SUSTAINABLE
AMERICA

2013 YEAR-END REVIEW

SustainableAmerica.org

EXECUTIVE DIRECTOR'S NOTE

It has been an exciting year.

2013 was the first full year of operation for Sustainable America. The generous support and clear vision of Nick Tiller, our founder and chairman, provided us with a simple mandate: to improve the sustainability of America's food and transportation fuel systems. The two are intimately connected. Food production – both in field machinery and irrigation – relies heavily on diesel fuel, and food availability depends on strong transportation networks and consistent and reliable fuel supplies. Fuel supplies, increasingly, are influenced by the amount of food crops (particularly corn and soybeans) used in their production.

We spent the year working on five fronts. We built an educational and outreach effort that has brought our message to thousands of people. We built a series of programs to directly affect the availability of food and fuel by focusing on waste reduction. We built an investment program to identify and support early-stage entrepreneurs who are developing the next generation of sustainable technologies. We built a dedicated and engaged Board of Directors with extensive background in our areas of expertise. And we built a staff of highly-skilled personnel to deliver it all.

All of this building has allowed us to produce some impressive accomplishments over the past 12 months. Our engagements forged strong partnerships with municipal, commercial, and non-profit entities in Connecticut and beyond. We have assembled networks that can deliver zero-waste events in Texas, reduce idling in Ohio, educate concertgoers in Connecticut, and engage college students and entrepreneurs in Massachusetts. Moreover, these partnerships have positioned us to accomplish even more in the coming year.

In 2014, we will extend our efforts and our reach, making measurable reductions in the amount of food and fuel wasted and increases in the amount of compost or renewable fuel created. We will grow our investments in early-stage sustainable food and fuel companies five-fold. We will engage with more organizations and individuals, develop more and deeper partnerships, and hone our efforts to increase our reach and effectiveness.

The issues of food and fuel sustainability are complicated and varied. Issues of supply, production, distribution, and use will all need to be tackled if we are to make progress. Sustainable America is positioned to make a difference.

Best,

Jeremy Kranowitz
Executive Director

NATIONAL TRENDS IN FOOD AND FUEL

Sustainable America's mandate is to work to make our nation's supplies of food and fuel more sustainable by increasing their amount and variety of supply, and by reducing the amounts of each that are wasted. There is more work to be done. Consider the current national situation for each commodity.

FOOD

The variety of counting and measuring systems makes a review of "food supply" difficult. Given that food and fuel tend to intersect most heavily in grains, the focus here will be on variation in that commodity.

Between 2009 and 2012, the overall trendline in grain (corn, sorghum, barley, oats) was one of decline. These declines were driven primarily by more extreme and unpredictable weather patterns.[1]

In 2013, however, things seemed to change. The biggest corn crop in history was harvested in the United States.

This does not, however, solve our problem. It will take some time to replenish the grain stocks, which had reached their lowest level in more than 17 years. Global grain stocks hold less than 80 days of supply. The increased volume led to a nearly 50% price drop that may encourage farmers to plant other cash crops. The 2013 yields were good, but the same extreme weather events that recently depressed crop yields may return. We will need more annual bumper crops over the next decade -- which may be unlikely -- to keep up with increasing demand.[2]

To make matters worse, 38% of the grain that was produced was wasted. Some of that loss took place at the farm. Some was lost in processing, packaging, distribution, and sale. The vast majority, however, was lost at the point of consumption – where the ultimate buyer didn't consume all that they purchased and/or prepared.[3]

We need to do better in 2014.

FUEL

According to the United States Energy Information Administration, the amount of "finished motor gasoline" used for transportation in America declined from 138 billion gallons a year in 2009 to 133.5 billion gallons in 2012.[4]

A number of factors contributed to this decline in usage. The most significant was the continued weakness in the overall American economy. There are signs that the economy will improve somewhat in 2014[5] — and economic improvement tends to lead to higher demand for fuel.

It is possible, however, that reduction in demand may be more systemic. More fuel-efficient, hybrid, and electric vehicles are available to provide alternatives to standard gasoline transportation. It is also important to note that an increasing amount of transportation fuel is coming from sustainable resources. Between 2009 and October of 2013, production from these sources jumped from 663,000 per day to 1,047,000 barrels per day, now accounting for roughly 1/10 of the overall supply.[6] A concerted effort, grounded largely in the federal Renewable Fuel Standards (RFS) Program, was responsible for much of this increase.

We can build upon this progress in 2014.

The RFS…established the first renewable fuel volume mandate in the United States… RFS2 lays the foundation for achieving significant reductions of greenhouse gas emissions from the use of renewable fuels, for reducing imported petroleum, and encouraging the development and expansion of our nation's renewable fuels sector.

