AGREEMENT
For
PROFESSIONAL SERVICES
Between
THE CITY OF COLUMBIA, MISSOURI
And
CASCADIA CONSULTING GROUP, INC

THIS AGREEMENT (hereinafter “Agreement”) between the City of Columbia, Missouri, a municipal corporation (hereinafter "City") and **Cascadia Consulting Group, INC**, with an address of **1109 1st Ave, Suite 400, Seattle, WA, 98101**, (hereinafter “Consultant”) is entered into on the date of the last signatory noted below (the “Effective Date”).

WITNESSETH:

WHEREAS, City desires to engage the Consultant to render certain professional services as outlined in the Scope of Work in Exhibit A; and

WHEREAS, Consultant represents and warrants that Consultant is equipped, competent, and able to provide all of the professional services necessary or appropriate in accordance with this Agreement.

NOW, THEREFORE, the Parties hereto, for good and sufficient consideration, the receipt of which is hereby acknowledged, intending to be legally bound, do hereby agree as follows.

1. **Services.** City agrees to engage the services of the Consultant and the Consultant agrees to perform the professional services outlined in Exhibit A. City may add to the Consultant services or delete therefrom activities of a similar nature, provided that the total cost of such work does not exceed the total cost allowance as specified herein. Consultant shall undertake such changed activities or prepare written reports only upon the direction of the City. All such directives and changes shall be in written form and prepared and approved by the City Manager and shall be accepted and countersigned by the Consultant.

2. **Subcontracts.** Consultant represents that Consultant will secure at Consultant's own expense, all personnel required to perform the services called for under this Agreement by Consultant. None of the work or services covered by this Agreement shall be subcontracted or assigned without the written approval of City.

3. **Term.** The services of Consultant shall commence as soon as practicable after the execution of this Agreement, unless otherwise directed in writing, and shall be undertaken and completed in such sequence as to assure their expeditious completion in the light of the purposes of the Agreement, but in any event, all of the services

required hereunder shall be completed by **June 21, 2019**, unless the Parties agree otherwise, in writing.

4. **Payment.** City agrees to pay Consultant the sum of **One Hundred and Eighteen Thousand Dollars** ($**118,000**) which shall constitute complete compensation for all services and payment of expenses to be rendered under this Agreement. Payment shall be made as follows: **Invoices received by CITY shall be paid within TEN business days from receipt, as work is completed as set forth in Exhibit A**. It is expressly understood that in no event will the total amount to be paid to Consultant under the terms of this Agreement or any amendment thereto exceed the sum set forth in this paragraph unless otherwise agreed to in writing between the parties in advance of the provision of such services.

5. **Termination.** City shall have the right at any time by written notice to Consultant to terminate and cancel this Agreement, without cause, for the convenience of City. In such event, Consultant shall immediately stop work and City shall not be liable to Consultant except for payment for actual work performed prior to such notice in an amount proportionate to the completed contract price and for the actual costs of preparations made by Consultant for the performance of the cancelled portions of the contract, including a reasonable allowance of profit applicable to the actual work performed. Anticipatory profits and consequential damages shall not be recoverable by Consultant. Should City terminate this Agreement, Consultant shall refund any advance payment made and amount due to the City within thirty (30) days of the termination date.

6. **Notices.** Any notice, demand, request, or communication required or authorized by the Agreement shall be delivered either by hand, facsimile, overnight courier or mailed by certified mail, return receipt requested, with postage prepaid, to:

If to CITY:	**If to CONSULTANT:**
Office of Sustainability Department	**Cascadia Consulting Group, INC**
ATTN: **Barbara Buffaloe**	ATTN: **Nora Nickum**
P.O. Box 6015	**1109 1st Ave, Suite 400**
Columbia, MO 65205-6015	**Seattle, WA 98101**

The designation and titles of the person to be notified or the address of such person may be changed at any time by written notice. Any such notice, demand, request, or communication shall be deemed delivered on receipt if delivered by hand and on deposit by the sending party if delivered by courier or U.S. mail.

7. **Compliance with Laws.** Consultant shall comply with all applicable federal, state and local laws, ordinances, rules and regulations.

8. **Governing Law and Venue.** This Agreement shall be governed, interpreted, and enforced in accordance with the laws of the State of Missouri and/or the laws of the United States, as applicable. The venue for all litigation arising out of, or relating to this Agreement, shall be in Boone County, Missouri, or the United States Western District of Missouri. The Parties hereto irrevocably agree to submit to the exclusive jurisdiction of such courts in the State of Missouri. The Parties agree to waive any defense of forum non conveniens.

9. **Employment of Unauthorized Aliens Prohibited.** Consultant agrees to comply with Missouri Revised Statute Section 285.530 in that Consultant shall not knowingly employ, hire for employment, or continue to employ an unauthorized alien to perform work within the state of Missouri. As a condition for the award of this Agreement the Consultant shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services. Consultant shall also sign an affidavit affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services. Consultant shall require any subcontractor to affirmatively state in its contract with Consultant that the subcontractor shall not knowingly employ, hire for employment or continue to employ an unauthorized alien to perform work within the state of Missouri. Consultant shall also require any subcontractor to provide Consultant with a sworn affidavit under the penalty of perjury attesting to the fact that the subcontractor's employees are lawfully present in the United States.

10. **No Third-Party Beneficiary.** No provision of the Agreement is intended to nor shall it in any way inure to the benefit of any person, so as to constitute any such person a third-party beneficiary under the Agreement.

