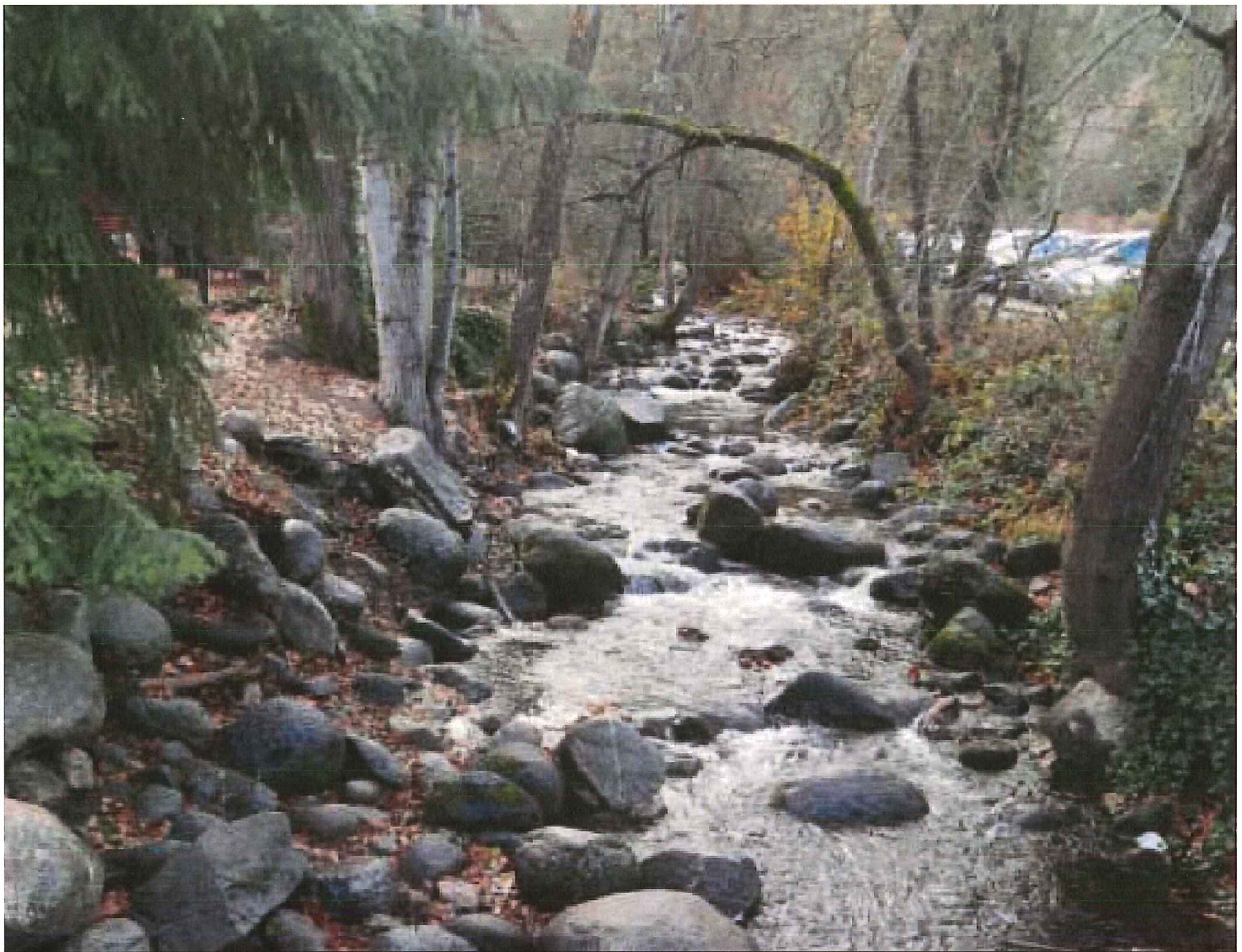


City of Ashland

Climate and Energy Action Plan – Plan Development and Public Engagement



Work That Matters

12.15.15 | Proposal

*"... The spring, the summer,
The chiding autumn, angry winter, change
Their wonted liveries; and the 'mazed world,
By their increase knows not which is which."
(A Midsummer Night's Dream, Act 2, Sc. 1)*



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December 15, 2015

Dave Kanner
City Administrator
City of Ashland
90 N. Mountain Avenue
Ashland, OR 97520

Subject: *Proposal to provide professional services for the Climate and Energy Action Plan, Plan Development and Public Engagement*

Dear Mr. Kanner:

Ashland is once again playing out its historic role as a crossroads community by pioneering what only a handful of Oregon cities have embarked on with a Climate and Energy Action Plan (CEAP). This groundbreaking effort will bolster Ashland's image as a regional leader in protecting the environment by reducing greenhouse gas (GHG) emissions; doing so in creative ways that improve the quality of life, build prosperity, and improve resilience to climate change for the community and future generations. Where the Applegate Trail was a path to a brighter economic future in the 19th Century, the CEAP is its 21st Century equivalent leading to a brighter climate future that supports the triple bottom line.

The ESA team brings you recent and relevant experience in developing CEAPs for over a dozen cities and counties, including communities similar to Ashland, with economies dependent on tourism, recreation and a local college campus. ESA is a West Coast firm headquartered in San Francisco who recently performed similar planning for the small California cities of Ukiah, Hughson, Delano, Pleasanton, and American Canyon. To assist you, we assembled a team of ESA staff with extensive experience developing CEAPs, and Laurie Sager and Associates to conduct public outreach. The key benefits that our team will bring to this effort include:

- Engaging the community through a robust public outreach program shaped by Laurie Thornton's (formerly Sager) hands-on knowledge of the community;
- Integrating the City's existing programs and their benefits, such as the Conservation Division's multiple water/energy conservation programs and the Community Emergency Response Team's disaster management plans for floods and forest fires; and
- Educating and inspiring the community with excellent outreach materials and communications.

Jeff Caton will be the ESA Project Manager; he has led CEAPs for the Cities of Richmond, Ukiah, Pleasanton, Hughson, Oakdale, Delano and Riverside. Jeff shall be the primary point of contact, and will ultimately be responsible for the City's satisfaction with ESA's performance and work products. Susan Cunningham, based in Bend, will be the Deputy Project Manager and the Task Lead for Public Policy Alignment, bringing to the project her 26 years' experience providing regulatory compliance and environmental documentation in Oregon. Victoria Evans will be the Project Director providing project direction, senior review, and Quality Control and Assurance.

ESA is very excited about this opportunity to help you prepare your Climate and Energy Action Plan. We ask that you carefully review our proposal and then select ESA as the best firm to assist you. Please feel free to call Jeff Caton at (415) 896-5900, or email jcaton@esassoc.com with any questions. We look forward to the opportunity to work together.

Sincerely,

Ann Borgonovo, PE
Vice President

Jeff Caton
Project Manager



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Section 1

Understanding of Requested Services



Section 1

Understanding of Requested Services

Overall Understanding

The City of Ashland (City) desires to create a Climate and Energy Action Plan (CEAP) that provides a roadmap for reducing the community’s greenhouse gas (GHG) emissions, identifies existing and potential vulnerabilities related to the changing climate, and clearly presents a prioritized set of actions to protect people and resources from current and future impacts of climate change.

Ashland aspires to create a CEAP that will meet or exceed Oregon’s GHG reduction goals, and to do so in ways that improve the quality of life, build prosperity, and improve resilience for the community and future generations. The City, through its Comprehensive Plan and Zoning Ordinance, envisions its future growth occurring within the urban area, to preserve open space resources, and to enhance Downtown Ashland. The Comprehensive Plan provides a renewed emphasis on mixed use and higher density infill development, while also preserving the City’s unique character.

In 2007 the Oregon Legislature established climate change goals for the state by passing House Bill 3543, setting statewide targets for reducing GHG emissions (10% below 1990 levels by 2020, and 75% below 1990 levels by 2050). These targets are based on recommendations from the United Nations Intergovernmental Panel on Climate Change (IPCC), and very similar to the targets established for the State of California. These are aggressive targets, but they are also achievable

based on our work to develop CEAPs with more than 15 communities in California.

To be effective, the CEAP must reflect the City’s unique setting and community. Many of Ashland’s characteristics are emblematic of the other communities in the Rogue Valley, where economies are centered on tourism, natural resources and



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manufacturing. However, Ashland stands out from these other communities due to the fact it is nationally known for the Oregon Shakespeare Festival (OSF), for world class fishing/rafting as well as recognized as one of America's most livable towns for families and retirees.¹

For a community like Ashland, with stunning natural beauty, multiple tourist-attracting assets, and a reputable higher education institution, development pressures are ever present. A good number of the 400,000 annual OSF visitors consider how they might live in in Ashland, and that has led to a strong real estate market and a growing community that is now more than 21,000. There is a resulting community tension split between enjoying the benefits of an economy largely supported by tourism and simultaneously demanding that growth is well-managed to maintain Ashland's unique identity. Thus a CEAP for Ashland will need to need to be based on sustainability strategies that reduce GHG emissions while maintaining iconic and natural landscapes.



Preparing the CEAP will require that appropriate attention is directed toward the need for Ashland residents to feel that their views and concerns are incorporated into the planning process. Public

¹ <http://greattowns.com/towns/relocation.html>;
http://bestboomertowns.com/towns/ashland_oregon/

engagement will have to be a critical component of developing a successful CEAP so that outcomes are rooted in the community's values, interests, and concerns for the future. It will be essential to assimilate a broad range of interests in crafting strategies that work for the business community, the environmental community, and community-based organizations that advocate for education, public health and social equity.



Photo credit: David Gibbs Photography

For smaller cities like Ashland, reducing GHG emissions and preparing for the impacts of climate change presents unique challenges and opportunities. Since the opportunities to reduce vehicle trips through public transit and transit-oriented development are not as great as in larger metropolitan areas, the City will need to find ways to increase active transportation (walking and cycling) and increase adoption of cleaner, low-carbon vehicles.

With its publicly-owned electric and water utilities, Ashland is in a good position to craft and adopt GHG reduction and climate change adaptation measures that are responsive to local needs. The City's Electric and Water Department need to be major stakeholders in the development of the CEAP so that current programs can be well understood and that opportunities for improvements and new programs can be applied. It seems likely that lessons learned from previous efforts to conserve

energy and water and to decrease the carbon footprint of the City's power and water can be applied. For example, municipally-owned utilities in Riverside, Palo Alto, and Ukiah were able to develop measures that take advantage of power contracts, power purchase agreements, locally-tailored efficiency programs, innovative pricing and demand response programs, and expansion of local distributed renewable energy generation.

Ashland also faces a challenge in finding ways to reduce GHG emissions associated with its significant tourism and partial year residents associated with the OSF and Southern Oregon University.² For a City with a population of approximately 21,000 this influx of visitors and temporary residents can result in a local population that is many times larger during some parts of the year than others, and represents a significant source of GHG emissions that the CEAP should address. Sustainability planning for large tourism-driven events and sporting venues will be an asset to the City in addressing GHG emissions associated with these influxes. ESA sees parallels in our sustainability and zero waste planning for the 34th America's Cup Sailing Race³, which attracted more than 500,000 visitors to San Francisco in 2013, and

² The world renowned Oregon Shakespeare Festival (OSF) plays host to about 100,000 visitors per year, who purchase more than 350,000 tickets to attend 780 performances during a 9-month period (February thru October). To support OSF operations, partial year residents of Ashland and environs include 1,400 people, made up of the paid theatre staff of about 700 but also a matching number of volunteers.[ref: <https://www.osfashland.org/en/about/osf-company.aspx>] In addition, Southern Oregon University's Ashland campus hosts about 6,400 students and employs about 1,000 faculty and staff during the school year. Thus, for most of the year, Ashland provides services (waste, water, transportation, electricity and other utilities) for a population that is well over 5x their size.

³ ESA conducted sustainability and zero waste planning for this months-long major sporting event, which earned a Sailors for the Sea Platinum Level Clean Regattas certification, the highest level possible (<http://www.americascup.com/en/news/3/news/18544/34th-americas-cup-earns-highest-level-clean-regattas-certification>).

for the 41,000-seat AT&T Park, which is home to the San Francisco Giants baseball team.

Protecting Ashland's Future

Ashland's surrounding natural areas are vital to protecting water supply; drawing fishers, boaters, and trail enthusiasts in a tourism economy; to sustaining a lifestyle where ready access to recreation is highly valued. World class fishing and rafting is available on three local rivers, and Mt. Ashland has provided recreational skiing since 1964 (although recently lack of snow has curtailed operations). These natural assets are at risk from climate change as temperatures rise and precipitation patterns change, with climate models prediction more frequent and severe droughts (along with increased wildfire risk); higher intensity storms when precipitation does come, and new stressors on the area's plant and animal communities.

Evaluating these climate change risks is best accomplished comprehensively using geographic information systems (GIS) in innovative ways to assess vulnerability of natural assets to climate stressors such as higher temperatures, drought, and flooding. GIS mapping is a good tool to identify areas with extraordinary resource potential or conservation value, and to identify public and private assets that are most at risk from climate change. Another critical analysis asset is the ability to downscale of climate modeling results to inform adaptation planning and specific adaptation action. Geospatial and data visualization tools would help Ashland residents visualize climate modeling data and could be interactive. These tools can help to show how reduced stream flows over different time periods can impact the City's water supply and water-dependent tourism, as well as areas vulnerable to forest fires. Having the capability for such visualizations is relevant for

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purposes of putting into context the potential future impact of more frequent and severe wildfires

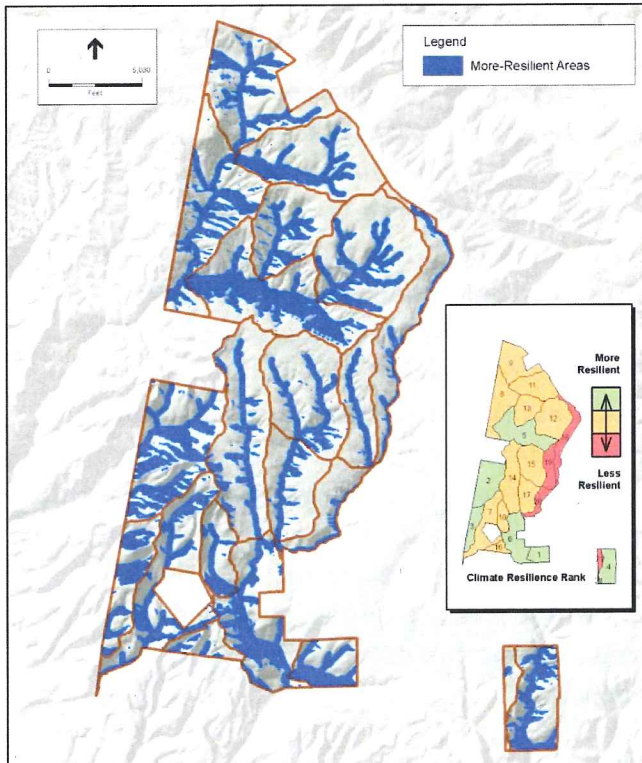


Figure 1.1: GIS mapping for climate resilience in the Santa Cruz Mountains

such as health and economic effects from smoke from forest fires last summer fumigating the City and causing OSF performances to be cancelled.

The figure above is an example of how GIS can help communicate climate resilience. Another application of this visualization capability comes from work that ESA conducted with University of Washington Assistant Professor Alan Hamlet for this project and with the SC2-Skagit Climate Science Consortium where we depicted primarily freshwater flows (flooding) based on alternative IPCC climate change scenarios (using results from downscaled climate models).

We understand that Dr. Hamlet also performed studies for the City of Ashland to compare climate change scenarios for alternative freshwater flows

as it pertains to water supply⁴. In 2010 Dr. Hamlet compared for the City, eight climate change scenarios to historic averages finding that Ashland Creek flows would increase in spring but decrease in summer. Ashland depends upon Ashland Creek for its potable water, and has already faced summer water shortages in dry years leading to water curtailments in the summers of 2001 and 2009. Hamlet's Ashland climate change study looked at a range of temperature increases; these results and updated data will be used in the CEAP.

In addition, conclusions and results from studies prepared by Carollo consultants have proven informative for adaptation planning, and will be applied to this CEAP effort. Carollo provided a Water Conservation and Reuse Study and a Comprehensive Water Master Plan in 2010 and 2012 for the City's Water Advisory Council that included consideration of these climate projections.

Approach

The ESA team will work cooperatively with City staff and decision makers to develop a plan that is responsive to and reflective of the City and its inhabitants and businesses.

ESA'S Principles for Success

ESA adheres to these general principles when developing sustainability plans, climate action plans, and energy action plans:

- Engage with stakeholders and align plan with the agency's strategic goals and a sustainability vision that is supported by community and City leaders
- Identify champions and align with like-minded partners inside and outside the City government

⁴<http://www.mailtribune.com/article/20100731/NEWS/7310310>

- Set specific goals, objectives, and desired outcomes that are measurable
- Conduct robust cost-benefit analysis to justify investments and capital outlays
- Identify potential funding or financing sources; look for program co-benefits (e.g., green jobs, resource savings, health benefits, risk management, etc.), some of which may be difficult to quantify, that help justify project expenditures or investments in sustainability
- Incorporate full lifecycle cost analysis and total cost of ownership, where appropriate, recognizing that many costs and benefits are not included in traditional accounting (e.g., the health “costs” of combusting coal are largely borne not by industry, but by society at large)
- Look for long-term, structural or sustainable changes that lead to permanent or long-lasting benefits, rather than short-term adjustments that need continuous monitoring and support
- Learn from others (best practices; case studies, etc.) as sustainability pioneers typically enjoy sharing their ideas and successes, and even their failures and lessons learned
- Focus on implementation; identify specific accountable actions that lead to implementation, and individuals or offices positions responsible for implementation
- Monitor performance and compare to goals and criteria using carefully selected performance metrics; report performance to stakeholders; use reporting standards or established guidelines (e.g., Global Reporting Initiative).

Meeting Ashland's Goals

Ashland is in the forefront of Oregon cities initiating climate, energy and adaptation planning. Only a handful of Oregon cities and counties have actively pursued this goal.

ESA will utilize the work completed by the State of Oregon and the Ashland Conservation Committee as a jumping off point for the Ashland CEAP. ESA will work alongside the CEAP Ad-hoc Committee throughout the plan development process, to ensure the strategies included in the CEAP support the overarching sustainability goals of the City and are informed by robust public engagement input.

Over the last eight years, ESA has gained extensive experience in preparing City and County CEAPs under the comprehensive requirements effective in California. We plan to bring those lessons learned and best practices to this effort to ‘leap frog’ up the CEAP learning curve to benefit the City of Ashland.

In our recent CAP and EAP work, we found many opportunities to reduce community energy usage by working closely with the local utility to analyze customer data across sectors (e.g., small commercial, versus industrial, versus residential, versus municipal operations) and industries (e.g., food processing), and age of the building stock. Strategies were then crafted to focus upon the largest savings opportunities and available funding opportunities. As with the City of Ashland, three of our projects have involved publically-owned utilities as stakeholders acting in the interest of the city (Palo Alto, Riverside and Ukiah), enabling us to go even further in crafting energy and water strategies that benefit the local community.

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American Canyon public workshop

ESA will use its extensive knowledge and experience with local community planning, sustainable development principles, and GHG emissions reductions strategies to inform how the CEAP is developed and written. The CEAP will provide a clear road map for reducing GHG emissions and achieving reduction targets consistent with the goals of the State of Oregon to reduce GHG emissions to 10% below 1990 levels by the year 2020 and 75% below 1990 levels by 2050. To ensure the City is achieving their GHG reduction targets, the CEAP must be monitored and adjusted on a periodic basis to reflect rapidly evolving state legislation, climate science, and new technology, as well as the inherent uncertainty regarding the success of individual GHG reduction strategies. ESA will develop the CEAP to be consistent with the Comprehensive Plan, State Land Use Goals, and the City's assumptions regarding growth and tourism trends.

Benefits to Our Overall Approach

ESA's approach to the CEAP will provide the following benefits:

- Integrating the City's sustainability goals, with an emphasis on the social, environmental and economic benefits of reducing community GHG emissions

- Identifying opportunities within existing land use patterns and community context to achieve reduction of transportation emissions
- Meeting or exceeding the State's goals to reduce GHG emissions by working with the City and the Ad-hoc Committee to establish GHG targets that are aligned with local planning efforts, as well as the State's goal of achieving 10% below 1990 levels by 2020 and 75% below 1990 levels by 2050
- Informing the plan with active stakeholder engagement and public outreach that is geared to the unique needs of the City of Ashland
- Applying best-practice methodologies for quantifying and monitoring reduction measures: ESA has developed tools, templates and spreadsheets informed by the state of the practice (see Section 3 of our proposal using best practice methodologies, guidance, and data from International Council for Local Environmental Initiatives (ICLEI), C40 Cities Climate Leadership Group, California Air Resources Board (CARB), the Environmental Protection Agency (EPA), and other leading advisory organizations on sustainability and climate change. ESA has worked with the ClearPath tool, developed by the California Statewide Energy Efficiency Collaborative (SEEC) Program and ICLEI, for several climate planning projects. Project Manager Jeff Caton currently serves on the SEEC ClearPath Advisory Committee. In addition, ESA uses The Climate Registry (TCR) GHG reporting software (CRIS) to quantify and report our firm's annual emissions.)
- Providing a robust plan for Implementation, Monitoring, and Emissions Tracking that ensures the CEAP is meeting its goals and objectives.

Our approach to developing and recommending GHG reduction measures will emphasize cost effectiveness and ease of implementation. We will help the City prioritize measures through analysis of existing City programs and infrastructure, projected budgets and staffing, and other City resources, and we will identify outside resources such as utility or state-funded grants and rebates that can help cover lifecycle costs for certain measures. Our approach to quantifying baseline emissions, emissions forecasts, and reduction measures will emphasize full documentation of methods and assumptions. We will also identify important co-benefits of individual measures, where applicable, and describe how the measures would integrate with broader GHG reduction efforts, the City of Ashland General Plan, and local sustainability initiatives.

a Climate and Energy Action Plan (CEAP), which would allow the City to meet the GHG reduction goals of the State, and protect its people and resources from the effects of climate change.

Task 1 – GHG Inventory, Forecasts, and Targets

This scope assumes that the GHG inventory being developed by the Conservation Commission is accurate and complete and has been entered into ClearPath (or is available in electronic spreadsheet format), prior to ESA starting work. ESA will spend up to eight (8) hours reviewing and becoming familiar with the GHG Inventory, including the identification of all underlying assumptions, data sources, and methodologies that were used. Our experience has taught us that GHG inventories almost always benefit from additional technical review. If we discover material errors in the inventory (boundary issues, missing sources, methodological issues, or quantification errors) that adversely affect the CEAP, we will propose a solution (and budget modification) if they cannot be fixed within the 8 hours budgeted for this subtask.

