

PREPARED BY GDS ASSOCIATES, INC.
In partnership with
RUBY CANYON ENVIRONMENTAL, LLC.
MICHAELS ENERGY, INC.

City of La Crosse

PLANNING AND DEVELOPMENT

Request for Proposal to produce
Climate Action Plan

TECHNICAL PROPOSAL

June 18, 2021



COMPANY NAME & PRIMARY CONTACT

LEGAL COMPANY NAME

GDS Associates, Inc. (C-Corporation Established in 1986)

LEGAL SIGNATORY

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June 18, 2021

Mr. Lewis Kuhlman
Environmental Planner
Planning and Development
400 La Crosse St.
La Crosse, WI 54601

RE: Request for Proposals for Climate Action Plan

Dear Mr. Kuhlman:

GDS Associates, Inc. ("GDS") is pleased to submit the enclosed proposal to the City of La Crosse, WI ("City" or "La Crosse") for assistance developing and implementing a citywide climate action plan which addresses the greenhouse gases (GHG), ambitious targets and a transition to a zero-waste economy while maintaining a high quality of life for residents and businesses. We present to you a team with GDS Associates as the prime, Ruby Canyon Environmental ("RCE") as the GHG subject matter experts and renowned energy firm Michael's Energy ("Michaels") which is headquartered in La Crosse, (together the GDS Team)

The GDS Team has completed numerous greenhouse gas reduction, renewable energy, sustainability planning and energy policy projects for cities as well as many municipal utilities and municipal government agencies and will cost-effectively leverage this expertise for the City of La Crosse. In addition, the team has the expertise to evaluate other benefits that well-designed scenarios should provide like increased energy system resiliency and security. We are excited about the opportunity to provide sustainability consulting services to the City and are confident in our ability to produce results that exceed the City's expectations and enable attainment of goals in the most cost-effective way.

It is an exciting time to work with the City as we all work toward net zero emissions because La Crosse is committed to environmental stewardship and sustainability since adopting the Strategic Plan for Sustainability, prepared by the ad hoc Sustainability Advisory Committee. Now, a new GHG emission reduction targets through 2030 is sought. It will align with recommendations from the Intergovernmental Panel on Climate Change. The GDS Team will support these new goals and committee in an accelerated energy market transformation process. The GDS Team understands that the City is seeking to incorporate strategies which can be developed and implemented effectively as part of other comprehensive plans. And, for me personally, being a native of La Crosse, it would be an honor to work with the City in continuing their leadership position towards environmental sustainability.

We look forward to answering any questions you might have regarding our proposed approach and our team's experience and qualifications. Please feel free to contact me should need additional information.

Sincerely,

Richard J. Hackner
Vice President & Secretary



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1 Title Page - GDS and Subcontractor Information

RFP SUBJECT:	Climate Action Plan for the City of La Crosse
LEGAL COMPANY NAME:	GDS Associates, Inc. (<i>C-Corporation Established in 1986</i>)
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2 Overview

2.1 PROJECT SUMMARY

This section serves to provide the summary of proposal and proposed approach.

The scope is to produce a Climate Action Plan (CAP) as a living document that the City of La Crosse can manage and make operational. GDS Associates, Inc. ("GDS") will work with the City to perform all the tasks in the Request for Proposal. The GDS Team will assist the City to achieve carbon neutrality by 2050 and transition toward a zero-waste economy that prioritizes waste reduction and reuse of resources. At a high level, the GDS Team understands that this project will include Task 1. An analysis of GHG Emissions, Task 2. Recommendations to the city of GHG emission reduction targets, Task 3. A review existing inventory data and development of current inventory data to measure the City's progress in reducing GHGs as well as a GHG emission reduction forecast, Task 4. Community engagement and public input, Task 5. Alignment of the Climate Action Plan with existing City plans, planning efforts underway, and existing climate action efforts that are underway, Task 6. Drafting a Climate Action Plan that builds on the analysis that the GDS Team completed in Tasks 1-3, and Task 7. As directed by and in support of City staff, the GDS Team will deliver reports and presentations to support the approval of the finalized CAP. Reports and presentations will be delivered to the Climate Action Plan Steering Committee, the Plan Commission, and Common Council that culminate in adoption of the CAP.

The team will start Tasks 1, 4 and to some extent 5 simultaneously. There will some overlapping with Tasks 1-3 and Tasks 5-7, but the logical sequence will be followed to build upon the cumulative work. La Crosse will have access to the lead personnel from all three companies, under the technical direction of the GDS Project Manager.

In the end, we envision a final CAP that encompass all the technical work along with economic and environmental considerations that will contribute to the success of all members of the La Crosse community, its workforce and residents by creating community engagement and action around climate change.

GDS is a full-service engineering and consulting firm with expertise in energy and related fields of planning. GDS will serve as the prime consulting firm, responsible for all tasks, deliverables, and administration. GDS possesses the skills and experience to effectively and efficiently carry forward with all research, analysis, forecasting, convening, facilitating, synthesizing, and writing related to this contract. GDS will bring the Sustainability Advisory Committee (SAC) additional capabilities from RCE, a Colorado consulting firm that currently works in support of the City's GHG inventories; plus, Michaels, a renown La Crosse firm that specialized in energy efficiency. All firms specialize in different aspects of carbon, emissions, and energy technologies.

The GDS Team has the resources and staff to meet the projected nine-month timeline to completion. We will list key personnel in 5.1 GDS Team, and the attachments will include additional experts that may contribute to the project. GDS will not replace any of the key personnel without the approval of the City of La Crosse.

2.2 STATEMENT OF COMPLIANCE OF TERMS AND CONDITIONS

The GDS Team accepts and will be in full compliance of the contract terms and conditions as established in Attachment 1: Standard Contract for Services of the RFP.

As indicated in the amendment, the insurance totals were subject to a counter proposal. GDS proposes a \$1,000,000 auto coverage, \$1,000,000 general commercial coverage, and \$5,000,000 umbrella coverage. Our policy is provided in 7.3 APPENDIX C. GDS Certificate of Insurance. Subcontractors will also meet this proposed threshold.

The company presents no exceptions and will work with La Crosse to finalize the final wording of the contract to allow the determination of the insurance amounts. All terms and conditions flow down to our subcontractors. This proposal is valid 180 calendar days from the date of submission.

3 *Scope and Timeline*

3.1 OUR TEAM'S UNDERSTANDING OF THE PROJECT

Our team understands La Crosse's need for a Climate Action Plan to address multiple issues: abate the impact of carbon emissions, secure the needs of residents and business, and ensure economic wellbeing for all inhabitants. The GDS Team understands the value of following ICLEI's Guidelines to produce the CAP, and the flexible platform it offers. We will follow the spirit and experience derived from that document. The plan will address city-specific needs, economic opportunities, legal authority, and organizational structures. A well-designed Climate Action Plan should help city decision makers:

- Identify and vet strategies to accelerate energy-related economic development
- Ensure policies and programs reflect market needs and opportunities
- Ensure that new and existing policies and programs tie into related local climate initiatives
- Know federal and state energy policies and investment decisions that may benefit La Crosse

- Build a long-term climate action plan that is based on widely accepted data and analysis
- Offer recommendations commensurate with the City's vision
- Enhance transparency and accountability within government; and
- Serve as a guide for economic development, workforce training, and prudent stewardship of a City's resources

The team has also examined guidance documents listed in the RFP for suggestions as to how it might improve the City's plan beyond the mandatory items included in the Scope of Services. These considerations are incorporated into this proposal, where possible, or may be discussed as potential expansions to this scope of work.



3.2 PROPOSED PROJECT WORK PLAN

The GDS Project Manager and key personnel read and contributed to our understanding of the project as summarized below. We understand that city staff have an ambitious task ahead to plan for the city's sustainability needs, leverage city resources, and set a path to net zero emissions by 2050.

The project is organized into seven tasks, as expressed in the RFP. The first three tasks are primarily about GHG. Our team will start Task 1 (Estimate future demand and supply), and Task 4 (Engage stakeholder working groups) simultaneously. Tasks 5-7 will follow organically. With RCE as part of this team, there will be significant continuity in the support to La Crosse. By the time GDS builds first approximation estimates of GHG emissions we will have already engaged interested parties for community outreach as well as coordination with other City initiatives.

La Crosse Engagement

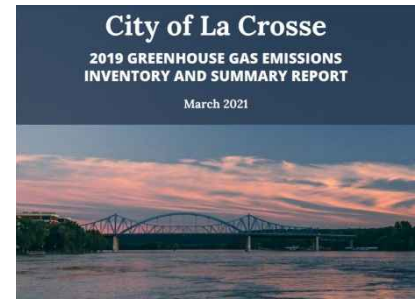
Our team requests that La Crosse initiate and provide contacts for individuals managing all data sources requested by the GDS Team in addition to access to requested data and documents. To meet the proposed timelines, data and documents must be delivered to GDS in a timely manner. La Crosse will also be asked to confirm that all appropriate emissions sources and community activities are included within La Crosse's geographic boundaries. Finally, La Crosse must be available for questions and discussion as the inventory is prepared and respond to any questions by GDS in a timely manner.

3.3 TASKS

GDS team member Ruby Canyon Environmental will lead Tasks 1, 2 and 3 in close collaboration with GDS. As an accredited GHG verification body for multiple GHG reporting programs across North America, RCE will approach La Crosse's GHG inventory development process with "verification quality" in mind. RCE brings its very methodical systems when collecting, compiling, and analyzing GHG data and calculations (by source, scope, GHG type, etc.). This will offer La Crosse a high quality and accurate inventory that includes Quality Assurance/Quality Control (QA/QC) and data validation checks. In addition, the GDS Team has extensive experience working with government organizations and prides itself on quick and responsive communication with its clients.

3.3.1 Task 1: Analyze GHG Emissions

Due to GDS Team member RCE's past involvement in the development of La Crosse's 2019 GHG inventory and report, we are intimately familiar with the City's Strategic Plan for Sustainability, Sustainability Indicators Report, and fully understand the GHG inventory. Because of this previous work, the GDS Team is well aligned to update and provide a full analysis of the 2020 GHG inventory. RCE will lead this task update and expand La Crosse's municipal and GHG inventories based on the methods used in the WRI, C40 Cities Climate Leadership Group, and ICLEI's Global Protocol for Community-Scale Greenhouse Gas Emissions Inventories (GPC). The GDS Team will make best attempts to use 2019 data for La Crosse's 2020 inventory, but if the needed data is not available, then the most recent years available will be used.



To develop a baseline year inventory of 2015, the task led by RCE will undergo a similar process to that followed for the initial 2019 inventory. While no community inventory is fully comprehensive, using a robust framework will provide as complete of a picture of the community-scale emissions as is feasible. GPC methodology will build upon standards used by other cities to allow for comparable results, while using the ICLEI Clear Path software will ensure that emissions are tracked in the same manner year after year. The GDS Team will work together with La Crosse staff to ensure the appropriate emission sources, emission factors, and community activities are included in the inventory.

Based on RCE's 2019 inventory work with La Crosse, the GDS Team foresees the most difficult aspect of the 2015 inventory as being the availability of all the same data sources used for the 2019 inventory. In particular, the transportation and waste emissions have been approximated based on population totals so the certainty of any such GHG assertions may be imprecise. Our team will leverage experience communicating with key City department staff members on past project efforts to streamline future inventory data gathering processes. The GDS Team anticipates the successful completion of the 2015 inventory, though with some additional effort required on the part of Task lead, RCE, and La Crosse beyond the effort required for either 2019 or 2020 GHG inventories. Alternatively, based on City preference, the GDS Team can estimate emissions for unknown sources in 2015 based on historical data and trendlines to minimize the effort by city staff in uncovering difficult data sources.

Our team will follow the most current GPC guidelines for inventories. The selected methodology will categorize GHG emissions by the GPC's five main sectors including the following:

- Stationary energy (buildings, electricity, manufacturing, oil & gas systems)
- Transportation (on-road, off-road, railways, transit, marine)
- Waste including solid waste, water, and wastewater (operations of facilities, process emissions)
- Industrial processes and product use (process emissions)
- Agricultural, forestry, and other land use (manure management, afforestation)
- Community-wide consumption and use of materials (based on availability of data)

Guidelines for the inventory include:

- Reporting GHG emissions in metric tonnes and expressed by gas (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃) and by CO₂ equivalent (CO₂e).
- Scope 1
 - BASIC: Stationary, Transportation, and Waste
- Scope 2
 - BASIC: Stationary and Transportation
- Scope 3 (Optional)
 - BASIC: Waste, Employee Commute, Paper Use
- Emission factors used throughout will be the most recent factors available, from sources including IPCC, US EPA, GPC, WI DOT, and other local sources.

The GDS Team will organize the GHG emissions in ICLEI's ClearPath Inventorying Software by scope, sector, GHG type, and biogenic origin (if applicable). Team member, RCE, has already created the City's 2019 ICLEI-based inventory and understands how the software functions. ICLEI will also be used, in part, to provide data analysis and forecast future emissions and emission reduction goals. All calculations, data sources, assumptions, and key contacts will be made available to La Crosse.

An internal peer reviewer will assess the developed inventory to ensure that all sources and received data are properly accounted for, and that the inventory adheres to the GPC. The Project Lead will address all questions or corrections noted by the peer reviewer and, if needed, will ask La Crosse for any additional information.

Task 1 Deliverables. *The deliverables for this task will include the following:*

- 1) *Comprehensive Community and Government GHG inventory for 2020 using the ICLEI ClearPath software.*
- 2) *Community and Government GHG inventory for 2015 - to the extent practicable based on available data.*
- 3) *Analytical assessment memo of emissions trends from 2015-2020*

3.3.2 Task 2: Recommend GHG Emission Reduction Targets

This task will be led by RCE with support from GDS. The Intergovernmental Panel on Climate Change (IPCC), the United Nations Environment Programme (UNEP), and the United Nations Framework Convention on Climate Change (UNFCCC) all agree that emissions must be cut dramatically by 2030 and 2050 if we are to keep warming below 1.5-2°C. The GDS Team recommends that emissions must be reduced by 7.6% per year for the next decade if we want any chance to meet the 1.5-2°C goal. Obtaining this goal will come from reductions from multiple sources. This will allow the City to target more manageable reductions year over year instead of reducing one large source by one large source. Our team will also ensure the impacts of state and federal policy changes are included in the City's targets. If, for instance, an infrastructure incentive incorporating electrification of the automobile fleet becomes available from the federal government, then we would leverage any available programs to drive an ambitious target in this sector.

The GDS Team will help establish or update goals laid down in the Strategic Plan for Sustainability (2009) and subsequent publications. We will work with the City and community to translate several of the existing goals into specific, GHG reduction-based targets. "Low hanging fruit" or the easy to reduce emission sources will be the first targets for La Crosse to reduce. However, the low hanging fruit accounts for small reductions, some of which may have already been adopted. The GDS Team will encourage La Crosse to target larger emission sources—*e.g.* natural gas, transportation, and electricity usage—if the City wants to reach the ambitious goals of the IPCC, UNFCCC, and UNEP and its own Strategic Plan for Sustainability. Our team will work in a coordinated fashion with the City to establish targets that are bold and in line with those of similarly situated municipalities.

Leveraging RCE's review of the new 2015 inventory alongside the 2019 and updated 2020 inventories, the GDS Team will provide the City with short-term and long-term targets that will help the City reach its goal of carbon neutrality by 2050. This goal is obtainable using science-based, data-driven directives such as those to be recommended by the team. First, we recommend establishing targets for a rapid draw down of emissions from Commercial Energy and Transportation & Mobile sources, numbers 1 and 2 respectively for the entire community's emissions profile. Similarly, our team recommends defining specific goals to address emissions from Buildings and Facilities along with the Water and Wastewater sectors as the primary drivers of climate change on the part of the Government of La Crosse.

GDS team members have developed climate action and sustainability plans for towns, universities, and companies including writing several campus-level and municipal carbon action plans looking at 3-year, 7-year, and 30-year time horizons. We will propose targets and metrics at intervals determined in the public engagement process (see section 4) to ensure that they may be analyzed and updated regularly. Throughout the inventory development process, we

will identify potential areas for emissions reduction opportunities, aiding La Crosse in addressing climate change and achieving substantive emission reductions. The final emission reduction targets will be created based heavily on community engagement and input driving determination of best-practice strategies for maximum quantity of economically feasible, verifiable emissions reductions.

Optionally, the GDS Team will present to La Crosse the full range of approaches available for assessing climate vulnerabilities before suggesting potential areas for remediation or mitigation. RCE's biologist, alongside our team of climate change experts, will analyze the macro-level climate trends which may impact La Crosse's infrastructure and inhabitants. As this is not a specific component of the RFP, it can be included as an elective value-add to align with similar efforts of other communities. Our climate action plans capture the essence of the risks posed by climate change, directing your community's response towards progressive adaptation and proactive resiliency.

Task 2 Deliverables. *The GDS Team will deliver*

- 1) *Emission reduction targets by sector for 2030*
- 2) *Interim emission reduction targets for 2025 and 2040*
- 3) *Emission reduction targets to meet community-wide carbon neutrality by 2050*

3.3.3 Task 3: Forecast GHG Emission Reductions

This task will be led by RCE with support from GDS. The GDS Team will also assess current county and residential emissions to determine future GHG mitigation strategies and areas of emphasis for the City's climate change planning process. We will work together with the City to establish the BAU (business-as-usual) forecast and parameters that affect high and low forecast cases.

The GDS Team will incorporate feedback from the ongoing steering committee meetings to determine the most desirable and the most likely emission reduction outcomes. We will create scenarios and rank them by their reduction potential, cost, feasibility, timeline, and co-benefits. Based upon available information, the GDS Team recommends that the City should choose a baseline year of 2015 since that will be the first year for which a comprehensive inventory will be developed. As there is ample information incorporated into the Sustainability Indicators Report since 2005, the GDS Team will use 2005 to extend the trendline for analyzing the City's emissions. To estimate historical emissions where required, the GDS Team will use changes in population, energy demand, vehicle travel, solid waste generation area changes and other relevant factors. the GDS Team will also complete a contribution analysis based upon ICLEI's GHG Contribution Analysis Excel Tool in order to describe changes in emissions between 2005 and the present, including but not limited to variations such as population, energy demand, vehicle travel, and solid waste generation.

For the model to estimate "Business as Usual" emission to 2050, the GDS Team recommends the following intervals. To evaluate near-term progress and future emission trends, the GDS Team suggests an interim year of 2025 (to evaluate near-term progress), 2030, 2040 and 2050.

Task 3 Deliverables. *The GDS Team will deliver*

- 1) *Business as Usual emissions forecast 2005-2050*
- 2) *Forecast reductions based on full CAP implementation to 2050*
- 3) *Scenario ranking based on outcomes of Tasks 4-7*

3.3.4 Task 4 Engage City Commissions/Common Council and Community

Task 4 will be led by GDS team member Michaels Energy. Team members at Michaels Energy have 11 years of experience leading public forums and board meetings to determine strategic plans, department goals, and program objectives. By building strong relationships with stakeholders and creating an engaging process, we are confident that

we will be able to collaborate to improve the community of La Crosse. Team members of Michaels Energy have an additional motivation to ensure the Climate Action Plan is a success and that is because La Crosse is our hometown. We would be proud to lead this project for an even brighter, cleaner future in La Crosse.

The GDS team will engage a diverse set of La Crosse community stakeholders to help customize the strategic plan to best serve the local area. This includes conducting outreach and, subsequently, public meetings to gather feedback within the community.

To begin task 4, the GDS team to conduct an initial Climate Action Plan Steering Committee meeting. This meeting will be held in person, or virtually at the discretion of the City. During this meeting, we will review the workplan, initial findings from other tasks, and get feedback on the subsequent stakeholder outreach plan.

Once the plan is approved by the Climate Action Plan Steering Committee, our team will recruit and establish a diverse set of city stakeholders who will serve as our main community engagement source while also reaching out to the community at large. We will target stakeholders from diverse groups such as homeowners, renters, disadvantaged neighborhoods, landlords, businesses, universities, and non-profits.