11. **No Assignment.** This Agreement shall inure to the benefit of and be binding upon the Parties and their respective successors and permitted assigns. Neither Party shall assign this Agreement or any of its rights or obligations hereunder without the prior written consent of the other Party.

12. **No Waiver of Immunities.** In no event shall the language of this Agreement constitute or be construed as a waiver or limitation for either party's rights or defenses with regard to each party's applicable sovereign, governmental, or official immunities and protections as provided by federal and state constitutions or laws.

13. **HOLD HARMLESS AGREEMENT:** To the fullest extent not prohibited by law, Consultant shall indemnify and hold harmless the City of Columbia, its directors, officers, agents, and employees from and against all claims, damages, losses, and expenses (including but not limited to attorney's fees) for bodily injury and/or property damage arising by reason of any act or failure to act, negligent or otherwise, of Consultant, of any subcontractor (meaning anyone, including but not limited to consultants having a contract with Consultant or a subcontractor for part of the services), of anyone directly or indirectly employed by Consultant or by any

subcontractor, or of anyone for whose acts the Consultant or its subcontractor may be liable, in connection with providing these services. This provision does not, however, require Consultant to indemnify, hold harmless, or defend the City of Columbia from the City of Columbia's own negligence.

14. **Professional Oversight Indemnification.** Consultant understands and agrees that City has contracted with Consultant based upon Consultant's representations that Consultant is a skilled professional and fully able to provide the services set out in this Agreement. In addition to any other indemnification set out in this Agreement, Consultant agrees to defend, indemnify and hold and save harmless City from any and all claims, settlements, and judgments whatsoever arising out of City's alleged negligence in hiring or failing to properly supervise Consultant.

15. **Audit.** Consultant shall maintain financial records according to generally accepted accounting standards. City has the right, at its sole expense and during normal working hours, to examine the records of Consultant to the extent reasonably necessary to verify the accuracy of any statement, charge or computation made pursuant to this Agreement.

16. **Nondiscrimination.** During the performance of this Agreement, Consultant shall not discriminate against any employee, applicant for employment or recipient of services because of race, color, religion, sex, sexual orientation, gender identity, age, disability, or national origin. Consultant shall comply with all provisions of laws, rules and regulations governing the regulation of Equal Employment Opportunity including Title VI of the Civil Rights Act of 1964 and Chapter 12 of the City of Columbia's Code of Ordinances.

17. **General Independent Contractor.** This Agreement does not create an employee/employer relationship between the Parties. It is the Parties' intention that the Consultant will be an independent contractor and not the City's employee for all purposes.

18. **Contract Documents.** This Agreement includes the following exhibits, which are incorporated herein by reference:

Exhibit	**Description**
A	Scope of Work

In the event of a conflict between the terms of an exhibit and the terms of this Agreement, the terms of this Agreement control.

19. **Entire Agreement.** This Agreement contains the entire agreement of the parties. No modification, amendment, or waiver of any of the provisions of this agreement shall be effective unless in writing specifically referring hereto, and signed by both parties.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereto have set their hands and seals on the day and year herein stated.

CITY OF COLUMBIA, MISSOURI

By: _____
Mike Matthes, City Manager

Date: _____

ATTEST:

By: _____
Sheela Amin, City Clerk

APPROVED AS TO FORM:

By: _____
Nancy Thompson, City Counselor

CERTIFICATION: I, hereby certify that this Agreement is within the purpose of the appropriation to which it is to be charged, Account Number **11000610-504990**, and that there is an unencumbered balance to the credit of such appropriation sufficient to pay therefor.

By: _____
Michele Nix, Director of Finance

(Seal)

CASCADIA CONSULTING GROUP, INC

By: _____

Name: Nora Ferm Nickum

Title: Senior Associate

Date: 10/20/17

ATTEST:

By: _____
Secretary or Witness

Name: ERIC FRANZEN

EXHIBIT A

SCOPE OF WORK

City of Columbia Climate Action & Adaptation Plan

Scope of Work and Fee Schedule

October 13, 2017

CASCADIA
CONSULTING GROUP

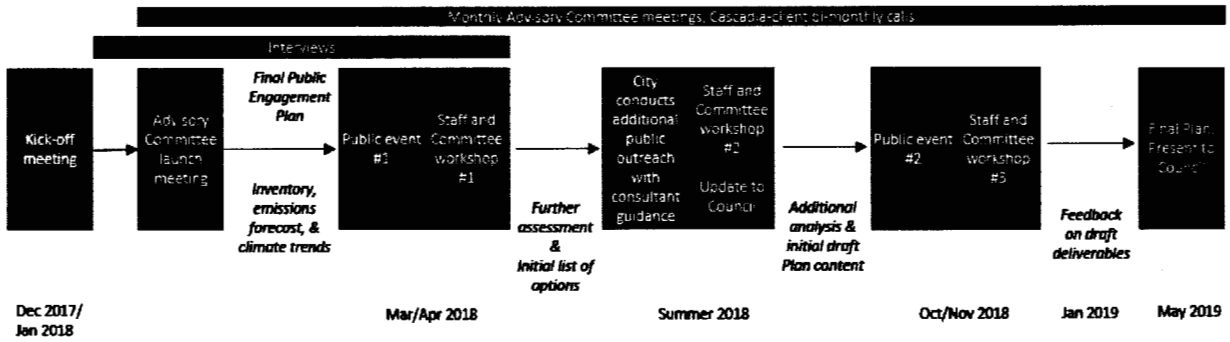
Scope of Work

This project is to develop a Climate Action and Adaptation Plan for the City of Columbia, Missouri. This scope covers each of the following tasks, some of which will be undertaken concurrently:

Task 1. Project Initiation, Public Engagement Plan, and Advisory Committee launch
Task 2. Community and Municipal GHG Emissions and Forecasts
Task 3. Climate Vulnerability Assessment
Task 4. Emissions Reduction Targets and Mitigation and Adaptation Strategies
Task 5. Outreach and Engagement
Task 6. Climate Action and Adaptation Plan Website and Portal
Task 7. Toolkit for Monitoring, Engaging, and Reporting

Task 8 (Resource Analysis) and some components of Task 7 have been recommended for Phase 2 given current budget limitations.

