



ELEVATE

Equity through climate action

City of La Crosse

CLIMATE ACTION PLAN

Elevate

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City of La Crosse Climate Action Plan

I. Overview

Our team is excited to work with the City of La Crosse to create an equity-led, communitywide Climate Action Plan (CAP). Elevate and the Center for Neighborhood Technology have partnered with INEXSO to deliver an ambitious and equitable plan to set GHG reduction goals for 2030 and achieve carbon neutrality by 2050.

Our team will complete all of the tasks outlined in the Scope of Work, including: Analyzing GHG Emissions; Recommending GHG Emission Reductions; Forecasting GHG Emissions Reductions; Engage City Commissions, Common Council and the Community; Coordinate with Related City Efforts; Draft Climate Action Plan; and Support City Adoption of the Climate Action Plan and General Plan Amendments. We have also suggested a select number of “al la carte” projects that the City can choose to pursue if they believe it will add value to the overall climate planning effort.

We believe that equity and community well-being must lead the charge on the Climate Action Plan, and we’ve brought together an amazing team of local, regional, national and international experts to bring it to fruition. Our local team will be led by a group of amazing consultants under INEXSO, with former Director of City Planning and Development, Jason Gilman, leading our engagement with the City. Elevate and the Center for Neighborhood Technology will lead the analysis and development of the Climate Plan, and the INEXSO team will support all aspects of the project through its completion. We’ve also planned a robust community engagement plan centered on developing a network of Community Climate Ambassadors that will help us reach the neighborhoods and institutions they represent in ways that will resonate and build community support around La Crosse’s Climate Action Plan.

II. Scope and Timeliness

Expected Timeline

	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
Task 1					
Task 2					
Task 3					
Task 4					
Task 5					
Task 6					
Task 7					

Task 1. Analyze GHG Emissions

Our team has extensive experience in GHG accounting and forecasting, including advising the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions, conducting many municipal and city-wide GHG inventories and reviewing and advising cities on GHG inventories. Elevate will lead this task, supported by CNT.

We will start by reviewing the 2019 municipal inventory and any previous inventories or available data going back to the 2015 baseline year. We will make recommendations on scope, boundaries and methodology to align with past planning efforts and existing best practices. Given the likely very incremental changes in data since 2019 and the impacts of COVID-19 on emissions patterns, we may want to consider maintaining 2019 as the inventory year to base climate action planning on to ensure we have the best available data that also is consistent with expected city and communitywide behavior. Any available 2020 data can be included to understand impacts that year but may be an outlier due to the Covid-19 pandemic.

Successful data requests are essential to this work, so we recommend doing both municipal and city-wide data gathering activities at the same time and we will work with the city on this task early in the project plan. The City's role in gathering data and providing access to the team will be a crucial element to timely completion of the plan, and the team will work with the City to help facilitate that process, such as developing a data request spreadsheet tracker and providing content for utility data requests.

Municipal Greenhouse Gas Inventory

For the municipal inventory, we will work closely with the City to ensure the boundaries and scope are in compliance with GHG Protocol requirements. We will then work with the City to assess available data against data needs and make necessary data requests. Per the City's preference, we will use ICLEI's Clearpath tool as our data platform. Our team is also capable with other GHG inventory platforms, if the City desires other options.

The team will calculate the CO₂, CH₄, and N₂O emissions of municipal operations from sources including energy use in buildings, transportation, wastewater treatment, solid waste, and fugitive emissions from refrigerants and industrial chemicals. We will convert these emissions into CO₂e using global warming potentials (GWPs) in keeping with reporting and tracking requirements. We will calculate emissions based on GHG Protocol practices using clearly documented emissions factors activity data to enable transparency and replicability.

The deliverables from this task will be an assessment of municipal GHG emissions provided in the platform of the client's choosing and a document summarizing the method, data and findings in a concise, visual, and readable way. When feasible, this will be broken down by specific operations to allow for targeted planning and implementation, such as fleet operations or water facilities.

Citywide Greenhouse Gas Inventory

The team will create a GHG assessment for the communitywide emissions in La Crosse in compliance with the GHG Protocol. We recommend using the GHG Protocol's "Global Protocol for Community-scale Greenhouse Gas Emission Inventories" (GPC) for this task, as it the required standard of the Global Covenant of Mayors. We can utilize this in ICLEI Clearpath or other platforms, based on the City's preference. The team will work with the City to ensure the selection of protocol, calculation tool, and final document format meets their needs.

We will prepare a list of required data for the inventory and work with the client on any necessary data requests. This will include activity data for the most recent year available for electricity and natural gas use, vehicle travel, transit operations, solid waste, wastewater, industrial processes, fugitive emissions and land use.

We will enhance the data we collect through survey data from interviews to be undertaken by INEXSO and Exergy, LTD from at least two of the largest twelve industrial/institutional stakeholders in the City. This data will be collected through the Community Engagement Program subsection that focuses on the stakeholders that produce the majority of carbon GHG emissions in the City. Further details for this subsection are contained in the Tasks 3 and 4.

We will then calculate emissions for the city of La Crosse using place-specific emissions factors to create a clearly documented inventory in line with the GHG Protocol's principles of relevance, completeness, consistency, transparency, and accuracy. We anticipate one short review period in which the team will present a summary of the inventory to the City and a small group of designated stakeholders. Following the review meeting, we will ask the City to collect further comments and questions to deliver to the team, which will then respond and make any needed revisions.

The deliverables from this task will be an assessment of citywide GHG emissions and a document summarizing the method, data and findings in a concise, visual and readable way.

Task 2. Recommend GHG Emissions Reductions Targets

We will work with the City and community stakeholders to develop a 2030 GHG emissions reduction target that aligns with the IPCC recommendations and the 2050 communitywide carbon neutrality goal. The process for setting a 2030 goal must be grounded in reality, yet aspirational and ambitious to achieve the carbon neutrality goal by 2050. Our team has worked with a variety of cities on setting these goals, and every one of them must be the right fit for that city's character and values.

The process for setting the emissions reduction target will be iterative, factoring in the largest sources of emissions and both the City and community's ability to impact emissions reductions across various sectors. Our municipal and public engagement processes will provide an important feedback loop into goal setting, as we build a shared understanding of both what it takes to achieve carbon neutrality and the barriers we must overcome as a community in La Crosse.

Elevate and CNT will lead this task, supported by the INEXSO team through their engagement activities.

Task 3. Forecast GHG Emissions Reductions

We will forecast business as usual municipal and communitywide emissions growth through 2030 and 2050, factoring in anticipated state and federal programs as well as economic and population growth to understand the scale of action needed to meet the reduction targets. From this forecast, we will establish the "wedge" of emissions that must be reduced to meet the 2030 goal established in Task 2. Elevate will lead this task, supported by CNT.

Municipal Wedge Analysis

The team will develop a scenario for emissions reductions for La Crosse's municipal operations emissions aligned with the City's goals that indicates emissions reduction "wedges" and key opportunities for climate action within municipal facilities and operations.

The team has created multiple climate action and sustainability plans for municipal operations and is familiar with the opportunities and challenges that local government operations have. Not all communities choose to conduct a separate analysis, but nearly all that we work with do develop a set of strategies aimed at their own operations, in order to lead by example in their respective communities

and receive the efficiency and cost savings benefits that climate action can provide to municipal buildings and fleets.

We will use the forecast and stated City goals as a guide and a scenario that address those goals through actions such as energy efficiency, electrification, clean energy, transportation demand management and sustainable waste and wastewater management. Analysis and selection of strategies will include an initial discussion that covers the range of potential strategies relative to the City's new inventory profile, and for each strategy, a number of other considerations that will include the following:

- Best practices and emerging technologies
- Assumptions about rates of adoption / penetration across the City's operations
- Anticipated emissions reduction
- Cost per MTCO₂e
- Co-benefits and equity implications
- Implementation considerations (lead agency responsible, time frame, etc.)
- Metrics for measuring progress

Municipal buy-in is crucial to the City's success in reaching its municipal operations reduction goals. The team will conduct a short review process that affords the City's project team and relevant department leads an opportunity to review and revise strategies before the final version of the wedge analysis is complete. In past project experiences, we have found this expertise to be crucial in the development of actionable strategies that position cities to "hit the ground running" when transitioning from planning to implementation.

