

# LA CROSSE WISCONSIN

## BRENDLE GROUP TEAM PROPOSAL FOR THE CLIMATE ACTION PLAN

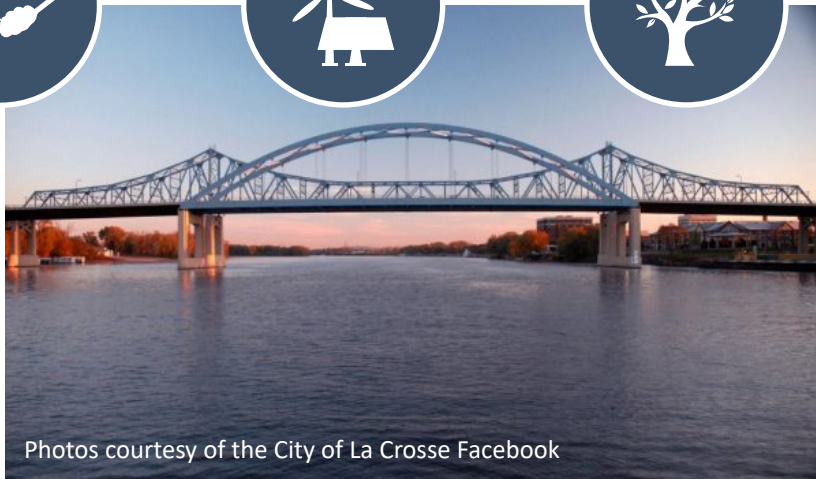
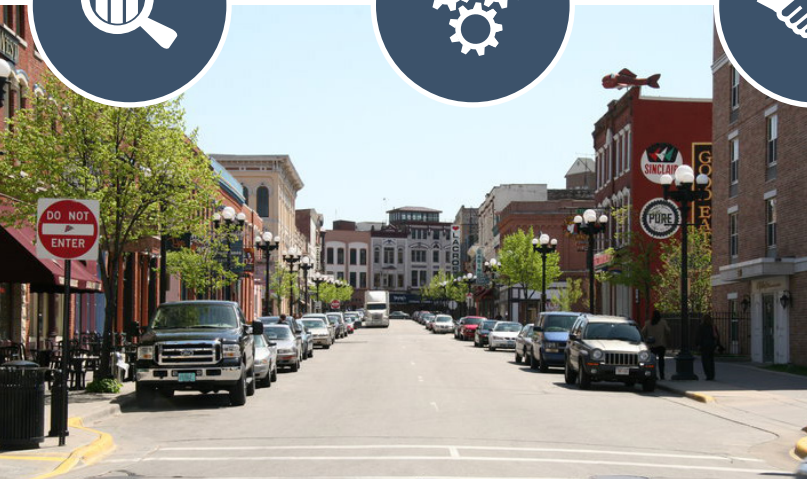
June 18, 2021



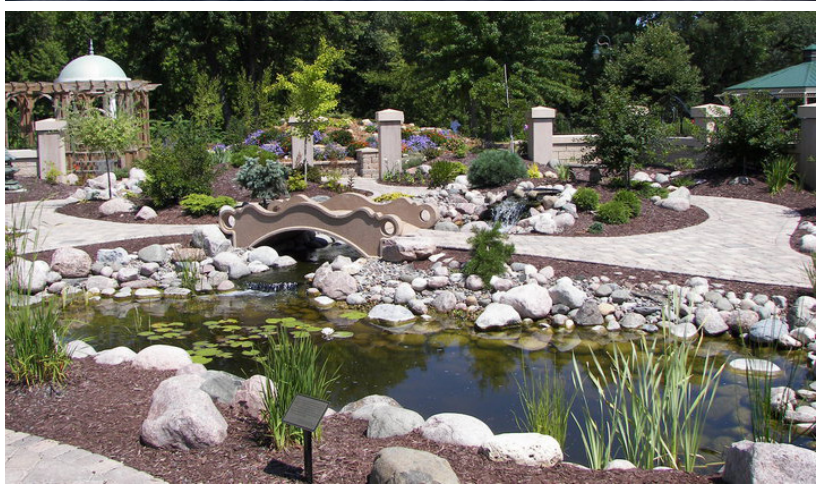
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Photos courtesy of the City of La Crosse Facebook



## OVERVIEW

ATTN: Lewis Kuhlman  
City of La Crosse  
400 La Crosse St.  
La Crosse, WI 54601

On behalf of our team, Brendle Group is pleased to submit this proposal for consulting services to develop the Climate Action Plan (CAP) for the City of La Crosse. Our team comprises two firms – Brendle Group bringing a national portfolio of experience in integrated climate action and adaptation planning, and Center for Energy and Environment bringing their strong local knowledge and existing community relationships.

Leveraging more than 25 years in environmental and sustainability consulting – from greenhouse gas accounting and risk and vulnerability assessments to carbon-free electricity, transportation, land use, climate preparedness and resiliency, water resources, and beyond – Brendle Group has become a leader in using rigorous engineering analysis and inclusive community engagement to develop comprehensive climate plans that integrate emissions mitigation, adaptation, and resiliency considerations. CEE brings experience in equitable and inclusive stakeholder engagement related to climate action, ensuring the needs of the community are met. Together, we will work to create broad community buy-in and develop an actionable plan that is ready for immediate implementation and offers enduring benefits.

Our proposed approach focuses on understanding the climate issues in the community through equitable engagement. We'll take the time to actively listen, learn, and work with the community explore solutions and coordinate resources through various engagement opportunities. We'll begin by understanding the climate issues in the community through community and staff engagement, along with a risk and vulnerability analysis (RVA). Paired with greenhouse gas accounting, the RVA will inform solutions that both optimize emissions reduction and increase adaptation, leading to more holistic climate resiliency.

Using a collaborative approach with both technical and community stakeholders, we will explore climate action scenarios to reach the City's goals. To inform emissions reduction strategies, we'll leverage our work and relationships established through Partners in Energy to develop greenhouse gas emissions inventories and forecasting, bringing in goals, strategies, and actions from the Energy Action Plan. Finally, we'll leverage our experience in climate action planning to develop innovative, flexible, and adaptable implementation plans to maximize resources and impact.

We are excited about the opportunity to continue working with the La Crosse community to develop a Climate Action Plan that integrates mitigation and resiliency to meet the needs of the community and achieve the City's 2050 carbon neutrality goals. Thank you for your consideration.

Sincerely,

Shelby Sommer, AICP, LEED AP  
Senior Planner, Brendle Group

## SCOPE AND TIMELINES

Our work plan focuses on both technical analysis and community engagement - to understand climate issues in the community and develop equitable mitigation and resiliency solutions, building on our team's work with La Crosse through Partners in Energy and our extensive climate action experience.

### TIMELINE

Our proposed project schedule assumes an 18-month process initiated in September 2021 and completed by February 2023, which will be refined following project kickoff based on City preferences.

Task	2021				2022												2023	
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
<b>Task 1.0 Project Management</b>																		
1.1: Kickoff Meeting & Schedule Finalization																		
1.2: Monthly Project Team Meetings																		
1.3: Ongoing Project Management																		
1.4: Coordination with City Efforts																		
<b>Task 2.0 Understanding Climate Issues</b>																		
2.1: Existing Efforts & Focus Area Definition																		
2.2: Develop RVA Worksheets																		
2.3: Analyze and Synthesize RVA																		
<b>Task 3.0 Analyze GHG Emissions</b>																		
3.1: Review Existing Inventory																		
3.2: Community Inventories & Forecast				Review	Final													
3.3: Municipal Inventories & Forecast				Review	Final													
<b>Task 4.0 Analyze GHG Reduction Scenarios</b>																		
4.1: Establish Targets																		
4.2: Develop & Analyze Strategies																		
4.3: Develop Implementation Actions																		
<b>Task 5.0 Engagement</b>																		
5.1: Outreach & Engagement Plan Development	Draft	Final																
5.2: CAP Steering Committee Meetings		CSC 1			CSC 2			CSC 3			CSC 4		CSC 5					
5.3A: Community Workshops		CW 1						CW 2										
5.3B: Community Listening Sessions		LS 1						LS 2										
5.3C: Community Survey		Survey																
5.4: Technical Internal Team Interviews			TT 1								TT 2							
5.5: City Commissions													Plan Comm.					
5.6: Common Council															CC			
<b>Task 6.0 CAP Plan Development &amp; Adoption</b>																		
6.1: Plan Outline & Preliminary Draft								Outline				Draft 1	Review	Revise				
6.2: Revised Draft Plan														Draft 2	Review	Approve		
6.3: Final Plan																	Finalize	Delivery

## SCOPE OF WORK

Our proposed scope of work includes six tasks, encompassing all tasks identified in the Request for Proposal, and additional tasks to organize workflows and phases of the project. Below, we've summarized the proposed deliverables by task. The following pages describe the task objectives and supporting subtasks, along with their assumptions and how they support our overarching approach.

Task	Task Lead	Task Support	Deliverables
<b>Task 1: Project Management</b>	Melody Redburn	Shelby Sommer Lynn Coppedge Marisa Bayer	<ul style="list-style-type: none"> <li>Kickoff meeting</li> <li>Project work plan, including final schedule</li> <li>SharePoint site for collaboration</li> <li>Monthly invoices</li> <li>Monthly project management team meetings</li> </ul>
<b>Task 2: Understanding Climate Issues</b>	Lynn Coppedge	Melody Redburn Judy Dorsey Shelby Sommer	<ul style="list-style-type: none"> <li>Defined CAP focus areas</li> <li>Customized, framework-compliant risk and vulnerability assessment (RVA) worksheets</li> <li>Populated worksheets</li> <li>Spreadsheet-based RVA analysis</li> <li>Analysis results incorporated into draft and final CAP</li> </ul>
<b>Task 3: Analyze Greenhouse Gas Emissions</b>	Melody Redburn	Becca Stock Judy Dorsey	<ul style="list-style-type: none"> <li>Protocol-compliant 2015 and 2020 Greenhouse Gas Inventories for community and municipal operations</li> <li>Greenhouse gas emissions forecast to 2050, with 2025 and 2030 emissions milestones for community and municipal operations</li> </ul>
<b>Task 4: Forecast GHG Emissions Reductions</b>	Melody Redburn	Becca Stock Judy Dorsey Shelby Sommer	<ul style="list-style-type: none"> <li>Draft and final CAP targets for community and municipal operations</li> <li>Microsoft Excel workbook with a prioritized list of actions organized by focus area, with evaluation details and potential implementation resources</li> </ul>
<b>Task 5: Engagement</b>	Marisa Bayer Lynn Coppedge	Melody Redburn Shelby Sommer Deirdre Coleman Molly Janis Smith	<ul style="list-style-type: none"> <li>Outreach and Engagement Plan</li> <li>5 CAP Steering Committee meetings</li> <li>2 Community Workshops</li> <li>Online community survey</li> <li>2 Listening sessions</li> <li>2 rounds of technical team interviews</li> <li>1 Planning Commission meeting</li> <li>1 Common Council meeting</li> </ul>
<b>Task 6: Climate Action Plan Development &amp; Adoption</b>	Melody Redburn	Shelby Sommer Judy Dorsey Becca Stock Lynn Coppedge	<ul style="list-style-type: none"> <li>Plan outline</li> <li>Draft plan &amp; revisions</li> <li>Final plan</li> <li>Presentation to Council with CAP and General Plan Amendments</li> </ul>



## TASK 1. PROJECT MANAGEMENT

The first task encompasses a series of subtasks designed to initiate the project and build a strong foundation of goals and expectations to keep the team on track throughout the project. Brendle Group will lead project management and coordination with the City's project management team (PM Team).

### Task 1 Engagement



- Kickoff meeting
- Monthly PM Team meetings

#### 1.1: Kickoff Meeting & Schedule Finalization

The success of this project relies on skilled project management and open communication between the City and the consulting team. To establish a solid working relationship from the beginning, we will facilitate a 90-minute videoconference kick-off meeting with the consulting team and PM Team to align on the scope of work, confirm project management and communication protocols, explore project focus areas, refine the project schedule, and discuss the Outreach & Engagement Plan. Following the kickoff meeting, we will develop a final project plan that details a step-by-step approach to the project, including schedule, deliverables, roles and responsibilities, quality assurance, and risk mitigation to use as a guide throughout the project.

#### 1.2: Monthly Project Team Meetings

In addition to internal coordination and monthly progress reporting, we propose 1-hour monthly web meetings with the PM Team to maintain open communication about the project scope, schedule, and budget, and to coordinate on interim deliverables, decision-making, and community engagement activities and logistics.

#### 1.3: Ongoing Project Management

Our ongoing project management approach includes weekly review of project and task spending, email and phone coordination with the City's Project Manager, and internal team meetings to coordinate workflows and advance project milestones and deliverables. We will submit invoices monthly to the Project Manager.

