LOCAL CHANGE = GLOBAL IMPACT

Impact Report

JULY 2018
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ABOUT ELEMENTAL EXCELERATOR

Elemental Excelerator is a non-profit growth accelerator helping startups change the world, one community at a time. Each year, we find 15-20 companies that best fit our mission and fund each company up to $1 million for improving systems that impact people’s lives: energy, water, agriculture, mobility, and beyond.

Our mission is twofold:
1. Help startups succeed and
2. transform communities.

We surround startups with partners that can help them deploy locally and scale globally.

In April 2017, we joined forces with Emerson Collective to scale our impact.
Drift or Design? How to Create the Future We Want to Live In

We have two choices: a future we drift to by default, or a future we design. If we were to design our future, what would we include? I think we would have fresh water for every child, nourishing food, clean air where we live and work, and a healthy, peaceful environment. We would make these the pillars of life not just for the fortunate few, but for every human being. Yet this world will not be given to or bestowed upon us. It is something we have to imagine, design, and create.

At Elemental Excelerator, we believe we can harness ingenuity and design a way for humans to thrive on our planet. Over the last five years, we’ve learned to work hand-in-hand with our community and to tap into the wisdom of people to innovate, create, and transform the place we live.

It’s an “Earthshot” with three interconnected parts:

1. Provide equitable and affordable access to the most innovative technology to...
2. Modernize and improve our infrastructure, while...
3. Opening up economic opportunities for people to create and build that infrastructure

These pieces can add up to real change. We’ve all heard about the environmental tragedy of the commons, in which people pollute the earth that sustains us. But the remedy of the commons is here, and it’s happening in families, schools, and communities all around us. We can invest in communities to make neighborhoods greener, unleash technology as a force for good, and engage people in meaningful work that lifts up the places where they live.

There are places in the world where this is happening today. In Hawaii, where we are rapidly ending our addiction to oil, we understand our responsibility through Aloha, a word whose meaning goes beyond love to interconnectedness, respect, the very way we live and work and play and heal together.

There is still a lot of work to be done, and the momentum is on our side.

Dawn Lippert
CEO, Elemental Excelerator
From our first cohort in 2013 to our sixth in 2018, here’s a snapshot of where Elemental Excelerator is today.

Partner reach

2x

Growth per year: # of customers served by EEx Global Partners

2014

0.5 M

2018

218.1 M

218.1 M

75.7 M

60

45

30

15

0

2013

2017

1100

825

550

275

0

2014

2018

Company growth

Pre-seed

Seed

Series A

Series B

Series C

Series D

Entering
EEx

1-2 years post

3-5 years post

Acquired

Technology deployments

$35 million

Total value of EEx projects

$16 M

$14 M

$2 M

$3 M

Growth per year: # of customers served by EEx portfolio companies

Pre-seed

Seed

Series A

Series B

Series C

Series D

Entering EEx

1-2 years post

3-5 years post

Acquired

Hawaii FTEs

Total FTEs

Jobs supported by EEx portfolio companies

Hawaii FTEs

Total FTEs

Job opportunities

1000 +

Startups applied to EEx from around the world

Global deal flow

1,099

2016

2017

2018
A Systems Approach to Building a Portfolio

We knew from our first cohort in 2013 to our sixth in 2018 that in order to transform a community, we would need to address challenges at each end of the wire, pipe, road, and food chain. Here's our guide to where our portfolio companies fit in the system.
View our full portfolio at elementalexcelerator.com/companies
We Are a Growth Accelerator

Each year, we fund 15–20 companies up to $1 million and surround them with partners who can help them scale.
What it Means to be a Growth Accelerator

Our accelerator is designed to help startups operating in capital-intensive markets to cross their second and third “valleys of death.” These companies need patient capital, longer timelines, and support over multiple years as they grow their businesses. This is particularly relevant in industries — such as energy, water, agriculture, and mobility — that can transform the way we live.