We suggest that one of the two Mini-Feasibility Studies undertaken by our INEXSO and Exergy, LTD partners should focus on the four large public housing projects located in or near the southside Opportunity Zone. This work will provide a high-level analysis of the potential reductions in carbon emissions as well as rough estimates for energy savings as well as ballpark capital and operating costs that could be anticipated.

Citywide Wedge Analysis

The team will develop a scenario for emissions reductions for La Crosse's citywide emissions, aligned with the City's stated goals, that indicates emissions reduction "wedges" and key opportunities for climate action in housing, non-residential buildings, transportation, and other sectors. The citywide wedge analysis will also focus on achieving other city goals of an equitable plan that benefits community well-being and identifies key partnerships to achieve the community's goals. We suggest a focus on a limited set of high-impact or "umbrella" strategies instead of an extensively long list of individual actions, for ease of communicating the plan with stakeholders and tracking the strategies over time.

The team has created multiple climate action and sustainability plans for communities and can work with the City to incorporate goals such as equity and household cost savings in the proposed wedges. The inventory and forecast will provide the backbone for an analysis of emissions reduction strategies, presented as a set of "wedges," wherein each wedge represents an emissions savings that stacks up to meet the city's future reduction goal. This approach provides a clear framework for decision-making and action by making clear the major emissions reduction activities the city will need to make to meet its goals.

Analysis and selection of strategies will include an initial discussion that covers the range of potential strategies relative to the new citywide inventory profile, and for each strategy, a number of other considerations that will include the following:

- Best practices and emerging technologies
- Rates of adoption/penetration needed to reach the emissions reduction goal(s)
- Anticipated emissions reduction
- Implementation considerations (Key agency responsibility, community agency leadership possibilities, time range of implementation, etc.)
- Feasibility considerations (Brief synopsis of any potential legal, political or financial challenges)
- Equity considerations (e.g., by race, income level, location)
- Co-benefits: List of anticipated ancillary benefits, when applicable (e.g., cost savings, improved air quality, improved neighborhood resilience etc.)
- Metrics for measuring progress

Because INEXSO and Exergy, LTD team members have extensive implementation experience with decarbonization programs for industry and large institutions, our wedges will be practical and be supported with more refined data. As part of the community engagement process, INEXSO and Exergy, LTD will be conducting mini-feasibility studies for two of the largest twelve industrial/institutional stakeholders within the City. As mentioned above, we strongly suggest that the four public housing projects in or near the southside opportunity zone included as one of these stakeholders. This work will suggest achievable goals for decarbonization for these stakeholders. In previous work, INEXSO has already gained heating and cooling data, natural gas and electrical consumption data for three additional stakeholders out of the twelve largest sources of carbon in the City. Although the data is not entirely complete, there is a sufficient data base to identify achievable GHG emission reductions that will be useful in the Citywide Wedge Analysis.

Community buy-in and participation is crucial to reaching goals. We will use public engagement sessions to solicit feedback on the wedge analysis and, most importantly, ask residents and partner organizations to co-create implementation strategies. These engagements will also play a significant role in ensuring that the strategies are actionable and achievable and inspire La Crosse residents in all sectors and neighborhoods of the city to take ownership of implementation. After integrating feedback from public engagement, the team will offer the City an opportunity to review and revise strategies before the final version of the wedge analysis is complete.

Task 4. Engage City Commissions / Common Council and Community

City Commissions and Common Council Engagement

We will engage the Climate Action Plan Steering Committee, Plan Commission and Common Council throughout the development of the Climate Action Plan. We have extensive experience working with local government working groups and departments to facilitate the CAP process and align with other important planning efforts, such as the Comprehensive Plan. We will prepare reports and presentations to keep these groups informed throughout the process, including at least five Climate Action Plan Steering Committee meetings, one Planning Commission meeting, and One Common Council meeting. We will also develop additional standing meetings and working groups, as needed, to support the CAP's development.

Jason Gilman, from the INEXSO team will lead municipal engagement, supported by Tom Schlesinger and Nick Nichols. The engagement team will establish one-to-one relationships with key department

staff throughout the City's operations. These relationships will facilitate the data collection and information gathering necessary to complete Tasks 1-3, and build a shared understanding of the opportunities and challenges the City will have in achieving its climate goals.

Once the Wedge Analysis is completed and the City has a firmer understanding of its emissions reduction opportunities, the engagement team can provide facilitated discussions of specific implementation best practices the City could utilize to achieve its short- and long-term goals. Our team has a depth of experience and expertise in the implementation of emissions reductions projects and programs. Many communities face an "implementation gap" after developing a Climate Action Plan, and we will help the City develop a roadmap of potential actions it can take with a clear understanding of what resources, timelines and stakeholders are necessary to take the Plan into action.

Some of our action roadmap will come with greater knowledge emerging from the Mini Feasibility Studies undertaken in Tasks 1 and Task 3. The Mini Feasibility Studies will provide an understanding of the scale of investments need by these stakeholders as well as the implementation steps needed and the potential savings expected for the stakeholders. With greater knowledge of costs and implementation steps, the City can ponder incentives and other government actions to step-up implementation of large stakeholder groups.

Community Engagement

Community support of the Climate Action Plan will require robust community outreach that frames the CAP in way that resonates with the diverse set of community stakeholders that will ultimately need to take action to achieve carbon neutrality by 2050. Our team has a strong local network and understanding of the La Crosse community, as well as regional experience in engaging a variety of similar communities throughout the Midwest.

Tom Schlesinger and Nick Nichols from the INEXSO team will be the chief liaisons to the community, supported by Roz Schnick. In addition, we will facilitate at least two public workshops and launch a community ambassador program to create a network of informed community leaders in neighborhood groups, community interest groups, the business community and industrial sector. We propose a group of 25-30 Ambassadors that represent neighborhood and cultural organizations; major university and hospital institutions such as UW-La Crosse, Viterbo University, Western Technical College, Gundersen Health System, and Mayo Health System; and major employers such as Trane, Chart, and Kwik Trip.

Our team will lead a hybrid approach to engagement that will enable in person and virtual attendance for public workshops and engagements with Ambassadors. This hybrid approach will also allow for capturing engagements and posting them online so those who cannot attend due to timing or personal obligations will still have access to the content. This will ensure that anyone who wants to engage with the CAP process is able to and their voice can be heard.

Task 5. Coordinate with Related City Efforts

Our team understands the complexities of the planning process and will coordinate with the Comprehensive Plan and any other planning efforts throughout the timeline of this project. We will develop the CAP to be adopted as an amendment to the existing Comprehensive Plan, with an eye towards the Comprehensive Plan update. Our lead for this work will be the former Director of Planning and Development, Jason Gilman, who has very specific intimate knowledge of the City's efforts. We also have a long history of working with utilities on the development and execution of climate-focused

energy programs. We will work with the relevant city departments to coordinate with Xcel's Partners in Energy Program and evaluate how the utility can play a part of reaching La Crosse's emissions reduction target and 2050 carbon neutrality goal.

Task 6. Draft Climate Action Plan

The final document will pull together the city and communitywide GHG emissions inventories, emissions reduction targets, forecasts, wedge analyses, community engagement and related city efforts into a Climate Action Plan that is equitable, benefits community well-being, and identifies key partnerships to achieve the community's goals. Elevate will lead the drafting of the Climate Action Plan with our communications team.

The document should be heavy with infographics, photos, resident quotes, and other visuals. The number of mitigation and resilience strategies should be limited to a manageable number; strategies should be logically grouped and identify a lead agency or partner, projected emissions reductions, co-benefits, costs, and timelines. The use of icons, color schemes, and other organizing features should be used to maximize navigability. The document should address multiple audiences, including residents, community partners, and municipal staff. Above all, the strategy document is intended to inspire action and identify equitable, inclusive paths forward that benefit residents, particularly those in frontline communities and most vulnerable to climate impacts.