This graphic illustrates the expected sequencing and timeline for key events and deliverables:



TASK 1. PROJECT INITIATION AND PUBLIC ENGAGEMENT PLAN

We will begin by convening a two-hour **kick-off meeting** with the City's core staff to solidify a common understanding of project goals and the overall breadth and vision of the Climate Action and Adaptation Plan. This meeting will also clarify key stakeholders, engagement strategies, and local issues of concern to give special attention in the analyses. This meeting will be held by videoconference.

Following the discussion, we will prepare a final project work plan and task-level timeline.

We will use the results of this meeting to draft a **Public Engagement Plan** (PEP). We find that it is invaluable to have a clear guide to public engagement at the outset of a planning process like this one, as it ensures that we are strategic and proactive, and that the consultant team, City staff, and Advisory Committee members are all on the same page about needs and priorities. In designing the Public Engagement Plan, we will integrate a focus on inclusivity, opportunities for feedback that are well-timed to directly inform the planning process, and activities and materials that are fun, motivating, and educational. The PEP will include the following elements:

- Definition of target audiences for outreach efforts, and their interests.
- Outline of key issues, questions, and decisions on which to engage and inform the public.
- Key messages and messengers—relevant to different audiences across ages, industries, cultures, and locations.

- Outreach methods, including community workshops and the potential use of social media, traditional media, and other creative approaches.
- Schedule and process for the public comment period.
- Advisory Committee role and meeting schedule.
- Responsibilities of the consultant team, City staff, and Advisory Committee.

We will refine and finalize this Public Engagement Plan based on input from the City project team and Advisory Committee.

We will advise the City during the formation of the Advisory Committee to ensure adequate coverage of key sectors and topic areas and to help make sure that it is representative of the diversity in the community. A Shockey team member will facilitate the first Advisory Committee meeting. Cascadia will also provide input for each monthly meeting's agenda, along with a brief progress update.

Our project manager will also communicate regularly with the City project manager throughout the project to ensure that work progresses per the agreed-upon timeline and quality standards. She will be available for twice-monthly half-hour **check-in calls** to ensure clear and consistent communication on progress.

Deliverables:

- Kick-off meeting agenda and summary notes.
- Final work plan and timeline.
- Draft and final Public Engagement Plan.
- Agendas and summarized minutes for each bimonthly check-in call.#
- Agenda and materials for the first Advisory Committee meeting.

Task 1 Deliverables, Schedule, and Budget Breakdown:

Step/Deliverable	Team lead	Schedule	Budget	Notes
Project kickoff meeting	Cascadia	December 2017 or January 2018	$1,980	Includes agenda (at least one week prior to meeting) and summary notes (within one week of meeting).
Final work plan and timeline	Cascadia	January 2018	$1,205	Assumes one week period for City review and comments.
Draft and final Public Engagement Plan	Shockey	December 2017 to January 2018	$3,257	Includes equity advisory input from Nikki McGruder. Assumes one week period for City review and comments.
Agenda and materials for Advisory Committee kickoff meeting	Shockey	January 2018	$2,640	Includes agenda (at least one week prior to meeting) and summary notes (within one week of meeting).
Inputs for each monthly Advisory Committee meeting agenda	Shockey & Cascadia	Ongoing	$2,750	Includes progress reports and agendas; assumes monthly meetings
Ongoing bi-monthly check-in calls with the City and team coordination	Cascadia	Ongoing	$4,850	Assumes half-hour bi-monthly (or one-hour monthly) calls with the client.
TOTAL		December 2017 to June 2019	$16,682	

TASK 2. COMMUNITY AND MUNICIPAL GHG EMISSIONS AND FORECASTS

Effective climate action planning must be rooted in a strong fundamental understanding of local greenhouse gas emission sources and trends. We will start Task 2 by supporting the City develop a **municipal GHG inventory** and reviewing the **communitywide GHG inventory**. Cascadia has worked extensively with the latest greenhouse gas protocols and tools—including the ICLEI US Community Protocol, Global Protocol for Community-scale GHG Emission Inventories (GPC), and ICLEI ClearPath tool—to support inventory completion and review.

Leveraging Cascadia's customizable emissions forecasting model, we will then forecast a "business as usual" ("BAU") scenario for community-level emissions in Columbia. In alignment with the USDN's 80x50 Framework ("Framework"), we will build the **BAU scenario** from expected changes in energy supply, building energy efficiency, transportation, and waste. We will also include natural resources and separate energy use for residential, commercial, and industrial sectors as requested in the RFP. Expected changes will be based on available information, including 1) current and historical emissions trends, 2) forecasted changes in demographics, 3) outputs from existing models, such as regional transportation models, and 4) external factors, such as utility Integrated Resource Plans for Columbia Water & Light, city-level renewable portfolio standards, and state and federal policies (e.g., CAFE standards). We will develop the forecast based on approaches used by peer communities, as determined in collaboration with City staff. One possible approach could follow our work with the City of Bellevue, where we first disaggregate changes in Columbia's inventory to determine drivers of change in past emissions inventories (see example "waterfall" chart above) and project the BAU scenario based on our findings.