Proposed Scope of Work

Based on our review of the Request for Proposals, we have assembled a scope of work that we believe responds to the City’s objectives. This scope details the tasks that ESA proposes to complete to deliver

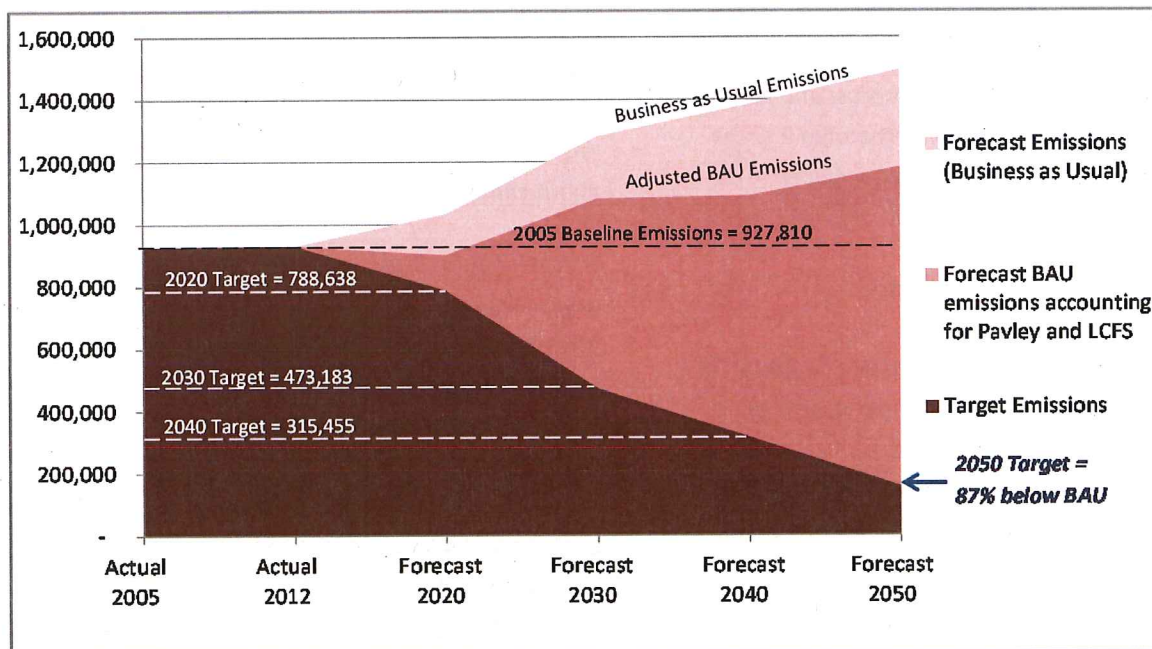


Figure 1.2: City of Richmond GHG Emissions Baseline, Forecasts, and Targets

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Future forecasts of GHG emissions through 2050 will also be developed, including high emission and low emission scenarios (drawn from the IPCC's Fifth Assessment Report AR5) using appropriate local growth projections for population, housing, and jobs. GHG reduction targets for the short-term, intermediate, and long-term horizon years will be developed in consultation with the CEAP Ad-hoc Committee, based on the goals of the State of Oregon and input from the Ad Hoc Committee, as well as approaches taken by other cities and regional entities.

Forecasts will incorporate the expected impacts of foreseeable regional, state, and federal actions, including the federal Corporate Average Fuel Economy (CAFE) vehicle standards, the Oregon Renewable Portfolio standards for energy utilities, the Oregon Energy Efficiency Specialty Code (OEESC) and the early action measures in the Oregon Strategy for Greenhouse Gas Reductions, developed by the Governor's Advisory Group on Global Warming.

Deliverable 1.1: Review of the completed GHG Inventory, including ensuring the transparency of all assumptions, data sources, and methodologies used.

Deliverable 1.2: GHG Inventory, Forecast and Target memo with results that will be incorporated into the appropriate sections of the CEAP and included in its entirety as an Appendix.

Task 2 – Public Outreach and Engagement Plan

ESA and Laurie Sager Associates (based in Ashland) will use a mix of targeted stakeholder meetings, public workshops, web-based communications, and social media to engage with the community and seek public input on CEAP development. The ESA team will develop a Public Outreach and Stakeholder Engagement Plan, to be informed and approved by CEAP Ad-hoc Committee, for soliciting

input on the CEAP from City staff, key stakeholders, civic partners, and the broader community. The engagement plan will specify how we plan to accommodate and communicate with all stakeholders and residents in our outreach efforts, regardless of age, gender, race, ethnicity, income level, or physical health. ESA and Laurie Sager Associates will work with the City to produce a website for the CEAP, and employ web-based public engagement tools, such as online surveys, email blasts, public forums, and social media posts to keep the public informed of the CEAP's development and implementation.

ESA has developed GIS-based tools to enhance public outreach/communications as described briefly in the Project Understanding section above. As an optional task, ESA could do this for Ashland, creating a user-friendly online crowdsourcing tool for gathering public comment and concerns about climate change impacts to the community. Interactive maps can be used to show climate change exposures and vulnerabilities of the City's natural and civic assets (e.g., Lithia Park), and users can pinpoint assets or locations they are most concerned about, even adding photos and comments directly from a smart phone. The maps are updated in real time as users send in their data. These kinds of mapping tools can be used to great effect in public meetings to stimulate discussions about climate change.

ESA and Laurie Sager Associates will plan, prepare materials, and facilitate a full day of stakeholder meetings (maximum of four). The project team will work with the CEAP Ad-hoc Committee to identify key stakeholders and community-based organizations, and invite them to engage in a discussion of CEAP opportunities and challenges. Each stakeholder meeting will be tailored to the interests and expertise of participants as they relate to the CEAP (e.g., for the City of Richmond we

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help three very productive stakeholder meetings for community-based organizations, utilities and City service franchisees, and local business representatives). The ESA team will share relevant information on sustainability and climate change, present proposed CEAP measures for reducing community GHG emissions, solicit ideas and feedback from the community, and work toward consensus on potential actions. ESA and Laurie Sager Associates will compile feedback and input collected at the meetings and incorporate it into the Draft CEAP as appropriate.

The first public workshop will occur in the beginning stages of CEAP development to provide an overview of the project and gather public input on the City's vision and the goals and contents of the plan. The ESA team will explain why the City is developing the CEAP, what it hopes to accomplish, and why the community is an essential partner in implementing the CEAP. Following a general presentation and question and answer session, breakout stations will allow participants to discuss issues or CEAP sectors of most interest to them. The results of this workshop will help inform the strategies included in the draft CEAP.

ESA is known for designing and implementing effective public involvement programs and presenting complex concepts to both the public and decision-makers with technical accuracy and in a style that is comprehensible to the layperson.

The second public workshop will present draft CEAP strategies to the community for the purpose of gathering feedback, identifying synergies with the community, and identifying barriers to implementation. Results will help inform how aggressive the City can be about the implementation of CEAP strategies, how realistic its GHG reduction targets are, and the level of post-

adoption outreach and education that will be needed to ensure successful implementation.

ESA and Laurie Sager Associates will develop a Post-Adoption Outreach Plan for the CEAP, detailing recommendations for public outreach and communication after adoption of the CEAP. The purpose of the Post-Adoption Outreach Plan is to promote the City's CEAP efforts and accomplishments, maintain public involvement in the implementation of the CEAP, and specify the City's primary means of keeping the community apprised of CEAP developments and updates.

As an optional task, the ESA team can attend additional meetings with the City Council and/or the Planning Commission, to present the CEAP and gather feedback at the appropriate stage of CEAP development. These meetings could be billed on a time and materials basis, or a flat fee that is agreed upon between ESA and the City.

We will work with the City to adjust or refine the targeting and content of the meetings, to ensure that the program for each workshop is geared for the target audience, and to maximize attendance and public input to help create a realistic CEAP that is appropriate for the community of Ashland.

This scope of work assumes that the City staff will be responsible for securing a location for the workshops, and for covering the cost of any advertising or promotion beyond the flyers, announcements and content we produce for the web site and the meetings themselves.

Deliverable 2.1: *Public Outreach and Stakeholder Engagement Plan as described above.*

Deliverable 2.2: *Stakeholder meetings with key stakeholders and civic partners and the project team, as described above (one full day of meetings, or up to four total); ESA and Laurie Sager Associates*

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will facilitate the meetings, based on input from the City and Ad-hoc Committee, to collect information and gather input on CEAP programs and policies from major community partners and stakeholder groups.

Deliverable 2.3: Public workshops (two), as described above, to introduce the project to the community and gather feedback on the goals and strategies for the CEAP; ESA and Laurie Sager Associates will assist with presenting the material to the community members, facilitate small group discussions, conduct question and answer sessions and information gathering activities.

Deliverable 2.4: Development and implementation of web-based public outreach strategies and content; may include development of a project website with monthly project updates, content for posting on social media channels, online surveys, GIS based crowdsourcing applications, and other tools.

Deliverable 2.5: Monthly conference calls with the Ad-hoc Committee to discuss CEAP development and

There are many existing frameworks that are geared toward measuring and ranking the sustainability of larger cities, but few that are geared for small rural cities like Ashland. ESA recently developed a sustainability framework for a small rural town in Washington State, based on the highly ambitious One Planet Principles and a more pragmatic rural community framework developed by the International City/County Management Association (ICMA). The ICMA framework emphasizes local economy, rural landscape preservation, and ecological & historical preservation. Combined with One Planet Principles, it provides a great framework for public engagement and articulation of sustainability principles. ESA is also involved in developing the next iteration of the STAR Community rating system, with Project Manager Jeff Caton currently serving on STAR's Technical Advisory Committee (TAG).

outreach efforts.

Deliverable 2.6: Post Adoption Outreach Plan, as described above, providing recommendations for future public outreach and communication to maintain public involvement in the implementation and progress of the CEAP and future updates to the plan.

Optional Deliverable 2.7: Additional meetings with the City Council and/or Planning Commission to discuss the progress of the CEAP and solicit input during the appropriate state of program and policy development.

Optional Deliverable 2.8: Interactive Maps and crowdsourcing application for city's webpage, as described above.

Task 3 – Opportunities, Challenges, and Policy Alignment

In partnership with the City, community stakeholders, and the public, ESA will identify the opportunities and challenges that Ashland and its residents face in reducing GHG emissions and preparing for climate change. ESA will review existing local and regional sustainability initiatives, relevant planning documents, and engage with local stakeholders to determine the project's consistency with other planning efforts, and the potential for the CEAP to enhance (or conflict) with those efforts. The Opportunities and Challenges Assessment will be used as the foundation for policy and strategy development in the CEAP, and to inform City decision makers prior to CEAP adoption.

The outsized influence of tourism upon the city's economy, utilities and operations presents both challenges and opportunities. ESA envisions the City's prominent tourism-oriented businesses – including OSF, fishing/rafting companies, and the local ski resort – being active participants in

stakeholder meetings, providing input on how their interests align with goals and objectives of the CEAP. The City's effort could perhaps provide an opportunity for these stakeholders to conduct their own climate, adaptation and energy planning to be consistent and possibly synergistic with the CEAP.

Deliverable 3.1: *Opportunities and Challenges Assessment, as described above, for review and approval by City staff*

Task 4 – GHG Reduction Measures and Implementation Strategies

Familiarity with the economic and policy environment is essential to making sure that the resulting plan has an optimal chance of success. Our approach combines the most robust measurement tools based on statewide and national research with a deep understanding of best practices to ensure that the City's CEAP is both realistic and effective.

ESA will identify and develop GHG emission reduction strategies and measures that can enable the City of Ashland to meet its GHG targets. ESA will incorporate the results of Tasks 2 and 3 to develop a suite of GHG reduction and climate change adaptation measures that can achieve near-term "wins" for the community while laying a foundation for success in meeting the CEAP's longer-term objectives. We will evaluate a full range of feasible measures in the sectors of Energy, Land Use and Transportation, Solid Waste, Water and Wastewater, and City Operations, drawing on tools, ideas and experience from many sources, including the US Conference of Mayors Best Practices for Climate Protection, the Oregon Global Warming Commission, ICLEI, and our experience developing CAPs for local governments in California and beyond. In particular, we will draw from best practices put forth in exemplary CAPs in similar communities with tourism-based economies. We will consider programs and policies

that are both wholly within the City of Ashland and those that are regional in nature, and that would require collaboration with other jurisdictions and regional organizations.

Strategy write-ups will identify implementation responsibilities at the City department level, where new policies and/or programs are needed, and where participation by residents, businesses, or other stakeholders is critical.

The ESA team will prioritize CEAP measures using a qualitative cost-benefit analysis to determine which measures will result in the highest GHG reduction at the least cost to the City, as well as the highest environmental, economic, and social benefits for its residents. GHG reduction estimates will be estimated at the strategy or program level as metric tons of carbon dioxide equivalents (MT CO₂e) per year. Analysis of CEAP measures will include potential funding or financing strategies. These could range from City-funded programs or incentives to outside financing options. For example, outside financing options for energy improvements include state tax credits and programs, utility rebates and programs, and private financing options. ESA will provide a summary of the total reductions anticipated from CEAP implementation and demonstrate how the plan meets its GHG reduction goals.

Deliverable 4.1: *Draft proposed CEAP goals, strategies, and measures, with high-level cost-benefit analysis, for City/public review and City approval.*

Deliverable 4.2: *Draft CEAP strategies and measures, with refined cost-benefit analysis and identification of potential funding sources, for inclusion in the CEAP.*

1 | Understanding of Requested Services

Task 5 – Adaptation Strategy

The CEAP will include measures for increasing the resiliency of Ashland to climate change and its anticipated impact on the environment and public health. In Oregon, global climate change is expected to result in higher average temperatures, more severe droughts, heat waves, more unpredictable winter storms, higher levels of air pollution, increased risk of catastrophic wildfire and potential flooding. A projected decrease in available water supply, resulting from Oregon’s diminishing snowfall and changing precipitation patterns, also poses a serious challenge.

ESA will develop specific recommendations regarding water conservation, heat exposure, wildfire and flood protection, and maintenance of urban forests and wetlands. In addition, we will explore and make recommendations on programs and policies that serve the dual purpose of adaptation and carbon sequestration, such as green roofs and tree planting to retain water and reduce heat islands.



Reeder Reservoir, Ashland

A key stakeholder for this Task will be the City of Ashland’s Community Emergency Response Team (CERT) who will be able to provide valuable insights

“I think this (Pleasanton CAP) was the poster child for how important early and frequent communication is in developing a CAP. Through all the conversations and meetings, review and feedback, I think the City ended up with a strong plan that has a good chance of meeting its goals. This is the way it’s supposed to work!”

Abby Young
Principal Environmental Planner
Bay Area Air Quality Management District

on the existing planning for use of city resources for disaster management.

ESA will develop maps showing the city’s existing conditions and generalized natural resources, and a set of maps highlighting existing/potential vulnerabilities. We can leverage existing maps of wetlands, hillsides, and floodplains that the City may have already completed as part of its State Goal 5 requirement. An optional task is included above for these maps to be published in an interactive format for the City to include on its CEAP website.

Deliverable 5.1: *Draft proposed CEAP adaptation goals and strategies that coordinate with GHG mitigation strategies in the CEAP and other local, regional, and state efforts; include high-level cost benefit analysis of adaptation measures, for City/public review and City approval.*

Task 6 – Monitoring and Implementation Plan/Tracking

ESA will develop a CEAP implementation plan and monitoring tool that tracks the status of implementing actions for each reduction strategy, estimates GHG reductions achieved by individual CEAP strategies, and keeps track of overall progress toward CEAP targets. An example of ESA’s tool for tailoring to Ashland’s CEAP is provided in Section 3. GHG reductions will be estimated using measurable performance metrics (e.g., kilowatt generating

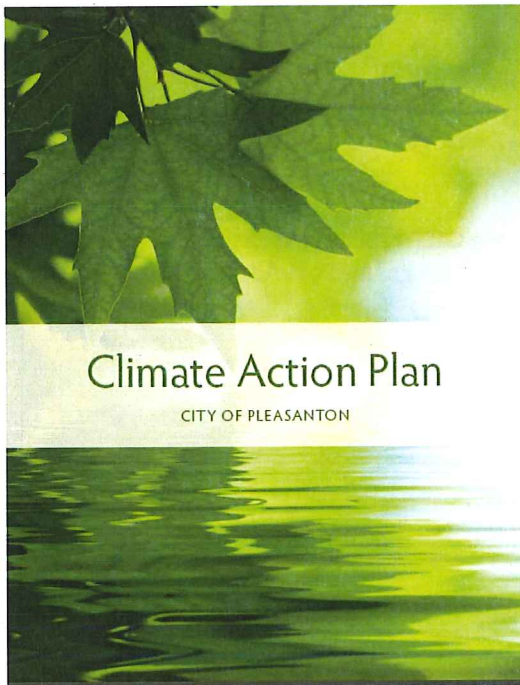
1 | Understanding of Requested Services

capacity of new solar PV permits issued) that can be tracked by the City. The CEAP monitoring tool will help the City determine whether it is on track to meet individual strategy targets, as well as the overall CEAP target, for GHG emissions reduction.

Deliverable 6.1: *Develop a custom CEAP implementation plan and monitoring tool that tracks progress toward CEAP GHG reduction targets.*

Task 7 – Draft and Final CEAP

ESA will prepare an Administrative Draft and (following Staff review and revision) a Public Review Draft CEAP with content organized as shown in **Figure 1.1 – Proposed Table of Contents**. Following review and comment by the City and the public, ESA will revise the CEAP update as needed and prepare a final CEAP for adoption by the City Council.



Deliverable 6.1: *Administrative Draft CEAP, in electronic format, for review and comment by City staff, prior to public distribution.*

Deliverable 6.2: *Draft CEAP incorporating City comments, in electronic format, for Public and City Council review and comment.*

Deliverable 6.3: *Final CEAP, in electronic format and print format (10 copies) incorporating comments, for adoption by City Council.*

Task 8 – Project Management

This task covers regular project meetings, budget tracking, scheduling, and coordination that will occur throughout the duration of the project. A proposed schedule for the project is included as **Figure 4.1**.

The following meetings are included in our schedule:

Kickoff meeting with City staff to introduce the ESA team including Laurie Sager Associates, establish communication protocols, discuss the work plan, and ensure that each team member has a clear understanding of scope, schedule, and budget. We will also identify key data needs, data sources and providers, and City staff participation in the project.

Bi-weekly project meetings (conference call) with the City project manager for duration of the project.

Figure 1.3 Ashland Sample Table of Contents

City of Ashland CAEP	
TABLE OF CONTENTS	
1.	Introduction
a.	Purpose and goals
b.	Greenhouse gases (GHG) and climate change
c.	GHG emissions and the regulatory environment
2.	Opportunities and Challenges
a.	Opportunities and challenges for Ashland in addressing climate change
b.	CAEP's alignment and potential conflict with local regional and statewide planning
3.	GHG Inventory Forecast and Reduction Targets
a.	Municipal and community-wide GHG emission inventories
b.	Future GHG emissions forecasts
c.	GHG reduction targets
4.	GHG Reduction Strategy - Roadmap for Ashland to meet its GHG reduction goals
a.	Proposed emissions reduction measures
i.	Energy, including Municipal electric utility
ii.	Land Use and Transportation
iii.	Solid Waste
iv.	Water and Wastewater
v.	City Operations
b.	Costs and benefits of implementing each measure
5.	Adaptation Strategy
a.	Impacts upon Ashland expected due to projected changes in the climate
b.	Steps the City can do to begin preparing for them.
6.	Implementation and Monitoring
a.	Methodology for implementing and monitoring the CAEP reduction measures
b.	Reporting the City's progress towards its GHG reduction goals - Post-Adoption Outreach Plan
i.	Community engagement plan
ii.	Public information for progress on the CAEP's implementation
APPENDICES	
Appendix A - Protocols and methods	
Appendix B - Modeling assumptions	
Appendix C - Emission factors	
Appendix D - Summary of the results of Public Engagement	

Section 2

Project Team and Qualifications



Section 2

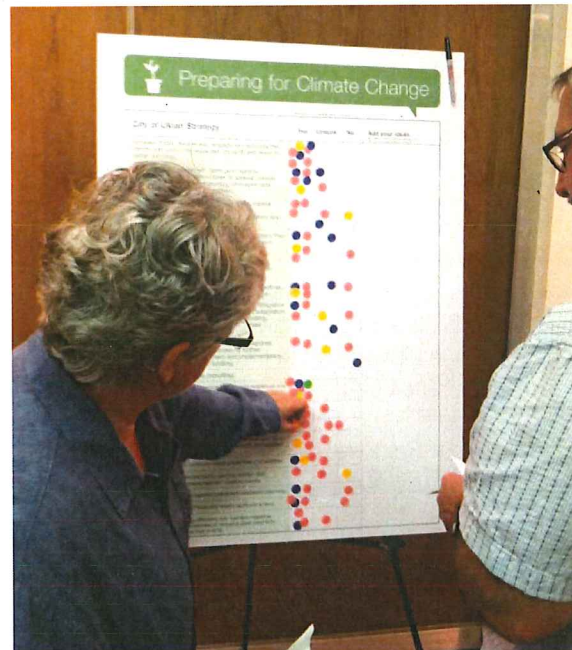
Project Team and Qualifications

ESA is a multidisciplinary environmental planning and consulting firm formed in 1969 with the mission of bringing sound science to the analysis of environmental issues for a wide range of plans and projects. ESA's corporate headquarters is in San Francisco, and the firm maintains offices in Portland, Bend, Seattle, Los Angeles, Woodland Hills, Irvine, Palm Springs, San Diego, Oakland, Sacramento and Petaluma; as well as two in Florida.

ESA assists clients with advancing sustainability through planning, program development and implementation, and technical analysis that supports strategic decision-making. The ESA team offers a wide range of experience with analysis, planning, and program implementation related to energy and climate change, including development of General Plans, community-wide climate action plans (CAPs) and energy action plans (EAPs), as well as a host of energy and greenhouse gas (GHG) studies that analyze the environmental costs and benefits of various products, services, and materials.

We work with cities, counties, and regional agencies to understand the risks and challenges presented by climate change, and to develop management plans that increase the sustainability and resilience of communities and the infrastructure and facilities that serve them. ESA has particular expertise in climate action plans (CAPs), energy action plans (EAPs); recycling,

composting, and waste reduction programs; modeling and mitigating air pollutant and GHG emissions; sustainable infrastructure and water/wastewater systems; preserving and enhancing diverse natural habitats, and developing plans and policies for sustainable communities through application of LEED-ND and LEED-Campus criteria.