#### 1.4: Coordination with City Efforts

Throughout the project, we will coordinate with the Comprehensive Planning effort to ensure alignment across the two plans that can support La Crosse's sustainability and climate goals. Because City staff is completing that planning effort, we propose integrating coordination into monthly and ongoing project management activities.

## TASK 2. UNDERSTANDING CLIMATE ISSUES

Task 2 aims to understand the climate issues most affecting La Crosse. To begin, we will catalog existing efforts related to climate action in the City and define key areas of focus for the CAP. Following this baseline and focus area definition, we will facilitate and complete a risk and vulnerability assessment (RVA) to identify the highest climate vulnerabilities communitywide.

The RVA will use a framework that aligns with necessary reporting requirements for the community RVA. Our overall approach for this task is to develop RVA worksheets, customized for La Crosse, that are populated through Task 5 engagement activities as inputs to the RVA. The results will then be used in further Task 5 engagements, to inform adaptation and resiliency strategies in the CAP development.

### Task 2 Engagement



- CAP Steering Committee 1
- Technical team interviews
- Community Meeting 1
- Community Listening Sessions 1

### 2.1: Existing Efforts & Focus Area Definition

Building on the discussion of focus areas at the kickoff meeting, Task 2.1 focuses on refining these focus areas and understanding existing efforts related to climate action in the community and in municipal operations. To facilitate this understanding, we propose up to 8 small group interviews of technical team members (consisting of City staff relevant to the identified focus areas). This task will also include a review of relevant documents, plans, websites, data sources, and program details. This step will be used to summarize key facts and data, trends, efforts to build from, and technical resources available to achieve the strategies and actions developed in Task 4.

#### Potential La Crosse CAP Focus Areas

- Energy & Buildings (Informed by Partners in Energy Energy Action Plan)
- Transportation (Informed by Partners in Energy Electric Vehicle strategies)
- Zero Waste
- Natural Systems & Water
- Land Use
- Food Systems & Local Agriculture

### 2.2: Develop Community Risk & Vulnerability Assessment Worksheets

The various RVA frameworks listed in all follow a similar approach where vulnerability is assessed as a function of climate risks, community exposures to those risks, and the capacity of people and natural systems to adapt to the risks (based on their exposure). Under this subtask, we will develop worksheets to gather input on community risks and vulnerabilities. Community worksheets will follow CDP Climate Hazards and Vulnerability [guidance](#) and will be organized into La Crosse-specific focus areas and identified climate risks. The worksheets will be designed with equity in mind, to purposefully

System	Flood	Drought	Wildfire	Extreme Heat	Winter Storms	Snowpack

**BOZEMAN**<sup>MT</sup>  
City Sustainability

THE MOST LIVABLE PLACE.







Figure 1. Example Worksheet from the City of Bozeman Risk and Vulnerability Assessment

capture information about groups within La Crosse most exposed to climate risks. We will build on resiliency work completed by the Wisconsin Institute on Climate Change Impacts (WICCI) and similar regional climate vulnerabilities (i.e., WICCI identified rising temperatures, increased precipitation, and heavier precipitation events as top risks in the Western Wisconsin region; increased flooding is also a major climate concern). We will work with City staff in technical team interviews to understand other potential climate vulnerabilities.

Community worksheets will be populated through Task 5 engagements, seeking both targeted input such as through community listening sessions, community workshops, online surveys, and/or the CAP Steering Committee (CSC).

### 2.3: Analyze and Synthesize RVA

Once the worksheets are populated, we will transfer the data and conduct the RVA per protocol, analyzing climate risks against adaptive capacity - to prioritize top vulnerabilities. We will summarize preliminary results with fact sheets and/or presentation materials to facilitate the next round of community engagement.

 <b>Extreme Heat</b>	Stressor	More frequent and intense
 <b>Floods</b>	Acute shock	More severe
 <b>Drought</b>	Stressor	More frequent and intense
 <b>Reduced Mountain Snowpack</b>	Stressor	Decline in volume
 <b>Wildfire</b>	Acute shock	More extensive, frequent, and intense
 <b>Winter Storms</b>	Acute shock	More severe

*Figure 2: Climate hazards identified in Bozeman RVA*

Results of the RVA will be integrated into the draft and final CAP. This will appear as summary results characterizing current conditions and top vulnerabilities, proposed resiliency targets and goals to address top vulnerabilities, and balanced representation of resiliency with mitigation strategies in the top, most impactful, strategies prioritized in the plan. We will also organize the results to support staff in annual Global Covenant of Mayors (GCOM) reporting. This will include documentation of the following traits for each of the climate hazards included in the RVA:

- Current estimate of hazard likelihood, magnitude, social impacts, and services affected
- Future estimate of hazard change in frequency and intensity
- Whether impacts will be experienced immediately, short-term (2025), mid-term, or long-term (after 2050)
- Impacts experienced to date and most vulnerable geographic areas impacted
- Factors that most greatly affect the city's ability to adapt

### TASK 3. ANALYZE GREENHOUSE GAS EMISSIONS

Task 3 encompasses Task 1 and Task 2 in the RFP and begins with a review of the 2019 community and municipal greenhouse gas (GHG) inventory and developing inventories for 2015 and 2020. Following the development of these inventories, we will develop a forecast of community GHG emissions through the year 2050, with interim projections of 2025 and 2030 based on community trends and projections (e.g., households, population, employment).

This forecast will be used along with the GHG emissions forecast to review La Crosse's emission reduction goals, including the City's pledge of 30% carbon reduction by 2030, to determine if this goal should be adjusted to align with IPCC recommendations and carbon neutrality by 2050.

#### 3.1: Review Existing Inventory

We will review the completed 2019 inventory to gain an understanding of greenhouse gas emissions in La Crosse, identify data sources to leverage for completing additional inventories, and check for compliance with requirements for the GCOM Mitigation Inventory badge.

#### Task 3 Engagement



- CAP Steering Committee 2

### 3.2: Community Inventories & Forecast

GHG inventories will be developed for the baseline year, 2015, and 2020 - based on available data from the 2019 inventory, the Sustainability Indicators report, and other data sources. The inventory will be developed in Brendle Group's spreadsheet-based Inventory Management System (IMS), customized for the emissions sources specific to La Crosse. The inventories will be compliant with Global Protocol for Community Greenhouse Gas Inventories (GPC) reporting protocols and consistent with CDP requirements. This tool can also be used to facilitate input into ICLEI's ClearPath tool to remain consistent with the City's 2019 inventory and facilitate submission to GCOM.

Our customizable IMS tool brings together emission source data and appropriate emission factors - to transform emission source data into tangible GHG emission values and detailing all assumptions along the way. The flexibility of this tool allows for smooth, simplified data visualization, interpretation, and comparison of GHG emissions by source and sector. In turn, summary tables simplify GHG source values, allowing La Crosse to tell the city-wide emission reduction side of its climate action story.

Following the inventory completion, an emissions forecast will be developed to inform target setting and alignment with IPCC recommendations. The community forecast will entail building out an annual business as usual (BAU) emissions forecast using available growth forecasts from the various emissions sources analyzed in the GHG inventory. We will leverage the community energy consumption data and emissions factors used for the Energy Action Plan development to inform the inventory development.

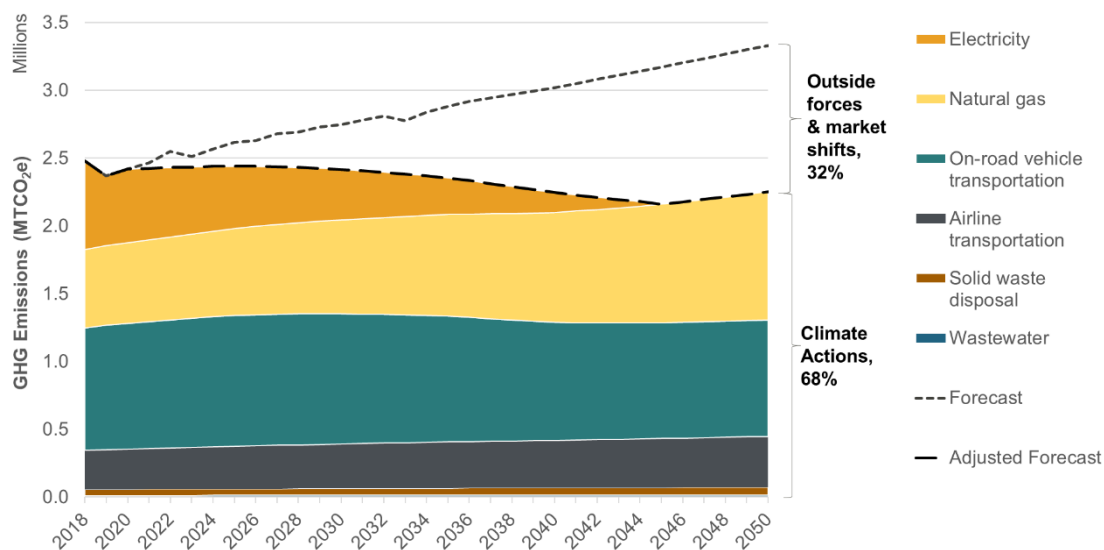


Figure 3: Example BAU and ABAU Emissions Forecast

From there, we adjust the BAU scenario to account for anticipated impacts from Xcel Energy's carbon neutral goal, other utility commitments, and state and federal policies and standards (e.g., federal fuel efficiency standards), to create an adjusted business as usual (ABAU) scenario. This ABAU scenario represents a future if La Crosse does little else locally to address emissions and is the basis for our analysis of emissions reduction opportunities. This will act as the basis for analyzing GHG emissions reductions (Task 4).



### 3.2: Municipal Inventories & Forecast

Because the City has been tracking GHG emissions from City facilities since 2008, we will review the inventory data to ensure that it is consistent with GCOM reporting requirements and will work with City staff to update the data for 2020. The 2020 data and historical data can be added to the Microsoft Excel-based inventory management system (IMS), or the existing City tool can be used. This tool will be optimized to facilitate ongoing data tracking and reporting.

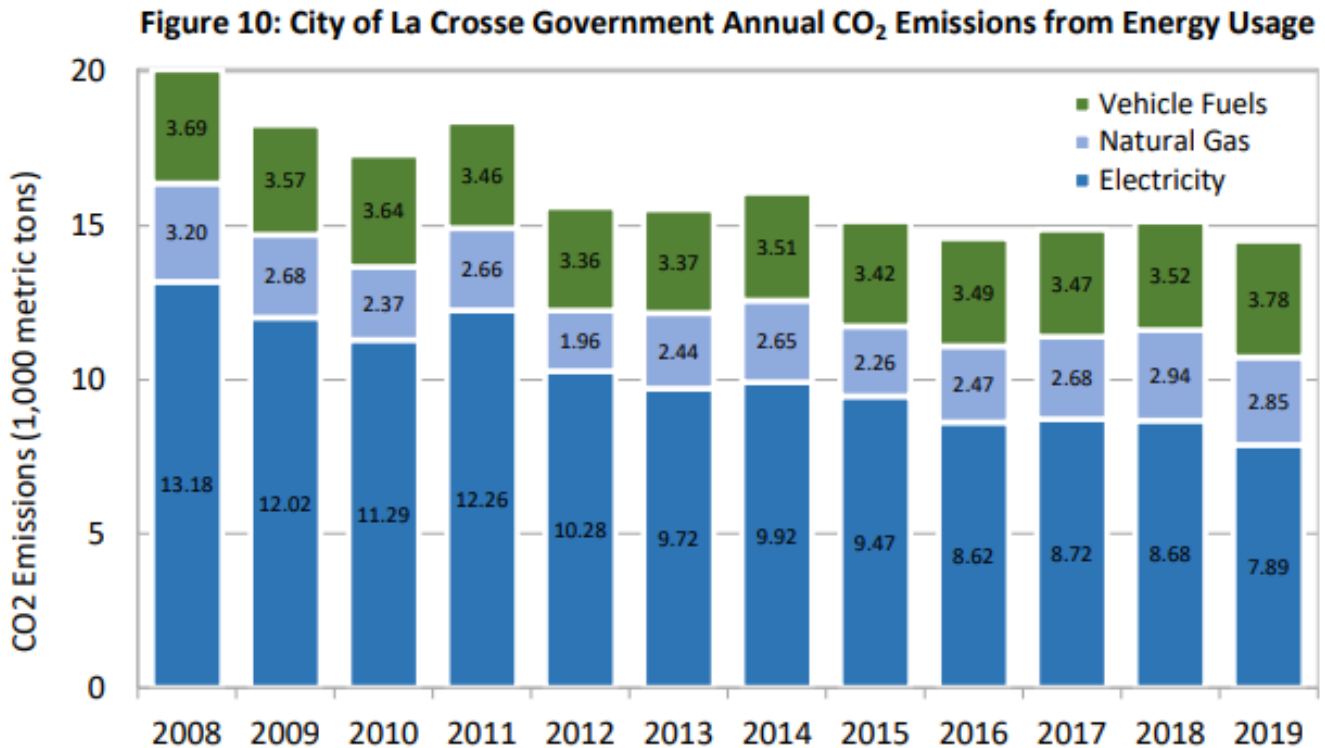


Figure 4: Historical Municipal GHG Inventory (2008-2019) from La Crosse Sustainability Indicators 2019 report (Olson, 2020)

Next, we will create a municipal GHG emissions forecast based on expected new or retired facilities as well as planned expansion of the City fleet. As with the community inventory, we will create both a BAU projection that shows the likely future with no carbon reducing actions and an ABAU that shows the impact of Xcel Energy's carbon neutral goal, any energy efficiency or renewable energy projects currently underway through the City's existing performance contract, and expected increase in internal combustion engine fuel efficiency through 2050.

