

PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement is made and entered into as of February 22, 2021 by and between CivicMoxie, LLC, a Massachusetts limited liability company with an address of One Holden Street, #218 Brookline Massachusetts 02445 ("**CivicMoxie**") and the Town of York, Maine ("**Client**" **through its Planning Board**) for the professional Services for the Town of York Comprehensive Plan + Climate Action Plan outlined in the following attached contract Schedules:

- Schedule A: Combined Scope of Work and Project Schedule for Comprehensive Plan and Climate Action Plan
- Schedule B: Comprehensive Plan Update Scope of Work Narrative
- Schedule C: Climate Action Plan Scope of Work Narrative

Reference herein to "Party" or "Parties" shall mean both Client and CivicMoxie.

The Client desires to retain the Services of CivicMoxie and CivicMoxie desires to provide Services to the Client. In exchange for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, and in consideration of the mutual covenants and promises set forth herein, the Parties agree as follows:

1. **Services.** During the Term (as hereinafter defined) of this Agreement, CivicMoxie agrees to provide to Client the professional Services outlined in Schedule B (Comprehensive Plan) and Schedule C (Climate Action Plan) attached (the "**Services**"). Before commencing any additional services not set forth on Schedules B and C (the "**Additional Services**"), CivicMoxie and Client shall mutually establish the scope of any Additional Services, time tables, deadlines, fees/budgets, and requirements. The Parties shall both execute an Amendment to this Agreement (including updated Schedules A, B, C, and D and any updates to Section 3 (Term) or other provisions of this Agreement) prior to commencing any Additional Services.
2. **Compensation** In exchange for the Services, the Client will pay CivicMoxie Three Hundred Thirty-six Thousand Four Hundred Thirty (\$336,430) Dollars. The contract fee is set forth on Schedule D. CivicMoxie shall submit monthly invoices showing progress for each phase of the project. Invoices are to be paid by the Client within 30 days. Client agrees to review invoices and notify CivicMoxie of any questions or additional information needed within seven days of submission by CivicMoxie.
3. **Term.** The term of this Agreement shall commence as of the date first written above and shall continue until November 30, 2022, unless earlier terminated pursuant to Section 4 of this Agreement, or otherwise agreed to by both Parties.
4. **Termination.** This Agreement may be terminated by either party upon twenty-one (21) days written notice if such other Party breaches any provision of this Agreement and such breach remains uncured for twenty-one (21) days. In the event such breach cannot be cured within twenty-one (21) days and such Party has commenced diligent efforts to cure during such time period, such Party shall be permitted additional reasonable time to cure such breach provided such time shall not exceed ninety (90) days. Notwithstanding the foregoing, this Agreement shall immediately terminate (unless waived by the enforcing Party) if (A) the other Party (i) files a petition in bankruptcy, (ii) becomes insolvent, or makes or seeks to make an arrangement with, or an assignment for the benefit of, creditors, (iii) applies for or consents

to the appointment of a receiver or trustee, (iv) makes an assignment for the benefit of creditors, (v) becomes subject to an attachment of, execution upon, or other judicial seizure of, all or substantially all of its assets, (vi) becomes subject to involuntary proceedings under any bankruptcy or insolvency law (which proceedings are not dismissed within sixty (60) days), or (vii) discontinues its business or (B) the other Party sells substantially all of the assets of the business or the owners of such Party transfers a majority of the equity securities held in such provided that a sale or transfer to an affiliate or a beneficiary of the estate of a Party shall not constitute a sale and shall not be grounds for termination of this Agreement. Client shall pay CivicMoxie for Services performed up to the effective date of termination.

5. **Notices.** Any notice, request or other communication to be given by either party hereunder shall be in writing and shall be deemed given: (i) on the date delivered, if delivered in person, (ii) on the date transmitted, if transmitted by facsimile or electronic transmission (with confirmation by one of the other means provided under this section), (iii) three (3) business days after deposit, if mailed by certified or registered mail (return receipt requested), or (iv) one (1) business day after deposit, if delivered by an express courier (with confirmation) to a party at its address listed below (or at such other address as such party shall deliver to the other party by like notice):

If to CivicMoxie CivicMoxie, LLC
1 Holden Street, #218
Brookline, MA 02445
Tel: 617-739-6694
Email: susan@civitmoxie.com

If to CLIENT: Dylan Smith, Planning Director
Town of York, ME
186 York Street
York, ME 03909
(207) 363-1000
Email: dsmith@yorkmaine.org

6. **Independent Contractor.** In the performance of duties and obligations under this Agreement, CivicMoxie and its managers, agents, employees and sub-consultants will at all times act and be performing as independent contractors and not as employees or agents of Client. Client shall neither have nor exercise any control or direction over the methods that CivicMoxie and its managers, agents, employees or sub-consultants use to perform the services under this Agreement. Nothing in this Agreement creates or shall be deemed to create a partnership or joint venture between CivicMoxie and Client.
7. **Force Majeure.** Should completion of any portion of the Services be delayed beyond an agreed upon completion date and such delay is caused by factors, whether in totality or in part, beyond control of or without fault of the Parties, the Parties shall mutually agree on the terms and conditions upon which the services may be continued or terminated.

8. **Entire Agreement.** The Agreement represents the entire understanding and agreement between the Parties relating to the Services to be provided. It supersedes any and all prior agreements whether written or oral including, without limitation, any prior proposals.
9. **Amendment.** This Agreement may be amended only by written instrument signed by both Parties hereto.
10. **Governing Law; Arbitration.** This Agreement shall be governed by Maine law.

Except as otherwise provided in Section 16, with respect to equitable relief, all claims and disputes arising under or relating to this Agreement are to be settled by binding arbitration in the State of Maine or another location mutually agreeable to the parties. The arbitration proceeding shall be conducted under applicable rules of the State of Maine. The decision of the arbitrator shall be binding on both parties and judgment upon the award rendered may be entered in any court of competent jurisdiction. Each Party shall be entitled to reimbursement for reasonable attorney fees and reasonable arbitration costs incurred in enforcing this Agreement.

11. **Disclaimer of Warranties; Limitation of Liability.** Client acknowledges that the Services provided by CivicMoxie under this Agreement are provided without warranty of any kind, express or implied, including any warranty of merchantability or fitness for particular purpose. Neither Party shall be liable to such other Party for any special, indirect, incidental, punitive or consequential damages whatsoever.
12. **Indemnification.** Each Party (the “**Indemnifying Party**”) hereto shall defend, indemnify, and hold harmless the other Party and each of its affiliates, employees, sub-consultants, agents, representatives, members, managers, directors, officers, successors and from and against any and all claims, demands, causes of action, loss, damage, costs and expenses including court costs and reasonable fees and expenses of counsel arising from (1) the breach by the Indemnifying Party or its employees, sub-consultants, agents, representatives, members, managers, directors or officers of any provision of this Agreement or (2) any intentional, wrongful or negligent acts of the indemnifying Party or its employees, sub-consultants, agents, representatives, members, managers, directors or officers.
13. **Ownership of Work Product; License to Use.** All reports, drawings, plans and other data and material, including computer programs and other material in electronic media (collectively, “**Materials**”) furnished to the Client shall become the Client’s property and may be used by the Client (or such parties as the Client may designate) thereafter in such manner and for such purposes as the Client (or such parties as the Client may designate) may deem advisable, without further employment of or additional compensation to the Consultant. The Consultant and its subcontractors retain the right to use all material produced for the Client and available to the public, for marketing purposes including, but not limited to, presentations, conferences, and inclusion on Consultant and subcontractor websites.
14. **RESERVED**

15. **RESERVED**
16. **RESERVED**
17. **Waiver.** The Parties understand and agree that no failure or delay by either Party in exercising any right, power or privilege hereunder will operate as a waiver thereof, nor will any single or partial exercise thereof preclude any other or further exercise thereof or the exercise of any right, power or privilege hereunder.
18. **Counterparts.** This Agreement may be executed in multiple counterparts, and counterparts by facsimile, each of which shall be deemed an original, but all of which when taken together shall constitute one and the same instrument.
19. **Review of Agreement.** Both Parties to this Agreement acknowledge that they (a) have carefully read and understand all of the provisions of this Agreement and have had the opportunity for this Agreement to be reviewed by counsel, (b) are voluntarily entering into this Agreement and (c) have not relied upon any representation or statement made by the other party (or its affiliates, equity holders, agents, representatives, employees and attorneys) with regard to the subject matter or effect of this Agreement.
20. **Survival.** The provisions of this Agreement shall survive the expiration or termination of this Agreement.
21. **Assignment; Successors and Assigns.** Any attempted or purported assignment or other transfer, mortgage or other encumbrance of this Agreement and the rights granted herein without the prior written approval of the other Party shall be void and of no effect. This Agreement shall inure to the benefit of and be binding upon the respective heirs, representatives, successors and assigns of the parties.
22. **Severability.** If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

[Remainder of Page Intentionally Left Blank. Signature Page Follows.]

IN WITNESS WHEREOF, this Agreement has been duly executed and delivered by an authorized representative of each Party as of the date first written above.

CivicMoxie, LLC

By: 

Susan Silberberg, Principal

Town manager, as authorized by the Board of Selectmen on Monday, February 22, 2021

By: 

Name: Stephen H. Burns

Title: Town Manager

SCHEDULES A, B, C and D (provided separately as PDF's) to be INSERTED HERE

Public Nig 11: Introduce a goal of CR and CAI and the on-line pre and on-line feedback on low cost indicators

Phase 1: Planning and Preparation

- 1.1. Develop the potential benefits of a low-cost indicator.
- 1.2. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 1.3. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 1.4. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 1.5. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.

