

rincon

RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers



Proposal Submittal for
the City of Santa Cruz

Climate and Energy Action Plan 2030

January 19, 2021

Submitted to:

City of Santa Cruz

Attn: Dr. Tiffany Wise-West, PE
809 Center Street, Room 9/10
Santa Cruz, California 95060

Submitted by:

Rincon Consultants, Inc.

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Santa Cruz, California 95060
831-440-3899
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January 19, 2021

Project Number 20-10678

Attn: Tiffany Wise-West, Sustainability and Climate Action Manager

City of Santa Cruz, City Manager's Office

809 Center Street, Room 9/10

Santa Cruz, California 95060

Subject: Consulting Services to Develop the Santa Cruz Climate and Energy Action Plan 2030

Dear Dr. Wise-West:

Rincon Consultants, Inc. (Rincon) is pleased to submit this proposal to assist the City of Santa Cruz (City) with the preparation of a 2030 Climate and Energy Action Plan (indicated as CAEP in the Request for Proposals [RFP]). We are very enthusiastic about the opportunity to work with the City on a project that is of such significant importance to the community and society. We understand this project's success is highly dependent on the understanding of the City's unique diversity: demographically, economically, and environmentally. For that reason, we have developed a unique vision and assembled a curated team of experts to create an exceptional program for the City's 2030 CAEP.

When it comes to Climate Action, we do not take a one-size-fits-all approach. We are constantly looking for ways to innovate as a means of developing more progressive objectives and implementing real change. The strategy for the City's 2030 CAEP will be no different. We have teamed with longstanding partners that share our passion for creativity and solving ever-evolving problems in unique ways. Mindy Craig, from BluePoint Planning, has over 25 years of experience in public policy and strategic planning, communications, and stakeholder engagement services with organizations throughout California and the country with a focus on resilience, zero net energy, and sustainability. She will be leading our overall community engagement strategy. We are currently working with BluePoint on both the County of Santa Clara and County of Santa Barbara Climate Action Plans (CAPs) and believe their team brings unparalleled experience to successfully execute the stakeholder engagement programs. To ensure that this plan will be developed in a manner that will lead to economically feasible implementation, we have also teamed with Feliz Ventura, Director of Sustainable Economics with Hatch. Ms. Ventura's extensive experience evaluating the cost of GHG reduction measures and creating funding and financing strategies are critical components to the development of a comprehensive implementation plan. Rincon and Hatch are currently working together on CAPs for Santa Barbara County, Burbank, and Beverly Hills.

Leading the Rincon team will be **Erik Feldman, MS, LEED AP**, Principal-in-charge of Rincon's statewide climate change and sustainability practice. Mr. Feldman has managed and guided the completion of CAPs and CAP updates across the state, and has over 17 years of experience in environmental consulting, GHG modeling and auditing, climate action planning and sustainability design, and program development. **Lexi Journey, MESM** will serve as Project Manager in charge of day-to-day oversight and will serve as the City's primary contact. Ms. Journey has strong California Environmental Quality Act (CEQA) and Climate Action Planning experience, which includes managing the Santa Barbara County Climate Action Plan and the Merced Climate Action Plan, some of the first CAPs to incorporate GHG emissions associated with natural working lands and agricultural practices in the state. **Michael McCormick, AICP**, Senior Fellow with Rincon, will be serve as the project's Policy Advisor and leverage his experience completing CAPs across the state and his work as the former Local Government Affairs Advisor with California Office of Planning and Research to help guide the evolving land-use planning as well as the GHG target methodology development and consistency with current and future state climate and land use planning guidance.

With the capabilities and experience of this team, we are confident that we can successfully execute all aspects of the program outlined in the RFP. However, while developing the CAP scope and cost estimate we recognize that there are some limitations associated with the budget as currently allocated for this project and not all of the tasks can be included as currently outlined in the RFP. Therefore, we have developed a slightly altered workscope that will deliver a CAP designed to achieve the desired GHG emissions reduction and the general program framework detailed in the RFP. To accomplish this, we have developed cost-efficient alternative tasks and excluded a few tasks that can be better completed under independent workscope.

Specific changes were made to the following tasks:

- Task 2.2
- Task 2.5
- Task 7

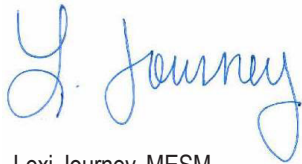
At Rincon, we are proud of our team's ability to work effectively with City staff, decision-makers, and community groups to develop and implement innovative approaches and solutions to climate action planning and implementation. With these changes, we believe that our team has developed a scope of work that meets or exceeds the needs of the City at an excellent value. Ultimately, we anticipate that the final workscope will be negotiated with the City following contract selection.

The Rincon team's unmatched technical qualifications allow us to effectively and efficiently execute the City's goals for this work effort. We have provided Climate Action Planning and policy implementation for a wide variety of jurisdictions across California, including the Cities of Berkeley, Sacramento, San Luis Obispo, and Chico, and counties such as Santa Barbara, Santa Clara, and San Mateo, which has provided us with specific insight into the unique approaches necessary to work across diverse populations and perspectives. We believe that our experience developing Climate Action Plans statewide as well as using and creating unique tools and programs to access new data and facilitate greater implementation, give us a special understanding of and sensitivity to the broad range of issues that will be important to the success of this project. The experience of this team will allow us to develop a customized program that meets the specific and diverse needs of the Santa Cruz community by establishing a framework for the CAEP and implementation tools that are defensible and enduring.

Thank you for considering Rincon for this assignment. Please do not hesitate to contact us if you have questions about this proposal or need additional information.

Sincerely,

Rincon Consultants, Inc.



Lexi Journey, MESM
Project Manager

Phone: 831-824-6871 x43

Email: ljourney@rinconconsultants.com

Contact for clarification



Erik Feldman, MS, LEED AP
Principal

Phone: 831-824-6871 x27

Email: efeldman@rinconconsultants.com

Authorized to contractually obligate and negotiate on behalf of Rincon Consultants, Inc.



City of Santa Cruz

Climate Action and Adaptation Plan

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1 Proposal Cover Page

SECTION 5: PROPOSAL COVER PAGE

1. **Proposal Deadline**

Proposals are due no later than 12:00 PM January 18, 2021. All proposals will be delivered to the City Manager's Office, 809 Center Street Room 9/10, Santa Cruz, California, 95060 before the due date. **Late proposals may not be considered.**

2. **Proposal Response Sheet**

The undersigned, upon acceptance, agrees to furnish the following in accordance with the specifications and terms and conditions per City of Santa Cruz "Request for Proposals for Consulting Services to Develop the Climate and Energy Action Plan 2030" dated December, 2020, at the prices indicated herein.

The undersigned, under penalty of perjury, declares not to be a party with any other business to an agreement to bid a fixed or uniform price in connection with this proposal.

The undersigned declares under penalty of perjury that she/he is authorized to sign this document and bind the business or organization to the terms of this contract.

The undersigned recognizes the right of the City of Santa Cruz to reject any or all proposals received and to waive any informality or minor defects in proposals received.

Vendor Name: Rincon Consultants, Inc.

Address: 200 Washington Street, Suite 207, Santa Cruz, California 95060

Telephone Number: 831-440-3899

Fax Number: 831-440-3899

E-mail address: efeldman@rinconconsultants.com

Signature of Authorized Representative: _____

Printed Name of Authorized Representative: Erik Feldman

If vendor is awarded the contract, will vendor extend contract terms and pricing to other government agencies?

☒ Yes ☐ No

3. **Addenda**

The City may determine it is necessary to revise any part of this solicitation. Revisions will be made by written addenda and it is the Vendor's responsibility to comply with any addenda to this solicitation. Any addenda will be:

- Emailed to known interested vendors, or
- Posted on the City's website, www.cityofsantacruz.com, under Bidding Information, or
- Vendors may contact Tiffany Wise-West, Sustainability and Climate Action Manager at 831-420-5433 or email twise-west@cityofsantacruz.com.

2 Response to RFP Questionnaire

Qualifications Experience and References

1. Describe business background and qualifications, technical capacities including year business was established.

Rincon Consultants is a multi-disciplinary environmental science, planning, and engineering firm that provides quality professional services to both government and industry. Our highly trained professionals have many years of experience in sustainability and climate action planning, GHG emissions inventorying and analysis, energy efficiency and conservation, green building, electrification, urban, land use, environmental planning, regulatory compliance, municipal program implementation, CEQA compliance, environmental legislation and policy, and public education and outreach related to these services. Our approach focuses on well-designed solutions that respond to our clients' specific needs in a cost-effective and equitable manner. We take pride in our profession and work products and ensuring that all our clients are satisfied with the selection of Rincon to serve their environmental and sustainability consulting needs.

Rincon has more than 300 staff and is large enough to provide the expertise needed to successfully complete the City's Climate Action and Adaptation Plan yet flexible enough to quickly respond to changes in direction or special challenges that emerge. Our broad experience in climate action planning and implementation and the advanced experience of key staff in past projects makes us particularly well-suited for this project. We have developed policies and ordinances for sustainability measures relating to buildings, energy, water, waste, and transportation as part of our work developing CAPs and CAP implementation for municipal clients across California. We have also developed web-based tools to analyze key emission sectors, develop emission reduction measures, implementation feasibility, and tracking of implementation over time. Not only does our team develop plans, we work with our clients to implement those plans and create real change. We work with developers to create all-electric buildings, internally with municipalities like West Hollywood implementing climate action plans, and recently with the City of Berkeley on a first-of-its-kind analysis and plan for citywide electrification. Our unique combination of policy and implementation experience allows us to craft real world solutions to some of California's most difficult GHG reduction challenges.

Rincon recognizes the role that climate action planning plays in achieving California's GHG reduction targets and has made it a priority in our practice. As such, this program will be among the firm's highest priorities. Our references will attest to Rincon's demonstrated ability to respond on short notice to our clients' needs and our proven track record of completion of innovative and highly complex assignments on time and within budget.

We take pride in our profession, our work products, and seeing that each client is satisfied with the selection of Rincon to meet their consulting needs. The success of this program will be among the firm's highest priorities.

2. Describe experience doing similar work for other public agencies.



Rincon has extensive experience in CEQA and climate action planning as well as in implementation and monitoring. We have conducted CEQA analysis in nearly every city in California for more than 26 years have worked with over 60 cities and jurisdictions in supporting climate action and

implementation and building cutting edge tools to track improvement over time.

Rincon at a Glance



12 Offices



Established 1994



300+ Professional Staff



Local Office



28 Project Awards



Website

www.rinconconsultants.com



In addition to our plans and tools, Rincon has developed GHG inventories, vulnerability assessments and associated project-level CAP compliance checklists and CEQA GHG thresholds for CEQA tiering.

By combining our experience in climate action policy development, GHG analysis, vulnerability analysis, the development of GHG implementation tools, CEQA, and community outreach, Rincon is able to execute large and complex projects in an effective and dynamic manner while identifying . By helping our clients overcome climate planning challenges, we further our mission of creating more sustainable and resilient communities.

Rincon has assisted the following agencies with the preparation of GHG inventories and/or CAPs.

- | | | | |
|--------------------------------|--------------------------|---------------------------|--|
| ▪ City of Sacramento | ▪ City of West Hollywood | ▪ City of San Luis Obispo | ▪ Transportation Commission |
| ▪ City of Paso Robles | ▪ UC Riverside | ▪ Tuolumne County | ▪ Santa Barbara County |
| ▪ City of La Cañada Flintridge | ▪ City of Grover Beach | ▪ City of Montclair | ▪ Metropolitan Water District of Southern California |
| ▪ City of Dublin | ▪ Moorpark College | ▪ City of Berkeley | ▪ Santa Clara County |
| ▪ City of Atascadero | ▪ City of Vista | ▪ San Mateo County | ▪ City of Burbank |
| ▪ Oxnard College | ▪ City of Arroyo Grande | ▪ City of Pleasanton | ▪ City of Pismo Beach |
| ▪ Peralta Community College | ▪ City of Walnut | ▪ Stanford University | ▪ City of Madera |
| ▪ City of Morro Bay | ▪ City of Rohnert Park | ▪ City of Livermore | ▪ Imperial County Transportation |
| ▪ City of Sacramento | ▪ Ventura College | ▪ City of Laguna Beach | ▪ Berkeley College |
| ▪ Lake Merritt College | ▪ City of Lake Elsinore | ▪ City of Chico | ▪ City of San Marcos |
| ▪ Kings County | ▪ Merced County | ▪ City of Walnut | ▪ City of Albany |
| ▪ City of Calabasas | ▪ City of Pasadena | ▪ City of South Pasadena | ▪ Coachella Valley Water District |
| ▪ City of Beverly Hills | ▪ Port of Hueneme | ▪ City of Beverly Hills | ▪ City of Vista |
| ▪ Calaveras County | ▪ Angels Camp City | ▪ City of Grover Beach | ▪ CSU, Channel Islands |
| ▪ City of Pittsburg | ▪ City of Morro Bay | ▪ City of Calabasas | |

Detailed project experience is included in **Appendix C**.

3. Provide the location of office which will be performing work for City of Santa Cruz.

Rincon Santa Cruz Office

200 Washington Street, Suite 207
Santa Cruz, California 95060

4. Provide the names of three clients for whom your business currently provides the same scope of services. Include the name of the business, the name of a contact person, the phone number and weblinks to deliverables produced for those clients.

Rincon has extensive experience developing climate action and implementation plans. We have provided contact information for three of our projects to illustrate specific experience that ties with the Santa Cruz CAEP goals. Our overall climate action planning experience is illustrated through the Climate Action Plan project with the City of Pasadena, our equity and public engagement work is shown through the County of Santa Barbara Climate Action Plan project, and our technical experience and focus on defensibility is exemplified in the CEQA GHG Thresholds project with the City of San Luis Obispo.

City of Pasadena

Reference Project

Climate Action Plan

Contact

Anita Cerna, Senior Planner | 626-744-6767 | acerna@cityofpasadena.net

Weblinks to Deliverables

<http://southpasadenacap.rinconconsultants.com/>

County of Santa Barbara

Reference Project

2030 Climate Action Plan

Contact

Garrett Wong, Climate Program Manager | 805-568-3503 | gwong@co.santa-barbara.ca.us

Weblinks to Deliverables

www.countyofsb.org/oneclimate

City of San Luis Obispo

Reference Project

CAP Third Party Review, GHG Threshold, and CAP CEQA Analysis

Contact

Chris Read, Sustainability Manager | 805-781-7151 | cread@slocity.org

Weblinks to Deliverables

www.slocity.org/government/department-directory/city-administration/office-of-sustainability/climate-action/climate-action-plan-1949



Project Understanding and Proposed Work Plan

5. Clearly define all work your business proposes to do for the City. Include a list of deliverables and a work schedule.

Task 0: Project Orientation and Management

High-quality project management during each task is an integral component related to the success of the Climate and Energy Action Plan (CAEP). This task involves directly coordinating between the City CAEP team, Committees, and Consultants over the proposed 15-month course of the project. The first deliverable under this task will be an in-depth review of the project work scope, schedule, and budget with City staff and other key stakeholders to allow for work scope refinement. This phase will also identify of specific goals and required background information.

Rincon will also work with City staff to organize an initial kick-off meeting with the City's Project Team and discuss project goals and objectives. Rincon's Principal, Erik Feldman, Project Manager, Lexi Journey, and Assistant Project Manager, Camila Bobroff will attend the virtual kick-off meeting. The kick-off meeting will provide

an opportunity to present the draft Project Work Plan and refine the scope of work and proposed schedule, as well as identify existing documents, existing policies, and key stakeholder groups. This meeting will also serve to establish the project management procedures, including invoicing terms and communication protocols. Following this kick-off meeting, the Rincon Team will provide meeting minutes, an adjusted scope and schedule as well as final list of existing applicable documents, data, and policies.

Deliverables:

- Bi-weekly coordination calls and related meeting minutes
- Monthly Progress Reports and Invoices
- QA/QC of all deliverables
- Adjusted project schedule

Task 1: Community Education, Engagement and Activation



Our team utilizes a suite of remote engagement technologies and techniques and incorporates the spectrum of community engagement, from Inform to Collaborate, in our engagement efforts with a focus on equitable and inclusive engagement. The phasing below illustrates

how our team will work collaboratively over the course of the project to maximize our impact.

For an added example of how our team, City staff, and other consultants like Greenlining can collaborate in real time using the newest technologies, please see our initial team brainstorm session using the Mural application to develop our proposed schedule and the integration of the technical and engagement activities for CAEP development:

<https://app.mural.co/t/bluepointplanning2706/m/bluepointplanning2706/1608658398578/a0a156a3882e75754268806b83d525806d56d65b>

INFORM

This first phase will be focused on sharing information and raising awareness about current conditions, trends, and ideas, and communicating how this effort aligns with all of the City's other goals, plans and programs. This phase will emphasize the launch of the plan.

CONSULT

The second phase will provide a deeper discussion and consultation with stakeholders about climate goals and objectives, and better understanding the issues and opportunities for this effort. This helps to provide a foundation for decision making and developing priorities in the final plan.

INVOLVE

The third phase will transition into developing the solutions with strategies and actions for the CAEP. We will actively engage stakeholders using virtual tools to help formulate and refine the solutions that best support the county's values and needs.

COLLABORATE

The fourth phase is where the Plan's concept, ideas, and vision begin to become a reality with the identification of community priorities. We will work in concert with the community members, outreach partners, and stakeholders to create recommendations and a plan forward that is well supported.

Subtask 1.1: Develop and Implement as Community Education, Engagement and Activation

1.1.1 Community Activation Guide

A Community Activation Plan provides a clear path and guide for effective and comprehensive stakeholder involvement that is tied to planning goals and objectives. The Plan will include the outreach and engagement strategy and tactics for each phase of the project, relational network map and contact resource, the messages, outreach methods (virtual person-to-person, online/email, print, social media, local online news, etc.) and channels. The implementation section of the Plan will identify when specific activities will occur to derive the highest impact, including materials and tools needed, key responsibilities, timeframe, ongoing activities, and an estimate of costs. The Activation Plan is useful regardless of who is leading the tasks (City or consultant) as it helps maintain consistency across all actors and optimizes the effort. Further, the Activation Plan will help to lay the foundation for a more equitable planning process with an intentional approach for engaging the most vulnerable and often underserved communities. Working with Greenlining Institute, we will ensure that an equity lens is applied to each phase of engagement. To evaluate the success of the program, the plan will include evaluative indicators of success on engaging the community that will be developed in collaboration with the City, Climate Action Task Force, and other stakeholders and be developed in a flexible manner that can evolve and be adapted in response to the success criteria and other stakeholder feedback.

The current COVID-19 pandemic is limiting opportunities for in-person meetings. Therefore, we have developed this proposal with the assumption that we will be able to conduct some level of in person

meetings after the summer of 2021. However, if the situation does not change, we are able to strategize with the City to update its plan to consider digital, mobile, and print outreach methods. We employ current technologies that enable large-scale summit like meetings online, as well as smaller interactive video meetings with a substantial amount of interaction, collaboration, and engagement. In fact, we have found that in many situations online collaboration can provide even broader engagement opportunities and increased responsiveness.

We will build on the Santa Cruz Climate Action Task Force's *Engagement Principles*, the City of Santa Cruz' experience with recent outreach efforts such as with the Resilient Coast engagement, and Greenlining Institute's expertise in equity to develop and implement an outreach and engagement approach that is inclusive and authentic, provides valuable insights, engagement and information for the development of the CAEP.

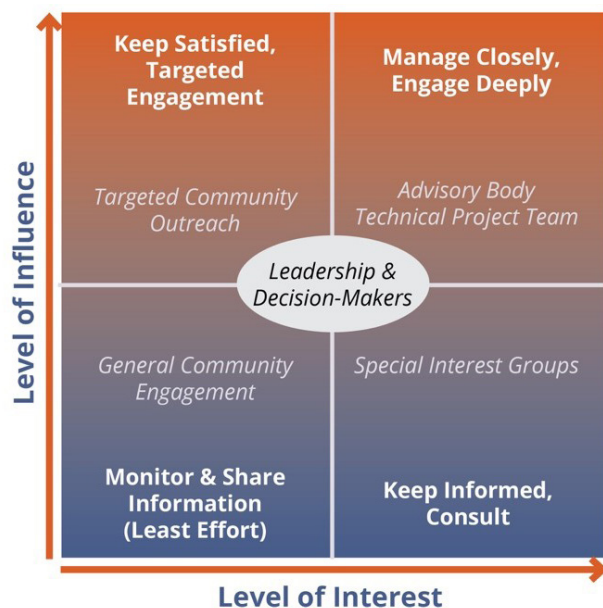
We embrace the City's goal to include as many people as possible representing the City's diverse demographics and geographies in the development of the CAEP. This is particularly important for youth and families, and low-income and minority populations who typically do not participate as frequently in these efforts and will require special attention and focused resources. Our approach to this complex effort is to ensure that the community feels engaged and is offered valuable opportunities to provide feedback and input at each stage of the project. We will provide clarity, purpose and connection to the project and the community at all levels. This will be done by understanding the needs of various stakeholder audiences and creating specific strategies that can be targeted to their level of interest, desired engagement level, and particular interest areas.

Potential Engagement Meetings and Events

- Community advisory group
- Stakeholder Interviews
- Listening Sessions
- Online and In-person Workshops/Open Houses
- Facebook Live events
- Real time polling
- Mural interactive exercises
- Mobile/Neighborhood Engagement Events
- Citizen Science Projects with ArcGIS
- City Council Constituent Meetings

Potential Engagement Tools

- Interactive Project Engagement Website
- ESRI Storymaps
- Ethelo, Metroquest
- Videos



- Community Kiosks or large posters
- Online surveys
- Talking Points/Project Frequently Asked Questions
- Meeting Announcements and/or flyers
- Comment Card/Feedback Tools
- Community Outreach Toolkits
- Social Media Posts – free and paid
- Local News Outlets
- E-newsletters, e-blasts, and more

1.1.2 Promotional Materials, Engagement Tools Templates and Project Branding

We will work with City Communications staff and graphics designer to develop a set of basic promotional materials and templates with a consistent look and feel to streamline implementation and enable coherent visual tools for the engagement. Materials will be updated and refined at each stage as defined in tasks below. Templates will include a flyer, social media posts format, PowerPoint template, etc. It is assumed that the City will be in charge of any printing, distribution, and management of social media channels.

1.1.3 Engagement Preparation and Support Tasks

The Consultant Team will be responsible for planning and preparing for each community engagement phase in consultation with the City and its additional consultants. An engagement phase will include, but is not limited to website updates, outreach planning and materials development, broad community events (online or in person), specific stakeholder events (such as listening sessions or stakeholder interviews), surveys, etc. It is assumed that the majority of planning will occur during the bi-weekly check ins with some additional planning meetings before major events. Included in this work is developing and maintaining an engagement and outreach schedule, creating materials and information for the bi-weekly check-ins related to outreach tasks, identifying the engagement theme for each phase and the relevant activities, and materials and information to make that happen. All meeting agenda and materials will be developed by the Team with review by the City. It is assumed that the City will be in charge of distribution, email lists, and social media accounts, as well as an in-person meeting logistics.

1.1.4 Meeting Summaries

The Team will provide a summary of each major engagement phase, for a total of 3 or 4 summary memos. By aggregating engagement activities in one memo for each phase, we can effectively identify key trends, issues, and ideas discussed by stakeholders. Equally this will

allow us to look at the sum of activities and determine best practices and lessons learned to inform next steps.

Deliverables:

- Community Education, Engagement and Activation Guide, Outreach Schedule, and Tracking Summary
- Promotional materials (social media pieces, flyers, ads) to support Marketing Strategy
- Agendas, Meeting Activity Materials, Post-Engagement Summaries to support Community Engagements

Subtask 1.2: Support Development and Public Facing Tools

Working collaboratively, Rincon and Blue Point Planning will work with Greenlining Institute, the City Project Team and other key stakeholders to identify and provide data for a public facing web-based sustainability dashboard and community activation platform.

1.2.1 Activation Platform and Mock Ups

A dynamic and interactive website is an important tool for engaging the community and a broad spectrum of stakeholders in the development of the CAEP. Due to COVID-19 restrictions and concerns about meeting in person, online digital tools can be a useful way to engage people in complex planning processes. The Consultant Team will work with the City to develop objectives, goals, and a list of desired attributes for the Platform. We will then evaluate a range of possibilities, including off-the-shelf solutions and the potential for a custom webtool. Flexibility, dual languages, user interface, and mobile-ready are several important criteria that will need to be considered. Once we have established the overall framework of what is needed, the Consultant Team will research and prepare a PowerPoint presentation (this mode is the preferred tool to present this visual information opposed to a narrative memo) to compare different options and present recommendations. This presentation will be shared at the Public Engagement Tools Discussion.

1.2.2 Public Engagement Tools Design Meeting

We will plan and facilitate a meeting that will kick off the public engagement, review the overall schedule, goals, success criteria and establish clear understanding about when and how public engagement will occur over the project. This discussion will directly inform the refinement of the Activation Guide. At this kick off meeting, we will also present options for the activation platform, initial ideas about project look and feel, needed materials, and the approach for the Dashboard.

1.2.3 Sustainability Dashboard

Rincon and Blue Point Planning will review the options for sustainability reporting platforms including Rincon's CAPDash Tool and the City's own

OpenGov platform. The Consultant Team will review the options with the City and provide pros and cons of each option. Once a platform for the website is decided, the Consultant Team will develop mock ups for the tool and a general approach to navigation and organization of the site. Rincon will provide all necessary data derived from the inventory, forecast, targets setting, and GHG reduction strategy.

