, suppliers, NGOs, opinion leaders, employees, as well as overall brand equity.

Impact: Businesses in the US are responsible for as much as 40 to 60% of the GHG emissions and generated waste through direct or indirect energy use, transportation, manufacturing, supply chains, and product use and disposal. Through Sustainametrics customized approaches, guides, web enabled tutorials, as well as licensable software, a large number of organizations will be able to affordably plan and execute initiatives to reduce their environmental impact, maximize efficiencies, green their products and services, and improve their brand/corporate value and profitability.



Benefits to our Clients

Sustainable practices are imperative in this competitive and litigious business environment. Sustainametrics identifies the primary business drivers for adopting sustainability including:

Cost savings: The application of Reduce, Reuse, Recycle considerations drive reductions in material, transportation, manufacturing, and disposal costs. We focus on applying Lean concepts to identify and reduce waste throughout the enterprise.

Energy efficiency: Energy audits and carbon foot printing can identify the easy to implement savings that can be derived by such actions as lighting conversion to CFL's or LED's, weatherization, retrofits, Energy Star equipment purchases, employee carpooling, less packaging, closer supplier proximity, greener information technologies, business travel reduction using virtual meeting technology, and solar and wind based electricity generation.

Risk avoidance: Compliance with statutory regulations is the first step to avoiding penalties, negative press and keeping executives out of jail. Anticipating and developing strategies for impending regulations is a way to avoid costs and gain advantage over competition.

Revenue Enhancement: A growing customer preference for sustainable products and services represents opportunities for innovation and market share growth.

Product and Service differentiation: Design for sustainability methods allow companies to realize cost savings and differentiate products and services to satisfy customer expectations for minimizing environmental impact

Supply chain optimization: Collaborating with suppliers on green initiatives helps mitigate the overall regulatory risk, increase control on supply chains, generate cost reduction opportunities, and enhance responsiveness to market changes

Transport costs optimization: Substantial benefits are derived from optimizing transportation logistics, including energy use during tendering and dispatching loads.

Materials risk mitigation: Reductions of energy and raw material consumption bring costs down and assure a higher resiliency to energy and raw material price volatility.



Services

Sustainametrics services are designed for a client organization to tap at whatever stage of sustainable development and execution that it is in. This may include:

Initiation phase, including discovery and proving a business case for sustainability, assessments of the organization's sustainable practices, planning a course of action, and getting executive and staff input and buy in.

Planning and goal setting. This includes doing GHG foot printing across the organization, review of operations and identification of simple solutions to reduce expenses in energy, waste, waster, production, transport, etc. It would also establish goals, such as carbon neutrality, reducing total tons of solid waste, increasing employee and customer satisfaction and perception related to social and environmental responsibility of the organization, and the attainment of green certifications.

Green certifications, including LEED, Green Seal, and other industry or geographic certifications, are often a strong first step in showing customers and stakeholders that a company is endorsed by a trusted third party and drives adoption of efficient business practices proven in the industry.

Green House Gas (GHG) management. Sustainametrics helps its clients with carbon foot printing, GHG inventories and reduction plans. These plans lead to business efficiency, energy cost savings, lower regulatory risk, as well as enhanced brand value and reputation.

Sustainable business practices and programs. Once a roadmap is in place, we help organizations set-up their programs and initiatives, assign ownership and resources, set up performance metrics and reporting dashboards, external/internal reporting. The most impactful programs typically include energy management, water and waste reduction, lean production, green IT, recycling and supply chain optimization, and green product development.

Green Product/Service Development. Leading organizations recognize that appealing to eco-conscious customers, suppliers and stakeholders with low environmental impact products/services that are sustainable can build brand value, differentiate their products and open up new markets. Sustainametrics helps organizations in a variety of product/service design, development and marketing phases, including market opportunity/sizing studies, customer needs and demand assessments, customer driven product design and feature definition, pricing/packaging/service wrappings, brand messaging, and green marketing channels and promotion strategies.

Service Offerings List

STRATEGIC PLANNING

- Management workshops (Greening your Business, Business Case for Sustainability)
- Assessments, Audits, and Benchmarking, performance metrics
- Sustainability Reporting, GRI reporting, Key performance indicator Dashboards
- Regulatory, Legal, Compliance and Legislative issues
- Revenue-Generating Partnerships
- Competitive Landscape and Positioning
- Business Models, Projections
- Stakeholder Mapping

GREENHOUSE GAS MANAGEMENT

- Carbon foot printing - inventories, mitigation, and reduction
- Carbon markets - offsets, credits
- Greenhouse Gas Mitigation Plans
- Climate change planning and programs

GREEN CERTIFICATION

- Certification requirements, assessments, documentation, application, and fulfillment help
- USDA Organic
- LEED
- US EPA Energy Star
- Green Seal for industry or geographies associations and groups

