

**COUNCIL ACTION FORM**

**SUBJECT:**       **AWARD OF CONTRACT FOR CLIMATE ACTION PLAN DEVELOPMENT**

**BACKGROUND:**

One of City Council's values is environmental sustainability, with an associated goal to develop and adopt a Climate Action Plan (CAP). The City completed a community greenhouse gas (GHG) inventory in summer 2020, which is a foundational step for the development of a CAP. This will be the first CAP developed and implemented for the City of Ames.

The City Council reviewed the draft Request for Proposals (RFP) for developing the CAP at its December 8, 2020 meeting. The Council emphasized the importance of a community engagement plan and outreach. City Council provided direction to staff to proceed with soliciting proposals. The project is envisioned to take 18 months. The City Council budgeted for up to \$130,000 in the adjusted FY 2019/20 General Fund balance for the preparation of the CAP.

The RFP was issued to 55 firms and five bid services with responses received from seven firms. An evaluation team composed of 11 staff members representing City Administration, Sustainability Coordinator, Planning, Public Works, Water & Pollution Control and Electric Services departments ranked the seven returned proposals using a uniform ratings matrix. Each proposal was evaluated based on a combination of the following criteria:

1. Understanding of the project requirements
2. Qualifications and experience of the principal consulting staff and sub-consulting staff
3. Quality of representative work for similar CAP documents
4. Project approach/methodology in completing the scope of services
5. Ability to develop GHG emission reduction goals that are relevant, achievable and cost-effective strategies to achieve the goals
6. Building support and motivating commitment to the CAP through community engagement
7. Experience with similar projects
8. Cost and the proposed timeline for the completion of the Plan

The score for each of these criteria was based on a scale of 1 to 5 and then assigned a corresponding weight factor. The maximum possible score, combining all 10 evaluators was 5000 (note - one member was not able to participate in this phase of the evaluation).

The knowledge and experience related scores represented 85% of the overall score, and proposed fees accounted for 15%. The proposal rankings and fees listed below:

Firm	Total Score	Rank	Fee Proposal
paleBLUEdot LLC, Maplewood, MN	3960	1	\$128,480
Sustainability Solutions Group, Vancouver, BC	3755	2	\$120,915
Verdis Group, Omaha, NE	3640	3	\$129,500
Stanley Consultants+Ramboll, Des Moines, IA	3355	4	\$132,000
WAP Sustainability Consulting LLC, Chattanooga, TN	3025	5	\$ 94,500
ARRC Consultants, LLC, Minneapolis, MN	3015	6	\$129,895
Map-Collective, Inc, Washington DC	2240	7	\$120,000

The evaluation team invited the top three firms for interviews. All three were asked to provide a brief presentation introducing their team members, their roles and demonstrate their understanding of the scope of services. **Staff provided specific follow up issues for their response within the interviews. These issues included elaborating on resources needed for the proposed engagement plan and how the outreach efforts form the development of the CAP; reviewing the approach with the public engagement to developing the goals and analyzing strategies; addressing the importance of the cost/benefit analysis of the strategies; and determining how these factors work into the development of the CAP.**

Interviews were evaluated by 11 evaluators based on:

1. Methods for achieving the desired outcomes
2. A clear understanding of the City and the scope of services
3. Qualifications of those working on the project and experience related to similar projects
4. Public engagement
5. Project approach and methodology
6. Ability to deliver a CAP as desired

As with the proposal scoring, each criterion was weighted and given a score based on a scale of 1 to 5. The interview scores, with a maximum possible of 5500 were as follows:

Firm	Score
Sustainability Solutions Group Workers Cooperative, Vancouver, BC	4320
paleBLUEdot LLC, Maplewood, MN	4130
Verdis Group, Omaha, NE	3760

The combined scores of the written proposals, interviews and references resulted in the following ranking:

Firm	Rank
Sustainability Solutions Group Workers Cooperative, Vancouver, BC	1
Verdis Group, Omaha, NE	2
paleBLUEdot LLC, Maplewood, MN	3

