

## Sustainability & Vitality Strategic Initiative Charter SIEMENS Sustainability/Energy Services Contract (SESCO)

1	<p><b>Select the one category that best describes the expected value back to KSC from this strategic initiative:</b></p> <p><input type="checkbox"/> Differentiate KSC from other institutions</p> <p><input type="checkbox"/> Significant redesign of current work</p> <p><input checked="" type="checkbox"/> Discovery effort with a stated expectation of providing actionable recommendations to support either differentiating KSC from other institutions or a significant redesign of current work.</p>							
2	<p>Alignment with KSC Strategic Goals: Sustainability and Vitality Plan (SVP)</p> <p>Explain how this initiative aligns with one or more goals in the SVP?</p> <p>How does this initiative support a specific KSC Priority and/or Tactic within the SVP?</p> <p style="margin-left: 20px;">SVP Goal #1 Improve Recruitment, Retention and Achievement</p> <p style="margin-left: 20px;">SVP Goal #2 Improve Financial Planning and Stewardship</p> <p style="margin-left: 20px;">SVP Goal #3 Rethink Our Work with a Student-Centered Focus</p> <p>Review of Student Success Applications aligns to the SVP in the following manner:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; padding: 5px;"> <p><b>Goal: 1</b></p> </td> <td style="width: 25%; padding: 5px;"> <p><b>Priority: #1:</b> Create a comprehensive enrollment strategy for all student sectors.</p> </td> <td style="width: 50%; padding: 5px;"> <p><b>Tactic:</b> 66% of students and parents say that information about a college’s commitment to sustainability and climate change is important to their application/enrollment decisions.<sup>i</sup> The SESCO project will support enrollment through: demonstrating our commitments with action, bringing an international leader to support a whole-campus energy transformation that will be visible to all, support KSC as a living lab for learning about leading green jobs in the energy, sustainability, and climate change fields, and offer attractive workforce development training.</p> </td> </tr> <tr> <td style="padding: 5px;"> <p><b>Goal: 1</b></p> </td> <td style="padding: 5px;"> <p><b>Priority: #3:</b> Deliver a robust and relevant student life experience both inside and outside the classroom.</p> </td> <td style="padding: 5px;"> <p><b>Tactic:</b> SIEMENS provides extensive higher education experience, achieving AASHE STARS goals at other campuses, and demonstrates immediate capacity to offer compelling additional incentives and programs to KSC through:</p> <ul style="list-style-type: none"> <li>Internships</li> <li>Grants</li> <li>Work Force Development training. A key factor in selecting them was their experience working with students and support student programs</li> <li>Supporting Eco-Reps and other student sustainability efforts by providing a part-time onsite Sustainability Coordinator</li> <li>Possibility to receive Siemens grants for student engagement activities</li> </ul> </td> </tr> </table> <p>In what other ways does this effort connect and/or support other current KSC or USNH initiatives?</p> <p>Partnering with regional businesses to teach and showcase best practices in campus-wide energy management through the achievement of key sustainability targets. Providing a model for USNH on how to achieve a campus energy transformation while saving money and using innovative financing. Siemens also has experience supporting whole campus planning and can provide vision and experience integrating disparate tasks into a coherent whole that will enhance campus appearance, efficiency, and campus life.</p>		<p><b>Goal: 1</b></p>	<p><b>Priority: #1:</b> Create a comprehensive enrollment strategy for all student sectors.</p>	<p><b>Tactic:</b> 66% of students and parents say that information about a college’s commitment to sustainability and climate change is important to their application/enrollment decisions.<sup>i</sup> The SESCO project will support enrollment through: demonstrating our commitments with action, bringing an international leader to support a whole-campus energy transformation that will be visible to all, support KSC as a living lab for learning about leading green jobs in the energy, sustainability, and climate change fields, and offer attractive workforce development training.</p>	<p><b>Goal: 1</b></p>	<p><b>Priority: #3:</b> Deliver a robust and relevant student life experience both inside and outside the classroom.</p>	<p><b>Tactic:</b> SIEMENS provides extensive higher education experience, achieving AASHE STARS goals at other campuses, and demonstrates immediate capacity to offer compelling additional incentives and programs to KSC through:</p> <ul style="list-style-type: none"> <li>Internships</li> <li>Grants</li> <li>Work Force Development training. A key factor in selecting them was their experience working with students and support student programs</li> <li>Supporting Eco-Reps and other student sustainability efforts by providing a part-time onsite Sustainability Coordinator</li> <li>Possibility to receive Siemens grants for student engagement activities</li> </ul>
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	<p><b>Goal: 2</b></p>	<p><b>Priority: #1:</b> Diversify, capture, and develop new revenue streams and optimize current revenue streams.</p>	<p><b>Tactic:</b> This is what the SIEMENS SESICO project will achieve on the energy front once the final contract is executed. Relative to our peers, KSC currently spends more than the average school on energy and other utilities (e.g., water). SIEMENS conducts a comprehensive Investment Grade Audit (IGA) of all utility expenditures with a focus on finding ways to improve efficiencies. They look at utility bills, building automation systems, all the equipment, building envelopes, and so much more. The very goal of this project is to maximize opportunities to save energy and thus money. The nature of a SESICO is that identified savings are <i>guaranteed</i>, which is a huge advantage for KSC. If the SIEMENS team does not achieve what they guarantee they will, they pay—KSC is not out \$\$.</p>
	<p><b>Goal: 2</b></p>	<p><b>Priority: #2</b> Properly credentialed personnel, infrastructure and processes/tools to meet ongoing need</p>	<p><b>Tactic:</b> This project will provide site-specific analysis and solutions that KSC staff cannot perform on its own because of time, budget constraints, and expertise. Siemens will assemble the proper credentialed team of their staff and subcontractors, plus train KSC staff as needed, to achieve the goals and objective outlined in the project Contract. The Siemens team will offer undiluted focus on KSC’s needs and will have a contractual obligation to meet goals.</p>
	<p><b>Goal: 2</b></p>	<p><b>Priority #3:</b> New budget/fiscal stewardship and priority-setting to reflect future state of higher education.</p>	<p><b>Tactic:</b></p> <ul style="list-style-type: none"> <li>• This project provides the roadmap for attaining Cabinet-Approved Sustainability and Energy Goals and Strategic Plan goal of AASHE STARS Gold by the end of 2020 and puts a new goal of AASHE STARS Platinum by 2025 within reach</li> <li>• Offers flexible financing options to enable forward progress in budget constrained environment</li> <li>• Provide site-specific analysis and solutions that KSC staff cannot perform its on because of time, budget constraints, and expertise</li> <li>• Offers undiluted focus on KSC’s needs and contractual obligation to meet goals</li> </ul>
<p>In what other ways does this effort connect and/or support other current KSC or USNH initiatives? Siemens provides world class expertise that will elevate KSC to become the sustainability leader in the region. In addition, they can maximize incentives, grants, private investors, and other sources of funding which KSC or USNH would not access.</p>			
<p>3</p>	<p><b>Problem Statement: “What” and “Why”?</b></p> <ul style="list-style-type: none"> <li>• What is the problem to solve?</li> <li>• Why is this effort needed?</li> </ul>	<p><b>Problem Statement</b></p> <p>KSC’s aging infrastructure results in higher than average energy use and building expenses compared to peer institution (Sightlines report 2019 summary), this results in wasted energy and efficiency and therefore wasted dollars. In budget-constrained times, it is essential to conserve resources wherever possible. Energy efficiency and upgrades to buildings and equipment will make a significant difference in financial and environmental resources used. It will also support the student, faculty and staff experience by providing a more comfortable work and study environment. KSC is quite literally “burning money” by energy, equipment, and building inefficiencies. The goal of this SESICO is to identify all those areas of inefficiency and develop a <i>guaranteed</i> plan of savings. Without this approach, KSC will <b>not</b> be successful in achieving its sustainability goals, it’s commitment to</p>	