Deliverables:

- Community Activation Platform Comparison and Recommendations Presentation
- Public Engagement Tools Design Consultation Agenda and meeting Summary
- Draft and Revised Sustainability Dashboard and Community Activation Platform Mock-Ups

Task 2: Report on Climate Action Plan 2020, Benchmarking and Other Commitments

Subtask 2.1: Develop and Implement as Community Education, Engagement and Activation

GHG Emission Inventory Reconciliation and Finalization

Rincon has more than 10 years of experience completing GHG Emissions Inventories for cities, counties, and special districts throughout California and auditing GHG reports for CARBs Cap-n-Trade program. As part of Task 2.1 Rincon will utilize this experience to review the methodologies used in the existing 2008 and 2018 Community Wide GHG Emissions Inventory to confirm the consistent application of appropriate methodologies defined by the US Community Protocol as well as correct emission factors and inclusion of all appropriate emission sources required for CEQA defensibility. Rincon understands that the City has additional GHG Inventories. However, due to budget constraints we suggest analyzing the baseline year (2008) and most recent year (2018). Other years can be included on a time and material basis. Additionally, Rincon will work with the City to review consistency with the existing 2005, 2010, and 2015 Municipal GHG Emission. Based on the findings of these reviews, Rincon will also provide guidance for the calculation of a 2020 Municipal and Community Inventory. Rincon assumes all data, calculations, and references will be provided to Rincon for review. For sectors with no updated activity data for 2020 (i.e. VMT) Rincon assumes an extrapolation from 2018 based on population/jobs growth will be utilized. For both the community and municipal inventories Rincon assumes only minor adjustments will be required for each inventory year to achieve a consistent methodology across all inventories. More extensive inventory updates may require additional time and material.

Based on the findings of the community and municipal emissions inventory reconciliation and the Contribution Analysis conducted by ICLEI USA, Rincon will develop a memo that highlights GHG emissions over time based on gross, per capita, per household and per sector emissions.

CAP Progress Report

Based on the data collected in the GHG Emissions Inventory Reconciliation, Rincon will work with City Staff to prepare a final progress report on the 12 Climate Action Milestones and their 13 indicator metrics. A data request for any metrics not included in the inventory will be provided for City staff. Additionally, Rincon will develop our dedicated progress reporting document the Existing Conditions Emission Reduction Evaluation (ECERE) Tool. The ECERE tool will be used to organize and evaluate all 254 actions called out in the 2020 CAP as well as measures pulled from other relevant City plans for applicability, consistency, and defensibility. The ECERE Tool will then be provided for the City to review and evaluate using easy drop-down menu criteria where City staff can identify the current status and success of the measures. Additional space for notes is also provided to help identify reasons for successful or unsuccessful implementation. This process allows the consulting team to build a comprehensive CAP update off of existing practices while gaining insights into the possible hurdles to implementation of key climate actions and measures, be it funding, staff time, or political will, that we can focus on overcoming during the CAEP development process. The results of the progress report will be included in Technical Memo 1.

Consumptive Based Inventory Memo

In addition to the above mentioned work scope Rincon will also develop a section to be included in Technical Memo 1 outlining the pros and cons of switching to a Lifecycle or Consumptive Based Inventory approach. This analysis will include options such as detailed economic input/output methods as well as more simple approaches using existing tools such as the CoolClimate Calculator developed by the CoolClimate Network at UC Berkeley.

Subtask 2.2: Benchmarking Santa Cruz with other Cities

Due to budget constraints Rincon proposes to remove this subtask from the work scope. Rincon has extensive experience developing CAPs for jurisdiction across the state and can use this experience to cost effectively present an evaluation on best practices to the City and Stakeholders as part of the public engagement efforts and convey our

perspective on the City's progress with existing, policies and programs as compared to other jurisdictions. However, no formal deliverable is proposed. An optional task has been included for this task if desired by the City.

Subtask 2.3: Community Education, Engagement, and Visioning

Rincon will work closely with our partner BluePoint Planning and other stakeholders including Greenlining Institute to develop community engagement materials that will plug into Phase 1 of the outreach plan where we will present on the progress with the Climate Action Plan 2020, conduct climate future visioning and identify a name for this vision and Plan. Rincon will leverage our long working relationship with BluePoint Planning and our experience working on a wide variety of sustainability initiatives to identify crosscutting issues, key opportunity areas, and potential hurdles based on the results of Task 2.

Deliverables:

- Technical Memo 1: Final Progress Report on Climate Action Plan 2020
- SEEC ClearPath finalized GHG inventories
- Community Engagement 1 Materials

Task 3: GHG Emissions Forecasting

After completion of the inventory, Rincon proposes to conduct a forecast kickoff meeting with ICLEI staff who will be preparing the business-as-usual (BAU) forecast to ensure the forecast will be completed in defensible manner consistent with the current state of climate planning practices. Namely, Rincon will ensure all activity data, emission factors and methodologies are provided in a transparent manner and specify milestone years for the inventory. Rincon

suggests including data for 2025, 2030, 2035, 2040 and 2045. These years have been selected based on a combination of state goals and interim milestone years which will help in short-term planning and measure prioritization. Rincon will also work collaboratively to ensure the population, jobs, and housing values used in the forecast are consistent and allow for CEQA streamlining in accordance with CEQA Guidelines section 15183.5.

Following receipt of the BAU forecasts, the Consultant Team will evaluate up to four (4) potential GHG reduction scenarios/trajectories using our Scenario Planning and Reductions Quantification (SPARQ) Tool. If not provided by ICLEI, Rincon suggests an using one of the four pathways to develop an "adjusted" forecast, which will take into account foreseeable regulatory changes affecting GHG emissions (e.g., Low Carbon Fuel Standard, Pavley Clean Car Standards, SB 100 renewables portfolio standard, Title 24, and various General Plan Elements, as applicable) be developed. This will provide a more accurate picture of future emissions, the progress made by state GHG reduction policies, and the quantity of GHG emissions the City of Santa Cruz would be responsible for reducing to meet GHG reduction targets.

Then, using our SPARQ tool Rincon will outline the three other scenarios with potential GHG reductions by sector required to meet carbon neutrality by 2045, 40% below 1990 by 2030, and to comply with the Paris Agreement which requires reductions required to limit warming below 2 degrees Celsius. The SPARQ tool will also allow us to evaluate how changes in the emphasis of specific measures impact the ability to meet specific GHG reduction target levels. In addition to the evaluation GHG reductions required by sector, Rincon will work with Hatch to develop high level costs associated with specific key GHG reduction strategies. These include electrification of vehicles, electrification of buildings, renewable electricity, vehicle miles traveled (VMT) reduction, and waste

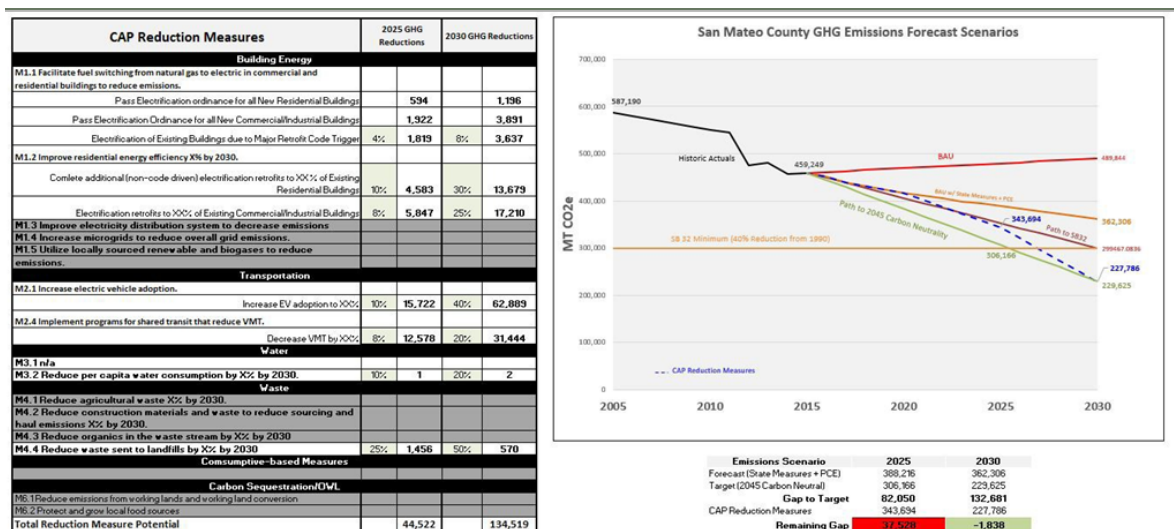


Figure 1: SPARQ Tool

diversion. The high-level costs will allow the City to have the critical information required to make an informed GHG reduction goal decision. The results of the analysis will be provided in Technical Memo 2.

Engagement Coordination

The findings of this work will be used to generate the Community Engagement Materials #2 and will also plug into Phase 1 of the Community Engagement Program. Rincon will work with BluePoint Planning to develop a virtual outreach event that covers the four scenarios and solicits feedback on a carbon neutrality target year and details our understanding of the costs associated with carbon neutrality, as well as the many co-benefits and return on investment. Additionally, to have a more detailed and productive discussion about GHG reduction targets, Rincon proposes to work collaboratively with Greenlining institute to develop a suite of equity guardrails that will

Task 4: Goal Setting and Carbon Neutrality

Subtask 4.1: Lead the City and Stakeholders through Goal Setting

Rincon's approach to target setting is iterative, which is essential to identifying GHG reduction targets that are practical, defensible, and consistent with current state recommendations, including SB 32 and Executive Orders (EO) S-3-05 and B-55-18. For purposes of using the CAEP as a CEQA streamlining tool, we recommend that targets are established for the years 2030, 2040 and 2045. We propose to establish 3 different target trajectories towards achieving carbon neutrality. The first tier or trajectory would align with the state targets outlined in Senate Bill (SB) 32 (40% below 1990 Emission level), and Executive Order (EO) B-55-18 (carbon neutrality). Rincon proposes to include targets associated with EO B-55-18 (carbon neutral by 2045) in the preliminary target analysis as it is likely this target will be codified by the state in the future with the updated Scoping Plan and may supersede 2050 targets associated with EO-S-3-05 (80% below 1990 levels by 2050). Additional years for carbon neutrality will also be covered based on feedback from the community including the equity guardrails, and feedback from the City staff team based on the results of the SPARQ tool.

In support of this analysis, Rincon and Hatch will also review implementation feasibility in the context of investments, technological innovation, and policy that will be needed to make informed decisions on the earliest feasible year for carbon neutrality. For example, carbon neutrality in 2045 may be achieved at a relatively lower cost due to greater technological maturity of carbon-reducing equipment and techniques, while carbon neutrality in 2030 is likely to require greater policy and financial commitment from public sources. While this analysis will not precisely estimate the costs of each approach, it will define the order of magnitude of resources required in order to specify how funds at this scale could be raised (e.g., municipal bond issuance, private investment, etc.), examine the equity and distributional impacts of how these costs are borne, examine how costs are likely to change over time for pivotal carbon-reducing and

ensure the City and community don't move so fast on GHG reductions that vulnerable populations are susceptible to exclusion. The results of the engagement will be provided in a report to the City.

City Council Meeting

Rincon and BluePoint will bring together the results of Technical Memo's 1 and 2 as well as the outreach and engagement results into a presentation to City Council.

Deliverables:

- Tech Memo 2: Draft and Final GHG Emissions Forecasting
- ClearPath BAU and 4 other Emissions Scenarios
- Virtual Community Engagement 2 materials
- City Council slide deck and meeting summaries

zero-carbon technologies, and the describe the level of change required to municipal regulation and requirements that govern carbon-emitting activities for up to three key measures, such as VMT reduction, building electrification, and electric vehicles.

While Rincon does not recommend using the California Air Resources Board (CARB) identified thresholds of 6MT and 2MT due to the findings of the Golden Door legal case, Rincon will produce both mass emission-based and per capita targets that are based on the specific inventory sectors for the City of Santa Cruz. Per capita emissions targets are well established by the state through the 2017 Scoping Plan and may provide a more accurate portrayal of the City's emission changes over time due to the ability to normalize population fluxes, but they must only consider the emission sectors present in Santa Cruz (identified through the GHG inventory). These per capita estimates can also be translated into per service person (employees + population). A complete analysis of both options will be conducted and presented to the City for approval.

Subtask 4.2: Conduct Community Engagement

The outcomes of the goals and targets setting will then be rolled into Phase 3 of the Outreach Plan and will serve as the basis for beginning the discussion of key strategies and prioritization of GHG reduction measures. Rincon will work with BluePoint Planning to engage stakeholders to discuss key reduction areas including electrification of buildings and transportation, VMT reduction, waste reduction and carbon sequestration. These could take the form of webinars or other online activities. Specifics of this outreach will be developed along with input from the City during Task 0.

Deliverables:

- Tech Memo 3: Draft and Final Goal Setting and Carbon Neutrality Target
- Community Engagement 3 materials

Task 5: Strategy Selection and Carbon Neutrality Pathway

Subtask 5.1 Draft Strategies and Considerations

Once the provisional GHG emission reduction targets have been established and strategy brainstorming sessions have been complete, the team will shift to developing specific actions that will allow the City to reach these targets. To support this process, Rincon has developed a suite of tools and assessment strategies to support what we have found to be the most critical portion of the work plan. As a first step, Rincon will conduct a multi-criteria analysis on an initial set of measures. The initial measures list will build off of the City's current planning efforts and KPI's (through the ECERE Tool) and our experience developing defensible climate action plans throughout the state. These measures will focus heavily on areas with the largest GHG emissions reductions, such as the electrification of existing buildings and transportation. Measures related to public education programs, sequestration and enhanced ecosystems, waste reduction, low-carbon economy, and water will also be developed as feasible and necessary.

From the initial list of measures, Rincon will work with the City to select a list of criteria by which to conduct a qualitative analysis using our multicriteria analysis tool. These criteria would include impact and contribution to achieving reduction goals (mitigation), contribution to enhancing resilience (adaptation), interdependency between jurisdictions, synergies across multiple topics, alignment with GHG Inventory, alignment with community priorities, equity, cost and cost-effectiveness, and ease of implementation/timeline and/or complexity.

We will leverage our list of existing City measures (developed as part of Task 2) and our existing climate action planning toolkit to conduct this analysis. For example, our tool allows for multi-criteria analysis and displays the overall score of each measure (Figure 1).

This tool allows customization with a weighting scale that the City can fine tune to promote measures that perform well in general or in specific criteria (e.g. if the City is looking for measures that have the highest emissions reductions or the lowest community cost). Rincon will work with City staff to create an agreed upon indicator format for each respective emission reduction measure (metric, relative factor, time dimension, e.g. gallons/person/year). At this point in the process Rincon will qualitatively rank each Measure and supporting action in order to avoid cost intensive quantification of measures that may not make it to the final draft.

Once we receive input on the draft emission reduction measures list, the Rincon team will present a finalized list to City staff and stakeholders including the equity consultant for review and input. From this foundation, we will assess any policy or program gaps and identify additional opportunities for emission reductions.

After the initial list of measures has been reviewed and refined through City review, use of the SPARQ Tool (Task 5.2) and the results of the green economy and jobs analysis (Task 5.3) have been integrated, Rincon will conduct a GHG quantification and substantial evidence analysis. This analysis will quantify the reductions associated with the measures (i.e. Reduce natural gas consumption 50% by 2030 through existing building electrification) as well as provide substantial evidence that the actions identified can achieve that measure (i.e. Adopt a time of replacement electrification ordinance for hot water heaters and HVAC units). Rincon will also work with Hatch to sort each action into one of three cost groups; low or no cost actions that can be covered by existing City resources, Moderate cost actions that can partially be covered by existing City resources, and high level costs that include large infrastructure investments. Hatch and Rincon will then identify City and Community costs for actions in both the medium and high cost buckets. This analysis will then feed into Task 5.4.

Strategy 2 (\$2) Measure List		Emissions Impact	Community Cost	County Cost	Feasibility / Difficulty	Equity	Rank/Score	Other Impacts	Lead Dept.	Timeframe	Comments
M2.1	Measure: Increase electric vehicle adoption to X% by 2030.										
	Action:										
	Install public electric vehicle charging stations in unincorporated areas/ Distributed, shared EV charging (See EVmatch Community Charging Network proposal to PCE) (RG CarShare Charging using Third Parties seems like a good option)	4	5	3	4	3	124	Equity			Potential third party options
	Develop and adopt model ordinances and policies for Electric Vehicle Charging Infrastructure(EVCI) in multi-unit dwellings and low-income communities. Ordinances should include other building and business types, and include commercial development as well	5	4	4	4	3	134				Check out Oakland's EV charging ordinance
	Streamline permit processes (city, county, state, utility) for electric vehicle charging infrastructure	3	5	4	5	3	123				
	Supportive measure: Perform alternative fuel outreach (Would suggest focusing on electric)	3	5	3	3	2	103				
	Secure funds to help convert private vehicles to zero emission vehicles (RG: The impact will depend heavily on how much is secured); SunShare	3	3	2	3	4	101				
	Require EV infrastructure at all new gas stations as a permit condition of approval										
M2.3	Measure: Encourage urban density, parking standards, and pedestrian-friendly planning to reduce emissions X% by 2030.										
	Action:										
	Encourage neighborhood retail and mixed use and housing developments through updated zoning/planning requirements and streamline the approval process for qualifying developments (RG: Same, see above). Broadmoor, North Fair Oaks ask Joe: where are we at with densifying our unincorporated areas? Is there opportunity for more of this?	2	3	4	3	4	103				AA, only applicable if going through neighborhood review. Minneapolis got rid of their single family housing zoning. Next housing element will be updated in 2023 (b/c of R)
	Increase affordable housing options across all income levels through production and preservation (Allocate appropriate development and preservation funding levels (via an affordable housing preservation fund) (via measure K Notice of Funds Available - NOFA) (the County has (RG: How?))						103				
	Affordable housing overlay zones										
	Reduced parking requirements	2	3	4	3	4					
	Impact fees										
	Introduce traffic Calming in New Construction and Complete Streets into all future development plans (RG: See last measure in Energy, may have a way to combine these items)						87				Develop complete streets requirements for all new road
	Implement on cases of redesign, resurfacing and repaving/repainting										
	Encourage/incentivize or require TMD strategies in new business developments (Leavitt to forward streamer	2	3	4	3	2					

Figure 2: Multicriteria Analysis Tool



Deliverables:

- Draft Strategy matrix and evaluation criteria

Subtask 5.2 Develop and Use a Climate and Energy Scenario Analysis Tool

Rincon will develop our climate and energy scenario analysis tool (SPARQ) under Task 3 and continue to use and expand the tool throughout the planning process. The high-level costs associated with each sector will be built on to identify measure/action level costs under Task 5.1.

Deliverables:

- Scenario Analysis tool and User Guide

Subtask 5.3: Conduct a Green Economy and Job Analysis

The path to carbon neutrality has the potential to both support equitable economic outcomes and economic growth as our societies evolve. Ensuring that equitable outcomes result from transformative investments is critical for Santa Cruz, and will require an understanding of the sectors and industries that are positioned for growth, and how growth can create employment opportunities that connect with historically under-represented, under-served and under-resourced members of the community.

Hatch will begin this task by examining the draft strategies in the context of the existing economy to understand which sectors and industries may experience growth, and what new industries may appear. Data and studies already undertaken by the Economic

Development Department, Monterey Bay Economic Partnership and others will be used as a basis for examining the economic context, industries, and professions form Santa Cruz's economic base. Potential for industry complementarity and workforce characteristics that support a zero-carbon economy will also be defined through this review of the current state of the economy.

Hatch's recent experience working with private sector businesses in industries like offshore wind supports our understanding of how the technology adoption lifecycle translates into economic opportunity, including new workforce opportunities and the need for supportive investments. Based on industries and sectors identified as being positioned for growth in the context of new policy and investments resulting from the measures, we will analyze how each investment may result in economic growth, support climate innovation, and provide equitable economic opportunities to historically disadvantaged communities. We will select metrics to define how each measure performs across these goals in partnership with the City as we know that the selection of metrics must align with existing metrics but also measure impacts previously not captured.

Finally, the analysis will examine the green jobs that could result from each measure, such as jobs created from coastal and watershed resiliency and restoration projects, local climate incubators, electrification retrofits and business resiliency programs, and match each of these opportunities with an existing segment of the workforce where one exists. This assessment will support an understanding of potential skill and training gaps, the associated magnitude of need in terms of training and educational expenditures, and finally, will recommend appropriate mechanisms to fund these programs.

Subtask 5.4: Conduct Community Engagement

Community engagement for GHG reduction measures is a critical step in building consensus for the CAEP. Rincon and BluePoint Planning will work collaboratively along with Greenlining Institute to present GHG reduction measures and supporting actions in a way that provides detail on the proposed measures and how they will affect the community without bogging the discussion down in technical jargon. The balance between not enough and too much information is an art that BluePoint Planning and Rincon have been honing together through projects across California. Focusing on outcomes including co-benefits and expected costs and savings will be key elements of this phase of outreach.

In addition, Rincon and BluePoint Planning will work with City staff to review the comments and feedback stemming from this phase of outreach and make the necessary revisions to the Draft Measures List. Finally, Rincon will participate in a City Council study session and presentations to the Planning, Parks and Recreation, and Public Works Commissions.

Task 6: Develop Short- and Long-Term Funding and Implementation Plan

The Rincon Team has identified funding as a key hurdle to implementing CAPs. To help solve this problem, Rincon has teamed with Hatch who will leverage their experience with cutting edge funding and financing vehicles including carbon markets, public private partnerships, green bonds, and more. Implementation of climate and energy action is the pivotal step to realize the benefits established during planning. Given our team's approach of

Deliverables:

- Community Engagement 4 Materials
- Three (3) Commission Meetings and City Council Study Session slide decks and Summaries

Subtask 5.5: Prepare Technical Memo 4: Strategy Selection and Carbon Neutrality Pathway

Under Task 5.5 Rincon will prepare Technical Memo 4, which will ultimately become the measure technical appendix of the CAEP document. The measure technical appendix will serve as the defensibility of the CAEP and allow for CEQA streamlining. The technical appendix will include all calculations, references for all assumptions, and total reduction potential of the measures and actions finalized during Subtask 5.4. The information will be presented in a clear, transparent and easily interpreted manner.

Deliverable:

- Technical Memo 4: Strategy

considering implementation from the start, by this point, our team will have a strong understanding of the key steps for implementation, including implementation structure in terms of parties responsible, timeline, and the associated economic and co-benefits resulting from measure implementation. To ensure that City resources are efficiently used, we will document key long- and short-term implementation steps and note where multiple goals can be advanced by coordinated

efforts. For example, multiple changes to regulations may be advanced together, and efforts to advance them may be mutually reinforcing.

We will also use knowledge related to associated economic opportunity and growth, gained in the Green Jobs analysis and KPI development, to support the identification of approaches to fund and/or finance key measures. Hatch will draw on extensive experience related to funding and financing climate-related investments in California's unique regulatory context, as documented in *Paying for Climate Adaptation: A Primer for Practitioners*; considering how environmental commodity market development can support funding for projects leveraging carbon market and commodity market experience in the Tahoe Basin and for the Western Climate Initiative, and experience exploring how funding can be equitably raised for entities like Association of Bay Area Governments. Given the scale of the transition to net zero, government, the private sector and residents will all have roles to play, and our assessment will seek to distinguish between public, industry and household approaches for funding and financing measures. Although potential grant sources will be flagged, the bulk of the funding plan will examine how investments can be funded that do not rely on limited, often highly-competitive sources of

grant monies, but rather examine how approaches that are scaled to the level of investment needed can be matched with key measures.

Finally, Hatch will collaborate with Rincon to develop technical memo 5 which will include a funding and financing strategy along with an implementation plan that details key actions over the next three years as well as potential funding strategies to implement those actions. A longer term high level plan will also be developed through the carbon neutrality target year. Attached to the implementation plan will be the draft checklist that details the requirements for new development.

Both Rincon and Hatch will then work with Blue Point Planning to develop community engagement materials for Phase 3.

Deliverables:

- Community Engagement 5: Internal and External Stakeholder Engagement Activity Materials/Summaries
- Technical Memo 5: Short- and Long-Term Funding and Implementation Plan
- Draft checklist to support staff and development applicant awareness of Plan requirements

Task 7: Develop and Analyze Plan's Nexus and Related Topics

Rincon proposes to remove the deliverables from Task 7 due to budgetary constraints. However, the Consultant Team will leverage our experience conducting carbon sequestration analysis for Santa Barbara County and other clients to work with ICLEI and/or CitiesWithNature to integrate nature-based solutions including opportunities along Santa Cruz's iconic coastline and redwood forests

into the CAEP Document.

Deliverables:

- Community Engagement 5: Internal and External Stakeholder Engagement Activity Materials/Summaries

Task 8: Develop Tools for Monitoring, Tracking and Activation

The CAEP will contain a comprehensive Implementation and Monitoring Strategy Table that summarizes how the CAEP measures and associated actions will be implemented, monitored, and adjusted over time to ensure that Santa Cruz stays on track to achieve the CAEP targets. Rincon will also work with City Staff to develop a suite of metrics and indicators to determine successful implementation of the CAEP. Included in these metrics and indicators will be the associated well-being indicators established by the Health in All Policies (HiAP) implementation plan. Metrics like access to active transportation, greenspace, and healthy homes align closely with GHG reduction measures and provide an excellent opportunity for achieving implementation synergies. The table would identify agencies, divisions, and organizations responsible for implementation of action steps, anticipated timeframes to implement actions, and indicators to assess actions goal progress, funding availability, potential partnerships, and timelines.

The implementation plan can also be linked to CAPDash, Rincon's

proprietary implementation and monitoring software. CAPDash acts as a singular online and accessible platform where metrics will be tracked to prove implementation of measures and regular GHG inventories can easily be completed to monitor and track progress with actual GHG reductions. As part of this work scope Rincon can either work with the City to develop the Open Gov platform or provide CAPDash populated with the City's GHG emissions and GHG reduction strategies, measures and actions.

