

# City of Alameda Climate Action and Adaptation Plan Update

## **Draft Work Scope – Request for Consulting Services to Assist with the Update and Approval of Alameda’s Climate Action and Adaptation Plan**

Date: October 5, 2017

### ***Background Information***

The latest science confirms that climate change is well underway. We already are seeing these impacts: rising seas, warmer climate and more extreme weather events. Alameda is vulnerable to climate change impacts including sea-level rise, more extreme weather such as droughts, flooding from storm events and heatwaves and public health risks such as epidemics, insect-borne diseases or food shortages. Sea-level rise alone is of great concern to the City. End-of-century estimates range from one foot to seven feet, depending on how quickly we reduce our carbon emissions among other factors. According to the City’s Local Hazard Mitigation Plan, the following City facilities are within the 16 inch sea level rise zone: Neptune Park, Chuck Corica Golf Course, Bay Fairway Recreation Hall and Godfrey Park. Additional sea level rise at 55 inches would impact more facilities such as Krusi Park, Rittler Park, Towata Park, City Hall West, Alameda Point Gym, O’Club, Housing Authority, Animal Shelter/Pound, Maintenance Center, Central Equipment Garage, Bay Farm Island Branch Library, Leydecker Park and Godfrey Park. Seven feet of sea-level rise would inundate large swaths of Alameda Island and almost all of Bay Farm if we do not implement adaptation measures. Given Alameda’s vulnerability to climate impacts, and that climate change mitigation currently is led by cities and states in the United States, it is in the City’s best interest to implement a strong plan for climate action and adaptation.

In February 2008, Alameda’s City Council approved the City’s Local Action Plan for Climate Protection with a greenhouse gas emission reduction goal of 25 percent by 2020 from 2005 baseline. The City of Alameda has made progress towards this goal as described in the April 16, 2013 City Council meeting; however, the City still has work to do to reach it. Thus, the City of Alameda is updating the Local Action Plan for Climate Protection, which will show how Alamedans can reduce greenhouse gas emissions that contribute towards global warming and climate change. City staff also is recommending that the update include adaptation, which would identify climate risks and opportunities, assess options such as wetlands and levees, and implement the most sustainable course of action that can be phased in as climate change impacts evolve.

The City of Alameda is seeking a consultant team to assist with the update and approval of a Climate Action and Adaptation Plan. The planning process should not exceed an 18-month period, and should include community and staff outreach, plan draft development and California Environmental Quality Act (CEQA) compliance. For more information on the Plan update, please refer to the project web page: <https://alamedaca.gov/go-green-public-works/local-action-plan-climate-protection>

## ***Work Scope Tasks***

### **Task 1: Existing Conditions and Expected Future Conditions**

***Understanding the Climate of the Future:*** This task will cover historic data and expected future conditions and consequences of climate change using a set planning horizon for the years 2020, 2030, 2050 and 2100. The geographic areas at greatest risk and the number of people and properties at risk will be identified using the City's Hazard Mitigation Plan and other studies and data. The existing conditions of the infrastructure and the impacts on health, environment, economy and infrastructure will be assessed for the following potential consequences:

#### ***Risks*** (quantitative and qualitative assessments)

- Flooding
  - Tidal flooding: Higher water levels and sea level rise
  - Surface water flooding: More severe storms and extreme rainfall, and more frequent extreme El Nino events. These temporary surges are compounded by sea-level rise
- Higher temperatures causing overheating, urban landscapes maintain higher temperatures – known as the “urban heat island effect,” higher rates of death and illness, impacts to the transportation network, electricity supply and water use
- Droughts impacting water-dependent businesses, and causing restrictions on water use and green spaces
- Health issues such as epidemics, food shortage and water shortage
- Other consequences, if applicable

#### ***Opportunities*** (quantitative and qualitative assessments)

- Growth of green economy (new businesses and jobs created in response to climate change. For example, solar panel production, installation and maintenance, environmental cleanup, bay/ocean restoration, clean technology, green engineering, green infrastructure and building construction, etc.)
- Increase in urban density (influx of people moving to Alameda from places with less hospitable climates, fewer services, and depleted resources creates opportunity for sustainable urban development)

Alameda already is vulnerable to climate change with sea level rise and more extreme weather including droughts, flooding from storm events and heatwaves. To increase the City's resilience to climate change, an understanding of the roles and responsibilities of public, private and non-profit entities as well as community members is needed so as to identify gaps and the next steps of adaptation. Furthermore, the involvement of all the key stakeholders will be needed to ensure a comprehensive approach. The

consultant team will be expected to review and supplement the City's work to-date on understanding the climate of the future in a white paper format that already will be created in draft form by the City.

