

**AD-HOC CLIMATE ACTION
AND ENERGY PLAN COMMITTEE**

Meeting Agenda

March 2, 2016 – 3:30 PM

Community Development Building, Siskiyou Room
51 Winburn Way

1. Call to Order

2. Approval of Minutes

- January 20, 2016
- February 17, 2016

3. Public Forum

4. Committee Discussion/Preparation for Cascadia Consulting Kick-off meeting

- Review approved scope of work – Focus on:
 - Work Plan
 - Public Engagement Plan
 - Key project milestones/committee review points

5. Schedule for Upcoming Meetings

- Regular Schedule – 1st and 3rd Wednesdays
 - 1st Wednesdays @ 3:30
 - 3rd Wednesday @ 5:30

Ad Hoc Committee on Climate Change and Energy Action Plan

Scope of Work, August 19, 2015

The ad hoc Climate Change and Energy Action Plan Committee is charged with making recommendations to the City Council regarding a climate change and energy action plan intended to identify existing and potential vulnerabilities and develop an organized and prioritized set of actions to protect people and resources from the ongoing impacts of climate change. The plan shall include targets and strategies for reduction of greenhouse gas emissions in Ashland. These targets and strategies may be short- mid- or long-term, and shall consider cost, feasibility, community acceptance and likelihood of success, with an emphasis on voluntary measures that can be undertaken by different sectors of the community. The plan shall include specific, measurable actions that citizens and local institutions can undertake immediately upon adoption of the plan.

The Committee shall review similar plans in comparable communities, consult as necessary with local subject matter experts in the areas of transportation, energy, land use and infrastructure (and other areas as the Committee deems advisable), and identify implementation steps as appropriate.

The Committee shall, in consultation with City staff and consultants, determine its own work plan and project timeline, however while the Committee may consult with and advise on its needs for consultant services, City staff shall be the sole point of contact for consultants hired to work on the plan or technical reports associated with the plan. Unless otherwise directed by the City Council, the Climate Change and Energy Action Plan shall be delivered to the City Council by January 31, 2017.

The Committee shall, in the course of its work:

- Provide ample opportunity for public input and feedback; and
- Present its recommendations in writing so they can be easily shared with the public.

MINUTES FOR THE CLIMATE & ENERGY ACTION PLAN ad hoc COMMITTEE
Wednesday, January 20, 2016
Siskiyou Room, 51 Winburn Way

1. Call to Order

Councilor Rich Rosenthal called the meeting to order at 2:02 p.m.

Committee members Louise Shawkat, Greg Jones, Stuart Green, James McGinnis, Roxanne Beigel-Coryell, and Claudia Alick were present. Staff member Adam Hanks was present. Committee member Jim Hartman arrived late. Committee member Bryan Sohl was absent.

2. Approval of Minutes

McGinnis/Jones m/s to approve the minutes of December 16, 2015, as presented. Voice Vote: All Ayes. Motion Passes.

3. Public Forum

Huelz Gutchen – stated that carbons now are in the air. In order to keep those from not blowing up, we need to have a 6% reduction each year. If we wait until 2020 we would need to have a 15% per year reduction. He stated that each gas tank has the equivalent of ½ gram of human flesh in it due to conflicts and death associated with gas production. If we were to pay equivalent insurance, it would equal \$1000 per tank of gas. He stated he is running to be the Community Development Director and that we need additional staff to handle all the work.

4. Greenhouse Gas Inventory Reporting 101

Aaron Toney from Good Company gave a presentation via phone and webpage on how greenhouse gas inventories are prepared, and specifically the work Good Company is doing for Ashland's inventories. He stated that over the last five months Good Company and Adam Hanks have worked on three inventories; one for the overall community, one for City of Ashland operations, and one for City of Ashland municipal electric utility. The only hold up in finishing the inventories right now is data from ODOT regarding transportation modeling. The final results should be finished on February 17, 2016.

Committee member Jim Hartman arrived 2:15 p.m.

Mr. Toney gave information regarding how greenhouse gases are measured, and what ones they are focusing on in Ashland. He gave information about the differences in the three inventories, and where emissions data comes from in each inventory.

Group asked if he included tracking or information on wood burning as part of the community inventory. Mr. Toney stated that as there are no good data sources for tracking estimates of usage in the community, that is not part of the inventory.

Mr. Toney gave an overview of how ODOT typically comes by their transportation modeling, and how that will be used in the community inventory. The modeling used currently is the same

that was used for Eugene and Corvallis when they did their climate action plans. Group asked if the modeling reflected that Ashland is a tourist destination, which makes transportation here different than many communities of similar size. Mr. Toney's stated that there isn't any great source of data to reflect those differences, but is willing to adjust the data, should data sources be made available.

Group asked why forestry and agricultural emissions were not included in the community inventory. Mr. Toreys stated that as the report is focused only on those things within the city limits and there isn't a significant enough amount of either activity within the City limits boundary to be statistically valid.

Group thanked Mr. Toreys for his presentation.

5. Update on Climate and Energy Action Plan RFP Process

Group welcomed Jim Hartman as the newest member. Hanks gave a recap of the RFP process. The notice of intent to award is currently being processed by our purchasing agent. Once it is posted there is a seven-day review period before any contract can be negotiated. The contract then needs to be approved by Council. He hopes approval can happen on February 2nd.

6. Review of Preliminary Climate Kick-off Report

Marni Koopman from Geos was available to answer questions regarding the report submitted. McGinnis asked when the spreadsheet of conversation results would be made available. Koopman stated that it is available now, if the group wants to review the direct results. Geos didn't submit the spreadsheet as part of the report, as there were over 400 entries and they determined summaries of the conversations would be easier to use. She stated what she found most interesting was the frequent expressions of a desire for a greater sense of community and collaboration.

Group thanked her for her time and thanked Geos Institute for their efforts.

7. Schedule and Agenda for Upcoming Meetings

Group discussed the desire to hold evening meetings and requested that Hanks send a doodle poll for future evening meeting possibilities.

The next meeting will be on February 3, 2016, time TBD, the main topic will be getting organized for the contractor to begin their work. The February 17, 2016, meeting will focus on review of the greenhouse gas inventory report.

8. Adjournment

Meeting adjourned at 3:31 p.m.

Respectfully submitted,
Diana Shiplet
Executive Assistant

MINUTES FOR THE CLIMATE & ENERGY ACTION PLAN ad hoc COMMITTEE
Wednesday, February 17, 2016
Siskiyou Room, 51 Winburn Way

1. Call to Order

Councilor Rich Rosenthal called the meeting to order at 2:02 p.m.

Committee members Louise Shawkat, Stuart Green, James McGinnis, Bryan Sohl were present. Committee member Roxanne Beigel-Coryell and Greg Jones arrived late. Staff member Adam Hanks was present. Committee members Claudia Alick and Jim Hartman were absent.

2. Public Forum

Alan Greene – Is a member of SOCAN and wanted to congratulate the group on being leaders in Southern Oregon in addressing climate change. SOCAN has been working with councilors from other cities to move their cities in the same direction. He worked previously with Good Company and believes this Greenhouse Gas Inventory will be well done.

Committee member Beigel-Coryell arrived 2:05 p.m.

3. Ashland's Greenhouse Gas Inventory

Hanks stated that the document included in the packet is the final draft, the final document has a few minor changes and will be posted on-line soon. He introduced Aaron Toney from Good Company.

Mr. Toney reviewed why he is here today, what his presentation will cover and what areas the inventory will cover. They did three inventories: overall community, Ashland city government, and Ashland city-owned utility (see attached slide show). Overall, there has been a decrease in greenhouse gases in the community, this is likely due to the warmer winters we've had, leading to a decrease in energy used to heat homes. He reminded the group that the per-family consumption graph is only an average, and that different families/homes have differing usage numbers.

Mr Toney stated that compared to other cities in Southern Oregon, Ashland's government emissions are very similar. The largest emissions source is always related to construction and that this is also the most variable, as it is budget-funding based.

Mr. Toney stated that in regard to the City Utility emissions, the fact that we use BPA electricity means that our overall impact is less than communities who use other sources. He stated that the environmental benefit of using BPA, however, isn't owned by the community, rather that it is spread throughout the entire electric grid and does not account for the consequences/benefits of lowering electricity use (the less we use, the more "clean" power available to other communities). As it would be difficult to find a better option, the committee would be better off focusing on efficiency and reduction in use, rather than in changing the source.

Group discussed concerns with the traffic/travel emissions numbers, in that they have to be modeled by ODOT, rather based on real data. Group discussed ways to better obtain data including permanently installed traffic counters or a small local gas tax to capture gallons of gas purchased locally. Mr. Toney's stated that, even though the data is based on modeling, ODOT is well ahead of the curve for accuracy in the country.

Committee member Jones arrived 2:50 p.m.

Group discussed concerns with how large commercial marijuana grows may effect the amount of emissions in future years. Mr. Toney's stated that large producers would be good targets for efficiency improvements – it's a new business sector and each community in Oregon needs to address the issue based on need, volume, and preferred method of reducing energy consumption.

Group thanked Mr. Toney's for his presentation and time creating the inventory.

4. Update on Climate and Energy Action Plan RFP Process

Rosenthal stated that the City Council approved the award of contract with Cascadia Consulting Group at last night's meeting. He thanked the members of the evaluation panel for their time and effort in choosing Cascadia as the consultant.

Hanks stated that he is currently getting all necessary background information to Cascadia so they can propose a timeline and work plan at an upcoming committee meeting. He reminded the group that a large portion of Cascadia's work will involve the public engagement process and the committee needs to be very clear on what they need and expect of that process.

Group discussed how the contract will be managed. Hanks stated that contract management is his role as staff, and the group needs to focus on creating a good plan and engaging the public. He stated he can give budget updates if the group feels this is necessary. Beigel-Coryell stated that worrying about budget issues is not how she wants to spend her or the group's time.

5. Schedule and Agenda for Upcoming Meetings

Group discussed potential future meeting dates. They agreed to hold their March 2nd meeting, at 3:30 p.m. in order to prepare for the first meeting with Cascadia Consulting Group. Hanks will work with Cascadia to determine if March 16 or 17, preferably in the evening, works for the next meeting. Hanks reminded the group that it would be preferable if the group held their work meetings at consistent times. The public input portion of the process will likely have meeting scattered throughout days of the week and times of day, to reach the widest portion of the community possible.

6. Adjournment

Meeting adjourned at 3:27 p.m.