The CAPDash tool minimizes the burden of monitoring and reporting and enables the City to more effectively utilize limited resources to implement CAEP policies. The tool itself has a report function that can be used to help streamline annual reporting to key stakeholders like City Council. Furthermore, Rincon will also provide an annual reporting template that will work with the automatic report to meet the City's needs. The Rincon Team will hold one staff training on how to use the monitoring tool in order to ensure ease of use and effective monitoring of CAEP implementation and progress over time.

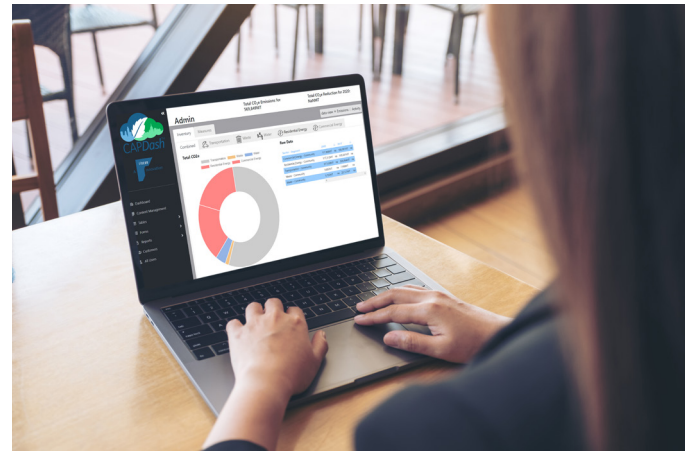
However, Rincon understands the City's desire to utilize the Open Gov dashboard and can also provide support in utilizing that tool if CAPDash is not selected.

Rincon will also work together with Blue Point Planning and the City to identify and populate a community activation platform by providing key actions and goals for community members to help contribute to climate action within the City.

IMPLEMENTATION AND MONITORING DASHBOARD EXAMPLE

Please Note: We recommend using the CAPDash Tool, however, we recognize that the City might prefer a different publicly available monitoring or reporting system. We are committed to working with the City to identify the best option.

Example CAPDash Link: https://dev.cap.rinconconsultants.com/Example_City_A



Deliverables:

- Tracking tool
- Annual reporting templates and tracking guidance document

Task 9: Develop Draft Plan, Final Plan, and Environmental Document

Rincon proposes to develop a user friendly and readable final document that aligns with current legislation (e.g. Senate Bill 32 and Executive Order (EO) B-55-18) and leverages infographics, photos, and other visuals whenever possible with leaving technical documentation to the appendices. The Typical Emissions Curve below depicts the gap that the City could close if the Plan relies on the reduction goals EO B-55-18.

The CAEP will provide a creative and innovative roadmap for the City to achieve emission reductions and will include both near-term and long-term reduction measures as well as the departments and community partners who will generally be responsible for implementing them. The CAEP will also set key performance indicators (KPIs) that will help define a successful implementation of the CAEP strategy as well as measure progress over time.

One of the greatest challenges of designing a CAEP document format is the simultaneous need for both clarity and complexity. The document needs to be reader friendly and easily accessible to a wide range of stakeholders, while also containing detailed analysis, data, and specific actions. To solve this problem, the Rincon Team proposes to

create a visual Executive Summary, which will contain infographics, photos, and high-level goals and actions associated with the CAEP. Each page of the Executive Summary will act as a title page to the various appendices, policies, and datasets required by a high-functioning planning document. This provides the City with one powerful document that can function as two. The third aspect of the CAEP document is the technical appendices that will include a highly transparent review of the data, methodologies, and assumptions that went into the development of the forecast and measure quantification as well as the vulnerability assessment. Together, these documents will provide actionable next steps and a long-term strategic framework for the City of Santa Cruz to reach their GHG reduction targets.

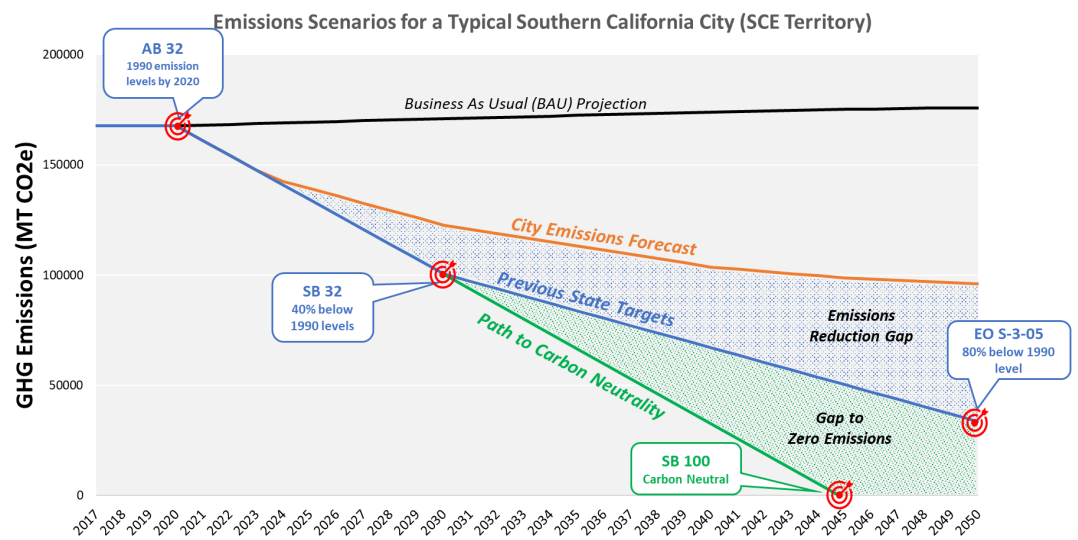


Figure 3: Typical Emissions Curve

The Rincon Team will prepare a comprehensive CAEP that will be consistent with the State Attorney General's recommendations and the California Environmental Quality Act (CEQA) Guidelines' definition of a "Qualified Greenhouse Gas Reduction Strategy" (Section 15183.5). To do this, the Santa Cruz CAEP will include clear measures for implementation and targets to ensure that the City and community are on track to achieve established goals. Additionally, the CAEP will align with and build upon the City's existing plans and policies, such as the Climate Action Plan 2020, Climate Adaptation Plan (2018), Microgrid Opportunity Analysis (2020), and Active Transportation Plan (2017). Furthermore, the CAEP will complement the General Plan Safety Element by providing a framework that reimagines the current systems – built, natural, and behavioral – as ones that are interconnected and mutually beneficial as well as integrating measures that improve quality of life, build prosperity, and enhance community resilience. Specifically, the CAEP will:

- Clearly explain the community's climate challenges, and the challenges and opportunities it faces in meeting more ambitious climate adaptation and GHG reduction goals;
- Serve as a mechanism to tie together the City's existing and developing sustainability initiatives, strategies, and plans with the community's goals;
- Establish a set of cohesive and specific sustainability strategies, implementation plans, and metrics for regional and State strategies and initiatives;
- Activate and engage residents, businesses, and institutions with positive actions and tangible benefit;
- Be optimized for online viewing on the City's website; and
- Be designed to include simple yet effective procedures for minor updates every two years, and significant updates every five years (to be refined based on the goals of the City)

FINAL PLAN

Following public review and comment, the Rincon Team will coordinate with City staff to incorporate relevant public, advisory group, and committee input into the Final CAEP that will be presented to various groups, boards, and City Council, with the intention of adoption by City Council. The plan will demonstrate how the City will deliver its commitment to climate action and resiliency. During development of the Final CAEP, Rincon will also conduct a thorough QA/QC review of the entire document with our staff of technical editors and an additional Principal review.

Subtask 9.1: Prepare Appropriate Environmental Documents

Rincon understands that the City has requested respondents include a scope of work required to generate an addendum to the 2030 General Plan. Rincon will develop the requested CEQA documentation and respond to City comments on the draft environmental document

before preparing a public draft for public review and comment. In addition, Rincon will assist the City in responding to up to 10 individual comments on the draft document and including such responses to comments as well as the public comments received in an administrative final document. Rincon will respond to City comments on the administrative final document and prepare a final document for City records and filing.

Rincon will also prepare and file the Notice of Intent (NOI) to adopt the environmental document and the Notice of Determination (NOD) with the State Clearinghouse, but it is assumed that the City will file these forms with the County Clerk and pay all related filing fees. Furthermore, the Rincon CEQA Lead will attend the public meeting before the Planning Commission for receipt of public verbal comments as well as the final public hearing before the City Council for document adoption.

Once GHG reduction and adaptation measures with associated action/implementation tasks are finalized within the CAEP, Rincon will identify the CAEP implementation tasks that require project-level CEQA assessment and provide a summary of the related necessary CEQA steps. This summary will be submitted as a Draft Memo. Rincon will work with the project lead to create a Final Memo that will be provided to the City's planning and legal counsel departments. It is understood that Rincon would not complete the CEQA requirements for each CAEP implementation task as part of this scope of work.

Streamlining CEQA GHG Emissions Analyses Compliance Checklist

Rincon will also develop a final project-streamlining CEQA GHG Emissions Analyses Compliance Checklist (CEQA GHG Checklist) for use by future project-specific CEQA documents as part of the respective GHG emissions analyses. Specifically, Rincon could create a CEQA GHG Checklist that would allow future project-level developments within the City to tier from the programmatic CAEP CEQA analysis for project-level GHG emissions analyses in order to demonstrate consistency with the State GHG reduction targets, local sustainability ordinances and policies, and the State CEQA Guidelines. Rincon has assisted with several CEQA GHG Checklists in California, and we will leverage our deep bench of in-house environmental planners to ensure consistency with CEQA regulations under Section 15183.5.

Deliverables:

- Administrative Draft Climate and Energy Action Plan 2030
- Community Engagement 6 materials
- Draft and Final Environmental Document
- Public Review Draft and Final Climate and Energy Action Plan 2030
- Commission and City Council meeting slide decks/summaries

6. If you will subcontract portions of the work, list all subcontractors to be used. Include business name, address and phone number.

Hatch

Oakland Office

1111 Broadway, 3rd Floor
Oakland, California 94607
510-946-7144

BluePoint

Oakland Office

1950 Mountain Boulevard, Suite 3
Oakland, California 94611
510-338-0373

7. Demonstrate understanding of and ability to conduct advanced financial analysis of climate action, green economy, and decarbonization strategies.

The path to carbon neutrality has the potential to support equitable economic outcomes and economic growth. To ensure the CAEP supports both of these goals, Rincon is teaming with Hatch who will leverage their extensive experience related to funding and financing climate-related investments. Feliz Ventura, Director of Sustainable Economics with Hatch, will work to create a funding and financing strategy along with an implementation plan that details key actions over the next three years as well as potential funding strategies to implement those actions. This analysis goes beyond grants and other traditional funding vehicles to include public private partnerships,

taxes, mitigation banks, and other potential solutions. For example, as described under Subtask 5.3 above, Hatch will examine the green jobs that could result from each measure and match each opportunity to historically disadvantaged communities. The Rincon Team including Hatch are currently providing financial and market feasibility to several jurisdictions in California and are confident that by demonstrating the economic benefits and feasibility of our strategies, Rincon will provide Santa Cruz's decision makers and community with the information they need to support the plan.

8. The City of Santa Cruz has long been an advocate for environmental conservation and sustainable living. This includes, but is not limited to, the Green Business Program, the Living Wage Ordinance, the Clean Ocean Business Program, and General Plan goals which define greenhouse gas reduction objectives.

Provide information about your company regarding environmental conservation practices or objectives, Green Business certifications, alternative fuel service vehicles, superior employee benefit policies, or other applicable policies.

During Rincon's 26-year history, we have received multiple awards for excellence from environmental planning industry organizations, including the American Planning Association and the Association of Environmental Professionals. Rincon's team of highly skilled professionals and unmatched work ethic was recognized when we achieved an A+ rating from Southern California Gas Company's "report card" system.

Our company values were further acknowledged by the environmental consulting industry and employees when we received the "Best Places to Work For" by the Environmental Business Journal/CE News in 2009, 2015, and 2016. Our financial strength was recognized in 2004, 2008, 2010, 2011 2015, 2016, 2017, and again in 2019 by Zwieg Group, when the nationally recognized A/E/P industry tracking group named on its Hot 100 Firm list, recognizing revenue growth over time. Rincon has been an Inc. 5000 Honoree in 2007, 2009, 2011, 2015, 2016 and 2017 for being one of the fastest growing companies, nationwide.

BluePoint is also a founder of the RAPID Climate Action Network. The network was launched in 2020 to address the need for a lasting entity to support, connect, and work with all of the various climate organizations across multiple sectors in California. The objective is to

amplify and accelerate those efforts for rapid climate action.

Environmental Conservation Practices

Rincon's environmental conservation practices and certifications include the following:

- LEED Silver Existing Building Operations and Maintenance certified home office
- Hybrid vehicles in fleet
- Green Business Certified home office
- 100% renewable electricity in the Oakland office
- Home office in the Clean Power Alliance
- Green Team

Diversity, Equity, and Inclusion

We believe that fostering a workplace where diversity of thought, opinion and people are celebrated and providing an inclusive work environment where people can flourish personally and professionally, will result in a smarter, more creative, aligned and aware team. Rincon knows our team will be the strongest and best positioned to realize our vision if we facilitate:

- **Representation** – with differences in race, religion, ethnicity, sexual identity, culture, age, gender expression, ability, economic status, education, credentials, and experience
- **A Voice** – where all people are welcomed, heard, respected, understood, valued, and connected
- **Fairness** – where people from all backgrounds are treated equitably and view our firm as a level playing field and platform which to maximize their strengths and abilities

Rincon has zero tolerance for harassment, discrimination, prejudice, bigotry, and racism in any way, shape, or form. We remain committed to identifying, addressing, and eliminating any such occurrence within our firm.

Because our Diversity, Equity, and Inclusion initiative is ongoing, Rincon is taking action in the following ways:

- **Policy Bias Evaluation** – Rincon is in the process of retaining an outside consultant to evaluate how we present our policies, word our job advertisements, etc. to be more inclusive and sensitive to different audiences
- **Affirmative Action** – Rincon is continuing our Affirmative Action Planning by working with an outside consultant so that they are able to provide recommendations for improvement
- **Industry Participation** – Rincon took part in preparing and signing a joint letter with colleague firms to both APA and AEP expressing concern and interest in advancing the environmental industry to be more diverse and to include within impact analyses consideration of those that are less fortunate or those with little representation
- **Training** – Rincon will be including an Unconscious Bias module as a required training course for all employees, in addition to our annual training commitments for workplace discrimination, bullying, and sexual harassment
- **Committee Development** – Rincon is developing an internal committee to work on Diversity, Equity, and Inclusion so that it continues to stay on everyone's mind
- **Community Engagement** – Rincon is exploring and finding opportunities to promote STEM in early education, or in other community organizations, such as Girls Inc., Boys and Girls Club, and/or more diverse colleges or universities.

Superior Employee Benefit Policies

Rincon encourages community service, civic engagement, and continuing education as described below:

- **Rincon Works (Volunteer Time).** Rincon Works is an employee community service program designed to support our organizational values and our intent to connect and give back to the local communities where we live and work. It provides up to 8 hours of community service time per calendar year per employee.
- **Continuing Education.** Rincon encourages continuing education in the form of college level courses, certificate programs, conferences, and seminars by providing financial assistance for educational courses related to their jobs or careers. Rincon reimburses up to \$500 per calendar year for educational assistance to employees.
- **Professional Certifications.** Rincon encourages pursuit of professional certifications including: Professional Geologist, Certified Engineering Geologist, Certified Hydrogeologist, Professional Engineer and American Institute of Certified Planners.
- **Paid Time Off for Voting.** At Rincon, Election Day is observed as a day to vote and give back.

Innovative, Flexible and Progressive Approach

9. Describe the approach to the work including specific mechanisms to ensure flexibility and innovation to produce a progressive CAEP 2030 that is also realistic.

When it comes to Climate Action, we do not take a one-size-fits-all approach. We are constantly looking for ways to innovate as a means of achieving more progressive objectives. However, we also know that progressive goals are only as good as the real world actions that support them. We understand this project has several distinct initiatives that need to be conducted synergistically to achieve the project's main objective of developing the tools, framework, and community accord needed to achieve carbon neutrality by 2045 or earlier in an equitable, effective, and realistic manner. There are several perceived challenges and strategic approaches associated with each project phase. Below is a discussion of each.

Phase 0 Project Orientation and Management

Perceived Challenge: Large Team and Tight Timeframe

Given the large team (i.e., Greenlining and ICLEI) and relatively tight timeframe to accomplish project objectives and maintain momentum, exceptional project management and management accessibility will be critical to the success of this program.

Strategic Approach: Team Coordination

In every project Rincon initiates, we endeavor to provide our client with a high-quality product that exceeds expectations, meets identified schedules, and exceeds all applicable professional standards

The current COVID-19 pandemic is creating uncertainty and impacting community outreach plans due to limitations for in-person meetings. These impacts reinforce the need for a meaningful campaign that will educate and activate the community without requiring focused gathering at meetings. The content provided by our teaming partner, BluePoint Planning, will help overcome the limitations associated with COVID-19. However, we are also optimistic that over the course of this project we will be able to conduct Community Summits and other in person meetings as outlined in the RFP. However, if the situation does not change, we are able to strategize with the City to include virtual methods and expand upon the digital, mobile, and print outreach methods. We employ current technologies that enable large-scale summit like online meetings, as well as smaller interactive video meetings with a substantial amount of interaction and engagement.

and regulatory requirements. We have developed a robust project management team to ensure that the City and all project participants have access the overall project managers, as well as specialized project managers for each of the project's main tasks.

In order to provide high quality products on schedule, Rincon will establish kick-off calls with each of the teaming partners, including Greenlining and ICLEI, to review and revise the schedule. Following the kick-off meetings, Rincon will organize biweekly meetings with teaming partners to maintain schedule and ensure high quality products are delivered on time.

Phase 1 Engagement, Reflections and Projections

Perceived Challenge: Attention and Understanding

With all the complexities and challenges of everyday life, it is often hard to grab the attention of people, let alone get meaningful involvement with large-scale planning efforts. The new and complex topics and the process associated with climate action planning adds to the challenge by making it difficult for the public to know when and how to meaningfully participate. These challenges make it difficult to garner people's attention and necessitates innovation and change to the standard outreach approaches and efforts to educate and activate the community.

Strategic Approach: Innovation and Storytelling

We will build on and augment the City of Santa Cruz's relationships and outreach capabilities to develop and implement an outreach and engagement approach that is innovative, equitable and authentic, and that provides valuable insights, engagement and information for the development of the Climate & Energy Action Plan (CAEP 2030). This is particularly important for youth and families, and low-income and Latinx populations who typically do not participate as frequently in these efforts and will require special attention and focused resources. Our approach to this complex effort is to work with our teaming partner BluePoint Planning to develop an informative and engaging media program to equitably engage the community and map the opportunities for the community to provide valuable feedback and input at each stage of the project. The adjacent graphic is an example of how we may start to array various stakeholder and think about engagement strategies.

Our outreach strategy will be led by BluePoint Planning who will

collaborate with the equity consultant Greenlining Institute to build off of the community engagement already started by the City – including the results from the community survey on engagement preference, which is open until February 1, 2021 and based on our team's extensive community outreach work across the state.



The program will include elements of team competition, incentives, and gamification to keep residents interested and activated in collective climate action. The result of the campaign will be the project understanding and momentum needed to carry the project to a successful finish line.

Phase 2 Goals and Strategies

Perceived Challenge: Progress to Date

The City of Santa Cruz has made substantial progress since releasing its Climate Action Plan in 2012. According to the [2019 Progress Update](#), the City has achieved three of its twelve targets and is on track to achieve three more targets. Targets achieved include increased bike ridership to 10%, 25 sustainable and alternative energy projects with UC Santa Cruz, and 200 businesses certified as Green Businesses. Despite the progress made since the adoption of the current Climate Action Plan in 2012, the City of Santa Cruz, like every City, has some work to do to achieve carbon neutrality by 2045 or sooner.

Strategic Approach: Focus on Largest GHG Emissions Reductions

Rincon's climate action planning approach focuses on areas with the largest emissions reductions, which will be critical for the City to reach carbon neutrality by 2045. Sectors with the highest GHG emissions reductions potential include energy and transportation, which have been the highest GHG emitting sectors in the community since the 1990s. To address these sectors, Rincon will focus measures and actions on electrification of existing buildings, active and shared transportation, and electric vehicle infrastructure. Measures surrounding waste and water will also be identified including consistency with SB1383.

Phase 3 Funding, Implementation, and Special Topics

Perceived Challenge: Accessibility

We have all experienced lengthy toolkits and documents, which on first scroll seem daunting to read and understand. This CAP will provide a large variety of information, from big picture framework to quantitative methodologies and toolkits, to implementation roadmaps. The CAP will need to communicate a vast depth of information and tools while at the same time be an accessible resource.

Strategic Approach: Design and Functionality

The accessibility of the CAP will be highly dependent on its cohesive design and functionality. The Rincon team will utilize its talented graphic design and virtual communication team to design a CAP that is easy to use and highly functional as it will need to integrate the use of Rincon's CAP planning tools. The CAP will represent high-quality design and include schematic representation of information as much as possible. **Michael McCormick, Senior Fellow with Rincon**, will also apply his experience developing such documents for the Governor's Office of Planning and Research (e.g. [2017 General Plan Guidelines](#)) to create a CAP platform that benefits from online navigation abilities but also the simplicity of traditional documents.

Phase 4 Tools, CEQA, and Plan Documents

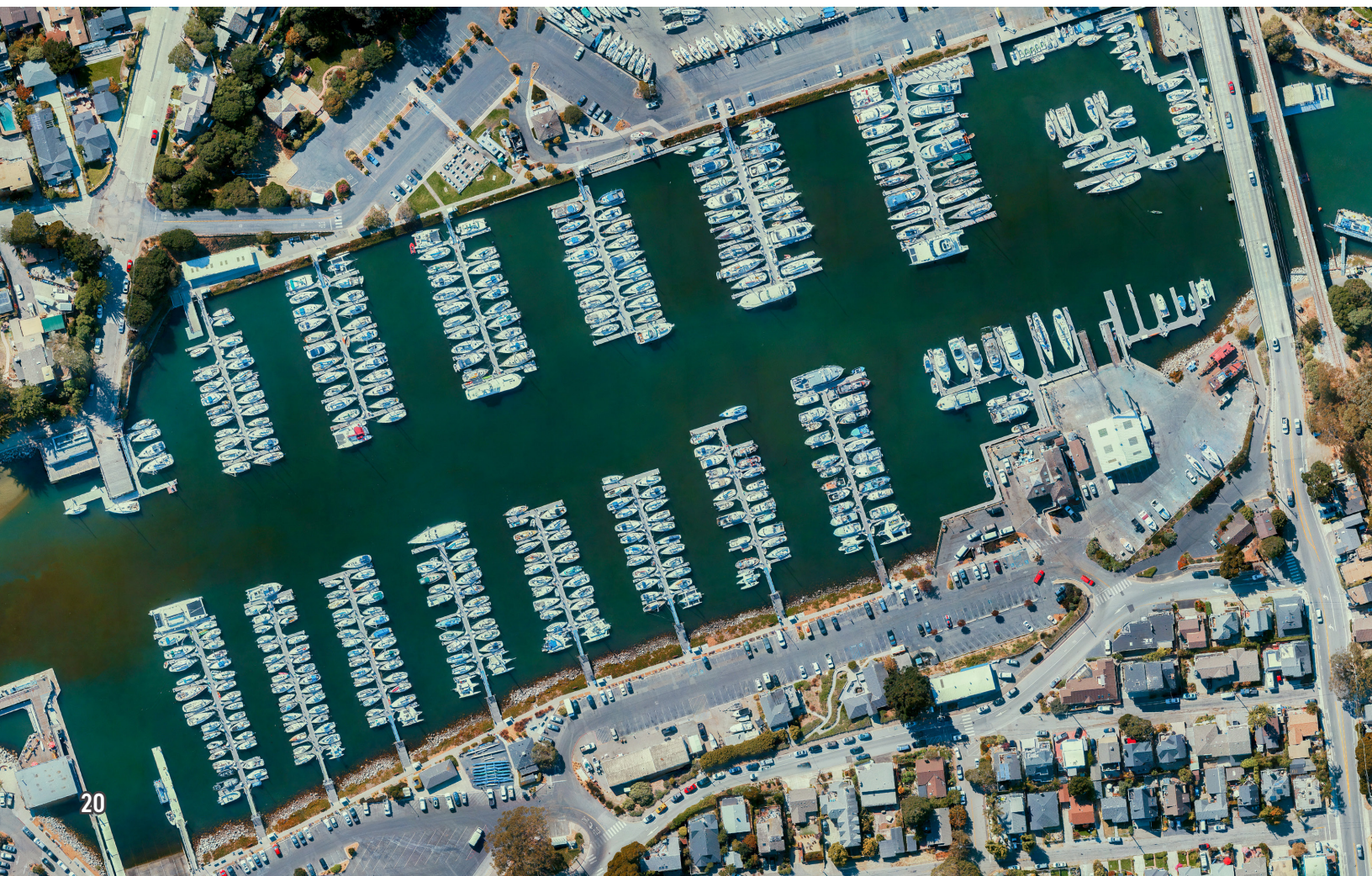
Perceived Challenge:

Community Involvement and Defensibility

We expect a high level of community involvement in the preparation of this environmental document and we are committed to communicating with the public in a responsive and respectful manner. We are also aware of the recent legal vulnerability of environmental analysis associated with Climate Action Planning documents, such as the litigation of the County of San Diego and the City of Santee CAPs. Due to the complexity of the subject matter and frequently changing statutory requirements, we understand the meticulous and transparent analysis and reporting that is required to provide a high-level of defensibility.