- Environmental Protection Agency, Renewable Fuel Standards Home Page [7]

SUSTAINABLE AMERICA PROGRAMMING, 2013

FOOD EFFORTS

Americans waste a staggering amount of food. From eating less than they order, to prematurely throwing away food that is still safe to eat, to rejecting perfectly acceptable food for cosmetic (i.e., spots or a dull color) purposes, to improperly storing the food, it is estimated that between one-quarter and one-half of the food produced is not consumed by the original party that acquired it.[8]

There are a number of approaches that can be taken to reduce the amount of food wasted. In 2013, Sustainable America focused on recovering the nutrients from wasted food by turning it into compost. Composting generates fertile soil that can be used to produce additional food with a decreased reliance on fertilizers. In addition, it reduces the amount of waste that is directed to landfills, reducing the demand for this limited commodity.

We have developed a portable, scalable solution to implement composting operations in both ongoing commercial enterprises and in discrete instances (known as zero-waste events). The solution has five elements:

1. ***Identifying a Food Scraps Processor:*** We review the existing infrastructure and find a facility capable of accepting and processing the specific waste that the user will generate.

2. ***Identifying a Food Scraps Hauler:*** We secure a vendor that will collect and transport the compostable waste to that composting facility.

3. ***Identifying Compostable Materials Vendor:*** We help locate appropriate compostable serving ware for the user, based on what the compost facility can handle.

4. ***Pre-Education:*** We train those who would actually handle the waste on how to properly separate it for composting, recycling, and landfill streams.

5. ***Separation and Engagement:*** We support the user in handling the actual separation, educating their staff/clients/visitors, and integrating proper waste management into their normal operations. We can often help encourage nearby organizations and businesses to improve their waste management practices at the same time.

SPOTLIGHT ON: SXSW ECO

Diverting food waste for SXSW Eco, an annual three-day conference on sustainability issues that draws over 5,000 people to Austin, Texas, presented a unique challenge. There were events in eight separate venues across the city that drew between 100 and 800 people each, all of which served food, and many of which took place simultaneously.

Sustainable America partnered with two outstanding organizations to help us drive toward a completely zero-waste event. Net Impact Texas State provided volunteers to help with the separation and engagement tasks. Texas Disposal Systems served as Processor and Hauler of the food waste.

The best-managed events in the country typically divert between 70% and 90% of their waste. As a result of our intervention, 97% of the food waste produced during the conference was directed to recycling or to composting.

This approach has produced significant results. We supported a series of events, organizations, and companies in 2013 and made a direct difference in their management of food waste. These entities include:

- ***Alive@Five, Stamford CT***
  We worked to eliminate food waste at the Alive@Five concert series, a series of eight outdoor concerts in Stamford, during the summer of 2013. Roughly 24,000 people attended across the entire summer. Sustainable America worked with the City of Stamford to collect, sort, and transport the food waste for composting, identifying 2 tons in the process.

- ***LiveGreenCT!, Norwalk, CT***
  We were the official food waste partner of LiveGreenCT!, a weekend festival gathering of organizations devoted to issues of sustainability. Roughly 5,000 people attended the two-day event, at which Sustainable America was both the zero-waste provider and a presenter at a panel on food waste management.

- ***Create Here Now, Bridgeport CT***
  We provided zero-waste support to CreateHereNow, a group that brings innovative uses to otherwise vacant building space.

- ***Columbus Park Restaurants, Stamford CT***
  Building off of the success of Alive@Five, we worked with restaurants next to the park where the events were staged to start composting programs in their respective establishments.

- ***South by Southwest ECO, Austin TX*** – See above.

SUSTAINABLE AMERICA'S APPROACH TO CHANGE

Sustainable America is dedicated to increasing food availability by expanding the variety of sources and reducing food waste. We also are working to reduce the amount of oil used in transportation fuel in the same fashion. In 2013, we focused on two kinds of interventions:

1. Increasing food availability by diverting wasted food from the landfill to instead be used as compost for growing more food; and
2. Increasing fuel availability by reducing waste, primarily through anti-idling initiatives.

A number of entities approach these two objectives by either providing information or through legislation. Consider the efforts to combat idling. Twenty-seven states and the District of Columbia had anti-idling laws in effect during 2013. However, idling laws are rarely obeyed and not often enforced. A study by Dickinson College in the fall of 2011 found that one-third of the tractor-trailers in Pennsylvania idled more than the law allowed.[9] A review of enforcement of this law showed that only 3 tickets were issued over a four-year period.[10] Similarly, there are dozens of websites that describe the benefits and importance of composting, but municipal composting is not widespread outside of the Pacific Northwest.

WHY? THE ISSUE IS BEHAVIOR.