City of Ukiah CAP Public Workshop

ESA has developed local and regional CAPs and EAPs for more than a dozen cities, counties and regional government agency clients throughout California. We have extensive experience with all major GHG accounting protocols, including the Local Government Operations Protocol (LGOP), The

2 | Project Team and Qualifications

ICLEI GHG Community Protocol, and The Climate Registry’s General Reporting Protocol. We also provide extensive experience helping local governments understand and incorporate state and federal climate change and energy policy and regulations into local planning.

In particular, ESA has prepared CAPs and EAPs for public sector and institutional clients including those listed in Table 2.1. Most of these projects involved extensive public outreach and stakeholder engagement, with ESA staff conducting community and internal stakeholder workshops and meetings to educate attendees on the benefits of climate action and sustainability planning, and to provide information on the costs and benefits of different

practices for climate action. We know what is needed to achieve deep reductions in community-wide GHG emissions, in terms of policies, programs, funding, and public engagement. Through our years of experience, we have developed robust tools for benefit-cost analysis and for tracking the implementation of strategies and actions. This experience will benefit the City in terms of budget and schedule efficiency, and will lead to a CEAP goes beyond an aspirational document to a plan for meaningful action to reduce GHG emissions and prepare the City for a changing climate.

ESA has developed robust processes and tools for evaluating the costs and benefits of energy conservation and carbon reduction measures

Table 2.1 ESA’S Energy and Climate Action Planning Experience

<ul style="list-style-type: none"> • City of Pleasanton CAP • City of Ukiah CAP • City of American Canyon CAEP • City of Riverside CAP • City of Delano CAP • City of Hughson CAP • City of Oakdale CAP • City of Martinez CAP • University of California San Francisco (UCSC) GHG Reduction Strategy (for 2014 Long Range Development Plan) • AC Transit CAP and Public Sustainability Report • City of Palo Alto Sustainability/CAP (sub) 	<ul style="list-style-type: none"> • City of Oxnard EAP • City of Visalia EAP • County of Kern EAP • City of Tehachapi EAP • City of Ridgecrest EAP • California City EAP • City of McFarland EAP • Kern Region GHG Inventories (6 jurisdictions) • America’s Cup 34 Sustainability Plan and Public Report • Contra Costa County CAP (sub) • Santa Clara County GHG Inventories (7 cities including San Jose)
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energy efficiency measures and emission reduction options. The ESA team is recognized for designing and implementing effective public involvement programs and presenting complex concepts to both the public and decision-makers with technical accuracy and in a style that is comprehensible to the layperson.

Through this experience, ESA offers a deep understanding of the CAP and EAP development process, and a thorough knowledge of best

(ECMs and CRMs), and for tracking plan implementation and monitoring program effectiveness. These tools are designed to provide maximum utility while remaining easy to use and provide insights regarding costs, benefits and tradeoffs. ESA recognizes the importance of strong project management when coordinating endeavors involving subconsultants, multiple stakeholders and diverse project objectives. Furthermore, we understand how essential the role of project

management is to the facilitation of successful and productive information sharing between concerned stakeholders. Our project management goal is to effectively integrate the efforts of our proposed project team specialists, while maintaining on going and responsive rapport with our client.

ESA is led by seasoned planners with demonstrated experience preparing plans and environmental documents for jurisdictions similar in size to Ashland, including expertise in quickly assembling teams with diverse roles, and moving them forward toward successful project completion within tight timeframes. Open communication is particularly important in this era of tight budgets, demanding staff workloads, increasingly complex regulations, sophisticated stakeholder participation and scrutiny, and limited time in which to complete a project; this is where our project management team delivers and produces proven results.

In our CAP and CEAP development work, we have worked with several Cities that have publically-owned power and water utilities, including Palo Alto, Riverside, and Ukiah. Municipal utilities present unique opportunities for achieving deep reductions in GHG emissions through power contracts, power purchase agreements, locally-tailored efficiency programs, innovative pricing and demand response programs, and investments in local renewable energy generation (e.g., rooftop solar PV). This experience provides us with a good foundation for understanding potential opportunities available to the City of Ashland, with its publically-owned water and power utilities.

The ESA Team

The ESA team offers an impressive track record of qualifications, and consists of individuals who are experts at developing and managing sustainability and climate change initiatives, and have direct experience working together on projects very similar to the CEAP.

Principal and Project Manager Involvement

Jeff Caton, PE, LEED AP, Director of ESA's Sustainable Communities Group, will lead ESA's team as Project Manager and serve as Task Lead for GHG Reduction Strategies, and Adaptation and Resilience. Jeff will be the day-to-day point of contact for the project and responsible for ensuring the team's responsiveness to the requirements of staff. He will oversee the preparation of all work products, monitor project progress, ensure the technical accuracy of all deliverables, maintain the performance schedule, and monitor budget expenditures to ensure project success.



City of Richmond CAP Public Workshop, attended by more than 100 people

Victoria Evans shall serve as a Principal-level Project Director, providing project direction, senior review, and Quality Control and Assurance.

2 | Project Team and Qualifications

Jeff will be further supported in the implementation of project management tasks by Deputy Project Manager, Susan Cunningham, who brings Oregon-based land and regulatory planning expertise. Jeff and Susan will be supported by additional specialists who will lead key aspects of the scope of work. We have included one teaming partner, Laurie Thornton of Laurie Sager and Associates Landscape Architects, Inc., who will lead the public engagement process with the City. We have included our Organization Chart below.

Figure 1-1: Team Organization Chart



Subconsultant

¹ Laurie Sager and Associates Landscape Architects, Inc.

Key Staff and Task Leaders

Below we identify our Key Staff and Task Leads who will work closely with the City of Ashland to develop and streamline the CEAP. We have included resumes for our team members in Appendix A.



Jeff Caton, P.E., LEED® AP, Project Manager, Task Lead for GHG Reduction Strategies, and Adaptation and Resilience. Jeff has

more than 25 years of

consulting, engineering, and business management experience and specializes in climate change and other sustainability issues. He helps clients develop and manage their sustainability and climate change initiatives through strategy development, benchmarking, performance measurement, and various communications media. His project experience includes all aspects of GHG management including evaluation of carbon-related risks and opportunities, carbon footprint analysis, carbon market analysis, GHG inventory design and development, emissions quantification, reduction strategies, public reporting, and verification. Jeff recently prepared the GHG Reduction Strategy for UCSF's 2014 Long-Range Development Plan. He also prepared the award winning Sustainability Report for the 34th America's Cup. He has managed and/or directed numerous CAP projects throughout California, including those for the Cities of Riverside, Richmond, Ukiah, and Pleasanton.



Victoria Evans, Project

Director. Victoria Evans has more than 35 years of professional experience on Greenhouse Gas (GHG), energy, carbon, climate, air quality, environment and

sustainability projects. Recently she led the analysis of climate change effects and associated impacts upon the Keystone XL Pipeline construction and operation (SEIS for the U.S. Dept. of State). Her experience includes climate adaptation work for the Port of San Francisco, Northeast Gas Association, a major gold mining firm and two major oil firms. Prior to joining ESA, she worked on early Climate Action Plans for the cities of Palo Alto and Riverside, and carbon pricing for the Hong Kong International Airport. Victoria has directed more than 150 GHG/carbon footprint and energy analyses for clients as diverse as 3M, Comcast, The Dow Chemical Company, National Grid, U.S. Gypsum, Tate & Lyle, Citgo, Chevron, and Valero. She has also provided GHG policy analysis and inventory reporting support for the U.S. Postal Service (national), Marine Corps -West, and Edwards Air Force Base. She is an accredited Lead Verifier under California Air Resources Board's AB 32 Compliance Offset Project program for GHG reduction credit, and an accredited Offset Project Verifier for Livestock Management and ODS. Victoria has extensive knowledge of GHG reduction and mitigation programs, regulations and accounting protocols at the state, national, and international levels. She has assisted organizations reporting to the California Climate Action Registry (CCAR), The Climate Registry, California/Quebec Cap & Trade Programs and to the US EPA, in compiling and successfully verifying their GHG inventories. With more than 60 technical papers and presentations to her credit, Victoria is a frequently sought after speaker, instructor and panel moderator. She received her B.S. and M.S.

2 | Project Team and Qualifications

degrees from the School of Natural Resources at the University of Michigan, Ann Arbor.



Susan Cunningham, Deputy Project Manager and Task Lead for Public Policy Alignment. Susan is passionate about helping her clients resolve issues and

achieve their goals in an efficient and cost-effective manner. Susan is service-minded, responsive, detail-oriented, and thorough in her approach to problem solving and planning. To this end, Susan strives to equip her clients with an understanding of the laws and regulations affecting their situation so that they are able to make informed decisions about how to achieve their desired result. When engaging in agency negotiations, Susan diligently advocates for her clients in a professional and thoughtful manner, always mindful of the desired outcome.

Susan has 26 years of experience in land use and environmental planning and compliance. She has specialized experience in regulatory compliance and environmental documentation for projects with complex environmental issues. With this understanding, she has served as the link between project planning and development and has bridged the gap between project design and regulatory compliance requirements. She has assisted several jurisdictions with comprehensive plan amendments or the addition of zoning ordinances.

Laurie Thornton, RLA, Public Outreach Task Lead. Laurie Thornton (formerly Sager), a Principal at Laurie Sager & Associates, Landscape Architects, Inc. is a licensed Landscape Architect in both Oregon and California. After graduating from the University of Oregon in 1998 with a degree in

Landscape Architecture, Laurie's career began in Santa Barbara and continued to Carmel and San Francisco, Cabo San Lucas and Sayulita Mexico, and for the past thirteen years, back home in Southern Oregon. This diverse work history has helped Laurie to develop creative and wide ranging design skills, which translate into innovative and beautiful landscapes for the client. Creative and sustainable design, innovative storm water solutions, extensive plant knowledge and attention to detail are a few of the important skills that Laurie brings to each project. In addition, Laurie's ability to provide collaborative leadership on projects large and small and to bring effective communication skills to every project, has proven to be a key to her success.



James Gregory, PE, Hydraulic Engineer, Adaptation and Resilience. James is a fluvial engineer with a background in water quality, flood management, climate

change analysis, and hydraulic and hydrologic modeling. As part of ESA's Fluvial Team, James oversees hydraulic and hydrologic modeling for a wide range of applications including flood management, river restoration, and climate change vulnerability assessments. James has conducted several studies analyzing the impact of climate change on watershed hydrology and the vulnerability of natural systems and infrastructure to flood risk under future climate conditions. He has developed and calibrated single- and multi-dimensional hydrodynamic models to evaluate flood dynamics and project alternative performance for riverine and estuarine environments. James also has extensive experience in field data collection, topographic surveying, and GIS, and has developed multiple script-based and

GIS tools to process, analyze, and visualize a wide array of datasets.

James is managing the Calleguas Creek Climate Change Impacts to Fluvial and Coastal Flooding project for The Nature Conservancy, which planning tools to inform communities about their vulnerability to flood hazards under climate change stress. Further, he worked with Cambridge Systematics and Caltrans to conduct an analysis on the potential impacts of climate change to California infrastructure, and developed analytical tools using downscaled California climate data to evaluate changes in climate trends until year 2100.

Subconsultant Teaming Partner

Laurie Sager and Associates Landscape Architects, Inc. (LSA) was founded in 2007 in Ashland, Oregon. LSA has an extensive range of creative and innovative design experience, working closely with local and state agencies, city officials, active community members and other important project stakeholders. These collaborations have led to the design and installation of many beautiful and successful places to live, work, and play in the Rogue Valley. They are inspired by the challenges and complexities of working with our clients and colleagues to imagine and design successful spaces, by combining form and function to create meaningful and sustainable places for all to enjoy.

Laurie Thornton will lead the Public Outreach task for the ESA Team. Laurie has worked extensively with community outreach efforts within the City of Ashland on past projects including the Ashland Creek Park and the North Main – Helman Island Improvements.

LSA has worked on a range of public projects providing community outreach and consensus

building for our clients. This work typically requires working closely with local and state agencies, city officials, active community members and other important project stakeholders throughout the design process. At LSA, consensus building starts with identifying stakeholders, providing clear objectives and time lines, listening, and synthesizing information gathered. Throughout the outreach process, LSA strives to make sure that the team is flexible, creative and open to constructive dialogue. LSA ensures that all stakeholders are consulted, educated about the design process, informed and respected. Community outreach and consensus building has been key to the success to many of LSA's public projects, resulting in viable, long term, community supported projects in the Rogue Valley.

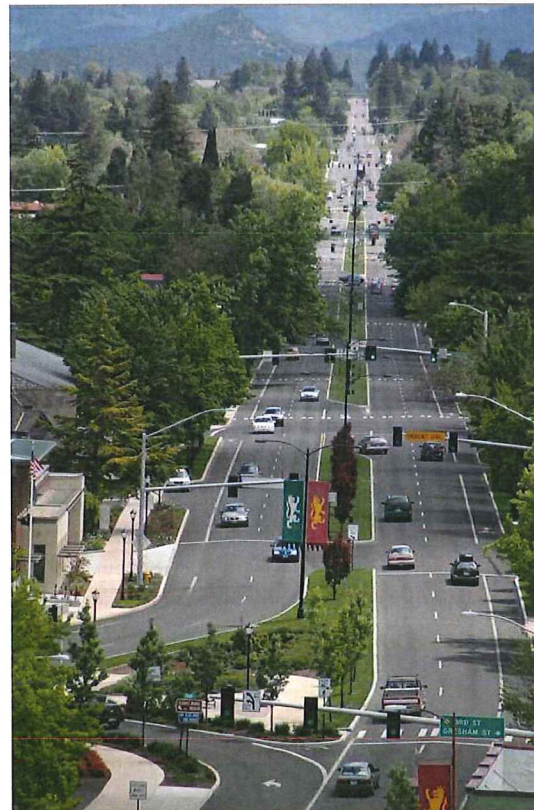




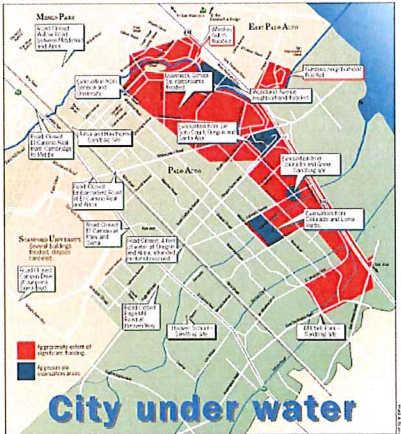
Photo credit: David Gibbs Photography

Relevant Project Examples

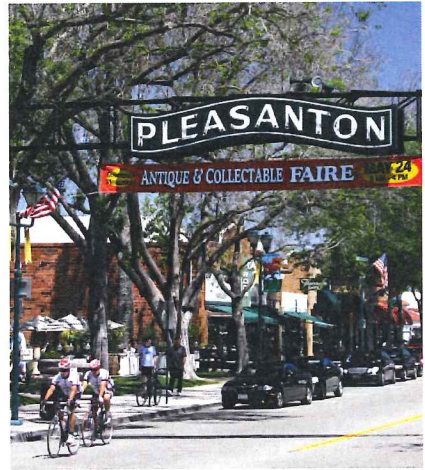
Below we have included five (5) representative projects that speak to ESA’s ability to carry out Climate Action and Energy Plans that encompass GHG reduction strategies, triple-bottom line analysis, climate change vulnerability analysis and adaptation strategies, public outreach and workshops, working with publicly-owned utilities companies.

Table 2.2: ESA’s Relevant Project Experience

<ul style="list-style-type: none"> ✓ Municipal and Community GHG Inventories ✓ City-owned electric and water utilities ✓ Energy Efficiency Programs ✓ Renewable Energy ✓ Transportation and Land Use ✓ Stakeholder Engagement and Public Workshops ✓ CEQA streamlining of future development projects 	<p>City of Ukiah Climate Action Plan</p> <p>ESA assisted the City of Ukiah, a small rural city of 16,000 located in a forested wine-producing region of Northern California, with developing a CAP that will guide future reductions of GHG emissions across the community and enable the City to accommodate growth in a manner that is consistent with state climate goals. The City has a municipally-owned utility that enables the City to control its own destiny in terms of procuring renewable energy and lowering community-wide GHG emissions through energy efficiency programs.</p> <p>The ESA team developed a comprehensive collection of policies, programs and actions that the City and community will take to reduce GHG emissions over time, focusing on the sectors of energy, transportation, land use, water, and solid waste. ESA developed a baseline inventory of community GHG emissions, a business-as-usual projection of those emissions out to 2020, and an emissions reduction target based on the goals of the City and the requirements of AB32. A key part of the analysis was the local modeling of vehicle miles traveled (VMT). The final CAP included a cost-benefit analysis of measures, and a plan for monitoring the effectiveness of the CAP over time.</p>	
<ul style="list-style-type: none"> ✓ GHG emissions reduction ✓ Community resilience ✓ Health and health equity ✓ Local jobs and economy ✓ Sustainable land use planning ✓ Extensive stakeholder engagement ✓ Close coordination with energy utilities ✓ Adaptation and Resilience strategies 	<p>City of Richmond Climate Action Plan</p> <p>ESA is leading development of the City of Richmond Climate Action Plan (CAP), which provides a roadmap for reducing community-wide GHG emissions and preparing this coastal City for the anticipated impacts of climate change on public health, infrastructure, ecosystems, and public spaces. The CAP builds upon the City’s Health in All Policies Strategy, providing the vision, goals, and specific actions that will be needed to strengthen the connections between climate protection, community resilience, public health, local economy, and social equity. Richmond is a diverse city with many competing interests.</p> <p>The Richmond CAP is unique for utilizing community input and cross sector collaboration to prioritize outcomes with the most community benefits. The project included extensive public outreach, coordination with multiple agencies and stakeholders. The ESA team led focused stakeholder meetings with utilities, local business representatives, and community-based organizations (CBOs), and engaged with the local school district to ensure that the youth perspective is well represented in the final work product.</p> <p>The ESA team developed robust metrics and tools that will enable the City to track CAP implementation and monitor community GHG emissions reductions. ESA worked closely with the electric utility (Pacific Gas & Electric) and the community choice aggregator (Marin</p>	

	<p>Clean Energy), along with several energy-oriented stakeholder groups to craft CAP strategies for greatly improving energy efficiency and increasing the use of renewable energy over time. The project also include completion of the City’s first Climate Change Adaptation Study which downscales climate change impacts to the local scale and includes a vulnerability and risk assessment of the City’s most important assets to rising temperatures, rising seas, extreme weather events, and more extreme droughts. Priority actions for increasing community resilience and adapting to climate change are incorporated into the CAP.</p>
<ul style="list-style-type: none"> ✓ Integration of climate action with economic development ✓ City-owned electric and water utilities ✓ Green enterprise zones and cleantech incubator to support local technological innovation ✓ Public-private partnerships ✓ Crowdsourcing as public engagement method ✓ implementation and monitoring tool 	<p>City of Riverside Restorative Growthprint</p> <p>ESA is nearing completion of the City of Riverside Restorative Growthprint (RRG), a far-reaching plan that embodies the City’s commitment to environmental quality, equity, and economic prosperity for all. With a major University of California campus (UC Riverside) in town, a publically-owned power and water utility (Riverside Public Utilities), and an entrepreneurial local business climate, the City is well-positioned for an economic transition that aligns with the state of California’s climate protection goals. The RRG includes a Climate Action Plan (CAP) to achieve deep GHG emissions through the year 2035, by establishing policies and programs that align with state and regional measures and transition the City’s land use and economy to a low-carbon footing, and a companion Economic Prosperity Action Plan (EPAP) with policies that steer private and public investment and resources toward entrepreneurial green businesses and eco-district development.</p> <p>The City recognizes a fundamental opportunity to inspire sustainable economic development through investment in urban development, infrastructure, mobility systems, and entrepreneurship that reduces GHG emissions. Through stakeholder engagement, cost-benefit analysis, and a deep understanding of the innovation economy, the RRG development process has resulted in strategies, measures and actions for reducing emissions that align with the City’s planning priorities and its vision for a future economy based on clean, green businesses and business practices. UC Riverside and the local business community have been key partners in this effort.</p> 
<ul style="list-style-type: none"> ✓ Community resilience to climate change ✓ Climate Change Vulnerability and Risk Analysis ✓ Aggressive GHG reduction strategies ✓ City-owned electric and water utilities 	<p>City of Palo Alto Sustainability and Climate Action Plan (S/CAP)</p> <p>ESA is on the consultant team developing the Palo Alto S/CAP, which is designed to help the City exceed California and international GHG reduction goals in ways that improve quality of life, build prosperity, and improve resilience for the community and future generations. The S/CAP sets aspirational yet achievable GHG reduction goals for 2020 and 2030, and presents a plan to meet or exceed the California’s 80% reduction aspirational goal by 2050. The S/CAP also integrates natural ecosystems and living systems into the urban sustainability framework.</p> <p>ESA is leading the climate change adaptation component of the S/CAP, which examines a broad spectrum of the community’s climate change vulnerabilities and prioritizes adaptation responses based on the risks, needs, and synergies with related planning efforts. ESA grouped critical community assets into eleven functional categories (e.g., water supply) and assessed their vulnerability to locally-forecasted climate change exposures including higher temperatures, drought, and sea level rise. For assets found to be vulnerable, ESA developed a risk-and-response matrix indicating where the City should take action to</p> 

	<p>improve resilience, based on relative risk, current adaptive capacity, and the type of response action needed. ESA also led of GHG reduction strategy development for the water and solid waste sectors of the S/CAP.</p>
<ul style="list-style-type: none"> ✓ City and Community Energy Efficiency Programs ✓ Municipal and Community GHG Inventories ✓ Amended General Plan Update ✓ Transportation and Land Use: emphasis on improving jobs-housing balance ✓ Public Workshops ✓ Work product used to settle two lawsuits 	<p>City of Pleasanton Climate Action Plan, General Plan Amendment, and EIR</p> <p>ESA assisted the City of Pleasanton with developing and adopting a Climate Action Plan (CAP) that will enable the City to reduce community-wide GHG emissions and help settle two lawsuits related to their recent General Plan Update and its lack of planning for an improved job-housing balance. ESA delivered a complete CAP, revised General Plan provisions to integrate the CAP into the Plan, and CEQA documentation that addresses both the CAP and the General Plan.</p> <p>The Pleasanton CAP scope included refining their GHG inventory and 2020 emissions projection, developing and quantifying emissions reduction measures, prioritizing measures for implementation, and designing a monitoring program. The CAP emphasizes energy efficiency and conservation supported by City programs and leveraging of state and utility programs. ESA convinced the City to expand the initial RFP scope and use the CAP process to help solve its General Plan issues. The ESA team modeled land use, housing and transportation scenarios to identify and illustrate synergistic combinations of vehicle miles traveled (VMT) reduction measures and housing strategies.</p> <p>The ESA team also prepared a General Plan Update Amendment that incorporates land use/housing/ transportation and other CAP goals and strategies into the General Plan concurrent with adoption of the CAP, avoiding the need for a separate amendment and environmental review process. Comprehensive CEQA documentation simultaneously met the regulatory requirements and helped settle the legal issues with the City’s General Plan Update EIR and Housing Element. The scope included public and city staff workshops, and development of the project web site: www.pleasantongreenscene.org.</p>



Section 3
Proposer's Capabilities and Resources



Section 3

Proposer's Capabilities and Resources

Available Resources

ESA is dedicated to providing the necessary resources to address the specific technical expertise required to prepare the CEAP and lead the public outreach for this project. With the commitment of resources overseen by both Jeff Caton, our Director of Sustainable Communities, and our Project Director, Victoria Evans, we can assure City of Ashland staff that we have the capacity and flexibility to meet this fast-track schedule.