The strategic framework will suggest a series of demonstration projects that will engage Xcel's Partners in Energy, solar companies, ESCOs other private sector renewable and energy efficiency firms in a variety of projects. To encourage competition in the private and nonprofit sector, the City should use a variety of metrics to compare these demonstration projects to further understand how to change future City policies. These metrics should include system economics that take energy pricing, carbon reduction, job creation, social equity issues into account, so that the community knows the comparative benefits of all demonstrations. This understanding will help guide policy development for the future. Suggesting demonstration projects does not necessarily mean financing by the City. Utility, Federal, State, CERTS, and private funding are available to fund demonstrations that can be sponsored or encouraged by the City through several methods. Finally, all hands are needed on deck to break through the implementation inertia. We cannot get this done without strong participation by Xcel, Partners in Energy, the City's wonderful nonprofit stakeholders, major private stakeholders, local businesses, other governmental units and residents.

The report will be made available for the City to post to its website, and graphic content will be made available for the City to utilize in social media or other promotional uses to continue engagement around the CAP after its completion.

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

We will support City staff in preparing reports, presenting, and obtaining approval of the finalized Climate Action Plan from the Climate Action Plan Steering Committee. We will also support obtaining approval of the Comprehensive Plan Amendments from the Plan Commission and an Administrative Report to the Common Council. When the CAP is finalized, we will present the CAP and General Plan Amendments for adoption by the Common Council. Jason Gilman from the INEXSO team will lead this effort, and the INEXSO outreach team will utilize their engagement feedback and community ambassadors to show broad public support around specific aspects of the Plan.

Jason Gilman will lead our efforts to support City adoption of the Climate Action Plan and General Plan Amendments. Our best technical and presentation staff from all our Teams will support the City in successfully completing these great accomplishments.

A La Carte Tasks

A La Carte Task A: Identification of Carbon Sequestered in Trees and Acquisition of Carbon Credits

Identification of carbon sequestered by City vegetation, especially trees adds significant meaning and depth to the La Crosse Climate Action Plan. This identification process would include all city owned property along with property owned by private landowners willing to participate. This information can then be used to acquire Carbon Credits. The acquisition of carbon credits from City trees is included as a menu item for consideration by the City because it can impact:

- Identification of GHG emissions- Task 1,
- Setting of reduction targets- Task 2,
- Forecast of GHG Emission reductions- Task 3,
- Useful community engagement through inclusion of residents in ground truth data needed to apply for carbon credits- Task 4,
- Other parts of the City of La Crosse Climate Action Plan RFP,
- La Crosse Parks, Recreation and Forestry Strategic Plan, 2021-2025, goal to establish an ongoing boulevard tree inventory and active urban forest management plan for all city owned trees and participating private property owners through a digital maps and remote sensing, page 106,
- La Crosse Parks, Recreation and Forestry Strategic Plan, 2021-2025, Goal 1- Remote Sensing would provide high level monthly maintenance data and look at bi-weekly data feedback depending on costs, page 114,
- La Crosse Parks, Recreation and Forestry Strategic Plan, 2021-2025, Goal 2 – to provide a yearly carbon credit revenue to the Parks, Recreation, and Forestry Department through remote sensing which is considerably less expensive than annual ground truth data collection, page 114,
- La Crosse Parks, Recreation and Forestry Strategic Plan, 2021-2025, Goal 4 - Digitization planning for new tree planting and tree replacement would increase sustainability of the urban forest and potentially increase carbon banks for credit resale, page 114.

The process of acquiring carbon credits includes two phases which includes development of a digital data base for the City of La Crosse's landscape. In the carbon credit business this is sometimes called a digitization plan.

Phase 1.a.

Digitization of City owned property is placed into an interactive map. The map would group the City's land into primary, secondary and tertiary areas. Primary areas would include forested areas such as the bluff lands, boulevard trees, and participating private trees. Secondary areas would consist of turf,

grasslands, meadows, and wetlands. Tertiary land is nonvegetative areas that include built environments, sand and gravel pits, parking lots, and outdoor storage areas not capable of vegetation.

Devron Kobluk would work with the City Forester/Botanist to identify these areas and start the process of inputting this data into an interactive data base. The data needed would include tree species, estimated age of trees and/or tree diameters. As mentioned before, neighborhood and service organizations such as the Rotary might assist the City Forester in providing data for boulevard trees and trees in City parkland.

Phase 1.b.

The second phase would be implemented to quantify the existing carbon bank in City owned land and private landowners willing to participate. To accomplish this task the data map from Phase 1 would have to build a soil data layer. This would involve soil testing in the Primary and Secondary vegetative city property and private property with participating landowners. Once this data is analyzed, it can be combined with remote sensing data from satellite images and data from Phase 1.a to provide a predictive yearly analysis of the carbon sequestration on the property. It may be possible to retroactively go back up to 5 years to aggregate carbon credits.

The cost to estimate this work is difficult to determine, since the requirements of various verification companies varies widely due to the varying number of soil samples and associated labor. However, INEXSO and Devron Kobluk are prepared to work with the City to identify specific verification companies to determine definitive pricing.

Devron Kobluk like several others in our Team are gifted with digitalization and the understanding that it will be a critical part of infrastructure of the future in buildings and in tracking sequestration of carbon in our soil and trees. Digitalization will allow for the delivery of energy and services at lower prices and with less consumption of energy and production of carbon. Devron and several members of the team have been following multiple companies regarding verification services as well as the aggregators such as Indigo and Regen that broker carbon credits to Airlines, large financial institutions, utilities and other buyers in the voluntary market. Rather than pick the verification and aggregator organizations for the City and provide a firmer price, we want to work with you to make these choices, so that the value received can be maximized and the community can feel a part of the decision-making process. That said, we believe that choosing this a la carte menu choice will pay for itself. Remote sensing modeling and verification of carbon is becoming less expensive than traditional human measured ground truth data on tree heights and diameter measurements.

It's possible that the City could bypass Aggregators and directly sell carbon credits to local banks, especially large national banks, Delta Airlines and other major national businesses that do business here. Potential direct sales to firms doing business in La Crosse, might lower or eliminate brokerage fees and increase City revenue. We believe our expertise and vision will to help the City become an early leader in generating revenues from biological assets.

A La Carte Task B: Stipends for Community Climate Ambassadors

Whenever feasible, we believe in providing incentives for deep community engagement. One such investment could be to provide stipends of \$500 to the Community Climate Ambassadors to compensate for their time to learn and share those learnings with their community stakeholders. While we know that the time we are asking of these ambassadors will exceed this amount, we believe it is a

welcome showing of appreciation for their time and they can choose to keep it or donate it to a local effort in their community.

A La Carte Task C: Expand Mini-Feasibility Studies

A dozen or more large stakeholders in the City of La Crosse likely produce more than half of the GHG emissions produced in the City. This would include two hospitals and their clinics, Trane Technologies, Inc., Kwik Trip, the University of Wisconsin La Crosse, Viterbo University, Western Technical College, the Franciscan Sisters of Perpetual Adoration, La Crosse County, City of La Crosse wastewater treatment plant, La Crosse Public house projects, and a number of other organizations. Task 3 of this Request for Proposals focuses on forecasting GHG reductions. We believe that the most effective way to reduce GHG emissions quickly in the City is to show each of these large stakeholders how they might significantly reduce carbon emissions while at the same time reducing operating costs. For this reason, we have included two Mini-feasibility studies within our budget. When these two studies are complete, the Stakeholders will from a high-level understand the capital cost, the carbon impacts and the potential savings from making changes in their infrastructure. Besides providing a clear pathway on how these stakeholders should proceed, these studies will also give the City a working knowledge of what each organization needs to complete to make GHG reductions. This knowledge can help the City decide what carrots and sticks must be used to get implementation of decarbonization in the large stakeholder organizations.