Elemental Excelerator is a growth-stage accelerator helping to fill the capital gap between pilot and commercialization.

Source: Jesse Jenkins and Sara Mansur, “Bridging the Clean Energy Valleys of Death,” Breakthrough Institute, November 2011
A Triple-Track Program

We fund companies at two key stages of development: companies with technology in search of a scalable business model, and companies with customers in search of scale. We are also expanding our reach to include a new Equity and Access Track.

1. Go-to-market Track
   $75,000 grant for customer discovery and validating a scalable business model

2. Demonstration Track
   Up to $1 million grant for project deployments in Hawaii or Asia Pacific

3. NEW IN 2018
   Equity & Access Track
   Up to $750,000 SAFE investment for companies increasing access to innovation for low-to-moderate income communities in California

Beyond funding, how do we help our portfolio companies succeed?

Executive coaching
Peer-driven mentorship
Community of investors, corporates, policymakers, and customers
Project design & stakeholder and community engagement
Assistance in customer discovery and designing product/market fit

EEx Fund One | In 2016, we raised a $3 million follow-on fund to invest in our portfolio companies which, as of 2018, has invested in 12 portfolio companies. EEx Fund One and Elemental Excelerator are two separate entities. Elemental Excelerator is a nonprofit and EEx Fund One is a for-profit LLC whose upside is shared between its investors and our nonprofit.
At the core of our growth accelerator are our portfolio companies.

- **63** portfolio companies
- **$22 million** EEX funding awarded to portfolio companies
- **36** generating revenue
- **$350 million** follow-on funding raised

**Portfolios and Technologies**
- **Emotorwerks** acquired by EnerNOC
  - Mobility | demonstration
  - Smart(grid) EV charging
  - eMotorWerks' JuiceNet platform can aggregate
- **Big Data Synergy**
  - Mobility | demonstration
  - Big data meets location analytics for the transportation grid
- **Blyncsy**
  - Mobility | demonstration
  - Mobility meets big data for the transportation grid
- **Buoy**
  - Water | demonstration
  - Smart water leak detection and control for homes
- **Allume**
  - Solar | go-to-market
  - Solar sharing for multi-tenant dwellings
- **NNerGix**
  - Grid | go-to-market
  - Weather analytics and forecasting for renewable energy optimization
- **Opus One**
  - Grid | demonstration
  - Real-time analytics for grid demonstration
- **Signol**
  - Mobility | go-to-market
  - Behavioral science to save aviation fuel
- **Solar Analytics**
  - Solar | demonstration
  - Intelligent energy monitoring for solar customers
- **Swiftly**
  - Mobility | demonstration
  - Seamless and connected urban mobility
- **Via**
  - Grid | demonstration
  - Artificial intelligence and blockchain for critical grid infrastructure
- **Shifted Energy**
  - Grid | go-to-market
  - Creating virtual power plants from existing infrastructure

**Additional Information**
- **Food & Ag**
  - 8%
- **Water**
  - 8%
- **Mobility**
  - 25%
- **Solar**
  - 17%
- **Grid**
  - 42%

**Portfolio Metrics**
- **63** portfolio companies
- **$22 million** EEX funding awarded to portfolio companies
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**Growth Accelerator**
- At the core of our growth accelerator are our portfolio companies.
**CERES IMAGING**
Closes their Series B

**food & ag | demonstration**
Aerial spectroscopy to help farmers efficiently allocate resources

- Closed $25 million Series B
- Partnering with cooperative in Illinois to detect pests and disease before an outbreak; their imaging technology can identify pests by flying over crops such as corn and soybean
- Continuing to work with the University of California Cooperative Extension to promote water efficiency in California’s ag industry

**FREEWIRE TECHNOLOGIES**
Adds investors BP and Stanley Ventures

**grid & mobility | demonstration**
Mobile EV chargers

- Secured lead investor for Series A in September 2017, Stanley Ventures
- Closed $5 million investment from BP Ventures in January 2018; BP will pilot FreeWire’s technology at retail sites in UK and Europe throughout 2018
- Unveiled Mobi Gen Flex in February 2018; features touch screen for vital operation stats and support, a ruggedized exterior, and a re-engineered motor for increased mobility