Both subtasks 3.1 and 3.2 conclude with our quality control (QC) process of the completed IMS to ensure accuracy and protocol compliance of the inventory.

#### TASK 4. ANALYZE GHG REDUCTION SCENARIOS

This task, aligned with RFP Task 3, will clarify and establish a 2030 GHG emissions reduction target and explore scenarios to achieve 2030 and 2050 targets. We will work with City staff, the CSC, and the public to define scenarios and identify strategies for further analysis, discussion, and action development. The outcome of this task will be a suite of strategies to achieve the City’s carbon neutral goals and targets, as well as support climate resiliency strategies to address the impacts of climate change that La Crosse is already experiencing. Energy and transportation strategies from the Energy Action Plan will be included in scenario planning, leveraging work already completed by our team to inform the CAP. By integrating emissions reduction and climate adaptation actions in one process, and exploring priorities with the community, we can create a plan that helps maximize the direct and indirect benefits of climate action in an equitable and empowering manner.

##### Task 4 Engagement

- CAP Steering Committee 3 & 4
- Community Meeting 2
- Community Listening Sessions 2
- Community Survey
- Technical Internal Team Interviews 2
- Planning Commission

##### 4.1: Establish Targets

During this task, we will work with the PM Team and CSC to clarify the 2030 emission reduction target to align with IPCC recommendations and other commonly accepted goals and community-wide 2050 carbon neutrality goal. This will be based on the ABAU forecast developed in Tasks 3.2 and 3.3. After emissions reduction strategies have been identified and their impact quantified, we will check their impact against the needed reductions to meet the 2030 and 2050 targets through the gap analysis described in 4.2: Develop & Analyze Strategies.

##### Existing Targets

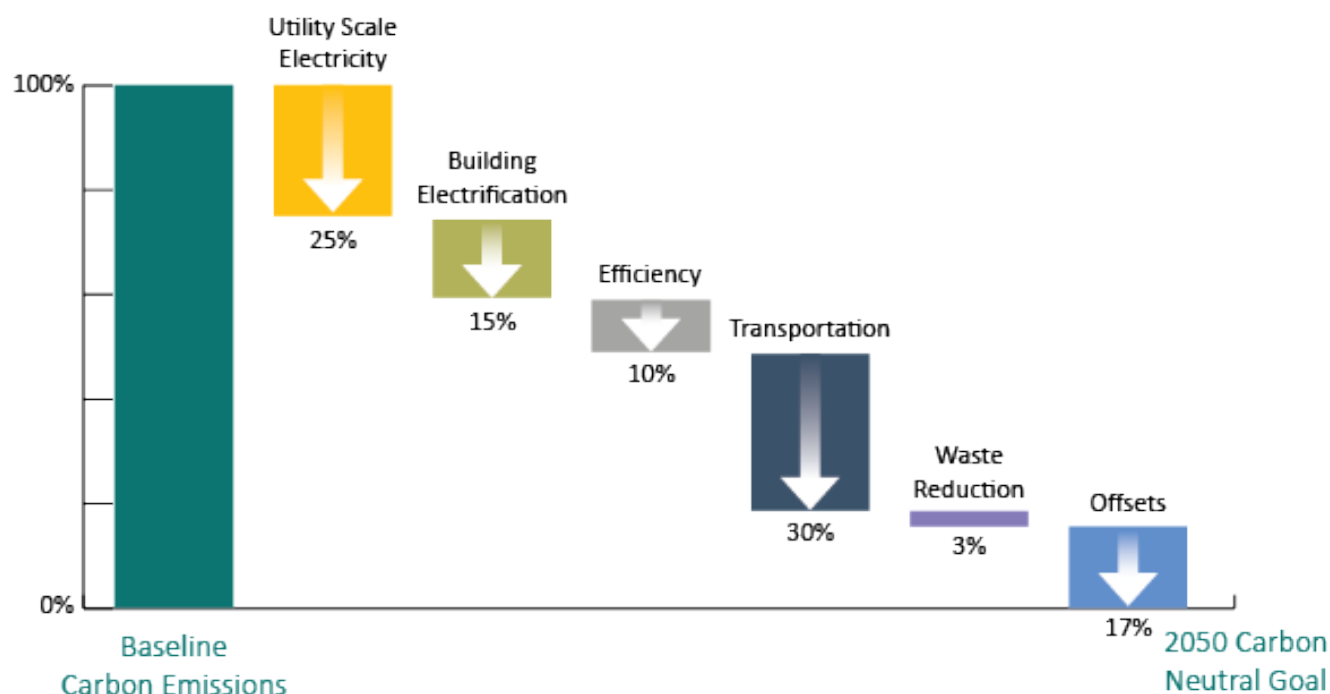
- 25% of electricity and transportation fuels from renewable resources by 2025
- 30% carbon reduction by 2030
- Carbon neutral by 2050

##### 4.2: Develop & Analyze Strategies

This subtask focuses on the identification and research of integrated climate mitigation and adaptation strategies and opportunities for La Crosse. A list of potential strategies will be developed and organized in a Microsoft Excel workbook for ease of sorting and maintenance. These strategies will be informed by existing plans, technical expertise, analysis (including the Risk & Vulnerability Assessment), institutional knowledge, best practices from other cities, and input from the City’s project team, Advisory Committee, and community. Strategies will include activities that advance social and environmental justice, including strategies that empower individuals and communities to address climate change at the local level.

Using available reports, studies, and research, we will estimate the range of emissions reduction potential associated with strategies, documenting our assumptions and sources. The range spans from likely reductions based on local community characteristics (i.e., what is expected) to “best in class” (i.e., what is possible) reduction opportunities seen in exemplary situations. We will then work with stakeholders to “dial in” the strategies targets within this range, to support long-term goal achievement as well as reflect local conditions and priorities.

After we establish emissions reduction strategies, we will develop a model scenario to determine how the strategies work together in support of the 2030 emissions reduction target established in Task 4.1 and the 2050 carbon neutral target. An illustrative example of a path to carbon neutral by 2050 is shown in Figure 4, considering impactful and necessary categories of strategies – including utility scale electricity, energy efficiency, all-electric buildings, transportation, waste, and a remaining gap. In communities with 2050 emissions reduction targets, there is frequently a gap between emissions reduction potential and achieving net-zero. We anticipate this will be the case for La Crosse, and we will discuss with stakeholders the best ways to address this gap through actions such as investment in innovative or new technologies, purchase of carbon offsets, and/or advocacy, or simply acknowledgement that such a gap exists. Using the emissions forecast developed in Task 3, we will generate a scenario specific to La Crosse’s emissions.



*Figure 5. Illustrative example of a path to carbon neutral by 2050*

Strategies will also be evaluated on additional criteria determined by the PM Team and the CSC. Evaluation criteria will include a mix of qualitative and quantitative measures, including high-level cost-benefit analysis, feasibility, equity impacts, resiliency impacts, and other co-benefits. The consulting team will provide an initial evaluation that will be reviewed by the PM Team and CSC to narrow the list to the top 5-10 most impactful climate-related action strategies. Once the top strategies have been selected, we will create a summary document highlighting the top strategies, their co-benefits, and opportunities to secure implementation resources through partnerships, financing, and other sources.

#### 4.3: Develop Implementation Actions

Once the evaluation of emissions, cost-benefit estimates, and co-benefits is complete and strategies are narrowed down, we will work with City staff and the CSC to identify specific implementation actions that will drive progress toward achieving the outlined goals. Actions may include timelines, potential partnerships, staffing requirements, or funding opportunity identification. Implementation action plans will be included as part of the final CAP document.

## TASK 5. ENGAGEMENT

The creation of the CAP will be driven by resident and stakeholder involvement. This task includes proposed activities to engage a wide range of stakeholders at different stages of the process. Additional details about the approach to our proposed outreach and engagement process are provided in the Community Engagement section. The timing of these engagements is indicated on the schedule proposed in the Timeline section above.

### 5.1 Outreach and Engagement Plan

Following the kick-off meeting and working in close coordination with the PM Team, we will create an equity-centered community outreach and engagement plan. Our approach will be inclusive and collaborative, ensuring outreach is sustainable, culturally responsive, and leverages multi-disciplinary and diverse perspectives. The Outreach and Engagement Plan will be developed early in the project to ensure engagement is brought to the forefront of the CAP process.

#### Outreach and Engagement Plan Objectives

- Analyze community stakeholder influence and impact
- Detail the activities for outreach, education, and engagement
- Define the goals, timeline, and schedule for outreach and engagement activities
- Clarify roles and responsibilities of the consulting team, City staff, and community partners/stakeholders for all outreach and engagement activities

#### Outreach & Engagement Plan

STRATEGY	DETAILS	TIMING	LEAD	METRICS
Website Update	<ul style="list-style-type: none"> <li>• Include the project flyer and video update</li> <li>• Link to Bang the Table and Community Conversation opportunities</li> </ul>	April	City Staff	Unique views
Video Development	<ul style="list-style-type: none"> <li>• Develop for sharing on project website, social media, and outreach kit</li> <li>• Link to Bang the Table and Community Conversation opportunities</li> </ul>	April	City Staff	Number of views
<a href="#">Technical Stakeholder Interviews</a>	<ul style="list-style-type: none"> <li>• Small group discussions to understand technical issues and learn about previous/related efforts (6 1-hour conversations)</li> <li>• These can help inform the development of future topic-based work groups</li> </ul>	May 20-21, 2021	Consultant	Number of interviews participants and hours of discussion (by technical topic)
Climate Protection Steering Committee (CPSC) Meeting	<ul style="list-style-type: none"> <li>• Learn about project timeline and process</li> <li>• Discuss groups to engage and how</li> </ul>	May 24, 2021	Consultant (present); City Staff (summarize)	Number of participants
Project Overview Presentations	<ul style="list-style-type: none"> <li>• Short, informational presentations to various groups about the project purpose (using Digital Outreach Kit)</li> <li>• Link to Bang the Table and Community Conversation opportunities</li> </ul>	May - July	City Staff	Number of presentations
Elected Official Briefing	<ul style="list-style-type: none"> <li>• Informational memo or presentation to elected officials to inform them about the project</li> </ul>	May or June	City Staff	Number of elected officials updated
Social Media Posting	<ul style="list-style-type: none"> <li>• Link to Bang the Table and Community Conversation opportunities</li> </ul>	Ongoing	City Staff with Intern Support	Impressions and participants
Digital <a href="#">Outreach Kit</a> Distribution	<ul style="list-style-type: none"> <li>• Develop and distribute to support project overview presentations</li> <li>• Link to Bang the Table and Community Conversation opportunities</li> </ul>	June - July	Consultant	Number of toolkits distributed
<a href="#">Project Flyering</a>	<ul style="list-style-type: none"> <li>• Distribution of flyers at popular community events and destinations</li> <li>• Link to Bang the Table and Community Conversation opportunities</li> </ul>	June - July	Climate Justice Workers	Number of flyers distributed, and locations targeted
<a href="#">Community Conversations</a>	<ul style="list-style-type: none"> <li>• Individual or small group conversations in a focus group format with targeted populations and geographic areas</li> <li>• Target of ~12-15 small group community conversations with diverse audiences by the end of July (~2 per council district plus 2-3 other citywide/regional groups and/or public events)</li> <li>• This is an alternative, more distributed approach to original proposal of 3 community workshops</li> </ul>	July	Climate Justice Workers, Consultant, & City Staff	Number of interviews participants and hours of discussion (by neighborhood or interest group)

Figure 6: Sample Outreach & Engagement Plan

### 5.2: CAP Steering Committee Meetings

We intend to keep the CAP Steering Committee (CSC) informed and engaged throughout the planning process to collect feedback and inform decision-making. We will facilitate a mix of five in-person and online CSC meetings that align with task milestones, including discussing climate issues and community needs, reviewing the GHG inventory and forecast, discussing and reviewing strategies and associated actions, and reviewing the draft plan. In addition, the CSC will be encouraged to support and lead community engagement activities, leveraging their networks to reach important stakeholders and lead by example. Our goal for all meetings is to have an interactive and collaborative environment. All in-person meetings can easily shift to an online, interactive workshop if local, state, or national health regulations advise against in-person gatherings.