Respectfully submitted,
Diana Shippet, Executive Assistant

Results of Ashland Greenhouse Gas Inventory, 2011 - 2015

Presentation to Climate and Energy Action
Committee
February 17, 2016

Aaron Toney
Good Company
Eugene, OR

Overview of Presentation

- Community Results
 - City Government Results
 - Electric Utility Supply Results
- Using the Results for the Climate Action Plan and Future Emissions Tracking

Overview of 2015 GHG Emissions

Goods and Food

160,000 MT CO₂e

- Manufacture of goods and food (from inside and outside the region) consumed by Ashland residents
- Freight transport of goods and food
- Waste management systems

Buildings

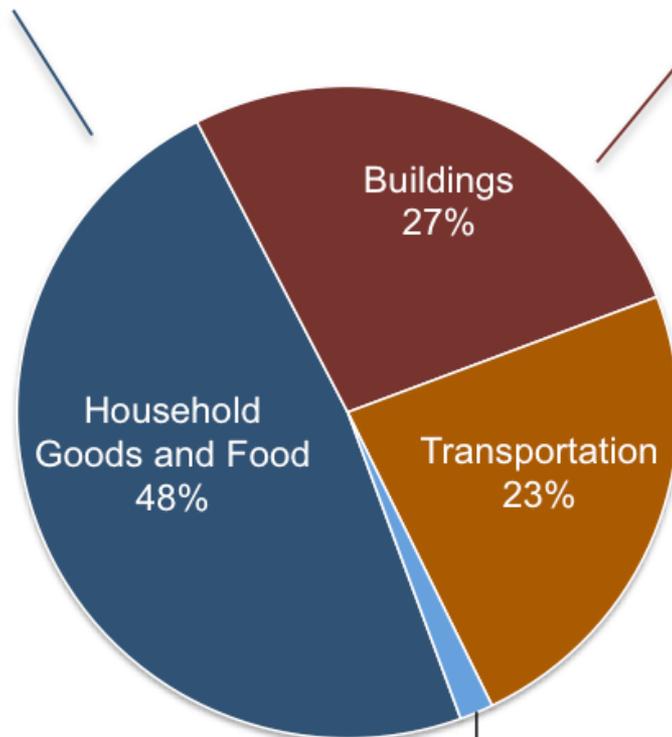
90,000 MT CO₂e

- Fossil fuels used to generate electricity consumed in Ashland
- Natural gas use by Ashland households and businesses
- Refrigerant leakage from air conditioning systems

