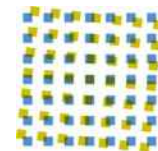




City of La Crosse – Climate Action Plan RFP Response

Matt Gardner, PhD, Managing Partner
Jeff Gowdy, MBA, Director

June 18th, 2021



sustainserv
Inspiring Meaningful Change

Outline

- Title Page
- Overview
 - Understanding of Project
 - Summary of Proposed Approach
- Scope and Timelines
 - Scope of Work Tasks 1-7 with Proposed Scope and Projected Timelines
- Community Engagement
 - Engagement Approaches
 - Public Input Gathering
- Qualifications
 - Experience and History
 - Local Government References
- Cost Proposal
 - Baseline Fees
 - Optional add-on Services

Title Page

- RFP Subject: Climate Action Plan
- Firm Name: Sustainserv, Inc.
- Firm Address: 31 State Street, 10th Floor, Boston, MA, 02109
- Firm Telephone Number: 617-330-5001, 615-752-9329
- Firm Email Address: matthew.gardner@sustainserv.com, jeff.gowdy@sustainserv.com
- Contact Names: Matthew Gardner, Jeff Gowdy
- Date: June 18th, 2021

Overview

- The City of La Crosse is seeking a consultancy to lead and/or assist with a seven Task project that will focus on developing GHG emissions inventories and targets, leading community engagement, creating a Climate Action Plan and assisting with Council approval. Specifically:

Data-Oriented Tasks

- Task 1: GHG Inventories
 - Review and analyze 2019 inventory
 - Assist with 2020 inventory
 - Assist with 2015 inventory
- Task 2: GHG Emission Reduction Targets
 - Lead 2030 science based target for City
 - Lead 2050 carbon neutrality target for Community
- Task 3: GHG Emission Reduction Forecasts
 - Create a reductions forecast
 - Determine scenarios to achieve new reduction targets from Task 2

Overview, continued

- The City of La Crosse is seeking a consultancy to lead and/or assist with a seven Task project that will focus on developing GHG emissions inventories and targets, leading community engagement, creating a Climate Action Plan and assisting with Council approval. Specifically:

Climate Action Plan (CAP) Development Tasks

- Task 6: Draft Climate Action Plan
 - Center on GHG emissions analysis in Tasks #1-3
 - Include a strategic framework for near-term and long-term implementation
 - Include themes of Equity, Benefits Framing, Partnerships
 - Collaborate with all relevant stakeholders (see Task 4, 5)
- Task 4: Committee, Council, Community Engagement
 - Update CAP draft with engagement feedback from Climate Action Steering Committee, Plan Commission, Common Council
 - Lead a Community Outreach Strategy
- Task 5: Coordinate with Related City Efforts
 - Align CAP with Comprehensive Plan, General Plan and Partners in Energy Program
- Task 7: Adoption of CAP
 - Support City staff in obtaining approval from the Climate Action Steering Committee and approval of Comprehensive Plan Amendments from the Plan Commission.
 - Support City in preparing an Administrative Report to Common Council

Scopes and Timeline – Task 1: GHG Inventories

■ Scope & Process

- Sustainerv will review, analyze and provide feedback and recommendations for improvement for the 2019 baseline GHG inventory along with the Strategic Plan for Sustainability and local conditions.
 - Access to all related documentation will be required by Sustainerv
 - Login credentials for ICLEI will be required by Sustainerv
- Sustainerv will assist with the 2020 inventory with La Crosse as the lead
 - Sustainerv to assist in data identification, emissions factor selection, estimates/equations/ assumptions needed where data does not exist.
 - Emissions factors to follow ICLEI standards
 - All inventory data selection and calculations to follow the Greenhouse Gas Protocol
 - Sustainerv to review final data and provide recommendations for data quality improvement
- Sustainerv will assist with the 2015 inventory with La Crosse as the lead
 - Sustainerv to assist in data identification, emissions factor selection, estimates/equations/assumptions needed where data does not exist.
 - Emissions factors to follow ICLEI standards
 - All inventory data selection and calculations to follow the Greenhouse Gas Protocol
 - Sustainerv to review final data and provide recommendations for data quality improvement

■ Timeline

- 2019 Review: 1-2 weeks
- 2020 Inventory: 8-10 weeks
- 2015 Inventory: 8-10 weeks