Strategic Approach: Substantial Evidence

Coupled with our climate action planning experience, the Rincon team has also been designed to provide the key technical expertise necessary to provide a defensible foundation of evidence to support environmental impact conclusions. Rincon will leverage our 26 years of experience preparing CEQA documents and our recent experience with CEQA analysis of the CAPs for Metropolitan Water District, Pasadena, and San Luis Obispo to prepare CEQA documentation for



the Santa Cruz CAEP 2030, which will allow for a more exhaustive consideration of environmental effects, including cumulative effects, of proposed actions. The program CEQA analysis will be completed in accordance with California Environmental Quality Act (CEQA) Guidelines sections 15168. By building the CAEP from the ground up with defensibility and the requirements of CEQA guidelines section 15183.5 for CEQA streamlining in mind, Rincon will develop a highly defensible and implementable CAEP program which can be used for streamlining and ensuring Santa Cruz can grow in a sustainable and beneficial manner.

Additionally, Rincon will develop defensible significance thresholds and or checklists that will be based on transparent and accurate technical GHG inventories, forecasts, and statistical analysis; consideration of relevant interpretive CEQA case law such as the Newhall Ranch (2015) and Golden Door (2018) cases; incorporation of guidance from the State Office of Planning and Research (OPR) and the Association of Environmental Professionals (AEP); integration with local climate action planning efforts; and compliance with the requirements of CEQA Guidelines Section 15064.7(b) regarding adoption via public process. As such, we will provide robust and transparent analysis that is clearly documented to aid with application of the thresholds and overall defensibility. The Rincon team will also prepare a concise guidance document to be used by City planning

staff in evaluating submitted GHG analyses, and by applicants in preparing GHG analyses for projects in the City of Santa Cruz.

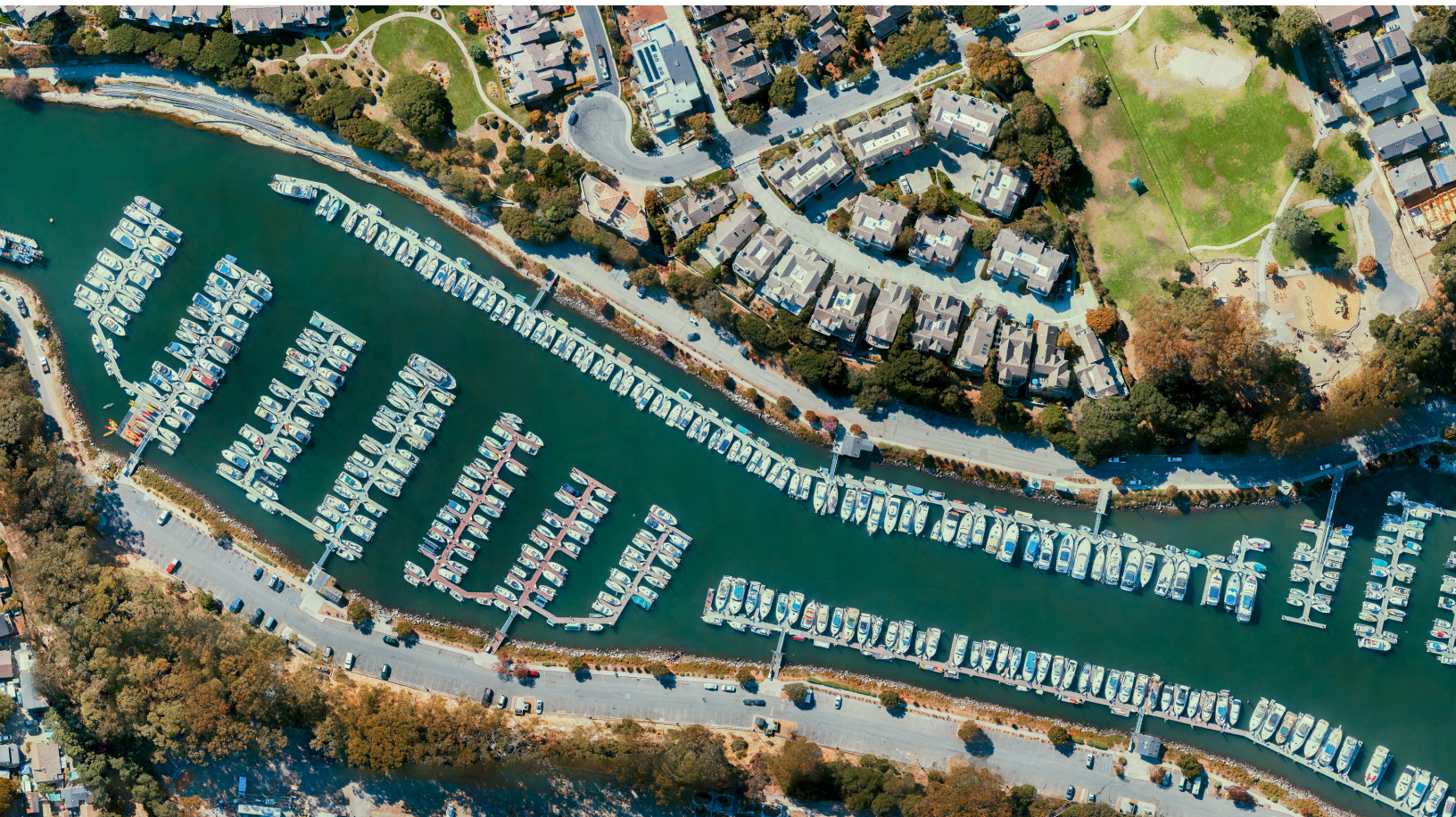
Phase 5 Commission and City Council Meetings and Documents

Perceived Challenge: Feasibility

Even though education of decision makers is typically the biggest challenge, we recognize that City of Santa Cruz decision makers are well-informed and conversant in these issues. Therefore, we assume that their main concern and responsibility is the assurance that the implementation of the plan is realistic and financially feasible.

Strategic Approach: Financial Backing

To ensure that City decision makers and community members are well informed on the financial obligations of the plan, we brought on Hatch to develop a robust financial strategy for the high priority emission reduction measures developed. The Rincon Team including Hatch are currently providing financial and market feasibility to the City of Burbank as we develop their Climate Action Plan Update. By demonstrating the economic benefits and feasibility of our strategies, Rincon will provide Santa Cruz's decision makers with the information they need to move projects forward.



10. Describe innovative tools or approaches successfully employed in other jurisdictions that might be applied to this project.

Rincon's core philosophy around Climate Action Planning is to increase implementation and effectiveness. We have found that this means making Climate Action Plans more specific, with clear actions, metrics, responsible parties, and identifying funding strategies. To support these goals Rincon has developed a suite of dedicated tools and strategies.

Existing Measures (ECERE) and Multicriteria Analysis (MCA) Tools

While increasing specificity allows for a more implementable plan, it also increases the need for in-depth discussions with City departments and key stakeholders. The process of consensus building can be cumbersome and represents one of the most time consuming phases of the CAP. Rincon's ECERE and MCA Tools allows our team to identify what worked and what didn't from existing measures in the ECERE Tool and build off of that through the MCA which provides space for various stakeholders to provide feedback, refine measures, and address hurdles.

Scenario Planning and Reduction Quantification Tool (SPARQ)

The SPARQ Tool was developed to give our clients the ability to rapidly identify different scenarios for achieving their GHG reduction targets. The SPARQ Tool allows the user to change implementation rates for each of the core GHG reduction measures and also provides high level costs associated with those strategies.

11. Describe role of equity in this climate action planning process.

Our main objective for climate action plans is to develop a plan that facilitates progressive action and implements real change. To accomplish this objective, the actions in the Climate Action Plan need to be equitable for them to be implementable. We are looking forward to teaming with the Equity consultant the City has hired, Greenlining Institute, to help facilitate equity throughout the planning process and help develop actions that the City and community can proudly support. We recently have had great success working with local to develop a set of equity guardrails that act as a way to keep the GHG reduction measures and actions from negatively impacting disadvantaged communities within the City. Based on this experience,

CAPDash

CAPDash was developed specifically to respond to our clients need for a way to accurately and transparently track their implementation progress and share that information with their community. CAPDash allows communities to conduct GHG inventories easily with readily available data to demonstrate progress towards their goals. It also tracks implementation of measures and actions and is completely customizable for each jurisdiction.



Funding and Financing

Rincon identified early on that having a clear funding and financing strategy was key to developing and implementable CAP. That is why we team with Hatch to provide an analysis of the opportunities available beyond those that rely on scarce public funds alone, which may also place an undue burden on low-income communities. This analysis goes beyond grants and other traditional funding vehicles to include consideration of new revenue sources, such as public private partnerships, assessments, taxes, mitigation banks, environmental commodity market, and other potential solutions that enable rapid, broad and equitable investments that implement CAP measures.

we recommend Greenlining Institute help the team connect with local community partners to develop a trusting relationship with the City so the partners feel invested and comfortable advising on the overall plan development and the actions it will include. The avenue we have seen this to be most successful is through an Equity Advisory Committee that allows the community to have more direct decision-making influence of the plan. Because equity needs to play a large role in the development of the CAEP, one of our team's objectives will be to work with the City and Greenlining Institute to develop an equity strategy that meets the needs of the community and the CAEP.

Project Team Qualifications and Demonstrated Ability to Work with Diverse Stakeholders

12. Provide background of personnel on the project team that will be assigned to provide this service to the City.

We understand that the success of dynamic Climate Action Planning projects are highly dependent on the strength of the consultant team relationship. Our team has worked together through other Climate Action Planning projects, such as the Burbank Greenhouse Gas Reduction Plan and the Peralta Community College District Sustainability/Climate Action Plan. Due to the success of these efforts, we've continued this partnership and are currently working on Climate Action Plans for the City of Beverly Hills, Santa Clara County, and Santa Barbara County. Through all of these efforts, we have developed a strong relationship through constant, open communication, and the ability to maintain flexibility and problem-solve our clients' challenges. Below is a brief background on the key project management personnel. Full resumes, including those of our subconsultants are included in **Appendix C**.

Erik Feldman, MS, LEED AP | Principal-in-Charge



Erik Feldman oversees Rincon's statewide GHG reporting, climate action planning, and carbon verification programs. Mr. Feldman's experience includes GHG modeling and auditing, climate action planning and sustainability design and program development. Additionally, he is involved in a wide range of urban planning and land use

studies, sustainable development review, and CEQA environmental documentation and permitting activities. He has assisted numerous local agencies and development projects with the development of GHG thresholds, analytical methods, and reduction strategies. Mr. Feldman has extensive experience preparing Qualified GHG Reduction Plans as defined by CEQA Guidelines 15183.5 and utilizing these plans to streamline GHG CEQA analysis for development projects.

Lexi Journey, MESM | Project Manager



Lexi Journey's experience includes project management, planning policy analyses, technical analyses, and outreach for assignments such as General, Plans, Coastal Land Use Plans, and CAPs, as well as CEQA and NEPA environmental assessments. She has worked with a diverse range of clients, including local, state, and federal

government agencies, as well as private companies and non-profit organizations. In addition to policy development and outreach, she prepared technical studies for long-range plans such as Vulnerability and Adaptation Assessments to analyze risk to climate change vulnerabilities and provide an economic comparison of different adaptation strategies.

Camila Bobroff, MESM | Assistant Project Manager

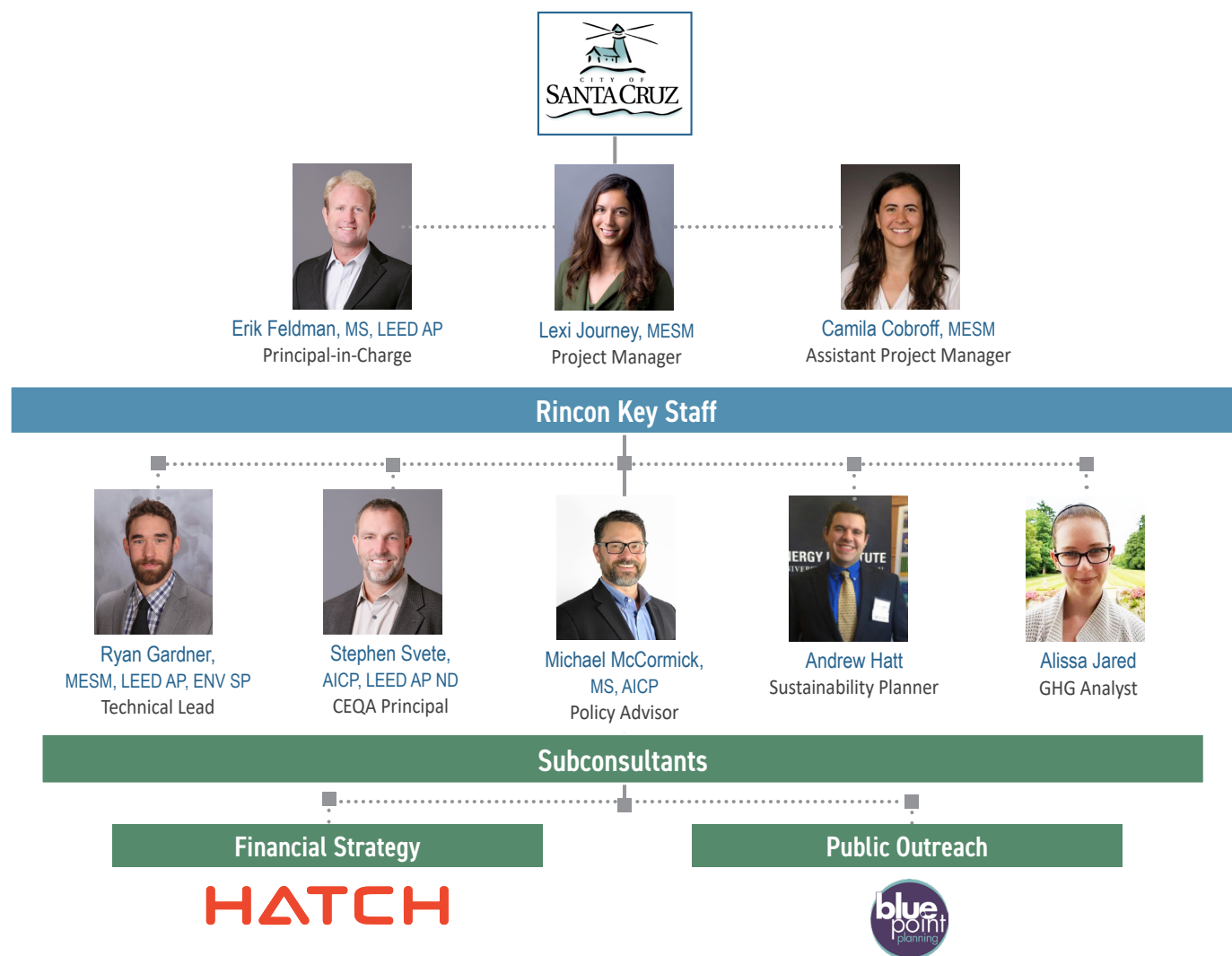


Camila Bobroff is currently responsible for assisting in the preparation of Climate Action Plans, Carbon Inventories, and General Plans under the guidance of mid- and senior-level environmental planners and project managers.

Team Member	Role
Rincon Consultants	
Erik Feldman, MS, LEED AP	Principal-in-Charge
Lexi Journey, MESM	Project Manager
Camila Bobroff, MESM	Assistant Project Manager
Ryan Gardner, MESM, LEED AP, ENV SP	Technical Lead
Stephen Svete, AICP, LEED AP ND	CEQA Principal
Michael McCormick, MS, AICP	Policy Advisor
Andrew Hatt	Sustainability Planner
Alissa Jared	GHG Analyst
BluePoint Planning	
Mindy Craig	Public Outreach
Kris Meek	Public Outreach
Yeymi Rivas Reyes	Public Outreach
Hatch	
Feliz Ventura	Financial Strategy
Celia Dattels	Financial Strategy

Organizational Chart

Rincon has assembled a team of highly skilled professionals who bring extensive technical qualifications and knowledge of Climate Action Planning. Illustrated below is the composition of our team.



13. Demonstrate ability of the project team to work collaboratively and cross-disciplinary with a diverse city team and stakeholders

Effective Climate Action Planning requires a project team that aims to understand the needs of the client and the community and has the flexibility to develop and employ a variety of strategies to meet these needs. Our Consultant Team has worked together on a variety of climate action projects, so all partners understand this requirement and enjoy collaborating with each other to develop innovative approaches to all our work scopes. Rincon, BluePoint Planning and Hatch have worked together on several climate action plans and we look forward to the opportunity to bring our strong team relationship and experience to this project.

3 Fee Schedule

Fee Schedule



RINCON CONSULTANTS, INC. Santa Cruz Climate and Energy Action Plan

Cost Estimate

Cost Estimate			Rincon								BluePoint			Hatch				
	Labor Classification →		Principal II	Director II	Supervisor I	Senior Professional II	Senior Professional I	Professional II	GIS/CADD Specialist II	Clerical	Principal	Outreach Associate	Project Associate	Director of Sustainable Economics	Senior Economic Analyst	Analyst		
Tasks	Labor Cost	Hours	\$247	\$247	\$201	\$180	\$165	\$118	\$129	\$75	\$185	\$120	\$95	\$378	\$150	\$110		
Task 0: Project Orientation and Management																		
Task 0.0 Project Orientation and Management	\$22,369	155	8	4			40	40		20	25	10	8					
Task Subtotal	\$22,369	155	8	4			40	40		20	25	10	8					
Task 1: Community Education, Engagement and Activation																		
Task 1.1 Develop and Implement a Community Education, Engagement and Activation Guide	\$6,804	46	2			6					14	18	6					
Task 1.2 Support Development of Public Facing Tools	\$12,884	86	2		4	6					30	38	6					
Task Subtotal	\$19,688	132	4		4	12					44	56	12					
Task 2: Report on Climate Action Plan 2020, Benchmarking and Other Commitments																		
Task 2.1 Report on Climate Action Plan 2020	\$10,798	80	4			6	10	60										
Task 2.2 Benchmarking Santa Cruz with other Cities (see Optional Tasks)																		
Task 2.3 Community Education, Engagement, and Visioning (Engagement 1)	\$5,920	40				4					16	16	4					
Task Subtotal	\$16,718	120	4			6	14	60			16	16	4					
Task 3: GHG Emissions Forecasting																		
Task 3.0 GHG Emissions Forecasting	\$13,161	92	1			4	4	40						3	32	8		
Task 3.1 Engagement 2	\$5,260	36									16	16	4					
Task Subtotal	\$18,421	128	1			4	4	40			16	16	4	3	32	8		
Task 4: Goal Setting and Carbon Neutrality																		
Task 4.1 Lead the City and Stakeholders through Goal Setting	\$5,377	95	1			4	8	24	2		16	16						
Task 4.2 Conduct Community Engagement 2	\$7,996	20					8	12					4					
Task Subtotal	\$13,373	115	1			4	16	36	2		16	16	4					
Task 5: Strategy Selection and Carbon Neutrality Pathway																		
Task 5.1 Draft Strategies and Considerations	\$14,295	93	2	6		12	15	36						2	12	8		
Task 5.2 Develop and Use a Climate and Energy Scenario Analysis Tool (incorporated in 5.1)																		
Task 5.3 Conduct a Green Economy & Jobs Analysis	\$10,979	71	1			2	4							4	40	20		
Task 5.4 Conduct Community Engagement 3	\$5,920	40				4	4				16	16	4					
Task 5.5 Prepare Technical Memo 4: Strategy Selection & Carbon Neutrality Pathway	\$5,757	44	1			4	4	35										
Task Subtotal	\$36,951	248	4	6		18	27	71			16	16	4	6	52	28		
Task 6: Develop Short- and Long-Term Funding & Implementation																		
Task 6.0 Develop Short- and Long-Term Funding & Implementation	\$26,280	20	2	2		2	4	10						14	60	80		
Task 6.1 Community Engagement 4	\$5,260										16	16	4					
Task Subtotal	\$31,540	20	2	2		2	4	10			16	16	4	14	60	80		
Task 7: Develop and Analyze Plan's Nexus with Related Topics																		
Task 7.0 Develop and Analyze Plan's Nexus with Related Topics	\$2,653	19	1				6	12										
Task Subtotal	\$2,653	19	1				6	12										
Task 8: Develop Tools for Monitoring, Tracking and Activation																		
Task 8.0 Develop Tools for Monitoring, Tracking and Activation	\$17,164	49	2			4	8	35			36	32						
Task Subtotal	\$17,164	49	2			4	8	35			36	32						
Task 9: Develop Draft Plan, Final Plan, and Environmental Document																		
Task 9.1 a Prepare Draft and Final CAP	\$19,364	139	2			13	35	66	23									
Task 9.1b Prepare Environmental Documents (CEQA)	\$7,091	49	2		12			30	5									
Task 9.3 Engagement 6	\$5,355										16	16	5					
Task Subtotal	\$31,810	188	4			13	35	66	23		16	16	5					
SUBTOTAL COST \$			\$ 210,687	1174	\$ 7,657	\$ 2,964	\$ 2,412	\$ 9,900	\$ 27,390	\$ 47,200	\$ 3,870	\$ 1,500	\$ 37,185	\$ 23,280	\$ 4,275	\$ 8,694	\$ 21,600	\$ 12,760

Direct Cost Detail

Administrative Fees	\$	9,309
Subtotal Additional Costs:	\$	9,309

Summary

Professional Fees Subtotal	\$210,687
Direct Costs Subtotal	\$9,309
TOTAL PROJECT BUDGET	\$ 219,996

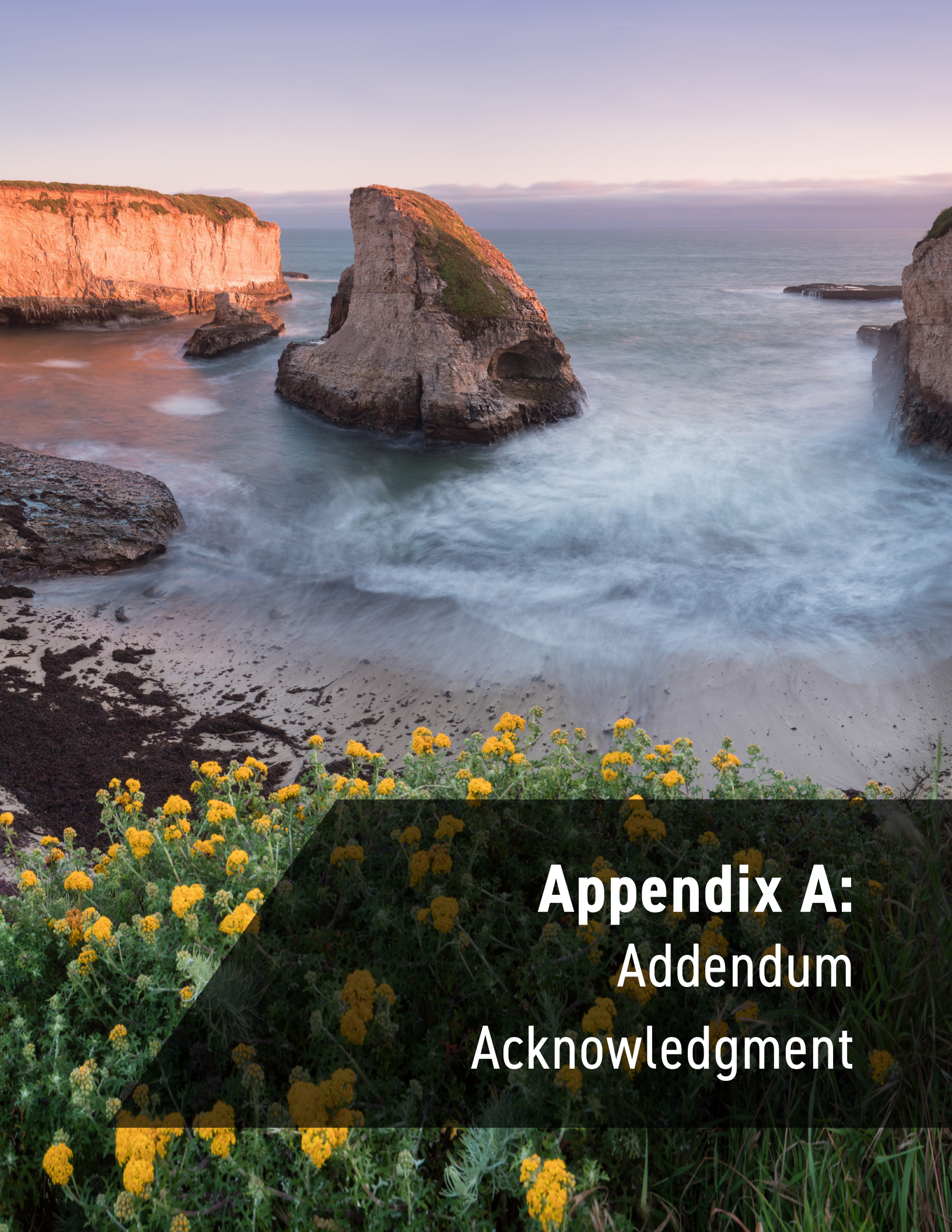
Optional Tasks

Benchmarking Santa Cruz with other Cities (formerly Task 2.2)	\$	5,000
Evaluate Plan's Nexus with Related Topics	\$	7,250
Subtotal Additional Costs:	\$	12,250

Professional Services - are based on Rincon's standard fee schedule and labor classifications. The above is provided as an estimate of Rincon's effort per task. Rincon may reallocate budget between staff and tasks, as long as the total contract price is not exceeded.

Annual Escalation - Standard rates subject to 3% escalation annually

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Appendix A: Addendum Acknowledgment

“

Rincon Consultants reviewed our CAP strategy details and developed our first CEQA GHG Thresholds and Guidance. Despite the complexity of the project, the entire team exceeded expectations, met aggressive schedule needs, and stayed on-budget. Rincon functioned as a seamless extension of staff and allowed us to be successful in completing our climate action planning work.”

