



MONDAY, NOVEMBER 14, 2011

7:00 P.M. - REGULAR ENVIRONMENTAL COMMISSION MEETING

Council Chambers, Los Altos City Hall
One North San Antonio Road, Los Altos, California

ROLL CALL

PLEDGE OF ALLEGIANCE

PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

Members of the audience may bring to the Commission's attention any item that is not on the agenda. Please complete a "Request to Speak" form and submit it to the Staff Liaison. Speakers are generally given two or three minutes, at the discretion of the Chair. Please be advised that, by law, the Commission is unable to discuss or take action on issues presented during the Public Comment Period. According to State Law (also known as "the Brown Act") items must first be noticed on the agenda before any discussion or action.

1. Commission Minutes
Approval of minutes – Regular Meeting of October 10, 2011.

DISCUSSION ITEMS

2. Disposal and Management of Expanded Polystyrene
 - a. Presentation by Mike Barnes, Greentown Los Altos on co-op purchased containers for food vendors.
 - b. Report by Subcommittee on progress made pursuant to August 23, 2011 Council Referral of Letter from Recycling and Waste Reduction Commission of Santa Clara County (RWRC) to Environmental Commission for study and to make recommendations back to Council.
3. Opportunity for Partnership with Cal Water for Water Efficient Landscape Education Classes
Report by Commissioner Eyre on class held on Nov. 5, 2011.
4. Sustainability Element in the General Plan
 - a. Activity progress report by Environmental Commission Task Force.
 - b. Status update on Request for Proposal (RFP) approved by Council on Nov. 8, 2011.

5. Environmental Commission Website Revisions
Activity progress report by Environmental Commissioners.
6. City of Los Altos 60th Anniversary Celebration
Report by Commissioner Anderson on Planning Committee meeting progress.
7. Environmental Commission Work Plan Progress Review
Review and discussion of 2011-2012 Work Plan presented to City Council at the Joint Meeting on April 5.
8. Items for Information
 - a. Status update on single-stream waste receptacle labels for downtown.
 - b. "Trees of Los Altos" status of account.
 - c. Tree planting for Patty Rosewater

COMMISSION REPORTS AND DIRECTIONS ON FUTURE AGENDA ITEMS

ADJOURNMENT

SPECIAL NOTICES TO PUBLIC

In compliance with the Americans with Disabilities Act, the City of Los Altos will make reasonable arrangements to ensure accessibility to this meeting. If you need special assistance to participate in this meeting, please contact the Human Resources Department 72 hours prior to the meeting at (650) 947-2607.

Agendas, Staff Reports and some associated documents for Environmental Commission items may be viewed on the Internet at <http://losaltosca.gov/committees-commissions/environmental/meetings.html>

On occasion the Environmental Commission may consider agenda items out of order.

All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, and that are distributed to a majority of the legislative body, will be available for public inspection at the Office of the City Clerk's Office, City of Los Altos, located at One North San Antonio Road, Los Altos, California at the same time that the public records are distributed or made available to the legislative body. Any draft contracts, ordinances and resolutions posted on the Internet site or distributed in advance of the Environmental Commission meeting may not be the final documents approved by the Commission. Contact the City Clerk at (650) 947-2720 for the final document.

If you wish to provide written materials, please provide the Environmental Commission Staff Liaison with **10 copies** of any document that you would like to submit to the Commissioners in order for it to become part of the public record.

For other questions regarding the meeting proceedings, please contact the City Clerk at (650) 947-2720.

**MINUTES OF A REGULAR MEETING OF THE ENVIRONMENTAL COMMISSION
OF THE CITY OF LOS ALTOS, HELD ON MONDAY, OCTOBER 10, 2011, AT
7:00 P.M. AT LOS ALTOS CITY HALL, ONE NORTH SAN ANTONIO ROAD,
LOS ALTOS, CALIFORNIA**

ROLL CALL

PRESENT: Bray, DeMichiel, Anderson, Keller, Reed, Eyre
ABSENT: None

PLEDGE OF ALLEGIANCE

PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

None

1. Commission Minutes
MOTION BY COMMISSIONER DeMICHIEL, SECONDED BY COMMISSIONER KELLER to approve the minutes of the meeting of September 12, 2011. THE MOTION CARRIED UNANIMOUSLY.

DISCUSSION ITEMS

2. Election of Environmental Commission Chair and Reorganization of Commission
Discussion and MOTION BY COMMISSIONER ANDERSON, SECONDED BY COMMISSIONER DeMICHIEL to appoint Vice Chair Bray as Chair. MOTION CARRIED UNANIMOUSLY.

Discussion and MOTION BY COMMISSIONER DeMICHIEL, SECONDED BY CHAIRPERSON BRAY to appoint Commissioner Reed as Vice Chair. MOTION CARRIED UNANIMOUSLY.
3. Patty Rosewater Tree Planting
Report by staff that redwood tree will be donated by Acterra. Date of tree planting has not been set. Environmental Commission nameplate and recording of meeting will be presented to family the day of event.
4. Disposal and Management of Expanded Polystyrene
Subcommittee will report at November meeting.
5. Opportunity for Partnership with Cal Water for Water Efficient Landscape Education Classes
Report by Commissioner Eyre. Information about workshop will be published in Greentown newsletter and on City website. The workshop topic is "Designing, Planting, and Caring for California Native Plant Gardens" on November 5, 2011 at Hillview Hall from 10-noon.

6. Sustainability Element in the General Plan
Report by Commissioner Eyre. RFP (Request for Proposals) was released and there are three bidders in the process. Recommendation of vendor will be on the November 8, 2011 City Council agenda.
7. Environmental Commission Website Revisions
Activity progress report by Commissioner DeMichiel.
8. City of Los Altos 60th Anniversary Celebration
Report by Commissioner Anderson on Planning Committee progress.
9. Environmental Commission Work Plan Progress Review
Commissioners reviewed and discussed the 2011-2012 Work Plan.
10. Items for Information
 - a. Staff gave status update on single-stream waste receptacle labels for downtown.
 - b. Commissioner Anderson reported there is \$3,500 in the Trees of Los Altos account.

COMMISSION REPORTS AND DIRECTIONS ON FUTURE AGENDA ITEMS

ADJOURNMENT

Chair Bray adjourned the meeting at 8:35 p.m.

