

**CONSULTANT SERVICES AGREEMENT BETWEEN  
THE CITY OF SUNNYVALE AND DNV GL ENERGY SERVICES USA INC. FOR  
CLIMATE ACTION PLAN (CAP) 2.0 TECHNICAL DEVELOPMENT AND  
COMMUNITY ENGAGEMENT SERVICES**

THIS AGREEMENT, dated \_\_\_\_\_, is by and between the CITY OF SUNNYVALE, a municipal corporation ("CITY"), and DNV GL ENERGY SERVICES USA, INC. ("CONSULTANT").

WHEREAS, CITY is in need of services for Climate Action Plan (CAP) 2.0 Technical Development and Community Engagement; and

WHEREAS, CONSULTANT possesses the skill and expertise to provide the required services;

NOW, THEREFORE, THE PARTIES ENTER INTO THIS AGREEMENT.

1. Services by CONSULTANT

CONSULTANT shall provide services in accordance with Exhibit "A" attached and incorporated by reference. CONSULTANT shall determine the method, details and means of performing the services.

2. Time for Performance

The term of this Agreement shall be from the execution date until December 31, 2018, unless otherwise terminated. CONSULTANT shall deliver the agreed upon services to CITY as specified in Exhibit "A". Extensions of time may be granted by the City Manager upon a showing of good cause.

3. Duties of CITY

CITY shall supply any documents or information available to City required by CONSULTANT for performance of its duties. Any materials provided shall be returned to CITY upon completion of the work.

4. Compensation

Total compensation shall not exceed Two Hundred Thirty-Five Thousand Four Hundred Eighty and No/100 Dollars (\$235,480). CONSULTANT shall submit invoices to CITY to be paid in accord with the procedures set forth in Exhibit "B" attached and incorporated by reference.

CONSULTANT shall submit invoices to CITY no more frequently than monthly for services provided to date. All invoices, including detailed backup, shall be sent to City of Sunnyvale, attention Accounts Payable, P.O. Box 3707, Sunnyvale, CA 94088-3707.

Payment shall be made within thirty (30) days upon receipt of an accurate, itemized invoice by CITY's Accounts Payable Unit.

5. Ownership of Documents

CITY shall have full and complete access to CONSULTANT's working papers, drawings and other documents during progress of the work. All documents of any description prepared by CONSULTANT shall become the property of the CITY at the completion of the project and upon payment in full to the CONSULTANT. CONSULTANT may retain a copy of all materials produced pursuant to this Agreement.

Notwithstanding the above, CONSULTANT shall retain and may use the general knowledge acquired as a result of its creation of the work product or the performance of services hereunder, for its general reference, enhancement of its technical capabilities, and for other purposes. All information and material which is owned by CONSULTANT and used by CONSULTANT in the performance of the Agreement shall remain the exclusive property of CONSULTANT whether or not such information or material was incorporated in or used to produce any of the work products delivered under this Agreement.

6. Conflict of Interest

CONSULTANT shall avoid all conflicts of interest, or appearance of conflict, in performing the services and agrees to immediately notify CITY of any facts that may give rise to a conflict of interest. CONSULTANT is aware of the prohibition that no officer of CITY shall have any interest, direct or indirect, in this Agreement or in the proceeds thereof. During the term of this Agreement CONSULTANT shall not accept employment or an obligation which is inconsistent or incompatible with CONSULTANT'S obligations under this Agreement.

7. Confidential Information

CONSULTANT shall maintain in confidence and at no time use, except to the extent required to perform its obligations hereunder, any and all proprietary or confidential information of CITY of which CONSULTANT may become aware in the performance of its services.

8. Compliance with Laws

- (a) CONSULTANT shall not discriminate against, or engage in the harassment of, any City employee or volunteer or any employee of CONSULTANT or applicant for employment because of an individual's race, religion, color, sex, gender identity, sexual orientation (including heterosexuality, homosexuality and bisexuality), ethnic or national origin, ancestry, citizenship status, uniformed service member status, marital status, family relationship, pregnancy, age, cancer or HIV/AIDS-related medical condition, genetic characteristics, and physical or mental disability (whether perceived or actual).

This prohibition shall apply to all of CONSULTANT's employment practices and to all of CONSULTANT's activities as a provider of services to the City.

- (b) CONSULTANT shall comply with all federal, state and city laws, statutes, ordinances, rules and regulations and the orders and decrees of any courts or administrative bodies or tribunals in any manner affecting the performance of the Agreement.

9. Independent Contractor

CONSULTANT is acting as an independent contractor in furnishing the services or materials and performing the work required by this Agreement and is not an agent, servant or employee of CITY. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between CITY and CONSULTANT. CONSULTANT is responsible for paying all required state and federal taxes.

10. Indemnity

CONSULTANT shall indemnify and hold harmless CITY and its officers, officials, employees and volunteers against any and all suits, claims, damages, liabilities, costs and expenses, including attorney fees, arising out of the performance of the work described herein, caused by or related to the negligence, recklessness, or willful misconduct of CONSULTANT, its employees, subcontractors, or agents in the performance (or non-performance) of services under this Agreement.

IN NO EVENT, WHETHER BY WAY OF INDEMNITY, CONTRACT OR TORT (INCLUDING NEGLIGENCE) SHALL EITHER PARTY BE LIABLE TO THE OTHER FOR ANY INDIRECT, LIQUIDATED, SPECIAL, INCIDENTAL, PUNITIVE OR CONSEQUENTIAL LOSSES OR DAMAGES OF ANY TYPE (INCLUDING BUT NOT LIMITED TO LOSS OF ANY OF THE FOLLOWING: REVENUE, PROFITS, ANTICIPATED PROFITS, USE, PRODUCTION, PRODUCT, PRODUCTIVITY, BUSINESS, CONTRACT, OR BUSINESS OPPORTUNITY) ARISING OUT OF OR AS A RESULT OF THIS AGREEMENT.

Notwithstanding any provision in the Agreement to the contrary, to the extent permitted by law, CONSULTANT's maximum cumulative liability to the CITY, including any indemnification, for all delays, losses, damages, liabilities and obligations whatsoever and howsoever arising (whether under the Agreement, in tort or other-wise), regardless of cause and regardless of CONSULTANT's negligence, which are suffered or incurred by the CITY and which are directly or indirectly connected with the Agreement shall be limited 10 times the fee or USD 300,000, whichever is the lesser.

11. CITY Representative

Elaine Marshall, Environmental Programs Manager, as the City Manager's authorized representative, shall represent CITY in all matters pertaining to the services to be rendered under this Agreement. All requirements of CITY pertaining to the services and

materials to be rendered under this Agreement shall be coordinated through the CITY representative.

12. CONSULTANT Representative

Betty Seto, Head of Department, shall represent CONSULTANT in all matters pertaining to the services and materials to be rendered under this Agreement; all requirements of CONSULTANT pertaining to the services or materials to be rendered under this Agreement shall be coordinated through the CONSULTANT representative.