Phase 2: Implementation and Monitoring

- 2.1. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 2.2. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 2.3. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 2.4. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 2.5. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.

Phase 3: Evaluation and Reporting

- 3.1. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 3.2. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 3.3. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 3.4. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 3.5. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.

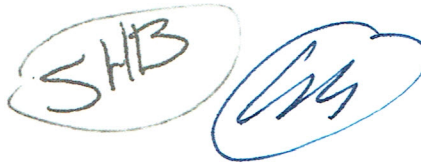
Phase 4: Review and Reflection

- 4.1. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 4.2. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 4.3. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 4.4. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.
- 4.5. Develop a list of potential indicators of a low-cost indicator, especially with regard to the on-line feedback and on-line feedback.

Schedule B

Town of York, ME

Comprehensive Plan Update Scope of Work



2/8/2021

1 - Project Goals

Provide a Comprehensive Plan Update that provides the following:

- A Comprehensive Plan that meets criteria the State of Maine Planning Office uses to review community comprehensive plans for consistency with the goals and guidelines of the *Growth Management Act* (30-A M.R.S.A. §§ 4312 - 4350) and for certification under §4347-A(2).
- A user-friendly, concise, and graphic update to the existing Comprehensive Plan.
- An overall vision for the future of the town and concrete goals for achieving this vision.
- Concrete, data-driven strategies to realize the Town's goals and clear metrics to measure success in the coming years.
- Plan elements that are reflective of Town goals of social equity, economic development, and public health and safety.

2 - Proposed Planning Process and Structure

In order to maximize the outcomes, CivicMoxie proposes to provide an integrated project planning process and approach that yields two independent plans (Comprehensive Plan Update and Climate Action Plan). The Climate Action Plan (12 month planning process) will be completed first in order to inform the Comprehensive Plan (18 month planning process). Our goal is to streamline the planning process and Town project management to create efficiencies of scale and optimal public involvement by reducing the risk of planning/meeting fatigue of residents and other stakeholders. By completing the Climate Action Plan (CAP) first, information and key goals from this Plan can be used to inform Comprehensive Plan elements, where appropriate. The Comprehensive Plan will use the Climate Action Plan in the same way it will use other Town plans or reports to inform goals and strategies in the Plan. Detailed CAP information and recommendations will remain in the CAP, where they are more appropriate.

Contract and organizational structure:

- One contract including all scope of work items for both plans and one integrated schedule.
- Two separate plans (Comprehensive Plan and CAP).
- One Town Project Manager (Town Planning Director).
- Two Steering Committees (one for the CAP and one for the Comprehensive plan) that will work together when appropriate to allow CivicMoxie to coordinate and align community outreach and engagement and other work whenever possible). The Committees shall reflect the diversity of interests and demographics of the Town including criteria that meets the requirements of both the Comprehensive Plan and Climate Action Plan processes:
 - Members representing the Board of Selectmen and Planning Board

- Members representing the York Energy Steering Committee (ESC)
- Broad range of stakeholders with varied technical and sector expertise
- Broad and inclusive representation of the community:
 - public/private interests
 - geographic diversity
 - business and organizational segments
 - age, income, race, and gender diversity
- Working Group(s) for the Comprehensive Plan topic areas and for the CAP topic areas (number of groups TBD).

The Planning Board will serve as the coordinating body for both plans. CivicMoxie will guide the planning process and the Town's Planning Director will serve as client Project Manager and will partner with CivicMoxie to lead the planning process.

Town Responsibilities

The Town will provide the following items to the consultant to facilitate the creation of the Climate Action Plan:

- A project manager – The Planning Director.
- An internal cross-departmental group of Town employees that will serve as a sounding board for the Comprehensive Plan (this will involve approximately two meetings during the process for early input and later in the planning schedule for feedback on draft goals and policies for both the Comprehensive and Climate Action Plans.
- Copies/access to all relevant existing Town plans and studies. Assistance gathering relevant State and regional studies and plans.
- Access to all applicable Town records, GIS data, and a complete electronic version of the Town Assessor's database.
- Assistance with logistics and scheduling of community meetings.

3 – Comprehensive Plan Content

The planning process will be structured to produce a Comprehensive Plan that responds to the State of Maine requirements for this document. The general proposed contents include:

- Introduction/Why Plan?
- York Today
- Regional Picture
- What we Heard
- Vision
- Topic Areas with State goal, analyses, conditions and trends, policies, strategies, for each (note that this information may be organized and presented in a different way than listed here to accomplish client goal of a user-friendly and concise document):
 - Historic and Archaeological Resources
 - Water Resources
 - Natural Resources
 - Agricultural and Forest Resources

- Marine Resources
- Population and Demographics
- Economy
- Housing
- Recreation
- Transportation
- Public Facilities and Services
- Fiscal Capacity and Capital Investment Plan
- Existing Land Use
- Climate Change Adaptation and Vulnerability
- Sustainability
- Implementation Plan including suggested priorities, roles, funding sources
- Appendices with all relevant data and background information

Specific information on key sections of the Plan, organized by topic area, is shown below:

- Land Use and Zoning

A fresh look at land use and zoning should be in the context of Town goals for economic development, housing, and other elements. Our land use and zoning assessment will involve documenting and verifying existing conditions using Town-provided GIS data and zoning regulations. We will use this assessment and field work to identify potential residential, commercial, and light industrial/tech growth areas and work closely with the client to create a build out analysis showing potential growth for the next 10 -15 years. Recommendations will be made to align zoning with goals and priorities in these areas as well as throughout all districts of the town including the villages and historic areas.

- Transportation and Congestion Management Including Multi-Modal Opportunities

For transportation, our team will identify and assess the existing circulation system for all modes by reviewing existing reports and data for an efficient use of resources. We will identify transportation goals and objectives, focusing on congestion management and multi-modal opportunities, working with the Town to develop recommendations to support an interconnected transportation network. We will review the goals and objectives of the existing updated Comprehensive Master Plan and the Bicycle and Pedestrian Master Plan, and update them to align with multimodal transportation objectives that meet goals identified in recent planning reports, as well as the overall goals of the Master Plan. While we understand key goals are congestion management and multi-modal opportunities, we will address implementation of Complete Streets strategies (and assessment of how historic districts may limit possibilities), expansion of the sidewalk network, and expanding walking and biking networks via on-road facilities and off-road shared use paths to improve overall town connectivity and access to open space and recreation, exploring opportunities for shared-mobility services for the aging population, and exploring strategies to dilute visitor crowds and manage tourists to ease village traffic congestion during peak months. We will speak with representatives from local transportation advocacy groups to understand unique issues and opportunities in York as they relate to the types of transportation needed for different populations.

- Economic Development Focusing on Business Development and Revitalization of Villages

The economic development strategy will be formulated in three steps that will result in a data-driven action plan informed by local knowledge and community priorities.

Phase 1: Review of existing local regional plans and current economic development activities in conjunction with stakeholder interviews will be used to identify key York assets and opportunities and clarify economic development goals and priorities. We will focus on the villages, and we may also surface other opportunities and areas of focus for the economic development element. This phase includes three focus groups – one for each of the villages we are focusing on regarding revitalization efforts.

Phase 2: This phase will analyze existing conditions and economic and market trends for York's villages and other commercial areas and will identify regional growth sectors to target for future commercial and possible light industrial development along with competitive strengths and weaknesses to address in the plan. It will include an analysis of regional employment and business trends for York County and the Portland-South Portland MSA to help identify opportunities to diversify and strengthen York's economic base and the town's role and economic assets within the regional economy. For the village revitalization strategies, the results of the economic analysis will be integrated with the results of other parts of the planning analysis to create a comprehensive strategy that combines economic development interventions with placemaking, housing, and transportation actions and leverages the town's cultural and historic assets.

Phase 3: This third phase will develop a detailed action and implementation plan with the specific policies, projects and activities to advance economic development, townwide and for village revitalization strategies. The implementation plan will address the role of different economic development stakeholders, including the town, the York Chamber of Commerce and business community and Southern Maine Economic Development District. It will also incorporate opportunities for York to leverage state and regional tools and resources for implementation.

- Housing: Affordable and Workforce Housing

The housing component of the plan will follow an intense background research process that relies on a wide variety of sources (including early meetings, interviews, local and regional planning materials, census data, market data resources, survey data when available, etc.). Data will be assimilated into a user-friendly narrative with graphic representations of the existing housing dynamic with projections of future housing issues. There are three components to our proposed housing work for the comprehensive master Plan:

Housing Needs Assessment:

We will complete a Housing Needs Assessment for the Town of York as part of the data-gathering phase of the project. This report will outline existing demographic data on a state, national, and Town level based on U.S. Census data, Town sources, and MaineHousing databases. It will outline the state of the existing housing stock in York with respect to building type, condition, location, and adaptability. Finally, comparing current trends and existing stock, it will identify potential future shortcomings in housing needs and supply to address in the Comprehensive Plan.

Report on Emerging Best Practices for Housing:

We will provide a complete document outlining practices that are being utilized by communities in Maine, New England, and nationally and include research on their effectiveness. This report will summarize research completed by national thinktanks such as the Lincoln Institute for Land Policy, as well as state and local data from the Southern Maine Planning & Development Commission, MaineHousing, and other research efforts. Practices that work well in similar communities will be highlighted.