People have to take an action to reduce their idling. They have to take an action to separate their waste into compostable, recyclable, and landfill-bound waste streams.

Informing the public and threatening them with fines are both helpful, but such actions will ultimately fail unless people can be induced to change their behavior.

…three elements must converge at the same moment for a behavior to occur: Motivation [a willingness to take an action], Ability [the capacity to act], and Trigger [an reason to act right now]. When a behavior does not occur, at least one of those three elements is missing.

- Dr. BJ Fogg, The Fogg Behavior Model [11]

Sustainable America works to effect behavior change. It does so in three ways: by providing information on why the behavior change is necessary (motivation); by providing specific actions that a person can take to make a difference, along with suggestions for when those actions should be undertaken (trigger); and by providing demonstrations of those actions in a context that makes them seem easy to integrate into a person's normal routine (ability).

The ideas of how to reduce waste by reducing idling and how improve food availability through composting already exist. Sustainable America has taken on the role of an implementer – an organization that can identify entities (government, corporate, nonprofit) with compatible philosophies and mobilize them into coalitions to address specific issues and to achieve results that none of the organizations could accomplish alone. These results are achieved in practical, specific, replicable ways that can serve as models of engagement and productivity in other settings nationwide.

SUSTAINABLE AMERICA INVESTMENTS

In addition to approaching our objectives through programming, we also believe in a direct, market-driven approach. Investing in companies that are developing new advances in sustainable technologies and methods will help bring them to market and make sustainability both attainable and economical.

Many promising new innovations fail for lack of funding and assistance to get them from concept to production. Sustainable America makes seed or angel-scale investments to aid in the development of more sustainable food and transportation fuel systems. As the companies we support grow and generate revenues, we will use the proceeds to provide capital for more investment.

All investments carry some degree of risk. We mitigate that risk by applying a four-stage criteria:

1. Maintaining focus on the food and fuel sustainability mission, which allows for clear decisions on which innovations to consider;
2. Requiring scalability, which ensures that the innovation has the potential grow to a point where it can make a widespread, systemic difference;
3. Requiring a measurable impact, which ensures that clear metrics of how the innovation will advance our mission are obtained and constantly reviewed; and
4. Emphasizing the financial returns, which would allow that innovation to generate revenues that can be re-invested into other ventures.

In 2013, our modest capital budget was fully deployed into two investments. Both of these were directed toward improving the sustainability of America's agricultural system.

Spensa Technologies

Spensa uses intelligent pest-monitoring systems to identify specific species on large-sale farms, relaying the results to the farmer over a telemetry system similar to WIFI. The farmer can then apply a pre-emptive, species-targeted intervention and reduce their overall pesticide use.

Aerofarms

Aerofarms has developed a scalable indoor agricultural growing system that reduces commodity inputs and increases food system resiliency. The approach uses an aerosolized liquid to nourish plants without soil. Plant beds can be vertically stacked to dramatically increase the amount of crop grown in a given footprint.

Sustainable America understands that a sound investment strategy requires a strong investment pipeline that can identify the next "big idea." For this reason, we have established relationships with a number of universities, incubators, and accelerators and have established a "fellowship" – a small grant that provides funds to participate in incubators and accelerators, many of which have entrance fees – to support entrepreneurs at the earliest possible stage. One such fellowship was awarded to Vecarius, allowing it to continue to develop its innovation at Greentown Labs in Somerville, Massachusetts. Vecarius has developed a waste-heat recovery system to reduce fuel consumption in large vehicles.

In 2014, we plan to make additional investments that will produce a portfolio that is roughly balanced between sustainable agriculture and sustainable transportation enterprises.