For example, the City will know the cost of a full feasibility study that each Stakeholder organization must undertake to be able to procure the system changes and start construction as well as what kind of savings if any might result from these investments. This knowledge can be used to make specific incentives for each stakeholder. A larger incentive or contribution towards the stakeholders full feasibility study might make sense if this stakeholder has little savings opportunity from the investment. Stakeholders with significant financial savings potential from the decarbonization might be given a smaller incentive. To get more participation, City rewards for these stakeholders could be reduced each year that they do nothing.

Since there is not enough investment provided in this Request for Proposals to complete Mini Feasibility Studies for the twelve largest stakeholders in the City, we are adding it as an a la carte option. This estimate is provided to help the City understand potential incentives that it might use to encourage each stakeholder to take on their own full feasibility studies and contribute to the overall CAP effort in a deeply meaningful way.

A La Carte Task D: Development of Finance Mechanisms to Fund Full Feasibility Studies

Since the City does not have the money to invest in full feasibility studies, we recommend that our Team develop a series of options for development of financial mechanisms to fund mini and full feasibility studies for the largest stakeholders of the City. Our team believes that many of the largest stakeholders will benefit financially from lower energy consumption which will reduce carbon emissions. In some cases, these savings are substantial. One concept to develop is to offer free Mini-feasibility studies in exchange for providing some share in future savings to the City for further investment in this program. Even if funds recirculated are modest, this is a potential tool for helping incentivize more private sector and nonprofit sector implementation of decarbonization. Development of options to create this financial mechanism will include meetings with City staff, researchers with the Federal Reserve Bank, as well as with representatives of the major stakeholders in the City. We will provide two or more short

concept papers as well as a final report with our recommendations on financial mechanisms to incentivize decarbonization implementation. Our staff will include select individuals from Elevate, INEXSO, and Exergy, LTD.

III. Community Engagement

Managing the engagement process involves numerous tasks: event planning and organizing; facilitation among both intimate and large audiences; developing presentations, educational materials, and tools for residents, community partners and municipal departments; capturing stories of the process through photo and video; and maintaining regular communications with participants after events. We will develop and implement the public engagement strategy in partnership with the City. Representation from impacted neighborhoods and populations is essential and will require specialized outreach strategies and community partners to reach each target audience.

When people invest the time and effort to participate in a La Crosse CAP event or conversation, we will treat their engagement as sacred. We will express gratitude for their partnership and look to foster their trust in and desire to collaborate with the City in the future. We will express our gratitude for their time in a variety of ways:

1. Make events entertaining - No one wants to show up to an event that is dry, inaccessible, or culturally foreign. From visually appealing materials and presentations, to bringing La Crosse artists and good food into the space, to offering a choice of small group sessions at town halls, our goal is to host events that are memorable and meaningful. We expect to get the highest quality participation and feedback when people are satisfied with the event itself.
2. Capture and integrate feedback - We need to know if the ideas in the mitigation and resilience strategies, the community toolkit, and the reporting templates are viable and something citizens truly need. Any initial designs proposed by the consultants will be strengthened through public and municipal staff input, through dialogue, by presenting materials and asking if they convey the information we hoped and if they are relevant to our target audiences. We will capture feedback through brainstorming sessions, meeting notes, brief surveys at the end of events (better than standalone) and make the results publicly available soon after each event. We will be open to the feedback we receive and summarize the themes and stories that emerge.
3. Follow up - we will show people how their collective voices are being integrated into the climate strategy development and respond to individual ideas and concerns when they are raised. We will document and relay any issues that are outside of our scope and ensure that all team members involved in public engagement, ambassadors in particular, are well versed in relevant city resources and policies.

Community Climate Ambassadors Program

One of the key activities we will engage in with the community is to identify community ambassadors who represent our target audiences across all sectors and areas of the city. We will educate these key community leaders so they can translate the aspects of the Climate Action Plan that affect their community in a way that will resonate most. We believe this to be an emerging best practice for community engagement and will create a valuable feedback loop that meets the diverse set of community stakeholders where they are. This effort will develop a core constituency that supports the

City's efforts and future endeavors to implement projects and programs that will achieve the goals the community has set for themselves.

IV. Qualifications

Our team has unique experience in planning and implementing climate mitigation and adaptation strategies. Elevate runs statewide smart grid programs for the largest utilities in Illinois; consult with cities and state agencies on implementation of climate strategies throughout the Midwest and on the West Coast; and integrate water efficiency, energy efficiency, and renewable energy analyses/implementation at individual building sites, across portfolios of buildings, and more broadly across entire communities. In addition, CNT and Elevate jointly run the RainReady program, which operates in several communities in the Chicago region and Detroit to retrofit housing units to reduce the risk of flooding. The INEXSO and Exergy, LTD team is a coalition of experienced implementers of carbon reduction programs across a variety of sectors. This implementation experience differentiates us from competitors, as it gives us real experience in implementing the sorts of programs that a climate plan might recommend.

We excel at the transition from planning to implementation because we understand the process deeply and have three fully staffed organizations of deeply committed professionals ready to turn plans into action.

Elevate

We design and implement programs that reduce costs, protect people and the environment, and ensure the benefits of clean and efficient energy use reach those who need them most.

Elevate Energy seeks to create a world in which everyone has clean and affordable heat, power, and water in their homes and communities — no matter who they are or where they live. Making the benefits and services of the clean energy economy accessible to everyone is how we fight climate change while supporting equity.

We want to work with everyone we can to help them reduce their energy costs and improve their quality of life — from homeowners, renters, and building owners, to nonprofit organizations, utilities, and municipalities. Our team builds strong connections in the places we work and delivers high-quality programs and services that contribute to healthy, thriving communities.

Center for Neighborhood Technology

We deliver game-changing research, tools, and solutions to create sustainable + equitable communities. We help neighborhoods, cities, and regions work better, for everyone.

CNT is committed to improving cities' economic and environmental sustainability, resilience, and quality of life. We work to help all people access:

- Shared prosperity through improving economic and job opportunities and reducing the cost of living.
- Livable, connected, and equitable neighborhoods with better choices in transportation, energy, water, and other basic needs.
- Resilient communities in the face of the changing climate and economy.

- Innovative infrastructure that is efficient, cost-effective, environmentally friendly and, whenever possible, at a community scale.

We work in three areas:

Economic Development and Poverty Reduction

Capturing the value of better urban infrastructure and location efficiency to reduce the cost of living, create jobs, and improve the environment.

Climate Resilience

Building resource-efficient and adaptive communities that minimize their contribution to climate change, and reduce and prevent its adverse impacts, such as urban flooding.

Urban Analytics

Creating data tools and analyses that help policymakers and communities make better decisions and take action to create more sustainable communities.

Integrated Exergy Solutions, Inc (INEXSO)

We empower economic development through carbon mitigation: Energy Efficiency/Exergy, Renewable Energy, and Carbon Capture.

We integrate these strategies in a way that benefits the people of La Crosse such as those living in the two Opportunity Zones within city limits. Our own work over the past two years has been focused on the southside Opportunity Zone which is one of the poorest neighborhoods in Western Wisconsin.

We see opportunities for large stakeholders in the city to benefit surrounding neighborhoods while simultaneously lowering their own energy expenditures and carbon footprint.

Exergy, Ltd.

We, as Exergy, Ltd., are a leading consultancy and engineering company with expertise in such areas as carbon reduction, exergy solutions, architecture and BIM, solar technologies, monitoring systems, heating and cooling systems, industrial process engineering, and energy performance assessments. Exergy, Ltd. Takes its name from “Exergy” which is energy that can produce work. Exergy technologies often use waste heat that is released into the environment to produce heating and cooling. We have worked on at least 30 major research and demonstration projects in Europe, Africa, and the United States. Our work contributes to developing a low carbon and sustainable future and in reducing carbon production of over 30% in many of our most successful projects. Operating across a range of innovative low-carbon energy technologies, our capabilities cover everything from project design and planning to construction and from operation to re-use.