13. Notices

All notices required by this Agreement, other than invoices for payment which shall be sent directly to Accounts Payable, shall be in writing, and sent by first class with postage prepaid, or sent by commercial courier, addressed as follows:

To CITY: Elaine Marshall, Environmental Programs Manager  
Environmental Services Department  
CITY OF SUNNYVALE  
P. O. Box 3707  
Sunnyvale, CA 94088-3707

To CONSULTANT: Betty Seto, Head of Department  
DNV GL Energy Services USA, Inc.  
155 Grand Avenue, Suite 500  
Oakland, CA 94612

Nothing in this provision shall be construed to prohibit communication by more expedient means, such as by email or fax, to accomplish timely communication. Each party may change the address by written notice in accordance with this paragraph. Notices delivered personally shall be deemed communicated as of actual receipt; mailed notices shall be deemed communicated as of three business days after mailing.

14. Assignment

Neither party shall assign or sublet any portion of this Agreement without the prior written consent of the other party.

15. Termination

A. If CONSULTANT defaults in the performance of this Agreement, or materially breaches any of its provisions, CITY at its option may terminate this Agreement by giving written notice to CONSULTANT. In the event of such termination, CONSULTANT shall be compensated in proportion to the percentage of satisfactory services performed or materials furnished (in relation to the total which would have been performed or furnished) through the date of receipt of notification from CITY to terminate. CONSULTANT shall present CITY with any work product completed at that point in time.

- B. Without limitation to such rights or remedies as CITY shall otherwise have by law, CITY also shall have the right to terminate this Agreement for any reason upon ten (10) days' written notice to CONSULTANT. In the event of such termination, CONSULTANT shall be compensated in proportion to the percentage of services performed or materials furnished (in relation to the total which would have been performed or furnished) through the date of receipt of notification from CITY to terminate. CONSULTANT shall present CITY with any work product completed at that point in time.
- C. If CITY fails to pay CONSULTANT, CONSULTANT at its option may terminate this Agreement if the failure is not remedied by CITY within (30) days after written notification of failure to pay.

16. Entire Agreement; Amendment

This writing constitutes the entire agreement between the parties relating to the services to be performed or materials to be furnished hereunder. No modification of this Agreement shall be effective unless and until such modification is evidenced in writing signed by all parties.

17. Governing Law, Jurisdiction and Venue

This Agreement shall be governed by and construed in accordance with the laws of the State of California, excluding its conflict of law principles. Proper venue for legal actions will be exclusively vested in a state court in the County of Santa Clara. The parties agree that subject matter and personal jurisdiction are proper in state court in the County of Santa Clara, and waive all venue objections.

18. Miscellaneous

Time shall be of the essence in this Agreement. Failure on the part of either party to enforce any provision of this Agreement shall not be construed as a waiver of the right to compel enforcement of such provision or any other provision.

IN WITNESS, WHEREOF, the parties have executed this Agreement.

ATTEST:

CITY OF SUNNYVALE ("CITY")

By \_\_\_\_\_  
City Clerk

By \_\_\_\_\_  
City Manager

APPROVED AS TO FORM:

DNV GL Energy Services USA, Inc.  
("CONSULTANT")

By \_\_\_\_\_  
City Attorney

By \_\_\_\_\_

\_\_\_\_\_  
Name and Title

\_\_\_\_\_

\_\_\_\_\_  
Name and Title

# EXHIBIT A SCOPE OF WORK

## Task 0. Project Initiation

To begin this project, we anticipate a “soft project kick-off” with the core City project team by conference call to plan for a larger internal City stakeholder kick-off meeting. The larger internal in-person kick-off meeting with key city staff representatives would include leaders and thought-leaders from various departments (e.g., Community Development, Environmental Services, Public Works, Finance, etc). The purpose of this larger internal kick-off meeting will be to set the foundation for an ongoing, successful collaboration on the Climate Action Plan 2.0 project.

At the kick-off meeting, we will introduce all team members, discuss project goals, scope of work, project tasks, and schedule. We will review the plan for future internal meetings at key milestones, expectations and time needed from various departments, and ongoing communications. DNV GL will work with city staff to develop and finalize the meeting agenda, including a presentation. Following the meeting, DNV GL will submit an updated workplan, next steps and action items.

### ***Measures of Effectiveness***

- Set foundation for common understanding of project goals and scope
- Begin identification of opportunities within Sunnyvale and foster cross-departmental staff engagement

### ***Anticipated Involvement of City Staff***

- City will invite staff to attend meeting
- City will provide and book a meeting room

### ***Deliverables***

- Draft and final agenda for meeting
- Presentation
- Updated workplan and/or meeting summary notes

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the consulting team interactions with Sunnyvale, including coordination of agenda and materials, as well as the meeting summary
- **Acterra, IDEO and Fehr & Peers** to attend kick-off meeting
- **Fehr & Peers** to receive input from staff on the CAP 1.0 GHG strategies as well as additional potential strategies for reducing transportation GHG emissions, and discuss how the evolving emerging demographic, economic and technical trends will be incorporated into the 2050 GHG trend analysis.

## EXHIBIT A SCOPE OF WORK

### Task 1. Facilitate CAP 2.0 Advisory Committee

The DNV GL team will coordinate with the City to identify the structure and ideal roster of the CAP 2.0 Advisory Committee, including technical experts across each of the key climate action sectors. The goal of the Advisory Committee is to provide strategic guidance to develop a more aggressive, but implementable, and innovative Climate Action Plan and engagement process. The Committee will begin to build a constituency of support for the Plan and its ultimate implementation.

Once the key Advisory Committee members are identified and confirmed for participation, the DNV GL team will coordinate with the City to determine a meeting structure that is both able to meet Citywide climate goals and authentically reflect local needs and opportunities. Per the RFP, the DNV GL team would envision 6 in-person meetings with the following possible meeting objectives:

- *Meeting 1:* Project kick-off meeting to provide context and training for Advisory Committee members and review baseline GHG inventory
- *Meeting 2:* “Climate Action Charrette” including assessment of existing initiatives to brainstorm ideas for new and transformative programs (including identify what others are doing in the region). This meeting will serve to prototype the Community Ideation and Brainstorm Workshop
- *Meeting 3:* Review menu of specific actions and focus areas to be included in scenario development, including metrics that should be analyzed (e.g., costs and benefits, health, innovation and technology considerations, etc)
- *Meeting 4:* Review different pathways and scenarios for emissions reductions, including recommendations for CAP 2.0 GHG reduction targets for 2030 and 2050.
- *Meeting 5:* Review Strategic Framework and funding opportunities
- *Meeting 6:* Review Administrative Draft CAP

The meetings will cover all of the key issues and to create a level of trust among the members so that they are able to speak openly and work creatively. Meetings with key individual stakeholders or City agency representatives may also be needed to address specific concerns.