SUSTAINABLE AMERICA PROGRAMMING, 2013

FUEL EFFORTS

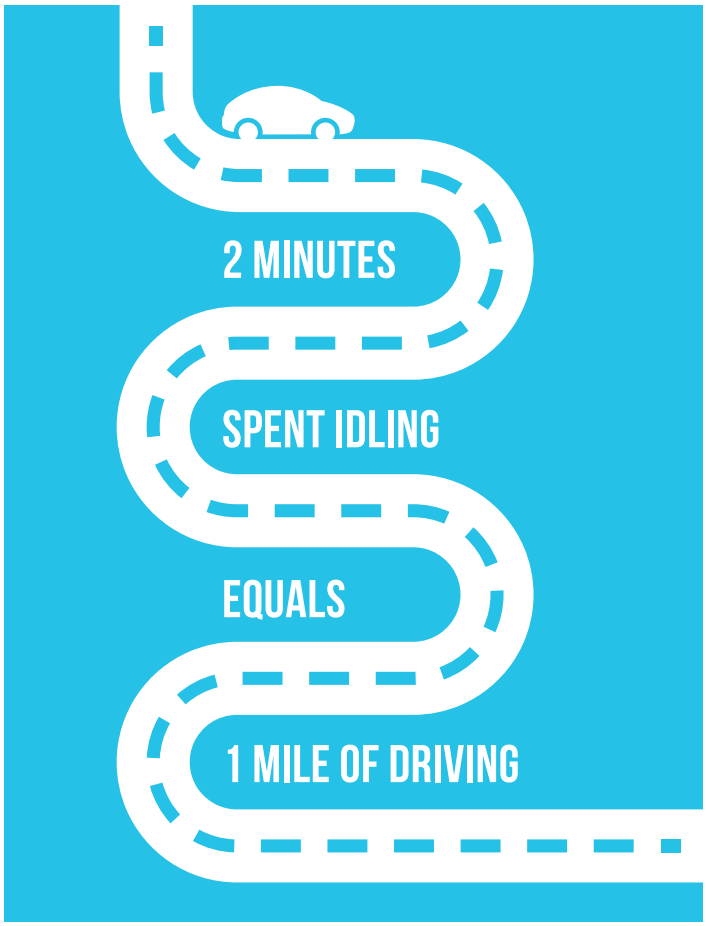
People run on food, which provides the energy and calories necessary for survival. Modern industrialized nations like the United States run on oil.

The United States consumes almost 19 million barrels of oil per day, 70% of which is used as fuel for transportation.[12] The consistency, reliability, and sustainability of that oil lifeline is critical to the nation's economy. A great deal of energy and public attention has been drawn to efforts to find new sources of oil and to protect the sources that exist. Unfortunately, what has not drawn as much attention is the fact that a substantial portion of this fuel is wasted. And it doesn't have to be.

There are a number of relatively simple steps that can be taken by individuals and organizations to reduce the amount of fuel that is wasted. One of the simplest steps is to reduce unnecessary idling of car and truck engines – running the engine when the car is not in traffic. Making this a part of your normal routine could save as much as 200,000 barrels of oil each day.[13]

The two important points that Sustainable America made in 2013 – and will continue to make in the years that follow – are that it doesn't take long to begin wasting fuel through idling, and that change can begin with the individual. The average person idles their car a surprising 16 minutes each day, half of which is avoidable. The average car, however, begins to waste fuel after only 10 seconds of idling. Each driver needlessly wastes an average of 29 gallons of gas each year.

Sustainable America has launched a national campaign to reducing unnecessary idling. Our theory of change suggests that duplicating efforts underway elsewhere will have limited utility. Simply making more information about the costs of idling will not help much either. Instead, our campaign builds upon existing efforts to make turning your engine off rather than idling into a societal norm that is as expected and natural as wearing a seatbelt. We do this through a two-part effort that changes individual behavior.



1. ***Broad Appeal:*** We constructed a Web-based pledge campaign (www.iturnitoff.com) that holds our public education information (see box at left), asks visitors to take a pledge to stop idling and offers ways for visitors to activate their social media connections to take action.

2. ***Site-Level Appeal:*** There are specific places where people tend to idle (drive-through banks, parking lots, school yards, hotels, stadiums) and jobs where idling is more common (drivers of taxis, buses, delivery trucks). Each of these represents an opportunity to reach large numbers of people and affect behaviors where change will have the greatest benefit.

We are working directly with many organizations where these "idlers" work to help them understand the social and economic benefits of turning off the engines, and helping to implement the change necessary to make it happen. We are working directly with the groups that manage the locations where people tend to idle to educate their visitors and patrons about the benefits of reducing idling. In all cases, we are working to encourage the behavior changes necessary to make a difference.

SPOTLIGHT ON: I TURN IT OFF.COM

In the digital age, most people turn to the Internet for information. Roughly 56% of the population of America owns and uses smartphone devices that bring the Internet into the palm of their hands. The way to reach a broad audience is through the Web.

We created the ITurnItOff.com website to provide information on idling, engage people to take action and compel them to share the message with others. It provides a clever video that makes the message clear. It provides suggestions on when and where idling happens so that people can be aware and change their behavior. It provides a set of reminders to keep the importance of turning off your car top of mind. And it tracks the number of people who have made a pledge to stop idling – along with the amount of fuel that pledge has saved and the amount of pollution that pledge has prevented. It also offers several ways to share the anti-idling message with friends, via social media, email or the old-fashioned bumper sticker.

As of December, 2013, 3,505 people had taken this pledge. In a year's time, they will have saved 94,635 gallons of fuel and kept 3 million pounds of CO2 out of the atmosphere!