We help our clients (1) manage the cost and implementation of their building services and construction projects and (2) guide them throughout the project life cycle to help them achieve targeted sustainability ratings and benchmarks. We collaborate with architects and facility/construction managers to deliver efficiency to systems, buildings, and communities. We have developed strategic projects at large institutional projects such as universities, municipal buildings, and industrial projects through integrating energy (Exergy) efficiencies, use of renewable energy, and sequestering carbon through a “Circular Economy” that builds wealth in local communities rather than having those savings being diverted elsewhere.

INEXSO, a La Crosse-based non-profit organization, and Exergy, Ltd (UK) specialize in the following areas:

- Energy Efficiency/Exergy. Reducing carbon production through Exergy ('energy efficiency on steroids'), microgrids/machine learning, and other strategies.
- Renewable Energy. Replacing fossil fuels with renewable energy to reduce carbon production.
- Carbon Capture. Sequestering carbon in local forestry and soil management projects.
- Economic Development. Creating jobs and building wealth among the citizens, businesses, and institutions of the City of La Crosse.

Experience

City of Detroit

Project scope: The full project scope is for the development of a Detroit Climate Strategy, including: a municipal and community greenhouse gas inventory; forecast and wedge analysis; climate vulnerability assessment; toolkit for future analysis, engagement and reporting; extensive community outreach and engagement; and sub-grants for community climate ambassadors and pilot projects. Elevate and CNT are leading the GHGI inventories, forecast and wedge analysis, and assisting with content development for the community toolkit.

Contract: As subcontractors, Elevate Energy is subcontracted to the lead agency in the amount of \$49,740, and Center for Neighborhood Technology is subcontracted in the amount of \$52,950 (The total contract is \$400,000)

Contact:

Joel Howrani Heeres, Director, Office of Sustainability
howraniheeresj@detroitmi.gov
735 Randolph, Suite 809
Detroit, MI 48216
(313) 224-9420

City of Ann Arbor

Project scope: Elevate Energy quantified the GHG reduction potential and financial costs for a selection of approximately 40 strategies in the City's aggressive plan to achieve net zero by 2030. In addition, the team supported the City by presenting at multiple events and with technical support for their successful passage of their plan through the city council. Elevate hired the services of Center for Neighborhood Technology to serve in an advisory capacity during this intensive two-week project.

Contract: \$25,000

Contact:

Missy Stults, Director of the Office of Sustainability and Innovations.
mstults@a2gov.org
301 East Huron Street, Fifth Floor
Ann Arbor, MI 48104
(734) 794-6430

City of Evanston (Illinois)

Project scope: Elevate Energy is the lead contractor with partner Center for Neighborhood Technology in the development of the Evanston Municipal Operations Zero Emissions Strategy; this project includes a fleet analysis, energy facility assessments (case studies) for three municipal buildings, and a strategy to guide the City's goal of achieving net zero emissions by 2035. The project will culminate in early 2021 with a series of workshops.

Contract: \$64,912.50

Contact:

Kumar Jensen, Chief Sustainability and Resilience Officer
Kjensen@cityofevanston.org
2100 Ridge Avenue
Evanston, IL 60201
(847) 448-8199

Climate Mitigation and Adaptation Planning

Elevate Energy / Center for Neighborhood Technology (CNT)

Elevate Energy and CNT—both jointly and individually—have worked with government agencies and citizen stakeholders in communities across the country to develop climate, energy and sustainability plans. These efforts are routinely characterized by our commitment to a data driven process combined with the crucial integration of local expertise and documented best practices. The result has been actionable plans that enable and equip our clients to meet their goals. Our earliest joint work in climate/energy planning included the 2004 Kane County Energy Solutions project, the 2008 Chicago Climate Action Plan, and the 2010 Municipal Energy Profile Project, in which we developed 270 “energy and emissions profiles” for all municipalities across the metropolitan Chicago region.

Sample of Recent Planning Projects:

- Elevate + CNT
 - We Will Chicago Citywide Plan (Ongoing)
 - Detroit Climate Strategy (Ongoing)
 - Evanston Municipal Operations Zero Energy Strategy (Ongoing)
 - Ann Arbor GHG and Financial Quantification (2019)
 - Lancaster Climate Action and Adaptation Operations Guide (2018-2019)
 - Iowa City Climate Action and Adaptation Plan (2017-2018)
- Elevate with Other Partners
 - Detroit Solar Feasibility Assessment Study (2019)
 - Iowa State Energy Plan (2016)
 - Missouri Comprehensive State Energy Plan (2015)

Additionally, CNT has developed expertise in addressing urban flooding, or flooding caused by heavy precipitation that overwhelms stormwater management systems. This is projected to increase across the Midwest due to climate change. CNT's work has demonstrated that urban flooding is highly

correlated with race and income, making this an important issue of environmental justice and very much connected to climate adaptation and resiliency planning.

INEXSO and Exergy, LTD

Oneida High-Rise, Minnesota, USA: HVAC Engineering & Low Carbon Design

Project scope: In 2017, Exergy LTD was appointed by Oneida Realty to undertake an energy efficiency retrofit assessment. The ageing nature of technology in the buildings led to relatively high operational costs prompting investigation into possible improvements. Final designs and figures were presented to Oneida, supporting a business case for initiating improvements to the building including: a building automation system, high efficiency low temperature central heating system, combined Heat and Power (CHP) plant, and solar PV Panels.

Projected Savings: annual operational savings of 50%, carbon emissions reduced by 60%, energy efficiency improved by 38%

District Energy (Energy System Upgrades, UK and Latvia)

Project Scope: In collaboration with leading heating and cooling technology manufacturers, Exergy is developing innovative methods and tools to effectively match energy supply with energy demand through real-time management of thermal energy at building and community level. Innovative technologies were designed and tested within several different communities in Europe, including University of Southampton: high efficiency air-source heat pumps, micro CHP Fuel Cells, high efficiency solar energy systems, district Heating and Cooling control systems.

Projected Savings: Annual operation costs reduced by 39%, carbon emissions reduced by 32%, energy efficiency improved by 38%.

Republic of Maldives Upper North Province

Project scope: To bring the Upper North Province consisting of 44 islands into carbon neutrality and 100% renewable energy in less than 10 years. In 2010, a contract was signed between Merciel International, LLC and the Upper North Utilities, Limited, (UNUL), a state utility owned by the Republic of Maldives. The contract was formally cancelled after President Nasheed left the Presidency of the Maldives in early 2012. Prior to cancellation, John Madole, Principal Infrastructure Planner and 20% owner of Merciel International, LLC, and Ken Birch P.Eng (Canadian professional engineer) completed site assessments for all electricity, water, wastewater, solid waste and transportation infrastructure on the first three islands with the largest populations. GHG emissions were calculated for the three islands. Initial technology plans were formulated to bring carbon neutrality to these islands within three years. Ken Birch started an emergency program for electrical production facilities on 10 islands to correct safety issues and support immediate expansion of electrical production to prevent frequent blackouts in the electrical grids.

Contract: Merciel acquired a 40% equity position through an agreement to bring private investment money into a \$182,000,000 USD infrastructure project to complete decarbonization of the Provincial infrastructure.

Core Team Bios

Abigail Corso, Chief Strategy Officer, Elevate

Abigail is currently the Chief Strategy Officer at Elevate, located in Madison, Wisconsin. In this role, she oversees Elevate's strategy in developing new programs nationwide from energy efficiency, solar, and planning including building up our existing dynamic pricing and flagship multifamily building retrofit programs. Prior to this role, she served as Chief Program Officer and Director of New Market Initiatives, and she was responsible for expanding Elevate's affordable multifamily energy efficiency programs into new markets outside of the Chicago region including Indiana, Louisiana, Michigan, Missouri, Ohio, and Oregon. She brings a variety of skills to Elevate including: business planning; energy efficiency program design; operations and systems customization; quality assurance planning and implementation; and, communications and outreach. The programs launched by Elevate in new markets will become part of a national network of affordable multifamily energy efficiency implementers that offer building owners comprehensive energy efficiency services that result in reliable and persistent energy and water savings.