Transportation

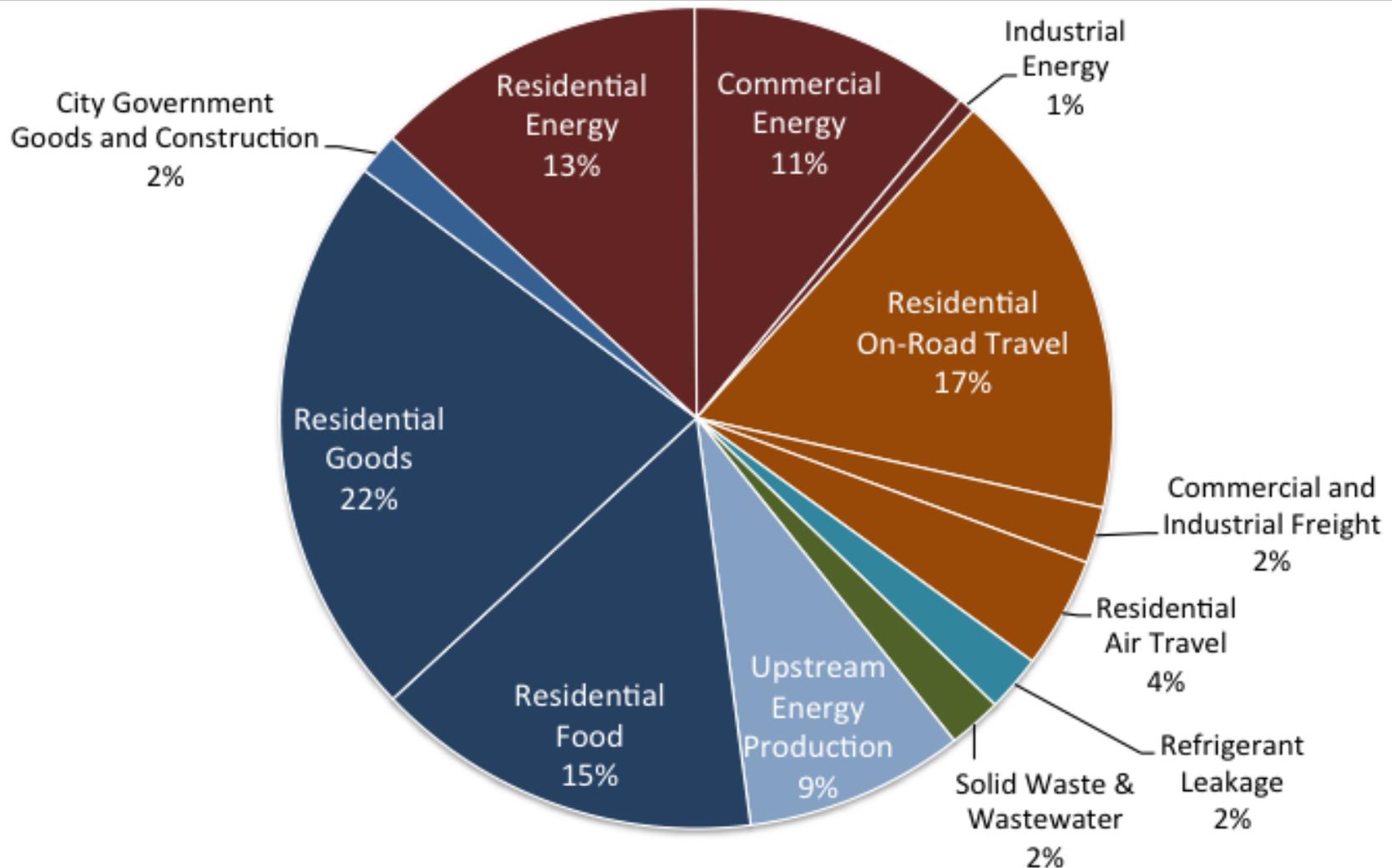
80,000 MT CO₂e

- Passenger vehicles
- Local freight
- Public transit (buses)
- Air travel

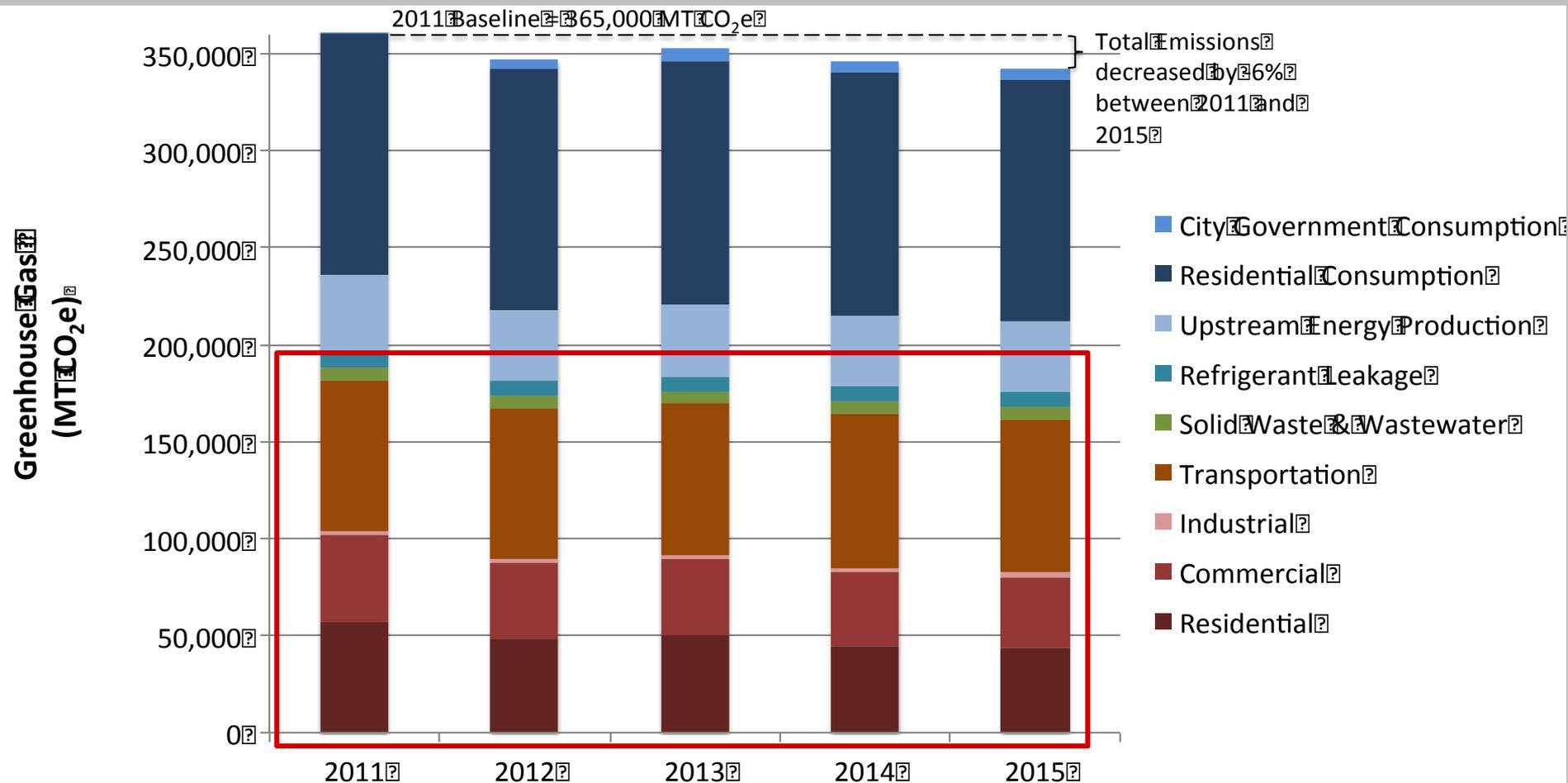


City Government
Operations
2%

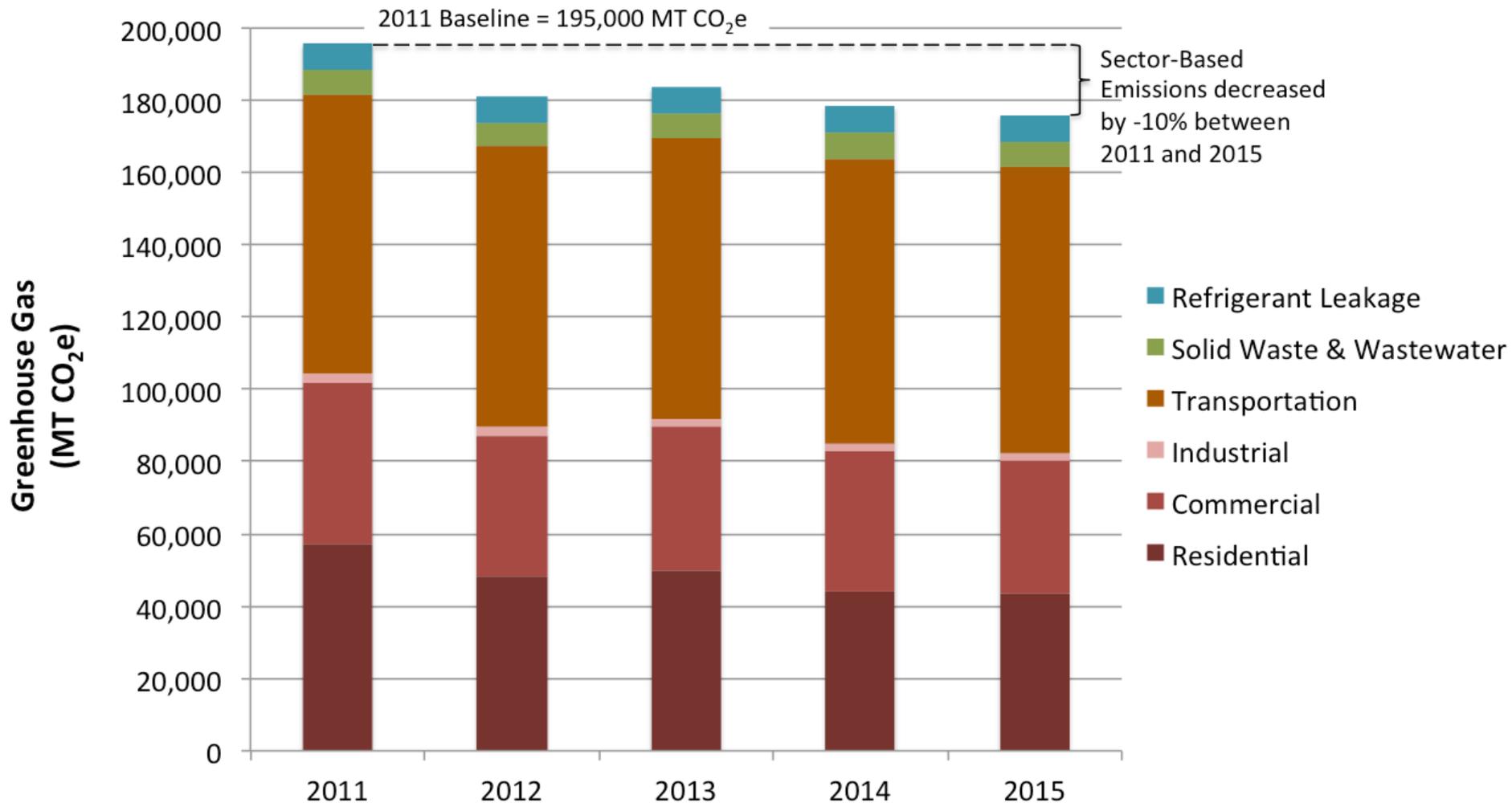
Details of 2015 GHG Emissions



Total GHG Emissions, 2011 - 2015



Sector-Based Emissions, 2011 - 2015

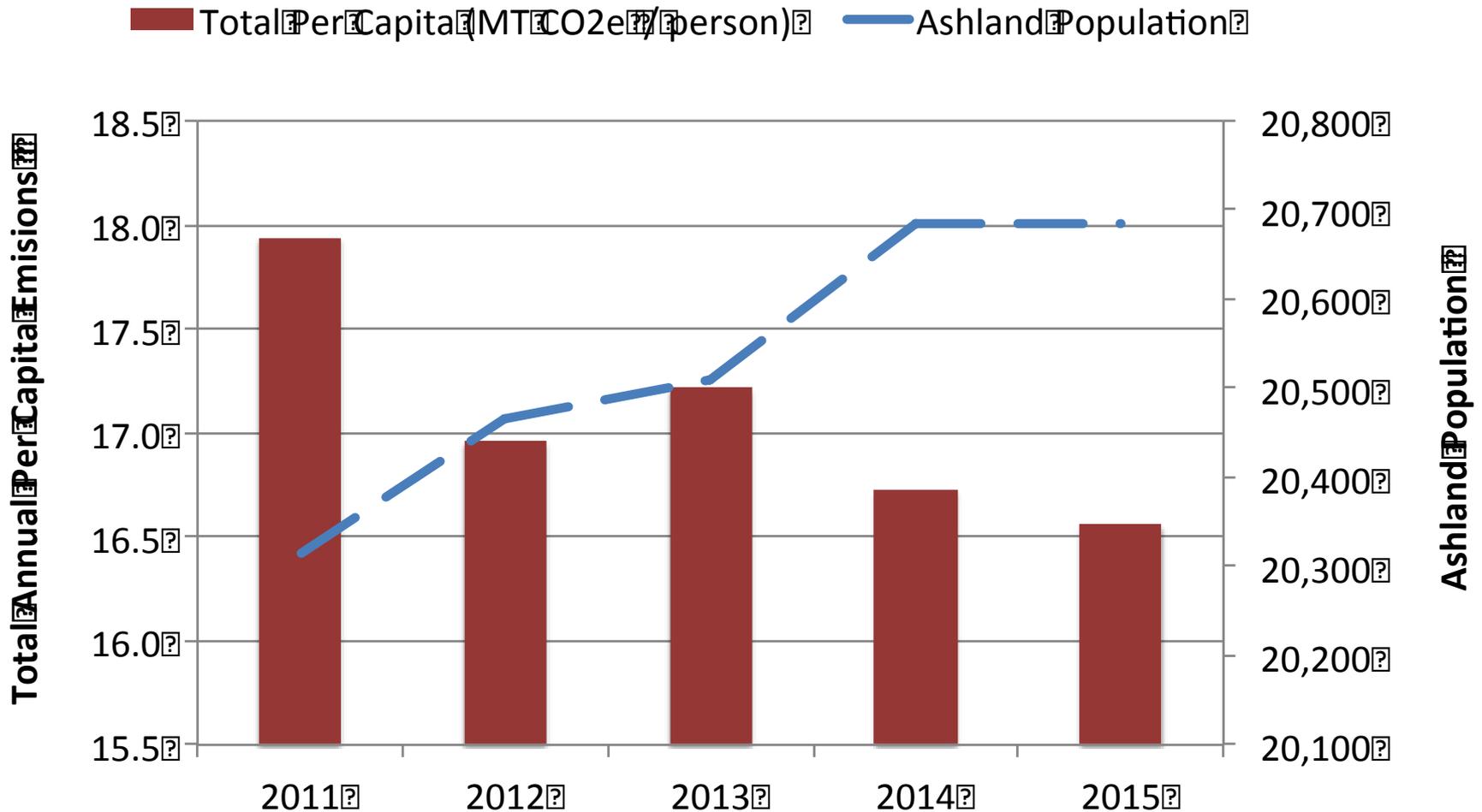


Greenhouse Gas (GHG) Equivalencies