ENERGY MANAGEMENT

- Energy audits and efficiency plans
- Management of Energy Purchasing and Sale
- Commissioning
- Efficiency Retrofits (HVAC etc.)
- Renewable Energy Options

MATERIAL AND RESOURCE EFFICIENCY

- Waste Audit and Reduction Strategy (packaging, process, etc.)
- Lean manufacturing
- Recycling and Reuse programs
- Sustainable product design

GREEN PRODUCT DESIGN, DEVELOPMENT, MARKETING AND BRANDING

- Design for DfE, DfR, DfD, DfS (Design for: environment, recyclability, disassembly, sustainability)
- Green Marketing Research/Planning
- Product Marketing Mix And Launch
- PR/Promotion

SUPPLY CHAIN MANAGEMENT

- Standards Creation
- Sustainable Purchasing Policy
- Walmart Compliance
- Ethical Supply Chain Policy and Compliance



Our Distinction

We take a Strategic/Systems Approach:

Our Green team of experts takes a holistic, systems approach to the enterprise and its ecosystem in designing solutions to sustainable challenges (including product design, material management, branding, energy, waste, green buildings, and market research). We maximize the value of sustainable initiatives by recognizing systemic context and aligning initiatives with core goals, values, and opportunities.

Our diversified team is passionately committed to sustainability and combines depth of business experience.

Unlike some larger consultancies, we focus on Sustainability. Our team is up-to-date across the spectrum of sustainable business. Unlike some boutique consultancies, our team consists of seasoned professionals with achievements in traditional operating areas of business (e.g., marketing, manufacturing, and finance). We speak the language of business because our careers have been built in business.

Best practices in Sustainability planning and execution

Our advanced techniques and tools include: Lean to Green, Systems Thinking, Voice of the Stakeholder, and Sustainable Frameworks into the process of assessments and planning; foot printing, LCA, product/marketing tests, eco-branding and communications (online discussions/surveys, forums, advisory councils, virtual product test labs, rapid prototyping), and ongoing brand equity tracking/customer satisfaction/loyalty measurements

We like helping smaller-mid range organizations (100-2000 employees) with practical, affordable solution packages. Larger competitors, who look for 6-figure engagements to pay for high labor costs and overhead, typically avoid these enterprises.

We leverage best of breed content and software. We are agnostic as to the software tools we use for our work, unlike some firms who sell proprietary software. Applications include: assessments, footprint calculators, LCA calculator, plan development and online collaboration, sustainability plan formulation and modeling, performance tracking and reporting, dashboards, as well as brand equity and corporate reputation trackers.

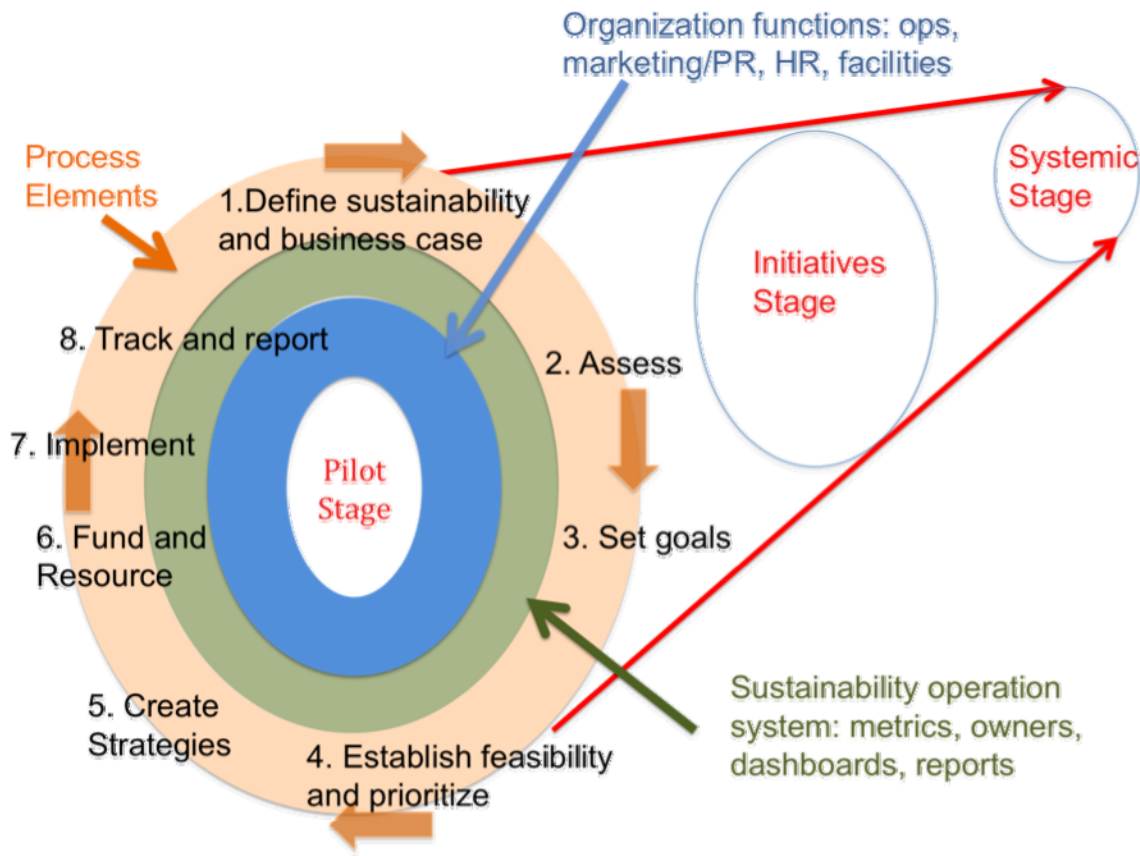
We focus on solutions that are customized for clients' specific business strategy, markets, and practices.