**KWH ANALYTICS**
Closes first solar revenue put

**solar | demonstration**
Bankable solar

- Closed the first Solar Revenue Put with Coronal Energy to help buy down the risk of an underperforming solar system; Solar Revenue Put is kWh Analytics’ newest product that can help drive down the soft costs associated with financing solar
- Saved $2 million on 40 MW asset portfolios
- Launched Solar Lendscape which catalogs the solar industry’s most active lenders, including their check sizes, target market segments, and product type
- Jason Kaminsky, COO of kWh Analytics (pictured on the left with CEO, Rich Matsui) was recently named to Renewable Energy World’s Solar 40 Under 40

View our entire portfolio at elementalexcelerator.com/companies
Our partners engage with our portfolio companies in three primary ways: investments; project tests and pilots; and deployments and commercial rollouts.

Ulupono has invested in three EEx portfolio companies including Carbon Lighthouse, Ibis Networks, and Kevala.

Ulupono Initiative is a Hawaii-based impact investment firm working to improve the quality of life for the people of Hawaii.

In January 2018, BP Ventures invested $5 million in FreeWire.

<table>
<thead>
<tr>
<th>Angel investor</th>
<th>10 Investments</th>
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<td>SK gas</td>
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<th>15 Product tests &amp; pilot projects</th>
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<th>13 Deployments &amp; commercial rollouts</th>
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<tr>
<td>TEPCO</td>
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<td>national grid</td>
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"For the past three years, we’ve been transforming the way we operate and the way we define what we do. Our job is no longer simply to provide power to our customers, it has become so much more. We are a technology company. Our job is to power peoples’ lives.

We joined Elemental Excelerator as a Global Partner in 2016. To date, we are pilot project partners or customers of four of their portfolio companies. This March, we co-hosted an innovation trip to New Zealand with Elemental Excelerator, eight of their portfolio companies, and eight Global Partners. The goal was to share what we’ve learned along our journey of transformation and continue evolving as the world changes around us."

Simon Mackenzie
Group Chief Executive, Vector
New Zealand’s largest distributor of electricity and gas

To learn more about our partnership opportunities, visit elementalexcelerator.com/partners
Each year we convene 200 investors and corporates for EEx Interactive, an afternoon of dialogue, demos, and dealflow.

*EEx Interactive 2017 | San Francisco, CA*
Our partners are committed to transforming infrastructure systems through the deployment of clean technology and injection of capital. They see the strategic value in our portfolio and pipeline, as we provide direct access to dealflow and insights into the front lines of innovation.

- **500 startups at the top of our pipeline**
- **30% of companies are agriculture, mobility, and water companies**
- **51 countries represented in applicant pool**
- **$542k in average revenue signals more mature companies**
- **$1.9M in average outside capital raised**
- **...and more**
Our team is organized so that our dealflow and partners nourish each other. Ramsay Siegal is our Head of Pipeline and Partnerships. She spends her time looking for the best startups in our target stages, and connecting with the largest customers in energy, agriculture, water and mobility. The goal is to make high-value linkages that lead to pilot projects, investments, and acquisitions. These are building blocks to scale impact.

1. **Why is one person leading both efforts?** To shorten the distance between exciting new technology and the market (represented by large customers).

2. **How do we work with companies beyond our portfolio?** We fund 15-20 companies per year, which means that over 95% of startups that apply are not selected. Since there is always fascinating technology in this 95%, just this year we started digging into the pipeline and introducing those companies to relevant industry partners eager for new innovation. Our planet needs all the good ideas it can get.

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**WHAT WE LEARNED**

Our partners find value in our pipeline, even in the companies that aren’t accepted.

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**HOW WE ARE IMPLEMENTING OUR LEARNINGS**

We want to help scale all the good ideas we can.