Specifically, we will conduct outreach to the following groups:

- Established neighborhood associations (additionally using the Nextdoor app as a resource to reach these associations)
- Local educational institutions including UW-La Crosse, Viterbo University, Western Technical College, and the La Crosse School District
- Large local employers – Gundersen Health System, Mayo Clinic Health System, Trane, Kwik Trip, Dairyland Power, etc.
- Residents via the City of La Crosse Facebook page
- State and Federal elected officials including Brad Pfaff, Steve Doyle, Jill Billings, and Ron Kind
- Community groups such as Downtown La Crosse, Women’s Alliance, Rotary, Chamber of Commerce, Tavern League, Lions Club, American Legion, VFW, Elementary School PTOs, Beer by Bike Brigade, La Crosse Area Builders Association, Apartment Association of the La Crosse Area, Great River Apartment Association
- Diverse civic and advocacy groups such as Ho-Chunk Nation Three Rivers House, Hmong Cultural and Community Agency, Cia Siab, Black Leaders Acquiring Collective Knowledge (B.L.A.C.K.), League of Women Voters, 7 Rivers LGBT Connection, Mental Health Coalition of the Greater La Crosse Area, School District of La Crosse Cultural and Family Connection Programs, La Crosse Area chapter of ASHRAE
- Non-profit organizations such as The Boys and Girls Club of La Crosse, Big Brothers Big Sisters, Salvation Army of La Crosse, La Crosse Area Family YMCA, La Crosse Community Foundation, Catholic Charities, St. Clare Health Mission, The Parenting Place, Families & Children’s Center, Children’s Museum, YWCA La Crosse, Mississippi Valley Conservancy

During this outreach, we will be building awareness of the upcoming community events, soliciting feedback, and beginning to recruit a small group of representative stakeholders who can serve as community representatives and liaisons.

Once we have completed the outreach campaign, we will hold our second Climate Action Plan Steering Committee meeting to review and discuss the engagement plan. During this meeting we will provide results of the outreach and look to the group for approval of next steps.

At this point, we will hold our first community meeting and bring together all the stakeholders identified during our outreach campaign. Community meetings will be held virtually, or optionally in person as will be included in the optional budget sheet in Section **Error! Reference source not found.**. The GDS Team feels in-person meetings may be beneficial for the stakeholder engagement process, as we can more easily interact with residents and can minimize the burden on City staff necessary to facilitate the meetings should the pandemic conditions allow it.



The first half of this community meeting will be to present results from GHG inventory and proposed reduction targets. Further, we will present a list of initial ideas for the climate action plan, prepared by the GDS team and the City Climate Action Plan Committee. These ideas will serve as examples to guide community feedback and inspire additional thoughts. The second half of the community meeting will be to open the floor to discussion on potential ideas, challenges, and opportunities. If meetings are held in person, we will still offer an avenue to seek feedback through an online survey tool (e.g. MindMixer) for community members who cannot join in person to receive as much community feedback as possible. Finally, we will ask for volunteers to act as community liaisons for different stakeholder groups, such as landlords or local non-profits. From these volunteers, the GDS Team will build a group of 5-10 diverse key stakeholders to provide more active feedback as we move through the planning process.

Once we have our group of community liaisons, the GDS Team will conduct the third Climate Action Plan Steering Committee meeting. We will review and discuss the feedback collected from the public forum and the online survey, as well as overarching themes or challenges identified. We will move to implement this feedback and themes within the Climate Action Plan draft.

At the fourth Climate Action Plan Steering Committee meeting, we will present an updated draft Climate Action Plan that implements the ideas, themes, and feedback that we heard from the public. The GDS Team led by Michaels Energy will lead the committee through an interactive process of sticky notes, discussion, and collaboration to prioritize the ideas and project options laid out in the draft Climate Action Plan.

After updates to the Climate Action Plan draft, we will lead the second community meeting with the targeted 5-10 diverse community liaisons. We would present the draft Climate Action Plan and seek detailed feedback from this smaller group. We will also use an online survey tool again to share the information about the draft with the community at large and to collect their overall feedback for inclusion in the plan.

The GDS team would then conduct the fifth and final Climate Action Plan Steering Committee meeting. During this meeting we will review the feedback on the climate action plan draft from the community liaisons and survey feedback from the community at large. At this point we will finalize the recommendations for inclusion in the Climate Action Plan.

Finally, we will meet with the La Crosse Planning Commission to review the Comprehensive Plan Amendments related to the Climate Action Plan. We anticipate that this would happen at the end of our public engagement, but we are happy to meet with this group throughout the process as needed. In the end, we will meet with the Common Council to assist in finalization the adoption of the updated Climate Action Plan and General Plan Amendments.

Task 4 Deliverables. *The GDS Team will deliver*

- 1) *A kickoff meeting with the Climate Action Plan Steering Committee, in-person or virtual.*
- 2) *Four additional update meetings for the steering committee throughout the planning process.*
- 3) *Two community stakeholder meetings to collect feedback on the Climate Action Plan*
- 4) *Assistance in presenting the final plan to the La Crosse Planning Commission and La Crosse Common Council*

3.3.5 Task 5. *Coordinate with Related City Efforts*

The GDS Team understands the importance of the Climate Action Plan (CAP) to align with existing City plans, planning efforts underway, and existing climate action efforts that are underway. As noted in the RFP, these include:

- *An update to the Comprehensive Plan*
- *Current engagements with Xcel Energy on actions that will become a part of the CAP*

The GDS Team understands the importance of having the CAP align with these efforts and the City's General Plan. The Team's view is that an actionable CAP needs to fit the City's processes and larger Comprehensive Plan, leverage information that may directly or indirectly inform the CAP and incorporate past or planned activities that point to La Crosse's current climate leadership. Indeed, this alignment is what drives value in the CAP and avoids overly general results or a CAP that could run into conflict with the City's larger set of planning efforts. At the same time, there may be elements of the CAP that suggest adjustments to current plans – these adjustments need to be considered within the larger planning context and past decision making.

We note that the current Comprehensive Plan is based on Wisconsin's Smart Growth framework, which seeks to accommodate development with protecting key resources. Since the Comprehensive Plan was adopted, the City has made several specific plans, including Neighborhood Plans, Small Area Plans, Transportation Plans, the Sustainability Plan, among others. The challenge of climate change touches on all aspects of City life, with a need to carefully consider how the CAP fits into the broader set of plans and visions for La Crosse. Our team is committed to fully understanding how possible elements of the CAP fit within those plans and visions.

With its local presence in Wisconsin, the GDS Team will provide close coordination with the City and its planning efforts to ensure team understandings of key planning or climate action efforts that are underway. We recommend that this coordination begin as one of the early steps in developing the CAP and with periodic focused discussions as elements of the CAP begin to emerge. We see this coordination as also being closely linked to Task 4 and its engagement with City Commissions/Common Council and Community.

As an initial proposal on a process, the GDS Team suggests the following approach, though it is open to adjustments as recommended.

- 1) Soon after project kick-off, the GDS Team will engage in a small workshop with City planning staff and other key stakeholders. The purpose of the workshop is to step through the possible action general action topics that may emerge from the CAP and identify what City departments or plans currently affect those topic areas. The topics will be at a high level (e.g. transportation, energy efficiency, renewable energy, etc.). Also at the workshop, City Staff will provide an overview of the current plans and planning efforts, identifying areas that they see as priorities for being affected by the CAP. City staff will also share past climate actions and actions that are underway. This workshop will result in a coordination plan and next-step actions for the GDS Team. As a small workshop, we envision no more than six non-GDS Team members, though fewer may be appropriate.
- 2) Coordination with existing climate action efforts. The GDS Team will assign a key point of contact to engage with the City and Xcel Energy staff to ensure GDS Team awareness and engagement with efforts that are

underway with Xcel Energy. We believe this coordination is essential in order to identify the nature of activities stemming from the City's engagement with Xcel Energy, incorporate those activities into the CAP, and avoid developing CAP recommendations that are redundant or could come into conflict with Xcel Energy-coordinated efforts. A key contact from the GDS Team will ensure efficient and streamlined coordination.

- 3) Engagement in key City Commissions or Common Council meetings. We propose that the GDS Team attend key meetings, as recommended by City staff, to ensure awareness of developments and develop a familiarity at how the City is approaching different topics that may relate to the CAP. As appropriate, the GDS Team could engage the Commissions or Council in presentations or Q&A sessions. We think it would be highly valuable to take input from Commissions or the Common Council as part of the overall process, with these key stakeholders providing input and ideas to help from elements of the CAP. With both GDS and Michael Energy staff located in La Crosse and the region, attending these meetings in person (assuming in-person meetings become the norm) is a high-value opportunity that the GDS Team can efficiently deliver.
- 4) Identifying areas to leverage State, Federal, or other funding assistance that align with broader efforts from the City to leverage those sources. Drawing on outside resources may be critical for La Crosse to be able to take full action on the opportunities presented in the CAP. Understanding what La Crosse may already be doing for its broader City efforts may point to opportunities for leverage within the CAP. Additionally, the GDS Team can identify outside sources of funding or other assistance that may help with implementing the CAP, though awareness of how such resources may already be getting engaged with by the City is a critical coordination area to avoid redundancy or possible miscommunication.
- 5) Periodic check-ins as the CAP details emerge. Developing a CAP is an iterative process. As action items or topic areas become a focus, it will be useful to have topic-specific discussions with City staff engaged with the project. These will be important coordination meetings to ensure that the action items "fit" within the expectations of the City and align with current or emerging planning efforts. The topic-focused approach will allow for the careful tailoring of CAP initiatives or other actions with the most up-to-date information and with a full consideration of how elements of the CAP fit within the City's overall plans and planning process.

As proposed here, we intend to have close engagement with the City to ensure coordination across various stakeholders. Our proposed approach is flexible and can be adapted or otherwise changed as advised or preferred by the City. Additionally, we plan to consider how CAP elements fit within the City's plans and how climate mitigation or adaptation efforts fit those plans or if there may be suggestions for adjusting those plans. Close coordination will drive success within the CAP development process as well as in future implementation of the CAP.

Task 5 Deliverables. *The GDS Team will deliver*

- 1) *A workshop to coordinate awareness and actions related to City Commissions/Council and planning efforts with a team plan on next-step engagements to drive coordination throughout the CAP development process*
- 2) *Coordination with Xcel Energy and the City as an ongoing activity to inform the CAP*
- 3) *Attendance or engagement with City Commissions or Common Council as directed by City project staff*
- 4) *Identification of possible resources to support CAP implementation in coordination with the City's current engagement with outside resources*
- 5) *Periodic check-ins on specific topics*

3.3.6 Task 6. *Draft Climate Action Plan*

The GDS Team will draft a CAP that is informed by the GHG emissions analysis and priority actions (Tasks 1-3) and the collaboration described in Tasks 4 and 5. The CAP will need to combine technical analysis with qualitative

considerations to arrive at the best set of strategic options and priorities. Outside of understanding the relative impact of possible actions on GHG emissions, the CAP will need to consider issues of:

- Equity and how the CAP may impact different communities and groups, along with how implementation can incorporate equity and empowerment.
- Benefits Framing: Climate action has benefits and the plan should emphasize how the various elements can improve community well-being. We believe that tying the elements of the CAP to current and emerging Comprehensive Plan or other plans can assist, though in many cases climate action efforts can have substantial net benefits, which will be described as a key focus.
- Partnerships: Climate action is a community-wide effort with community (and global) benefits. Partnerships that can be leveraged to support implementation will be a key consideration and may even play a role in prioritizing various elements.

GDS has developed a general matrix to support municipalities in making decisions within the context of climate planning. The matrix touches on the several key CAP components above and can also be used to help prioritize elements or frame timing. The matrix will be delivered as part of the report, but is also a tool that can be used to take input from stakeholders to inform timing and prioritization, which can occur in Tasks 4 and 5. The matrix structures information in the following way, within a MS-Excel worksheet:

Project or Initiative: Describes a strategic action

Action Summary: Summarizes the project or initiative for quick understanding

Scoring Criteria: An adaptable set of criteria that are weighted based on stakeholder input and scored on a 1-5 scale.

Through RCE, the GDS team can align the targets developed in Task 2. Recent criteria have included:

- Greenhouse Gas Reduction impact
- Cost implications
- Criticality of meeting policy targets (e.g. GHG reductions, other policy considerations)
- Reduction in Energy Consumption (if a relevant criterion)
- Equity impacts
- Ease of implementation

Implementation Responsibility: criteria including

- Time Frame: identifying the timeframe of the project or initiative
- The municipal department responsible for the project or initiative
- Partners: who are key partners to engage to support the project or initiative (e.g. Xcel Energy)

We believe our matrix largely aligns with how La Crosse has envisioned outlining the critical needs, though it can be tailored to fit La Crosse.

Beyond the matrix, the GDS Team will deliver the CAP and with topics that combine the GHG emissions analysis and describes action elements selected for inclusion in the plan. As appropriate, a section describing the process for arriving at the elements of the plan can be included. We believe that outlining *how* the action elements of the CAP were developed is an important component to help with adoption.

In addition to the written CAP, the GDS Team will develop a PowerPoint summarization of the key report elements. The PowerPoint will help summarize key elements from the written report and plan to communicate to different audiences. The PowerPoint can also identify additional considerations, including the mention of action elements that may have been of lower priority in the final CAP but still important to some stakeholders.

The GDS Team is aware that the CAP needs to reflect the audience and will work with City staff to ensure that the writing style and presentation follows the same style, use of language, and general format preferred by the City. We believe that simple language and easy to understand graphics are important concepts. For highly technical issues we will work to convey a simple understanding for a lay audience that respects their ability to understand the concepts without requiring a deep technical knowledge.

We fully expect the draft CAP to be revised multiple times. In general, we see these revisions flowing along the following process:

- 1) *Deliver a client-ready draft to City staff for review. There may be several areas requiring specific additional input.*
- 2) *Revisions with City staff. We expect several rounds of revisions prior to a final "outward facing" draft.*
- 3) *Drafts for stakeholder review. As directed by City staff, drafts may be shared with comment by stakeholders. These stakeholder reviews could be Steering Committee members, community liaisons, or others recommended by City staff.*
- 4) *Updated final CAP suitable for the approval process*

We appreciate that the process for developing a CAP may require input from many stakeholders. The general process we proposed for Tasks 1-5 envisions input at various stages in the process. The GDS Team is open to alternatives and views the CAP report (draft or final) as a product of the City and the process, not just as a consulting product or "one size fits all" generic report. As such, the Team is fully prepared to, as directed by City staff, to engage with multiple parties to ensure input is received and considered. In the end, the CAP is La Crosse's roadmap for climate action and should reflect the priorities and elements that best align policy goals with action elements.

Task 6 Deliverables. *The GDS Team will deliver the following for Task 6.*

The GDS Team will deliver both a draft and a final decision matrix, and multiple rounds of draft reports and accompanying PowerPoint summary. A final CAP will be delivered which aligns with the City's needs for final approval.

3.3.7 Task 7. *Support City in Adoption of the Climate Action Plan and General Plan Amendments*

The GDS Team is fully prepared to support City staff and its needs to move the CAP through the approval process and in supporting any reporting to the Common Council related to the CAP. Additionally, the GDS Team will support City staff in presenting the finalized CAP and General Plan Amendments for adoption by Common Council. We are fully prepared to support City staff in this effort and see it as a critical component of the CAP – this step is the cornerstone of future climate action and ensures the CAP will be an actionable document for the long-term.

With our local team members, both GDS and Michaels Energy can be made available to work with City staff in-person (as needed) or to assist with presentations to the Climate Action Plan Steering Committee, the Plan Commission, and Common Council. We understand the procedural steps as the CAP is formulated, revised, reviewed, and approved by the several stakeholder groups within City government.

The GDS Team sees itself as working for City staff to achieve the outcome of the goals laid out in the CAP. Throughout the process, as described in prior Tasks, the GDS Team views close collaboration as a hallmark of our approach. We understand that meeting the needs of City staff, committees, commissions, and the Common Council are needed in the formulation of the CAP and in successfully adopting the CAP. We believe that the prior engagements with all these stakeholders, as described in previous tasks, will facilitate the approval process, and help the GDS Team tailor reports and presentation to address the needs of each stakeholder group. In this final task, the GDS Team will take great pride in assisting City staff to bring the CAP through each of the key approval gateways and into final approval by the Common Council.

Task 7 Deliverables. *The GDS Team will deliver the following for Task 7.*

As directed by and in support of City staff, the GDS Team will deliver reports and presentations to support the approval of the finalized CAP. Reports and presentations will be delivered to the Climate Action Plan Steering Committee, the Plan Commission, and Common Council.

3.4 PROJECT TIMELINE

As seen in Figure 3-1, Tasks 1, 4 and 5 have closely related start dates, and timeframes to completion. Unless directed by the City, or in the context of Acts of God, the GDS Team will meet all expectations regarding the requested timeframes and completion dates. Within forty-five days of contract execution, the City will receive a document listing all stakeholders. By the fifth month, all GHG work will be completed. Within 6 months of contract execution, the City of La Crosse will receive a Draft Report. Within 9 months, the City will receive the Final Report.

GDS understands that La Crosse requested the quote be valid for 180 days, and that it is possible for the project to start later than the anticipated August 2021 start date. For the City's convenience, the timeline is presented in contract months, as well as calendar months. Should the La Crosse delay the start date, we will start the timeline in the calendar month indicated in the figure. The timeline will function on contract months.

The GDS Team utilizes various file sharing programs, including MS SharePoint and Dropbox to facilitate the exchange of information and relay information regarding deadlines and status updates for project milestones. The team will schedule, at minimum, monthly appointments with the La Crosse staff to ensure effective communication between GDS Team members and La Crosse staff and ensure that project timelines are met. All staff members have excellent project management experience. We will prioritize the City of La Crosse's GHG inventory to ensure all subsequent deadlines, obligations, meetings, and deliverables are met.

FIGURE 3-1 LA CROSSE PROJECT TIMELINE

Description	Task	2021					2022					
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Contract Month				1	2	3	4	5	6	7	8	9
Award Issued		X										
Complete Contract Negotiations	0		X									
Initial Project Kickoff Meeting	0			X								
1. Analyze GHG Emissions	1			X	X							
2. GHG Emission Redux Targets	2				X	X						
2.1 Optional extension to Task 2	2						X					
3. Forecast GHG Emission Redux	3						X	X				
4. Engage City Commissions/Council/Community	4				X	X	X	X	X	X	X	
4.1 Optional extension to Task 4	4									X	X	
5. Coordinate with Related City Efforts	5				X	X	X	X	X			
6. Draft Climate Action Plan	6						X	X	X	X		
7. Support City in Adoption of CAP and Amendments	7									X	X	X

The GDS Project Manager will organize regular meetings with the City for reporting, presenting any issue of concern relating how we are resolving problems and generally to organize and coordinate work.

4 Task 4 Community Engagement

Please refer to Section 3.3.4 Task 4 for a detailed description on how the GDS Team plans to engage the community and gather public input. This heading is left to maintain consistency with the RFP instructions.

5 Qualifications

This section of the proposal introduces the GDS Team, including values, organization structure, and stability the GDS Team brings to La Crosse. GDS will serve as the prime consulting firm, responsible for all tasks, deliverables, and administration. GDS possesses the skills and experience to carry forward with this contract effectively and efficiently. However, we believe the City of La Crosse's interests will be better served by bringing additional capabilities from Ruby Canyon Environmental, a GHG specialty company currently working with the city, and Michaels Energy, a La Crosse based firm in the energy consulting space, as depicted in **Figure 5-1 Team Org Chart**.



Figure 5-1 Team Org Chart

5.1 GDS TEAM

5.1.1 GDS Associates, Inc. (GDS)

This section of the proposal provides a brief overview of GDS, including mission, history, evidence of financial stability and brief description of the Energy Efficiency and Renewable Energy (EERE) Department.

GDS Associates is a client-focused energy engineering and management consulting firm created 34 years ago in 1986, committed foremost to identifying and meeting its client needs and striving to continuously provide high quality work and customer service. Our mission and core values reflect these commitments. GDS consultants are recognized leaders in their respective fields, dedicated to their clients, innovative in their approach to meeting unique challenges, and known for consistently being available when needed. For more detail on our history and clients, please visit our [website](#).

5.1.1.1 GDS Financial Stability

The **GDS MISSION** is to “*help our clients succeed by anticipating and understanding their needs and by efficiently delivering quality services with confidence and integrity*”

GDS is a multi-service consulting and engineering firm formed in 1986 as a C-Corporation and now employs a staff of more than 190. Headquartered in Georgia, GDS also has offices in Alabama, Florida, Maine, New Hampshire, Oregon, Texas, Washington, and Wisconsin. GDS’ annual revenues in 2020 were \$45 million.

Since its inception in January of 1986, GDS has grown from a small regional engineering and consulting firm based in Marietta, Georgia to large national firm with additional regional offices in Texas, Alabama, Maine, Wisconsin, New Hampshire, Florida, Washington, and California. GDS currently has clients in 45 states and Canada and has seen revenue grow from \$19.7 million in 2005 to over \$45 million in 2020. Over that same period the number of employees has increased from 118 to over 190.

5.1.1.2 EERE

The EERE Department operates from our headquarters in Marietta, GA. It has business operations around the country including Madison, WI. This project will operate from our Madison office.