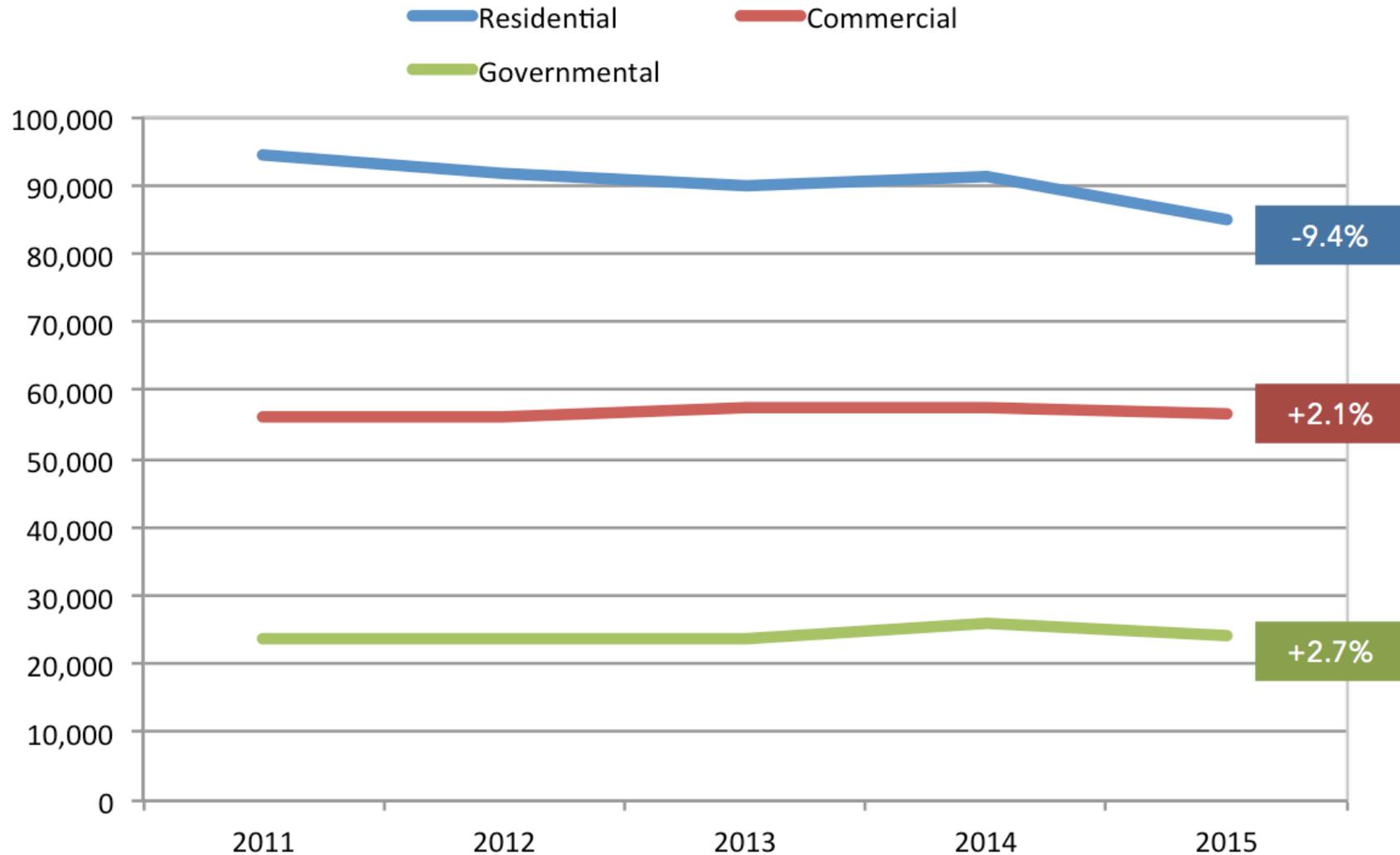
- **2015 GHG Emissions = 343,000 MT CO₂e**
 - Per Capita = 16.6 MT CO₂e / person
 - Per Household = 36.8 MT CO₂e / household
- **Equivalencies Per Capita**
 - Carbon Offset Cost (\$) = \$166 / year*
 - Tree Seedlings Grown for 10 Years = 426 / year
- **Equivalencies Per Household**
 - Carbon Offset Cost (\$) = \$366 / year*
 - Tree Seedlings Grown for 10 Years = 938 / year