**Sustainability Solutions Group Workers Cooperative (SSG) emerged as a top contender based on their work with other university communities, an emphasis on engaging diverse and disenfranchised participants, and success during the pandemic with non-traditional outreach methods. SSG self-identifies as a large enough firm to tap into a variety of subject matter experts, but small enough to be responsive to the custom needs of the City.**

SSG will be the primary consultant for the project with Yuill Herbert as the team lead. The subcontractors supporting the project are Whatif? Technologies (WT) and Confluence. WT will provide energy and emissions modeling, energy system analysis, financial and economic modeling, and data collection. Confluence, who has local experience in other projects involving the City of Ames, will lead the development and facilitation of community engagement activities in coordination with SSG. Confluence deployed some of its outreach technologies this past January at the Downtown Plaza meetings which attracted more than 100 participants on multiple platforms.

**PUBLIC ENGAGEMENT:**

Engagement is a critical aspect of setting community GHG emission reduction targets and developing the CAP. Early in the project, SSG will interview representatives from key groups including but not limited to neighborhoods, stakeholders, technical advisors, and the CAP Project Team to identify additional sectors of the community that should be engaged and how to best reach them. SSG will use the information to conduct stakeholder mapping to form the development of engagement activities, tools, schedules, and outcomes. The International Association for Public Participation (IAP2) will be used as a guide to map each engagement activity.

Methods and tools to be used include mailed and online surveys, telephonic contact, interactive website, focus groups, and outreach communication offered through radio, newspapers, social media, and videos. SSG will also use guided workbooks called “Kitchen Table Workbooks” that will be made available for people review the draft CAP and explore ways they can contribute to the CAP in their home, place of work and/or study and identify how the City and other stakeholders can help them.

Through the community engagement process, the CAP will be shaped by knowledge of local resources, partners and culture, integrated with and strengthened by technical analysis. A multipronged approach will be used to reach a wide audience, both online and in-person.

## **SCOPE OF WORK:**

SSG’s approach emphasizes community involvement throughout the process and flexibility in developing a plan tailored to the needs of the City. The approach specifically involves:

- data collection on items included, but not limited, to demographics, dwellings, non-residential buildings, vehicle fleet, waste, and water/wastewater;
- model calibration of energy and emissions activities cross referenced to align current and previous inventories;
- development of a business as usual (BAU) scenario;
- GHG emissions goal setting using recent guidance issued by the Global Covenant of Mayors and other partners on science-based targets;
- identification of a final low-carbon scenario for the City; and
- development of a CAP with strategies for reducing community emissions that detail cost, implementation, funding, and ways to monitor impacts.

A summary of the key stages of the project are described in the following table. Each phase is defined in greater detail within the scope of work (Appendix A).

<b>Key Stages</b>	<b>Schedule</b>	<b>Fee</b>
Task 1: Kick-Off & Progress Meetings	Ongoing Throughout	\$7,380
Task 2: Determine Community GHG Emission Reduction Goals	May - October, 2021	\$35,300
Task 3: Develop Climate Action Plan	October 2021- July 2022	\$40,255
Task 4: Outreach & Engagement	May 2021 - March, 2022	\$36,030
Task 5: Presentation of Climate Action Plan	September 2022	1,950
Total Fee for Services		\$120,915

The scope of work also includes meetings with City Council throughout the process to provide direction to the following tasks:

<b>Steering Committee Purpose</b>	<b>Anticipated Meeting Month</b>
Review Engagement Strategy	June 2021
Identify criteria for GHG emissions reduction goal setting/prioritize low-carbon actions and policies	July 2021
Review Business As Usual (BAU) scenario results	September 2021
Selection of GHG targets and low-carbon actions and policies	November 2021
Review low carbon scenario, implementation options, and financial impacts	January 2022
Draft CAP input/consideration	March 2022
Presentation of Final Climate Action Plan	September 2022

**ALTERNATIVES:**

1. Approve the award of contract with Sustainability Solutions Group Workers Cooperative of Vancouver, BC for a Climate Action Plan in the amount not to exceed of \$120,915.
2. Direct staff to negotiate a contract for a Climate Action Plan with one of the other firms that submitted a proposal to the City.
3. Do not award contract for the Climate Action Plan.