In 2020, GDS was selected through a competitive bid process to develop a Clean Energy Plan to achieve 100% renewable energy by 2050 including energy efficiency and fleet electrification for the City of Tallahassee municipal utility. Further, we are in the draft report stages for a carbon neutrality and renewable energy plan for Durham, North Carolina, and a feasibility study for Delta Airlines in Atlanta to evaluate rooftop solar, canopy solar, battery storage, fleet fuel alternatives and EV charging infrastructure. We also are beginning to develop a comprehensive energy plan for the state of Louisiana’s Department of Natural Resources to be completed in 2021. GDS also completed a statewide beneficial electrification study for the State of Colorado’s Energy Office in 2020, which can be found [here](#). GDS has provided additional project examples and references similar in size and scope to the RFP in Section 5.2.1 below.

To further enhance our ability to meet and exceed project objectives, we have brought on partners with unparalleled experience with greenhouse gas inventories, Scope 1 and Scope 2 analysis, energy planning, energy innovation, community engagement, and carbon reduction strategies.

5.1.2 Ruby Canyon Environmental (RCE)

RCE was formed in 2005 in Grand Junction, Colorado as an organization dedicated to providing greenhouse gas (GHG) related services and facilitating GHG emission reductions. RCE will manage the work from its Loveland, CO office and will establish one team member to serve as the main point of contact. RCE provides a broad range of technical consulting services to companies/entities wishing to conduct GHG inventories, report their emissions to U.S. EPA, develop climate action plans or carbon footprints, and execute strategies for reducing their GHG emissions. From 2013 – 2020, Ruby Canyon Environmental was named Best Verification Company in North America seven times in the Environmental Finance market survey.

As a small business, RCE has earned its reputation through providing high-quality technical services and personal attention to the individual needs of clients. RCE has seven employees, the majority of which are based in Grand Junction, CO. Employees are also based in Cleveland, OH, Flagstaff, AZ, and Loveland, CO. RCE has a satellite office in Mexico City as well, operating our Ruby Canyon Mexico branch with four employees.

Ruby Canyon Environmental has over 12 years of experience with GHG inventories and is highly knowledgeable around emission estimation for all six GHGs, emission scopes, project boundaries, baseline determination, calculation methods, mass balance equations, emission factors, relevant emission scopes and materiality concepts. RCE has an exceptional understanding of the requirements for GHG inventories reported under various programs such as California GHG Reporting, WRI/WBCSD GHG Protocol, The Climate Registry (TCR), EPA Mandatory Reporting, CDP, Ontario, and British Columbia GHG reporting, as well as Mexico RENE GHG reporting. RCE also completed the ANSI accreditation program to become an ISO 14065 approved GHG validation and verification (V&V) body on October 9, 2009. From 2010 – 2021, RCE has completed **over 650** complex organizational level GHG verifications in a wide variety of sectors including local governments, transportation, waste, mining, manufacturing, electric power, pulp and paper, and oil & gas industries.

In addition, RCE is quite knowledgeable of the types of emission sources and associated data activity typically found in city and county operations including stationary combustion for building heating and cooling and back-up generators, purchased electricity, mobile emissions from vehicle fleets and off-road equipment, and fugitive emissions from landfills and wastewater treatment facilities. Having verified large inventories in the past, RCE is also familiar with appropriate assumptions and calculations for Scope 3 emission sources such as business travel, paper usage and waste for a more comprehensive accounting of GHG emissions sources.

RCE has direct experience with municipal GHG inventories and climate action planning, providing extensive knowledge of the myriad contemporary sustainability strategies required to achieve the goals laid out in those plans. RCE recognizes the complexities of local emissions profiles and is fully versed in designing individualized solutions to meet carbon reduction goals. Having partnered with numerous municipalities, governments, universities, and companies in scoping and addressing their respective impacts on climate change, RCE presents a uniquely cultivated project history upon which to support the City of La Crosse in their climate initiatives.

Examples of relevant work conducted by RCE and our team over the past few years are included below.

- In 2020-2021, RCE produced the first official municipal and community GHG inventory for the City of La Crosse, WI.
- In 2019, RCE team member, Garrett Heidrick, produced the GCoM and CDP mandatory GHG inventory report for the City of Flagstaff, AZ.
- In 2019, RCE team member, Garrett Heidrick, designed and created the first GHG inventory for the City of Sedona, AZ.
- In 2018 and 2020, RCE verified Mexico City's CY 2017 and 2019 GHG inventory under Mexico's mandatory RENE GHG reporting program.
- In 2015-2021, RCE verified County of San Diego's CY 2013, 2016, and 2019 TCR GHG Inventory.
- In 2012-2016, RCE verified GHG inventories for the cities of Austin, TX; Davis, CA; Hollister, CA; and Cambridge, MA, under The Climate Registry and ISO 14064 requirements.
- In 2012-2013, RCE developed the GHG inventory for the Alameda-Contra Costa Transit District in California to the TCR program. This included a variety of sources of GHG emissions including stationary, mobile, and fugitive.

5.1.2.1 Services Subcontracted to Ruby Canyon Environmental

Ruby Canyon Environmental's expertise will be leveraged to assist GDS in the following task areas as needed:

- *Expertise with Greenhouse Gas emissions sources, quantification, emission reductions, and regulations. They will lead the estimates and projections of GHGs. Tasks 1, 2, and 3.*

5.1.3 Michaels Energy (Michaels)

Michaels Energy (Michaels), incorporated in 1984, is headquartered in La Crosse, WI. They deliver and evaluate utility demand-side management, energy efficiency programs, and provide research, and regulatory, administrative, and technical support for utilities and regulatory agencies. Michaels also features national thought leadership on decarbonizing our economy. Michaels designed and delivers a certified continuing education units (CEUs) and professional development hours (PDHs) course that includes conventional and renewable electricity generation, carbon content of electricity by fuel, and the blended average over the United States, or for individual states. It features in-depth content for transmission systems, electrification technologies and their associated dollar and carbon emission comparisons, electricity storage technologies, thermals storage technologies combined heat and power, and efficiency and energy-demand management.

Michaels' engineering, research, and evaluation provide critical information for program and plan design including energy and carbon reduction, and demand management opportunities. For example, they have supported several potential studies to assess the energy reduction capacity within utility service territories and within entire states. Additionally, as a part of large commercial and industrial energy audits and strategic energy management plans, they identify and quantify carbon reduction opportunities to support organizational sustainability objectives. They are currently working with the Minnesota Department of Energy Office of Energy Efficiency and Renewable Energy to examine the use of electrification as a tool for increasing energy efficiency, reducing carbon emissions, and optimizing the electricity grid in Minnesota. This project includes stakeholder group engagement and facilitation that will culminate in an action plan detailing whether and how Minnesota can most effectively leverage electrification with recommendations for policy makers, regulatory agencies, and utilities.

5.1.3.1 Services Subcontracted to Michaels Energy

Michaels Energy's expertise will be leveraged to assist GDS in the following task areas as needed:

- *Task 4. Community Engagement*

5.2 DEMONSTRATED PRIOR EXPERIENCE

The GDS Team has skills at Climate Action Planning through years of work on behalf of state and local governments, public utility commissions and utilities. Our Team can engage sophisticated end-users, market actors, IOUs and co-ops, and other stakeholders with core knowledge related to a customer's situation and application of technology. For example, our engineering field staff regularly engage with large organizations to develop energy efficiency projects and conduct energy analyses with emissions in mind. We can work with the facility operators and senior leadership to draw out practices and perspectives that inform customer decision making across complex projects, as well as renewable energy technologies. GDS has depth experience working with utilities and market actors with the same understanding of technology and their market realities to gather a deeper understanding of their considerations and decisions. Our staff have a range of skills and knowledge related to market research, energy process evaluation, and market or technology characterizations/assessments, many closely tied to emission abatement or reduction.

5.2.1 Wisconsin Project Examples

This section highlights several projects that GDS has completed of similar scope and complexity in Wisconsin.

City of Middleton

GDS, in conjunction with other team members created a Sustainability System for the City of Middleton. The system consisted of a framework for continual improvements toward a sustainable future. The system was comprised of the following components:



- A community vision for sustainability
- Measurable Indicators of sustainability, including a record of baseline conditions and performance
- Performance Targets associated with each Indicator
- An “opportunities assessment” to identify immediate action items
- A prioritized Action Plan
- Adoption by Council
- Annual performance tracking, monitoring progress toward the Targets
- Annual Update/Renewal of the Action Plan

After facilitating community visioning sessions and preparing a baseline assessment, GDS and other team members, provided to the City the recommended sustainability indicators and preliminary targets along with MSA and Seventh Generation. The Green Team then convened a series of internal meetings with various City departments to further refine the indicators and targets and to identify viable actions to meet the selected targets.

This planning process was completed in March of 2010, including final action plan refinement, a public meeting to share the proposed plan, and finally adoption by reference in the Comprehensive Plan. The City embraced our recommended commitment to regular updates of the Sustainability System and has engrained sustainability into the political and administrative culture of the City.

Village of Cottage Grove

GDS in conjunction with other team member devised a Sustainability System for the Village of Cottage Grove. The Sustainability System enables the Village to fulfill four main objectives:



- Develop consensus on what a sustainable community will look like
- Facilitate and conduct an analysis of existing community energy and resource use
- Develop a strategic action plan which seeks to bridge the gap between existing use and the future vision
- Develop monitoring and evaluation tools to allow for easy annual progress reports

Components of the project included the development of “Sustainable Community Vision;” baseline analysis of energy use, water consumption, carbon emissions, transportation, waste generation, etc., and the creation of a monitoring system to evaluate the success of the sustainability action plans. While all components are integral, of importance is the fact that the Sustainability System didn’t end when the project is over. The cyclical nature of the System enabled the community to continue to implement their Sustainability System, year after year.

City of Green Bay

GDS completed a comprehensive energy assessment for the City of Green Bay, which included 28 facilities and five vehicle fleets. The energy assessment involved an analysis of energy efficiency and renewable energy opportunities, verification of energy consumption and cost baselines, identification of energy needs and deficiencies, identification of potential energy conservation measures (ECMs), and development of department and city-wide prioritized rankings of potential ECMs for optimal distribution of Energy Efficiency and Conservation Block Grant (EECBG) funds awarded to the city.



The study included identifying energy needs and deficiencies, identifying over 140 potential ECMs to correct deficiencies for each facility. The project also identified alternative renewable energy opportunities for the City of Green Bay. The vehicle fleet energy examination focused primarily on existing operations and maintenance practices and developed options for improvement and reviewed potential fuel conservation equipment effectiveness and applicability to the City of Green Bay fleets. The municipal fleet evaluation component of the project helped develop driver training and maintenance procedure recommendations to not only gather that information, but also improve operation efficiency. This is more difficult to measure but estimates of 20% reduced fuel usage and maintenance costs were expected.

The Project Prioritization listing developed by GDS included the necessary metrics to comply with the EECBG program from the Department of Energy and provided a metric by which the City of Green Bay could prioritize the implementation of the project. The completed ranking list could be prioritized by natural resources conserved, installation costs, operating budget impacts, jobs created/retained, greenhouse gas emission change, simple payback, or Green Bay Ranking calculation. The Green Bay ranking calculation is a ratio of life cycle operating budget savings over the initial capital costs.

GDS completed this work for the City of Green Bay on a short timeline and with outstanding results. GDS had just 30 days to perform site visits of 28 facilities and five fleets, perform benchmarking analyses, prepare the audit analyses, and complete the final report, due to time constraints related to preparing the report for EECBG funds. The report findings showed the City of Green Bay could save, on average, an estimated \$150,000 in energy per year. According to the ranking and funding sources identified in the study, the City has the ability to implement \$1 million worth of projects, which will provide \$60,000 in energy savings, \$39,000 O&M cost reduction, 13 retained/created jobs, and 1,325 tons of greenhouse gas reduction.

We significantly more experience around the country, as the following examples will demonstrate.

5.2.2 GDS, Project References

Project Name	<i>Renewable Energy and Carbon Neutrality Action Plan</i>		
Company Name	City of Durham (North Carolina)		
Contact Name & Title	Stacey Poston, Division Manager		
Phone	919-452-1125	Email	stacey.poston@durhamnc.gov
Project Description			
In support of the City of Durham's Sustainability initiatives, GDS is developing a Renewable Energy and Carbon Neutrality Action Plan to transition City operations to 80% renewable energy by 2030, achieve carbon neutrality by 2040 and to reach 100% renewable energy sourcing by 2050. The scope of services will include a comprehensive review and analysis of the current situation and development of tangible, feasible action plans to achieve the desired outcomes. The focus will include the six Strategic Initiatives identified in the RFP – Greenhouse Gas Reduction Targets and Action Plan Strategy, Energy Efficient			

Project Name	<i>Renewable Energy and Carbon Neutrality Action Plan</i>	
	Buildings Strategy, Fleet Transformation and Alternative Fueling Strategy, Renewable Energy Strategy, Financial Implications and Legal, Policy and Regulatory Review	
Project Name	<i>Energy Efficiency Consulting in Leased Commercial Buildings</i>	
Company Name	Commonwealth of Pennsylvania	
Contact Name & Title	Mark Hand – Director, Green Gov Council, Department of Environmental Protection	
Phone	(717) 787-5412	Email mhand@pa.gov
Project Description	The Commonwealth of Pennsylvania owns about 8 million square feet (SF) of space and leases another 8 million SF. The purpose of this work is to develop a roadmap for the Department of Environmental Protection (DEP) and its Green Government Council (GGC), and the Bureau of Real Estate (BRE) at the Department of General Services (DGS) so leased space may reflect energy use patterns consistent with Executive Order: 2019-01 – Commonwealth Leadership in Addressing Climate Change and Promoting Energy Conservation and Sustainable Governance. A known hurdle to reach the Executive Order goals is that energy cost is frequently rolled into the lease, so GDS is tasked to help accelerate adoption of measures in buildings not owned by the Commonwealth.	
Project Name	<i>2021 Integrated Resource and Clean Energy Plan</i>	
Company Name	City of Tallahassee (Florida)	
Contact Name & Title	Michael Ohlsen, Clean Energy Plan Manager	
Phone	850-891-3128	Email michael.ohlsen@talgov.com
Project Description	GDS is currently assisting the City of Tallahassee with dual Integrated Resource and Clean Energy Plan as part of a multi-year project which also includes an extensive community stakeholder engagement plan. The City is working towards meeting a Clean Energy Resolution passed by its City Council in 2019 to achieve a 100% clean energy goal by 2050. GDS is supporting the City by identifying and evaluating supply-side and demand-side alternatives, conducting a holistic quantitative and qualitative analysis of multiple scenarios and portfolios for Tallahassee's consideration. Project components include consideration for the electric, natural gas, and water utilities as well as community-wide adoption to achieve both public and private achievement of the goal. (2020 to Present)	
Project Name	<i>Statewide Electric Utility Infrastructure (EUI) Study (2017-2019)</i>	
Company Name	Minnesota Department of Commerce	
Contact Name & Title	Adam Zoet, Energy Planner	
Phone	(651) 539-1798	Email adam.zoet@state.mn.us
Project Description	In partnership with Cadmus, GDS recently completed a study for the Minnesota Department of Commerce to identify and quantify conservation opportunity in Electric Utility Infrastructure (EUI) assets owned and operated by utilities serving Minnesota consumers. The study required GDS to design an entirely unique approach to estimating potential. The project also created an opportunity for inter-departmental collaboration across GDS because it required expertise in transmission, distribution, generation, energy efficiency, and stakeholder engagement. The potential study builds on work GDS has done with the Department to create Technical Reference Manual measures to calculate EUI project savings and it feeds	

Project Name	<i>Statewide Electric Utility Infrastructure (EUI) Study (2017-2019)</i>
Company Name	Minnesota Department of Commerce

into an ongoing effort GDS is leading to clarify the policy landscape surrounding EUI as it pertains to conservation in Minnesota. Copies of the Study and Action plan can be found [HERE](#).

Project Name	Beneficial Electrification Market Assessment
Company Name	Colorado Energy Office
Contact Name & Title	Kim Burke, Senior Program Manager
Phone	303-866-2343
Email	kim.burke@state.co.us

Project Description

GDS Provided the Colorado Energy Office (CEO) a beneficial electrification market assessment for the State of Colorado, including an analysis of market barriers and policy options related to beneficial electrification. GDS modeled the opportunity for beneficial electrification as a potential study, utilizing a variety of federal and state government datasets as well as Colorado utility datasets to develop a statewide model of the potential for beneficial electrification through 2030 to reduce greenhouse gas emissions with a greening utility electricity grid. Combining current Colorado legislated social cost of carbon, the Colorado modified TRC test, and electric utility targets for carbon emissions reductions, GDS analyzed the greenhouse gas emissions impacts and cost-effectiveness of beneficial electrification across Colorado's residential, commercial, and industrial sectors. A companion report presented recommendations on near-term policy or regulatory options for consideration by the State to overcome market barriers identified in research. The research utilized in-depth interviews with stakeholders as well as a review of industry literature, synthesizing disparate information to provide perspectives specific to Colorado's economy and current state of beneficial electrification.

Reports are available at: <https://energyoffice.colorado.gov/about-us/reports>

See the "Colorado" section and links entitled with "Beneficial Electrification."

Project Name	<i>Smart City Pilot Development</i>
Company Name	Orlando Utilities Commission (Florida)
Contact Name & Title	Chanda Durnford, Emerging Technology Project Manager
Phone	407-274-8980
Email	cdurnford@ouc.com

Project Description

GDS performed market research and served as pilot project advisers throughout the procurement process of various "smart city" technology installations. Provide assistance in the piloting of utility pole based technology solutions to include 5G, Wi-Fi Access, (GUI) deployments, streetlight controls, crowd analytics, environmental sensors, EV charging components, traffic and pedestrian analytics, solar PV, integrated "IoT" and smart poles, and luminaire retrofits. Evaluate RFI responses, identify stakeholders, determine infrastructure and metering needs of the technologies, author a pilot project RFP, and evaluate RFP responses. Provide on-site project management for implementation of the pilot efforts. (2018-Present)

Project Name	<i>Statewide Energy Efficiency Potential Study (2016-2017)</i>
Company Name	Vermont Department of Public Service
Contact Name & Title	Keith Levenson
Phone	(802) 828-3183
Email	keith.levenson@state.vt.us

Project Description

GDS was retained by the Vermont Department of Public Service (DPS) to conduct an updated assessment of the cost-effective achievable potential for electric and natural gas energy efficiency and conservation

Project Name	Statewide Energy Efficiency Potential Study (2016-2017)		
resources in the State of Vermont. As part of this assessment, GDS analyzed the partial electrification of natural gas technologies to reflect increased adoption of heat pump technologies throughout the state and impacts to both electric and natural gas utilities. Additionally, the combined impact of both electric and natural gas savings on greenhouse gas emissions was calculated using fuel-specific emission rate factors to assess the long-term environmental impacts of 20-year energy efficiency potential.			
Project Name	Energy, Utility, and Fuel Consulting Services (July 2017-present)		
Company Name	Metropolitan Atlanta Rapid Transit Authority		
Contact Name & Title	Kevin Hurley, Interim Chief Financial Officer		
Phone	(404) 848-5774	Email	khurley@itsmarta.com
Project Description			
GDS is contracted by MARTA, the City of Atlanta’s transit authority, to serve in a multi-year consulting role as an advisor on energy management/procurement and uncovering energy efficiency opportunities for the rail, bus, and paratransit systems. The GDS Team is tasked with investigation of all fuel and electric accounts that serve ground transportation and large propulsion activities, as well as vendor proposal evaluation, tax credit consulting, sustainability options, risk management, and weekly newsletter creation to inform MARTA management of market news. The Team is charged with finding overall efficiencies that will help advance North America’s ninth largest transit system towards the future of metropolitan transportation.			

5.2.3 Michaels, Project References

East River Electric Power Cooperative California Air Resources Board-Low Carbon Fuel Standard Guidance, Madison, SD (2019).

Michaels Energy developed an information guide and assessment of risks and benefits associated with participation in the California Air Resources Board (CARB) Low Carbon Fuel Standard (LCFS). The LCFS is a cap and trade program for transportation fuels used in the state of California. The information guide serves as a tool for East River and its member cooperatives to work with and educate their customers in utilizing electrical energy for fuel generation processes. The guide includes a brief overview of the history of the LCFS and recent changes and updates to the regulation. The guide also summarizes past, present, and future projections of credit market value to aid East River Electric Power Cooperative's customers with investment decisions and assess potential market risks.

Michaels Energy Decarbonization CEU Course (2021 – Present).

In May 2021 Michaels designed and delivered a four-hour beta course to the membership of the Association of Energy Services Professionals. The course will be expanded to five hours and delivered to membership in September 2021. These courses include certified continuing education units (CEUs) and professional development hours (PDHs), and the fall course will feature a capstone project for participants. The course includes conventional and renewable electricity generation, carbon content of electricity by fuel, and the blended average over the United States, or for individual states. It features in-depth content for transmission systems, electrification technologies and their associated dollar and carbon emission comparisons, electricity storage technologies, thermals storage technologies (both of which are necessary to accommodate large shares of renewable energy), combined heat and power, and efficiency and energy-demand management.