Each of our ESA team members is available to the City of Ashland in 2016 to complete this CEAP project. We have reserved their time to fully participate in this project for the labor commitments shown by person in the Cost Proposal included under a separate cover.

Workloads and Anticipated Response Time

In terms of workloads and scheduling, ESA has a policy of reviewing our current backlog before proposing on new projects. We will “No Go” a project if we do not feel as though we will have the resources or time to meet the client’s project schedule. Delivery of on-schedule and on-budget projects is central to ESA’s approach. We employ detailed scopes of work and project schedules to ensure to the greatest extent practical that potential project-delaying issues are accounted for

and avoided throughout the life of the project. Biweekly workload management meetings are conducted to review project schedules and deliverables and balance workload across staff. Once a project is underway, we can track and manage the project budget and schedule using ESA’s Deltek Vision project management software. Staff progress can be tracked on a daily basis, which ensures that project schedules do not slip.

We understand that a sustainable future is important to everyone-- our clients, employee owners, and communities -- and we pledge to be an environmental leader with results. We are committed to integrating the environmental, economic, and social principles of sustainability, into all aspects of our company.
-ESA Mission Statement

We are confident in our ability to meet the City’s deadline because our work plan includes three important features:

- Development of a fast-track work program that provides reasonable time to complete our tasks yet requires close management and scrutiny to ensure continued focus on the final completion date.
- Experienced project management and senior staff assigned to the project that can effectively oversee and direct the work to ensure that milestones are met.

3 | Proposer's Capabilities and Resources

- Sufficient staff resources who can be assigned to the project, avoiding the overextension of staffing capacity.

Jeff will be responsible for monitoring the schedule, identifying any issues that could arise during the course of the project, and reporting the project schedule progress to the City and other stakeholders as applicable. It is our practice to respond to client inquiries within one business day.

Managing a Successful Public Engagement Process

As described in our scope of work, our approach to managing the public engagement process emphasizes maximum inclusion and targeted stakeholder input at the least cost. For example, we plan on clustering multiple stakeholder meetings over the course of a 24-hour period, minimizing travel costs and maximizing the efficiency of the related outreach and logistical efforts needed to ensure that key stakeholders are present at the meetings. Our 'recordkeeping' for public meetings includes staff feedback and lessons learned so that these can inform the next round of meetings and public outreach efforts.

Public Workshop goals will be developed for each meeting and focused on including identifying community-supported and specific climate action goals and implementation measures and/or related actions. We will focus on making information understandable, accessible, open, and transparent, beginning with framing the planning, technical, and process information in a logical, organized way in presentations and materials. We will also ensure that all technical information is prepared so that everyone can understand the meaning and implications. These meetings can be an opportunity for the City to clarify misperceptions the public might have about the constraints,

complexity, and cost surrounding these issues. The meetings will also be organized to encourage a collective integrated thinking process so that all participants feel their ideas and perspectives have been honored and included. We plan to prepare a Goal Setting Summary Report, which summarizes meeting attendance (with the sign-in sheets attached), public comments, and a description of how public comments will be incorporated.

The wider public will be engaged through a project web site, through social media, and through interactive maps that allow the public to be engaged in real time conversations and data sharing. In ESA's experience, these approaches produce the most meaningful input from the public to the CEAP and ensure the public feels their views were included.

Proximity to Ashland

ESA's Project Manager will be managing the Team from our office located in San Francisco. Our Deputy PM, Susan Cunningham is located in an ESA satellite office in Bend, OR, and we also have ESA staff resources available in our Portland branch office. Our teaming partner, Laurie Thornton of LSA, who will be leading the public outreach efforts, is located in Ashland. LSA provides a local presence for the ESA team, familiar with its business community and planning priorities, and will be available on short notice for in-person meetings or any local tasks needed to complete our



Photo credit: David Gibbs Photography

3 | Proposer's Capabilities and Resources

scope of work. ESA plans to utilize our resources in a streamlined way to maximize the benefit to the City, and to minimize the cost to the budget and the environment.

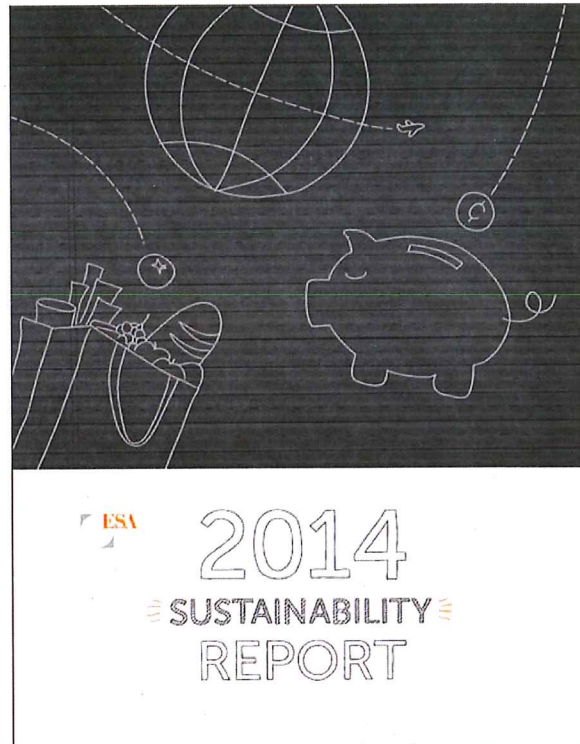
ESA also offers full capabilities in video conferencing, web conferencing, and cloud-based file sharing to minimize physical travel and reduce the carbon footprint of our operations.

ESA's Sustainability Program

ESA is an environmental planning firm with a strong commitment to the natural environment and the communities we live and work in. Over the years we have incorporated green initiatives into our strategic plan that range in providing guidance on procurement to raising staff awareness about sustainability. The firm's "ESA Green" team was developed in 2006 to raise staff awareness about living green. Our 2008 Sustainability Initiative has resulted in an adopted Sustainability Vision and Policy, Sustainability Plan, regional implementation strategies, and clear metrics and goals with clear support from the firm's leadership. ESA is a member of the US Green Building Council with 10 LEED accredited professionals on staff. We currently lease space in a LEED Gold certified building and registered LEED certified building for two of our offices. We actively seek green business certification in the communities that we work in including certifications for our Oakland, Petaluma, and Sacramento offices. We are the 200th Founding Reporter of The Climate Registry and report our annual GHG emissions to both the California Climate Action Registry (CCAR) and The Climate Registry. Earlier this year we were awarded a "Climate Action Leader" designation by CCAR for the reporting we did in 2008.

ESA's Sustainability Plan gives clear guidance on how we aim to eliminate or reduce waste, prevent pollution, and conserve natural resources and

habitats to improve performance, reduce costs, and meet social responsibility goals, while exceeding environmental compliance standards. Further, ESA incorporates sustainability goals into our business plans and practices every year. Sample ESA operational sustainability goals for 2010 include striving to reduce paper consumption in 2010 from 2008 levels by 25% and reducing water use by 10% from our 2007 baseline.



The purchasing guidelines being implemented at ESA include consideration of the following factors: natural resource use (e.g. post-consumer recycled content, no/low toxicity); manufacturing/assembly (e.g.. reduced packaging, energy efficient); product use (e.g. durable, repairable); and end of life (recyclable, biodegradable). Furthermore, ESA's policy of responsibly recycling all used supplies, including e-waste such as computers, through certified recycling and e-waste vendors is in line with the City's policy to address e-waste.

Technical Specialties, Innovative Technology, Methodologies

Over the course of conducting multiple CEAP efforts, ESA developed several innovative techniques and methods that we propose to make available to Ashland for use on this project. These include tools to:

- Streamline selection and prioritization of measures to take in CEAPs,
- track multiple climate effects/impacts for adaptation analysis,

- perform visual data mapping, and
- GIS mapping of climate resilience.

Below is a description of each of these tools that ESA previously developed and used for CEAPs and adaptation planning for cities, counties and other public sector clients.

Energy Measure Prioritization Tool

For a regional energy planning for multiple local governments in Kern County, ESA developed a robust cost-benefit analysis tool to help participating jurisdictions select appropriate measures for their local Energy Actions Plans (EAPs). The tool helps prioritize measures based on selected criteria and cost-benefit analysis. The framework allows informed decisions about capital expenditures and funding, and places each City in a better position to partner with other public agencies and the private sector to implement energy efficiency programs and projects.

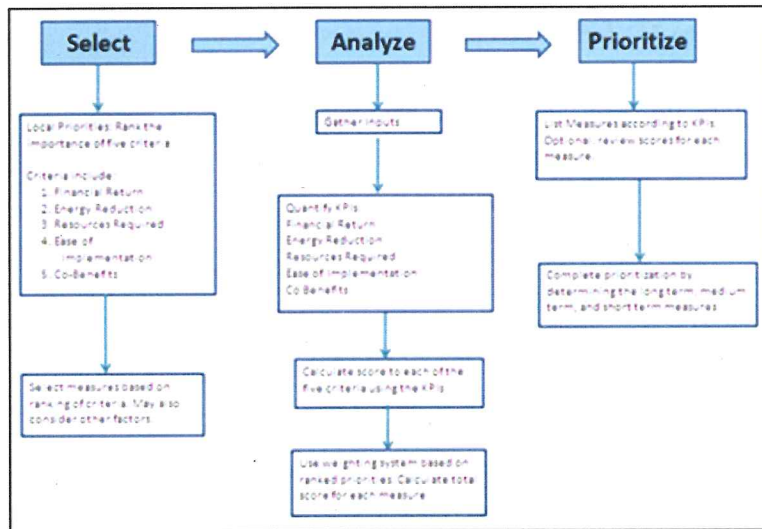


Figure 3.1: Process Flow Diagram for Energy Measure Prioritization Tool

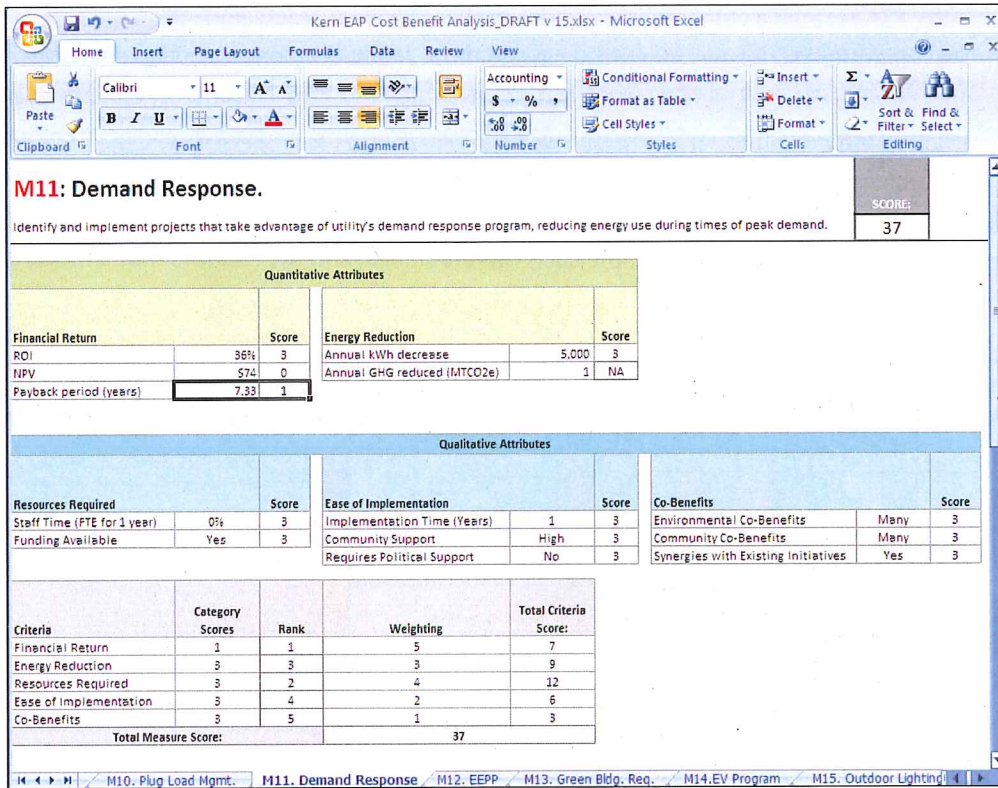


Figure 3.2: Prioritization scoring for sample energy efficiency measure

Adaptation Risk and Response Matrix

For the City of Palo Alto, ESA created a vulnerability and risk profile of critical assets and infrastructure, and identified appropriate adaptation strategies for critical city assets. ESA first developed a comprehensive roadmap for managing climate risk and increasing the long-term resilience of the community climate change exposures including higher temperatures, extreme storms, extended droughts, and sea level rise. A color coded Risk and Response Matrix provides a high level summary of the findings, including the near-term and longer-term vulnerability of specific assets at risk under eleven different categories (e.g., hydroelectric power supply), the City's existing adaptive capacity to accommodate such vulnerabilities, and the recommended response actions.

Relative risk within functional category		Significant risk increase compared to existing conditions										R	A		
		Moderate risk increase compared to existing conditions										P	P		
Asset #		Near-term vulnerability (2050)		Longer-term vulnerability (2100)						Existing Adaptive Measures		Adaptation Response Needed			
		Heat	Precip	Drought	T-fire	SLR	Heat	Precip	Drought	T-fire	SLR				
Emergency Response (ER)															
8	Municipal Services Center (MSC)												* Focus of LHMP, updated every 5 years; * Palo Alto Emergency Operations Plan (EOP); * Levees and flood protection basin	R	* Protect asset, or relocate operations; establish plan for redundancy of operational capability of facility loss
6	Utility Control Center (UCC)												* Focus of LHMP, updated every 5 years; * Palo Alto Emergency Operations Plan (EOP); * Levees and flood protection basin	R	* Protect asset, or relocate operations; establish plan for redundancy of operational capability of facility loss
NA	General fire suppression capability												* LHMP, updated every 5 years; * Eight fire stations dispersed throughout the City;	M	* Fully incorporate climate change risks into future LHMPs
22	Fire Station #8												* Break fire engine at foothills station #8 on red flag days;	M	* Fully incorporate climate change risks into future LHMPs
NA	Low lying access roads (transportation bottlenecks)												* LHMP, updated every 5 years;	P	* Incorporate increased risk of flooding into LHMP; * Establish contingency plan for in case of blocked access
NA	Metromedia fiber optic line near San Francisco Creek												Unknown	M	* Share data with service provider on projected impacts and encourage service provider to add adaptive capacity
NA	City of Palo Alto dark fiber network												Unknown	P	* Assess fiber optic assets for vulnerability to sea level rise and storms/precipitation; assess criticalities, identify consequences of failure and update emergency preparedness plans
NA	Communication towers in foothills												Unknown	P	* Work with service provider to assess communication towers for vulnerability to wildfire hazards; assess criticality, identify consequences of failure, and update emergency preparedness plan
Energy security and infrastructure (ES)															
NA	Long-term hydroelectric power supply												* Resource diversification with the addition of non-hydro renewable resources, local	R	* Increase reliance on supply diversity, energy efficiency, local renewable generation
NA	Grid reliability (response to demand spikes)												* Demand Response (DR) pilot program; compliance with all CAISO grid reliability requirements with respect to local, system, and	M	* Expand DR program; redundant transmission level connection, utilize flexible hybrid resource meet grid reliability needs and to manage intermittent renewables on the grid
8	Municipal Services Center (MSC)												* Focus of LHMP, updated every 5 years; * Palo Alto Emergency Operations Plan (EOP); * Levees and flood protection basin	R	* Protect asset, or relocate operations; establish plan for redundancy of operational capability of facility loss
6	Utility Control Center (UCC)												* Focus of LHMP, updated every 5 years; * Palo Alto Emergency Operations Plan (EOP); * Levees and flood protection basin	R	* Protect asset, or relocate operations; establish plan for redundancy of operational capability of facility loss
3	Utility Engineering Center												* Focus of LHMP, updated every 5 years; * Levees and flood protection basin * Focus of LHMP, updated every 5 years;	R	* Protect asset, or relocate operations; establish plan for redundancy of operational capability of facility loss
16	Colorado Substation												* Palo Alto Emergency Operations Plan (EOP) * Substation has a berm around it for flood	P	* Establish plan for redundancy of operational capabilities in case of facility loss

Figure 3.3: Partial Screen Shot from City of Palo Alto Climate Change Risk and Response

GIS Mapping for Climate Resiliency

ESA recently completed a Redwoods Conservation Plan for an 8,500-acre property in the Santa Cruz Mountains. ESA developed an atlas of resource maps to identify those areas of the property with extraordinary resource potential or conservation value, and to delineate redwood conservation reserve areas. Many of the maps, including the one shown below, examine areas of the property that are expected to be more resilient to the effects of climate change.

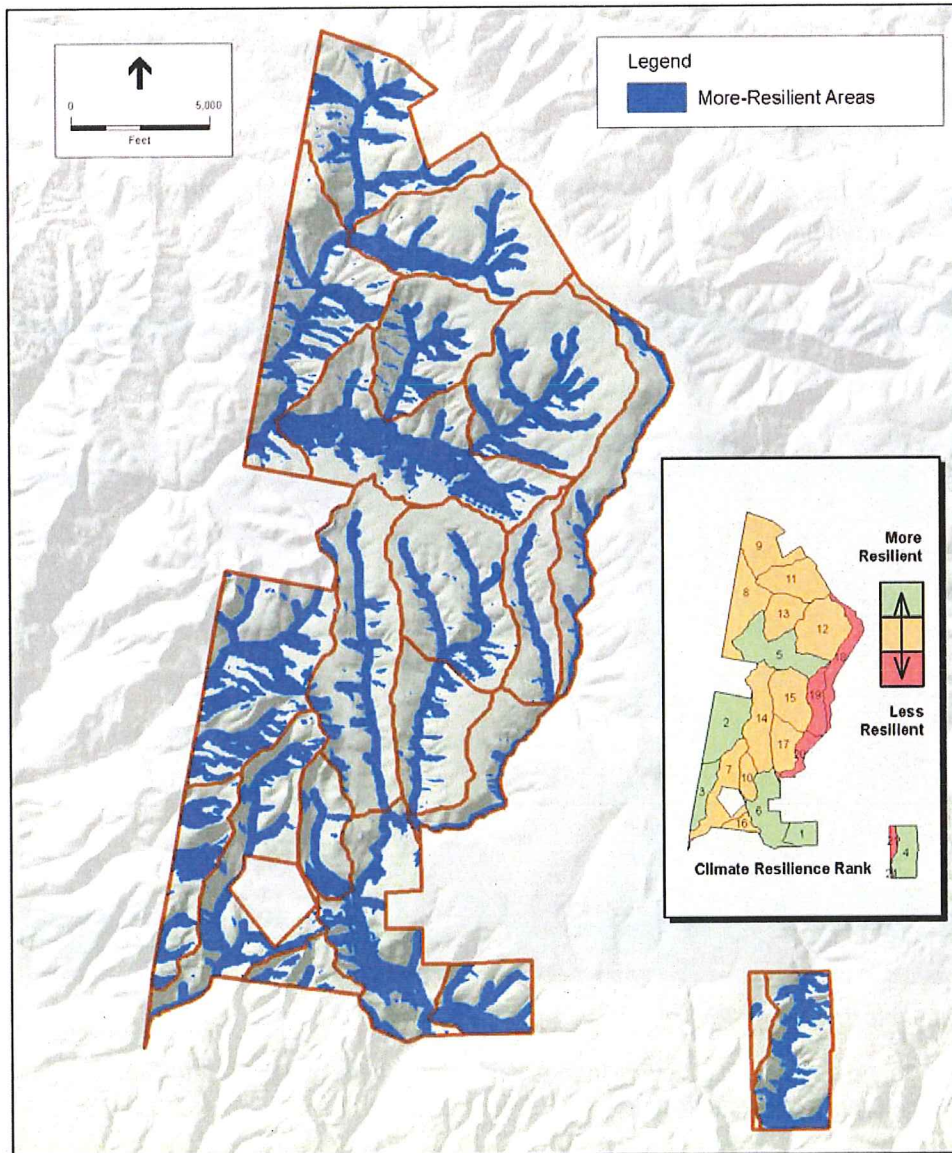


Figure 3.4: Climate Resilience: Topographic Shade and Stream Buffers for the Cemex Redwoods Project

3 | Proposer's Capabilities and Resources

Geospatial & Data Visualization Services

ESA's geospatial & technology services team has extensive experience working collaboratively with climate scientists, researchers and planners to develop custom web-based tools and visualizations oriented for a broad base of end users, including the public. The ESA team employs at focus on end user requirements to ensure graphics, visualizations and tools are valuable. In terms of technologies and services, we offer:

- Depth of skills with ESRI, Google and open source geospatial technologies
- Expertise with modeling and visualization of climate scenarios, vulnerability and adaptation planning
- Responsiveness and flexibility with project partners

These tools have been highly effective as communication & outreach tools to engage stakeholders and the public while providing technical content in a consumable dynamic format.