J. Logan, Assistant City Manager and STAFF LIAISON

Los Altos Environmental Commission - Update **October 11, 2011**

Approved Projects 2010-2011

Goals Approved by City Council Oct 19, 2010	Goals
<p>b. Projects 2010-2011</p>	<p style="text-align: center;">-- Progress Updates</p>
<p>1</p> <p>Continue to provide approved community education and outreach activities to achieve natural resource conservation for Los Altos. (Steve Anderson, Linda DeMichiel)</p> <p>a. Deliver updated web site that is visually pleasing, navigates well, has relevant, current content, and ties into city look and feel. (Owner: Linda)</p> <p>b. Provide approved public information forums for topics of interest to the public. (e.g Packard Building, Solar) (Owner: Steve)</p>	<p>By Nov 2011: Linda has finalized website content. John will run a browser check. J and Linda will review graphics for any ownership issues/questions. J will look into having a dedicated 'quick link' set up to access the Environment website directly from the city's homepage. Also, there was a request to see if a new 'website counter' could be installed, to enable visit statistics from the new site.</p> <p>By Sept 2011: Content updates complete and reviewed with sub-committee.</p> <ul style="list-style-type: none"> - Mar 2011: Update on 3 out of 6 areas completed. - Feb 2011: Update on 2 out of 6 areas completed. Council members committed to complete updates in all areas by Feb 28. Linda will have as many updates as possible done by March 14 EC meeting, with all updates ready for review at Council Meeting in April. - Dec 2010: Each area assigned to an EC member to provide updates to Linda. - Nov 2010: Subcommittee established (Linda, John, Patty). Commission reviewed initial prototype from Linda. Agreed to (a) change title on home page to "Environment, City of Los Altos," (b) add "About the Environmental Commission" as a subcategory, and (c) add "What's New" page. <p>- Will engage here when there are specific opportunities related to city programs or policies. One opportunity will be for interim review and input to upcoming Climate Action Plan development.</p> <p>- August 2011: Agreed to co-sponsor with Cal Water a forum on Water Efficient Landscaping. They provide speaker, refreshments, staffing, publicity. We provide venue and publicity. Also agreed to investigate ways to publicize the protective tree ordinance in Los Altos.</p>
<p>2</p> <p>Explore enhancements to further improve waste management in Los Altos. (Don Bray, Steve Anderson, Joe Eyre)</p>	

<p>a. Monitor MTWS waste diversion rate for both regularly scheduled pickups and event waste management. Look for ways to meet and exceed contracted diversion rate. (Owner: Don)</p> <p>b. Make results available to community, along with education on how they can help improve outcomes. (Owner: Steve)</p>	<ul style="list-style-type: none"> - January 2012; invite MTWS in for an update on current diversion statistics, with a special focus on programs for improving commercial uptake of recycling and composting. - July 2011 – MTWS gave update on diversion rates. Residential ahead of target, commercial lagging. Efforts to work with individual vendors necessary. - May 2011 – article published in LATC re diversion rates and customer satisfaction. - April 2011 – contact made with LATC, waiting for response - March 2011: Article drafted from MTWS information from February - Feb 2011: Update from MTWS, showing diversion rate of 73.3% in December, 70.9% YTD since beginning of contract. Customer satisfaction stats very positive as well.
<p>c. Work with MTWS to provide recycling and composting services for downtown shoppers. (Owner: Joe)</p> <p>d. Help educate citizens as soon as new services are available. (Owner: Steve)</p>	<p>Implementation according to plan.</p> <p>Evaluate other opportunities for waste management downtown. Work with MTWS to identify specific projects. Explore working with LAVA and the Chamber to help educate downtown businesses on how they can increase diversion rates.</p> <ul style="list-style-type: none"> - October 2011 – New receptacle rims and labels to be installed over next few weeks. - August 2011 – EC and staff review preliminary design, recommended specific updates to “Recyclables, Organics, Garbage OK, Contents sorted offsite” label around lid of receptacles. - July 2011 – EC recommended specific language for bins to be “Recyclables, Organics, Garbage OK, Contents sorted offsite”. Prefer banding of label around receptacles, but on lid is also ok. - June 2011: EC agrees that single bin solution for downtown shoppers is good solution, requested mock-up of signage waste/recycling bins. MTWS sent out mailer re composting in hot weather and downtown waste program. - April 2011: Council verbally supportive in annual EC-CC meeting of ensuring recycling for downtown shoppers. EC sent memo to CC discussing concern with single bin solution and asking for full staff review. - Mar 2011: Commission is disappointed to learn that the new streetscape plans do not include receptacles for composting and recycling for downtown shoppers.
<p>3</p> <p>a. Use CAPPa tool to model the impact of various behaviors (i.e. change to florescent bulbs, use energy star appliances, use</p>	<p>Provide modeling and analysis of ways to reduce environmental impact in the community. (Subcommittee: Don Bray, John Reed, Patty Rosewater)</p> <ul style="list-style-type: none"> - ITEM CLOSED. Moving directly to Climate Action Plan (#4 below). - Apr 2011: Each EC member to gather information on how other cities have addressed this problem. - Mar 2011: Top 20 opportunities from CAPPa modeled identified, however definition of those

	<p>cold water in washing clothes...). (Owner: John)</p> <p>b. Pick a limited number to pursue; with Council approval, develop education and outreach activities to educate community. (Owners: Don, John, Patty)</p>	<p>opportunities very broad. Need to continue to drill down to get to a meaningful discussion on program possibilities.</p> <ul style="list-style-type: none"> - Feb 2011: John still working on data. Will call meeting of subcommittee (John, Don, Patty) to identify areas of concentration. - Nov 2010: John has identified ~20 elements to examine more closely. Will meet with Don to get data to complete analysis and have specific items to review at Dec meeting.
4	<p>Work with Planning Services Manager to develop Sustainability element to Los Altos General Plan. (Joe Eyre, Don Bray, TBD)</p>	<p>Milestones TBD, based on staff and consultant discussions.</p> <ul style="list-style-type: none"> - October 2011: Proposals for assistance with development of Climate Action Plan submitted by three prospective consultants, and reviewed by City Staff and EC subcommittee. Decision on consulting firm to be finalized by City Staff and City Council. - August 2011: Gathering proposals from consultants, hope to review by September 2011 meeting. Will work on CAP first, then imbed into sustainability element later. - June 2011 – Met with James Walgren to move forward. Next step is hiring consultant, James will work on RFP. - Apr 2011: After some initial miscommunication, staff confirms that there is funding in this year's CIP for updating the General Plan to address AB32 and SB375 requirements, still planned to begin in July 2011. Staff requests EC involvement in the process, specifics TBD.
5.	<p>Implement approved education program regarding re-useable bags in Los Altos. (Steve Anderson)</p> <p>a. Continue to partner with Chamber of Commerce in visits with CVS Pharmacy and Walgreens to inquire about their re-useable bag programs. (Owner: Steve)</p> <p>b. Publicize results of reusable bag survey as appropriate. (Owner: Steve)</p>	<p>Ongoing: Report on any new legislation/activity regarding reusable bags; Steve to follow up with Julie Rose, and sync up on current activity (if any), and activity going forward.</p> <ul style="list-style-type: none"> - August 2011: California Supreme Court sided with Manhattan Beach, said EIR was not required for its ban on plastic bags. - July 2011: Contacted Safeway for an update re implementation of bag ban in San Jose, law scheduled for implementation in Jan 2012. They said it took ~5 years of work to get that in place, they don't take a position either pro/con for legislation but did say that banning ALL single-use bags is much better than banning only plastic (as SFO did), because there is no incentive to reduce single use bags and all are environmentally undesirable. Recommended we take a "wait and see" approach to see how SJ does before considering anything. - Jan 2011: EC Member and ED of Los Altos Chamber of Commerce visit Drug stores in Los Altos to inquire about re-useable bags program. Report published on web site; article in LATC.