We tailor affordable methods for assessments, foot printing, climate change efforts, plans, sector specific recommendations, best practices, performance metrics, certifications, and reporting. That means expert service combined with low operating costs: We will not “downsource” our work to inexperienced associates; our Partners work directly with our clients.

Our Approach

Sustainametrics works with our clients through a systems perspective lens, strategic engagements that encompass a holistic approach to the organization. We also recognize that some organizations need specific expertise to get an ad hoc project done and they need to fill a gap in an existing path to sustainability. We can help in both cases. Our service listing outlines the specific projects we can help with. For those organizations seeking a ground up approach, we offer a methodology that brings to bear the leading frameworks and tools in sustainable management.

The following process model shows the approach Sustainametrics uses in scoping its assessment and planning engagements. Drawing upon The Natural Step and the SCORE approach developed by Axis Performance/Zero Waste Alliance, we follow the steps indicated in the orange circle below. We provide an overview of what sustainability means to business, as well as the business case for it. We work with each major organizational function or department to identify what practices are used and where they want to go in terms of sustainable best practices. We then support our clients' progress through stages of increasing value. The green circle below shows the metrics, owners, action plans and reports that we put in place through web-based tools to track and measure progress as the organization moves from planning to pilots, onto initiatives and eventually, embedded systemic practices as it matures into a sustainable organization. Our clients can expect to achieve business performance results early (through efficiencies) and in the longer-term, through strategic sustainability.



We ensure that we bring to bear strategic frameworks and tools so that our clients' plans and initiatives are well grounded in proven methods.

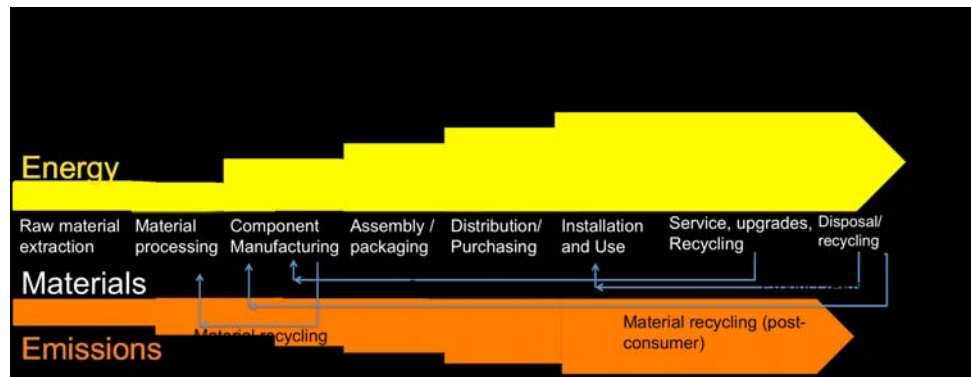
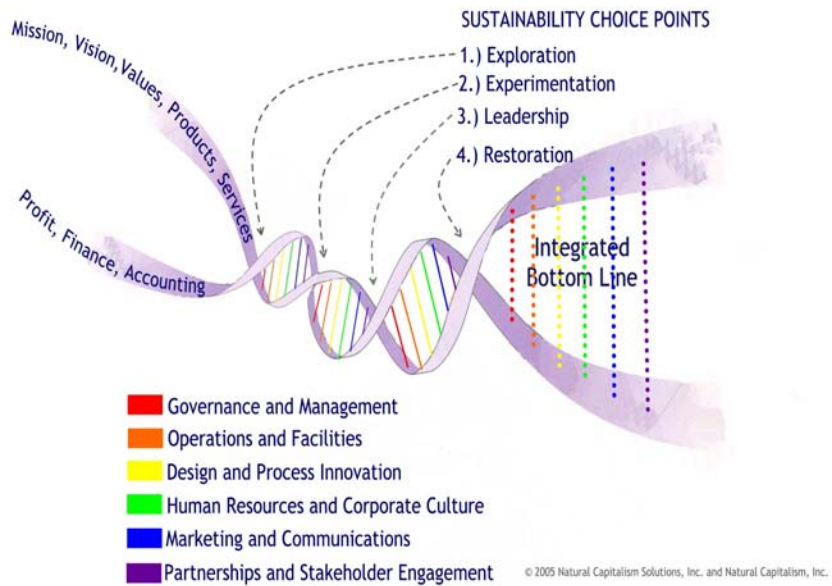
Frameworks:

Natural Capitalism
 The Natural Step™
 Integrated Triple Bottom Line
 Cradle to Cradle
 Holistic Management

Tools:

LCA (Life Cycle Assessment)
 Total Beauty™
 Biomimicry
 SROI
 Sustainability Helix
 Blended Value
 Integrated Bottom Line
 LASER Manual
 Footprint Calculators
 (water, carbon, etc.)
 Stakeholder Analysis
 ISO 50001
 SOS (Blackburn)
 Wheel of Change
 City Climate Protection Manual
 Metrics (GDP, GPI, GRI, SRI)
 LEED
 FASB redefining Profit
 SCORE
 Factor 4 and Factor 1
 SHINGO

Examples:



Representative Projects

Lean Enterprise Implementation – Led the implementation of Lean Manufacturing and Lean Business Processes for this vertically integrated manufacturing company specializing in advanced materials for the aerospace industry. “Lean” change efforts commenced with visioning and strategic planning followed by the implementation roll out to 22 global operations. The implementation required ongoing Rapid Improvement Workshop® and Kaizen events. Extensive process mapping facilitated changes on factory floors and in administrative environments. Reporting and metrics were critical for downstream supply chain compliance and investor relations.

Client: Hexcel Corporation

Year: 2008

Sustainable Operating System: Designed and Implemented sustainable operating plan for 6 resort properties. This engagement included Vision and Policy objectives, Executive and Management training, baseline assessment, initiative prioritization, metrics and tracking. The plan included initiatives in Energy Management, Water Conservation, Waste Reduction and Recycling, and Corporate Social Responsibility. Each property was assessed for Green Seal certification compliance after which an approach was drafted for each property based on industry best practices. The Company is currently in the application process for Green Seal bronze certification at all properties.

Client: KSL Resorts

Year: 2009

Environmental Public Relations: Led team to source renewable energy credits for the first ski resort in California to offset 100% of energy requirements. The project included requirements analysis, pricing negotiation and development of complete ongoing media campaign. Additional branding and public relations responsibilities included responding to the Citizen’s Action Coalition for environmental survey including mitigation efforts, recycling program, forestry and slope preservation, and drafting press releases and board presentations related to environmental efforts.

Client: Sugar Bowl Resorts

Year: 2008

Green Product Line Testing, Development and Launch: We set up a 6 month panel of 1000 consumers who acted as product and marketing program testers to ensure that a new green product line was tuned to the market and ineffective concepts and marketing tactics did not take valuable development resources. The virtual product test lab was used for concept tests, in home formula usage and effectiveness tests, messaging and infomercial tests, as well as packaging refinement. The system identified some low potential concepts and formulas, and strongly contributed to a successful launch of Greenworks, a new multi-million dollar line.

Client: Clorox

Year: 2006

Economic Development and Sustainable City Attractiveness: We worked through our brand consultancy partner, Brandjuice, to help the City of Denver with intelligence on attracting new company relocations, convention planners and tourists. We tested the attractiveness of city sustainability and climate attributes, importance ratings, comparisons to other cities, and positioning messages. This helped formulate a new campaign by the city and convention bureau, segmented by targets in Colorado, adjacent feeder states, and nationwide.

City of Denver

Year: 2006

Consumer Energy Conservation Attitudes and Behavior: Led studies in the environmental public policy field, including a recent public opinion study for the California PUC on consumer behavior for reducing CO2 emissions. The study uncovered specific consumer actions that are being taken now and expected in the future to reduce emissions and energy use. The study then developed compelling evidence and messaging for changing consumer behavior to be used in public service announcements and marketing programs.

California PUC

Year: 2007

Assessment of Sustainable Farming Opportunities for a Midwest Farm: As a Limited Partner in a family farm with farmland in South Dakota, a research report was authored to bring the Partners and Tenant into a discussion of the impact of longer term constraints in climate variability, costs control, and fossil fuel dependence on largely monoculture farming of corn, soybeans, and wheat. Best practices were surfaced on improving soil health and carbon sequestration, using crop-livestock rotations for reducing herbicides, pesticides, and nitrate fertilizers, investigating precision agriculture opportunities, and the emergence of fostering sustainable agriculture as a community commitment (Woodbury County, Iowa). This report starts the discussion about the future of family farms in the Midwest.

