

City of La Mesa

SPECIALIZED PROFESSIONAL SERVICES AGREEMENT

Consultant Services for a Climate Action Plan - Amendment No. 2



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1. AGREEMENT FOR SPECIALIZED PROFESSIONAL SERVICES

Between the City of La Mesa and

University of San Diego

for Consultant Services for a Climate Action Plan - Amendment No. 2

This Agreement is entered into by City of La Mesa as of _____, by and between the City of La Mesa, a municipal corporation, hereinafter referred to as "the City", and University of San Diego, hereinafter referred to as "Consultant."

WITNESSETH THAT:

WHEREAS, the City has adopted Resolution No. 2022- ;

WHEREAS, the City has need for professional services to perform consulting services for a Climate Action Plan - Amendment No. 2 services and is willing to compensate Consultant for such services;

WHEREAS, this Agreement is based on Request for Proposals 22-13;

WHEREAS, the City desires to engage Consultant to render certain technical and professional services in the providing of said professional services; and

WHEREAS, Consultant is qualified to provide said professional services for consulting services for a Climate Action Plan - Amendment No. 2 service.

NOW THEREFORE, the parties do mutually agree as follows:

2. ENGAGEMENT OF CONSULTANT

The City hereby agrees to engage Consultant and Consultant hereby agrees to perform the services set forth in this Agreement. This Agreement shall be for an initial term from the execution date of the Agreement through Wednesday, May 31, 2023.

3. SERVICES TO BE PERFORMED BY CONSULTANT

Consultant shall commence performance of the Project upon execution of this Agreement by both parties. The term "Project" as used in this Agreement shall include all of the tasks and items listed and described in Exhibit "A", attached hereto and incorporated herein as part of this Agreement.

4. KEY PROJECT PERSONNEL

Consultant agrees to provide the services of Scott Anders, MA, Director, Nilmini Silva-Send, PhD, Assistant Director, Yichao Gu, Technical Policy Analyst, MS, Joe Kaatz, Staff Attorney, Esq, or any other necessary staff members, respectively for the full term of this contract. No substitutions will be made without prior written approval by the City. The City reserves the right to request specific qualifications for personnel substituted under this section.

5. CONSULTANT

Consultant will utilize the services of the following sub-consultants during the course of this study:

Ascent Environmental, Inc.

Payment for such services shall be the responsibility of the Consultant. No substitution of proposed sub-consultants shall be made without prior written approval by the City.

6. CITY REPRESENTATION

The City Manager for the City of La Mesa, or his or her designated representative, shall represent the City in all matters pertaining to the services rendered pursuant to this Agreement and shall administer said Agreement on behalf of the City. This person shall hereinafter be referred to as the "City's Representative."

7. RESPONSIBILITIES OF THE CITY

The City will provide the Consultant, or cause to be provided with, the following documents, services and site information, at no charge to the Consultant.

A. See Exhibit "A"

8. PERFORMANCE SCHEDULE

Both Consultant and the City recognize that time is of the essence in the completion of this work and the following schedule is dependent upon timely actions by the Consultant and the City. Accordingly, the Consultant shall complete all of the work outlined in Exhibit "A" and described in this Agreement in accordance with the following schedule:

TASK; TARGET DATE

A. See pages 38-39 of Exhibit "A"

The Consultant shall not be responsible for damages or be in default or deemed to be in default by reason of strikes, lockouts, accidents, or acts of God, or failure of City to furnish timely information or to approve or disapprove Consultant's work promptly, or delay or faulty performance by City, or governmental agencies.

9. COMPENSATION TO CONSULTANT METHODS

The amount to be billed shall be based on the Consultant schedule of fees for professional services and the actual time required for each activity. The schedule of fees and estimated time for the project are as shown in Exhibit "A" attached hereto and incorporated herein as part of this Agreement; the total fee for professional services shall be billed on a time-and-material basis with a total amount not to exceed \$100,000.00 as described in that same reference.

The City shall compensate Consultant for the services performed hereunder on a monthly basis within thirty (30) calendar days of receipt of Consultant's invoice for the services performed. The Consultant shall provide documentation regarding time-and-material charges sufficient to meet

normal auditing practice. Copies of the invoices for materials in excess of \$500 and sub-Consultant charges shall be submitted with the request for periodic payment.