#### Facilitated CAP Steering Committee Objectives

##### Meeting #1

- 2-hour in-person workshop
- Finalize focus areas for the CAP
- Understand existing climate action efforts
- Inform the community (RVA) (see Task 2.2)

*Note: This will be held during the same trip as Community Workshop 1 described below*

##### Meeting #2

- 90-minute online workshop
- Review the results of the GHG inventory and forecast
- Begin discussing mitigation and resiliency strategies

##### Meeting #3

- 2-hour in-person workshop
- Review the targets established in Task 4.1
- Discuss strategy evaluation
- Develop a refined list of strategies to include in the CAP

##### Meeting #4

- 2-hour online workshop
- Develop implementation actions to drive progress in selected strategies and toward CAP targets

##### Meeting #5

- 90-minute online workshop
- Review draft plan
- Share and discuss comments and refinements to the draft plan before the final draft goes to Common Council for approval



### 5.3: Community Engagement

The Outreach and Engagement Plan developed in Task 5.1 will result in an equitable, community-centered outreach approach. The input of La Crosse residents, businesses, property owners, and institutions will help us understand community needs and priorities when it comes to climate change. Using stakeholder mapping to identify all stakeholders and their influence (see Figure 6 below and the Community Engagement Tools section for details), we will create both in-person and remote engagement activities for community members and stakeholders to contribute ideas and provide feedback. We will facilitate at least two in-person community workshops to gather broad input on the Climate Action Plan focus areas and strategies. In addition, with the help of City staff and the CAP Steering Committee, we will invite key groups who can speak to the needs of those most vulnerable to the impacts of climate change and facilitate an open discussion to better understand the experience and needs from diverse voices.

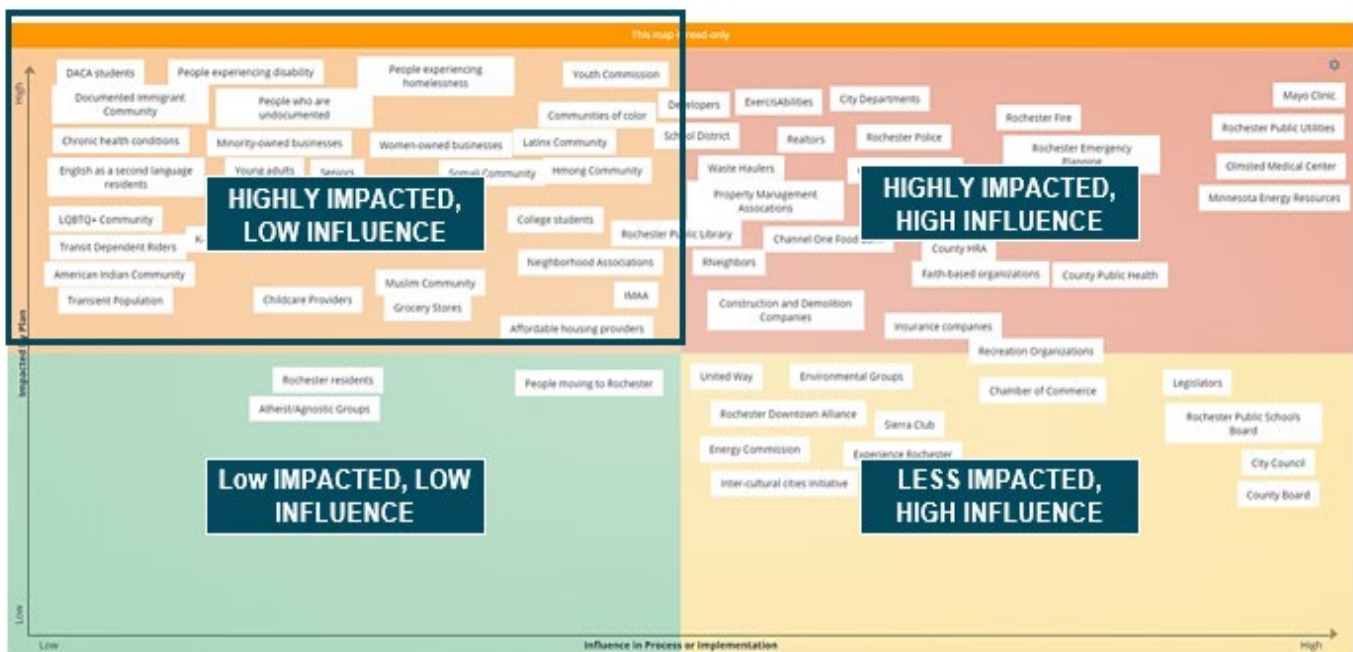


Figure 7: Example stakeholder map from Rochester Sustainability & Resiliency Task Force

The community engagement will inform us about community climate concerns, needs, and threats, and will be used to create and refine climate action strategies. Linking strategies back to engagement feedback will allow us to ensure that the Climate Action Plan is responsive to the needs of the La Crosse community.

## Engagement Strategies and Objectives

### Community Workshop #1

- 2-hour in-person community workshop.
- Provide opportunities for community members to share how climate change is impacting their lives and identify existing needs that can be addressed through climate action.

### Community Workshop #2

- 2-hour in-person community workshop.
- Invite community members to share their climate action solutions, identifying the type of support that is most needed for residents to help reduce emissions and be resilient to climate change.

### Community Survey

- Online survey, open in parallel with Community Workshop #1.
- For those unable to attend the workshops to share their concerns on climate issues, contribute ideas, and provide feedback.
- We will use the City's preferred ArcGIS Survey 123 or another online software platform.
- Results will be available by participant and summarized by question, with additional summary and interpretation based on geographic location, demographic information, or other participant characteristics available (depending on the final survey instrument).
- This survey will not be considered a statistically valid survey, but will be valuable for informing climate action issues and strategies.

### Community Listening Sessions

- Two rounds of in-person or virtual listening sessions, five 1-hour sessions. The first round will focus on understanding climate issues in impacted communities. The second round will focus on equitable solutions to these issues.
- To ensure that we hear perspectives of those most vulnerable to climate change impacts or who may not have participated in other engagement strategies because of limited access to resources, limited mobility, or other barriers.
- The intention of these listening sessions will be to gather feedback from diverse voices, ensuring that CAP strategies address their needs and concerns.
- We will work with the PM team and CSC to identify community organizations; examples might include the Ho-Chunk Nation Three Rivers, Couleecap, and Centro Latino.

### Collaboration Boards

- Digital collaboration boards that allow community members to contribute ideas and react to problem statements. We will use an online platform, such as Padlet or a platform utilized by the City.
- A creative way to gather input, allowing community members to choose to write or draw their responses. They can also provide input and build on each other's ideas.
- Boards allow for a broad range of community members in age, language, and ability to contribute.

#### 5.4: Technical Internal Team

Technical internal stakeholders are City staff with subject matter expertise on sustainability, environmental issues, land use, transportation, and other topic areas related to climate action. Early in the project, we will host a round of 90-minute online interviews with small groups of stakeholders - organized by the focus areas identified in Task 2.1 to generate necessary baseline information about current City programs and policies - and will begin to identify process and policy change strategies.

Following the identification of strategies, we will do a second round of interviews with technical stakeholders to assess feasibility and alignment with other programs and to identify specific actions required to implement the strategies. This will take place during Task 4.3.

We have assumed eight interviews for each round, based on potential focus areas.

#### 5.5: City Commissions

City commissions assist with important decisions that affect La Crosse residents, businesses, and institutions. As strategies are developed and refined for the Climate Action Plan, we will create an executive summary to share with City commissions and staff liaisons. As the Climate Action Plan approaches final approval, we will virtually attend a 2-hour City Plan Commission meeting and to review the draft plan, targets, and strategies and provide recommendations for General Plan Amendments.

#### 5.6: Common Council

The Common Council's endorsement and adoption of the Climate Action Plan is important to its future success. Our proposal assumes that City staff will keep the Common Council updated throughout the project. As we approach approval of the Climate Action Plan, we will attend a Common Council meeting in-person to present the Climate Action Plan and planning process summary. Our proposal assumes a 2-hour meeting. For this meeting, we will support City staff in preparing a Council Administrative Report summarizing the Climate Action Plan activities. We will also leverage the Common Council's leadership as part of our Outreach and Engagement Plan to demonstrate the importance of climate change to the La Crosse community.

### TASK 6. CLIMATE ACTION PLAN DEVELOPMENT & ADOPTION

Task 6 encompasses Tasks 6 and 7 of the RFP and includes developing a plan outline, preliminary draft, revised draft, and final CAP. This task also includes support throughout the adoption process of the CAP and General Plan Amendments.

#### Task 6 Engagement



- CAP Steering Committee 5
- Common Council

#### 6.1: Plan Outline & Preliminary Draft Plan

Our team will integrate the content and recommendations from other tasks to produce a plan outline for approval by the PM Team and CSC prior to drafting content. Then a preliminary draft CAP (primarily text based) in Microsoft Word, with simple graphics and/or graphic placeholders, will be developed. The RVA will be included as a chapter or supporting appendix. This draft plan will be reviewed by the PM Team, CSC, technical internal team, and planning commission. With the preliminary draft plan, we will also develop a proposed design layout for PM Team and CSC review and approval. Our budget assumes one coordinated round of review of the preliminary draft plan by these groups before it is revised.

### 6.2: Revised Draft Plan

Next, our team will prepare a revised draft plan that addresses comments and recommendations from the PM Team, CSC, planning commission, and technical team. At this time, we will update the text-based document to align with the approved design layout. We will also prepare a short, graphically rich executive summary

document to supplement the

longer plan document. The revised draft plan and executive summary will be provided for Common Council review and approval. We will support City staff in report and presentation preparation and in proposing any General Plan amendments that may be required.

### 6.3: Final Plan

Following Common Council approval, we will make any final adjustments to the plan and executive summary and deliver final digital copies and files.



Figure 8. Example Completed Plan Documents

## COMMUNITY ENGAGEMENT

Critical to any planning process is an intentional, inclusive outreach and engagement plan. Working with a variety of stakeholders, our team has extensive experience facilitating both in-person and remote engagement activities that have resulted in community-focused programs, plans, and policies. Furthermore, because the challenges of the COVID-19 pandemic remain strong, we recognize the possibility that not everything will go as planned; therefore, we will be nimble and prepared to adapt to changing conditions. Our approach includes opportunities for both online and in-person engagement, as well as hybrid meeting opportunities. As we develop the agenda and materials for each community or stakeholder meeting or workshop, we will review public health orders to determine whether online, in-person, or a hybrid format is most suitable.

We will work closely with City staff to collaboratively develop an Outreach and Engagement Plan that includes a variety of activities to ensure an accessible and equitable process, refining the proposed approach described in Task 5. The Outreach and Engagement Plan will detail the agreed-upon approaches, as well as the consultant and city staff roles and responsibilities for delivering them.

The following tools are examples of how our team could engage the La Crosse community throughout the climate action planning process.

### COMMUNITY STAKEHOLDER MAPPING

An important step in any engagement process is understanding and exploring stakeholders. Stakeholder mapping is a visual process to identify all the stakeholders of a planning process along with their influence. We will work closely with the PM Team, the CSC, and Common Council to understand the stakeholders of the Climate Action Plan and their impact and influence in the community so we understand when and how to engage them. Stakeholders who are already highly influential are likely to engage via more traditional methods, such as surveys and community meetings, whereas stakeholders who are highly impacted but with low influence will require extra attention to engage.

### Guiding Principles for Equitable Community Engagement

The following principles are being used in our work on the Kansas City Climate Protection & Resiliency Plan and serve as a good model to guide community engagement:

- Work with, not for
- Get proximate to the problem
- Attempt to change the narrative
- Be open to new information
- Be willing to be uncomfortable
- Commit! Engage! Trust the process!
- No quick fix
- Maintain hope in the face of brutal facts

These principles reflect the work of Bryan Stevenson and the Equal Justice Initiative and were shared with us by change management consultants Sophic Solutions.

### An Equitable Approach to Stakeholders

As part of the stakeholder mapping process, we will work with the City to identify organizations serving or representing communities disproportionately impacted by climate change. A few examples of these organizations include:

- La Crosse County Human Services Department
- Habitat for Humanity-La Crosse Area
- Couleecap
- Greater La Crosse Area Diversity Council
- Ho-Chunk Nation Three Rivers House
- Centro Latino
- The Arc La Crosse, Inc.



## SURVEYS

Surveys are an effective tool to gather input from a large number of people and provide the surveyor with insights on the community's opinions or behaviors. Building on La Crosse's community needs assessment survey and community energy survey, we will craft survey opportunities to gather intentional input on community climate issues and Climate Action Plan targets and strategies.