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		<p>AASHE STARS Gold by 2020 or AASHE Platinum by 2025, nor in operating its Physical Plant more efficiently without energy management, engineering and financial expertise. Furthermore, as a leader in the City of Keene, it is necessary for KSC to be a good model of attaining the City’s own energy goals (e.g., 100% renewable electricity by 2030). This will not be possible without the support of the SESCO.</p> <p>KSC seeks a campus-wide, environmental systems approach rather than a building-by-building one. This is what the Siemens’s team will bring to the table with their extensive expertise in higher education, municipalities, and other institutions. Furthermore, this approach this kind of guaranteed energy savings contract is specific to KSC. There might be the opportunity for synergy with other USNH schools in bulk purchasing, but not in developing the customized campus plan or guaranteed savings.</p>
4	<p><b>Objective(s): “Where do we want to go?”</b></p> <ul style="list-style-type: none"> <li>• Provide high-level outline of the expected work to be completed.</li> <li>• Description of what success looks likes without specific detail.</li> </ul>	<p><b>Objective(s):</b> The objectives of this project are multifold. The project is currently in the Investment Grade Audit (IGA) phase, which is where Siemens “at its own expense and without charge to KSC, will perform the Audit at facilities selected by KSC, evaluating all structures, systems, and processes that affect KSC’s energy consumption, greenhouse gas emissions, carbon footprint, or energy expenditures.” This phase was initiated in February of this year and is scheduled to be completed in early June. This work is being pursued under a Project Development Agreement. Once the IGA is completed, specific projects will be selected from a long list of opportunities identified through the IGA. KSC stakeholders, the Project Team, the Sustainability Council, and the Cabinet will participate in selecting the final projects for the first two-year phase of this SESCO (Note: the contract identifies a 10-year period with evaluations every two years). Once determined, the energy and financial savings from projects will be guaranteed through a contract that must be negotiated between Siemens, KSC and USNH over the summer. It is early to state what the projects will be, but we will emphasize those that will maximize ROI and align with KSC goals. Emphasis will likely be on energy efficiency improvements (e.g., lighting), building controls, process efficiencies, and the transition to renewable energy. <b>All projects and projected savings will be guaranteed by Siemens</b>, which means that if they miscalculate, they bear the burden of making things right. Success will manifest in many ways:</p> <ol style="list-style-type: none"> <li>1) Significant annual monetary savings from improved energy efficiency and management</li> <li>2) Significant energy savings and reduction in greenhouse gas emissions needed to attain KSC’s sustainability goals</li> <li>3) Improved student experiences through new courses, internship opportunities, work force development training (e.g., potential new certificate programs), and transformation of campus into a learning lab.</li> <li>4) Enhanced recruitment opportunities for new students by becoming a visible leader in innovative energy and sustainability.</li> <li>5) Go from lagging our peers to leading our peers in energy management and energy efficiency. Gain enhanced local reputation as a leader and role model for the city’s own energy transformation.</li> </ol>
5	<p><b>Expected Outcomes:</b> <b>“How will we know when we get there?”</b></p>	<p><b>This initiative will deliver the following measurable Expected Outcomes:</b></p>