Project Name	California Air Resources Board-Low Carbon Fuel Standard Guidance (2007-2008)		
Company Name	East River Electric Power Cooperative		
Contact Name & Title	Pat Dienger, Executive Director		
Phone	608-781-5365	Email	patrick@lcha.net
Project Description			
Michaels Energy developed an information guide and assessment of risks and benefits associated with participation in the California Air Resources Board (CARB) Low Carbon Fuel Standard (LCFS). The LCFS is a cap and trade program for transportation fuels used in the state of California. The information guide serves as a tool for East River and its member cooperatives to work with and educate their customers in utilizing electrical energy for fuel generation processes. The guide includes a brief overview of the history of the LCFS and recent changes and updates to the regulation. The guide also summarizes past, present, and future projections of credit market value to aid East River Electric Power Cooperative's customers with investment decisions and assess potential market risks.			

Project Name	La Crosse Housing Authority Energy Audits (2007-2008)		
Company Name	La Crosse Housing Authority		
Contact Name & Title	Pat Dienger, Executive Director		
Phone	608-781-5365	Email	patrick@lcha.net
Project Description			
Michaels Energy conducted energy audits of 11 housing authority properties and prepared written reports and budgets to assist the housing authority in becoming more energy self-sufficient. All energy using systems were studied and line item savings, paybacks and potential rebates were presented to the housing authority for consideration.			

Project Name	Stakeholder engagement and action planning on electrification and grid optimization for the State of Minnesota (2018-2019)		
Company Name	Minnesota Department of Commerce, DOE EERE		
Contact Name & Title	Anthony Fryer, CIP Supervisor		
Phone	651-539-1858	Email	anthony.fryer@state.mn.us
Project Description			
Michaels Energy, as a sub-contractor to the MN State Energy Office, is examining the use of electrification as a tool for increasing energy efficiency, reducing carbon emissions, and maximizing grid optimization in Minnesota. Michaels will develop recommendations for policy makers, regulatory agencies, and utilities. This effort includes a series of meetings that will educate stakeholders and facilitate discussion on electrification regulation and policy, technologies, performance metrics, and grid modernization benefits. Based on the outcomes of this stakeholder engagement, the project team will develop an action plan detailing whether and how Minnesota can most effectively leverage electrification.			

5.2.4 RCE, Project References

RCE has completed over 650 entity or facility GHG verifications since its founding and maintains a highly competent staff of lead verifiers and GHG experts with experience in developing and verifying greenhouse gas emission inventories. Most relevant to La Crosse's needs, RCE has provided services for the following related entities:

Project Name	Developed Municipal and Community 2019 GHG Inventory		
Company Name	The City of La Crosse		
Contact Name & Title	Lewis Kuhlman, Environmental Planner		
Phone	(608) 789-7512	Email	kuhlmanl@cityoflacrosse.org
Project Description			
RCE developed a municipal and community 2019 GHG Inventory for the City of La Crosse.			

Project Name	GHG Inventory Report		
Company Name	The City of Flagstaff		
Contact Name & Title	Jenny Niemann, Climate and Energy Specialist		
Phone	(928) 213-2150	Email	jniemann@flagstaffaz.org
Project Description			
RCE team member Garrett Heidrick completed a GCoM and CDP mandatory GHG inventory report using ICLEI, WRI, and C40 Cities' reporting guidelines.			

Project Name	GHG Inventory		
Company Name	The City of Sedona		
Contact Name & Title	McKenzie Jones, Sustainability Coordinator		
Phone	(928) 203-5060	Email	mjones@sedonaaz.gov
Project Description			
RCE designed and created first GHG inventory based on ICLEI, WRI, and C40 Cities' reporting guidelines. Completed by RCE team member Garrett Heidrick.			

Project Name	TCR GHG Verifications		
Company Name	The County of San Diego		
Contact Name & Title	Susan Freed, Energy and Sustainability Program		
Phone	(858) 229 9809	Email	Susan.Freed@sdcounty.ca.gov
Project Description			
RCE completed TCR GHG Verifications: 2011, 2012, 2013, 2014, 2015, 2016, 2019 GHG inventory included county buildings, office space, facilities, vehicle fleet, water delivery, streetlights, and fugitive sources.			

Project Name	GHG Reporting Verification		
Company Name	Mexico City		
Contact Name & Title	M.I. Javier Orlando Avilés Sayas, Project Manager, Climate Change Office		
Phone	+ 52 (55) 52 78 99 31 ext. 6852, 6882	Email	javiles.sma@gmail.com
Project Description			
RCE conducted RENE Mandatory GHG reporting verification: 2017, 2019			

Project Name	ISO 14064-3 Verification		
Company Name	City of Cambridge, MA		
Contact Name & Title	Bronwyn Cooke, Sustainability Planner,		
Phone	(617) 349 4604	Email	bcooke@cambridgema.gov
Project Description			
RCE conducted ISO 14064-3 Verification: 2008, 2012, 2016			

5.2.5 Ability to Perform the Work within a Reasonable Time Frame and Budget

Provided below are reasons why our team can meet **and exceed** the desirable qualifications set out by the City.

1. ***We Are an Experienced & Responsive Team.*** GDS has assembled a small, tight knit, highly experienced and responsive team that can develop an effective, realistic CAP. The GDS Team has the expertise to develop the CAP as a living document that supports the overall planning process. RCE is already working with the City and has rapidly engaged in work with GDS. GDS and Michaels have collaborated in projects elsewhere.
2. ***Key GDS Team Members Extensive Experience in GHGs and Planning.*** RCE is a leader in GHG analysis and certification. GDS and Michaels are leaders in the development of energy plans and energy efficiency studies. Our Team already has information sources and spreadsheet models in place, and we have developed numerous highly regarded plans for municipalities, utilities, and electric cooperatives around the nation. We have worked on energy efficiency planning projects with all nearby states in the Midwest in a variety of contexts. We are thus familiar with the energy challenges and energy efficiency potential of the broader Upper Mississippi region. Our Deputy Project Manager is the lead author of the Louisiana Comprehensive Energy Plan (in process) and contributed to the national energy plan of the Republic of Panama, which was a participatory process like the one proposed here.
3. ***We Know Exactly Where to Go to Get the Necessary Data.*** Key members of the GDS Team already have extensive libraries and in-depth familiarity regarding the contents and potential relevance of numerous region-specific data sources. Plus, RCE is the lead author for the GHG work in progress at La Crosse. GDS routinely uses U.S. Department of Energy (DOE) and Energy Information Administration (EIA), U.S. Environmental Protection Agency (EPA), Bureau of Economic Analysis (BEA), Bureau of Labor Statistics, and the U.S. Census Bureau data.
4. ***We are in Wisconsin and La Crosse Residents.*** Both GDS and Michaels are Wisconsin firms and Michaels is headquartered in La Crosse. We know our way around; we know the key people and can assemble the groups of stakeholders to garner exceptional feedback.
5. ***We Have Ample & Highly Qualified Staff.*** We have the personnel, staff, financial resources, project management experience and available labor resources to produce high quality deliverables within the budget and schedule for this project. This will ensure to ensure timely/on-target delivery of key project elements. In section 7 Proposed Staff Qualifications, we introduced 5 key staff along with a rich bench of specialists that can join when needed to provide specific contributions and reduce project costs. Redundancy is built into GDS, in the sense that other highly qualified team members in GDS may be drawn upon as unexpected events occur.
6. ***Our Track Record Is Top-Notch.*** Key members of the GDS Team have significant experience working on large projects under extremely tight time schedules. We are proud of the fact that we consistently meet or exceed the expectations of our clients and encourage the City to check all references provided in this proposal.
7. ***No Conflicts of Interest.*** Our Team is aware of no conflicts of interest that would prevent us from being able to work on this project. Proposed Staff Qualifications

This section presents qualifications and biographies of key personnel for the GDS Team with a description of the work they will be responsible for. Resumes for all team members further outlining previous related experience are included in APPENDIX A. Resumes of Key Personnel & Support Staff. Rich Hackner, Principal in

Charge, will contribute with no billed hours. Mr. Hackner is native of La Crosse, and know relevant people in the community, such as incoming ASHRAE President Mick Schwedler, who works for TRANE Company in La Crosse.

5.2.6 GDS Proposed Project Team

This section presents qualifications for Rich Hasselman and other members of the GDS Team. Rich Hasselman, Bethany Reinholtz, David LaGreca, Jessica Stavole and Eric O'Brian are the five key members and will be marked with a (*). Our team has been arranged specifically to address the needs of La Crosse, bringing together the most relevant experience and ideas to provide consulting services related to the production of the CAP.



Rich Hasselman*, CEM, CRM, GDS Managing Director and Proposed Project Manager

has over 23 years of experience in demand side management for clients in private sector companies and utilities, as well as governments and regulators. His experience includes managing market research projects; and conducting impact and process evaluations of energy efficiency, low-income energy assistance, demand response, and renewable energy programs. In this experience, Richard has developed practical perspectives on issues associated with meeting climate goals, equity goals, and clean energy goals. Rich is certified by AEE as a Carbon Reduction Manager and has supported carbon analytics in a variety of GDS projects, including those related to using ICLEI carbon footprint data and forecasting carbon footprint based on climate action plans. Rich has led stakeholder workshops and trainings on wind energy, biogas, solar energy, and energy efficiency in a variety of settings, including to university, professional development, and general population audiences. The combination of experiences allows Rich to tailor communications to various levels of audience technical knowledge and help guide teams as they prepare deliverables and communicate out to a variety of stakeholders.



Julio Rovi, CEM, LEED AP, GDS Director of Market Development and Proposed Deputy Project Manager

for this engagement. He is a subject matter expert in climate planning with over 30 years' experience in the energy industry, has extensive experience with state government and having personally worked with over one hundred local governments in the US, including the City of Madison and the City of Milwaukee. He was the technical lead for the contractor delivering ENERGY STAR for commercial buildings having EPA Climate Protection and Partnerships Division as a client for 15 consecutive years. Rovi began participating in activities and projects with Public Technology Institute, the National Association of Counties and ICLEI in 2001 serving as a resource for those organizations for over 10 years. Besides the USA, Rovi has contributed to climate, sustainability, and planning programs in 17 other countries in the Americas.

Rovi holds an undergraduate degree in Electromechanical Engineering, a Master's Degrees in Energy Management & Policy, and a Master's Degree in Social Systems Sciences from the University of Pennsylvania which bear directly to this planning process. Julio spent 25 years of his career from 1996-present working as a Project Manager, Technical Lead, Principal and Lead Consultant serving clients such as the Environmental Protection Agency's, DOE Better Buildings program, the US Green Building Council, the Government of Mexico, and the Government of Panama. Julio has deep experience with nearly all facets of energy efficiency planning and program delivery, including participatory planning processes. He holds the Credential of Certified Energy Manager.



Bethany Reinholtz*, GDS, will serve as Technical Resource for this engagement. Ms. Reinholtz is a Project Manager for GDS. She is a Certified Solar Site Assessor. As such, Bethany assesses solar energy opportunities for institutional, commercial, industrial, and agricultural facilities. Bethany also assists clients with determining and securing funding opportunities to support with the installation of solar PV. She also helped develop a sustainability plan for the University of Wisconsin-Green Bay. Bethany used the Clean Air Cool Planet tool to measure fossil fuel usage and carbon dioxide emissions to calculate the baseline for the entire campus. Bethany received a MS Degree in Environmental Science and Policy from the University of Wisconsin at Green Bay and a BS Degree in Zoology and Biological Aspects of Conservation from the University of Wisconsin at Madison. While at the University of Wisconsin, Green Bay completing her master's degree, Bethany Reinholtz assisted with the completion of a greenhouse gas emissions study for the university which included a report of baseline GHG emissions as well as recommendations to decrease emissions through energy efficiency, renewable energy opportunities, and behavior changes. For that endeavor, she worked on Scope 1, Scope 2, and Scope 3, plus offsets analysis. Ms. Reinholtz will leverage over 12 years of energy efficiency and renewable energy project management experience for this project. She is nationally recognized for her expertise related to beneficial electrification's impact on agribusinesses and opportunities for electrification in agriculture and rural businesses



Travis Hinck, PE, CEM, GDS, will serve as Technical Resource In his capacity as a Project Manager working for GDS' Energy Efficiency Department, Mr. Hinck provides technical expertise to GDS clients on a wide variety of energy efficiency issues. He recently managed a series of projects for the Minnesota Department of Commerce focused on driving energy savings from efficient electric utility infrastructure. These projects required a broad range of technical expertise and an understanding of the energy policy landscape. The projects also entailed an extensive stakeholder engagement and outreach process culminating in a consensus Action Plan for stakeholders.

Mr. Hinck also supports the Ameren Illinois Energy Efficiency Business program as TRM liaison to ensure energy savings calculations are done in compliance with the Illinois Technical Reference Manual (TRM), to advocate for the utility during the TRM update process as a member of the Stakeholder Advisory Group and Technical Advisory Committee, and design new measures for both the program and for inclusion the TRM. He also reviews applications to the program for technical accuracy and communicates with customers about how to implement energy efficiency projects. Before coming to GDS, Travis worked for 8 years as an engineer at Honeywell. He has a BS in Electrical Engineering from the University of Minnesota and a Master of Science in Science, Technology, and Environmental Policy, from the University of Minnesota's Humphrey Institute.



Kate St. Clair, GDS, will serve as Administrative Resource and brings has more than 20 years of experience assisting with energy efficiency and renewable energy projects. Kate assists with projects that involve customer relationship management of public, private, and non-governmental leaders and initiatives and action plans to achieve project goals. On these types of projects, she has worked closely with many different decision-makers, associations, end use customers, committees, and energy efficiency consultants. She also assists with administrative tasks related to projects including the production and review of reports for clients.

5.2.7 RCE Proposed Project Team

RCE will assign a four-person team for the development of the greenhouse gas emissions inventory. RCE will also determine one team member to lead the consulting process and remain the point of contact for the City of La Crosse.



David LaGreca*, Lead RCE Consultant began working at Ruby Canyon Environmental in 2017 pursuing a focus on evolving carbon marketplaces. David is certified lead verifier in North America under a variety of carbon offset and GHG inventory registries. He has participated in verifications in multiple US states, British Colombia, Ontario, Mexico, and Colombia. He has led multiple inventory verifications for government entities and private companies under The Climate Registry. David led the first GHG inventory project for the City of La Crosse in 2020-2021. He was lead consultant for abandoned well methane methodology development, flare reduction, municipal/community GHG inventory, and CDM disclosure projects. Along with GHG audits, he has developed corporate sustainability plans and conducted market analysis for began working at Ruby Canyon Environmental in 2017 pursuing a focus on evolving carbon marketplaces. David is certified lead verifier in North America under a variety of carbon offset and GHG inventory registries. He has participated in verifications in multiple US states, British Colombia, Ontario, Mexico, and Colombia. He has led multiple inventory verifications for government entities and private companies under The Climate Registry. David led the first GHG inventory project for the City of La Crosse in 2020-2021. He was lead consultant for abandoned well methane methodology development, flare reduction, municipal/community GHG inventory, and CDM disclosure projects. Along with GHG audits, he has developed corporate sustainability plans and conducted market analysis for environmentally preferred purchasing standards for retailers. David has conducted feasibility analyses for adopting and advancing corporate performance within LEED and Energy Star building rating systems.

David graduated in 2015 from the University of Denver with a Master of Science in Environmental Policy and Management, emphasizing Energy and Sustainability, culminating with a thesis on deep energy retrofits in residential homes. In 2009, David obtained a Bachelor of Science degree from the University of Colorado at Boulder in Environmental Studies, where he presented his research and design of a new-urbanist, sustainable city plan. Since graduation, David spent time as a research intern with an environmental consulting company, and as sustainability lead/ project manager for a green building company in Grand Junction, CO.



Nina Pinette, RCE, Senior Team Member/Peer Reviewer, is an environmental scientist at Ruby Canyon Environmental with experience in technical research, data collection and analysis, and report writing for qualifying greenhouse gas (GHG) emission inventories and reduction projects. She is a team member for RCE's GHG validation and verification work in U.S., Canadian, and Mexican carbon markets. She is skilled in developing verification and sampling plans, conducting risk assessments, and interfacing with clients and registries to resolve findings. Nina is versed in GHG emissions regulations in North America including the U.S. EPA's Mandatory GHG

Reporting Rule; British Columbia's Greenhouse Gas Industrial Reporting and Control Act, Greenhouse Gas Emission Reporting Regulation, and Greenhouse Gas Emission Control Regulation; Ontario's Climate Change Mitigation and Low-Carbon Economy Act and Greenhouse Gas Emissions Reporting Regulation; California's AB 32; and Mexico's General Law on Climate Change. Nina received her B.S. in environmental science with a second major in political science from Muhlenberg College in Allentown, Pennsylvania in 2009. Her studies included travel to Bangladesh to study climate change and sustainable development and to Kenya to study community conservation initiatives.



Jessica Stavole*, RCE, Team Member joined RCE in 2014 and is pursuing her interest in environmental policy and sustainable development by emphasizing areas of research pertaining to U.S. and international GHG markets while leading RCE's expansion into the sustainability field. Jessica is certified in G4 Sustainability reporting under the Global Reporting Initiative and in Product Life Cycle Accounting and reporting under the World Resources Institute. She is a lead verifier for the Airport Carbon Accreditation program, CORSIA, The Climate Registry, the Climate Action Reserve, Verra's Verified Carbon Standard, the California Air Resources Board, and the Climate Investment Branch. Jessica Graduated from Indiana University's School of Public and Environmental Affairs in 2014 with a Master of Public Affairs and a Master of Science in Environmental Science with a focus in Energy. In 2012, she received a Bachelor of Science in Biology with a focus in Physics and a minor in Environmental Studies from Xavier University. Prior to joining RCE, she worked for the Department of Energy's Pacific Northwest National Laboratory to develop a risk-assessment model for monitoring the underwater acoustical impact of the installation of offshore wind turbines on endangered marine species. In addition, Jessica developed a weatherization model for electricity usage and water consumption while working at IU's Office of Sustainability.



Garrett Heidrick, RCE Team Member joined Ruby Canyon Environmental in February 2020. His involvement at the company includes working as a team member on validation/verification projects in CAR, ARB, TCR, and ACR. Garrett has worked in multiple program types including livestock, ODS, landfill, organic waste digestion, process emissions, and corporate GHG inventories. He is interested in developing GHG inventories and finding innovative ways to translate them into meaningful change and profitable business solutions. At RCE, he has been able to pursue this by being a team member for the City of La Crosse, a large ammonia and nitrogen fertilizer company, and other corporate level GHG inventories. He received his MS in Climate Science and Solutions from Northern Arizona University (NAU) and his BA in Ecology and Evolutionary Biology from the University of Colorado, Boulder. During his time at NAU, Garrett helped to develop usable data for NAU's Climate Action Plan and helped to organize Flagstaff's Climate Action and Adaption Plan. Before joining RCE, Garrett worked for the cities of Flagstaff, Arizona and Sedona, Arizona, leading data collection for their community and municipal GHG inventories. Garrett also follows developments in the global carbon market helping clients and stakeholders understand how market trends impact policy, behavior, and industries.

5.2.8 Michaels Energy Proposed Project Team



Eric O'Neill*, P.E. (IA, MN, TX, WI), BEMP, LEED AP, Research and Evaluation Engineering Lead for **Michaels Energy**, will lead Task 4. In his role, he will ensure quality deliverables through review of all work products. He will also support the other tasks for this project. Eric has 13 years of engineering experience in program implementation and evaluation. He provides technical leadership and quality control for Michaels Energy's research and evaluation projects. In addition, Eric provides project management delivering results that meet and exceed customer expectations. As a long-time community member, he is excited to participate in a project that aligns with his passion for reducing the impact of carbon on our planet, near and far. Eric is not afraid to poke at his and other's thinking, testing its validity and overall soundness. He holds a B.S. in Mechanical Engineering and B.A. in Philosophy from the University of Wisconsin, Madison.



Jen Corcoran, Project Coordinator for **Michaels Energy**, will support Task 4. In this role she will engage and conduct interviews with City Commissions and the Common Council staff. Jen will coordinate and facilitate community group discussions. She has 12 years of professional experience in the development, administration, and oversight of program operations and services. Jen provides overall project coordination from the time they are received until completion. In this role, she supports project managers by coordinating project resources and updating project tracking systems. Her involvement ensures that projects are delivered on-time and on-budget. Jen is also experienced in cultivating collaborative relationships with community stakeholders by facilitating group discussions, surveys, and interviews. She has been a part of the La Crosse community for 17 years and has extensive relationships with members of the La Crosse community. Jen's education includes a Masters of Sports Administration and a B.S. degree in Recreation Management, both from the University of Wisconsin-La Crosse.



