

City of Alameda Climate Plan Update

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

Date: November 2, 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 – toward the upper end of estimates for 2100 – 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 and workshops on May 23 and October 5, 2017 ; 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.

Objective

The City of Alameda seeks to retain a consultant in developing a Climate Plan Update that covers adaptation and meets or exceeds California and international greenhouse gas reduction goals, and to do so in ways that improve quality of life, build prosperity and increase resilience for our community and future generations. The plan will consider the following focus areas:

- Climate Adaptation and Other Hazards
- Transportation
- Buildings
- Land Use
- Waste
- Healthy Natural Environments
- Electricity
- Water
- Natural Gas
- Green Economy
- Education

Each focus area should be considered through a lens of equity, sustainability, and economy. The Climate Action Plan Update will integrate with and make use of recently-released or soon-to-be-released plans including but not limited to: Transportation Choices Plan, Green Infrastructure Plan, Zero Waste Plan Update, Economic Development Strategic Plan and Alameda Municipal Power's Strategic Plan.

The City of Alameda is seeking a consultant team to assist with the update and approval of a Climate Plan Update that sets aspirational goals for the years 2030 and 2050, and contains action plans to achieve those goals. 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: Analysis of 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 2030 and 2050. To gain a better understanding of sea-level rise impacts over time, possible sea-level rise scenarios also should be presented for 2100, 2150 and 2200. 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, including an initial vulnerability assessment conducted by the consultant 427 Solutions using the Vizonomy spatial analysis platform, and a white paper on future climate conditions in Alameda drafted by City staff. The existing conditions of the infrastructure and the impacts on health, environment, economy and infrastructure will be assessed for the following potential consequences:

Risks

- Flooding threats from sea-level rise and storm surges.
- Groundwater rise from the bay.
- Overland flooding from increasingly intense precipitation events.
- Higher average temperatures and more extreme and frequent heatwaves.
- Drought.
- Seismic events: liquefaction and ground shaking.
- Worsening air quality, insect-borne illnesses, epidemics, food shortage and water shortage.
- Rising insurance rates and falling property values in anticipation of sea-level rise.
- Uncertainty, lack of appropriate governance frameworks, and other financial and institutional factors that hinder effective response to unprecedented climate-related threats.

Opportunities

- Growth in Green Economy.
- Increase in urban density - influx of people moving to Alameda from places with less hospitable climates while ensuring new development does not place people in harm's way.
- Make use of state, regional, and federal funds for adaptation projects that have co-benefits for Alameda's economy, environment 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.

The consultant team should review the existing reports and plans the City has conducted related to greenhouse gas emissions reduction and resilience, which include but are not limited to: Transportation Choices Plan, Green Infrastructure Plan, Zero Waste Plan Update, Economic Development Strategic Plan and Alameda Municipal Power's Strategic Plan. 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. Furthermore, the involvement of all the key stakeholders will be needed to ensure a comprehensive approach.

Understanding Alamedans' Greenhouse Gas Emissions: Using the Inventory Report of October 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 Best Practices: This task will highlight relevant local, national and international best practices on reducing greenhouse gas emissions, adaptation and creating healthy natural environments within an urbanized and coastal city like Alameda. For healthy natural environments, this task will cover the best practices to restore and replenish the environment using technology, resources and education. These examples of best practices will help Alamedans understand the possibilities that exist so as to develop grounded yet aspirational goals in the Vision, Goals and Objectives stage of the process (Task 2). 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. The consultant team also will be expected to review and consider including the design ideas of the Resilient by Design challenge. Even though these ideas may be untested, they are likely to be applicable to Alameda's setting.

For climate adaptation and resilience in Task 4, the City is interested in following the Adapting to Rising Tides (ART) framework developed by the San Francisco Bay Conservation and Development Commission (BCDC). The White Paper explaining this framework is accessible here: http://www.adaptingtorisingtides.org/wp-content/uploads/2016/03/ART-Approach_web-aligned_V1.pdf. The ART framework specifies a step-by-step process for assessing exposure and vulnerability to hazards the City may face. The City expects the consultant to follow a process closely aligned with the ART framework, also drawing on the forthcoming ABAG-EPA-FEMA Regional Resilience Framework and the consultant's own knowledge in adaptation planning, to suggest a robust and collaboration-oriented adaptation planning process. The steps of Adapting to Rising Tides that correspond to Task 1 are "Scope and Organize" and "Assess."

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. The memo also will assess the existing City systems for tracking and monitoring Climate Plan performance and implementation, and will create management and information system improvements, where appropriate, such as dashboards or scoreboards, to facilitate quarterly or annual reporting, which will occur during the Climate Plan Update process as well as after the Climate Plan Update is approved and in the implementation stage.