■ Notes

- Inventory work can be conducted concurrently, if needed

Scopes and Timeline – Task 2: GHG Targets

■ Scope & Process

- Based on the findings of Task 1, Sustainserve will lead La Crosse in identifying GHG emission reduction targets in order for the City to meet a 2030 GHG emission reduction target that aligns with the IPCC recommendations, i.e. a Science Based Target,
- Based on the findings of Task 1, Sustainserve will lead La Crosse in identifying and communitywide carbon neutrality goal by 2050
- La Crosse will select which inventory will serve as the baseline year for the 2030 City target and the 2050 Community target
 - In order to facilitate the target setting, at least one inventory will need to be of the city's operational scope and one inventory will need to be of community scope
 - All targets will be conducted by the Science Based Targets Initiative (SBTI), which utilizes the latest science provided by the IPCC, as specified in the RFP.

■ Timeline

- 2030 City Target: 3-4 weeks
- 2050 Community Target: 3-4 weeks

■ Notes

- Inventory work can be conducted concurrently, if needed

Scopes and Timeline – Task 3: Forecast GHG Reductions

■ Scope & Process

- Sustainserve will review the existing inventory data and develop current inventory data to measure the City's progress in reducing GHGs against the recommended Baseline.
- Sustainserve will create a GHG emission reductions forecast and determine scenarios to achieve new reduction targets developed in Task 2.
 - A Menu of Reduction Options will be created from which one to many scenarios can be created based on cost per ton emissions averted, potential emissions reduction, cost and benefit, estimated feasibility, estimated timeline, and associated co-benefits
- Sustainserve will evaluate and summarize the impact of anticipated state and federal policies and programs on GHG emission reductions and incorporate those into the scenarios, as appropriate.
 - This is what we would refer to as “scenario based materiality”, which is one of our core practices.

■ Timeline

- Menu of Options/Scenario Development: 4-5 weeks

■ Notes

Scopes and Timeline – Task 6: Climate Action Plan (CAP)

■ Scope & Process

- Sustainserve will develop a draft CAP using the GHG emission analysis that is described in Tasks #1-3 and through a collaborative process as described in Task 4 and 5.
- The specific strategies and priority actions selected to meet the recommended target reductions will be summarized into a strategic framework with specific near-term implementation plans and a schedule for longer-term implementation plan development.
- Measures will identify agencies and departments responsible, indicators for success, potential partnerships, recommended funding sources, and appropriate methods to assess progress.
- In addition to these report components, the CAP will incorporate the following overarching themes:
 - Equity: The plan should detail impacts on different communities and groups within the cities, and how the implementation will incorporate equity and empowerment considerations;
 - Benefits Framing: The plan should reinforce the benefits of climate action and focus on how the plan's elements could improve community well-being. The plan should discuss both the costs of inaction in addition to discussing the costs of the recommended actions.
 - Partnerships: The plan should incorporate actions that partners can take, and how the community can leverage these partnerships to initiate stronger climate action.

■ Timeline

- CAP Development: 4-5 weeks

■ Notes

- Tasks #4 and 5 follow Task #6, as #4 and #5 appear to be a subset to and part of the CAP development

Scopes and Timeline – Task 4, Part 1: Engage City Commissions/Common Council

■ Overview:

- Task 4 is a critical piece of work that will provide the foundation for the success of efforts related to Task 7. Using a strategy that most fully and efficiently engages City Commissions, the Common Council and the Community during the process builds a kind of ‘pre-acceptance’ of actions in the Climate Action Plan, making these groups an active part of plan creation through their feedback. This task comprises the greatest part of the engagement effort.
- The goal is to bring these groups with us along the CAP creation journey so the result is a product that they can wholly support and proudly implement as partners in creation of the plan, rather than simply recipients of work done by an outside consultant.
- Task 4 has been divided into 2 parts: City Commissions and Common Council engagement and Community engagement. Community engagement has been further broken down into individual and partner organization engagement.

■ Scope, Part 1 – City Commissions/Common Council

- A high level of engagement will be created through establishing the City Commissions and Common Council’s preferred format for information delivery, communication cadence, preferred communication channels and establishing and agreeing on a format for collecting and sharing feedback as well as an agreed upon approval process.
- Getting these groups the information they need, in the way they need and at the proper times will allow each group to provide their insight in a way that maximizes their participation and minimizes the impact on their time.