*Assumes a carbon offset cost of \$10 / MT CO₂e

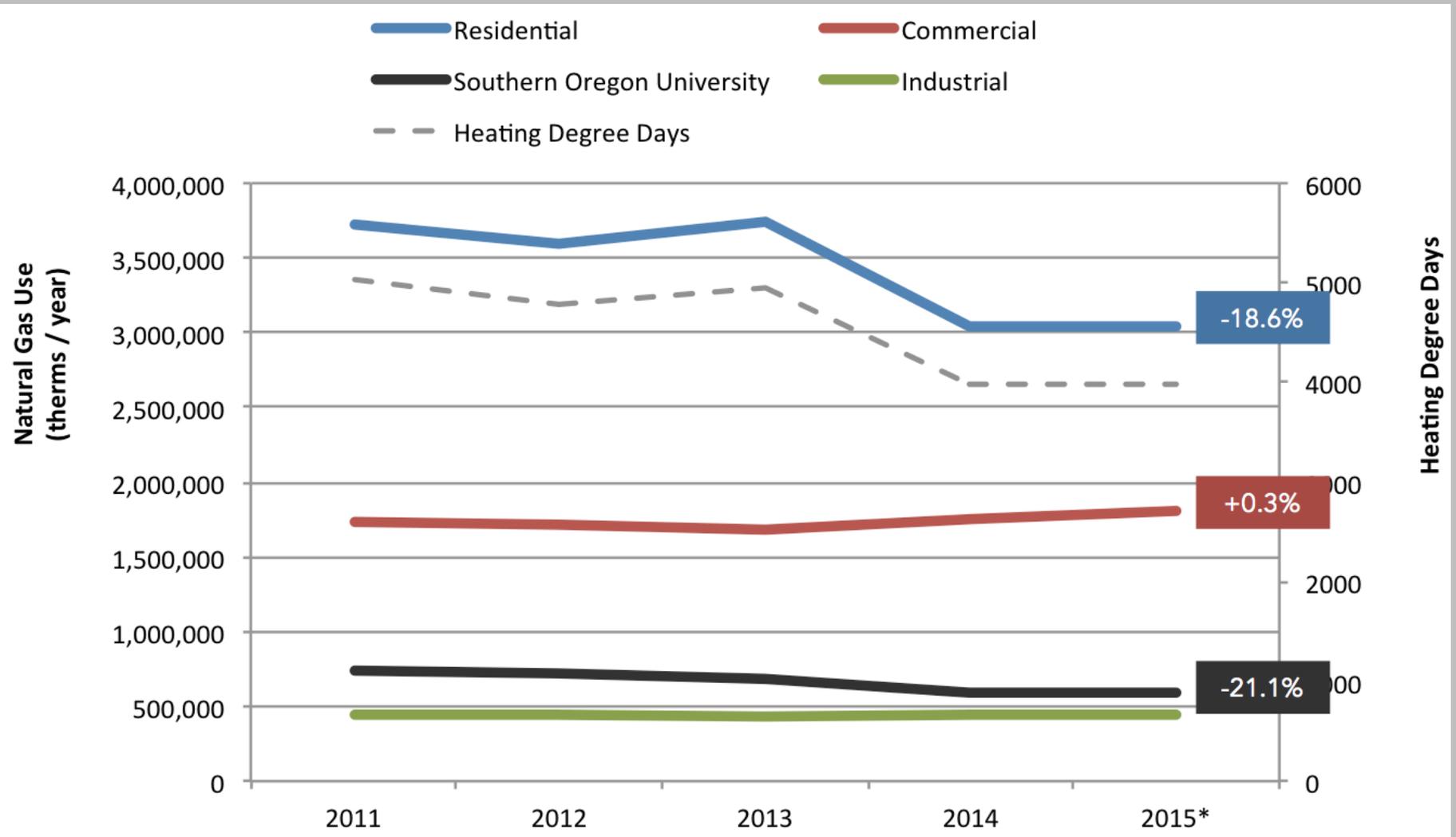
Per Capita Intensity Over Time



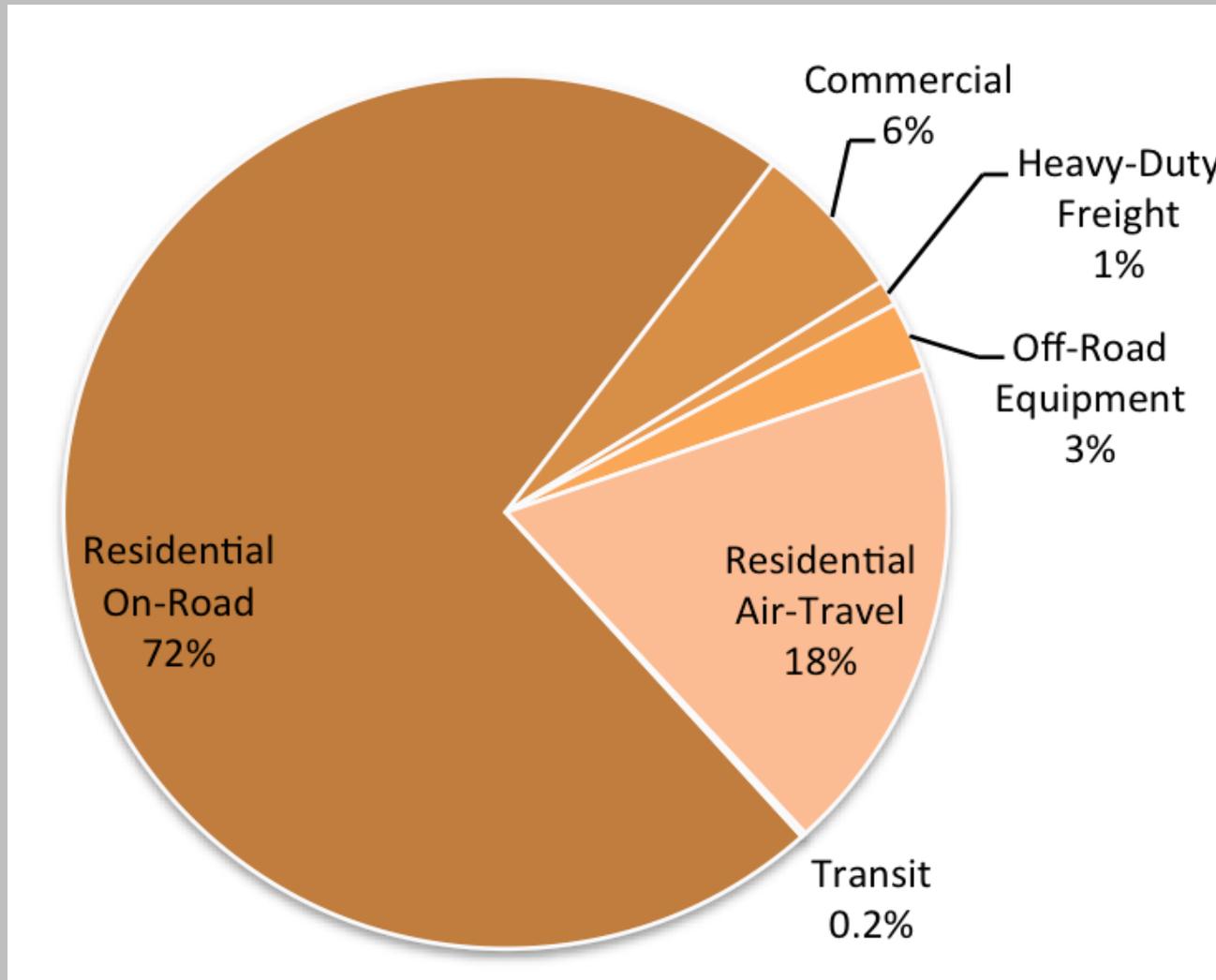
Electricity Use, by Sector



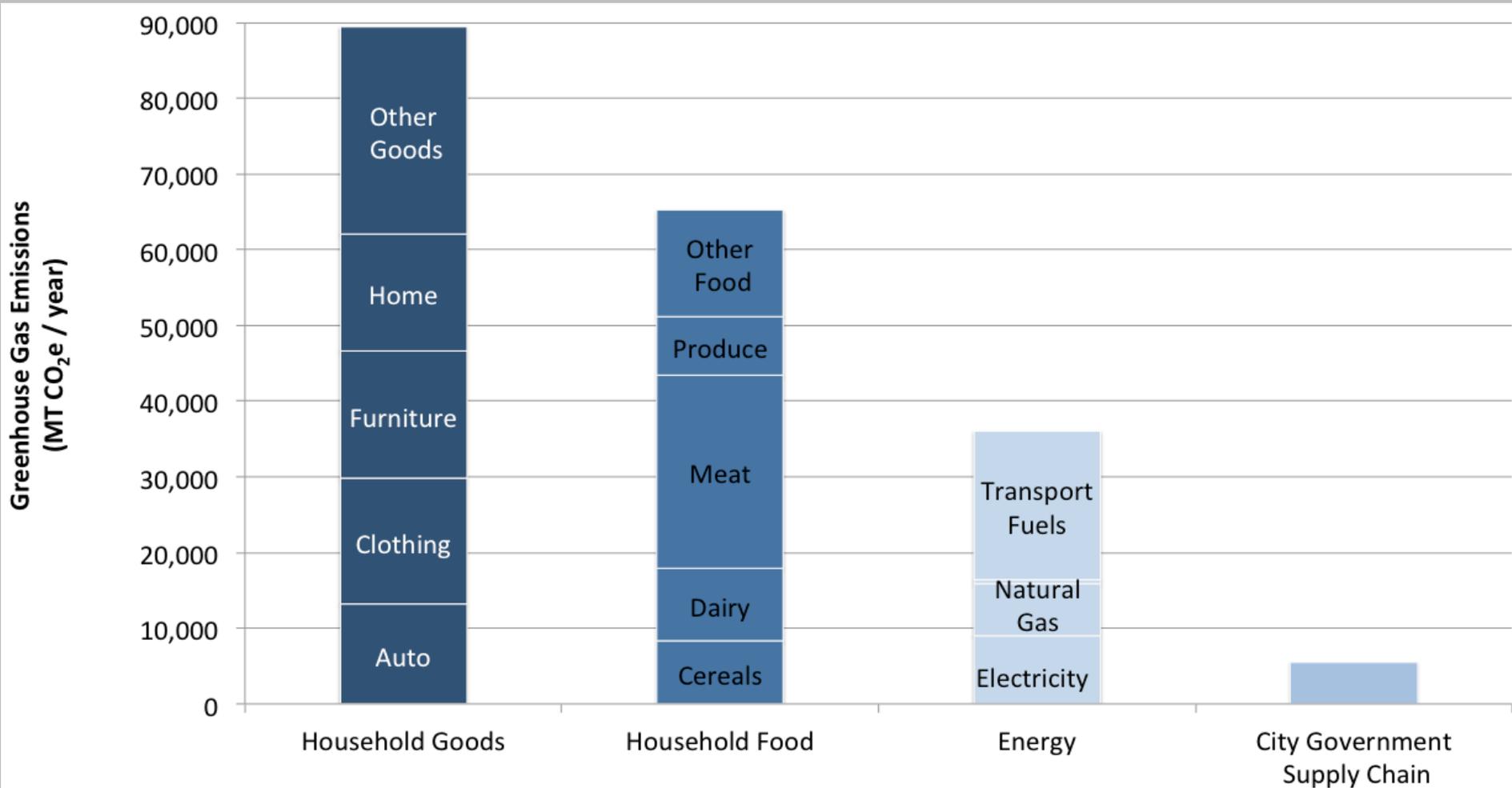
Natural Gas Use, by Sector



Transportation Emissions, by Source



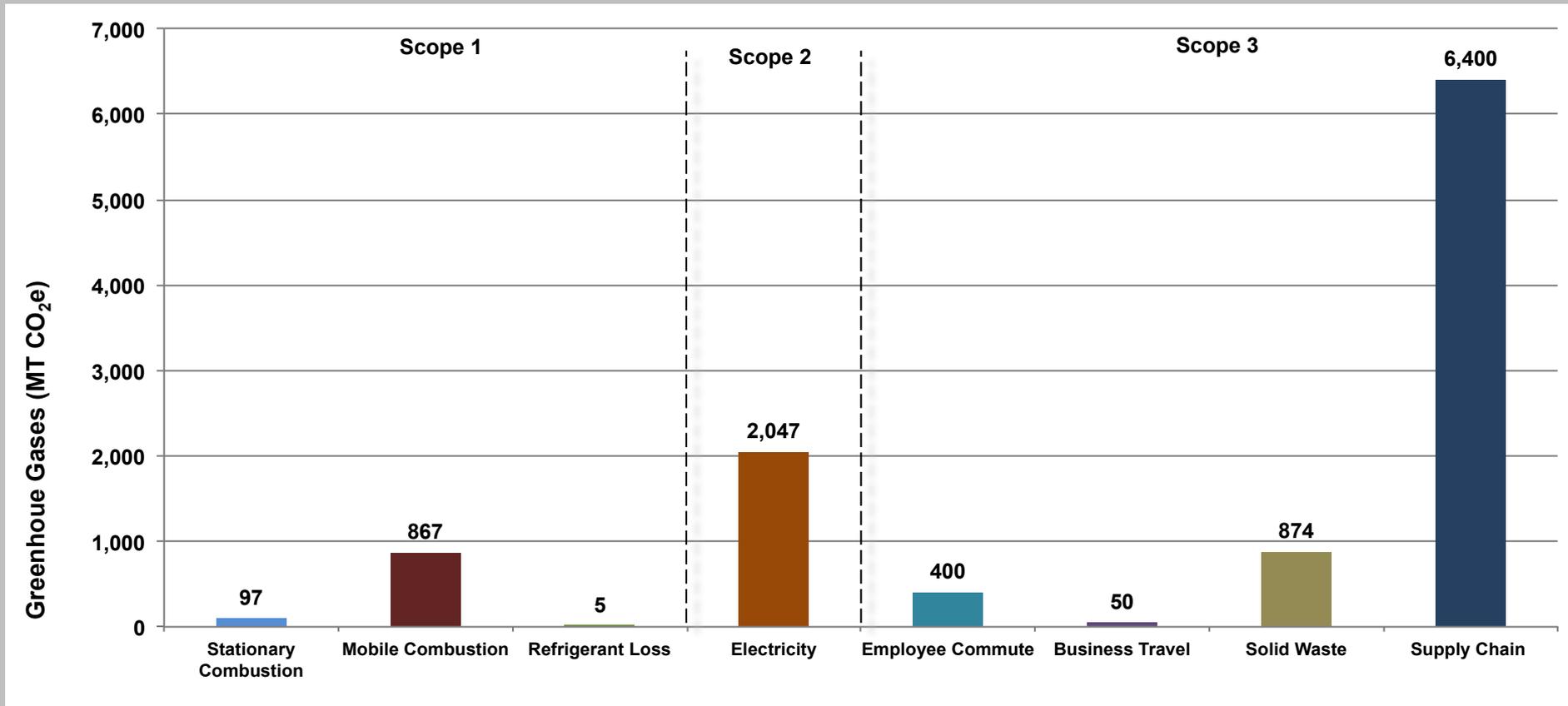
Details of Consumption-Based Emissions



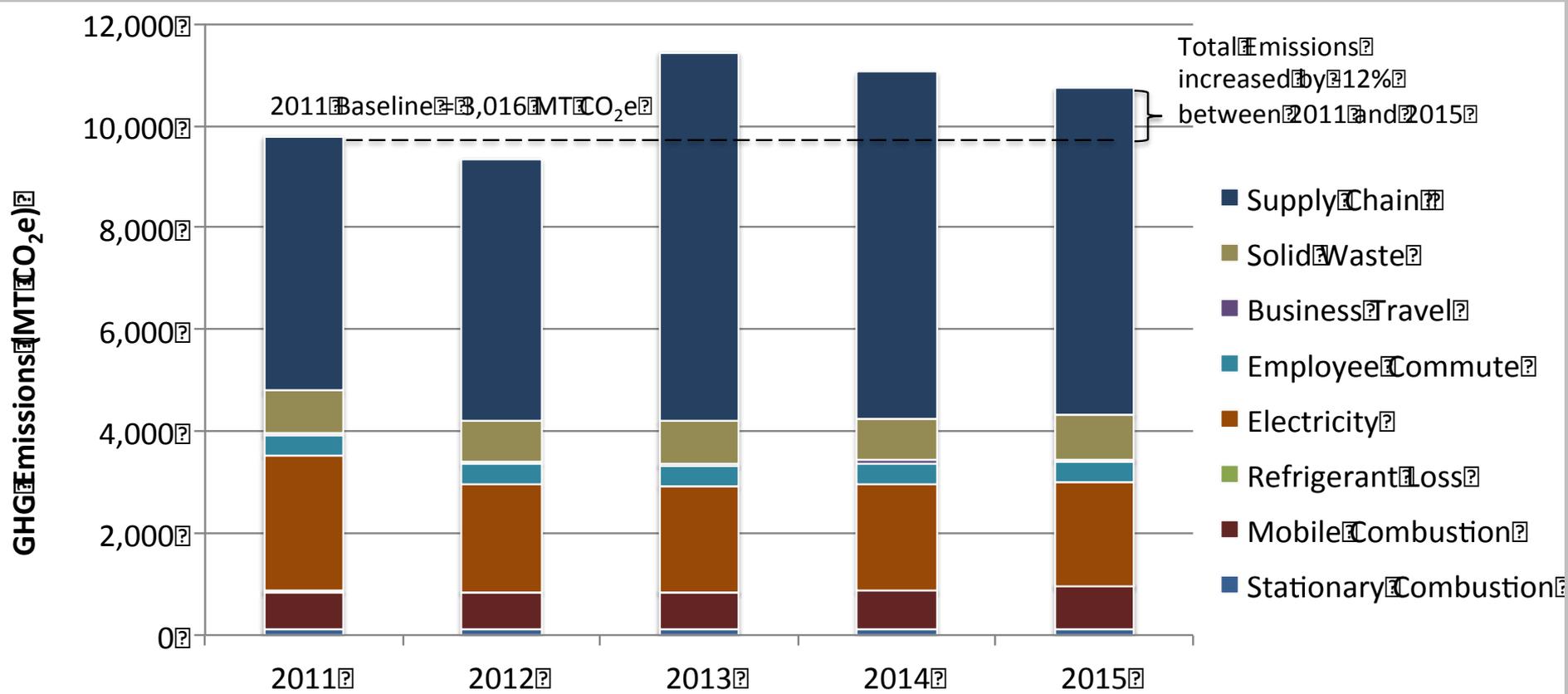
Conclusions

- Largest Emissions Sources
 - Residential On-Road Transportation
 - Residential Building Energy
 - Commercial Building Energy
 - Residential Consumption of Goods and Food
- -6% reduction in total emissions since 2011
- -8% reduction in per capita emissions since 2011