***Understanding Alamedans' Greenhouse Gas Emissions:*** Using the Inventory Report of September 2017, this task will summarize the greenhouse gas emissions of Alamedans by explaining the emission source inventories from 2005, 2010 and 2015 as well as projections for 2020. This task also will analyze different emission scenarios for future years including baseline and alternative consequences that incorporate the impacts from various policy changes and the implementation of projects and programs that are above and beyond the expected future trends.

***Understanding Sustainability in Alameda:*** This task will highlight the ability to sustain human life as well as flora, fauna and natural environmental systems. Sustainability is a design for human lifestyle that is in balance with the many other living species and natural earth systems that sustain us. This task will describe the entire carbon footprint of Alamedans beyond the city boundaries, and will focus on product life cycles and supply chains to better understand how Alamedans can have more sustainable lifestyles for improved health, economy and environment. The consultant team will be expected to review and supplement the City's work to date on understanding sustainability in Alameda in a white paper format that already will be created in draft form by the City.

***Understanding Best Practices:*** This task will highlight relevant local, national and international best practices on reducing greenhouse gas emissions, adaptation and regeneration/sustainability. For sustainability, this task will cover the best practices to restore and replenish the environment using technology, resources and education. The consultant team will be expected to review and supplement the City's work to date on understanding best practices in a white paper format that already will be created in draft form by the City.

***Understanding by Community Members - Climate Awareness Campaign:*** This task will assist the City with the planning, design and implementation of a public education and awareness campaign with the following communications objectives:

- Build awareness of the Local Action Plan vision, past achievements and future objectives.
- Educate residents about the impact that climate change has and will continue to have on Alameda, and the need for infrastructure improvements to reduce vulnerability.
- Encourage residents to shift behaviors to reduce vehicular emissions and energy consumption.
- Connect Alamedans with resources that can help them adopt new behaviors.

The existing conditions memo will include a data-driven and graphic-focused presentation of information. The memo will combine data analysis and aesthetic design to create maps and infographics that are engaging and informative. These materials will provide key data points to be used in data sharing with community members, stakeholders and decision-makers.

#### **Task 1 Deliverables:**

- Existing Conditions, Expected Future Conditions and Best Practices Memorandum
- Climate Awareness Campaign strategy and implementation

## Task 2: Vision, Goals and Objectives

Given the expected projections and consequences of climate change, the City of Alameda runs the risk of being significantly impacted and vulnerable like many other low-lying coastal communities around the world. The emission reductions vision, goals and objectives will use the 2008 Climate Plan as the basis for forming updated emission reductions vision, goals and objectives. Adaptation vision, goals and objectives will provide a blueprint on how to increase Alameda's resilience to climate change. In addition to an emissions reductions and an adaptation vision, the plan will create a sustainability/regenerative city vision that is built on lifestyles that can be sustained into the future. For example, the City of London's overarching goal is "to put 'the village' back into the city" meaning to shift the way people live to ensure improved health, economy and environment. The climate sustainability component of the plan update will serve as a platform to engage the broader discussion of sustainability.

State policies to consider when developing a vision, goals and objectives are as follows:

- Senate Bill (SB) 375 - Sustainable Communities and Climate Protection Act
- Assembly Bill (AB) 32 and SB 32 - The Global Warming Solutions Act and its update
- SB 379 - Considering climate impacts in general plans
- AB 758 - Achieving greater energy efficiency in the state's existing buildings
- SB 1000 - Incorporating environmental justice in general plans
- AB 1482 - State climate adaptation strategy updates
- SB 246 - Integrated Climate Adaptation and Resiliency Program
- SB 350 – Clean Energy & Pollution Reduction Act, increases renewable electricity procurement goal from 33 percent by 2020 to 50 percent by 2030. Requires the state to double statewide energy efficiency savings in electricity and natural gas end uses by 2030.