Efficiency and organization will expand their ability to fully engage with this work.



Scopes and Timeline – Task 4, Part 1: Engage City Commissions/Common Council

■ Notes:

- Engagement manager will be the first point of contact for these groups and will need to partner closely with city staff on the following: meeting planning and logistics, general questions on format and procedure at meetings, meeting notes and comment capture and coordinating communication with groups and individual group members. Material printing as needed (printing needs will be minimized).

■ Scope will include:

- Steering Committee Discovery Meeting – one hour
- 15-minute session at existing Planning Commission meeting for discovery or electronic survey
- 15-minute session at existing Common Council meeting for discovery or electronic survey
- Attendance at 5 Steering Committee meetings with availability to attend additional meetings virtually
- Attendance at 1 Planning Commission meeting with availability to attend additional meetings virtually. This will be in addition to in-person attendance at a meeting to deliver the 15-minute discovery session.
- Attendance at 1 Common Council meeting with availability to attend additional meetings virtually. This will be in addition to in-person attendance at a meeting to deliver the 15-minute discovery session.
- Development of reports, presentations and updates for meetings.



Scopes and Timeline – Task 4, Part 2a: Engage Community as Individuals

■ Overview:

- Leveraging the power of peer-to-peer communication and making conversations around providing input to the CAP part of everyday communications by identified community member leaders will build maximum community engagement on an individual level.

■ Scope, Part 2a:

- In order to draw the highest possible levels of community participation, we will need to identify a number of community leaders, not those who are elected or serve in an official capacity but those people within the community that others turn to when trying to learn more or form opinions around current topics that impact the community (peer leaders).
- Identified peer leaders will be provided with talking points, sample social media post and electronic materials they can share with their family, friends, colleagues and associates during the course of regular communication and conversations. Materials will focus on key points for input and key concerns areas in preparation for public meetings.
- The engagement manager will serve as the point of contact for the peer leaders, with support from city staff.



Scopes and Timeline – Task 4, Part 2a: Engage Community as Individuals

■ Notes:

- Engagement manager will need city staff help with identification, outreach and communication to peer leaders.
- Engagement manager will also need guidance around approval or review processes that are needed around materials created for and shared with peer leaders.

■ Scope will include:

- A one-hour peer leader kick off meeting
- Ongoing peer leader support and communication
- Support material development including but not limited to talking points, sample social media posts, public meeting schedule, and the key points for input/concerns/issues around the CAP that will be discussed at public meetings.

Scopes and Timeline – Task 4, Part 2b: Engage Community Partners

■ Overview:

- Active engagement with non-profits and civic organizations will broaden reach and help create engagement with those who might not be reached through individual peer leaders

■ Scope, Part 2b:

- La Crosse has an active community organization network that can be leveraged to increase community engagement in building a CAP to meet the needs of all members of the community. Leveraging this network to spark discussions around input to the CAP prior to the public meetings allows our public meetings to be more productive.
- Community organizations will be provided with talking points, sample social media posts and electronic materials they can share with their members during the course of regular communications and conversations. Materials will focus on key points for input and key concerns areas in preparation for public meetings.
- The engagement manager will serve as the point of contact for the community organizations, with support from city staff.

■ Notes:

- Engagement manager will need city staff help to support communication with community organizations.
- Engagement manager will need city staff help with approval and review processes needed for materials to be shared with these community partners.

■ Scope will include:

- Community Partner Organizations kick off meeting – 1 hour
- Ongoing partner organization support and communication
- Support material development including but not limited to talking points, sample social media posts, public meeting schedule, and the key points for input/concerns/issues around the CAP that will be discussed at public meetings.

Scopes and Timeline – Task 4, Part 2c: Public Meetings

■ Overview:

- Conducting four public meetings will provide robust and inclusive input to the CAP.
- The public meetings should serve as the culmination of community conversations that have been driven by community peer leaders and community organizations.

■ Scope, Part 2c:

- Two public meetings focused on full community needs
- One public meeting focused on minority represented groups input (examples – lgbtqia+ and people of color)
- One public meeting focused on youth input, as they will be the adult citizens and leaders that will manage much of the implementation in the years to come
- Total of four public meetings

■ Notes:

- Engagement manager will need city staff support for meeting logistics, communications and delivery.