The City shall promptly review invoicing and notify Consultant of any objection thereto in writing within fifteen (15) days of receipt of the invoice; absent such objection the invoice shall be deemed proper and acceptable.

In the event that any undisputed invoice is not paid within thirty (30) calendar days after receipt of the invoice by the City, it shall commence bearing interest on the date that the invoice was rendered at the rate of 1% per month and the City agrees to pay all accrued interest, together with the charges for services rendered.

10. RECORDS

Consultant shall maintain adequate records to permit inspection audit of Consultant's time-and-material charges under this Agreement. Consultant shall make such records available to the City and to other public agencies responsible for approval, funding or auditing the project, during normal business hours upon reasonable notice. Nothing herein shall convert such records into public records and they will be available only to the City or to public agencies involved with approval, funding or audit functions. Such records shall be maintained by the Consultant for three (3) years following completion of the work under this Agreement.

11. ITEMS TO BE DELIVERED TO CITY

The following items shall be delivered by the Consultant to the City of La Mesa:

QUANTITY; TARGET DATE

- A. See Exhibit "A"

12. DESIGN CHANGES OR REVISIONS

No design changes or revisions will be required and no payment therefor will be made except pursuant to the provisions of this Agreement. No extra compensation shall be paid the Consultant for revisions required by reason of omissions or errors by the Consultant in the preparation of the original document, plans, working drawings, or specifications. Changes to the scope of this Agreement shall be negotiated prior to commencement of extra work.

13. ADDITIONAL SERVICES OUTSIDE SCOPE

Only after written authorization from the City, additional services that Consultant could provide, or cause to be provided, include the following:

- A. Additional work related to the Project but not included in the Scope of Work.
- B. Additional work caused by changes unrelated to the Scope of Work described herein.

Consultant will be compensated for Consultant time and direct personnel expenses as approved by the City. Payment for such additional services shall include Consultant's time at the rates shown on Exhibit "A".

14. HOLD HARMLESS

To the furthest extent allowed by law, including California Civil Code section 2782.8, Consultant shall indemnify, hold harmless and defend City and each of its elected officials, officers, employees, agents and volunteers from any and all loss, liability, fines, penalties, forfeitures, costs and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage), and from any and all claims, demands and actions in law or equity (including reasonable attorney's fees and litigation expenses) to the extent that any loss, liability, fines, penalties, forfeitures, costs, damages, claims, demands or actions in law or equity arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, its principals, officers, employees or agents in the performance of this Agreement. Consultant's duty to indemnify under this section shall not include liability for any claims, demands, costs, or liability that arise out of, or pertain to, or relate to the negligence, recklessness, or willful misconduct by the City or its elected officials, officers, employees, agents, and volunteers.

If Consultant should subcontract all or any portion of the services to be performed under this Agreement, Consultant shall require each sub-consultant to indemnify, hold harmless and defend CITY and each of its elected officials, officers, employees, agents and volunteers in accordance with the terms of the preceding paragraph.

This section shall survive termination or expiration of this Agreement.

15. INSURANCE

Throughout the life of this Agreement, Consultant shall pay for and maintain in full force and effect all policies of insurance required hereunder with an insurance company(ies) either (i) admitted by the California Insurance Commissioner to do business in the State of California and rated not less than "A- VII" in Best's Insurance Rating Guide, or (ii) authorized by the City Manager or his/her designee at any time and in his/her sole discretion. The following policies of insurance are required:

- A. COMMERCIAL GENERAL LIABILITY insurance which shall be at least as broad as the most current version of Insurance Services Office (ISO) Commercial General Liability Coverage Form CG 00 01 and include insurance for "bodily injury," "property damage" and "personal and advertising injury" with coverage for premises and operations (including the use of owned and non-owned equipment), products and completed operations, and contractual liability (including, without limitation, indemnity obligations under the Contract) with limits of liability of not less than the following:
 - o \$1,000,000 per occurrence for bodily injury and property damage