Prior to joining Elevate in 2012, Abigail was a Managing Director at the Delta Institute where she managed Delta's sustainability consulting and industrial pollution prevention and energy efficiency program areas which included developing energy efficiency loan products for various Midwest initiatives.

Abigail holds an MBA, New York University and has been a registered Professional Engineer since 1995.

Lindy Wordlaw, AICP, Senior Manager, Public Sector Programs, Elevate

Lindy Wordlaw is a certified planner with the American Institute of Certified Planners, having worked in the field of urban planning since 1997 with community development organizations and municipalities. Since joining Elevate Energy in 2004, Ms. Wordlaw has worked on a host of climate, energy and sustainability planning projects and other sustainable operations efforts. Recent projects include Lancaster Municipal Operations Climate Action Plan, Iowa City Climate Action and Adaptation Plan, State of Iowa Energy Plan, Missouri Comprehensive State Energy Plan, and the development and implementation of City of Madison's two-year energy plan for the Georgetown University Energy Prize Program. Prior to joining Elevate, she worked in municipal government for five years at the City of Aurora (IL) where in addition to traditional development planning work, she developed and led the City's neighborhood planning program and pushed for the creation of the Aurora Neighborhood Council, comparable to the City's development-focused Planning Council. This city-led, cross-departmental body of key staff and appointed neighborhood representatives addresses neighborhood issues from a multi-disciplined approach. Ms. Wordlaw has also worked for nonprofit community development agencies in Detroit and New York City. Ms. Wordlaw earned a Master of Urban Planning from Hunter College of the City University of New York and a B.A. in History from the University of Illinois at Urbana Champaign.



Anthena Gore, Project Coordinator, Public Sector Programs, Elevate

Anthena Gore supports energy, sustainability and climate planning projects for local, state, and regional units of government at Elevate Energy with a particular focus on diverse and economically distressed communities. Currently, she leads a streetlight financing program working with these communities for which she has established strong rapport through her commitment to and diligence in building trust with staff and community members. She also works closely with the City of Chicago among a group of advocate organizations in development of the City's approach to (water) lead service line replacement and is the team lead for spearheading the development of a diverse, multi-disciplined task force to advise the City's development of a net zero/decarbonization policy. Anthena also represents Elevate Energy at critical roundtables aiming to increase stakeholder engagement across the Chicagoland region, including We Will Chicago, the City's first citywide plan since 1966, the Planning Coalition led by Metropolitan Planning Council and the Chicago Community Climate Partnership, a network committed to strengthening the region through inclusive climate action. Previously, Anthena served as strategy and operations advisor for Environmentalists of Color, a network promoting equity, community and professional mobility for people of color working in the environmental sector. Her passion for equitable development also led her to join the City Open Workshop, a dynamic collective of planners, architects, and data professionals using design methodologies to create community-driven change. Ms. Gore holds a Bachelor's degree in Communications and Economics from Bradley University. She has certificates in Design Thinking for the Social Sector (SSIR/Stanford.School), Public Interest Design (Archeworks), and Business Management (Loyola University-Chicago).



Gustavo Sandoval, LEED AP O+M, PMP, Project Coordinator, Public Sector Programs, Elevate

In Gus' role at Elevate, he is responsible for managing teams delegated in the implementation of Chicago's Energy Benchmarking Ordinance, as well as related initiatives such as ComEd's Emerging Technologies Benchmarking Outreach Pilot. He has also assisted in the development of key public sector plans and programs such as the Lancaster Municipal Climate Action Plan, the Iowa City Climate Action and Adaptation Plan, and Elevate Energy's ComEd Outreach Service Provider work for economically-distressed communities. Before joining Elevate Energy, he served as the project lead for the University of Illinois at Chicago's (UIC) Climate Action Implementation Plan, while completing his Master's degree in Urban Planning & Policy with a concentration in Economic Development and Environmental Planning & Policy. He also served as the Vice Chancellor of Administrative Services Solar Working Group projects lead, modeling solar PV systems and conducting financial feasibility analyses. He also possesses a Bachelor Science in Renewable Energy from Illinois State University.



Henry Love, Director of Midwest Strategy and Business Development, Elevate

Henry “Hank” Love has over dozen years of experience in nonprofit leadership as a consultant, executive and manager of complex special projects. As Assistant Director of Michigan Energy Options (2009-2014), Mr. Love led over 40 grants and contracts worth over \$12M. He was the lead project manager and analyst on a first of its kind energy study of the Mid-Michigan Tri-County region, which included an associated web-based GIS scenario planning tool that allowed community leaders to evaluate the energy cost, consumption and GHG impacts of policy changes, adoption of on-site renewables and changes in the grid energy mix.



As Executive Director of the American Jobs Project (2014-2018), Mr. Love led the organization’s work for providing states with policy strategy roadmaps and provided economic impact and job-creation analyses for dozens of advanced energy technologies in 22 states. As Director of Midwest Market Development and Strategy at Elevate Energy (2019-2020), Mr. Love works with utilities, nonprofits, municipalities and state agencies to develop innovative energy and decarbonization programs. He is currently working with Elevate’s Public Sector Team to develop an Energy Transition Plan for the Michigan Department of Natural Resources, a Climate Strategy for the City of Detroit, and interviewing sustainability directors around the Great Lakes Region on how to develop effective electrification and decarbonization programs.

Cyatharine Alias, Program Associate, CNT

Cyatharine joined CNT in 2020, bringing analytical expertise and a commitment to equity and sustainability to the organization. She contributes to CNT’s work on climate action planning and manages projects within the organization’s water department.



For Evanston’s municipal climate action plan, Cyatharine analyzed Evanston’s municipal fleet activity data, worked with a peer city to obtain real-world electric vehicle performance data, and researched clean fuel and vehicle markets to support a comprehensive set of recommendations for Evanston’s carbon neutral municipal fleet goal. Cyatharine is a recent graduate of Tufts University with a Masters of Urban and Environmental Policy and Planning, and also holds a Bachelors of Arts in Sociology from Harvard University.

Jen McGraw, Director, Sustainability Innovation, CNT

Jen joined CNT in 1999 and leads CNT’s strategy to promote sustainable anti-poverty solutions for communities. Jen has worked to promote urban sustainability in the areas of climate change, transportation, energy, stormwater, air pollution, anti-displacement, and household cost of living.



Jen has conducted GHG research for the Clinton Foundation, National Academies, and Presidential Climate Action Plan, and she has advised the development of national and international GHG protocols. Her GHG accounting and mitigation expertise has contributed to climate action planning in Detroit, MI; Evanston, IL; Bloomington, IN; Lancaster, PA; Iowa City, IA; Cleveland, OH; Oberlin, OH; Chicago, IL, and others.

Jen was the principal investigator for the 2021 Transit Cooperative Research Program publication, *An Update on Public Transportation's Impacts on Greenhouse Gas Emissions*, documenting the GHG benefits of every public transportation system in the U.S. Jen is the Board President of the Planning and Conservation League. She has a Master in Public Policy from the Harvard Kennedy School and bachelor's degrees from UC Santa Cruz.

Peter Haas, Chief Research Scientist, CNT

Since joining CNT in 1994, Dr. Haas has revolutionized the geographic analysis of social, environmental and economic data to produce groundbreaking tools for measuring sustainability in urban areas and leveraging the benefits of transit and location efficiency. Dr. Haas has been integral in the development of CNT's location efficiency metrics, and developed its Housing + Transportation (H+T®) Affordability Index, co-produced with the Brookings Institution.



Under Peter's analytical leadership, CNT's research quantifying the GHG benefits of affordable housing near transit enabled billions of dollars of investment in affordable housing in California with cap and trade funds. Peter acted as the Analytical Director for the 22-member CNT Research Team producing a greenhouse gas emissions inventory and 33 mitigation strategies for the Chicago Climate Action Plan, and served as lead analyst on CNT's subcontract to develop the Location Affordability Index and related web tool for HUD and US DOT. His work in GIS, web development and data analysis support all of CNT's programs. Dr. Haas has a doctoral degree in particle physics from Ohio State University.

