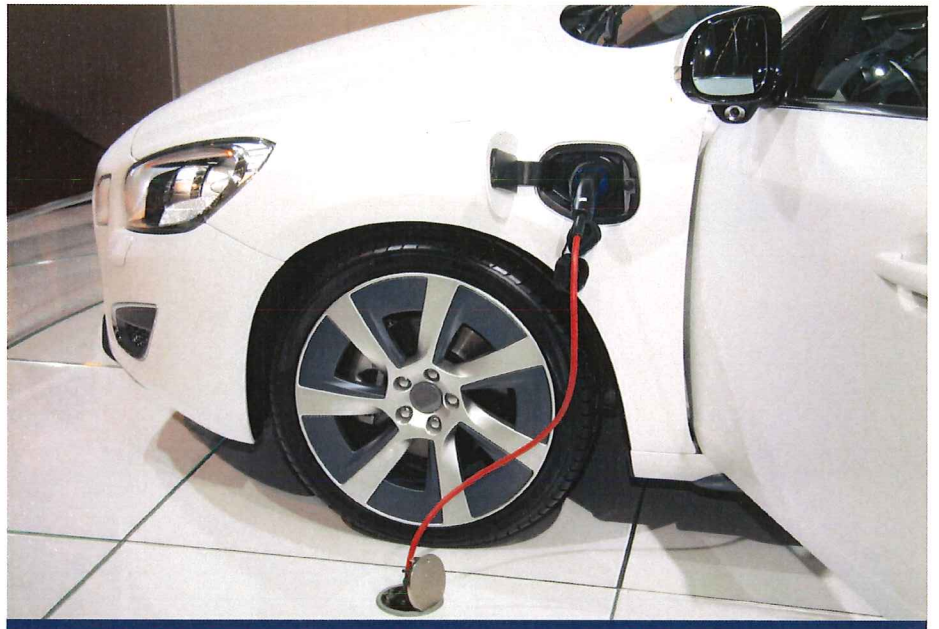


PROPOSAL
FOR SERVICES

CITY OF ASHLAND

Copy

CLIMATE AND ENERGY ACTION PLAN



SUBMITTED TO:

CITY OF ASHLAND

SUBMITTED BY:

Michael Baker
INTERNATIONAL

DECEMBER 15 2015

PROPOSAL
FOR SERVICES

CITY OF ASHLAND

CLIMATE AND ENERGY ACTION PLAN



© by K. Kendall

SUBMITTED TO:

KARI OLSON
PURCHASING REPRESENTATIVE

CITY OF ASHLAND
90 N. MOUNTAIN AVENUE
ASHLAND, OR 97520
(541) 488-5354

SUBMITTED BY:

Michael Baker
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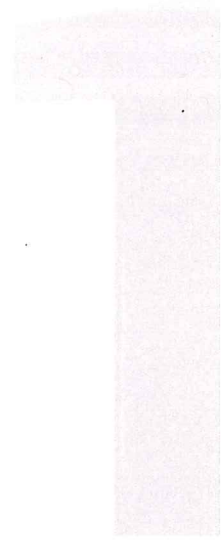
Attachments:

Attachment A: Acknowledged Addendums

Attachment B: Résumés

Part 2

Cost Proposal provided in a separately sealed envelope



Part 1:

Cover Letter and Proposal Submission Form

December 15, 2015

Dave Kanner, City Administrator
CITY OF ASHLAND
90 N. Mountain Avenue
Ashland, OR 97520

RE: REQUEST FOR PROPOSALS, CLIMATE AND ENERGY ACTION PLAN - PLAN DEVELOPMENT AND PUBLIC ENGAGEMENT

Dear Mr. Kanner:

The City of Ashland seeks to prepare a Climate and Energy Action Plan (CEAP) that will provide a framework linking greenhouse gas reduction and climate change adaptation in a manner which reflects local priorities and equips ongoing implementation. As a leading innovator in sustainability and climate action planning, the City requires an equally seasoned team of consultants for this effort. Michael Baker International is pleased to offer a team of climate action planning and community engagement experts eager to work in collaboration and partnership with City staff, elected officials, decision-makers, stakeholders, community partners, and others to prepare the City's CEAP. Our enclosed work plan presents our recommendations for a successful project that will provide a path toward a resilient future.

Our project team has extensive experience working with cities, counties, and regional agencies, specifically to support development and implementation of sustainable land use, transportation, and environmental planning programs. Our team has an unparalleled depth of experience in climate action planning. We are leaders in the field, committed to furthering research and engaging in ongoing assessment of and improvement to planning and implementation processes and technical protocols that respond to the evolving demand from practitioners to expand the toolbox for achieving ambitious climate mitigation and adaptation goals. Many of our staff members have worked as local government staff and understand the considerations of the planning process and governance and, more importantly, implementation. Our team has led or supported preparation of more than 60 climate and sustainability action plans for cities and counties, including over 100 greenhouse gas emissions inventories to support technical analyses of the plans. Our technical resources, highly integrated team operations, and turnkey tools equip us to provide a cost-effective work program and project team of experts suited to meet the City's needs.

We recognize that effective climate action planning requires collaboration, engagement of key stakeholders, adherence to transparent, robust, and accurate technical analyses, and tailored tools that result in a plan with implementable, effective, and measurable GHG reductions. Our focus is to develop approaches that maximize benefits for our clients. We look forward to an opportunity to share our experience with the City of Ashland.

Tammy L. Seale will serve as the project manager and the primary contact for this proposal, including clarification of scope of work, budget, or other content. Vice President Philip O. Carter and Contract Administrator Pam Warfield are

authorized to negotiate the contract on behalf of Michael Baker International. Mr. Carter is also authorized to contractually obligate Michael Baker and the project team. Contact information for these key staff follows.

Contract Negotiator, Contract Executor	Contract Negotiator	Project Manager
Philip O. Carter, Vice President Phone: (916) 231-2229 Fax: (916) 361-1574 Email: pcarter@mbakerintl.com	Pam Warfield, Contract Administrator Phone: (916) 231-3353 Fax: (916) 361-1574 Email: pwarfield@mbakerintl.com	Tammy L. Seale, Sustainability & Climate Change Services Manager Phone: (805) 250-7974 Email: tseale@mbakerintl.com
Address: 2729 Prospect Park Drive, Suite 220, Rancho Cordova, CA 95670	Address: 2729 Prospect Park Drive, Suite 220, Rancho Cordova, CA 95670	Address: 1026 Chorro Street, Suite 225, San Luis Obispo, CA 93401

Michael Baker acknowledges receipt of the City's Request for Proposals and subsequent addendums, including Addendums 1, 2, 3, 4, 5, and 6. All required City forms and our comments on the City's contract terms are included as follows:

- Section 1: Cover Letter and Proposal Submission Form, including Exhibit A of the City's RFP
- Section 7: Contractual Terms, including our comments on the City's contract terms and Exhibit B of the City's RFP, the Certificate of Compliance
- Attachment A: Signed receipt of Addendums 1 - 6

We also confirm that production of this proposal has complied with the City's request for recyclable and post-consumer waste recycled content.

We are excited about this project, up for the challenge, and look forward to partnering with the City. Thank you for considering Michael Baker for this important project.

Sincerely,



Philip O. Carter
Vice President



Tammy Seale
Project Manager

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: _____

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

Name of Proposer:	Michael Baker International, Inc.
Business Address:	2729 Prospect Park Drive, Suite 220, Rancho Cordova, CA 95670
Telephone Number:	916-361-8384
Fax Number:	916-361-1574
Email Address:	pcarter@mbakerintl.com
Authorized Signature:	
Printed/Typed Name:	Philip O. Carter
Title:	Vice President
Date:	December 11, 2015

2

Understanding of Requested Services

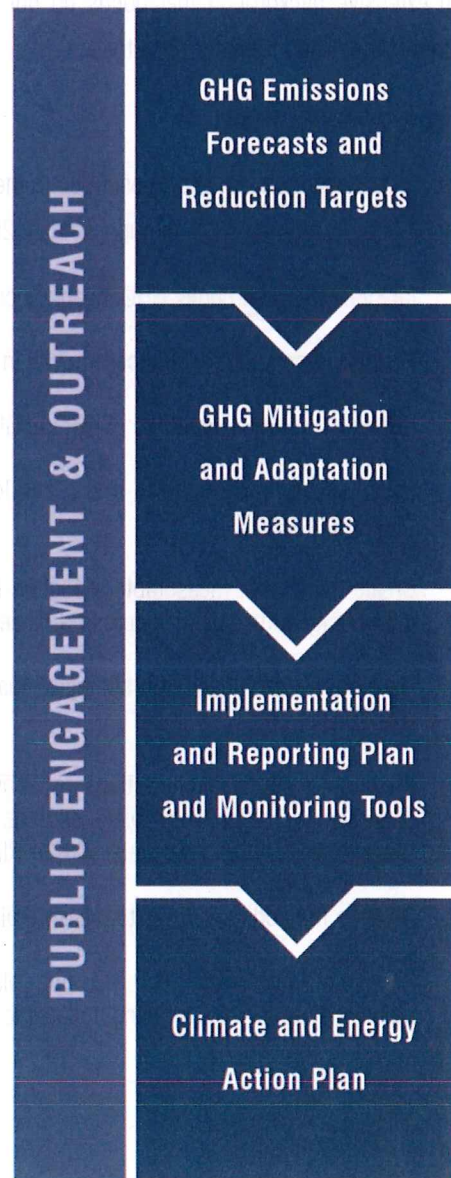
Understanding of Requested Services

Project Understanding

The City of Ashland intends to prepare a Climate and Energy Action Plan (CEAP) to both reduce greenhouse gas (GHG) emissions and adapt to the effects of climate change. A robust public engagement process will guide plan development. The CEAP will establish a framework for measurable climate strategies with near-term, mid-term, and long-term objectives. Building on a local framework of proactive climate planning, the project will serve as a guide to both the City and community stakeholders. Strategies will address the local complexities of municipal operations and community-wide activities, capitalizing on unique opportunities available to the City through its water and electric utilities. The CEAP will act as an implementation toolbox, seeking to catalyze immediate action upon plan adoption while building sustained momentum for community engagement. The CEAP will align both public and private capacity, cultivating creativity and innovation toward shared climate goals. The project effort is an opportunity to address climate change in a manner that reflects local conditions, integrates current planning efforts, and equips the community for climate action.

Ashland is a thriving community with approximately 20,000 residents and 11,000 housing units, characterized by a vibrant arts and entertainment industries. Drawing on a history of progressive private and public sustainability initiatives, the community has the opportunity to integrate efforts into a consolidated climate action planning framework. The City has the unique opportunity to lead by example through operation of the local electric and water utilities. The City has important private and public partners to engage, such as Southern Oregon University and the recreation and arts industries, whose support and partnership will be critical factors in the success of any local climate planning and adaptation initiatives.

PROJECT COMPONENTS



The City of Ashland initiates this project at a critical juncture, seeking to prepare a CEAP within one year to provide near-term steps for climate mitigation and adaptation while developing a robust strategy to achieve long-term targets. Achieving these objectives requires adept technical expertise, coupled with an innovative community engagement and messaging effort.

The Michael Baker team provides the expertise and experience in climate action planning, adaptation and resiliency planning, community engagement, and climate implementation necessary to accomplish this project. Our team offers an extensive background that builds on our work in California of developing climate and energy action plans that jurisdictions can implement and track.

Project Objectives

We understand the work effort described in the RFP is designed to accomplish the following objectives within a project time frame of January 2016 through January 2017:

- Integrate the community GHG inventory currently under way
- Engage all segments of the community in identifying and evaluating strategies
- Build on existing inventories of historic GHG emissions and prepare GHG emissions forecasts
- Establish appropriate short-, mid-, and long-term GHG emissions reduction targets that respond to the regulatory context of Oregon
- Create quantified, measurable reduction measures that mitigate GHG emissions from government operations and community-wide activities across GHG sectors, achieving plan reduction targets
- Develop climate adaptation strategies that complement GHG reduction measures and strengthen the City's long-term resilience
- Prepare implementation actions to achieve plan targets, including a cost-benefit analysis and direction for alignment with other local plans such as the Comprehensive Master Plan, Transportation Element, Transportation System Master Plan, and Water Master Plan
- Develop methods and tools to measure plan performance and track key activity indicators toward plan targets
- Provide a monitoring and reporting plan for the City with recommendations for frequency, schedule, and milestones to provide ongoing updates to the Council and the public

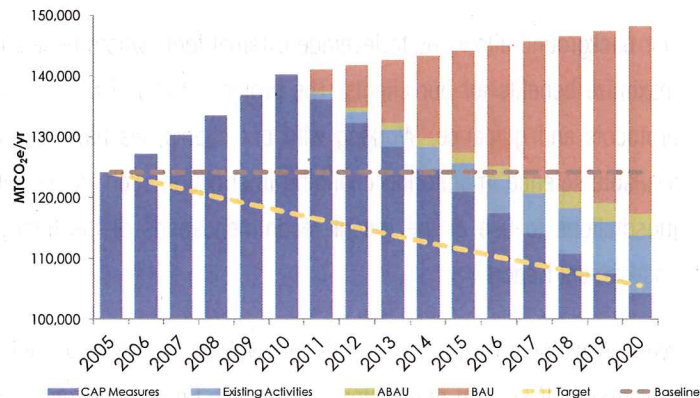
Project Approach

The Michael Baker team enjoys a collaborative working environment. The team comprises a group of professionals who are easy to work with and get the work done quickly with expertise. Our priority is providing excellent service to our clients within the boundaries of our project work programs, schedules, and budgets. Each team member commits to professionalism in all of our interactions with staff, elected officials, and stakeholders. We ensure that all project deliverables are numerically accurate, internally consistent, and conform to industry best practice.

Project Manager Tammy Seale will serve as the main point of contact for City staff, supported by Assistant Project Manager Jennifer Venema and technical leads Nora De Cuir, Alex Porteshawver, Cristelle Blackford, and Xico Manarolla. These key staff will engage directly with the City while maintaining an active role in guiding and developing project tasks. As seasoned local government planners and policy analysts, our team translates technical information into readable and informative plans that serve the needs of our clients.

Technical GHG Analysis

Ultimately, the purpose of a climate and energy action plan is to serve as a long-term strategy for lowering emissions, increasing resilience, and improving the quality of life in a community. Our team's expertise spans multiple disciplines, allowing us to excel at technical data analysis, feasible and effective local government policy, and clear and accessible communication strategies. The Michael Baker team has developed GHG emissions inventories, forecasts, and reduction strategies for coastal communities, built-out communities, urban environments, and communities that serve as large regional destinations.



Example GHG Emissions Inventory, Forecasting, Target, and Reductions

Our technical expertise allows us to assess GHG emissions sectors consistent with protocols such as the U.S. Protocol for Accounting of Community-Wide GHG Emissions, the Local Government Operations Protocol, and the precedents established by California state agencies such as the California Air Resources Board to achieve Assembly Bill (AB) 32. With staff members who have participated in development of numerous protocols and guidance papers for the state, our team has technical knowledge of inventories, forecasting, and measure quantification.

Inventories and climate action plans can be as diverse as the communities they represent. Our team skillfully uses our familiarity with existing protocols to analyze unique issues

Our team has prepared over 100 GHG inventories and more than 60 climate or energy action plans.

that arise for each community. Our approach translates local considerations consistent with protocols and industry practice, providing accurate and comprehensive information. Our team also actively monitors evolutions in the field of climate action planning, incorporating changing state guidance for long-term post-2020 targets. Our work recognizes that this level of rigor is necessary for the development of useful and effective policy for the CEAP that can function in the current regulatory environment.

The Michael Baker team is one of the most experienced teams of climate action planners in the nation and provides in-depth qualifications analyzing GHG emissions and solutions for a diverse range of jurisdictions. Building on our extensive experience across California, we provide advanced expertise from rigorous local and regional climate action planning efforts. Our experience equips our team to identify innovative opportunities that support the community while realizing benefits for municipal operations.

Alignment with Tools and Standards

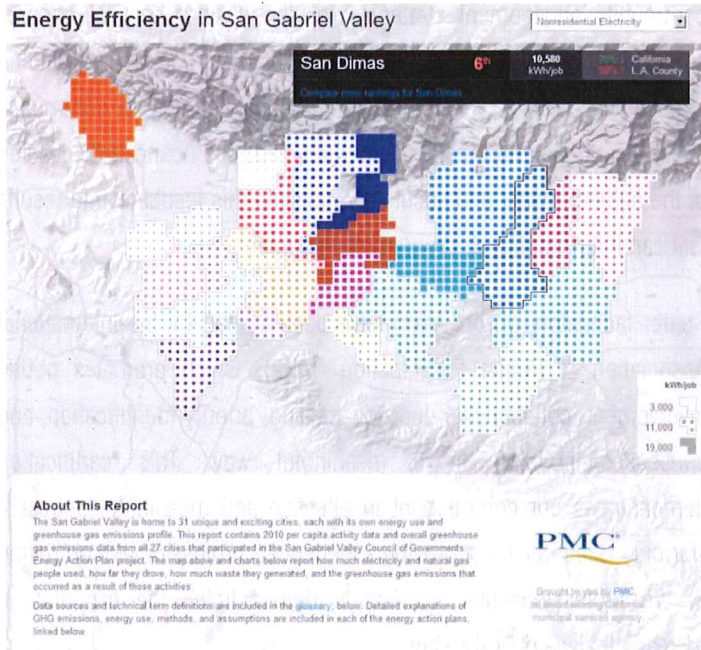
Our background allows us to leverage external tools where beneficial, but with a focus on developing approaches that maximize benefits for our clients. The project effort will rely on analytical methods informed by the most up-to-date protocols and guidance. Working with our clients, we have developed plans that account for the most recent and available science, monitoring changing information such as the potency of global warming potentials as we transition jurisdictions to use of the recent recommendations of the Intergovernmental Panel on Climate Change (IPCC) 5th Assessment Report.

We work with our clients to determine the value of publicly available tools for the work effort, such as the ClearPath tool provided by ICLEI and the California Statewide Energy Efficiency Collaborative (SEEC). Members of our staff serve on the SEEC ClearPath Advisory Committee. In this capacity, we advise and provide peer review to optimize development of the ClearPath tools for our clients. We also believe that Excel-based tools that belong to the City can be useful in certain circumstances. Ultimately we develop approaches that allow an efficient and accurate analysis of GHG emissions that supports locally appropriate policy development.

Our team is also experienced with the Compact of Mayors, and can assist our clients with completion of inventories consistent with this framework. This agreement states that a community inventory must be completed using the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories, climate hazards must be identified, and both the inventory and hazards must be reported via the Carbon Disclosure Project or carbonn Climate Registry.

Practical and Versatile Implementation Tools

Our project team has extensive experience working with cities, counties, and regional agencies. Many of our staff members have worked as agency staff and understand the considerations of the planning process and, more importantly, implementation. We partner with our clients to develop strategies and implementation tools that integrate with activities and processes in place, with sensitivity to workload and resources. Additionally, we've worked with our clients to implement and monitor their progress following adoption of their climate action plans.



We recognize that effective climate action planning requires collaboration, engagement of key stakeholders, adherence to transparent, robust, and accurate technical analyses, and tailored GHG reduction tools that result in a plan with implementable, effective, and measurable GHG reductions. We develop user-friendly tools that simplify complex data collection efforts, allowing the City to monitor, report on, and clearly present progress toward climate action targets.



The team also leverages existing tools and modeling to inform local adaptation planning. We have used the California Adaptation Planning Guide to inform the vulnerability assessment process and have extensive experience using HazUS and GIS to identify vulnerabilities and risks and develop tailored adaptation strategies that help cities achieve their resilience goals. We are well informed about local, regional, and state climate impact modeling and know how to use this data to develop a plan that makes sense for each jurisdiction.



Outreach and Engagement

The Michael Baker team has broad experience implementing community engagement strategies for the development of climate, energy, and sustainability action plans. Our team comprises planning professionals who have undergone additional training in community engagement, ensuring that we can understand the nuanced discussion of the subject matter and accurately translate this feedback into results that can inform policy or program development.

Senior facilitators on our team have been trained by the International Association of Public Participation (IAP2), which promotes public involvement, collaborative decision-making, priority identification, and consensus building in a meaningful way. This certification demonstrates our commitment to effective and meaningful outreach. Not only does our team provide experienced professionals committed to the profession, but certification demonstrates the expertise in outreach that we offer the City.

Our team understands that there is no one-size-fits-all approach to engaging a community. Drawing on our engagement expertise, we work with our clients to identify desired outreach outcomes. With this information, our team works to identify the preferred level of public participation. Based on this direction, our team develops appropriate tools and events that solicit input from a wide range of residents, age groups, and demographics. Our team uses the framework of the IAP2 Public Participation Spectrum, which outlines the levels of participation and provides a framework to understand levels of investment and desired outcomes. The IAP2 Public Participation Spectrum is shown below in Figure 1.



Community engagement strategies and interactive project websites are effective strategies to garnering community support for the CEAP implementation effort.



Figure 1: Spectrum of Participation



SOURCE: IAP2 SPECTRUM

Recognizing that CEAPs deal with a broad range of issues that affect multiple members of the community, our team’s approach to outreach includes a range of techniques and meeting strategies. Approaches and tools are scaled to communities and projects of any size, address a diverse range of stakeholders, and leverage existing outreach opportunities such as fairs, festivals, or farmers markets. Our broad experience allows for development of simple, web-based methods to engage participants online, at pop-up workshops, and at more traditional workshops that engage participants in exercises that prompt reflection and discussion about issues at hand. Our climate action planning work has also involved stakeholder interviews to explore issues and opportunities in depth.

Our team provides senior engagement facilitators with certification from the International Association of Public Participation (IAP2)

Our presentation materials balance the need for clear language and graphics with technical detail, allowing participants to engage at different levels. This approach equips the public to understand and provide input on the technical aspects and outcomes of climate action planning. The development of outreach materials draws on our in-house team of graphic artists, GIS-mapping technicians, and web developers, who can create custom graphics and interactive tools

tailored to project needs. Outreach materials, reports, maps, and graphics are easy to understand and inform policy development.

Potential Issues and Challenges

Our experience, which is presented in more detail in Section 3.0 Project Team and Qualification, equips us to anticipate and address potential challenges for the City of Ashland during development of the CEAP. A summary of potential challenges and our approach to address them are summarized in the following table and addressed as relevant throughout the scope of work.

Potential Challenge	Approach to Address Challenges
The importance of voluntary private actions and challenges to achieve GHG reductions	Inform and engage in identification and discussion of co-benefits Engage stakeholders to develop innovative programs Calculate the credit from existing and early accomplishments Use municipal measures to pilot and illustrate community-wide program feasibility (e.g., solar financing) Review recent-year activity data to evaluate changes since the analysis year of the Ashland municipal and community-wide GHG inventory and identify additional potential reductions that may help achieve the near- and long-term targets
Challenge of maintaining long-term community momentum	Create flexible, scalable programs that propel implementation Establish a performance-based framework that focuses on key criteria, co-benefits, and indicators Engage diverse sectors of the community as project partners to develop reduction, adaptation, and resilience strategies and build implementation capacity
Monitoring and achievement of ambitious climate targets	Effective and actionable measures with clear metrics for implementation User-friendly monitoring and reporting tools that equip City staff for implementation and analyze progress toward plan outcomes Preparation of a trackable plan ready for City-led and private-sector implementation Focus on relevant, local metrics, measurable policy outcomes, and community priorities
Data availability for long-term projections to develop long-term GHG emissions forecasts	Collaborative plan development process with City staff Engagement of extensive in-house GIS and land use planners to supplement available forecast data as needed

Project Work Plan

The following tasks outline our approach to meet the objectives of the RFP and building capacity in Ashland for achieving reductions in GHG emissions and preparing a holistic approach to climate adaptation and mitigation. Michael Baker anticipates a 12-month timeline for the preparation and adoption of the CEAP, including components of both public engagement and plan development. We can accommodate a longer or shorter project schedule to meet the needs of the City.