#### ***Measures of Effectiveness***

- Diverse community stakeholders engaged in planning process
- Community leaders buy-in to roadmap that translates to ownership of implementation actions
- CAP 2.0 process activates the community for climate action and identification of locally appropriate funding and financing strategies

#### ***Anticipated Involvement of City Staff***

- City will finalize set of Advisory Committee invitations+

## **EXHIBIT A SCOPE OF WORK**

- City will provide meeting venue for in-person meetings and support with logistics, including food when necessary
- City will work with Advisory Committee members and consulting team to schedule the meetings and track attendance, including RSVPs
- Additional meetings will be considered as change-orders

### ***Deliverables:***

- Final list of Advisory Committee members
- Proposed calendar of Advisory Committee meetings and topics
- 6 in-person Advisory Committee meetings, including draft and final agendas, facilitation and presentation materials
- Assistance with providing materials for City website, if appropriate

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the consulting team interactions with Sunnyvale, including coordination of agenda and materials, and development of technical content. DNV GL staff will attend all 6 Advisory Committee meetings.
- **Acterra** to attend 2-3 Advisory Committee meetings to inform efforts to engage regional stakeholders, assisting with meeting materials and content development
- **IDEO** to attend Meeting 1 and lead Meeting 2, prototyping the Community Ideation and Brainstorm including materials preparation (e.g., agendas, any handouts, etc.) for Meeting 2
- **Fehr & Peers** to attend three to four Advisory Committee meetings to focus on transportation. This may include reviewing the 2030 VMT and GHG reduction strategies from the CAP 1.0, considering additional potential strategies, and how multiple emerging demographic, social and technological trends can influence Sunnyvale's vehicle miles traveled possibly using the TrendLab+ tool to facilitate discussion.

## **Task 2. Community Brainstorm and Ideation Workshop**

DNV GL team understands that a key factor of having an implementable CAP 2.0 is the development of a community based approach to generate new climate action ideas, as well as to vet the most technically, politically and financially feasible ideas, whose sum will total the achievement of the 40% by 2030 and the 80% by 2050 goals.

The process we will use to engage the community in the creation of the CAP 2.0 will both leverage existing infrastructure and methods for engaging and informing Sunnyvale residents and business owners about the plan and associated events; and introduce new and innovative ways to get engagement from more of the community not previously engaged in climate action.

## EXHIBIT A SCOPE OF WORK

The objective of this effort is to solicit insight and input into the development of proposed climate action scenarios, and to evaluate and prioritize the draft goals, strategies, and measures related to climate mitigation.

The community effort will be critical to identifying the most valuable physical and social assets in the community that can be used to educate and motivate stakeholders into action and foster behavior change that can ultimately result in measurable GHG reductions.

To accomplish the maximum idea generation and engagement we propose:

1. A minimum of **one community ideation workshop** to launch the CAP 2.0 project, lasting approximately 4-6 hours.

Our partners at IDEO will lead the facilitation of this workshop, which will use the design thinking innovation methodology. Design thinking is the problem solving technique pioneered by IDEO, taught at the Stanford and other top universities and used to drive innovation for communities around the world. Our partners at IDEO specialize in equipping diverse communities, often with no innovation experience, to use this process to quickly collaborate and develop innovative solutions. Participants will be guided through a process to help base their ideas in the actual needs of community members to solve real problems, in brainstorming and in discussing one another's ideas.

We will also partner with local community groups to train the leaders, and provide tools for them to hold successful ideation workshops to get public comments and input. In this way, the Sunnyvale community will be empowered to do dozens of workshops instead of just the one community ideation workshop. Utilizing this approach, IDEO catalyzed 30 events in a week in San Francisco on reimagining end of life (see: [letsreimagine.org](http://letsreimagine.org)).

In this way, the DNV GL team will create a distributed network of innovation events. The trained organizers will stay engaged and connected through an online platform as they create and conduct their events, creating a database of ideas gathered through community brainstorm and ideation workshops.

Leveraging Acterra's existing outreach efforts across Sunnyvale's business groups, community groups, neighborhood association, faith-based organizations, environmental organizations, and other contacts, the DNV GL team will reach a diverse cross-section of the Sunnyvale community. Our project team will leverage the numerous complementary outreach efforts, including ground canvassing, mainstream media and social media marketing of the event to ensure that diverse voices are heard throughout the project.

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the consulting team interactions with Sunnyvale, including coordination of agenda and materials, and development of technical content.
- **Acterra** to lead outreach efforts to ensure a demographically representative turn-out, including developing a flyer, article and materials for announcing the workshop, and personal follow-up to ensure successful workshop. Acterra will also support IDEO in the identification and outreach to community leaders.

## **EXHIBIT A SCOPE OF WORK**

- **IDEO** to develop the agenda, format and facilitation of the Ideation and Brainstorm Workshop, including any necessary workshop materials. IDEO to lead a follow-up “train the trainer” workshop, as well as necessary hand-holding of community leaders to conduct their own ideation and brainstorm workshops. In conjunction with the in person workshop the openIdeo online platform will be launched to capture ideas from all internal and external stakeholders.
- **Fehr & Peers**’ to provide list of questions to ask during the workshop regarding the community’s opinion of the direction of emerging trends and additional potential transportation strategies.

### **2. A web portal to allow for ongoing ideation from the community.**

Through our partnership with IDEO, we have identified philanthropy funding from the 11<sup>th</sup> Hour Project to use the OpenIDEO Challenge platform to surface ideas. The OpenIDEO platform is unique in enabling diverse participants to openly share ideas and form teams, moving ideas forward through collaboration and the design thinking innovation methodology. The platform is rich in interactive features, allowing participants to applaud each other’s contribution, search and sort contributions, upload supporting documents and message one another. Typical OpenIDEO challenges only last three months but source hundreds of ideas and thousands of comments.

#### ***Measures of Effectiveness:***

- Ideation workshop participation rate
- Number of climate action ideas and \*unique\* individuals or organizations submitting ideas
- Identification of innovative climate action proposals unique to Sunnyvale community opportunities and identity

#### ***Anticipated Involvement of City Staff:***

- City to provide consulting team information about other concurrent outreach efforts planned by city, including workshops and meetings, Ride and Drive events, Earth Day events, green building or other bike and pedestrian events
- City to be engaged in online portal design, and to use exiting city media channels to advertise community workshop, other related events and online ideation portal
- City assistance in identifying appropriate venue for Ideation Workshop, including snacks
- City assistance printing flyers and other materials to announce workshop
- Review of workshop agenda and materials, and provide guidance on proposed outreach activities

#### ***Deliverables***

- Draft and final community brainstorm and ideation workplan

## **EXHIBIT A SCOPE OF WORK**

- Community Ideation workshop lasting approximately 4-6 hours
- Web portal
- Report documenting community engagement methodology in a report, including workshop summary report and database of ideas gathered

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the consulting team interactions with Sunnyvale, including coordination of Workshop and Web Portal
- **Acterra** will lead the development of the workshop summary report, including initial database of ideas gathered
- **IDEO** to provide use of the OpenIDEO Challenge web platform
- **Fehr & Peers** to summarize the results in a table format of the workshop transportation survey.

### **Task 3. Determining key focus areas and estimated GHG reductions**

The purpose of this task is to lay the foundation for a successful update to the CAP by conducting targeted, relevant research, and to ensure the baseline inventory and inventory updates are as accurate and useful as possible for developing new reduction goals and policies.