Christina Birdsey,
Chief Operating Officer
The Port of Hueneme





MEMORANDUM

DATE: January 8, 2021

TO: Prospective Proposers

FROM: Tiffany Wise-West, Sustainability and Climate Action Manager


SUBJECT: ADDENDUM #1 to REQUEST FOR PROPOSALS (RFP) for CONSULTING SERVICES TO DEVELOP THE CITY OF SANTA CRUZ CLIMATE & ENERGY ACTION PLAN 2030

The purpose of this addendum is to formally address the questions received by proposers and provide further clarification on the RFP

1. Changes, corrections, additions and/or deletions to the RFP are as described in the *Questions from Consultants and Responses from City* document issued on December 17, 2020 as part of the RFP Process for CONSULTING SERVICES TO DEVELOP THE CITY OF SANTA CRUZ CLIMATE AND ENERGY ACTION PLAN 2030 and shall be considered incorporated into the RFP.
2. There is one additional clarification since the issue of the Questions and Responses: An individual (vs. firm) with the qualifications and experience to successfully complete task 1 who is able to meet the City's insurance and other new vendor requirements is eligible to submit a separate proposal for task 1.

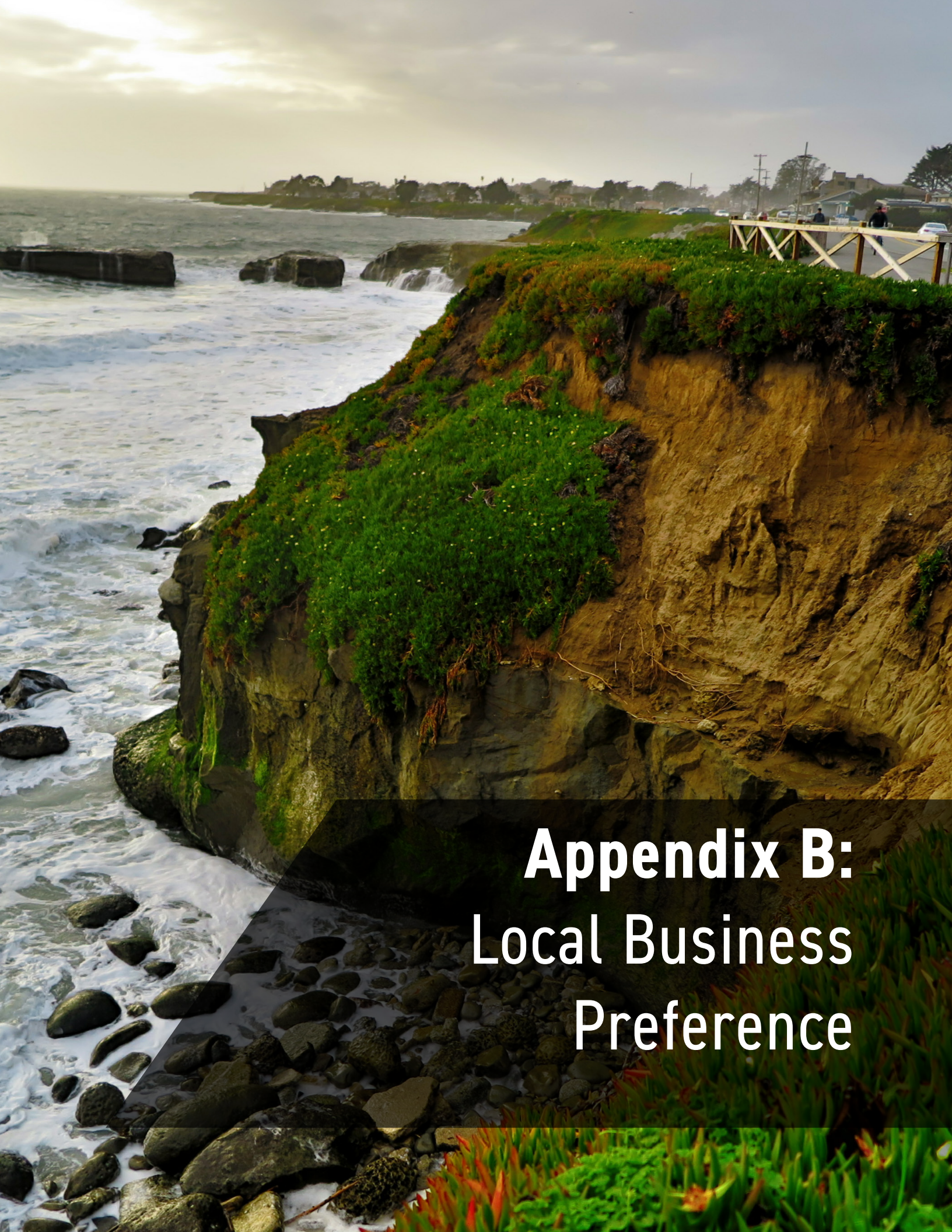
It is your responsibility to understand and comply with this addendum. A signed copy of this document must be submitted with proposal. Failure to do so may result in rejection of proposal.

Company Name: Rincon Consultants, Inc.

Authorized Representative: 
(Signature)

Attachment: Questions from Consultants and Responses from City (December 17, 2020)

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Appendix B: Local Business Preference

“

One of Rincon's greatest skills was understanding the Port's environmental and sustainability vision and associated goals within the dynamic maritime environment. They were able to assist in developing plans and procedures that would meet the stringent goals the Port has in place. Rincon's ability to complement the strengths of the Port's staff and to function in concert with our momentum was indispensable!"

Chris Read,
Sustainability Manager
City of San Luis Obispo



Appendix A: Local Business Preference CertificationBusiness Name: Rincon Consultants, Inc

Local Businesses and Locally Owned Businesses must submit this certification with each bid or proposal in order to receive the 2% and *additional* 4% preference applied during the evaluation of any competitive process for goods, supplies, equipment, materials, services, or professional services.

Local Businesses

To qualify for the 2% local business preference, a business must meet the following criteria:

- 1) Does the business have an office with at least one employee located in the City of Santa Cruz?
☒ Yes ☐ No Business Address: 200 Washington Street, Suite 207, Santa Cruz, CA 95060
- 2) Is the business current in the payment of all taxes, charges, assessments, or fees owed to the City of Santa Cruz?
☒ Yes ☐ No
- 3) Does the business hold a valid City of Santa Cruz business license?
☒ Yes ☐ No DBA/license number: BL-106895

Locally Owned Businesses

To qualify for an *additional* 4% locally owned business preference, a business must meet the above requirements for a local business and at least 50% of the business' owners must live in the *County* of Santa Cruz.

To qualify for the locally owned business preference, list all of the business' owners and their county of residence (attach additional sheets if necessary).

Owner Name: _____ County: _____

Owner Name: _____ County: _____

Owner Name: _____ County: _____

Owner Name: _____ County: _____

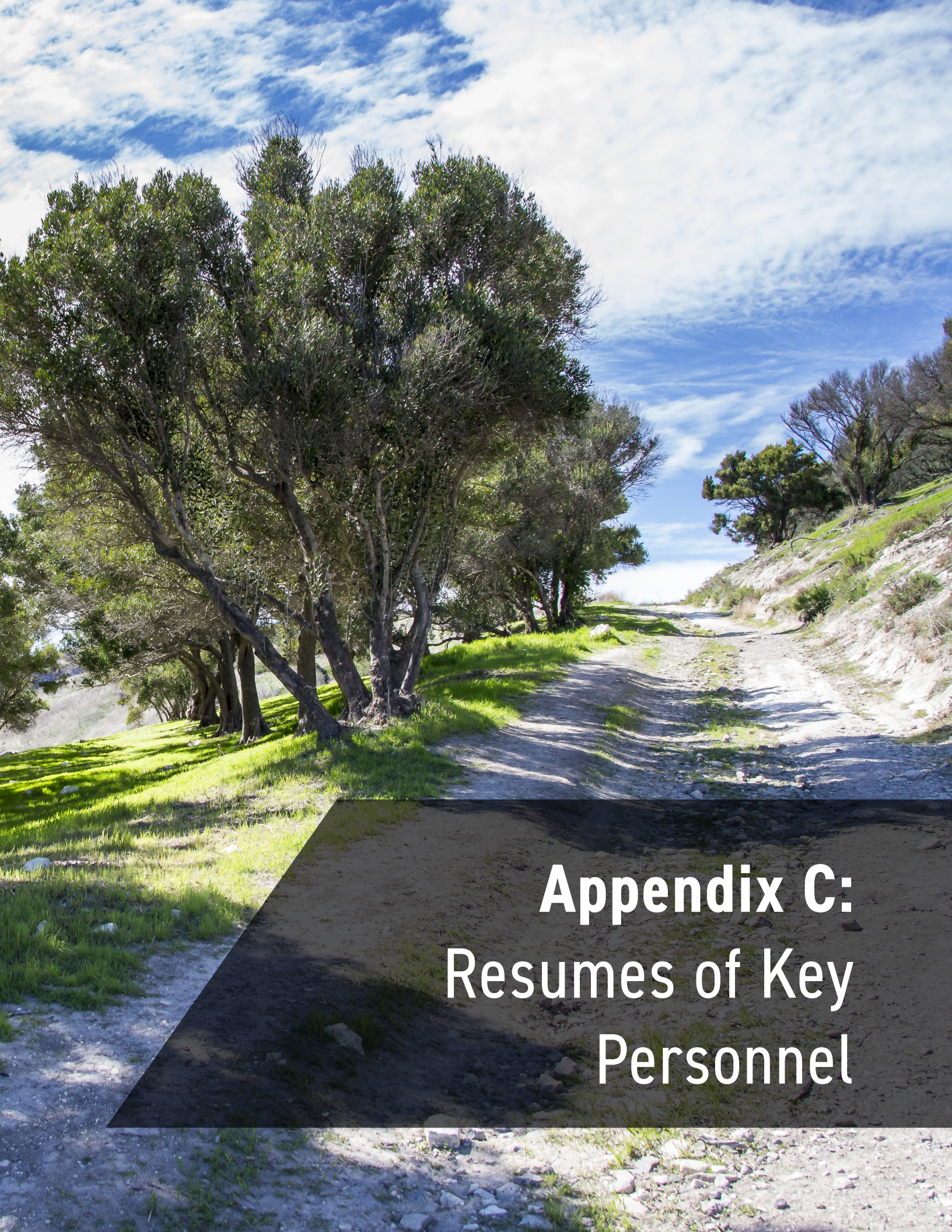
By submitting this form, I represent that I qualify as a (check all that apply):

- ☒ Local Business
☐ Locally Owned Business

I understand that by submitting false information or failing to disclose material information in order to qualify for the preference my business will be 1) required to pay the city any difference between the contract amount and what the city's cost would have been if the contract had been properly awarded, and 2) prohibited from bidding on any city contract or receiving any city contract for a period of three years of the discovery of facts supporting the same.

Authorized Signature: Erik FeldmanName & Title: Erik Feldman, PrincipalDate: 01/19/2021

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A scenic landscape featuring a dirt road that curves through a grassy field. On the left, a row of tall, leafy trees stands prominently. The right side of the road is a grassy embankment. The sky is bright blue with scattered white clouds. A dark, semi-transparent rectangular overlay is positioned in the lower right corner, containing the title text in white.

Appendix C: Resumes of Key Personnel

“

Rincon Consultants are very responsive, creative and value conscious. They always keeps sight of a project's goals and objectives. They have made our job at Santa Clara Wastewater Facility a breeze.”

Badaoui “Badi” Mouderrres,
Regulatory Compliance Manager
City of San José



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Education

MS, Environmental Science and Management, University of Sydney; Sydney, Australia

BS, Business and Administration, University of Colorado

Certifications

Accredited Lead Greenhouse Gas Verifier, California Air Resource Board (EO# H-10-043)

Accredited Low Carbon Fuel Standard (LCSF) Verifier, California Air Resource Board (EO# H3-20-054)

LEED Accredited Professional

Licensed General Engineering Contractor (No. 921378)

Years of Experience

17

Erik Feldman, MS, LEED AP

Principal

Erik Feldman oversees Rincon's statewide greenhouse gas (GHG) reporting, climate action planning (CAP), Climate investment grant program, and carbon and LCSF verification programs and is responsible for the leadership and development of Rincon's climate action and sustainability services. Mr. Feldman's experience includes GHG modeling and auditing, climate action planning and sustainability design and program development. Additionally, he is involved in a wide range of urban planning and land use studies, sustainable development review, and California Environmental Quality Act (CEQA) environmental documentation and permitting activities. He has assisted numerous local agencies and development projects with the development of GHG thresholds, analytical methods, and reduction strategies in California. Mr. Feldman also has extensive experience preparing Qualified GHG Reduction Plans as defined by CEQA Guidelines 15183.5 and utilizing these plans to streamline GHG CEQA analysis for development projects. Erik applies this experience in the successful management of environmental and sustainability projects for variety of clients in the public and private sectors.

Select Project Experience

Principal-in-Charge, City of Berkeley – Pathway to Clean Energy, Berkeley

In June 2018, Berkeley City Council established a goal of becoming a Fossil Fuel Free City, with a focus on electrification of Berkeley's buildings. Mr. Feldman is overseeing a team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. Rincon completed a two-phase policy analysis and implementation plan to identify the technological, equity, and cost considerations around electrifying the current building stock based on age, class, and building type. Phase 1 of the analysis quantifies the costs and benefits of electrification for a wide range of stakeholders. The approach has been tailored to address impacts on historically marginalized and low-income people and integrates procedural, distributional, and structural equity considerations. The final report will identify the highest value and most equitable set of measures aimed at the elimination of fossil fuels in existing buildings in the near, mid, and long terms. Phase 2 includes a detailed cost-benefit analysis and a comprehensive implementation plan, including funding strategies, for each of the recommended policies.

Principal-in-Charge, County of Santa Clara – Community Climate Action Plan, Santa Clara County

Mr. Feldman is the overseeing preparation of the Santa Clara County Climate Action Plan which includes a countywide GHG inventory that covers unincorporated areas and each city within the County as well. The scope of work also includes the preparation of a GHG forecast through 2045 and GHG reduction targets. In addition to the development of GHG reduction measures Rincon is also working directly with the County and Green Info Network to build an interactive Network Relationship Map that will map all of the sustainability and climate action related entities within the County. The Network Relationship Map includes all of the measures undertaken by each city as well as non-profit and for-profit partners. The final deliverable will be a strategic plan that highlights the key role the County can play in connecting this vast network of climate action into a cohesive strategy working toward carbon neutrality.

Principal-in-Charge, City of San Luis Obispo – Climate Action Plan Peer Review and Defensibility Analysis, CEQA Documentation and GHG CEQA Analysis Threshold Document, San Luis Obispo

Rincon was contracted to peer review the CAP document and analyze the measures and technical analysis for defensibility under established case law and the CEQA Guidelines. Rincon also prepared CEQA documentation for the CAP and a GHG threshold and guidance document to be used by City planning staff and applicants in preparing GHG analyses for environmental documents prepared pursuant to CEQA. This project involved developing GHG efficiency threshold(s) for project based CEQA analysis founded on a methodology that considers emissions against an efficiency-based service population threshold. This efficiency threshold is consistent with the 2017 Scoping Plan which details the intention to accommodate population and economic growth in California but do so in a way that achieves a lower rate of GHG emissions. Rincon created a locally appropriate efficiency threshold that complies with the CEQA Guidelines and interpretative GHG case law. Moreover, Rincon developed a concise guidance document detailing a defensible approach for evaluating GHG impacts in analyses prepared pursuant to CEQA for use by City staff and local developers. This guidance document clearly details how the GHG efficiency threshold was developed and substantiates the linkage between a specific project and the state's GHG reduction targets. Rincon completed the Initial Study Negative Declaration for the City that included environmental analysis focused on the estimated change in conditions that would result from the implementation of the CAP's actions and policies. In 2020 the CAP and CEQA documentation were adopted by the City Council and the CAP and CEQA thresholds are being implemented by the City.

Principal-in-Charge, County of Santa Barbara – 2030 Climate Action Plan and Environmental Impact Report, Santa Barbara County

The Santa Barbara County Climate Action Plan and EIR is the first project of the Santa Barbara County Climate Collaborative and will bring in together various projects under the One Climate initiative. The Climate Action Plan is currently in the early stages of community activation, which includes the engagement of an Equity Advisory Committee. The Plan will activate the diverse community to develop a plan and suite of climate action planning tools that are customized to the County. Each jurisdiction in the County will be able to tier-off of the County Climate Action Plan and will be able to adopt GHG tracking tools developed specifically for the County. This Climate Action Plan will also include emissions from the agricultural industry and agriculture land use types (also known as Natural and Working Lands). Rincon is working with the Bren School of Environmental Science and Management, University of California Santa Barbara (UCSB) to complete extensive research and reached out to experts in the respective fields to ensure the incorporation of the information found is appropriate and the methodology to calculate GHG emissions is accurate. The Climate Action Plan is intended to facilitate the reduction of GHG emissions in a way that helps improve the public health and economy of the County through partnerships with the community providing resources for a more sustainable and equitable community.

Project Manager, City of Pasadena – GHG Inventory and Climate Action Plan and GHG Analysis Threshold, Pasadena

Mr. Feldman lead the project team that prepared a comprehensive inventory of GHG emissions resulting from local government and community-wide activities. As part of the inventory project, Rincon inventoried GHG emissions for the 2009 baseline year and conducted emissions forecasts for the years 2020, 2030, 2035, and 2050 (consistent with the AB 32, Executive Order (EO) S-3-05 and SB 32 target years and the City of Pasadena's General Plan horizon year). Rincon worked with the City to develop a CAP that identified and evaluated reduction measures that would achieve the greatest reduction in the most cost-effective manner and created and implemented a comprehensive public outreach program. Rincon also developed a detailed implementation, monitoring, and maintenance plan. To facilitate implementation of the plan and streamline CEQA analysis for new development projects, Rincon developed one of the first SB 32 GHG threshold and CAP compliance checklist to streamline future development projects under CEQA Guidelines Section 15183.5. In addition, Rincon prepared the CEQA documentation that demonstrated the CAP would not result in any significant impacts and in fact may result in beneficial impacts as it relates to air quality and GHGs/climate change.

Principal-in-Charge, City of Dublin – Climate Action Plan Update, Dublin

Mr. Feldman oversaw the development of the GHG inventory and forecast as well as measure development, community outreach, and internal outreach work scopes. The CAP includes a tailored suite of GHG reduction measures to meet Dublin's long-term goal of Carbon Neutrality by 2045. Strategies include electrification of buildings, zero emission vehicles, and waste reduction. The work scope included an extensive public outreach plan that leverages online tools to engage with the community even during Covid-19. The CAP was adopted in 2020 and the next step is implementing the policies to achieve the long-term goal of carbon neutrality by 2045.



Education

MESM, Bren School of Environmental Science & Management, University of California, Santa Barbara

BS, Ecology, Evolution and Behavior, University of California, Los Angeles

Instructor

ESM 275 Principles and Practice of Environmental Planning, Bren School of Environmental Science & Management, University of California, Santa Barbara

Years of Experience

6

Lexi Journey, MESM

Senior Environmental Planner

Lexi Journey's experience includes project management, planning policy analyses, technical analyses, and outreach for assignments such as Climate Action Plans, General Plans, and Coastal Land Use Plans. She uses her wide breadth of planning expertise to teach Principles and Practice of Environmental Planning at the Bren School of Environmental Science & Management during the fall quarter.

Ms. Journey is currently managing the Santa Barbara County Climate Action Plan and has managed various projects including the Port Hueneme General Plan Update, Avila Community Plan Update, Local Oxnard Coastal Plan Update, and the County of Merced Climate Action Plan. In addition to managing long-range plans, sustainability plans, and outreach programs, she also specializes in technical studies for long-range plans such as Vulnerability and Adaptation Assessments to analyze risk to climate change vulnerabilities.

Select Project Experience

Senior Planner, City of Berkeley – Pathway to Clean Energy, Berkeley

Ms. Journey is part of the team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. This project is leveraging the recent ban on natural gas in new construction recently passed by City Council. As part of the work scope, the team will be analyzing the technologies and policies required to electrify the building stock as well as the equity impacts of such an undertaking.

Senior Planner, City of Livermore – Climate Action Plan Update, Climate Vulnerability Assessment and Initial Study-Negative Declaration, Livermore

This climate action plan was prepared for the City, as required by its new General Plan Climate Change Element and set a GHG emissions reduction goal of 15 percent below 2008 levels. The CAP provided actions related to transportation, building energy use, water consumption, wastewater treatment, and waste generation that the City can implement to meet the City's goal and the State-mandated, 2020, GHG emissions reduction goal.

Project Manager, County of Santa Barbara – 2030 Climate Action Plan and Environmental Impact Report, Santa Barbara County

Ms. Journey is managing the Santa Barbara County Climate Action Plan and EIR program. This Climate Action Plan and EIR is unique in that it is the first project of the Santa Barbara County Climate Collaborative and will bring in together various projects under the One Climate initiative. The Climate Action Plan is currently in the early stages of community activation, which includes the engagement of an Equity Advisory Committee. The Plan will activate the diverse community to develop a plan and suite of climate action planning tools that are customized to the County. Each jurisdiction in the County will be able to tier-off of the County Climate Action Plan and will be able to adopt GHG tracking tools developed specifically for the County. This Climate Action Plan will also include emissions from the agricultural industry and agriculture land use types (also known as Natural and Working Lands). Rincon is working with the Bren School of Environmental Science and Management,

University of California Santa Barbara (UCSB) to complete extensive research and reached out to experts in the respective fields to ensure the incorporation of the information found is appropriate and the methodology to calculate GHG emissions is accurate. The Climate Action Plan is intended to facilitate the reduction of GHG emissions in a way that helps improve the public health and economy of the County through partnerships with the community providing resources for a more sustainable and equitable community.

Project Manager, County of Merced – Vulnerability Analysis and Climate Action Plan, Merced County

Ms. Journey is currently managing the County's first CAP that includes a County-wide greenhouse inventory of urban and agricultural emissions. Because approximately 65% of Merced County's greenhouse gas emissions are due to agricultural practices, which have historically not been included in Climate Action Planning, the project involves coordination with a diverse group of stakeholders including the Farm Bureau, California Air Resources Board, and San Joaquin Air Quality District. Extensive coordination and outreach will ensure that the County's CAP will have mitigation measures that are implementation ready and championed by the community. This CAP will allow Merced County to become a leader in agricultural sustainability and provide more opportunity to receive competitive grant funding.

Outreach Specialist, City of South Pasadena – Climate Action Plan, South Pasadena

Ms. Journey assisted the City of South Pasadena with the Climate Action Plan outreach program. The Climate Action Plan program was midway through when the State's shelter-in-place mandates took effect. Consequently, Ms. Journey was responsible for converting the outreach program to a virtual platform. The conversion to virtual platform was unexpectedly a success with hundreds of participants watching the recorded virtual workshops and submitting responses to a survey on the greenhouse gas emission reduction measures. Main topics of discussion included electrification of the building stock and improved transportation systems. The South Pasadena Climate Action Plan was adopted in December 2020.

Program Manager, City of Port Hueneme – General Plan Update and EIR, City of Port Hueneme

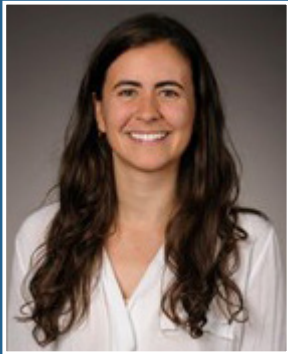
Ms. Journey is managing the Port Hueneme General Plan Update and EIR program. While the City's Housing Element was updated in 2013, other General Plan elements have not been updated since the 1990s. Ms. Journey is leading the Rincon team to build on the work completed to date to address gaps in policy and vision, as well as to address contemporary planning issues like housing and economic resilience. The plan will also address all new statutory State requirements such as: State housing law requirements and CEQA streamlining (SB 35), complete streets policies and programs (AB 1358), climate change, greenhouse gas emissions, and sustainability (Executive Orders, AB 32, SB 375, SB 197, SB 32), climate adaptation and resiliency strategies (SB 379, AB 2140), vehicle miles traveled (VMT) analysis under CEQA (SB 743), and environmental justice (SB 1000). The Rincon team will accomplish this in a way that works within the context of Port Hueneme's needs and environment while creating a modern, legally defensible document.

Project Manager, City of Oxnard – Local Coastal Program Update, Oxnard

Ms. Journey is currently managing the update of Oxnard's Local Coastal Program in order to conform with Coastal Commission policy directives and approaches to address climate change adaptation strategies, such as those for sea level rise. The update involves the assessment of Oxnard's coastal resources, the vulnerability of these resources and development of the implementation tools for protection and mitigation. Ms. Journey is responsible for managing the project and coordinating with the Coastal Commission, as well as agency and community stakeholders.

Project Manager, City of La Cañada Flintridge – Climate Action Plan (CAP), City of La Cañada Flintridge

Ms. Journey managed La Cañada Flintridge's CAP with the objective of reducing greenhouse gas emissions within the La Cañada Flintridge community, while maintaining or improving the quality of life for residents. The project included an existing conditions greenhouse gas inventory report, a greenhouse gas forecast and target analysis, and final CAP that quantified an assortment of greenhouse gas mitigation measures and with the corresponding co-benefits including: costs savings; public health; air and water quality; increase in property values; social equity; energy, water, and noise reduction; adaptation; and social equity.



Camila Bobroff, MESM

Sustainability Planner

Camila Bobroff is a Sustainability Planner with Rincon's Environmental Planning and Sustainability Group. Ms. Bobroff has substantial experience with data analysis, developing climate change adaptation strategies, and climate action measures. She is currently responsible for assisting in the preparation of Climate Action Plans, Climate Change Vulnerability Assessments, Carbon Inventories, and General Plans for jurisdictions across California.