- \$1,000,000 per occurrence for personal and advertising injury
 - \$1,000,000 aggregate for products and completed operations
 - \$2,000,000 general aggregate
- B. COMMERCIAL AUTOMOBILE LIABILITY insurance which shall be at least as broad as the most current version of Insurance Service Office (ISO) Business Auto Coverage Form CA 00 01, and include coverage for all owned, hired, and non-owned automobiles or other licensed vehicles (Code 1 - Any Auto) with limits of liability of not less than \$1,000,000 per accident for bodily injury and property damage.
- C. WORKERS' COMPENSATION insurance as required under the California Labor Code.
- D. EMPLOYERS' LIABILITY insurance with limits of liability of not less than \$1,000,000 each accident, \$1,000,000 disease policy limit and \$1,000,000 disease each employee.
- E. PROFESSIONAL LIABILITY (ERRORS AND OMISSIONS) insurance appropriate to Contractor's profession, with limits of liability of not less than \$1,000,000 per claim/occurrence and \$2,000,000 policy aggregate.

Consultant shall be responsible for payment of any deductibles contained in any insurance policies required hereunder and Consultant shall also be responsible for payment of any self-insured retentions. Any deductibles or self-insured retentions must be declared to, and approved by, the City Manager or his/her designee. At the option of the City Manager or his/her designee, either: (i) the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects to City, its elected officials, officers, officials, employees, agents and volunteers: or (ii) Consultant shall provide a financial guarantee, satisfactory to City Manager or his/her designee, guaranteeing payment of losses and related investigations, claim administration and defense expenses. At no time shall City be responsible for the payment of any deductibles or self-insured retentions.

All policies of insurance required hereunder shall be endorsed to provide that the coverage shall not be cancelled, non-renewed, reduced in coverage or in limits except after 30 calendar day written notice has been given to City. Upon issuance by the insurer, broker, or agent of a notice of cancellation, non-renewal, or reduction in coverage or in limits, Consultant shall furnish City with a new certificate and applicable endorsements for such policy(ies). In the event any policy is due to expire during the work to be performed for City, Consultant shall provide a new certificate, and applicable endorsements, evidencing renewal of such policy not less than 15 calendar days prior to the expiration date of the expiring policy.

The General Liability and Automobile Liability insurance policies shall be written on an occurrence form and shall name City, its elected officials, officers, officials, employees, agents and volunteers as an additional insured. Such policy(ies) of insurance shall be endorsed so Consultant's insurance shall be primary and no contribution shall be required of City, its elected officials, officers, officials, employees, agents and volunteers. The Workers' Compensation

insurance policy shall contain a waiver of subrogation as to City, its elected officials, officers, officials, employees, agents and volunteers.

If the Professional Liability (Errors and Omissions) insurance policy is written on a claims-made form:

- A. The retroactive date must be shown, and must be before the effective date of the Agreement or the commencement of work by Consultant.
- B. Insurance must be maintained and evidence of insurance must be provided for at least 3 years after any expiration or termination of the Agreement or, in the alternative, the policy shall be endorsed to provide not less than a 3-year discovery period.
- C. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a retroactive date prior to the effective date of the Agreement or the commencement of work by Consultant, Consultant must purchase extended reporting coverage for a minimum of 3 years following the expiration or termination of the Agreement.
- D. A copy of the claims reporting requirements must be submitted to City for review.
- E. These requirements shall survive expiration or termination of the Agreement.

Consultant shall furnish City with all certificate(s) and applicable endorsements effecting coverage required hereunder. **All certificates and applicable endorsements are to be received by City and approved by City Manager or his/her designee prior to City's execution of the Agreement and before work commences.** This requirement shall survive expiration or termination of this Agreement.

If at any time during the life of this Agreement or any extension, Consultant or any of its sub-Consultant's fail to maintain any required insurance in full force and effect, all work under this Agreement shall be discontinued immediately, and all payments due or that become due to Consultant shall be withheld until notice is received by City that the required insurance has been restored to full force and effect and that the premiums therefore have been paid for a period satisfactory to City. Any failure to maintain the required insurance shall be sufficient cause for City to terminate this Agreement. No action taken by City hereunder shall in any way relieve Consultant of its responsibilities under this Agreement.