#### **Task 3.1. Background research on key focus areas**

The initial part of this task will be to conduct a general review of all relevant state, regional, and local plans and documents that relate to the CAP 2.0. The City of Sunnyvale has a series of plans and strategy documents that will be reviewed and assessed to inform the CAP 2.0 and provide the team with a baseline understanding of existing conditions and expectations. The documents we have identified and plan to review for high-level citywide goals and objectives include, but not limited to:

- Sunnyvale's existing Climate Protection Plan (2014) and associated progress reports
- City of Sunnyvale General Plan (2011) and Land Use and Transportation Element (2017)
- El Camino Real Corridor Specific Plan (2017 Draft), Peery Park Specific Plan (2016), Lawrence Station Area Plan (2016), and Moffett Park Specific Plan (2004)
- City of Sunnyvale Bicycle Plan (2006), VTA Countywide Bicycle Plan (Working Draft), and JVSV Silicon Valley Bike Vision Plan (2017)
- City of Sunnyvale Standard Details (2016) and Road Classification Map (2017)
- City of Sunnyvale Transportation Demand Management Ordinance (MuniCode §19.45)
- VTA FY18/19 Transit Service Plan and Pedestrian Access to Transit Plan (2017 Draft)
- AB 32 Climate Change Scoping Plan

## **EXHIBIT A SCOPE OF WORK**

- Locally relevant climate action plan projects conducted by the Santa Clara County Office of Sustainability and other local jurisdictions

In addition to the local resources, the DNV GL team will leverage its Carbon Neutrality Best Practices Database that was developed initially for City of Palo Alto and subsequently appended to with City of Santa Monica. The Carbon Neutrality Best Practices Database assesses the climate strategies across 30 leading cities across the globe, as well as guidance from BAAQMD, CAPCOA and MTC, C40 Climate Leadership Awards. The Database includes strategies organized by a number of key sector focus areas.

The DNV GL team will utilize the background research to work with City staff and Advisory Committee to identify key focus areas for future climate action and discuss feasibility of concentrating on specific focus areas. All relevant plans and documents and their relation to the development of a new CAP 2.0 will be summarized in a brief report and presentation prepared by DNV GL.

### ***Measures of Effectiveness:***

- Existing Sunnyvale efforts properly captured in background research
- Industry best practices and innovations considered for City of Sunnyvale

### ***Anticipated Involvement of City Staff***

- Provide input on planning and strategy documents that should be reviewed and provide weblinks or contact person for the DNV GL team to follow up with
- Provide initial input on appropriate key sector focus areas to present to internal and external stakeholders

### ***Deliverables***

- Brief report and presentation summarizing background documents reviewed (e.g., by category) and how the background information will be utilized to determine scenarios for further analysis, including any initial input from Advisory Committee or other stakeholders

### ***Consulting Team Roles and Responsibilities:***

- **DNV GL** to lead the development of the Background research, including mapping Sunnyvale's CAP 1.0 to potential set of new key focus areas, including identification of gaps related to industry best practices and stakeholder input (Ideation and Brainstorm Workshop, and Advisory Committee)
- **Fehr & Peers** to prepare the TrendLab+ tool for scenario testing and estimating VMT range to 2050. Participate in a meeting with City staff to test emerging trend scenarios using the TrendLab+ tool.

## **Task 3.2. Vet Proposed CAP 2.0 Focus Areas and Actions with City Departments and Internal Thought-leaders**

## **EXHIBIT A SCOPE OF WORK**

Following the Ideation and Brainstorm Workshop, and the Background Research, the DNV GL team will propose a set of Key Focus Areas and Actions that will be explored further in terms of GHG and cost impacts, as part of the DNV GL Climate Scenario Analysis Tool.

The DNV GL team will engage internal City staff stakeholders to discuss and vet each Key Focus Area and Actions that will continue to be explored further in terms of feasibility, GHG impact, cost and other benefits and implementability.

### ***Deliverables:***

- One meeting for each Focus Area (ideally in-person, up to 6 hours total of meetings), with potentially over-lapping attendance from different City staff and the DNV GL project team

### **Task 3.3. GHG Emissions Reduction Estimates**

DNV GL will consult with City staff to map each of the CAP measures in the City's CAP 1.0 to any new set of key focus areas. The DNV GL team will do this as part of the Task 3.1 background research to understand where gaps exist in the current CAP 1.0, relative to updated industry best practices and stakeholder input.

Any new GHG estimation quantification would primarily be related to updated emissions factors (e.g., electricity) and data related to population, jobs, vehicle fleet mix, solid waste diversion rates, etc. The DNV GL team anticipates that the CAP 2.0 project would review the Adopted CAP and identify which CAP measures were still relevant, update the estimation methodology with new data, and identify where new CAP measures are needed based on community outreach and input.

Working with our City project manager, DNV GL will collect the necessary data from city departments and regional agencies to estimate GHG reductions resulting from actions taken to date in the key focus areas identified under Task 3.1, in order to inform the GHG reduction forecast.

### ***Measures of Effectiveness:***

- Ensure that the City's past efforts are properly accounted for in the future scenario analysis and CAP 2.0
- Bridge the City's Adopted CAP to CAP 2.0 in a clear and methodical manner that is easy to explain

### ***Anticipated Involvement of City Staff***

- City staff to respond to data requests related to performance targets utilized in Adopted CAP, including any Excel files and contact information at necessary departments or potentially regional agencies

### ***Deliverables:***

- Proposed mapping of Adopted CAP measures to CAP 2.0 proposed key focus areas, and preliminary gaps identified
- Updated GHG reductions resulting from actions taken in key focus areas

## EXHIBIT A SCOPE OF WORK

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to set up the initial Climate Scenario Analysis Tool to incorporate possible new key focus areas and associated GHG assumptions.
- **Fehr & Peers** will adjust the 2035 VMT reductions from the CAP 1.0 and add relevant additional transportation strategies to estimate to 2030 VMT reductions. While the 2050 VMT estimates will be expressed as a range based on the TrendLab+ scenarios tested by City staff and the community. The most common scenario will be described in more detail as the transportation VMT reduction pathway to 2050 including a description of next steps.

### **Task 4. Determine scenarios to achieve or exceed state targets**

When it comes to issues as complex and uncertain as climate change, scenario development is a valuable tool for stimulating debate, stretching the imagination, and inspiring action and innovation. The DNV GL team will develop two emissions reduction scenarios to help define the limits of what can be done locally (by the community and the local government), regionally (by the agencies and communities with which the City interacts), and in the wider spheres of policy, economy, and culture to achieve deep reductions in GHG emissions. Based on the RFP Addendum, we understand the two scenarios should be:

- 40% reduction by 2030
- 80% reduction by 2050

The scenarios will aggressively explore the limits of what Sunnyvale, as a progressive city and an engine of innovation, can do to achieve deep reductions in GHG emissions. What does success look like, and how can the City help create conditions for that success?

The scenario analyses provide the high level context around the requirements to meet different potential emissions reduction goals.

#### **Task 4.1. Update GHG reduction forecast**

The foundation of the scenario analysis is the GHG reduction forecast. The DNV GL team will review the assumptions utilized in the Adopted CAP and update with new growth estimates out to 2050.