Joseph J. Cornillaud, P.E. (CA, MN), LEED AP, Senior Engineer at **Michaels Energy** with 18 years of experience will support Task 4 accompanying Jen Corcoran to community events. Joe conducts energy audits and energy analyses for institutional and large C&I end users, including quantifying carbon reduction opportunities to support facility sustainability plans. Joe has lived in La Crosse since 2012, where he has been a member of the local ASHRAE Chapter, serving on the Board of Governors since 2018. He joined the La Crosse Toastmasters chapter in 2017 and has served on the board since 2018. He holds a B.S. degree in Mechanical Engineering from Michigan State University.

TABLE 5-1 GDS TEAM ROLES, RESPONSIBILITIES, LEVEL OF EFFORT AND INVOLVEMENT

Name & Title	Roles & Responsibilities	Level of Effort (time allocation)	Duration of Involvement	Company
Rich Hasselman*, <i>Managing Director</i>	Overall Project Lead, all tasks	25%	100%	GDS
Julio Rovi, <i>Director, Market Development</i>	Deputy Project Lead, all tasks	25%	100%	GDS
Travis Hinck*, <i>Project Manager</i>	Task 5-7 Support	25%	100%	GDS
Bethany Reinholtz*, <i>Project Manager</i>	Analysis Support – All tasks	25%	100%	GDS
Kate St. Clair, <i>Analyst</i>	Analysis Support – All tasks	25%	100%	GDS
David LaGreca*, <i>Lead Consultant</i>	All tasks	25%	100%	RCE
Nina Pinette Senior*, <i>Team Member/Peer Reviewer</i>	Task 1-3 Support	25%	100%	RCE
Jessica Stavole-Carter, <i>Team Member</i>	Task 1-3 Support	25%	100%	RCE
Garrett Heidrick, <i>Team Member</i>	Task 1-3 Support	25%	100%	RCE
Eric O'Neill*, <i>Research and Evaluation Engineering</i>	Task 4-7 Support	25%	100%	Michaels
Jen Corcoran, <i>Project Coordinator</i>	Task 4-7 Support	25%	100%	Michaels
Joseph J. Cornillaud, <i>Senior Engineer</i>	Task 4 Support	25%	100%	Michaels
(*) Denotes Key Personnel				

5.3 ADDITIONAL SUPPORT STAFF

GDS and its subcontractors have included a small number of staff in the sections above for brevity, as requested. Both GDS Associates and its subcontractors have designated support staff that will be available to assist in this effort, including both junior staff and seasoned senior staff. Details on the allocation and background of the support staff can be provided at the discretion of the City.

6 *Cost Proposal*

6.1 **COST PROPOSAL: COMPLETION OF ALL PROJECT REQUIREMENTS**

Per the requirements of the RFP, our Team's cost proposal is provided in *6.1 Cost Proposal: Completion of all project requirements*. To complete all project requirements, we offer a firm fixed not-to-exceed price of \$179,955. The cost proposal provides a detailed estimate by task and by GDS team member. Optional tasks are priced in Section 6.2.

Staff names are added to indicate their professional level. No key personnel will be replaced without the approval of La Crosse. We may add or remove non-key personnel but maintain the proposed rates. Our rates are inclusive of all other direct costs, unless indicated in the table.

6.2 **COST PROPOSAL: OPTIONAL ITEMS**

The GDS teams offers to do additional work in GHG in Task 2, and community meeting that bring together all the stakeholders identified during our outreach campaign. This option will allow an in-person meeting in Task 4. The GDS Team feels in-person meetings may be beneficial for the stakeholder engagement process, as we can more easily interact with residents and can minimize the burden on City staff necessary to facilitate the meetings. The total cost of the sum of these two items is \$7,985. The City may choose to exercise one, both or none of the options.

Table 6.1 Cost Proposal: Completion of all project requirements

RESPONDER: GDS ASSOCIATES, INC.Project Title: CLIMATE ACTION PLAN

BUDGET TABLE			Task 1		Task 2		Task 3		Task 4		Task 5		Task 6		Task 7		PROJECT TOTALS	
Type of Expense	Hourly Rate	% Time by Staff	Emission Analysis Hr	\$	Redux Targets Hr	\$	GHG Forecast Hr	\$	Engagement Hr	\$	Coordinate Efforts Hr	\$	Draft Plan Hr	\$	Support City Hr	\$	Hr	\$
GDS Associates																		
Rich Hasselman	\$250.00	13.1%	10.0	\$2,500	12.0	\$3,000	12.0	\$3,000	10.0	\$2,500	32.0	\$8,000	40.0	\$10,000	24.0	\$6,000	140.0	\$35,000
Julio Rovi	\$250.00	2.8%	4.0	\$1,000	4.0	\$1,000	4.0	\$1,000	2.0	\$500	4.0	\$1,000	8.0	\$2,000	4.0	\$1,000	30.0	\$7,500
Bethany Reinholtz	\$204.00	7.8%	4.0	\$816	4.0	\$816	4.0	\$816	0.0	\$0	16.0	\$3,264	32.0	\$6,528	24.0	\$4,896	84.0	\$17,136
Travis Hinck	\$204.00	6.3%	2.0	\$408	2.0	\$408	2.0	\$408	2.0	\$408	16.0	\$3,264	20.0	\$4,080	24.0	\$4,896	68.0	\$13,872
Kate St. Claire	\$144.00	10.5%	4.0	\$576	4.0	\$576	8.0	\$1,152	4.0	\$576	24.0	\$3,456	32.0	\$4,608	36.0	\$5,184	112.0	\$16,128
Travel										\$200		\$150		\$150		\$150		\$650
Materials & Supplies																		\$0
GDS Subtotals:			24.0	\$5,300	26.0	\$5,800	30.0	\$6,376	18.0	\$4,184	92.0	\$19,134	132.0	\$27,366	112.0	\$22,126	434.0	\$90,286
RCE																		
David LaGreca	\$150.00	18.3%	72.0	\$10,800	32.0	\$4,800	32.0	\$4,800	14.0	\$2,100	10.0	\$1,500	24.0	\$3,600	12.0	\$1,800	196.0	\$29,400
Jessica Stavole	\$135.00	10.6%	40.0	\$5,400	18.0	\$2,430	24.0	\$3,240	8.0	\$1,080	6.0	\$810	12.0	\$1,620	5.0	\$675	113.0	\$15,255
Garrett Heidrick	\$125.00	3.0%	0.0	\$0	10.0	\$1,250	12.0	\$1,500	0.0	\$0	0.0	\$0	10.0	\$1,250	0.0	\$0	32.0	\$4,000
Bonny Crews	\$150.00	1.2%	4.0	\$600	2.0	\$300	2.0	\$300	0.0	\$0	0.0	\$0	5.0	\$750	0.0	\$0	13.0	\$1,950
Nina Pinette	\$135.00	7.9%	10.0	\$1,350	0.0	\$0	75.0	\$10,125	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	85.0	\$11,475
Travel								\$700										\$700
Materials & Supplies																		\$0
RCE Subtotals:			126.0	\$18,150	62.0	\$8,780	145.0	\$20,665	22.0	\$3,180	16.0	\$2,310	51.0	\$7,220	17.0	\$2,475	439.0	\$62,780
Michaels																		
Eric O'Neil	\$180.00	4.2%	0.0	\$0	0.0	\$0	0.0	\$0	36.0	\$6,480	4.0	\$720	3.0	\$540	2.0	\$360	45.0	\$8,100
Joe Cornillaud	\$154.00	2.2%	0.0	\$0	0.0	\$0	0.0	\$0	24.0	\$3,696	0.0	\$0	0.0	\$0	0.0	\$0	24.0	\$3,696
Jen Corcoran	\$117.00	12.0%	0.0	\$0	0.0	\$0	0.0	\$0	112.0	\$13,104	4.0	\$468	8.0	\$936	5.0	\$585	129.0	\$15,093
		0.0%	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0
		0.0%	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0
Travel																		\$0
Materials & Supplies																		\$0
Michaels Subtotals:			0.0	\$0	0.0	\$0	0.0	\$0	172.0	\$23,280	8.0	\$1,188	11.0	\$1,476	7.0	\$945	198.0	\$26,889
Total Hours/Dollars by Tasks & for Project:			150.0	\$23,450	88.0	\$14,580	175.0	\$27,041	212.0	\$30,644	116.0	\$22,632	194.0	\$36,062	136.0	\$25,546	1071.0	\$179,955
% of Total Hours/Dollars by Task:			14.0%	13.0%	8.2%	8.1%	16.3%	15.0%	19.8%	17.0%	10.8%	12.6%	18.1%	20.0%	12.7%	14.2%		

Table 6.2 Cost Proposal: Optional Items

RESPONDER: GDS ASSOCIATES, INC.

Project Title: CLIMATE ACTION PLAN

BUDGET TABLE			Task 1		Task 2		Task 3		Task 4		Task 5		Task 6		Task 7		PROJECT TOTALS	
Type of Expense	Hourly Rate	% Time by Staff	Emission Analysis Hr	\$	Redux Targets Hr	\$	GHG Forecast Hr	\$	Engagement Hr	\$	Coordinate Efforts Hr	\$	Draft Plan Hr	\$	Support City Hr	\$	Hr	\$
GDS Associates																		
Rich Hasselman	\$250.00	3.6%		\$0	1.0	\$250		\$0	1.0	\$250		\$0		\$0		\$0	2.0	\$500
Julio Rovi	\$250.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Bethany Reinholz	\$204.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Travis Hinck	\$204.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Kate St. Claire	\$144.00	3.6%		\$0	1.0	\$144		\$0	1.0	\$144		\$0		\$0		\$0	2.0	\$288
Travel																		\$0
Materials & Supplies																		\$0
GDS Subtotals:			0.0	\$0	2.0	\$394	0.0	\$0	2.0	\$394	0.0	\$0	0.0	\$0	0.0	\$0	4.0	\$788
RCE																		
David LaGreca	\$150.00	18.2%		\$0	10.0	\$1,500		\$0		\$0		\$0		\$0		\$0	10.0	\$1,500
Jessica Stavole	\$135.00	27.3%		\$0	15.0	\$2,025		\$0		\$0		\$0		\$0		\$0	15.0	\$2,025
Garrett Heidrick	\$125.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Bonny Crews	\$150.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Nina Pinette	\$135.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Travel																		\$0
Materials & Supplies																		\$0
RCE Subtotals:			0.0	\$0	25.0	\$3,525	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	25.0	\$3,525
Michaels																		
Eric O'Neil	\$180.00	18.2%		\$0		\$0		\$0	10.0	\$1,800		\$0		\$0		\$0	10.0	\$1,800
Joe Cornillaud	\$154.00	0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Jen Corcoran	\$117.00	29.1%		\$0		\$0		\$0	16.0	\$1,872		\$0		\$0		\$0	16.0	\$1,872
		0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
		0.0%		\$0		\$0		\$0		\$0		\$0		\$0		\$0	0.0	\$0
Travel																		\$0
Materials & Supplies																		\$0
Michaels Subtotals:			0.0	\$0	0.0	\$0	0.0	\$0	26.0	\$3,672	0.0	\$0	0.0	\$0	0.0	\$0	26.0	\$3,672
Total Hours/Dollars by Tasks & for Project:			0.0	\$0	27.0	\$3,919	0.0	\$0	28.0	\$4,066	0.0	\$0	0.0	\$0	0.0	\$0	55.0	\$7,985
% of Total Hours/Dollars by Task:			0.0%	0.0%	49.1%	49.1%	0.0%	0.0%	50.9%	50.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

7 *Exhibits*

7.1 APPENDIX A. RESUMES OF KEY PERSONNEL & SUPPORT STAFF



Rich Hasselman, CEM, CRM
Managing Director

EDUCATION •

MBA, University of Wisconsin, 2008

MS, Land Resources, University of Wisconsin, 1998; certificate in Energy Analysis and Policy

BA, Geography, Radford University – Radford, Virginia, 1994

PROFESSIONAL HIGHLIGHTS •

Rich has over 23 years of experience in the energy sector for clients in private sector companies and utilities, as well as governments and regulators. His experience includes managing market research projects; and conducting impact and process evaluations of energy efficiency, demand response, and renewable energy programs. He has implemented energy efficiency and renewable energy programs and conducted specialized analyses related to market and economic development. Rich is a certified Carbon Reduction Manager and has applied his knowledge of GHG foot printing and related analytics to recent utility and municipal planning projects. In this experience, Rich has developed an understanding of customer and utility perspectives and cost considerations for energy investments, including non-energy impacts and GHG emissions. Additionally, Rich has led stakeholder workshops and trainings on wind energy, biogas, solar energy, and energy efficiency in a variety of settings, including to university, professional development, and general population audiences.

PROFESSIONAL EXPERIENCE •

Evaluation, Market Research, Measurement and Verification

Rich has been involved with evaluation, market research, and measurement and verification since the beginning of his career. He currently supports a consortium of natural gas and electric PAs in their engagement with evaluation studies in Massachusetts, leading the GDS team and providing input and review of evaluation strategy, planning, practices, and results. He recently completed an evaluation study in Vermont related to income qualified rate discount and arrearage forgiveness, identifying opportunities for program expansion and the utilization of best practices. He has led evaluations across multiple jurisdictions in the U.S. covering all aspects of residential, commercial and industrial, renewable, and demand response programs. Rich has worked in nearly major impact EM&V method areas, including TRM development and use, custom calculations, behavior programs, billing analysis, and simulations. He has led and supported both net to gross and process evaluations as well, with substantial experience conducting in-depth interviews for evaluation and market research purposes.

Potential Studies

Rich has led and supported GDS potential studies. These include traditional potential studies investigating the potential for energy efficiency and demand response programs, as well as a statewide potential and market adoption potential study for beneficial electrification in Colorado. His experience covers measure-level development and estimating current market penetration and future market adoptions. He has developed benefit cost modeling using the traditional benefit-cost tests as well as incorporating non-energy impacts, including the social cost of carbon. He has developed techniques for incorporating the changes in electricity grid carbon emissions rates to model portfolio carbon emissions impacts across forecast periods.

Program Planning, Design, and Operations

Rich been involved with program planning, design, and operations. In the early 2000s, Rich helped plan and design programs focused on agribusiness and community-based outreach. Working as part of a large team of implementers, Rich coordinated efforts to meet energy goals, leverage cross-program customer engagement, develop community energy plans, and implement programs. Rich led a wind energy program, overseeing a network of site assessors and specialized trade allies, developing incentives and marketing materials, and conducting internal program M&V to improve realization rates. Rich has led the development of trade ally networks, managed a staff of energy advisors, and tracked KPIs to manage programs toward meeting goals. As an evaluator, Rich has also engaged with program implementation to understand evaluation needs and discussing solutions to challenges that align with program designs and practices.

GDS ASSOCIATES INC

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Stakeholder Engagement, and Workshops, and Presentations

Throughout his career, Rich has led efforts to engage with stakeholders in committee formats, workshops, and educational presentations to a variety of audiences. These engagements have included professional conference presentations on energy efficiency and renewable energy, leading groups of diverse stakeholders to set strategic directions, and conveying complex technical issues to lay audiences.

IRP and Regulatory Support

Rich has supported GDS clients with IRP reviews and regulatory support for renewable energy and energy efficiency topics. Support includes investigations of analyses and assumptions as well as compliance and ratemaking assumptions related to utility achievement of renewable energy standards.

Policy Research, Recommendations, and Modeling

Rich has supported clients in researching potential policy options, translating the experience of other jurisdictions into meaningful considerations for his clients' jurisdictions. Topics include low-income discount and arrearage programs, renewable energy policies, and beneficial electrification policies. Rich has also modeled policy scenarios for both energy and economic impacts. For example, he developed an offshore wind energy and economic impact analysis for the State of Maryland related to legislation being considered by the State, incorporating job and non-energy benefits into the overall economic modeling.

Survey and Interview Guide Development

Rich has extensive experience developing structured surveys and in-depth interviews to support market research and program evaluations. Topics have ranged from energy efficiency to renewable energy and demand response. Respondents have included both participant, non-participants, trade allies, program managers, and policy makers. The results are often combined to present a holistic look at a particular subject to drive program, technology, or policy recommendations.

EMPLOYMENT HISTORY •

Energy Center of Wisconsin (1996 to 2001)

GDS Associates (2001 to 2013)

Tetra Tech (2013 to 2019)

GDS Associates (2019-present)

EDUCATION •

M.S., Social Systems Sciences, The Wharton School, University of Pennsylvania.

M.S., Energy Management and Policy, School of Arts and Sciences, University of Pennsylvania.

B.S., Electro-Mechanical Engineering, Technological University of Panama.

PROFESSIONAL CERTIFICATIONS •

Certified Sustainable Development Professional, Association of Energy Engineers, USA.

Certified Energy Manager, Association of Energy Engineers, USA. 2015 Inductee, *Legends of Energy Efficiency*.

LEED Accredited Professional, U.S. Green Building Council, USA.

PROFESSIONAL EXPERIENCE •

GDS Associates, Inc., 4/2019-Present

Director of Business Development

Mr. Rovi provides guidance as a subject matter expert (SME) in matters of sustainability and practices that improve air, energy and water performance in buildings. He joins GDS to work with clients to understand and anticipate their needs.

Energy, Sustainability and Climate Consultant, 5/2013-4/2019

Mr. Rovi commuted between Panama and the US acquiring additional project and policy experience in Latin America. Whether it is engineering, labeling, specification, purchasing, or voluntary programs, these core technologies range from on-site generation, lighting, insulation, electrical systems, to air conditioning and industrial applications.

- Facilitator and co-author of the first Sustainable Building Code for the Republic of Panama.
- Authored a pre-feasibility report gauging the market for solar electric and solar thermal applications to serve healthcare clinics, small hotels, agribusiness, and custom-built homes in rural Panama.
- Supported Cargill Corporation's global energy efficiency program, where he benchmarked the 200 factories dedicated to animal nutrition and provided an implementation path for gradual improvements.
- Taught Building Codes as an instructor for AZS Consulting, Inc., teaching Florida's code officials and licensed professionals about the state's Energy Conservation Code.
- SME on the following codes and platforms: ASHRAE 90.1, IECC 2012, and ASHRAE 189.1; ENERGY STAR®, LEED®, the International Green Construction Code 2012, ISO 50001, ASHRAE 62.1.
- Provided engineering and financial analysis (lighting, air quality, comfort, energy security) to Panama's largest supermarket chain to improve operations in their flagship store and corporate headquarters.

Corp. Internacional de Consultoría S.A., Panamá, 5/2013-1/2016

Director, Owner

Launched an engineering and architecture firm promote energy efficiency and high-performance building design and operation in an emerging economy. Catered to private clients and organizations doing capacity building. Contributed as advisor to government offices looking to introduce green building policies.

- Provided engineering and financial analysis (lighting, air quality, comfort, energy security) to Panama's largest supermarket chain to improve operations in their flagship store and corporate headquarters.
- Named contributor to Panama's participatory National Energy Plan 2015-2050.
- Advised the Director of Panama's Industry Council (Sindicato de Industriales de Panamá, SIP), and the National Center for Clean Production (CNP+L) on matters of energy efficiency in industry.
- Served in the Sustainability Board for Panama's National Secretary for Science and Technology (SENACYT) and named a contributor to the 2015-2019 National Science Technology & Innovation Plan.

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The Cadmus Group, Inc., USA, 9/1997-4/2013 and 5/2013-12/2018

Performed duties typical of a successful Senior Manager. These include: Manage resource scheduling and order fulfillment of simultaneous projects in up to 30 states and 2 other countries; Drive an efficient practice and monitor market changes to ensure timeliness, quality and client satisfaction, and secure ongoing work; Maintain a business plan to secure new business lines in emerging consulting services; Manage client engagements, proposal generation and project management functions to deliver superior consulting services; and Manage external teams, subcontractors, and strategic partners; Lead consulting-by-example, project development, engineering, consensus-building, implementation, and project evaluation. These examples illustrate achievement progression, by position.

Executive Consultant 2013-2018

Serve as a sub-consultant to Cadmus in support of their ENERGY STAR work. Led two tasks, to train all 78 municipalities in Puerto Rico on the use of the EPA tools; and to accelerate the adoption of ENERGY STAR among owners of warehouses.