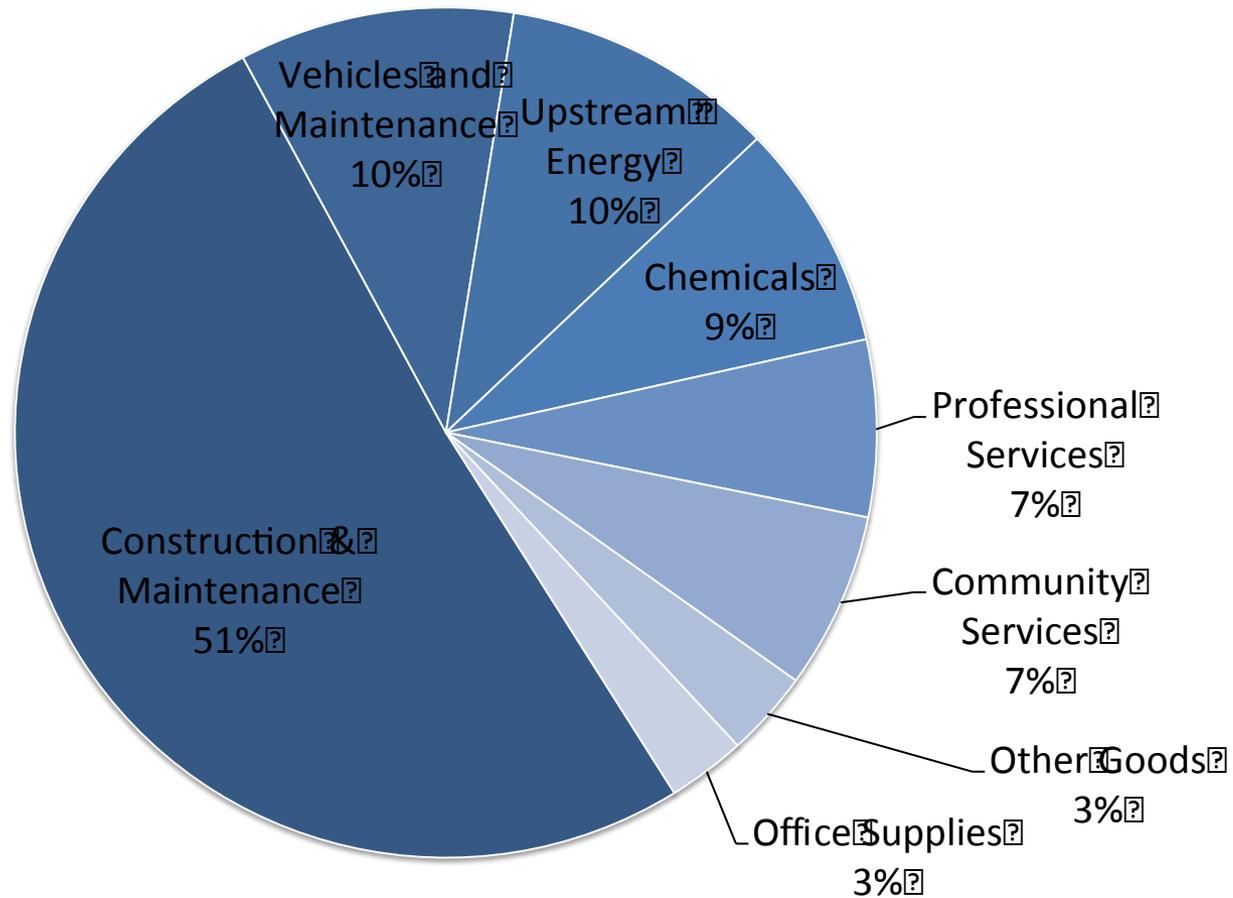
Details of 2015 GHG Emissions



Total Emissions, 2011 - 2015



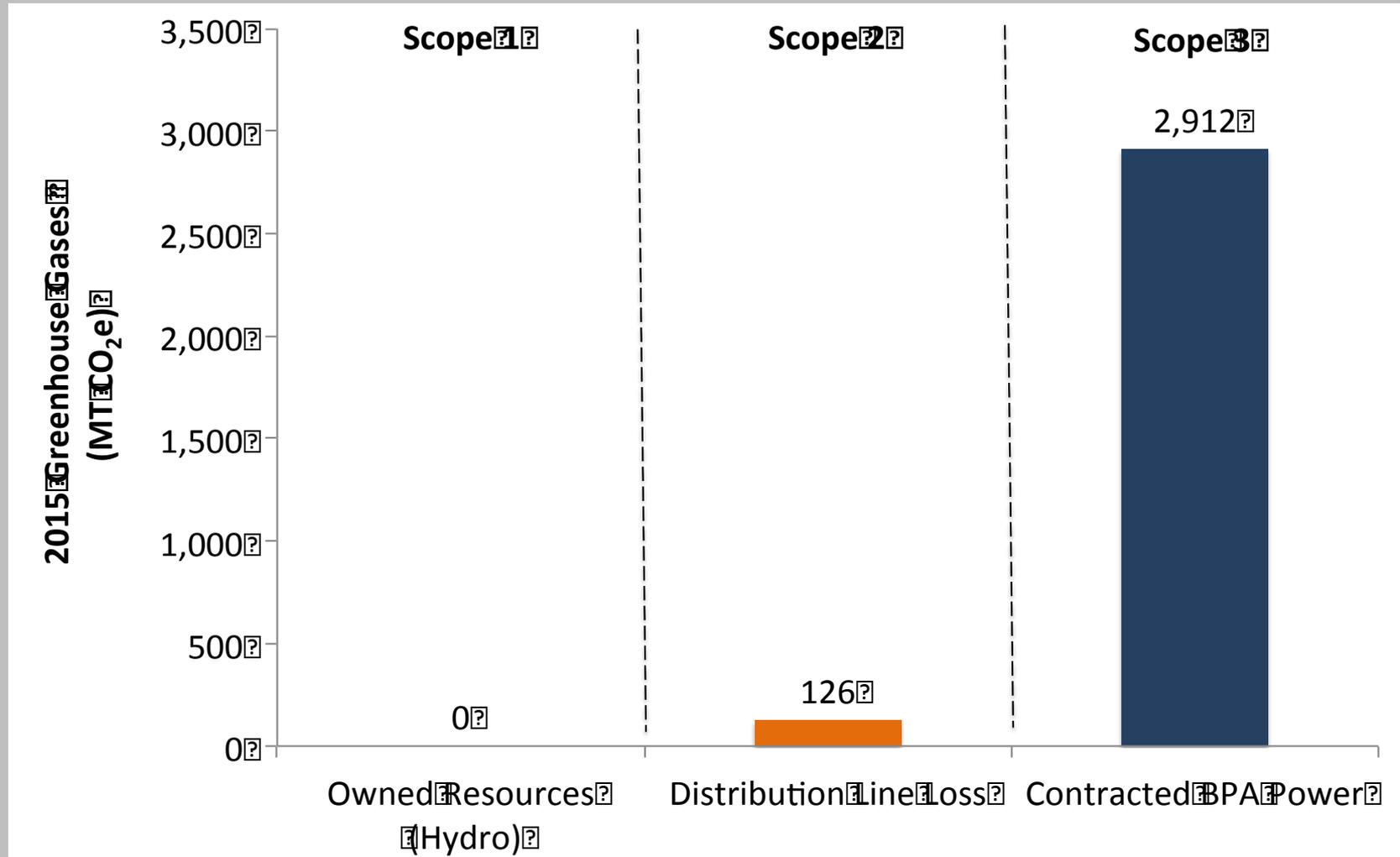
Calculating Supply Chain Emissions



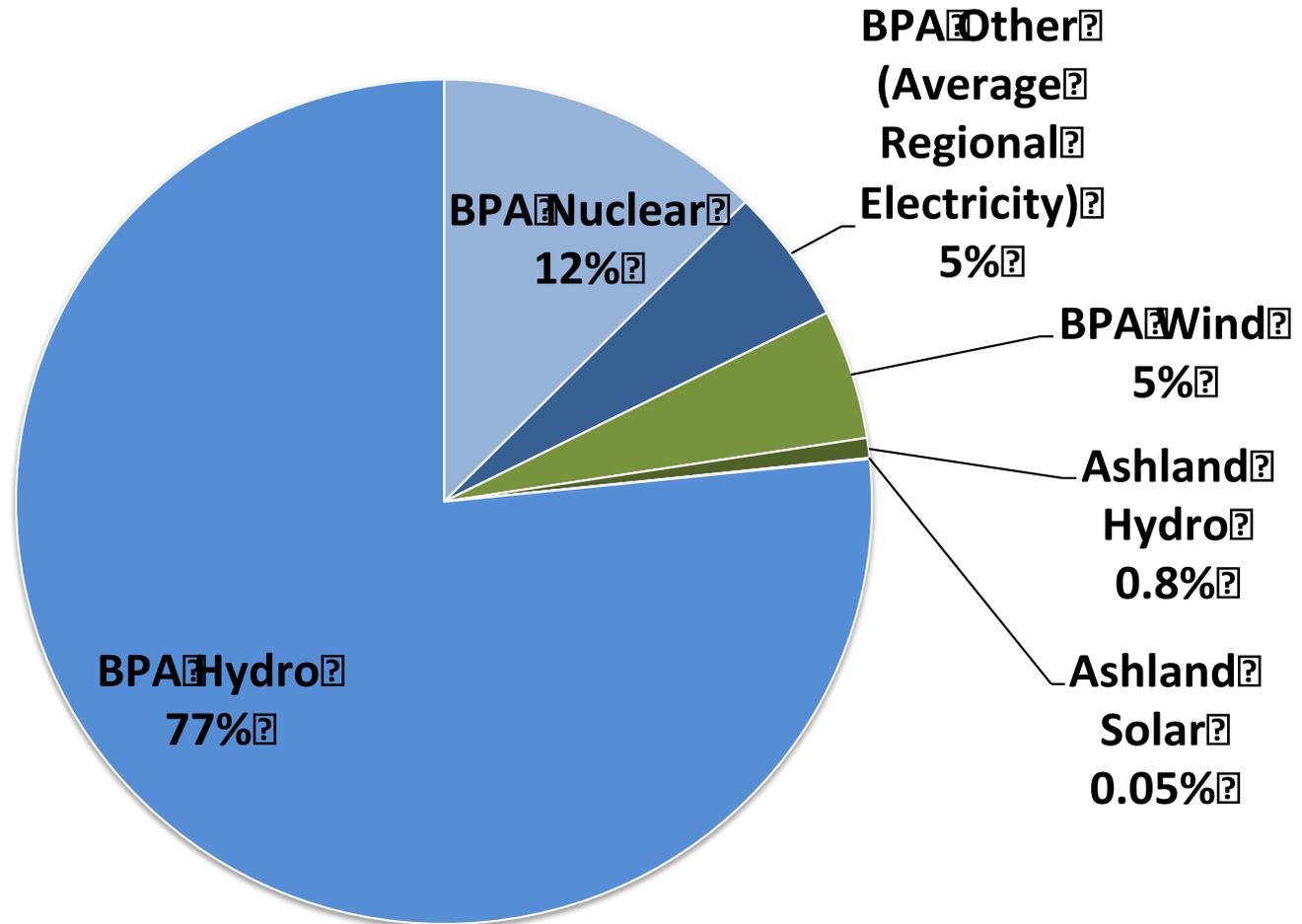
Conclusions

- City Government Emissions ~2% of Community
- Largest Emissions Sources
 - Building electricity use
 - Fleet vehicles and equipment
 - Landfilled biosolids
 - Embodied emissions in construction and vehicles
- 10% increase in total emissions
- -15% decrease in building-related emissions

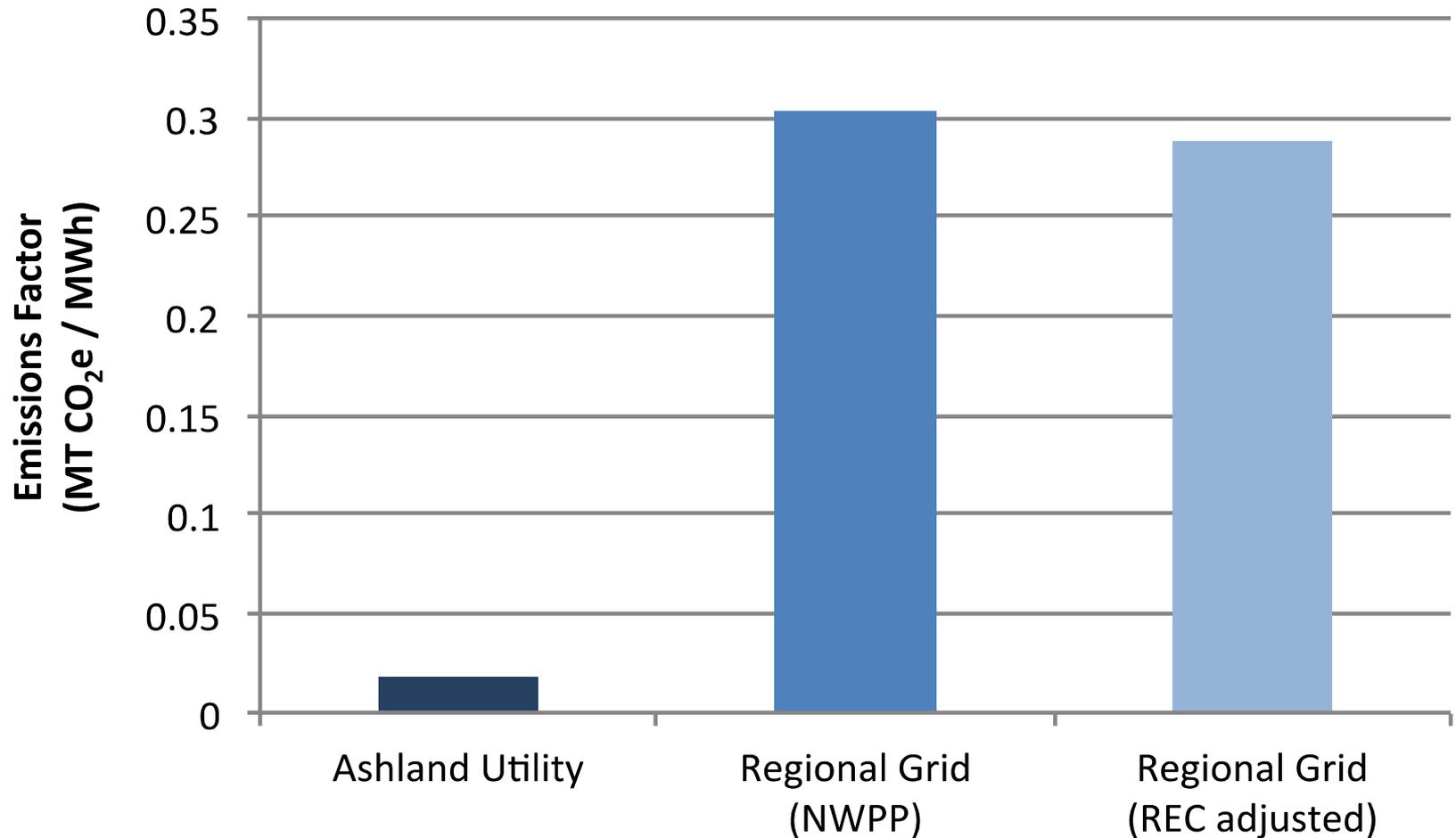
Emissions from Ashland Electricity Supply



Resources that Supply Ashland Electricity



Comparing Electricity Emissions Factors



Conclusions

- Ashland's contracted and owned-electricity generation supply is low-carbon
- Contracted BPA power makes up 98% of Ashland's supply, but is not owned by the community
- The Utility and the community voluntarily purchase 5.7% of community electricity from new renewables
- Climate impacts of community electricity are best represented by the regional grid emissions factor, adjusted by community REC purchases
- Each kWh of local efficiency or renewable generation puts a kWh of BPA electricity back on the grid to displace fossil fuels

Using the Results and Future Tracking

- Community GHG calculator (ClearPath) has useful climate action features - forecasts, planning scenarios, & monitoring and tracking
- Track emissions with available data more frequently than modeled data / estimates
- Align modeling with state and regional efforts
- Consumption-based emissions are large, and therefore need to be addressed, but are currently difficult to track accurately over time
- Work with partners to improve data collection for transportation (ODOT, ODEQ) and refrigerants (local partners)

Thank you



Aaron Toneys
Senior Associate
aaron.toneys@goodcompany.com
(541) 341-GOOD (4663), ext. 218
www.goodcompany.com

SCOPE OF WORK

The consultant team of Cascadia Consulting Group and its partners Oregon Climate Change Research Institute (OCCRI) at Oregon State University, Jeff Golden of Golden Communications, Jill Simmons, and David Van't Hof will undertake the following activities to create an actionable Climate and Energy Action Plan for the City of Ashland.

This scope of work consists of the following tasks, detailed below:

- 1. Scoping and Public Engagement Plan**
- 2. Public Engagement**
- 3. Mitigation Analysis and Prioritization**
- 4. Adaptation Analysis and Prioritization**
- 5. Report and Monitoring and Evaluation (M&E) Plan**
- 6. Project Management**

Task 1 | Scoping and Public Engagement Plan

February–March

This task consists of two subtasks: 1) Project Scoping and Kick-off and 2) Public Engagement Plan Development.

Subtask 1: Project Scoping and Kick-off

The consultant team will begin by engaging in one to two planning/scoping calls with City of Ashland staff to solidify a common understanding of the following:

- Project and City goals and expectations, including any overarching climate mitigation goals
- Final report formats and contents, including desired sectors to be covered
- Key stakeholders and their interests
- Overall breadth and depth of the planning effort, including public engagement components

Following the discussion, we will prepare a revised project work plan and task-level timeline. The consultant team will present the revised work plan to the ad-hoc committee members at a kick-off meeting. The meeting will allow committee members to review and provide feedback on the project work plan, arrive at a common understanding of expectations, and share lessons learned from previous engagement efforts in order to inform the Public Engagement Plan.