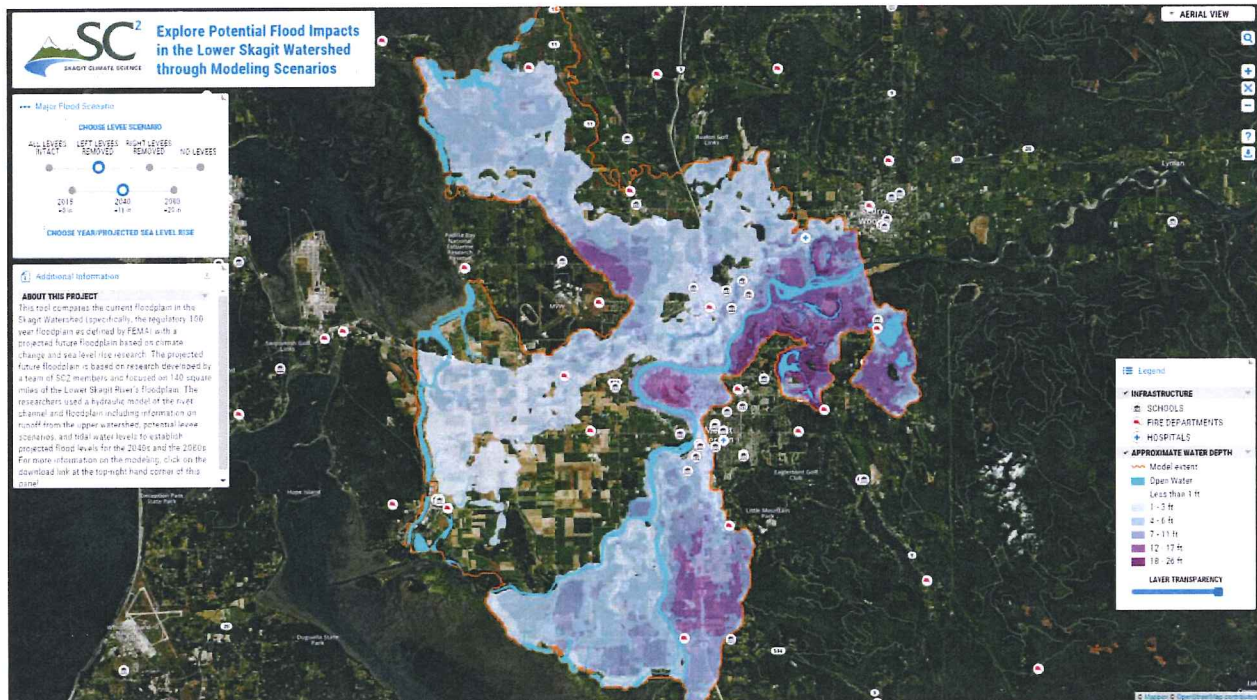


Figure 3.5: Interactive Map Exploring Skagit River

Website – Data Visualization of Sea-level Rise and Flooding in the Skagit Watershed. Skagit County, WA:
<http://www.skagitclimatescience.org/flood-scenario-map/>

Section 4
Proposed Timeline and
Schedule for Completion



Section 4

Proposed Timeline and Schedule for Completion

Our Commitment

We count our client relationships in decades, not years.

We're committed to making each of our client relationships a success.

ESA is an employee-owned and operated environmental planning firm that has been in continuous operation for over 46 years. As such, our exclusive emphasis on planning and environmental consulting ensures our clients that they will receive superior quality and responsive services. Our history, commitment to our employees, and the stability of our firm also ensures that our project teams stay together to see projects to fruition.



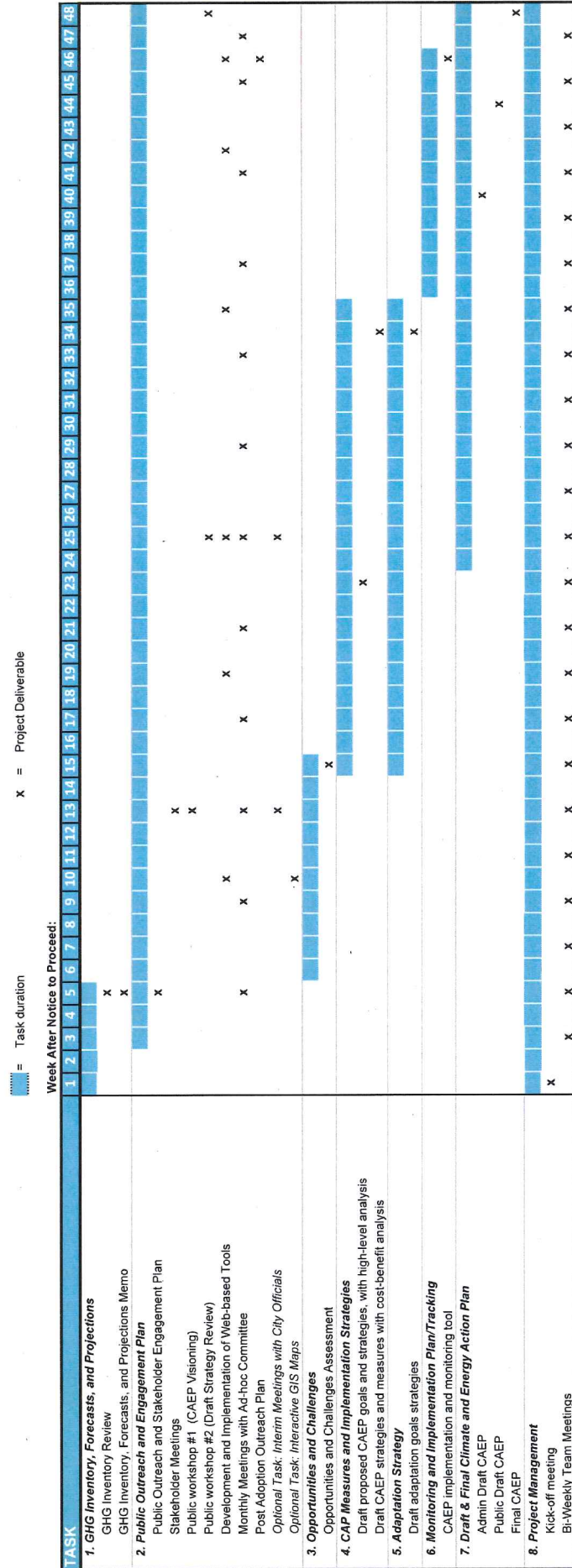
Photo credit: David Gibbs Photography

Our proposed team members for this project have established close working relationships with one another and have experience working on CEAP projects throughout the West Coast, for communities addressing issues similar to those facing the City. By submitting our proposal, we confirm that our team, particularly our project management and leadership team, shall remain in place for the duration of the work program. To further verify our commitment, we encourage the City to contact our references, who will support our service experience, performance and effectiveness.

The proposed timeline and task list identifies milestones and the timeframe in which to complete each phase of the project. ESA recognizes the importance of meeting a schedule that allows the City to achieve the best results in a reasonable period of time. A project of this scale requires careful coordination of a unified team, as well as frequent communication and collaboration with City staff. Our team will essentially serve as an extension of City staff to ensure the City's goals and objectives are implemented. Project management procedures will be established during the project kick-off meeting, including a communications protocol to help ensure timely delivery of services. Please see Figure 4-1 on the following page.

4 | Proposed Schedule and Timeline for Completion

Figure 4.1: Proposed Timeline and Project Milestones



Section 5
References



Section 5

References

ESA has a reputation among its variety of clients for responsive service, technical excellence, and overall quality of work. Below we provide references for the projects described in Section 2.

We invite you to contact these references for information regarding the quality of our work and services.

Figure 5.1: References

Reference	Project Details
<p>Charley Stump Director, Planning and Community Development City of Ukiah 300 Seminary Avenue Ukiah, CA 95482 tel: (707) 463-6219 e-mail: cstump@cityofukiah.com</p>	<p>City of Ukiah Climate Action Plan Prime contractor: ESA Subconsultant: Fehr & Peers: Ashland CAP team members on project: Jeff Caton, Claire Myers, Judith Silver</p>
<p>Adam Lenz Environmental Manager City of Richmond tel: (510) 620-5537 e-mail: adam_lenz@ci.richmond.ca.us</p>	<p>City of Richmond Climate Action Plan Prime contractor: ESA Subconsultants: Raimi & Associates; Fehr & Peers: Ashland CAP team members on project: Jeff Caton, Claire Myers, Vanessa Thompson, James Gregory, Luke Armbruster</p>
<p>Douglas A. Darnell, AICP Senior Planner City of Riverside 3900 Main Street Riverside, CA 92522 tel: (951) 826-5219 e-mail: ddarnell@riversideca.gov</p>	<p>City of Riverside Restorative Growthprint Prime contractor: ESA Subconsultants: Three Squares; Fehr & Peers, National CORE Ashland CAP team members on project: Jeff Caton, Vanessa Thompson</p>
<p>Kathleen Yurchak Interim Director of Operations Services City of Pleasanton 3333 Busch Road Pleasanton, CA 94566 tel: (925) 931-5506 e-mail: kyurchak@cityofpleasantonca.gov</p>	<p>City of Pleasanton Climate Action Plan and EIR Prime contractor: ESA Subconsultants: Fehr & Peers, Town Green, KEMA Ashland CAP team members on project: Jeff Caton</p>
<p>Gil Friend Chief Sustainability Officer City of Palo Alto tel: (650) 329-2447 Email: Gil.Friend@CityofPaloAlto.org</p>	<p>City of Palo Alto Sustainability and Climate Action Plan (S/CAP) Prime contractor: DNV-GL Subconsultants: ESA, MIG, Nelson-Nygaard Ashland CAP team members on project: Jeff Caton, Vanessa Thompson, James Gregory</p>

Section 6
Contractual Terms and Conditions



Section 6

Contractual Terms and Conditions

ESA has reviewed the City's Contract for Climate and Energy Plan (Exhibit C in the RFP) and accepts the terms and provisions as they appear. Further, neither our firm nor our staff have been disbarred, suspended, or disqualified from participating in public procurement activities. Therefore we are eligible to submit our qualifications and cost proposal to the City of Ashland. We have enclosed our Certificate of Insurance and our signed Certificate of Compliance (Exhibit B) on the following pages.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/22/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Woodruff-Sawyer & Co. 50 California Street, Floor 12 San Francisco CA 94111 (415) 391-2141	CONTACT NAME: Valerie Porter-Browne PHONE (A/C, No, Ext): 415-391-2141 E-MAIL ADDRESS: vporter-browne@wsandco.com	FAX (A/C, No): 415-989-9923													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Greenwich Insurance Company</td> <td>22322</td> </tr> <tr> <td>INSURER B: XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Greenwich Insurance Company	22322	INSURER B: XL Specialty Insurance Company	37885	INSURER C:		INSURER D:		INSURER E:		INSURER F:
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INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															
INSURED Environmental Science Associates 550 Kearny Street, Suite 800 San Francisco, CA 94108															

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR TR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Stop Gap <input checked="" type="checkbox"/> Contractual Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	Y		GEC001336712	01/01/2015	01/01/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS \$5,000 <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS Ded.	Y		AEC001336512	01/01/2015	01/01/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	Y		UEC001336612	01/01/2015	01/01/2016	EACH OCCURRENCE \$ 9,000,000 AGGREGATE \$ 9,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WEC001337412	01/01/2015	01/01/2016	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Prof/Poll Liability- Cov. A Clms. Made Retro Date: 10/1/89			PEC001336812	01/01/2015	01/01/2016	Each Occurrence: \$5,000,000 Aggregate: \$5,000,000 SIR: \$100,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Specimen Certificate of Insurance- Issued as Evidence of Renewal Coverage
Policies contain a 30 day notice of cancellation and a 10 day notice of cancellation for non-payment of premium.

CERTIFICATE HOLDER

CANCELLATION

SPECIMEN CERTIFICATE OF INSURANCE
C/O Environmental Science Associates
550 Kearny Street, Suite 800
San Francisco, CA 94108

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Valerie Porter-Browne

LOAN #:

ID #:

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EXHIBIT B

Certificate of Compliance

Compliance with Oregon Tax Laws:

In compliance with OAR 137-047-0260(2)(e), I hereby attest or affirm under penalty of perjury: That I am authorized to act on behalf of the proposer in this matter, that I have authority and knowledge regarding the payment of taxes, and that contractor is, to the best of my knowledge, not in violation of any Oregon Tax Laws, as defined in ORS 305.380.

Compliance with Nondiscrimination Laws:

In compliance with ORS 279A.110(4), OAR 137-046-0210(2) and OAR 137-047-0260(2)(a)(E), I hereby attest or affirm under penalty of perjury that I am authorized to act on behalf of proposer in this matter, and to the best of my knowledge the proposer has not discriminated and will not discriminate, in violation of ORS 279A.110(1), against a minority, women or emerging small business enterprise certified under ORS 200.055 or against a business enterprise that is owned or controlled by or that employs a disabled veteran as defined in ORS 408.225 in obtaining a required subcontract.

Corporate Officer:

By: Gary W. Oates
Signature

GARY W. OATES
Print Name

Title: President and CEO

Date: December 14, 2015

Appendix A
Resumes





Jeffrey R. Caton, PE, LEED® AP

San Francisco Bay Area Director, Sustainable Communities / Project Manager

EDUCATION

B.S. in Environmental Engineering, University of Michigan, Ann Arbor

26 YEARS EXPERIENCE

CERTIFICATIONS/ REGISTRATION

Registered Professional Engineer, California, # 45127

LEED Accredited Professional, US Green Building Council, 2009

Trained as Lead Verifier, AB32 GHG Reporting

PROFESSIONAL AFFILIATIONS

Member, Technical Advisory Committee for STAR Community Rating System

Advisory Committee for SEEC ClearPath tool development

Jeff has almost three decades of planning, engineering, and business management experience and specializes in climate change and other sustainability issues. Jeff helps clients develop and manage their sustainability and climate change initiatives through strategy development, benchmarking, performance measurement, and various communications media. His project management experience includes Climate Action Plans, Sustainability Master Plans, Climate Change Adaptation Plans and all aspects greenhouse gas (GHG) emissions management including evaluation of carbon-related risks and opportunities, carbon footprint analysis, carbon market analysis, GHG inventory design and development, emissions quantification, reduction strategies, public reporting, and verification. He is particularly adept at assessing environmental and sustainability performance and communicating that performance to stakeholders, as well as aligning sustainability goals with organizational strategy. Jeff led the development of CAPs for the cities of Pleasanton, Ukiah, Hughson, Oakdale, Delano and Oxnard, and is currently leading the highly innovative City of Riverside Restorative Growthprint (CAP + economic plan) and the City of Palo Alto Climate Change Adaptation Roadmap.

Relevant Experience

City of Richmond Climate Action Plan, Project Manager. Jeff is leading the consulting team that is developing the City of Richmond Climate Action Plan (CAP), which provides a roadmap for reducing community-wide GHG emissions and preparing this coastal City for the anticipated impacts of climate change on public health, infrastructure, ecosystems, and public spaces. The CAP builds upon the City's Health in All Policies Strategy, providing the vision, goals, and specific actions that will be needed to strengthen the connections between climate protection, community resilience, public health, local economy, and social equity. The project includes extensive public outreach, coordination with multiple agencies and stakeholders, and development of robust metrics and tools that will enable the City to track CAP implementation and monitor community GHG emissions reductions.

City of Ukiah Climate Action Plan. Project Manager. Jeff assisted the City of Ukiah with developing a qualified CAP that will guide future reductions of GHG emissions across the community and enable the City to accommodate growth in a manner that is consistent with the goals of AB 32 and SB 375. ESA led public outreach and worked with City staff and the municipally-owned utility to develop

a comprehensive collection of policies, programs and actions focused on the sectors of energy, transportation, land use, water, and solid waste.

City of Palo Alto Sustainability and Climate Action Plan (S/CAP). *Adaptation Task Leader.* Jeff led development of the Palo Alto Climate Change Adaptation Roadmap, which examines a broad spectrum of the community's climate change vulnerabilities and prioritizes adaptation responses based on the risks, needs, and synergies with related planning efforts. ESA grouped critical community assets into eleven functional categories (e.g., water supply) and assessed their vulnerability to locally-forecasted climate change exposures including higher temperatures, drought, and sea level rise. For assets found to be vulnerable, Jeff developed a risk-and-response matrix indicating where the City should take action to improve resilience, based on relative risk, current adaptive capacity, and the type of response action needed. ESA also led the GHG reduction strategy development for the water and solid waste sectors of the S/CAP.

City of Pleasanton, CA, Climate Action Plan. *Project Manager.* ESA developed a Climate Action Plan (CAP) to enable the City to reduce community-wide GHG emissions and help settle two law suits related to their recent General Plan Update. ESA developed comprehensive CEQA documentation to simultaneously meet the requirements for a "qualified" CAP per the BAAQMD draft guidelines, address the Attorney General's lawsuit on the General Plan Update EIR, and respond to a second lawsuit regarding the General Plan's Housing Element.

City of Riverside Restorative Growthprint. *Project Manager.* ESA is leading development of the City of Riverside Restorative Growthprint, a plan for reducing GHG emissions while inspiring economic development through investment in urban development, urban infrastructure, urban mobility systems, smart growth, and entrepreneurship. The project has a large stakeholder engagement component, including the fostering of public-private partnerships between the City, the local business community, and local higher-education institutions including the University of California at Riverside.

City of Eureka Climate Action Plan. *Task Leader.* Jeff is leading the development of the City's CAP, which is part of the ESA-led comprehensive update to the City of Eureka's General Plan and Local Coastal Program (LCP) update. Key issues being addressed include integration of the General Plan, CAP and LCP, opportunities relating to coastal-dependent and inland industrial lands, annexation feasibility, corridor revitalization and enhanced retail services, diversified housing, the higher than average homeless population, public safety, mobility including traffic along U.S. 101, GHG reduction, sea level rise vulnerability and adaptation, financing tools and sustainability, historic building and neighborhood preservation, and the sensitive use of the City's resources including Humboldt Bay, the deep water port, and the adjacent redwoods.

City of American Canyon Energy Efficiency Climate Action Plan (EE CAP). *Project Manager.* Jeff led the effort to develop a community-wide Energy Efficiency Climate Action Plan (EE CAP) to enable the City to lead the community with innovative programs for energy efficiency, sustainability and climate change. The project, funded largely by PG&E, focuses on energy consumption and conservation. ESA updated the City's baseline GHG inventory, established baseline energy consumption, and developed feasible policies, programs and measures that cost-effectively reduce GHG emissions generated by buildings across the community and government sectors. The project included significant public outreach, and close coordination with PG&E.



Victoria Evans

Principal Associate / Project Director

EDUCATION

M.S., Natural Resource Policy and Administration, University of Michigan, Ann Arbor.

B.S., Natural Resource Management, University of Michigan, Ann Arbor.

35 YEARS EXPERIENCE

CERTIFICATIONS/REGISTRATION

Verifier, GHG Compliance Offset Projects, California Air Resources Board, 2012. (Lead Verifier; Project Verifier: Livestock Management and ODS)

Project Management Certification, PMI, 2012.

Lead Certifier Trained, Greenhouse Gas Inventories, California Climate Action Registry, 2006.

Mediator Certification, State of California, 2002.

PROFESSIONAL AFFILIATIONS

Board Member, Air & Waste Management Association

Golden West Section, ,2008-present

Mother Lode Chapter, 2007-2008

Advisor, UC Davis Student Chapter, A&WMA, 2006-07

Victoria Evans has more than 35 years of professional experience in Greenhouse Gas (GHG), energy, carbon, climate, air quality, energy, environment and sustainability projects. As the prior Climate and Greenhouse Gas (GHG) Services Practice Lead at two major environmental consulting firms, Victoria directed more than 150 GHG/carbon footprint and energy analyses for companies as diverse as 3M, Comcast, The Dow Chemical Company, National Grid, U.S. Gypsum, U.S. Postal Service, Citgo, Chevron, Valero, Marine Corps Installations-West, and Edwards Air Force Base. She has also led in the analysis of climate change impacts, while advising on adaptation policy for the Keystone XL Pipeline (U.S. Dept. of State), Port of San Francisco, Northeast Gas Association, a major gold mining firm and two major oil firms. With more than 60 technical papers and presentations to her credit, Victoria is a frequently sought after speaker, instructor and panel moderator based upon her delivery of valuable information.

Relevant Experience

Prior to Joining ESA

Climate Change, Adaptation and Risk Analysis

Climate Risk Analysis (Climate Impacts and Adaptation), Keystone XL Pipeline, Supplemental EIS, U.S. Department of State, US. *Task Lead.* Ms. Evans led staff to conduct a high level assessment of the impacts of climate change upon the construction and operation along the route of the proposed Keystone Pipeline in Montana, South Dakota and Nebraska. She identified potential types of impacts upon the pipeline and mitigation of those projected impacts.

Climate Change Effects and Impacts on the Water Balance for a Mine Expansion: World Bank Environmental Assessment. Global Gold Mining Company, Chile and Argentina, South America. *Project Manager.* Ms. Evans led a team to provide guidance on the projected climate effects and impacts for application in a water balance study out to the year 2040 of a mine operation in the high Andes. The team provided appropriate downscaled climate model results for the project region and identified the time horizons of these changes to generate a set of potential impacts to consider in the mid- and long-term planning for the water balance of operations at the mine.

Climate Change: Sea Level Rise Evaluation and Mitigation Study, Port of San Francisco, San Francisco, CA. *Technical Advisor.* Ms. Evans was a technical advisor to the Port, who is responsible for the care and maintenance of 7.5 miles of San Francisco Bay shoreline under the California Tideland Trust. Ms. Evans served on a team to evaluate the potential need to implement mitigation

AWARDS

Guest Lecturer, Green
MBA Program,
Dominican University,
2013

Jack Horton Fellowship,
SEAS-Seminars and
Environmental Arts and
Sciences, June 1984

Special Achievement
Award, from Assistant
Secretary of the
Department of the
Interior, December 1980,
National Park Service

measures for the effects of sea water flooding and increased wave action. She reviewed a synthesis of the results of downscaled climate change modeling for the state of California along with associated state agency policy recommendations/initiatives to address climate change. Based upon these results, Ms. Evans advised hydraulic modeling to provide an estimate of SLR and storm surge run-up.

Methodology Development and Adaptation to Climate Change for Natural Gas Local Distribution Company (LDC) Consortium, NYSEARCH. Northeast U.S. GHG Task Lead. Ms. Evans led the team that evaluated climate change effects on eight LDCs across eight northeastern states and developed a methodology to assess impacts and risks for infrastructure, operations and business for adaptation planning. This study was an initial high-level examination of climate change effects and defined an adaptation analysis framework that encompassed identifying, evaluating, and developing strategies to adapt to these climate impacts. She developed an analytical adaptation framework model that identified the climate changes, effects and secondary impacts and how these would affect this industry's infrastructure.