Housing Section of the Comprehensive Plan:

The Housing section (or comparable) of the York Comprehensive Plan will offer a cross-disciplinary sensibility to a town housing strategy that combines the needs identified throughout the plan, as well as best practices, along with public and Town input. This section will provide goals for the life of the plan as well as aspirational goals, and a set of recommended actions to address the needs outlined for the Town's current and future residents.

- Cultural, Historic & Archaeological Resources

York's long history and the existence of historic buildings and districts, as well as the Town's dependence on the visitor economy, make an assessment of cultural and historic assets and resources essential to the potential support of other goals. Our work will identify and incorporate ways to use cultural and historic resources to support village revitalization strategies and contribute to York's tourism and visitor economy, such as expanding the off-peak visitor activity. We are also interested in exploring the potential to address transportation and congestion challenges by exploring connectivity between sites, identifying possible new "cultural and historic "trails" and extending the shoulder season for tourism, among other things.

Cultural and historic resources will be documented by looking at existing conditions materials from the Town, including historic and cultural inventories, photographs, and historic asset GIS maps, and by using focus groups and interactions with key stakeholders to fill in missing information regarding key assets. A plan for preserving and enhancing these resources builds from the direct needs of these elements and also from other elements of the plan.

- Natural, Water, Agricultural and Forest Resources and Recreation

The team will use recent planning and studies, including the Cape Neddick River Watershed Plan and other relevant studies, as a framework for natural resource protection goals and recommendations in the master plan. Climate change adaptation strategies are closely linked to this work as we explore ways that the natural environment and living ecosystems can mitigate catastrophic weather events and even provide enhanced recreation areas.

- Climate Change Adaptation and Vulnerability and Sustainability

The new State of Maine requirements for resiliency planning in comprehensive master plans are general in nature. We propose adding a climate resiliency chapter in the Comprehensive Plan. This chapter would focus on climate change issues that are of a concern in York (e.g., local flooding, storm events and storm surge, etc.) and will draw from the Climate Action Plan which will be

completed prior to the completion of the Comprehensive Plan. We propose using the following outline to summarize the separate CAP findings:

- Climate Change Threats
- Vulnerabilities (at risk populations, social issues, land use and buildings, environmental resources)
- Adaptation Strategies (stormwater, green infrastructure, development standards, heat mitigation, transportation, energy, wastewater, water, vegetation management)

We propose to weave sustainability goals and filters throughout the entire plan and planning work. The team sees this element of the master plan as a kind of filter that informs the decisions, goals, and recommendations of the rest of the plan. We usually provide a plan checklist that can be used by our clients as they move to implementation to ensure that actions and priorities are in line with and serve overall sustainability and quality-of-life goals.

- Public Facilities and Services

An assessment of infrastructure is essential to effectively address climate change, vulnerability, sustainability, natural resource protection, and village revitalization. Many communities attempting to address these issues find stressed and outmoded infrastructure at the core of their impending needs. Facilities will be aligned with other elements of the plan based on goals and priorities and recommendations made to ensure that buildings and infrastructure keep pace with and serve the needs of the town. Our team will inventory existing facilities by examining information provided by the Town and by looking at population projections as well as Town assessments of existing facilities and projections for school enrollment.

4 - Scope of Services and Project Approach

The proposed Scope of Work and Project Approach are described in the project phases detailed below. Phases are not meant to represent an exact linear progression through the project but will overlap and be iterative as necessary.

Phase 1A: Project Start-up/Research and Review of Existing Conditions

Meet with Town Steering Committee, set working protocols and schedule, and identify data sources and methods.

Overall Approach to Existing Conditions Inventory and Analysis

Our team will use existing local and regional plans and current studies, as well as additional information as described in the RFP and as identified by CivicMoxie and the client in order to understand baseline current conditions and trends according to the State requirements for Comprehensive Plans. This information will be supplemented with field work, outreach, and further research.

1. Meet with client/team kickoff meeting + site visit (including tour with client, windshield survey and physical characteristics mapping).

2. Review existing Comprehensive Plan and all other relevant studies and plans at the town, regional, state level. Summarize relevancy for Comprehensive Plan.
3. Summarize all data and information provided by the Town in a graphic and accessible format, including preparing GIS base maps and other baseline graphics and data. Document baseline current conditions and trends according to the State requirements for Comprehensive Plans.
 - a. Historic and Archaeological Resources
 - b. Water Resources
 - c. Natural Resources
 - d. Agricultural and Forest Resources
 - e. Marine Resources
 - f. Population and Demographics; describe residential, commercial, industrial conditions and trends to 2040
 - g. Economy: local and regional economic analysis, including general business conditions and business development and commercial areas of villages
 - h. Housing: housing needs assessment - from demographics, state of existing housing stock, national, state, local trends, analysis of stock and need, with emphasis on affordable and workforce housing
 - i. Recreation
 - j. Transportation (including Transportation Congestion Management and multi-modal): Assess and map current and proposed infrastructure: circulation, transit, bike, ped, including traffic congestion information
 - k. Public Facilities and Services
 - l. Fiscal Capacity and Capital Investment Plan
 - m. Existing Land Use: including research regarding existing permitting/approvals processes
 - n. Climate Change Adaptation and Vulnerability and Sustainability: The Climate Action Plan will inform this topic.
4. Research best practices that work well in similar areas will be explored and referenced in the plan according to topic area.
5. Prepare Existing Conditions summary.

Phase 1A Products:

- Easy-to-understand and graphic summaries of all documentation and existing conditions and trends in charts, drawings, and text - document to be submitted in Word with information used for initial public meetings.
- Analysis summaries with graphics, info-graphics, charts, text, maps, photos, etc. in Word format.
- Best Practice information (and in Phase 2 as we identify recommendations and issues).

Phase 2A: Exploring Goals, Topics, Policies, and Actions

Develop draft goals based on information provided in Phase 1 existing condition work as well as feedback received from the client and from stakeholder outreach as described in the next phases below. Exploration of goals, and recommended strategies will be iterative and will evolve over the course of the project.

1. Building from existing conditions and trends analysis outreach in other phases, work with the client to create draft information for each topic area below with the following: State goal, analysis, Town goals/vision, policies, and strategies:
 - a. Historic and Archaeological Resources
 - b. Water Resources
 - c. Natural Resources
 - d. Agricultural and Forest Resources
 - e. Marine Resources
 - f. Economy
 - g. Housing
 - h. Recreation
 - i. Transportation
 - j. Public Facilities and Services
 - k. Fiscal Capacity and Capital Investment Plan
 - l. Future Land Use: including research regarding existing permitting/approvals processes
 - m. Climate Change Adaptation and Vulnerability and Sustainability: The Climate Action Plan will inform this topic.
2. Use the Climate Action Plan as well as sustainability principles to inform recommendations in the plan topic areas.
3. Create a draft Fiscal Capacity and Capital Investment Plan that considers all of the goals, policies and strategies for the topic areas of the Plan.
4. Use outcomes of public process and data analysis to identify barriers, and to select preferred alternatives and draft policies and actions and implementation recommendations.
5. Create a preliminary implementation strategy by identifying potential implementation partners and funding to guide next phase decision making.

Phase 2A Products:

- Draft vision statement and goals with recommendations
- Draft goals and recommendations for plan

Phase 3B: The Plan - Preparing the Draft and Final Comprehensive Plan, including implementation

Create a user-friendly, graphic, and concise (under 100 pages) Plan that is a compelling presentation of a vision and clear roadmap forward for the Town for the coming years. Provide clear metrics to measure progress in implementing plan and ensure there is widespread "ownership" and excitement about the Plan in the community.

1. Use public workshop and focus group outcomes to prepare Comprehensive Plan that includes all of the State requirements for Comprehensive Plan certification including:
 - a. Design of document, introduction, overview, community participation process
 - b. York today in words, maps, numbers, and regional context
 - c. Vision statement
 - d. Topic Areas: State Goal, Analysis, Town goals, policies, strategies

- e. Five-year priorities, implementation strategies for full plan, and fiscal capacity and capital investment plan
- f. Appendices
2. Submit draft plan to client for review, revise as necessary based on client and public feedback
3. Revise based on Planning Board meetings and Board of Selectmen hearings and submit final plan for referendum.

Phase 3B Products:

- Draft Comprehensive Plan in MS Word, Final Comprehensive Plan in MS Word and InDesign, with Executive Summary and Implementation Plan with responsible parties/partners, potential funding sources, prioritized action items, and timeframe.

Phase 4: Communications and Outreach

Work with the client to ensure all members of the community have an opportunity to engage with the planning process, particularly those not typically included such as young people, immigrants, seniors, and low-income families. Assist with specific outreach efforts and meetings with specific constituencies as necessary to ensure equitable overall participation.

Goals for this effort include:

- Educate stakeholders about the Comprehensive Plan.
 - Maximize community input and inclusive participation.
 - Develop broad “ownership of the plan” to ensure community support and future implementation.
1. In collaboration with client, develop a public communication + engagement plan including detailed schedule, roles, social media strategy, mtg/outreach calendar, etc.
 2. Assist client in forming the Steering Committee (SC), and sub-working committees, develop roles and regular meeting schedule and format, and assist in planning for, and facilitating a kick-off meeting for the Committee.
 3. Attend Steering Committee meetings (including preparation, client to prepare mtg notes/summaries) – 12.
 4. Conduct key stakeholder interviews and summarize all - up to 30 during Phase 1 and 2 - including Town and State officials and board members.
 5. Conduct Focus Groups (up to 8) to discuss challenges, assets, goals, including one in each of 3 villages (including summaries of all).
 6. Facilitate Department Head/Town Leadership meetings (2) to get preliminary input on plan goals and existing conditions and then to solicit feedback and implementation information on draft recommendations.
 7. Create and administer survey(s) for survey monkey to gather preliminary information on best outreach, expectations, concerns during Phase 1 and possibly Phase 2 for input on key issues or recommendations (this would be a paper survey to get statistically significant responses as the goal later in the project to get feedback from residents).
 8. Set-up and manage Social Pinpoint online engagement platform.