## COMMUNITY LISTENING SESSIONS

Listening sessions are a way to gather open feedback from community stakeholders - to understand what they know, think, and feel about a specific topic. In a listening session, a facilitator hosts a small group of stakeholders, providing an inclusive space for them to openly share their perspectives. We have proposed a series of 1-hour listening sessions throughout the CAP process to understand climate issues and their impacts on communities in La Crosse and to identify solutions to address these issues in an equitable way. Specifically, we want to engage groups most vulnerable to climate change or those who do not typically participate in public engagement for various reasons. Working with community organizations and City staff, some prompts we might include at listening sessions include:

- How have you been affected by climate change impacts?
- What are your primary concerns when it comes to extreme weather, flooding, public health, etc.?
- What solutions would be most impactful for you or your family?


## COLLABORATION BOARDS

Collaboration boards allow community members to contribute ideas and react to problem statements. Collaboration boards are a creative way to gather community input, allowing community members to choose to write or draw their responses. In addition, boards allow for a broad range of community members in age, language, and ability to contribute. Using an online platform, we would create a digital collaboration board for community members to provide input and build on each other's ideas. The timing of collaboration boards would coincide with other engagement activities like community workshops or the survey.

### Rochester Sustainability and Resilience Task Force Survey

#### Focus Areas

7. After thinking about addressing shocks and stressors, how do you feel the 5 focus areas cover these shocks and stressors? Please make overall comments or comments on each individual focus area.



Overall comment:

Resilient Economy:

Vibrant Neighborhoods:

City for Health:

Transportation:

Climate Change Resilience:

Figure 9: Example Survey from the Rochester Sustainability & Resiliency Task Force

#### Example Collaboration Board Questions

- What do you like most about La Crosse?
- What would make La Crosse a great place to live for future generations?
- What is one thing that would support you, your family, or the community's ability to thrive?
- What does sustainability mean to you?
- How might the City become more resilient to climate change impacts?

## COMMUNITY WORKSHOPS

Community workshops are effective tools to gather input from large groups on important topics. Our proposed community workshops will be held in-person, leveraging World Café or Gallery Walk formats, which create space for community members to creatively contribute their ideas and connect with each other. For La Crosse, we would structure workshops to ask specific questions about climate change and the climate action plan focus areas - to gather community-driven solutions for the plan.

## DIGITAL OUTREACH AND ENGAGEMENT TOOLS

Our proposed engagement strategy relies on both in-person and digital engagement tools. We have proposed three CSC meetings, technical internal team interviews, and City commission meetings as online meetings. For these, we will use Zoom. To maximize interactivity and engagement during virtual meetings, we are skilled at facilitating the following tools and techniques:

- Use of breakout rooms for small group discussions (can be randomized or pre-assigned)
- Integration with Google Jamboards for online group brainstorming and prioritizing
- Live polling through Zoom or MentiMeter

### Engaging Workshop Formats

**World Café:** Model the room set up like a café with small round tables. Each table would have a different host and topic, allowing participants to rotate into different conversations, learning about the topic, contributing their own ideas, and connecting with other participants.

**Gallery Walk:** Set up flip charts with different prompts around the room, inviting participants to add their own ideas to each page and reflect on others' feedback.

### Our Standard Practices for Successful Zoom Workshops and Meetings

- Password-protected meetings
- Phone numbers for participants who prefer to call-in only
- Assignment of a co-host in case of connectivity disruptions
- Use of a technology facilitator in large group meetings (10 or more participants) to manage the participant panel and monitor the chat box
- A brief "tech check" to introduce wary participants to the platform a few minutes before the event begins
- Orientation to technical features and participant expectations at the beginning of each event (including notifications about recording of meetings)

## QUALIFICATIONS

Brendle Group will serve as the prime consultant responsible for communications, executing the project by meeting schedule, budget, and quality expectations. We are joined by partner, Center for Energy and Environment (CEE), for their extensive local expertise and strong community relationships. Brendle Group has a history of leading teams of consultants to meet diverse customer needs.

### BRENDLE GROUP



Brendle Group is committed to balancing the problems our clients need solved today with the collective needs of our communities in the future. Our goal is to collaborate on meaningful projects that have big impacts. Each effort is unique, so we take a hands-on approach. Project managers are accessible and invested in clients' success and impact.

Since our founding in 1996, our success has come from our ability to anticipate the sustainability challenges ahead. We thrive by sifting through the sea of possibilities to focus on the opportunities that will matter most. Our staff includes climate planners, engineers, and communications specialists – all of whom offer clients a diverse understanding of climate action and adaptation concepts. We're well known for our ability to quantify the costs and benefits of carbon reduction solutions, including upfront costs, annual costs, and return on investment based on resources saved. Additionally, we're adept at documenting the qualitative benefits of climate action planning such as building prosperity, enhancing community resiliency, and addressing climate justice. We are skilled at facilitating inclusive community engagement processes to understand the unique needs of each client as well as the resources that can be leveraged to ensure success.



### CENTER FOR ENERGY AND ENVIRONMENT



Center for Energy and Environment (CEE) is a mission-driven nonprofit organization with 160 staff members. CEE has been a leading expert on practical energy solutions since 1979, having begun as the Energy Office of Minneapolis. From that community-oriented beginning emerged an independent nonprofit organization committed to research-based program delivery and conscientious, equitable stakeholder engagement. CEE consultants work with communities, government agencies, nonprofit organizations, and utilities to design and implement practical, innovative, and impactful programs.

Our team has deep experience with local governments, understanding how they work and how to leverage interests to enhance sustainability efforts. Our trained facilitators are skilled at creating equitable and inclusive stakeholder engagement processes, making sure all voices are heard and that final plans and policies address the needs of the community.

## SIMILAR PROJECTS AND REFERENCES

Brendle Group has been actively working in climate action for over 25 years, with a national reputation as a leader in identifying emerging trends, big ideas, and pragmatic solutions within an ever-changing planning landscape. CEE has experience in energy efficiency dating back 40 years, with special expertise in independent technical research, program development and implementation, community engagement, and policy advocacy. Together, our team brings a strong combination of technical expertise, local knowledge, and national best practices and innovations.

### NED NOEL

City of Eau Claire, WI

Senior Planner

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715-839-8488

See Xcel Energy Partners in Energy description provided below for details related to services provided.

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Xcel Energy's Partners in Energy Product Manager

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Minneapolis, MN 55401

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612-330-6686

See Xcel Energy Partners in Energy description provided below for details related to services provided.

### ALISHA REIS

Adams County, CO

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[AReis@adcogov.org](mailto:AReis@adcogov.org)

720-523-6293

See Adams County Sustainability Plan description provided below for details related to services provided.

# PARTNERS IN ENERGY

## Xcel Energy Support in Colorado, Minnesota & Wisconsin | 2014-Present

Xcel Energy's Partners in Energy is a utility-funded offering available to communities in the utility's electric and/or natural gas service territory. Participating communities engage in a facilitated planning process culminating in the adoption of a customized energy action plan that delivers energy resiliency solutions. Following plan adoption, the community benefits from tailored implementation support and progress tracking. As the prime contractor for Xcel Energy, Brendle Group helped design and launch the Partners in Energy offering and leads community facilitation and implementation services for more than 60 participating communities. With so many organizations being impacted by COVID-19, this program brings much-needed resources at the planning and implementation phases to help communities improve their resiliency.

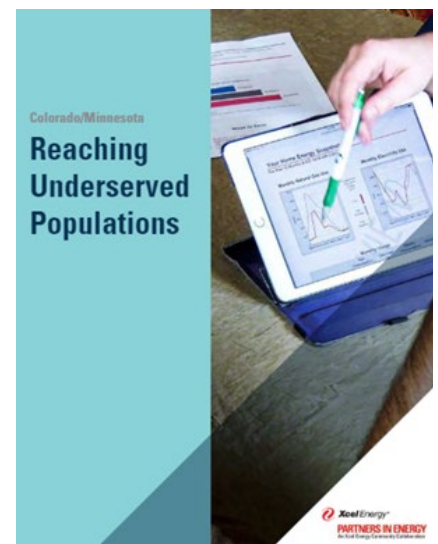
During the implementation support period, Brendle Group and CEE assist communities in activating their strategies and making progress toward achieving their goals. Implementation support comes in many forms, but often includes project management, communications and marketing materials, energy program campaigns, and event planning and delivery. Data tracking and reporting is another important part of the implementation support provided, helping communities monitor progress toward their goals and targets.

To provide communities additional support, Brendle Group and CEE have also developed a collection of community toolkits to support energy-related planning and implementation. These toolkits are intended to help walk users through the process of engaging with specific sectors/topics to realize energy and cost savings. Toolkit topics include electric vehicles, workforce development, engaging underserved communities, new construction and redevelopment, congregations, small business, renewable energy, and multi-family and rental properties.

To learn more about Partners in Energy visit [XcelEnergyCommunities.com](https://www.xcelenergy.com/partners-in-energy).

*"I am impressed by the team's expertise, passion and leadership on this project to create a practical document for communities. I am very much looking forward to working with Brendle Group in the future to help me find creative and cost effective ways to reach more of our customers."*

*Channing Evans, Xcel Energy Communications Consultant*



cee

brendle GROUP



# PARTNERS IN ENERGY

## Eau Claire, Menomonie, and La Crosse, Wisconsin | 2019-Present

### Eau Claire

CEE supported Eau Claire in the development of a Renewable Energy Action Plan. The Plan will be guided by an evidence-based, transparent, equitable, and inclusive process to meet the goals of 100% renewable energy and carbon neutrality by 2050. Guiding principles include:

- Equity and inclusiveness
- Economic development
- Ecosystem stewardship

Following the completion of the Renewable Energy Action Plan, Brendle Group helped Eau Claire develop an Electric Vehicle Roadmap. This Roadmap established focus areas and targets for achieving the vision that 10% of all vehicle miles traveled in Eau Claire be by electric vehicles.

Focus areas and Targets include:

- Modeling the Way: By 2030, 15% of the City's fleet vehicles will be made up of EVs.
- Building a Strong Foundation: By 2030, 160 public charging stations will be operating in Eau Claire.
- Sowing the Seeds for Transition: By 2030, at least 8,000 of the registered vehicles in Eau Claire will be EVs.

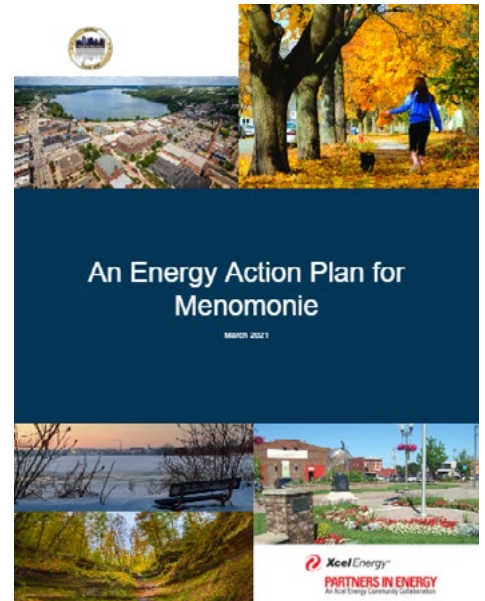
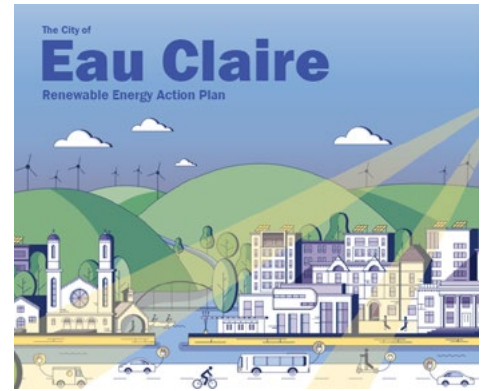
### Menomonie

CEE helped the City of Menomonie develop an Energy Action Plan to achieve a goal of ensuring all electricity consumed in the City is 100% carbon-free by 2050. Focus areas included:

- Public buildings
- Businesses
- Residents
- Education institutions

### La Crosse

Brendle Group and CEE are currently working together to support the City of La Crosse' Climate Action Planning process. Planning workshops are underway to create strategies for the Climate Action Plan's energy chapter and EV strategies for the Transportation chapter. From this proposal, team members Becca Stock and Marisa Bayer are leading community efforts through a series of facilitated workshops.