■ Scope will include:

- Preparation all materials for meetings
- Facilitation of public meetings
- Follow Up from public meetings



Scopes and Timeline – Task 5: Coordinate with Related City Efforts

■ Overview:

- Coordination with related city efforts during the CAP creation process will ensure alignment of the CAP with these efforts, resulting in a cohesive and comprehensive City strategy to guide implementation of all efforts.

■ Scope:

- The engagement manager will be available to attend, virtually or by phone, meetings in the General Plan update process as well as Xcel Energy or Partners in Energy Program meetings to serve as the coordinator between the CAP and these related city efforts.
- The goal of this work is to ensure that any needed information around the CAP through the update and development process of these efforts is made available as well as keeping development of the CAP in alignment with these efforts.

■ Notes:

- The engagement manager will need support of City staff with regards to meeting logistics and general updates.

■ Scope includes:

- Coordination and alignment efforts between the General Plan update and the Xcel Energy/Partners in Energy Program work.

Scopes and Timeline – Task 7: Support City in Adoption of the Climate Action Plan and General Plan Amendments

■ Overview:

- Robust engagement with Steering Committee, Planning Commission and Common Council during the creation process lays the groundwork for support of the City in adoption of the CAP and General Plan Amendments.
- Working with City staff in providing final reports, presenting and obtaining approval for CAP and General Plan Amendments represents the final step in engagement with City Commissions and the Common Council.

■ Scope:

- The engagement manager will be available to work side by side with City staff to create, refine and deliver any reports and presentations needed or requested by City Commissions and Common Council.
- In addition, the engagement manager will be available for individual meetings, as needed, to answer additional questions or provide additional information.
- The goal for this final step in engaging City Commissions and the Common Council is to ensure that each individual has the information they need, that their final concerns or questions are answered and that they are well positioned to approve the CAP and General Plan Amendments.

■ Notes:

- The engagement manager will serve as the point of contact for City staff during this task. Additional Sustainerv team members will be pulled in as needed for subject matter expertise.

■ Scope will include:

- Collaborative work time, deliverable production time, and presentation time dedicated to supporting City staff during this step in the process.



Community Engagement Strategy – Borrowing from Swedish Study Circles

Engagement rarely occurs from the top down but rather builds from the bottom up. While communities look to their leaders as authorities who provide direction, tools and resources needed to make things happen, true engagement around community development happens at the individual and community organization level. Empowering the community of La Crosse as vital members of the CAP creation process will build higher levels of inclusive and equitable engagement. This engagement will, in turn, result in a CAP that feels like a true partnership effort to address the needs of all members of the community. The goal of this engagement strategy is to spark community conversations around the CAP before public meetings are held. Allowing the public meetings to serve as the culmination of community conversations and discussions around key points of input and concerns, rather than serving as the starting point for such conversations. We want to empower the community members of La Crosse to bring community-developed solutions and ideas already formed through individual and group discussion to the public meetings. Doing so will create a level of empowerment in the community that is deeper than simply holding a public meeting and asking for comments.