9. Prepare materials to support civic conversations/civic socials initiative, create summaries of feedback.
10. Prepare for and attend:
 - a. Planning Board Meetings
 - b. Board of Selectmen Meetings
11. Prepare for and conduct public mtgs/workshops or equivalent open houses or other outreach (including preparation, graphics, all materials, and summaries of outcomes), 3 -4 total:
 - a. Public Mtg #1: introduce goals of Comprehensive Plan and discuss the process and solicit feedback on how stakeholders wish to be involved and key issues/interests.
 - b. Public Mtg #2: workshop with overall presentation of inventory and analysis of plan elements for Comprehensive Plan with breakout groups. Participants will have the ability to switch to new breaking groups during the forum. Breakouts will solicit suggestions for strategies as well as perceived barriers to change and potential solutions to same.
 - c. Public Meeting #3: Present draft plan goals and recommendations and solicit feedback on same as well as implementation strategies, partners, and funding possibilities.
 - d. Public Meeting #4: Present the draft Comprehensive Plan to the public.

Phase 4 Products:

- Communication and outreach plan, outlining strategies, measures for evaluating success in engagement, and social media guidelines
- All PowerPoints, meeting flyers, maps, workshop and breakout materials, and other information as determined are necessary for public process.

Phase 5: Project Management

1. Bi-weekly client project coordination calls.
2. Monthly project management tasks.
3. Team milestone ideas meetings/brainstorming, including client (2).

Schedule C

SHB SS

Town of York, ME Climate Action Plan Scope of Work

2/8/2021

1 - Project Goals

Provide a Climate Action Plan that provides the following:

- An assessment of existing GHG emissions and goals and recommendations for the Town of York to cut the community's GHG emissions by 50% by 2030 and 100% (carbon neutrality) by 2050.
- Concrete, data-driven strategies to realize the Town's goals to achieve carbon neutrality and climate adaptation strategies, incorporating results from the SMPDC Vulnerability Assessment for the Towns of York, Wells and Kennebunk, SMPDC work in establishing a GHG framework, as well as previous work of the York Energy Steering Committee.
- Plan elements that are reflective of Town goals of social equity, economic development, and public health and safety.

2 - Proposed Planning Process and Structure

In order to maximize the outcomes, CivicMoxie proposes to provide an integrated project planning process and approach that yields two independent plans (Comprehensive Plan Update and Climate Action Plan). The Climate Action Plan (12 month planning process) will be completed first in order to inform the Comprehensive Plan (18 month planning process). Our goal is to streamline the planning process and Town project management to create efficiencies of scale and optimal public involvement by reducing the risk of planning/meeting fatigue of residents and other stakeholders. By completing the Climate Action Plan first, information and key goals from this Plan can be used to inform Comprehensive Plan elements, where appropriate.

Contract and organizational structure:

- One contract including all scope of work items for both plans and one integrated schedule.
- Two separate plans (CAP and Comprehensive Plan).
- One Town Project Manager (Town Planning Director).
- Two Steering Committees (one for the CAP and one for the Comprehensive plan) that will work together when appropriate to allow CivicMoxie to coordinate and align community outreach and engagement and other work whenever possible). The Committees shall reflect the diversity of interests and demographics of the Town including criteria that meets the requirements of both the Comprehensive Plan and Climate Action Plan processes:
 - Members representing the Board of Selectmen and Planning Board
 - Members representing the York Energy Steering Committee (ESC)
 - Broad range of stakeholders with varied technical and sector expertise
 - Broad and inclusive representation of the community:

- public/private interests
- geographic diversity
- business and organizational segments
- age, income, race, and gender diversity
- Working Group(s) for the CAP topic areas and for Comprehensive Plan topic areas (number of groups TBD).

The Planning Board will serve as the coordinating body for both plans. CivicMoxie will guide the planning process and the Town's Planning Director will serve as client Project Manager and will partner with CivicMoxie to lead both the Comprehensive Plan and CAP processes.

The Maine Climate Council planning process that resulted in the four-year State Climate Action Plan (<https://online.fliphtml5.com/gkqg/hehn/>) should be emulated and Working Groups formed that include a range of stakeholders with technical and sector specialties, as well as members of the community. Significant work has already been done with respect to sea level rise and economic impacts as part of the [SMPDC's Vulnerability Assessment for York, Wells and Kennebunk](https://smpdc.org/vertical/sites/%7B14E8B741-214C-42E2-BE74-5AA9EE0A3EFD%7D/uploads/Vulnerability_Assessment_09282020_GEI.pdf) (https://smpdc.org/vertical/sites/%7B14E8B741-214C-42E2-BE74-5AA9EE0A3EFD%7D/uploads/Vulnerability_Assessment_09282020_GEI.pdf) We will leverage all results from that work and supplement with information related to precipitation, temperature, as well as related impacts to both land-based and water-based ecosystem, including fisheries.

Members of the CAP Working Group(s) will be appointed by a collaborative effort of the York Select Board, other Town officials, the Energy Steering Committee, and CivicMoxie. The Working Group(s) will develop strategies and actions to achieve York's aggressive emissions reduction targets in a wide range of areas as well as climate adaptation strategies within each category and members will coordinate closely with the CivicMoxie Team. The Working Group(s) will be organized by topic areas and will develop strategies for their respective topics. Working Group chairs will work with the Town's Project Manager, the CAP Steering Committee Chair, CivicMoxie Team, and the ESC to consolidate the resulting strategies into a community-wide cohesive, integrated set of strategies and action plans that will be carried out by both public and private stakeholders.

Town Responsibilities

The Town will provide the following items to the consultant to facilitate the creation of the Climate Action Plan:

- A project manager – The Planning Director.
- An internal cross-departmental group of Town employees that will serve as a sounding board for the CAP (this will involve approximately two meetings during the process for early input and later in the planning schedule for feedback on draft goals and policies for both the Comprehensive and Climate Action Plans).
- Copies of all existing Town prior GHG inventories and data, access to other relevant documents and information gathered by Town staff or Energy Steering Committee, and support in data requests from entities such as MaineDOT, Central Maine Power, Unifil, etc.
- Access to all applicable Town records, GIS data, and a complete electronic version of the Town Assessor's database.
- Assistance with logistics and scheduling of community meetings.

3 – Climate Action Plan Content

The planning process will be structured around six focus areas similar to those of the State of Maine's Climate Plan:

1. Buildings, Energy and Infrastructure, including Storage
2. Coastal and Marine/Climate Adaptation
3. Community Resilience and Emergency Management
4. Natural and Working Lands/Land Use
5. Transportation
6. Water and Waste Management

In order to fully leverage the extensive modeling work of the State's undertaking, we propose using emission scenario planning horizons of 2030 and 2050. We will fully incorporate the results of the SMPDC Vulnerability Assessment, as they relate to SLR and associated economic impacts. We will also coordinate with the SMPDC's efforts to establish a regional GHG framework. In addition, we are quite familiar with The Nature Conservancy's Social Vulnerability and Adaptation impact mapping, as well as additional work related to climate change and fish passage (having collaborated on both with respect to climate finance) and will work with both the Town and The Nature Conservancy to see if there are additional aspects that could be incorporated for this work. Additionally, we are aware, and have been in similar conversations with MaineDOT, regarding their state-wide vulnerability assessment. While that work will not be finalized until 2023, we would likewise work with the Town and the MaineDOT to see if there might be an opportunity to complete the York assessment in time for this CAP.

Examples of Plan strategies include, but are not limited to:

Buildings, Energy and Infrastructure, including Storage

- Increase energy efficiency in existing buildings.
- Move new buildings to zero-carbon construction.
- Transition building heating and cooling away from fossil fuels to renewable technologies.
- Ensure that efficient, zero-carbon buildings are available to all members of the community.
- Lead by example in publicly-funded buildings.
- Establish public programs to accelerate private adoption of clean building heating and cooling technologies.
- Identify opportunities for the Town to participate in state and federal programs and policies to reach the Plan's goals.
- Expand programs for low- and moderate-income families to afford clean technologies and efficiencies.
- Investigate innovative funding sources such as reinvesting energy savings and green bonds.
- Coordinate with regional and state initiatives for expanded funding sources.
- Provide strategies to promote building siting and design that minimize climate impacts through incentives and requirements in building and land use codes.

Coastal and Marine/Climate Adaptation

- Supplement existing assessments with additional work to develop a climate change vulnerability assessment that focuses heavily on sea level rise and storm surge, but also includes

considerations of heat and precipitation-based flooding. Identify key assets and systems at risk, and prioritize planning and investment needs to reduce climate impacts on York's ocean and river resources, residences and businesses and inform land use, transportation, and investment recommendations of the Comprehensive Plan.