The fact that insurance is obtained by Consultant shall not be deemed to release or diminish the liability of Consultant, including, without limitation, liability under the indemnity provisions of this Agreement. The duty to indemnify City and its elected officials, officers, officials, employees, agents and volunteers shall apply to all claims and liability regardless of whether any insurance policies are applicable. The policy limits do not act as a limitation upon the amount of indemnification to be provided by Consultant. Approval or purchase of any insurance contracts or policies shall in no way relieve from liability nor limit the liability of Consultant, its principals,

officers, employees, agents, persons under the supervision of Consultant, vendors, suppliers, invitees, Consultant, sub-consultants, or anyone employed directly or indirectly by any of them.

If Consultant should subcontract all or any portion of the services to be performed under this Agreement, Consultant shall require each sub-Consultant to provide insurance protection in favor of City, its elected officials, officers, officials, employees, agents and volunteers in accordance with the terms of each of the preceding paragraphs, except that the subcontractors' certificates and endorsements shall be on file with Consultant and City prior to the commencement of any work by the sub-consultant.

16. OWNERSHIP OF WORK

Consultant shall retain all rights and ownership to any pre-existing works or know how and any works created independently of this Agreement. Only Results or Deliverables provided by Consultant, including all finished or unfinished documents, studies, reports, computer files and materials prepared by Consultant and sub-consultants under this Agreement shall be considered the property of the City and will be turned over to the City upon demand, but in any event, upon completion of the Project. The Consultant shall be allowed to retain copies of documents for its permanent records, if desired.

Consultant and City shall protect personal customer energy consumption data obtained pursuant to this Agreement as required by California Public Utilities Commission (CPUC) Decisions 11-07-056, 11-08-045, 14-05-016, and any other relevant or subsequent decision(s), Public Utilities Code § 8380, and any resulting nondisclosure or other contractual agreement between San Diego Gas & Electric (SDG&E) and Consultant, including only disclosing to City resulting data that is aggregated and anonymized pursuant to these requirements.

17. ASSIGNABILITY

Consultant shall not assign, delegate, or transfer this Agreement or any work hereunder, nor assign any monies due or to become due hereunder, except as expressly stated herein. In no event shall any contractual relation be created between any third party and the City without prior written consent of the City. A consent to one assignment shall not be deemed to be consent to any subsequent assignment.

18. INTEGRATION; AMENDMENTS

This Agreement sets forth the entire understanding of the parties with respect to the subject matter herein. There are no other agreements, expressed or implied, oral or written, except as set forth herein. This Agreement may be amended upon written mutual consent of both parties hereto. Amendment requiring changes in compensation shall be subject to the City's change order procedures.

19. NOTICES

Notices and requests to the City or Consultant shall be delivered at the following addresses, either served personally on the designated representative or by U.S. Postal Service at the following addresses:

City:

- City Manager
- City of La Mesa
- 8130 Allison Avenue, La Mesa, CA 91942
- (619) 667-1105

Consultant:

- Director, Energy Policy Initiatives Center
- University of San Diego
- 5998 Alcalá Park, San Diego, CA 92110
- (619) 260-4589

20. DISPUTE RESOLUTION

The City shall require that all Consultants agree to submit any unresolved claims, counterclaims, disputes, controversies and other matters between them and the City or the Consultant and/or any sub-consultants of any tier arising out of or relating to their agreement with the City or the breach thereof (“disputes”) first to mediation and then if not resolved, to non-binding arbitration prior to initiating suit or judicial proceeding.

If applicable – As provided in Public Contract Code section 9204, any claim filed by the Consultant on a public works project shall be reviewed by the City with 45 days and a written statement will be provided to the Consultant identifying what portion of the claim is disputed and what portion is undisputed. Upon receipt of a claim, the City and the Consultant may, by mutual agreement, extend the time period or it may be extended to allow City Council approval. The Consultant shall include reasonable documentation to support the claim. Any payment due on an undisputed portion of the claim shall be processed and made within 60 days after the City issues its written statement.