Understanding of CEAP Content and Deliverables

Our team recommends the following work plan to successfully complete a CEAP and public engagement process for completion and presentation to City Council by January 2017. Tasks presented in the work plan demonstrate our approach to complete the technical analysis, plan development, and public engagement identified in Section III of the RFP. The work plan reorganizes and renumbers tasks identified in the RFP to provide an effective approach for project completion. Tasks will be iterative, with public engagement and guidance of an ad hoc committee that informs technical analysis and plan development throughout the project effort. The following table summarizes the relationship of proposed tasks to the plan contents identified in the RFP.

RFP Section	Relevant Task
III – Project Final Content/Deliverables	Task 1 – Project Management and Kickoff Task 2.5 – Draft Plan Task 2.6 – Final Plan Task 3.2 – Climate and Energy Action Committee
III. A – CEAP Plan Document - Contents	Task 2 – Climate and Energy Action Plan
III. B – Public Engagement Process	Task 3 – Public Engagement Process

1. Project Management and Kickoff

1.1 Project Kickoff

An initial kickoff meeting will acquaint Michael Baker with the City’s project team. The kickoff meeting will provide an opportunity to refine the scope of work, project schedule, and identify outreach opportunities. This meeting will also serve to establish the project management procedures, including invoicing terms and communication protocols. Discussion will also establish the preferred methods for data collection and coordination.

Task 1.1 Deliverables

- Kickoff agenda
- Public outreach assessment
- Data collection packet

During the project kickoff meeting, the Michael Baker team will conduct an outreach assessment with City staff. Our outreach task lead will guide an in-depth discussion with City staff to better understand previous approaches to public outreach and objectives for outreach during the CEAP development process. The team will also review successes, challenges, considerations, and lessons learned from the City's past advisory groups engaged in sustainability and climate action planning, including efforts to date of the ad hoc CEAP Committee. The project team will review past methods for engagement of City staff, such as working groups and internal green teams. This initial discussion of outreach techniques and their applicability to Ashland will equip the project team to develop an effective strategy for engagement of the community and key stakeholders that leverages past efforts and maximizes participation.

The project team will prepare and provide a data collection packet in advance of the meeting. The team will provide simple-to-use questionnaires and Microsoft Excel forms that can be separated and easily distributed across departments. Michael Baker will use meeting input to resolve questions and streamline any outstanding questions for City staff. Based on direction from the City at the kickoff meeting, Michael Baker can follow up directly with City staff to resolve outstanding questions for municipal data. Early preparation with the data collection packet will allow for a productive meeting to initiate plan development.

1.2 Project Coordination and Management

Consistent and regular communication for the duration of the project will provide the opportunity for the project team to discuss upcoming tasks and keep the project moving forward on time and on budget. At the project kickoff meeting, we will establish a schedule for holding project check-in calls, usually every two weeks. We offer meeting flexibility to match project needs by conducting a mix of phone, in-person, and web-based check-in meetings as appropriate to the task. Prior to each meeting, we will work with staff to craft an agenda, determine the most appropriate format, and identify the necessary participants that will best meet the needs of each meeting. Check-in meetings will primarily rely on Cisco WebEx technology to allow for remote screen sharing and webcam capabilities.

For full transparency and accountability, we will demonstrate our progress toward meeting project objectives by providing monthly progress reports with our monthly invoicing. We will use any of the City's preferred monthly report and invoice formats to proactively identify any potential budget or schedule constraints that may arise during the course of the project.

Task 1.2 Deliverables

- Biweekly coordination meeting agendas and meeting summaries
- Monthly progress reports

2. Climate and Energy Action Plan

2.1 Existing Conditions

To develop an effective plan to meet GHG emissions reduction goals, the City must first develop an accurate understanding of where and how GHG emissions are generated and how they will change over time. Michael Baker will rely on the GHG emissions inventory the City is currently preparing. This task assumes the City will provide all data and key assumptions used to prepare the GHG inventory, including technical documentation and data sources. The City's inventory will serve as the baseline GHG inventory for the project.

Task 2.1 Deliverables

- Memo: Review of Ashland GHG inventories

Development of an accurate baseline inventory is an important first step in identifying opportunities for the CEAP. The baseline GHG inventory will provide important information about the City's existing emissions sources. Michael Baker will review sectors for consistency with the U.S. Community Protocol for Accounting of GHG Emissions, in addition to the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories. Michael Baker will identify any considerations for consistency to ensure the CEAP includes only those emissions over which the City has jurisdictional control, including GHG emissions from sources under municipal operations such as the Ashland Electric Utility. Findings and recommendations will be presented in a memo to the City.

2.2 Forecasts and Target Setting

Identification of a target from a forecast of local GHG emissions provides the road map for all CEAP measures. The City's CEAP will identify targets for both community-wide and municipal GHG emissions. Forecasts and targets will address near-term, mid-term, and long-term targets for GHG emissions. Michael Baker will work with City staff to recommend appropriate horizon years. Based on approaches of other jurisdictions in Oregon, the project team initially recommends development of forecasts for 2020, 2030, and 2050.

Task 2.2 Deliverables

- GHG Emissions Forecast Report for Community-Wide Activities and Municipal Operations
- Microsoft Excel forecast tool

Prepare Forecasts and Targets

Michael Baker will prepare a projected look at future energy use and GHG emissions for the City if it were to continue "business as usual" for each horizon year. Developing forecasts for 2020 and 2050 provides consistency with Oregon's objectives efforts to achieve GHG reductions in 2020 and 2050 of 10% and 75%, respectively. Preparing a mid-term forecast for 2030 provides consistency with other jurisdictions, such as the City of Portland's goal to achieve a 40% reduction below 1990 levels by 2030. Other jurisdictions have also established targets for 2030, including Eugene's

goal to reduce fossil-fuel use 50% below 2010 levels, and Corvallis's target of eliminating net GHG emissions from energy use.

Michael Baker will use the business-as-usual (BAU) forecasts to recommend emissions targets for the City that are appropriate, defensible, and consistent with current state recommendations. Depending on the scope of the City's GHG emissions inventory, the forecasts will represent both municipal and community-wide GHG emissions. Michael Baker can also work with City staff to identify separate reduction targets for identified sectors should there be the need for more specificity. Targets unique to the City of Ashland may include a target for expanding the renewable energy portfolio of the utility. Although nearly 90% of Ashland's power comes from clean, large hydroelectric sources, the City has an opportunity to transition the remaining 10% to carbon-free sources.

BAU forecasts will rely on projected population and employment growth for the City of Ashland, consistent with growth projections and buildout expectations of the Comprehensive Plan and other local planning documents. While data limitations may preclude accurate quantified forecasting for 2050, Michael Baker will address 2050 and ensure forecasting provides a foundation for long-term climate planning. Where local projections are unavailable, our project team will develop assumptions with City staff based on land use data and housing and employment trends.

Michael Baker will work with the City to ensure it selects a target that is achievable and consistent with state guidance, current protocols, and regional practices. To be consistent with state goals for GHG reductions, we expect to include near-term and long-term targets that are at least compliant with the state goal of achieving a 10% reduction below 1990 emissions levels by 2020 and a 75% reduction by 2050. The project team will identify a recommended 2030 target that will position the City for success in pursuing the 2050 goals of reducing statewide emissions to 75% below 1990 levels. The team will identify options for more aggressive targets that exceed state objectives.

Regardless of the final target, Michael Baker will identify opportunities and challenges that will support or hinder City efforts to reduce emissions. Michael Baker will recommend reduction targets that reflect the values of the community and that are meaningful, attainable, and measurable. This task will include development of both a municipal and a community-wide reduction target, in addition to a target for GHG emissions reductions or an electricity portfolio for the Ashland Electric Utility.

Identification of Early Accomplishments

Michael Baker will adjust the BAU forecast to prepare an adjusted business-as-usual (ABAU) forecast. The ABAU forecast will account for reductions from state actions such as the Clean Fuels Program. Accounting for these state regulations is important for CEAP accuracy and reduces the burden for local strategies to address GHG emissions. The ABAU forecast will also account for early credits anticipated for the Ashland Electricity Utility, including energy

efficiency upgrades that Oregon's Renewable Portfolio Standard legislation (House Bill 3649) allows to count toward its renewable portfolio standards.

Following quantification of state actions, Michael Baker will also adjust the forecast to include local community-wide accomplishments such as sustainability projects at Southern Oregon University, public school district projects, and government operations accomplishments such as facility energy efficiency retrofits or recycling programs. Such early behaviors may have already resulted in sizeable reductions that will help the City achieve its reduction target. Michael Baker will work with City staff to collect all necessary data to convert actions into GHG reduction credits. The project team will rely on turnkey data collection tools to streamline the process for City staff.

Emissions forecasts will be presented with related activity indicators, providing an important foundation for the creation of a monitoring and implementation program. The impact of existing accomplishments will be calculated to demonstrate early reductions in emissions since the baseline inventory.

Forecast results and options for target setting will be presented in a GHG Emissions Forecast Report for Community-Wide Activities and Municipal Operations. Results of this report will be reviewed in coordination with the ad hoc CEAP Committee, as discussed in Task 3.2. As part of this task, Michael Baker will develop a Microsoft Excel forecast tool for analysis of data. This tool will be designed with methods and calculation consistent with relevant reporting protocols and guidance. Methods will follow the U.S. Protocol for Accounting of Community-Wide GHG Emissions and the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories.

2.3 Measure Development and Quantification

Michael Baker will use the outcomes of stakeholder meetings and outreach activities, findings from the GHG inventory and forecasts, and our comprehensive knowledge of existing best practices to develop appropriate, innovative, feasible, and effective GHG reduction measures. These measures will provide a plan of action that would allow the City to meet the GHG emissions reduction targets and demonstrate progress toward objectives. Where appropriate, measures will complement other existing efforts, such as those of Southern Oregon University or other public and private partners in the community. The project team will also draw on our experience providing staff support to diverse agencies to account for the fiscal, political, and administrative constraints facing the City.

Reduction measures will include strategies for both municipal and community-wide activities. Measures will address all local sectors of GHG emissions with a mixture of voluntary and mandatory programs and actions. Strategies for the reduction of GHG emissions will be comprehensive, addressing those from each sector in the community-wide GHG

Task 2.3 Deliverables

- Draft list of GHG reduction measures
- Draft GHG reduction measure matrix, with co-benefits

inventory. We will also ensure that reduction strategies will provide opportunities for the municipal government of Ashland to demonstrate its leadership and achieve reductions through City operations and through the energy portfolio of the Ashland Electric Utility. We will work with City staff, including those responsible for maintenance and operations of City facilities, to identify a range of feasible strategies.

Performance-based measures include implementation actions that provide a plan of action to attain emissions reduction targets and demonstrate progress toward objectives. The preliminary list will include measures within the jurisdictional authority of the municipal government of Ashland which provide broad-based GHG reductions. Measures will also focus on those municipal actions that may yield smaller reductions but provide important proof-of-concept to foster private initiatives. We will work with City staff to identify a range of feasible strategies.

Michael Baker will estimate the GHG reduction potential of the strategies using vetted and transparent methods and data sources. The project team will identify one participation metric for each strategy to ensure progress can be easily tracked. This task provides a foundation to develop a user-friendly monitoring and tracking method, as further described in Task 2.5. Measures will also include quantification of priority metrics for feasibility, such as estimated government costs, average community savings, and payback period. Michael Baker will present the draft strategies to the community for feedback and refinement, per Task 3, and conclude the task with a set of locally vetted strategies to achieve the GHG reduction targets.

Analysis of Costs and Co-Benefits

Following City staff review of quantified measure results, the project team will analyze other co-benefits of plan implementation. This task will provide a full picture of the range of social and financial measures of investment, costs, and benefits associated with each proposal. The project team will conduct this task prior to stakeholder review of quantification and measures analysis. Findings for each measure will present indicators for community consideration, vetting, and prioritization. These other metrics demonstrate that a spectrum of variables may indicate the viability of a measure, from upfront investment to long-term savings to availability of other partners and programs. Priorities identified in public outreach may also determine the weighting and refinement of co-benefit analysis. For instance,

Energy Scoring and Audits - Community Savings Estimates by 2020

Metric	Amount
Annual Electricity Savings (kWh)	21,130,510
Annual Electricity Savings (\$)	\$3,592,190
Annual Natural Gas Savings (therms)	2,115,790
Annual Natural Gas Savings (\$)	\$2,665,900
Annual Community Savings (\$)	\$6,258,080
Annual Average Savings per Participant	\$13,320
Payback Period (Years)	1.3
Adjusted Cost (Benefit) per Metric Ton	\$(320)

Example Cost-Savings Analysis

engagement may prioritize strategies that support energy innovation industries or those that benefit residents living below the area median income.

Although co-benefits are qualitative in nature, the project team will assess co-benefits using an analytical method. The project team will prioritize and rank co-benefits using a method vetted through stakeholder engagement. The process allows weighting of the importance of co-benefits against the financial cost benefits and GHG reductions. This task of assigning weights and ranking measures is the process of prioritization. It results in a simple, user-friendly summary of the multiple variables that determine the feasibility of any particular reduction measure, such as capital cost and effectiveness, alongside co-benefits for other community values. Prioritization will support community evaluation of measures and an engaging and open dialogue to refine proposed measures and meet other, non-GHG goals. Additionally, City staff can revise prioritization weights and rankings over time.

Prioritization will be based on a list of criteria that is vetted with the public. The project team will develop a simple 3- or 5-part point rubric for each criterion and rank each measure accordingly. The process results in a score for each criterion, which is weighted into an average score. The average score will be shown in a table as the weighted average score for each measure. Those measures with the highest score will indicate the highest priority for implementation, based on the prioritization and rankings recommended by the City and the community. The prioritization calculations will occur in the CEAP measure monitoring tool (discussed later in this section), where prioritization can be updated as needed over time. The outcomes of this exercise will be a set of clear near-term priorities for implementation, which will provide the groundwork necessary to achieve early implementation successes. Results will be presented in a GHG reduction measure matrix, including a summary of co-benefits and the cost-benefit considerations for implementation.



Optional Task – Consumption-Based GHG Reduction Measures

As an optional task, Michael Baker can prepare consumption-based GHG reduction measures to illustrate the full range of life cycle benefits from plan implementation. Consumption-based reductions and co-benefits would reflect average annual life cycle savings for activity at the household or individual level. This task would rely on the methods and data provided in the consumption-based inventory currently under way for the City. Information from this inventory would be supplemented by publicly available data from the CoolClimate Network, a program of the RAEL at UC Berkeley.

2.4 Adaptation Strategies

Michael Baker will use available federal, state, and regional resources to develop adaptation strategies to include in the CEAP. Adaptation strategies will complement GHG reduction measures, but go beyond to identify and address potential impacts on human, structural, and natural populations resulting from climate change, including but not limited to increased temperature, drought, flooding, landslides, and wildfire-related air quality issues. The objective of this task is to create a policy framework that enhances the City's ability to thrive under a variety of likely future climate conditions. In order to develop effective policy to achieve this objective, the City must first have an understanding of vulnerability and risk.

Task 2.4 Deliverables

- List of draft adaptation measures
- List of priority adaptation measures
- Matrix of adaptation measures and co-benefits

This task will rely on available data for the state of Oregon and comparable studies prepared for other regional and local climate adaptation efforts. Sources to identify the approach and relevant analysis include the 2010 Oregon Climate Change Adaptation Framework and Oregon Resilience Plan, supplemented by available datasets from the State of Oregon Department of Geology and Mineral Industries and the Oregon Climate Change Research Institute. Where gaps in local information and studies exist, the Michael Baker team will use the wealth of adaptation resources specific to California, such as Cal-Adapt, to help identify and confirm potential vulnerabilities.

The project team will consult published studies, reports, guides, and modeling as well as City staff and the advisory committee to assess how each affected asset is currently handling hazards. The project team will develop qualitative ratings (low, medium, high) for each impact and adaptive capacity identified through this analysis (Figure 2). We will then prepare a decision matrix assigning these ratings to each combination of impact and adaptive capacity. The vulnerability rating will be used to identify and prioritize the greatest vulnerabilities in the City.

This task will also include identification of assets of concern. Assets are the social, environmental, economic, and physical resources that may be impacted by climate change. Critical assets may also have the ability to adapt as the climate changes. This task may include identification of critical infrastructure, population, neighborhoods, and other local resources that are uniquely vulnerable. To identify assets of concern, Michael Baker will review potential climate change impacts and identify key issues and assets with the advisory group as described in Task 3.2.

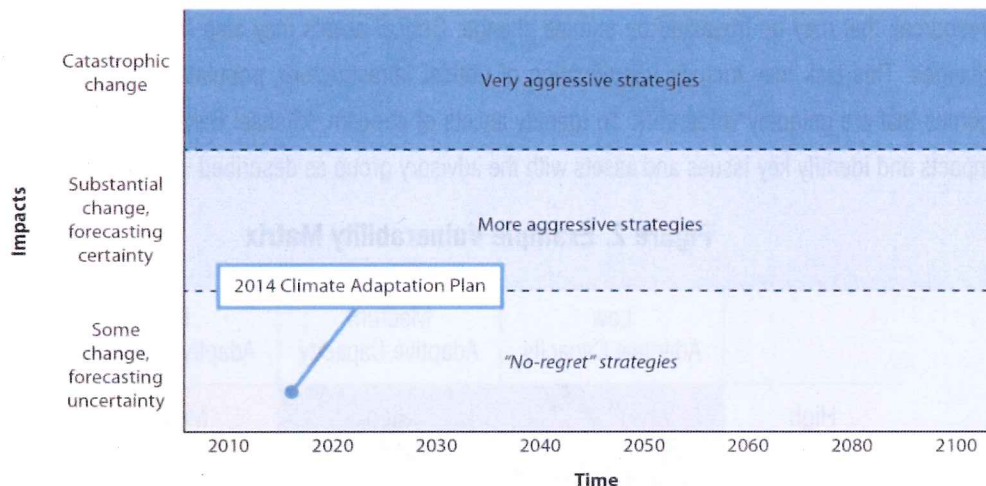
Figure 2. Example Vulnerability Matrix

	Low Adaptive Capacity	Medium Adaptive Capacity	High Adaptive Capacity
High Impact	High Vulnerability	High Vulnerability	Medium Vulnerability
Medium Impact	High Vulnerability	Medium Vulnerability	Low Vulnerability
Low Impact	Medium Vulnerability	Low Vulnerability	Low Vulnerability

Following the vulnerability analysis, Michael Baker will conduct a risk assessment to ask how likely certain threats are and what the extent of their impact would be. The team will rely on the results from the vulnerability assessment to determine what areas and assets should be evaluated but will confirm this list with City staff prior to conducting the risk assessment. These priority assets may be those with high vulnerability as indicated in the vulnerability matrix or those selected by staff for other reasons based on City or community priorities.

Michael Baker will develop and present adaptation measures and resiliency strategies for consideration in Ashland. These will include opportunistic (e.g., relocating assets through land use changes), defensive (e.g., protecting assets with infrastructure improvements when they are not easily moved), and passive (e.g., investment in education or social infrastructure to encourage community resiliency) approaches. The onset timing and uncertainty of some climate change impacts can be a political barrier to implementing policy. Therefore, Michael Baker will also consider a threshold approach to adaptation using “no-regret” strategies that can increase adaptive capacity in the short term (Figure 3). These strategies can be ratcheted up or down over time as new climate observations are made and projections achieve higher levels of certainty.

Figure 3. Adaptation Strategy Threshold Approach



Adaptation and resiliency strategies will include performance metrics that can be tracked to document implementation and monitor effectiveness. Michael Baker will identify policy co-benefits and assess the feasibility of each measure. Co-benefits could include public health benefits, economic development, and GHG reductions. The feasibility assessment will review and discuss the political, financial, and technological feasibility of each measure. The results of this assessment will be used to refine the initial strategy list.

Political, financial, and technological feasibility, along with urgency, need, and consistency with City plans, can be used as criteria to evaluate the strategies most likely to be implemented in the short term. This will also increase City staff buy-in and engage multiple departments in the process so they may be more likely to implement priority strategies. This priority list will be presented along with a complete list of strategies to the steering committee and technical advisory groups. The project team and City staff may also choose to share the complete list with the public or instead focus on refining near-term, priority strategies.

2.5 Draft Implementation Plan and Monitoring Tool

Monitoring and Reporting Implementation Plan

A successful plan implementation and monitoring program begins with effective and actionable measures that have clear metrics associated with their implementation. Building on measures developed in previous tasks, Michael Baker will provide a clear, user-friendly monitoring and reporting implementation plan for the CEAP. The implementation plan will identify methods and clear objectives for success, time frames to initiate

Task 2.5 Deliverables

- Draft monitoring and reporting implementation plan
- Draft and final monitoring tool summary report
- Microsoft Excel monitoring and reporting tool

implementation, and information to assist staff with prioritization and next steps of measures for implementation. Targets and multiple layers of data for measuring the progress of CEAP measures can be unnecessarily complex and confusing. Recognizing limited staff time and the multiple data sources available to the City, the implementation plan will provide a clear game plan to work toward CEAP targets. The draft implementation plan prepared in this task will provide the basis of the implementation chapter in the CEAP.

Michael Baker will review current work plan approaches of City staff and develop a tracking process that complements and builds on existing efforts and roles. Key criteria in the plan will include:

- An annual schedule with key milestones for ongoing data collection across City departments and phased coordination for data with private partners and other agencies.
- Milestone schedule for quarterly and annual reports to advisory bodies and decision-makers.
- A schedule to phase regular presentations and/or meetings with partner groups and primary stakeholders identified in the CEAP.
- Financial tracking tools to monitor private and public investment and performance for CEAP strategies.
- Summary of priority triggers and performance levels to elevate for early decision-maker input when deviation from the reporting schedule may be appropriate.
- A simple “dashboard” style manual that summarizes the basic to-do process for regular reports and tracking.

Monitoring Tool

To equip the City for plan implementation, Michael Baker will develop an implementation and monitoring tool to measure the success of the GHG reduction and adaptation measures, in addition to guiding next steps. This tool will reflect the recommendations of the implementation and reporting plan. The monitoring tool will be a user-friendly, Excel-based tool which generates reports that tracks the effectiveness of various programs. Built-in calculation functions will measure the performance of measures and present progress to plan targets. This tool will include the recommended schedule for plan implementation and monitoring. A “dashboard” style component of the tool will present highly visual and graphic figures, charts, and infographics to communicate plan performance. Outputs will also standardize an evaluation of priority social and other environmental indicators relative to GHG reductions, such as household income, indicators of public health, and access to open spaces and parks.

The implementation and monitoring tool will generate turnkey report content that populates automatically using data entered by staff. Not only will the tool demonstrate overall progress to CEAP targets, but the tool will also show progress toward targets by GHG emissions sectors and measure topic. Using the tool, the City will be able to identify successful measures, those that require refinement, and overall progress toward GHG reductions for community-wide



Visually compelling and practical implementation tools are able to succinctly offer the relevant information needed to assist staff in assessing CEAP progress to date.

and municipal operations. While Michael Baker is expertly prepared to discuss a range of monitoring tool options, including ICLEI's ClearPath tools, this task assumes Michael Baker's development of a more tailored, locally customized, and user-friendly Microsoft Excel-based tool developed specifically for the City.

In order to clearly identify the methods used to track progress, Michael Baker will provide staff with a report that identifies the calculations and input methods used in the tool to monitor implementation of the GHG reduction programs. Michael Baker will also ensure that the "progress metrics" and cost-benefit analysis identified in Task 2.3 are easily obtainable and integrated directly into the monitoring tool.