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<p>Expected Outcomes</p> <ul style="list-style-type: none"> <li>• Provide measures/metrics to answer “How will we know when we get there” ... meaning how will we know we’ve completed the objective(s)?</li> <li>• Should represent a healthy challenge and go beyond sounding like a basic check list of tasks to complete.</li> <li>• Provide measurement(s) to define the anticipated value of what’s in it for KSC.</li> <li>• What does “done” look like? How can “done” be defined and measured?</li> </ul> <p>Expected Outcomes will be used to assess organizational success and identify opportunities for continuous improvement.</p>	<p><b>A visible whole-campus energy transformation</b> that will make it obvious that KSC is an institution that walks its sustainability and climate responsibility talk. The goal of 100% renewable energy by 2030, for example, will be demonstrated through abundant solar panels on all applicable buildings and as parking lot covers. The Investment Grade Audit currently underway will yield a concrete plan with SMART goals. The transformation will become part of the curriculum through learning lab opportunities, interpretive signage, and buildings that work better for faculty, staff and students. Specific outcomes include:</p> <p><b>Attainment of the AASHE STARS Gold Rating by the end of 2020 and Platinum by the end of 2025:</b> This measurable goal is easily measured through the AASHE STARS Tracking tool. KSC currently holds a Silver rating. We will know the SESCO project is working when KSC attains Gold in its 2021 report (showing 2020 results). <b>KSC meets or surpasses its peers in energy benchmarking as measured by the Sightlines report:</b> KSC currently lags behind its peers in energy use. THE SESCO will tighten our buildings and increase our overall energy efficiency. KSC should at least equal, but more importantly, become a leader for energy management.</p> <p><b>Attention to KSC’s deferred maintenance &amp; energy upgrades</b></p> <ul style="list-style-type: none"> <li>• Energy efficiency</li> <li>• Building and building infrastructure upgrades</li> <li>• Behavior change programs</li> <li>• Renewable energy</li> <li>• Water Conservation &amp; Zero Waste Objectives, <i>that will be Measured and Verified by a robust M&amp;V program that is part of this project. Buildings will have improved metering that will allow careful tracking and learning opportunities (e.g., infographics, competitions in energy saving). Future Sightlines evaluations will provide objective 3<sup>rd</sup> party review.</i></li> </ul> <p><b>Academic High-impact opportunities</b></p> <ul style="list-style-type: none"> <li>• Support sustainability education through concrete actions that will be agreed upon through a stakeholder engagement process including Academic Affairs and the Cabinet. These may include, but are not limited to:</li> <li>• Internships and Co-ops (current SMART Goal of 4 funded internships per year)</li> <li>• Research grants (amount and type TBD)</li> <li>• Workforce Development Certificate programs (goal TBD, but Siemens has capacity to help us with several new programs such as Building Energy Manager certificate)</li> </ul> <p><b>Attainment of KSC’s Sustainability Goals:</b> First is attainment of AASHE STARS Gold by the end of 2020. KSC has clear sustainability SMART goals and the Office of Sustainability will develop infographics and other progress reporting approaches to communicate progress towards those goals. We will know we have attained these goals when, for example, AASHE awards us that Gold rating, or our utility bills show a complete transformation to renewables.</p>
<p>6 <b>Proposed Timeline:</b></p> <ul style="list-style-type: none"> <li>• High-level desired timeline</li> <li>• What is the expected duration of this work?</li> <li>• Are there any hard deadlines that must be met and why?</li> </ul>	<p><b>Complete Investment Grade Audit: May 15, 2020</b>  <b>Present IGA &amp; Preliminary Planning Results: June 1-15 (series of meetings), 2020</b>  <b>Conduct Financing Workshop(s): June 15-20, 2020</b>  <b>Begin Procurement of Financing (Note: The Financing Workshops are key here.</b> Siemens will help KSC identify possible grants, incentive programs, and conventional and innovative financing mechanisms, including using just the project savings for financing)  <b>Complete Final Contract Negotiations: July-August, 2020</b>  <b>Execute Performance Contract Agreement: August 2020</b></p>