After completing the BAU scenario, we will conduct sensitivity analyses to assess the variability of results due to key unknown variables, such as the rollback of CAFE standards. If variability proves high, we will formalize additional forecast scenarios.

Task 2 Deliverables, Schedule, and Budget Breakdown:

Step/Deliverable	Team lead	Schedule	Budget	Notes
Municipal GHG emissions inventory; Review of community-wide GHG emissions inventory	Cascadia	January 2018 – February 2018	$4,585	Assumes that City provides all data for the municipal inventory within 2 weeks of sending checklist and provides any necessary data cleaning. Also assumes that the City makes any recommended changes to the community-wide inventory.
Spreadsheet with year-by-year BAU GHG emissions forecasts through CAAP planning horizon	Cascadia	February – March 2018	$1,435	Includes phone call to talk through forecasting approach and another call to discuss assumptions
Sensitivity analyses and additional forecast scenarios, if variability was high	Cascadia	February – April 2018	$5,555	
TOTAL		January – April 2018	$11,575	

TASK 3. EMISSIONS REDUCTION TARGETS AND MITIGATION STRATEGIES

A transformation of the City's carbon emissions profile depends on changing fundamental drivers of investment and behavior in the four major urban emission systems outlined in USDN's 80x50 Framework ("Framework"): energy

supply, energy use, transportation, and waste, while protecting and restoring natural resources. We propose selecting measures using the following three steps:

1. Assess the **current system** conditions, through interviews and workshops (see Task 5 for more detail).
2. **Set a vision** for a transformed system, with potential **emissions targets**, through public engagement, wedge analysis forecasts, and a review of targets from science, USDN, and peer communities.
3. Curate a **set of strategies** for moving toward the City's vision.

Following the Framework's system-change architecture, we will identify levers, strategies, and actions for each of the four major urban emission systems and natural resources. Actions will include policies, programs, measures, projects, infrastructure, and community actions. The comprehensive set of strategies and actions will draw from the Framework and the STAR Community Rating System, as well as input from public engagement, City staff, Advisory committee members, and technical advisors; we will further augment this input with Cascadia's proprietary list drawn from other plans and projects. We will then shortlist and refine identified strategies and actions for the City of Columbia based on:

- **Our understanding** of **Columbia's unique context**, challenges, and opportunities.
- **The community's diverse knowledge**, accessed via interviews, public events, and City staff and Advisory Committee input (see Task 5).
- **Knowledge of industry and peer city best practices**, including the BRACE framework and USDN's Guide to Equitable, Community-Driven Climate Preparedness Planning.
- **Review of relevant policies**, including city policies and ordinances, Columbia's Strategic Plan, and state and federal regulations. This will ensure that actions included in this new plan are consistent with applicable regulations and help to further existing local priorities. We will ask that the City provide these documents and highlight areas that they see as particularly important for alignment.

We will evaluate and rank shortlisted strategies using multi-criteria analysis. Criteria may include:

- **Effectiveness and impact**, including emission reduction potential based on Columbia's current and project emissions by source and vulnerability reduction potential based on Columbia's particular vulnerabilities and risks.
- **Cost effectiveness**, including affordability and expenditure timeframe.
- **Realization of "co-benefits"** (e.g., quality of life, employment, public health, and insurance risk reduction).
- **Equity** in the distribution of benefits and consideration of disadvantaged populations.
- **Feasibility**, including degree of City control, regulatory constraints, and technological and financial considerations.
- **Buy-in** from the relevant department and support within the community.
- **Speed** with which impact can be achieved.
- **Urgency**, given windows of opportunity in planning and policymaking and the timing of climate impacts.

Emission reduction potentials and cost estimates will be analyzed at the strategy level to allow the City and stakeholders to hone in on the most promising strategies and actions. We will analyze and rank strategies as having high, medium, or low alignment with each criterion based on the consultant team's expertise and experience working with similar jurisdictions, as well as input from the Advisory Committee, the client team, and the community. We will pay particular attention to social and economic impacts.

The final set of strategies will be based on the results of the multi-criteria analysis, as well as building out the **wedge analysis**, breaking down the wedge into combinations of strategies. We will develop the scenarios in an iterative manner that project emission reductions and allow toggling of various strategy options and aggressiveness levels to

observe resultant changes in emissions. This iterative approach allows for real-time assessment of tradeoffs and feasibility. The analysis will illustrate the relative costliness and cumulative reduction potential of mitigation strategies and will account for interactions between selected strategies. We will present each scenario in a single graphic that includes the BAU scenario and contributions of proposed strategies relative to the City's emission reduction goal.

Once strategies are selected, we will prepare a short, actionable **implementation plan** that identifies who will be responsible for each measure, including City divisions and community institutions. This will be determined through the discussion at the third staff workshop (see Task 5); the City can provide additional detail to the consultant team after that workshop if other departments need to be consulted. Additionally, we will link each strategy to priorities in Columbia's Strategic Plan, to highlight how the strategies align with those efforts.