Climate Action Planning

City of Riverside, GHG Inventory: Future Projections and Reduction Measures and Revisions to Climate Action Plan, Riverside, CA. *Technical Advisor.* Ms. Evans supported an effort to develop a Community Level Greenhouse Gas (GHG) Inventory, and to update the work previously completed to develop a Municipal Operations GHG Inventory. The team developed one GHG Inventory for the 2007 calendar year to serve as the City's baseline that includes both Local Municipal Government Operations and Community GHG emissions. The team also developed example GHG emission reduction measures for the City to consider implementing to meet emission reduction goals.

City of Palo Alto, Cost/Benefit Analysis of the Climate Protection Plan, Palo Alto, CA. *Project Manager.* Ms. Evans directed staff to support screening of alternative greenhouse gas emissions reduction options and evaluation of the benefits and costs associated with greenhouse gas reductions from approximately 25 transportation, waste and green building measures proposed in the City's Climate Protection Plan.

Voluntary Greenhouse Gas Reporting and Carbon Disclosure

National GHG Inventory (The Climate Registry), U.S. Postal Service, 50 States. *Project Manager.* Ms. Evans led a team of GHG practitioners to prepare a verifiable inventory of GHG for reporting to The Climate Registry. In addition, her team prepared the inventory for the first reporting under Executive Order 13514 for Scopes 1, 2 and 3 emissions. This project also involved evaluation of Scope 3 GHG and provided recommendations for improvements.

Implementation of Hara EEM Software for Enterprise Carbon/Energy Accounting and Sustainability Reporting, UCSF, San Francisco, CA. *Project Manager.* Ms. Evans led staff in the implementation of Hara EEM for tracking GHG emissions from all of the UCSF campus operations to provide a dashboard for monitoring and tracking emissions along with reduction projects.



University of California Davis, First Campus-wide Greenhouse Gas Emissions Inventory, Davis, CA. *Co-sponsor and Technical Advisor (staff).* Ms. Evans provided technical support to University operations staff. The voluntary inventory was certified and reported to the California Climate Action Registry. UCD serves almost 30,000 students and employs 26,500 UCD staff.

Comprehensive Greenhouse Gas Inventory, Edwards AFB, CA. *Technical Advisor.* Ms. Evans provided advice and guidance in preparation of the first comprehensive greenhouse gas (GHG) inventory (Scopes 1 and 2) for the Base. The GHG inventory is verifiable by a third-party under protocols established by the California Air Resources Board (CARB), the US EPA, and The Climate Registry. She also developed recommendations for compliance with state and federal regulations while identifying cost-saving and streamlining measures.

Greenhouse Gas Emissions Inventory, California Comcast Cable Operations, Statewide. *Task Lead.* Ms. Evans led a team to compile the first GHG inventory for Comcast for California cable operations. The inventory included 77 major facilities and over 17,000 minor facilities (outside plant) with over 3,200 fleet vehicles. The Climate Registry protocol was used as the basis for the inventory of Scopes 1 and 2 emissions. Monthly invoices from sixteen electricity providers and two natural gas suppliers were reviewed for usage. A database was developed.

Sunpower Corp, Carbon Disclosure Project Reporting Support and Comparison of Sustainability Measures to Industry Peers, Global. *Technical Advisor.* Ms. Evans provided technical advice to a team preparing responses for the global operations of Sunpower Corp. to submit in their report to the CDP.

Proprietary Consumer Electronics Co., Carbon Reporting Support and Intra-industry Comparison of Carbon Footprints and Sustainability Reporting, Cupertino, CA. *Project Manager.* Ms. Evans led a small team to support a pilot environmental reporting effort with 200 contract manufacturers in the client's supply chain in China. This effort focused upon environmental data that commonly support Scope 3 greenhouse gas (GHG) emission calculations, such as energy and water use.

Education and Training- GHG Inventories and Climate Change

Greenhouse Gas Reporting and Management, Multiple Locations. *Instructor.* Taught 7 half day sessions for GHG Inventory Reporting in national venues at two Air and Waste Management Association (AWMA) annual conferences, two AWMA Specialty Conferences on Greenhouse Gas Management, and two Energy, Utility and Environment Conferences (EUEC) in Phoenix. Taught two full day classes at the AWMA Greenhouse Gas Reporting Workshops. Prior to joining ESA, served as the primary Instructor for Internal Training in 6 one-hour modules on GHG inventories, Carbon Reporting, GHG reduction project protocols, the EPA Reporting Rule, and federal climate legislation. All were broadcast nationally and internationally with over 600 attendees.



Susan L. Cunningham

Land Use & Regulatory Planning

Susan is passionate about helping her clients resolve issues and achieve their goals in an efficient and cost-effective manner. Susan is service-minded, responsive, detail-oriented, and thorough in her approach to problem solving and planning. To this end, Susan strives to equip her clients with an understanding of the laws and regulations affecting their situation so that they are able to make informed decisions about how to achieve their desired result. When engaging in agency negotiations, Susan diligently advocates for her clients in a professional and thoughtful manner, always mindful of the desired outcome.

Susan has 26 years of experience in land use and environmental planning and compliance. She has specialized experience in regulatory compliance and environmental documentation for projects with complex environmental issues. With this understanding, she has served as the link between project planning and development and has bridged the gap between project design and regulatory compliance requirements. She has assisted several jurisdictions with comprehensive plan amendments or the addition of zoning ordinances.

EDUCATION

BS, Biology, University of Oregon, 1988

26 YEARS EXPERIENCE

CERTIFICATIONS/ REGISTRATION

Wetland Delineator,
Seattle District, U.S.
Army Corps of Engineers

Certificate of
Qualification, Biological
Assessment, Oregon
Department of
Transportation (ODOT),
expires 2017

Relevant Experience

Hood River Columbia River Waterfront Infill Area Economic, Social, Environmental and Energy Analysis, Port of Hood River, OR. *Project Manager.*

Susan served as the project manager on this highly public project in Hood River. Under Goal 5 of the Oregon Land Use Law, local jurisdictions are required to identify and protect significant natural resources. As part of their periodic review the City of Hood River needed to adopt a natural resources ordinance. The project followed the subsequent steps in the Goal 5 process: identification of conflicting uses; analysis of economic, social, environmental, and energy (ESEE) consequences of protecting resources where conflicts exist; and development of a plan to protect significant resources. The development of the waterfront was a very politically charged topic. Susan worked with the City and Port staff to develop the ESEE analysis and get the Goal 5 ordinance adopted over a three month period. This required extensive coordination with Oregon Department of Land and Conservation and Development, two working sessions of City Council and two presentations at City Council meetings.

Happy Valley Economic, Social, Environmental and Energy Analysis, Happy Valley, OR. *Biologist.*

Susan assisted the City with the a Goal 5 update to their comprehensive plan. Susan performed an inventory of significant natural resources within the Happy Valley City limits. Wetlands and significant wildlife were identified, mapped, and described according to Goal 5 guidelines. Susan assisted the City with identification of conflicting uses; analysis of economic, social, environmental, and energy (ESEE) consequences of protecting resources where conflicts exist; and development of a plan to protect significant resources.

Madden Property Economic, Social, Environmental and Energy Analysis

Analysis, City of Happy Valley, OR. *Biologist.* Susan conducted a habitat evaluation on property that was identified as a Goal 5 resource in the City limits of Happy Valley. This habitat evaluation was used as background information for an ESEE analysis done for the proposed project. The ESEE analysis determined the effects the development would have on the resource.

Hayden Island Goal 5 Habitat Assessment, Riverbend Sand and Gravel, Polk County, OR. *Biologist.*

Hayden Island contains the second largest great blue heron rookery on the Willamette River, and it is designated as an aggregate site in Polk County. Susan worked with Riverbend Sand and Gravel (owners of Hayden Island), Polk County, and Oregon Department of Fish and Wildlife (ODFW) to complete an operations plan allowing for aggregate mining and protection of the rookery. As part of the habitat assessment, Susan prepared per an Economic, Social, Environmental and Energy (ESEE) analysis. The ESE Analysis was used to amend the Polk County Comprehensive Plan.

Kodiak Airport Environmental Impact Statement, ADOT&PF and FAA

Authorized Agent. Congress passed Public Law 109-115 that required the owner or operator of an airport certificated under 49 U.S.C. 44706 (such as the Kodiak Airport) improve the airport's Runway Safety Areas (RSAs) to comply with the FAA design standards (FAA Advisory Circular 150/5300-13), by the end of 2015. Two of the Kodiak Airport RSAs do not meet current safety standards. In the Record of Decision (ROD) issued for the project by the FAA, they selected to enhance the RSAs by creating two land mass extensions Chiniak Bay (requiring a total fill of 19 acres). The Kodiak Airport and surrounding submerged lands are located on lands that were federally withdrawn under the Alaska National Interest Lands Conservation Act (ANILCA). Under ANILCA, the upland land is managed by the US Coast Guard and the submerged lands by the US Fish and Wildlife Service as part of the Alaska Maritime National Wildlife Refuge (NWR). The Kodiak Airport RSA Project would place fill into 19 acres of the Alaska Maritime NWR (which is also a Section 4(f) resource). Susan served as the Authorized Agent for Alaska Department of Transportation & Public Facilities (ADOT&PF). Her unique role was to be embedded into the FAA's EIS team (led by Mead and Hunt) to represent ADOT&PF, develop appropriate mitigation, negotiate with regulatory agencies, and secure the required permits. She also authored the Mitigation Chapter of the Environmental Impact Statement (EIS) and ROD. She was responsible for securing the Section 404 permit, and obtaining the right-of-way permit that allowed the fill into the Alaska Maritime NWR. This required an ANILCA Title XI application and an amendment to the Alaska Maritime NWR Comprehensive Conservation Plan. In addition to preparing the application, she worked closely with US Fish and Wildlife Service to prepare findings they could approve and support, and as required by the ANILCA, she had to present at two public hearings (one in Washington D.C., the other in Kodiak).

Fanno Basin Pump Station Expansion Project, Brown and Caldwell and City of Portland Bureau of Environmental Services, Portland, OR. *Project Manager.*

The Fanno Basin Pump Station did not have the capacity needed to service the Fanno Basin area. The project location is located outside of city limits in Washington County. The property is zoned residential, allows basic utilities as a

conditional use. One of the requirements of a condition use is that the utility is identified in the public facilities plan. A new pump station for the Fanno Basin was not identified in the City of Portland's Public Utilities Plan. In order for the land use application to be approved, the facilities plan had to be amended first. Susan worked with the City to update and amend the facilities plan. This included working with the legal department to update the facilities plan and prepare an ordinance to amend the Public Facilities Plan that was required to be approved by City Council. The amendment was presented at two City Council meetings. The City Council approved the ordinance and the facilities plan was amended to include the proposed utilities improvement in the Fanno Basin. Susan is currently working with the City of Portland and Washington County on developing a proposal to amend the County's Comprehensive Plan to rezone the property as Institutional.

Foothills District Framework Plan, Lake Oswego, OR. *Project Manager.* . ESA
The Lake Oswego City Council approved a Pre-Development Agreement for the establishment of a Framework Plan for redeveloping the Foothills District, a 120-acre area located east of downtown Lake Oswego along the Willamette River. The Framework Plan combined planning, infrastructure, development viability and neighborhood livability issues in order to achieve a common vision for mixed-use development. Approximately 40% of the area identified for redevelopment within the Foothills district lies within the 100-year floodplain of the Willamette River and the Lake Oswego Flood Management Area. Susan managed the overall project for ESA VA.

Transit Oriented and Joint Development Program, Metro, Portland, OR.
Project Manager. Susan I served as the project manager for this multi-discipline project to prepare a programmatic Environmental Assessment (EA) for Metro to secure a New Starts Grant for the first Transit Oriented and Joint Development project in Portland. The EA provided programmatic guidance on how projects would be developed, the goals for the program, and what objectives each project was required to meet. The EA was structured so that additional projects could tier off it and be cleared with minimal additional National Environmental Policy Act documentation required. My responsibilities included managing the preparation of the environmental assessment, representing the client in public meetings and in front of Metro and Tri-Met Boards, project coordination and administration. The Federal Transit Administration was the lead agency. As a result of the project approach, Metro was awarded a Grant for \$15 million which was the spring board for the mixed use developments around the MAX stops throughout the system.

Work Experience:

Senior Environmental Biologist, ESA VA, *January 2002 - Present*
Environmental Manager, Parsons Brinckerhoff Quade & Douglas, Inc., *1998 - 2001*
Sr. Environmental Planner, David Evans and Associates, Inc., *1991- 1998*
Wildlife Biologist, Willamette National Forest, *August 1988 - 1991*

Volunteer Work:

Mirror Pond Sedimentation Technical Advisory Team
Bend 2030 Project Management Team

RESUME

Laurie Thornton Principal Landscape Architect

Laurie Thornton Principal at Laurie Sager & Associates, Landscape Architects, Inc. is a licensed landscape architect in both Oregon and California. After graduating from the University of Oregon in 1998 with a degree in landscape architecture, Laurie's career began in Santa Barbara and continued to Carmel and San Francisco, Cabo San Lucas and Sayulita Mexico, and for the past thirteen years, back home in Southern Oregon. This diverse work history has helped Laurie to develop creative and wide ranging design skills, which translate into innovative and beautiful landscapes for the client. Creative and sustainable design, innovative storm water solutions, extensive plant knowledge and attention to detail are a few of the important skills that Laurie brings to each project. In addition, Laurie's ability to provide collaborative leadership on projects large and small and to bring effective communication skills to every project, has proven to be a key to her success.

EXPERIENCE

2007-PRESENT LAURIE SAGER AND ASSOCIATES LANDSCAPE ARCHITECTS, INC. - PRINCIPAL
2003-2007 KENCAIRN SAGER LANDSCAPE ARCHITECTURE, INC. - PRINCIPAL
2001-2003 KENCAIRN ENVIRONMENTAL DESIGN - LANDSCAPE ARCHITECT
2001 GEORGE GIRVIN ASSOCIATES, SAN RAFAEL, CA - LANDSCAPE ARCHITECT
1998-2001 CASTLEBERG SUDING LANDSCAPE ARCHITECTS, SANTA BARBARA, CA - LANDSCAPE DESIGNER

EDUCATION

1998 BACHELOR OF LANDSCAPE ARCHITECTURE
UNIVERSITY OF OREGON, EUGENE, OR
1992 BACHELOR OF ARTS - INTERNATIONAL BUSINESS, MINOR - ANTHROPOLOGY
ECKERD COLLEGE, ST. PETERSBURG, FL

PROFESSIONAL ORGANIZATIONS AND AFFILIATIONS

2001-2009 CITY OF ASHLAND STREET TREE COMMISSION
2006-PRESENT MEDFORD ROGUE ROTARY - BOARD OF DIRECTORS IN 2009-2010
2006-2011 INTERNATIONAL SOCIETY OF ARBORICULTURE PROFESSIONAL MEMBER - ARBORIST
2007-PRESENT ASLA FULL MEMBER #1112693

CREDENTIALS

2001-PRESENT STATE OF CALIFORNIA REGISTERED LANDSCAPE ARCHITECT LICENSE #4575
2003-PRESENT STATE OF OREGON REGISTERED LANDSCAPE ARCHITECT LICENSE #527
2007-2011 INTERNATIONAL SOCIETY OF ARBORICULTURE CERTIFIED ARBORIST #PN-6320-A

ADDITIONAL TRAINING

2008 STORMWATER MANAGEMENT MANUAL CERTIFICATION - CITY OF PORTLAND
2007 GREEN ROOF DESIGN - GREEN ROOFS FOR HEALTHY CITIES



James Gregory, PE

Hydrologist / Hydraulic Modeling

EDUCATION

M.S., Environmental Engineering, University of California, Berkeley

B.S., Civil Engineering and Environmental Engineering, University of Colorado

7 YEARS EXPERIENCE

CERTIFICATIONS/ REGISTRATION

State of California
Professional Engineer,
C80214

James is a fluvial engineer with a background in water quality, flood management, climate change analysis, and hydraulic and hydrologic modeling. He earned his Master of Science degree in Environmental Engineering from the University of California, Berkeley, with a focus on groundwater hydrology, advanced fluid mechanics, applied stream ecology, aqueous geochemistry, and environmental physical and chemical processes. As part of ESA's Fluvial Team, James focuses on managing projects while conducting and overseeing hydraulic and hydrologic modeling for a wide range of applications including flood management, river restoration, and climate change vulnerability assessments. James has conducted several studies analyzing the impact of climate change on watershed hydrology and the vulnerability of natural systems and infrastructure to flood risk under future climate conditions. He has developed and calibrated single- and multi-dimensional hydrodynamic models to evaluate flood dynamics and project alternative performance for riverine and estuarine environments. James also has extensive experience in field data collection, topographic surveying, and GIS, and has developed multiple script-based and GIS tools to process, analyze, and visualize a wide array of datasets. James has been a licensed professional civil engineer in the State of California since 2012.

Relevant Experience

East Bay Municipal Utility District (EBMUD), Rainwater Capture and Use Evaluation. *Project Engineer.* ESA conducted a study to evaluate the volume of rainwater that could potentially be captured from the roofs of residential customers within the EBMUD service area. The study included analysis of potential rainwater capture and use under existing conditions and two future rainfall conditions under the effects of climate change. James provided analysis of climate change data to quantify rainfall conditions under future climate scenarios. James developed tools to process and analyze downscaled climate model output for a suite of climate models driven by the latest emissions scenarios from the IPCC. The tools were used to estimate monthly rainfall out to 2100 for medium and high climate change conditions for each watershed tributary to the EBMUD service area. The monthly rainfall was used to estimate monthly capture volume for different customer capture and storage scenarios. The results of this study will inform water supply planning and aid EBMUD in assessing the potential for rainwater capture to augment its water supply portfolio now and into the future.

The Nature Conservancy, Calleguas Creek Climate Change Impacts to Fluvial and Coastal Flooding, Ventura County, CA. *Project Manager.* ESA analyzed the impacts of climate change on flood hazards for Calleguas Creek as part of The Nature Conservancy's Coastal Resilience Program. This program provides planning tools to inform communities about their vulnerability to flood hazards under climate change stress. Calleguas Creek drains to the Pacific Coast near

running adjacent to the Naval Base Ventura County and Mugu Lagoon. The channel is an open mouth system and the base is vulnerable to coastal flooding and erosion as well as extreme fluvial flood events. With sea level rise and the potential for increased storminess due to climate change, flood risk on the lands adjacent to the creek may intensify in the future. ESA simulated the impacts of climate change on coastal water levels and river discharges using two-dimensional hydrodynamic modeling. James managed the project including leading the development of the 2D model using the new HEC-RAS 2D application. Through this project ESA produced flood hazard layers for a suite of climate scenarios which will be hosted on the The Nature Conservancy's seamless web mapper.

Santa Barbara County Local Coastal Program, Santa Barbara County, CA.

Project Engineer. Following the methods of previous studies for Monterey Bay and Ventura County, ESA is modeling projected climate change impacts to the coast of Santa Barbara at a scale suitable for planning purposes. Using a variety of SLR and wave climate scenarios, ESA will produce maps of projected future coastal hazards which include an integrated approach of stepping through time eroding the coast and flooding newly eroded areas through hydraulic connectivity. In addition, this study will provide estimates of future erosion rates, flood elevations and depths of flooding at various planning horizons into the future. Finally the issue of uncertainty in the projections will be done by developing a variety of projected impacts then overlapping them and developing an uncertainty index that shows relative risk of impact. James is conducting geomorphic analysis of the Santa Barbara County shoreline and developing a set of future erosion and flood hazard zones for future sea level rise scenarios.

Cambridge Systematics and Caltrans, Caltrans Addressing Climate Change.

Project Manager. ESA has been contracted by Cambridge Systematics to assist in conducting an analysis on the potential impacts of climate change to California infrastructure. ESA will provide information on climate trends and their environmental consequences to assist California Regional Transportation Planning Agencies in preparing for climate change impacts on transportation infrastructure. Mr. Gregory developed analysis tools using downscaled California climate data to evaluate changes in climate trends until year 2100.

The Nature Conservancy, Ventura Climate Change Ecological Vulnerability Assessment, Ventura, CA. *Engineering Hydrologist.*

ESA is conducting climate change modeling that examines changes to coastal hazards of flooding and erosion from sea level rise and increased storminess on the Ventura coast. We are also modeling changes to sediment yield and fluvial flooding using HEC-RAS by examining changes to precipitation. The coastal and fluvial changes were used as inputs to drive an ecological vulnerability assessment using SLAMM (Sea Level affecting Marsh Model). The technical modeling will support community adaptation planning as well as The Nature Conservancy conservation acquisition program along the Ventura County coast and Santa Clara River Parkway. Mr. Gregory lead the fluvial climate change analysis including developing future conditions flood frequency from downscaled climate data and hydraulic modeling and floodplain mapping for a multi-scenario mosaic of emissions conditions and future climate years.



Vanessa Thompson

GHG Reduction Strategies and Public Policy Alignment

EDUCATION

B.S., Landscape Architecture, University of California, Davis

2.5 YEARS EXPERIENCE

Vanessa assists with project management and technical writing of California Environmental Quality Act documentation for community development projects in California. Vanessa has worked with city and county agencies to complete Environmental Impact Reports, Negative Declarations, and Addendums for residential and commercial development projects and well as long-range planning efforts. She applies her background in land use planning to evaluate impacts related to: land use consistency, population and housing, visual and aesthetic resources, public services, recreation, utilities and service systems, agricultural resources, and mineral resources. Vanessa also provides planning and technical assistance on climate change and sustainability projects, and well general plans and housing elements for the public and private sector.

Relevant Experience

City of Richmond, Richmond Climate Action Plan, Richmond, CA. *Climate Change Analyst and Planner.* Vanessa developed greenhouse gas reduction programs and policies, quantified their associated emissions reductions. And prepared the Initial Study Mitigated Negative Declaration (IS/MND) analyzing the effects of the project. ESA is preparing a climate action plan (CAP) for the City of Richmond. The purpose of the CAP is to quantify the City's greenhouse gas emissions, project future emission trends, and identify greenhouse gas reduction measures that will bring the City in line with recent State legislation pertaining to climate change, as well as similar efforts of other cities in the region.

City of Riverside, Riverside Restorative Growthprint Economic Prosperity Action Plan and Climate Action Plan, Riverside CA. *Climate Change Analyst and Planner.* Vanessa worked on the development and quantification of greenhouse gas reduction measures, as well as the development of an implementation and monitoring tool, for the climate action plan.