Furthermore, the DNV GL team will work with the City to determine whether additional anticipated state policies and programs should be incorporated, including new electric vehicle penetration rates forecasted by California Air Resources Board as part of EMFAC, and updated Title 24 code related to zero net energy residential and commercial buildings.

The updated GHG reduction forecast will also incorporate the results of Task 3.2 related to implementation of the City's Adopted CAP.

## EXHIBIT A SCOPE OF WORK

### ***Measures of Effectiveness:***

- Ensure that business-as-usual accounts for updated state policy, and Sunnyvale progress on CAP implementation
- Community stakeholders understand the City's current projected emissions trajectory in the absence of new action

### ***Anticipated Involvement of City Staff***

- City staff will provide or review the updated assumptions and data sources to be utilized for the forecasts (e.g., population or household growth, job growth, VMT and associated transportation emissions factors, electricity mix and associated emissions factors)

### ***Deliverables:***

- List of assumptions and data sources to be used for the updated GHG reduction forecast

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the development of the updated GHG reduction forecast across all sectors, for both business-as-usual and incorporating forecasted state policy.
- **Fehr & Peers** will provide the 2030 VMT, based on results from the 2035 VMT estimate from CAP 1.0. Fehr & Peers will provide DNV GL with the GHG emissions factors from the EMFAC model for 2030. 2050 VMT forecasts will be based on projections from available 2035 VMT forecasts. No new Travel Demand Model runs will be conducted.

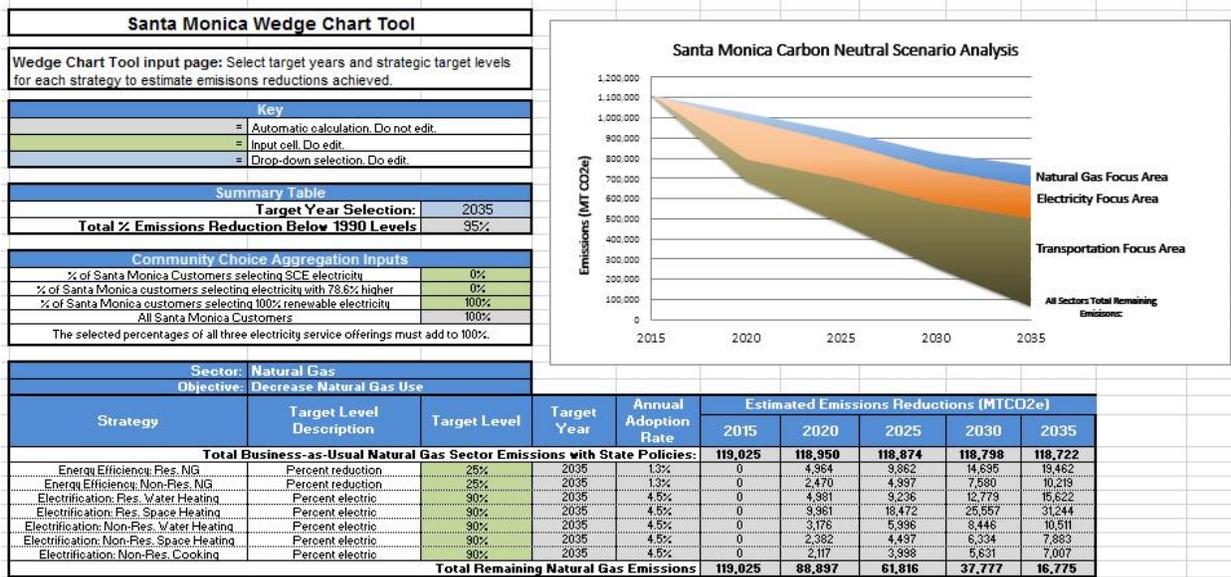
## Task 4.2. Identify required reductions and key focus areas to achieve 40% reduction by 2030 or earlier

The DNV GL team will select key focus areas and associated specific actions to reach the 2030 and 2050 state targets. The DNV GL team proposes to tailor its Climate Scenario Analysis Tool to City of Sunnyvale to explore a menu of specific actions under each of the top-ranked focus areas, and allow the City and community stakeholders to play with different level of aggressiveness of implementation and timing.

As shown below in Figure 1, the DNV GL Climate Scenario Analysis Tool allows users to adjust key implementation assumptions in the green cells related to target levels of implementation. For instance, achieving 80% reduction by 2050 will likely require more mandatory actions, whereas 40% by 2030 may include more voluntary programs targeted at the same sector (e.g., commercial buildings, or bike mode share). Each scenario will have the same basic components but will be constrained to a greater or lesser degree by time and level of implementation at the action level.

**Figure 1. DNV GL Climate Scenario Analysis Tool (City of Santa Monica)**

## EXHIBIT A SCOPE OF WORK



The DNV GL Climate Scenario Analysis Tool is Excel-based to facilitate ease-of-use by a range of stakeholders, and is built up on GHG reduction estimates at the action level, organized by focus area.

To build out the scenario analysis, the DNV GL team will facilitate staff and Advisory Committee meetings to finalize a set of key focus areas and proposed associated actions informed by community input and ideation. Following agreement on the set of focus areas and associated actions that should be analyzed, the DNV GL team will complete the customization of the tool and present a proposed “strawman” 40% scenario that identifies implementation targets for each key focus area and associated actions. At this point, the Climate Scenario Analysis Tool will allow users to adjust implementation levels, and selection of actions to explore different pathways to 40% by 2030 scenario.

### **Measures of Effectiveness:**

- Scenario analysis supports robust stakeholder discussion of various costs and benefits of different pathways to achieving 40% by 2030 or sooner target
- Support exploration of what it would take to achieve the target earlier and key milestones

### **Anticipated Involvement of City Staff**

- Provide guidance on selection of top-ranked focus areas, reconciling conflicting input from different stakeholder groups, if needed
- Provide input on “strawman” 40% by 2030 scenario, prior to release for stakeholder review
- Review outline and draft memo

### **Deliverables**

- Draft and final set of focus areas and actions to be included in the scenario analysis

## EXHIBIT A SCOPE OF WORK

- Draft Excel-based Climate Scenario Analysis Tool to allow analysis of 2030 and 2050 targets or earlier
- Draft and final memo summarizing the 40% scenario

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the customization and tailoring of the Climate Scenario Analysis Tool, including the identification of priority/top-ranked key focus areas and specific actions to be modeled, reconciling feedback and input from the stakeholder engagement process.
- **Fehr & Peers** will estimate the additional VMT reduction needed to achieve a 40% x 2030 GHG reduction and identify associated implementation actions needed.

### **Task 4.3. Identify reductions and key focus areas to achieve 80% by 2050 or earlier**

Utilizing the same tool, the DNV GL team will also allow users to toggle between 2030 and 2050 target years to explore what is needed to achieve the 40% by 2030 relative to the 80% by 2050. The DNV GL Climate Scenario Analysis Tool will allow for actions to “turn on” or “turn off” based on different scenarios.