<p>6. Continue to work to foster water conservation in Los Altos. (Linda DeMichiel, Chris Keller)</p>	<p>a. Continue to work with Cal Water to develop Los Altos specific baseline. (Owner: Chris)</p> <p>Joe to follow up with Cal Water re data, which was to be made available by end of Q3 2011; have not received any information to date.</p> <p>TBD Cal water data + 4 months: Article re water usage in LATC.</p> <p>TBD Cal Water data + 2 months: Updated baseline with most current information published on web site.</p> <p>TBD based on Cal water data: Baseline of trends over 5 years established, and incorporated into dashboard (see Goal #3).</p> <ul style="list-style-type: none"> - August 2011: Cal Water says we can apply to get information at the end of Q3 2011. - March 2011: Cal water has agreed to elements, still waiting for data. - Feb 2011: Chris to arrange for update from GTLA at next month meeting re Cal Water baseline. - Nov 2010: Cal Water agreed to provide baseline data to Los Altos. GTLA leading effort to define exact data collected and timeline.
<p>b. Incorporate water resource plans into broader "Sustainability Element" above. (Owner: Linda)</p>	<p>TBD: Program presented to Council as part of Climate Action Plan (to include measures and initiatives related to water).</p> <p>TBD Cal Water data + 4 months: One program selected and documented to propose to staff and Council for water conservation.</p>
<p>7. Other Council goals as directed.</p> <p>a. Investigate state requirements and funding opportunities for creek-clean up. (Owner: j)</p> <p>b. Review recommendations by Recycling and Waste Reduction Commission of Santa Clara County (RWRC) for related to disposal and management of Expanded Polystyrene (Styrofoam) (Owner: Chris & Steve)</p>	<ul style="list-style-type: none"> - By Mar 2011: Report from staff that annual creek cleanup is required by state in order to fulfill permits for storm drainage into creek. <p>General Comment from Council: If any programs require funding, case must be presented in time for annual budget cycle.</p> <ul style="list-style-type: none"> - By November 2011, EC subcommittee will review RWRC recommendations, and examples of steps taken by other local municipalities. MTWS is providing additional content and perspective based on their experience. Subcommittee will present initial findings and recommended next steps to the EC. (Owner: Chris)



AGENDA REPORT

MEETING DATE: November 8, 2011

TO: City Council

FROM: James Walgren, Assistant City Manager

SUBJECT: Climate Action Plan Professional Services Agreement

RECOMMENDATION: Authorize the City Manager to enter into a professional services agreement with PMC Consulting to prepare a Climate Action Plan.

SUMMARY:

Estimated Fiscal Impact:

Amount: \$74,995

Budgeted: Yes, Capital Project #12-11

Public Hearing Notice: Not Applicable

Previous Council Consideration: June 28, 2011

CEQA Status: Not Applicable

Attachments:

1. PMC Climate Action Plan Scope of Work

BACKGROUND:

State Assembly Bill 32 requires public agencies in California to implement measures to reduce greenhouse gas emissions to year 1990 levels by 2020. While the great majority of this responsibility rests with the State and regional air quality boards, cities also need to have a plan in place that addresses carbon emissions when planning for programs and facilities and when issuing permits. This Climate Action Plan is intended to provide a framework to achieve those goals.

City Council approved a capital project for FY2011-2012 to prepare a Climate Action Plan. The plan will address AB 32 and incorporate the goals and policies of the recently completed municipal greenhouse gas inventory study. A community-wide greenhouse gas inventory with associated goals and polices will also be created.

Another key component of the Climate Action Plan will be the adoption of development review criteria and thresholds. The State legislature adopted AB 32 with broad mandates that were intended to be refined by the regional air quality boards relative to California Environmental Quality Act guidelines. For Santa Clara County, this is the Bay Area Air Quality Management District (BAAQMD). However, because the BAAQMD thresholds are more applicable for larger projects in more urban contexts, it is beneficial for City staff to develop more explicit development review criteria that are more applicable to our community and its setting. This will not only provide greater clarity with regard to development review expectations, but also reduce potential City liability if project approvals are challenged.

DISCUSSION:

City staff distributed requests-for-proposals to three environmental planning firms with known experience in developing Climate Action Plans. These firms were PMC, the Metropolitan Planning Group and CSC Consultants. All three proposals were deemed responsive and were within the project budget of \$75,000. A subcommittee of the Environmental Commission, comprised of Joe Eyre and Don Bray, and planning staff interviewed the consultants and are recommending that PMC be awarded the contract to prepare the Climate Action Plan based on their superior level of knowledge and experience with regard to Climate Action Plan development. Their attached scope of work has been modified at staff's request to include an expanded public outreach component.

While the full Environmental Commission has not yet been involved with the Climate Action Plan, staff does intend to use their public meeting forum for input and Climate Action Plan development.

ATTACHMENT 1

A PROPOSAL TO
THE CITY OF **LOS ALTOS**
CLIMATE ACTION PLAN

SUBMITTED TO:

JAMES WALGREN
ASSISTANT CITY MANAGER

CITY OF LOS ALTOS
ONE NORTH SAN ANTONIO ROAD
LOS ALTOS, CA 94022



AUGUST 19, 2011

SUBMITTED BY:

PMC[®]

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PROJECT APPROACH AND



Pacific Municipal Consultants (dba PMC) is a full-service multidisciplinary firm dedicated to serving public agencies throughout the West. PMC has successfully completed over 1,800 projects providing services to more than 650 public agencies since our establishment in 1995. PMC today consists of over 100 professionals working out of seven primary offices. Our staff includes sustainability and climate action planners, grant specialists, energy analysts, architects, urban designers, landscape architects, land use and environmental planners, and technical specialists to assist with projects. We have professionals with the experience to ensure a quality and timely response to any issue that might arise during a project.

In particular, our project team works with municipal agencies and strategic partners throughout the state with significant Silicon Valley experience. We have the ability to create climate action plans (CAPs) and energy efficiency and conservation strategies that are tailored to each community in which we work. We also provide on-call services to a variety of agencies to support clients in addressing the challenge of climate change and sustainability. PMC has been active at the state, regional, and local levels in developing more effective methodologies and protocols for addressing climate change. With a municipal planning background, and over three dozen greenhouse gas inventories and nearly twenty CAPs completed or in process, PMC is excited to be participating in this project.

No matter what the assignment, PMC operates as an extension of staff to ensure a team approach in identifying effective strategies for resolving project challenges. PMC does not work for developers or private companies directly and therefore avoids both perceived and real conflicts of interest. We pride ourselves on our ability to provide a wide (and growing) range of municipal support and management services to agencies, including general plan updates, zoning codes, contract staffing, urban design, facilitation, and project management services. Many of our client agencies have found the use of PMC's services, staff resources, and technical expertise a viable option to meet their ever-changing budget and service demands. To review additional information regarding PMC's services, please visit www.pmcworld.com and www.carbonconacious.us.

PROJECT UNDERSTANDING

The City of Los Altos has made notable progress toward state and local goals for climate action and GHG emission reductions through development and implementation of municipal and community-wide programs that honor the community's desirable quality of life, ensure sustainable use of resources, support economic goals, and reflect the current fiscal constraints.

The City is preparing a Climate Action Plan to continue the City's commitment to reduce greenhouse gas (GHG) emissions to demonstrate consistency with regional guidelines and state regulations related to climate change and local reduction of greenhouse gas emissions. The Climate Action Plan will serve to streamline future environmental review of new development permits, specifically related to climate change and GHG emissions impacts, by fulfilling the requirements for a qualified greenhouse gas reduction strategy per the California Environmental Quality Act (CEQA) Guidelines and the Bay Area Air Quality Management District (BAAQMD) Air Quality Guidelines.