THIS APPROACH LED TO DIRECT ENGAGEMENTS WITH A NUMBER OF ORGANIZATIONS IN 2013, INCLUDING:

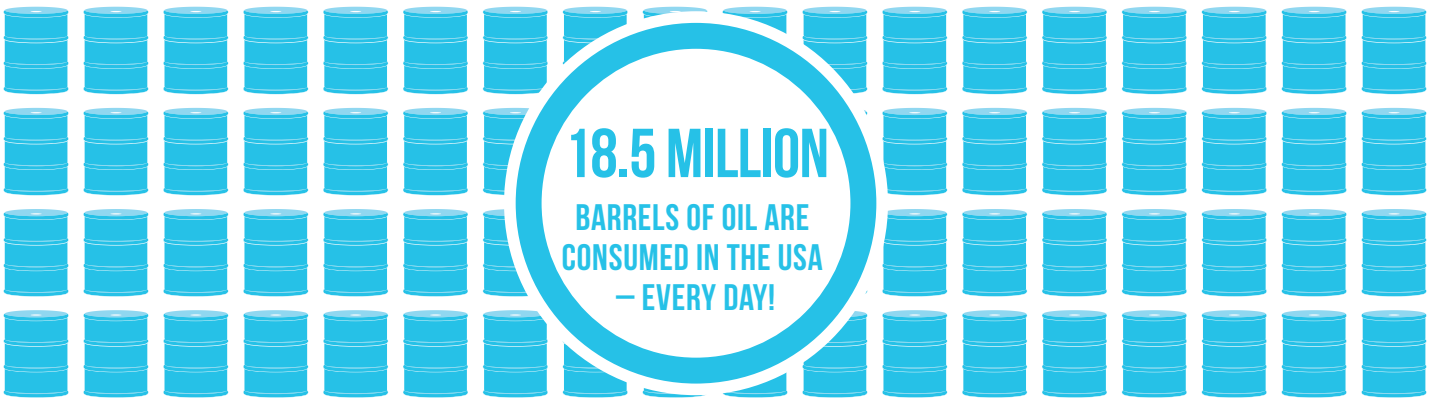
- City of Stamford, CT – Leveraging our partnership with the Department of Public Works from Alive@Five, we've begun discussions about introducing an anti-idling effort throughout the Stamford, Connecticut, municipal fleet. Preliminary talks have been very positive, and we look forward to making more progress in 2014.

- Brandeis University – We began our conversations with Brandeis to engage their administration in an anti-idling campaign to reduce the costs of their vehicle fleet. The engagement has grown to the point where the student body is now involved. Articles on the costs of idling have appeared in the campus's Green Ideas Sustainability Initiative magazine and on the campus website, and a film series on sustainability is planned for later in the year.

- Ohio State University – Ohio State, a virtual city unto itself, has entered into discussions with Sustainable America about anti-idling. We have prepared a set of color-appropriate scarlet and gray infographics to help start the campaign in the university's vehicle fleet.

- White Castle Restaurants – We have engaged with White Castle to work with their customers. We have partnered with the restaurant chain to place a set of signs noting the costs of idling in a pilot group of their drive-thrus.

- PepsiCo – We have engaged a leading soft drink maker in a broad-based pilot to introduce anti-idling information and infographics into a subset of its immense vehicle fleet. The pilot, if successful, will reduce idling and demonstrate the economic value of saving fuel.



SUSTAINABLE AMERICA OUTREACH

Sustainable America's outreach in 2013 was conducted by the firm Ocupop, a branding and marketing company which helped launch the organization in 2012.

Ocupop's chief role was to construct a platform and a brand image that allowed Sustainable America to reach a broad constituency, establish a clear reputation, and engage with the public as a whole. That role was accomplished with great skill in 2013.

The statistics speak for themselves.

FACEBOOK

We have a large and engaged Facebook following. Our page: facebook.com/SustainableAmerica has 40,656 followers. Over 1,000 engage with our profile on a weekly basis, and over 1.5 million viewers see the information on our page on a monthly basis.