The DNV GL team will facilitate staff and Advisory Committee meetings to help select the key focus areas and proposed associated actions informed by community input and ideation, that can constitute the 80% by 2050 scenario. For the most part, the DNV GL team expects that the 80% scenario will likely build upon the 40% scenario, potentially adding in additional key focus areas and proposed associated actions.

Similar to Task 4.2, the DNV GL team will develop a “strawman” 80% by 2050 scenario for review by stakeholders, allowing users to adjust implementation levels, and selection of actions to explore different pathways to 80% by 2030 scenario. We would propose to explore both the 40% and 80% scenarios at the same time with stakeholders to explore how actions and focus areas should be staged and prioritized for a roadmap that constitutes the final CAP 2.0.

### ***Measures of Effectiveness:***

- Scenario analysis supports robust stakeholder discussion of various costs and benefits of different pathways to achieving 80% by 2050 target
- Support exploration of a comprehensive roadmap that potentially stages key focus areas and actions for 2030 and then out to 2050.

### ***Anticipated Involvement of City Staff***

- Provide guidance on selection of key focus areas and actions for both 2030 and 2050, reconciling conflicting input from different stakeholder groups, if needed
- Provide input on “strawman” 80% by 2030 scenario, prior to release for stakeholder review
- Review outline and draft memo

## EXHIBIT A SCOPE OF WORK

### ***Deliverables***

- Draft and final set of focus areas and actions to be included in the scenario analysis for 2050
- Draft Excel-based Climate Scenario Analysis Tool to allow analysis of 2030 and 2050 targets or earlier
- Draft and final memo summarizing the 80% scenario (potentially combining the 40% scenario in the same memo)

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the customization and tailoring of the Climate Scenario Analysis Tool, including the identification of priority/top-ranked key focus areas and specific actions to be modeled, reconciling feedback and input from the stakeholder engagement process to develop the 80% scenario.
- **Fehr & Peers** will prepare an emerging trend scenario that could reduce VMT to achieve a 80% x 2050 scenario. This scenario will be compared to the common scenario developed based on community and staff input.

### **Task 4.4. Prioritization methodology**

Based on Task 3, we anticipate numerous potential key focus areas and options for organizing CAP 2.0 actions. The DNV GL team will develop a user-friendly prioritization methodology and prioritization matrix for ranking focus areas.

Different prioritization methodologies include:

- Scoring methodology, which may be based on a composite score summarizing different categories of benefits, cost, co-benefits
- Ranking based on marginal abatement cost (\$/MTCO<sub>2</sub>), GHG reduction potential, return on investment, payback or other financial metric.

The DNV GL team will work with the City and Advisory Committee to discuss appropriate approach for ranking of key focus areas for guiding the development of scenarios under Tasks 4.1. and 4.2.

### ***Measures of Effectiveness:***

- Utilize a transparent and stakeholder-driven methodology for prioritizing key focus areas to be incorporated in the scenario analysis

### ***Anticipated Involvement of City Staff***

- Provide guidance on how to frame different approaches and methodologies for ranking key focus areas
- Assistance with vetting the results of the matrix analysis of ranked focus areas

### ***Deliverables***

## EXHIBIT A SCOPE OF WORK

- Description of proposed prioritization methodology based on stakeholder and City input
- Draft and final matrix ranking of key focus areas

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** to lead the development of the prioritization framework, and provide a template for conducting the prioritization.
- **Fehr & Peers** will help inform the preferred prioritization framework approach, and will then lead the analysis of the transportation-related actions utilizing the agreed upon prioritization framework and template developed by DNV GL.

### **Task 5. Strategic Framework and Funding Opportunities**

After the technical and stakeholder vetting of the 40% and 80% scenarios, the specific strategies and priority actions will be summarized into a Strategic Framework with initial near-term implementation steps identified. The strategic implementation framework is where cross-departmental collaboration is needed most to get buy-in and excitement around developing the specific near term actions that each department can commit to. In order to develop the Strategic framework for Implementation and Funding, DNV GL will ensure that a representative from each sector instrumental in implementing this area is present. We typically include, for example, building officials, engineers, utilities, investors, community organizations along with city staff, including budget manager or CFO. DNV GL will assist the city in facilitating meetings to get their input and incorporate it into the final Framework.

Building on the ideas and actions of the implementation teams, the DNV GL team will review and provide recommendations on funding sources available to implement CAP 2.0 and key emission reduction strategies. In addition to extensive experience with local, state and federal grant and rebate programs applicable to Sunnyvale residents and businesses, the DNV GL team has worked with cities (and nations) on developing new taxes, fees, innovation districts, divestment (from fossil fuels)/reinvestment (local community development funds), and bonds, including the first government-issued certified climate bond in the world.

Based on input from Sunnyvale City staff and stakeholders, we may explore the following types of finance strategies:

- Special purpose vehicles for energy efficiency investments, revolving loan funds for cities, carbon taxes and funds
- Exploration of new financing and business models, such as power-purchase agreements for microgrids, and solar + storage projects
- Green bond opportunities and other special municipal financing strategies

DNV GL proposes to bring together cross-departmental teams in the city, community, finance firms, as well as the broker dealers. We have direct relationships with family offices/wealth

## **EXHIBIT A SCOPE OF WORK**

advisors, foundations, fund managers, impact investors, banks (large investment banks like Goldman Sachs, Morgan Stanley, as well as green and community banks), and muni bond fund managers, philanthropists, corporate partners and pensions.

The DNV GL team will perform a comprehensive review of financing options and work with City to identify financing strategies that should be pursued as a next step for implementation of the CAP.

### ***Measures of Effectiveness:***

- Establish solid foundation for implementation and engage City staff on schedule for developing implementation plans
- Identify innovative funding and financing opportunities for CAP 2.0 implementation, leveraging best practices from leading cities nationwide

### ***Anticipated Involvement of City Staff***

- Assistance with engaging with different departments
- Provide input on possible funding and financing strategies that should be explored further

### ***Deliverables***

- Draft and Final Strategic Framework with near-term implementation steps and long-term schedule for developing full implementation plans
- Memo on funding opportunities with feasibility analysis and identification of specific opportunities for regional development

### ***Consulting Team Roles and Responsibilities:***

- **DNV GL** to lead the development of the Strategic Framework and Funding opportunities, including developing a draft framework, and tie actions to related funding strategies. DNV GL will facilitate the discussion with key stakeholders, including the city's CFO and other internal stakeholder to review the Strategic Framework and Funding opportunities.
- **Acterra** will review and provide input to the Strategic Framework and assist with identification of additional locally relevant funding opportunities, including conducting necessary research and writing funding summaries related to buildings, SVCE, water and solid waste.
- **Fehr & Peers** will also review and provide input to the Strategic Framework and assist with identification of additional locally relevant funding opportunities, based on Fehr & Peers regional experience and in support of developing implementable CAP strategies and actions.

## **Task 6. Stakeholder and Community Engagement**

## EXHIBIT A SCOPE OF WORK

Drawing from our extensive experience in working with communities across the country on climate and sustainability planning, the DNV GL team will coordinate with the City of Sunnyvale to develop a mix of traditional and innovative approaches to maximize CAP 2.0 engagement, idea generation and strategy vetting. The stakeholder and community engagement process will focus particularly on adaptive management approaches for the CAP 2.0 planning process to assist the community to develop a plan in the face of uncertainty related to a range of factors, including emissions trajectories, climate impacts, technology development, market prices, etc.