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Our team is organized so that our dealflow and partners nourish each other. Ramsay Siegal is our Head of Pipeline and Partnerships. She spends her time looking for the best startups in our target stages, and connecting with the largest customers in energy, agriculture, water and mobility. The goal is to make high-value linkages that lead to pilot projects, investments, and acquisitions. These are building blocks to scale impact.

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**Ramsay Siegal**

*Head of Pipeline & Partnerships*

*Elemental Excelerator*
We believe that innovation can transform communities.

We fund demonstration projects alongside startups and local businesses.
When you work in technology and innovation, it's easy to talk about changing the world. It's much harder to actually do it. It means changing all the different places that collectively make up the world. And changing all those different places means changing complex systems.

This is why two philosophies guide our mission of changing the world:

**OUR METHODOLOGY**

**PLACE-BASED INNOVATION**

Place matters. Our approach to innovation is premised on the idea that each community and geography has a unique identity made up of resources, needs, cultures, and people. This is why we seek input on the challenges faced by local residents, businesses, and policymakers, and then find and implement solutions to address them.

**SYSTEMS APPROACH**

In order to design a more clean, resilient, and equitable future, we take a 360-degree view of the world around us, recognizing that the ways in which we power, feed, and move about in our daily lives are connected. We look for technologies and businesses that have the potential to transform these systems.
While it is hard to measure precisely, here's how we're tracking our progress in Hawaii.

### How Do You Measure Change in a Place?

<table>
<thead>
<tr>
<th>TRANSCENDING OIL</th>
<th>FUNDING</th>
<th>JOBS</th>
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<tbody>
<tr>
<td><strong>25%</strong>&lt;br&gt;Electricity generated by renewable sources today</td>
<td><strong>$16.1 million</strong>&lt;br&gt;EEx funding toward demonstration projects in Hawaii</td>
<td>55&lt;br&gt;People working at EEx portfolio companies in Hawaii; there are 283 total jobs in alternative power generation at technology companies&lt;br&gt;Source: “Hawaii’s Targeted &amp; Emerging Industries: 2017 Update Report” Department of Business, Economic Development and Tourism, December 2017</td>
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<td><strong>40%</strong>&lt;br&gt;By 2030 under current mandates</td>
<td><strong>$3-5 million</strong>&lt;br&gt;Funding awarded annually to startups for demonstration projects in Hawaii</td>
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<tr>
<td><strong>84%</strong>&lt;br&gt;By 2030 would result in $7 billion in savings in power system costs</td>
<td><strong>$2.9 billion</strong>*&lt;br&gt;New investment if we accelerate our transition to clean energy</td>
<td>3,500&lt;br&gt;New, well-paying jobs created if we accelerate our transition</td>
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* Research in “Transcending Oil” found that if we accelerate our transition to clean energy, Hawaii can realize up to $2.9 billion of new investment. We assume that of the $2.9 billion 90% will be in existing technologies and 10% in new technologies.<br>Source: John Larsen, Shashank Mohan, Whitney Herndon, Peter Marsters, and Hannah Pitt, “Transcending Oil,” Rhodium Group, April 2018
EEX DEMONSTRATION PROJECTS
BY THE NUMBERS

$16.1 million
EEx funding toward demonstration projects in Hawaii

33,294
Households engaged in managing and reducing their energy and water use

80
Businesses engaged in managing and reducing their energy use

11,480
Units of hardware installed

2 MW / 3.9 MWh
Energy storage deployed

345
Public schools and university campuses engaged in energy management and energy-use reduction

88
Renewable energy projects in Hawaii in 2017

savings

$14.97 million
Energy cost savings

37.9 million
Gallons of water saved, enough to fill 473,000 bathtubs

200 MWh
Energy saved by reduction in water production, treatment, and indoor heating; this is enough to power 32 homes for a year
Amber Kinetics
8-kW flywheel energy storage at Campbell Industrial Park. The kinetic unit allows energy to be stored for up to 4 hours.