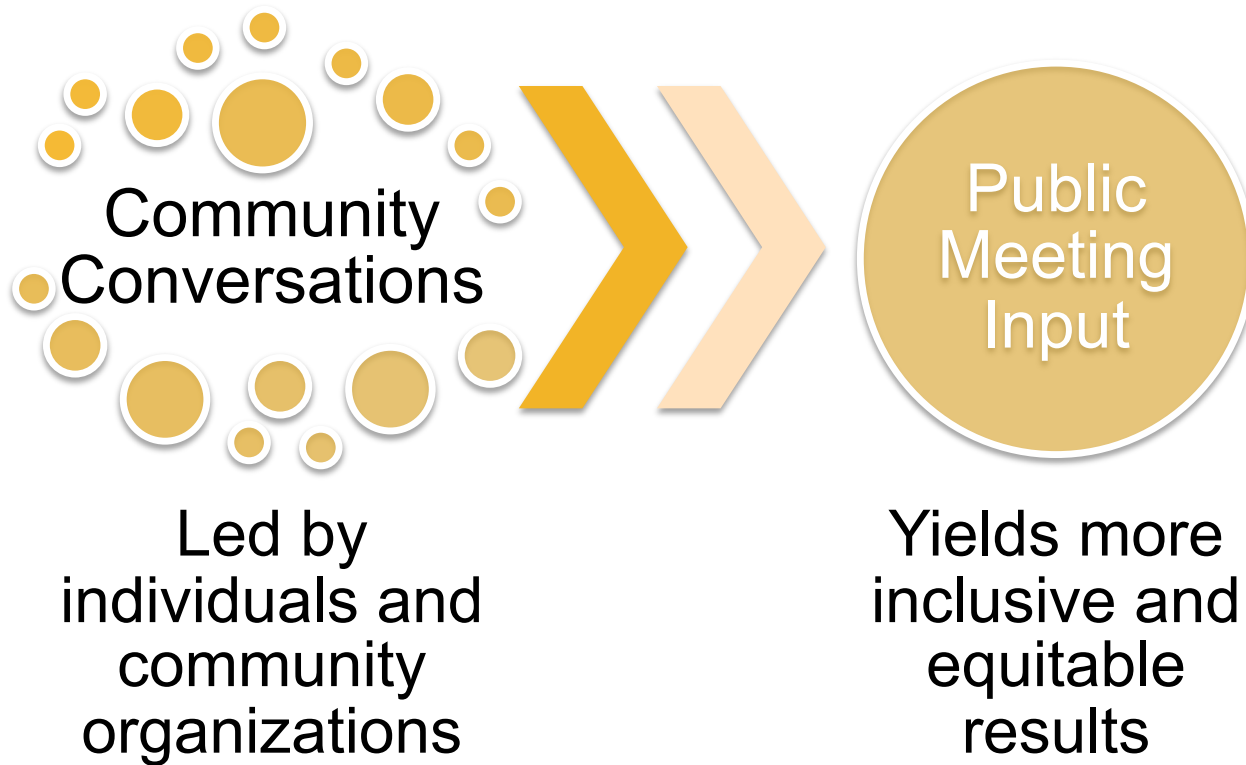
This engagement strategy borrows heavily from the Swedish Study Circles approach. Study circles emerged in the late 19th and early 20th century and are based on a democratic path to creating change and development, especially around analyzing and finding solutions to social, political and community problems. There is no teacher, or expert, that guides a study circle. It is a self-led effort where one member acts as facilitator to keep discussions flowing and on track and to ensure that members participate in the way they choose. Reading materials and aids are often used to stimulate dialog. Study circles meet several times and allow complex problems to be broken down into manageable components. Participants are then empowered to directly address their own differing points of view and find their own solutions to issues, giving them ownership in directing the future of their communities. In Sweden, a global leader in sustainability efforts, study circles began to deal with a variety of social issues. Today, they are a mass phenomenon and have broad national support, with over 300,000 circles reported each year since the 1970s. Australia also makes extensive use of study circles, particularly to engage citizens in issues as diverse as reconciliation between indigenous and non-indigenous Australians and to deal with environmental disasters like blue-green algae in the nation's river systems. Organizations in the US have practiced the study circle method to address internal issues like diversity and race relations. It has been used successfully in the US by the National Issues Forum network and the Bricklayers and Allied Craftsmen trade organization. Partnering the power of study circles to foster participation and the power of legislative action through City Commissions and the Common Council creates a recipe for impactful civic engagement.

Community Engagement – Borrowing from Swedish Study Circles

While the engagement strategy does not include setting up and administering official study circles, it does include the idea of self-led conversations. By identifying select individuals and community organizations as peer leaders and providing them with materials and information to spark community conversations as a lead up to public meetings, we leverage their influence within the community. The conversations we are encouraging them to have do not require a special or separate effort. We are asking them to engage in these conversations as a part of their everyday, regular conversations with family, friends, colleagues and associates. These casual conversations will allow community members to think about desired solutions and actions they want to see in the CAP and begin sharing them with one another. The public meetings then become the final step in the process, not the beginning step. Using the public meetings as the final round of conversations to collect the community-developed information will yield more complete ideas for inclusion in the CAP and greater satisfaction for community members with their role in the process.

