

Attachment A Climate Action and Resilience Plan Scope of Work

Background

The Town of Concord (Town), through its Sustainability Division, is seeking a Consultant or Consultant Team (Consultant) to provide services in developing a town wide climate action and resilience plan (Plan). The Plan will serve as a comprehensive strategy for addressing climate change in Concord and will identify targeted policies, programs, and projects that will both mitigate the Town's contribution to climate change, with the goal of reducing greenhouse gas (GHG) emission 80% by 2050, and prepare Concord for the unavoidable impacts of climate change. The total cost of the project is to not to exceed \$125,095.

The Plan will use as resources and ensure alignment between the Climate Action and Resilience Plan and prior Town studies/plans including, but not limited to, the 2016 Community GHG Inventory, 2017 Hazard Mitigation Plan, 2018 Envision Concord (comprehensive long-range plan), 2017 Concord Municipal Light Plant Strategic Plan, and the 2019 MVP Planning Grant report, as well as regional studies such as the MAGIC Climate Change Resilience Report. The process will engage a diverse group of stakeholders including the Climate Action Advisory Board, Town departments, Town board and committees, community members, businesses, and regional partners.

The Town of Concord values open space, conservation, and the preservation of natural resources and has long been committed to addressing climate change. At the 2017 Annual Town Meeting, Concord committed to a community-wide goal of 80% reduction in greenhouse (GHG) emissions by 2050, 25% reduction in GHG by 2020, and 100% carbon-free electricity by 2030. The Town hired its first Sustainability Director that same year. A 2018 Annual Town Meeting citizen petition urged the Town to consider climate resilience goals and initiatives. The Town adopted sustainability principles in 2011 and has been a DOER designated Green Community since 2013. Concord is one of the first communities to ban the sale of individual plastic water bottles, along with plastic bags and Styrofoam containers. Concord is also a leader in electric vehicle adoption, has over 300 homes with rooftop solar, and deployed one of the state's first electric school buses. The Concord community has a passionate interest in climate change, with numerous community groups working on issues related to climate change education, mitigation, and community engagement. The Plan will build upon efforts by the Town, residents, businesses, and partners by providing actionable strategies to reduce GHG emissions and improve resilience to the impacts of climate change.

Plan Content and Structure

The goal of the plan is to identify the highest priority and most feasible solutions to put Concord on-track to meet its long-term climate goals. The Plan should also establish interim goals and metrics for measuring progress toward interim and long-term goals.

While prior reports and research have often separated mitigation and adaptation, the Plan will be structured to provide integrated, actionable solutions for emissions reduction and improved resilience to climate change in areas such as:

- Buildings
- Transportation
- Energy
- Solid waste
- Biodiversity and preservation of nature
- Water
- Agriculture
- Community development and land use
- Infrastructure and town assets
- Health and safety

We expect that the Plan will include individual and integrated solutions. There are many stakeholders responsible for Concord’s climate goals and we expect that programs, actions or initiatives may apply to the Town, residents, businesses, partners, and/or combinations of stakeholder groups.

We expect the Plan to include policies, programs and/or resources outside of Concord, for example at the state-level, for which the Town can be an advocate.

We also expect that the Plan will identify timeline of steps, costs, and potential funding mechanisms for implementation of priority solutions.

Scope of Work

Below is an overview of the tasks envisioned by the Town for development of the Plan. Detailed steps for each of these tasks follow. While this is the Town’s vision for the planning process, we encourage Consultants to think creatively about their approach and we welcome recommendations for additional ways of achieving the project goals.

Stakeholder engagement is not listed as an individual task because we expect the Consultant to develop a plan for stakeholder engagement in the early stages of the process and implement this engagement throughout the entire planning process.

Task	Description	Anticipated Timeline
Task 1: Baseline Assessment, Goal Setting & Community Engagement plan	Assess existing goals and plans, develop goals, and create a stakeholder engagement plan	July-September
Task 2: Action Identification	Identify climate action best practices that apply to Concord	October-January
Task 3: Action Prioritization	Develop prioritization framework and work with stakeholders to prioritize actions	October-March
Task 4: Implementation Plan Development	Develop implementation plan for priority actions	December-March
Task 5: Final Plan Development	Writing and finalizing Concord’s Climate Action Plan	March-April

Task 1: Baseline Assessment, Goal Setting & Community Engagement plan

The Consultant will conduct an assessment of Concord’s existing plans, policies, and resources. The Consultant will develop a community engagement strategy and develop goals for the plan working with the Climate Action Advisory Board (CAAB), Sustainability Director, and other Town staff.

- Identify and review existing plans, policies and reports that have direct climate or sustainability

value, identifying gaps

- Review GHG inventory and baseline reports and underlying data
- Review existing climate vulnerability data and reports; identify need for and begin conducting additional climate vulnerability assessment
- Conduct 8-10 interviews with key stakeholders to fully understand potential climate impacts, vulnerabilities, and strengths and to determine the status of efforts to address these
- Develop an inclusive and tactical community engagement strategy that seeks to involve all members of the community, leveraging existing efforts and organizations
- Facilitate an in-person meeting with key Town staff to review role and expectations, walk through the planning process, identify draft goals, and finalize the vision for the planning process
- Facilitate an in-person meeting with the CAAB to review role and expectations, walk through the planning process, identify draft goals, and finalize the vision for the planning process

Task 2: Action Identification

The Consultant will identify integrated climate solutions based on best practices and develop tailored actions for Concord based on input and collaboration with stakeholders.