**Outreach Round #1:** This task will include a community workshop, a web survey and presentations to a steering committee called the City's Green Team, an advisory group and boards/commissions/City Council to discuss existing conditions and a potential overarching vision, goals and objectives for the project. The workshop will include an informational component along with an interactive, hands-on activity to increase learning and stimulate participation. The survey will educate survey respondents about the existing conditions, and will request input on the vision, goals and objectives for this effort. City staff will administer the survey by using the Peak Democracy software as shown on the City's web survey portal: [http://www.peakdemocracy.com/portals/198/forum\\_home](http://www.peakdemocracy.com/portals/198/forum_home). Prior to the workshop, the City will publicize the event and survey via email, press releases, community advisories, social media and other means. This task will include a memorandum summarizing the meeting and web survey results and comments received.

### Task 2 Deliverables:

- Community Workshop/Survey #1: attendance, meeting materials and summary
- Vision, Goals and Objectives Memorandum
- Steering Committee (Green Team), Advisory Group, Public Utilities Board, Social Services and Human Resources Board, Recreation and Parks Commission, Transportation Commission, Planning Board, Economic Development Advisory Board and City Council attendance, meeting materials and summary

### **Task 3: Implementing the Strategies – Reducing Alameda’s Carbon Footprint and Increasing Alameda’s Sustainability**

This task will show a roadmap to reducing greenhouse gas emissions and to increasing sustainability by limiting the major sources of greenhouse gas emissions and supporting pathways to sustainability. The strategies will be informed by data in the existing conditions memorandum (Task 1), and will help implement the goals and objectives (Task 2). This task will highlight what is needed to achieve Alameda’s greenhouse gas reduction goal, California targets as well as an ambitious carbon-free goal using a set planning horizon for the years 2030 and 2050. Among other best practices in reducing emissions and increasing sustainability, this task may consider:

#### ***Transportation:***

- Implement the Transportation Choices Plan - <https://alamedaca.gov/transportation-choices-plan> (This comprehensive citywide plan provides more transportation options for Alamedans to reduce thousands of drive alone trips at the estuary crossings and through Alameda over the next 15 years. The two main goals are to (1) Decrease drive alone trips at estuary crossings, especially in the peak period. (2) Increase the share of walking, bicycling, bus and carpool trips within Alameda.)
- Promote low- and zero-emission vehicles including electric vehicles – championing more publicly available and Level 2 and Level 3 direct current (DC) fast charger stations to encourage local adoption of electric vehicles; tie into solar and energy storage for efficiencies.
- Complete electrification of the City’s vehicle fleet.
- Plan for renewable, geothermal electricity powered hydrogen fueling station in Alameda.
- Consider lighter-colored pavement such as Los Angeles’ Canoga Park neighborhood.
- Consider dust suppressant technology that prevents particulate matter (PM) pollutants such as PM10 from recirculating.

***Electricity:*** *The Alameda City Charter specifies that City of Alameda’s Public Utilities Board (PUB) has authority over matters affecting Alameda Municipal Power. The PUB will consider the recommendations included below as part of its deliberations on establishing policies for the electric utility:*

- Maintain compliance with state renewable power requirements
- Encourage the PUB to continue promoting and providing innovative energy efficiency opportunities and incentives to residential and non-residential customers.
- Encourage the PUB to explore opportunities for locally sited power generation that would benefit all ratepayers.
- Encourage the PUB to explore opportunities for promoting and incentivizing electrification and fuel switching.
- Encourage the PUB to develop interconnection policies for battery storage systems.

#### ***Natural Gas:***

- Consider electrification of natural gas appliances.
- Consider building new developments without natural gas.
- Consider other best practice strategies.
- Work with Pacific Gas & Electric to promote energy efficiency opportunities to residents and non-residential entities.

***Land Uses/Buildings/Infrastructure:***

- Evaluate impact of citywide 21 unit per acre residential density limit (City Charter Section 26-3) and prohibition on multifamily housing (City Charter Section 26-1) on City's ability to reduce greenhouse gas emissions.
- Review effectiveness of recently completed developments that prioritized walking, biking and quality public transit.
- Evaluate potential of future updates to the California Building Code to reduce greenhouse gas emissions, and consider potential benefits of additional city-specific requirements in addition to state wide requirements, such as requirements for:
  - Reflective or green roofs and roofs with pump water heaters with outreach and advocacy plan to engage home owners/business property owners/developers
  - Solar and electric vehicle charger requirements for new developments.
  - Energy efficiency measures reducing the need for mechanical cooling such as through thermal envelopes, passive hours, and using the highest green building standard in Europe.
  - Electric water heating through pump water heaters.
  - Capture and use of rainwater for non-consumptive purposes such as flushing toilets and using greywater systems for new construction and waterless urinals.
  - Smart building design and meters to monitor usage patterns for continued improvements
  - Use of natural systems or use systems designed to mimic natural systems such as biomimicry and living machines
- Coordinate with EBMUD to identify obstacles and opportunities to expand recycled water service within the City, with a priority to areas with new developments such as Alameda Point and the Northern Waterfront.
- Develop an action plan to decarbonize buildings and infrastructure.
- Identify emerging sustainable technologies and practices in building construction and develop an inventory of public infrastructure needed to facilitate or aid such technologies and practices. Appraise existing infrastructure conditions and create a ranked list of infrastructure improvement projects.