The study circle idea will also be incorporated into the public meeting format. Rather than the usual format of meeting and sharing public comments, we will ask public meeting participants to sit at round tables and discuss ideas and concerns with those at their table. Each table will self-identify a facilitator and a scribe and begin discussing the provided key points for input and concerns related to the CAP. These provided points will be familiar as they will have been the basis for materials provided to peer leaders and community organizations. For most, this should not be a first conversation but a final conversation in what has been weeks of informal conversations within the community. Once time for discussion has ended, each table will share their top issue/concern or solution with the wider group. Additional issues/concerns and solutions from the table will be captured by table scribes and collected at the end of the meeting for consideration, allowing the capture of ideas beyond the top shared idea. There will then be a set time period for open comment during the meeting to allow those who want their individual voices to be heard and recorded. Once the public meetings are concluded, ideas and suggestions will be affinity grouped and provided for consideration in building the community's CAP. A separate email should be established to collect comments from those that might not be able to attend a public meeting. These ideas will be grouped with the ideas from the public meetings.

Community Engagement – Borrowing from Swedish Study Circles



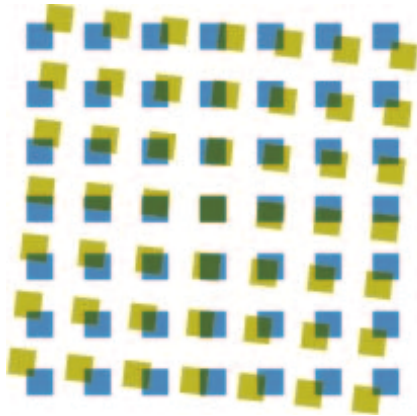
Community Engagement – Public Input Gathering

- All input from public meetings will be captured, along with ideas from dedicated email (if established) and placed into a database/spreadsheet for analysis. The spreadsheet will be grouped by themes.
- The spreadsheet will detail the group theme (examples: air quality, clean energy), the actual comment/idea/suggestion and its source.
- Those group themes with the most comments will be placed at the top of the spreadsheet to help easily identify the areas of greatest input and concern.

Grouping Theme	Comment/Idea/Suggestion	Source
Theme 1		
	Comment 1	Public Meeting 1
	Comment 2	Public Meeting 2
	Comment 3	Email
Theme 2		
	Comment 1	Public Meeting 3
	Comment 2	Email



Qualifications – Experience & History



sustainerv
Inspiring Meaningful Change



sustainerv

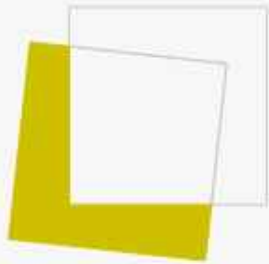
Vision & Mission

Our mission is to inspire our clients to create long-term and meaningful value for themselves and for society.

Our vision is to redefine how companies plan, achieve and communicate sustainable performance.

Our Services

Focus and strategy



- Benchmarking and trend analysis
- Materiality assessment
- Stakeholder engagement
- Strategy development
- Goal Setting
- Policies and code development
- Strengthening value creation
- Management approaches
- ESG risk assessment

Implementation and monitoring



- Roadmaps and action plans
- Sustainable supply chain management
- SDG Implementation
- ESG data collection and analysis
- Energy and greenhouse gas management
- Science Based Targets
- Life cycle assessment

Reporting and communication



- Sustainability Reporting
- Integrated Reporting
- ESG ratings and rankings
- CDP Reporting
- TCFD-based reporting
- PRI reporting



We serve customers worldwide from our offices in Europe (Zurich, Munich) and the U.S (Boston, Nashville)



Our clients are global...



Some Highlights from Our History



sustainerv

Matthew Gardner

Managing Partner



As a Founder and Managing Partner of Sustainerv, Matt applies his background in environmental science and education to bring a practical perspective to sustainability strategy development, quantifying sustainability impacts, and state-of-the-art sustainability communication. In his work he employs a multidisciplinary approach that couples technical, quantitative expertise with a commitment to clear and concise communication. He has a Ph.D. in Chemistry and spent ten years in environmental research and education at the Massachusetts Institute of Technology.

Matt's work includes a wide variety of sustainability strategy, data and communications focused projects across many sectors in many countries, including manufacturing, banking and financial services, logistics, chemicals, electronics, pharmaceutical, biotechnology and consumer products.