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		<p><b>Upon completion of a negotiated contract</b>, there is a two-year Review Cycle of Siemens Performance, to ensure quality and assess next steps.</p> <p><b>RFP Section 1.2 Contract Period:</b> It is USNH’s intent that any contract resulting from this solicitation will be for ten (10) years. However, the initial contract period will be for two (2) years with the option for four (4) two-year renewals with the <b>mutual consent of USNH, and the Firm.</b></p>
7	<p><b>Scope:</b> Where should the project team focus its attention? Is there anything that will be considered outside of the focus for this effort?</p> <ul style="list-style-type: none"> <li>• What is considered to be in scope?</li> <li>• What is considered to be out of scope?</li> </ul>	<p><b>In Scope:</b> Scope initially is for a whole campus energy transformation that will save financial and environmental resources, support academics, and position KSC as regional/national leader. This will be a <u>phased approach</u> based on results of the Investment Grade Audit and stakeholder engagement to determine priority projects. The project will emphasize:</p> <ul style="list-style-type: none"> <li>• Heating, Ventilation and Air Conditioning;             <ul style="list-style-type: none"> <li>• Building Automation and Controls;</li> <li>• Lighting;</li> <li>• Building Envelope;</li> <li>• Water Savings;</li> <li>• Utility systems;</li> <li>• Solar/Photovoltaic;</li> <li>• Power Purchase Agreement opportunities;</li> <li>• Other sources of Alternate Energy</li> </ul> </li> <li>• Academics, student engagement, workforce development training, internships, grants, new program development</li> <li>• Living lab</li> <li>• Sustainability outreach and attainment of AASHE STARS goals.</li> </ul> <p>Any project that helps attain these objectives and the broader KSC sustainability goals is considered to be “in scope.” Priority will be placed on projects that will meet the dual criteria of goal attainment with an attractive Return on Investment.</p> <p>Out of scope work includes anything not directly related to the above goals and objectives. The scope will be clearly articulated in the final SESCO Contract, so anything that is not directly defined in the contract will be considered out of scope unless the contract is modified.</p>
8	<p><b>Stakeholder Engagement:</b></p> <ul style="list-style-type: none"> <li>• How will students, faculty and/or staff be engaged?</li> <li>• What departments areas will need to be involved?</li> <li>• What is the anticipated time commitment needed for team members and for what duration?</li> <li>• What experience/skill sets are needed for team members?</li> <li>• Do the impacted departments areas have capacity to participate?</li> <li>• Are resources needed to backfill for potential team members?</li> </ul>	<p><b>Stakeholder Engagement:</b> Stakeholder engagement is central to the success of this project. It will occur in many different ways with the goals of reaching out to the whole campus community:</p> <ul style="list-style-type: none"> <li>• Creation of a Project Team (of faculty, staff and students) that meets weekly to assess progress (this is currently underway and already meeting)</li> <li>• Monthly engagement with the President’s Council for a Sustainable Future <i>and</i> the Sustainability College-Wide Learning Outcome Subcommittee—this project is a standing agenda item in both groups</li> <li>• Periodic briefings to Cabinet, Deans, Department Chairs and departments. For example, after announcement of Siemens as winner, Office of Sustainability conducted a series of focus groups with academic departments to seek their input on priorities. We anticipate continuing this practice with at least one series of check-ins per academic year.</li> </ul>