***Waste:***

- Implement recommendations of the 2017 update to the City's Zero Waste Plan.
- Update the construction and demolition debris ordinance.
- Clarify residential recycling and composting is mandatory.
- Increase composting at home and in public spaces and restaurants using individual and municipal worm composting bins for food wastes and local shredded dried leaves.
- Prioritize the reduction of toxic or harmful waste such as plastics.
- Increase outreach and education related to reusables versus disposables.
- Consider additional landfill bans for, and/or more regulation of, specific materials.
- Explore mixed waste processing.
- Consider food rescue program.

**Water:**

- Water management that protects, restores, or mimics the natural water cycle.
- Integrate greywater systems, rain catchment and possibly waterless restroom urinals to dilute with greywater and divert to bio-swales, street trees, shared green spaces and landscapes with new construction projects.
- Protect water quality and availability.
- Promote and measure water efficiency.
- Promote public awareness of rebates available for conversion of grass front/back yards into drought tolerant and native plants or espalier fruit trees and raised sub-irrigation garden planters.

**Resilient Natural Environments** (reduce impacts of noise, air pollution, flooding, extreme weather, and provides green spaces, which in turn contribute to a high quality of life):

- Complete the Green Infrastructure Plan requirement by 2019 to address permeable pavement, rain gardens, bio-retention areas, etc.
- Increase species and habitat protection.
- Consider restrictions on wood smoke.
- Provide bay and ocean restoration including at Alameda Point.
- Increase community parks and open spaces with rain gardens, seasonal freshwater wetlands, bark infiltration basins and bio-swales.
- Plan 2,000 street trees to increase carbon sequestration and decrease stormwater runoff.
- Increase tree cover to one tree per Alameda resident, which is based on the City of London goal, improve tree maintenance, especially during droughts and severe storms, and install trees so the trees do not interfere with rooftop solar.
- Ban gasoline powered leaf blowers, lawn mowers and other two stroke engine lawn equipment similar to Santa Monica and Berkeley (electric-powered leaf blowers/lawn mowers still would be permissible).
- Increase permeable surfaces in front/back yards to reduce pressure on the drainage system.
- Encourage drought tolerant species, permaculture and urban farms.
- Prioritize water to “common” publicly shared green spaces such as parks and fields rather than private residences.
- Provide public access to waterways for recreation, enjoyment, appreciation, and restoration.

**Education/Encouragement** (empower Alamedans to make better informed and more environmentally-friendly choices; the goals and objectives in the plan only can be met through collective action by not only the City government but also by individual residents, business owners, employees and visitors).

- Create a Personalized Climate Change Challenge – Per Capita Climate Mission Impossible or a Climate Action Toolkit.
- Initiate an Urban Greening Campaign.
- Focus on conservation/improved efficiencies of waste, water and energy to raise awareness of financial benefits and the combined water/energy efficiencies of home retrofit programs.
- Raise awareness of benefits from compact developments.
- Encourage and promote recycling at home and in public spaces.
- Set goals to reduce consumption citywide.

- Encourage a plant-based diet, restaurants, menu items, cooking classes, etc.
- Develop and educate community on a commonly shared long-term vision for a sustainable city.
- Facilitate ongoing, inclusive, citywide conversations about sustainability.
- Build capacity for sustainability in city government and planning.

***Green Economy:***

- Actively recruit and support new and continuing green business ventures in Alameda.
- Adopt measures that stimulate quality green jobs and the green economy.
- Promote and implement green business practices such as green certifications.

***Human Health and Well Being*** (include improved quality of life, increased social equity and enhanced community resilience:

- Ensure Environmental Justice (all residents, regardless of economic status, have access to green spaces, health care, healthy food, complete streets, environmental education, clean water, etc.).
- Provide access to fresh and local produce (community gardens, farmers markets).
- Promote measures that reduce air, water, and noise pollution.
- Preserve/integrate art and cultural opportunities in sustainable urban developments.
- Provide inclusive and safe communities so that everyone belongs here.
- Provide active support of economically compromised community members to ensure that people are not displaced due to economic status, job loss, medical expenses, retirement, etc. through affordable housing, food banks, health clinics, legal services, etc.

