

Revised Exhibit A (rev. 5/11/20)

In consideration of the payments set forth in Revised Exhibit B (rev. 5/11/20), Contractor shall provide the following services:

1. Technical Support
2. Community Engagement
3. Report Development Support
4. Project Management

Task 1: Technical Support

The subtasks below apply to both the communitywide and government operations climate action plans.

Task 1.1: Preliminary Measure GHG Emissions Quantification

- Review the County's current lists of action ideas and recommend specific measures to create a list of actions to be quantified.
- Define each action item in more detail with specific targets and/or actions (e.g., reduce parking requirements to cause a parking space reduction, pass an electrification ordinance, etc.).
- Identify potential metrics for each action item to a level that would allow for qualitative analysis in Task 1.2.

Task 1.2: Perform Multi-Criteria Analysis of Action Items

- Conduct a multi-criteria analysis of actions to provide enough information to effectively prioritize key measures and remove ineffective or inefficient measures from the list. Rank measures against predetermined criteria including GHG reductions, costs (in dollars or staff time), technical difficulty, political difficulty, and generation of co-benefits.
- Develop a spider diagram to help visualize the impacts of each measure and an overall score.
- Assign weights to criteria to promote measures that perform well in priority areas.

Task 1.3: Refine List of Core Measures

- Work with the County to prioritize a list of approximately twenty measures or suites of measures for each CAP. Measure suites may contain several supportive measures that all are required to realize the desired GHG reduction.

Task 1.4: Perform a Deep Analysis of Core Measures

- Conduct a deeper quantification of measure benefits using final list to provide GHG reduction, cost, and co-benefit values associated with the core measures. These methodologies may include calculations based on identified metrics, current literature, and correspondence with other jurisdictions who have implemented similar measures. Measures with clear implementation strategies and quantifiable metrics will generally have higher accuracy.
- Work with the County to develop quantifiable metrics for implementation tracking so that GHG reduction progress can be determined over time for difficult-to-quantify measures (such as those that rely on voluntary actions).

Task 1.5: GIS Mapping and Carbon Sequestration Analysis

- Develop a GIS map of the various ecosystems present in San Mateo County as it pertains to carbon sequestration. The team will leverage existing GIS data available from CARB and other data sources including CALFire, MidPen, and Dept of Forestry to generate a table of acres of each habitat type as well as the carbon storage and sequestration potentials.
- Generate a list of priority carbon sequestration measures and strategies for the County to consider with particular attention to unincorporated areas and County Parks.
- *Work with staff at the Carbon Cycle Institute and the San Mateo Resource Conservation District to hand off project information and data for ongoing Department of Conservation Grant to develop a Working Lands Component of the Community Climate Action Plan.*

Task 1.6: Carbon Sequestration Data Transfer

- *Integrate insights from Google's Environmental Insights Explorer (via a partnership with SMC Innovation Labs) into appropriate project deliverables.*

Task 1.7: CEQA Analysis and Document Preparation

- *Perform all necessary analysis and document preparation to bring project into compliance with CEQA regulations.*

Deliverables

- List of preliminary measures
- Multi-criteria analysis of preliminary measures
- Quantification of core measures
- Carbon sequestration analysis with list of site options in unincorporated areas and for County Parks

Task 2: Community Engagement

The Contractor will support the County's public and stakeholder engagement process, including the following (detailed in the sections below):

- Community engagement strategy
- Communication and outreach materials
- Stakeholder and public workshops
- Online sharing platform
- Feedback Integration
- Consistency with City Plans

Task 2.1 Community Engagement Strategy

To develop the community engagement strategy, the Contractor will:

- Use outcomes from the project kick-off meeting, which will clarify project goals and timelines.
- Learn from the County's experience creating the first Energy Efficiency Climate Action Plan, which included extensive community outreach and public participation.
- Seek input from community leaders throughout the County, as identified in the kick-off meeting.
- Adapt contractor experience providing effective technical assistance to populations across the Bay Area.

- Apply community-based social marketing to the engagement approach, as well as specific materials and outreach techniques.
- Keep equity as a centrally organizing theme and offer outreach in multiple languages and at convenient times of day for community members.
- Develop a strategy that will include a list of goals, specific high-priority populations and stakeholders to target, an outline of general communication and outreach materials designed to reach these populations, strategies and content for each community meeting, and proposed timelines for engagement of the technical advisory committee and the community advisory committee.

Task 2.2 Development of Communication and Outreach Materials

- Develop comprehensive materials for the planning process, including materials to survey community leaders and residents, communicate information about community meetings, facilitate of meetings, and publicize and summarize the final CAP.
- Select strategies, based on the data gathered, to most effectively reach community members and promote the community forums.
- Create, translate, and support dispersal of materials including mailed letters, emails, printed content at local businesses, flyers distributed at businesses and/or events, and social media and website content.
- Create facilitation materials at community meetings can include a variety of formats to encourage participation such as PowerPoint slides, engagement activities, drawings, videos, selfies, real-time surveys, and online surveys.
- Develop a short, two-page summary of the CAP to effectively inform communities of the outcomes of their participation.