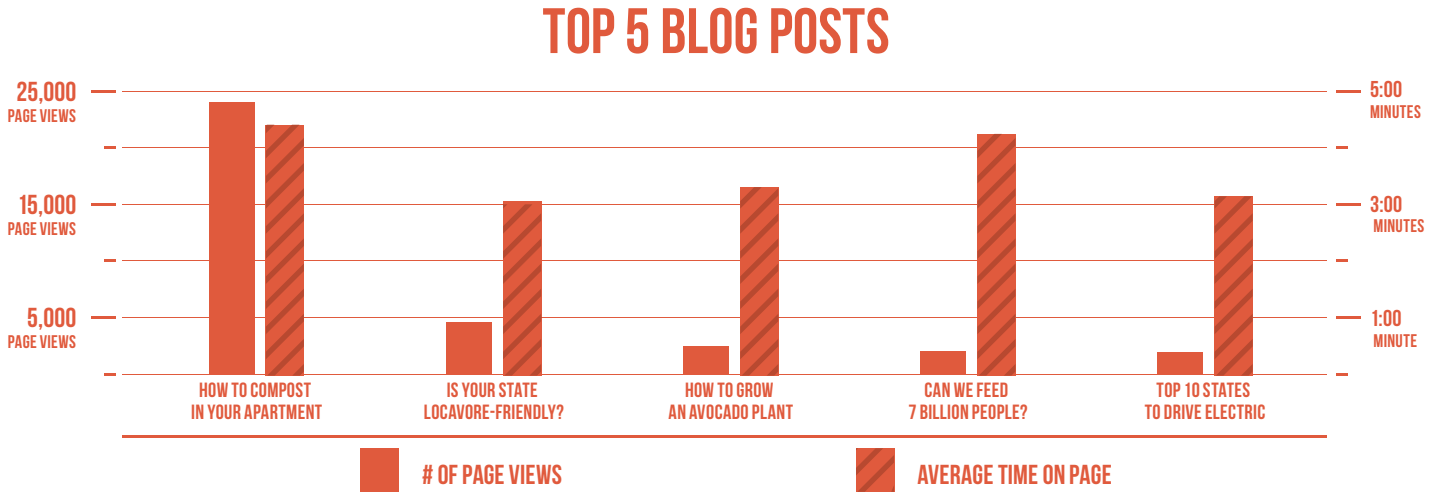
BLOG

During 2013, we wrote and published over 150 bog posts and infographics on issues of sustainability. The posts feature content consistent with both our mission of promoting more sustainable behavior and with our behavior-oriented theory of change. In each case, the blogs identify an issue and offer practical, hands-on advice on how the individual can take action. Those posts have enjoyed 91,000 page views and have been captured and redistributed through dozens of locations, including leading environmental websites such as Upworthy, Fast Company, Good, Care2Make a Difference, Seventh Generation, Food Tank, and Grace.

The top five blog posts:

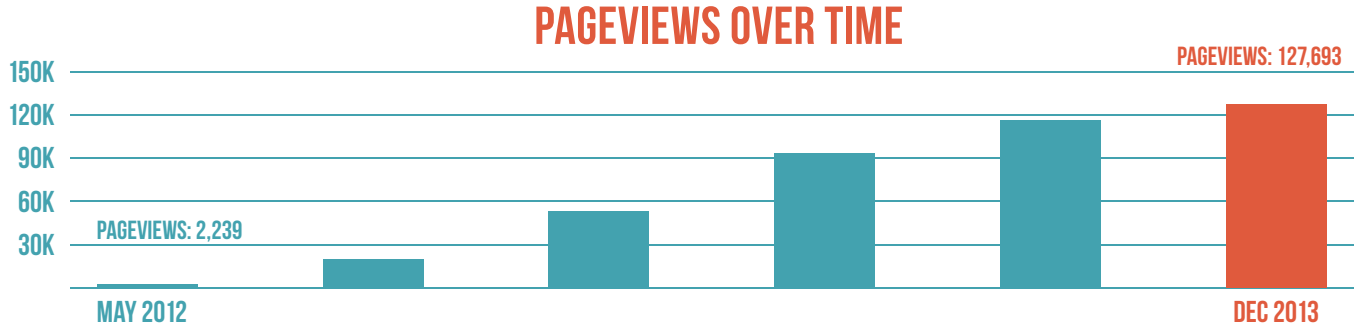
- How to Compost in Your Apartment
- Is Your State Locavore-Friendly?
- How to Grow an Avocado Plant
- Can We Feed 7 Billion People?
- Top 10 States to Drive Electric

These five posts drew 35,000 views alone. More significantly, our blog posts are being read. The average reader remained with each blog for nearly 4 minutes.