ConnectDER
Smart meter collar installed on a dozen Molokai homes to connect rooftop solar to the electric grid. We found that if the utility can monitor and control these systems, all the solar that was stuck in the queue can be interconnected - and the utility has the option to pause the systems for less than 30 minutes per month to keep the grid healthy.

WaterSmart Software
Water reports sent to over 40,000 customers across Oahu and Hawaii Island. WaterSmart had already saved 80.5 million gallons of water on Hawaii Island alone.

Ceres Imaging
Helped one customer in Hawaii save approximately $172k in yield and 90 acres of crops by detecting a dysfunctional irrigation set through aerial imaging and analytics.

Build Our Digital Infrastructure

Stem
1 MW behind-the-meter distributed storage across 29 commercial and industrial customers. Honolulu Museum of Art received a 72-kW battery with no upfront cost. By predicting and optimizing the timing of energy use, Stem allowed the museum to switch to a lower tariff and spend less on electricity.

Varentec
95 voltage regulation devices placed on high-solar circuits. In Waimanalo, the devices achieved >2% voltage fluctuation reduction, which allows for 172% more solar to be installed in that neighborhood.

In 2017, The Economist called data “the oil of the digital era.” Here are a few of the EEx portfolio companies that are deploying hardware and data solutions in Hawaii to fuel today’s economy.

EEX Demonstration Projects
Our companies are working with partners in all corners of Hawaii’s economy

Art, Media & Tourism
aio
Honolulu Museum of Art
Sheraton Waikiki
Wet’N’Wild Hawaii
Wyndham Hotel Group

Education & Technology
College of Tropical Agriculture and Human Resources
Hawaii Natural Energy Institute
Hawaiian Mission Academy
Kupu
Oceanic Institute
Oceanit
University of Hawaii

Energy
blue planet foundation
Haleakala Solar
Hawaiian Electric
Hawaii Energy
Hawaiian Electric Light

Finance & Investment
Honeywell
Kauai Island Utility Cooperative

Food & Agriculture
Dole
Higa Meat & Pork Market
Kauai Coffee Company
Parker Ranch
Safeway
Watanabe Floral
Whole Foods

Government

Real Estate
Alexander & Baldwin
American Land Company
Pearl City Shopping Center
WKF, Inc.
The Shidler Group

Trades
American Electric
Bello’s Millwork
Commercial Sheet Metal
Kuroda Auto Body

Organizations with logos are also EEx partners, funders, and/or Hui members.

Note: this is a subset of partners, not all-inclusive. If you’re doing great work with an Elemental Excelerator portfolio company and would like to be featured, let us know!
“My Tūtū (grandma) always told me to find a job that I know will be pono (morally right) for me, for my kaiāulu (community) and for my Hawai‘i. She told me to do something that fulfills my na‘au (heart). I strongly believe fate brought me here. I do what I do because it is my kuleana (responsibility) to my people to navigate Kunoa in the right direction that enables land and natural resource stewardship with intentions of health and well-being for the ‘āina (land) and surrounding community.”

Kamuela Barr
Office Manager
Kunoa Cattle Company
HOw Terviva IS PlantINg TREES TO FEED AND FUEL OUR ISLANDS

TerViva produces organic vegetable oil and protein on distressed agricultural land, using a legume tree crop called pongamia. The Oakland–based company has operations in Hawaii and Florida.

10,630
Trees planted on Oahu’s North Shore

36,800 gallons / year
Biofuel can be produced from the trees planted to date

276 tons / year
Plant protein can be produced from the trees planted to date

510,240 lbs.*
CO₂ can be absorbed per year by the trees planted to date

92 acres of degraded agricultural land put back into production (project target 200 acres)
4 Hawaii-based team members with backgrounds in agronomy, biology, and business development

With help from EEx, TerViva is partnering with Alexander & Baldwin, a Hawaii-based real estate company, to scale their operations beyond Oahu to Maui.