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		<ul style="list-style-type: none"> <li>• Periodic open houses for the broader KSC community and the use of surveys for community feedback.</li> <li>• Invitation-only workshops to review progress and discuss priorities and next steps: The first of these was conducted at the end of spring semester 2019 and included primarily VPs and senior staff, Department Chairs, and others from all areas of campus.</li> <li>• Student involvement in myriad ways (e.g., Equinox articles and social media campaigns), but especially through engagement of our substantial student workforce (Eco-Reps and ROCKS students) in monthly updates and input sessions.</li> </ul> <p>Who needs to be involved? This is a whole campus effort, so representatives from leadership, staff, faculty, and students are essential for success. The above engagement strategy achieves this. Skill sets will vary and the above strategy accommodates this. (1) This project needs input from energy users—e.g., what are the key challenges you would like to have addressed; and (2) Energy and other physical plant service providers, such as the heat plant, to answer technical questions and provide valuable insights and data. As this project gets underway, we will need to expand engagement efforts to the broader City of Keene community. Time commitment will vary depending on the type of stakeholder and the phase of the project. For example, when discussing lighting, KSC electricians will need to answer questions and provide data. The time commitment overall for stakeholders should not exceed 1-2 hours per month. Cary Gaunt and Diana Duffy, as Co-Managers of this project, will have the heaviest workload, ~8-16 hours per week. Bill Rymes, Frank Mazzola, and other members of the Physical Plant will have review roles, but not likely to exceed 4-6 hours per week.</p>
9	<p><b>Financials</b></p> <ul style="list-style-type: none"> <li>• Define one-time hard cost and recurring/annual hard cost.</li> <li>• Define anticipated one-time soft costs and recurring/ongoing anticipated soft costs.</li> <li>• Define ROI, Cost-Benefit Analysis or another financial metric as appropriate.</li> </ul> <p>Project costs will be determined after the Investment Grade Audit and project prioritization process is completed. However, a variety of financing mechanisms exist under a Guaranteed Energy Savings Contract such as this, including the option (and ability) for Siemens’s to self-finance the project with expenses covered from achieved energy savings. Costs and savings are guaranteed under this kind of contract, so the risk to KSC is low. The College has options to invest its own resources but that is not required to move forward with implementation. We are seeking projects with a swift ROI, ideally those with a 5-year or less return on investment.</p> <p>It is too early to guarantee the anticipated annual financial savings until the Investment Grade Audit is completed and a final contract approved. However, early estimates from the Siemens team indicate a <b>minimum</b> of \$600,000 per year in savings to be realized over the 10-year period.</p>	
10	<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• Does this initiative mitigate institutional compliance requirements for state, federal laws or adherence to USNH/KSC policies?</li> <li>• What is the risk of not doing this initiative?</li> </ul>	<p>This initiative directly supports attainment of City of Keene Energy Goals per <b>Resolution R-2018-36 (Sustainable Energy Resolution)</b>, as well as KSC Sustainability Goals. It will indirectly support compliance by improving the quality and caliber of fuels the College uses, and upgrading equipment, processing, and infrastructure. For example, KSC’s permit compliance for the heat plant has improved by burning LR100, the fully renewable fuel. KSC will also have reduced liability risks because this contract will address deferred maintenance and some of the College’s problem areas, such as the steam infrastructure.</p> <p>The risk of not doing this is multifold: 1) the College will continue lagging behind its peers in energy use and management; 2) the College will continue spending in</p>