**CITY MANAGER'S RECOMMENDED ACTION:**

The three final consulting firms had varied levels of experience and provided different strategies for creating a Climate Action Plan consistent with the RFP. After evaluating the scope of services and experience of each consultant team, meeting the consultant's staff, asking questions, and checking references, SSG of Vancouver, BC was identified as the top choice to perform the desired functions to produce the City of Ames' first Climate Action Plan.

Therefore, it is the recommendation of the City Manager that the City Council approve Alternative No. 1, thereby approving the contract with SSG, Vancouver, BC for a Climate Action Plan for an amount not to exceed \$120,915.

**The City Council must understand that SSG will conduct all of their interaction required by the scope of services, other than the final presentation, via a virtual platform. Therefore, the project budget currently includes only the one trip to Ames.**

**CONTRACT FOR  
CLIMATE ACTION GOAL SETTING AND PLAN FOR THE CITY OF AMES**

**THIS AGREEMENT**, made and entered into effective the 27th day of April, 2021, by and between the CITY OF AMES, IOWA, a municipal corporation organized and existing pursuant to the laws of the State of Iowa (hereinafter sometimes called "City") and Sustainability Solutions Group Workers Cooperative (a corporation, organized and existing pursuant the Canada Cooperatives Act and hereinafter called "Provider");

**WITNESSETH THAT:**

**WHEREAS**, the City of Ames has determined that certain services to be provided to the City of Ames and its citizens by Provider, such services and facilities being hereinafter described and set out, should be purchased in accordance with the terms of a written agreement as hereinafter set out;

**NOW, THEREFORE**, the parties hereto have agreed and do agree as follows:

**I  
PURPOSE**

The purpose of this Agreement is to procure for the City of Ames certain services as hereinafter described and set out; to establish the methods, procedures, terms and conditions governing payment by the City of Ames for such services; and, to establish other duties, responsibilities, terms and conditions mutually undertaken and agreed to by the parties hereto in consideration of the services to be performed and monies paid.

**II  
SCOPE OF SERVICES**

Provider shall provide the services set out in the City of Ames, Iowa, Request for Proposal No. 2021-063, and in the Climate Action Goal Setting and Plan Scope of Services attached hereto as Appendix A.

The City, without invalidating the Agreement, may direct changes in the services within the general scope of the Agreement, with the authorized payment maximum being adjusted accordingly. Any change in the scope of service by the provider shall be done by written agreement signed by both parties. The added cost or cost reduction to the City resulting from a change in the Agreement shall be determined by mutual acceptance of a lump sum properly itemized and supported by sufficient data to permit evaluation, or by unit prices stated in the Agreement or subsequently agreed upon.

It shall be the responsibility of the provider, before proceeding with any change in scope, to verify that the change has been properly authorized on behalf of the City. No additional charges or any other change in the Agreement will be allowed unless previously authorized in writing by the City, with the applicable compensation method and maximum authorized additional sum stated.

**III  
METHOD OF PAYMENT**

A. Payments shall be made by the City of Ames in accordance with the following task schedule:

Task	Total Amount
a. No. 1: Kick-Off & Progress Meetings	\$ 7,380
b. No. 2: Determine Community GHG Emission Reductional Goals	\$35,300
c. No. 3: Develop Climate Action Plan	\$40,255
d. No. 4: Outreach & Engagement	\$36,030
e. No. 5: Presentation of Climate Action Plan	\$ 1,950

The maximum total amount payable by the City of Ames under this Agreement is \$120,915.00 USD and no greater amount shall be paid without written amendment.

B. Payment will be made upon completion of the services and acceptance by the City of Ames. Provider shall submit an invoice upon completion of the services. The invoice shall include an itemization of the services for which payment is claimed. Invoices referencing the assigned purchase order number shall be sent to the following address:

City of Ames, Finance Dept. – Accounts Payable, PO Box 811, Ames, IA 50010  
or by email to: [accountspayable@cityofames.org](mailto:accountspayable@cityofames.org).

#### IV

##### FINANCIAL ACCOUNTING AND ADMINISTRATION

A. All claims for payment shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified as such and readily accessible for examination and audit by the City or its authorized representative.