- Conduct research into the best, innovative and emerging practices other communities are taking to address the climate impacts identified during Concord's MVP process and the greenhouse gases (GHGs) identified in Concord's GHG inventory
- Analyze GHG emissions reduction potential, adaptation, and other co-benefits of potential climate actions for Concord
- Organize and host a meeting of the CAAB to discuss the potential list of climate actions and identify additional actions
- Host a meeting or series of meetings with key Town staff to discuss the potential list of climate actions and identify additional actions
- Host a community workshop or series of community workshops to discuss potential climate mitigation and adaptation actions and identify new actions
- Launch online engagement to ensure stakeholders have a continuous way to engage with the development of the Plan
- Based on ideas generated and feedback received, refine the list of potential climate mitigation and adaptation strategies. This list will then be used as the foundation for Task 3: Action Prioritization.

Task 3: Action Prioritization

The Consultant will create and implement a process for prioritization of climate actions to include in the final Plan.

- Identify costs, benefits, timeline to implementation, barriers, etc. for list of potential climate actions
- Create and implement a process and framework to evaluate the refined list of actions
- Prepare for and host a meeting of the CAAB to prioritize actions
- Host a meeting or series of meetings with key Town staff to discuss the action prioritization process and finalize the list of actions for inclusion in the final plan

- Organize and host a community workshop to discuss the action prioritization process and finalize the list of actions for inclusion in the final plan
- Compile all input received and create a master list of all prioritized actions

Task 4: Implementation Plan Development

The Consultant will develop an implementation plan for the priority climate actions.

- Identify all components of the implementation plan, including steps, costs to implement, responsible parties, key partners, financial resources needed, and equity considerations
- Identify major co-benefits associated with prioritized actions
- Create draft implementation for all the prioritized actions. Share draft with CAAB and Town staff for feedback.
- Based on feedback, revise implementation blueprints for all prioritized actions.
- Design and set up a tool (preferably online) for monitoring and evaluating progress towards goals, while also allowing for ongoing community engagement

Task 5: Final Plan Development

The Consultant will develop all communication and report materials, including graphics, web content, plan documents, and presentations.

- Compile and analyze data from all tasks of the project
- Draft a Plan that is accessible and useful to the public, including:
 - Details the community's climate challenges and opportunities
 - Highlights and key data from Concord's GHG inventory
 - Description of the planning process
 - Description of Concord's goals and vision for addressing climate change
 - Analysis of climate vulnerabilities and GHG emission reduction potential
 - Description of priority climate solutions
 - Clear set of actions with implementation details and metrics to measure progress
 - Community engagement strategies for implementing plan
- Share draft plan with the CAAB and Town staff for review and comment
- Share draft plan with the public online, through social media, and through outreach with individuals that have attended various engagement events hosted as part of the project, for review and comment
- Check Plan for alignment with other Town plans; identify any misalignments
- Revise the Plan based on feedback
- Share revised version with CAAB and Town staff for additional round of review
- Finalize Plan based on feedback received
- Design final Plan, ensuring it is well-organized graphically pleasing, and user-friendly
- Organize and host a public event to introduce the final Plan and discuss the community's role in implementation
- Present the final plan for approval and adoption by the Select Board

Deliverables

The Consultant is expected to deliver the following:

- Final Climate Action and Resilience Plan, including an Executive Summary, that is user-friendly, graphically pleasing, and well-organized in PDF and preferably in an editable format (for example Word or PowerPoint)
- PowerPoint presentations summarizing the plan with graphics, statistics, etc. that match the final Plan
- Graphics and info graphics for use on web and social media

Throughout the Plan development, the Consultant will be expected to deliver:

- Meeting agendas and facilitation notes
- On-site facilitation of staff, stakeholder, and public meetings
- At least 2 draft reports
- GHG reduction analysis and vulnerability assessment data
- Weekly or bi-weekly progress updates by phone or email to Kate Hanley
- Other administrative, research, analysis, and communication tasks determined in the project kick-off

Project Team

The Consultant is expected to assemble a team that can provide technical expertise in all of the topics and tasks identified in the project scope. The Consultant should have the ability to adjust its team and workload as project develops.

The Consultant will engage with stakeholder groups identified in the project scope and others. Kate Hanley, Director of Sustainability, will serve as the main point of contact for the Town and assist in coordinating meetings with other Town staff, committees, and community groups.

Consultant Capabilities

Desired Consultant Capabilities include:

- Technical ability to analyze potential GHG reductions
- Technical ability to perform climate vulnerability analysis
- Experience with tactical implementation of climate action plans
- Ability to independently find new data and combine with existing data and GHG analysis
- Ability to develop transformational plans with bold, implementable ideas
- Experience with communities of similar demographics
- Experience with and knowledge of communities with municipal light plants