County of Santa Clara, Silicon Valley 2.0 Multiple Climate Action Plans, Santa Clara County, CA. *Planning Associate.* Vanessa conducted an analysis of existing and potential programs and policies to inform the development of GHG reduction measures for communitywide and local government operations climate action plans. The Silicon Valley 2.0 project is a regional climate protection and adaptation effort, which consists of multiple climate action plans to address GHG emissions from public and private sources, and an overarching adaptation strategy that insures regional vitality in the face of a changing climate.

City of Lodi, Climate Action Plan, Lodi, CA. *Planning Associate.* Vanessa assisted with the preparation of a GHG inventory, reduction measure strategy, and quantification of reduction measure benefits for the City of Lodi Climate Action Plan. Vanessa served as a liaison between the students of UC Davis and the City of

Lodi for public outreach efforts, and assisted lead project managers in all aspects of GHG reduction strategy development and document preparation.

Pacific Gas and Electric, Solano Regional Climate Action Plan, Solano County, CA. *Planning Associate.* Vanessa conducted an analysis of existing and potential energy efficiency programs and policies to inform the development of GHG reduction measures for multiple communitywide climate action plans. The Solano Regional Climate Action Plan is a regional effort involving the preparation of individual climate action plans for multiple jurisdictions within Solano County.

Western Riverside Council of Governments, Regional Climate Action Plan, Riverside County, CA. *Planning Associate.* Vanessa provided data collection and quantification assistance for GHG reduction measures resulting from solid waste collection programs and policies. The WRCOG Regional Climate Action Plan project involves the development and preparation of climate action plans for multiple jurisdictions in Western Riverside.

University of California, San Francisco (UCSF) Long Range Development Plan EIR and Greenhouse Gas Reduction Strategy. *Environmental Analyst.* ESA prepared the EIR and greenhouse gas reduction strategy for the 2014 Long Range Development Plan (LRDP) of UCSF. The LRDP will guide campus growth and development of the University over a 20+ planning horizon through the year 2035. UCSF is projecting to grow by approximately 2.4 million square feet over this time period, accommodating an additional 900 students and 11,000 employees.

County of Shasta. Shasta County Regional Climate Action Plan, Shasta County, CA. *Planning Associate.* Vanessa prepared technical appendices describing GHG emissions quantification methodologies for incorporation into the final climate action plan document. The Shasta County Regional Climate Action Plan is a regional effort involving the preparation of individual climate action plans for multiple jurisdictions within Shasta County.

City of Burbank, Burbank Climate Action Plan, Burbank, CA. Vanessa prepared technical appendices describing GHG emissions quantification methodologies for incorporation into the final climate action plan document for the City of Burbank.



John M. Vlastelicia

Senior Environmental Scientist / Public Policy Alignment

EDUCATION

BS, Environmental
Science, Oregon State
University

15 YEARS EXPERIENCE

CERTIFICATIONS/ REGISTRATION

Washington State
Department of
Transportation, Senior
Author for Preparing
Biological Assessments

PROFESSIONAL AFFILIATIONS

National Association of
Environmental
Professionals, Member

Oregon Association of
Environmental
Professionals, Member

AWARDS

Oregon Department of
State Lands - Land
Board, Stream Project
Award, Derry Dell Creek,
2015

John is an environmental scientist with 15 years of professional experience. John applies his broad technical background in surface water quality, river bathymetry and hydraulics, sediments, soil, and groundwater to a variety of transportation projects that must cross waterways and sensitive natural areas. John specializes in impact assessments and regulatory compliance for projects with water and natural resource issues, and he has significant experience with environmental permitting at the federal, state, and local levels in Oregon and Washington. John has prepared environmental documentation for numerous projects with federal National Environmental Policy Act (NEPA), Clean Water Act (CWA), Safe Drinking Water Act (SDWA), and Endangered Species Act compliance components. This experience includes serving as the permitting lead on many stream restoration and water quality projects preparing materials for USACE Section 404 Permit, Oregon DSL Removal-Fill Permit, Oregon DEQ 1200-CN Permit for Construction Stormwater Discharges, and managing NMFS ESA/MSA Consultation.

Prior to his employment with ESA he worked for both the Port of Portland and Oregon DEQ. He specializes in impact assessments and regulatory compliance for projects with water and natural resource issues, and he has significant experience with environmental permitting at the federal, state, and local levels. He has authored numerous BAs, water quality compliance programs/reports/monitoring protocol, and prepared environmental

Relevant Experience

Westside to Waterhouse Trail Project, Tualatin Hills Park & Recreation, Beaverton, OR. *Environmental and Land Use Permitting.* ESA is assisting the Tualatin Hills Park & Recreation District (THPRD) with the design and permitting of a new segment of hard-surface trail that will connect the existing Westside Trail with the Waterhouse Trail in Beaverton. The proposed trail follows an abandoned railroad corridor for most of its length and crosses property owned by multiple parties, including THPRD, TriMet, and ODOT. John led the preparation of application packages for two separate City of Beaverton land use reviews: (1) Tree Plan Review, and (2) Design Review Compliance Letter. The City issued land use approval for the project as proposed. John also prepared a Joint Permit Application for submittal to the USACE for a Section 404 (Clean Water Act) Permit and the Oregon DSL for a Removal-Fill Permit for the proposed trail's crossing of a regulated wetland and the associated installation of a new culvert. Construction of the trail is scheduled for 2016.

Minto-Brown Island Park Floodplain Restoration Project, Natural Resources Conservation Service and City of Salem, OR. *Environmental Documentation.*

ESA provided design and environmental documentation services for this U.S. Natural Resources Conservation Service (NRCS) floodplain restoration project at the Minto-Brown Island Park in Salem. The project involved removing nearly 200 acres of land from agricultural use and restoring the area with native Willamette River floodplain plant communities. John was the lead author in the preparation of an Environmental Assessment (EA) to document anticipated effects of the proposed project and satisfy requirements of the National Environmental Policy Act (NEPA).

Johnson Creek Habitat Enhancement and Restoration at Tideman Johnson Park, City of Portland Bureau of Environmental Services, Portland, OR.

Environmental Permitting. ESA assisted the City of Portland Bureau of Environmental Services with water resources engineering, stream restoration design, and environmental permitting for this complex multidisciplinary project on Johnson Creek, a major urban stream. John worked on preparing the necessary environmental permit applications for this project in accordance with the applicable state and federal laws and regulations (e.g., State Removal-Fill Law, Sections 401/404 of the Clean Water Act, NPDES). John also was a primary contributor in the preparation of a Biological Assessment for the project to facilitate NOAA Fisheries/USFWS consultation for Endangered Species Act purposes. All required approvals were obtained, and the project was constructed in summer 2006.

Open Space Plan, Vancouver-Clark Parks and Recreation District, Clark County, WA. *Environmental Permitting.*

ESA assisted the Vancouver-Clark Parks and Recreation District with environmental review for this project, which involved the development of the first joint City of Vancouver/Clark County Parks, Recreation, and Open Space Plan. The purpose of the Plan is to present a "road map" for providing high quality parks, trails, recreational facilities, and open spaces throughout Vancouver and Clark County over the next 20 years. John prepared the State Environmental Policy Act (SEPA) documentation for this project to facilitate the Plan's review and adoption by the Vancouver City Council and the Clark County Planning Commission for incorporation into the City and County Comprehensive Land Use Plans.

Work Experience:

- Environmental Scientist, ESA, Portland, Oregon, November 2009 to present; March 2004 to March 2008
- Hydrographer/Environmental Scientist, David Evans and Associates, Inc., Marine Services Office, Vancouver, WA, April 2008 to November 2009
- Environmental Scientist, Hahn and Associates, Inc., Portland, Oregon, January 2001 to March 2004
- Natural Resources Specialist, Oregon Department of Environmental Quality, Water Quality Monitoring Section, June 2000 to December 2000
- Intern, Port of Portland Environmental Services Division, 1999 to 2000



Claire Myers

Senior Associate / GHG Reduction Strategies

EDUCATION

M.S., Environmental Science and Management, Donald Bren School of Environmental Science and Management, University of California, Santa Barbara

B.A., Language Studies, University of California, Santa Cruz

9 YEARS EXPERIENCE

Claire is a Senior Associate who specializes in sustainable business practice development. Claire has collaborated with for-profit, non-profit, and governmental associations on projects to develop strategies to reduce greenhouse gas emissions, and implement and report on sustainability programs. Her technical strengths include creating greenhouse gas inventories and emission reduction plans, sustainability indicator development, and analyzing energy impacts of projects. Claire served as a member of ESA's own Sustainability Committee for six years, actively developing and promoting sustainable operational practices within ESA, performing ESA's annual GHG inventory, and effectively communicating both internally and externally ESA's sustainability initiatives.

Relevant Experience

City of Richmond, Richmond Climate Action Plan, Richmond, CA. *Deputy Project Manager.* Claire is assisting the City in developing a Climate Action Plan (CAP) that meets California Environmental Quality Act (CEQA) Guidelines Section 15183.5(b), "Plans for the reduction of Greenhouse Gas Emissions" requirements, including community engagement and environmental analysis and clearance documentation under CEQA. The CAP will involve community meetings and other forms of community input, reviewing the results of a draft GHG emissions inventory prepared by City staff, reviewing City Council reductions targets, preparing policy recommendations, and, ultimately, a detailed implementation and monitoring strategy the City can use to seek internal and external funding to implement. Assistance to the City will also include preparing policy documents recommended and adopted in the CAP.

City of Ukiah, Ukiah Climate Action Plan, Ukiah, CA. *Deputy Project Manager.* Claire helped coordinate the development and publication of the City's first Climate Action Plan. The Climate Action Plan provides accounting of the community's GHG footprint, and provides a set of strategies that guide the community's efforts in reducing GHG emissions. Claire coordinated with City staff, organized a public meeting on the Climate Action Plan, drafted the overall Climate Action Plan document, coordinated data collection, and reviewed emissions quantifications for the GHG inventory and the cost-benefit analyses for GHG reduction strategies.

The Carbon Neutral Company, San Francisco, CA. *Deputy Project Manager.* Claire created greenhouse gas emissions inventories, analyzed emission reduction strategies, and developed Climate Action Plans for numerous clients of the TCNC including a global investment management firm, an international

tourism-based company, and a high-profile non-profit. The inventories included emissions from energy, business travel, company-owned vehicles, commuting, refrigerant leakage, and waste. ESA is under contract with The Carbon Neutral Company (TCNC) to prepare GHG inventories and Climate Action Plans for TCNC clients. The plans are an essential first step for companies, institutions, organizations, and municipalities who want to become “carbon neutral” through reducing their carbon emissions, and then off-setting those that they cannot reduce. TCNC was established over 10 years ago, and invented many of the tools which are now foundations of the carbon marketplace, including on-line carbon calculators, legal contracts for carbon offsets from forestry, trademarked methodologies (CarbonNeutral®) and carbon offset packages for business and consumers. TCNC also helped to conceive and found the All Party Parliamentary Group on Climate Change in the UK. This is the largest non-partisan group in UK government, which TCNC now serves as the Secretariat.

City of American Canyon Community Development Department, City of American Canyon Energy Efficiency Climate Action Plan, American Canyon, CA. *Project Manager.* Claire managed the development and publication of the City’s first Energy Efficiency Climate Action Plan, and corresponding CEQA document. ESA developed a community-wide and municipal operations Climate Action Plan tied to energy efficiency to reduce energy use and associated greenhouse gas emissions, consistent with the goals of AB 32. The plan was compliant with CEQA, and focused on reducing energy use, increasing energy efficiency and conservation, and promoting the use of renewable energy.

Horizon, Greenhouse Gas Inventory, San Francisco, CA. *Deputy Project Manager.* Claire coordinated data collection, data analysis, and drafting of Horizon’s greenhouse gas inventory. ESA completed a contract with Horizon, a top-tier Walmart supplier, to help them develop a greenhouse gas inventory for their operations, report to the Carbon Disclosure Project, measure waste generation and water use, and respond to the Walmart Supplier Sustainability Assessment. ESA also advised Horizon on the best opportunities for near-term GHG emissions reduction, and how to proceed with quantifying the environmental footprint of the 150 factories in China that make up their supply chain.

County of Tulare, Greenhouse Gas Inventory, Tulare County, CA. *Analyst.* Claire compiled data and assessed greenhouse gas emissions for electricity, natural gas, on- and off-road transportation, dairies, and feedlots in Tulare County as part of the Tulare County General Plan Update Environmental Impact Report project. ESA led the preparation of an updated Background Report and draft EIR for the Tulare County General Plan Update. ESA is also working with County staff to review the draft Goals and Policies Report, prepare a Sustainability Element, and conduct a county-wide inventory of greenhouse gas emissions for the County’s General Plan Update Project. For the GHG inventory, ESA compiled the data and calculated emissions for mobile sources, electricity production, solid waste (landfill gas generation), dairy/feedlot emissions, and natural gas combustion, and presented emission estimates for current year (2007) and future growth (2030) scenarios. As part of the GHG inventory, ESA also provided recommendations for improving future inventory rigor through additional data collection methodologies.



Judith Silver

GHG Reduction Strategies

EDUCATION

B.A., French, San Francisco State University

20 YEARS EXPERIENCE

PROFESSIONAL AFFILIATIONS

Northern California Recycling Association (past board member 1989-1994)

Judith has been creating and improving recycling infrastructure for more than 20 years. She is well versed in all aspects of materials handling, especially commercial organics program development and implementation. She has coached various generators, from small businesses to community groups and commercial establishments, on maximizing material preparation and implementing waste prevention strategies. Judith's local government clients benefit from her experience in planning and implementing a wide variety of recycling related programs including promotion, outreach, tracking and reporting.

Relevant Experience

Kern County Region Energy Action Plans and GHG Inventories. *Deputy Project Manager.* ESA is working with Kern Council of Government (Kern COG) to prepare Local Government Operations Greenhouse Gas Inventories and Energy Action Plans (EAPs) for the County of Kern (including three Community Service Districts) and the communities of California City, Delano, McFarland, Ridgecrest and Tehachapi. The EAPs will provide a policy framework for decision making regarding energy efficiency measures that result in the reduction of energy consumption and associated greenhouse gases (GHGs) in a manner consistent with the objectives of the California Public Utilities Commission's Long Term Energy Efficiency Strategic Plan. Judith is coordinating the development of an EAP Template for use by other jurisdictions and a comparative analysis of actions and reductions achieved after EAP adoption in each Kern community.

ACWMA Commercial Organics Technical Assistance. *Project management, Technical Assistance and Outreach.* Through ACWMA and as a subconsultant to Cascadia Consulting, Judith is currently providing commercial organics technical assistance to the cities of Alameda, Oakland and San Leandro. She coordinates with hauler recycling coordinators, city staff, and County waste management staff to expand participation in composting and recycling programs. Other tasks include: screening city and hauler databases to target priority candidates for program participation, marketing the programs to business owners and managers, developing and presenting proposals, providing training, facility set-up and monitoring, analyzing data, and identifying and recommending expansion strategies.

City of Visalia Energy Action Plan, Tulare County, CA. *Project Manager.* Funded through a Southern California Edison grant from the California Public Utilities Commission, ESA developed a Municipal Energy Action Plan for the City of Visalia. The Plan provides a road map to help the city lead by example with innovative programs for energy efficiency, sustainability and climate change. The planning process included stakeholder engagement, education and outreach and an analysis of the municipal sector's use of electricity and natural gas.

City of American Canyon, Energy Efficiency Climate Action Plan, Solano Canyon, CA. *Senior Analyst.* Judith managed the stakeholder engagement component of American Canyon's EECAP by reaching out to municipal and civic stakeholder groups and making presentations about energy efficiency while disseminating information about the City's efforts to both reduce energy use and consider renewable energy resources. In addition, Judith developed the city's EECAP web pages and developed and analyzed a survey designed to help the city tailor its energy efficiency goals and policies.

City of Martinez, AB939 Technical Assistance, Contra Costa County, CA. *Project Manager.* Judith provides recommendations on a wide range of recycling related programs including large event recycling, Construction and Demolition ordinance compliance, Used Oil Block Grant certified collection center auditing and franchise improvements. She has prepared the Electronic Annual Report required by CalRecycle on behalf of the City for the past three years.

Contra Costa County Commercial Recycling Technical Assistance, Contra Costa County, CA. *Project Manager.* Judith assisted large commercial and industrial businesses in the unincorporated portions of the Contra Costa County in an effort to increase and improve their recycling and waste prevention practices. The approach included integrated work with the franchise hauler, authorized recyclers, and local authorities in the various parts of the county. She conducted site audits and prepared follow-up reports, which provided recommendations that have resulted in a reduction in weekly garbage service for many businesses served, expansion of existing recycling programs, and implementation of new ones. Judith also worked with schools, promoting and assisting with the Environmental Action Program for Schools (EAPS) certification program.

Metro, Oregon, Identifying Barriers and Benefits to Effective Multifamily Waste Reduction and Recycling Behaviors, Portland, OR. *Senior Analyst.* Judith conducted a study of barriers and benefits to effective multifamily recycling, looking at best practices nationally and providing recommendations for action by the various stakeholders including Metro, the Metro Jurisdictions, property owners, property managers, tenants, and haulers. Her recommendations were focused on how to use social marketing to reach and educate the general public about the benefits of recycling and how to provide specific "how to" information to program participants. The recommendations included tag lines, frequency, style, color, and language considerations.

City of San Francisco Comprehensive Commercial Recycling Program Implementation Technical Assistance, San Francisco, CA. *Technical Analyst.* Judith provided technical assistance to the San Francisco Department of the Environment to assist them in improving recycling, composting, and waste prevention services to multi-family residences and other waste generator sectors. She conducted site assessments of multi-use commercial and residential high-rise buildings, researched appropriate storage and handling containers for recycling in a multi-family setting, and coordinated outreach efforts for multi-family pilot study.



Tessa Verhoef

Associate II / Public Health

EDUCATION

M.P.H., Environmental Health Sciences, University of California, Los Angeles

B.S., Molecular Environmental Biology, University of California, Berkeley

1 YEAR EXPERIENCE

CERTIFICATIONS/ REGISTRATION

Leaders in Sustainability

AWARDS

Lester Breslow Writing Scholarship, University of California, Los Angeles, February 2014

The Tony Norton Memorial Fellowship, University of California, Los Angeles, April 2014

Environmental Health Sciences Fellowship, University of California, Los Angeles, May 2014

Tessa is an Associate II in the Northern California Water and Energy Group who assists with project management and the preparation of environmental reporting documents pursuant to the California Environmental Quality Act (CEQA). Tessa also has experience in data analysis, surveying, and collecting samples for a variety of project types, including water and wastewater. Tessa has a Master's Degree in Public Health, with training in sustainability, environmental health, environmental chemistry, the built environment, community health sciences, epidemiology, health policy management, toxicology, environmental engineering, and health impact assessments.

Relevant Experience

Sunnyvale Water Pollution Control Plant Master Plan, Headworks/Primary Improvements CEQA Compliance. *Project Management Assistant.* The City of Sunnyvale is developing a master plan for its Water Pollution Control Plant (WPCP) in order to repair or replace aging infrastructure, comply with future regulatory and permit requirements and provide for future treatment, disposal and reuse of the City's wastewater for the 40-year planning period. The City is also designing new headworks and primary treatment facilities for the site. Tessa's duties included drafting the NOA & NOC documents, developing the acronym list as well as proofreading numerous chapter of the Draft EIR. She further assisted with an array of research tasks used for cross-referencing purposes.

County of San Mateo, Alpine Road Trail Improvement Project Design, IS/MND, and Permitting, Palo Alto, CA. *Analyst.* Tessa assisted in the County's efforts to upgrade and stabilize a 1.8-mile segment of the Alpine Road Trail near Palo Alto in unincorporated San Mateo County. The trail, which extends along Los Trancos Creek, is being undermined by the creek's migration and associated bank erosion. ESA engineers have designed biotechnical bank-stabilization measures, including live-log crib walls, to protect the bank and trail from further erosion, while softening the project's environmental effect on the creek channel. For the project, Tessa organized the public review responses to the IS/MND and also helped spearhead the preparation of a Response to Comments Memorandum.

Prior to ESA

UCLA Fielding School of Public Health. *Graduate Student Researcher.* Tessa had the opportunity to work closely with Dr. Richard Jackson, an authority on the Built Environment and Public Health as a GSR. She provided edits to 60 page paper by Dr. Jackson entitled 'Urban River Parkways' which explored the beneficial health effects of urban rivers. She also prepared content for a presentation seen by thousands of conference participants based on research conducted with Dr. Jackson on the built environment focused on Olmsted Parks, Climate Change, Resilient Communities and Public Health intersections.

UCLA, Department of Community Health Sciences. *Teaching Assistant.* While a graduate student at UCLA, Tessa organized a class entitled 'Intro to Interventions for At Risk Populations' for which she prepared the course syllabus, quizzes, and final exams. Tessa gave presentations which covered topics ranging from the effects of climate change on health to the built environment and responding to drug overdoses. She also held weekly office hours, assigned readings, and provided support to approximately 50 undergraduate students.

Clean Water Branch, Hawai'i State Department of Health. *Water Monitoring Intern.* During Tessa's internship she analyzed and organized data on biochemical water quality parameters to identify trends and assisted in the collection of water quality samples. She also drafted an internship report documenting wastewater effluent from the Lahaina Wastewater Reclamation Facility to nearshore waters in Maui and conducted a literature review on previous seep studies near Lahaina. Tessa gained skills in measuring water turbidity, pH, DO, and %DO in accordance to the EPA BEACH Act.

UCLA, Department of Molecular, Cell, & Developmental Biology. *Teaching Assistant.* In Fall 2014, Tessa led two weekly discussion sections for an upper division undergraduate course entitled 'MCDB C150: Plant Communication'. She designed, proctored, graded quizzes and exams, held office hours & review sessions, and provided support to approximately 44 undergraduate students.

UCLA, Graduate Student Association (GSA). *Co-Director of the GSA Sustainable Resource Center.* Tessa managed a budget of \$50,000 for graduate student initiated sustainability projects on the UCLA campus. She was also the key organizer for a 4 day Green Screens Sustainability Film Festival attended by over 350 individuals in Los Angeles. Her duties also included serving on the graduate student government cabinet and advocating sustainability initiatives to the greater UCLA campus.

Southern California Rocky Intertidal Monitoring. *Habitat Data Collection Volunteer.* Tessa assisted in collecting baseline data on the presence and sizes of aquatic wildlife. She counted sensitive starfish and barnacle populations within quadrants.