B. All records shall be maintained in accordance with procedures and requirements established by the City Finance Director, and the City Finance Director may, prior to any payment under this Agreement, conduct a pre-audit of record keeping and financial accounting procedures of the Provider for the purpose of determining changes and modifications necessary with respect to accounting for charges made hereunder. All records and documents required by this Agreement shall be maintained for a period of three (3) years following final payment by the City.

C. At such time and in such form as the City may require, there shall be furnished to the City such statements, records, reports, data, and information as the City may require with respect to the payments made or claimed under this Agreement.

D. At any time during normal business hours, and as often as the City may deem necessary, there shall be made available to the City for examination all records with respect to all matters covered by this Agreement and Provider will permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

#### V

##### INSURANCE

A. The provider shall maintain insurance coverage in scope and amounts acceptable to the City's Risk Manager.

B. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City of Ames, its officials, employees, or volunteers.

C. Provider shall furnish the City with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements are to be on standard insurance company forms or forms provided by the City and are to be received and approved by the City before services commences. The City reserves the right to require complete, certified copies of all required insurance policies, at any time.

D. Provider shall include all sub-contractors as insured under its policies. All coverages for sub-contractors shall be subject to all of the requirements stated herein.

E. To the fullest extent permitted by law the Provider shall indemnify and hold harmless the City of Ames, their agents, and employees from and against all claims, damages, losses, and expenses, including, but not limited to attorneys' fees arising out of or resulting from the performance of the services, provided that any such claim, damage, loss, or expense (1) is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property (other than the services itself) including the loss of use resulting therefrom; and (2) is caused in whole or in part by any negligent act or omission of the Provider, any Sub-contractor, anyone directly or indirectly employed by any of them or any one for whose acts, any of them may be liable.

F. In no case will the Provider's coverage be construed to provide coverage for acts of negligence alleged to be caused by the sole negligence of employees of the City of Ames.



**VI  
PROPRIETARY RIGHTS AND CONFIDENTIAL INFORMATION**

Provider agrees to hold in trust and confidence any confidential and/or proprietary information or data relating to City business and shall not disseminate or disclose such confidential information to any individual or entity, except Provider's employees or sub-contractors performing services hereunder (who shall be under a duty of confidentiality), and any other individuals specifically permitted in each instance by the City.

**VII  
TERMINATION**

The City of Ames may terminate this Agreement without penalty to the City at any time by giving written notice to the Provider at least fifteen (15) days before the effective date of such termination. In any case where the Provider fails in whole or in part to substantially perform its obligations or has delivered nonconforming services, the City shall provide a Cure notice. If after notice the Provider continues to be in default, the City may terminate this agreement immediately. The City shall only be obligated to compensate the Provider for compliant services performed prior to notice of termination.

**VIII  
INDEPENDENT CONTRACTOR STATUS**

Provider agrees that the relationship between Provider and the City is that of an independent contractor for employment tax purposes. The Provider shall be solely responsible for all taxes relating to payments under this agreement including those of employees.

**IX  
LAWS**

This contract is governed by the law of the State of Iowa with venue in the appropriate state and/or federal courts for Story County, Iowa.

**X  
ASSIGNMENT**

This Agreement may not be assigned or transferred by the Provider without the prior written consent of the City.

**XI  
AFFIRMATIVE ACTION**

Provider shall place on file with the City a statement of nondiscrimination policy in the form of a completed *Assurance of Compliance with the City of Ames, Iowa, Affirmative Action Program* satisfactory to the Affirmative Action Officer of the City.

**XII  
NOTICE**

All notices under this Agreement shall be in writing. Notices shall be deemed to have been given: (i) upon hand delivery or (ii) if sent by Regular Mail, within seventy-two (72) hours after the notice has been deposited in the United States Post Office, postage paid. Notices shall be sent to the other party at the addresses set forth below. Either party may change its address by giving notice in writing thereof to the other parties.

City of Ames:  
Deb Schildroth  
Assistant City Manager  
515 Clark Ave, PO Box 811  
Ames, IA 50010

Sustainability Solutions Group:  
Yuill Herbert  
Principal  
210-128 W Hastings Street  
Vancouver, BC, V6B 1G8

**XIII  
DURATION**

This Agreement shall be in full force and effect from and after April 27, 2021 until completion of the Services, or, until terminated by the City of Ames, Iowa.