As part of this task, Michael Baker will conduct a webinar training session with City staff on use of the monitoring tool. During this training, Michael Baker staff will demonstrate the process to conduct annual reporting using the tool. Michael Baker staff will present data collection and entry, and preview the tables and graphics created in the tool. Based on staff input and discussion during the training, Michael Baker will modify the preliminary monitoring tool and provide a final version with an updated summary report to City staff.

2.6 Draft Plan

Michael Baker will compile the data in previous tasks and direction from public engagement to create a draft CEAP that can be submitted to City staff for review. The CEAP will be a highly visual, graphics-rich document designed to communicate clearly to decision-makers, the general public, and stakeholders. Michael Baker will first prepare a draft outline for the CEAP to confirm with City staff. At a minimum, plan contents will include the following:

- Introduction to the City's climate action planning efforts.
- Review of key issues, local vulnerabilities to the impacts of climate change, and opportunities and challenges for climate mitigation and adaptation.
- Plan development and community engagement summary.
- Overview of historic and forecast GHG emissions and reduction targets.
- Local and state accomplishments to date.
- GHG reduction and climate adaptation measures and implementation actions, including quantified performance metrics, cost-benefits, other co-benefits, and schedule for implementation.
- Reporting and implementation plan with strategies, schedule, milestones, and methods to monitor plan outcomes, including necessary alignment and potential conflicts with other local plans such as the Comprehensive Plan, Transportation Element, Transportation System Plan, Water Mater Plan, and other local plans as appropriate.
- Project outreach strategy to maintain ongoing project partnerships, interest, and community momentum.
- Technical appendices to document key assumptions, methods, and resources for quantification and analysis of plan outcomes.

After staff have provided comments and coordinated with Michael Baker, the draft CEAP will be modified to create a revised draft that will be presented to the ad hoc advisory committee and public for review and comment. In support of the public workshops and outreach activities included in Task 3, Michael Baker will present the draft CEAP and proposed measures at two public meetings. The budget assumes that the project management team will present the draft CEAP to two meetings of the Planning Commission, City Council, or advisory bodies. The project team will coordinate with City staff to confirm the audience for the presentations. These presentations will be as informational or study session items and will allow questions from the Commission or Council as well as public comment.

Task 2.6 Deliverables

- Draft outline for CEAP
- Draft and public draft CEAP
- Up to two (2) PowerPoint presentations for commissions, Council, or advisory committees

2.7 Final Plan

Michael Baker will coordinate with City staff to incorporate public input and decision-maker direction into the final draft CEAP that will be presented to the Planning Commission and City Council. Michael Baker will coordinate with City staff to prepare a presentation and present the CEAP at two public hearings, with the current assumption of one meeting each of the Planning Commission and the City Council. Michael Baker will provide a summary of all outreach efforts and reports conducted as part of Task 2 and provide a clear overview of the existing conditions, baseline report, proposed GHG reduction measures, and implementation plan with the monitoring tool.

Task 2.7 Deliverables

- Final draft CEAP
- Up to two (2) PowerPoint presentations for commissions, Council, or advisory committees

3. Public Engagement Process

3.1 Public Engagement Program

Based on the outreach assessment conducted during the kickoff meeting, Michael Baker will formulate and implement a public engagement and involvement plan that is informative and interactive, using a variety of tools to invite and record input. Michael Baker will conduct background research to identify considerations for inclusion of stakeholders across all segments of the community, developing recommendations based on age, income level, and unique characteristics of special needs populations.

Task 3.1 Deliverables

- Draft and final public engagement and involvement plan

Michael Baker will work with the City to ensure the public engagement and involvement program identifies goals for outreach, the role of stakeholders, and appropriately incorporated input throughout the process. The project team will prepare presentations and develop the graphics, tables, charts, and photographs necessary to seek public input. The program will clearly identify meeting dates, surveys, outreach events, and additional outreach efforts. The facilitation of one or more meetings may be exchanged for more innovative, unconventional, or creative outreach methods to engage the public and gain input.

The public outreach program will include a detailed schedule of tasks and the division of labor and responsibilities between City staff and the Michael Baker team. City staff will have the opportunity to review the approach and suggest further revisions. The final document will serve as a road map for all public outreach and communication conducted during the project period. As the project progresses, we will reevaluate periodically with City staff and adjust as needed to meet the needs of the ongoing project.

3.2 Climate and Energy Action Plan Committee

Michael Baker will assist the City with convening the ad hoc CEAP Committee to guide project development. The committee will review the project deliverables, including recommended targets, assistance with identification of sectors and assets to assess for climate mitigation and adaptation, and refinement of proposed measures and implementation actions.

Task 3.2 Deliverables

- Up to four advisory committee PowerPoint presentations for commissions, Council, or advisory committees
- Up to four advisory committee packets

Michael Baker will assist with a maximum of four advisory committee meetings in person. Additional presentations may be conducted using GoTo Webinar, as needed, on a time-and-materials basis, up to the budget maximum for this task. The Michael Baker team will prepare and present project materials for these meetings, including agendas, a brief overview of meeting objectives and questions, and supportive PowerPoint or poster materials. Topics and timing of meetings will be confirmed with City staff at the project kickoff. Recommendations for project meeting topics are as follows:

- Results of forecasts and recommended reduction targets.
- Draft GHG reduction measures and topics for adaptation.
- Updated GHG reduction measures and draft adaptation measures.
- Implementation plan and monitoring methods.
- Draft documents and recommendations to Planning Commission and City Council.

This task assumes that City staff may convene additional meetings with the advisory committee, as desired by City staff.

3.3 Community-Wide Survey

Michael Baker will work with the City to develop a community-wide survey to be distributed at community workshops and made available on the City's website. The survey will solicit input from community members regarding their current efforts to reduce energy use, including water use, energy improvements, waste reduction, and transportation. We will work with the City to promote and distribute the survey. Survey results will be included in the outreach summary report. The survey will be provided in a printed format as well as an electronic format using SurveyMonkey or a similar online platform for electronic response collection.

Task 3.3 Deliverables

- Draft and final community-wide survey

3.4 Community Workshops and Events

Michael Baker will conduct two community workshops or events. Based on the recommendations from the public engagement and involvement plan, this task may involve pop-up workshops or similar events at existing community events or at easily accessible locations.

Priority opportunities for community events will be confirmed with City staff during the kickoff meeting. One or two “pop-up workshops” could be hosted in exchange for a traditional community workshop. A pop-up workshop would essentially be a booth at a scheduled event in the community, such as the farmers market, attendance at a local senior event during normally scheduled activities, or a booth at a popular community fair or arts festival. Hosting booths at existing events can allow for a broader spectrum of input, allowing the project team to engage those who typically experience challenges to participate, such as families with young children, seniors, or individuals with disabilities.

The first community event will provide the initial opportunity to explore existing conditions, opportunities, and priorities for development of the CEAP. Participants will learn about the CEAP project and existing conditions as well as provide feedback on key topics through poster stations and other materials, such as take-home activities or surveys. Inviting input from a wide range of residents, employees, and community members will allow identification of relevant strategies that support GHG reductions and climate adaptation. Workshops will provide an opportunity to test ideas and explore feasible ideas for the CEAP. Michael Baker will host a second community event to solicit feedback on draft CEAP measures.

Michael Baker will facilitate each community event, and two Michael Baker staff members will attend each public workshop event. We will work with the City to develop a draft and final approach and agenda for each event, project fact sheet, and posters for each event, as well as to promote the public workshops. The project team can provide content for use on social media or the City’s website, or we can customize information through other City distributions such as utility statements. Project materials will be designed for reuse by City staff at additional events, to allow for additional engagement as desired by the City.

Task 3.4 Deliverables

- Workshop or event approach and agenda (up to two)
- Workshop or event facilitation
- Draft and final PowerPoint presentation
- Draft and final workshop handouts and materials



3.5 Project Outreach and Communication Plan

Drawing from all information collected throughout the outreach process, Michael Baker will create a comprehensive summary report of findings and themes. The report will identify the percentage and type of participants who attended community workshops, and include a summary of survey responses, including surveys provided both electronically online and via hard copy at community events.

The plan will also provide a recommended strategy for sustaining ongoing community partnerships and interest over the life of the plan. This plan will identify key resources and strategies to maintain community connections in support of CEAP implementation. The plan will include a schedule with milestones for implementation. Performance measures will identify minimum suggested number of contacts, events, or other announcements to measure success. The plan will also include recommended stakeholders, community groups, and advisory groups for engagement. Strategies will identify responsible City entities for coordination and communication. Following City staff review, recommendations in this plan will be integrated into the Draft Monitoring and Reporting Implementation Plan in Task 2.5, for eventual incorporation into the Draft CEAP.

Optional Task – Community Engagement Training

Ashland residents are educated and informed on climate change issues, and the project team may desire to further build on this knowledge base. One option to provide further momentum for plan implementation is to train key community members on how to engage their neighbors on these issues. Our outreach and community engagement team has successfully hosted engagement training sessions in other jurisdictions explaining basic facilitation techniques, event planning tips, and even how to plan for those in opposition of the City's efforts or goals. This has allowed passionate community members to create a ripple effect in our past project work. This task provides the same opportunity for residents in Ashland. These trainings could include focused discussion of specific programs available to residents, or focus on more challenging issues of the CEAP. The team can host up to two community engagement training sessions that will be open to steering committee members, City staff, and the public. The team can record and post these trainings on the City's website and on social media so they are available for consultation at any time.

Task 3.5 Deliverables

- Draft project outreach and communication plan



Michael Baker

I N T E R N A T I O N A L

During any training session, the City would have an opportunity to identify community engagement champions. These champions may be leaders of universities, schools, businesses, or existing neighborhood associations or other key stakeholders. These individuals will play a key role implementing priority mitigation and adaptation measures and empowering the community in the near term.

Schedule

The Michael Baker team is committed to complete these proposed tasks within a 13-month project schedule by January 2017. A detailed schedule is provided in Section 5.0 of this proposal.

3

Project Team and Qualifications

Project Team and Qualifications

The Michael Baker project team, consisting of Michael Baker International as the sole contractor, provides the expertise and experience in climate action planning, vulnerability and adaptation planning, community engagement, and climate action plan implementation necessary to accomplish this project. We have extensive project experience developing climate action and adaptation plans that achieve ambitious climate targets through collaborative and vigorous outreach programs. Our firm profile is provided below, followed by a description of our key personnel, and relevant project descriptions.

Firm Profile

Michael Baker is a full-service consulting firm providing planning, environmental compliance, sustainability, community engagement, and related professional services for over 75 years. Michael Baker has a staff of over 6,000 professional, managerial, and administrative employees. In 2015, Pacific Municipal Consultants (PMC), a firm with a strong presence throughout California, joined Michael Baker and its more than 550 employees located in California. Combined with its environmental and engineering practices, the firm has dedicated staff with extensive experience in the fields of planning, design, and facilitation. With a municipal orientation, our personnel operate as an extension of agency staff with the goal of providing clients a broad range of planning services.

Local Sustainability, Climate Change, and Resiliency Planning

Michael Baker's Sustainability and Climate Change Services team provides a range of services to advance community sustainability and well-being, including community resiliency, economic and social vitality, and environmental sustainability. We are committed to create and implement plans that work for our clients. We collaborate with our clients to prepare strategies to reduce greenhouse gas (GHG) emissions and respond to a changing climate. Our team understands the challenges and opportunities to address climate change through regional and local land use and environmental planning policies and programs.

The Michael Baker team delivers innovative solutions for inland and coastal environments related to hazard analyses, climate change risk assessment and adaptation strategy development, numerical modeling, engineering design, geospatial analysis, resource management, and stakeholder outreach. We support municipal clients in developing a detailed understanding of the risks associated with climate change impacts, including drought, temperature change, wildfire-related air quality issues, flooding, shoreline change, and sea level rise, and subsequently identifying and evaluating adaptation strategies that reduce those risks. Our team is uniquely qualified to assess climate change vulnerabilities of key assets identified, selected, and prioritized by the steering committee, technical advisory groups, and the public.

As one of the most experienced teams of climate action planners in the nation, we provide in-depth qualifications analyzing GHG emissions and solutions for local and regional jurisdictions. Our team expertise spans multiple disciplines, allowing us to excel at technical data analysis, feasible and effective local government policy, and clear and accessible communication strategies. Our team has developed GHG emissions inventories, forecasts, GHG reduction strategies, implementation strategies and toolkits, and guidelines or protocols for GHG emissions accounting practices. In the last five years, Michael Baker has worked with our clients to prepare over 60 climate and energy action and GHG reduction plans and more than 100 community and municipal GHG inventories.

Our background also allows us to leverage external tools where beneficial, but with a focus on developing approaches that maximize benefits for our clients. We rely on our suite of Excel-based modeling and decision support tools to provide the quantitative foundation and support for policy analysis and selection of GHG reduction programs. We develop user-friendly tools that simplify complex data collection efforts, allowing the City to monitor, report on, and clearly present progress toward CEAP targets.

We provide technical expertise to assess existing and forecasted GHG emission sectors and sources and policy analysis, and development expertise to present solutions for reducing GHG emissions in a manner that responds to local conditions and is informed by best practices, quantitative evaluation of effectiveness and co-benefits, and robust stakeholder engagement and public participation.

Michael Baker International's Sustainability and Climate Change Services staff presented the following sessions at the California Climate Action Planning Conference in August 2015 and February 2013, the APA CA conference in October 2015 and October 2014, the National Adaptation Forum in 2015, the California Adaptation Forum in 2014, the National Planning Conference in 2015, and National Hazards conference in 2015 and 2014:

- Hazard Mitigation Planning: Developing Roots for Community Resilience
- Climate Change and Aging Populations
- CAP Monitoring and Implementation Tools
- Art and Science of Writing Climate Policy
- Tools of Engagement
- Idiot's Guide to Climate Action Planning
- Climate Change Jeopardy
- Practical Approaches to Data Visualization
- Planning and Politics
- Why City Resilience Matters for Businesses
- Resilience in a Risky World: An Introduction to Emerging Private Sector Risk Management Frameworks

Award-Winning Projects

We take pride in producing quality work that is recognized by our peers. Michael Baker staff has managed or contributed substantially to creating award-winning projects for our clients and has received the following awards:

- American Planning Association, California Chapter – San Carlos CAP (2010), San Luis Obispo County Conservation and Open Space Element (2011), West Hollywood CAP (2011), Yolo County CAP (2011), San Luis Obispo County EnergyWise Plan (2012), City of San Luis Obispo CAP (2013), Butte County CAP (2014), Western Riverside Council of Governments CAPtivate Western Riverside County Subregional Climate Action Plan (2015)
- American Public Works Association – Palmdale Energy Action Plan (2011)
- Association of Environmental Professionals (California Chapter) – San Luis Obispo County EnergyWise Plan (2012), West Hollywood CAP (2013)
- Climate Change Business Journal – San Gabriel Valley Council of Governments Energy Action Plans (2012)

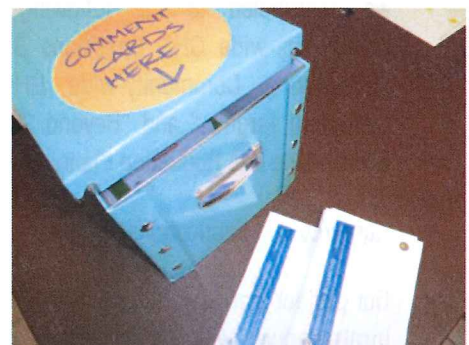
Industry Leadership

In addition to our innovative and award-winning work with clients, our team aims to broaden public awareness and the practices of the planning profession by leading research and engaging in a variety of professional organizations to further the objectives of sustainability planning. Recent work by our team to advance the environmental planning profession includes:

- Association of Environmental Professionals White Papers – Through our participation on the AEP Climate Change Committee, we contributed to the following white papers: “California Community-wide GHG Emissions Baseline Inventory Protocol,” “Forecasting Community-wide GHG Emissions and Setting Reduction Targets,” and “Beyond 2020: the Challenge for Local Greenhouse Gas Reduction Planning in California.”
- Research and publications:
 - Our project manager, Tammy Seale, is a co-author of *Local Climate Action Planning*, the first guidebook to assist local agencies with the preparation of plans to address climate change. She also co-authored “Climate Action Plans and Emissions Inventories: Strengthening the Foundations of Policy Development” in the *Journal of the American Planning Association* and “Climate Change Planning” in *Elgar Companion to Sustainable Cities: Strategies, Methods, and Outlook* with Michael R. Boswell, II, PhD, AICP, and Adrienne I. Greve, PhD.



- Ms. Seale is currently drafting a Planning Advisory Service Memo for the American Planning Association that will provide guidance on the role of comprehensive planning in the reduction of GHG emissions.
- Alex Porteshawver, our senior climate action planner and facilitator, was invited to contribute a chapter to the *Handbook on Sport, Sustainability and the Environment*, a graduate-level textbook that will be published in July 2017. Her chapter will focus on the intersection of local climate action and green building policies with professional sports stadiums and operations.
- Xico Manarolla, our senior GHG analyst, was appointed by ICLEI-USA to the U.S. Community Protocol Steering Committee and is co-leader of the Solid Waste Technical Advisory Committee. He also supported development of ICLEI's ClearPath tools as an ICLEI staff prior to joining Michael Baker. He currently serves on the ClearPath Advisory Committee.
- Professional Presentations – Our staff has presented at conferences and meetings of the American Planning Association (state and national), Association of Environmental Professionals (state and national), California Climate Action Planning Conference, the National Adaptation Forum, California Climate Adaptation Forum, and CDP Cities workshops on the topics of sustainability, climate change, and community engagement.
- Guest Lectures – Our team members provide guest lectures at California Polytechnic State University, University of California, Berkeley, University of California, Davis, and Sonoma State University on the topics of sustainability, climate change, and community engagement. Our staff co-taught the University of California, Davis Cooperative Extension's first course on Local Climate Action Planning in fall 2013, which was aimed at practitioners.



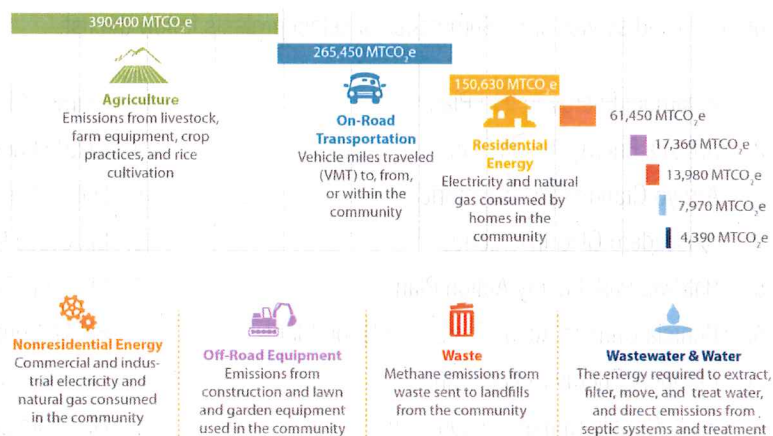
Community Engagement and Facilitation Services

Michael Baker's Community Engagement and Facilitation team includes planning professionals who have developed and implemented a broad range of outreach strategies and activities for local and regional public agencies and community-based organizations. Our senior facilitators have been trained by the International Association of Public Participation (IAP2), which promotes public involvement, collaborative decision-making, priority identification, and consensus building in a meaningful way.

Recent outreach projects include the West Hollywood Community Study, which was selected as the 2013 IAP2 Project of the Year. We have broad experience implementing community engagement strategies for the development of climate, energy, adaptation, and sustainability action plans. Our team comprises planning professionals who have undergone additional training in community engagement, ensuring that we can understand the nuanced discussion of the subject matter and accurately translate this feedback into results that can inform policy or program development.

Our climate action and adaptation planning work has also involved stakeholder interviews to explore issues and opportunities in depth. We have helped numerous jurisdictions work with residents, business owners, and leaders in the community to better understand the issues at hand. For example, we help cities lead active discussions regarding the potential vulnerabilities and risks associated with various populations, and incorporate stakeholder input into the vulnerability assessment process and development of adaptation measures.

We provide an integrated team of trained facilitators with expertise in sustainability, supported by a team of seasoned climate action planners with extensive backgrounds in outreach and engagement. Our team works closely with clients to understand the local context, key stakeholders, and past challenges and successes to outreach. Partnering with the project team, our community engagement facilitators seek to understand project goals to develop a tailored outreach program. This collaborative approach enables our projects to achieve high levels of participation and realize successful



Example Summary of Community-Wide GHG Emissions

engagement campaigns in support of project goals.

Additional information on our unique skills and approach to public engagement and outreach is provided in Section 4.0 (Proposer’s Capabilities and Resources).

Experience with Data Communication

In an increasingly digital age, providing online access to project information and opportunities for participation is essential. Evening meetings can be inconvenient. Traditional project websites can be uninteresting and lack ways to truly join the conversation. And yet participation in local government decision-making is no less important. The Michael Baker team is working hard to resolve these issues and to advance the practice of online participation and data communication. We collaborate with industry leaders and develop online participation tools of our own. We have designed simple games as well as social media tools that, for example, connect walking tours with senior centers that make engaging in public projects fun and accessible.

We take pride in developing project materials and reports that communicate data in simple yet effective ways. Our in-house data analysts and mapping technicians will work with collected data to produce graphic summaries using the latest design software. We develop infographics for use in documents, presentations, and marketing collateral that are visually appealing, easy to understand, and will be useful to agency staff long after the project term.

Relevant Climate Action Planning Experience

Following is a list of Michael Baker’s relevant climate action planning, energy action planning, and GHG inventory projects, in addition to relevant adaptation and resiliency projects. Climate action planning is a core service at Michael Baker, and we dedicate extensive resources to support our clients and to support ongoing training and development of our team and service area. Summaries of select projects follow the list.