### Task 6.1. Stakeholder and Community Engagement Process

The DNV GL team will develop a Stakeholder and Community Engagement plan, the implementation of which begins as described in Task 2 around the community ideation workshop and ongoing online platform engagement.

Leveraging the Silicon Valley Clean Energy (SVCE) program launch, and the updated home energy outreach, Green@Home led by Acterra, the DNV GL team will coordinate a 1.5 year long outreach plan for the CAP 2.0 effort, bringing in schools, labor unions, faith-based groups, ethnic groups, political groups, and other key individuals serving on city government commissions. With nearly 1000 names of Sunnyvale resident, business and groups already on our "members and friends" database and energy audit lists, we have a solid base to launch from as we reach out into other community sectors. In our on-the-ground and traditional outreach communications we will include:

- City Government -Sponsored Informational Sessions
- Business District Outreach
- Non-Environmental Community-Based Organizations
- Faith-Based organizations
- Neighborhood associations
- Environmental organizations
- Acterra-Related Individuals
- Local Business Leaders
- Technology companies
- Emerging technology start-ups

We will build this grassroots network of connections into new business areas and community sectors through the CAP 2.0 outreach plan. Our engagement activities will discuss how the community can mitigate risks related to future climate action, related to costs and exposure and ability to act in the face of uncertainty.

#### ***Measures of Effectiveness:***

- Establish solid foundation and plan to engage a broad representation of Sunnyvale community at critical points of the CAP 2.0 development
- Engage community on discussion of appropriate adaptive management practices related to climate planning and mitigation of risks

## EXHIBIT A SCOPE OF WORK

### ***Anticipated Involvement of City Staff***

- Review of proposed plan and identification of community groups and key stakeholders
- Provide additional ideas and input on proposed engagement activities

### ***Deliverables***

- Draft and Final Stakeholder and Community Engagement Plan

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** will lead and oversee the project team's entire Stakeholder and Engagement Process, including the online engagement platform
- **Acterra** will write the Stakeholder and Community Engagement Plan and lead the stakeholder mapping to ensure the Engagement Plan will effectively engage with a diverse cross-section of the Sunnyvale community. Acterra will identify month-by-month, their activities related to community engagement and outreach.
- **IDEO** will provide input on the Engagement Plan to ensure that the OpenIDEO/Brainstorm and Ideation Workshop and Train the Trainer approach is properly captured in the Stakeholder and Engagement Process. IDEO will also support the development of the online engagement platform and web presence.

## Task 6.2. Conduct public meeting to seek public comments on the draft CAP 2.0 report

The DNV GL will conduct a public meeting to seek public comments on the draft CAP 2.0 report, following internal review of an administrative draft CAP 2.0. The meeting will help to further educate and motivate stakeholders into action and foster behavior change that can ultimately result in measurable GHG reductions.

Different facilitation techniques will be utilized to gather comments on the draft CAP 2.0, including world cafe, traditional break-out groups, post-it notes, conversation maps and more. The city may also wish to consider hosting this meeting earlier as a workshop to review the proposed 40% and 80% scenarios prior to finalizing the administrative and public draft CAP 2.0 reports.

### ***Measures of Effectiveness:***

- Ensure community input at each stage of the project, including prior to finalizing the CAP 2.0

### ***Anticipated Involvement of City Staff***

- Review of administrative draft CAP 2.0 in order to release a public review draft
- City assistance in identifying appropriate venue for public meeting, including snacks
- Review of meeting agenda and materials, and provide guidance on proposed outreach activities
- Assistance reviewing public input/feedback for incorporation into final CAP 2.0

## **EXHIBIT A SCOPE OF WORK**

### ***Deliverables***

- Public meeting lasting 2-3 hours
- Meeting agenda, facilitation materials, presentation
- Meeting summary notes on feedback received and edits needed

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** will lead a public meeting to capture public input on the draft CAP 2.0, including providing the meeting agenda, facilitation materials, presentation
- **Acterra** will lead the outreach efforts related to the public meeting and draft CAP 2.0 public comment process, including developing marketing flyers, outreach materials and also provide meeting summary notes
- **IDEO** will support the public meeting with innovative facilitation techniques and to connect with the “Train the Trainers” process to incorporate their public input meetings into the broader public meeting, activating the community from inception to CAP 2.0 to implementation

### **Task 6.3. Broad Public Comment Process**

Project outreach led by Acterra will include planning for collateral educational opportunities and public comment with local community organizations, schools, and other active networks. Engaging these stakeholders will stimulate a dialogue with broad resonance invested in our shared future and ensure ownership in the resulting strategies.

The DNV GL team work with the City to explore other technology or opportunities to gather a broad range of community feedback, dovetailing with the Task 2 Community Brainstorm and Ideation online platform, which can be used for broad public comment on the draft CAP 2.0 in addition to the ideation phase.

DNV GL’s proposed project manager is a climate plan community engagement specialist with deep experience with engaging with communities broadly. The DNV GL team will explore a wide variety of community outreach campaign strategies including Community Based Social Marketing (CBSM), Human Centered Design (HCD), Tthe Cool Block program, Green Business Carrot Mobs, Sidewalk pop-up labs, Social Laboratories for Wicked (complex) issues, Online Comment platforms, social media, and various systemic facilitation techniques for in person workshops. The DNV GL team offers to Sunnyvale numerous options for online and on-the-ground outreach techniques, culturally appropriated for ethnically diverse communities, including MIT Co-Lab, Open City Hall, Metroquest, IDEO Challenge, and NextDoor.

The DNV GL team brings a unique blend of innovative and traditional approaches, technical and social skills to stakeholder and community engagement which we will tailor to fit Sunnyvale’s need to gather a broad range of community feedback to support the adoption of a bold, achievable, community based final CAP 2.0.

### ***Measures of Effectiveness:***

- Broad range of community feedback received

## **EXHIBIT A SCOPE OF WORK**

### ***Anticipated Involvement of City Staff***

- Provide input on desired approaches for broad public comment within project budget and project timeline

### ***Deliverables***

- Collect comments on draft CAP 2.0 through additional online engagement, and leveraging other community events and social media

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** will work with the City to gather public input via the project online platform (likely IDEO platform)
- **Acterra** will support the broad public comment process by tapping into other local Silicon Valley outreach events, including the Green@Home and SVCE outreach channels, to gather additional public input and funnel community members into the online platform.
- **IDEO** will provide support to the “Train the Trainers” network to gather public input on the CAP 2.0 and provide to DNV GL and Fehr & Peers for synthesis.

## **Task 7. Draft and Finalize CAP 2.0**

### **Task 7.1. Draft CAP 2.0**

Based on the tasks outlined above, DNV GL will produce an administrative draft CAP for review by City staff and the Advisory Committee, based on the Strategic Framework developed in Task 5 and incorporating the implementation steps/plans and funding/financing opportunities. The CAP 2.0 will be designed according to adaptive management principles that allow the City to remain flexible and cope with unknowns related to technology development and other factors. The DNV GL team will also provide a summary of the CAP 2.0 Framework process, greenhouse gas projections/forecast and climate action goals and milestones to achieve selected climate target(s).