Task 1 Deliverables:

- The “Scope and Organize” step includes defining the project area, assets, and climate impacts to be considered; convening a working group that will include already-identified Alameda resident experts in sea-level rise and resilience; and setting project goals.
- The “Assess” step includes answering assessment questions, selecting climate scenarios and conducting exposure analyses, and refining the assessment based on stakeholder input.
- Existing Conditions, Expected Future Conditions, Benchmarking of Goals, and Best Practices Memorandum

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 sustainable city vision to ensure healthy environments into the future with considerations for species and habitat protection, water quality and availability, bay and ocean restoration, local air and water pollution and other quality-of-life determinants for human and non-human species. The consultant team also will be asked to develop goals and objectives to define specific outcomes and guiding principles that relate to the vision. Potential human health and well-being objectives include:

- Institute a lens of equity and sustainability that informs all City decisions.
- Provide inclusive and safe communities so that everyone belongs here.
- 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).
- Create sustainable urban developments.
- Preserve/integrate art and cultural opportunities in sustainable urban developments.
- 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.
- Prioritize resources for communities of concern.

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.

Task 2 Deliverable:

- Vision, Goals and Objectives Memorandum

Task 3: Developing Strategies for Reducing Carbon Footprint in Alameda

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) as well as specific plans for transportation, waste, electricity and green infrastructure, the 2008 Climate Plan and the California Building Code. The strategies will help implement the goals and objectives (Task 2) related to reducing greenhouse gas emissions. 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. This task will develop strategies for each of the focus areas below.

Transportation - strategies to consider:

- Track progress using performance metrics created in Task 1 for the implementation of the Transportation Choices Plan and the 2008 Climate Plan related to transportation.
- Promote low- and zero-emission vehicles including electric vehicles.
- Complete electrification of the City's vehicle fleet.
- Plan for renewable, geothermal electricity powered hydrogen fueling station in Alameda.

Electricity - strategies to consider: *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:*

- Track progress using the performance measures created in Task 1 for the implementation of AMP's Strategic Plan and the 2008 Climate Plan related to renewable energy.
- 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 - strategies to consider:

- Track progress using the performance metrics created in Task 1 for the implementation of natural gas strategies in the 2008 Climate Plan.
- Consider electrification of natural gas appliances.
- Consider clean alternatives to natural gas.
- Work with Pacific Gas & Electric to promote energy efficiency opportunities to residents and non-residential entities.

Land Use - strategies to consider:

- Track progress using the performance metrics created in Task 1 for the implementation of land use strategies in the 2008 Climate Plan.
- 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.
- Identify and evaluate land use policies and biological resource management policies that could contribute to greenhouse gas reduction and carbon sequestration, resilience and economic development. These strategies include but are not limited to application of Biochar and use of goat grazers on all suitable City lands.

Buildings - strategies to consider:

- Track progress using the performance metrics created in Task 1 for the implementation of strategies related to buildings in the 2008 Climate Plan.
- 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.
- Consider strategies to address the challenges of reducing emissions related to existing building stock, in addition to strategies for new developments.
- 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 - strategies to consider:

- Track progress using the performance metrics created in Task 1 for the implementation of strategies related to waste in the Zero Waste Plan Update and the 2008 Climate 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.
- Consider additional landfill bans for or more regulation of specific materials.
- Explore mixed waste processing.
- Consider food rescue program.

Water - strategies to consider:

- Track progress using the performance metrics created in Task 1 for the implementation of strategies related to 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 water efficient food production gardens.
- 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.
- Increase permeable surfaces in front/back yards to reduce pressure on the drainage system.
- Prioritize water to “common” publicly shared green spaces such as parks and fields rather than private residences.

Healthy Natural Environments - strategies to consider

- Coordinate the Climate Plan Update with the development of the Green Infrastructure Plan to best address permeable pavement, rain gardens and bio-retention.
- 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.
- Increase tree cover to one tree per Alameda resident, and improve health and function of urban forest.
- Ban gasoline powered leaf blowers, lawn mowers and other two stroke engine lawn equipment similar to Santa Monica and Berkeley.
- Encourage drought tolerant species, permaculture and urban farms.

Green Economy - strategies to consider:

- Track progress using the performance metrics created in Task 1 for the implementation of strategies in the Economic Development Strategic Plan related to climate.
- Integrate with the Economic Development Strategic Plan regarding climate opportunities within the 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.

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.

Task 4: Developing Strategies for Climate Adaptation and Resilience

The adaptation part of the planning effort focuses on identifying climate risks and opportunities, assessing options and implementing a 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.