# KANSAS CITY, MO

## Greenhouse Gas Inventory Support & Climate Protection & Resiliency Plan | 2014-Present

### Greenhouse Gas Inventory Support

Through a combined effort, Johnson County and Kansas City elected to embark on a collaborative effort to demonstrate partnership and develop a template for other communities in the region to replicate. Each entity received their own municipal and community GHG inventory and a Climate Action Roadmap to establish goals and GHG reduction strategies community-wide. Brendle Group's efforts included the identification of emission sources, data collection, greenhouse gas emissions calculations, and reporting of results. Brendle Group worked with students from University of Missouri-Kansas City and Kansas State University on data collection for this project.

Since the initial effort, Brendle Group has helped Kansas City update their Greenhouse Gas reports and provided guidance to City staff with submitting inventory data to the Carbon Disclosure Project (CDP).

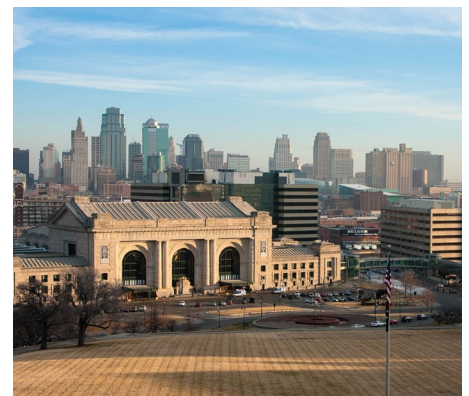
### Climate Protection and Resiliency Plan

Most recently, Brendle Group began supporting Kansas City in the development of a Climate Protection and Resiliency Plan. The City already has a strong history of climate action, resulting in carbon emissions reductions of more than 20% between 2005 and 2017. As a continuation of this effort, the City spent the last year collaborating with regional partners to develop a playbook of how to continue these emissions mitigation efforts. For the Climate Protection and Resiliency Plan development, Brendle Group's approach is to build on this foundation and focus on developing the plan from the inside out - starting at a neighborhood scale and emphasizing engagement and localized implementation.

Brendle Group is focusing efforts on using data and neighborhood-scale engagement to promote grassroots climate mitigation and resiliency efforts that support the City's goals of improving quality of life, building prosperity, and enhancing community resiliency and climate justice. We are working with residents in neighborhoods across the City to develop a plan that improves quality of life, builds prosperity, enhances community resiliency, and promotes climate justice. Our approach embraces learnings gained during the COVID-19 pandemic on creative, low-carbon engagement opportunities that build a strong understanding of residents' priorities and leverages data from previous local and regional efforts to address community resiliency in tandem with meeting the City's goal of carbon neutrality by 2040.

As part of the planning process, Brendle Group is developing an equity toolkit that will provide the framework to bring racial equity to the forefront throughout the planning process, including community engagement, climate team workshops, and solution prioritization.

To learn more visit: <https://bit.ly/3ewZMhr>



# CITY OF CLEVELAND, OH

## Climate Action Plan & Related Support 2012-2019

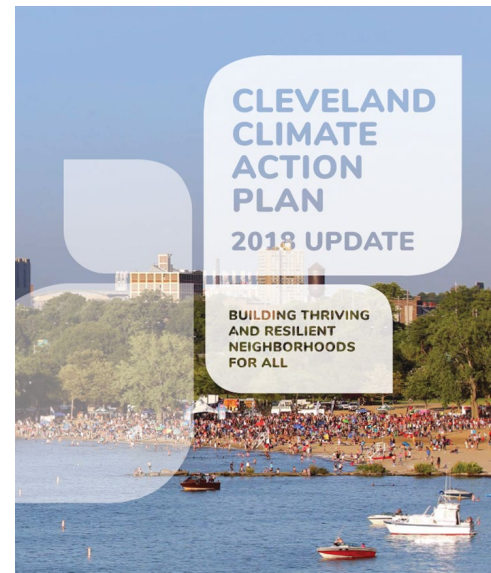
Beginning in 2012, Brendle Group led a team that supported the City of Cleveland's Office of Sustainability in the development of a Climate Action and Sustainability Plan. This effort included three distinct phases:

1. A Sustainability Action Plan for the City's internal operations
2. A greenhouse gas inventory for the Cleveland community
3. A community-wide Climate Action Plan for the Cleveland community

Brendle Group helped in the development of carbon reduction goals and identification of strategies to help meet these goals, including estimation of implementation cost, cost savings, and greenhouse gas (GHG) emissions reduction potential for each strategy. The plan also included guidance on implementation, monitoring progress, and communicating the plan to stakeholders. The 33 priority strategies identified and analyzed could reduce Cleveland's GHG emissions 16% by 2020, 40% by 2030, and 80% by 2050.

Since the initial plan development, Brendle Group has been supporting the City with various services. In 2017, Brendle Group supported City staff in updating the community GHG inventory to track their progress. As part of this process, the format of the inventory was adapted to meet Cleveland's commitments to the Compact of Mayors agreement. In 2018, Brendle group worked with the City to update the Climate Action Plan through the lens of social equity - to achieve the City's vision of building thriving and resilient neighborhoods for all. For this effort, Brendle Group supported an engagement process with Cleveland's diverse population to identify priorities, update mitigation strategies, conduct a green jobs analysis, and work on plan development. The Plan can be found at [https://www.sustainablecleveland.org/climate\\_action](https://www.sustainablecleveland.org/climate_action).

Through a related contract with Cuyahoga County, Ohio, Brendle Group developed a summary report and Tableau dashboard to illustrate GHG inventory data as an interactive tool displayed on the County's website. Through this dashboard, each community can see their emissions within the larger County context and benchmark against neighboring areas. View the interactive Tableau Dashboard at <http://bit.ly/CuyahogaGHG>.



**2019 APA  
Excellence  
in Sustainability  
Award Winner!**

*The City of Cleveland's Climate Action Plan won in the Community Sustainability or Resilience Plan Category*





# CITY OF BOISE, ID

## Community Renewable Energy Plan & Climate Action Plan | 2018-2020

### Boise's Energy Plan

In April 2019, Boise's City Council approved the Boise Energy Future Plan and set a goal of 100% Clean Electricity by 2035. Brendle Group supported the City of Boise in developing the plan over an 18-month planning process. Services included developing a baseline of energy use for the community, a forecast of energy use through 2040, analysis of the feasibility of a 100% renewable electricity goal, and identification of strategies for achieving that goal.

Identified strategies addressed options for existing utility offerings (green power), distributed solar (rooftop), energy efficiency, and utility-scale renewable energy options for municipal operations and the greater service territory.

For more information and to view the final report, check out [Boise's Energy Future](#) webpage.

### Climate Action Roadmap

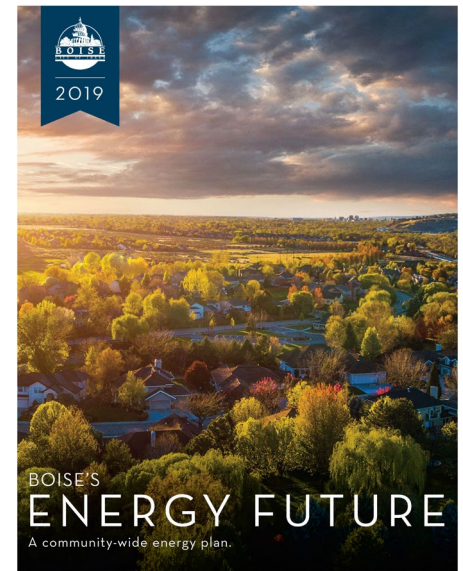
Building on the success of the Energy Plan, Brendle Group is supporting the City of Boise in developing a Climate Action Roadmap to achieve community-wide carbon neutrality by 2050, help the community adapt to Boise's changing climate, and build resilience across the community.

The objective of this effort is to develop a comprehensive, robust, and equity-focused plan that:

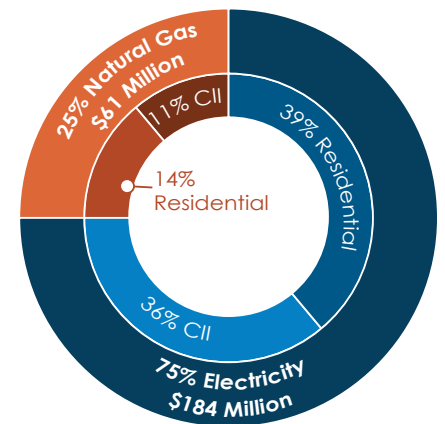
- ✓ Establishes measures to achieve carbon neutrality in municipal operations and community-wide
- ✓ Addresses how the community will adapt and improve its resiliency toward climate hazards that impact the community today or will in coming years
- ✓ Serves as a mechanism to tie together the City's existing programs, initiatives, and goals
- ✓ Identifies ambitious targets for the near and long term
- ✓ Provides strategies to achieve goals, engage the community, and prioritize actions
- ✓ Provides an equity lens and framework, ensuring the plan pays special attention to accounting for all Boiseans

*"Brendle Group's perspectives from other cities and work they've done with other investor-owned utilities lent credibility to our work and helped us navigate many potential pitfalls."*

Steve Burgos, City of Boise  
Public Works Director



2015 ESTIMATED COMMUNITY ENERGY COST  
\$245 MILLION DOLLARS



# CITY OF BOZEMAN, MT

## Climate Vulnerability Assessment, Resiliency Strategy & Climate Plan | 2018-2020

### Climate Vulnerability Assessment & Resiliency Strategy

Brendle Group worked with the City of Bozeman to create a Climate Vulnerability Assessment & Resiliency Strategy to plan, prepare for, absorb, respond to, recover from, and more successfully adapt to the effects of climate change hazards. Brendle Group conducted a climate vulnerability assessment of the City's facilities and supported strategy development with actions to address anticipated climate change hazards. The assessment was informed through a phased process that began with researching, analyzing, and summarizing local climate hazards. The identified climate hazards were then used to define, identify, and classify potential vulnerabilities to municipal facilities susceptible to or unable to cope with the impacts of a changing climate. City staff were engaged, through departmental interviews and two on-site workshops, to gather input and guide plan development. Brendle Group served in a leadership role - coordinating supplemental technical assistance from Montana State University, the National Institute of Standards and Technology, and grant funding from the National League of Cities.

### Climate Plan

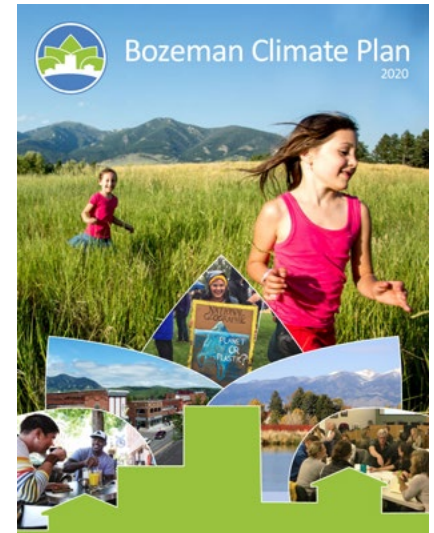
The Climate Plan establishes bold targets for community greenhouse gas emissions reductions, including 26% emissions reduction by 2025, 100% net clean electricity by 2030, and carbon neutrality by 2050. The Climate Plan also establishes goals to enhance the community's resiliency and ability to adapt to the anticipated local impacts of climate change, including extreme heat, flooding, drought, declining mountain snowpack, wildfire, and severe winter storms.

The plan details 16 innovative and actionable solutions organized across 6 areas. Each solution includes a suite of supporting actions that ultimately helps Bozeman achieve its climate vision and goals. Actions encompass a range of activities including advocacy, projects, programs, infrastructure, outreach, partnerships, policy, financial tools, studies, and more.

The Climate Plan was developed through a comprehensive engagement process. The engagement process not only served to provide an inclusive approach for developing the elements of the plan, but also to raise the public and community partners' interest, understanding, and capacity for weaving climate action into daily decision making. The engagement approach included workshops with an intergenerational, transdisciplinary climate team, focus area meetings, in-person and online community forums, community survey, public-facing project website, community events such as a climate lecture at Montana State University, and City staff coordination meetings. As the COVID-19 pandemic swept the globe during the final months of the project, the Brendle Group team quickly embraced the use of additional technologies to sustain the project momentum and engage community members remotely in the plan development and public review processes.

*"Brendle Group has been a trusted partner in our climate and resilience planning efforts. They have enhanced our projects with their adaptive and inclusive style of stakeholder facilitation. Through the pandemic, they have demonstrated principles of resilience and innovation by ensuring that our project not only stays on track, but is actually strengthened through the adverse circumstances."*

*Natalie Meyer*



To learn more about the City of Bozeman's climate progress visit [Bozeman.net/ClimatePlan](https://Bozeman.net/ClimatePlan).