1. Alhambra Energy Action Plan^{1,2}
2. Arcadia Energy Action Plan^{1,2}
3. Arroyo Grande GHG Inventories^{1,3}
4. Atascadero GHG Inventories^{2,3}
5. Baldwin Park Energy Action Plan^{1,2}
6. Benicia Climate Action Plan, Adaptation Plan¹
7. Bradbury Energy Action Plan^{1,2}
8. Butte County Climate Action Plan
9. Calimesa Climate Action Plan
10. Claremont Energy Action Plan^{1,2}
11. Contra Costa County Climate Action Plan
12. Covina Energy Action Plan^{1,2}
13. Diamond Bar Energy Action Plan^{1,2}
14. Duarte Energy Action Plan^{1,2}
15. Dublin Climate Action Plan Update
16. Elk Grove CAP and Sustainability Element
17. El Monte Energy Action Plan^{1,2}
18. FEMA Community Engagement and Resilience Action Partners, Climate Resilient Indicators
19. Glendora Energy Action Plan^{1,2}
20. Grover Beach GHG Inventories³
21. Hermosa Beach General Plan Update
22. Huntington Beach Sustainability Action Plan
23. Irwindale Energy Action Plan^{1,2}

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|---|---|
| 24. La Cañada-Flintridge Energy Action Plan ^{1,2} | 48. San Mateo Qualified GHG Reduction Strategy (2010) |
| 25. La Puente Energy Action Plan ^{1,2} | 49. San Mateo Climate Action Plan |
| 26. La Verne Energy Action Plan ^{1,2} | 50. San Mateo County Energy Efficiency Climate Action Plan, Energy Efficiency & Climate Change Element, Vulnerability Assessment |
| 27. Laguna Woods Adaptation Plan, Safety Element | 51. San Rafael Climate Action Plan |
| 28. Los Altos Climate Action Plan ¹ | 52. Santa Barbara County Energy and Climate Action Plan |
| 29. Merced Programmatic Climate Action Plan | 53. Santa Clara Climate Action Plan ¹ |
| 30. Milpitas Climate Action Plan | 54. Santa Rosa Climate Action Plan ¹ |
| 31. Mono County Resource Efficiency Plan | 55. Sierra Madre Energy Action Plan ^{1,2} |
| 32. Monrovia Energy Action Plan ^{1,2} | 56. South El Monte Energy Action Plan ^{1,2} |
| 33. Monterey Park Energy Action Plan ^{1,2} | 57. South Pasadena Energy Action Plan ^{1,2} |
| 34. Morro Bay GHG Inventories ³ | 58. South San Francisco Climate Action Plan ¹ and Pedestrian Master Plan |
| 35. Novato Climate Change Action Plan | 59. Sunnysvale Climate Action Plan |
| 36. Palmdale Climate and Energy Action Plan | 60. Tehama County GHG Inventory |
| 37. Paso Robles GHG Inventories ³ | 61. Temple City Energy Action Plan ¹ |
| 38. Pismo Beach GHG Inventories ³ | 62. Tulare Climate Action Plan |
| 39. Pomona Energy Action Plan ¹ | 63. Vallejo Climate Action Plan |
| 40. Rocklin Climate Action Plan | 64. Walnut Creek Climate Action Plan |
| 41. Rosemead Energy Action Plan ^{1,2} | 65. West Covina Energy Action Plan ¹ |
| 42. San Carlos CAP (2010) and 2015 Update | 66. Western Riverside Council of Governments CAPtivate Subregional Climate Action Plan |
| 43. San Dimas Energy Action Plan ^{1,2} | 67. Western Riverside Council of Governments Subregional Climate Action Plan and Public Health and Climate Action Plan Implementation |
| 44. San Gabriel Energy Action Plan ^{1,2} | |
| 45. San Luis Obispo GHG Inventories ³ | |
| 46. San Luis Obispo County Conservation & Open Space Element, EnergyWise Plan (CAP), ¹ and Renewable Energy Streamlining Program | |
| 47. San Marino Energy Action Plan ^{1,2} | |

Notes:

1. Project included community-wide GHG inventory and municipal operations GHG inventory. Climate action plans that do not have this notation included a community-wide inventory or inventory update only.
2. Part of regional energy efficiency climate action planning process led by the San Gabriel Valley Council of Governments and funded by Southern California Edison.
3. Part of regional climate action planning process (Phase 1) led and funded by the San Luis Obispo Air Pollution Control District.

Public Safety Planning Projects

Climate change adaptation planning shares many common practices and is supported by decades of hazard and emergency management best practices and literature. The Michael Baker project team has extensive hazard mitigation and emergency operations planning experience. The following is a list of projects completed or in process that include or included staff members identified in this proposal.

- City of Westminster Local Hazard Mitigation Plan and Emergency Operations Plan
- City of Duarte Local Hazard Mitigation Plan
- City of San Luis Obispo Local Hazard Mitigation Plan
- City of Hermosa Beach General Plan Update, including sea level rise vulnerability assessment, Coastal Resiliency Plan, and Sustainability Action Plan
- City of Huntington Beach Emergency Operations Plan and Safety Element
- City of Capitola Local Hazard Mitigation Plan
- City of Maricopa Safety Element and Hazard Mitigation Plan Annex
- City of Saratoga Safety Element
- City of Camarillo Safety Element
- City of South Gate Local Hazard Mitigation Plan
- City of Laguna Woods Safety Element
- City of Seal Beach Emergency Operations Plan

Key Personnel

We have selected a project team for Ashland with extensive experience in climate action planning and a keen understanding of the City's goals and desired approach. A summary of personnel in the project team follows. Résumés for the project are provided in Attachment B.

City of Ashland	
Michael Baker International Team Tammy L. Seale Project Manager Jennifer Venema Assistant Project Manager	
Alex Porteshawver Senior Climate Action Planner and Facilitator	Nora De Cuir, IAP2 Senior Community Engagement Advisor
Xico Manarolla Senior Greenhouse Gas Analyst	Cristelle Blackford Community Engagement Planner and Facilitator and Outreach Lead Abby Woods, IAP2, LEED AP Senior Community Engagement Planner and Facilitator
Eli Krispi Associate Climate Action Planner	Alice Zanmiller Assistant Climate Action/Community Engagement Planner

Project Team

Tammy L. Seale, Project Manager

Ms. Seale is a principal with Michael Baker International and manager of the Sustainability and Climate Change Services team. She has 20 years of environmental and land use planning experience as a practitioner, researcher, and educator. Ms. Seale is a leader in the field of local climate action planning, working to inform and expand the practice and provide practical, effective, and sustainable strategies to address climate change in communities. She manages the team's administrative, marketing, and business development functions and oversees collaborative preparation of comprehensive environmental and land use planning projects, specializing in sustainability, climate change, and renewable energy. Ms. Seale serves as a project director, manager, or advisor for comprehensive planning projects in the areas of sustainability, climate action planning, resiliency, and resource conservation planning. She has overseen the preparation of more than 50 climate and energy action plans.

Ms. Seale contributes to the profession through service, research, teaching, and practice. She is also a frequent presenter and discussant at local, regional, state, and national conferences, seminars, courses, and special lectures on sustainability, resiliency, and local climate action planning. She is actively involved in service to the planning profession and collaborates with her colleagues, professional associations, and academic institutions to pursue research, publication, and curriculum development focused on local climate action planning. Ms. Seale is a co-author, with Michael R. Boswell and Adrienne I. Greve, of *Local Climate Action Planning*, the first guidebook for preparation of local climate action plans to address reduction of GHG emissions and adaptation to climate change impacts.

Years with Michael Baker: 9

Years of Total Experience: 20

Education

MSP, Urban and Regional Planning,
Florida State University, Tallahassee

BA, Environmental Conservation,
University of Colorado, Boulder

Jennifer Venema, Assistant Project Manager

Ms. Venema is a senior planner with over seven years of experience advising local governments on climate change, land use, renewable energy planning, and environmental policy. Her portfolio includes over 20 climate action plans, GHG reduction plans, and energy action plans. She has managed or served as a task lead for over 12 plans, including two award-winning projects. Recent work includes management of two climate action plan implementation efforts. As the firm's Energy Efficiency and Conservation Block Grant (EECBG) specialist, Ms. Venema managed EECBG programs for six cities with awards ranging in size from \$565,500 to \$1,299,700. She uses her planning skills to provide expert support for public engagement and outreach projects, including workshop facilitation, development of outreach approaches and tools, and facilitation of advisory committees on environmental topics. As an assistant project manager on the San Gabriel Valley Energy Efficiency and Climate Action Plans conference, she served as a task lead for development of energy action plans for seven cities in the San Gabriel Valley, including municipal and community-wide GHG inventories, forecasts, and mitigation strategies.

Years with Michael Baker: 7

Years of Total Experience: 7

Education

BS, City and Regional Planning,
California Polytechnic State
University, San Luis Obispo

BA, Political Science, International
Affairs concentration, California
Polytechnic State University, San
Luis Obispo

Minor, Environmental Studies,
California Polytechnic State
University, San Luis Obispo

Nora De Cuir, Senior Community Engagement Advisor

Ms. De Cuir is an IAP2-certified member of the team and directs Michael Baker's community engagement and facilitation services for public agencies and nonprofit organizations. She has focused her facilitation practice on discussions of energy efficiency, nonmotorized transportation, and park and natural resource conservation issues. She is an experienced facilitator for group discussions of all sizes, from small advisory committees to large public workshops and special events. With 13 years of experience, Ms. De Cuir acts as a lead facilitator, project manager, project director, and advisor for the development of public participation programs. In addition, she has authored general plan elements, strategic plans, climate action plans, watershed plans, pedestrian and bicycle master plans, trail feasibility studies, park and open space system plans and assessments, and agricultural conservation studies,

Years with Michael Baker: 9

Years of Total Experience: 13

Education

MS, Community Development,
University of California, Davis

BA, History, University of California,
Berkeley

Certifications

IAP2

Alex Porteshawver, Senior Climate Action Planner and Facilitator

Ms. Porteshawver provides actionable, on-the-ground climate action experience leading efforts to address challenging topics of climate change and adaptation. As the Sustainability Coordinator for the City of Benicia, Ms. Porteshawver has successfully led policy development and plan implementation for climate action goals and is currently managing development of an adaptation and resiliency plan. She is responsible for implementing and tracking a diverse array of projects, including energy efficiency retrofits, renewable energy procurement, electric vehicle infrastructure, and water conservation. She manages and conducts diverse public outreach and educational activities, drawing together public and private interests to address complex topics. As a senior member of the team, Ms. Porteshawver also assists other communities with implementation GHG emissions reduction projects and programs and increase local resiliency. She combines her academic background in environmental law and policy with over four years of experience implementing climate action plans and working locally and regionally to develop practical solutions to climate change.

Years with Michael Baker: 1

Years of Total Experience: 12

Education

JD, Marquette University Law School

Master of Environmental Law and Policy, Vermont Law School

BS, Marketing Communication/
Management Communication,
Emerson College

Xico Manarolla, Senior Greenhouse Gas Analyst

Mr. Manarolla is responsible for preparation of GHG emissions inventories, policy research, analysis, and development to support climate action plans, general plan updates and sustainability plans, public workshop facilitation, presentations, development and implementation of energy efficiency and conservation strategies, and assistance with environmental review of projects. With 10 years of experience, he serves as Michael Baker's lead technical analyst for GHG emissions analysis, including quality control and assurance that all tools, inventories, and assessments prepared by the firm in support of GHG inventories and climate action plans are robust, transparent, accurate, and consistent with industry-supported protocols, state guidelines, and current methodologies. Mr. Manarolla served on the ICLEI-USA Steering Committee for the preparation of a nationwide GHG Community Protocol and currently serves on the ICLEI-USA Clear Path Advisory Committee for the development of its new online GHG calculator.

Years with Michael Baker: 4

Years of Total Experience: 10

Education

MA, Public Policy, Environmental Policy | University of Maryland

BA, English and Philosophy | St. Mary's College of Maryland

Eli Krispi, Associate Climate Action Planner

Mr. Krispi focuses on planning projects that help to reduce environmental impacts and improve the ability to respond to a changing climate, creating more sustainable communities in the process. His five years of experience as a planner is based on his experience in implementing sustainable policies and practices, a science-based education focused on the interaction between the natural world and the built environment, and a data-driven analytical approach to problem-solving. Mr. Krispi is well versed in developing, analyzing, and implementing sustainability policies, conducting GHG inventories and forecasts, and creating technical tools for policy analysis and implementation. His example projects include climate action and sustainability plans, climate adaptation and emergency planning, and renewable energy and energy efficiency strategies. Mr. Krispi uses his technical expertise to support public engagement and outreach efforts. He prepares materials for community events as well as staff and stakeholder meetings and workshops. He draws on his sustainability expertise for outreach efforts, using his insight to translate highly technical data and science in a meaningful, concise manner that informs decision-making. Mr. Krispi also uses this skill set to develop compelling stories for complex climate change and adaptation topics, working to broadly engage the public in meaningful and constructive campaigns to identify and achieve shared sustainability objectives.

Years with Michael Baker: 3

Year of Prior Experience: 4

Education

Masters of City and Regional Planning, Sustainable Environments Emphasis | California Polytechnic State University, San Luis Obispo

BA, Geography | University of California, Santa Barbara

BA, Environmental Studies | University of California, Santa Barbara

Alice Zanmiller, Assistant Climate Action and Community Engagement Planner

Ms. Zanmiller's focus is on helping cities make data-driven decisions to increase public health, emphasize sustainability, and build resilience to a changing climate. She conducts technical, analytical climate planning in addition to serving as an engagement facilitator for environmental projects. She believes that pairing technical data with a comprehensive understanding of community goals and needs allows cities to develop plans that will improve the lives of residents while meeting necessary targets to improve environmental conditions. She has experience in creating comprehensive climate action plans, including conducting emissions inventories and monitoring progress, writing GHG emissions reduction policies, and developing adaptation strategies. Ms. Zanmiller has worked as an outreach facilitator in support of diverse planning projects, leading workshop activities, and staffing booths at community events, in addition to designing and preparing community outreach materials. Ms. Zanmiller is a native of Hood River, Oregon.

Years with Michael Baker: 1

Year of Prior Experience: 1

Education

BS City and Regional Planning, California Polytechnic State University, San Luis Obispo

Cristelle Blackford, Community Engagement Planner and Facilitator/Outreach Lead

Ms. Blackford is a member of Michael Baker's Community Engagement and Facilitation Services team. She brings skills from nonprofit capacity building, policy writing, and online operations, and has contributed to a range of projects, from community visioning and citizen-engaged research to urban design and multimodal transportation planning. Drawing on five years of experience in the tech industry, she applies her expertise in usability research toward implementing innovative online engagement techniques which she blends with traditional in-person engagement to create effective, equitable, and wide-reaching civic participation programs.

Years with Michael Baker: 1

Years of Prior Experience: 8

Education

MS, Community Development |
University of California, Davis

BA, Comparative Literature |
University of California, Berkeley

Abby Woods, Senior Community Engagement Planner and Facilitator/Outreach Lead, IAP2, LEED AP

Ms. Woods is an IAP2-certified member of the Community Engagement and Facilitation Services team, which provides comprehensive public outreach and stakeholder engagement programs for public agencies. She is a multiscale community planner with 10 years of experience in the nonprofit, government, and for-profit industries. Her expertise includes community engagement, partnership development, event strategy, communications, and conflict resolution. Ms. Woods has completed social equity and community assessments for regional and local planning agencies, as well as developed dynamic public outreach campaigns for long-range planning and economic development efforts. She is an experienced public facilitator who uses innovative techniques to engage audiences small and large in conversations about land use, urban design, public health, transportation, and sustainability.

Years with Michael Baker: 3

Years of Prior Experience: 10

Education

MS, Community Development |
University of California, Davis

BS, Economics and Marketing |
University of Illinois at Chicago

Certifications

IAP2, LEED AP

Suzanne Wirth, Technical Editor

Ms. Wirth has extensive experience preparing and editing documents. Her experience was gained in multiple fields, resulting in familiarity with a wide range of subjects. She brings expertise to Michael Baker as she edits a diverse array of documents, including environmental impact reports and other CEQA/NEPA documents, technical studies, climate action plans, zoning codes, general plans, housing elements, master and specific plans, public outreach materials, graphics and websites, reports, proposals, and a variety of other projects. She reviews for technical accuracy, ensures information consistency, confirms references, verifies sources and citations, and checks formatting. The editing process includes review of spelling, grammar, punctuation, readability, and the use of abbreviations.

Years with Michael Baker: 8.5

Years of Prior Experience: 25

Education

AA, Liberal Arts | Yuba Community College, Marysville, CA

Coursework toward BA, English | California State Polytechnic University, Pomona

Louis Lillegard, Graphic Designer

Mr. Lillegard has 21 years of experience; in his 11 years with Michael Baker International, he has worked on a vast range of projects such as the Rancho Cordova General Plan and Design Guidelines; Greenville brand identity; Folsom Boulevard Specific Plan; Casper, Wyoming, website; Napa County General Plan and monthly newsletter; San Mateo Parks and Recreation website; Elk Grove annual report, outdoor advertising, annual calendars, brochures, and theater ads; Indian Wells Strategic Marketing Plan; and Chico General Plan and Vision booklet. Mr. Lillegard has extensive technical knowledge of both Macintosh and PC platforms. He is proficient in the Cloud version of the Adobe Creative Suite of Photoshop, Illustrator, InDesign, and Acrobat, as well as developing websites using Dreamweaver and HTML.

Years with Michael Baker: 11

Years of Prior Experience: 21

Education

BS, Applied Art and Design | California Polytechnic State University, San Luis Obispo

Other Staff

These are the staff Michael Baker International anticipates will be required; however, it is possible the need for additional staff may arise. Therefore Michael Baker may assign additional staff types as necessary to complete the services required under this agreement. Compensation rates for additional staff types will be determined by Michael Baker and will be consistent with the rates listed herein, if applicable. Assignment of additional staff will not change the budget of this agreement, unless agreed upon by both parties with the execution of an amendment.

Without receiving Michael Baker's written permission, client agrees not to hire, retain, or contract with any employee of Michael Baker who performs services for client under this agreement for a period of one year from the date this agreement is terminated.

Michael Baker understands any work product created for, and delivered to the client will become the property of the client. Michael Baker reserves the right to use work we created (including images, concepts, or ideas) solely for the purpose of displaying samples of work to potential clients as an example of Michael Baker's creative capability.

Project Roles and Responsibilities

Michael Baker will serve as the sole contractor to the City of Ashland. No subconsultants are identified in this proposal. Project Manager Tammy Seale will maintain responsibility for all tasks and deliverables, providing guidance for the approach of tasks and deliverables, facilitating team progress, and conducting final QA/QC. As Director of Michael Baker's Sustainability and Climate Change services, Ms. Seale has the ultimate responsibility for recommendations, approach, and technical findings for all project tasks.

Relevant Project Experience

City of San Mateo, CA – Climate Action Plan

Michael Baker prepared a Climate Action Plan (CAP) for the City of San Mateo, drawing on a robust engagement and advisory committee process. San Mateo is a thriving community of approximately 100,000 residents, with a mixture of vibrant retail and commercial uses and residential neighborhoods. We consolidated an expansive local history of sustainability initiatives to prepare the new CAP for the community. Using the foundation of multiple historic GHG inventories and forecasts for the city, Michael Baker updated existing inventories for both 2005 and 2010, including peer review and confirmation of the City's 2005 baseline. We also developed GHG emissions forecasts for 2020 and 2030, developed and quantified reduction measures, and prepared implementation tools. The project also included a General Plan Amendment for CAP consistency and an Addendum to the General Plan Environmental Impact Report.

To support CAP development, Michael Baker facilitated a broad public engagement process. Engagement involved City staff, advisory groups, and the general public through a multipart outreach strategy. Outreach included facilitation of interdepartmental meetings with City staff that served as technical advisory group meetings. Meetings with City staff served to confirm existing activities, vet potential strategies, and refine recommendations. Michael Baker developed meeting materials and tools to support discussion at these meetings, such as matrices to analyze activities and tools to collect data on existing accomplishments. Throughout the duration of the project, we presented or supported City staff at 13 meetings of advisory and decision-making bodies, including 7 meetings of the Sustainability Commission. To engage the community and broader public, Michael Baker conducted community outreach through several pop-up workshops at concerts in the park, an online town hall event, a community workshop, and public hearings. From these events, the project team identified community priorities and sought to build capacity for near-term initiatives.

A key task of CAP preparation was review of the City's existing accomplishments. Working closely with City staff, we analyzed progress to date and developed a "local adjustment" to the BAU forecast. This method allows the City to capture the beneficial impact of its early and ongoing efforts, demonstrating the significant progress the City has



already achieved toward its GHG reduction targets. As part of the CAP, Michael Baker also prepared an implementation program and Excel-based monitoring and reporting tool. The monitoring tool is an easy-to-use tool that allows City staff to track measure implementation and overall progress toward GHG reduction targets. We also prepared a development checklist, which identifies project-level criteria for incorporation into new development. The checklist is just one example of the new methods created by the CAP to equip developers, homeowners, and the community for attainment of ambitious CAP targets.

City of Santa Clara, CA – Climate Action Plan and Monitoring & Reporting

The City of Santa Clara and its municipal electric utility, Silicon Valley Power (SVP), are taking an important step toward implementing the City's recently adopted General Plan through the development of a Climate Action Plan. As an electric utility provider, the City and SVP are uniquely positioned to concurrently address emissions reduction and economic development opportunities in the community. Michael Baker was retained by the City to lead the development of this plan, which was adopted by the City Council in December 2013.

While some of the nation's most forward-thinking, high-tech industries have chosen to call Santa Clara home, the energy use and transportation associated with this important economic driver also contribute to the majority of community emissions. Santa Clara has a population of over 120,000, yet has regional recreation amenities that inflate the community's transportation and energy use. Home to the new Levi's Stadium, home of the San Francisco 49ers, the stadium draws thousands of visitors into the community on a regular basis, providing unique challenges and opportunities for climate mitigation. Given Santa Clara's special emissions and business profile, the measures identified in the CAP to reduce emissions must also take a unique approach and include:

- Leadership by SVP to reduce the GHG intensity of the energy portfolio by eliminating the purchase of coal.
- Introduction of innovative technologies to improve energy efficiency in the high-tech industry such as liquid-cooled servers.
- A district-based approach to implementing transportation demand management measures for multi-family and nonresidential developments.

This planning effort includes multiple efforts to engage a cross section of stakeholders throughout the community by hosting meetings with SVP's largest commercial and industrial customers; pop-up workshops at the library, senior center, and community events; study sessions with the Planning Commission and City Council; and a community open house.

Western Riverside Council of Governments – Subregional Climate Action Plan and Public Health and Climate Action Plan Implementation Program

Michael Baker provided project management services and technical assistance to the Western Riverside Council of Governments (WRCOG) to support development of a regional CAP. The WRCOG is a regional, quasi-governmental agency that works on behalf of member jurisdictions in Riverside County for a coordination approach to regional planning issues.

Phase I of the project included a baseline GHG emissions inventory, 2020 and 2035 emissions forecasts, identification of suitable GHG reduction targets, and a range of feasible measures implemented at different levels by each participating jurisdiction for 12 of the 17 member cities and the County of Riverside. The CAP established policies and priorities to enable participating member jurisdictions to fulfill AB 32 requirements as a subregion.

In Phase II of the project, Michael Baker led the public health, CAP implementation, and adaptation program, which included the following components:

- **Climate Change Adaptation Chapter:** Michael Baker worked with WRCOG staff, participating city planning directors, and other stakeholders to develop a social vulnerability index and a climate change vulnerability assessment, which informed the climate change adaptation chapter for insertion to the subregional CAP. The adaptation strategies in the chapter are organized into two work plans: one that WRCOG committed to complete at the subregional level, and another optional work plan for local governments to consider incorporating a la carte or wholesale.
- **Model Code Book:** Michael Baker designed a “plug and play” toolkit of ordinances, codes, standards, definitions, legal considerations, and General Plan policy language. The book provides specific implementation best practices for key CAP measures and other sustainability-related topics, including affordable housing.
- **Monitoring and Reporting Tool:** Michael Baker developed a Microsoft Excel–based CAP monitoring and reporting tool that minimizes staff input time, takes advantage of existing reporting practices, and provides engaging and graphically elegant outputs. The monitoring and reporting tool includes a SEEC ClearPath interface tab, which will allow WRCOG to upload monitoring tool outputs into the SEEC tool.

This effort is funded through a Sustainability Program grant provided by the Southern California Association of Governments.

The California American Planning Association awarded the WRCOG Subregional Climate Action Plan the 2015 Award of Excellence for Innovation in Green Community Planning

Kern Council of Governments, Kern County Directions to 2050 Community Participation Program

Directions to 2050 was a comprehensive community participation effort to gather information from Kern residents on their opinions and preferences for their future. Led by the Kern Council of Governments (Kern COG), the project was an ambitious visioning effort to engage individuals in guiding transportation investment across the region. Kern COG is an association of governments that addresses regional issues on behalf of its member agencies, which includes eleven incorporated cities and Kern County. The project engaged residents from each member jurisdiction, including both small, incorporated cities as well as dispersed, rural unincorporated communities across the region.



Directions to 2050 built off of the successful Regional Blueprint effort of 2007 and 2008, and seeks to further refine and implement the Blueprint vision. Michael Baker was retained to design and facilitate public participation for the project. Components of the Directions to 2050 community engagement strategy included an interactive project website, meetings with round tables of community stakeholders, and two dozen public workshops throughout the Kern region. The project used nontraditional methods to expand participation and engage all demographics, languages, and socioeconomic groups. Kern County has a strong farming economy, with more than half of residents of Hispanic ethnicity.