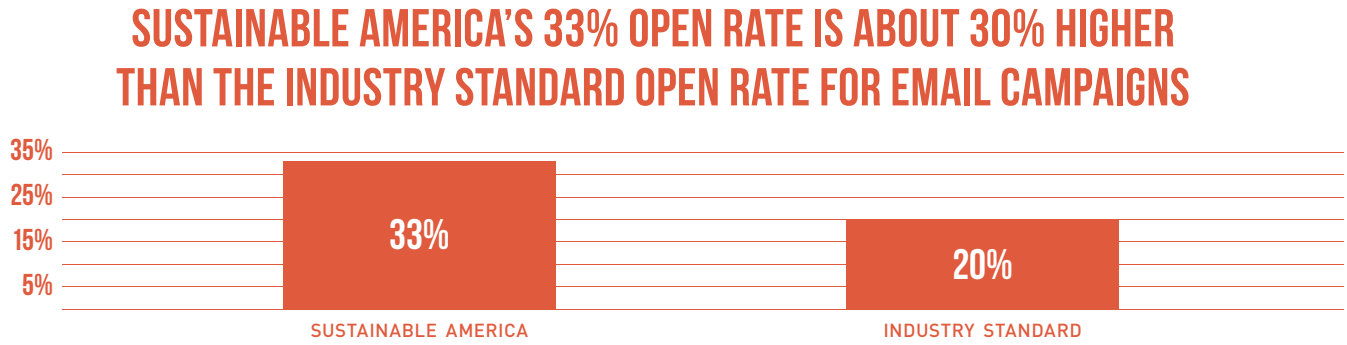
SUSTAINABLE AMERICA WEBSITE

People are engaging with the Sustainable America website as well, and in increasing numbers. In May of 2012, the website had 2,239 views. By December of 2013, the website had amassed 127,693 pageviews – a five-fold increase in just 19 months.



EMAILS

Emails are another method by which we communicated with the public. As with our blog posts, the emails were constructed to educate about our objectives and to provide practical, hands-on information that could help people change their behavior. Many organizations send emails. The difference is that emails from Sustainable America are being read. Our email open rate is 33%. The industry standard is only 20%.



ITURNITOFF.COM

The website created to support the anti-idling campaign (see Spotlight, page 7) provided two additional elements to accompany the video and the tracker. It provided a means for a person to take a pledge to reduce their idling, and to receive a bumper sticker for their car as a symbol – and reminder – of their commitment.

The anti-idling campaign has been shared over 40,000 times over social media and has become a national phenomenon. Anti-idling stickers have been sent to every state in the union.

SUSTAINABLE AMERICA'S ARTICLES AND INFOGRAPHICS ARE REGULARLY SHARED BY A GROUP OF RESPECTED AND WILDLY POPULAR ONLINE PLATFORMS. IF WE REACHED JUST 10% OF THOSE NETWORKS' FANS,

12.3 MILLION PEOPLE HEARD OUR MESSAGE

SUSTAINABLE AMERICA FUNDRAISING

Sustainable America is a non-profit, charitable entity, registered under IRS code 501(C)(3). This makes contributions to the organization fully tax deductible to the limits of the law. Our certification was awarded in May of 2013.

Efforts to raise funds to support our organization took three forms this year.

CHARITABLE DONATIONS

The centerpiece of any fundraising effort is charitable contributions. Sustainable America was able to raise over $334,000 from its generous corporate and individual supporters in 2013.

Funds to support our efforts can be directed to Sustainable America at 68 Southfield Avenue, Building 2, Suite 100, Stamford, CT, 06902. Organizations that wish to learn more about our activities or seek our support to improve their food or fuel waste management should contact Andy Holtz, Director of Development and Advancement, at 203-803-1250, x103 or andy.holtz@sustainableamerica.org.

STATE CHARITABLE REGISTRATION

Broadening Sustainable America's reach requires that it solicit for support in a number of states and municipalities. Local laws require that an organization that wishes to raise funds in a given state be first registered in those states. The registration rules in each state vary.

We registered in 12 states and districts during 2013:

Ohio	Illinois	Delaware
Connecticut	Kentucky	California
New York	Texas	Pennsylvania
Massachusetts	Georgia	Washington DC

CORPORATE SUPPORT

Sustainable America engaged with a number of corporations over the year in pursuit of sponsorships and contributions. The majority of this work began in June of 2013 and has led to substantive conversations with a number of organizations. The engagement begun this year should lead to additional successes in 2014.

PLANS FOR 2014

In 2014, the plan is to engage our social media followers more closely, working with them to provide more information, induce more behavior change, and receive more support through these electronic platforms. Plans also include additions to the traditional proposal model: a Gala in the spring of 2014 to inaugurate Sustainable America's new office space, a general spring campaign, a general fall campaign, and two crowdfunding campaigns to help convert our social media connections into supporters.

ABOUT SUSTAINABLE AMERICA

At the highest level, Sustainable America has two objectives:

- *To reduce America's oil usage for transportation by 50% over the next two decades; and*
- *To increase America's food availability by 50% over the same time period.*

It will accomplish these goals by focusing in three primary areas:

1. Increasing food availability and making our food systems in America more resilient to price shocks, severe weather and other unforeseen events in the future. We will do this by:

   a. Improving Food Supplies by making use of more sustainable food resources, encouraging the consumption of locally-sourced food including urban farming, and increasing the use of alternative and enhanced farming methods to raise crop yields; and

   b. Reducing Food Waste by encouraging composting, educating consumers on buying habits and food storage, and working with food producers and providers to reduce waste.