Based on our understanding of the City's ongoing sustainability actions and programs and the information provided by staff, the PMC Project Team proposes the following approach and work program assist the City in preparation of a Climate Action Plan (CAP), including an implementation and monitoring program, and an environmental review document consistent with CEQA. PMC recognizes the Climate Action Plan will be prepared as a collaboration of City staff, stakeholders, and the PMC Project Team.

PROJECT APPROACH AND APPROACH TO THE CITY'S CLIMATE ACTION PLAN

PMC works with local jurisdictions throughout the state to create general plans (GPs), environmental impact reports (EIRs), climate action plans (CAPs), and other projects and programs tailored to each community. We understand the rigorous demands placed on local governments and the challenges in working to satisfy legal guidance and evolving requirements for climate change. In our many diverse CAPs, we have successfully integrated local and regional frameworks and policies that inform local climate planning, regional planning programs, regional visioning exercises, and CEQA guidance. More importantly, we have been able to do so while creating tailored and specific CAPs that respond to each jurisdiction's unique needs and context.

An implementable CAP requires justified, realistic numbers to back it. Our approach to policy development and GHG quantification relies on up-to-date peer-reviewed research, transparent methodologies, feasibility assessments, best practices, and collaboration. We understand the nuances of integrating public comment, political will, regulatory requirements, and best practices to create "quantifiable" emission reduction targets, goals, and measures. We have the benefit of a wide range of specialists within PMC—everything from traffic to finance to biology – to calculate other factors such as cost, payback period, sequestration, and more. Finally, we will work with staff to make sure units, such as "CO₂e" and "MMT" are conveyed in a way that the public and decision-makers can understand and use.

PMC takes a holistic and collaborative approach to GHG reductions and climate action planning. From quantification of GHG emissions, climate change adaptation, and resiliency strategies to cutting-edge reduction measures, PMC incorporates the most current science and policy into climate action planning documents. PMC's objective is to provide a Climate Action Plan that meets the City's needs and is legally defensible, technically accurate, transparent, and ready for implementation.

PMC understands the City is interested in developing a Climate Action to provide a strategic approach to achieving local and state GHG reduction goals. The City's CAP will serve as the City's threshold for greenhouse gas emissions consistent with the Bay Area Air Quality Management District (BAAQMD) guidelines. The City envisions the Climate Action Plan planning process will include several primary tasks, as outlined listed below. Our proposed work program in the next section will provide additional detail about the tasks and deliverables for the CAP.

- 1) **Review and update the City's inventory of GHG emissions from community-wide and municipal sources and forecast emissions.** PMC has worked with more than 20 jurisdictions to quantify greenhouse gas emissions from municipal and community-wide sources. For those inventories prepared as part of general plan updates or amendments, our GHG inventories include emissions scenarios that capture maximum buildout of the jurisdiction's general plan. To develop effective policy measures to meet climate change reduction goals, the City must first develop an accurate understanding of where and how GHG emissions are generated community-wide through a GHG emissions inventory and how they are projected to change over time. We understand the fundamental importance of this initial task in the climate action planning process and structure it to facilitate the development of effective, locally generated solutions.
- 2) **Present and explain the basis for an emission reduction target or targets.** All of PMC's GHG inventories and climate action plans provide clear explanations to development of an emission reduction target. Most local government reduction targets are developed using guidance from the AB 32 scoping plan, which suggests local governments should have a goal of reducing GHG emissions by 15% below "current" levels by 2020. In the case of the City of Los Altos, the "current" year will be 2005, consistent with the City's Municipal Operations Inventory.

PROJECT APPROACH AND

- 3) **Develop a GHG emission reduction program to achieve the City's target in the Climate Action Plan.** The CAP will address three key sectors: new development, existing uses, and municipal facilities and operations. We will rely on the City's General Plan to provide the policy framework for the Climate Action Plan. Following initial assessment of General Plan policies, we will work with staff to further refine the options for reduction measures. PMC believes a fully analyzed emission reduction measure that establishes short-, medium-, and long-term implementation strategies is the only way to go through the decision-making process for the selection of reduction measures and the only way to enable a jurisdiction to attain compliance with AB 32 and prepare for SB 375 implementation. As such, PMC will use the following criteria, and others as identified by the City, to review the appropriateness of each emission reduction measure.
 - GHG emission and other (VMT, electricity, etc.) reductions
 - Co-Benefits
 - Feasibility/ Ease of implementation
- 4) **Identify reasonably foreseeable regional, state, and federal actions and quantify their effectiveness when combined with strategies implemented at the local level.** PMC's approach to analyzing GHG emissions includes regional, state, and federal programs. With regional, state, and federal reduction measures, a goal of 15% or more becomes much more tenable.
- 5) **Develop an approach to implement and monitor the CAP.** The implementation program developed as a part of the CAP will identify the lead implementation agency, supporting organizations, funding mechanisms, time frames for activation and reassessment, and other elements as requested by the City. It will also provide for a tool that allows the City to track progress in reducing GHG emissions, VMT, waste generation, and energy usage over time.
- 6) **Provide technical appendices supporting the assumptions and methodologies used.** All of PMC's climate action plans include full methodology and transparency to allow the client to replicate our analysis without needing to contact PMC for additional support. We believe methodology should not be included in a "black box" proprietary software tool, but rather should include all data and sources necessary to create an independent analysis tool for use by the City in the future.

Our calculations of greenhouse gas reductions are transparent, accurate, and defensible by using the latest science, policy, and guidance from the State. We maintain strong relationships with state and federal agencies and academic institutions to verify our cutting-edge methodologies are correct, current, and legitimate. We are currently working on a white paper through the Association of Environmental Professionals for the purpose of outlining the most appropriate methodology to use in community baseline inventories.

QUALIFIED CLIMATE ACTION PLAN/GREENHOUSE GAS REDUCTION STRATEGY

A qualified greenhouse gas reduction strategy adopted by a local jurisdiction should include the following elements as described in the State CEQA Guidelines Section 15183.5. The Bay Area Air Quality Management District's revised CEQA Guidelines provide the methodology to determine if a greenhouse gas reduction strategy meets these requirements. This proposal is designed to meet or exceed the criteria for establishing a qualified GHG reduction plan, which includes the following:

- 1) Quantify greenhouse gas emissions, both existing and projected over a specified time period, resulting from activities within a defined geographic area.