Select Project Experience

Assistant Project Manager, City of Santa Barbara – 2030 County Climate Action Plan and Environmental Impact Report, Santa Barbara

Ms. Bobroff is assistant managing the natural and working lands inventory for the Climate Action Plan. This will include emissions from the natural lands, agricultural industry, and agriculture land use types (also known as Natural and Working Lands). Rincon is working with the Bren School of Environmental Science and Management, University of California Santa Barbara (UCSB) to complete extensive research and reached out to experts in the respective fields to ensure the incorporation of the information found is appropriate and the methodology to calculate GHG emissions is accurate. The Climate Action Plan is intended to facilitate the reduction of GHG emissions in a way that helps improve the public health and economy of the County through partnerships with the community providing resources for a more sustainable and equitable community.

Sustainability Planner, City of Livermore – Climate Action Plan Update, Climate Vulnerability Assessment and Initial Study-Negative Declaration, Livermore

This climate action plan was prepared for the City, as required by its new General Plan Climate Change Element and set a GHG emissions reduction goal of 15 percent below 2008 levels. The CAP provided actions related to transportation, building energy use, water consumption, wastewater treatment, and waste generation that the City can implement to meet the City's goal and the State-mandated, 2020, GHG emissions reduction goal. Ms. Bobroff was responsible for developing the Climate Change Vulnerability Assessment for this project, which assessed localized climate impacts, sensitive populations and assets to those climate impacts, and the City's adaptive capacity based on current policies and programs.

Sustainability Planner, County of San Mateo – Government Operations Client Action Plan and Community Climate Action Plan, San Mateo County

Rincon and Cascadia are providing planning services for the San Mateo County Government Operations Climate Action Plan (GOCAP) and the Community Climate Action Plan (CCAP). Rincon is leading review of the County initial list of action ideas, recommending specific measures, and further defining each action item with specific targets and/or actions in order to identify potential metrics for each action item to a level that would allow for qualitative analysis. Ms. Bobroff conducted emissions forecasting analysis and recommended specific reduction measures to help the County reach carbon neutrality by 2035.

Education

MESM, Coastal Marine Resources Management, Bren School of Environmental Science & Management, University of California, Santa Barbara

BA, Environmental Studies, University of California, Santa Cruz

BS, Ecology and Evolutionary Biology, University of California, Santa Cruz

Years of Experience

3

Sustainability Planner, City of Port Hueneme – General Plan and Housing Element Update, City of Port Hueneme

Rincon is creating a long-range planning program for the City Port Hueneme that is innovative, practical, and facilitates the City in achieving their goals. Specifically, Rincon is developing a General Plan update that is compliant with recent State legislation and guidance. Ms. Bobroff is responsible for the development of the Climate Change Vulnerability Assessment for this project, which assessed localized climate impacts (including sea level rise, extreme heat, and precipitation changes), sensitive populations and assets to those climate impacts, and the City's adaptive capacity based on current policies and programs.

Sustainability Planner, Metropolitan Water District of Southern California – Climate Action Plan, Los Angeles

Ms. Bobroff prepared the carbon inventory for the Metropolitan Water District of Southern California Climate Action Plan. She quantified carbon sinks and sources for seven counties in the Metropolitan Water District. Ms. Bobroff also identified measures for increasing carbon sequestration and estimated the costs associated with these carbon sequestration practices.

Sustainability Planner, County of Merced – Climate Action Plan, Merced County

Ms. Bobroff is serving as a climate change planner for the Merced County Climate Action Plan. She conducted the vulnerability assessment related to greenhouse gas emissions in Merced County. She was also responsible for preparation of mitigation measures for reducing agriculture-related greenhouse gas emissions. Ms. Bobroff also contributed to the quantification of future greenhouse gas emissions reductions assuming implementation of the mitigation measures proposed for the Climate Action Plan.

Sustainability Planner, City of South Pasadena – Climate Action Plan, South Pasadena

Ms. Bobroff was the climate change planner responsible for preparing a public outreach plan for the City to use as they develop and implement their Climate Action Plan. The outreach plan discussed the types of outreach methods, number of public meetings, and the content of these meetings to gather public input regarding the draft City of South Pasadena Climate Action Plan.

Verification Staff, Arcosa LWFP LLC – Arcosa Verification Services, Frazier Park

Ms. Bobroff served as verification staff for Arcosa greenhouse gas verification. She reviewed the facility's production system and methodology for greenhouse gas reporting. She reviewed the provided emissions data for consistency and accuracy and drafted the resulting report.

Environmental Planner, County of San Luis Obispo – Avila Community Plan Update, Avila Beach

Ms. Bobroff assisted with the update of Avila Community Plan for the County of San Luis Obispo. The Community Plan update includes preparing and implementing a community outreach strategy, developing the land use scenario, local policies, and development standards, and resolving planning issues within the Avila community. Ms. Bobroff was responsible for developing environmental resource policies.

Environmental Planner, City of Rohnert Park – General Plan 2020 Update, Rohnert Park

Ms. Bobroff was the environmental planner responsible for the preparation of goals and policies in the Environmental Conservation Element of the Rohnert Park General Plan 2020 Update. The Environmental Conservation Element included discussions of environmental resources such as historic and archaeological resources, habitat and biological resources, water quality, and air quality.

Environmental Planner, City of Thousand Oaks – General Plan Update, Thousand Oaks

Ms. Bobroff was the environmental planner responsible for assisting in the development of the Thousand Oaks Background Environmental Report as part of the General Plan Update. She prepared the chapters outlining the existing conditions of greenhouse gases, climate change and climate resiliency, and public services in the City of Thousand Oaks.



Education

MESM, Energy and Climate, Bren School of Environmental Science and Management, University of California, Santa Barbara

BA, Biology, Kalamazoo College, Kalamazoo, Michigan

Certifications

Accredited Lead Greenhouse Gas Verifier, California Air Resource Board and Washington Department of Ecology

40-hour Hazardous Waste Operations Emergency Response (HAZWOPER) Certification

Affiliations

LEED Accredited Professional

ISI Envision Sustainable Professional

Member, Green Building Association

Years of Experience

7

Ryan Gardner, MESM, LEED AP, ENV SP

Climate Action Program Manager

Ryan Gardner serves as Rincon's Climate Action Program Manager and an Environmental Scientist with Rincon's Sustainability Services Group. He is experienced in climate action plan development, greenhouse gas reporting and audits, life cycle analysis, green building strategies, carbon accounting, carbon sequestration and sustainable infrastructure. His responsibilities include project management of climate action plans, GHG verification for AB-32, GHG reporting for corporate initiatives, LEED certification, energy audits, and sustainability plans. He has contributed to a variety of successful projects, including climate action plans, GHG emissions inventories, energy studies, environmental impact reports, and public outreach and education programs. Mr. Gardner has experience performing ASHRAE level I and II energy audits. Using cost benefit analysis and life-cycle assessment methods, he determined which projects were economically viable for both short term and capital investment projects. He conducts GHG verification services for electricity providers, oil and gas production facilities, and fuel suppliers in conformance with AB-32 Mandatory Reporting Regulation and is adept at GHG reporting services for manufacturing facilities in conformance with the GHG protocol for corporate emissions reporting. He has experience in assessing complex operations and determining methodologies for tracking scope I, II, and III emissions. He has experience leading public outreach for projects, including the creation of publically accessible presentations and reports on technical subjects for a wide range of audiences. Additionally, he has produced white papers, power point presentations and reports on multiple sustainability topics.

Select Project Experience

Climate Action Manager, City of Sacramento – General Plan/Climate Action Plan, Sacramento

As part of a strategic update to Sacramento's General Plan, Mr. Gardner is leading the development of an updated climate action plan that advances the ambitious goals of the Mayor and City to be a leader in climate action and adaptation. The climate action plan is being prepared with extensive involvement from the City, the residents and business community, and the Mayor's Climate Commission, a stakeholder organization composed of public, private, and educational entities.

Project Manager, City of Dublin – Climate Action Plan, Dublin

Mr. Gardner was the project manager for the City of Dublin CAP 2.0 CAP update project. In this capacity he served as the main contact with the City and has led the development of the GHG inventory and forecast as well as measure development, community outreach, and internal outreach work scopes. Dublin's CAP 2.0 is the next step in reaching the cities long term goal of carbon neutrality by 2045.

Project Manager City of Berkeley – Pathway to Clean Energy, Berkeley

Mr. Gardner is leading a team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. This project is leveraging the recent ban on natural gas in new construction recently passed by City Council. As part of the workscope, the team will be analyzing the technologies and policies required to electrify the building stock as well as the equity impacts of such an undertaking.

Project Manager, City of West Hollywood – GHG Inventory and Monitoring Plan, West Hollywood

Mr. Gardner served as project manager in the development of a cloud-based implementation and monitoring tool for the City of West Hollywood and calculated an updated GHG inventory for 2016. The tool relies on forms, sheets, and dashboards to automatically calculate both community and municipal emissions, generate data visualization, and populate an annual report, all by simply imputing data to one form. Rincon worked closely with the City of West Hollywood to develop the tool, which utilizes data that is easily accessible to the City to calculate progress on measures, rather than relying on what is easy to calculate. Rincon also worked with the various departments in the City to gain feedback on the tool and to gain a better understanding of the needs of each individual department. Rincon developed a sustainability report by collecting data from the utilities, third-party stakeholders, and the municipality.

Project Manager, City of Chico – Climate Action Plan, Chico

Mr. Gardner is the project manager for the City of Chico Climate Action plan. In this capacity he manages the day to day implementation of the work scope, works collaboratively with City staff and Climate Action Commission members, and provides presentations to other stakeholders and the community. The Chico Climate Action Plan will establish a suite of GHG reduction measures to meet Chico's long-term goal of Carbon Neutrality by 2045. Strategies include electrification of buildings, zero emission vehicles, and waste reduction. The City of Chico work scope also includes an extensive public outreach plan that leverages online tools like Konvio to engage with the community even during Covid-19. The CAAP has also gained extensive feedback from the Climate Action Commission who has been integral to the preparation of the plan.

Project Manager, City of Livermore – Climate Action Plan

Mr. Gardner is the project manager for the City of Livermore Climate Action and Adaptation Plan (CAAP). The Livermore CAAP is an update to the City's existing plan and will serve as a pathway for the City to achieve its long term goal of carbon neutrality while preparing to adapt to a changing climate including impacts related to heat, water availability, wildfire, and smoke. The CAAP team is also coordinating heavily with the City of Livermore Climate Action Commission which is helping to guide the development of the plan. To allow the commissioners to dig deeper into the key topics around the CAAP, Rincon and the Commission has developed Ad Hoc committees who will review and provide additional feedback on an array of climate action and adaptation topics including specifics on how to implement the key strategies within their community. As part of this program Mr. Gardner has managed the technical work related to the inventory and forecast and developed a list of GHG reduction and adaptation measures for the City as well as providing presentations to and managing feedback from City Council, Planning Commission, City Staff, and Climate Action Commission groups.

Program Manager, County of Santa Clara – Community Climate Action Plan, Santa Clara County

Mr. Gardner serves as the program manager of the Santa Clara County Climate Action Plan which includes a county-wide GHG inventory that not only covers unincorporated areas but each city within the County as well. The scope of work also includes a GHG forecast through 2045 and GHG reduction targets. In addition to the development of GHG reduction measures Mr. Gardner is also working directly with the County and Green Info Network to build an interactive Network Relationship Map that will map all of the sustainability and climate action related entities within the County. The Network Relationship Map will include all of the measures undertaken by each city as well as non-profit and for-profit partners. The final deliverable will be a strategic plan that highlights the key role the County can play in connecting this vast network of climate action into a cohesive strategy working toward carbon neutrality.



Education

MA, Architecture
and Urban Planning,
University of California
at Los Angeles Graduate
School of Architecture
and Urban Planning

BA, Geography,
University of California,
Riverside

DEUG, Université Paul
Valéry, Montpellier,
France

Certifications

American Institute of
Certified Planners
(No. 6943)

LEED AP Neighborhood
Development
(No. 10577131)

Affiliations

Member, California
State University Channel
Islands Campus Planning
Committee

Years of Experience

36

Stephen Svete, AICP, LEED AP ND

Executive Vice President

Stephen Svete is a founding Principal at Rincon Consultants and served as the firm's President from 2000 to 2011. He currently oversees a range of urban planning and land use studies. He also works to develop approaches to community involvement and environmental analysis work. He has directed successful projects ranging from focused central city corridor revitalization studies to general plans and annexation studies in rural areas of California. Mr. Svete has developed an expertise in the area of active transportation, trails, and open space and recreation systems. He is a noted planning commentator, serving for 11 years as Contributing Editor to California Planning and Development Report.

Select Project Experience

Principal-in-Charge, Santa Cruz County Regional Transportation Commission, North Coast Rail Trail Environmental Impact Report, Santa Cruz County

Mr. Svete served as the Principal-in-Charge of the North Coast Rail Trail Project, a 7.5-mile Class I multi-use trail segment proposed to extend along the Regional Transportation Commission-owned railroad corridor from Wilder Ranch State Park on the south to Davenport on the north in unincorporated Santa Cruz County.

Principal-in-Charge, Santa Cruz County Regional Transportation Commission – Monterey Bay Sanctuary Scenic Trail Network Environmental Impact Report, Monterey County

Mr. Svete was the principal in charge of Rincon's role working as part of a team to prepare Alignment Analysis, Preliminary Design and Environmental Compliance documents for development of the Monterey Bay Sanctuary Scenic Trail Network (Trail Network) in Santa Cruz County. The Trail Network is a two-county bicycle and pedestrian pathway project separated from motor vehicle traffic, whenever possible, and utilizing the on-street network to provide greater community connectivity and togetherness. The Trail Network will serve transportation, recreation, health, eco-tourism, coastal access, economic vitality, and educational and interpretive purposes.

Principal-in-Charge, University of California, Santa Cruz – Kresge College Project Environmental Impact Report, Santa Cruz

Rincon is assisting the UC Santa Cruz with the preparation of an EIR for the Kresge College Project. The project includes renovation, selective demolition, and new construction, and address code compliance and deficiencies in the existing buildings at Kresge College. The EIR will be tiered from the 2005 UC Santa Cruz LRDP EIR and the LRDP Supplement included as part of the Student Housing West EIR. Mr. Svete served as principal-in-charge and provided QA/QC for this project. He also attended hearings, reviewed drafts and technical studies, and coordinated with UC faculty as needed.

Principal-in-Charge, City of Santa Cruz – San Lorenzo Trestle Bridge, Santa Cruz

Mr. Svete served as Principal-in-Charge, providing oversight of the environmental review for the San Lorenzo River Railroad Trestle Bridge in Segment 8 of the Monterey Bay Sanctuary Scenic Trail Network, located in the City of Santa Cruz. In addition to providing technical support for the Initial Study-Mitigated Negative Declaration (IS-MND) for geology, hazards,

traffic, and tribal cultural resources Rincon prepared a Cultural Resources Technical Study for the project to identify any cultural resources that have the potential to be impacted by the project.

Principal-in-Charge, County of Santa Cruz – Medical Office Building Environmental Impact Report, Santa Cruz County

As Principal-in-Charge, Mr. Svete is providing oversight for the preparation on an EIR for a proposed four-story medical building. Rincon is completing the environmental review process and is responsible for all aspects of CEQA compliance for the proposed project, including analyses; preparing and filing the Notice of Preparation and Draft EIR; preparing and filing the Notice of Availability; Final EIR and Mitigation Monitoring and Reporting Program; Findings, Statement of Overriding Considerations, participation in public meetings; and agency coordination.

Principal-in-Charge, County of Santa Cruz – Long Range Facilities and Campus Master Plan Consulting Services, Santa Cruz County

As Principal-in-Charge, Mr. Svete is providing oversight for environmental impact reviews for the County of Santa Cruz Freedom Boulevard Campus located in Watsonville and the County Government Center Campus located in Santa Cruz. Rincon is leading the CEQA process, preparing an Environmental Impact Report and accompanying cultural resources technical study. Key issues areas anticipated for the project include aesthetics, air quality, cultural resources, hazards and hazardous materials, noise, transportation, and utilities and service systems.

Principal-in-Charge, Town of Los Gatos – General Plan Update and Environmental Impact Report, Los Gatos

Mr. Svete serves as Principal-in-Charge for the preparation of the Environment and Sustainability Element and Hazards and Safety Element and is currently preparing the Program EIR for the General Plan update. Rincon prepared a communitywide, planning-level climate change greenhouse gas inventory and vulnerability assessment that examined the adverse effects of climate change relevant to Los Gatos, building on town-wide work already completed as part of their Sustainability Plan and existing policies/programs contained in the existing Environment and Sustainability Element.

Principal-in-Charge, City of Calabasas – 2030 General Plan and Development Code Update and Environmental Impact Report, Calabasas

Mr. Svete served as Principal in Charge of the 2030 General Plan Update and Environmental Impact Report (EIR) for the City of Calabasas. The 2030 General Plan update program was designed to build upon the vision and community values that have made Calabasas a special place to live, work, and visit and to address new issues that had emerged since the development of the previous long range planning program. Key issues in the environmentally-conscious community revolved around the preservation of open space, development of new recreational opportunities, and incorporation of sustainability and green building concepts. In 2010, Rincon's work on the project was recognized by the Southern California Association of Governments (SCAG) as the report received the Compass Blueprint Achievement for Visionary Planning for Sustainability.

Principal-in-Charge, City of Marina – City of Marina Bicycle and Pedestrian Master Plan Update, Marina

Mr. Svete oversaw Rincon's efforts to prepare the City of Marina Pedestrian and Bicycle Master Plan (Plan). The Plan is intended to provide guidelines for pedestrian and bicycle facility improvements, position the City for grants to finance improvements, and play a role in the City's work to reduce greenhouse gas emissions. The document contained an executive summary and introduction; a discussion of coordination between the City and various agencies and jurisdictions; description of implementation documents that affect development of pedestrian and bicycle facilities within the City; an inventory of existing facilities; pedestrian and bicycle facility design guidelines; extensive mapping including proposed pedestrian and bicycle routes; and an implementation program. In addition to the Plan itself, Rincon assisted the City of Marina in preparing amendments to the City's General Plan and Municipal Code to ensure consistency with the Plan and further promote development of pedestrian and bicycle facilities.

Principal-in-Charge, City of Seaside – General Plan Update and Environmental Impact Report, Seaside

Mr. Svete is overseeing the Rincon team as part of a broader effort to update the City of Seaside General Plan assisting with updates to the Noise, Conservation/Open Space, and Safety Elements of the General Plan. In addition, Mr. Svete is the Principal in Charge of the General Plan EIR.



Education

MS, Urban and Regional Planning, Florida State University

BS, Sociology, Florida State University

Certification

American Institute of Certified Planners (AICP)

Years of Experience

20

Michael McCormick, MS, AICP

Senior Fellow/Policy Advisor

Michael McCormick is a Senior Fellow with Rincon's Environmental Planning and Sustainability Department. He has 20 years of experience across consulting, government, and the non-profit sectors, with experience at the local, state, federal, and international levels. Throughout his career, Michael has been an advisor to special districts, local, state and the federal government. He supports clients across the West as a trusted advisor on topics such as planning, climate change, political strategy, confidential strategy, strategic planning, hazard mitigation, environmental compliance, and resilience. Prior to joining Rincon, Michael was the Senior Planning Advisor at the Governor's Office of Planning and Research where he was one of the primary authors of the 2017 General Plan Guidelines Update, a comprehensive re-write of the Guidelines to address significant changes in requirements for local planning including new mandates to consider health, climate, risk, and environmental justice. Michael led over 200 workshops and focus group sessions to support the update. He also authored the authoritative guidance on developing greenhouse gas reduction plans as a part of the Guidelines update - guidance on developing a "qualified" GHG Emissions Reduction Plan consistent with Section 15183.b of the CEQA Guidelines. As a part of this work he was also a contributor to the most recent CARB Scoping Plan update, Safeguarding California Plan, Adaptation Planning Guide, State Hazard Mitigation Plan, and various other guidance documents and tools.

Over the past 20 years, Michael has worked on hundreds of greenhouse gas inventories and climate action plans in various capacities, advised jurisdictions across the state on land use, climate, and hazard mitigation, and has authored dozens of guidance documents and advisories related to developing defensible general plans and greenhouse gas emissions reduction plans. Michael currently serves as a Special Advisor to the Local Government Commission, a Program Advisor to Resilient Cities Catalyst, Resilience Advisor to the CSU Chancellor's office, is the Board President for the Cool Davis Foundation, teaches Resilience at UC Davis, and is a Senior Fellow of the American Leadership Forum.

Michael has significant experience in Santa Cruz and surrounding areas, having supported the development of Santa Cruz's first CAP, and more recently engaged AMBAG in regional climate initiatives, and supported Watsonville on the development of their Climate Action and Adaptation Plan, Safety Element, and Local Hazard Mitigation Plan. He will advise the project team throughout the project to support a defensible approach to the climate action plan and related CEQA analysis.

Select Project Experience

Strategic Advisor, Resilient Cities Catalyst – California Resilience Partnership, Various Locations

Strategic Advisor to Resilient Cities Catalyst's California Resilience Partnership (CRP) Initiatives. CRP is being developed to leverage philanthropic funding to support longer term State and federal funding in community resilience. Michael provides advisory and strategic support to launch the CRP Advisory Board, develop governance documents for CRP, and to conduct a landscape analysis to identify partner organizations and launch the California Community of Resilience Practitioners (C-CORP).

Special Advisor, Local Government Commission – COVID-19 Recovery Project, CivicSpark Governor’s AmeriCorps Initiative and the California Climate Action Planning Corps, Various Locations

Mr. McCormick is working with Local Government Commission to support a Just and Resilient recovery through a grant provided by the California Endowment – working to identify shovel ready projects that support the institutionalization of racial and social justice priorities in COVID recovery dollars. Michael is also supporting the expansion of the CivicSpark AmeriCorps Initiative, identifying best practices for application in the California context, and supporting the identification of new projects to be supported by AmeriCorps members working through the program and through the recently launched California Climate Action Planning Corps, with the goal of supporting on the ground implementation of projects to address climate change.

Project Director, Institute for Local Government (ILG) – Build, Organize, Optimize, Strengthen, Transform (BOOST) Pilot Program, Various Cities, California

While working at a prior firm, Michael worked with ILG to implement the Strategic Growth Council BOOST Program in the Coachella Valley Region, San Joaquin Region, City of Bakersfield, City of San Diego, City of East Palo Alto, Mammoth Lakes, and others as requested. The project team helps build staff capacity and obtain resources to develop projects and secure funding to help communities address climate change and capacity issues.

Senior Planner, City of Watsonville – California, Climate Action and Adaptation Plan, Hazard Mitigation Plan, Safety Element update, and Environmental Justice Element, Watsonville

While working at a prior firm, Mr. McCormick supported the City of Watsonville’s planning efforts, which include the preparation of the City’s first Local Hazard Mitigation Plan, Climate Action and Adaptation Plan, Environmental Justice Element, and incorporate these disparate analyses into the General Plan to meet State mandates. This unique approach enables the City to holistically consider climate change across sectors, departments and programs and results in a robust and coordinated response that protects community resources and reflects community priorities. The development of the Local Hazard Mitigation Plan (LHMP) is a critical step in assessing the City’s risk associated with natural hazards, including the City’s exposure to climate change-induced hazards such as extreme heat and sea level rise.

Senior Planning Advisor, State of California – Governor’s Office of Planning and Research (OPR), California

Michael was the Principal Land Use and Local Initiatives Staff serving the Governor and the Cabinet as staff for long-range planning and research (OPR constitutes the comprehensive state planning agency). While at OPR, Michael was one of the leads of the General Plan Guidelines (October 2017). Michael co-led the development of the guidelines and completed over 200 workshops and workgroup meetings with stakeholders. Michael also supported the development of the Integrated Climate Adaptation and Resiliency Program, Urban Footprint, Cal-Adapt, SEEC ClearPath California, Climate Change Portal, and several Cool California tools, among others. He founded the CivicSpark Governor’s AmeriCorp Initiative, co-founded the California Adaptation Forum, and helped found the Alliance of Regional Collaboratives for Climate Adaptation.



Education

BA, Environmental Studies (with concentration in Energy Systems and Urban Studies), University of Michigan at Ann Arbor

Affiliations

Board Member,
University Liaison,
American Planning
Association – Northern
California Chapter

Years of Experience

2

Andrew Hatt

Climate Change Analyst/Sustainability Planner

Andrew Hatt is a Climate Change Analyst and Sustainability Planner in Rincon's Sustainability Team. He has two years of experience working on Climate Action Plans and long-range planning projects for local governments. Mr. Hatt is well-informed in sustainability planning and research, with expertise in General Plan documents, outreach workshops, policy research, climate mitigation strategies, and climate planning legislation. His specific project experience includes technical background reports, assistant project management, climate action and sustainability planning, greenhouse gas (GHG) reduction strategies, renewable energy projects, graphic design work, and data collection. Andrew's public outreach experience includes facilitation of events for both project stakeholders and the public as a part of the climate action planning process. He has also prepared climate change, GHG emissions, and energy planning analyses.

Select Project Experience

Sustainability Planner/Climate Change Analyst/Assistant Project Manager, City of Livermore – Climate Action Plan, Livermore

Mr. Hatt led the development of an updated GHG emissions inventory for the CAP update, including the calculation of technical emissions forecasts and targets and the writing of a technical appendix describing the data sources, calculations, and methodologies that were utilized. He led the research and writing the CAP update's GHG emissions reduction and climate adaptation measures, including quantifying the emissions reductions from each measure using substantial evidence. Mr. Hatt also assisted in the development of outreach materials, the project's website, and overall project coordination.