Vice-President Built Environment Division, Cadmus 2012-2013

Led a 35 staff and 20 subcontractors, with over \$5M/year in direct labor overseeing two Indefinite Delivery Indefinite Quantity (IDIQ) US federal, two international and several state and local government contracts. With 7 group managers, Rovi covered five areas: energy efficiency, green buildings, energy assurance, energy finances, and building specification review. He identified new business opportunities, launched new practice areas, captured business in each program area, implemented programs, formed strategic partnerships, and grew business. Examples:

- Served the Inter-American Investment Corporation (part of the Inter-American Development Bank) in their efforts to increase market growth of green energy loans in Bolivia, Panama, and Peru. 2012-2013.
- Served as Contract Manager (CM) and Technical Director (TD) for the US Department of Energy (DOE) contract to support the Better Buildings Finance Market Transformation Program. With a team of 10 subcontractors and national experts, developed and distributed the new generation of financial instruments for energy efficiency. These tools remain available today. 2010-2013.

Principal, Built Environment Division, Cadmus 2007-2012

Led a 15-person practice and 12 subcontractors, with over \$2M/year in direct labor overseeing one IDIQ federal, one international, and several state and local government contracts. Captured the business and then delivered the results. Examples:

- Successfully served as TD for and co-CM to US Environmental Protection Agency (EPA) to support ENERGY STAR. Assisted EPA partners in 50 states and Puerto Rico. Overall assisted with the production of more than 100 corporate energy management plans and benchmarking 25,000 facilities. 2002-2013.
- Working as a Strategic Advisor for the US-based Public Technology Institute, assisted over 100 local governments in their path to discovering profitable ways to develop while reducing their carbon footprint. Managed the production of energy assurance plans for another 50 cities. 2003-2013.
- Contributed to the Grid Neutral Schools Initiative—a project of California’s Department of General Services,
- Office of the State Architect in Sacramento, to further energy efficiency and security in schools. 2009.
- Served as CM and TD to the US Green Building Council and the Green Building Certification Institute. His team successfully completed the USGBC “Paid from Savings” Guide, a document that explains the basis for green performance contracting; and directed the production of the “LEED for Existing Schools”.
- Served as CM and TD for contracts with the states of Missouri (2011), Arkansas and Utah (2008-2010), Florida, (2005-2008). In 2009, he was retained by the National Governor’s Association to assist the governments of Arizona, Utah, and Hawaii in advancing their energy efficiency programs.

Senior Associate, Government Services Division, Cadmus 2001-2007

Led an 8-person practice and 8 subcontractors, with over \$1M/year in direct labor overseeing portions of the US EPA IDIQ ENERGY STAR contract and captured business in what was to become the green building practice. A self-directed team leader, was one of the first managers to work remotely (in Orlando) while his office was in Arlington VA. Could set goals, align and motivate staff, select and align subcontractors, create opportunities, propose new methods and approaches; and solve problems. Worked with teams that include engineers, architects, economists, planners, environmental scientists, and editors. Set priorities and completed projects on time. Invested in staff development, coaching and oversight. Examples:

- Helped develop the strategy of partnering with associations to leverage federal ENERGY STAR resources.

Established a credible, results-based relationship with key EPA partners that are conducive to quick deployment of commercial, residential, and products-related programs. Worked with State Energy Offices, not-for-profit associations, regional utility programs and DOE Rebuild America offices to implement that strategy. For example, assisted 40 of the 65 largest school districts members of the Council of the Great City Schools.

- Facilitated the insertion of ENERGY STAR into the programs of four local government associations: Public Technology Institute (PTI), the National Association of Counties (NACo), the International Council of Local Environmental Initiatives (ICLEI), and the International City/County Management Association (ICMA). These associations remain a part of the broader ENERGY STAR program support team through 2016.
- Worked with major vendors in the energy service performance contract business such as Chevron, Honeywell, Johnson Controls, and many others to assist them in the adoption of EPA's Portfolio Manager. Rovi remains connected with the National Association of Energy Services Companies and the Energy Services Coalition.
- Mr. Rovi has served as the keynote speaker and trainer for AIA (American Institute of Architects) Chapter activities to introduce ENERGY STAR's New Building Design tools and to strengthen the collaboration between AIA and EPA. This helped accelerate the engagement of architects into the green building movement.
- Hired by the Ohio Board of Regents to assist all public universities in Ohio with their corporate energy management strategy. Completed the project under budget. 2005-2007.
- Introduced ENERGY STAR to non-profit association programs (most without receiving any EPA funding), such as the Association of School Business Officials, Council of the Great City Schools, the Texas Real Estate Dallas Fort Worth Chapter and the Ohio Plant & Facility Managers Association (P&FM) and Florida P&FM.
- Served as technical expert on Creative Funding for Indoor Air Quality Projects. Spoke at five Indoor Air Quality Tools for Schools Trainings sponsored by EPA and institutions such as the American Lung Association of Southeastern Florida, Shippensburg University, and others. He discussed the links between energy and good indoor air quality and presented how to finance IAQ projects. Washington DC. 2001-2004.
- Co-authored the US EPA Cash Flow Opportunity Calculator to help explain the business case for investments in energy efficiency. 2003, revised 2012. This is one of the most downloaded financial tools in the energy service industry and a key component of the ENERGY STAR brand.
- Served as Deputy CM for HUD in the analysis of energy efficiency in HUD HOPE VI-funded housing in MA, and NJ as a subcontractor to MELE Associates by performing on-site home inspections. 2003.
- Provided the market research and engineering support that led to the introduction of 10 ENERGY STAR qualified products in 2.5 years, including the introduction of switched-mode power supplies as a major market transformation innovation in home and office electronics that reduces energy waste. 1998-2002.
- Served as the TD that persuaded energy managers in the State of California to benchmark their facilities with EPA's Portfolio Manager. California's leadership was soon followed by other states and local governments and opened the path to utility-based benchmarking and public disclosure of energy use data. 2000-2001.

Associate, Government Services Division, Cadmus 1997-2000

- As State Account Manager for Commercial & Industrial sector, Mr. Rovi was responsible for recruiting state energy offices. He developed a strategy to capture Colorado, Texas, Utah, Virginia, Wisconsin, California, and Connecticut early on, and led Wisconsin to become ENERGY STAR Partner of the Year 1999. This impressed EPA and they subsequently awarded the entire public sector to Cadmus. The added cities, counties, school districts and universities significantly added scope and revenue to the company.
- An experienced traveler, spent more than 50% of his time with clients, on-site, anywhere needed.
- Served as Subject Matter Expert on the following ENERGY STAR resources: Portfolio Manager, Buildings & Plants, Products, Financial Calculators, Low-Carbon IT, Five-stage Approach, and Financing Strategies used for cross-cutting energy management governance structures, guidance development and team oversight.

United Nations Development Programme (UNDP) 7/1996-9/1997

Climate Change Consultant

Served as Climate Change Expert for the UNDP to assist countries that signed the Kyoto Protocol prepare their initial greenhouse gas actions. Countries included Antigua and Barbuda, Barbados, Bahamas, Dominica, Guyana, Grenada, St. Lucia, Belize, El Salvador, Guatemala, Honduras, Nicaragua, and Panama (1996-1997).

The Cadmus Group, Inc., USA, 9/1997-4/2013 (16-year Career Progression, 5 years included below)

Performed duties typical of a successful Senior Manager. These include: Manage resource scheduling and order fulfillment of simultaneous projects in up to 30 states and 2 other countries; Drive an efficient practice and monitor market changes to ensure timeliness, quality and client satisfaction, and secure ongoing work; Manage client engagements, proposal generation and project management functions to deliver superior consulting services; and Manage external teams, subcontractors, and strategic partners. These examples illustrate achievement progression, by senior-most positions.

Vice-President Built Environment Division, Cadmus, 2012-2013

Led a 35 staff and 20 subcontractors, with over \$5M/year in direct labor overseeing two Indefinite Delivery Indefinite Quantity (IDIQ) US federal, two international and several state and local government contracts. With 7 group managers, Rovi covered five areas: energy efficiency, green buildings, energy assurance, energy finances, and building specification review. He identified business opportunities, launched new practice areas, captured business in each program area, implemented programs, and formed strategic partnerships. Examples:

- Managed the PTI contract to produce Smart Grid 101 for Local Governments, an energy assurance specialized study funded by the US DOE, as contractor to Public Technology Institute. 2011-2012.
- Served the Inter-American Investment Corporation (part of the Inter-American Development Bank) in their efforts to increase market growth of green energy loans in Bolivia, Panama and Peru. 2012-2013.
- Served as Contract Manager (CM) and Technical Director (TD) for the US Department of Energy (DOE) contract to support the Better Buildings Finance Market Transformation Program. With a team of 10 subcontractors and national experts, developed and distributed the new generation of financial instruments for energy efficiency. These tools remain available today. 2010-2013.

Principal, Built Environment Division, Cadmus, 2007-2012

Led a 15-person practice and 12 subcontractors, with over \$2M/year in direct labor overseeing one IDIQ federal, one international, and several state and local government contracts. Captured the business and then delivered the results. Examples:

- Successfully served as TD for and co-CM to US Environmental Protection Agency (EPA) to support ENERGY STAR. Assisted EPA partners in 50 states and Puerto Rico. Overall assisted with the production of more than 100 corporate energy management plans and benchmarking 25,000 facilities. 2002-2013.
- Working as a Strategic Advisor for the US-based Public Technology Institute, assisted over 100 local governments in their path to discovering profitable ways to develop while reducing their carbon footprint. Managed the production of energy assurance plans for 43 cities. 2003-2013.
- Contributed to the Grid Neutral Schools Initiative—a project of California’s Department of General Services, Office of the State Architect in Sacramento, to further energy efficiency and security in schools. 2009.
- Served as CM and TD to the US Green Building Council and the Green Building Certification Institute. His team successfully completed the USGBC “Paid from Savings” Guide, a document that explains the basis for green performance contracting; and directed the production of the “LEED for Existing Schools”.
- Served as CM and TD for contracts with the states of Missouri (2011), Arkansas and Utah (2008-2010), Florida, (2005-2008). In 2009, he was retained by the National Governor’s Association to assist the governments of Arizona, Utah, and Hawaii in advancing their energy efficiency programs.

SUBJECT MATTER EXPERTISE •

- | | |
|------------------------------------|--|
| – Energy Assurance Planning | – Energy, Climate, Sustainability Expert |
| – Electromechanical Engineer | – Educator, Speaker & Facilitator |
| – Public Policy, Social Sciences | – Bilingual Spanish – English |
| – International Experience | – ENERGY STAR Portfolio Manager |
| – Green High Performing Facilities | |

EDUCATION •

University of Wisconsin-Green Bay, August 2008, Master of Science, Environmental Science and Policy

University of Wisconsin-Madison, May 1999, Bachelor of Science, Zoology and Biological Aspects of Conservation

PROFESSIONAL CERTIFICATIONS •

Certified Photovoltaic Site Assessor, Assessed by Midwest Renewable Energy Association Standards and the MREA Certification Committee

Farm and Irrigation Energy Auditor Certifications, through Michigan State University and the Michigan Ag. Electric Council, to carry out dairy farm and irrigation energy audits in Michigan

EXPERIENCE •

GDS Associates, Inc., August 2008 to Present

Project Manager

Bethany Reinholtz is a project manager with GDS Associates. Bethany's expertise includes conducting solar feasibility studies. She assesses solar energy opportunities and various efficiency improvement opportunities for commercial, industrial, and agricultural facilities. As part of her assessments, she calculates estimated energy baseline use and potential savings, and assists customers with funding opportunities.

- Provides turnkey energy efficiency services to include energy audits, solar and other renewable energy assessments and feasibility studies, technical support, and program administration services to the Colorado Energy Office.
- Completes renewable energy pre-screening studies and feasibility studies including solar thermal and solar PV, for the U.S. Department of Veterans Affairs.
- Solar PV technical lead for the Focus on Energy Agribusiness Program.
- Conducts solar PV feasibility studies and assessments for USDA REAP grants.
- Performs renewable assessments nationally for the VA.
- Certified photovoltaic site assessor through Midwest Renewable Energy Association.
- Conducts utility bill analysis for clients of all types.

Additionally, she was part of a team that performed energy audits (ASHRAE II) for the City of Green Bay. The audits identified potential energy conservation measures (ECMs) to correct deficiencies, and helped develop a prioritized list of potential ECMs for distribution of EECBG funds awarded to the city.

Bethany also worked on the Focus on Energy Small Business Program. She conducted assessments and completed the direct installation of energy efficiency measures for eligible small businesses. Additionally, Bethany performed program outreach and engaged local contractors to become Small Business Program trade allies. She also performed quality assurance and quality control activities.

St. Vincent Hospital, Green Bay, WI, August 2003 – September 2008

Prior to joining GDS Associates, Inc., Ms. Reinholtz worked for St. Vincent Hospital in Green Bay, WI. She was responsible for a variety of technical and precise duties relating to medication preparation, storage, distribution, and disposition.

SKILLS •

- University of Wisconsin-Green Bay campus carbon footprint project
- CA-CP Carbon Calculator
- SAS statistical analysis

EDUCATION ●

MS, Technology and Environmental Policy, University of Minnesota, 2011

BS, Electrical Engineering, University of Minnesota, 2005

PROFESSIONAL CERTIFICATIONS AND ASSOCIATIONS ●

- Certified Energy Manager - Association of Energy Engineers
- Professional Engineer License - Minnesota Board of AELSLAGID
- Member - Association of Energy Service Professionals

EXPERIENCE ●

GDS Associates, Inc., Minneapolis, MN, 2011 to Present

Project Engineer

In his capacity as a Project Manager, Travis provides technical expertise to GDS clients on commercial and industrial energy efficiency issues. Travis supports the Ameren Illinois Energy Efficiency Business program as liaison to ensure energy savings calculations are done in compliance with the Illinois Technical Reference Manual (TRM), to advocate for the utility during the TRM update process as a member of the Stakeholder Advisory Group and Technical Advisory Committee, and design new measures for both the program and for inclusion the TRM. He is also responsible for reviewing custom applications to the program for technical accuracy and communicating with customers about how to implement energy efficiency projects. Specific tasks related to this work include the following:

Custom Project Pre-approval Tasks

- Reviewing the application for missing and additional information requirements.
- Communicating with customer/trade ally and follows up with customer/ally
- Entering measure updates into project tracking database.
- Utilizing the custom application checklist and completes all items on the checklist.
- Submitting pre-approval letter.
- Conducting technical review of custom projects in under 10 business days once all required technical information has been provided by the customer.

Custom Project Final Approval Tasks

- Reviewing invoices and measures.
- Coordinating approval or rejection of incentive amounts measures.
- Communicating with customer/ trade ally and documents all interactions and project tracking in the database.
- Completing all tasks on the Custom Application Checklist.
- Completing all items on the Approved for Payment Checklist.

Mr. Hinck also has experience performing energy audits and recommissioning studies to identify energy conservation opportunities in commercial buildings. In addition to conducting technical assessments, he helps clients to navigate the utility program application process and identify available implementation incentives to improve the cost effectiveness of conservation opportunities. As part of his expertise performing energy audits, benchmarking, and financial calculations, Mr. Hinck assists clients with assessing costs, benefits, and available rebates associated with investments into energy efficiency.

Honeywell International, Minneapolis, MN, 2003-2011

Electrical Engineer & Component Engineer

In his capacity an Engineer at Honeywell, Travis designed and conducted hardware and software tests to ensure that products bearing the Honeywell name lived up to the quality standards set for the company.

Minnesota House of Representatives, St. Paul, MN, 2009-2010

Graduate Intern for Rep. Jeremy Kalin

Travis served as an assistant to Representative Kalin, who chaired the White House Working Group on the Environment.

GDS ASSOCIATES INC

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Marietta GA • Austin TX • Auburn AL • Madison WI • Manchester NH • Orlando FL • Augusta ME • Kirkland WA • Portland OR • gdsassociates.com

EDUCATION •

Bachelor of Arts Degree, University of Wisconsin-Madison

PROFESSIONAL EXPERIENCE •

Kate St. Clair is an analyst with GDS Associates. Kate brings has more than 20 years of experience assisting with energy efficiency and renewable energy projects. Kate assists with projects that involve customer relationship management of public, private, and non-governmental leaders and initiatives and action plans to achieve project goals. On these types of projects, she has worked closely with many different decision-makers, associations, end use customers, committees, and energy efficiency consultants. She also assists with administrative tasks related to projects including the production and review of reports for clients.

EMPLOYMENT HISTORY •

GDS Associates, Inc., 2008 to present

Analyst

- Assisted with customer service tasks for Ameren Illinois Small Business Program, the Ameren Illinois Lit Signage Program, the Northern Illinois Lit Signage Program, and Northern Illinois Agricultural Energy Efficiency Program.
- Conducted marketing and outreach activities for the Colorado Agricultural Energy Efficiency Program. Tasks included:
 - Networking and creating partnerships with key stakeholders.
 - Completing phone and email campaigns to agricultural producers.
 - Creating print and electronic outreach materials including program applications, PowerPoint presentations, flyers, postcards, articles and other marketing collateral.
- Assisted with marketing and outreach for the Northern Illinois Small Business Lit Signage Program and the Ameren Illinois Small Business Lit Signage Program. Activities included managing the development, production and distribution of marketing materials; coordinating with Ameren Illinois for the review and approval of materials; and developing website content.
 - Worked closely with trade associations, including the Illinois Sign Association, to promote these programs.
- Performed marketing and outreach tasks for the Focus on Energy Agribusiness Program, a statewide energy efficiency program. Responsibilities included developing and editing technical fact sheets and case studies, coordinating with other marketing team members to create print and electronic outreach materials, networking and creating partnerships, managing special events and trade shows, and overseeing vendor relationships.
- Responsible for training and outreach activities for a green affordable training series for the Department of Housing and Urban Development (HUD). Oversaw the implementation of 100 trainings that were in-person and nationwide in a six month time period.

Energy Center of Wisconsin 2000 – 2008

Education Marketing Coordinator/Manager

- Managed marketing activities of the Energy Center of Wisconsin's Commercial, Residential and Industrial training programs aimed at changing client employees' attitudes and behaviors to bring energy efficiency into their workplaces. Responsibilities included developing marketing concepts and strategies, conducting marketing campaigns, and managing the brand strategy for programs with multiple sponsors. Under Kate's direction, over 25,000 people participated in ECW educational programs over an eight year time period.
- Managed marketing and outreach activities for the Better Buildings: Better Business Conference, an annual event for residential builders and remodelers. Activities included developing marketing plans for increasing conference participation; coordinating the development of print and electronic marketing collateral to target businesses, trade associations, and hard-to-reach practitioners; and managing the level and timing of marketing.

- Directed the marketing activities for the Commercial and Residential Training Series programs. Developed marketing concepts and strategies, conducted direct mail and email campaigns, and managed brand strategy for programs with multiple sponsors. Programs included online trainings, building tours, multi-day conferences, full day seminars and more.
- In partnership with the State of Wisconsin, managed and executed the marketing for training and education programs in the initial years of the Focus on Energy program direct mail and email campaigns, strategy and concept development, materials production, and brand strategy.

David LaGreca

Staff Environmental Scientist

Summary

David LaGreca began working at Ruby Canyon Engineering in 2017. Since then, he has become increasingly engrossed in the political and scientific underpinnings of evolving greenhouse gas marketplaces. David is certified under the Climate Action Reserve Landfill, Grasslands, Mexico Forestry, ODS, Livestock and ODS Protocols. He has worked as lead verifier on projects in the Ontario and British Columbia mandatory greenhouse gas reporting mechanisms, along with leading multiple inventory verifications for government entities and private companies under The Climate Reserve. Additionally, he has thoroughly researched and reported on emerging markets in Latin America, functioning as lead verifier under Mexico's RENE and Programma GEI while assisting with translation for the RCE team. He has lead verifications in Colombia utilizing the Clean Development Mechanism protocols in Waste Energy Recovery and hydroelectric offset projects. David provided support for greenhouse gas inventory consulting for domestic and international abandoned mine methane (AMM) and coal mine methane (CMM) projects through the US EPA in addition to contributing to CMM Country Profile updates. He is lead verifier for Livestock and ODS projects under California's ARB protocols. He was lead consultant for abandoned well methane methodology development, flare reduction, municipal/community GHG inventory, and CDM disclosure projects. Along with GHG audits, he has developed corporate sustainability plans and conducted market analysis for environmentally-preferred purchasing standards for retailers. David has conducted feasibility analyses for adopting and advancing corporate performance within LEED and Energy Star building rating systems.

David graduated in 2015 from the University of Denver with a Master of Science in Environmental Policy and Management, emphasizing Energy and Sustainability. He wrote extensively on life cycle analysis in commercial product and building sciences, culminating with a thesis on deep energy retrofits in residential homes. In 2009, David obtained a Bachelor of Science degree from the University of Colorado at Boulder in Environmental Studies, where he presented his research and design of a new-urbanist, sustainable city plan. Since graduation, David has focused on understanding environmental systems and the interconnectedness of human activities with ecological impacts. He spent time as a research intern with an environmental consulting company, and as sustainability lead/ project manager for a green building company in Grand Junction, CO.