PROJECT APPROACH AND

- The PMC Project Team will satisfy these criteria during the peer review and update to the baseline inventory.
- 2) Establish a level, based on substantial evidence, below which the contribution to greenhouse gas emissions from activities covered by the plan would not be cumulatively considerable.
 - The PMC Project Team will satisfy this criterion during the target-setting process. Satisfaction of this criterion is tied to the creation of appropriate forecast years and an approach to meeting the targets set for those forecast years. Targets will be based on case study research and guidance from the California Attorney General's Office, the Governor's Office of Planning and Research, and the Bay Area Air Quality Management District.
 - 3) Identify and analyze the greenhouse gas emissions resulting from specific actions or categories of actions anticipated within the geographic area.
 - The PMC Project Team will satisfy this criterion during the measure quantification and valuation process. Measures will be structured by sector to clearly show separation by category.
 - 4) Specify measures or a group of measures, including performance standards that substantial evidence demonstrates, if implemented on a project-by-project basis, would collectively achieve the specified emissions level.
 - The PMC Project Team will use forecasting, target setting, the measure development process, quantification discussions, and the indicators used for the development of the monitoring approach to show compliance with this criteria.
 - 5) Establish a mechanism to monitor the plan's progress toward achieving the level and to require amendment if the plan is not achieving specified levels.
 - The PMC Project Team proposes incorporating a mechanism for monitoring the plan's progress into the General Plan implementation program that will be developed as a result of the General Plan process. The PMC Project Team will provide a summary memo of the approach that should be used in developing the monitoring mechanism, based on an Excel database, with specific indicators and responsible parties.
 - 6) Be adopted in a public process following environmental review.
 - The PMC Project Team will support the City in the process to adopt the CAP and certify the environmental document prepared in compliance with state and BAAQMD guidelines. The project will require an Initial Study and an appropriate environmental assessment (i.e. negative declaration, General Plan EIR Addendum, or Supplement to General Plan EIR) to analyze the impacts of the CAP on the environment and establish the CAP as a plan for streamlining environmental review for subsequent projects.

SCOPE OF WORK

The scope of services includes the tasks described below that will be completed by the PMC Project Team. The scope of work is designed to meet or exceed the existing criteria for establishing a qualified GHG reduction plan. To the extent that additional tasks become necessary to comply with BAAQMD requirements, PMC will submit a memo summarizing the requirements for a qualified GHG reduction strategy and describing the approach to satisfying the requirements. Optional tasks are proposed for consideration.

TASK 1: MEETINGS AND PROJECT MANAGEMENT

PMC recognizes that ultimately the most successful project is one that has been created collaboratively with City staff and the community. This task allows for regular communication between the City and the PMC Project Team and effective engagement of the community, stakeholders, and decision-makers.

TASK 1.1: PROJECT MANAGEMENT AND PROJECT TEAM MEETINGS

Ongoing and active project management is essential to ensure a successful project. This subtask provides for project management by the PMC Project Team throughout the project. The task includes overall project management, including coordination of team members and tasks, preparation of invoices and project updates, general consultation with the City, and team meetings. It also includes an in-person kickoff meeting, periodic in-person project meetings, and regular phone and email communication. The budget provides up to four in-person project meetings, (including a kick-off meeting) which will be timed with key milestones. Up to three PMC staff members, including the project manager, will attend the kickoff meeting with staff to overview the project schedule, engagement approach, and project priorities.

In addition, we recommend biweekly conference calls throughout the project, with periods during public review or holidays that spread team meetings out to once every few weeks. The biweekly calls are an opportunity for the PMC Project Team and the City to review tasks in progress, share information, review key milestones, and provide updates. This approach allows the entire team to stay up to speed on the project. As a component of this task, PMC will generate agendas and notes for each team meeting for the City's records and use in updates to the City Council or interested parties. The budget for this task recognizes that the PMC Project Team will also communicate with the City team by e-mail and phone throughout the project.

Task 1.1 Deliverables:

- Project manager participation in a kickoff meeting, up to three in-person project meetings, and regular project updates.
- Agendas and meeting notes for biweekly team calls and in-person meetings throughout the project (including kickoff).

TASK 1.2: PRESENTATIONS TO ENVIRONMENTAL COMMISSION AND CITY COUNCIL

PMC will attend up to six meetings or public hearings with the Environmental Commission and City Council. The PMC project manager and/or deputy project manager will attend all meetings and/or public hearings. In addition, one additional member of the PMC Project Team may join the project manager or deputy project manager at Environmental Commission meetings to assist with meeting notes. The PMC Project Team will prepare a PowerPoint presentation in coordination with City staff for

SCOPE OF WORK

all meetings and PMC will provide detailed meeting summaries for all Environmental Commission meetings. PMC understands the following meetings are expected by the City:

- Up to two meetings/study sessions with the Environmental Commission subcommittee;
- Up to four public meetings with the full Environmental Commission; and
- Up to two public meetings with the City Council.
- Additional meetings will be on a time-and-materials basis.

During the kick-off meeting, PMC and staff will review the schedule and identify dates for Environmental Commission meetings and preliminary meeting objectives for each meeting.

Task 1.2 Deliverables:

- PowerPoint presentations for each meeting
- Agendas for each meeting
- Summaries in memo format from each meeting

TASK 2: INVENTORY AND FORECAST GHG EMISSIONS

TASK 2.1: REVIEW AND UPDATE THE CITY'S GHG INVENTORIES

Greenhouse gas inventory protocols are continuously updated with current science and technology. In the first phase of this project, PMC will conduct a review and update of the City's existing inventories, including the 2005 Municipal Operations Inventory developed by ICLEI and the draft 2005 Community-Wide Inventory prepared by the Environmental Commission. PMC will update the inventories to conform to the Plan-Level GHG Inventory Recommendations prepared by the Bay Area Air Quality Management District (BAAQMD) as part of their updated CEQA Guidelines. This update will allow the greenhouse gas inventories to be used as the basis for a qualified GHG reduction strategy. This process will begin with a technical peer review of the City's existing GHG inventories and identification of additional data needed to create a BAAQMD-compliant GHG inventory.

The PMC Project Team will:

- Update the baseline Municipal Operations GHG inventory as appropriate to comply with BAAQMD guidelines and the Local Government Operations Protocol. Based on our review of the inventory, updates or modifications are expected to minor.
- Update and complete the draft baseline community-wide inventory to satisfy CEQA guidelines for the inventory of greenhouse gases to include off-road emissions, such as from lawn and garden equipment, stationary source emissions that are reported to BAAQMD, and emissions related to the treatment and transport of water and wastewater to the community. The community inventory will be further updated to refine the transportation sector emissions. From a preliminary analysis of the inventories, PMC has determined that the following emissions sources are in need of further analysis or addition to the inventory:
 - Off-road equipment

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- Water and wastewater
- Air Transport emissions
- Transportation, specifically community-wide vehicle miles traveled (VMT)

Transportation Analysis

The draft community-wide inventory relies on the ICLEI or state approach to assess vehicle miles traveled and transportation-related greenhouse gas emissions in the city. We recommend revising the approach for consistency with the BAAQMD Guidelines. The PMC Project Team will gather community-wide data related to vehicle miles traveled (VMT) and calculate actual or estimated GHG emissions based on origin and destination by doing the following:

- Model or interpolate VMT for the years 2005 (baseline), 2020 (forecast), and 2030 (forecast). An analysis (model or interpolate) for year 2035 (forecast) may be completed instead of a 2030 (forecast) analysis if deemed appropriate.
- Use a locally appropriate travel demand model to estimate citywide VMT per the most recent guidance presented in the BAAQMD Guidelines. Separate VMT estimates will be developed for the unincorporated areas of the city as well as the incorporated city totals (separate estimates will not be prepared for each city).
- Report VMT for all trips traveling between origins and destination within the city and for 50% of the VMT generated by trips with one end in the city and the other end elsewhere. The “origin and destination” method shall not include vehicle through trips that pass through the city without stopping.
- For information purposes, the total VMT that occurs within the city’s boundaries will also be reported using the BAAQMD boundary method, which only accounts for traffic occurring within the physical limits of the city (regardless of whether the trip begins or ends in the city) and does not account for travel outside the city limits that is attributable to development within the city. Estimated VMT reductions will be based on the origin and destination method VMT estimate.