All outreach efforts were designed to integrate with existing community groups and events. The mobile workshop booth developed for this project was positioned at several summer festivals throughout Kern County. This activity alone provided the Kern Council of Governments with feedback from over 5,000 community members.

Michael Baker also developed two online games to help educate and further engage the public. The first game, used during Phase 1 of the project, provided information on and requested input regarding possible strategies for developing a sustainable community strategy. The second game, used during Phase 2 of the project, allowed participants to indicate how the regional transportation budget should be spent. Both games are fun, colorful, and appropriate for youth, adults, and seniors alike.

Workshops and meeting materials were provided in both English and Spanish. Workshop promotions and other supporting material have also been developed as part of this effort, and are provided in both languages.

City of Walnut Creek, CA – Climate Action Plan and Monitoring and Implementation

Michael Baker prepared a CAP for the City of Walnut Creek, and provides ongoing support to the City with CAP implementation, in addition to ongoing monitoring and reporting. Michael Baker formerly prepared the City's CAP, adopted by the City Council in 2012. Since 2013, Michael Baker has supported the City by tracking program status and prioritizing implementation efforts. We have analyzed the GHG benefits of the CAP work plan, prepared an annual report on CAP implementation, and provided two presentations to the City Council.



Walnut Creek is a community of approximately 70,000 residents, providing quaint residential neighborhoods along with regional retail destinations. The community has a mixture of office, retail, and residential uses that require a multifaceted approach to address GHG emissions.



Michael Baker prepared an annual report of GHG emissions, presenting annual changes since the CAP baseline year of 2005 through the calendar year of 2013. To conduct monitoring, we used the monitoring and reporting tool that Michael Baker had prepared as part of CAP preparation. The Michael Baker project team collected community-wide indicators and developed estimates of year-by-year changes in GHG emissions. Reviewing results with City staff, we worked to analyze and identify changes due to CAP programs. Overall, Michael Baker used the report to identify progress to CAP targets and identify priorities for ongoing implementation. We also prepared a report on these changes and supported City staff with a presentation to the City Council in January 2014.

To providing ongoing implementation support, Michael Baker developed a tracking protocol and updated the City's CAP monitoring tool for project-level activity indicators. To support with monitoring updates, our team led coordination across City departments and agencies to collect data and analyze progress toward CAP goals since CAP adoption. Michael Baker assisted City staff with development of a two-year CAP work plan for expenditure of \$470,000 in one-time funds for CAP implementation. Working closely with City staff, we analyzed the total potential cost benefit of options for CAP implementation. Our team also developed new tools during this process to evaluate strategies and compare total cost or payback relative to anticipated GHG reductions (dollars invested or returned per each metric ton of carbon dioxide equivalent (MTCO₂e) reduced). In this manner, we identified a normalized cost or saving per MTCO₂e, which City staff used to develop funding recommendations for the City Council. To further guide CAP strategies,

Michael Baker also supported staff with prioritization of CAP measures based on available funding, co-benefits, and department priorities.

The City relies on Michael Baker for on-call CAP support. Additional tasks conducted by Michael Baker include ClearPath data entry and comparison of ClearPath discrepancies between community-wide GHG inventory results. Michael Baker is also assisting the City with evaluation of opportunities for community choice aggregation, regional coordination, and identification of funding opportunities. We are currently conducting a strategic CAP assessment report, building on a recent-year inventory for 2013. This report will identify new opportunities to sustain momentum to 2020 targets. New information in the report will include identification of options for long-term, post-2020 targets.

City of Benicia, CA (Solano County) – Climate Action Plan Coordinator

Michael Baker is the prime contractor serving as the City's Climate Action Plan Coordinator. In this role, Alex Porteshawver provides on- and off-site services to the City in support of CAP implementation. Ms. Porteshawver is assisted by our Climate Change Services team to develop annual work programs for CAP strategies that will help the City achieve its GHG reduction and resiliency goals. The CAP Coordinator works with a variety of stakeholders including City staff, elected officials, the Community Sustainability Commission, community groups, and the business community to develop and implement climate change mitigation and adaptation projects.



As a small community with less than 70,000 residents, Benicia is home to large oil refinery facilities that are intense generators of GHG emissions. In addition, the community consists of a mixture of large institutions and facilities, including large business parks. To respond to this context, a key role of the Sustainability Coordinator has been to develop and implement cross sector public-private projects that reduce emissions and support business vitality. Recent and ongoing tasks are listed below.

Completed

- Preparation of grant applications and management of successful grant awards to support implementation, including grants from the California Energy Commission, California Coastal Conservancy, and Transportation for Clear Air Fund.
- Installation and management of a battery-backed, solar-powered electric vehicle fast charger and three other charging stations on City-owned property.
- Managed process to join Marin Clean Energy Community Choice Aggregation program.

- Designed cost-savings tool for Finance Department to track savings achieved by joining Marin Clean Energy.
- Prepared an environmental cost-benefit tool used to allocate funding through its Business Resource Incentive Program, a comprehensive sustainability program.

Ongoing

- Management of the City's Vulnerability Assessment and Adaptation Plan.
- Managed previous 2010 GHG inventory and current 2013 GHG Inventory, forecasting, and development of monitoring and implementation tool.
- Manage internal City Green Team – Benicia Efficiency & Climate Action Team.
- Development of an RFP for a 3MW wind energy generation facility, wind project siting criteria, and comprehensive community engagement campaign.
- Complete all reporting to outside agencies – Beacon Award and CDP Cities (formerly the Carbon Disclosure Project).
- Working partnership with CDP Cities to develop Sustainable Business Survey to measure/track business awareness and progress toward reduction and resilience goals.
- Manage all residential incentive programs (solar and water) and associated community engagement.

4

Proposer's Capabilities and Resources

Proposer's Capabilities and Resources

Available Resources

Michael Baker commits to provide the project team, expertise, and supportive tools to complete the proposed work plan within the 13-month project schedule. The staff identified in Section 3.0 (Project Team and Qualifications) is available to complete the tasks consistent with the hourly fee schedule presented in Section 8.0 (Cost Proposal). The total labor by staff title in Section 8.0 serves as Michael Baker's allocation of staff time to this project, demonstrating Michael Baker's anticipated level of effort to meet the objectives of this project. The budget also presents the company's commitment of staff and key personnel by project tasks. As necessary, Michael Baker can draw on an extensive network of in-house climate and environmental planners to support the project team and meet the City's needs.

Michael Baker International is committed to complete the project on time and on budget, drawing on the expertise of key staff presented in Section 3.0 (Project Team and Qualifications).

Approach to Time Management and Workload

The project team brings a collaborative work process to meet the varying workload of the project and maintain the project on schedule. Internally, Tammy Seale directs all projects of the Michael Baker Sustainability and Climate Change Services team, coordinating project schedules and ensuring dedication of key personnel. By working closely with project managers across service lines, Ms. Seale coordinates the availability of staff and aligns project schedules to ensure availability of committed staff within the schedule commitments of each project.

We offer the City an integrated, virtual team that works seamlessly across distances. We rely on cutting-edge technologies for daily screen-sharing, webcam and video calls, GoTo web meetings, and digital work sessions. Our adept team of climate planners can provide the highest level of expertise in a cost-effective manner to the City. External coordination with the City will be critical to successful project completion within the 13-month time frame. Ongoing coordination with the City will occur through biweekly (every two weeks) project calls with the Michael Baker team, with emails, phone and in-person meetings to support project tasks and deliverables. To complete the project according to the schedule identified in Section 5.0 (Proposed Timeline and Schedule for Completion), we commit to the anticipated response times shown in the table below. We also recommend response times from the City of Ashland as outlined below.

- Michael Baker commitments
 - Respond to emails or calls from City staff within one business day
 - Provide biweekly meeting agendas a minimum of one business day in advance of meetings
 - Provide biweekly meeting summaries within one business day of the meeting
 - Provide draft materials for in-person meetings a minimum of five business days in advance of meeting
 - Provide draft PowerPoints and materials for advisory committee meetings a minimum of five business days in advance of the meeting
 - Provide draft posters and community workshop materials a minimum of 15 business days before the event
 - Provide quality deliverables as scheduled
 - Offer web-based options for collaboration and project management, such as SharePoint, BaseCamp, Wrike or others.
- Expectations of City staff
 - Acknowledge receipt of project materials within one business day
 - Respond to data requests from the Michael Baker team within 10 business days
 - Provide one set of consolidated comments on memos, draft measures, and drafts of the plan for Task 2 (Energy and Climate Action Plan) within 10 business days
 - Provide one set of consolidated comments on draft outreach materials and PowerPoints for the advisory committee in Task 3 (Climate and Energy Action Plan Committee) a minimum of two business days prior to the meeting date
 - Provide one set of consolidated comments on Commission or Council meeting PowerPoints and meeting a minimum of two business days in advance of the meeting date
 - Conduct all meeting noticing for hearings or meetings of the advisory committee, including staff reports
 - Coordinate and secure venue reservations for community workshops or other events
 - Provide one set of consolidated comments on community workshop posters and other outreach materials within three business days of receipt

Ability to Conduct Public Engagement Tasks

As described in Section 2.0 (Understanding of Requested Services) and Section 3.0 (Project Team and Qualifications), the Michael Baker team provides an extensive background conducting successful community engagement efforts for a wide spectrum of climate and environmental planning efforts. Our proposed project team provides the City with experienced staff that can provide similar services to the City of Ashland. Benefitting from the skill set of Michael Baker's dedicated Community Engagement and Facilitation team, Michael Baker can draw on a wealth of turnkey community engagement tools and materials that maximize participation. This approach provides efficiencies for the project, allowing for customization of the engagement strategies and content while streamlining the production process.

As described in Section 2.0, our outreach team provides facilitators certified by IAP2. This team has worked on a spectrum of climate action and sustainability projects to collect input and guide plan development. By taking a flexible and innovative approach to outreach, we seek to develop a program that is customized to each jurisdiction we work in for optimal outreach outcomes. Rather than dictate outreach solutions, we provide a broad toolbox of methods and approaches to develop highly effective and engaging forms of outreach. An example of the tools and approaches we bring to develop an outreach program is shown the table below.

Table 1. Methods of Engaging and Developing a Participation Approach and Program

Plan or Outreach Topic	Potential Exercise or Discussion Tool	Outcome
<p>Vision for the CEAP</p>	<ul style="list-style-type: none"> ▪ Vision wall ▪ Prioritization of or polling on goals and purpose ▪ Interactive discussion of user types and needs 	<ul style="list-style-type: none"> ▪ Clear expectations from Council, Commission, advisory groups, and staff about the purpose and goals of the project ▪ Identification of areas where Council, Commission, advisory groups, and staff have different expectations
<p>Key issue identification</p>	<ul style="list-style-type: none"> ▪ Presentation of known issues from staff and Michael Baker assessment ▪ Polling to confirm issues and identify additional discussion items ▪ Small group discussion (“issue teams”) 	<ul style="list-style-type: none"> ▪ Identification and confirmation of the most important issues and opportunities facing the City ▪ Teams of internal “experts” (staff) share information with other interested parties at issue tables, to refine and assess the issues to address
<p>How will we develop a plan: focus on public participation</p>	<ul style="list-style-type: none"> ▪ Interactive outreach assessment to identify the purpose and components of the public participation program: <ul style="list-style-type: none"> ▪ Participation spectrum discussion/sticky dot exercise ▪ Stakeholder assessment and identification ▪ Style sheet exercise for participation program (design your program in your small group using a variety of “tools” for participation) ▪ Large group discussion of important components of public participation program, discussion of pros and cons and other considerations 	<ul style="list-style-type: none"> ▪ Clear direction on the level of participation, type of tools and techniques, and breadth of stakeholder groups to be targeted ▪ Understanding, from participants, of the pros and cons of a variety of outreach techniques in terms of reach, depth, cost, and return on investment

Plan or Outreach Topic	Potential Exercise or Discussion Tool	Outcome
<p>How will we develop a plan: schedule and level of effort</p>	<ul style="list-style-type: none"> ▪ Interactive exercise to confirm the project schedule, based on input gathered throughout the session ▪ Sticky note histogram exercise to identify level of effort for each element ▪ Identification of blackout dates and opportunity events during the schedule 	<ul style="list-style-type: none"> ▪ Understanding of the group's preference for overall process and schedule ▪ Understanding of key opportunities and challenges in the schedule ▪ Understanding of group preference about the level of effort or resources allocated to particular portions of the schedule and/or plan
<p>Who needs to be involved?</p>	<ul style="list-style-type: none"> ▪ Brainstorming exercise on technical experts, staff capacity and interest, and community resources for development of each element 	<ul style="list-style-type: none"> ▪ Clear understanding of the role and capacity of staff, consultants, technical experts, and community members in plan development

Staffing Coordination and Virtual Project Technologies

Michael Baker provides a team of key personnel that are equipped to successfully complete the project for the City of Ashland. Michael Baker enjoys an innovative, high-functioning team that operates successfully across geographies using advanced technologies and tools. Building on our successful background working for clients in all locations, we provide a dispersed project team that will be managed by Tammy Seale out of our office in San Luis Obispo, California. By drawing on staff from across our California offices, particularly our Oakland and Rancho Cordova offices, we provide the City of Ashland with veteran climate action and community engagement planners that are best suited to the City's needs for this project. We are committed to work cost-effectively based on the following efficiencies and techniques:

- Rely on extensive, transparent in-house analytical tools that provide efficiencies for forecasting, reduction measure quantification, and development of the monitoring tool
- Draw on expertise from our project experience and role developing and advising protocols for GHG quantification
- Use dynamic Cisco WebEx tools for virtual meetings, screen sharing, and webinar-style meetings
- Integrate use of online video conferencing, webinars, and other technologies to provide virtual, "in-person" work coordination
- Use our suite of remote access servers and technologies, including SharePoint, DropBox, ftp, and virtual servers using our in-house technologies
- Consolidate in-person meetings to reduce direct costs, aligning in-person meetings with City staff to coincide with occurrences of community workshops or advisory groups
- Rely on in-house graphic design and production capabilities, supplemented by outsourcing of workshop posters or large materials only where cost-effective within task totals

Michael Baker provides a collaborative team of experts with cutting-edge technology, allowing for seamless and cost-effective virtual project coordination and management. Our team employs these tools on a daily basis at no added cost to the project:

- Cisco WebEx for project meetings, conference calls, and remote work sessions and screen sharing
- Webcams and video cams
- Digital server access for all project work, including virtual ftp sites, Dropbox, and an in-house 'SendFiles' system

Quality Control and Plan Development

In all of our work products and tasks, throughout a project, Michael Baker uses an integrated approach to project management to provide ongoing quality assurance and quality control (QA/QC). Senior personnel are involved in each aspect of the project work. We pride ourselves on legally adequate and accessible comprehensive plans, environmental documents, and associated technical studies that meet client needs. All documents will include the following characteristics:

- Intuitive organization and hierarchy to facilitate document understanding and review
- A look, feel, and voice appropriate to Ashland
- A strong portrayal of visual information to communicate existing conditions/environmental setting concepts
- Easy-to-understand tables and other visuals to increase the accessibility of complex topics
- Consistent material themes, mapping gestures, and colors to clarify spatial concepts

In order to further ensure document quality, the following steps of quality check are conducted:

1. Technical sections of outreach materials, environmental analyses, and technical studies are reviewed by Michael Baker senior staff for technical accuracy and completeness.
2. After technical sections and studies are approved by senior staff, they are reviewed by the project manager for accuracy in addressing the specifics of the project, meeting client expectations, and compliance with the scope of work.
3. Final review is completed by Michael Baker's technical editor, who checks for consistency in use of terms, facts, references, grammar, spelling, and document format.

We have developed an integrated suite of Excel-based climate action tools to offer the City of Ashland. These tools integrate the following protocols, tools, and standards:

- ICLEI US Community Protocol
- The Climate Registry
- Global Protocol for Community-Scale Greenhouse Gas Emission Inventories
- USA EPA Waste Reduction (WARM) Model
- ClearPath
- California Air Resources Board (CARB) Local Government Operations Protocol
- CARB Landfill Emissions Tool
- OFFROAD Model

Unique Methods and Techniques

Our team's innovations and technologies are described elsewhere throughout this proposal. Our team provides the City of Ashland with a suite of Excel-based analytical tools that we update and craft uniquely to each project. We design these tools for the life of the project. Not only do tools analyze data and provide outputs, but we train our clients for use of the tools to support implementation and equip staff with the ability to update plans over time. Understanding the complexity of GHG emissions modeling, we have developed this package of tools to integrate relevant protocols and calculators, including CARB's Local Government Operations Protocol and the US Community Protocol. The result is a dynamic set of workbooks that are accurate but also transparent, intuitive and easy to use, available as a resource to our clients throughout the life of the plan.

Our confidence in these tools and our analytical capabilities shows in our approach to train and equip clients not just to understand these tools, but to use them. We conduct webinar trainings with our staff to review workbooks and demonstrate tool functions and capabilities. Our workbooks, even more so than tools such as ClearPath, are customized to each jurisdiction, reflecting appropriate energy portfolios, emissions factors, and key data sources that reflect current and future emissions.

Our Excel-based tools provide calculations that draw on the most advanced guidance, science, and measurement methods. Tools are designed to support the use of external tools, allowing clients to integrate outputs with tools such as ClearPath or others. Our tool set specifically includes the following:

- **Baseline GHG emissions inventory workbook**, for both municipal and community-wide activities
- **GHG emissions forecasting workbook**, allowing for development of multiple near-term and long-term scenarios, along with calculation of local and state accomplishments to date to account for actual, anticipated future emissions and help identify long-term GHG reduction targets
- **Reduction measure workbook**, for the quantification of actionable strategies that mitigate GHG emissions
- **Feasibility and prioritization workbook**, for analysis of cost-benefit and weighting of relative co-benefits, such as political feasibility, funding availability, costs and savings, and payback periods
- **Monitoring and implementation workbook**, allowing for development of an annual GHG emissions estimate without preparation of a full GHG inventory, while also allowing for the tracking of program-level implementation toward plan targets.

Michael Baker uses these tools to follow the protocols of prominent methods and guidance documents for quantification of GHG reductions. For example, we use methods itemized in CAPCOA's Quantifying Greenhouse Gas

Mitigation Measures guidance published in 2010. Michael Baker will use this guidebook as a resource but will employ more customized methods when local data is available for mitigation measures. We also work to integrate guidance from ICLEI, The Climate Registry, Urban Sustainability Directors Network (USDN) 80x50 Framework, and standards set by the Compact of Mayors. This agreement states that a community inventory must be completed using the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), in addition to reporting and disclosure to the Carbon Disclosure Project (CDP) or carbon Climate Registry. By understanding client priorities, we can navigate clients past the complicated context of protocols and frameworks, leaving them with a usable package of tools and clear next steps for implementation.

Working closely with our clients, our tools guide projects through complicated technical tasks for successful project completion. Our tools are supported by our overall approach to plan development. Key strengths and tools that the Michael Baker team offers the City include the following:

- Provision of a highly integrated and visual Excel-based monitoring tool, translating highly complex background analysis into a usable and dynamic tool for City staff to use and measure progress toward plan targets (see Task 2.5)
- Option to conduct pop-up community events in lieu of community workshops to expand the number and type of citizens participating in plan development (see Task 3.4)
- Access to Cisco Webex remote webinar and meeting technologies at no added cost to the project, based on resources offered at no direct costs by Michael Baker
- Expertise in implementation and measuring plan outcomes, including the experience of Senior Climate Action Planner and Facilitator Alex Porteshawver serving as the Sustainability Coordinator for the City of Benicia, in addition to Michael Baker's experience providing climate action implementation and monitoring on-call services to five jurisdictions.

5

Proposed Timeline and Schedule for Completion

Proposed Timeline and Schedule for Completion

Schedule

The Michael Baker team proposes a 13-month project schedule to complete the tasks outlined in this work plan. We understand that the City desires presentation of the final draft CEAP by January 2017. The proposed schedule on the following page identifies a path to achieve this end date while allowing for one month to conduct project closeout tasks. The schedule demonstrates our iterative plan approach characterized by ongoing outreach throughout all stages of the project. This schedule can be modified or extended to meet the City's schedule expectations. Milestone months for deliverables are noted with an "X." We can accommodate extensions to the project performance period, if desired by the City.

Tasks	Month												
	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Project Management and Kickoff													
1.1 Project Kickoff	X												
1.2 Project Coordination and Management													
2. Climate and Energy Action Plan													
2.1 Existing Conditions		X											
2.2 Forecasts and Target Setting			X										
2.3 Measure Development and Quantification				X	X								
2.4 Adaptation Strategies						X	X						
2.5 Draft Implementation Plan and Monitoring Tool								X					
2.6 Draft Plan									X				
2.7 Final Plan											X	X	X
Optional Task – Consumption-Based Reduction Measures					X								
3. Public Engagement Process													
3.1 Public Engagement Program	X												
3.2 Climate and Energy Action Plan Committee			X		X		X		X				
3.3 Community-Wide Survey					X						X		
3.4 Community Workshops and Events						X			X				
3.5 Project Outreach and Communication Plan									X				
Optional Task – Community Engagement Training										X			

Task Assignments

Michael Baker will lead completion of tasks proposed in this scope of work. Responsibilities of the Michael Baker and City project teams are summarized in the following table, along with a summary of roles for the advisory committee.

Task	Michael Baker Role	City Staff Role	Advisory Committee Role
1. Project Management and Kickoff			
1.1 Project Kickoff	Meeting Facilitator/Material Preparation	Attendee/Participant	Not applicable
1.2 Project Coordination and Management	Lead	Oversight of consultant, lead coordinator of City staff, liaison to elected officials	Not applicable
2. Climate and Energy Action Plan			
2.1 Existing Conditions	Author	Data Provision/Reviewer	Comment and Input
2.2 Forecasts and Target Setting	Author	Data Provision/Reviewer	Comment and Input
2.3 Measure Development and Quantification	Author	Reviewer	Comment and Input
2.4 Adaptation Strategies	Author	Reviewer	Comment and Input
2.5 Draft Implementation Plan and Monitoring Tool	Author	Reviewer	Comment and Input
2.6 Draft Plan	Author	Reviewer	Comment and Input
2.7 Final Plan	Author	Reviewer	Comment and Input
3. Public Engagement Process			
3.1 Public Engagement Program	Author	Reviewer	Not applicable
3.2 Climate and Energy Action Plan Committee	Meeting Facilitator/Material Preparation	Reviewer/Attendee	Attendee/Participant
3.3 Community-Wide Survey	Author	Reviewer	Not applicable
3.4 Community Workshops and Events	Meeting Facilitator/Material Preparation	Reviewer/Facilitation Support	Attendee/Participant
3.5 Project Outreach and Communication Plan	Author	Reviewer	Comment and Input

6

References

References

City of San Mateo

Climate Action Plan

Name of Reference: Kathy Kleinbaum, Senior Management Analyst
Phone Number: (650) 522-7153
Email Address: kkleinbaum@cityofsanmateo.org
Project Time Frame: February 2014–April 2015
Role of Firm: Prime Contractor
Project Website: <http://www.cityofsanmateo.org/index.aspx?NID=2769>

City of Santa Clara

Climate Action Plan and Monitoring and Implementation

Name of Reference: Payal Bhagat, Associate Planner
Phone Number: (408) 615-2458
Email Address: PBhagat@SantaClaraCA.gov
Project Time Frame: October 2015 - present
Role of Firm: Prime Contractor
Project Website: <http://www.santaclaraca.gov/home/showdocument?id=10170> (URL to adopted document)

Western Riverside Council of Governments (WRCOG)

Subregional Climate Action Plan and Public Health and Climate Action Plan Implementation Program

Name of Reference: Jennifer Ward, Director of Government Relations
Phone Number: (951) 955-0186
Email Address: ward@wrcog.cog.ca.us
Project Time Frame: January 2012–December 2015
Role of Firm: Prime Contractor
Project Website: <http://www.activatecapwrcog.com/about-this-site>

City of Walnut Creek

Climate Action Plan and Monitoring and Implementation

Name of Reference: Cara Bautista-Rao, Administrative Analyst
Phone Number: (925) 943-5899
Email Address: Bautista-Rao@walnut-creek.org
Project Time Frame: September 2013–present
Role of Firm: Prime Contractor
Project Website: <http://www.walnut-creek.org/departments-services/going-green-together/climate-change>
(URL to adopted document)

City of Benicia

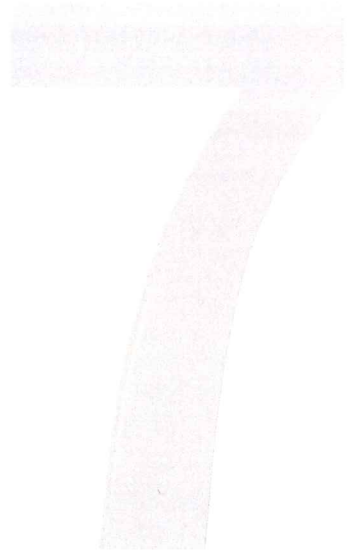
Climate Action Plan Implementation and Resilience Planning

Name of Reference: Christina Ratcliffe, Community Development Director
Phone Number: (707) 746-7423
Email Address: cratcliffe@ci.benicia.ca.us
Project Time Frame: February 2012–present
Role of Firm: Prime Contractor
Project Website: <http://sustainablebenicia.org/cap/indicators> (URL to CAP Coordinator reports and CAP implementation)

Kern County Council of Governments

Directions to 2050 Community Participation Program

Name of Reference: Becky Napier, Regional Planner III
Phone Number: (661) 861-2191
Email Address: napier@kerncog.org
Project Time Frame: 2011–2013
Role of Firm: Prime Contractor
Project Website: <http://www.directionsto2050.com/>



Contractual Terms and Conditions

Contractual Terms and Conditions

Michael Baker has reviewed the City of Ashland sample contract and is willing to use the City's form. However as permitted by the RFP instructions on page 9 we respectfully request consideration of changes to specific contract clauses, such changes shown in red addition and strikeout by section below. A sample of our insurance certificate follows.