Tom Schlesinger PhD, CEO, INEXSO

Tom is acting CEO of INEXSO, a nonprofit energy conservation startup company, whose mission is to "Power economic development while mitigating climate change." Prior to this, he worked for twenty years at Gundersen Health System as an 'internal' consultant. For the last ten years, he served as the primary strategic planner for the organization, its five hospitals, two nursing homes, and many of its departments.

Tom has been a strategic planning consultant in La Crosse for Integrated Exergy Solutions. Diocese of La Crosse, the Exchange and Citizens Climate Action. He has also served as adjunct faculty at the University of Wisconsin La Crosse and Viterbo University over the past 20 years.



Jason Gilman AICP, Consultant, INEXSO

Jason Gilman is currently an independent consultant after service as the Director of Planning and Development for the City of La Crosse, Wisconsin since 2015. His 34-year career has centered on the improvement of the City, focused on the stewardship and revitalization of the urban core. Jason's education includes a BS in Landscape Architecture from the University of Wisconsin, Madison and graduate studies in community planning at the University of Wisconsin, Madison. Jason will lead engagement with the City on the CAP and integration with the Comprehensive Plan.



Professional appointments include:

- President Elect of the Wisconsin Chapter of the American Planning Association, 2020
- The Executive Board of the Wisconsin Downtown Action Council, 2017-2021
- The Executive Board of the Minnesota Chapter of the American Planning Association, 2014-2015
- The Executive Board of the Wisconsin Chapter of the American Planning Association, 2002- 2004
- Adjunct Professorships at the University of Wisconsin, La Crosse and Winona State University, State and Local Politics, Environmental Policy
- Grant Reviewer for the State of Wisconsin, Department of Administration
- Minnesota High Speed Rail Technical Advisory Committee
- Minnesota Environmental Quality Board Silica Sand Technical Advisory Board, 2014
- Mississippi Valley Conservancy Board of Directors, 2004-2008
- City of La Crosse Food Forest Core Team, 2018
- YMCA Board of Directors

Credentials include:

- Wisconsin Registered Landscape Architect, #180
- American Institute of Certified Planners (AICP)
- Member of the Urban Land Institute (ULI), 1995-Present

Nick Nichols, Consultant, INEXSO

Nick was the Sustainability Coordinator for La Crosse County, where his primary responsibilities included promoting a culture of sustainability primarily among county departments but also through municipalities, businesses, and the public. Nick identified, prioritized, and expanded institutional sustainability efforts and planning. He also served as a liaison with the Sustainable La Crosse Commission (SLC) and represented the county at local, state and national professional conferences. He was responsible for the identification, solicitation and securing of grant funding to leverage resources and propel sustainability efforts and worked in a collaborative manner to develop productive relationships regionally with all variety of county and external constituencies. He made presentations and gave informative tours to government, industry, educational, civic and public organizations and individuals to educate and inform on the value of



sustainability and the waste hierarchy. He also cooperatively led organizations, starting with the County, in reducing, reusing, recycling, and resource recovery, and local disposal of wastes.

He positioned the county as a leader in sustainability in local government and developed annual sustainability planning priorities for the county, identified and monitored achievement of annual expected outcomes, and coordinated appropriate evaluation of these efforts. He coordinated development of a sustainability plan for the County utilizing indicators of sustainability that enabled assessment of performance and collaborated with County departments to infuse sustainability principles into County short and long-range planning, building design, operation, and land use.

Roz Schnick, Consultant, INEXSO

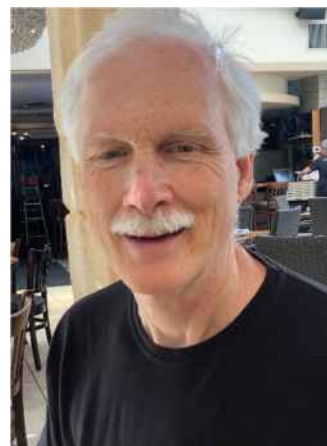
Rosalie “Roz” Schnick has more than fifty years of experience in coordinating efforts to gain approvals of safe and effective drugs in aquaculture worldwide, to gain registrations or re-registrations for fishery chemicals, and in pursuing community service and philanthropy. Since the loss of her husband in 2012, Roz has advocated for access to healthy food, reasonable shelter, adequate healthcare, good educational opportunities, meaningful jobs and careers for economic self-sufficiency, and resiliency in a sustainable environment (air, earth, water, and energy).



Roz is a member of the La Crosse Chamber of Commerce and Rotary Club, the River Advisory Board for U.S. Representative Rob Kind, founded New Direction, co-founded Resiliency in a Sustainable Environment (RISE) with Nick Nichols, and is a La Crosse Exergy Initiative team member.

John Madole, Vice President of Development, INEXSO

John has been a professional consultant and researcher on biomass, solid waste, and recycling solutions for over 35 years. He has worked on projects ranging from citywide wastewater reclamation and composting for the City of Chicago, to waste-to-energy conversion projects in the Maldives, to utility- and industrial-scale biogas projects. John will bring his unique and global experience to serve the La Crosse CAP with innovative solutions.



Devron Kobluk, Consultant, INEXSO

Devron has a long history of innovation and entrepreneurship around environmental, agricultural and aquacultural technology. He has been developing methodologies related to linking block chain technologies (crypto currency) for the sale and digitization of carbon credits and phosphorous credits. This methodology is applicable throughout many business models and methods.



Bob Fischer AICP, Consultant, INEXSO

Bob is a Certified Planner, Certified Arborist, a tree risk assessor, and Certified and Licensed Pesticide Applicator. He is involved with numerous associations around forestry management and planning, and has a long history of local involvement in the La Crosse region around forestry, conservation, and land use and is chairman of the environment committee and board member of the Hogan Neighborhood Association in La Crosse.



Fernando Centeno, Circular Economy Strategist, Exergy, LTD

Fernando is a dedicated strategist and manager with a +15-year progressive career in Innovation and Circular Economy. He is a visionary leader with capability of bringing innovation to market. Forward-thinking and proactive with achievements across consulting, engineering, product development, sales and executive management.



Fernando fielded and led a team of experts to design, model, and supervise installation of solutions for 14 major projects throughout the European Union. These projects include microgrids, development of systematic process to design low carbon, exergy efficient buildings. In 2017, Fernando led a project for Oneida in Duluth, MN to define innovative solutions to improve Oneida's buildings performance. The proposed design established annual operational savings of 50% and CO2 emissions reduction of 60%.

V. Cost Proposal

We have broken out our costs for the requested tasks in the CAP by total, tasks and hours. To stay within the budget parameters, INEXSO's team is contributing 40 hours of in-kind time for outreach and engagement activities in Task 4. Our rates are inclusive of salary, benefits, overhead and limited travel expectations to complete the project. We are committed to meeting the price point that City has set to ensure it achieves all of the desired tasks within the CAP within the desired timeframe. If awarded, we will work closely with City staff to ensure we leverage their available capacity to make our efforts both time and cost effective. We know the pitfalls that can drive costs up and extend timelines to complete projects, and will share best-practices and key considerations in making our collective effort produce the most value towards the Climate Action Plan's successful adoption.