- Develop incentives and guidance to encourage waterfront buildings to be designed to withstand the impacts of climate change through design, siting, changes in use categories and other physical and operational modifications.
- Explore the use of natural solutions and "living with water" solutions that would accommodate flooding from both coastal (sea level rise and storm surge) and inland (precipitation-based) events, while also maintaining and/or enhancing key ecosystem services.
- Conduct an inventory of potential "blue carbon" stocks that could be used for carbon sequestration and as a potential funding source for additional climate mitigation and adaptation projects.
- Identify high-value natural habitats and ecosystems that should be assessed both in terms of their impact from the inland encroachment of flooding from sea level rise and storm surge, as well as the potential role they could play in ameliorating some flooding.
- Provide an overview of potential impacts (both positive and negative) to natural systems, biodiversity and ecosystems both under business as usual and adoption of mitigation and adaptation strategies for land-based and marine-based habitats (e.g., potential conflict between renewable energy technologies and wildlife).

Community Resilience and Emergency Management

- Monitor and educate the public on climate-related health risks faced by the community including short-term, acute impacts and longer-term cumulative challenges.
- Identify how climate change could disrupt the flow of goods and services—especially visitor services, medical services and food distribution—and recommend ways to mitigate the impacts.
- Describe ways to protect against disruptions in the supply of energy, water, and other critical services and infrastructure. Identify how and where distributed generation and storage powered by renewables could help improve resilience.
- Promote economic resilience and social equity climate adaptation strategies for all residents:
 - Coordinate climate action work with economic and community development goals developed in the Comprehensive Plan portion of the tasks.
 - Identify barriers to movement and access to goods and services related to climate risks.
 - Make recommendations for collaboration within the larger region to create support during times of extreme events, prioritize infrastructure needs, as well as to pool resources to pursue large-scale funding opportunities.
- Develop a high-level assessment of green economy opportunities for York, including the potential for new types of industry and job opportunities that might become available in the next five to ten years and coordinate within the economic development tasks of the Comprehensive Plan.

Natural and Working Lands/Land Use

- Update and modernize land use regulations to incorporate science of sea level rise, flooding and other climate-related impacts.
- Develop innovative land use approaches that encourage clusters where residents live, work, shop, and attend school on foot or by bicycle.

- Facilitate innovative land management, improved infrastructure, and natural climate solutions that increase carbon storage, reduce greenhouse gas emissions, and that will help farmers, loggers, and landowners prepare for climate change impacts
- Develop a strategy that addresses the growing land use conflicts between the siting of large greenfield solar installations and the use of land for agricultural food production and forested land, whether as a conservation use or for timber harvesting and carbon storage applications in agricultural settings (e.g., no-till soils) and forests (afforestation).
- Channel technical data and funding from state and federal sources to community organizations, businesses, and individuals.
- Create an inventory of potential land-based carbon stocks within the town of York.
- Promote the use of Maine's value-added timber products such as Cross-Laminated Timber (CLT) and wood fiber insulation.

Transportation

- Expand and enhance broadband services to support remote work, medical services, and education to reduce miles driven.
- Promote broad adoption of electric vehicles, including the necessary supporting infrastructure, or other zero emission transportation technologies, including regional collaborations.
- Emphasize walking and biking pathways when building or repairing roads.
- Promote electric buses for schools.
- Promote electric charging stations to address GHG emissions of visitor vehicles.
- Strengthen and adapt roads, bridges, and ports infrastructure to withstand rising sea levels, flooding, and other climate-related impacts.
- Promote land use patterns and policies that minimize the need for energy use for the transportation sector.
- Explore mobility options for all ages that allow households to minimize their use of single-occupant vehicles and maximize social connectivity.

Water and Waste Management

- Discuss the role of waste reduction and reuse in the context of mitigating climate change.
- Evaluate existing waste management strategies and recommend opportunities to promote waste reduction in the public and private sectors.
- Identify opportunities for the Town to define, achieve, and exceed waste reduction and recycling goals.
- Discuss how promotion of a sharing economy focused on reuse and repair can support economic growth and entrepreneurship opportunities.

4 - Desired Outcomes

The Climate Action Plan will:

- Provide strategies and concrete actions to meet or exceed the Town's community-wide GHG emission goals of 50% reduction by 2030 and 100% elimination by 2050, and metrics for measuring progress toward these goals. GHG goals are all-encompassing, including emissions from energy use, solid waste, land use, agriculture, etc. Strategies will include policies, programs, measures, projects, infrastructure, and community actions.

- Align and integrate closely with York's Comprehensive Plan, which will be revised concurrently by the CivicMoxie Team, including combining community outreach efforts as much as possible and articulating a clear message and educational materials of the goals and interdependence of both plan elements.
- Align and integrate closely with the four-year State Climate Action Plan (<https://online.fliphtml5.com/gkqg/hehn/>).
- Incorporate previous work from the SMPDC's Vulnerability Assessment as well as other sources of information, such as The Nature Conservancy's mapping and fisheries' work.
- Define strategies to both mitigate the risks and adapt to the effects of climate change, and to enhance the resilience of the community, local economy, and critical infrastructure.
- Incorporate by reference, York's vulnerability assessment and key recommendations and strategies based on adaptation needs discussed in the Comprehensive Plan proposed vulnerability assessment workshop.
- Include a baseline assessment of GHG emissions and sources by sector, including public, commercial and residential.
- Ensure that recommended actions incorporate the needs of all members of the community in order to create equitable outcomes.
- Be conducted in an open and transparent way and respect differences of opinion.
- Involve in the planning, as well as implementation, a broad and deep representation of community members. The plan will design a framework that will last beyond the planning itself to support implementation by community members as volunteers or in paid positions.
- Estimate the costs and benefits of each recommended strategy and action.
- Identify potential sources of revenue including upcoming sources of federal and state funding (e.g., FEMA's BRIC program and recently passed federal initiative to create state revolving funds for adaptation) as well as alternative forms of funding and financing (e.g., environmental impact bonds, carbon markets, green bonds, ESG-related investments).
- Identify links to existing or planned state, regional, and federal policies and note opportunities for needed changes at levels not controlled by the Town.
- Define Key Performance Indicator (KPI) metrics for measuring progress, and engaging residents, businesses and community groups.

The Climate Action Plan will align with the following reference standards as much as is feasible:

- State and Federal regulations
- Rocky Mountain Institute Carbon-Free City Handbook
- C40 Cities' Compact of Mayors, part of Global Covenant of Mayors for Climate & Energy requirements
- Urban Sustainability Directors Network (USDN) Guide to equitable, community-driven climate preparedness planning
- Centers for Disease Control and Prevention's Building Resilience Against Climate Effects (BRACE) framework
- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards for both indoor air quality and energy efficiency

5 - Scope of Services and Project Approach

The proposed Scope of Work and Project Approach are described in the project phases detailed below. Phases are not meant to represent an exact linear progression through the project but will overlap and be iterative as necessary. These Phases align with the Scope of Work tasks for the Comprehensive Plan and all tasks are integrated on the combined Project Schedule. The CAP will be completed six months before the completion of the Comprehensive Plan in order to allow the CAP to inform Comprehensive Plan elements and to ensure that the Plans are viewed as separate entities.

Phase 1A: Project Start-up/Research and Review of Existing Conditions

Meet with CAP Steering Committee, set working protocols and schedule, and identify data sources and methods.

1. Meet with client/team kickoff meeting + site visit (including tour with client, windshield survey and physical characteristics mapping).
2. Review all existing climate and energy action efforts to date for York, the region, and state and summarize relevancy, including but not limited to:
 - Previous and current Town projects (upgrades to municipal facilities, energy efficiency projects)
 - 2013 Comprehensive Plan chapter on Sea Level Rise (SLR)
<https://www.yorkmaine.org/DocumentCenter/View/336/Adaptation-to-Sea-Level-Rise-PDF>
 - 2017 Energy Chapter for Comprehensive Plan developed by ESC
3. Establish Emission Scenario Planning Horizons (suggest 2030 and 2050 to maintain consistency with Maine Climate Council work).
4. Identify and gather baseline data from client and other sources:
 - 2018 community-wide GHG inventory and associated proposed potential pathway to achieve zero carbon emissions
 - 2019 Town of York GHG Inventory Update (ESC)
 - C40's City Inventory Reporting and Information System (CIRIS) to guide the reporting framework <https://resourcecentre.c40.org/resources/reporting-ghg-emissions-inventories>
 - GHG Protocol for Community-Scale Greenhouse Gas Emission Inventories which informs how to report to ensure transparency on calculations, with sector-specific considerations <https://ghgprotocol.org/greenhouse-gas-protocol-accounting-reporting-standard-cities>
 - SMPDC's Vulnerability Assessment of York, Wells and Kennebunk, Maine
https://smpdc.org/vertical/sites/%7B14E8B741-214C-42E2-BE74-5AA9EE0A3EFD%7D/uploads/Vulnerability_Assessment_09282020_GEI.pdf
 - Maine Geological Survey mapping showing climate-related flooding impacts for 1.6 and 3.9 feet of sea level rise and storm surge
 - Scientific Assessment of Climate Change and its Effects in Maine report (September 2020) https://www.maine.gov/future/sites/maine.gov/future/files/inline-files/GOPIF_STS_REPORT_092320.pdf
 - Maine Won't Wait, A Four-Year Plan for Climate Action (December 2020)
<https://www.maine.gov/future/initiatives/climate/climate-council/reports>