Task 3 Deliverables, Schedule, and Budget Breakdown:

Step/Deliverable	Team lead	Schedule	Budget	Notes
Initial list of mitigation options, evaluation of options, and revised shortlist	Cascadia	April – September 2018	$5,745	Discussed at second staff workshop
Wedge analysis and short target-setting memo	Cascadia	April – September 2018	$1,240	Includes projections for emission reduction scenarios
Prioritized implementation plan	Cascadia	October – December 2018	$1,430	Includes sequencing of strategies and noting links to existing programs or plans Discussed at third staff workshop Cost includes draft, revised, and final product
TOTAL		April – December 2018	$8,415	

TASK 4. CLIMATE VULNERABILITY ASSESSMENT AND ADAPTATION STRATEGIES

Cascadia will summarize the latest literature on observed and projected **climate trends** in the region, focusing in particular on temperature, heat waves, precipitation, drought, and air quality. This will include drawing from the *Climate in the Heartland* report, the National Climate Assessment, and relevant studies or datasets available from universities in the area, such as the Missouri Climate Center at the University of Missouri.

We will identify sectors, resources, neighborhoods, and issues of particular concern in the community through discussions with the City, Advisory Committee, and with the public at the first community workshop. This will include the three focus neighborhoods in Columbia's Strategic Plan. Local information about sensitivity and adaptive capacity will be gathered through the interviews and the staff/Committee workshops described in Task 5. We will center the most impacted populations, ensuring that we work closely with diverse communities and that equity considerations are fully considered as the City takes steps to reduce its emissions and adapt to a changing climate. For example, we can consider social risks by looking at Census data to highlight places where age, income levels, education levels, and other demographic factors could increase vulnerability. We will also review relevant health data from Boone County and neighborhood survey data from Columbia's Strategic Plan.

We will categorize sectors, resources, and neighborhoods in the City by their assessed vulnerability level and create a matrix evaluating future risks to the identified resources and sectors. We will assess the likelihood of impact and the possible scope and severity of the consequences, in terms of costs, human safety, system criticality, and community

value as communicated during the first community workshop. Findings will be summarized in easy-to-understand narratives and illustrative graphs and maps, as well as a color-coded **heat map**.

Through the interviews and staff workshops, we will identify **existing programs** that help to build resilience to the projected impacts, and document gaps or impacts that are not adequately addressed with current programs. Those findings, together with the results of the vulnerability and risk analyses, will inform prioritization and options identification.

The development and evaluation of adaptation strategies will follow the same process described in Task 3 for mitigation measures. With an eye to social equity, and to **ensure that all populations benefit** from actions included in the Plan, we will ensure that communities are engaged in frank and honest conversations about their priorities and the implications of proposed mitigation and adaptation strategies. (We also propose to look at all proposed mitigation and adaptation measures to see whether they can contribute to the strategic priorities outlined in Columbia's Strategic Plan (2016-2019): economy, social equity, public safety, infrastructure, and operational excellence.

Step/Deliverable	Team lead	Schedule	Budget	Notes
Climate changes summary	Cascadia	January – February 2018	$2,805	Approximately 5-10 pages, including graphs and charts. Relies on existing literature. Cost includes draft and final product
Community vulnerability and risk summary	Cascadia	February – April 2018	$6,370	8-10 pages, plus maps, tables, and heat map Cost includes draft and final product
Initial list of adaptation options, evaluation of options, and revised shortlist	Cascadia	April – September 2018	$4,035	Discussed at second staff workshop
Prioritized implementation plan	Cascadia	October – December 2018	$1,095	Including sequencing of strategies and noting links to existing programs or plans Discussed at third staff workshop Cost includes draft, revised, and final product
TOTAL		January – December 2018	$14,305	

TASK 5. OUTREACH AND ENGAGEMENT

We propose a comprehensive, innovative approach to stakeholder and community engagement. The engagement process will:

- Identify challenges and opportunities in a way that people can understand.
- Link to and reinforce the community's goals as described in Columbia's Strategic Plan and other plans.
- Engage residents, businesses, and institutions so that they can take positive actions and see tangible benefits.
- Include all members of the community, especially those typically difficult to engage but most impacted by environmental and empowerment issues.

Our Public Engagement Plan, developed under Task 1, will inform the outreach and engagement process in Columbia. We anticipate that it will include the following elements:

- **Ongoing Advisory Committee meetings** to develop the CAAP goals and objectives, inform the Public Engagement Plan, review interim and final project deliverables, and provide direction to the Cascadia team on prioritization of strategies and consideration of technical and community input.

- **Interviews** with City staff, external experts, and local stakeholders to provide in-depth insight around potential strategies and challenges.
- **Identifying technical advisors** who can advise City staff and Committee members on issues in particular sectors.
- **2 community workshops** that solicit public input and disseminate key information in user-friendly formats.
- **Support for City and volunteer outreach** in place of a midterm public workshop.
- **3 workshops** with City staff and the Advisory Committee.
- **Complementary efforts** (e.g., social media) in collaboration with the PIO.
- **2 City Council sessions** to update the Council on progress and present the final Plan.

Each of these elements is described below.

Advisory Committee meetings

The consultant team will advise on formation of the Advisory Committee (e.g., balance and representation of different interest groups) based on previous experience and local contacts. We assume that the City will recruit Advisory Committee members. The consultant team will support facilitation of the first meeting. After that, the consultant team will provide input for each monthly meeting's agenda, along with a brief progress update. Results of the Advisory Committee's meetings provided by the City to the consultant team will be integrated into the analysis and planning process. Note that this work is covered in the Task 1 budget. If resources allow, we recommend considering consultant team support for facilitating additional Advisory Committee meetings or presenting progress updates (e.g., on the outreach and engagement process).