Experience

GHG Organizational Verifications

- Lead verifier for GHG verifications under The Climate Reserve GRP, LGO and EPS including CalPERS, Denver Water, Irvine Ranch Water, Port of Los Angeles, County of San Diego, Southwest Gas
- Team member for GHG verifications under Climate Disclosure Project and Airport Climate Accreditation protocols including assessment of GHG emissions from Port Authority New York/New Jersey
- Lead verifier for GHG verifications under Mexico's RENE and Programma GEI including electricity production, natural gas transport, multiple Pemex Oil and Gas, and manufacturing facilities

GHG Project Verifications

- Lead verifier for 25 GHG verifications in U.S. carbon markets under The Climate Action Reserve (CAR) Landfill Protocol including City of Walla Walla (WA), St. Landry Parish (LA), City of Thomasville (GA), University of North Carolina, LP Gill (NE), Moccasin Mike (WI)
- Team member for GHG verifications under ARB using CAR Livestock protocol including Stotz and CSE Triple G Dairies, and Old River
- Team member and Lead Verifier for GHG project verifications under ARB under the ODS protocol for A-Gas Rem Tec, Tradewater US
- Lead verifier for GHG verification in Mexico under the CAR Mexico Forestry Protocol for Nuevo San Juan Parangaricutiro
- Lead verifier for offset projects in Colombia's GHG program including Hidralpor hydroelectric project, Ecopetrol Casabe flaring to electrification project; Verifier for Ecopetrol Solar PV and Bioenergy, reduced flaring projects

GHG Consulting

- Lead consultant for City of La Crosse, WI 2019 municipal & community GHG inventory development
- Lead consultant for Kimmeridge Energy abandoned mine methane methodology development and reduced flaring projects
- Consulting team member for Climate Disclosure Project for Prime Forests and Kimmeridge
- Team member in preparing U.S. EPA active and abandoned coal mine methane inventories for 2015 & 2016
- Co-authored PowerPoint presentation given at the 2017 UNECE Workshop on Coal Mine Methane and Abandoned Mine Methane in the context of Sustainable Energy
- Updated Mexico, Turkey, and China's Country Profiles for U.S. EPA Global Methane Initiative
- Assisted with calculations, report drafting, and report editing for CF Industries 2015 & 2016 GHG inventories

Oil and Gas Sector Experience

- Oil and Gas sector verifications under Mexico's RENE and Programa GEI
 - 7 projects as lead verifier (2018-2019)
 - 4 projects as verifier (2017-2018)
 - 22 site visits
- Colombia GHG offset market using CDM methodologies
 - 1 project as lead verifier (2019-2020)
 - 3 projects as verifier (2019-2020)
 - 3 site visits
- Lead consultant for Kimmeridge Abandoned Well methane and reduced flaring projects – Ongoing
- Team member for Summit Energy Services GHG protocol development
- Lead verifier for Crusoe Energy projects; validation team member
- Team member for Ecovapor carbon consulting
- Lead verifier TCR verification for Southwest Gas US operations

Sustainability Consulting

- Developed corporate sustainability plan for the multi-sales channel retailer, Oregon Mountain Community, and for the architecture/engineering company, Mountain Design Group
- Devised template for validating corporate sustainability claims based on those made by Patagonia
- Conducted feasibility analysis and implementation strategy for US EPA Indoor Air and Net-Zero home standard
- Designed environmentally-preferred purchasing plan for construction building materials
- Conducted feasibility analysis for LEED HOMES standard adoption
- Researched and presented development plan to County Commissioners for sustainable development at Henderson Mine site in Clear Creek County on behalf of Mountain Design Group
- Researched and edited publication of *Powering Forward: What Everyone Should Know About America's Energy Revolution* by Colorado Governor Bill Ritter

Events

- Energy Efficiency Markets Panelist at Environmental Leadership Awards Conference, 2018
- Colorado Communities Symposium, 2018
- Climate Leadership Awards, 2018
- EUCI Methane Mitigation Conference, 2020
- CH₄ Connections Conference, 2020
- Member of the City of Loveland Open Lands Committee

Education

- University of Denver, MAS, Environmental Policy and Management, 2015
- University of Colorado Boulder, BS Cum Laude, Environmental Studies, 2009

Work History

- Environmental Scientist, Ruby Canyon Engineering, 2017-present
- Project Manager/Sustainability Lead, Senergy Builders, 2016-2017
- Policy Research Intern, Natural Capitalism Solutions, 2015

JESSICA STAVOLE, SUSTAINABILITY MANAGER & ENVIRONMENTAL SCIENTIST

Summary

Jessica joined Ruby Canyon Environmental (RCE) in 2014 and is continuing to pursue her interests in international environmental policy and sustainable development by emphasizing areas of research pertaining to U.S. and international greenhouse gas markets while leading RCE's expansion into the sustainability field. Jessica is certified in G4 Sustainability Reporting under the Global Reporting Initiative and in Product Life Cycle Accounting and Reporting under the World Resources Institute. She has also assisted clients in preparing and submitting CDP questionnaires, developing sustainability goals, and verifying sustainability and carbon metrics. She is a lead verifier for the Airport Carbon Accreditation (ACA) program, CORSIA, The Climate Registry, the Climate Action Reserve, Verra's Verified Carbon Standard, the California Air Resources Board, and the Climate Investment Branch. She has also worked as a lead verifier on various carbon offset projects and corporate greenhouse gas inventories, contributing to the preparation of and data analysis for verification documents following ISO 14064-3 standards and has received training on Mexico's General Law on Climate Change and National Register of Emissions (RENE).

Prior to her work at RCE, Jessica worked for Indiana University's Office of Sustainability (IUOS) where she was responsible for planning and implementing the campus-wide Fall and Spring Energy Challenges. While at IUOS, she developed a weatherization model to more effectively track and improve upon the electricity and water usage across campus. Her prior research experience includes performing cost-benefit analysis on heavy-duty Compressed Natural Gas (CNG) vehicles utilizing factors such as the Social Cost of Carbon (SCC) at Indiana University, developing a risk-assessment model for monitoring the underwater acoustical impact of the installation of offshore wind turbines on endangered species such as the North Atlantic Right Whale at the Department of Energy's Pacific Northwest National Lab (PNNL), and conducting Biophysics research on the thermal denaturation of the protein horseheart cytochrome c at Xavier University. Jessica presented her Biophysics research at the American Physical Society March 2012 conference in Boston, MA.

Experience

GHG Entity Verifications:

- Lead Verifier for ACA verifications including Dallas/Fort Worth International Airport, Salt Lake City International Airport, San Francisco International Airport, Christchurch International Airport, Phoenix Sky Harbor International Airport, San Diego International Airport, the Metropolitan Airport Commission, Portland International Airport, Hillsboro Airport, Portland – Troutdale Airport, Dallas Love Field, LaGuardia International Airport, John F. Kennedy International Airport, Newark Liberty International Airport, Teterboro Airport, and Stewart International Airport.
- Lead Verifier for CORSIA verifications including Delta Air Lines, SkyWest Airlines, and Boeing.
- Lead Verifier for complete entity verifications under TCR including Delta Air Lines, the Port of Portland, Stanford University, Yale University, UC Merced, Eastern Municipal Water District, New York Power Authority, Enwave Seattle, CalPERS, Waste Connections, Marin Sanitary Service, South San Francisco Scavenger Company, and Specialty Solid Waste and Recycling. Included assessment of GHG emissions from many facilities: cogeneration units, mobile sources, purchased electricity and steam, lab gases, HVAC systems, and office buildings.
- Team Member for facility GHG emissions inventory verifications under Massachusetts' Mandatory Greenhouse Gas Emissions Reporting Regulation including Specialty Minerals precipitated calcium carbonate manufacturing and various universities such as Harvard University. Included assessment of GHG emissions from the combustion of natural gas for electricity generation, the combustion of fossil fuels for stationary and mobile sources, and the production of precipitated calcium carbonate and lime.

GHG Project Level Verifications:

- Lead Verifier for the following landfill projects reporting under the Climate Action Reserve: Berkeley County Landfill Gas Project, Kimble Sanitary Landfill Gas Project, City of Thomasville MSW Landfill, Eagle Point Landfill, Stone's Throw Landfill, and Wolf Creek Landfill.

- Lead Verifier for the following projects reporting under the Voluntary Carbon Standard: Capricorn Ridge IV Wind Farm Project, Crow Lake Wind, Greensburg Wind Farm Project, Wewoka Small Scale Landfill Gas Recovery and Thermal Energy Generation Project, Lee County Waste-to-Energy Project, Midshore Landfill Gas Project, Clinton Landfill Gas Project, Southern Ute Indian Tribe Westside CMB Seep Capture and Use Project, and Winchester Landfill Gas Project.
- Lead Verifier for GHG verifications British Columbia Reporting Regulation including greenhouse and sawmill fuel switching projects.
- Verifier of GHG Offset Project Data Reports under California's Compliance Offset Program for Ozone Depleting Substance (ODS) projects.

Greenhouse Gas Consulting:

- Lead Consultant for Prime Forest Products CDP reporting in 2020
- Lead Consultant for LNG RNG GHG Estimation for Archaea Energy in 2019
- Assisted with the development of a comprehensive GHG inventory (Scopes 1, 2, and 3) for CF Industries from 2015 – 2019
- Assisted with the development of the City of LaCrosse's GHG inventory in 2021.
- Co-authored PowerPoint presentations given at the 2014 IETA Regina Working Session ("Snapshot of North America Offset Systems and Protocols"), the 2014 9th Session of the UNECE Group of Experts on Coal Mine Methane ("Overview of North American GHG Markets: Opportunities for CMM"), and the 2014 EPA Coalbed Methane Outreach Program Conference ("Summary of U.S. Coal Mine Methane Emissions & Available CMM Resources"). Assisted with the preparation of the 2013 U.S. EPA active coal mine methane and 2013 U.S. EPA abandoned coal mine methane inventories.

Education

Indiana University, Master of Science in Environmental Science (Concentration in Energy), 2014

Indiana University, Master of Public Affairs, 2014

Xavier University, B.S., Biology (Minor in Environmental Science and Concentration in Physics), 2012

Publications

Carlson TJ, MB Halvorsen, S Matzner, AE Copping, and J Stavole. 2012. [Monitoring and Mitigation Alternatives for Protection of North Atlantic Right Whales during Offshore Wind Farm Installation](#). PNNL-21959, Pacific Northwest National Laboratory, Richland, WA.

Copping AE, LA Hanna, RS Butner, TJ Carlson, MB Halvorsen, CA Duberstein, S Matzner, JM Whiting, KM Blake, and J Stavole. 2012. [Environmental Effects of Offshore Wind Development. Fiscal Year 2012 Progress Report](#). PNNL-21852, Pacific Northwest National Laboratory, Richland, WA.

Work Experience

- Sustainability Manager & Environmental Scientist, Ruby Canyon Engineering, May 2014 – present
- Energy and Built Environment Intern, Indiana University Office of Sustainability, May 2013 – May 2014
- Research Assistant for Dr. Kerry Krutilla, Indiana University, August 2012 – May 2014
- Department of Energy SULI Intern, Pacific Northwest National Laboratory, May 2012 – August 2012
- Research Assistant for Dr. Justin Link, Xavier University Department of Physics, January 2010 – May 2012
- Summer Service Intern, Civic Garden Center, May 2010 – Aug 2010
- Teacher, Great Lakes Science Center, May 2008 – December 2009

Volunteer Experience

- Adoption Coordinator, Cats League & Assistance of the Western Slope, May 2016 – August 2018
- Founder, Evanston Community Learning Center, June 2010 – May 2012
- Co-founder and Steering Committee Member, N.E.X.U.S. Community Garden, August 2009 – May 2012
- Intern, Cleveland Metroparks Zoo, May 2004 – August 2007

Garrett Heidrick

Staff Environmental Scientist

Summary

Garrett joined Ruby Canyon Environmental in February 2020. He received his MS in Climate Science and Solutions from Northern Arizona University (NAU) and his BA in Ecology and Evolutionary Biology from the University of Colorado, Boulder. At RCE, Garrett has worked as a team member on a wide range of validation/verification projects across programs including ozone depleting substances, landfill, livestock, process emissions, greenhouse gas (GHG) entity inventories, and organic waste digestion helping to prepare and analyze data for verification documents. He has also worked on corporate GHG inventories and coal mine methane emissions data analysis.

During his time at NAU, Garrett helped to develop usable data for NAU's Climate Action Plan and helped to organize Flagstaff's Climate Action and Adaption Plan. Before joining RCE, Garrett worked for the cities of Flagstaff, Arizona and Sedona, Arizona, leading data collection for their community and municipal GHG inventories. He is interested in developing GHG inventories and finding innovative ways to translate them into meaningful change and profitable business solutions. Garrett also follows developments in the global carbon market helping clients and stakeholders understand how market trends impact policy, behavior, and industries.

Experience

GHG Project Level Verifications:

- Verification team member for GHG verifications under the California Air Resources Board (ARB) compliance offset program for:
 - Ozone depleting substance destruction
 - Landfill methane gas destruction
 - Livestock methane gas destruction
- Verification team member for GHG verifications under the Climate Action Reserve (CAR) compliance offset program for:
 - Landfill methane gas destruction
 - Livestock methane gas destruction
 - Organic waste digestion

GHG Entity Verifications:

- Verification team member for California ARB mandatory GHG reporting verifications for:
 - Manufacturing facilities and stationary combustion
- Verification team member for complete entity verifications under The Climate Registry (TCR) for County of San Diego, Waste Connections, and Turlock Irrigation District. Verification included assessment of GHG emissions from aircraft, mobile sources, transportation system infrastructure, office buildings, and landfills.

GHG Consulting:

- Co-lead data analysis and extraction for a U.S. EPA Coalbed Methane Outreach Program
 - U.S. EPA Coal Mine Inventory quality control assurance
 - Updated U.S. EPA goals and accomplishments for Coal Mine Methane 2018-2020
- GHG Inventory team member for a large ammonia and nitrogen fertilizer company
- Lead research for City of Flagstaff's Sustainability Section on solar panels and passive solar.

- Co-lead research for NAU on electric vehicles and on using the social cost of carbon as a tool to create a fund to electrify NAU's fleet.
- Lead data collection for Flagstaff, AZ and Sedona, AZ's GHG inventories in 2019.
- Team member for inventorying NAU fleet services' GHG emissions.

Education

- Northern Arizona University, Master of Science in Climate Science and Solutions, 2019
- University of Colorado, Bachelor of Arts in Ecology and Evolutionary Biology, 2016

Work Experience

- *Environmental Scientist*, Ruby Canyon Environmental, February 2020 – Present
- *Greenhouse Gas Inventory Consultant*, City of Sedona, August 2019 – December 2019
- *Climate Data Intern*, City of Flagstaff, June 2019 – August 2019
- *Graduate Student Consultant*, City of Flagstaff Sustainability Section, August 2018 – May 2019
- *Graduate Student Consultant*, Northern Arizona University, August 2018 – May 2019

Nina Pinette

Senior Environmental Scientist

Summary

Nina Pinette is an environmental scientist at Ruby Canyon Environmental with experience in technical research, data collection and analysis, and report writing to qualify greenhouse gas (GHG) emission inventories and reduction projects. Her recent activities include work on GHG inventories and carbon offset projects under both voluntary and compliance standards. Nina is knowledgeable on GHG emissions regulations in North America including California's AB 32; the U.S. EPA's Mandatory GHG Reporting Rule; British Columbia's GHG Industrial Reporting and Control Act, GHG Emission Reporting Regulation, and GHG Emission Control Regulation; and Mexico's General Law on Climate Change. She also has experience with Colombia's Ministry of Finance and Environment regulations for the offset program for the country's carbon tax and its verification requirements. She contributed to a State of Colorado assessment report on GHG neutrality at coal mine methane projects, to EPA white papers on coal mine methane.

Nina is a team member for RCE's GHG validation and verification work in U.S., Canadian, Mexican, and Colombian carbon markets. She is skilled in developing verification and sampling plans, conducting risk assessments, and interfacing with clients and registries to resolve findings. She is a lead verifier for organizational verifications for the California Air Resources Board (ARB), British Columbia's Reporting Regulation, Ontario's Reporting Regulation, Mexico's National Emissions Registry (RENE), Mexico's Programa GEI, The Climate Registry (TCR), and CDP which includes assessing emissions from a variety of sources: industrial processes; mining operations; manufacturing; oil and gas; public-sector organizations including cities, universities, and utilities; pulp and paper production; the waste sector; electricity generation including cogeneration facilities; electric transactions; and the transportation sector. Nina is also an accredited verifier for the Airport Carbon Accreditation (ACA) program. She is an ARB-accredited transactions specialist for electric power entities and fuel suppliers, an ARB-accredited lead verifier and Project Specialist for livestock, ozone depleting substances, and mine methane capture projects; a lead verifier for nitric acid production, ozone depleting substances, Coal Mine Methane, and Livestock projects under the Climate Action Reserve (CAR); a lead verifier for projects under the British Columbia offsets program; and a lead validator/verifier for projects under Verra's Verified Carbon Standard (VCS). Nina is also an ARB-accredited lead verifier for Fuel Pathway Applications and Fuel Pathway Reports under California's low-carbon fuel standard (LCFS) program.

Experience

GHG Organizational Verifications, more than 165 individual verifications

- Lead verifier, California ARB GHG inventories: Powerex Corp., Turlock Irrigation District, Imperial Irrigation District, multiple University of California campuses, and Dow Chemical Company.
- Lead verifier, TCR GHG inventories: Bonneville Power Administration, Turlock Irrigation District, San Francisco Public Utilities Commission, Waste Connections, Sonoma Water, New York Power Authority, Port of Portland, Denver Water, Seattle City Light, University of California San Francisco, California Department of Water Resources, Rio Tinto's Kennecott Utah Copper, and Utah Transit Authority. Verifications included assessment of emissions from power plants, cogeneration units, mobile sources (light & commuter rail, busses), copper concentrator, landfills, wastewater treatment, transportation infrastructure, purchased electricity and steam, lab gases, HVAC, office buildings.
- Lead verifier, British Columbia's Reporting Regulation GHG inventories: Howe Sound Pulp and Paper Mill, Powell River Paper Mill, Skookumchuck Pulp Mill, Powerex Corp., Chemical Lime, Neucel Specialty Cellulose Mill, and Quinsam Coal Corporation. Verifications included assessment of emissions from quicklime production, biomass combustion, fossil fuel combustion by mobile and stationary sources, and fugitive methane emissions.

- Lead verifier or Peer Reviewer, Mexico's RENE GHG inventories: Mexico City, CFE power plants, PEMEX oil & gas facilities, airports, Veolia landfills, PepsiCo vehicle fleet, and a large bus company.
- Lead verifier, GHG emissions inventories under CDP including Jacobs Engineering Group and Port Authority of New York & New Jersey which includes airports, marine terminals, and rail transit.
- Lead verifier, Mexico's Programa GEI for facility GHG inventories.
- Peer Reviewer, ACA airport inventories: Level 3+ - Dallas-Fort Worth International Airport; Level 2 - Phoenix Sky Harbor International Airport, Portland International Airport, Hillsboro Airport, Portland-Troutdale Airport; and Level 1: Minneapolis-St. Paul International Airport.
- Lead verifier, Massachusetts' Mandatory GHG Emissions Reporting Regulation inventories: including hospitals and universities—Mass General Hospital and MIT, Specialty Minerals manufacturing, power plants, landfills, manufacturing operations, a U.S. Air Force Base, and an Irving Oil terminal. Verifications included assessing GHG emissions from fuel combustion for electricity generation, precipitated calcium carbonate and lime production, landfill fugitives, landfill gas and other biogas combustion, fugitive emissions from HVAC systems, process emissions from manufacturing, and combustion of fossil fuels by stationary and mobile sources.
- Lead auditor, Rio Tinto facilities to the EPA Mandatory GHG Reporting Rule: Kennecott Utah Copper, US Borax's Boron Operations, and Rio Tinto Alcan's Sebree Aluminum Smelter. Audits included review of emissions calculations and compliance with applicable subparts of the rule.