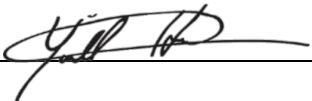
IN WITNESS WHEREOF the parties hereto have, by their authorized representatives, set their hand and seal as of the date first above written.

**CITY OF AMES, IOWA**

By: \_\_\_\_\_  
John A. Haila, Mayor

Attest by: \_\_\_\_\_  
Diane R. Voss, City Clerk

**SUSTAINABILITY SOLUTIONS GROUP**

By  \_\_\_\_\_

Yuill Herbert, Principal  
\_\_\_\_\_  
Printed Name and Title

**CLIMATE ACTION GOAL SETTING AND PLAN**  
**APPENDIX A**  
**SCOPE OF SERVICES**

**SECTION I: OBJECTIVE**

The Sustainability Solutions Group (SSG) shall facilitate the development of community greenhouse gas (GHG) reduction goals and a Climate Action Plan (CAP) to achieve them. SSG will develop recommendations for relevant, achievable, and cost-effective emission goals, milestones, and an execution timeline. This will be based on input gathered through the completion of a robust, multi-faceted, and inclusive community-input process that encourages feedback from all community sectors.

The resulting plan will engage and empower residents, businesses, and institutions toward ownership and responsibility in ensuring a resilient and sustainable future.

**SECTION II: SCOPE OF SERVICES**

Task 1: Kick-Off and Progress Meetings

**1.1 Kick-Off Meeting:** SSG will prepare an agenda and then meet with the City’s CAP Project Team to review project details, invoice schedules, contacts, communications protocol, and any other details as required.

- **Result:** Familiarity between SSG and project staff. Administrative details resolved.

**1.2 Progress Meetings:** SSG will lead regular progress meetings with the CAP Project Team to update the City on the progress of the project and handle any concerns as they arise. SSG recommends bi-weekly meetings, but the frequency of meetings can be adjusted per the needs of the City.

- **Result:** Regular communication between SSG and project staff to ensure coordination and to address any challenges.

Task 2: Determine Community GHG Emission Reduction Goals

**2.1 Situational Analysis:** SSG will review the City’s prior work on climate change (e.g. Community Greenhouse Gas Inventory, Climate Vulnerability Assessment, Citywide Solar PV Energy Potentials Study, Waste-to-Energy Option Study), the City of Ames 2040 Comprehensive Plan, information on municipal governance structures, the local climate, economy, and other relevant information. This is a first step toward grounding the analysis and scenarios in the local context and vision of Ames. The situational analysis will be summarized and included in the final CAP.

- **Result:** Situational Analysis Summary and grounding in the local context.

**2.2 Data Request for Scenario Modeling:** Building on other data provided including the City’s GHG inventory, a detailed data request will be submitted to the City, including the sectors of buildings, industry, transportation, agriculture, water, and wastewater and waste. SSG will support the City in the process of data collection, filling in gaps with data available from the state or federal government as required. The analysis is aligned with the Global Protocol for Community-Scale GHG Inventories, as required for the Global Covenant of Mayors.

- **Result:** Data gathered for scenario modeling.

**2.3 Data, Methods, and Assumptions (DMA) Manual:** While the data collection process is underway, the team will prepare a DMA that describes in detail the modeling approach used, data collected, and assumptions used. The DMA will be included as an appendix of the final report to ensure that the data, methods, and assumptions are transparent and can be referenced by the City and community.

- **Result:** DMA Manual.

**2.4 Model Calibration:** A core modeling task, calibration ensures that the model reflects the energy system of Ames. This includes determining the geographic zones, preparing datasets, loading data into the modeling platform, and ensuring the modeling outputs align with observed data. We will populate the model with data for the chosen baseline year, while calibrating it against historical data, where available, to ensure internal consistency between the baseline year and future projections. The calibration differs from a GHG inventory in that it identifies the *activities* producing GHG emissions (e.g. vehicular trips, number of buildings, building energy performance, heating and cooling, etc). Sectors influencing GHG emissions are also included, such as:

- Transportation;
- Residential and non-residential buildings;
- Energy, including the electricity grid, natural gas distribution, and district energy;
- Industry;
- Land use;
- Water and wastewater;
- Waste management; and
- Forests and agriculture.