Interviews

We will conduct up to 6 individual or group interviews with City staff and a few external stakeholders and partners—such as the Columbia Chamber, Go COMO, and relevant Boone County departments and state agencies—to ensure a thorough understanding of existing programs and to gather their input on potential mitigation and adaptation measures in their sectors. City staff could conduct additional interviews, and provide information to Cascadia to incorporate into the analysis.

Technical advisors

We will work with the City to identify potential technical advisors who can cover each of the priority sectors. These will draw on the resources available at the University of Missouri. Technical advisors located in or near Columbia can be encouraged to participate in relevant Advisory Committee meetings and may be invited to speak at the community workshops. We assume that once the technical advisors have been identified, the City will interact with them directly as deemed necessary for ongoing advising.

Public events (Community workshops)

We propose to organize two interactive and informative public events, and recommend that they be focused on the following topics near the beginning and end of the planning process:

- Community Workshop #1 **Issues, Opportunities, and a Vision of a Resilient, Low-Emissions City.** This workshop will be held early in the process. It will give the public the opportunity to hear highlights from the GHG inventory and climate trend analysis, learn about the objectives of this plan, and understand opportunities for public input throughout the process. Using interactive stations, we will ask people to rank their priorities and concerns, provide input into the overall vision, and offer ideas for actions that the City and residents could take to reduce emissions and build resilience. We can also leverage the online dashboard tool by the time of the first public event, using existing GHG and STAR data to get it up and running. This will enable us to familiarize stakeholders with the site and use it to provide updates throughout the planning process

Outcome: Public understanding of opportunities for engagement in the planning process. Columbia community vision, concerns, and priorities for climate action. Initial list of potential mitigation and adaptation measures for consideration by City staff and the Advisory Committee.

- Community Workshop #2: **Actions and Implementation.** This workshop would give the public the opportunity to comment on the draft Plan.
  Outcome: Understanding of public reactions to draft Plan, to inform final revisions.

We assume that the City will secure no-cost venues for these events.

Support for City and volunteer outreach

In between these two public events led by the consultant team, the City can conduct additional outreach, such as by attending existing meetings in the community or engaging University students or other volunteers to conduct surveys. The consultant team will create the content for this kind of mobile outreach. City staff or external volunteers will take care of printing and other expenses, and enter all of the responses received into a SurveyMonkey tool (or other format to be agreed). The consultant team will produce a simple report that will enable that information to be integrated into the plan analysis.

Workshops with City staff and the Advisory Committee

The consultant team will organize and facilitate a series of three workshops to solicit input from key City staff, as well as Advisory Committee members, and vet key findings and decisions. Workshops will occur at key points in the planning process. The first and third will follow directly on public events so that the public feedback can be considered in decision-making (see the timeline graphic at the start of this section). Cascadia's lead will attend the first and third workshops and advise on the design of the second workshop.

- Staff/Committee Workshop #1#**Present Findings, Clarify Goals, Identify Strategies.** The first workshop will allow City staff and Committee members to 1) understand baseline conditions, including GHG inventory, initial climate vulnerability analysis findings, and public input from the first community workshop; 2) describe a vision and identify goals, priorities, and important barriers to action; 3) begin brainstorming a list of potential near-term actions; and 4) agree on a list of criteria for evaluating actions.
  Outcome: Draft vision and goals, initial list of potential mitigation and adaptation measures, screening criteria.
- Staff/Committee Workshop #2 **Initial Options Screening.** With an initial list of options compiled, including suggestions from the second public event, Shockey will lead City staff and Committee members in conducting an initial screening of options to shortlist and prioritize potential strategies.
  Outcome: Shortlist of potential mitigation and adaptation measures to submit to further evaluation.
- Staff/Committee Workshop #3 **Refine Options.** In the third workshop, City staff and Advisory Committee members will draw from the list of prioritized and evaluated strategies to begin developing an implementation plan.
  Outcome: Definition of timelines, roles, and responsibilities for each action.

City Council sessions

We will assist the City in preparing for two City Council sessions, including developing handouts and slide presentations and anticipating likely questions. A Shockey team member will attend both City Council sessions to be able to help answer questions.

Complementary efforts (e.g., social and traditional media)

We will support the Public Information Officer in developing a strategy and core story/message for social media and other outreach.

Task 5 Deliverables, Schedule, and Budget Breakdown:

Step/Deliverable	Team lead	Schedule	Budget	Notes
Identify technical advisors for the City	Shockey	December 2017 – January 2018	$1,058	
Inputs to the PIO	Shockey	February & June 2018	$1,460	Support in developing a framework and core story/message
Interviews with City staff and/or external organizations	Cascadia	March – April 2018	$2,005	1 day of in-person interviews; 1-3 other interviews could be done by phone Includes 1 day of travel expenses for Cascadia PM
First public event First City staff/Committee workshop	Shockey with Cascadia co-facilitating	March or April 2018	$11,155	Includes travel expenses for Cascadia PM to travel to Columbia (she will not charge labor hours for flight time) Includes mileage for one Shockey facilitator traveling to Columbia
Content for the City and its volunteers to conduct mid-term outreach	Shockey	June 2018	$2,685	
Second City staff/Committee workshop	Shockey	July 2018	$2,335	Includes mileage for one Shockey facilitator traveling to Columbia
Final public event Final City staff/Committee workshop	Shockey with Cascadia co-facilitating	October or November 2018	$10,800	Includes travel expenses for Cascadia PM to travel to Columbia (she will not charge labor hours for flight time) Includes mileage for one Shockey facilitator traveling to Columbia
Slide presentations and prep assistance for two City Council sessions	Shockey	TBD	$2,895	Does not include in-person support at the Council sessions
TOTAL		**December 2017 – June 2019**	**$34,393**	