2. Reducing oil usage in the American economy by promoting alternative fuel sources for transportation, promoting energy conservation and fuel efficiency, and reducing the amount of fuel wasted. We will do this by:

   a. Reducing Oil Dependency by encouraging the development and use of oil substitutes for transportation including electricity, natural gas, and advanced (non-food-based) biofuels; and

   b. Reducing Fuel Consumption by encouraging increased energy efficiency, mass transit, ridesharing, and shorter commutes, and less fuel waste.

3. Making investments, usually with partner organizations, to support high-quality entrepreneurs and startups dedicated to the development of more sustainable food and transportation fuel systems.

---

[1] USDA Crop Production Statistics, 2009 – 2012.

[2] http://www.reuters.com/article/2013/09/30/us-world-grains-stocks-idUSBRE98T03720130930

[3] http://www.nrdc.org/food/files/wasted-food-IP.pdf

[4] http://www.eia.gov/dnav/pet/hist/LeafHandler.ashx?n=PET&s=MGFUPUS2&f=M

[5] http://seattletimes.com/html/nationworld/2022474830_economyoutlookxml.html

[6] http://www.eia.gov/dnav/pet/pet_sum_snd_a_ep00_mbblpd_m_cur.htm

[7] http://www.epa.gov/otaq/fuels/renewablefuels/index.htm

[8] http://www.nrdc.org/food/files/wasted-food-ip.pdf

[9] http://blogs.dickinson.edu/cber/files/2012/06/FINAL_Diesel_Idling_HEST400Fa11.pdf

[10] http://cdllife.com/2013/top-trucking-news/pennsylvania-study-says-idling-laws-rarely-enforced/

[11] http://www.behaviormodel.org

[12] http://www.instituteforenergyresearch.org/energy-overview/petroleum-oil/

[13] http://trb.metapress.com/content/u720820882601085/?genre=article&id=doi%3a10.3141%2f1983-13.
Figure includes other estimates for the amount of idling of non-commercial vehicles.

SUSTAINABLE AMERICA 2013 STAFF

Jeremy Kranowitz, Executive Director

Prior to Sustainable America, Jeremy worked for a decade at The Keystone Center on the nation's toughest energy and environmental issues as a mediator, facilitator, and educator. He worked for the Izaak Walton League on a clean air campaign on behalf of hunters and fishers, and helped launch Forest Trends, an international sustainable forestry non-profit. Jeremy has an MS in Environmental Science and BA in Social Sciences from Johns Hopkins University, and an MPA in Environmental Policy from New York University.

Gray Peckham, Director of Investments

Gray has more than 12 years of experience analyzing the energy sector from a variety of viewpoints, ranging from strategic to financial. Along the way, Gray earned several SEC/FINRA professional designations (Series 7, 63, 86, 87), started his own consultancy, and became an advisory board member of the Water Innovations Alliance. Gray earned a BA from Boston College, an MA in history from Yale University (focused on U.S. foreign relations), and served as an Officer in the U.S. Navy Reserve.

Heide Hart, Office Manager

Heide brings more than 20 years of experience to Sustainable America in marketing, program management and event planning in the for-profit and non-profit sectors. She was a National Merit Scholarship finalist and attended the University of California at Berkeley. Heide is a member of the Mystic River Mudhead Sailing Association, where she volunteers at events to support Hospice of Southeastern Connecticut.

Andy Holtz, Director of Development and Advancement

Andy's career has embraced government sector environmental protection work with the State of Pennsylvania, health care and financial services consulting, information systems and business process project management, and fundraising. Over the past decade, he has raised over $45 million in support of economic development, education, and cultural projects. Andy has a BA in Political Science from Earlham College and an MS in Public Management and Policy Analysis from the Heinz College at Carnegie Mellon University, and is a long-time pet rabbit owner.

2013 BOARD OF DIRECTORS

Nicholas Tiller

Founder and Chairman
Sustainable America

Chris Addy

Manager
Bridgespan Group

Dr. Allen Hershkowitz

Senior Scientist
Natural Resources Defense Council

Lisa Y. Kelley

Vice President and Chief of Staff for Government Affairs
National Council of Farmer Cooperatives

Dr. Loren Mayor

Senior Vice President for Strategy
National Public Radio

Dr. Michael Evan Webber

Deputy Director
Energy Institute

SUSTAINABLE
AMERICA

TAKE OUR PLEDGE TO STOP IDLING AT ITURNITOFF.COM

700 Canal St., Stamford, CT 06902
203.803.1250

SustainableAmerica.org