Subtask 2: Public Engagement Plan Development

Based on these inputs and a review of relevant existing information and initiatives, the consultant team will complete a draft Public Engagement Plan that builds from existing knowledge to map out a plan for optimal engagement. The plan will establish outreach and communications goals and define strategies, key messages, types of stakeholders to be engaged, and anticipated outreach activities tailored for the City of Ashland. The plan will define the consultant team's level of effort as well as contributions from city of Ashland staff and the ad-hoc committee under two scenarios: 1) within budgeted resources and 2) with an expanded consultant level of effort thereby reducing the need for City in-kind support.

As part of this process, the consultant team will work closely with City staff to design a series of workshops, including proposed invitees, agendas, exercises, and preparatory materials. The team will also seek to align the approach with existing City frameworks and planning processes.

Based on input from the City project team, the consultant team will refine and finalize the Public Engagement Plan before the end of March.

Assumptions

- In-person, 2 to 4-hour ad-hoc committee kickoff meeting attended by Marc and Andrea; other planning meetings will be done by phone or videoconference.

Deliverables

- Kick-off meeting with relevant City staff and committee members (agenda and summary notes)
- Final project work plan and timeline
- Draft and final Public Engagement Plan

Task 2 | Public Engagement

April–November

As informed by the Public Engagement Plan, the consultant team will employ public engagement methods to ensure widespread, diverse stakeholder participation within the allocated budget. Options could include open houses, workshops, surveys, social media, and community ambassadors. For example, within the allocated budget, the consultant team could plan and lead the following public engagement activities:

- Two public forums to introduce the project, clarify our approach and opportunities for public input, and discuss findings from the mitigation and adaptation analyses
- Four workshops with City staff and ad-hoc committee members to review analysis findings; brainstorm and screen mitigation/adaptation strategies; review shortlisted strategies and set priorities; and present and solicit feedback on the draft final plan
- One open house with stations to solicit public feedback on identified actions and strategies
- Attendance at relevant ad-hoc committee meetings, to ensure that we remain informed of local developments and to answer questions about plan progress as needed

Jeff Golden will serve as the consultant team's on-the-ground, local resource for public engagement and communications in Ashland, under the guidance of Gretchen Muller, Cascadia's public involvement specialist. Jeff Golden will help share information and will serve as a consistent presence to ensure that we understand local dynamics as they evolve.

If desired by the City, the consultant team could plan and engage in additional public engagement activities for an additional fee. See the Budget section for more information.

Assumptions

- Joint determination of specific public engagement methods and schedules to be specified in the Public Engagement Plan
- Planning assistance and attendance of at least one City staff person at every public engagement event

Deliverables

- Planning, preparation, and implementation of public engagement events, as defined by the Public Engagement Plan
- Collection, compilation, and summary of all feedback/input received from community participants

Task 3 | Mitigation Analysis and Prioritization

April–October

The consultant team will review the City’s GHG inventory, anticipated to be completed in February, and position it to serve as the baseline for the mitigation component of this climate action planning effort. The consultant team will then work with the City and stakeholders during the initial planning and kickoff meetings to clarify the overarching mitigation goal, which will inform GHG reduction targets, as well as to identify Ashland’s unique challenges and opportunities.

The consultant team will develop a list of targets and potential implementation actions, drawing on best practices from other relevant communities. This list will focus on the sectors identified as of particular interest in the initial planning and kick-off meetings (in Task 1), as well as on the particular opportunities identified in Ashland. The consultant team will facilitate a workshop with the City and ad-hoc committee members (among the workshops listed in Task 2) to conduct an initial screening of these options to identify a shortlist of potential measures that can be analyzed in more detail and could contribute to meeting specified targets.

Using a customized methodology to evaluate costs and benefits—not just financial, but also social and environmental—the consultant team will estimate the cost as well as the feasibility of shortlisted actions, as well as review other applicable City plans and policies to identify areas of alignment or potential conflict.

The results of this analysis will be presented to the City project team and the public for review and discussion in the fall (among the workshops listed in Task 2). That discussion will inform the team’s consolidation of final actions and targets for inclusion in the Climate and Energy Action Plan.

Assumptions

- Planning assistance of at least one City staff person for the public forum, open house, and City workshops
- Attendance of ad-hoc committee members and relevant City staff at workshops
- Assistance from City staff in compiling relevant documentation, reviewing identified actions, and addressing questions as needed regarding cost, feasibility, and alignment with City goals and priorities

Deliverables

- Summary of baseline conditions and projections, presented in graphical, narrative, and tabular format
- PowerPoint presentation or Word document summarizing most important challenges and opportunities to achieve Ashland’s goals and targets
- Brief PowerPoint presentation or Word document of selected implementation actions and their evaluation against agreed-upon criteria, in tabular and graphical format, with short explanatory narratives providing additional detail

Task 4 | Adaptation Analysis and Prioritization

April–October

The adaptation planning process will be conducted in parallel with the mitigation planning process, taking advantage of opportunities to identify measures that have both resilience-building and emissions-reduction benefits.

This process will begin with an analysis of climate trend data specific to Ashland and the surrounding region. This work will be conducted by scientists at Oregon State University's Oregon Climate Change Research Institute (OCCRI). Using best available science, OCCRI will provide local information about climate trends and projections for the Rogue Valley, for readily available climate metrics such as extreme heat or daily precipitation. Sources of such information will include observed climate records from the US Historical Climate Network, Version 2; downscaled data from the CMIP5 archive, developed by OCCRI and its partners using the Multivariate Adaptive Constructed Analogs data for RCP8.5 and RCP4.5 (<http://maca.northwestknowledge.net>). OCCRI will provide graphs and narratives covering local, historical, current, and projected climate data in sufficient detail for setting short-, mid-, and long-range targets and to support action planning to achieve these targets. OCCRI will also contribute as appropriate to the development of science-based climate adaptation strategies.

The consultant team will then develop a list of potential implementation actions, referring to best practices from other communities in the Pacific Northwest and across the country that face similar challenges. In addition to considering particular opportunities in Ashland, the consultant team will identify assets, systems, resources, and neighborhoods that are projected to be particularly vulnerable to climate change impacts.

The consultant team will facilitate a workshop with the City and ad-hoc committee members (among the workshops listed in Task 2) to conduct an initial screening of these options to select a shortlist of potential measures that can be analyzed in more detail. Typical criteria used for screening at this stage include affordability, technical feasibility, flexibility, effectiveness in addressing the climate impacts of concern, and mitigation co-benefits. The consultant team will review the proposed screening criteria with the City before conducting the analysis.

Based on feedback, the consultant team will further investigate costs and feasibility of the shortlisted actions, and will present the findings to the City project team and the public for review and discussion in the fall (among the workshops and forums listed in Task 2). That work will include a workshop for City staff to select among possible actions, as well as an open house with stations to collect public feedback on proposed mitigation and adaptation actions.

Assumptions

- Input from City staff regarding desired climate metrics, such as average versus extreme temperature and precipitation projections
- Planning assistance of at least one City staff person for the public forum, open house, and City workshops
- Attendance of ad-hoc committee members and relevant City staff at workshops
- Assistance from City staff in compiling relevant documentation, reviewing identified actions, and addressing questions as needed regarding cost, feasibility, and alignment with City goals and priorities

Deliverables

- Summary of climate trend data analysis

- Brief PowerPoint presentation or Word document of selected adaptation actions and their evaluation against agreed-upon criteria, in tabular and graphical format, with short explanatory narratives providing additional detail

Task 5 | Report and Monitoring and Evaluation (M&E) Plan October 2016–January 2017

The consultant team will prepare the following reporting and final deliverables:

- A draft and final Climate and Energy Action Plan, which summarizes climate trend data and vulnerabilities, current emissions, target reductions, and prioritized adaptation and mitigation actions. This Plan will also refer to the goals and targets of other community partners, in the main body or in an appendix, for a comprehensive view of relevant efforts underway in Ashland.
- A graphics-rich implementation plan to clarify the schedule and responsible parties.
- A monitoring, evaluation, and reporting plan for use by City staff, which includes metrics, methods, and tools for tracking progress against the actions in the Climate and Energy Action Plan.
- A four-page, visually appealing flyer, to clearly communicate Ashland’s goals and planned actions to the public.

At the planning and kick-off meetings in Task 1, the consultant team will work with the client and ad-hoc committee members to envision what the final Climate and Energy Action Plan document will look like and consist of. We will discuss such questions as: who are key audiences and what are their critical needs, how long the report should be, how it should be formatted, and what deliverables to include in the main report versus incorporated as attachments. The consultant team will establish expectations at this point but review and discuss these and make adjustments as appropriate before preparing the draft and final report.

The consultant will provide Word and/or Adobe-based document design and production services for the Climate and Energy Action Plan and four-page flyer. These services could include development of infographics and compelling data displays, as determined through the initial report drafting process. All written work products and deliverables will undergo a rigorous quality control processes that involve editorial board review and senior-level oversight.

Assumptions

- City will provide feedback on draft Plan within two weeks
- Climate and Energy Action Plan will be 40-50 pages long

Deliverables

- Draft and final Climate and Energy Action Plan and accompanying implementation plan
- Draft and final monitoring, evaluation, and reporting plan
- Four-page public-facing flyer

Task 6 | Project Management

Ongoing

The consultant team project manager will use the Deltek™ project management system to monitor and assess current budget and cost status for each phase and task of the project. The project manager will communicate regularly with the City project manager to ensure that work progresses according to the agreed-upon timeline

and quality standards. The project manager will be available for bi-monthly check-in calls to ensure clear and consistent communication on progress.

Assumptions

- City staff will be available for check-ins as needed

Deliverables

- Bi-monthly check-in calls
- Monthly invoices and activity reports

ESTIMATED TIMELINE AND SCHEDULE FOR COMPLETION

The schedules on the following two pages summarize the consultant team’s estimated timeline for completing major tasks and deliverables on this project. They are consistent with the City’s target completion date of January 2017. The schedules also lists team members that are responsible for each of the tasks. Dates could be adjusted based on discussions with the City project team during the initial planning meetings.

The consultant team will aim to complete the plan within 11 months of the contract start date (January 2017 if contract start date is beginning of February 2016). The schedule and work plan accounts for anticipated levels of public involvement, availability of City staff, ad-hoc committee members, and the public over the spring, summer and fall, and the consultant team members’ other commitments. Once the work plan is agreed and committed to at the conclusion of scoping, it will be the project manager’s responsibility to manage to that schedule. City staff and members of the ad-hoc committee will have clearly established expectations for participation, including a schedule of meetings and decision-making. The consultant team’s project manager will monitor and report on progress relative to the initial plan. Any schedule or other work plan adjustments will be made in close coordination and with the approval of the client.

Task level assignment of responsibilities

Task-level responsibilities for the consultant team, City staff, and ad-hoc committee members are summarized in the table below.