# ADAMS COUNTY, CO

## Sustainability Plan | 2020-Present

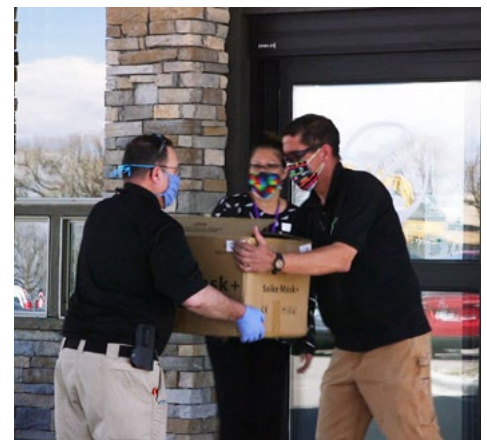
Adams County developed the first countywide sustainability plan in 2015, with an action item to reevaluate the Plan in 2020 - to determine any need for revision to ensure long-term sustainability and success for Adams County. Brendle Group is leading this effort.

As part of the 2020 update, Brendle Group is leading the Adams County staff-led Sustainability Committee and Green Team representatives through a series of facilitated workshops. Goals and strategies are currently being reevaluated to determine what updates are needed to continue making progress toward becoming a sustainable community.

This update focuses on making the Sustainability Plan measurable, with clear implementation actions to ensure progress can be made toward the County's sustainability goals. It will include goals, strategies, specific actions, and measurable targets on environmental and social topics, while also considering economic sustainability. The Plan update acknowledges the impacts of climate change on vulnerable communities and will incorporate themes of equity, environmental justice, and resilience throughout the Plan components.

One major component of the project is to focus on updating the 2030 Plan so it aligns with the Comprehensive Plan; Transportation Master Plan; and Parks, Open Space, and Trails Plan. The Plan also includes a new greenhouse gas inventory that can be periodically updated and used to track impacts over time.

As of spring 2021, the County is finalizing updated goals and beginning to explore strategies to achieve those goals. This summer, there will be opportunities for the community to provide input on the Sustainable Adams County 2030 Plan update in conjunction with the Advancing Adams Plans.



# CITY OF ROCHESTER, MN

## Sustainability and Resiliency Task Force 2020-Present

CEE is leading the City of Rochester, Olmstead County, Destination Medical Center, and other community stakeholders in developing a community-based action plan. The task force, formed by the City of Rochester, includes a diverse cross-section of the community to ensure all voices are represented in planning and implementing the plan's content. CEE facilitators used virtual and in-person activities to collaboratively work on the action plan and gather community input to develop recommendations in six key areas, including vibrant neighborhoods, city for health, accessible transportation, resilient economy, and climate resilience and environmental health.

### Sustainability & Resiliency Task Force

To ensure this plan met the needs of the entire Rochester community, great care was taken to establish a task force that represented all perspectives, not only the most outspoken or influential. The task force consisted of nonprofit leaders, government agency employees, local business owners, people involved in higher education, and residents from Rochester's diverse ethnic and age groups.

The Sustainability and Resiliency Task Force developed a vision, set goals, and defined sustainability to the residents, businesses, and organizations of Rochester. They then created the series of policies, strategies, infrastructural improvements, and tactics that make up this plan.

### A Community Process

Designing this process to be led by the community was a deliberate action to ensure an equitable process and outcome. During the summer of 2020, the task force identified and organized 37 community listening sessions that engaged with more than 40 community groups in the Rochester area. These sessions gave members of the community the opportunity to discuss their lived experience and propose actions to make Rochester a more sustainable city. In addition to these sessions, additional members of the community provided input using surveys that were translated into several languages.

From the community surveys and listening sessions, the task force highlighted key themes from the listening data and identified gaps in order to begin organizing the content of this plan. Much of the feedback from the community focused on issues of equity, which was a central focus of this plan. From those themes, the group created achievable strategies and tactics based on the needs of the community. Near the completion of these tactics and strategies, the community was reengaged to confirm their needs could be met by the strategies created.



### Rochester's Sustainability and Resilience Plan Summary



### Planning activities

- Visioning
- Goal and Objective Creation
- Strategy Creation and Assessment Rubric
- Action Planning and Prioritization Exercises
- Accountability Planning and Milestone Setting

Learn more at  
[bit.ly/RochesterTaskForce](https://bit.ly/RochesterTaskForce).

## RESUMES AND TEAM ORGANIZATION

We have assembled an interdisciplinary team of seasoned climate planners, engineers, and communications specialists to lead and support the development of the Climate Action Plan for the City of La Crosse.

**Shelby Sommer** is a senior planner with Brendle Group and has more than 15 years leading communities in climate action planning and engagement. She will serve as the Executive Project Manager for the consulting team and will also support the project through leading up innovations and best practices in planning and engagement with a focus on equity, resiliency, and community capacity building.

**Melody Redburn** is an experienced Project Manager and Engineer with Brendle Group. As the Project Manager for the consulting team, Melody will be responsible for all communications with the City and will ultimately be responsible for meeting the scope, budget, schedule, and quality expectations. As the Technical Lead, Melody will also be responsible for leading up Tasks 2-4.

**Judy Dorsey, Becca Stock, and Lynn Coppedge** all have extensive experience working together on this type of project and will serve in the respective project roles identified in the following figure.

**CEE staff Marisa Bayer, Molly Smith, and Deirdre Coleman** will bring local knowledge and community relationships to effectively deliver many facets of the project's outreach and engagement efforts. The CEE team is skilled in leading equitable outreach and engagement related to climate issues.

Detailed team member resumes are provided on the following pages.



# Shelby Sommer, AICP, LEED-AP

Project Title: Executive Project Manager

*Brendle Group Title: Sustainability Planner IV*



## BIOGRAPHY

Shelby is a natural leader with 16 years of experience helping to shape the vital intersection between urban planning and sustainability on a national scale. From research to implementation, Shelby's portfolio of work is transforming the way communities plan and interact with resources and the natural environment. Her strengths are in navigating complex policy and organizational landscapes, in addition to engaging and empowering stakeholders.

A seasoned project manager, her experience includes climate action, adaptation, resiliency plans, sustainability, land use, and community energy for a range of public and private sector clients. Her work in sustainability metrics and indicators helps ensure that plan progress can be measured and monitored. Shelby also brings her creativity to program and process design, and she enjoys developing and facilitating outreach and engagement processes to advance equity and build capacity for implementation.

## PROFESSIONAL QUALIFICATIONS

- Master of Public Administration from the University of Colorado (Denver)
- Bachelor of Environmental Design from the University of Colorado (Boulder)
- Green Building Certificate from the Institute for the Built Environment at Colorado State University
- American Institute of Certified Planners (AICP)
- LEED® Accredited Professional

## AFFILIATIONS

- American Planning Association
- American Society of Adaptation Professionals
- Leadership Northern Colorado Class of 2018
- Rocky Mountain Leadership Program 2019

## RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
- City of Bozeman, MT Climate Plan
- City of Boise, ID Climate Action Roadmap
- State of Colorado Resiliency Framework
- Kansas City, MO Climate Protection & Resiliency Plan
- City of Fort Collins, CO Our Climate Future Planning
- City of Cleveland, OH Climate Action Plan
- Summit County, UT Climate Action Plan
- Salt Lake City, UT Climate Action Network
- City of Hermosa Beach, CA Carbon Neutrality Analysis
- City of Santa Fe, NM Sustainability Plan
- City of Longmont, CO Sustainability Evaluation System & Sustainability Plan
- City of Lafayette, CO Sustainability & Comprehensive Plan
- Water Research Foundation Integrating Land Use & Water Resources: Planning to Support Water Supply Diversification
- National Ski Areas Association Climate Challenge & Sustainable Slopes Program Redesign





# Melody Redburn, PE, ENV-SP

Project Title: Project Manager

Brendle Group Title: Engineer III



## BIOGRAPHY

Melody brings 10 years of project management, engineering, and product development skills to the Brendle Group team. She uses her skills for community sustainability and climate action planning, energy planning, and developing new tools to support clients' goals. Melody is also well versed in the business case for sustainability, having recently completed her MBA with a focus on sustainability at Colorado State University. Her combination of business and engineering skills enables her to look at sustainability and climate action through multiple lenses, resulting in better outcomes for planning projects. Melody's background includes energy and electric vehicle planning, greenhouse gas inventories, analyzing climate mitigation strategies, data management, and implementation across a range of project types.

Throughout her career, Melody has managed and provided technical expertise on a wide range of project scopes and sizes, bringing interdisciplinary project teams together from diverse backgrounds to achieve client goals. She also brings experience communicating technical data to audiences and communities of non-technical backgrounds to inform community engagement and decision making.

## PROFESSIONAL QUALIFICATIONS

- Master of Business Administration in Global Social and Sustainable Enterprises from Colorado State University
- Bachelor of Science in Chemical Engineering from the University of Kansas
- Professional Engineer
- Envision Sustainability Professional

## RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
- Adams County Sustainability Plan
- Kansas City, MO Climate Protection & Resiliency Plan
- State of Colorado Resiliency Framework
- City of Thornton, CO Sustainability Action Agenda
- City of Lafayette, CO Sustainability Plan
- City of Westminster, CO Sustainability Plan
- City of Longmont, CO Sustainable Design Guide
- Corvallis, OR School District Sustainability Plan
- Colorado Energy Office Energy Savings for Schools Program Design & Administration
- Rocky Mountain Power Wattsmart Communities Energy Action Planning
- Colorado State University Low-Income Solar Research Project\*

*\*Denotes completed as part of Master's program*



# Judy Dorsey, PE, LEED-AP, CEM

Project Title: Innovation Lead

Brendle Group Title: Managing Principal



## BIOGRAPHY

Judy is a valued collaborator offering more than 25 years of executive leadership in sustainability, innovation, and entrepreneurship. Her specialties include district-scale and community-scale planning in resilience, climate neutrality, clean energy, organizational development, and net zero energy and water initiatives.

Judy also has extensive experience with women's empowerment and workforce development. A natural team-builder, she has empowered her co-workers in the completion of more than 300 sustainability projects for over 150 clients across 30 states, most of which included diverse stakeholder engagement efforts. Her expertise is in combining visionary leadership with practical solutions by distilling complex technical problems into simpler ideas that can be put into action. She is a valued collaborator known for her skilled facilitation and consensus building among diverse stakeholder groups. In 2019, Judy took a 6-month sabbatical to study climate migration and its related parts – social justice, race, poverty, resettlement, and rights of climate migrants. Building on sabbatical research in East Africa, Judy is weaving these environmental justice findings into Brendle Group's resiliency practice.

Judy is the recipient of numerous awards, including the 2011 U.S. Senate Certificate of Special Recognition as a Leader in Engineering Sustainable Change, the 2012 MIT Clean Energy Education and Empowerment Award for entrepreneurship and innovation, the 2016 National Ski Areas Association Industry Impact Award, and is currently featured in the Smithsonian Institution's Places of Invention exhibit.

## PROFESSIONAL QUALIFICATIONS

- Master of Science in Mechanical Engineering from Colorado State University
- Bachelor of Science in Mechanical Engineering from Northwestern University
- Professional Engineer
- Certified Energy Manager
- LEED® Accredited Professional

## AFFILIATIONS

- Colorado Clean Energy Cluster Board of Directors
- American Society of Adaptation Professionals, Co-Chair Climate Migration and Managed Retreat Member Group
- Peaks To People Water Fund Board of Directors
- Colorado Clean Energy Education and Empowerment (C3E) National Ambassador
- Colorado State University Energy Institute Industry Advisory Board
- National Renewable Energy Laboratory Cities - LEAP External Review Group

## RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
- City of Bozeman, MT Vulnerability Assessment & Climate Plan
- City of Boise, ID Community Renewable Energy Plan & Climate Action Roadmap
- Kansas City, MO Climate Protection & Resiliency Plan
- Salt Lake City, UT Climate Action Network
- State of Colorado Resiliency Framework
- City of Fort Collins, CO Our Climate Future Planning
- Salt Lake City, UT Best Practices for Sustainable Communities
- City of Hermosa Beach, CA Carbon Reduction Planning & Tool Development
- City of Santa Fe, NM Sustainability Plan
- City of Fort Collins, CO Climate Action Plan
- Summit County, UT Climate Action Plan
- Rocky Mountain Power Wattsmart Communities Program
- National Ski Areas Association Climate Challenge & Sustainable Slopes Program Redesign
- Salt Lake City School District Sustainability Services



## Becca Stock, EIT

Project Title: Technical Support and Quality Control Lead

Brendle Group Title: Engineer III



### BIOGRAPHY

Becca is an engineer and project manager with more than 6 years of experience in promoting sustainability at a variety of scales - from building energy efficiency assessments to community energy and climate planning. As a technical expert, Becca sees her role as gathering data from a variety of sources and actively analyzing and interpreting these data to provide engaging and meaningful data-driven stories to facilitate community engagement and decision making. Most recently, Becca has been using these skills to help communities meet their climate mitigation and resiliency goals through development of greenhouse gas inventories, community emissions projections, and mitigation strategy analysis. Becca's background includes a variety of sustainability areas: energy efficiency assessments, electric vehicle (EV) planning, renewable energy feasibility analysis for distributed generation, and sustainable design standards development for new construction projects. This breadth of expertise enables her to not only understand the potential impact of a variety of strategies, but also help identify co-benefits and potential conflicts between strategies.