TASK 6. CLIMATE ACTION AND ADAPTATION PLAN WEBSITE AND PORTAL

Kim Lundgren Associates, Inc. (KLA) will offer their Community Dashboard, a WordPress site. For this project, we will work with existing data collected through the STAR Community process and the previous greenhouse gas emissions inventories to get the dashboard up and running early in the planning process. Once the Climate Action and Adaptation Plan is near completion, we will work closely with the City project manager to identify the core components to be included on the site.

We will apply the KLA Storytelling Framework™ to create an online site that is dynamic, graphically rich, easy for the average person to understand. This framework is designed to help community members better understand what the data means, equip them to track progress toward goals, and understand how the plan relates to them and what they can do to support it. We can also translate the site into additional languages (for Columbia, we recommend Spanish) and provide a one-click translation toolbar. We will work with the City to ensure all of its ADA, exportability, and other applicable site requirements are addressed.

We aim to prepare a Dashboard that is innovative, transformative, actionable, and infused with compelling graphics—a site that the City will be proud to share with its citizens and its peers as a model and as a demonstration of its commitment to reducing emissions and strengthening resilience.

We recommend that the City provide a sub-domain to CoMo.gov that the consultant team can manage; we will also set it up to allow City staff to enter updated data and news items. The City will receive full admin-level access to the tool for multiple users and web-based training for internal users on how to update the tool. Some of our subscription packages include our team helping to get the word out about the new dashboard and Climate Action and Adaptation Plan highlights by doing weekly social media blasts during the planning process and monthly releases during the implementation phase.

The KLA Community Dashboard and its associated services are offered on an annual subscription basis. We have budgeted for a **two-year basic package** ($4,500/year) which includes:

- Annual maintenance and hosting.
- KLA assistance developing and updating 12 total data set tiles.
- Monthly site analytics.
- Full admin level access to the backend of the dashboard for up to 2 internal users.

Alternatively, the City could choose a **premium subscription** ($9,500/year), which includes:

- Annual maintenance and hosting.
- One facilitated discussion (in addition to the kick off meeting) to help you identify and prioritize data sets and frame out your vision for the dashboard.
- KLA assistance developing and updating 24 total data set tiles.
- Monthly social media blasts and other promotional marketing to drive traffic to the site.
- Monthly site analytics.
- Full admin level access to the backend of the dashboard for up to 5 internal users.

Task 6 Deliverables, Schedule, and Budget Breakdown:

Step/Deliverable	Team lead	Schedule	Budget	Notes
Climate Action and Adaptation Plan website and portal – set-up and subscription	KLA	Ready to launch by March 2018	$14,000	**Includes:** **One Time Set-up Fee ($5,000)** **Two years of the Basic Subscription ($9,000) starting at the time of the kick-off meeting**
Climate Action and Adaptation Plan website and portal – translation for 1 year	KLA	Ready to launch by March 2018	$1,250	**One-Click Translation Toolbar @ $500/year = $500** **Ongoing translation of site into Spanish @ $750/year for 1 year = $750**
Climate Action and Adaptation Plan technical content	Cascadia	August (first draft), November 2018 (revised content), and March 2019 (final)	$11,230	Cost includes draft, revised, and final product
TOTAL		March 2018 to March 2019	$26,480	

TASK 7. TOOLKIT FOR MONITORING, ENGAGING, AND REPORTING

In this task, we will develop the systems, protocols, and templates needed to ensure that the City and the community understand and can celebrate the progress that is being made over time, and are able to adaptively manage the process and incorporate new information as it becomes available. These efforts will be integrated with the Dashboard so that the City has a one-stop shop for data, analysis, and reporting.

Standard operating procedures (SOPs) are crucial for completeness and consistency across inventory years, ensuring that observed changes are real rather than methodological in nature. Cascadia has familiarity complementing existing protocols, such as the Global Protocol for Community-scale GHG Emission Inventories (GPC) and the Local Government Organization Protocol, with customized tracking and reporting templates. Specifically, we have developed Excel-based tracking templates for recording sources and calculating summaries that feed into ICLEI's ClearPath tool, Scope 5 software, and the GPC workbooks that export directly to disclosure organizations. These Excel-based templates increase transparency and reduce completion time by clearly documenting sources and line-item details as well as providing pre-vetted formulas to calculate summary values. For this project, we will develop SOPs based on Columbia's existing processes and tools. Specially, we will review past data collection processes to develop templates that best conform to the original data format and match disclose requirements for the CDP and GPC, which is required for compliance the Global Covenant of Mayors for Climate and Energy (previously Compact of Mayors and Covenant of Mayors).