Client: A Family Farm Limited Partnership

Year: 2009

Insights into the Future of Wireless [Technology and Services]: A report on the impact of changing technology, regulation, corporate social responsibility, social dynamics, and business trends to help corporate executives and managers better understand the forces shaping the future of the mobile communications business. The insights contained in this report influenced corporate strategy as well as technology and service road mapping.

Client: Large International Mobile Operator

Year 2006



Post-Merger Strategy and Alignment. Managed a post-merger strategy, alignment and execution project for a \$1.5 billion mobile telecom infrastructure company. Developed strategy with CEO, CFO and six global product division Presidents. Analyzed and synthesized market evolution, internal competencies, customer make-up/mix, emerging technologies, and the competitive landscape. Managed the consulting process, including: interviews, information gathering, analysis, and intensive group planning sessions. Facilitated strategy buy-in and developed execution plan with President to Director levels across operating divisions, finance, global sales, and HR. Resulted in a focused, robust, aligned strategy and 18 month execution plan that positioned the company to build on its new leadership position in its market.

Client: \$1.5 billion telecom equipment company

Year: 2003-4

Small Business Growth. Strategy, execution, marketing and sales for a leadership development and coaching firm. Took on staff roles in finance, business development, marketing and sales for this firm focused on leadership development and business growth for small to mid-sized clients. Aligned internal strengths with market needs, and helped to re-position company into areas of greater value (leadership development with larger clients). Co-created and effectively executed marketing and sales plan. Prioritized, initiated and built client relationships and revenue-generating partnerships. Also, provided business growth consulting and coaching to variety of clients.

Client: Leadership development and coaching firm

Year: 2006-7

Corporate Growth and Capital. Strategic planning and capital-raise project for organic and fair trade food company. Analyzed and made recommendations for strategic changes to supply chain, distribution and overall business model. Managed \$2 million capital raise, including investor relationships, developing funding strategy, financial projections, and presentation materials. Developed complex dynamic financial projections which led to both improved internal decision making and ability to communicate the business opportunity to investors. Resulted in well-received executive summary and presentation, positioning venture for a successful raise when capital markets improve.

Client: Ambassador Organics

Year: 2008-09

Representative Clients

Sustainametrics partners have worked with or currently work with the following organizations:

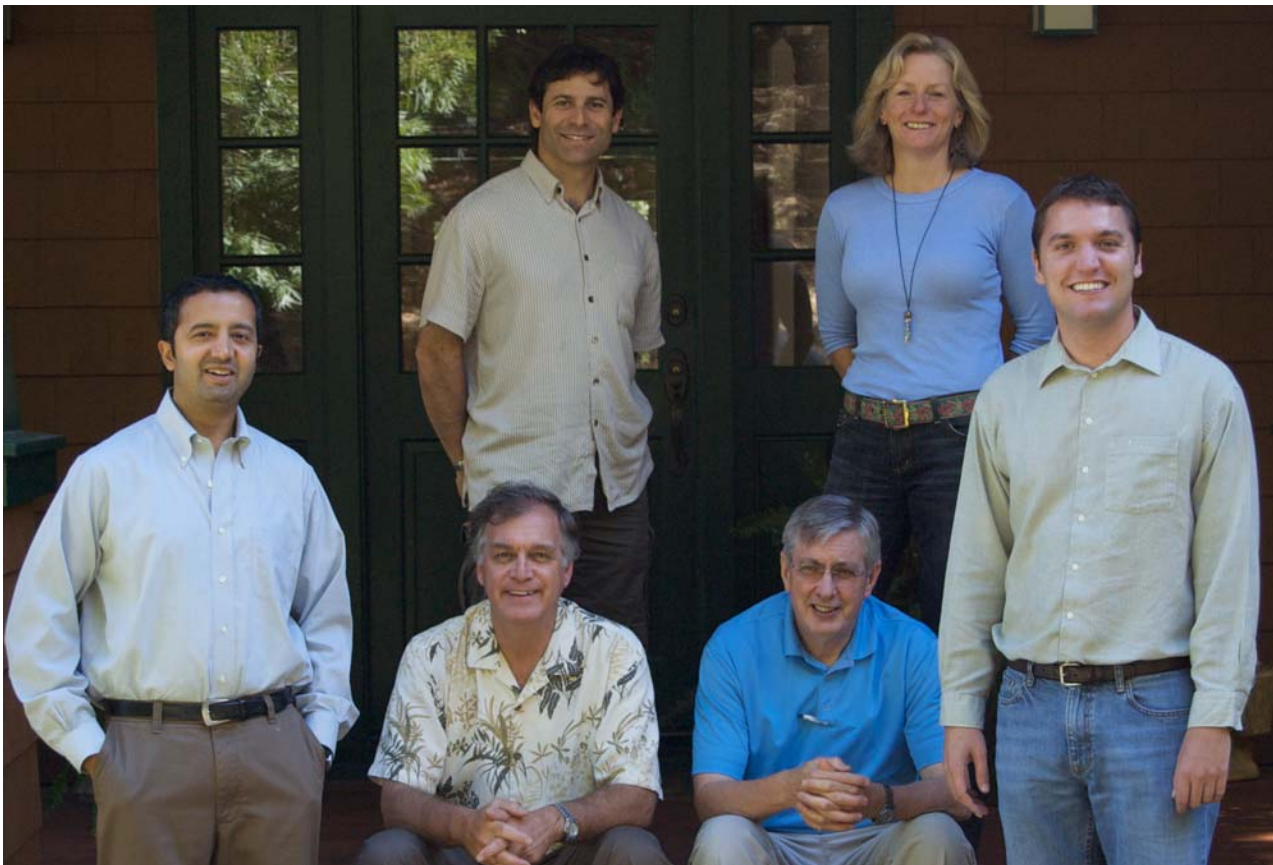


Team

The core team consists of a well integrated group who bring over 150 years of collective experience in sustainability operations, operations, environmental engineering and science, LEED and green certifications, energy management, lean manufacturing, marketing, green product design and development. Our team of experienced professionals is technically competent, exceptionally networked and passionate about promoting and implementing sustainable practices. Our commitment to sustainability is unique in the business world and our personalized level of service is unique for our clients.

Every one of the 6 partners in Sustainametrics has advanced degrees in Sustainable Business Management. We are trained and certified in carbon management techniques and greenhouse gas reduction. We are LEED certified and members of the U.S. Green Business Council and Build it Green. We are serious, experienced, credentialed and well connected. Our strategic partners and affiliates are well known experts in their respective fields and are equally as passionate about creating a sustainable culture.

The Sustainametrics mission is to inspire cultural change through the power of businesses and communities. We believe in a sustainable future and we help our clients brand their green products, lean their operations, reduce their greenhouse gas emissions and strategize to end dependence on fossil fuels. We eat green for breakfast, lunch and dinner. We passionately believe and realize that the future of our world requires a massive and imminent shift away from fossil fuel dependence.



Top from left: Mike Harrison, Kristin York; Bottom form left: John Mascarenhas, Chris Yalonis, Mike Olson, Doug Carter

Doug Carter



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Doug Carter is a results oriented and successful leader with a passion for sustainability and extensive operational and international experience in business development, management and operations. He has proven success in achievement of program growth, development and financial management.

Doug's expertise includes: LEED consulting, carbon reduction and auditing, program management, operations management, construction management, human resources management, logistics management, business development, proposal writing, budgeting, forecasting, planning, and sustainable management practices.

As a former active duty Air Force Officer, Doug performed project management and construction management for a wide range of projects both in the United States and overseas. One of his main duties was acting as a project manager for humanitarian projects in Latin America and the Caribbean building schools, wells and clinics. He was the chief engineer in charge of an Air Force installation in Ecuador supporting counter-drug missions. After serving in the Air Force, Doug has spent his time working as a management consultant where he currently runs a multi-million dollar worldwide Federal Government construction management and oversight program valued at \$3.8 billion. He provides program management and leadership responsibilities to over 30 staff members in 35 locations around the world. He cultivated and grew existing program from \$1 million and 3 sites to over \$24.5 million and 35 sites through establishing key relationships, strengthening productivity, and managing program P&L's. He developed, implemented and managed a real-time web-based program management system to track and monitor program progress for staff, clients and customers. He has the ability to make significant impact with key decision makers and clients through trust in strategic business programs, winning communication/marketing strategies, and effective financial management. Doug has successfully completed multiple proposals and public relation strategies resulting in greater visibility, strategic alliances, and increasing business opportunities.

Doug earned an MBA from Webster University and a BS in Civil Engineering from University of New Hampshire. Doug is a graduate of the Executive Program in Sustainable Management at the Presidio School of Management. He is a LEED Accredited Professional and a Certified Carbon Reduction Manager.

Michael Harrison



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Michael Harrison is a registered professional engineer and project manager with over 15 years of experience guiding technically challenging projects in the civil and environmental engineering and information technology spaces from concept to fruition. He specializes in working with diverse disciplines to align project and strategic business goals. His experience and philosophy have ingrained the principle that truly sustainable projects must make good business sense.

Michael's expertise includes: community relations and presentation, specializing in relating technical information to a lay audience, strategic analysis of renewable energy opportunities, environmental liability assessment and remediation, construction, demolition, database and application design, regulatory negotiation, and a myriad of sustainable business services including life cycle analysis and building shared commitment.

Michael has led multi-party cost sharing and remediation teams that have restored over \$100 million in real estate to higher uses. He has managed complex technical datasets and strategies for redevelop and risk management projects within federal regulatory frameworks and in complex legal actions. His strategic efforts focus on integrating sustainability into core business objectives and include facilitating interdepartmental communications to identify strategic goals for renewable energy and other sustainability initiatives.