- Mitigation Modeling and Consolidated Energy Sector Modeling Results prepared for the State of Maine (November 2020)
https://www.maine.gov/future/sites/maine.gov.future/files/inline-files/ERG_MCC_Vol3_MaineEmissionsAnalysisSynapse_11-9-2020.pdf
 - Strengthening Maine's Clean Energy Economy (November 2020), including energy modeling (November 2020)
https://www.maine.gov/future/sites/maine.gov.future/files/inline-files/StrengtheningMainesCleanEnergyEconomy_Nov92020.pdf
 - Maine Economic Development Strategy 2020-2029, a Focus on talent and innovation
<https://www.maine.gov/decd/strategic-plan>
 - Massachusetts 2050 Decarbonization Roadmap report – focus on technical reports related to asset typologies and energy proxies <https://www.mass.gov/info-details/mass-decarbonization-roadmap>
 - Our Climate Future (leveraging Maine-specific aspects of GHG and EUI considerations)
 - The Nature Conservancy in Maine – Strategic Plan: 2018-2023
https://www.nature.org/content/dam/tnc/nature/en/documents/TNCMaineStratPlan_Booklet_Final_screen.pdf
 - NOAA Fisheries Climate Science Strategy (2015)
<https://spo.nmfs.noaa.gov/sites/default/files/TM155.pdf>
 - Renewable Energy and Wildlife in Maine – avoiding, minimizing and mitigating impacts to wildlife and habitat from Solar, Wind and Transmission Facilities
(https://www.maineaudubon.org/wp-content/uploads/2019/11/MaineAudubonRenewables_Wildlife2019Report.pdf)
5. Compile and create a town-wide GHG Inventory. Reach agreement on reporting format, data sources to be used, methodology to solve for data gaps, and strategy for requesting data from external sources (e.g., Central Maine Power, Maine Department of Transportation, etc.). The CivicMoxie Team expects to use the ESC 2019 GHG Inventory of Public Facilities without further modification. The focus will be on quantifying Scope 1 and 2 emissions. Scope 3 emissions will not be quantified but a narrative will be included on key considerations.
 6. Create a Technical Memorandum summarizing data sources and methodologies to be used for GHG inventory.

Phase 1A Products:

- Technical Memorandum summarizing data sources and studies that will be leveraged; planning horizons to be used for both the mitigation and adaptation work, and; sources of data, analytical methodologies, and reporting format to be used to complete a town-wide GHG inventory.

Phase 1B: Conduct a Town-wide GHG Inventory

The CivicMoxie Team will conduct a baseline community-wide GHG inventory or revise the existing GHG inventory that describes municipal, commercial and residential sectors' emissions and that complies with reporting requirements established by the Carbon Disclosure Project (CDP) and the Global Covenant of Mayors protocol. The Team will organize its approach according to the GHG Protocol for Communities and anticipates collecting data for the building, transportation, energy, and waste sectors. There is the opportunity to include data on other sources but there may be a desire to focus on the largest and most

consequential sources of emissions for this work. The Team will coordinate with the client to determine if there are other sources that should be included.

1. Create a discrete ensemble of building typologies and usages that can be matched with the existing data in the Town of York Assessor's Database to create a town-wide assessment of emissions per building type and use. A detailed write-up of this approach can be found in the recent Building Sector Report from the MA 2050 Decarbonization Roadmap Study - <https://www.mass.gov/doc/building-sector-technical-report/download>.
2. Establish the transportation vehicle miles traveled (VMT) within York, as well as the percentage of light-duty and heavy-duty vehicles to estimate emissions (working with MaineDOT). If possible, identify and use data (US Census travel-to-work data and Strava bicycle trip data) related to origin and destination, as well as commuter versus in-town traffic volumes.
3. Work with the Town to determine major emitters/key assets. Assumes that the wastewater treatment plant, the water treatment plant, and the hospital, at a minimum, will be included here (work directly with these entities to determine GHG emissions baseline).
4. Work through the Town, to request town-wide energy usage data from Central Maine Power, Unitil and any other large energy or fuel provider.
5. Develop a summary of findings of the GHG inventory.

Phase 1B Products:

- Summary of findings of the GHG Inventory including sector-specific carbon emissions for the building, transportation, energy, and waste sectors. The report will summarize data sources, methodologies used, and results of the analysis using tables and graphics¹ to create useful and readily assessable summaries of key results.
- Locked and editable versions of the Excel-based spreadsheet, populated with all of the information used to calculate emission data.

Phase 1C: Climate Vulnerability Assessment (to be run concurrently with Phase 1B)

Develop a detailed assessment of future climate risk by considering changes in sea level rise, storm surge, flooding, temperature and precipitation changes, and impacts on natural systems.

The SMPDC completed a draft assessment of sea level rise and associated impacts in 2019, the results of which will be incorporated in full here. In addition, the Scientific and Technical Subcommittee of the Maine Climate Council was tasked with creating a detailed assessment of future climate risk – which included, in addition to sea level rise and coastal flooding impacts, projections related to precipitation and heat as well as those impacts on various natural systems, social systems and associated economic impacts with each. The CivicMoxie Team will rely on those studies, adopting the identified design flood elevation for sea level rise and storm surge, and including other climate considerations such as precipitation and temperature, that are highlighted in the State report, and translating them to York and supplementing this information where needed.

1. Review SMPDC 2019 Vulnerability Assessment and summarize information, identify additional work to be done. To understand the extent of sea level rise and coastal flooding for York, the Team will

¹ Representative examples of how sector-based GHG emissions can be communicated using tables and graphs (source: EST, 2019; One Climate – Portland/South Portland CAP for comparison, 2020; and Maine DEP Biennial GHG Report, 2020).

leverage the information from the SMPDC study. That work showed the geographic extent of flooding, parcels that were impacted, those neighbors and populations who may be most at risk as well as economic impacts (including tax base implications) associated with those projections. This information will be key in prioritizing areas for future investment, as well as potential zoning and land use considerations that will be reflected in the Comprehensive Plan goals and recommendations.

2. Gather data and highlight concerns regarding precipitation-based flooding, including identification of concepts around nature-based solutions, in addition to traditional, gray solutions. While mapping is less available for precipitation-based flooding, the Team will also highlight potential areas of concern associated with those events and – as part of the strategy recommendations – introduce concepts around nature-based solutions, in addition to traditional, gray solutions.
3. Document and address increases in heat – both yearly averages, as well as heatwaves – from both a resilience perspective, as well as potential conflicts with sustainability goals (e.g., air conditioning can provide additional cooling but it will result in increased carbon emissions; people may be less likely to use alternative transportation modes, such as walking or biking, during extreme heat events).
4. Research and explore the impacts to socially vulnerable– or frontline communities, as well as impacts to natural, recreational, and agricultural systems.
5. Include public health considerations in the assessment, including the likely increase in vector-borne diseases, as well as respiratory and pulmonary challenges that will come about from a combination of higher temperatures and poorer air quality. Consider how that might impact the types and volumes of patient surge at the hospital and regional healthcare system.
6. Prepare initial climate projections to share with the Working Group(s) and key stakeholders to receive additional input on key concerns and priorities which will be part of a Comprehensive Plan public workshop focusing on strategies and challenges to address the Town's vulnerability. Use information to inform the next phases of work.
7. Produce a technical memo summarizing key climate projection for the Town of York in 2030 and 2050, including a comparison to present-day values.

Phase 1C products:

- Technical memo summarizing key climate projection for the Town of York in 2030 and 2050, including a comparison to present-day values.
- Maps showing vulnerability assessment based largely on SMPDC 2019 report. Draft recommendations regarding resilience strategies based on perceived consequence of failure, to be vetted with stakeholders, working groups and general public.
- Revised recommendations based on feedback, to be carried into next phases.

Phase 2B: Mitigation and Adaptation Strategies

Develop and provide technical analysis of mitigation and adaptation strategies. The CivicMoxie Team will guide the Working Group(s) in identifying a set of clear, tangible, data-driven goals and actions with timelines that can be achieved by an interim date with measurable indicators to move the Town toward its long-term vision. These goals and actions will provide a descriptive roadmap for achieving the 2030 and 2050 reduction goals, as well as building resilience to future climate impacts.

1. Work with the client and other stakeholders to develop mitigation strategies that will reduce emissions to meet the Town's goals. It will be important to align mitigation and adaptation recommendations.

2. Recommend strategies and actions to reduce emissions for each sector and provide information to help rank priorities. Provide a wedge analysis or equivalent to understand the contribution of individual strategies toward the overall GHG reduction targets, including:
 - a. Quantify each proposed measure's potential emission reduction compared to the impact of doing nothing ("business as usual").
 - b. Estimate each proposed measure's cost, savings, and benefits (including both first-cost and ongoing/annual costs/savings) compared to the baseline "business as usual."
 - c. Estimate technical and financial feasibility and implementation timeline of each strategy.
 - d. Vet proposed strategies against a pre-determined list of co-benefits (or minimal criteria – e.g., will not allow new builds within the projected coastal flooding areas).
 - e. Ensure that the collective actions positively impact all populations and move the town toward greater social equality.
 - f. Provide an assessment of the risks that the Town is likely to face as the impacts of climate change become more severe (risks should include, but not necessarily be limited to sea level rise, storm surge, severe weather, bond rating downgrades, insurance costs and availability).
3. Provide a framework for next steps to guide decision-making on measures the Town can implement to prepare and adapt for the impacts of the identified risks.
4. For each action plan, identify government and community entities responsible for implementation, resources required and implementation plan and timetable.
5. Develop a process and "toolkit" for ongoing monitoring, engaging and reporting on emissions reductions and climate action.
6. Identify potential funding mechanisms for costs of actions, including reinvesting savings in other strategies and actions; green bonds; state and federal incentives and grants; alternative options such as environmental impact bonds, state green bank, public-private partnerships, etc.
7. Identify policy opportunities at the local, state, regional, and federal levels that may help reduce emission sources not controlled directly by the Town.
8. Describe co-benefits of mitigation and adaptation that go beyond reducing GHG emissions and how de-carbonization will be integrated into Town sustainability goals.
9. Discuss the potential benefits of a low-carbon society. Considerations could include:
 - Make the town an attractive place for businesses and people to locate
 - Keep more energy dollars local
 - Stimulate local business/economic development/job creation
 - Create cost savings for consumers/households and businesses
 - Improve public health
 - Improve environmental quality
 - Address "energy security" and reduce exposure to energy price increases
 - Increase the community's resilience
 - Improve livability/quality of life
 - Other potential impacts important to local stakeholders
10. Articulate and discuss how resiliency actions, especially with respect to sea level rise and storm surge, could require revisions to the following and provide information for recommendations for a Coastal Resiliency Overlay in Land Use section of the Comprehensive Plan.
 - Floodplain ordinance
 - Zoning ordinance
 - Building codes
 - Open space plans
 - Beach management

- Green infrastructure
 - Climate migration (out-migration if issue not addressed; potential in-migration if Town seen as resilient)
 - Insurability, underwriting, and credit-rating considerations
11. Create draft and final memo containing all the work in this phase.