Over the last 6 years, Becca has managed projects of varying sizes and complexity - ranging from small building-level analysis to larger community-level energy planning efforts. In each case, she works to bring all voices to the table in order to build the most complete, equitable, and impactful product for the client.

### PROFESSIONAL QUALIFICATIONS

- Bachelor of Science in Mechanical Engineering from Colorado State University
- Bachelor of Science in Zoology from Colorado State University
- Engineer in Training

### RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
  - » City of Eau Claire, WI
  - » City of La Crosse, WI
- City of Madison, WI  
Georgetown University Energy Prize Energy Planning and Implementation
- City of Cleveland, OH  
Greenhouse Gas Inventory & Climate Action Plan
- Cuyahoga County, OH  
Greenhouse Gas Inventory
- City of Bozeman, MT  
Climate Plan
- City of Boise, ID  
Climate Action Roadmap
- Kansas City, MO  
Climate Protection & Resiliency Plan
- City of Santa Fe, NM  
Sustainability Plan
- City of Fort Collins, CO  
Our Climate Future Planning
- Rocky Mountain Power  
Wattsmart Communities Program
- City of Fort Collins, CO  
Downtown Plan
- Blue River Watershed Regional Efficiency Plan
- Colorado Energy Office  
Statewide Energy Savings for Schools Program



# Lynn Coppedge, AICP

Project Title: Stakeholder Engagement Co-Lead

Brendle Group Title: Sustainability Planner II



## BIOGRAPHY

Lynn contributes 7 years of experience in urban planning and meaningful community engagement to the Brendle Group team. She uses a systems-thinking approach, and her past experience working for a local government, to help communities accelerate the adoption of sustainable practices through equitable planning and program implementation, recognizing that community involvement, expertise, and ownership is critical to the success of any sustainable plan or program. In her role at the City of Lakewood, Colorado, she gained extensive experience coordinating with other Colorado communities and agencies on regional and statewide sustainability and climate issues, including greenhouse gas emission accounting and climate vulnerability assessments.

Her academic and professional background provide her with technical knowledge in a number of sustainability subject areas, including community empowerment, sustainability indicator development and tracking, climate resiliency, zero waste, and clean transportation systems. She uses this expertise and a passion for community-driven planning to identify strategies communities and organizations can use to make lasting change.

## PROFESSIONAL QUALIFICATIONS

- Master of Urban & Environmental Planning from Arizona State University
- Bachelor of Science in Urban Planning from Arizona State University
- Bachelor of Arts in Sustainability from Arizona State University
- American Institute of Certified Planners (AICP)

## AFFILIATIONS

- American Planning Association
- NextCity Vanguards Alumni
- Board Member, Sustainable Neighborhoods Network
- American Society of Adaptation Professionals: Justice, Equity, Diversity, and Inclusion Committee Member

## RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
- Kansas City, MO Climate Protection & Resiliency Plan
- State of Colorado Resiliency Framework
- City of Fort Collins, CO Our Climate Future Planning
- City of Longmont, CO Equitable Carbon-Free Transportation Plan
- City of Thornton, CO Sustainability Action Agenda
- Salt Lake City, UT Sustainability Codes
- City of Lakewood, CO Greenhouse Gas Inventory, Sustainability Plan, & Sustainable Neighborhoods Program\*
- City of Durango, CO Electric Vehicle Readiness Plan
- City of Westminster, CO Sustainability Plan
- City of Lafayette, CO Sustainability Plan
- Colorado Energy Office ReCharge CO Training
- Rocky Mountain Power Wattsmart Communities Program
- City of Tolleson, AZ General Plan\*
- Town of Hayden, AZ Strategic Housing Plan\*

\*Denotes under previous employment



# Marisa Bayer

Project Title: Stakeholder Engagement Co-Lead

CEE Title: Community Program Manager



## BIOGRAPHY

Marisa is an experienced community and sustainability planner, facilitating more than 30 planning workshops and having written 8 community sustainability and energy action plans. Marisa's work centers on understanding government processes, facilitating stakeholder engagement and outreach, and leveraging demographic and energy data to create actionable plans. As CEE's community program manager, Marisa oversees planning, strategy implementation, and project management for communities participating in Xcel Energy's Partners in Energy offering. She also supports CEE's broader community engagement and education efforts, including convening cities on behalf of Hennepin County's Efficient Buildings Collaborative to gather feedback and input on sustainable building policies.

Marisa has been with CEE since 2018. Prior to CEE, Marisa worked as the community development coordinator for the City of Eden Prairie, supporting broad community outreach and focus group engagement for the city's comprehensive planning process. Marisa also worked as a program manager for the National Community Stabilization Trust, working closely with community-based housing providers and federal agencies to develop acquisition-based neighborhood stabilization strategies.

## PROFESSIONAL QUALIFICATIONS

- Bachelor of Art in Geography and Urban Studies from the University of Minnesota

## AFFILIATIONS

- Clean Energy Resource Teams (CERTs) Metro CERTs Steering Committee
- City of St. Louis Park Environment and Sustainability Commission

## RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
  - » City of Ashland, WI
  - » City of Eau Claire, WI
  - » City of La Crosse, WI
  - » City of Menomonie, WI
- City of Winona, MN Sustainability Plan
- Hennepin County, MN Efficient Buildings Collaborative Phase 2
- City of Eden Prairie, MN Comprehensive Plan\*
- Community Development Coordinator for the City of Eden Prairie, MN\*
- Program Manager for the National Community Stabilization Trust in Bloomington, MN\*

*\*Denotes under previous employment*

# Deirdre Coleman

Project Title: Stakeholder Engagement Facilitator

CEE Title: Community Planner



## BIOGRAPHY

Deirdre joined CEE in 2019 as a planner and works with the Engagement and Education department on Xcel Energy's Partners in Energy program, which combines community-based work with strategic energy planning. Deirdre is a co-chair on CEE's Green Team, engaging organization leadership and staff to foster a culture of sustainability. She volunteers with multiple water organizations in Minnesota. Deirdre came to CEE from the nonprofit Freshwater (formerly Freshwater Society), where she conducted community and local government engagement on water conservation and stormwater management.

Deirdre has a BA in biology, society, and environment from the University of Minnesota, and is trained in facilitation, having received the 2019 Excellence Award for Volunteer Program Development from the Minnesota Association for Volunteer Leadership.

## PROFESSIONAL QUALIFICATIONS

- Bachelor of Art in Biology, Society & Environment from the University of Minnesota
- Advanced Community Based Social Marketing Certification
- Art of Hosting Trained Community Practitioner

## AFFILIATIONS

- Minnesota Association for Volunteer Administration Member
- Big Sandy Lake Association Volunteer
- North Shore Camp Forest Restoration Group Member

## RELEVANT PROJECTS

- Xcel Energy's Partners in Energy Program
  - » City of La Crescent, MN
  - » City of Richfield, MN
  - » City of Wayzata, MN
  - » Collaborative events coordinator
- City of Winona, MN Sustainability Plan
- City of Rochester Sustainability and Resiliency Action Plan
- Southeastern Minnesota Master Water Steward Program Pilot\*
- Minnesota Water Steward Curriculum Creation\*
  - » Karst Curriculum
- Art for Water Program Creation\*
- Lake Association Plan Development for Minnehaha Creek Watershed District\*
- Moos Family Speaker Series Development\*
- Community Programs and Volunteer Manager, Freshwater Society\*

*\*Denotes under previous employment*



# Molly Janis Smith

Project Title: Stakeholder Engagement Facilitator

CEE Title: Assistant Manager, Community Programs and Policy



## BIOGRAPHY

Molly is a sustainability generalist with over 15 years' experience in climate change, energy, waste, and food systems. She leads CEE's engagement with the City of Rochester, Minnesota, facilitating Mayor Norton's Sustainability and Resiliency Task Force, to create a community-based sustainability action plan, which helped that task force win a Minnesota Climate Adaptation Partnership award. A systems thinker with a diverse background, Molly previously consulted in sustainability with federal, state, and local government; organic food; and Fortune 500 clients, specializing in greenhouse gas accounting, climate change strategy, waste management, supply chain sustainability, and carbon offsets.

Since joining CEE in 2018, Molly has been program manager for Energize Saint Paul, a partnership between the City of Saint Paul, local building owners, utilities, and nonprofits, to increase the energy and water efficiency of existing buildings, with a focus on benchmarking. In addition, Molly co-led CEE's development of a diversity, equity and inclusion council to ensure the organization's events and policies are designed to welcome all members of the communities CEE serves. She has an MS in climate and energy sustainability from Antioch University and a BA in political science from Carleton College.

## PROFESSIONAL QUALIFICATIONS

- Bachelor of Arts in Political Science from Carleton College
- Master of Science in Environmental Studies, Climate and Energy Sustainability from Antioch University
- LEED® Green Associate

## RELEVANT PROJECTS

- City of Saint Paul, MN  
Benchmarking Program  
Manager
- City of Winona, MN  
Sustainability Plan
- City of Rochester, MN  
Sustainability and Resiliency  
Action Plan
- Center for Energy and  
Environment Diversity, Equity,  
and Inclusion Council
- Building Efficiency Advisor  
Program
  - » Saint Paul, MN
  - » Minneapolis, MN
- Annie's Inc. Sustainability  
Report, Packaging Inventory,  
and Carbon Offset Strategy\*
- eBay Inc. Greenhouse Gas  
Inventory, CDP Reporting, and  
Carbon Offset Procurement\*
- Los Angeles County-wide  
Greenhouse Gas Inventory\*
- City and County of San  
Francisco, Energy Efficiency and  
Green Home Assessments\*

*\*Denotes under previous employment*

## COST PROPOSAL

Our proposed costs associated with this project are identified by task and key personnel. Our budget is based on proposed time and materials, based on the description provided in the Scope of Work section.

	Shelby Sommer	Melody Redburn	Judy Dorsey	Becca Stock	Lynn Coppedge	Support Staff	Marisa Bayer	Molly Janis Smith	Deirdre Coleman	Direct Costs	Total Cost
Task 1. Project Management	35	46	5	10	19	-	25	2	2	-	\$18,635.00
Task 2. Understanding Climate Issues	24	34	16	19	86	11	6	-	2	-	\$25,620.00
Task 3. Analyze GHG Emissions	-	62	16	31	-	-	4	-	-	-	\$16,221.00
Task 4. Forecast GHG Emissions Reductions	34	84	12	46	60	2	18	16	-	-	\$35,102.00
Task 5. Engagement	31	127	-	26	103	22	115	54	46	\$6,500	\$65,876.00
Task 6. Climate Action Plan Development & Adoption	19	34	8	22	41	77	14	3	3	-	\$24,952.00
<b>Total Hours</b>	<b>143</b>	<b>384</b>	<b>52</b>	<b>154</b>	<b>309</b>	<b>112</b>	<b>182</b>	<b>75</b>	<b>53</b>	<b>-</b>	<b>1,492</b>
<b>Total Cost</b>	<b>\$20,735</b>	<b>\$49,923</b>	<b>\$13,566</b>	<b>\$19,866</b>	<b>\$35,226</b>	<b>\$9,304</b>	<b>\$18,928</b>	<b>\$7,800</b>	<b>\$4,558</b>	<b>\$6,500</b>	<b>\$186,406</b>

In addition to our project budget, we've identified options for adding a la carte services for consideration.

A La Carte Option	Description	Estimated Cost Range
<b>Print surveys</b>	Use print surveys distributed through community centers, businesses, and other publicly accessible facilities to gather input from those unable to or uncomfortable accessing an online survey. Assumes surveys would not be mailed or be statistically valid. Cost dependent on number of surveys, length, and response rate. City staff could support with survey printing, distribution and response data entry to reduce costs.	\$2,500 - \$10,000
<b>Additional listening sessions</b>	Listening Session #3: Re-engage a series of groups, after the plan document is complete, to confirm the plan meets their needs. Considers edits to plan may be required and potential to extend schedule if included.	\$2,000 - \$4,000
<b>In-depth cost-benefit analysis</b>	Conduct full cost-benefit analysis on a specified number of strategies. Cost dependent on number and level of detail desired.	\$5,000 - \$10,000
<b>Municipal RVA</b>	Complete an RVA for the City, specifically aligned with municipal operations and departmental structures.	\$7,500 - \$10,000
<b>Physical collaboration boards</b>	Place collaboration boards in high-traffic community spaces, such as the La Crosse Public Library or Downtown La Crosse, to publicly demonstrate engagement in action. Assumes City staff posts boards at public locations and monitors, consultant synthesizes input.	\$8,000 - \$10,000