* a mature tree can absorb CO₂ at a rate of 48 lbs per year
TRANSPORTATION IS RIPE FOR INNOVATION

As Hawaii’s population grew and housing got more expensive, we moved to less expensive parts of the island to raise our families. And while our houses were larger and more affordable, our neighborhoods were far from jobs and schools. Instead of walking to work, or taking the bus, we drove. In order to afford a home, we put our paychecks into our cars and parking and spent our time sitting in traffic instead of spending time with our friends and families. The more time we spend commuting in inefficient, oil-powered cars, the more oil we need to sustain all that driving.

There are 3 ways to reduce fossil fuel use in ground transportation:

1) Vehicle efficiency
2) Alternative fuel types
3) System efficiency

Elemental Excelerator portfolio companies with mobility solutions:

Percent of household income spent on housing & transportation each year, 2017

- < 45%
- 45-64%
- 65-80%
- > 80%

For more data visualization about energy and mobility in Hawaii, visit transcendingoil.com.
Hawaiian Electric and Amber Kinetics are testing the 8 kW / 32 kWh storage system, which was installed by Hawaii-owned contractor American Electric. They are collecting technical data to guide planning for future energy storage projects in Hawaii. How is Amber Kinetics scaling this demonstration project? They signed an agreement with Enel to test two 8 kW units, and is also working with utilities in the Asia Pacific. Amber Kinetics’ technology extends the duration of flywheels from just minutes to four hours. The system is 98% steel, and completely recyclable after its 30-year design life.

One 8 kW unit can power approximately 25 homes for one hour.
Designing projects that can quickly scale 10x if they’re successful.

In 2012, we decided to turn the traditional grant model on its head. We expanded our value to companies beyond funding to include a number of hard-to-quantify services that help companies find early customers and drive toward growth, and then work backwards on what work needs to be done.

Along the way, we have fine tunned how we work with companies, specifically on our Demonstration Track. To date, we have deployed 44 demonstration projects alongside startups and businesses, and have amassed a treasure trove of data points on what works, what doesn’t, and what it truly takes to design a project that scales. From that data, we have created a demonstration project template for startups as they continue down their path of commercialization and look for customer proof points that will help them reach new customers.
In November 2017, we announced a $100k funding opportunity for three EEx portfolio companies that were looking to accelerate access to clean technology in some of California’s low-to-moderate income neighborhoods. We requested proposals for projects in CalEnviroScreen 3.0/dispersingly-polluted and low-income communities in California that increase access to clean technology and provide economic opportunities. The Just Innovation Prize projects also serve as a “pilot” cohort for our larger Equity & Access Track which will be announced in Fall 2018.

10 households

Sighten will partner with GRID Alternatives to provide solar design software and boots-on-the-ground labor for the planning and installation of solar projects for 10 low-income households in disadvantaged air quality districts.

11 ranchers

PastureMap is building the first regional soil health data-sharing network starting with 11 ranching businesses in the San Joaquin and Sacramento Valleys.

~100 homes

Pono Home will work with community partners to offer home efficiency services for low-income and elderly residents in East Palo Alto.
Changing the World, One Community at a Time

Deepening Our Roots in Hawaii & Scaling Beyond
In April 2018, we released a report entitled “Transcending Oil”. It is an independent, quantitative analysis of Hawaii’s path to a clean energy economy. Its key finding was that we can move away from oil much faster than anyone originally thought: 84% renewable energy by 2030, more than double our current mandates. Over the next 10 years, our goal is to inspire civic innovation, collaboration, and collective action in our effort to move from 25% to 84% renewable energy and create a better future for Hawaii.

Find the report and its key findings at transcendingoil.com.
WHAT IF WE APPLIED OUR MODEL THAT HAS ACCELERATED 63 STARTUPS TO GOVERNMENT AGENCIES AND NONPROFITS?

We are starting with grant funding awarded to two entities that align with the analysis and recommendations found in *Transcending Oil*.