- **Result:** The model is calibrated and ready to model future scenarios.

**2.5 Business-as-Usual (BAU) Scenario:** A BAU scenario will be modeled for Ames that reflects the GHG emissions impacts of current population projections (permanent and visitor increases/decreases); land-use plans and policies (densification); transportation plans and technologies (EV uptake); and state and federal policies related to electricity generation (emissions factor of electricity), waste management, building codes, fuel efficiency standards, future climatic changes (temperature and precipitation changes), and others. The BAU will represent a projection of current practice and plans. The scenario will extend out until 2050 and will include spatial resolution.

- **Result:** BAU Scenario.

**2.6 Target Analysis:** SSG will propose GHG emissions reduction targets for the City. The targets will draw on insights from focus groups and the committees, the science-based guidance from the Global Covenant of Mayors, targets from other cities and other levels of government, and the analysis of the BAU scenario. The targets will be compared to the BAU and the lists of actions and policies to help understand what measures need to be taken to reach these targets.

- **Result:** Options for GHG Emissions Reduction Targets identified.

**2.7 Target setting:** The Targets analysis will be presented to the committees and based on this discussion; the team will recommend specific emissions reduction targets to the Steering Committee for final consideration.

- **Result:** Recommended GHG target

### Task 3: Develop Climate Action Plan

**3.1 List of Low-Carbon Actions and Policies:** SSG will compile a list of emissions reductions policy and action options for Ames. The list will be derived from existing City plans and policies, as well as best practice research and our experience working with municipalities across North America. We maintain a roster of over 250 emissions reduction policies and actions across all city sectors from which to draw inspiration. The list of actions will be developed in close consultation with the Steering Committee, as well as based on input from the CAP Project Team, the Technical Advisory Committee, and the Community Input Committee. Actions will be expressed as quantifiable assumptions for input into the model.

- **Result:** List of relevant actions and policies for prioritization.

**3.2 Low-Carbon Scenario:** The actions will be modeled individually and as an integrated scenario, which captures feedback between the actions. For example, the introduction of building retrofits decreases the feasibility of district energy systems. Increased walking and cycling results in less driving and therefore less GHG reductions, alongside the enhanced introduction of electric vehicles. At the same time, the analysis will account for underlying drivers of emissions, such as household income and energy prices.

The Low-Carbon Scenario will describe a detailed, feasible, sector-by-sector action plan to achieve the City's GHG emissions reduction goals. The analysis will identify emissions reduction potentials for each energy source across the municipality by sector, including, at minimum:

- Energy (residential, commercial, industrial),
- Transportation (ground, airport),
- Solid waste, and
- Water (water and wastewater).

The analysis will also consider how emissions from these sectors interact with one another. The scenario will also include recommended community wide GHG emissions reduction targets at

designated milestones (e.g. every 5 years), and describe what actions and objectives must be achieved by those dates.

- **Result:** Low-Carbon Scenario.

**3.3 Multi-Criteria Analysis:** SSG will analyze each of the actions to evaluate their impact on energy consumption, GHG emissions by sector, climate change impacts, co-benefits, and finances, as represented by various indicators, including abatement cost, internal rate of return, return on investment, and net present value. The modeling results will be inputs to the multi-criteria analysis (MCA), which weights each criteria and rates the actions to identify a final score. Both quantitative and qualitative analysis can be incorporated into the MCA and the result is a prioritized list of actions that can help the City guide implementation. The tool that SSG uses is fully transparent and the City will be able to adjust the weighting or scoring to better understand how this influences the results.

- **Result:** Prioritized list of actions.

**3.4 Template for Annual Reporting:** SSG will develop a reporting and monitoring template for the actions and targets in the CAP to enable the City to track progress. The framework will outline an evaluation and monitoring protocol, including a standard set of metrics and indicators, data sources, methods of reporting, and frequency of reporting.

- **Result:** Template for annual reporting on CAP.