Task 2.3 Workshop and Meeting Facilitation

- Plan and facilitate up to four key committee meetings to develop the Climate Action Plan goals and objectives, inform the public engagement process, review interim and final project deliverables, and provide direction on prioritization of strategies and consideration of technical and community input. The workshops may take the following form.

Community Committee

- Workshop 1: Build a Community Vision, Identify Community Vulnerabilities and Essential Co-Benefits.
- Workshop 2: Community Committee Workshop #2 Strategy evaluation and refinement.
Outcome: Shortlist of potential mitigation and adaptation measures to quantify impacts and flesh out metrics.

Technical Committee

- Workshop 1: Present Findings, Clarify Goals, Identify Strategies.
Outcome: Draft vision and goals, identify key priorities, and list screening criteria.
- Workshop 2: Refine Options.
Outcome: Refined strategies and strategy details.

Additional community workshop and meeting support

- The contractor may also plan and facilitate up to **three additional community workshops** that solicit public input and disseminate key information in user-friendly formats. All public workshops will incorporate both education and an opportunity for the public to provide feedback.
- The contractor will be available to provide materials and remote support for one or two meetings with the **Board of Supervisors** to update the Board on progress and present the final plan.
- *The contractor will support the planning and facilitation of up to an additional 7 workshops to be delivered in partnership with County staff in communities on the Coastside unincorporated areas.*

Task 2.4 Online Sharing Platform

The contractor will review the proposed online sharing platform and provide recommendations on design and formatting (up to 8 hours).

Task 2.5 Feedback Integration

The contractor will review and document all stakeholder and public comments and input into a comprehensive database that will be shared with the County. All comments will be reviewed, coded, and shared with the contractor team, County staff, and committees for consideration in the planning process. The contractor will consider public input at the following key steps: 1) establishing a vision for climate action in San Mateo County, 2) specifying goals and targets, 3) identifying and prioritizing strategies and actions, and 4) summarizing in a comprehensive planning document.

Task 2.6 Consistency with City Plans

The contractor will **research and review** updates to key County, state, and international goals that overlap with CAP objectives, as well as individual **City climate action plans** to promote synchronicity.

Deliverables

- **Community engagement plan** containing clarified goals, strategies, and timelines
- General **communication and outreach materials** for the planning process, including content for the County's website, printed materials, emails, survey questions and CAP overview two-pager.
- Materials and preparation for **7-10 events**, including planning meetings with the technical advisory and community advisory committee and/or County staff, public meetings, and Board of Supervisors presentations, with in-person facilitation of three to four key events.
- Synthesis of **community feedback** from engagement process and recommendations on how to include information into Climate Action Plans and other potential projects.
- If appropriate, design and implementation of **online sharing platform**, monitoring of interactions, and synthesis of information collected.

Task 3: Report Development Support

The contractor will work with County staff to collaboratively draft sections of the GOCAP and Community CAP, as needed. The County envisions the following roles related to drafting of the plans:

County staff will lead drafting the following sections:

- Background and rationale
- Implementation and evaluation planning

The contractor will lead drafting of the following sections:

- Baseline and projections summary
- Vision, goals, and Key Performance Indicators
- Strategies and actions, describing each overarching strategy and corresponding actions.

The final plans will be produced in Microsoft Word. The contractor will provide light graphic design services to enhance the plans' visual appeal.

The contractor will also lead production of a 2-4 page executive summary for each plan, produced in Adobe InDesign. The executive summary will be heavily designed, for a polished and professional look.

Deliverables

- Support creating first draft of GOCAP and Community CAP
- On-call support for technical analysis related to drafting the GOCAP and Community CAP

Task 4: Project Management

- Convene an initial kick-off meeting to help us understand and review the currently implemented CAPs with attention to successes and areas for improvement, discuss the relationship of the CAPs to other County documents, and make key decisions regarding project methodologies, scopes, and boundaries.
- Discuss the project's ultimate goals and outcomes, and methodologies for meeting those outcomes through County, stakeholder, and public engagement. They will outline a detailed vision for public engagement and identify key stakeholder groups to begin contacting. Outcomes from the kick-off meeting will include a final Project Management Plan, which will encompass an outline of roles and responsibilities, project work plan, and schedule. The contractor may opt for providing the plan online (e.g., Google docs) to keep it accessible and up-to-date throughout the project.
- Conduct biweekly check-in calls *through May, 2021* (The contractor may adjust the frequency of our check-ins to meet the client team's needs.).
- Provide monthly invoices and activity reports. The contractor will provide real-time budget updates and regular detailed reports and invoices, and we will provide monthly progress reports that cover budget, timeline, and deliverables.

Deliverables

- Review of existing plans and relevant County documents
- Kick-off meeting and finalization of Project Management Plan within one month of agreement execution
- Bi-weekly check-in calls
- Monthly invoices and progress reports