Phase 2B Products:

- Draft and final memos that discuss mitigation and adaptation strategies, the criteria used to rank them, recommended actions, their associated costs and benefits, and longer-term “sustainability” of the town given its low carbon footprint, increased resilience, and overall attractiveness to future residents and eco-friendly/aware businesses.

Phase 3A: Draft and Final Climate Action Plan, including Implementation

Use work of the previous phases to create a final Climate Action Plan.

1. Work with the Steering Committee to consolidate and organize strategies and goals developed by the Working Groups into a list of draft core goals and recommendations for review and discussion.
2. Using feedback on draft goals and recommendations, prepare draft Climate Action Plan.
3. Prepare draft communications plan for CAP launch and implementation.
4. Prepare graphics and visual information for distribution on social media and to other media outlets.
5. Provide concept framework and initial text and layout suggestions for a CAP page on the Town website.
6. Make revisions to CAP based on client and public feedback and submit final Climate Action Plan.

Phase 3A Products:

- Draft Climate Action Plan
- Communications plan for CAP launch
- Graphic materials for social media and other outlets
- Town CAP webpage suggested layout and content for Town webmaster to build out initial CAP website page.
- Final CAP plan reflecting revisions from Town and community review, including executive summary. Plan to will have accessible language, clear goals and metrics to measure progress, and user-friendly graphics.

Phase 4: Communications and Outreach

Work with the client to ensure all members of the community have an opportunity to engage with the planning process, particularly those not typically included such as young people, immigrants, seniors, and low-income families. Assist with specific outreach efforts and meetings with specific constituencies as necessary to ensure equitable overall participation.

Goals for this effort include:

- Educate stakeholders about the CAP.
- Maximize community input and inclusive participation.

- Integrate outreach into the Comprehensive Planning process as much as possible.
 - Develop broad “ownership of the plan” to ensure community support and future implementation.
 - Utilize stakeholder expertise to inform the plan and guide work (Working Group(s)).
1. In collaboration w/ client, develop a public communication + engagement plan including detailed schedule, roles, social media strategy, mtg/outreach calendar, etc. Incorporate CAP outreach objectives and stakeholder targets.
 2. Assist client in forming the Steering Committee and sub-working committees, develop roles and regular meeting schedule and format, and assist in planning for, and facilitating a kick-off meeting for the Committee.
 3. Attend Steering Committee meetings (including preparation, client to prepare mtg notes/summaries) – 12.
 4. Facilitate Department Head/Town Leadership meetings (2) to get preliminary input on plan goals and existing conditions and then to solicit feedback and implementation information on draft recommendations.
 5. Set-up and manage Social Pinpoint online engagement platform
 6. Work collaboratively with the client to structure and convene Working Group(s) that will assist to develop the action plan in the following areas:
 - Buildings, Energy and Infrastructure, including Storage
 - Coastal and Marine/Climate Adaptation
 - Community Resilience and Emergency Management
 - Natural and Working Lands/Land Use
 - Transportation
 - Water and Waste Management
 7. Facilitate a start-up meeting with Working Group chair(s) to get feedback on the CAP, assist in setting up expectations for the Group(s), and provide other assistance.
 8. Provide ongoing guidance to the Working Group(s) and group chair(s) in tasks such as:
 - determining meeting objectives and desired outcomes, setting agendas
 - taking meeting notes
 - assisting Working Group chair(s) in setting objectives, assigning Working Group member roles, etc.
 - providing expert information to teams on possible strategies, resources, actions
 - developing and/or compiling pre-read materials, and
 - developing agendas
 9. Convene initial start-up meeting with Working Group members to discuss project goals, schedule, and roles and responsibilities.
 10. Prepare for and conduct public mtgs/workshops or equivalent open houses or other outreach (including preparation, graphics, all materials, and summaries of outcomes), 3 -4 total, with an additional 2 sets of CAP Working Group mtgs:
 - a. Public Mtg #1: introduce goals of CP and CAP and discuss the process and solicit feedback on how stakeholders wish to be involved and key issues/interests.
 - b. Public Mtg #2: workshop w overall presentation of inventory and analysis of plan elements for Comprehensive Plan and the CAP with breakout groups for elements of each plan. Participants will have the ability to switch to new breaking groups during the forum. Breakouts will solicit suggestions for strategies as well as perceived barriers to change and potential solutions to same. (counts as CAP Working Group Forum #1).

- c. CAP Working Group Forum #2: one topic area of the Working Group(s) (up to 6), discussion of draft list of recommendations and methods to achieve emission reduction targets. Forums will feature expert guests as appropriate to discuss available technologies and examples from other communities. Assist in scheduling expert guests to provide information on possible strategies and actions.
During meetings, the consultant will assist and share facilitation role with Working Group chair(s) to guide discussion and manage participation so that the members achieve clearly defined objectives.
 - d. Public Meeting #3: Present draft goals and recommendations and solicit feedback on same as well as implementation strategies, partners, and funding possibilities.
 - e. Draft and Final Climate Action Plan presentations.
11. Create and administer survey for survey monkey to gather preliminary information on best outreach, expectations, concerns and/or input on key issues or recommendations. CAP elements to be included in these surveys.

Phase 4 Products:

- Agendas, necessary meeting materials, potential goals and actions, and take notes at Working Group meetings.
- Survey instrument and summary of results.

Phase 5: Project Management

1. Participate in bi-weekly phone meetings (combined Comprehensive Plan and CAP) with the Town Project Manager (and others as necessary).
2. Monthly project management tasks.
3. Team milestone ideas meetings/brainstorming, including client (2).

SHIB

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CivicMoxie, LLC

York, ME Contract Schedule D Project Fee

2/8/2021

Comp Plan Fee	CAP Fee	Total Contract Fee
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Phase 1A: Project Start-up/Research and Review of Existing Conditions

1. Meet with client/team kickoff meeting + site visit (including tour with client, windshield survey and physical characteristics mapping).

2. Review existing comp plan and all other relevant studies and plans at the town, regional, state level.

Summarize relevancy for comp plan.

3. Summarize all data and information provided by the Town in a graphic and accessible format, including preparing GIS base maps and other baseline graphics and data. Document baseline current conditions and trends according to the State requirements for Comprehensive Plans.

a. Historic and Archaeological Resources

b. Water Resources

c. Natural Resources

d. Agricultural and Forest Resources

e. Marine Resources

f. Population and Demographics; describe residential, commercial, industrial conditions and trends to 2040

g. Economy: local and regional economic analysis, including general business conditions and business development and commercial areas of villages

h. Housing: housing needs assessment - from demographics, state of existing housing stock, national, state, local trends, analysis of stock and need, with emphasis on affordable and workforce housing

i. Recreation

j. Transportation (including Transportation Congestion Management and multi-modal): Assess and map current and proposed infrastructure: circulation, transit, bike, ped, including traffic congestion information

k. Public Facilities and Services

l. Fiscal Capacity and Capital Investment Plan

m. Existing Land Use: including research regarding existing permitting/approvals processes

n. Climate Change Adaptation and Vulnerability and Sustainability: The Climate Action Plan will inform this topic.

4. Research best Practices that work well in similar areas according to topic area.

5. Prepare Existing Conditions summary.

2. Review all existing climate and energy action efforts to date for York, the region, and state and summarize relevancy for the CAP.

3. Establish Emission Scenario Planning Horizons.

4. Identify and gather baseline data from client and other sources.

5. Compile and create a town-wide GHG inventory. Reach agreement on reporting format, data sources to be used, methodology to solve for data gaps, and strategy for requesting data from external sources.

6. Create a Technical Memorandum summarizing data sources and methodologies to be used for GHG inventory.

Fee	\$47,000	\$8,480	\$55,480
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Phase 1B: Conduct a Town-wide GHG Inventory

1. Create a discrete ensemble of building typologies and usages that can be matched with the existing data in the Town of York Assessor's Database to create a town-wide assessment of emissions.

2. Establish the transportation VMT within York, as well as the percentage of light-duty and heavy-duty vehicles to estimate emissions (working with MaineDOT). If possible, identify and use data (US Census, Strava, etc.) related to origin and destination, as well as commuter versus in-town traffic volumes.

3. Work with the Town to determine major waste and wastewater emitters/key assets. Assumes that the wastewater treatment plant, the water treatment plant, and the hospital, at a minimum, will be included here (work directly with these entities to determine GHG emissions baseline).