The City is interested in following the Adapting to Rising Tides framework for their adaptation planning process. Adapting to Rising Tides is a five-step process described below.

- Scope and Organize
 - Define the project area, assets, and climate impacts to be considered
 - Convene a working group
 - Set project goals
- Assess
 - Answer the ART assessment questions which are extensive and are available on www.adaptingtorisingtides.org
 - Select climate scenarios and conduct exposure analyses that determine what will be affected by the climate impacts identified in Scope and Organize
 - Refine the assessment based on working group and stakeholder input, as well as the findings of the exposure analysis
- Define
 - Summarize the answers to the assessment questions into clear, outcome-oriented vulnerability and consequence statements

- o Write asset-specific issue statements
 - o Define key planning issues with the working group using a transparent process
- Plan
 - o In light of the assessment outcomes, review and, if needed refine the project goals
 - o Develop adaptation responses that include a vulnerability or key issue, one or more actions, and implementation options
 - o Develop and apply evaluation criteria to identify benefits and trade-offs of different adaptation responses
- Implement
 - o Develop recommendations for advancing high priority adaptation responses
 - o Communicating project outcomes to stakeholders
 - o (The consultant will create recommendations for this step but will not implement it): Implementing adaptation responses identified by the project, including actions such as initiating further studies, developing conceptual designs, advancing physical interventions, making legislative changes, and improving information
 - o (The consultant will create recommendations for this step but will not implement it): Integrating sustainability into governance, capital investment, and management

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.
- Improve responses to localized flooding and storms.
- 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.
- Consider lighter-colored pavement such as Los Angeles' Canoga Park neighborhood.
- Adapt designs generated by Resilient by Design challenge to Alameda.

As previously mentioned, the City is interested in following the Adapting to Rising Tides planning framework. In Task 4, the City expects the consultant to complete the Define, Plan, and Implement steps of the Adapting to Rising Tides Process.

Task 4 Deliverables:

- The “Define” step includes vulnerability and consequence statements, asset-specific issue statements, and definition of key planning issues.
- The “Plan” step includes development of adaptation responses including implementation options, and application of evaluation criteria to identify benefits and trade-offs of adaptation responses.
- The “Implement” step includes recommendations for advancing high priority adaptation responses and communication of project outcomes to stakeholders.
- 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 Panel 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 adequate staffing and the organizational structures 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. Performance tracking should be done in a way that is consistent with the metrics identified in Task 2. 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.

Task 5 Deliverables:

- Draft Plan: Administrative Drafts, Public Review Draft and Final Draft Plan
- CEQA Compliance documentation

Task 6: Public Engagement

There will be three rounds of outreach. The first round of outreach is conducted in conjunction with Task 2: Vision, Goals, and Objectives. The second round of outreach is conducted in conjunction with Tasks 3 and 4, on Reducing Carbon Footprint and Climate Adaptation, respectively. The third round of outreach will pertain to the Draft Plan. As part of the 18-month Climate Plan Update process, the City expects the consultant to conduct a Climate Awareness Campaign and a public input survey. In addition, the City expects a set of recommendations and accompanying plan on how to educate and empower the community to make better informed decisions related to the climate. These educational strategies will be listed in the Climate Plan Update with lessons learned from the Climate Awareness Campaign.

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. 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.

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.

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.

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 Climate Awareness campaign should be conducted considering community-based social marketing.

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.

Community Education and Empowerment - strategies to consider

- 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.
- Lead educational seminars.

Task 6 Deliverables:

- Community Workshop/Survey #1: attendance, meeting materials and summary
- Community Workshop/Survey #2: attendance, meeting materials and summary
- Community Workshop #3: attendance, meeting materials and summary
- Climate Awareness Campaign strategy and implementation
- Public Opinion Survey: preparation, implementation 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 Panel and City Council attendance, meeting materials and summary (for three rounds)

Task 7: 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. These progress reports are to be given throughout the 18-month planning process. 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 7 Deliverables

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

Timeline

The consultant is expected to draw up a timeline for the project. One example of a potential, rough timeline is given below:

- January 2018: Kickoff meeting with consultant and stakeholders.
- February - June 2018: Task 1.
- July - August 2018: Task 2 and first round of outreach; begin Climate Awareness Campaign.
- September - December 2018: Tasks 3 and 4 and second round of outreach; public input survey.
- January - March 2019: Task 5; conclude Climate Awareness campaign; complete recommendations for community education and empowerment.
- April 2019: Present Draft to City Council and relevant City boards and task forces.
- June 2019: All details of every task are complete including final draft of Climate Plan Update.