GHG Project Verifications, more than 95 individual verifications

- Lead verifier/project specialist, verifications of GHG Offset Project Data Reports under California's Compliance Offset Program for ozone depleting substance (ODS) projects, livestock projects, and mine methane capture projects.
- Lead verifier, GHG verifications in U.S. carbon markets under The Climate Action Reserve (CAR): landfill projects, ozone depleting substance (ODS) destruction projects, nitric acid production projects, coal mine methane projects including a VAM project, and livestock projects.
- Lead verifier, GHG verification under the CSA Group's program to meet Colombia's Ministry of Finance Decree 926 of 2017 and Resolution 1447 of 2018 for Impala Terminal's emission reductions achieved through a modal shift in transportation of cargo from road to water.
- Peer Reviewer, GHG verification in Colombia's Cerbarbono program for EcoPetrol oil & gas project.
- Lead verifier, GHG verifications in U.S. carbon markets under Verra's Verified Carbon Standard for landfill projects, a renewable energy project, and a clean energy and energy efficiency project.
- Lead verifier, GHG verifications in Canadian carbon markets for projects under BC's Climate Action Secretariat including greenhouse and sawmill fuel switching projects and a landfill project.

GHG Consulting:

- Led methodology development and quantification of GHG emissions for a midwest utility for all scope 2 emission sources, the scope 3 source generation of purchased power sold to end users, and scope 1 biogenic source combustion of landfill gas to generate electricity.
- Contributor to Colorado Energy Office's report "Greenhouse Gas Neutrality Assessment of Coal Mine Methane and Waste-to-energy Pyrolysis Projects", June 2016.
- Contributor to EPA white papers: "Financial Incentives and Regulatory Oversight for U.S. CMM Recovery Projects" and "Coal Mine Methane: The True Unconventional Gas: A Survey of Issues Concerning Ownership, Control and Development of Emission Reduction Projects"

Education

Muhlenberg College, B.S., Environmental Science and Political Science, 2009

Work History

- Environmental Scientist, Ruby Canyon Environmental, February 2010—present
- Conservation & Land Management Intern, Chicago Botanic Garden and the Bureau of Land Management, June 2009-January 2010
- Forest Research Technician, Cooperative Forestry Research Unit, University of Maine, May—August 2007



ERIC O'NEILL, P.E., BEMP, LEED AP

Engineering Lead,
Research and Evaluation



608.785.1900



elo@michaelsenergy.com

"No one drives with a brick on the gas using the brake to control speed because 'that's how it's always been done'. So why do so many buildings operate this way?"

With 13 years of deeply embedded industry experience, Eric provides technical direction and quality control for research and evaluation projects. He is also highly skilled at helping clients visualize their data leading to greater engagement in research and evaluation. Eric is not afraid to poke at his and other's thinking, testing validity, and overall soundness.

PROFESSIONAL EXPERTISE

Eric is fanatical about project execution delivering projects on time and on budget. Eric's positive approach to issue resolution makes others see opportunities in predicaments, helping to shift perspectives for project results that provide insight beyond what is expected.

Eric is a quality control guru and uses this passion to mentor and train junior staff ensuring a deeply-seated quality assurance culture throughout Michaels.

Intense curiosity drives Eric's passion for innovation, including how research and evaluation can adapt and change given new and emerging technology.



"Finding and fixing building problems requires some detective work and creativity, and that's what I love about my job."

SELECT PROJECTS

Consumers Energy

- Serves as the technical lead for Michaels in support of the Michigan TRM, the Michigan Energy Measure Database (MEMD). He supports the working group and conducts large custom project quality control prior to project approval to provide early feedback for the program; Michaels plays a significant role on review and update of the MEMD, recommending priorities for updates along with needed research, and reviewing and updating measures.
- Provided QA/QC of collected field data for the Commercial Baseline and Measure Characterization Study.

Pacific Gas & Electric

- Completed normalized metered energy consumption analysis of program buildings data using open source software (CALTrack) and internal software for a data analytics and visualization project. He created custom charts to demonstrate and visualize energy savings and to help validate regression analysis.

Xcel Energy

- Conducted technical reviews for the Xcel Energy recommissioning program, ensuring technical rigor and consistency between a variety of implementation contractors.

Commonwealth Edison

- Served as an engineering analyst for the impact evaluation of the *Smart Ideas for Your Business* custom and prescriptive programs for commercial and industrial facilities, including forward capacity market compliant measurement and verification.

Ottertail Power Company

- As a Project Manager, managed all Ottertail Power Company retro-commissioning and feasibility study projects in Minnesota, ensuring program cost effectiveness, project timelines, and depth of energy savings. In these projects, he worked with facilities staff, decision makers, and utility staff to deliver comprehensive studies. He then conducted weather normalized billing analysis to demonstrate project savings were being realized.

PUBLICATIONS

- O'Neill, E. 2014. "Reaching the YouTube Audience with Energy Efficiency Fundamentals." Poster and video series presented at ACEEE Summer Study on Energy Efficiency in Buildings, Pacific Grove, California, August 17-22. <http://www.youtube.com/watch?v=JfYaxgMQgNs>

PRESENTATIONS

- 2018 Iowa Association for Energy Efficiency Webinar: Fingerprints of a Pig - Separating Bacon from Dog Food with Energy Analytics
- 2017 AESP National Conference (Orlando, FL): That's all your "big data" does? Expanding the use of building data in efficiency programs.

**ERIC
O'NEILL**

Engineering Lead

 608.785.1900

 elo@michaelsenergy.com

EDUCATION

- Bachelor of Science, Mechanical Engineering, University of Wisconsin, Madison
- Bachelor of Arts, Philosophy, University of Wisconsin, Madison

EXPERTISE

- Project Management
- Quality Assurance and Control
- Custom Energy Models
- Energy Analysis and Studies
- Innovative Research and Evaluation
- Data Analytics and Visualization

CERTIFICATIONS

- Professional Engineer - Wisconsin, Minnesota, Iowa and Texas
- Leadership in Energy and Environmental Design (LEED) - Accredited Professional

GALLUP STRENGTHS

- Ideation: Creative thinker, innovator, brain-stormer
- Adaptability: Quick thinking, calm in a crisis
- Learner: Positive disruptor and changemaker
- Analytical: Naturally wired to seek answers
- Positivity: Forward thinking and open-minded



Ideation



Adaptability



Learner



Analytical



Positivity



JOE CORNILLAUD, P.E., LEED AP

Senior Engineer



608.785.1900



jjc@michaelsenergy.com

"I have a passion for finding ways to make buildings operate as efficiently as possible."

Joe has 18 years of experience in energy efficiency, including program technical support, impact evaluations and in-depth facility studies. He has worked with utility programs from individual custom rebate analysis, Level II energy audits, retro-commissioning studies, and technical review of prescriptive rebates. Thoughtful, sharp-eyed, and patient, Joe is a master of decision making.

PROFESSIONAL EXPERTISE

Joe reviews custom rebate projects, which includes reviewing for technical accuracy and soundness, and adherence to program guidelines. Joe performs energy savings calculations of custom rebates and energy management systems. He develops calculation templates and analysis strategies for new technologies and is deeply experienced in analyzing complex systems, including industrial compressed air systems, large commercial HVAC, and other industrial processes.

Joe conducts ASHRAE Level II Energy Audits and retro-commissioning studies for utility programs. He performs energy analysis to determine potential energy and cost saving projects for commercial, industrial, and institutional buildings.

Joe supports research and impact evaluation C&I projects through in-field data collection, project reviews and energy calculations to evaluate, review, and confirm ex ante savings.

"From large industrial plants, to the most straightforward commercial facilities, I make building systems work better."



SELECT PROJECTS

Cedar Falls Utilities

- Conducted a comprehensive audit of an end-user compressed air system including installation and collection of short-term metering equipment, identification of energy savings measures through data analysis, and discussion with site personnel.

CenterPoint Energy

- Provides technical support for demand side management projects and pre- and post-installation large-project measurement and verification.

Public Utilities Commission of Ohio

- Provided technical support for the independent oversight of statewide evaluation activities of Investor Owned Utility programs, including opt-out industrial customer evaluations, reviewed evaluation plans and final reports, and finalization of the statewide TRM.

WPPI Energy

- Completed Level II Energy Audits identifying energy saving measures and provided estimated energy and demand reductions and implementation costs for the measures for large industrial facilities.

Xcel Energy

- Provides Custom Efficiency Program technical support for large commercial and industrial customers in Minnesota and Colorado. Manages custom rebate support, reviews rebate analyses, and mentors young engineers new to the program.
- Conducted a technical review of Colorado and Minnesota prescriptive commercial and residential energy efficiency programs' deemed savings technical assumptions and calculations.
- Completed an investment grade feasibility study to identify and quantify space heating alternatives for the warehouse facility of Peerless Chain in Winona, Minnesota.
- Completed a feasibility study to quantify the energy impacts of a control system upgrade for a large university lab ventilation system.
- Completed five in-depth and detailed energy studies on college campuses producing reports with over two million kWh of energy savings opportunities identified and detailed in each.

Alliant Energy

- Conducts Level II Energy Audits to feed funnels for large commercial and industrial custom rebate and performance contracting programs in Iowa.
- Provides Custom Efficiency Program technical support, including analyses to support custom rebate projects. Collected pre- and post-installation data.

Algona Municipal Utilities

- Conducts Level II Energy Audits for commercial and industrial customers in Iowa.

JOE CORNILLAUD

Senior Engineer

 608.785.1900

 jjc@michaelsenergy.com

EDUCATION

- Bachelor of Science, Mechanical Engineering, Michigan State University, East Lansing

EXPERTISE

- Project Management
- Custom Rebate Analysis
- Audits and Feasibility Studies
- Retro-commissioning
- Research
- Evaluation, Measurement and Verification

CERTIFICATIONS

- Professional Engineer – California, Minnesota
- Leadership in Energy and Environmental Design (LEED) – Accredited Professional

GALLUP STRENGTHS

- Context: Provides stability in chaos; reliable and competent
- Harmony: Simultaneously intuitive and practical
- Deliberative: Thoughtful, sharp-eyed, patient
- Learner: Positive disruptor and changemaker
- Responsibility: Reliable and committed to excellence



Context



Harmony



Deliberative



Learner



Responsibility



JEN CORCORAN

Project Coordinator



608.394.1675



jacorcoran@michaelsenergy.com

"My favorite quote, 'Happiness can be found, even in the darkest of times, if one only remembers to turn on the light.' – Albus Dumbledore, applies to my passion for supporting others and impacting our community."

Jen, a recent hire for Michaels Energy, has 12 years of experience in the development, administration, and oversight of program operations and services. Naturally wired to communicate and connect with others, she continuously provides high-quality service while cultivating collaborative relationships with all stakeholders. Jen supports clients and project managers by identifying challenges and working together to find solutions.

PROFESSIONAL EXPERTISE

For over 11 years, Jen was a leader at the La Crosse Area Family YMCA as the R.W. Houser Branch Director. In this role, she was responsible for the day-to-day operations of the branch including member relations, staff development, and facilities, as well as developing and implementing new policies and procedures to achieve the organization's strategic plan.

With a focus on supporting the community, Jen thrives when connecting with stakeholders and learning how best to serve them. Jen thoughtfully conducts interviews, surveys, and discussions in order to recognize data trends and key findings.

"Being part of the Michaels team allows me to bring my positive attitude and can-do personality to all projects, co-workers, and clients."



SELECT PROJECTS (while at the YMCA)

La Crosse Area Family YMCA 2020-2023 Strategic Plan

- As a Group Facilitator, led discussions with community stakeholders to evaluate how the YMCA (Y) is viewed and how the Y could better support and engage with the community. Led interviews and created surveys to collect data from board members, employees, and participants and evaluated the data to determine trends and set the direction of the organization.

La Crosse Area Family YMCA 2020 Facility Expansion

- As a Group Facilitator, led discussions with Y directors, participants, and architects to discuss needs, wants, and dreams for possible capital facility expansions. Analyzed data to determine top needs and propose next steps and shaped communication tools to share the expansion plan and create excitement with stakeholders.

La Crosse Area Family YMCA 2014-2020 Annual Goal Setting

- As a Project Manager, led 10 department discussions annually with 50+ employees to determine goals of the Y programs and services to best support the community. Ensured goals were specific, measurable, realistic, and time-sensitive.

La Crosse Area Family YMCA Finance Board Committee

- As a Facilitator, presented data on the financial stability of the Onalaska branch and led discussion on future program and membership growth opportunities.
- As a Facilitator, presented monthly to a 50-person director team with a focus on inspiring and motivating the Y employees to strengthen the community. Jen strived to create a culture of teamwork and collaboration.
- Was a member of the La Crosse Area Family YMCA 'Living Our Cause' Leadership Committee.

JEN CORCORAN

Project Coordinator

 608.394.1675

 jacorcoran@michaelsenergy.com

EDUCATION

- Master of Science, Sports Administration, University of Wisconsin-La Crosse
- Bachelor of Science, Recreation Management, University of Wisconsin-La Crosse

EXPERTISE

- Communication
- Relationship Building
- Customer Experience
- Problem-Solving
- Staff Development
- Budget Management
- Facilitation

GALLUP STRENGTHS

- Achiever: Productive, self-starting and self-fueling
- Positivity: Forward-thinking and open-minded
- Arranger: Effortlessly manages many spinning plates at once
- Maximizer: Solution-oriented, intuitive, optimizer
- Individualization: Observant, intuitive, open-minded, curious



Achiever



Positivity



Arranger



Maximizer



Individualization

7.2 APPENDIX B. APPROACH TO PROJECT MANAGEMENT & QUALITY ASSURANCE

Provided below are GDS' approach to effective project management and quality assurance.

- Our Project Manager, Rich Hasselman, will serve as the individual responsible for managing and delegating overall work assignments and project activities and he will serve as the principal point of contact for daily communications with La Crosse. Rich Hasselman will serve as the Reviewing Officer and will be responsible for quality assurance for project deliverables. Rich Hasselman will also be responsible for contract discussions and negotiations with the City.
- Rich Hasselman will communicate with designated La Crosse staff on a regular basis as to the progress of the work, the results to date, and any problems encountered. The GDS Team will have bi-weekly teleconferences with La Crosse staff to discuss work assignments, teleconferences, meetings, and deliverables for the two weeks. GDS will report any delays or unforeseen difficulties to La Crosse staff if such delays or difficulties develop.
- If La Crosse were to request additional paid services during the contract, Rich Hasselman would handle negotiations and development of additional scopes of work.
- GDS will be responsible for the administration of subcontracts with all subcontractors. GDS will flow down provisions in the master contract with La Crosse to all subcontractors. GDS will be responsible for providing a consolidated invoice to La Crosse monthly.
- Our Team will provide La Crosse staff with drafts of all major deliverables for review, comment, and approval.
- Our Team will seek prior approval from the La Crosse Project Manager before undertaking any significant planning or development tasks. During this contract, our Team will also seek ways to continuously improve our work and communications with client staff.
- At the beginning of the project, the key personnel of our project team will attend the kick-off meeting/teleconference with La Crosse staff to review the work plan and schedule.
- The GDS Project Manager will provide written monthly project status reports to the La Crosse Project Manager, summarizing project status by activity and identifying any difficulties or delays, and recommending corrective action, as needed.
- Minutes will be taken at the bi-weekly teleconferences between GDS staff and the LA CROSSE Team. Any work assignments or action items distributed at such meetings will be highlighted in these meeting minutes. Project Team members and appropriate LA CROSSE staff will receive copies of these meeting minutes.
- Project team members will maintain copies of all time and expense records required by the client and will keep an accurate log of all hours worked on this project, as well as accurate records of travel and other expenses.
- The project manager will make use of total quality management tools (where appropriate) such as monthly timelines, monthly work schedules, budget variance reports, and "percent work task completed" reports to increase the efficiency and effectiveness of project management.
- All deliverables will be subject to internal team quality review, before being submitted to the client. The project manager will be responsible for ensuring the quality of all project reports and memos.
- All project presentations will be made by key project team members, and any audio-visual aids and other presentation materials will be made available to the La Crosse project manager for review before presentation.
- The GDS Team will make it a high priority to respond to the needs of La Crosse staff as rapidly as possible. Each key project team member will be briefed on techniques to use during the project

to increase the "customer satisfaction" of La Crosse staff (such as returning phone call and e-mail requests promptly and submitting required reports on time). Team members will be assigned a level of work hours to the major project tasks based upon their area of expertise and the total number of work hours estimated to be required for each major Task. These individuals have committed to be available to work these hours.

7.2.1 Contract & Subcontract Management

GDS will be responsible for monitoring contracts for compliance with the terms and conditions of the contract from the date of contract issuance through the completion and acceptance of the services, including final payment. Services to be provided include the interpretation of the contract clauses and other related city or utility policies and procedures. In addition, change orders or modifications and subsequent negotiations will be under the purview of GDS' Business Department.

GDS will ensure that our Team operates fully within the company's guidelines for project management. These guidelines, to establish goals, monitor progress, and report progress in all work assignments, draw upon GDS' corporate-wide mechanisms already in place to support financial and performance accountability. The GDS Business Office will maintain official contract files.

All subcontractor supervisory personnel will come under the aegis of the GDS Project Manager. Work to be performed by the subcontractors will be assigned and monitored carefully to ensure that deliverables are completed on time, within scope and within budget. GDS has the ultimate authority and responsibility for the successful performance of all support services to be provided. It will hold its subcontractors accountable for meeting the same high-quality, professional standards that it expects of in-house staff.

GDS will negotiate and sign subcontract agreements with all subcontractors. In addition to flow down of all articles from the contract with the La Crosse to our subcontractors, we will add GDS-specific articles in subcontracts including:

- Identification of subcontractor-designated contacts
- Identification of key subcontractor personnel
- Subcontractor deliverables, subcontractor budget and scope of work, subcontractor performance criteria, status meetings, and reporting arrangements specific to the subcontract
- Specific lines of communication

Each subcontractor's designated representative will manage and coordinate all progress reviews and progress reporting and will be responsible for preparing the progress reports required for the project. Every subcontractor will provide at least one key staff person, thus ensuring a senior experienced individual to serve as subcontractor task manager and full integration of the project team.

The development and implementation of internal project plans that document work assignments for subcontractor staff will facilitate coordination of the subcontractors. All necessary steps for accomplishing work, meeting contract specifications (including quality and reporting requirements) and reaching prescribed milestone dates for the delivery of products and services will be defined in the Work Plans for individual project components.

7.2.2 Problem Escalation Procedure

This section of our proposal provides a draft of our Problem Escalation Procedure (PEP) that includes the title of the individual at GDS to be contacted by the La Crosse Contract Monitor should problems arise

under the Contract. This section also explains how problems with work under the Contract will be escalated to resolve any issues in a timely manner.

If problems with the work of our Team arise, La Crosse Contract Manager should attempt to resolve it with the GDS Project Manager Rich Hasselman. Should that not be enough, the La Crosse Contract Manager should contact Rich Hackner, Vice President of GDS, via email, rich.hackner@gdsassociates.com or by phone (direct line), (608) 354-0197. The Vice-President of GDS and the Contract Manager will work together to develop and agree upon a plan of action to resolve the problem to the satisfaction of both La Crosse and GDS. GDS will work with the La Crosse Contract Manager at the beginning of the contract to modify the PEP, if necessary, to meet the needs of the Client.

7.3 APPENDIX C. GDS CERTIFICATE OF INSURANCE

Client#: 1555574		GDSASSOC																																																									
ACORD_{TM} CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 2/25/2021																																																									
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER. IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).																																																											
PRODUCER USI Insurance Services, LLC 1 Concourse Pkwy NE Suite 700 Atlanta, GA 30328		CONTACT NAME: Bryan Andrew PHONE (A/C, No, Ext): 404 923-3700 FAX (A/C, No): E-MAIL ADDRESS: bryan.andrew@usi.com																																																									
INSURED GDS Associates, Inc. 1850 Parkway Pl SE Ste 800 Marietta, GA 30067-8260		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A: Liberty Insurance Corporation</td> <td>42404</td> </tr> <tr> <td>INSURER B: Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td>INSURER C: American Automobile Insurance Company</td> <td>21849</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Liberty Insurance Corporation	42404	INSURER B: Continental Casualty Company	20443	INSURER C: American Automobile Insurance Company	21849	INSURER D:		INSURER E:		INSURER F:																																											
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PREPARED BY GDS ASSOCIATES, INC.
In partnership with
RUBY CANYON ENVIRONMENTAL, LLC.
MICHAELS ENERGY, INC.

City of La Crosse

PLANNING AND DEVELOPMENT

Request for Proposal to produce
Climate Action Plan

TECHNICAL PROPOSAL

June 18, 2021



COMPANY NAME & PRIMARY CONTACT

LEGAL COMPANY NAME

GDS Associates, Inc. (C-Corporation Established in 1986)

LEGAL SIGNATORY

Richard J. Hackner, Vice President & Secretary

PRIMARY CONTACT & TITLE

Rich Hasselman, Managing Director

CONTACT PHONE & EMAIL

Rich.Hasselman@gdsassociates.com (608) 354-0192

OFFICE LOCATION

440 Science Drive, Suite 103, Madison, WI 53711