5. Compensation: City shall pay Consultant for service performed, including costs and expenses, the sum specified above. Payments shall be made within 30 days of the date of the invoice. Should the contract be prematurely terminated, payments will be made for work completed **and accepted in accordance with this contract up to and including the** ~~to~~ date of termination.

6. Ownership of Documents: All documents prepared by Consultant pursuant to this contract shall be the property of City. **Any reuse by City of any such materials on any project other than the project which is the subject of this Agreement without Consultant's prior written consent shall be at the sole risk of City and City agrees to indemnify and hold harmless Consultant from all costs, losses, and expenses, including legal fees, incurred as a result of any such use or decision by City.**

8. Living Wage Requirements: If the amount of this contract is \$20,142.20 or more, Consultant is required to comply with chapter 3.12 of the Ashland Municipal Code by paying a living wage, as defined in this chapter, to all employees performing work under this contract and to any Subcontractor who performs 50% or more of the service work under this contract. Consultant is also required to post the notice attached hereto as Exhibit B predominantly in areas where it will be seen by all employees **working under this contract.**

9. Indemnification: Consultant agrees to **defend**, indemnify and save City, its officers, employees and agents harmless from any and all losses, claims, actions, costs, expenses, judgments, subrogations, or other damages resulting from injury to any person (including injury resulting in death), or damage (including loss or destruction) to property, of whatsoever nature **arising out of or incident** to the **extent caused by the negligent act, error or omission in the** performance of this contract by Consultant (including but not limited to, Consultant's employees, agents, and others designated by Consultant to perform work or services attendant to this contract). Consultant shall not be held responsible for any losses, expenses, claims, subrogations, actions, costs, judgments or other damages, directly, solely, and proximately caused by the negligence of City.

10. Termination:

- a. Mutual Consent. This contract may be terminated at any time by mutual consent of both parties.
- b. City's Convenience. This contract may be terminated at any time by City upon 30 days' notice in writing and delivered by certified mail or in person.

c. For Cause. City may terminate or modify this contract, in whole or in part, effective upon delivery of written notice to Consultant, or at such later date as may be established by City under any of the following conditions:

i. If City funding from federal, state, county or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services;

ii. If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the services are no longer allowable or appropriate for purchase under this contract or are no longer eligible for the funding proposed for payments authorized by this contract; or

iii. If any license or certificate required by law or regulation to be held by Consultant to provide the services required by this contract is for any reason denied, revoked, suspended, or not renewed.

d. For Default or Breach.

i. Either City or Consultant may terminate this contract in the event of a breach of the contract by the other. Prior to such termination the party seeking termination shall give to the other party written notice of the breach and intent to terminate. If the party committing the breach has not entirely cured the breach within 15 days of the date of the notice, or within such other period as the party giving the notice may authorize or require, then the contract may be terminated at any time thereafter by a written notice of termination by the party giving notice.

ii. ~~Time is of the essence for Consultant's performance of each and every obligation and duty under this contract.~~ City by written notice to Consultant of default or breach may at any time terminate the whole or any part of this contract if Consultant **negligently** fails to provide services called for by this contract within the time specified herein or in any extension thereof.

iii. The rights and remedies of ~~City-the parties~~ provided in this subsection (d) are not exclusive and are in addition to any other rights and remedies provided by law or under this contract.

e. Obligation/Liability of Parties. Termination or modification of this contract pursuant to subsections a, b, or c above shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination or modification. However, upon receiving a notice of termination (regardless whether such notice is given pursuant to subsections a, b, c or d of this section, Consultant shall immediately cease all activities under this contract, unless expressly directed otherwise by City in the notice of termination. Further, upon termination, Consultant shall deliver to City all contract documents, information, works-in-progress and other property that are or would be deliverables had the contract been completed. City shall pay Consultant for work

performed prior to **and including** the termination date if such work was performed in accordance with the Contract.

12. Assignment and Subcontracts: ~~Consultant~~ Neither party shall ~~not~~ assign this contract **without the written consent of the other party**. ~~Consultant shall not~~ ~~or~~ subcontract any portion of the work without the written consent of City. Any attempted assignment or subcontract without written consent of ~~City~~ **the appropriate party** shall be void. Consultant shall be fully responsible for the acts or omissions of any assigns or Subcontractors and of all persons employed by them, and the approval by City of any assignment or subcontract shall not create any contractual relation between the assignee or subcontractor and City.

13. Default. The Consultant shall be in default of this agreement if Consultant: commits any material breach or default of any covenant, warranty, certification, or obligation it owes under the Contract; its QRF status pursuant to the QRF Rules or loses any license, certificate or certification that is required to perform the Services or to qualify as a QRF if consultant has qualified as a QRF for this agreement; institutes an action for relief in bankruptcy or has instituted against it an action for insolvency; makes a general assignment for the benefit of creditors; or ceases doing business on a regular basis of the type identified in its obligations under the Contract; or attempts to assign rights in, or delegate duties under, the Contract **without the prior written permission of City**.

14. Insurance. Consultant shall at its own expense provide the following insurance:

- a. Worker's Compensation insurance in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers.
- b. Professional Liability insurance with a combined single limit, or the equivalent, of not less than Enter one: ~~\$200,000, \$500,000, \$1,000,000, \$2,000,000 or Not Applicable~~ for each claim, ~~incident or occurrence~~. This is to cover damages caused by error, omission or negligent acts related to the professional services to be provided under this contract.
- c. General Liability insurance with a combined single limit, or the equivalent, of not less than Enter one: ~~\$200,000, \$500,000, \$1,000,000, \$2,000,000 or Not Applicable~~ for each occurrence for Bodily Injury and Property Damage.
- d. Automobile Liability insurance with a combined single limit, or the equivalent, of not less than ~~Enter one: \$200,000, \$500,000, \$1,000,000, or Not Applicable~~ for each accident for Bodily Injury and Property Damage, including coverage for owned, hired or non-owned vehicles, as applicable.
- e. Notice of cancellation or change. There shall be no cancellation ~~material change, reduction of limits or intent not to renew~~ of the insurance coverage(s) without 30 days' written notice from the Consultant or its insurer(s) to the City.
- f. Additional Insured/Certificates of Insurance. Consultant shall name The City of Ashland, Oregon, and its elected officials, officers and employees as Additional Insureds on **any the general liability and automobile liability** insurance policies required herein but

only with respect to Consultant's services to be provided under this Contract. The consultant's **general liability and automobile liability** insurance is primary and non-contributory. As evidence of the insurance coverages required by this Contract, the Consultant shall furnish **reasonably** acceptable insurance certificates prior to commencing work under this contract. The certificate will specify all of the parties who are Additional Insureds. Insuring companies or entities are subject to the City's acceptance, **which shall not be unreasonably withheld, delayed or conditioned. If requested, complete copies of insurance policies; trust agreements, etc. shall be provided to the City.** The Consultant shall be financially responsible for all pertinent deductibles, self-insured retentions and/or self-insurance.

17. Non-appropriations Clause. Funds Available and Authorized: City has sufficient funds currently available and authorized for expenditure to finance the costs of this contract within the City's fiscal year budget. Consultant understands and agrees that City's payment of amounts under this contract attributable to work performed after the last day of the current fiscal year is contingent on City appropriations, or other expenditure authority sufficient to allow City in the exercise of its reasonable administrative discretion, to continue to make payments under this contract. In the event City has insufficient appropriations, limitations or other expenditure authority, City may terminate this contract without penalty or liability to City, effective upon the delivery of written notice to Consultant, with no further liability to Consultant, **except for payment in accordance with Section 10 of this contract.**

New Section: Consultant Proprietary Intellectual Property. City agrees that any additions, enhancements, improvements or other modifications to Consultant Proprietary Intellectual Property developed, acquired or first conceived or reduced to practice by Consultant personnel or any third party on behalf of Consultant, whether in conjunction with performing the services for City or otherwise shall be the sole property of, and ownership shall vest in, Consultant. "Consultant Proprietary Intellectual Property" shall mean, proprietary software, methodologies, tools, specifications, drawings, sketches, models, samples, records, documentation, works of authorship or creative works, ideas, knowledge or data which has been originated or developed by the personnel of Consultant or its affiliates or by third parties under contract to Consultant to develop same, or which has been purchased by, or licensed to, Consultant. Consultant grants to City a non-exclusive, royalty-free, perpetual license to use the Consultant Proprietary Intellectual Property to the extent necessary to allow the City to use any the records and information produced, or generated as part of the services performed under this Agreement.

New Section: Waiver of Consequential Damages. In no event shall either City or Consultant have any claim or right against the other, whether in contract, warranty, tort (including negligence), strict liability or otherwise, for any special, indirect, incidental, or consequential damages or any kind or nature whatsoever, such as but not limited to loss of revenue, loss of profits on revenue, loss of customers or contracts, loss of use of equipment or loss of data, work interruption, increased cost of work or cost of any financing, howsoever caused, even if same were reasonably foreseeable.

New Section: Force Majeure. In no event shall either City or Consultant have any claim or right against the other for any failure of performance where such failure of performance is caused by or is the result of causes beyond the reasonable control of the other party due to any occurrence commonly known as a "force majeure," including, but not limited to: acts of God; fire,

flood, or other natural catastrophe; acts of any governmental body; labor dispute or shortage; national emergency; insurrection; riot; or war.

Michael Baker International, Inc. is legally eligible to participate in projects and contracts with public agencies. We have not been debarred, suspended, disqualified or otherwise legally precluded from proposing on, working on, or participating in any public procurement process with any federal, state or local government, nor are we aware of any pending preclusion or the potential for any such preclusion.



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
09/24/2015

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 Aon Risk Services Central, Inc. Pittsburgh PA Office Dominion Tower, 10th Floor 625 Liberty Avenue Pittsburgh PA 15222-3110 USA	CONTACT NAME: PHONE (A/C, No. Ext): (866) 283-7122 FAX (A/C, No.): (800) 363-0105		
	E-MAIL ADDRESS:		
INSURED Michael Baker International Inc. 2729 Prospect Park Drive, Suite 220 Rancho Cordova CA 95670 USA	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: Liberty Mutual Fire Ins Co		23035
	INSURER B: Liberty Insurance Corporation		42404
	INSURER C: National Union Fire Ins Co of Pittsburgh		19445
	INSURER D: Lloyd's Syndicate No. 2623		AA1128623
	INSURER E:		
INSURER F:			

COVERAGES **CERTIFICATE NUMBER: 570059518409** **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. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			TB2681004145715	08/30/2015	08/30/2016	EACH OCCURRENCE	\$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$100,000
							MED EXP (Any one person)	\$5,000
							PERSONAL & ADV INJURY	\$2,000,000
							GENERAL AGGREGATE	\$4,000,000
							PRODUCTS - COMP/OP AGG	\$4,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			AS2-681-004145-725	08/30/2015	08/30/2016	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10,000			BE033086983	08/30/2015	08/30/2016	EACH OCCURRENCE	\$10,000,000
							AGGREGATE	\$10,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WA768D004145775 AOS WC7681004145785 WI	08/30/2015	08/30/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
B					08/30/2015	08/30/2016	E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE-EA EMPLOYEE	\$1,000,000
							E.L. DISEASE-POLICY LIMIT	\$1,000,000
D	E&O-PL-Primary			QC1502675 Professional & Pollution SIR applies per policy terms & conditions	08/31/2015	08/31/2016	Per Claim Aggregate	\$5,000,000 \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 This certificate issued for proposal purposes only. All contractual requirements will be addressed at the time the contract is awarded.

CERTIFICATE HOLDER

Michael Baker International, Inc.
 2729 Prospect Park Drive, Suite 220
 Rancho Cordova CA 95670 USA

CANCELLATION

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

Aon Risk Services Central, Inc.

Holder Identifier : CFHI

Certificate No : 570059518409

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:

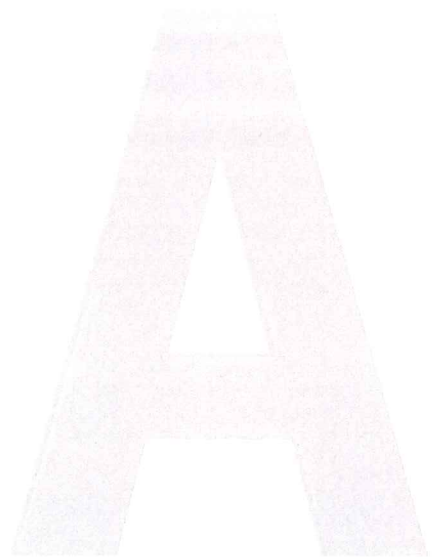
By:  _____
Signature

Philip O. Carter

Print Name

Title: Vice President

Date: December 11, 2015



Attachment A: Addendums

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: 12/11/2015

Printed name: Philip O. Carter

Title: Vice President

Firm: Michael Baker International, Inc.

November 19, 2015

To Whom It May Concern:

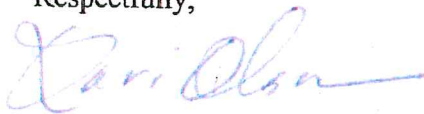
Subject: **ADDENDUM #2**
Request for Proposal
Climate and Energy Action Plan

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: 12/11/2015

Printed name: Philip O. Carter

Title: Vice President

Firm: Michael Baker International, Inc.

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: 12/11/2015

Printed name: Philip O. Carter

Title: Vice President

Firm: Michael Baker International, Inc.

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: 12/11/2015

Printed name: Philip O. Carter

Title: Vice President

Firm: Michael Baker International, Inc.

December 4, 2015

To Whom It May Concern:

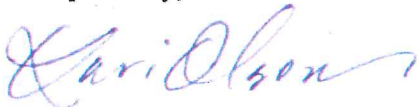
Subject: **ADDENDUM #5**
 Request for Proposal
 Climate and Energy Action Plan

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: 12/11/2015

Printed name: Philip O. Carter

Title: Vice President

Firm: Michael Baker International, Inc.

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.

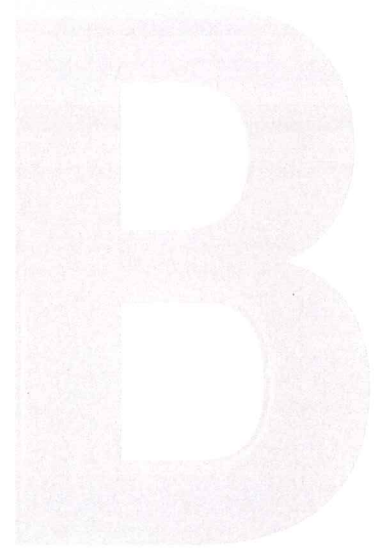
Signed by: 

Date: 12/11/2015

Printed name: Philip O. Carter

Title: Vice President

Firm: Michael Baker International, Inc.



Attachment B:
Résumés

Tammy L. Seale, Principal Project Manager

Ms. Seale is a principal with Michael Baker International and manager of the Sustainability and Climate Change Services team. She has over 20 years of experience of environmental and land use planning experience as a practitioner, researcher, and educator. Ms. Seale is a leader in the field, working to inform and expand the practice and provide practical, effective, and sustainable strategies to address climate change in communities. She manages the team's administrative, marketing, and business development functions and oversees collaborative preparation of comprehensive environmental and land use planning projects, specializing in sustainability, climate change, and renewable energy. Ms. Seale serves as a project director, manager, or advisor for comprehensive planning projects in the areas of sustainability, climate action planning, resiliency, and resource conservation planning. She has overseen the preparation of more than 50 climate and energy action plans.

Education

MSP, Urban and Regional Planning | Florida State University, Tallahassee
BA, Environmental Conservation | University of Colorado, Boulder

Select Sustainability & Climate Change Project Experience

City of San Mateo, Climate Action Plan, Project Manager. Managed preparation of the City's second Climate Action Plan, which consolidated and updated existing sustainability strategies with new programs into a unified and updated framework with a focus on greater availability of renewable energy and improved access to alternative transportation. The effort included updates to existing greenhouse gas (GHG) inventories and forecasts, measure development, preparation of a monitoring and implementation tool, and a General Plan Amendment for plan consistency. Efforts included analysis of early progress, resulting in a "local adjustment" to the forecast that captures the full impact of early efforts toward GHG reduction targets. The City Council adopted the plan in early 2015.

Professional Affiliations and Service

- American Planning Association (APA), Member and San Luis Obispo County Sub-Section Director
- Association of Environmental Professionals (AEP), Member
- AEP Climate Change Committee
- Citizens Planning Academy, San Luis Obispo County, Steering Committee Chair and Lecturer, 2012–present
- UN-HABITAT Cities & Climate Change Initiative, Expert Group for City Climate Action Plan Guidelines, 2015

Papers and Publications

- Boswell, Michael R., Adrienne I. Greve, and Tammy L. Seale. 2014. "Climate Change Planning." In *Elgar Companion to Sustainable Cities: Strategies, Methods and Outlook*, edited by D. Mazmanian and H. Blanco, pp. 302–319. Northampton, MA: Edward Elgar Publishing.
- Boswell, Michael R., Adrienne I. Greve, and Tammy L. Seale. 2012. *Local Climate Action Planning*. Washington, DC: Island Press.

Team Member since 2006

Lectures and Presentations

- "Climate Action Plans 2.0." 2015 California Climate Action Planning Conference, San Luis Obispo.
- CRP 440-Climate Action Planning, 2010–present, Guest Lecturer, California Polytechnic State University, San Luis Obispo.
- "City Climate Action and Resiliency Planning." 2015 American Planning Association National Planning Conference, Seattle.
- "Planning for Renewable Energy." 2014 Speaker Series, Inland Empire Section, California Chapter, APA, Ontario.
- "Now Comes the Hard Part: Implementing and Monitoring an Adopted CAP." 2013 California Climate Action Planning Conference, San Luis Obispo.
- "The Idiot's Guide to Climate Action Planning." 2013 NAEP & AEP Joint Conference, Los Angeles.
- "Tools of Engagement: Technology and Techniques to Engage Your Community in Sustainability Planning Efforts." 2013 National AEP & AEP Joint Conference, Los Angeles.

San Gabriel Valley Council of Governments, Energy Efficiency and Climate Action Plans, Project Manager. Led the project team in a partnership with the San Gabriel Valley Council of Governments and Southern California Edison to develop a regional energy efficiency framework and energy action plans (EAPs) for 27 cities in the San Gabriel Valley. The project was funded by Southern California Edison (SCE) as part of the California Long-term Energy Efficiency Strategic Plan. The project offered a unique opportunity to assess and compare energy trends at a regional scale. The Regional Framework and each EAP identified leveraged regional solutions with opportunities for effective local implementation. All 27 EAPs were shaped by the Regional Framework, an overarching document identifying shared regional goals, priorities, and strategies. EAPs include a baseline inventory and forecast of each community's energy use and activities, both for municipal operations and for community-wide activities. As part of the project, Ms. Seale facilitated the monthly meetings of the Project Steering Committee to support information sharing, updates, best practices, surveys, and ongoing discussion of issues and opportunities by representatives from each city. The project culminated with a regional climate change conference in September 2012 and consideration of EAPs by all city councils by April 2012. The team worked with each city to prepare an adoption and implementation strategy to ensure success of the EAP. The project team included DNV KEMA, Fehr & Peers, and ISI Translation.

City of Walnut Creek, Climate Action Plan, GHG Inventory Update, and CAP Implementation, Project Director. The City's Climate Action Plan included goals and actions to reduce GHG emissions in years 2020 and 2030 consistent with state legislation. Plan strategies resulted from a collaborative public engagement process that included appearances at the Walnut Creek farmers market and City Council meetings. Michael Baker is currently providing plan implementation and monitoring assistance to the City.

Contra Costa County, Climate Action Plan, Project Director/Manager.

Directed the project team, including subconsultants Fehr & Peers and ESA, on the preparation of a 2005 community-wide baseline inventory, emissions forecast, reduction target selection, and GHG reduction program for the unincorporated county. The CAP and inventory apply tailored methods and measures for the county's stationary source emitters and emphasize the connections of climate change and public health. The project was funded by the Department of Energy's Energy Efficiency and Conservation Block Grant program and included a community outreach program. The draft CAP prepared in 2012 also included a public health chapter prepared in coordination with the County Public Health Department. The County reengaged the project in 2015 and hired Michael Baker to complete the CAP. The 2015 work includes a 2013 community-wide inventory, updated forecast, and revised GHG reduction measures that will result in an updated Climate Action Plan which will comply with BAAQMD standards for a Qualified GHG Reduction Strategy. The plan is scheduled for review by the Board of Supervisors in November 2015.

City of Laguna Woods, Climate Adaptation Plan, Project Director.

Advised the team, supported project manager, and coordinated with city manager throughout project. Provided guidance on the methods and protocols used to support data analysis and policy development and reviewed all work products. Michael Baker prepared the City's Climate Adaptation Plan in coordination with City staff and regional partners. Laguna Woods has a particularly large population of residents that are older than 65, which was a major component of the vulnerability assessment and guided many of the adaptation measures proposed within the city. Development of the adaptation plan involved a robust vulnerability assessment followed by policy analysis, stakeholder engagement, and strategy development. The City worked with the project team to apply the California Adaptation Planning Guide to the process. The plan's policy development directly responds to the prioritized list of assets developed during the vulnerability assessment process. Each implementation action includes a metric to track implementation status and action effectiveness.