We will leverage the KLA Community Dashboard for ongoing monitoring, engaging, and reporting on climate action. Through its dynamic content features and easy-to-understand storytelling, this platform was designed for exactly the kind of ongoing engagement Columbia is seeking. We will work with City staff to develop specific standard operating procedures for the site; for example, through community engagement efforts with clients, KLA has learned that most people will view this site on a mobile phone or tablet and will most likely only view the first 1-3 indicator tiles on the dashboard. This provides an opportunity to keep the site feeling fresh by simply replacing which tiles are on top. Developing these standard operating procedures early in the project allows us to evaluate them during the planning process and make adjustments as needed.

The monitoring, evaluation, and reporting plan will include a methodology, tools, and metrics for measuring progress and tracking performance over time, and a template and plan for reporting on this progress to broad audiences. It will include reporting on progress against specific strategies and actions, as well as overall progress on reducing community climate vulnerability and emissions.

Task 7 Deliverables, Schedule, and Budget Breakdown:

Step/Deliverable	Team lead	Schedule	Budget	Notes
Standard operating procedures using the web dashboard for communicating emissions and strategies	KLA	May 2018	$2,800	Cost includes draft, revised, and final product
M&E plan	Cascadia	February – April 2019	$2,310	Cost includes draft, revised, and final product
Standard operating procedures and templates for annual GHG emissions inventories	Cascadia	February – April 2019	$1,040	Cost includes draft, revised, and final product
TOTAL		May 2018 – April 2019	$6,150	

Proposed adjustments to timeline in RFQ

November or December 2017	Project awarded
December 2017	Climate Action and Adaptation Planning & Engagement Processes Begin
January or February 2017	Staff provides update to City Council on planning timeline and engagement process.
March 2018	CAAP website/portal launched
April 2018	Climate Vulnerability Assessment complete
April 2018	2017 GHG Emissions Inventory completed. Results and vulnerability assessment submitted to CDP
June 2018	Update to City Council on plan development and review of 2017 GHG Emissions Inventory and vulnerability assessment
November 2018	Draft CAAP complete
December 2018	Draft CAAP goes to public comment
June 2019	Final CAAP for City Council approval

Budget

We estimate $113,088 in labor costs and $4,912 in expenses to complete the above scope of work, totaling $118,000, as detailed below. We are very open to adjusting this budget and scope based on your feedback and top priorities.

		Hours	Labor	Expenses	Sub-total
1.	**Kick-off, Public Engagement Plan, Committee launch and ongoing meetings**	**116.5**	**$16,425**	**$257**	**$16,682**
1.1	Kick-off meeting	12	1,980	0	1,980
1.2	Public Engagement Plan (draft and final)	26.5	3,215	42	3,257
1.3	Final work plan and timeline	8	1,205	0	1,205
1.4	Bi-monthly calls with client (1/2 hour) and team coordination	31	4,800	50	4,850
1.5	Committee formation and facilitating launch meeting	21	2,475	165	2,640
1.6	Advisory Committee inputs for other meetings	18	2,750	0	2,750
2.	**Inventory and Forecasting**	**105**	**$11,575**	**$0**	**$11,575**
2.1	Update community and conduct municipal inventory; create annual template	43	4,585	0	4,585
2.2	BAU forecast	13	1,435	0	1,435
2.3	Scenarios	49	5,555	0	5,555
3.	**Emissions Reduction Targets and Mitigation Strategies**	**75**	**$8,415**	**$0**	**$8,415**
3.1	List and analysis of mitigation measures including equity analysis	53	5,745	0	5,745
3.2	Wedge analysis and short target-setting memo	10	1,240	0	1,240
3.3	Implementation plan	12	1,430	0	1,430
4.	**Vulnerability Assessment and Adaptation Strategies**	**122**	**$14,305**	**$0**	**$14,305**
4.1	Analysis of observed and projected changes	25	2,805	0	2,805
4.2	Vulnerability and risk summary	53	6,370	0	6,370
4.3	List and analysis of adaptation measures including equity analysis	35	4,035	0	4,035
4.4	Implementation plan	9	1,095	0	1,095
5.	**Outreach and Engagement**	**206.5**	**$29,738**	**$4,655**	**$34,393**
5.1	Advising PIO	11	1,460	0	1,460
5.2	Interviews with staff, utilities, agencies, partners (6)	11	1,755	250	2,005
5.3	Identify potential technical advisors	8.5	1,058	0	1,058
5.4	Public workshop 1 & staff workshop 1	56	9,055	2,120	11,175
5.5	Mobile meeting kit	22	2,665	0	2,665

5.6	Staff workshop 2	17	2,170	165	2,335
5.7	Public workshop 2 & staff workshop 3	60	8,680	2,120	10,800
5.8	Prep for 2 City Council sessions	21	2,895	0	2,895
6.	**CAAP website and portal**	**192**	**$26,480**	**$0**	**$26,480**
6.1	Content development - 2 drafts and final	86	11,230	0	11,230
6.2	Website design and management	96	14,000	0	14,000
6.3	Translation toolbar and 1 year of translation into Spanish	10	1,250	0	1,250
7.	**Toolkit for Monitoring, Engaging, and Reporting**	**42**	**$6,150**	**$0**	**$6,150**
7.1	M&E Plan	18	2,310	0	2,310
7.2	SOPs for annual GHG inventories	8	1,040	0	1,040
7.3	SOPs for using the dashboard for communicating emissions and strategies (KLA lead)	16	2,800	0	2,800
		TOTAL HOURS:	TOTAL LABOR:	TOTAL EXPENSES:	**TOTAL BUDGET:**
		859	$113,088	$4,912	**$118,000**

Notes: The project manager/lead will make two trips to Columbia. She will not charge for labor hours associated with the flight time.