LUKE ARMBRUSTER, EIT

Associate / GIS

EDUCATION

B.S., Environmental Resources Engineering, Humboldt State University

1 YEAR EXPERIENCE

PROFESSIONAL AFFILIATIONS

State of California Certified Engineer-in-Training (EIT)

American Society of Civil Engineers (ASCE)

Association of Environmental Professionals (AEP)

Luke assists with project management, data analysis, and technical writing of Environmental Impact Reports, Environmental Impact Statements, and Negative Declarations for energy, water utilities, and community development projects primarily in San Francisco. He also provides engineering support for the design of water delivery systems throughout Northern California. Luke has a technical background in environmental resources engineering, with a specific focus on issues in water quality, hydrology, and hydraulics.

Relevant Experience

California Water Foundation, Sustainability Profile Implementation.

Technical Assistant. Luke assisted with the development of metric calculators using Microsoft Excel that can be used to help water supply agencies evaluate the conditions that cause stress to water supply management in the region in which they operate. The overarching goal of the project is to develop sustainability standards for water management agencies throughout California.

San Francisco Public Utilities Commission (SFPUC), Westside Recycled Water Project IS & Draft EIR, San Francisco, CA.

Project Management Assistant. Luke assisted in developing an administrative record and mailing list for the 2014 Initial Study (IS) and 2015 Draft Environmental Impact Report (EIR). In addition, Luke organized the public scoping meeting for the EIR, posted public notices around the project site, and assisted with the writing of several key sections of the Draft EIR. Currently ESA is working to prepare the EIR for the San Francisco Westside Recycled Water Project. The purpose of the project is to reduce the City and County of San Francisco's (CCSF) reliance on potable water for nonpotable uses by meeting the demand of several customers that have substantial irrigation needs.

Sonoma County Water Agency, Hydrologic and Hydraulic Modeling of Santa Rosa Creek, Sonoma County, CA.

Engineering Aide. Luke used ArcGIS to delineate watersheds and develop runoff curves in the Santa Rosa Creek basin. The project included hydrologic and hydraulic modeling of Santa Rosa Creek to inform the Sonoma Water Agency's creek maintenance activities and the development of FEMA flood plain mapping.

Sonoma County Water Agency, Modified City Watersheds Project, Sonoma County, CA.

Engineering Aide. Luke evaluated the results of the unsteady, hydraulic HEC-2 model of a stormwater drainage system presented in the latest City of Sonoma Storm Drain Master Plan (SDMP) to investigate the impacts of recommended projects in the report on downstream sections of the stormwater drainage system, which were not discussed in the report. He also estimated preliminary costs for constructing alternatives not investigated in the SDMP, which required calculating excavation volumes and sizing pipes based on capacity flow rates. Furthermore, Luke provided support in researching and summarizing information about flood prevention projects in relevant reports that

met specific budget constraints. The project includes preparing for the design and the environmental review and permitting documents for the first component of the City Watersheds project with the purpose of targeting flood management and groundwater recharge opportunities along Fryer Creek in the City of Sonoma.

Jacobs Associates, Vista Grande Drainage Basin Improvement Project EIR-EIS, Daly City, CA. *Project Management Assistant.* Luke was involved with preparing for meetings with various public agencies to secure the proper permitting for the project planning to proceed and compiling the administrative record for the Draft EIR-Environmental Impact Statement (EIS). The purpose of the project is to address storm-related flooding in the Vista Grande Drainage Basin while providing the additional benefit of augmenting the level of Lake Merced.

City of Brisbane, Brisbane Baylands Project EIR, Brisbane, CA. *Wind Resource Analyst.* Luke responded to public comments regarding the technical wind analysis in the Draft EIR. The project proposes four conceptual plans to develop the approximately 733 acre site which is primarily within the City of Brisbane.

City of Milpitas, McCarthy Ranch Master Plan Subsequent IS/SMND, Milpitas, CA. *Aesthetics and Population and Housing Analyst.* Luke drafted an Aesthetics section and a Population and Housing section for an IS/Subsequent Mitigated Negative Declaration (SMND) by reviewing relevant local and regional housing plans/regulations, analyzing regional population data, and considering photos taken from a site visit. The project includes development comprising a combination of residential, commercial research and development, and commercial shopping center uses of a 58.5 acres site on 3 separate parcels adjacent to the existing McCarthy Ranch Marketplace and Offices in Milpitas, California.

California Public Utilities Commission (CPUC), CalAm Coastal Water Project EIR, Monterey County, CA. *Water Quality Data Analyst and Technical Editor.* Luke evaluated the analysis of ocean water, brine, and wastewater quality data to determine the concentration of a range of contaminants at the zone of initial dilution (ZID) as a result of the discharge of a mixed stream of wastewater and brine into the ocean. He then corroborated the comparison of the concentration of the contaminants at the ZID with thresholds set by the California Ocean Plan for a Draft EIR of the Monterey Peninsula Water Supply Project (MPWSP), a project proposed by the California American Water Company (CalAm). The purpose of the project is to construct a desalination plant to produce water that would replace the existing water supplies constrained by the legal decisions affecting the Carmel River and Seaside Groundwater Basin water resources.

First Solar, Inc., Desert Sunlight Solar Project Construction EA, Riverside County, CA. *Project Management Assistant.* Luke contributed to the writing of the Description of the Proposed Action and Alternatives to the Proposed Action section of the Environmental Assessment (EA). He also organized a public scoping meeting to inform the public regarding the availability of the EA and helped develop an administrative record and mailing list for the project. The project proposes to increase the existing groundwater authorization for the Desert Sunlight Solar Farm Project, a 550-megawatt photovoltaic solar energy facility located in the westernmost portion of the Chuckwalla Valley in Riverside County in California, to 50 acre-feet.

RESUME

CLINT BROWN DESIGNER/ DRAFTER

ORIGINALLY FROM THE MIDWEST, CLINT HAS WORKED IN THE LANDSCAPE ARCHITECTURE FIELD AT MULTIPLE OFFICES IN CALIFORNIA AND OREGON DEVELOPING A SITE SENSITIVE DESIGN APPROACH. HE BRINGS A UNIQUE PERSPECTIVE TO DEVELOPING A SITE WHILE RESPECTING THE AESTHETIC OF THE NATURAL LANDSCAPE. CLINT KNOWS THE IMPORTANCE OF COMMUNICATION IN THE DESIGN PROCESS BETWEEN THE CLIENT AND DESIGNER TO DEVELOP THE MOST APPROPRIATE AND EFFECTIVE DESIGN.

EXPERIENCE

2013-PRESENT	LAURIE SAGER AND ASSOCIATES LANDSCAPE ARCHITECTS, INC. - DESIGNER/ DRAFTER
2010-2013	BURTON LANDSCAPE ARCHITECTURE STUDIO - PROJECT DESIGNER
2010	THE OFFICE OF JAMES BURNETT - ARCHITECTURAL ASSISTANT
2007-08	PETER WALKER AND PARTNERS LANDSCAPE ARCHITECTURE - LANDSCAPE ARCHITECT INTERN
2007	PURDUE UNIVERSITY - TEACHERS ASSISTANT

EDUCATION

2009	BACHELORS OF SCIENCE LANDSCAPE ARCHITECTURE PURDUE UNIVERSITY: WEST LAFAYETTE, IN
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DUTIES

AUTOCAD & HAND DRAFTING
DESIGN & RESEARCH FOR CONSTRUCTION DOCUMENTS
ADMINISTRATIVE SUPPORT & OPERATIONS
CLIENT SUPPORT & INTERACTION

Appendix B

Required Forms and Addenda



EXHIBIT A

Request for Proposals

CLIMATE AND ENERGY ACTION PLAN Plan Development and Public Engagement

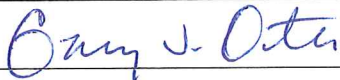
Proposals are due prior to 2:00PM (PST), Tuesday, December 15, 2015

Proposal Submission Form

The undersigned proposer submits this proposal in response to the City's Request for Proposals (RFP) for the **Climate and Energy Action Plan, Plan Development and Public Engagement**, released on **November 4, 2015**. The proposer warrants that proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the City, agrees to the terms and conditions found in the attached contract and RFP or has submitted terms and conditions acceptable to the City, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

The proposer hereby acknowledges the requirement to carry or indicates the ability to obtain the insurance required in the contract. Indicate in the affirmative by initialing here: BWO

The proposer hereby acknowledges receipt of Addendum Nos. 1, 2, 3, 4, 5, 6 to this RFP.

Name of Proposer:	Environmental Science Associates
Business Address:	550 Kearny Street, Suite 800
	San Francisco, CA 94108
Telephone Number:	415-896-5900
Fax Number:	415-896-0332
Email Address:	goates@esassoc.com
Authorized Signature:	
Printed/Typed Name:	Gary W. Oates
Title:	President and CEO
Date:	December 14, 2015

November 13, 2015

To Whom It May Concern:

Subject: **ADDENDUM #1**
 Request for Proposal
 Climate and Energy Action Plan

Please review, sign, and include the following addendum with the City's Request for Proposal for a Climate and Energy Action Plan.

If you have any questions and/or need additional information, please email your requests to kari.olson@ashland.or.us

Thank you.

Respectfully,



Kari Olson
Purchasing Representative



**Request for Proposal
CLIMATE AND ENERGY ACTION PLAN**

ADDENDUM #1

The purpose of this addendum is to provide additional information and/or answers to questions that have been received in response to this RFP.

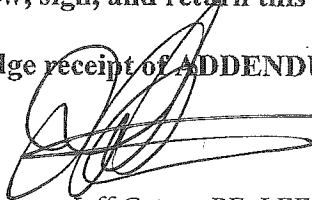
Question: *We are wondering if the City has an anticipated budget range for this project.*

Answer: The City does not have a maximum budget for this project. Cost is always a consideration and will be evaluated and scored in accordance with the terms outlined in the RFP.

Please review, sign, and return this addendum with the RFP documents.

I acknowledge receipt of ADDENDUM #1.

Signed by:



Date: December 14, 2015

Printed name: Jeff Caton, PE, LEED AP

Title: Director, ESA Sustainable Communities

Firm: Environmental Science Associates

November 19, 2015

To Whom It May Concern:

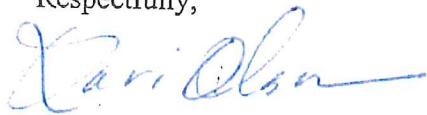
Subject: **ADDENDUM #2**
Request for Proposal
Climate and Energy Action Plan

Please review, sign, and include the following addendum with the City's Request for Proposal for a Climate and Energy Action Plan.

If you have any questions and/or need additional information, please email your requests to kari.olson@ashland.or.us

Thank you.

Respectfully,



Kari Olson
Purchasing Representative



**Request for Proposal
CLIMATE AND ENERGY ACTION PLAN**

ADDENDUM #2

The purpose of this addendum is to provide additional information and/or answers to questions that have been received in response to this RFP.

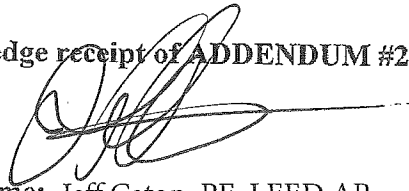
Question: *Is there a page limit for the proposal?*

Answer: There is not a page limit for the proposal. However, the information being provided in a proposal should be focused on satisfying the requirements in the section of the RFP titled Proposal Contents.

Please review, sign, and return this addendum with the RFP documents.

I acknowledge receipt of ADDENDUM #2.

Signed by:



Date: December 14, 2015

Printed name: Jeff Caton, PE, LEED AP

Title: Director, ESA Sustainable Communities

Firm: Environmental Science Associates

November 20, 2015

To Whom It May Concern:

Subject: **ADDENDUM #3**
 Request for Proposal
 Climate and Energy Action Plan

Please review, sign, and include the following addendum with the City's Request for Proposal for a Climate and Energy Action Plan.

If you have any questions and/or need additional information, please email your requests to kari.olson@ashland.or.us

Thank you.

Respectfully,



Kari Olson
Purchasing Representative



**Request for Proposal
CLIMATE AND ENERGY ACTION PLAN**

ADDENDUM #3

The purpose of this addendum is to provide additional information and/or answers to questions that have been received in response to this RFP.

Question: *Does award of this RFP preclude the awardee/rejectees from doing implementation work with the City?*

Answer: If the City makes the determination to outsource the implementation process and release a Request for Proposal for the implementation of the Climate and Energy Action Plan, no one will be precluded from participating in a formal competitive sealed proposal process.

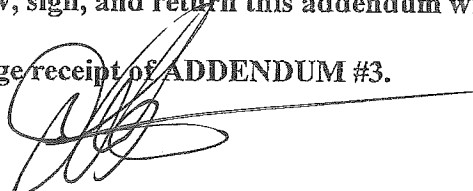
Question: *Is there money in the budget set aside for implementation of the accepted plan?*

Answer: Funding has not been appropriated at this time for the implementation of a Climate and Energy Action Plan. The current plan is to have the Climate and Energy Action Plan completed and approved as of January, 2017, which will allow time to integrate implementation funding requests into the biennium budget for 2017- 2019, which if approved will become effective on July 1, 2017.

Please review, sign, and return this addendum with the RFP documents.

I acknowledge receipt of ADDENDUM #3.

Signed by:



Date: December 14, 2015

Printed name: Jeff Caton, PE, LEED AP

Title: Director, ESA Sustainable Communities

Firm: Environmental Science Associates

December 2, 2015

To Whom It May Concern:

Subject: **ADDENDUM #4**
Request for Proposal
Climate and Energy Action Plan

Please review, sign, and include the following addendum with the City's Request for Proposal for a Climate and Energy Action Plan.

If you have any questions and/or need additional information, please email your requests to kari.olson@ashland.or.us

Thank you.

Respectfully,



Kari Olson
Purchasing Representative



**Request for Proposal
CLIMATE AND ENERGY ACTION PLAN**

ADDENDUM #4

The purpose of this addendum is to provide additional information and/or answers to questions that have been received in response to this RFP.

Question: *I noticed that both this proposal and the one for the updated Water Master Plan include climate change projections. I would like to know how the city plans to ensure compatibility of the climate change projections for the 2 different planning processes, and how the two planning processes will be integrated.*

Answer: There is no expectation or requirement that the climate change projections from the Climate and Energy Action Plan project match, track or coincide with the climate change projections element called out in the Water Master Plan RFP. Each project should be treated independently for purposes of RFP responses.

Question: *Please provide names of local firms that might be interested in partnering if possible.*

Answer: This information is not available from the City. It would be a proposer's decision and responsibility to research and locate any potential partnering possibilities.

Question: *Which consultants has the City used to date in preparing this RFP and related technical reports?*

Answer: The City prepared the RFP and there are no related technical reports to release at this time.

Question: *Are these consultants precluded from pursuit of this project?*

Answer: Please refer to the question and answer provided in Addendum #3.

Question: *The package mentions climate action plans of other communities in Oregon and elsewhere that the Conservation Commission and Climate Action Plan Committee have researched. Can you share a list of the communities?*

Answer: The Conservation Commission (appointed citizens, not staff) reviewed many different plans over the past 12-18 months. A summary of their review can be found on the City website
http://www.ashland.or.us/SIB/files/031615_Climate_Energy_Plan_CC.pdf
(Pages 8-9)

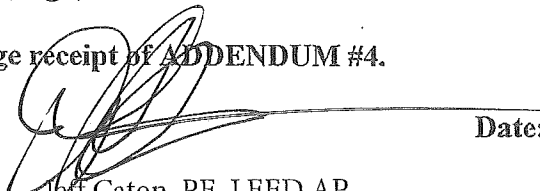
Question: *Can you share preliminary results of the ongoing GHG inventory being conducted by the Commission?*

Answer: There are no preliminary results to release at this time.

Please review, sign, and return this addendum with the RFP documents.

I acknowledge receipt of ADDENDUM #4.

Signed by:



Date: December 14, 2015

Printed name: Jeff Caton, PE, LEED AP

Title: Director, ESA Sustainable Communities

Firm: Environmental Science Associates

December 4, 2015

To Whom It May Concern:

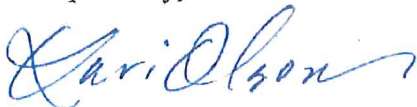
Subject: **ADDENDUM #5**
 Request for Proposal
 Climate and Energy Action Plan

Please review, sign, and include the following addendum with the City's Request for Proposal for a Climate and Energy Action Plan.

If you have any questions and/or need additional information, please email your requests to kari.olson@ashland.or.us

Thank you.

Respectfully,



Kari Olson
Purchasing Representative



**Request for Proposal
CLIMATE AND ENERGY ACTION PLAN**

ADDENDUM #5

The purpose of this addendum is to provide additional information and/or answers to questions that have been received in response to this RFP.

Question: For efficiency, expediency and ease of use, there is little doubt the CEAP should utilize the same *ICLEI Global Protocol for Community-Scale Greenhouse Gas Emission Inventories* data and protocols currently being used in preparing the GHG Inventory; Section 12 of the protocol provides “Managing Inventory Quality and Verification” guidance assuming this. Would the city consider changing the scoring criteria (or adding a pass-fail stipulation) to assure that the firm awarded this contract will be able utilize, and calibrate to, the GHG inventory data & protocols used in the city-funded GHG Inventory?

Answer: The scoring criteria will not be changed; however, **the following addition in “red text” below has been made to the II. Submittal Qualifications found on page 12 of the RFP.**

II. Submittal Qualifications

- A. Experience in Municipal Climate Action Planning in Cities of comparable size, scale and complexity
- B. Professional certifications relevant to proposed project
- C. Demonstrated understanding of the state of Oregon’s regulatory construct relating to climate action and energy topic areas
- D. Engagement and facilitation skills and experience in a multitude of community wide public input/feedback formats
- E. Experience with GHG Inventory analysis, evaluation and implementation planning, **specifically the ICLEI Global Protocol for Community-Scale Greenhouse Gas Emission Inventories data and protocols currently being used in preparing the City’s GHG Inventory**
- F. Experience in both mitigation and adaptation policies, strategies and action planning
- G. Experience with communities that own/operate their own municipal electric utility and/or experience with communities that reside within a local electric co-op or similar structure with local control of electric utility decision making

Question: This month the City’s Public Works Department utilized the ORPIN system to publish the RFP for Ashland’s Water Master Plan Update (with a GHG element). The solicitation process allowed access between everyone who signed up on the RFP interest list, which had a positive impact for the city in that respondents were able to pool talents and team to provide skill sets and productivity better than a single firm. Will the city consider changing this RFP’s disclosure rules to allow publishing the names of all interested contractors and

subcontractors, in hopes of enabling the most diverse and robust field of responses?

Answer: Please refer to question #2 on addendum #4. This RFP was advertised and posted on the City's website in accordance with AMC 2.50.110. The City's online bidding system does not release the names of the individuals who have logged in to view/download the RFP and subsequent addenda. This is something that may be considered in the future, but will not be changed at this point in the solicitation process. Today is the last day to submit questions and proposals are due prior to 2:00 PM (PST), Tuesday, December 15, 2015.

Ashland Municipal Code, Section 2.50.110

Electronic Advertisement of Public Contracts

The City may publish the advertisement for Offers by posting it on the website of the city, or if applicable, another governmental entity as long as the content required by the Model Rules and Oregon Public Contracting Code is available. Individuals that obtain the solicitation materials electronically are responsible for regularly checking for instructions, addenda, and related materials.

Question: What emissions accounting framework and model are being used to develop the GHG emissions inventory currently underway?

Answer:

Operations Inventory:

- Protocols / Guidance
 - CARB/CAR/ICLEI/TCR's *Local Government Operations Protocol*
 - *WRI's Scope 2 Guidance*
- Models
 - Oregon Department of Environmental Quality's *Oregon Purchaser Price Model*
 - EPA's *Waste Reduction Model*
- Tools
 - Good Company's *Carbon Calculator G3C*

Community Inventory:

- Protocols / Guidance
 - ICLEI's *U.S. Community Protocol*
 - *GHGP's Global Protocol for Community-Scale GHG Inventories*
- Models

- UC-Berkeley - Cool Climate Network's *Household Calculator*
- Tools
 - ICLEI's *ClearPath*

Electric Portfolio

- Protocols / Guidance
 - TCR's *Electric Power Sector Protocol*
- Models
 - none
- Tools
 - Microsoft Excel calculations

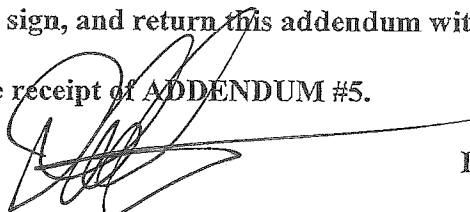
Question: The RFP calls for the "Inclusion and analysis of local historic, current and forecasted climate trend data". Will this data be provided by Ashland to the successful proponent?

Answer: Local historic, current and forecasted climate trend data is expected to be collected, analyzed and presented by the successful proposer.

Please review, sign, and return this addendum with the RFP documents.

I acknowledge receipt of ADDENDUM #5.

Signed by:



Date: December 14, 2015

Printed name: Jeff Caton, PE, LEED AP

Title: Director, ESA Sustainable Communities

Firm: Environmental Science Associates

December 7, 2015

To Whom It May Concern:

Subject: **ADDENDUM #6**
Request for Proposal
Climate and Energy Action Plan

Please review, sign, and include the following addendum with the City's Request for Proposal for a Climate and Energy Action Plan.

If you have any questions and/or need additional information, please email your requests to kari.olson@ashland.or.us

Thank you.

Respectfully,



Kari Olson
Purchasing Representative



**Request for Proposal
CLIMATE AND ENERGY ACTION PLAN**

ADDENDUM #6

The purpose of this addendum is to provide additional information and/or answers to questions that have been received in response to this RFP.

Question: *What entity is undertaking the GHG inventory for the City?*

Answer: Good Company – Eugene OR

Question: *Is this inventory a geographic inventory, a consumption based inventory or both?*

Answer: The inventory is both geographic and consumption based

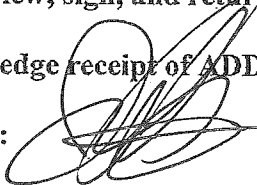
Question: *Is this inventory focused on measuring the City government's scope 1, 2, and 3 emissions? Or the community's emissions (including that from citizens and businesses within the city limits)? Or both?*

Answer: The inventory has three elements, a community inventory, a City operations inventory and an Electric Utility inventory and incorporates scopes 1, 2 and 3.

Please review, sign, and return this addendum with the RFP documents.

I acknowledge receipt of ADDENDUM #6.

Signed by:



Date: December 14, 2015

Printed name: Jeff Caton, PE, LEED AP

Title: Director, ESA Sustainable Communities

Firm: Environmental Science Associates