**Lectures and Presentations
(continued)**

- "Collaborative Sustainability Efforts in Southern California." 2013 NAEP & AEP Joint Conference, Los Angeles.
- "Lines in the Sand: Various Approaches for Climate Planning." 11th Annual Municipal Green Building Conference and Expo, 2012, Downey, CA.
- "Break Out the Crystal Ball: Communitywide GHG Emissions Forecasts & Targets." 2012 AEP Annual Conference, Sacramento.
- "Sustainable Synergies: Funding, Implementing, and Monitoring Your Climate Action Plan." 2012 AEP Annual Conference, Sacramento.
- "Break Out the Crystal Ball: Communitywide GHG Emissions Forecasts & Targets." APA California 2012 Conference, Rancho Mirage.
- "Local Climate Action Planning." 2012, Sonoma State University.
- "What's Next: Funding, Implementing, and Monitoring Your Climate Action Plan." APA California 2012 Conference, Rancho Mirage.
- "The Baseline Inventory: What You Should Know Before Preparing a GHG Reduction Plan." APA California 2011 Conference, Santa Barbara.

Lectures and Presentations (continued)

- "Going Green When You're in the Red: Sustainability on a Budget." APA California 2011 Conference, Santa Barbara.
- "Baseline Communitywide Greenhouse Gas Emissions Inventories." 2011 AEP State Conference, Monterey.
- "Local Climate Change Planning in 75 Minutes." APA California 2011 Conference, Santa Barbara.
- "Climate Action Planning." 2011 Speaker Series, Central Coast Section, California Chapter, APA.
- "Local Level Climate Action Planning for Agriculture." 2011 Forum on Extreme Climate Risks and California's Future Agriculture and the Food System, Sacramento.
- "Crafting a Successful Climate Action Plan – State of the Practice and Lessons Learned." 2010 California Air Pollution Control Officers Association Climate Change Forum, San Francisco.
- "Planning Research on Climate Change." 2010 American Planning Association National Planning Conference, New Orleans.
- "Climate Action Planning." 2009 Sustainable Cities Forum, Monterey, CA.

City of Calimesa, Climate Action Plan, Project Manager. Led team through the preparation of a Climate Action Plan as part of General Plan implementation for Calimesa, a rapidly growing community in Southern California's Inland Empire. The CAP was prepared and adopted within three months of project initiation. The project was funded by the Strategic Growth Council and integrated local and regional plans, including the City's Community Energy Action Plan and the Western Riverside Council of Government's Subregional Climate Action Plan. The adopted plan includes minimum measures to achieve a City GHG reduction target and stretch measures to achieve the state's goals for achievement of 1990 emissions levels by 2020.

City of Palmdale, GHG Emissions Inventory, Energy Action Plan, and Municipal Code Updates, Project Manager. The baseline inventory and forecast served to inform the Energy Action Plan, which included specific and descriptive measures to reduce Palmdale's energy use, support the local economy, and reach the City's GHG reduction goals. The Energy Action Plan was adopted in 2011. The California Chapter of the American Public Works Association recognized the plan as project of the year in the Creative and Innovative category in December 2011.

City of Sunnyvale, Climate Action Plan, Land Use and Transportation Element, and EIR. Led preparation of the Climate Action Plan, which was prepared concurrently with the City's Land Use and Transportation Element update. The plan was adopted on May 20, 2014. Following adoption, transitioned to manager of the plan monitoring and implementation program, including development of a monitoring tool and ongoing support to City staff.

Bay Area Air Quality Management District, Guidance on Developing Qualified GHG Reduction Strategies. Directed the project team to update the Bay Area Air Quality Management District guidance to local governments on preparing GHG reduction strategies that meet the air district's guidelines for use in future California Environmental Quality Act streamlining efforts.

Jennifer Venema

Assistant Project Manager

Ms. Venema is a senior planner with over seven years of experience advising local governments on climate change, land use, renewable energy planning, and environmental issues. Her portfolio includes over 20 climate action plans, greenhouse gas (GHG) reduction plans, and energy action plans. She has managed or served as a task lead for over 12 plans, including two award-winning projects. Recent work includes management of two climate action plan implementation efforts. As Michael Baker's Energy Efficiency and Conservation Block Grant (EECBG) specialist, Ms. Venema managed EECBG programs for six cities with awards ranging in size from \$565,500 to \$1,299,700. Her experience includes general plan elements and renewable energy streamlining programs, current planning for two jurisdictions, and four comprehensive zoning code updates. She also uses her planning skills as a public facilitator and in support public engagement and outreach projects.

Education

BS, City and Regional Planning, minor in Environmental Studies | California Polytechnic State University, San Luis Obispo

BA, Political Science, International Affairs concentration | California Polytechnic State University, San Luis Obispo

Relevant Project Experience

City of Merced, Programmatic Climate Action Plan, Project Manager. Managed preparation of a Programmatic Climate Action Plan consistent with CEQA Guidelines Section 15183.5. Involved updates to an existing GHG inventory and forecast, refinement and quantification of measures from the City's adopted CAP, and preparation of hybrid implementation tools. Key deliverables included creation of a CAP work plan, recommended code updates, and a visually unified Design Manual with CAP-driven design concepts for land use and design standards.

Professional Affiliations and Service

- American Planning Association (APA), Member

Licenses

- Microsoft Suite
- Adobe Creative Suite

Certifications and Credentials

- APA
- ULI

Papers and Publications

- California AEP. Principal Author. Forecasting Community-Wide Greenhouse Gas Emissions and Setting Reduction Targets. Section 6: Agriculture. May 2012.
- California AEP. Principal Author. Community-wide Greenhouse Gas Baseline Inventory White Paper. Section 8.0: Agriculture. March 2011.
- UN-HABITAT. Contributor. State of the World's Cities 2008/2009 – Harmonious Cities. 2009.
- FOCUS: Journal of the City and Regional Planning Department. Vol. 1, Issue 5 (2008). Author. Gathering Experience with the United Nations Human Settlements Program in Nairobi, Kenya.

Team Member since 2009

Lectures and Presentations

- Association of Environmental Professionals (AEP) Conference, Huntington Beach. Presenter. Climate Action Plans and CEQA Compliance: Greenhouse Gas Inventory Considerations. Air Quality Workshop. March 2014.
- AEP Conference, Huntington Beach. Presenter. California Supplement to the Community Protocol: Solid Waste, Water and Wastewater, and Agriculture. March 2014.
- APA California Chapter Conference, Visalia. Moderator. Moving to Sustainability: Pulse of the Valley. October 2013.
- California Polytechnic University, San Luis Obispo. City and Regional Planning Department. Presenter. Energy and Local Climate Action Planning, Climate Action Planning, and Greenhouse Gas Accounting. 2012–2014.
- Energy Efficiency and Climate Change Conference, Monrovia. Presenter. Municipal Energy Action Plans: Development and Implementation. September 2012.
- Community Design Symposium, California Polytechnic University, San Luis Obispo. Presenter. Participatory Approaches in Planning. Spring 2008.

City of Walnut Creek, Climate Action Plan Implementation, Project Manager. Worked with Public Services and Community Development staff to monitor and evaluate implementation of the Climate Action Plan with multiple city departments. Coordinated work efforts of staff from engineering, public works, maintenance, and community development. Analyzed funding recommendations for GHG effectiveness, and supported staff with prioritization of work plan efforts for expenditure of \$470,000 in one-time funds for CAP implementation. Presented update to the City Council.

City of San Mateo, Climate Action Plan, Assistant Project Manager. Supported development of a qualified CAP based on the City's early accomplishments for consistency with the CEQA Guidelines. Assisted with analysis of local achievements, quantification of reduction measures, and creation of a development checklist and Excel-based monitoring and reporting tool. Aided with project outreach and engagement efforts, including facilitation at a public workshop.

City of Palmdale, Greenhouse Gas Emission Inventory, Energy Action Plan, and Municipal Code Updates, Assistant Project Manager. Led preparation of a baseline GHG audit and forecast for community and municipal operations in Palmdale and prepared the Energy Action Plan. The plan builds on data generated in the baseline inventory and forecast, clearly charting an effective course for reducing GHG emissions while enhancing local market competitiveness and quality of life. Reduction measures in the Energy Action Plan build on existing water and energy conservation efforts, regional partnerships, and the City's EECBG projects.

San Gabriel Valley Council of Governments, Energy Action Plans, Assistant Project Manager. Led development of seven cities' greenhouse gas inventories and energy action plans for both municipal operations and community-wide activities. Included detailed electricity analysis of municipal operations and community-wide building stock. Supported overall project management to prepare a regional approach for the 27 participating jurisdictions in the San Gabriel Valley. Guided and supported all technical analysis, public outreach activities, policy development, client coordination, and ongoing committee meetings.

Nora De Cuir

Senior Community Engagement Advisor

Ms. De Cuir directs Michael Baker International's community engagement and facilitation services for public agencies and nonprofit organizations. She has focused her facilitation practice on discussions of energy efficiency, nonmotorized transportation, and park and natural resource conservation issues. She is an experienced facilitator for group discussions of all sizes, from small advisory committees to large public workshops and special events.

With 13 years of experience, Ms. De Cuir acts as a lead facilitator, project manager, project director, and advisor for the development of public participation programs. In addition, she has authored general plan elements, strategic plans, climate action plans, watershed plans, pedestrian and bicycle master plans, trail feasibility studies, park and open space system plans and assessments, and agricultural conservation studies.

Education

MS, Community Development | University of California, Davis

BA, History | University of California, Berkeley

Relevant Project Experience

City of Santa Rosa, Climate Action Plan. Led the community engagement program for the City's community and municipal greenhouse gas inventories, Climate Action Plan measure quantification, and implementation and monitoring tool. The comprehensive community engagement program included a stakeholder working group, two community workshops, a project web page, and City staff speakers bureau.

San Luis Obispo County, Climate Action Plan and Land Use and Circulation Element. Managed the public outreach process for the County's Climate Action Plan and LUCE. The process included extensive stakeholder outreach as well as numerous community workshops. Workshop design for this process included "trade show" style interactive exercises, electronic polling, facilitated open discussions, and facilitated brainstorming.

Certifications and Credentials

- International Association of Public Participation (IAP2) Certified Practitioner

Papers and Publications

- De Cuir, Nora, Al Sokolow, and Jeff Woled, eds. 2003. *Compensating Landowners for Conserving Agricultural Land: Papers from a California Conference*. Davis: University of California Agricultural Issues Center with UC Davis Community Studies Extension.

Lectures and Presentations

- "Tools for Engagement in Sustainability Planning Projects." 2013 NAEP Conference.
- "Getting to YES in a New Era of Extremes: Innovative Methods for Public Engagement." 2013 New Partners for Smart Growth.
- "Tools for Engagement in Climate Action Planning." 2013 California Climate Action Planning Conference.
- "Agricultural Mitigation in the Central Valley: Planning for Success." 2007 Central Valley Council of Land Trusts Summit.
- "Community Engagement for Climate Action Planning." Annual guest lecture for Cal Poly Climate Action Planning course.

Team Member since 2006

San Gabriel Valley Council of Governments, Energy Action Plans and Regional Framework. Managed and designed the public participation process for the development of 27 Energy Action Plans for the cities of the San Gabriel Valley. Public participation focused heavily on community events and one-on-one stakeholder interviews. The Michael Baker team also facilitated internal staff workshops for member cities to discuss energy efficiency opportunities with facilities managers and field staff.

City of Santa Rosa, North Santa Rosa Station Area Specific Plan, Community Engagement Lead. Led the community engagement program for this project, which is one of 14 stations being planned by Sonoma-Marín Area Rail Transit (SMART) for a start-up level of commuter rail service along the Northwest Pacific rail corridor. The plan will support the future SMART station by outlining strategies to establish a transit-supportive environment by improving connections between the station and adjacent destinations, densifying and intensifying land uses at key locations within the project area, and enhancing the physical design of the urban environment. The community engagement effort focused on providing a number of opportunities for community members to participate and share their vision for the area, provide input on issues, opportunities and constraints, and evaluate land use options for the area.

Kern Council of Governments, Community Participation for the Sustainable Communities Strategy and RTP Update. Managed and designed the public participation process for Kern COG's RTP update and development of its first SCS. Participation strategy included 40 community meetings and additional stakeholder outreach. Additionally, Michael Baker provided an online tool to enable participation comparable to that in community meetings. Online participation and community workshop were provided in both English and Spanish.

City of Elk Grove, Rural Roads Public Participation Assistance. Managed and facilitated a targeted outreach process for residents in the city's rural area who are concerned about transportation improvements. The project culminated with successful facilitation of a contentious but civil community meeting regarding intersection improvements.

Clavey River Ecosystem Project, Watershed Assessment and Plan. Lead facilitator for this watershed planning process focused on one of California's most ecologically significant watersheds. The watershed planning process included facilitated Watershed Council meetings focused on building capacity for watershed stewardship and guiding the development of the plan. The public outreach component of the planning process included workshops, field days, newsletters, and other media outreach.

Metropolitan Transportation Commission, Regional Airport Study Workshops. Facilitated numerous workshops for the Bay Area-wide Regional Airport Study. Workshops took place throughout the nine-county region and involved educational presentations, an open house-style poster session, and facilitated large group discussions.

Alex Porteshawver

Senior Climate Action Planner and Facilitator

Ms. Porteshawver assists communities to implement greenhouse gas (GHG) emissions reduction projects and programs and increase local resiliency. She has a law degree from Marquette University Law School with a special focus on environmental and sports law and a master of environmental law and policy from Vermont Law School. Ms. Porteshawver combines her academic background in environmental law and policy with over four years of experience implementing climate action plans and working locally and regionally to develop practical solutions to climate change.

Education

JD | Marquette University Law School

Masters in Environmental Law & Policy | Vermont Law School

BS, Marketing Communication/Management Communication | Emerson College

Relevant Project Experience

Climate Action Plan Implementation

* Denotes work or projects completed prior to joining Michael Baker International.

City of Benicia, Consulting Climate Action Plan Coordinator. Assisting the City to achieve GHG reduction and resiliency goals through development of annual work plans and ongoing management of reduction programs and projects. Managed multi-stakeholder process (City staff, elected officials, business community, and Sustainability Commission) to develop annual CAP Implementation Work Plan; tracked ongoing activities. Managed GHG inventory update. Managed all residential incentive programs (solar and water). Joined four PACE programs. Managed and tracked all funding sources related to project implementation including internal budgeting procedures.

Professional Affiliations and Service

- State Bar of Wisconsin, Active, May 2010–present, Member No. 1065812

Papers and Publications

- Aznar, Alexandra. 2015. "City-Level Energy Decision Making: Data Use in Energy Planning, Implementation, and Evaluation in U.S. Cities." National Renewable Energy Laboratory (NREL). Contributing author.
- Boswell, Michael, and Chris Read. 2015. "Global Changes, Local Impacts." *Planning* [national APA magazine]. Contributor.
- Porteshawver, A. 2010. "Under Review: Stadium Construction and State Environmental Policy Acts." *Marquette Sports Law Review*, 21, 339.
- Porteshawver, A. 2009. "Why Adopting New Green-Building Policies Will Improve the Environment and the Community." *Marquette Sports Law Review*, 20, 241.
- Showalter, S., A. Porteshawver, and J. Tahtinen. 2010. "Converting the Erie Pier Confined Disposal Facility to a Processing and Reuse Facility: Is an Interstate Compact a Necessary Component." *Journal of Maritime Law & Commerce*, 41, 197.
- Invited to contribute chapter to *Handbook on Sport, Sustainability and the Environment* (forthcoming) [graduate-level textbook]. Expected publication July 2017.

Team Member since 2014

Michael Baker

INTERNATIONAL

Lectures and Presentations

- "Partnering for Risk Reduction." CDP Cities North America Workshop, 2015, Charlotte, NC.
- "CAP 2.0: Learning from the First Round of CAP Updates." California Polytechnic Climate Action Planning Conference, 2015, San Luis Obispo.
- "Bay Area Response to Current Drought." Climate Readiness Institute at University of California Berkeley, Bay Area Water in a Changing Climate Workshop, Berkeley, CA.
- "Why City Resilience Matters for Business." 2015 National Adaptation Forum, St. Louis, MO.
- "Resilient Small Cities: Preparing for climate change impacts and integrating adaptation strategies in city plans." Poster session. 2015 California Climate Change Symposium, Sacramento.
- "Resilience in a Risky World: An Introduction to Emerging Private-Sector Risk Management Frameworks." Inaugural California Climate Adaptation Forum, 2014, Sacramento.
- "SEECing Success and Recognition from Climate Action Planning." California Green Summit, 2012, Sacramento.
- "Going Green When You're in the Red: Sustainability on a Budget." APA California 2011 Conference, Santa Barbara.

Awards and Honors

- 2015. Environmental Leader Project and Product Award, Top Project of the Year. First grid-tied, solar-integrated EV fast charging station, Benicia.
- 2012. California Green Summit. Renewable Energy Award. Benicia Solar Project.

Climate Action Plan Monitoring

City of Santa Clara, Climate Action Plan Monitoring and Implementation. Assisting the City to track progress toward meeting its GHG reduction goals. Will facilitate data collection necessary to update the monitoring and implementation tool and generate quarterly and annual reports for the City Council. This will involve quantification of measures implemented to date and an analysis of the most cost-effective and successful measures with recommendations for future priority strategy implementation.

City of Walnut Creek, Climate Action Plan Monitoring and Implementation. Assisting the City to track progress toward GHG reduction goals, update the CAP, and identify best practices for implementation of priority measures. Provided technical assistance related to forming or joining an existing community choice aggregation program including the technical feasibility and membership analysis, third-party assessment (technical and legal), and community engagement and outreach.

Community Choice Aggregation

City of Benicia, Consulting Climate Action Plan Coordinator. Managed process to join Marin Clean Energy (MCE) including membership analysis and third-party technical feasibility and legal analysis. Assisted MCE to develop comprehensive six-month outreach campaign and facilitated enrollment. Outreach included meetings with various neighborhood and community groups, Chamber of Commerce, and the Benicia Industrial Park Association.

Grant Administration

City of Benicia, Consulting Climate Action Plan Coordinator. Developed grant applications and was awarded a California Energy Commission grant (\$80,000) to install a battery-backed, solar powered electric vehicle fast charger and a Coastal Conservancy Climate Ready grant (\$150,000) to conduct vulnerability assessment and develop an adaptation plan; managed all grant-related reporting, deliverables, and contracts. Developed Transportation for Clean Air grant application and was awarded grant (\$26,000) to stripe additional bike lanes; managed all grant reporting.

Xico Manarolla

Senior Greenhouse Gas Analyst

Mr. Manarolla is responsible for preparation of greenhouse gas (GHG) emissions inventories, policy research, analysis, and development to support climate action plans, general plan updates and sustainability plans, public workshop facilitation, presentations, development and implementation of Energy Efficiency and Conservation Strategies, and assistance with environmental review of projects. With 10 years of experience, he serves as Michael Baker International's lead technical analyst for GHG emissions analysis, including quality control and assurance that all tools, inventories, and assessments prepared by Michael Baker in support of GHG inventories and climate action plans are robust, transparent, accurate, and consistent with industry-supported protocols, state guidelines, and current methodologies. Mr. Manarolla served on the ICLEI-USA Steering Committee for the preparation of a nationwide GHG Community Protocol and currently serves on the ICLEI-USA Clear Path Advisory Committee for the development of its new online GHG calculator.

Education

MA, Public Policy, Environmental Policy | University of Maryland

BA, English and Philosophy | St. Mary's College of Maryland

Relevant Project Experience

San Gabriel Valley Council of Governments, Energy Action Plans.

Technical lead on all GHG emissions analyses in support of the development of Energy Action Plans for community-wide and municipal activities for 27 cities in the San Gabriel Valley. Provided quality assurance/quality control on GHG emissions inventories, forecasts, and reduction measure quantification in support of each city's plan. Assisted with the development of all quantification tools involved in the GHG inventory and emissions reduction measure process.

Santa Clara, Climate Action Plan. Provided technical assistance on the CAP project, and reviewed all tools and quantification.

Papers and Publications

- Ewing-Thiel, Jennifer, and Xico Manarolla. 2011. "ICLEI-USA draft framework for measuring and reporting community GHG emissions." *Carbon Management* Vol. 2, No. 4.

Team Member since 2012

Michael Baker

INTERNATIONAL

Western Riverside Council of Governments, Subregional Climate Action Plan and Public Health and Climate Action Implementation Plan. Provided critical and technical review of quantification methods used in the development of GHG inventory reports for select cities in the region. Served as the technical lead for developing tools that will monitor GHG reduction progress for all communities. Serves on the SEEC Clear Path Advisory Committee, which guides the development of ICLEI-USA's new online GHG Inventory/Forecast/ Planning/Monitoring tool, which will be utilized in the WRCOG project.

Butte County, Climate Action Plan. Provided technical assistance on the CAP project, and reviewed all tools and quantification.

Community GHG Inventory Protocol, Steering Committee Member and Solid Waste Technical Advisory Committee Member. Sat on the Steering Committee for the national standard on community-wide inventories led by ICLEI-Local Governments for Sustainability. The committee was entrusted with organizing and guiding the protocol as well as reviewing all quantification methods. Also took an active role in the Solid Waste Technical Advisory Committee, providing guidance and content edits for solid waste quantification methods.

City of San Mateo, GHG Inventory Update. Conducted a thorough review of a series of the City's community inventories done by multiple firms that encompassed varying calculation methods and included differing activities and sources. Determined methods for updating these inventories to be in line with current best practices and recalculated activities and sources as needed.

Previous Experience

ICLEI-Local Governments for Sustainability USA, Senior Program Officer. Led development of technical protocols and processes in support of GHG emissions inventories for community-scale and municipal operations analyses.

- Oversaw a Steering Committee and three Technical Advisory Committees on agriculture, wastewater, and solid waste in the development of the Community Protocol. Served a lead role in defining reporting approaches and source lists in the development of a global Community Protocol with organizations including the C40, World Bank, and ICLEI Global.
- Served a lead role in ICLEI's update process for Version 1.1 of the Local Government Operations Protocol, including the design of new features and functionality.
- Developed specifications for ICLEI USA's first online GHG inventory calculator for the Statewide Energy Efficiency Collaborative.
- Developed GHG emissions calculation tools for local governments according to the national standard methodologies.
- Specified, managed, and user-tested updates of ICLEI GHG accounting software (CACP 2009).

Eli Krispi

Associate Climate Action Planner

Mr. Krispi focuses on planning projects that help to reduce environmental impacts and improve the ability to respond to a changing climate, creating more sustainable communities in the process. His five years of experience as a planner is based on his experience in implementing sustainable policies and practices, a science-based education focused on the interaction between the natural world and the built environment, and a data-driven analytical approach to problem-solving. Mr. Krispi is well versed in developing, analyzing, and implementing sustainability policies, conducting greenhouse gas (GHG) inventories and forecasts, and creating technical tools for policy analysis and implementation. His example projects include climate action and sustainability plans, climate adaptation and emergency planning, and renewable energy and energy efficiency strategies.

Professional Affiliations and Service

- Phi Beta Kappa
- San Francisco Planning + Urban Research Association (SPUR)

Team Member since 2012

Education

Masters of City and Regional Planning, Sustainable Environments Emphasis | California Polytechnic State University, San Luis Obispo

BA, Geography | University of California, Santa Barbara

BA, Environmental Studies | University of California, Santa Barbara

Relevant Project Experience

City of Walnut Creek, Climate Action Plan Update. Contributed to the assessment and update of an adopted Climate Action Plan for the City of Walnut Creek. Prepared revisions and updates to existing GHG inventories and forecasts to account for updated protocols and changes in regulations, modified GHG reduction strategies to improve feasibility and effectiveness, and quantified credits from new programs implemented since the plan was adopted. Developed a monitoring and assessment report to easily and effectively communicate City progress to decision makers and members of the public.

City of South Gate, Local Hazard Mitigation Plan and Safety Element. Contributed to a set of plans to improve public safety and resiliency to natural disasters in the lower income and minority-majority community of South Gate. Prepared hazard profiles, vulnerability analyses, and safety and hazard mitigation-related policies. Integrated new policies into existing sustainability and public health policy frameworks.