**3.5 Draft CAP:** The draft CAP will be a coherent, compelling, accessible and easily digestible document, which will include a narrative, goals, synopsis of the actions, an implementation strategy and a presentation of the co-benefits. The Steering Committee, Technical Advisory Committee, and Community Input Committee will be provided a draft in order to provide feedback. The document will be distributed for public input.

- **Result:** Draft CAP, along with community and stakeholder input for final CAP.

**3.6 Final CAP:** Revisions will be made to the CAP and a final version will be submitted to the City.

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- **Result:** Final CAP

**3.7 Educational and Marketing Strategies, Process and Product Templates:** SSG will produce accessible and compelling educational materials, as well as marketing strategy and materials, to enable the City to inform the public about the CAP and engage them in implementation. Materials may include, but are not limited to, visualizations of the findings, blogs, a press release kit, or an interactive online platform that showcases the plan.

- **Result:** Communications materials to enable the City to inform the public about the CAP and engage them in implementation.

## Task 4. Outreach and Engagement

**4.1 Pre-Engagement Preparation:** Early in the project, the team will prepare for community engagement activities. The team will interview representatives from key groups (e.g. community/neighborhoods, stakeholders/technical advisors, the CAP Project Team, and the Community Input Committee) to identify who should be engaged and how to reach them, carry out strategic stakeholder mapping, and conduct a preliminary impact analysis. The team will also review relevant materials and existing engagement efforts.

- **Result:** Information gathered for design of engagement strategy.

**4.2 Community Engagement Strategy:** Building on Task 4.1, the team will prepare the draft Community Engagement Strategy that maps stakeholders and their interests, engagement activities, tools that will be used, schedule, and outcomes. The engagement strategy will be guided by the International Association for Public Participation (IAP2) spectrum of engagement, with each activity being mapped to the spectrum. It will include methods for soliciting input from diverse groups across the community, including industry, non-profits, faith-based organizations, schools, other levels of government, Iowa State University, and more. The draft strategy will be provided to the CAP Project team for review and the consulting team will adjust as required.

- **Result:** Draft Community Engagement Strategy.

**4.3 Steering Committee Meeting 1- Engagement Strategy Review:** The team will present the Community Engagement Strategy to the Steering Committee, which will consist of Mayor and Council, for ideas and feedback.

- **Result:** Understanding of the engagement process and refinement of the engagement strategy.

**4.4 Interactive website:** The consulting team will develop an interactive website that describes the project objectives; includes insights and observations developed as the project progresses; incorporates engagement and consultation tools, such as surveys or crowd-sourcing tools; and is a visually compelling central hub for the project.

- **Result:** Central hub for the project.

**4.5 Outreach Communication:** The team will work with CAP Project Team to design and distribute information about the CAP and how the community can get involved. Appropriate materials will be designed based on the findings of the pre-engagement phase and the Community Engagement Strategy. Information may be distributed through a variety of media, such as a project website, social media, videos, podcasts, radio, and newspapers. Materials and events for soliciting community feedback will also be designed at this stage (e.g. surveys, materials for engagement events).

- **Result:** Outreach communication materials.

**4.6 Steering Committee Meeting 2 - The Process:** The team will present the project approach and method to the Steering Committee, and identify criteria for GHG emissions reduction goal setting and for prioritizing low-carbon actions and policies for the CAP.

- **Result:** Common understanding of the role of project approach. Draft criteria for GHG emissions reduction goal setting and prioritizing actions.

**4.7 Community Input Group 1 - The Process:** The team will share the project approach and method with the Community Input Committee and review the criteria for GHG emissions reduction goal setting and for prioritizing low-carbon actions and policies for the CAP.

- **Result:** Common understanding of the role of project approach. Revised criteria for GHG emissions reduction goal setting and prioritizing actions.

**4.8 Focus Groups:** The team will coordinate with the City CAP Project Team to set up thematic focus groups with relevant City staff or stakeholders. The focus groups will identify trends that will inform the BAU scenario and possible low-carbon actions. Examples of focus group themes could include transportation, commercial sector, city planning, waste management and others.

- **Result:** Scenarios reflect the opportunities and constraints identified by local stakeholders.

**4.9 Steering Committee 3- BAU Results:** The team will present the BAU results to the Steering Committee, using the results to highlight low-carbon actions and policies and stimulate a discussion on the results.