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		<p>excess of \$600,000 per year through inefficiencies and old systems—this is a waste of valuable resources in budget constrained times; 3) the College will not meet its strategic goal of AASHE STARS Gold by end of 2020 or its other Sustainability Goals, and will not be able to aspire to AASHE STARS Platinum; 4) College will lose the opportunity to bolster its academic programs and student engagement. Siemens is a world leader in higher education and has substantial resources to support the student experience. Key to moving forward from the current Investment Grade Audit phase of this project is to ensure that KSC works effectively with USNH to secure a fully executed contract within the 90-day period specified in the Project Development Agreement (Letter of Intent). The LOI specifies that KSC has 90-days from completion of the IGA process (i.e., determining the priority project) to fully execute a contract or be subject to a \$90,000 penalty.</p>																						
11	<p><b>Potential Issues</b></p> <ul style="list-style-type: none"> <li>• What are anticipated issues or potential obstacles?</li> <li>• What could prevent the success of this initiative?</li> </ul>	<p><b>Potential Issues:</b></p> <p>This is a low-risk contract for Keene State College, as Guaranteed Energy Savings Contracts are designed to place the risk on the contractor, not the customer. Siemens bears the financial risk because they guarantee their estimated savings. The biggest risk to KSC is in having a slow or disrupted transition from the Letter of Intent IGA phase we are currently in, to a fully executed contract, which should happen by August. At the completion of the IGA and acceptance of the results by KSC, KSC will have 90-days to execute a final contract. KSC encountered significant delays from USNH in executing the IGA Letter of Intention. Similar delays imposed by USNH for execution of the final contract pose the single biggest risk to KSC.</p>																						
12	<p><b>Assumptions/Guiding Principles</b></p> <ul style="list-style-type: none"> <li>• Capture needed assumptions/guiding principles in mindset (not already addressed elsewhere) that will be critical for success.</li> </ul>	<p><b>Assumptions/Guiding Principles:</b></p> <p>This project will provide a whole campus energy transformation for KSC that will result in considerable annual energy and financial savings, expanded curricular and co-curricular programs for students, enhanced recruitment opportunities, and support for sustainability overall. All of this will happen <b><i>if the College is able to execute a final Contract in the agreed upon timeframe outlined in the current Project Development Agreement (aka, Letter of Intent for the IGA).</i></b></p>																						
13	<p><b>Team Membership: Roles &amp; Responsibilities</b></p> <table border="1"> <thead> <tr> <th data-bbox="142 1381 678 1415">Core Team</th> <th data-bbox="678 1381 1292 1415">Roles &amp; Responsibilities</th> </tr> </thead> <tbody> <tr> <td data-bbox="142 1415 678 1449">Cary Gaunt, Sustainability Officer</td> <td data-bbox="678 1415 1292 1449">Co-Project Lead</td> </tr> <tr> <td data-bbox="142 1449 678 1482">Diana Duffy, Coord. Energy Svcs.</td> <td data-bbox="678 1449 1292 1482">Co-Project Lead</td> </tr> <tr> <td data-bbox="142 1482 678 1549">Siemens Team</td> <td data-bbox="678 1482 1292 1549">Perform the work identified in the final SESCO Contract</td> </tr> <tr> <td data-bbox="142 1549 678 1583">Bill Rymes</td> <td data-bbox="678 1549 1292 1583">Technical guidance and project progress oversight</td> </tr> <tr> <td data-bbox="142 1583 678 1617">Frank Mazzola</td> <td data-bbox="678 1583 1292 1617">Advisory role and connection to Physical Plant Staff</td> </tr> <tr> <td data-bbox="142 1617 678 1717">Tom Webler</td> <td data-bbox="678 1617 1292 1717">Academic innovator in the energy sphere will help identify and review opportunities for curricular and co-curricular engagement</td> </tr> <tr> <td data-bbox="142 1717 678 1751">Karrie Kalich</td> <td data-bbox="678 1717 1292 1751">Advises on academic opportunities</td> </tr> <tr> <td data-bbox="142 1751 678 1785">Robin Picard</td> <td data-bbox="678 1751 1292 1785">Supports integration of off-campus student life</td> </tr> <tr> <td data-bbox="142 1785 678 1818">Jenn Ferrell</td> <td data-bbox="678 1785 1292 1818">Connector to student life and dining services</td> </tr> <tr> <td data-bbox="142 1818 678 1852">Matt Bacon</td> <td data-bbox="678 1818 1292 1852">Advises on zero waste goals and objectives</td> </tr> </tbody> </table>		Core Team	Roles & Responsibilities	Cary Gaunt, Sustainability Officer	Co-Project Lead	Diana Duffy, Coord. Energy Svcs.	Co-Project Lead	Siemens Team	Perform the work identified in the final SESCO Contract	Bill Rymes	Technical guidance and project progress oversight	Frank Mazzola	Advisory role and connection to Physical Plant Staff	Tom Webler	Academic innovator in the energy sphere will help identify and review opportunities for curricular and co-curricular engagement	Karrie Kalich	Advises on academic opportunities	Robin Picard	Supports integration of off-campus student life	Jenn Ferrell	Connector to student life and dining services	Matt Bacon	Advises on zero waste goals and objectives
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Bill Rymes	Technical guidance and project progress oversight																							
Frank Mazzola	Advisory role and connection to Physical Plant Staff																							
Tom Webler	Academic innovator in the energy sphere will help identify and review opportunities for curricular and co-curricular engagement																							
Karrie Kalich	Advises on academic opportunities																							
Robin Picard	Supports integration of off-campus student life																							
Jenn Ferrell	Connector to student life and dining services																							
Matt Bacon	Advises on zero waste goals and objectives																							