Western Riverside Council of Governments, Public Health and Adaptation Plan. Contributed to the development of a strategy to improve climate resiliency, address public health in sustainability efforts, and create model strategies to implement climate change mitigation and adaptation actions through additions to the Western Riverside Council of Governments subregional Climate Action Plan. Identified existing and projected future conditions in the subregion to create a climate vulnerability analysis, drafted policies to reduce vulnerability to climate-related effects, and prepared implementation tools and resources for key policies. Developed a comprehensive tool to monitor subregional GHG emissions and to track CAP implementation across multiple jurisdictions.

City of San Mateo, Climate Action Plan. Worked on a plan to consolidate existing sustainability strategies into a unified and updated framework with a focus on greater availability of renewable energy and improved access to alternative transportation. Developed and quantified GHG reduction measures, including community choice aggregation, comprehensive energy efficiency retrofits, and trip reduction for new developments. Assisted with public engagement efforts and updates to GHG inventories.

City of Merced, Programmatic Climate Action Plan. Worked on a plan to reduce GHG emissions while streamlining permitting and environmental review for the City of Merced. Helped to develop GHG reduction thresholds and reduction strategies. Identified GHG reduction potential, worked on benefit-cost analysis for strategy prioritization, and created tools to monitor plan implementation.

City of Laguna Woods, Climate Adaptation Plan. Contributed to the development of a Climate Adaptation Plan that addresses the distinct socioeconomic conditions of Laguna Woods, including a median community age of 78. Identified the exposures, sensitivities, impacts, and adaptive capacities in the community to create a vulnerability assessment. Developed prioritized policies to improve resiliency and facilitate adaptation to climate change, and created implementation and monitoring strategies for adaptation policies.

San Gabriel Valley Council of Governments, Energy Action Plans. Provided support to the project team in the development of Energy Action Plans for community-wide and municipal activities of 27 cities in the San Gabriel Valley. Assisted with GHG inventories and forecasts, development and quantification of energy efficiency and GHG reduction measures, and preparation of the Energy Action Plans.

Alice Zanmiller

Assistant Climate Action and Community Engagement Planner

As part of the Sustainability and Climate Change Services team, Ms. Zanmiller's focus is on helping cities make data-driven decisions to increase public health, emphasize sustainability, and build resilience to a changing climate. She believes that pairing technical data with a comprehensive understanding of community goals and needs allows cities to develop plans that will improve the lives of residents while meeting necessary targets to improve environmental conditions. She has experience in creating comprehensive climate action plans, including conducting emissions inventories and monitoring progress, writing greenhouse gas reduction policies, and developing adaptation strategies. She has also worked on general plan safety elements, local hazard mitigation plans, and renewable energy and energy efficiency strategies. In addition to her work as a sustainability planner, she has served as an outreach facilitator in support of diverse comprehensive planning projects. Ms. Zanmiller is a native of Hood River, Oregon.

Professional Affiliations and Service

- Member, San Francisco Planning and Urban Research Association (SPUR)

Team Member since 2014

Education

BS, City and Regional Planning | California Polytechnic State University, San Luis Obispo

Relevant Project Experience

* Denotes work or projects completed prior to joining Michael Baker International.

San Francisco Estuary Partnership Public Outreach and Media Support Assisted in the design and execution of a two day pop-up workshop for the SFEP's Comprehensive Conservation Management Plan (CCMP). The workshop, which took place at the SFEP's Biennial State of the Estuary Conference, provided an opportunity for attendees to ask questions about the CCMP and offer input on the plan. After the event, I analyzed data and helped draft a follow up report synthesizing findings for the SFEP.

Michael Baker

INTERNATIONAL

City of Benicia Climate Action Plan Coordination and Implementation Providing ongoing support to the City's Consulting Climate Action Plan Coordinator to track and implement the CAP. Was responsible for updating the City's GHG inventory, developing an Excel-based tool to monitor the plan with, and writing annual reports to update the City's Community Sustainability Commission and City Council about CAP progress. Provided support for implementing CAP-related programs, including launching and managing the City's rebate program for residential solar purchases and researching clean fleet management programs.

Plumas County, Upper Feather River Integrated Regional Water Management Plan Helped evaluate vulnerability to climate change in the Upper Feather River Watershed, in compliance with California Department of Water Resources guidance. Included research on ecosystem processes, natural hazards, and endangered species.

Contra Costa County, Climate Action Plan Inventoried emissions from both 2005 and 2013 to refine and develop appropriate greenhouse gas reduction measures for the county's unincorporated areas. Included detailed analysis of statewide legislation and public health impacts.

City of San Mateo, Climate Action Plan Worked on a plan to consolidate existing sustainability strategies into a unified and updated framework with a focus on energy generation and transportation. Helped conduct a public outreach event to gather resident input on proposed activities to achieve climate action plan goals, as well as identify the capacity of the plan to meet the community's needs. Developed and quantified GHG reduction measures, including Community Choice Aggregation, comprehensive energy efficiency retrofits, and trip reduction for new developments.

Butte County, Climate Action Plan Monitoring Assisted in monitoring the progress of a Climate Action Plan for unincorporated Butte County. Refined and used a monitoring tool to track progress to implementation and evaluate actual community-wide emissions. Coordinated data requests with city departments and external agencies.

City of Walnut Creek, Climate Action Plan Update and Monitoring Assisted in an update of a 2012 Climate Action Plan. Helped develop a recent-year GHG emissions analysis, identify reduction measures for updates, and refine the City's sustainability and climate change goals for and after 2020.

City of San Carlos, Climate Action Plan Update Assisted in a focused update to a 2009 Climate Action Plan developed for the City of San Carlos. Prepared updates to GHG inventories and forecasts, analyzed GHG reductions from early local actions, and identified recommended updates for GHG reduction strategies.

Cristelle Blackford

Community Engagement Planner and Facilitator and Outreach Lead

Ms. Blackford is a member of Michael Baker International's Community Engagement and Facilitation Services team, which provides comprehensive public outreach and stakeholder engagement programs for public agencies. She brings skills from nonprofit capacity building, policy writing, and online operations, and has contributed to a range of projects, from community visioning and citizen-engaged research to urban design and multimodal transportation planning. Drawing on five years of experience in the tech industry, she applies her expertise in usability research toward implementing innovative online engagement techniques which she blends with traditional in-person engagement to create effective, equitable, and wide-reaching civic participation programs.

Education

MS, Community Development | University of California, Davis

BA, Comparative Literature | University of California, Berkeley

Relevant Project Experience

* Denotes work or projects completed prior to joining Michael Baker International.

San Francisco Estuary Partnership (ABAG), Comprehensive Conservation Management Plan Outreach. Managing an outreach program and media campaign for the San Francisco Estuary Partnership (SFEP) Comprehensive Conservation Management Plan (CCMP). The plan includes a stakeholder gaps analysis, project branding, a fact sheet, a newsletter article, a social media campaign, online feedback forms, and a pop-up workshop at the annual State of the Estuary conference. The outreach plan will solicit input on the revised CCMP actions from existing stakeholders, engage new stakeholders, and garner ongoing interest and support for the SFEP and the CCMP update process.

Professional Affiliations and Service

- International Association of Public Participation, Northern California Chapter
- San Francisco/Oakland Planning + Urban Research Association (SPUR)
- The Women's Building, San Francisco, board member
- The Princess Zev Foundation, Southern Oregon, board member

Awards and Honors

- September 2008. Google Online Sales & Operations VP Award for GoogleServe leadership.
- May 2007. Google Accounts Immersion Award for Automated Account Recovery.

Team Member since 2014

Western Riverside Council of Governments, Climate Action and Adaptation Planning Outreach.

Provided outreach support to COG staff in developing and implementing a lightweight, far-reaching engagement plan for the Subregional Climate Action Plan. Engagement activities included a series of pop-up workshops conducted at local events across the region and an online virtual workshop (via MindMixer) that mirrored the in-person activities. The program succeeded in collecting public input from a diverse region on a set of proposed adaptation strategies and public health indicators. The resulting plan will guide member jurisdictions in adjusting to climate impacts and linking climate action planning to positive public health

City of Elk Grove, Rural Roads Mobility Improvements Outreach.

Working with the City's Public Works Department to determine whether the community is supportive of increased mobility infrastructure for pedestrians and cyclists in the rural area. Assisted with the design and ongoing implementation of a comprehensive outreach program focusing on engaging as many rural residents as possible to ensure that results accurately reflect community priorities. To date, outreach has included stakeholder engagement, a direct mailing survey, and a community workshop. Currently designing outreach toolkits for the second phase of outreach, which will empower community members to conduct neighborhood-level engagement.

City of West Hollywood, Online Engagement and Data Analysis for Neighborhood Design Guidelines.

Provided support to the City's Community Development Department for the WeHo West neighborhood Overlay Zone and Design Guidelines website, hosted by MindMixer. Designed online activities to match community workshops, optimized the flow of information and user friendliness of the site, served as an ongoing moderator for the website, and produced a final report that provided an integrated analysis of input from the community meetings and findings from online activities.

City of West Hollywood, Community Visioning for 1343 N. Laurel Avenue.

Assisted with a community engagement program that included online surveys, community workshops, environmental and historical analysis, committee meetings, and an official recommendation to the City Council. Engaged residents in a visioning program to generate a list of community-supported future uses for the historic colonial home and grounds on the property. The project helped the City identify and understand the property's opportunities and limitations, engage with the community to explore potential uses that meet their needs, and determine a community-supported plan for the property.

City of Pasadena, Transit-Oriented Development (TOD) Grant Writing.

Prepared the Los Angeles County Metro TOD grant application on the City's behalf, which subsequently won \$1.5 million in grant funds to revise the specific plans near the Gold Line Station, establish a form-based code, and create citywide design guidelines. Employed comprehensive and collaborative strategies to understand the scope of the grant, including the appropriate use for its implementation, and identified strategies based on the scoring criteria to maximize the project's competitiveness. The grant will allow Pasadena to continue its strides toward sustainability and the dream of a city where people can circulate without cars.

Abby Woods

Senior Community Engagement Planner and Facilitator

Ms. Woods is an IAP2-certified member of the Community Engagement and Facilitation Services team, which provides comprehensive public outreach and stakeholder engagement programs for public agencies. She is a multiscale community planner with 10 years of experience in the nonprofit, government, and for-profit industries. Her expertise includes community engagement, partnership development, event strategy, communications, and conflict resolution. Ms. Woods has completed social equity and community assessments for regional and local planning agencies, as well as developed dynamic public outreach campaigns for long-range planning and economic development efforts. She is an experienced public facilitator who uses innovative techniques to engage audiences small and large in conversations about land use, urban design, public health, transportation, and sustainability.

Education

MS, Community Development | University of California, Davis

BS, Economics and Marketing | University of Illinois at Chicago

Relevant Project Experience

City of Elk Grove, Rural Area Mobility Improvements. Designed and managed a participatory engagement program for rural area community members. Building on existing community networks and a series of public workshops, Michael Baker developed an outreach toolkit that supported ten volunteer teams to independently conduct outreach activities and collect feedback from their neighbors. Results from this outreach effort will help the City determine if any mobility improvements (pedestrian, cyclist, or equestrian) are desired in the rural area based on early and extensive input from rural area residents. Michael Baker provides on-call public outreach services to the City and has established a strong and successful relationship with Elk Grove rural community, among other community groups.

Professional Affiliations and Service

- San Francisco Planning + Urban Research Association (SPUR)
- American Planning Association (APA)
- The Women's Building, San Francisco, Board Member

Certifications and Credentials

- International Association for Public Participation (IAP2)
- LEED Green Associate

Awards and Honors

- 2013. IAP2 Project of the Year for the West Hollywood Community Study.

Team Member since 2012

Michael Baker

INTERNATIONAL

City of West Hollywood, Community Visioning for 1343 N. Laurel Avenue. Co-managed a community engagement program that included online surveys, community workshops, environmental and historical analysis, committee meetings, and an official recommendation to the City Council. Michael Baker engaged residents in a visioning program to generate a list of community-supported future uses for the historic colonial home and grounds at 1343 N. Laurel Avenue. The project helped the City identify and understand the property's opportunities and limitations, engage with the community to explore potential uses that meet their needs, and determine a community-supported plan for the property.

City of West Hollywood, Community Study. Co-managed a citywide community study, including a statistically valid survey, demographic data analysis, focus group series, stakeholder interviews, a community workshop, and a mobile data collection lab. The results of this project helped the City determine funding goals for social services over the following six years. The community study specifically focused on gathering input from stakeholders and targeted population segments, such as LGBT residents, youth, people living with HIV/AIDS, and seniors. This project was awarded 2013 Project of the Year by the International Association of Public Participation (IAP2).

San Gabriel Valley Council of Governments, Energy Action Plans and Regional Framework. Co-managed the public participation process for the development of 27 Energy Action Plans for cities in the San Gabriel Valley. Public participation focused heavily on community events and one-on-one stakeholder interviews. The project team also facilitated internal staff workshops for member cities to discuss energy efficiency opportunities with facilities managers and field staff. The project culminated in a regional conference of civic and sustainability leaders, designed by the Michael Baker team.

Kern Council of Governments, Community Participation for the Sustainable Communities Strategy and RTP Update. Co-managed and designed the public participation process for Kern COG's Regional Transportation Plan Update and development of its first Sustainable Communities Strategy. The participation strategy included 40 community meetings and extensive stakeholder engagement. Additionally, Michael Baker provided two interactive online tools to enable participation comparable to that in community meetings. Online tools and project materials were provided in both English and Spanish.

Additional Long-Range Planning Projects

- Butte County, Climate Action Plan, Public Participation
- California Department of Transportation/UC Davis, Highway 37 Corridor Plan/Sea Level Rise Analysis, Stakeholder Engagement and Community Survey
- City of Calimesa, General Plan Update, Public Participation
- City of Davis, Third Street Redevelopment Plan, Public Participation
- City of Elk Grove, Climate Action Plan, Public Participation

Suzanne Wirth

Technical Editor

Ms. Wirth has extensive experience preparing and editing documents. Her experience was gained in multiple fields, resulting in familiarity with a wide range of subjects. She brings expertise to Michael Baker International as she edits a diverse array of documents, including environmental impact reports and other CEQA/NEPA documents, technical studies, climate action plans, zoning codes, general plans, housing elements, master and specific plans, public outreach materials, graphics and websites, reports, proposals, and a variety of other projects. She reviews for technical accuracy, ensures information consistency, confirms references, verifies sources and citations, and checks formatting. The editing process includes review of spelling, grammar, punctuation, readability, and the use of abbreviations.

Team Member since 2007

Education

AA, Liberal Arts | Yuba Community College, Marysville, CA

Coursework toward BA, English | California State Polytechnic University, Pomona

Relevant Project Experience

Climate Change and Sustainability

- AEP white papers on climate change
- Bay Area Air Quality Management District – tiering and technical memos, monitoring guidance
- Butte County – Climate Action Plan
- Calimesa – Climate Action Plan
- Contra Costa County – greenhouse gas memo/policy analysis, GHG reduction measures, Climate Action Plan
- Elk Grove – Climate Action Plan, Sustainability Element, monitoring tool
- Laguna Woods – adaptation strategies, vulnerability assessment, Adaptation Plan

- Los Altos – GHG inventory reports and appendices, forecast memo, Climate Action Plan, monitoring tool, IS/ND
- Merced – CAP technical appendix, key issues summary, monitoring tool
- Milpitas – GHG inventory, reduction measures, Climate Action Plan, CAP monitoring tool
- Palmdale – greenhouse gas inventory report, Energy Action Plan (Climate Action Plan), IS/MND, TOD4 grant application
- San Bernardino County – best practices, framework goals, IS/ND, Renewable Energy and Conservation Element
- San Carlos – Climate Action Plan
- San Gabriel Valley Council of Governments (27 participating cities) – Regional Framework memo, work plans, greenhouse gas inventory/forecasts, energy action plans, model energy efficient code and procurement policy, EAP implementation toolkit, monitoring tool
- San Luis Obispo (city) – Climate Action Plan
- San Luis Obispo County – EnergyWise Plan (Climate Action Plan), Land Use and Conservation Element, Renewable Energy Streamlining Program (RESP), RESP ADEIR and FEIR, plus Findings
- San Mateo (city) – Sustainability Initiatives Plan, greenhouse gas quantification report, Central Park South GHG Report, Climate Action Plan, GP EIR Addendum
- San Mateo County – greenhouse gas inventory report, energy efficiency/climate change update, Climate Action Plan (EECAP), NOP, General Plan EIR Amendment RE CAP
- Santa Barbara County – peer review outline memo, GHG adjusted forecast memo, GHG inventory update memo, goals & policies, Energy and Climate Action Plan (ECAP), ECAP ADEIR and FEIR
- Santa Clara (city) – Climate Action Plan, CAP tool
- Santa Rosa – greenhouse gas inventory, reduction program, Climate Action Plan, Supplemental EIR (DEIR)
- South San Francisco – greenhouse gas inventory, Climate Action Plan, monitoring tool
- Sunnyvale – Climate Action Plan, greenhouse gas inventory, Land Use and Transportation Element, ADEIR
- Tulare – greenhouse gas emissions inventory, Climate Action Plan, GHG tracker workbook
- Vallejo – greenhouse gas inventory, Greenhouse Gas Reduction Plan, Climate Action Plan, CAP IS/MND
- Walnut Creek – Climate Action Plan, General Plan Update EIR addendum
- Western Riverside Council of Governments (WRCOG) – vulnerability assessment matrix, best practices memo

Louis Lillegard

Graphic Designer

Team Member since 2004

Mr. Lillegard has 21 years of experience; in his 11 years with Michael Baker International, he has worked on a vast range of projects such as the Rancho Cordova General Plan and Design Guidelines; Greenville brand identity; Folsom Boulevard Specific Plan; Casper, Wyoming, website; Napa County General Plan and monthly newsletter; San Mateo Parks and Recreation website; Elk Grove annual report, outdoor advertising, annual calendars, brochures, and theater ads; Indian Wells Strategic Marketing Plan; and Chico General Plan and Vision booklet. Mr. Lillegard has extensive technical knowledge of both Macintosh and PC platforms. He is proficient in the Cloud version of the Adobe Creative Suite of Photoshop, Illustrator, InDesign, and Acrobat, as well as developing websites using Dreamweaver and HTML.

Education

BS, Applied Art and Design | California Polytechnic State University, San Luis Obispo

Relevant Project Experience

San Joaquin Council of Governments, As-Needed Graphic Design Services, Graphic Designer. Provided as-needed graphic design services. Developed a document for SJCOG's Regional Transportation Plan and Sustainable Communities Strategy, producing a template utilizing a vibrant color palette and complementary fonts. The client requested infographics for all data-driven information, so all graphics were designed in Adobe Illustrator and brought into Word as image files.

City of Alameda, Economic Development Graphic Design Needs, Graphic Designer. Developed city logo, business system, and numerous marketing materials promoting the city to businesses and vacationers alike. Marketing materials have included promotional pieces for the America's Cup, a visitor's guide, restaurant guide, brochures, commercial and retail maps, an "At a Glance" demographic fact sheet describing Alameda to potential investors, and a 16-page step-by-step document titled "Start Your Business in Alameda."

Michael Baker

INTERNATIONAL

City of Hermosa Beach, Graphic Design Services. Assisted our internal outreach team in developing a project identity and community outreach materials for the City's General Plan. Materials included advertisements, flyers, outdoor signage, fact sheet, and posters.

Previous Experience

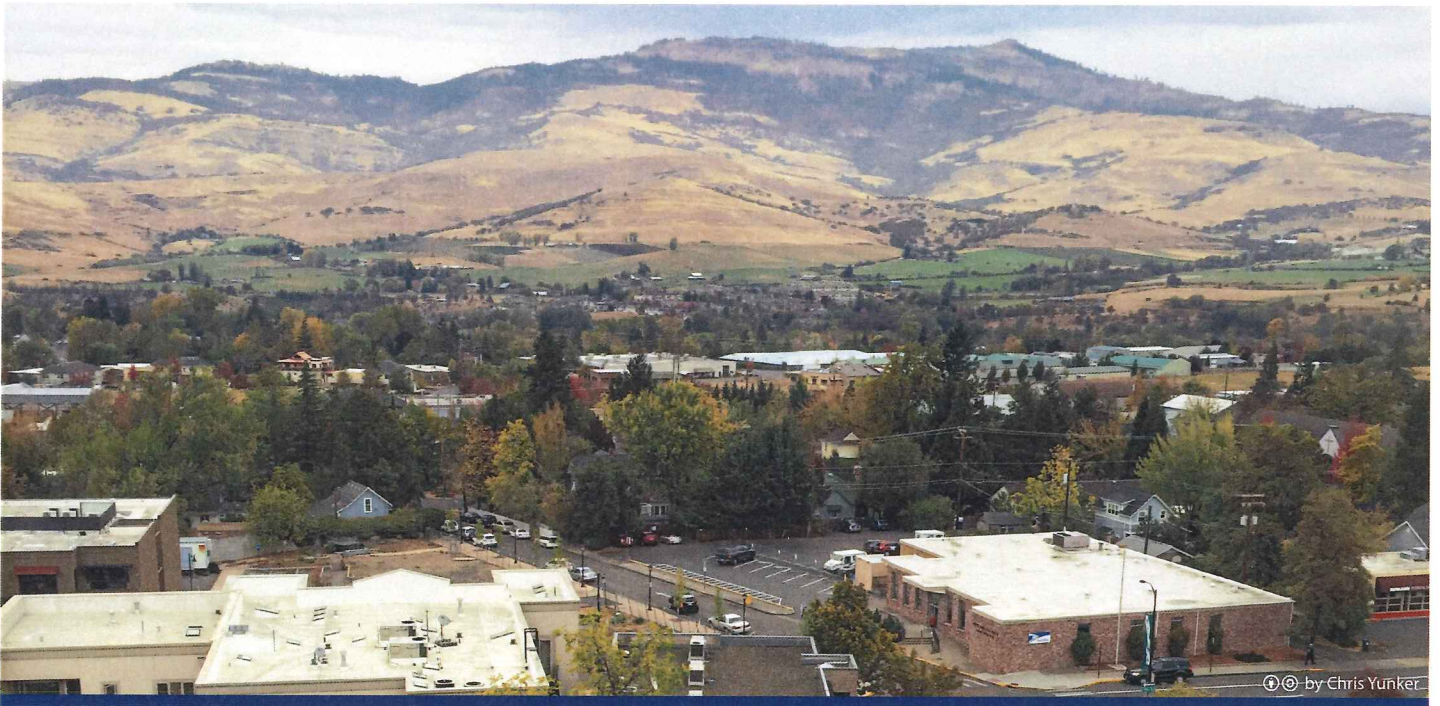
Ogilvy Public Relations Worldwide. Graphic Designer. Responsible for the layout, illustration, design, and production of print materials including billboards, annual reports, brochures, flyers, bus shelters, airport kiosks, pump toppers, conference materials, and multipage documents.

Anderson Solone, Inc., Lead Production Artist. Responsible for quality control of all print materials generated by the company as well as for layout, production, and design of print materials. Clients included NEC and Intel.

Informant Communications Group, Inc., Production Manager. Responsible for layout and design of five monthly technical trade publications for Microsoft. Also responsible for all print production and quality control of all publications. Layout and design of two of the five publications.

E-Republic, Graphic Artist. Ad layout and layout and design of publications, such as CCN Magazine, Local U.S. Magazine, and Government Technology Magazine.

Tower Records Corporate Office, West Sacramento, Graphic Artist. Responsibilities included ad layout, project organization for multiple publications, and adherence to extremely tight deadlines within this fast-paced high-volume corporate office.



SUBMITTED TO:

KARI OLSON
PURCHASING REPRESENTATIVE

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SUBMITTED BY:

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