Based on our review of existing inventories and our experience, the budget and scope for this task assume the update to the City’s community-wide inventory will be comparable to preparation of a complete community-wide inventory. This allows the greatest coverage and defensibility to the City. In the event that PMC’s peer review of the inventory recommends a streamlined update and not a complete inventory, PMC will work with staff to review the task and budget accordingly.

Task 2.1 Deliverables:

- Peer review and recommendations memo (electronic)
- Draft and Final GHG Inventory (electronic)

TASK 2.2: FORECAST GHG EMISSIONS

Following an update of the baseline GHG inventory, greenhouse gas emissions will be forecast under a business-as-usual scenario to 2020 and 2035 based on anticipated growth in population, households, and employment in the city. Revisions will be based on ABAG figures, General Plan Growth projections, or

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other agreed-upon indicators. The adjusted forecast should incorporate state-led efforts (Pavley, Low Carbon Fuel Standard) consistent with BAAQMD guidelines.

Task 2.2 Deliverables:

- Administrative draft and final GHG emission forecast memo including 2020 and 2035 GHG business-as-usual forecast and 2020 and 2035 GHG adjusted forecasts (electronic)

TASK 2.3: SET GHG EMISSIONS REDUCTION TARGET

In this task, PMC will work with the City to review and confirm greenhouse gas emissions reduction targets. Reduction targets will be quantified in metric tons of carbon dioxide equivalent overall and per service population and ensure consistency with AB 32, BAAQMD, and SB 375 recommendations.

Following an update to the City's baseline GHG inventory and GHG emissions forecasts, PMC will evaluate the City's reduction target and compare it to the State's recommended target to reduce community-wide greenhouse gas emissions 15% percent below baseline (2005–2008) levels by 2020. The state recommendation is consistent with California Assembly Bill 32, the Global Warming Solutions Act of 2006 (AB 32), and the guidance provided in the associated California Air Resources Board AB 32 scoping plan. California State Executive Order S-3-05 directs an 80% reduction from 1990 GHG levels by 2050.

PMC will recommend GHG reduction targets per forecast year in a memo to staff. The recommendation will include considerations of feasibility (technical, economic, and social), legal compliance, regional targets, and direction or guidance from state and regional planning agencies. As emissions reduction measures are developed, vetted, and quantified, PMC will be able to update staff as to how the proposed measures may or may not achieve the targets.

Task 2.3 Deliverables:

- Greenhouse gas emissions reduction target memo

TASK 3: REVIEW AND ASSESS RELEVANT CITY PLANS, POLICIES, PROGRAMS, AND CODES

TASK 3.1: REVIEW AND ASSESS EXISTING ACTIVITIES

PMC will complete an initial audit of the City's policy framework to establish a baseline understanding of the existing policies and programs in place to reduce greenhouse gases directly or indirectly. This task will rely on the General Plan and incorporate key goals, policies, and actions. We will also review existing plans, programs, or activities not covered by the General Plan.

The PMC Project Team will:

- Complete an initial audit or "gap" analysis of the City's General Plan and City policy framework to establish a baseline understanding of the existing policies and programs in place now and/or programmed through the forecast years that directly or indirectly reduce GHGs and energy use.
- Evaluate the direct or indirect GHG reduction benefit of existing plans or programs, assess the extent to which existing plans and programs could be revised to serve as quantifiable GHG

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reduction measures, and evaluate gaps in existing policies, particularly to address emission sources identified in the baseline inventory.

Task 3.1 Deliverables:

- Matrix of existing policies, programs, and activities, including gap and data needs analysis

TASK 3.2: QUANTIFY RELEVANT GHG REDUCTION ACTIVITIES

In recognition of the City's ongoing activities to reduce GHG emissions, PMC will quantify GHG reduction benefits of existing activities from baseline through 2011. Quantification of existing activities will occur concurrently with evaluation of the City's GHG reduction target to demonstrate the City's progress toward the target(s) to date. The City has made notable achievements in waste reduction, water conservation, and tree planting for inclusion in this quantification. Some existing efforts to be quantified include:

- Energy efficiency projects
- Energy conservation programs
- Tree plantings
- Green building ordinance
- Waste reduction

Task 3.2 Deliverables:

- Matrix of existing measures to be quantified for confirmation by staff
- Memo summarizing quantification of existing measures

TASK 4: DEVELOP AND EVALUATE GHG REDUCTION MEASURES

TASK 4.1: DEVELOP GHG REDUCTION MEASURES

Following preparation of the policy audit, gap assessment, and evaluation of existing activities, PMC will identify feasible reduction measures necessary to meet the City's reduction targets. At the onset of this task, PMC will develop a preliminary list of reduction measure topic areas for assessment by the City. This early level of review will ensure project resources are only invested into those measures the City has vetted and identified for inclusion in the CAP. Our iterative approach is designed to create project efficiencies and a high degree of responsiveness to the City, involving it early in measure selection and refinement.

PMC understands the City's need for GHG reduction or mitigation measures for new development that can achieve compliance with the BAAQMD GHG thresholds of significance. The goal will be to provide GHG reduction measures, tailored to the City of Los Altos, that will achieve the City's overall GHG reduction target and provide a framework to ensure that new projects are below the City's GHG emissions thresholds.

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Targets and measures will apply to existing land use and activity, new development, and City operations and facilities. Development of emission reduction measures will be based on the following:

- The results of the municipal and community-wide GHG inventory.
- An analysis of existing City datasets, policies, plans, and efforts. This allows the City to take credit for efforts already under way or completed since the baseline year of the inventory. CAP reduction measures will build on existing efforts, identify gaps, and link to the existing framework of policies and regulations already in place.
- The recommendations of AB 32, SB 375, the California Attorney General's Office, the California Air Pollution Control Officers Association, and working groups discussing this issue through the Joint Venture Silicon Valley: Climate Protection Task Force.
- Best practices from the evolving field of climate planning with proven results.

Task 4.1 Deliverables:

- Preliminary reduction measures and evaluation criteria/methodology memo (electronic)

TASK 4.2: EVALUATE AND QUANTIFY GHG REDUCTION MEASURES

In this phase, PMC will quantify and assess the preferred emissions reduction measures. Emissions reductions will be quantified using a methodology that ensures consistency with AB 32. Utilizing the rating criteria established with the City, PMC will conduct an assessment for each reduction measure and prioritize all measures. At a minimum, PMC recommends including the following factors for measure quantification and assessment:

- The implementing agency (City, developer, site operators, etc.)
- The likely effectiveness, including:
 - GHG reductions in metric tons carbon dioxide equivalent (CO₂e)
 - Reductions in electricity (kWh), natural gas (therms), waste (tons), traffic (VMT), vehicle fuel (gallons), and water (gallons)
- Plan level cost estimates, including:
 - Potential cost to the City
 - Potential cost to the private sector
 - Potential cost savings
 - Available funding (City sources, grants, rebates, low-interest financing, etc.)
- Co-benefits
- Implementation feasibility

SCOPE OF WORK

Task 4.2 Deliverables:

- Reduction measures matrix (electronic Adobe PDF)
- Technical memo (electronic Adobe PDF or MS Word)

TASK 5: PREPARE CLIMATE ACTION PLAN

TASK 5.1: PREPARE ADMINISTRATIVE DRAFT CLIMATE ACTION PLAN

The Administrative Draft CAP will integrate the detailed measure quantifications and thresholds with supportive text. The Administrative Draft CAP will tentatively include the following:

- An introduction to climate change science and regulations.
- A summary of the greenhouse gas emissions inventory, forecast, and targets.
- Community energy use, transportation, land use, water, and solid waste reduction strategies and measures, , implementation time frames, delegation of responsibility, co-benefits, applicability (i.e., City or community, new or existing development, etc.), and funding sources. Goals and reduction measures will be developed in a format that allows for integration into the City's General Plan.
- Standards for monitoring and assessment, mechanisms for annual evaluation, and strategized primary and intermediate reduction targets to facilitate attainment of overall objectives to reduce emissions to target levels.
- A compliance checklist for use by planning staff to assist with determinations of project consistency with the CAP.

PMC will present a report template and an outline for City staff review at the initiation of this task. PMC anticipates that the CAP will use simple language, color, graphics, and other features to make the document easy to read and accessible. PMC will provide a visually appealing and user-friendly document.

Task 5.1 Deliverables:

- CAP outline and template (electronic)
- Administrative Draft CAP (electronic Adobe PDF and MS Word)

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TASK 5.2: PREPARE PUBLIC REVIEW/PUBLIC HEARING DRAFT CAP

Upon receipt of a consolidated set of City comments, PMC will revise the Administrative Draft CAP and produce a Public Review/Public Hearing Draft CAP. We anticipate that the City will circulate the Public Review/Public Hearing Draft CAP for review. PMC will present and receive comments on the this draft of the CAP to the Environmental Commission and City Council meetings as identified in this work program.

Task 5.2 Deliverables:

- Public Review/Public Hearing Draft CAP (electronic Adobe PDF and MS Word)
- PowerPoint presentation (electronic)

TASK 5.3: PREPARE FINAL CAP

PMC will revise the Public Review/Public Hearing Draft CAP in response to public, Planning Commission, City Council, and staff changes and submit the Final CAP to staff for distribution. After formal review and adoption, PMC will modify the CAP to include Planning Commission and City Council comments and deliver the Final Climate Action Plan to the City.

Following adoption of the CAP, PMC will assist the City with preparation of content for a newsletter or stand alone CAP Executive Summary handout.. PMC will also provide guidance to the City on initiation of implementation of the CAP and associated education and outreach activities.

Task 5.3 Deliverables:

- Final CAP (electronic Adobe PDF and MS Word)

TASK 6: DEVELOP AN IMPLEMENTATION AND MONITORING TOOL

The implementation and tracking program developed as a part of the CAP will identify the lead implementation agency, supporting organizations, funding mechanisms, time frames for activation and reassessment, and other elements as requested by the City. It will also provide for a tool that allows the City to track progress in reducing GHG emissions, VMT, waste generation, and energy usage over time. Specific indicators for use in the monitoring and tracking program could include the following indicators.

The tool is a database that includes an interactive spreadsheet for tracking GHG emission reductions, a system for storing and tracking correspondence, and a place to store reference documents, digital images, and maps. This database enables the City to sort GHG emission reduction measures based on required implementation timing, responsible agency, and level of success/completion. By allowing specific triggers to be checked off at specific phases of the City's GHG emission reduction program, the City will be able to save time reviewing reports, tracking data manually, and verifying that measures are fully completed. With this tool, the City is able to search for emission reduction implementation locations/programs by location, reference number, responsible agency, or project name.

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Each proposed action and sub-action included in the Climate Action Plan will be highlighted in the system with information such as a description, intended start date, expected benefits, expected cost, and more. The system will allow staff to regularly change this information and update the progress of each action. PMC will create a mechanism for GHG and energy reductions to be reported per action based on performance metrics. For instance, a staff member could edit the proposed action pertaining to bike lanes and bike storage facilities to inform the system that 10 miles of bike lane have been installed. The system would automatically generate a GHG reduction from this update. The system would then alter the estimated total emissions from community-wide sources, thus updating City's progress in achieving local and AB 32 reduction targets.

The tool will allow for an annual assessment of progress toward GHG reduction goals and will project the City's ability to meet its future GHG reduction goals. PMC will provide training and advice to the City on use of the tool. PMC will address any comments or modification requests identified by the City during the training session to produce the final tracking tool. We will provide a short memorandum to the City describing changes to the tool and include any additional instructions for its use.

Task 6 Deliverables:

- Administrative, draft, and final versions of the tracking tool
- Training on the use of the tool
- User Manual

SCOPE AND BUDGET ASSUMPTIONS

This scope and budget assumes that all deliverables will be transmitted electronically to the City. PMC will provide Word and PDF version of all files. Hard copies of deliverables, if needed, may be added to the budget as direct costs (cost plus 10% administrative fee).

ROLE OF CITY STAFF IN WORK PROGRAM

Our goal is to collaborate with our clients to achieve a successful project. We recognize that effective communication, including a clear understanding of project expectations, roles, and schedules, is fundamental to a successful project. No matter what the assignment, PMC operates as an extension of staff to ensure a team approach in identifying effective strategies for resolving project challenges. Most importantly, we never forget that this is your project.

Our project managers maintain open and clear communication with the City project manager and project team, the consultant project team, and often with public and private stakeholders from the community. PMC's Sustainability and Climate Services Managing Director Tammy Seale will serve as the primary day-to-day contact for the City's project manager and project team. Ms. Seale will communicate regularly with the City and consultant project management team and will rely on multiple tools to ensure that the project progresses in accordance with the City's expectations and goals. The project management team has demonstrated its ability to maintain an open, constructive, and close working relationship with each of our clients.

We have identified a list of tasks and opportunities for staff to engage in the planning process to ensure a successful project. In addition to this list, we have found that Climate Action Plans are most successful

SCOPE OF WORK

when there is a single, dedicated City project manager and City project team who can guide staff through the following tasks:

- Respond to data requests during update of GHG inventory and development of GHG reduction measures.
- Confirm assumptions and methodologies for quantification of measures and use of baseline data (population, housing, jobs, etc.) for GHG emissions forecasts.
- Review and approve administrative, draft, and final deliverables.
- Participate in in-person meetings or conference calls as determined by the work program.
- Review and approve consultant invoices and project status updates.
- Inform decision-makers of project process and key milestones.
- Produce and distribute project-related materials to the public and decision-makers. (This service can be provided by PMC on a time-and-materials basis.)
- Notice public workshops and public hearings.
- Attend and/or participate in public workshops. (PMC's work program includes preparation of workshop materials, presentations, and facilitation.)
- Update project website. (PMC will provide a draft copy.)
- Serve as the primary contact for stakeholders, decision-makers, and other agency staff.

SCOPE OF WORK

SCHEDULE

The PMC Project Team can prepare the Climate Action Plan as described in the work program in 9-12 months, depending on the timing of the environmental review and General Plan Update processes. Our preliminary schedule is provided below. We envision the schedule, like the budget, to be a topic of discussion with the City for confirmation prior to project initiation. Project initiation is anticipated in January 2012.