**Sustainability & Vitality Strategic Initiative Charter  
SIEMENS Sustainability/Energy Services Contract (SESCO)**

	<b>Advisory Team</b>	<b>Roles &amp; Responsibilities</b>	
	<b>President’s Council for a Sustainable Future</b>	Will review monthly progress and provide input and review on all project components	
	<b>Sustainability College-Wide Learning Outcome Subcommittee</b>	Provides critical input on academic opportunities that will support the SCWLO	
	<b>Academic Deans: Kirsti Sandy, Celia Rabinowitz</b>	Ensures academic curricular and research interests, including the arts, are represented through this project	
	<b>Susan LaPanne</b>	Budgetary, financing, and overall management oversight	
	<b>Ockle Johnson</b>	Curricular and Co-Curricular oversight	
	<b>With periodic Cabinet check-ins</b>		
14	<b>Additional Comments:</b>		
15	<b>Cabinet Member Sponsor or Presidential Appointed Sponsor: Susan LaPanne</b>  <b>Signature:</b>		
16	<b>Project Manager(s): Cary Gaunt and Diana Duffy are Co-Managers for this project</b>		

**Charter Approval by Cabinet**

Charter Approval Date:	Tuesday, April 14, 2020
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**Revisions**

Charter Revision Date:	Summary of Sponsor Approved Revisions

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