***Public Opinion Survey:*** A primary purpose of this public opinion survey is to better understand what would motivate residents to make a cultural shift towards a more sustainable lifestyle. The survey could include questions on the willingness to pay for specific projects or programs. A survey of this type must include proper representation of a cross-section of residents throughout the city. To achieve this, a statistically valid survey of Alameda residents using the following process is recommended:

- The survey will be conducted by professional interviewers.
- The survey will be conducted in English, Spanish and Chinese.
- An initial pre-test will be conducted once the questionnaire is finalized to test the survey length and comprehension.
- The completed surveys with qualified respondents will provide statistical reliable data in the total and by key sub-groups.
- The questionnaire must be designed to be completed within 12 minutes or less. A reasonable questionnaire length will help ensure that an adequate cross-section of respondents are surveyed. A longer survey tends to result in a higher share of “non-responders,” particularly among the most difficult to reach populations (i.e. younger respondents 18 – 24, lower income, etc.).
- The questionnaire will be designed to include questions about current behaviors, barriers to having a smaller carbon footprint, attitudes toward the City’s role, response to potential projects, and some basic demographic questions.
- The survey will identify the sponsor of the survey (the City of Alameda) to all respondents.



- The survey experts will be involved in all phases of this project including questionnaire design, questionnaire translation, sample plan development, programming the survey, fieldwork, coding and data processing, and providing a management report of survey findings.
- The City's responsibilities will include input on questionnaire design and scheduling any project meetings/presentations.

### **Task 3 Deliverables:**

- Reducing Alameda's Carbon Footprint Strategy Memorandum including policies, scenarios, project and program actions, metrics that quantify emission reductions, co-benefits, near- and mid-term phasing, responsible parties and costs
- Public Opinion Survey: preparation, implementation and summary

### **Task 4: Implementing Strategies for Adaptation - Setting the course for a more resilient Alameda and managing the impacts of climate change**

The adaptation part of the planning effort focuses on identifying climate risks and opportunities, assessing options and implementing the most sustainable course of action that can be built on as the climate change impacts evolve. The strategies will be informed by data in the existing conditions memorandum, and will help implement the goals and objectives. Based on stakeholder and community input and City Council approvals as described in Task 2, this task will develop adaptation solutions. The strategies will be analyzed with a data-driven approach to identify the most cost-effective and beneficial projects. Each strategy will be evaluated based on how effectively the strategy supports the goals and objectives, and will include the partners and stakeholders needed for each strategy as well as the steps needed for implementation such as environmental clearance, funding, three and five year benchmarks and maintenance/operations. This task will show a roadmap to resilience for the following potential consequences of climate change:

#### ***Risks***

- Higher water levels and sea level rise.
- More severe storms and extreme rainfall.
- Higher temperatures with more intense heat waves.
- Droughts.
- Other impacts: Consider other potential impacts such as change in species both plant and animal.
- Address health issues, insect-borne illnesses, epidemics, food shortage and water shortage.
- Improve the quality and accessibility of data on future climate impacts.

### ***Opportunities***

- Growth in Green Economy.
- Increase in Urban Density - Plan for future growth in a manner that does not place additional people in harm's way.
- Make use of State, regional, and Federal funds for adaptation projects that have co-benefits for Alameda's economy and quality of life.
- Engage in regional initiatives to coordinate response to storms and plans for sea level rise, including Resilient by Design, Adapting to Rising Tides and the Association of Bay Area Governments.
- Encourage private buildings to retrofit or raise foundations in coordination with efforts to seismically retrofit vulnerable buildings.
- Educate property owners about flood insurance costs, benefits and coverage limitations.

Strategies to consider include, but do not exclude other ideas, the following:

- Construct perimeter measures, such as floodwalls and levees, above the expected flood levels and the projected amount of sea level rise.
- Provide public access around water such as sea walls with bikeways and walkways.
- Pool funds with other local jurisdictions in the Bay Area that are impacted by sea level rise.
- Create and promote wetlands and other active bay and land remediation systems to encourage reverse acceleration responses to address climate change.
- Implement adaptive design such as raising the elevation of the site to be at or above the expected flood levels and the projected amount of sea level rise within the life of the project.
- Provide potable water storage.
- Provide community gardens.
- Stimulate and support local green economy.
- Provide sustainable urban development including compact developments that reduce carbon footprints.
- Ways to strategically phase strategies.
- Develop a financial plan for funding adaptation measures and include top grant seeking opportunities.