He currently teaches sustainability strategy and entrepreneurship in the Sustainability and Environmental Management Program at the Harvard University Extension School and is one of the faculty of the Youth Encounter on Sustainability, a Swiss-based training program for young professionals and graduate students, where he lectures and leads interactive workshops on climate change, climate policy and sustainable entrepreneurship.

- Ph.D. in Chemistry, Michigan State University
- B.A. in Chemistry, Haverford College
- Adjunct Faculty, Harvard University
- Chair, Conservation Commission, Town of Natick
- Industry Expertise: GRI reporting, sustainability strategy, training and education, quantitative analysis, LCA



Jeff Gowdy

Director



Jeff Gowdy is the Director of Consulting & Business Development at Sustainerv.com, an international consultancy working with companies, municipalities and projects around the world to develop sustainability strategies, programs and communications that meet the increasing expectations of their stakeholders.

Jeff is a globally recognized expert in sustainability and CSR, particularly in the areas of Reporting, Goal Setting, and Materiality. He serves on the Technical Advisory Group for the CDP Science Based Targets project and teaches at Vanderbilt.

- MBA. in Strategy, Vanderbilt University
- B.S. in Systems Engineering, University of Virginia
- Adjunct Faculty, Vanderbilt University
- Advisory Board, One Eleuthera Foundation
- Industry Expertise: Materiality, Goal Setting, Science Based Targets, Reporting, Strategy



sustainerv

Sabrina Cowden

Affiliate Consultant



Sabrina Cowden is the founder and president of Sabrina Cowden Consulting (SCC), focusing on the intersection of sustainability, social responsibility, and stakeholder engagement. Prior to founding SCC, she served as the Chief Executive Officer for Milepost Consulting, where she focused on using innovative engagement techniques to guide diverse groups toward creative, strategic solutions. She also served as International Program Director for the Climate Reality Leadership Corps program from 2006 to 2012.

Her career has included human resource management, utility engagement strategy, crisis communication, speech writing, executive coaching, and strategic planning and support.

- MBA, Sustainability, Lipscomb University
- B.A., Speech Communication & Rhetoric, Lipscomb University

Qualifications – Local Government References

- Metro Nashville and Davidson County
 - Laurel Creech, Sustainability Manager
 - Contact: Laurel.Creech@Nashville.gov

- Greenville, SC
 - Stephanie McCauley, Green Ribbon Committee Member
 - Contact: 864-467-5700

- Office of Al Gore
 - Beth Geer, Chief of Staff
 - beth@carthagegroup.com
 - 615.327.2227

- School of Public Policy, Georgia Tech
 - Marilyn A. Brown, Regents' and Brook Byers Professor of Sustainable Systems
 - marilyn.brown@pubpolicy.gatech.edu
 - 404.385.0303

Cost Proposal

- The following table presents a summary overview of the project pricing for both baseline and optional project fees:

Task #	Service	Cost Estimate
1	Review 2019 Inventory and Provide Recommendations Assist with 2020 Inventory Assist with 2015 Inventory	\$45,000
2	GHG Emissions Reduction Targets for 2030, 2050	\$12,000
3	GHG Emissions Reduction Forecasts	\$17,500
4	Engage City Commissions/Common Council and Community	\$28,600
5	Coordinate with Related City Efforts	\$11,500
6	Draft Climate Action Plan	\$35,000
7	Support City in Adoption of the Climate Action Plan and General Plan Amendments	\$11,500
Other	General Project Administration	\$17,900
	Total:	\$179,000

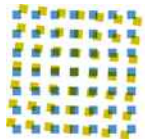
Optional Add-on Costs

- Any travel costs incurred by Sustainserve team members will be submitted as Expense Reports at the end of each month
 - All flights will be booked at Economy rate
 - All hotels will be booked at normal business level rate; approx.: \$200/night
 - Daily meals to not exceed \$50/person
- Any graphic design costs are considered out of scope and will need to be handled by the City of La Crosse or addressed as a separate line item
- Any third-party certifications, e.g. Science Based Targets, are considered out of scope and will need to be handled by the City of La Crosse or addressed as a separate line item

Thank you.

Matt Gardner
Matthew.Gardner@sustainserv.com
617-330-5001 ext. 1

Jeff Gowdy
Jeff.Gowdy@sustainserv.com
617-330-5001 ext. 5



sustainserv