Michael's environmental engineering projects have involved industrial manufacturing, military, development, solvent and petroleum recycling, landfill, metal plating, dry cleaning, chemical distribution, commercial retail, and transporter sites. He has experience in leveraging renewable energy and efficiency opportunities in commercial, industrial, and residential applications. Michael has extensive regulatory negotiation experience and excellent working relationships with state and federal regulatory agencies. Technology is leveraged in all aspects of his work. His core competencies include database design and implementation, analytical analysis, environmental modeling, geographical information systems, and graphic presentation. He has designed customized relational databases for environmental clients, small businesses, and the health care industry.

Michael earned a B.S. from Humboldt State University's school of Environmental Resource Engineering, is a graduate of the Executive Program in Sustainable Management at the Presidio Graduate School, and holds a Professional Engineering and General Contractor's License. He is a member of the International Society of Sustainability Professionals (ISSP), the U.S. Green Building Council (USGBC), and the American Solar Energy Society.

D. John Mascarenhas



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D. John Mascarenhas guides established businesses and entrepreneurs as a sustainability and business growth consultant. In addition to consulting to corporations and ventures, he had operating roles on the founding teams of three successful start-up ventures. John works closely with clients to create and define sustainable business strategy, prioritize goals and initiatives, and develop clear implementation plans.

John's expertise includes: sustainable management practices; developing strategy and execution plans; and building revenue-generating partnerships. He is able to bring experience and business acumen to bear in synthesizing business elements into executable plans. As a consultant, he actively listens to clients, applies proven methodologies, adds insight and guidance, and supports them in achieving ambitious goals.

Since April 2007, John has worked exclusively in the evolving field of Sustainable Business, including being the second Director of the non-profit Chicago Sustainable Business Alliance. There, he supported "green and greening" members and potential members and developed programs to meet the needs of mid-size and larger Chicago businesses. John currently works with Ambassador Organics, GreenMan, GreenSpace and other sustainable ventures. In the area of sustainable business, John participates in panels, moderates panels, and gives presentations.

John's consulting experience includes managing a post-merger strategy and execution project for a \$1.5 billion mobile telecom infrastructure company. He successfully managed a project that resulted in a well-developed and aligned strategy from the CEO to Director levels across six global product group divisions. John's prior operating roles include strategy, partnership development, business development, and marketing strategy with FullAudio (digital music service, later sold to AOL), Second Cycle (web-based process improvement software) and Digital Senseworks (design and integration of smart home systems). Previous to that, he had eight years of increasing responsibilities in commercial real estate finance with two national corporations.

John earned an MBA from Cornell University's Johnson School, and a BA in Economics from Bucknell University. John is a graduate of the Executive Program in Sustainable Management at the Presidio School of Management. He is becoming certified in GHG inventory quantification and LEED. He is a member of ISSP, the International Society of Sustainability Professionals, Net Impact, and the Chicago Sustainable Business Alliance. John guides established businesses and entrepreneurs as a sustainability and business growth consultant. In addition to consulting to corporations and ventures, he had operating roles on the founding teams of three successful start-up ventures. John works closely with clients to create and define sustainable business strategy, prioritize goals and initiatives, and develop clear implementation plans.

Michael Olson



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Michael Olson coaches organizations, businesses and entrepreneurs in developing sustainable business and operations practices to generate more revenues and/or reduce costs. He helps managers understand the dynamics of their business architecture to improve performance in the short term balanced by the insights of the longer term implications of decisions made today. Michael leverages facilitated dialogue to help companies understand the context of the future of their business through scenario thinking and translating those insights into their potential impacts on a company's culture, management style and business architecture through causal loop analysis and strategy (system-thinking) dynamics. The result is that management becomes more coordinated in aligning their decision making to make better use of their financial, material and human resources. For non-profit and government organizations, the tools and methodologies Michael uses lead to improved management of those organizations' success metrics as established by their charters.

Michael is an experienced high technology manager and strategic thinker who is comfortable both with the theory and the hands-on practical operations-related tasks. His current focus in sustainability management includes energy efficiency auditing, sustainable agriculture practices, life cycle assessments, and strategy dynamics for sustainability management using system thinking models and dashboards.

Michael's career covers a range of technology and business disciplines in venture-funded and public companies that has given him a broad understanding of technology, business, and organizational dynamics. His responsibilities have included auto-pilot stability analysis for the 747 jetliner at the Boeing Company, operating a radio science research laboratory in Antarctica for Stanford Electronics Labs, developing high altitude meteorological data collection platforms at the National Center for Atmospheric Research, commercializing remote automated environmental data collection networks at Synergetics International, and pioneering development of spread spectrum communications at Equatorial Communications. His experience in sustainable agriculture opportunities comes from his work in helping manage his parents' farms in Idaho and South Dakota.