Project Budget Total

Project Budget Total					
Organization	Name	Rate	Total Hours	In-Kind	Total Budget to City
ELEVATE	Abigail Corso	\$ 200.00	16.00	-	\$ 3,200
ELEVATE	Hank Love	\$ 150.00	19.00	-	\$ 2,850
ELEVATE	Lindy Wordlaw	\$ 150.00	173.00	-	\$ 25,950
ELEVATE	Anthena Gore	\$ 135.00	60.00	-	\$ 8,100
ELEVATE	Gustavo Sandoval	\$ 135.00	91.00	-	\$ 12,285
CNT	Jen McGraw	\$ 120.00	180.00	-	\$ 21,600
CNT	Cyatharine Alias	\$ 95.00	115.00	-	\$ 10,925
CNT	Peter Haas	\$ 125.00	30.00	-	\$ 3,750
INEXSO	John Madole	\$ 156.00	139.00	20.00	\$ 18,564
INEXSO	Dev Kobluk	\$ 108.00	60.00	-	\$ 6,480
INEXSO	Bob Fischer	\$ 96.00	-	-	\$ -
INEXSO	Nick Nichols	\$ 96.00	112.00	-	\$ 10,752
INEXSO	Roz Schnick	\$ 108.00	20.00	20.00	\$ -
INEXSO	Tom Schlesinger	\$ 156.00	62.00	-	\$ 9,672
INEXSO	Fernando Centeno	\$ 156.00	142.50	-	\$ 22,230
INEXSO	Jason Gilman	\$ 180.00	173.00	-	\$ 31,140
INEXSO	Ambassadors	\$ 500.00	-	-	\$ -
INEXSO	Contractors	\$ 10,000.00	-	-	\$ -
Total			1,392.50	40.00	187,498

Total Budget by Task

Total Budget by Task									
Organization	Name	Total	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
ELEVATE	Abigail Corso	\$ 3,200	\$ -	\$ -	\$ -	\$ 2,400	\$ -	\$ -	\$ 800
ELEVATE	Hank Love	\$ 2,850	\$ 600	\$ 600	\$ 600	\$ -	\$ 300	\$ 150	\$ 600
ELEVATE	Lindy Wordlaw	\$ 25,950	\$ 5,250	\$ 5,250	\$ 5,250	\$ 1,800	\$ 900	\$ 6,000	\$ 1,500
ELEVATE	Anthena Gore	\$ 8,100	\$ 1,350	\$ 1,350	\$ 1,350	\$ -	\$ 1,350	\$ 1,350	\$ 1,350
ELEVATE	Gustavo Sandoval	\$ 12,285	\$ 2,700	\$ 2,700	\$ 2,835	\$ -	\$ 1,350	\$ 1,350	\$ 1,350
CNT	Jen McGraw	\$ 21,600	\$ 4,800	\$ 4,800	\$ 4,800	\$ -	\$ 1,200	\$ 4,800	\$ 1,200
CNT	Cyatharine Alias	\$ 10,925	\$ 2,375	\$ 2,375	\$ 2,375	\$ -	\$ 950	\$ 1,900	\$ 950
CNT	Peter Haas	\$ 3,750	\$ 1,250	\$ 1,250	\$ 1,250	\$ -	\$ -	\$ -	\$ -
INEXSO	John Madole	\$ 18,564	\$ -	\$ -	\$ -	\$ 4,524	\$ 6,240	\$ 4,680	\$ 3,120
INEXSO	Dev Kobluk	\$ 6,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,752	\$ 1,728
INEXSO	Bob Fischer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INEXSO	Nick Nichols	\$ 10,752	\$ 384	\$ -	\$ 768	\$ 4,800	\$ 2,880	\$ -	\$ 1,920
INEXSO	Roz Schnick	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INEXSO	Tom Schlesinger	\$ 9,672	\$ 624	\$ -	\$ 1,248	\$ 4,680	\$ -	\$ -	\$ 3,120
INEXSO	Fernando Centeno	\$ 22,230	\$ 624	\$ -	\$ 21,606	\$ -	\$ -	\$ -	\$ -
INEXSO	Jason Gilman	\$ 31,140	\$ 1,440	\$ 1,440	\$ 1,260	\$ 9,000	\$ 7,200	\$ 3,600	\$ 7,200
INEXSO	Ambassadors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INEXSO	Contractors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ 187,498	\$ 21,397	\$ 19,765	\$ 43,342	\$ 27,204	\$ 22,370	\$ 28,582	\$ 24,838

Total Hours by Task

Totals Hours by Task									
Organization	Name	Total Hours	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
ELEVATE	Abigail Corso	16	0	0	0	12	0	0	4
ELEVATE	Hank Love	19	4	4	4	0	2	1	4
ELEVATE	Lindy Wordlaw	173	35	35	35	12	6	40	10
ELEVATE	Anthena Gore	60	10	10	10	0	10	10	10
ELEVATE	Gustavo Sandoval	91	20	20	21	0	10	10	10
CNT	Jen McGraw	180	40	40	40	0	10	40	10
CNT	Cyatharine Alias	115	25	25	25	0	10	20	10
CNT	Peter Haas	30	10	10	10	0	0	0	0
INEXSO	John Madole	139	0	0	0	49	40	30	20
INEXSO	Dev Kobluk	60	0	0	0	0	0	44	16
INEXSO	Bob Fischer	-	0	0	0	0	0	0	0
INEXSO	Nick Nichols	112	4	0	8	50	30	0	20
INEXSO	Roz Schnick	20	0	0	0	20	0	0	0
INEXSO	Tom Schlesinger	62	4	0	8	30	0	0	20
INEXSO	Fernando Centeno	143	4	0	138.5	0	0	0	0
INEXSO	Jason Gilman	173	8	8	7	50	40	20	40
INEXSO	Ambassadors	-	0	0	0	0	0	0	0
INEXSO	Contractors	-	0	0	0	0	0	0	0
Total		1,392.5	164	152	306.5	223	158	215	174

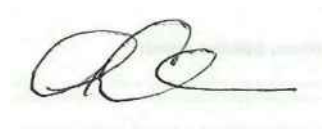
A La Carte Budget Breakout

A La Carte Budget Breakout							
				A La Carte A: Remote Sensing City Trees	A La Carte B: Ambassador Stipends	A La Carte C: Mini- Feasibility Studies	A La Carte D: Financing Mechanisms for Full Feasibility Studies
Organization	Name	Rate	Hours or Per				
ELEVATE	Abigail Corso	\$ 200	0	\$ -	\$ -	\$ -	\$ -
ELEVATE	Hank Love	\$ 150	40	\$ -	\$ -	\$ -	\$ 6,000
ELEVATE	Lindy Wordlaw	\$ 150	0	\$ -	\$ -	\$ -	\$ -
ELEVATE	Anthena Gore	\$ 135	0	\$ -	\$ -	\$ -	\$ -
ELEVATE	Gustavo Sandoval	\$ 135	0	\$ -	\$ -	\$ -	\$ -
CNT	Jen McGraw	\$ 120	0	\$ -	\$ -	\$ -	\$ -
CNT	Cyatharine Alias	\$ 95	0	\$ -	\$ -	\$ -	\$ -
CNT	Peter Haas	\$ 125	0	\$ -	\$ -	\$ -	\$ -
INEXSO	John Madole	\$ 156	178	\$ -	\$ -	\$ 19,188	\$ 8,580
INEXSO	Dev Kobluk	\$ 108	160	\$ 11,880	\$ -	\$ -	\$ 5,400
INEXSO	Bob Fischer	\$ 96	37.5	\$ 3,600	\$ -	\$ -	\$ -
INEXSO	Nick Nichols	\$ 96	8	\$ -	\$ -	\$ 768	\$ -
INEXSO	Roz Schnick	\$ 108	0	\$ -	\$ -	\$ -	\$ -
INEXSO	Tom Schlesinger	\$ 156	8	\$ -	\$ -	\$ 1,248	\$ -
INEXSO	Fernando Centeno	\$ 156	431	\$ -	\$ -	\$ 67,236	\$ -
INEXSO	Jason Gilman	\$ 180	0	\$ -	\$ -	\$ -	\$ -
INEXSO	Ambassadors	\$ 500	25	\$ -	\$ 12,500	\$ -	\$ -
INEXSO	Contractors	\$ 10,000	3	\$ 10,000	\$ -	\$ -	\$ 20,000
Total				\$ 25,480	\$ 12,500	\$ 88,440	\$ 39,980

Acceptance of the City's Standard Contract for Services and Insurance Requirements

Elevate and our subcontractors accept the City's Standard Contract for Services and Insurance Requirements, as presented in the RFP document. We would appreciate net 30 payment terms if the City is able to, but it is not explicitly stated in the City's document.

Signature



06/18/2021

Abigail Corso, Chief Strategy Officer, Elevate