Following internal review of the administrative draft, the DNV GL team will develop the public review draft. The DNV GL team proposes to develop a visually-engaging public facing CAP 2.0, with most of the technical analysis and background research summarized in a technical appendix.

### ***Measures of Effectiveness:***

- Draft CAP 2.0 communicated and delivered on time, incorporating the creativity and input from broad community engagement, vetted by internal City stakeholders

### ***Anticipated Involvement of City Staff;***

- City to provide any branding or style guides for City of Sunnyvale materials

## **EXHIBIT A SCOPE OF WORK**

- City to provide high quality photos, where possible
- Minimal revisions expected at each stage, due to involvement of City and Advisory Committee in developing the plan contents, report outline, and review of administrative draft prior to release.

### ***Deliverables:***

- Provide a proposed outline of the CAP document to City staff and Advisory Committee for review
- Administrative draft CAP 2.0
- Public review draft CAP 2.0

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** will lead the development of the CAP 2.0 report, including developing the outline and structure for specific sections, and working with City staff to ensure satisfactory final work product.
- **Acterra** will provide review of the draft 2.0 publication to ensure that local and regional sustainability efforts and funding sources/initiatives are properly incorporated.
- **Fehr & Peers** will prepare a summary of the emerging trends and CAP 2.0 pathways to 2050 GHG reductions. The 2030 strategies will be based on the 2035 strategies from the CAP 1.0 and will integrate new priority actions identified through this process that can significantly impact transportation GHG emissions.

### **Task 7.2. Review community feedback and update/review document**

Following the release of the public review draft and the stakeholder engagement activities completed as part of Task 6, the DNV GL team will review the community feedback and work with the City to identify responses/edits needed to finalize the Sunnyvale CAP 2.0.

The DNV GL team will incorporate comments based on Advisory Committee and staff direction. We assume at this point there would be no significant changes to the analysis or Strategic Framework, such as changes to the target dates or changes in key focus areas.

### ***Measures of Effectiveness:***

- Timely edits and revisions to the draft CAP 2.0

### ***Anticipated Involvement of City Staff***

- Guidance and assistance with determining what edits and revisions are needed
- Assistance with internal vetting with department and City staff, Councilmembers, Mayor, as needed

### ***Deliverables***

- Summary of proposed revisions/edits to the draft CAP 2.0 to be completed

## **EXHIBIT A SCOPE OF WORK**

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** will respond to one round of public review comments and work with City staff to identify how the draft CAP 2.0 should be best addressed.
- **Fehr & Peers** will respond to one round of editorial comments on the transportation section of the CAP 2.0.

### **Task 7.3. Final CAP 2.0**

Following the public review period, the DNV GL team will prepare the final CAP 2.0, and support staff in preparing a report to Council and presenting the final CAP 2.0 to City Council for consideration.

Based on DNV GL's experience, it would be beneficial to have as much community support at the Council meeting as possible to ensure adoption of the CAP 2.0. Therefore, DNV GL would work with City staff to identify the best approach to demonstrating community support and having as much community representation as possible at the Council meeting for adoption.

### ***Measures of Effectiveness:***

- Final CAP delivered on time, incorporating robust community engagement process
- Adoption of CAP 2.0 by Council with substantial community support

### ***Anticipated Involvement of City Staff***

- Clear articulation of timelines and due dates for staff reports
- Assistance with turning out the community in support of the CAP 2.0 adoption

### ***Milestones***

- Final Climate Action Plan 2.0 to be presented to Council
- Attendance to one Council meeting
- Support for staff report and presentation to City Council. (DNV GL assumes the City will lead the development of the staff report, and DNV GL will review as needed.)

### **Consulting Team Roles and Responsibilities:**

- **DNV GL** will lead the development of the final CAP 2.0 based on the public review comments, including 1 staff attendance to the one Council meeting

Exhibit B

DNV GL Energy Services USA Inc.

Tasks		DNV GL Labor								Subcontractors				ODCs	ODC	Total	
Task #	Task Description	Project Manager	Project Sponsor	GHG Analysis	Analyst Support	Buildings/ Energy	Water	Solid Waste	Total Hours	Total Labor Costs	Acterra	IDEO	Fehr & Peers	Fehr & Peers	Other Direct Costs	Subcontractor mark-up (5%)	Total Fee
		Sarah Isabel Moe	Betty Seto	Ben Butterworth	TBD	Doug Kot	Stan Mueller	Jim Leahy			Debbie Mytels	Jason Rissman	Daniel Rubins	Matt Haynes			
		\$175	\$200	\$150	\$130	\$200	\$150	\$185			Lump Sum	Lump Sum	Lump Sum	Lump Sum			
1	Facilitate CAP 2.0 Advisory Committee (6 mtgs)	80	20	10	12	5			127	\$ 22,060	\$1,500	\$2,000	\$1,200	\$500	\$ 400	\$260	\$27,920
2	Community Brainstrom and Ideation Workshop	24	6	5					35	\$ 6,150	\$8,000	\$17,000	\$2,500	\$500	\$ 500	\$1,400	\$36,050
3	Determine Key Focus Areas and Estimated GHG Reductions	30	22	35	40	12	4	4	147	\$ 23,840			\$4,000			\$200	\$28,040
4	Determine Scenarios to Achieve or Exceed State Targets	30	22	35	50	10	4	4	155	\$ 24,740			\$10,000	\$1,000		\$550	\$36,290
5	Strategic Framework and Funding Opportunities	30	8	16	15	8	2	2	81	\$ 13,470			\$4,000	\$800		\$240	\$18,510
6	Stakeholder and Community Engagement																
6.1	Stakeholder and community engagement process	12	4						16	\$ 2,900	\$2,500	\$13,000				\$775	\$19,175
6.2	Conduct public meetings	24	6	6					36	\$ 6,300	\$4,000	\$1,000	\$1,000		\$ 250	\$300	\$12,850
6.3	Broad public comment process	8	4	4					16	\$ 2,800	\$1,000	\$3,000	\$1,000		\$ 255	\$250	\$8,305
7	Draft and Finalize CAP 2.0	70	30	50	62	12	8	8	240	\$ 38,890	\$1,000		\$7,000	\$1,000		\$450	\$48,340
	<b>Proposal Subtotal</b>	308	122	161	179	47	18	18	853	\$141,150	\$18,000	\$36,000	\$30,700	\$3,800	\$1,405	\$4,425	\$235,480
	<b>Private funding support for OpenIDEO</b>											\$15,000					
	<b>Private funding Tech Company Prototyping for climate action</b>											\$20,000					
	<b>Optional Services</b>																
B	<i>Each additional public presentation/public hearings</i>	8	4	-		-	-	-	12	\$2,200	-	-	-	-	-		
1	Assumes time-and-materials, with not-to-exceed based on hourly rates enclosed																
2	Other direct costs include mileage, based on IRS federal mileage reimbursement																
3	Subcontractor mark-up of 5%																