**BLUE PLANET FOUNDATION “WE ARE 100”**

Blue Planet Foundation “We Are 100” campaign will showcase actions and commitments from local companies, organizations, and individuals that accelerate Hawaii toward its renewable energy goals. Each voice will share a clean energy action, as well as “stretch” commitments to accelerate Hawaii’s clean energy progress. They will tell the stories of how we’re all connected and committed to a Hawaii that is cleaner, more resilient, and more equitable.

**OFFICE OF CLIMATE CHANGE, SUSTAINABILITY AND RESILIENCY CITY & COUNTY OF HONOLULU**

Based on community input and best practices from other cities, the Resilience Office identified a need to grow their ability to support social equity in the transition to clean energy and transportation, strengthen the alliances between the counties’ sustainability efforts, and build resilience in the face of growing climate disaster challenges. The Resilience Office was established by City Charter in 2016 and is responsible for numerous climate change, policy, community, security, and sustainability tasks.
A GLOBAL FOOTPRINT

44 projects across Hawaii and Asia Pacific
23 partners across 8 countries

Hawaii
28 projects
California
3 projects in low-to-moderate income communities

Bright Light Systems
Installed 350 energy efficient lights and controls at the Port of Melbourne. The project payback period is expected to be less than 5 years with $750,000 in cumulative savings through 2026.

GELI
Deployed battery software control and optimization tools to aggregate 31 distributed residential solar + storage assets, and a mobile experience for end customers. Their 4-month trial delivered an average of 55% savings on customer bills.
Since 2012, we have hosted 25 interns and fellows at EEx and our portfolio companies. One quarter of the interns went on to work full time at the organization they interned for, another 17% got jobs in startups or investment firms, and 30% went on to pursue undergraduate and graduate degrees.
25 interns & fellows since 2012

- Hired full-time at EEx or a portfolio company (26%)
- Working at a startup or investment firm (13%)
- Pursuing an undergraduate or graduate degree (13%)
- Working in policy (30%)
- Pursuing other careers (17%)

WHERE DID OUR INTERNS & FELLOWS COME FROM?

- University of Hawaii at Manoa
- Hawaii Pacific University
- University of California Santa Cruz
- Boston University
- Chaminade University
- Howard University
- Loyola Marymount University
- MIT
- San Jose State University
- University of Denver
- University of Phoenix
- Whitman College

“\text{I believe that every student can benefit from the opportunity to apply classroom learnings in real-world settings. Fellowships and internships are a hugely important vehicle to help accelerate the development of today’s young leaders and problem solvers.}”

\textit{Arne Duncan} \textbar Managing Partner, Chicago CRED, and Former U.S. Secretary of Education
Our team works by operating with shared values and making hard decisions guided by these values. These values were suggested by team members during an offsite, and form the basis of our hiring and performance-driven culture.

**KULEANA**
We take responsibility to care for our place and people.

**HUMILITY**
We bring open hearts and listen with intention.

**SINCERITY**
We practice honesty and find the strength to do what we believe is right and just.

**CURIOSITY**
We seek to always learn and deepen our understanding.

**JOYFUL WORK**
We find joy in each other and in our mission.
AN INTERVIEWEE RECENTLY ASKED US:

“In a space where everything is new, what grounds us?”

After spreading our wings last year and becoming Elemental Excelerator, we have grown in size and scope - and thought hard about how to maintain and deepen our culture as we evolve. We want to take a few minutes at the end of this year’s impact report to share how we grow and sync as a TEAM.
MEET OUR TEAM

LEADERSHIP

Dawn Lippert
CEO

Jill Sims
COO

Melissa Uhl
Chief of Staff

Lindsay Sowders
Executive Assistant

PORTFOLIO

Dana Cotter
Portfolio Lead

Danya Hakeem
Portfolio Manager, Agriculture & Water

Jordan Little
Portfolio Manager, Energy

Mariana Martinez Alarcon
Portfolio Manager, Equity & Access

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