***Outreach Round #2:*** This task will include a community workshop, a web survey and presentations to a steering committee called the City's Green Team, an advisory group and boards/commissions/City Council to discuss draft strategies for reducing Alameda's carbon footprint and for increasing Alameda's sustainability (Task 3), and for adaptation to climate change (Task 4). The workshop will include an informational component along with an interactive, hands-on activity to increase learning and stimulate participation. The survey will focus on educating survey respondents about potential strategies and requesting input on their priorities. City staff will administer the survey by using the Peak Democracy software. Prior to the workshop, the City will publicize the event via email, press releases, community advisories, social media and other means. This task will include a memorandum summarizing the meeting and web survey results and comments received.

#### **Task 4 Deliverables:**

- Managing the Impacts of Climate Change Strategies Memorandum including policies, scenarios, project and program actions, metrics that quantify adaptation benefits, co-benefits, near- and mid-term phasing, responsible parties and costs
- Community Workshop/Survey #2: attendance, meeting materials and summary
- Steering Committee (Green Team), Advisory Group, Public Utilities Board, Social Services and Human Resources Board, Recreation and Parks Commission, Transportation Commission, Planning Board, Economic Development Advisory Board and City Council attendance, meeting materials and summary

#### **Task 5: Draft Plan**

Based on previous task memoranda and community input to date, this task will focus on preparing an Administrative Draft Plan for City staff and stakeholder review. The plan is envisioned as a “user friendly,” easy to understand document that is organized around graphics, tables and charts. One of the purposes of the plan is to provide City representatives with talking points about the existing and expected conditions so as to help key stakeholders and decision-makers better understand the need for a more sustainable future. The plan will contain an implementation and financing approach that evaluates the potential for funding the preferred strategies. Special attention also will be paid to the phasing of the strategies, and will include recommendations for staffing and the organizational structures - such as adequate staffing - needed to ensure the most successful implementation. The plan will assess the existing City systems for tracking and monitoring performance and implementation, and will recommend management and information system improvements, where appropriate, such as dashboards or scoreboards, to facilitate annual reporting. Two iterations of the Administrative Draft Plan is expected. Once the Public Review Draft Plan is released, a presentation and web-based materials will be prepared to engage the community. This task also will cover the preparation of CEQA compliance documents.

**Outreach Round #3:** This task will include a community workshop and presentations to the City’s Green Team, an advisory group and boards/commissions/City Council to discuss the draft Climate Action Plan Update. Prior to the outreach, the City will publicize the events via email, press releases, community advisories, social media and other means. This task will include a memorandum summarizing the outreach results and comments received.

#### **Task 5 Deliverables:**

- Draft Plan: Administrative Drafts, Public Review Draft and Final Draft Plan
- CEQA Compliance documentation
- Community Workshop #3: attendance, meeting materials and summary
- Steering Committee (Green Team), Advisory Group, Public Utilities Board, Social Services and Human Resources Board, Recreation and Parks Commission, Transportation Commission, Planning Board, Economic Development Advisory Board and City Council attendance, meeting materials and summary

## **Task 6: Project Management and Quality Review**

This task will include an initiation of the project, a confirmation of the schedule and contract or contracts, and a mutual understanding of the project direction. The kick-off meeting will provide an opportunity for all team members to finalize the schedule and work scope, discuss data collection and document review, confirm communication protocols and invoicing. The kick-off meeting also will include a site visit to key locations throughout Alameda.

This task also will include monthly progress reports and invoicing as well as bi-weekly - and as-needed - coordination calls with City staff to discuss project direction, progress and deliverables. This task also will include up to ten meetings with the Steering Committee called the Green Team. Quality control and assurance will include technical reviewers to ensure the project is following best practices, the technical approaches are sound and appropriate, and the project schedules and goals are being met. A quality review will occur for each deliverable before it is submitted to City staff.

### **Task 6 Deliverables**

- Kick-off meeting coordination and attendance
- Bi-weekly coordination calls and up to ten Green Team meetings
- Monthly progress reports and invoicing
- Quality control/assurance reporting for each deliverable
- Public outreach/education/celebration of progress