Task	Time frame	Consultant	City Staff	Ad-hoc committee
1. Scoping and public involvement plan	Feb – March	<ul style="list-style-type: none"> Organize and conduct kick-off meeting Develop final work plan & schedule Develop public engagement plan 	<ul style="list-style-type: none"> Attend planning calls and kick-off meeting Provide input Approve work plan & engagement plan 	<ul style="list-style-type: none"> Committee members to attend kick-off meeting Provide input
2. Public engagement	April – Nov	<ul style="list-style-type: none"> Implement public engagement plan – events, social media, presentations, etc. Facilitate stakeholder meetings 	<ul style="list-style-type: none"> Attend relevant events Assist with implementation per plan 	<ul style="list-style-type: none"> Attend events Provide leadership at public processes per plan

3. Mitigation analysis and prioritization	April – Oct	<ul style="list-style-type: none"> - Develop draft targets, strategies and actions - Develop/apply methodology for decision making - Facilitate decision making 	<ul style="list-style-type: none"> - Provide relevant information (GHG inventory) - Decide on goals & targets - Provide input - Participate in meetings 	<ul style="list-style-type: none"> - Agree on goals & targets - Provide input on possible actions
4. Adaptation analysis & prioritization	April – Oct	<ul style="list-style-type: none"> - Conduct science assessment - Develop draft strategies & actions, and conduct analysis of shortlisted actions - Facilitate decision making 	<ul style="list-style-type: none"> - Provide relevant information - Provide input - Participate in meetings 	<ul style="list-style-type: none"> - Attend meetings - Provide input on possible actions
5. Report & Monitoring & Evaluation	Oct – Jan	<ul style="list-style-type: none"> - Develop draft report, monitoring methodologies, & reporting process 	<ul style="list-style-type: none"> - Provide input - Provide comments on report - Approve final report & plan 	<ul style="list-style-type: none"> - Provide input - Provide comments on report - Approve final report & plan
6. Project Management	Jan – Jan	<ul style="list-style-type: none"> - Manage team, schedule, budget, & tasks - Provide monthly reporting & invoices - Participate in check-in calls - Provide troubleshooting & problem solving 	<ul style="list-style-type: none"> - Provide oversight - Participate in regular project check in calls - Assist with maintaining schedule - Approve invoices - Provide troubleshooting & problem solving - Coordinate with ad-hoc committee 	<ul style="list-style-type: none"> - Provide oversight of content and serve as sounding board - Provide leadership to attain goals and maintain schedule

BUDGET

Budget Option A:

The base budget for this project is \$129,900 (summarized in the “Option A” table on the following page). The key variable in this budget is the extent and cost of the public engagement process, which will not be fully determined until after Task 1 planning is complete. The budget allotted for the public engagement process is \$47,070, for a base level of effort to support two public forums, one open house, and a workshop to present the plan. This budget also supports the in-person kick-off meeting and an additional mid-project workshop with the City. The budget assumes in-kind involvement by the City helping with logistics and dissemination of information.

Budget Option B:

The \$129,900 budget could be reduced to \$120,000 by making the following changes to the scope of work (summarized in “Option B” table, changes highlighted in yellow):

- Allowing City staff to review shortlisted actions and analysis remotely, as opposed to in-person during a third workshop
- Reducing participation in the kick-off meeting to only two traveling consultants
- Eliminating consultant attendance at ad-hoc committee meetings
- Reducing on-site facilitation of the open house and third workshop to only two traveling consultants

Optional Amendment:

Upon written approval of the City, the consultant team could provide additional public involvement services beyond the agreed-upon fee of \$47,070 to more fully satisfy public and stakeholder interests and achieve City goals. Potential additions include hiring an Ashland-based intern to provide additional local outreach and coordination, providing additional consultants at public workshops, regular attendance at ad-hoc committee meetings, and expanded community engagement. The scope of work and budget associated with this additional engagement will be mutually agreed upon in writing by the City and consultant.

Ashland Climate and Energy Action Plan: Option A

Budget Summary		Cascadia Consulting								Specialists			OCCRI		Total Hours	Total Labor	Total Expenses	Total Project
		Marc	Andrea	Nora	Kendra	Gretchen	Kevin	Keegan	Stephanie	Jeff	Dave	Jill	Phillip	Darrin				
		Daudon	Martin	Ferm	White	Muller	Zerbe	Johnson	Noren	Golden	Van't Hof	Simmons	Mote	Sharp				
		Senior Advisor	Project Manager	Adaptation Specialist	Mitigation Analyst	Public Engagement Specialist	Adaptation Analyst	Project Assistant	Graphic Design									
		200.00	120.00	170.00	105.00	155.00	80.00	70.00	80.00	150.00	175.00	150.00	(\$12,200 fixed fee)					
1. Scoping & Public Involvement Plan		13	19	15	0	10	16	0	2	8	0	8	0	4	95	\$12,820	\$1,910	\$14,730
1.1 Kick-off meeting		10	14	12					1	6		8		4	55	7,900	1,910	9,810
1.2 Final project work plan and timeline		1	3	2											6	900	0	900
1.3 PIP draft and final		2	2	1		10	16		1	2					34	4,020	0	4,020
2. Public Engagement - Forums & Workshops		35	94	37	0	0	58	42	15	42	0	0	8	16	347	\$39,650	\$7,420	\$47,070
2.1 Public forum 1 & working meetings with City		1	20	16			4	14	3	8					66	8,060	1,580	9,640
2.2 Public forum 2 & workshop with City		16	20	2			2	14	3	8		8	16		89	8,520	1,580	10,100
2.3 Workshop with City		1	16	16			2		3						38	5,240	1,340	6,580
2.4 Open house & workshop with City		16	20	2			30	14	3	8					93	10,760	1,580	12,340
2.5 Final workshop to present draft plan		1	18	1					3	2					45	4,670	1,340	6,010
2.6 Attending commission meetings										16					16	2,400	0	2,400
3. Mitigation analysis		9	32	0	88	0	0	0	0	0	8	4	0	0	141	\$16,880	\$0	\$16,880
3.1 GHG reduction targets & articulation of local opps		2	8		20						4	2			36	4,460	0	4,460
3.2 List of potential actions		2	8		14						2	2			28	3,480	0	3,480
3.3 Methodology to measure costs/benefits		2	8		22						2				34	4,020	0	4,020
3.4 Analyze shortlisted actions		3	8		32										43	4,920	0	4,920
4. Adaptation analysis		4	52	9	0	0	40	0	0	0	0	16	40	161	\$11,770	\$12,200	\$23,970	
4.1 Climate trend analysis				5								16	40		61	850	12,200	13,050
4.2 List of potential actions		2	14	1			12								29	3,210	0	3,210
4.3 Methodology to measure costs/benefits		1	18	2			8								29	3,340	0	3,340
4.4 Analyze shortlisted actions		1	20	1			20								42	4,370	0	4,370
5. Report and M&E Plan		8	32	40	20	0	40	0	18	0	2	6	4	12	182	\$20,230	\$0	\$20,230
5.1 Draft and final report		6	16	24	12		20		10		2	4	4	12	110	11,810	0	11,810
5.2 Implementation plan, metrics, and reporting plan		2	16	16	8		20		8		0	2			72	8,420	0	8,420
6. Project management		4	32	6	0	0	4	0	0	6	0	0	0	0	52	\$6,880	\$140	\$7,020
6.1 Bi-monthly calls			24												24	2,880	140	3,020
6.2 Other coordination and invoicing		4	8	6			4			6					28	4,000	0	4,000
7. Public Engagement: Optional Activities		8	0	8	0	10	0	16	7	24	0	0	0	0	73	\$9,790	\$5,210	\$15,000
7.1 Intern															0	0	4,000	4,000
7.2 Additional consultants at public workshops		8		8					8						24	3,520	1,210	4,730
7.3 Expanded community engagement						10			7	24					49	6,270	0	6,270
TOTAL HOURS		73	261	107	108	10	158	42	35	56	10	18	28	72	978	978		
TOTAL COST		\$14,600	\$31,320	\$18,190	\$11,340	\$1,550	\$12,640	\$2,940	\$2,800	\$8,400	\$1,750	\$2,700	\$0	\$0		\$108,230	\$21,670	\$129,900

*OCCRI has agreed to provide services on a fixed-fee basis at \$12,200 for work across tasks, including scoping and public involvement planning (Task 1), public engagement (Task 2), adaptation analysis (Task 3), and reporting and monitoring and evaluation planning (Task 5).



Ashland Climate and Energy Action Plan: Option B

Budget Summary		Cascadia Consulting								Specialists			OCCRI		Total Hours	Total Labor	Total Expenses	Total Project
		Marc	Andrea	Nora	Kendra	Gretchen	Kevin	Keegan	Stephanie	Jeff	Dave	Jill	Phillip	Darrin				
		Daudon	Martin	Ferm	White	Muller	Zerbe	Johnson	Noren	Golden	Van't Hof	Simmons	Mote	Sharp				
		Senior Advisor	Project Manager	Adaptation Specialist	Mitigation Analyst	Public Engagement Specialist	Adaptation Analyst	Project Assistant	Graphic Design									
		200.00	120.00	170.00	105.00	155.00	80.00	70.00	80.00	150.00	175.00	150.00	(\$12,200 fixed fee)					
1.	Scoping & Public Involvement Plan	13	19	4	0	10	16	0	2	8	0	8	0	4	84	\$10,950	\$1,340	\$12,290
1.1	Kick-off meeting	10	14	1					1	6		8		4	44	6,030	1,340	7,370
1.2	Final project work plan and timeline	1	3	2											6	900	0	900
1.3	PIP draft and final	2	2	1		10			1	2					34	4,020	0	4,020
2.	Public Engagement - Forums & Workshops	29	86	35	0	0	28	42	13	26	0	0	8	16	283	\$32,190	\$7,420	\$39,610
2.1	Public forum 1 & working meetings with City	1	20	16			4	14	3	8					66	8,060	1,580	9,640
2.2	Public forum 2 & workshop with City	16	20	2			2	14	3	8		8	16		89	8,520	1,580	10,100
2.3	Workshop with City	1	16	16			2		1						36	5,080	1,340	6,420
2.4	Open house & workshop with City	10	12					14	3	8					47	5,860	1,580	7,440
2.5	Final workshop to present draft plan	1	18	1			20		3	2					45	4,670	1,340	6,010
2.6	Attending commission meetings														0	0	0	0
3.	Mitigation analysis	9	32	0	88	0	0	0	0	0	8	4	0	0	141	\$16,880	\$0	\$16,880
3.1	GHG reduction targets & articulation of local opps	2	8		20						4	2			36	4,460	0	4,460
3.2	List of potential actions	2	8		14						2	2			28	3,480	0	3,480
3.3	Methodology to measure costs/benefits	2	8		22						2				34	4,020	0	4,020
3.4	Analyze shortlisted actions	3	8		32										43	4,920	0	4,920
4.	Adaptation analysis	4	52	9	0	0	40	0	0	0	0	16	40	161	\$11,770	\$12,200	\$23,970	
4.1	Climate trend analysis			5								16	40		61	850	12,200	13,050
4.2	List of potential actions	2	14	1			12								29	3,210	0	3,210
4.3	Methodology to measure costs/benefits	1	18	2			8								29	3,340	0	3,340
4.4	Analyze shortlisted actions	1	20	1			20								42	4,370	0	4,370
5.	Report and M&E Plan	8	32	40	20	0	40	0	18	0	2	6	4	12	182	\$20,230	\$0	\$20,230
5.1	Draft and final report	6	16	24	12		20		10		2	4	4	12	110	11,810	0	11,810
5.2	Implementation plan, metrics, and reporting plan	2	16	16	8		20		8		0	2			72	8,420	0	8,420
6.	Project management	4	32	6	0	0	4	0	0	6	0	0	0	0	52	\$6,880	\$140	\$7,020
6.1	Bi-monthly calls		24												24	2,880	140	3,020
6.2	Other coordination and invoicing	4	8	6			4			6					28	4,000	0	4,000
TOTAL HOURS		67	253	94	108	10	128	42	33	40	10	18	28	72	903			
TOTAL COST		\$13,400	\$30,360	\$15,980	\$11,340	\$1,550	\$10,240	\$2,940	\$2,640	\$6,000	\$1,750	\$2,700	\$0	\$0		\$98,900	\$21,100	\$120,000

*OCCRI has agreed to provide services on a fixed-fee basis at \$12,200 for work across tasks, including scoping and public involvement planning (Task 1), public engagement (Task 2), adaptation analysis (Task 3), and reporting and monitoring and evaluation planning (Task 5).