Michael earned BS and MS degrees in Electrical Engineering from the University of Idaho and Eng and PhD degrees in Electrical Engineering from Stanford University. He is also a graduate of the Executive Program in Sustainable Management at the Presidio School of Management. He is a Senior Member of the Institute of Electrical and Electronics Engineers (IEEE), a member of the International Society of Sustainability Professionals (ISSP), a member of the Association of Energy Engineers, and a member of Mensa.

Chris Yalonis



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Chris Yalonis brings to his sustainability clients 25 years in market strategy consulting, market research, product design, Web based software development, marketing/sales line management, and publishing.

He is a Board member for the Center for Land Based Learning, California's largest non profit organization for youth learning in sustainable agriculture. He has worked with Land Trusts at an individual and national level, to help them develop sustainability assessments and plans. As an advisor to the City of Denver Mayor's Office and Economic Development, he worked with staff to execute research on drivers and means to attract business investment, tourists, and conventions to Denver. Collaborating with PR and ad agencies, they created a communications campaign and strategy that highlighted Denver's natural beauty and sustainable economy.

He has helped many clients with green product design and strategies including Clorox, with which he architected a virtual product test lab and stakeholder feedback program to help launch Clorox's successful green product line (Greenworks), testing formulas, understanding consumer needs for green cleaning products, value propositions, and messaging. Chris has also led studies in the environmental public policy field, including a recent public opinion study for the California PUC on consumer behavior for reducing CO2 emissions.

From 2001-2009, he was founder and President of Communique Partners, a marketing intelligence and strategy consultancy, helping public and corporate clients with marketing strategies, cradle to cradle product development and positioning, with many projects including green markets and sustainable business practices. Using Web 2.0 tools and techniques, the firm has architected and managed market and product performance systems for emerging and leading firms such as Siemens, CNBC, Intuit, Proctor & Gamble, Motorola, Cisco, City of Denver, Government of Kuwait, and Clorox. Prior to founding Communique, he was Chief Research Officer at MarketTools, now a 100 million dollar leading technology and solutions provider of Customer Insight Management solutions for the world's market leaders. In the 1990's, he co-led a \$30 million P&L and global marketing strategy consulting teams for International Data Corporation, a global technology analyst and strategy consultancy. He has helped found seven companies and has held marketing and sales executive positions for several software firms.

Chris is the author of 7 books, over 30 white papers, and 50 published studies on technology marketing, green markets, business planning, Web-based market and customer intelligence systems. He has an MBA from Indiana University, and a BA (Economics) from Miami University (Ohio). Chris is a graduate of the Executive Program in Sustainable Management at the Presidio Graduate School. He is trained in sustainability assessments and planning, life cycle analysis, GHG foot printing and inventories, and is a member of ISSP, the International Society of Sustainability Professionals.

Kristin York



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Kristin York specializes in Strategic Planning, Financial Analysis, Lean Implementation and Business Transformation. Kristin's pragmatic and cross-functional approach is well honed by years of consulting and industry experience in hospitality, real estate, construction and manufacturing. She is an excellent team builder with an innate ability to bridge communication and performance gaps within organizations.

For example, Kristin has worked with a privately held resort company in the design and implementation of their Sustainable Operating Plan for six properties and prospective investments. The engagement includes baseline operational audits and facility assessment, metrics determination, training, reporting and brand enhancement. She is assisting them in obtaining Green Seal certification at each property.

Kristin's technical background is well developed from her Senior Manager experience at a Big 6 Accounting and Consulting firm where she focused in turnaround management. She developed operational and financial solutions for underperforming or overleveraged companies in an effort to maximize value for their stakeholders. Kristin has been involved in all aspects of the reorganization process, including formulation of strategic business plans, cash flow management, crisis mitigation, and managing the return to corporate viability through customer and product rationalization and appropriate leverage strategy. During her tenure, Kristin also engaged in financial and compliance audits, SEC investigations, forensic accounting and served as an expert witness in the San Francisco Superior Court for a number of legal proceedings related to construction litigation and business interruption.

Kristin's industry experience includes Lean Operation's Manager for Hexcel Corporation. In this capacity she was responsible for the global implementation, metrics and reporting for the new Lean strategy encompassing 22 plants and corporate facilities for this \$2 billion manufacturing company. She was certified as a Rapid Improvement Workshop® leader and trained as a green belt in Lean methodologies. She has also worked in various management positions in the hospitality industry.

Kristin earned an MBA in Finance from the University of San Francisco, and a BS in Hospitality Management from the University of San Francisco, which included studies at L'Ecole Hoteliere in Lausanne, Switzerland. Kristin is a graduate of the Executive Program in Sustainable Management at the Presidio Graduate School. She is becoming certified in GHG Inventories and LEED. She is a member of ISSP, the International Society of Sustainability Professionals, a Rotarian, a Certified Turnaround Manager, and is a qualified Meyers Briggs trainer.