21. TERMINATION OF AGREEMENT FOR CAUSE OR CONVENIENCE

If, through any cause, the Consultant or City shall fail to fulfill in timely and proper manner its obligations under this Agreement, or if the Consultant or City shall violate any of the covenants, agreements, or stipulations of this Agreement, the City or Consultant shall thereupon have the right

to terminate this Agreement immediately by giving written notice to the other of such termination and specifying the effective date thereof. In such event, all finished or unfinished documents, resulting data, studies, surveys, drawings, maps, models, photographs and reports prepared by the Consultant under this Agreement shall, at the option of the City, become its property and the Consultant shall be entitled to receive just and equitable compensation for any work satisfactorily completed hereunder.

In addition to termination for cause, the City or Consultant may terminate this Agreement for City's convenience upon not less than fifteen (15) days written notice to the other. Upon sending or receiving said notice, the Consultant shall immediately cease all work under this Agreement unless said notice provides otherwise. If this Agreement is terminated as provided in this paragraph for City's or Consultant's convenience, the Consultant shall be required to provide to City all finished or unfinished documents, resulting data, studies, services, etc., prepared by the Consultant as may be requested by City and such work shall become City's property upon payment to Contractor for the value of the work performed, less payments of compensation previously made.

Notwithstanding the above, the Consultant shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of the Agreement by the Consultant, and the City may withhold any payments to the Consultant for the purpose of set-off until such time as the exact amount of damages due the City from the Consultant is determined. Notwithstanding the above, the City shall not be relieved of liability to the Consultant for damages sustained by the Consultant by virtue of any breach of the Agreement by the City, and the Consultant may withhold any finished or unfinished documents, resulting data, studies, services, etc., prepared by the Consultant for the purpose of set-off until such time as the exact amount of damages due the Consultant from the City is determined.

22. BUSINESS LICENSE

The Consultant, including all subcontractors, shall obtain a business license for work within the City of La Mesa pursuant to La Mesa Municipal Code Sections 6.08.010 through 6.08.240.

No payments shall be made to any Consultant until such business license has been obtained, and all fees paid therefor, by the Consultant and all sub-consultants. Business license applications and information may be obtained from the Finance Department, City Hall, 8130 Allison Avenue, La Mesa, CA 91942-5502, (619) 667-1118 or online at cityoflamesa.us/buslic.

23. INTEREST OF MEMBERS OF THE CITY

No member of the governing body of the City and no other officer, employee, or agent of the City who exercises any functions or responsibilities in connection with the planning and carrying out of the program, shall have any personal financial interest, direct or indirect, in this Agreement; and the Consultant shall take appropriate steps to assure compliance.

24. INTEREST OF CONSULTANT AND EMPLOYEES;

STATEMENT OF ECONOMIC INTERESTS

The Consultant covenants that it presently has no interest and shall not acquire interest, direct or indirect, in the study area or any parcels therein or any other interest which would conflict in any manner or degree with the performance of its services hereunder. The Consultant further covenants that in the performance of this Agreement, no person having any such interest shall be employed. City may require Consultant to complete and submit a Form 700, Statement of Economic Interests, in accordance with applicable law, to City Clerk.

25. FACILITIES AND EQUIPMENT

Consultant shall, at its sole cost and expense, furnish all facilities and equipment which may be required for furnishing services pursuant to this Agreement.

26. INDEPENDENT CONTRACTOR

At all times during the term of this Agreement, Consultant shall be an independent contractor and shall not be an employee of City. City shall have the right to control Consultant only insofar as the results of Consultant's services rendered pursuant to this Agreement; however, City shall not have the right to control the means by which Consultant accomplishes services rendered pursuant to this Agreement.

27. PERS ELIGIBILITY INDEMNIFICATION

In the event that Consultant's employee providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employer and employee contributions for PERS benefits on behalf of the employee as well as for payment of any penalties and interest on such contributions which would otherwise be the responsibility of the City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant's employees providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation and benefit including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contributions to be paid by City for employer contributions and/or employee contributions for PERS benefits.

28. TIME

Consultant shall devote such time to the performance of services pursuant to this Agreement as may be reasonably necessary for satisfactory performance of Consultant's obligations pursuant to this Agreement.