Sustainability Planner/Climate Change Analyst/Assistant Project Manager, City of Pleasanton – Climate Action Plan, Pleasanton

Mr. Hatt developed an updated GHG emissions inventory for Pleasanton's CAP update, which included four inventory years. He used this data to calculate technical GHG emissions forecasts through 2050, and developed a number of GHG emissions reduction target scenarios for the City of Pleasanton to consider adopting. This process included writing a technical appendix detailing the data sources, calculations, and methodologies that were utilized. Mr. Hatt also analyzed the cost-effectiveness of electrification retrofits in different building types, writing a memo for the City of Pleasanton to utilize while continuing to develop their CAP update.

Assistant Project Manager/Associate Planner, City of Port Hueneme – General Plan Update, Port Hueneme

Mr. Hatt conducted research for the project's technical background report, and wrote the Land Use, Circulation, Economic Development, and Climate Action sections. He also served as the assistant project manager, helping to QA/QC deliverables for the client, developing outreach materials and strategies, and lead the development of the greenhouse gas (GHG) emissions inventory for their Climate Action Plan (CAP).

Project Coordinator/CivicSpark Fellow, County of Merced – Climate Action Plan, Merced County

Mr. Hatt worked directly as an extension of the Merced County Community and Economic Development Department, coordinating the development of their first (CAP). He managed project deliverables with both Rincon and County officials to create a plan that was tailored to the rural, agricultural economy of unincorporated Merced County. Project technical areas were specific to emissions and energy data collection, GHG inventory calculations, GHG reduction measures development, CAP website development and management, public survey oversight, flyers and informational pamphlets development, and organization of several outreach events for both stakeholders and members of the public community.

Sustainability Planner, City of Walnut – Sustainability Action Strategies, Walnut

Mr. Hatt conducted research on substantial evidence to support quantification of emissions reductions from mitigation measures. Developed a GHG reduction strategy one-pager to help developers implement measures into new projects.

Sustainability Planner, County of San Mateo – Climate Action Plan, San Mateo County

Mr. Hatt conducted research on substantial evidence to support the quantification of emissions reductions from mitigation measures.

Associate Planner, City of Thousand Oaks – General Plan Update and Technical Background Report, Thousand Oaks

Mr. Hatt developed a presentation regarding local safety and climate resilience, and presented the information during one of the city's Advisory Committee meetings.

Associate Planner, City of Palmdale – General Plan Update and Technical Background Report, Palmdale

Mr. Hatt developed a presentation regarding local open space and natural resources, and presented the information during one of the city's Advisory Committee meetings.

Associate Planner, City of Ventura – General Plan Update and Technical Background Report, Ventura

Mr. Hatt conducted research and wrote background report sections for the General Plan Update, covering historic and cultural resources, manmade and natural hazards, and water resources.

Associate Planner, City of Santa Maria – General Plan Update and Technical Background Report, Santa Maria

Mr. Hatt researched and wrote background report sections for the General Plan Update, covering public services and facilities, climate change, and resiliency.

Associate Planner, County of Kern – General Plan Update and Technical Background Report, Kern County

Mr. Hatt researched and wrote background report sections for the General Plan Update, covering energy and climate change.



Education

BS, Environmental
Science, University of
Chicago, Illinois

Certifications

Accredited Lead
Greenhouse Gas Verifier,
California Air Resource
Board

Years of Experience

3

Alissa Jared

Associate Environmental Scientist

Alissa Jared has a background in climatological/hydrological statistical modeling, data management and analysis, and biological compliance and permitting, in addition to her expertise in greenhouse gas (GHG) analysis and climate action plan (CAP) development. Her experience in sustainability and environmental planning includes preparing GHG emissions inventories and forecasts, evaluation of emissions reduction strategies, quantification of impacts for CAPs, CAP development, and state GHG reporting audits. She is well versed in technical writing for a wide array of project needs, as past work has included preparation of science journal articles, sustainability reports, biological assessments, compliance reports, permitting documents, CEQA analysis, and CAPs

Select Project Experience

Assistant Project Manager and GHG Analyst Lead, Santa Clara County – County Climate Action Plan, Santa Clara County

This project includes the development of a county-wide CAP, which unifies actions across different cities and districts within Santa Clara County. Additional efforts for this project include development of a county-wide GHG inventory and forecast, a county-specific database tool for all climate action efforts in the county, and a detailed outreach plan for stakeholders. Responsibilities for this project include developing the GHG inventory and forecast, analyzing GHG reduction strategies, assisting in the design of the database tool, and writing the CAP.

GHG Analyst Lead, Coachella Valley Water District – Climate Action & Adaptation Plan, Riverside County

This project includes the development of a CAP specific to Coachella Valley Water District operations. Responsibilities for this project include developing the GHG inventory and forecast and analyzing GHG reduction strategies to support the quantitative components of the CAP, as well as contributing to CAP preparation.

Assistant Project Manager and GHG Analyst Lead, City of Chico – Climate Action Plan Update, Chico

This project is ongoing and involves preparation of a CEQA-qualified GHG reduction plan in the form of a Climate Action Plan Update, prepared in close collaboration with the City of Chico. Additional efforts include working with the City and project teaming partners to develop a nuanced and varied outreach approach, which addresses outreach to stakeholders and underrepresented communities in the midst of the COVID-19 pandemic, and development of a financing plan for CAP implementation. Responsibilities for this project include providing project management assistance, preparing technical review of a GHG emissions inventory, quantification and preparation of a GHG forecast and reduction plan, and development of the Climate Action Plan Update and associated GHG reduction measures.

GHG Analyst and Technical Writer, City of Sacramento – Climate Action Plan Update, Sacramento

This project involves preparation of a CEQA-qualified GHG reduction plan and Climate Action Plan Update, in tandem with a General Plan Update for the City of Sacramento. Responsibilities for this project include technical analysis for community and municipal inventories, forecasts, and GHG reduction plans, pulling for a variety of different kinds of data and quantification resources. This project will also include development of the Climate Action Plan Update document in collaboration with the City and its stakeholders.

Reporting Analyst, Bay Area Rapid Transit – Transit and Intercity Rail Capital Program Reporting, Oakland

This project involves various reporting assignments required by California State Transportation Agency relative to the Transit and Intercity Rail Capital Program. Responsibilities include reporting on project progress throughout the life of the grant allocations, including development of pipelines for data collection and reporting.

Analyst and Writing Lead, Universal Hydrogen – Carbon Market Analysis for Hydrogen as a Jet Fuel, Los Angeles

To support Universal Hydrogen in developing an end-to-end distribution system for hydrogen as a jet fuel for regional aircraft, this project involved conducting research and analysis into various carbon markets relevant to hydrogen fuel across the globe. This included research and analysis into market mechanisms such as carbon tax laws, cap-and-trade programs, low carbon fuel programs, grant programs, and GHG emission policies in the EU, Japan, Norway, Australia, Oregon, and British Columbia. Responsibilities included leading the analysis effort and preparing summary memos for Universal Hydrogen.

GHG Analyst Lead and Grant Funding Research, City of Laguna Beach – GHG Inventory Update, Laguna Beach

In support of Laguna Beach's sustainability efforts, this project involved quantification and preparation of community and municipal-level GHG inventories to fully quantify GHG emissions in accordance with ICLEI-Local Governments for Sustainability protocols and standards. Responsibilities included data management, QA/QC, and technical quantification of all energy sectors at both community-wide and municipal levels. Additional tasks conducted for this project included researching and summarizing grant funds available to the City of Laguna Beach for development of a Climate Action Plan.

GHG Analyst and Report Preparation Lead, Hronis Farms – GHG Inventory and Sustainability Reporting, Delano

This project involved reporting emissions associated with farm operations for the Carbon Disclosure Project (CDP). Responsibilities included conducting a GHG inventory for Scope 1, Scope 2, and Scope 3 emissions associated with farm operations, preparing in-depth responses to the CDP reporting questionnaire, and preparing various other sustainability reports to quantitatively and qualitatively characterize climate action work on the farm for their customers.

Assistant Project Manager and Staff Verifier, California Cap and Trade Program – Greenhouse Gas Verification, Various Locations

Verification Staff for greenhouse gas verification services for multiple clients required to report annual greenhouse gas emissions to the California Air Resource Board under the Cap and Trade Program. Tasks include ensuring client data and calculations are reported according to MRR and EPA protocols and developing sampling and verification plans.

Lead Data Analyst, Department of Defense Strategic Environmental Research and Development Program – Climate Change Impacts to Rainfall and Runoff Intensity-Duration-Frequency, Various Locations

This project involved using statistical modeling software to characterize extreme storm events for estimating future 100-year storm frequency and duration patterns. Responsibilities included data management and QA/QC including bias correction, statistical analysis and development of new statistical tools for improved analysis, uncertainty and risk assessment, and work with climate model output for analyzing impacts of climate change.



Education

BA, Social Science, Public Policy and Social Change, University of California, Berkeley

Boards and Committees

Board President: ReScape California, Current

Technical Advisory Committee, Oceano ZNE Community Development, Oceano, San Luis Obispo County

Technical Advisory Committee, City of Fresno, "Energize Fresno" Advance Communities Program

Technical Advisory Committee, Chino ZNE Communities

International Downtown Association Infrastructure Top Issues Council

Mindy Craig

Principal and Owner

Mindy Craig offers over 25 years of experience in public policy and strategic planning, communications, and stakeholder engagement services to organizations throughout California and the country with a focus on resilience, zero net energy, and sustainability. Mindy recently completed a Building Regional Resilience Toolkit with a dynamic team of agencies sponsored by EPA and FEMA to support local and regional resilience planning in California and the nation. She is also working with the City of Palo Alto utility to develop a resilience framework to inform future investments for the utility, the Town of Corte Madera and City of Santa Cruz on coastal adaptation plans. Other work includes education planning and parks and recreation planning.

Select Project Experience

- Building Regional Resilience Toolkit and Engagement, FEMA/EPA, National
- City of Palo Alto Utilities Resilience Framework and Advisory Commission Engagement, Palo Alto
- County of Santa Barbara Climate Action Plan, Santa Barbara
- County Santa Clara Community Climate Action Plan, Santa Clara
- Sonoma County Regional Climate Authority (RCPA) Strategic Plan, Sonoma County
- Sonoma County Regional Transportation Authority (SCTA) Board Vision and Goals Development, Sonoma County
- RAPID Climate Response Forum – organizer and lead, San Francisco Bay Area
- Town of Corte Madera Climate Adaptation Plan, Corte Madera
- City of Santa Cruz Adaptation Planning Outreach and Stakeholder Engagement, Santa Cruz
- Peralta Community College District Sustainability Master Plan, Oakland
- 3C-REN Business Plan Development and Ongoing Consulting, Santa Barbara, Ventura and San Luis Obispo Counties
- Zero Energy District Planning Guide, U.S. Department of Energy, National
- Existing Buildings Energy Efficiency Action Plan, California Energy Commission (*Energy Commission*), Sacramento
- New Residential Zero Net Action Plan and Vision Framework, California Public Utilities Commission (CPUC), California
- Commercial Buildings Zero Net Energy Action Plan, CPUC, California
- CalCERTS Statewide Forums, California
- California's Workforce Education and Training Statewide Forums, California Investor Owned Utilities, Statewide
- BayREN Strategic Communications, Business Planning, and Branding, Bay Area, California
- Urban Sustainability Director Network (USDN) Zero Net Energy Retreat Facilitation, Palo Alto





Education

BA, California College of the Arts

Kris Meek

Project Associate/Outreach Specialist

Kris Meek has worked with BluePoint Planning for nine years providing comprehensive support for all outreach, stakeholder engagement, and meeting processes. Her role is essential for ensuring that projects of various sizes are successful. Kris has been adept at managing the logistical challenges of projects with a lot of moving parts and thrives in roles with a variety of requirements. Drawing from her varied skill set, Kris can effectively advance a project towards its intended goal.

Kris provides logistical support for BluePoint's range of projects, including organizing stakeholder materials and workshops for the Building Resilience Toolkit, managing the multi-year statewide CPUC Energy Upgrade California Working Group, coordinating the Corte Madera Adaptation Plan workshops, and focus groups for the SR 41/Ave 9 Sustainable Corridors Study. The support includes attending and providing notes for monthly meetings, logistics of meeting arrangements, document review, data management of mailing lists and committee groups. During COVID, Kris has extended her support to helping develop Storymaps, MURAL online programs, and large stakeholder workshops on Zoom.

Select Project Experience

- EPA/FEMA Building Resilience Toolkit, California and US
- Presidio Trust Planning Department Retreats, California
- City of Palo Alto Utilities Resilience Framework and Engagement, Palo Alto
- Energy Upgrade California Working Group, CPUC, Statewide, California
- Existing Buildings Energy Efficiency (EBEE) Action Plan/AB 758, California Energy Commission, Sacramento
- New Residential Zero Net Energy Action Plan, CPUC
- Monterey Parks and Recreation Master Plan, Monterey
- Commercial Buildings Action Plan Update, CPUC
- Mt. Umunhum Outreach Planning and Implementation, Midpeninsula Regional Open Space District
- Owned Utilities, Statewide
- BayREN Strategic Communications, Business Planning, and Branding, Bay Area, California
- Urban Sustainability Director Network (USDN) Zero Net Energy Retreat Facilitation, Palo Alto



Education

BA, Environmental
Science, Bates College

Yeymi Rivas Reyes

Project Associate

Yeymi Rivas Reyes is a project associate with BluePoint Planning and works on a range of initiatives including community outreach, marketing and communications, and Spanish language engagement strategies. Through BluePoint Planning, Yeymi serves as a marketing and communications coordinator for the Bay Area Regional Energy Network Association (BayREN), where she helps implement regional communication and social media campaigns. She is currently supporting work for the Town of Windsor's climate adaptation plan's community outreach strategy, as well as the social media and outreach for the Fresno and Madera County's State Route 41 /Ave 9 Sustainable Corridors Study. Other work includes outreach assistance for the Resilient Coast Santa Cruz community workshops.

Yeymi is a former CivicSpark Climate fellow who worked for the City of Berkeley's Planning Department- Office of Energy & Sustainable Development. While at Berkeley, Yeymi managed and presented monthly Electric Vehicle 101 workshops throughout the East Bay and presented the first Spanish language Electric Vehicle 101 workshop. Yeymi also contributed to the research presented in the 2020 Berkeley Mobility Roadmap by interviewing local community members on their mobility experience.

During her time with CivicSpark, Yeymi was a co-lead for the Environmental Justice team, aiming to provide a safe learning environment for future leaders in the environmental field. She is also a founding member of EV Gals, an electric vehicle strategy coalition engaged in promoting clean transportation around the Bay.

Select Project Experience

- Resilient Coast Santa Cruz, Santa Cruz
- State Route 41 Study for Fresno Council of Governments (COG) and Madera County Transportation Commission (MCTC), Fresno and Madera Counties
- City of Windsor READI Plan, Windsor
- Town of Corte Madera Resilience and Climate Adaptation Plan, Corte Madera
- Regional Communications and Marketing for the BayREN, Bay Area, California
- BayREN's Water Upgrade \$ave Program, Bay Area, California
- RAPID Climate Action Network, California





Education

MPP/MIA, Quantitative Policy Analysis, University of California at San Diego

BA, International Relations: Political Economy, Pomona College

Feliz Ventura

Director of Sustainable Economics

Feliz Ventura focuses on making the business case for climate adaptation for clients shaping the built environment in the 21st century. This includes analysis of how changing climate conditions impact the economic activity enabled by our physical, social and ecological infrastructure to define what is at stake, what benefits accrue from adaptation, and how to leverage these benefits to pay for needed investments. She guides clients through developing, prioritizing and implementing climate adaptive projects and policies. In this process, she uses data to communicate how climate action can make communities healthier, safer, and more prosperous. She has worked across the United States and internationally for private and public clients ranging from small towns, multi-state regions of high ecological significance, and major cities impacted by natural hazards exacerbated by climate change, and would welcome the opportunity to support the City of Santa Cruz create a climate action plan that is built for implementation that brings broad-based community benefit.

Select Project Experience

Project Director, City of Elk Grove – Community Mobility Resilience Plan, Elk Grove

Feliz serves as project director on the Fiscal Resilience Study, which forms a key part of Elk Grove's Community Mobility Resilience Plan. The Fiscal Resilience Plan investigates the effect Electric Vehicles (EVs) and Autonomous Vehicles (AVs) will have on the Elk Grove local economy, including the viability of the regional auto mall, the City's sales tax revenue, and gas tax revenue. Work undertaken included creating growth projections, EV and AV adoption projections, and modeling regional economic activities and City revenue streams. Presentations and focus groups were held with local stakeholders, ultimately leading to a whitepaper with financial projections and recommendations on policies and revenue approaches that support citywide economic resiliency.

Project Director, City of San Francisco Planning Department – San Francisco Infrastructure Level of Service and Nexus Fee Analysis, San Francisco

Feliz serves as project director for an evaluation of public facility level of service standards and nexus analysis for a citywide development impact fee program in San Francisco, including recreation and open space, childcare, complete streets, library, fire suppression, and EMS facilities. Project considered stated City and area plan standards, actual provision of public facilities and their geospatial distribution across the City, and a comparison of City public facility provision to similar cities across North America to create a universal level of service goal for the City that balanced an interest to increase community assets with the potentially significant burden placed on new development. These standards and goals were then used to create a public facility nexus analysis to establish maximum development fees the City could charge new development.

Project Director, Metropolitan Transportation Commission – Sea Level Rise Funding + Financing Study, San Francisco

Feliz was the project director for an investigation of innovative approaches that could be used to pay for sea level rise (SLR) adaptation infrastructure, and led a stakeholder engagement process that included select agencies and nonprofits in the Bay Area to

generate input on how to protect priority areas and develop order of magnitude costing approaches. Research included modeling of potential sea level rise assessment district revenues, comparison to competing flood insurance options, and structuring of an environmental impact bond for SLR infrastructure.

Economic Director, Port of Oakland – Economic and Financial Effects of Sea Level Rise, Sea Level Rise Assessment Plan, Oakland

The Port of Oakland developed an assessment of the Port's vulnerability to future conditions and potential strategies that will allow the Port to adapt over time through its Sea Level Rise Assessment Plan. The Port of Oakland has three business divisions – Maritime, Commercial Real Estate, and Aviation. The Sea Level Rise Assessment Plan included an inventory of Port assets, and detailed sea level and storm surge inundation mapping. Together, these data sets informed the development of vulnerability profiles for the Port's infrastructure and buildings. Using this data, Feliz led the study of the economic and fiscal impacts of sea level rise and coastal storm surge on business operations and facilities, and considered benefits from potential adaptation approaches in comparison to the costs. Adaptation strategies are being developed to minimize the Port's vulnerability to sea level rise and coastal storm surge based on this information.

Economic Director, City of Berkeley – Energy Assurance Transformation, Berkeley

The Berkeley Energy Assurance Transformation (BEAT) project explored the opportunities for dense urban cities to create innovative approaches for increasing energy reliability and reducing greenhouse gas emissions for critical facilities. Feliz was the lead consultant for the multi-entity team and economic director for this effort. BEAT addressed the regulatory, financial and technical aspects of developing a microgrid in Berkeley to develop a plan for a shovel-ready project, as well as create a roadmap for microgrid development in other dense, urban areas. In addition to leading the consulting team, Feliz led a financial analysis of the project's feasibility, including an assessment of innovative climate and green financing mechanisms. Finally, Feliz also directed a triple-bottom line assessment of the microgrid's impact on the community, and a Sustainable Return on Investment (SROI) calculation.

Economic Director, City of Santa Barbara – Economic Impact and Benefit Cost Analysis for Santa Barbara Local Coastal Plan Update, Santa Barbara

Feliz directed the analysis of economic and fiscal impacts, which include land and improvements, public infrastructure, ecosystem and recreational asset values. This information will be used to develop information that informs a benefit-cost analysis of adaptation strategies for use by public and private sector entities including, but not limited to, sediment management, beach nourishment, protect in place and targeted, managed retreat under temporary and permanent inundation conditions.

Economic Director, City of Long Beach – Financial Cost of Sea Level Rise, Cost of Inaction, Funding Strategies, and Economic Development Assessment for Climate Action and Adaptation Plan, Long Beach

Feliz directed a series of economic analyses to support the City of Long Beach's Climate Action and Adaptation Plan. By examining the impact of sea level rise through cost of inaction and associated benefits and costs resulting from various adaptation strategies, as well as funding mechanisms to implement these strategies, and the new economic opportunities created by the Climate Action and Adaptation Plan, Feliz provides the City of Long Beach with an understand of the risks facing the city's public and private assets and resources, financing approaches for project that reduce risk, as well as a strategy for how investments made in response to sea level rise can be leveraged for economic development. This information is intended to fulfill California State Lands Commission AB 691 requirement to assess the impact of sea level rise on granted trust lands as well as inform the City's Climate Action and Adaptation Plan and economic development strategy.

Economic Director, Port of Long Beach – Climate Adaptation and Coastal Resiliency Plan, Long Beach

In response to the California State Lands Commission requirement to assess the impact of sea level rise on granted trust lands as a part of the Port's Climate Adaptation and Coastal Resiliency Plan, Feliz led the analysis of financial impacts across three sea level rise scenarios. Temporary and permanent impacts were assessed for damaged goods and infrastructure and the value of lost use of Port lands. These impacts were compared to the estimated cost of adaptation measures to derive the benefits from adaptation actions.



Education

BA, Economics/
Environmental Policy,
Pitzer College

Celia Dattels

Senior Economic Analyst

Celia Dattels is a Senior Economic Analyst in Hatch's Urban Solutions team. Celia has worked on a variety of economics projects, including cost of inaction, benefit-cost analysis, economic impact assessments, and economic development. Celia has experience across California and the US helping to quantify the impacts of climate change to shape strategies that are responsive to localized impacts. She also has also researched the social and environmental impacts of sea level rise and increased storm severity in the Northeast United States, which assists her work by contextualizing economic and financial impacts with their effects on ecosystems and communities.

Select Project Experience

Economic Analyst, City of Long Beach – Net Cost Analysis of Climate Mitigation and Adaptation Action, Long Beach

Part of the team that provided the City of Long Beach with a prioritized list of climate adaptation and mitigation actions. Celia was tasked with estimating the associated cost and/or savings to the City for selected adaptation and mitigation actions. Celia conducted qualitative and quantitative research and assisted in writing a report to outline rough estimates of the cost of each action, as well as highlight case studies from other municipalities that successfully carried out similar actions.

Economic Analyst, Santa Clara Valley Water District – Upper Guadalupe River Flood Risk Economic Update, San Jose

As part of the team partnering with the Santa Clara Valley Water District, Ms. Dattels is providing an economic update for a U.S. Army Corps of Engineers flood risk management project along the Upper Guadalupe River. She assisted with the benefit-cost analysis focusing on impacts to property, infrastructure and recreational areas.

Economic Analyst, City of Long Beach – Economic Financial Effects of Sea Level Rise, Long Beach

The City of Long Beach is vulnerable to the effects of coastal flooding and sea level rise. To better understand the economic consequences of a changing climate, Celia assisted with modeling the vulnerability of property, infrastructure and natural resources that underpin the economy of the City. This information is intended to fulfill California State Lands Commission AB 691 requirement to assess the impact of seal level rise on granted trust lands as well as help the City inform its climate action planning.

Economic Analyst, City of Long Beach – Economic Financial Effects of Sea Level Rise, Long Beach

The City of Long Beach is vulnerable to the effects of coastal flooding and sea level rise. To better understand the economic consequences of a changing climate, Celia assisted with modeling the vulnerability of property, infrastructure and natural resources that underpin the economy of the City. This information is intended to fulfill California State Lands Commission AB 691 requirement to assess the impact of seal level rise on granted trust lands as well as help the City inform its climate action planning.

Economic Analyst, San Francisco Public Utilities Commission – Flood Resilience Building Code Update, San Francisco

Ms. Dattels was part of the team that undertook the economic evaluation of a flood risk management plan for San Francisco Public Utilities Commission (SFPUC) by determining the comprehensive economic impact associated with storm-related flooding and the economic benefits from improving storm water management infrastructure within the City of San Francisco. The end goal of this project is to modify appropriate building codes to require flood resilient design for new construction and substantial improvement in flood prone areas defined by the SFPUC's Flood Risk Map. Celia supported the effort to develop estimates of rates of new construction and substantial improvement to infrastructure, incidence, mitigation impacts, costs and benefits of a series of building code update options.

Economic Analyst, California High Speed Rail – Colton Intermodal Facility Component, San Bernardino

In support of the Los Angeles to Orange County segment of California High Speed Rail (CHSR), construction of the Colton intermodal facility is required to maintain performance at existing levels and accommodate future passenger and freight growth projections in the region. As part of the team that partnered with BNSF and other public and private entities to provide engineering and design services in support of this CHSR project, Celia supported the development on a Community Impact Assessment, which is required as part of CHSR guidelines, and assisted in evaluating the potential economic and fiscal impacts of the project, with a focus on property and school displacement effects, as well as an evaluation of the job-related impacts associated with construction and ongoing operations and maintenance using the RIMS II economic impact model.

A photograph of a forest path, likely in a redwood forest. The path is paved and leads into the distance, flanked by large, ancient-looking trees with thick, textured bark. Sunlight filters through the dense canopy of green needles, creating dappled light on the path and the forest floor. The overall atmosphere is serene and majestic.

Appendix D: Detailed Project Experience

“

Implementation of a CAP is critical in addressing the effects of climate change. Rincon's work with the City has helped in reaching our reduction goals and in developing outreach strategies to communicate implementation objectives.