- **Result:** The Committee will gain an understanding of Ames' current and future emissions profile and provide input into low-carbon actions and policies.

**4.10 Community Input Group 2 - BAU Results:** The team will present the BAU results to the Community Input Committee. The workshop will focus on exploring key opportunities and challenges for the development of low-carbon actions and policies.

- **Result:** The Committee will gain an understanding of Ames' current and future emissions profile and contribute to identifying low-carbon actions and policies.

**4.11 Crowdsourcing:** The team will launch a web-based survey on the interactive website that enables community members to contribute ideas for climate actions and select their preferred options on a platform called All Our Ideas.

**4.12 Steering Committee Meeting 4- Actions:** The team will share the target options and list of low-carbon actions and policies with the Steering Committee.

- **Result:** Guidance on the selection of GHG targets and low-carbon actions and policies.



**4.13 Community Input Group 3- Actions:** The team will share the target options and list of low-carbon actions and policies with the Community Input Committee in a workshop. The team will gather input via discussion and a real-time survey.

- **Result:** Understanding of the rationale for and the GHG targets and insights on low-carbon actions and policies.

**4.14 Virtual Town Hall 1- Setting the Stage:** The team will work with the City CAP Project Team to deliver a virtual town hall on the results of the BAU and Low-Carbon Scenarios. The town hall will describe an evidence-based pathway for the City to reduce its GHG emissions, and the associated co-benefits. SSG's expert online engagement specialist will facilitate the Town Hall.

- **Result:** Community members are provided with a compelling pathway to achieve deep emissions reductions which reflects local conditions and trends.

**4.15 Steering Committee Meeting 5- Implementation:** The team will present the GHG and financial impacts of the actions and facilitate a discussion on implementation approaches.

- **Result:** Feedback on Low-Carbon Scenario and implementation options.

**4.16 Community Input 4- Implementation:** This workshop will review the Low-Carbon Scenario with the Community Input Committee. The committee will have an opportunity to dive into the financial, GHG, and resilience impacts of the actions, and provide input on how the actions and policies can be implemented.

- **Result:** Feedback on Low-Carbon Scenario and implementation approaches.

**4.17 Virtual Town Hall 2- Planning the Transition:** The second town hall will focus on identifying strategies and actions for implementation. The team will present the Low-Carbon Scenario and describe a menu of implementation strategies. Virtual breakout groups will work through a web-based implementation workbook. SSG's expert online engagement specialist will facilitate the Town Hall.

- **Result:** The community contributes to the identification of implementation strategies.

**4.18 Kitchen Table Workbooks - Draft CAP:** The team will prepare guided workbooks that households can work through around the kitchen table to review the draft CAP and explore how they can contribute to the CAP in their household and place of work and identify how the City and other stakeholders can help them.

- **Result:** The guidebook will be submitted to the CAP Project Team for input as part of the draft CAP.

**4.19 Steering Committee Meeting 6- Draft CAP:** The draft CAP will be presented to the Steering Committee for consideration and review. Comments and suggestions will be incorporated in the final CAP.

- **Result:** Input to the draft CAP.

**4.20 Council Meeting:** The final CAP will be presented at a Council meeting.

Task 5: Presentation of Climate Action Plan

**5.1 CAP Presentations:** The team will present the final CAP to the Steering Committee and, once it is approved, to the community through a public forum. Both digital and hard copies will be provided for distribution in channels such as Ames Public Library and City Hall

- **Result:** CAP presented to the Steering Committee and public.

**SECTION III – COST OF SERVICES**

Fee for delivering the above scope of services is \$129,500 USD. Reimbursables are included.

SSG shall maintain complete and accurate records with respect to services performed under this Agreement.

**SECTION IV - SCHEDULE**

Anticipated schedule is identified on the following page.

SSG team members will participate virtually in any in-person meetings led by Confluence to contribute subject matter expertise. These meetings will be identified in the Community Engagement Strategy, recognizing that as the project evolves, the Strategy (and therefore meetings may also evolve).

SSG team members will be available to support the City or to lead presentations to engage community organizations or other stakeholders (i.e. Chamber of Commerce or Rotary).