Tasks	1	2	3	4	5	6	7	8	9	10	11	12
Task 1 Meetings and Project Management												
Task 1.1 Project Management and Project Team Meetings	X											
Task 1.2 Presentations to Environmental Commission and City Council			X	X	X	X	X	X	X	X		
Task 2 Inventory and Forecast GHG Emissions												
Task 2.1 Review and Update the City's GHG Inventories			X	X								
Task 2.2 Forecast GHG Emissions			X	X								
Task 2. Set GHG Emissions Reduction Target			X	X								
Task 3 Relevant City Plans, Policies, Programs, and Codes												
Task 3.1 Review and Assess Existing Activities			X	X								
Task 3.2 Quantify Relevant GHG Reduction Activities			X	X								
Task 4 Develop and Evaluate GHG Reduction Measures												
Task 4.1 Develop GHG Reduction Measures				X	X							
Task 4.2 Evaluate and Quality GHG Reduction Measures					X	X						
Task 5 Prepare Climate Action Plan												
Task 5.1 Prepare Administrative Draft Climate Action Plan							X	X				
Task 5.2 Prepare Public Review/Public Hearing Draft CAP								X	X			
Task 5.3 Prepare Final CAP										X	X	
Task 6 Develop an Implementation and Monitoring Tool												
OPTIONAL TASK 7 Update General Plan											X	X
OPTIONAL Task 8 CEQA Compliance												X

SCOPE OF WORK



COST PROPOSAL

BUDGET

As detailed in our budget, our not-to-exceed cost proposal for the work program is \$74,995.

2011 Billing Rates

PMC Staff	Hourly Rate
Tammy Seale, Project Manager	\$145
Scott Davidson, Deputy Project Manager	\$125
Nora De Cuir, Public Engagement Manager	\$125
Ayrin Zahner, Sustainability and Climate Action Planner	\$100
Leeanne Singleton, Sustainability and Climate Action Planner	\$100
Charlie Lewis, Sustainability and Climate Action Planner	\$85
Sarah Arvidson Shields, Public Information Officer	\$85
Jonathan Faoro, GIS Analyst	\$85
Louis Lillegard, Graphic Designer	\$85
Suzanne Wirth, Technical Editor	\$85
Administrative Assistant	\$65

Hourly rates include direct and indirect, such as salary, overhead, benefits, fringe, general, and administrative costs.

COST PROPOSAL

Task	PMC Sustainability & Climate Change Services Managing Director Tammy Seale	PMC Deputy Project Manager/ Senior Planner	PMC Sustainability & Climate Action Planner (Associate)	PMC Sustainability & Climate Action Planner (Assistant) Environ. Planner	Editor, Graphic Designer, GIS	PMC Administrative Staff	Total		
hrs	\$145	hrs	\$125	hrs	\$85	hrs	\$65	hrs	\$

Task 1 Meetings and Project Management

Task 1.1 Project Management and Project Team Meetings	16	\$2,320	30	\$3,750	-	\$-	-	\$-	-	\$-	46	\$6,070
Task 1.2 Presentations to Environmental Commission and City Council (6)	16	\$2,320	30	\$3,750	-	\$-	-	\$-	-	\$-	42	\$6,070

Task 2 Inventory and Forecast GHG Emissions

Task 2.1 Review and Update the City's GHG Inventories	2	\$280	2	\$250	60	\$6,000	100	\$8,500	8	\$680	8	\$520	180	\$16,240
Task 2.2 Forecast GHG Emissions	-	-	1	\$125-	4	\$400	20	\$1,700	-	\$-	-	\$-	25	\$2,225
Task 2.3 Set GHG	-	-	1	\$125-	4	\$400	4	\$340	-	\$-	-	\$-	9	\$865

COST PROPOSAL

Task	PMC Sustainability & Climate Change Services Managing Director Tammy Seale	PMC Deputy Project Manager/Senior Planner	PMC Sustainability & Climate Action Planner (Associate)	PMC Sustainability & Climate Action Planner (Assistant) Environ. Planner	Editor, Graphic Designer, GIS	PMC Administrative Staff	Total		
hrs	\$145	hrs	\$125	hrs	\$85	hrs	\$65	hrs	\$

Emissions Reduction Target													
Task Review and Assess Relevant City Plans, Policies, Programs, and Codes													
Task 3.1 Review and Assess Existing Activities	2	\$290	4	\$500	4	\$400	20	\$1,700	\$-	-	\$-	30	\$2,890
Task 3.2 Quantify Relevant GHG Reduction Activities	2	\$290	4	\$500	4	\$400	32	\$2,720	\$-	-	\$-	42	\$3,910
Task 4 Develop and Evaluate GHG Reduction Measures													
Task 4.1 Develop GHG Reduction Measures	6	\$870	8	\$1,000	16	\$1,600	40	\$3,400	\$-	-	\$-	70	\$6,870
Task 4.2 Evaluate and Quantify GHG Reduction Measures	8	\$1,160	12	\$1,500	20	\$2,000	40	\$3,400	\$-	-	\$-	80	\$8,060

COST PROPOSAL

Task	PMc Sustainability & Climate Change Services Managing Director Tammy Seale	PMc Deputy Project Manager/ Senior Planner	PMc Sustainability & Climate Action Planner (Associate)	PMc Sustainability & Climate Action Planner (Assistant) Environ. Planner	Editor, Graphic Designer, GIS	PMc Administrative Staff	Total
hrs	\$145	hrs \$125	hrs \$100	hrs \$85	hrs \$85	hrs \$65	hrs \$

Task 5 Prepare Climate Action Plan														
Task 5.1 Prepare Administrative Draft Climate Action Plan	2	\$290	5	\$625	30	\$3,000	20	\$1,700	8	\$680	8	\$520	73	\$6,815
Task 5.2 Prepare Public Review/Public Hearing Draft CAP	2	\$290	4	\$500	12	\$1,200	24	\$2,040	8	\$680	8	\$520	58	\$5,230
Task 5.3 Prepare Final CAP	2	\$290	4	\$500	0	\$-	20	\$1,700	8	\$680	8	\$520	42	\$3,690
Task 6 Develop an Implementation and Monitoring Tool	2	\$290	4	\$500	8	\$800	40	\$3,400	4	\$340	2	\$130	60	\$5,460
Labor Total	60	\$8,700	109	\$13,825	162	\$16,200	360	\$30,600	36	\$3,060	34	\$2,210	761	\$74,395
Direct costs*														\$600

COST PROPOSAL

Task	PMc Sustainability & Climate Change Services Managing Director Tammy Scale	PMc Deputy Project Manager/ Senior Planner	PMc Sustainability & Climate Action Planner (Associate)	PMc Sustainability & Climate Action Planner (Assistant) Environ. Planner	Editor, Graphic Designer, GIS	PMc Administrative Staff	Total							
	hrs	\$145	hrs	\$125	hrs	\$100	hrs	\$85	hrs	\$65	hrs	\$		
	60	\$8,700	109	\$13,625	162	\$16,200	360	\$30,600	36	\$3,060	34	\$2,210	761	\$74,995
Total														

**Direct costs are for meeting materials, travel costs, replication, and subconsultant direct costs. Detailed direct costs available upon request.