John Conley,
Community
Development Director
City of Vista



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Pathway to Clean Energy

City of Berkeley

Reference Information:

Katie Van Dyke, Climate Action Program Manager
City of Berkeley
1947 Center Street, #1
Berkeley, California 94704
510-981-7403 | kvandyke@cityofberkeley.info

Dates: July 2019 to Present**Budget:** \$80,000**Staff:** Erik Feldman - Principal-in-Charge

Ryan Gardner - Project Manager

Lexi Journey - Senior Planner



Innovative Scope of Work

- Citywide Building Electrification Plan

In 2006, Berkeley voters overwhelmingly approved Measure G, a ballot initiative that called for reducing the community's greenhouse gas (GHG) emissions by 80% below year 2000 levels by 2050. In June 2018, Berkeley City Council established a goal of becoming a Fossil Fuel Free City, with a focus on electrification of Berkeley's

buildings. Rincon is currently assisting the City with a two-phase policy analysis and implementation plan to identify the technological, equity, and cost considerations around electrifying the current building stock based on age, class, and building type. The report will include an analysis of what policies and programs are needed in order to make Berkeley's existing building stock 100% fossil fuel free—and a detailed and prioritized implementation plan for near-term electrification strategies.

Phase 1 of the analysis will quantify the costs and benefits of electrification for a wide range of stakeholders. The approach will be tailored to address impacts on historically marginalized and low-income people and will integrate procedural, distributional, and structural equity considerations. The final report will identify the highest value and most equitable set of measures aimed at the elimination of fossil fuels in existing buildings in the near, mid, and long terms. Phase 2 will include a detailed cost-benefit analysis and a comprehensive implementation plan, including funding strategies, for each of the recommended policies.

Climate Action Plan and Emissions Forecast

City of Dublin

Reference Information:

Rebecca Parnes, Environmental Technician
City of Dublin
100 Civic Plaza
Dublin, California 94568
925-829-9248 | rebecca.parnes@dublin.ca.gov

Dates: 2018 to Present

Budget: \$75,000

Staff: Erik Feldman - Principal-in-Charge
Ryan Gardner - Project Manager

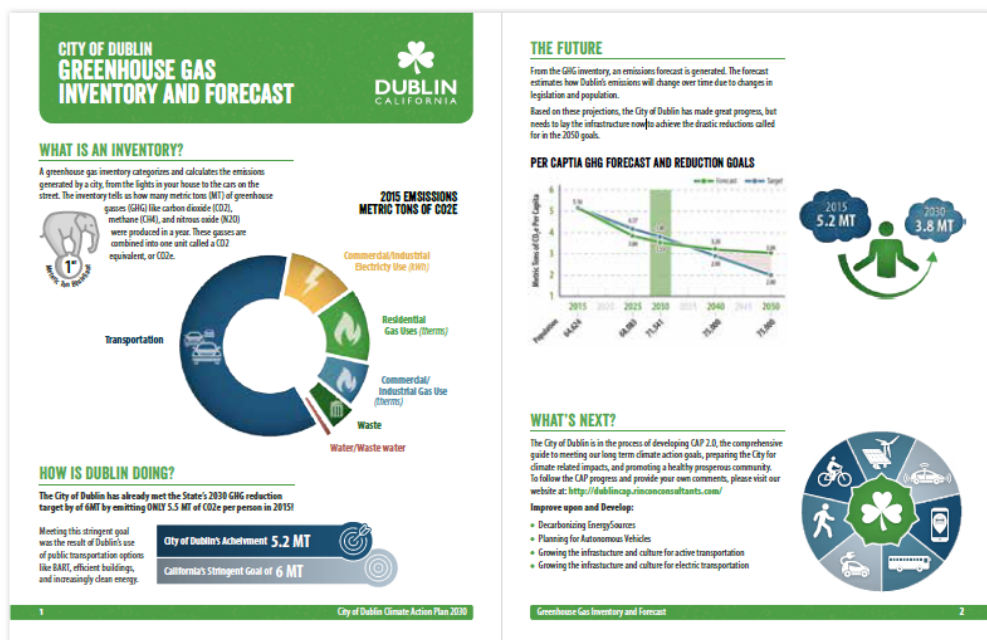
Innovative Scope of Work

- Carbon Neutrality
- Equitable Electrification Ordinance

Rincon is currently leading the development of the City of Dublin's Climate Action Plan 2.0. As a small, yet fast-growing city, Dublin has the potential to significantly reduce their GHG emissions through electrification of the transportation and building sectors. Working closely with City Staff, Rincon is developing new strategies to

incentivize sustainable community development while working to identify hurdles to implementation that a small to medium size city can face, including lack of staff time and funding availability. Using holistic approaches such as leveraging the RFP process for contracted services and working across multiple departments to discuss energy disclosure ordinance structure, practical actions and implementation are a focus of this CAP.

Rincon is also working with the City to develop a robust outreach program which will include stakeholders from the community, including residents, business owners, Realtors commercial building owners, and community groups. Rincon understands that in order to develop an actionable and impactful Climate Action Plan, the measures within it must be vetted during the development process to the greatest extent feasible. Through open communication and collaboration, Rincon and the City of Dublin are striving to make Dublin CAP 2.0 a guide to achieving both the state's and community's sustainability goals.



Government Operations Client Action Plan and Community Climate Action Plan County of San Mateo

Reference Information:

Avana Andrade, Sustainability Specialist
County of San Mateo
455 County Center, 4th Floor
Redwood City, California 94063
650-599-1459 | aandrade@smcgov.org

Dates: July 2019 to Present

Budget: \$24,835

Staff: Erik Feldman - Principal-in-Charge
Ryan Gardner - Project Manager
Andrew Hatt - Sustainability Planner



Innovative Scope of Work

- Regional Carbon Sequestration
- Carbon Neutrality 2030

Rincon is leading review of the County initial list of action ideas, recommending specific measures, and further defining each action item with specific targets and/or actions in order to identify potential metrics for each action item to a level that would allow for qualitative analysis.

With a list of actions now complete, Rincon is leading a multi-criteria analysis that will evaluate actions against five criteria: GHG reductions, costs, technical difficulty, political difficulty, and generation of co-benefits in order. Using this output, Rincon will work with the County to prioritize a list of measures or suites of measures. Measure suites contain several supportive measures that are required to realize the desired

GHG reduction. Once prioritized measures have been selected, Rincon will conduct a deeper quantification of measure benefits. This analysis will leverage several methodologies to provide GHG reduction, cost, and co-benefit values. For difficult-to-quantify measures (such as those that rely on voluntary actions), Rincon will work with the County to develop quantifiable metrics for implementation tracking, so that GHG reduction progress can be determined over time.

Rincon is also developing a GIS map of the various ecosystems present in the County in order to analyze their potential for carbon sequestration. Rincon will leverage existing GIS data available from California Air Resources Board, CAL Fire, and Department of Forestry to generate a table of acres of each habitat type as well as the carbon storage and sequestration potentials. This data will then be used to generate a list of priority carbon sequestration measures and strategies for the County to consider.

Community Climate Action Plan

County of Santa Clara

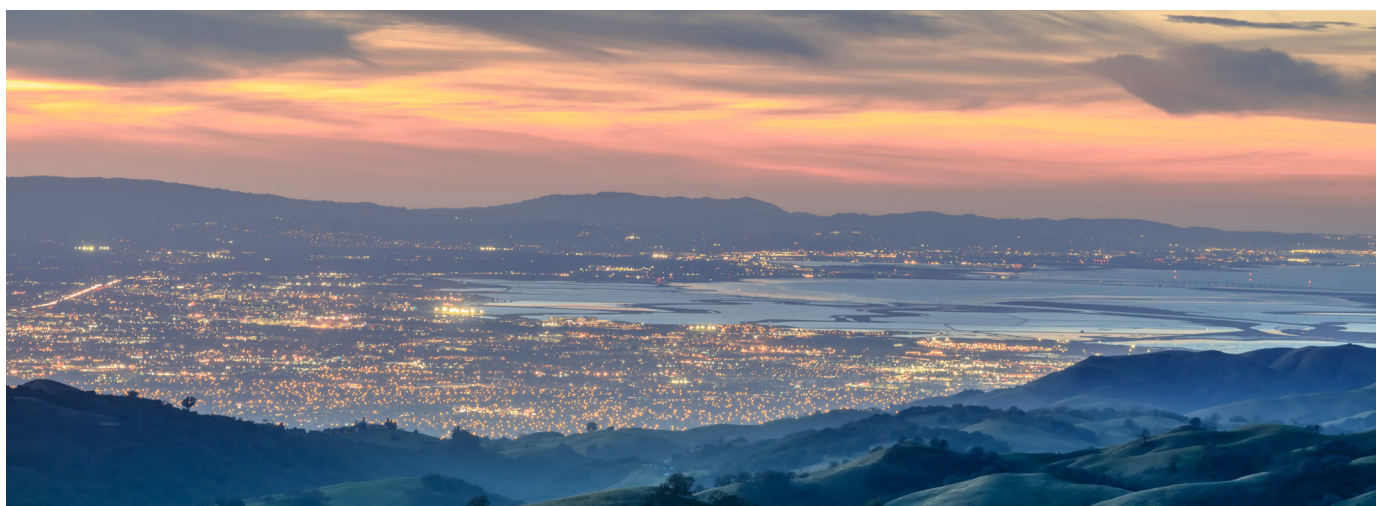
Reference Information:

Breann Boyle, Sustainability Analyst
 County of Santa Clara Office of Sustainability
 2310 North 1st Street, Suite 106
 San Jose, California 95131
 408-993-4765 | breann.boyle@ceo.sccgov.org

Dates: August 2020 to Present

Budget: \$154,124

Staff: Erik Feldman - Principal-in-Charge
 Ryan Gardner - Project Manager
 Andrew Hatt - Sustainability Planner



Innovative Scope of Work

- Interactive Network Relationship Map

Rincon recently kicked off the County of Santa Clara's Community Climate Action Plan Update with the County's Office of Sustainability. In addition to generating a baseline greenhouse gas inventory, the primary objective of the project will be to build an interactive cloud-based relationship map that identifies all of the groups (cities,

non-profits, and private sector entities) who are working on climate action planning within Santa Clara County as well as their goals and core mission. Once the primary goals, measures, and actions for these groups are identified, Rincon will then develop a suite of measures that the County can undertake to facilitate the achievement of these groups and the County's own GHG reduction targets. These reduction measures will include actions pertaining to active transportation, transit, buildings, waste, water, and sequestration.

Climate Action Plan Update, Climate Vulnerability Assessment and Initial Study-Negative Declaration

City of Livermore

Reference Information:

Tricia Pontau

City of Livermore, Community Development Department

1052 S. Livermore Avenue

Livermore, California 94550

925-960-4400 | pepontau@cityoflivermore.net

Dates: July 2019 to Present

Budget: \$24,835

Staff: Erik Feldman - Principal-in-Charge

Ryan Gardner - Project Manager

Lexi Journey - Senior Planner

Andrew Hatt - Sustainability Planner



Innovative Scope of Work

- Restorative Carbon Measures
- Carbon Neutrality Goal

Rincon is leading the team that is assisting the City of Livermore in updating its Climate Action Plan (CAP). The updated CAP will provide the basis for prioritizing, budgeting, implementing, and monitoring greenhouse gas (GHG) emission reduction strategies. Rincon's role is focused on GHG inventory, forecasts, and

targets assessment, climate action policy development, GHG emissions reduction analysis, development of GHG implementation tools, climate vulnerability assessment, and CEQA review of the updated CAP.

The team also includes experts to provide funding strategies to execute the project in an effective and dynamic manner, and to provide innovative outreach and engagement strategies to create a plan with stakeholder buy in and strategies to reduce GHG emissions over time, while improving quality of life.

2030 Community Climate Action Plan and Environmental Impact Report

County of Santa Barbara

Reference Information:

Garrett Wong, Climate Program Manager
County of Santa Barbara
123 East Anapamu Street, 2nd Floor
Santa Barbara, California 93110
805-568-3503 | gwong@co.santa-barbara.ca.us

Dates: August 2020 to Present

Budget: \$517,000

Staff: Erik Feldman - Principal-in-Charge
Lexi Journey - Project Manager
Ryan Gardner - Senior Planner
Camila Bobroff - Project Assistant



Innovative Scope of Work

- Equitable Community Activation
- CAP Toolkits for Local Jurisdictions
- Agricultural GHG inventory and Measure Development

Rincon is in the process of preparing a Climate Action Plan for Santa Barbara County. This Climate Action is unique in that it is the first project of the Santa Barbara County Climate Collaborative and will bring in together various projects under the One Climate initiative.

The Climate Action Plan is currently in the early stages of community activation, which includes the engagement of an Equity Advisory Committee. The Plan will activate the diverse community to develop a plan and suite of climate action planning tools that are customized to the County. Each jurisdiction in the

County will be able to tier off of the County Climate Action Plan and will be able to adopt GHG tracking tools developed specifically for the County. This Climate Action Plan will also include emissions from the agricultural industry and agriculture land use types (also known as Natural and Working Lands).

Rincon is working with the Bren School of Environmental Science and Management, University of California Santa Barbara to complete extensive research and reached out to experts in the respective fields to ensure the incorporation of the information found is appropriate and the methodology to calculate GHG emissions is accurate. The Climate Action Plan is intended to facilitate the reduction of GHG emissions in a way that helps improve the public health and economy of the County through partnerships with the community providing resources for a more sustainable and equitable community.

Climate Action Plan and GHG Emissions Inventory

City of Pasadena

Reference Information:

Anita Cerna, Senior Planner
City of Pasadena
100 North Garfield Avenue
Pasadena, California 91101
626-744-6767 | acerna@cityofpasadena.net

Dates: 2016 to 2017

Budget: \$175,976

Staff: Erik Feldman - Principal-in-Charge
Lexi Journey, Project Manager
Ryan Gardner - Senior Planner
Camila Bobroff - Planner

Innovative Scope of Work

- CAP Consistency Checklist
- Quantitative GHG Threshold

Working collaboratively with the City of Pasadena, Rincon helped prepare a winning grant application which in turn funded development of one of the first post SB 32 “qualified” GHG reduction plans in the state. The work scope included the development of a baseline GHG inventory, GHG forecast, GHG reduction measures, and CEQA analysis. The Pasadena CAP utilized a wide range of sustainability measures from the waste, water, built environment, transportation, and urban greening sectors to reduce Pasadena’s emissions to below the state target of 40% below baseline by 2030.

To accomplish these stringent reduction targets, Rincon worked hand in hand with Pasadena Municipal Power District to find opportunities to increase renewables and carbon neutral power options while

balancing the contractual and financial constraints inherent in utility operations. A crucial part of the project included the creation and implementation of a comprehensive public outreach program which gained feedback from the community but also from stakeholders within city departments. Rincon also developed GHG thresholds and a CAP consistency checklist for new development allowing projects to tier off the CAP, a key benefit considering the lack of post-2020 approved CEQA thresholds. Finally, Rincon developed an implementation and monitoring plan to ensure the City could make measurable and sustained progress towards their climate goals. The CAP was adopted by Pasadena’s City Council on March 5, 2018. The team worked through complex and City-specific issues including working to evaluate municipally owned utilities progress towards renewable portfolio standard goals as well as the impact on emissions forecasts. With an eye towards implementation, Rincon worked to develop measures that not only included significant co-benefits, but that were implementable by City staff and community partners.

“On behalf of the City of Pasadena, I want to thank the Rincon Team for your excellent performance on the City’s GHG inventory, Climate Action Plan, CEQA review, and CAP consistency checklist. Rincon’s overall approach to climate action planning has been very responsive and effective at dealing with the ever-evolving nature of climate change legislation and policy. Throughout the climate action planning process, Rincon provided creative solutions that are successful in helping Pasadena reach its GHG reduction goals. Rincon’s staff demonstrate a deep understanding of climate planning issues and a willingness to collaborate with City staff to deliver documents consistent with our expectations.”

Anita Cerna, Senior Planner
City of Pasadena





Resilient Coast Adaptation Planning Outreach and Engagement

City of Santa Cruz

Reference Information:

Tiffany Wise-West, Sustainability and Climate Action Manager

City of Santa Cruz

809 Center Street

Santa Cruz, California 95060

831-420-5433 | twise-west@cityofsantacruz.com

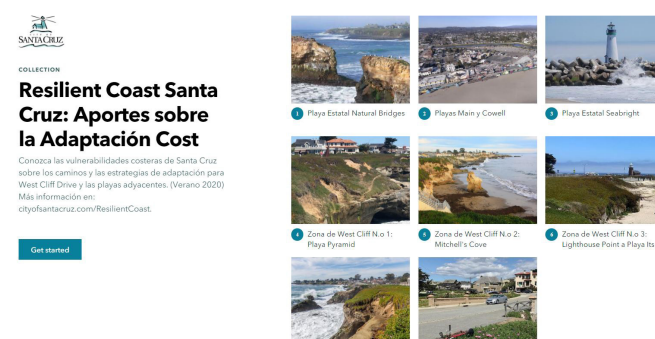
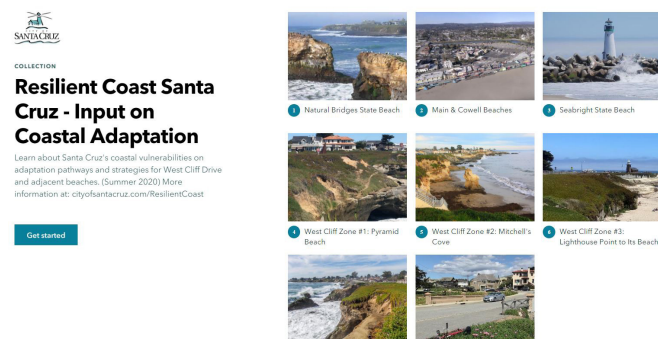
Dates: 2019 to January 2021

Budget: \$25,000

Staff: Mindy Craig (Outreach Principal)

Kris Meek (Project Associate)

Yeymi Rivas Reyes (Project Associate)



BluePoint Planning was hired to provide support and strategy to the City for the Outreach and Engagement for the Resilient Coast Santa Cruz adaptation planning effort comprised of two plans, the West Cliff Adaptation and Management Plan and the Local Coastal Program Update. Over a little over a year, BluePoint assisted the City with refining the Community Outreach Plan, planning and participating in community events such as the Open Streets, the Community Open House, and online workshops.

In addition, BluePoint worked with the City to develop eight Storymaps in ArcGIS along with integrated community surveys to share information and gather input about the proposed adaptation pathways. The storymaps and surveys were developed in English and Spanish, and advertised through the City's social media accounts, website, newsletters, and flyers. There were over 1,000 ArcGIS views of the storymaps and approximately 395 survey responses. BluePoint assist in developing social media ads in English and Spanish as well as strategize and plan for a multilingual community workshop online.

Paying for Climate Adaptation in California: A Primer for Practitioners

Resources Legacy Fund

Reference Information:

Matt Armsby, Vice President

831-420-5433 | marmsby@resourceslegacyfund.org

Budget: \$60,000

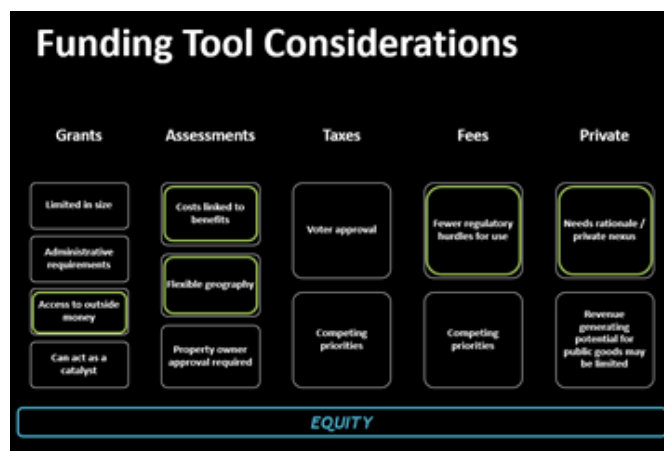
Staff: Feliz Ventura*

Climate change poses risks to California communities by requiring a range of new investments in adaptation and resilience. While new investment is needed, government agencies have limited funding and financing opportunities and are often restricted in the use of existing funds. A multi-pronged approach is needed to address this shortfall with both public and private involvement.

To address this challenge, the Resources Legacy Fund (RLF), a conservation nonprofit organization based in Sacramento, engaged Feliz Ventura* and her team to research options for funding and financing climate adaptation investments and activities in key fields.

The study presents approaches for the public and private sectors that allow for resilient investments, and that advance coastal defense and flood control priorities; projects that improve water supply and wastewater management; measures that reduce community vulnerability to increased heat and air pollution; and programs that support building administrative and social capacity. This study identifies policy solutions—how actions through new or updated policy can support and enhance California’s ability to pay for adaptation and resilience efforts and illustrates funding and financing pathways.

**Completed and led by Feliz Ventura while at AECOM.*



Benefit and Outcomes

RLF used this study to inform policy development and discussions related to paying for climate adaptation for a variety of audiences including:

- Review, presentation and comments from the Integrated Climate Adaptation and Resiliency Program, Office of Planning and Research;
- Public release of the document for local government and other climate adaptation practitioners; and
- Education of state-level policymakers on the challenges and opportunities of paying for climate adaptation.
- The report is also analyzed and cited in works such as the California Adaptation Planning Guide.



Appendix E: **Rincon Standard 2021** **Fee Schedule**

“

It has been such a great pleasure working with Ryan and the Rincon Team. From the interview to implementation, city staff had the greatest of confidence in their ability to execute and meet our specific needs. We are thrilled at the creation of a Climate Action Plan tool that now helps us track actual emissions reductions associated with implementation measures over time.”

Robyn Eason,
Senior Sustainability Planner
City of West Hollywood



Standard Fee Schedule for Environmental Sciences and Planning Services

Professional, Technical and Support Personnel*	Hourly Rate
Principal II	\$247
Director II	\$247
Principal I	\$227
Director I	\$227
Senior Supervisor II	\$211
Supervisor I	\$201
Senior Professional II	\$180
Senior Professional I	\$165
Professional IV	\$149
Professional III	\$134
Professional II	\$118
Professional I	\$108
Associate III	\$98
Associate II	\$93
Associate I	\$84
Project Assistant	\$77
Senior GIS Specialist	\$144
GIS/CADD Specialist II	\$129
GIS/CADD Specialist I	\$115
Technical Editor	\$115
Production Specialist	\$91
Clerical	\$77

*Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts, and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$350.

Reimbursable Expenses

Direct Cost	Rates
Photocopies – Black and White	\$0.20 (single-sided) & \$0.40 (double-sided)
Photocopies – Color	\$1.50 (single-sided) & \$3.00 (double-sided)
Photocopies – 11 x 17	\$0.50 (B&W) & \$3.30 (color)
Oversized Maps	\$8.00/square foot
Digital Production	\$15/disc and \$20/flash drive
Light-Duty and Passenger Vehicles*	\$85/day
4WD and Off-Road Vehicles*	\$135/day

* \$0.65/mile for mileage over 50 and for all miles incurred in employee-owned vehicles.

Other direct costs associated with the execution of a project, that are not included in the hourly rates above, are billed at cost plus 15%. These may include, but are not limited to, laboratory and drilling services, subcontractor services, authorized travel expenses, permit charges and filing fees, mailings and postage, performance bonds, sample handling and shipment, rental equipment and vehicles other than covered by the above charges.

Payment Terms. All fees will be billed to Client monthly and shall be due and payable upon receipt. Invoices are delinquent if not paid within 10 days from receipt.

Equipment	Day Rate
Environmental Site Assessment	
Soil Vapor Extraction Monitoring Equipment	\$144
Four Gas Monitor	\$124
Flame Ionization Detector	\$100
Photo Ionization Detector	\$75
Hand Auger Sampler	\$57
Water Level Indicator, DC Purge Pump	\$41
Natural Resources Field Equipment	
UAS Drone	\$250
Spotting or Fiberoptic Scope	\$155
Pettersson Bat Ultrasound Detector/Recording Equipment	\$155
Sound Level Metering Field Package (Anemometer, Tripod and Digital Camera)	\$103
GPS (Sub-meter Accuracy)	\$60
Infrared Sensor Digital Camera or Computer Field Equipment	\$52
Scent Station	\$21
Laser Rangefinder/Altitude	\$10
Pit-fall Traps, Spotlights, Anemometer, GPS Units, Sterilized Sample Jar	\$8
Mammal Trap, Large/Small	\$1.50/\$0.50
Water and Marine Resources Equipment	
Boat (26 ft. Radon or Similar)	\$565
Boat (20 ft. Boston Whaler or Similar)	\$310
Multi Parameter Sonde (Temp, Cond, Turbidity, DO, pH) with GPS	\$155
Water Quality Equipment (DO, pH, Turbidity, Refractometer, Temperature)	\$57
Refractometer (Salinity) or Turbidity Meter	\$35
Large Block Nets	\$103
Minnow Trap	\$88
Net, Hand/Large Seine	\$10/\$50
Field Equipment Packages	
Standard Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet, Safety Equipment, and Botanic Collecting Equipment)	\$100
Remote Field Package (Digital Camera, GPS, Thermometer, Binoculars, Tablet and Mifi, Delorme Satellite Beacon, 24-Hour Safety Phone)	\$130
Amphibian/Vernal Pool Field Package (Digital Camera, GPS, Thermometer, Decon Chlorine, Waders, Float Tube, Hand Net, Field Microscope)	\$155
Fisheries Equipment Package (Waders, Wetsuits, Dip Nets, Seine Nets, Bubblers, Buckets)	\$52
Underwater and Marine Sampling Gear (U/W Photo/Video Camera, Scuba Equipment (Tanks, BCD, Regulators, Wetsuits, etc.)	\$50/diver
Marine Field Package (PFDs – Personal Flotation Devices, 100-foot Reel Tapes with Stainless Carabiners, Pelican Floats, Underwater Slates, Thermometer, Refractometer, Anemometer, Various Field Guides)	\$50
Insurance, Hazard and Safety Fees	
L&H Dive Insurance	\$50/diver
Level C Health and Safety	\$60/person



Submitted by:

Rincon Consultants, Inc.

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Santa Cruz, California 95060
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rinconconsultants.com

January 19, 2021