4. Work through the Town to request town-wide energy usage data from Central Maine Power, Unitil and any other large energy or fuel provider.

5. Develop a summary of findings of the GHG inventory.

Fee		\$12,680	\$12,680
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Phase 1C: Climate Vulnerability Assessment

1. Review SMPDC 2019 Vulnerability Assessment and summarize information, identify additional work to be done.

2. Gather data and highlight concerns regarding precipitation-based flooding, including identification of concepts around nature-based solutions, in addition to traditional, gray solutions.

3. Document and address increases in heat – both yearly averages, as well as heatwaves – from both a resilience perspective (e.g., the need for additional cooling during summer months), as well as potential conflicts with sustainability goals.

4. Research and explore the impacts to socially vulnerable— or frontline communities, as well as impacts to natural, recreational, and agricultural systems.				
5. Include public health considerations in the assessment, including the likely increase in vector-borne diseases, as well as respiratory and pulmonary challenges that will come about from a combination of higher temperatures and poorer air quality.				
6. Prepare initial climate projections to share with the Working Groups and key stakeholders to receive additional input on key concerns and priorities which will be part of a Comprehensive Plan public workshop focusing on strategies and challenges to address the Town's vulnerability. Use information to inform next phases work.				
7. Produce a technical memo summarizing key climate projection for the Town of York in 2030 and 2050, including a comparison to present-day values.				
Fee		\$13,250	\$13,250	
Phase 2A: Exploring Goals, Topics, Policies, and Actions				
1. Building from existing conditions and trends analysis and outreach in other phases, work with the client to create draft information for each topic area below with the following: State goal, analysis, Town goals/vision, policies, and strategies:				
a. Historic and Archaeological Resources				
b. Water Resources				
c. Natural Resources				
d. Agricultural and Forest Resources				
e. Marine Resources				
f. Economy				
g. Housing				
h. Recreation				
i. Transportation				
j. Public Facilities and Services				
k. Fiscal Capacity and Capital Investment Plan				
l. Future Land Use: including research regarding existing permitting/approvals processes				
m. Climate Change Adaptation and Vulnerability and Sustainability: The Climate Action Plan will inform this topic.				
2. Use the Climate Action Plan as well as sustainability principles to inform recommendations in the plan topic areas.				
3. Create a draft Fiscal Capacity and Capital Investment Plan that considers all of the goals, policies and strategies for the topic areas of the Plan.				
4. Use outcomes of public process and data analysis to identify barriers, and to select preferred alternatives and draft policies and actions and implementation recommendations.				
5. Create a preliminary implementation strategy by identifying potential implementation partners and funding to guide next phase decision making.				
Fee	\$44,970		\$44,970	
Phase 2B: Mitigation and Adaptation Strategies				
1. Work with the client and other stakeholders to develop mitigation strategies that will reduce emissions to meet the Town's goals.				
2. Recommend strategies and actions to reduce emissions for each sector and provide information to help rank priorities. Provide a wedge analysis or equivalent to understand the contribution of individual strategies toward the overall GHG reduction targets, including:				
a. Quantify each proposed measure's potential emission reduction compared to the impact of doing nothing ("business as usual").				
b. Estimate each proposed measure's cost, savings, and benefits (including both first-cost and ongoing/annual costs/savings) compared to the baseline "business as usual."				
c. Estimate technical and financial feasibility and implementation timeline of each strategy.				
d. Vet proposed strategies against a pre-determined list of co-benefits (or minimal criteria – e.g., will not allow new builds within the projected coastal flooding areas).				
e. Ensure that the collective actions positively impact all populations and move the town toward greater social equality.				
f. Provide an assessment of the risks that the Town is likely to face as the impacts of climate change become more severe (risks should include, but not necessarily be limited to sea level rise, storm surge, severe weather, bond rating downgrades, insurance costs and availability).				
3. Provide a framework for next steps to guide decision-making on measures the Town can implement to prepare and adapt for the impacts of the identified risks.				
4. For each action plan, identify government and community entities responsible for implementation, resources required and implementation plan and timetable.				
5. Develop a process and "toolkit" for ongoing monitoring, engaging and reporting on emissions reductions and climate action.				
6. Identify potential funding mechanisms for costs of actions.				
7. Identify policy opportunities at the local, state, regional, and federal levels that may help reduce emission sources not controlled directly by the Town.				
8. Describe co-benefits of mitigation and adaptation that go beyond reducing GHG emissions and how de-carbonization will be integrated into Town sustainability goals.				
9. Discuss the potential benefits of a low-carbon society.				

10. Articulate and discuss how resiliency actions, especially with respect to sea level rise and storm surge, could require revisions zoning and policies in the town.				
11. Create draft and final memos containing all the work in this phase.				
Fee		\$43,420	\$43,420	
Phase 3A: Draft and Final CAP, including implementation				
1. Work with the Steering Committee to consolidate and organize strategies and goals developed by the Working Groups into a list of draft core goals and recommendations for review and discussion.				
2. Using feedback on draft goals and recommendations, prepare draft Climate Action Plan.				
3. Prepare draft communications plan for CAP launch and implementation.				
4. Prepare graphics and visual information for distribution on social media and to other media outlets.				
5. Provide concept framework and initial text and layout suggestions for a CAP page on the Town website.				
6. Make revisions to CAP based on client and public feedback and submit final Climate Action Plan Plan.				
Fee		\$18,150	\$18,150	
Phase 3B: The Plan - Preparing the Draft and Final Comprehensive Plan, including implementation				
1. Use public workshop and focus group outcomes to prepare draft Comprehensive Plan that includes all of the State requirements for Comprehensive Plan certification including:				
a. Design of document, introduction, overview, community participation process				
b. York today in words, maps, numbers, and regional context				
c. Vision statement				
d. Topic Areas: State Goal, Analysis, Town goals, policies, strategies				
e. Five-year priorities, Implementation strategies for full plan, and fiscal capacity and capital investment plan.				
f. Appendices				
2. Submit draft plan to client for review, revise as necessary based on client and public feedback				
3. Revise based on Planning Board meetings and Board of Selectmen hearings and submit final plan for referendum				
Fee		\$28,520	\$28,520	
Phase 4: Communications and Outreach				
1. In collaboration with client, develop a public communications + engagement plan including detailed schedule, roles, social media strategy, mtg/outreach calendar, etc. Incorporate CAP outreach objectives and stakeholder targets.				
2. Assist client in forming the Steering Committee and sub-working committees, develop roles and regular meeting schedule and format, and assist in planning for, and facilitating a kick-off meeting for the Committee.				
6. Work collaboratively with the client to structure and convene the Working Group(s) that will assist to develop the CAP				
7. Facilitate a start-up meeting with Working Group chair(s) to get feedback on the CAP, assist in setting up expectations for the the Group(s), and provide other assistance.				
8. Provide ongoing guidance to the Working Group(s) and group chair(s) in tasks.				
9. Convene initial start-up meeting with Working Group members to discuss project goals, schedule, and roles and responsibilities.				
3. Attend SC meetings (including preparation, client to prepare mtg notes/summaries) - 12.				
4. Conduct key stakeholder interviews and summarize all - up to 30 during Phase 1 and 2 - including town and state officials and board members				
5. Conduct Focus Groups (up to 8) to discuss challenges, assets, goals, including one in each of 3 villages (including summaries of all)				
6/4. Facilitate Department Head/Town Leadership meetings (2) to get preliminary input on plan goals and existing conditions and then to solicit feedback and implementation information on draft recommendations				
7. Create and administer survey for survey monkey to gather preliminary information on best outreach, expectations, concerns and/or input on key issues or recommendations. CAP elements to be included in these surveys.				
8/5. Set-up and manage Social Pinpoint online engagement platform.				
9. Prepare materials to support civic conversations/civic socials initiative, create summaries of feedback.				
10. Prepare for and attend:				
a. Planning Board Meetings				
b. Board of Selectmen Meetings				
11/10. Prepare for and conduct public mtgs/workshops or equivalent open houses or other outreach (including preparation, graphics, all materials, and summaries of outcomes), 3 -4 total, with an additional 2 sets of CAP Working Group mtgs:				
a. Public Mtg #1: introduce goals of CP and CAP and discuss the process and solicit feedback on how stakeholders wish to be involved and key issues/interests.				

b. Public Mtg #2: workshop w overall presentation of inventory and analysis of plan elements for CP and CAP with breakout groups for CP elements and for each of the WGs. Participants will have the ability to switch to new breaking groups during the forum. Breakouts will solicit suggestions for strategies as well as perceived barriers to change and potential solutions to same. (this is Working Group Forum #1)				
c. CAP Working Group Forum #2: for each topic are of the Working Group(s) (up to 6), discussion of draft list of recommendations and methods to achieve emission reduction targets. Forums will feature expert guests as appropriate to discuss available technologies and examples from other communities. Assist in scheduling expert guests to provide information on possible strategies and actions.				
c/d. Public Meeting #3: Present draft plan goals and recommendations and solicit feedback on same as well as implementation strategies, partners, and funding possibilities.				
e. Draft and Final climate Action Plan Presentations.				
d. Public Meeting #4: Present the draft Comprehensive Plan to the public.				
	Fee	\$53,850	\$35,010	\$88,860
Phase 5: Project Management				
1. Bi-weekly client project coordination calls.				
2. Monthly project management tasks.				
3. Team milestone ideas meetings/brainstorming, including client (2).				
	Fee	\$17,240	\$5,460	\$22,700
	Social Pinpoint	\$8,400		\$8,400
	Total Project Fee	\$199,980	\$136,450	\$336,430