29. CONSULTANT NOT AGENT

Except as City may specify in writing, Consultant shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent. Consultant shall have no authority, express or implied, pursuant to this Agreement to bind City to any obligation whatsoever.

30. NON-DISCLOSURE

The designs, plans, reports, investigations, materials and documents prepared or acquired by the Consultant pursuant to this Agreement (including any duplicate copies kept by the Contractor) shall not be shown to any other public or private person or entity, except as authorized by the City. The Consultant shall not disclose to any other public or private person or entity any information regarding the activities of the City except as authorized by the City.

31. SUBCONTRACTING

None of the services covered by the Agreement shall be subcontracted without the prior consent of the City. The Consultant shall be as fully responsible to the City for the acts and omissions of his sub-consultants, and of persons either directly or indirectly employed by them, as he is for the acts and omissions of persons directly employed by him. The Consultant shall insert in each subcontract appropriate provisions requiring compliance with the labor standards provisions of this Agreement.

32. CHANGES

The City may, from time to time, request changes in the Scope of Services of the Contract to be performed hereunder. Such changes, including any increase or decrease in the amount of the Consultant's compensation, which are mutually agreed upon by and between the City and the Consultant shall be incorporated to this Contract.

33. JOB SITE SAFETY

The general or prime Consultant who is responsible for means, methods and procedures of the project shall be responsible for job site safety.

The prime Consultant and all sub-consultants of all tiers shall:

- A. Be responsible for the safety of their respective employees as required by law.
- B. Come under the jurisdiction and supervision of the general or prime Consultant's job site safety program.
- C. Exercise reasonable care to avoid risk of injury to others as required by the professional standard of care.

34. PREVAILING WAGES FOR PUBLIC WORKS PROJECTS

IF APPLICABLE

- A. No professional Contractor or subcontractor subject to the requirements of State of California's prevailing wages may be awarded a contract, or contracted with, for a public works project (submitted on or after April 1, 2015) unless registered with the Department of Industrial Relations pursuant to Labor Code section 1725.5 [with limited exceptions from this requirement for bid purposes only under Labor Code section 1771.1(a)].

B. This project is subject to compliance monitoring and enforcement by the Department of Industrial Relations.

35. CONFLICT BETWEEN AGREEMENT AND OTHER DOCUMENTS

In the event of a conflict between this Agreement and any documents incorporated by reference in this Agreement, the terms and conditions of this Agreement shall supersede those contained in any such document incorporated by reference.

36. DATE OF AGREEMENT

The date of this Agreement shall be the date it shall have been signed by a duly authorized representative of City.

37. SIGNATURES

IN WITNESS WHEREOF, City and Consultant have executed the Agreement.

University of San Diego

By: _____

Dr. Fry-Bowers, Associate Provost

Date: _____

CITY OF LA MESA,

A Municipal Corporation

By: _____

Dr. Mark Arapostathis, Mayor

Date: _____

By: _____

Greg Humora, City Manager

Date: _____

By: _____

Carlo Tomaino, Assistant City Manager

Date: _____

APPROVED AS TO FORM

By: _____

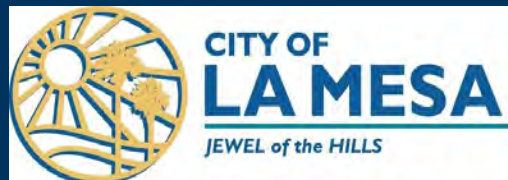
CITY ATTORNEY

Attachment: Exhibit A – Scope of Work and Fee Schedule

City of La Mesa Consultant Services for a Climate Action Plan - Amendment No. 2

RFP 22-13
April 18, 2022

SUBMITTED TO:
City of La Mesa
City Manager's Office
Public Works Department
Engineering Division
8130 Allison Avenue
La Mesa, CA 91942



SUBMITTED BY:



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1 INFORMATION STATEMENT

Legal Name of Organization: **University of San Diego**

Date Established: **November 22, 1949**

Legal Status: **Non-profit corporation**

Officers/Owners of Organization:

Name: **James T. Harris III**

Title: **President**

Name: **Gail F. Baker**

Title: **Vice President and Provost**

Name: **Katy Roig**

Title: **Vice President, Chief Financial Officer**

Name: **Donald R. Knauss**

Title: **Chair, Board of Trustees**

Number of Employees: Permanent – Full Time: **1209**

Part Time: **691**

Business Address:

**University of San Diego
5998 Alcala Park
San Diego, CA 92110**

Contact Information:

**Scott Anders, Director, Energy Policy Initiatives Center
scottanders@sandiego.edu, 619-260-4589**

Organization Bank Name:

Branch: **Wells Fargo Bank, N.A.**

Address: **420 Montgomery St.
San Francisco, CA 94104**

Contact Name: **George Ayala**

The City of La Mesa reserves the right to perform a credit check on your organization to obtain information regarding your organization's financial stability.

Are you or your organization currently engaged or involved in any litigation over the proprietary rights or patent rights for the software or services to be used for the City of La Mesa? **No** If yes, please attach explanation.

2 STATEMENT OF INTEREST

We appreciate the opportunity to support the City of La Mesa Climate Action Plan (CAP) update. The Energy Policy Initiatives Center (EPIC) and our partner Ascent Environmental, Inc. (Ascent) are highly qualified and have significant experience working together on climate action planning in the San Diego region. The EPIC-Ascent team has developed most of the adopted CAPs in the region, including the City of San Diego and County of San Diego, and many of the 16 cities covered by SANDAG's Energy Roadmap Program.

Our expertise in climate planning is well-matched to the specific activities of this project, including GHG emission modeling, target selection, benefit-cost analysis, public engagement related to CAP development, implementation and monitoring support, and social equity analysis. Under contract with SANDAG, our EPIC-Ascent team developed the technical appendices that comprise SANDAG's ReCAP Framework. EPIC has also been supporting the County of San Diego's Regional Decarbonization Framework (RDF). We will ensure that the City of La Mesa CAP update is consistent with both ReCAP and RDF approaches.

Also, our team also has significant experience working with La Mesa. Under SANDAG's Energy Roadmap Program, our team completed a GHG inventory, a CAP Benefit-Cost Analysis, and a CAP Implementation Cost Analysis, and continues to develop ReCAP Snapshots for La Mesa. Our climate planning expertise, working knowledge of City of La Mesa's CAP, and our experience working with our partner Ascent over the past six years, will enable us to get to work immediately to support the CAP update in an efficient manner.

3 STATEMENT OF BACKGROUND AND PHILOSOPHY

The Energy Policy Initiatives Center (EPIC) is a University of San Diego-based energy and climate policy center. Our staff has decades of experience in regional energy policy and planning, quantitative analysis, legislative and regulatory analysis, legal analysis, benefit-cost and cost effectiveness analysis, and all aspects of climate action planning. Our partner Ascent is a full-service climate change, planning, and environmental consultancy. Working primarily with public-sector clients, Ascent offers a broad spectrum of planning and environmental services, including climate action, sustainability, and adaptation planning; greenhouse gas (GHG) analyses; and California Environmental Quality (CEQA) documentation.

Working together over the past six years, we have developed an approach to our climate action planning projects defined by transparency, consistency, collaboration, and stakeholder input.

- **Transparency** – We believe in showing our work. Our team developed the ReCAP Technical Appendices that provide an open-source approach to climate planning.
- **Consistency** – We have heard from cities around the region that consistency matters. As authors of the ReCAP Technical Appendices, we can ensure that our work is consistent with their methods.
- **Collaboration** – While our team has experts in all areas of climate planning, we don't have all the answers. We see our role as facilitators and prefer to work collaboratively with staff to develop approaches that are consistent with regional frameworks yet customized to the needs of each jurisdiction.
- **Stakeholder Input** – We also believe that stakeholder input is a critical ingredient to effective CAPs, particularly gathering input from groups and individuals traditionally under-represented in local government decision making.

4 STATEMENT OF QUALIFICATIONS

We believe the EPIC-Ascent team has breadth and depth of expertise to perform all of the services required in the request for proposal's scope of work. The following sections provide brief background information on our organizations and a summary of our qualifications. We also provide a summary of our experience and expertise as it related to each key element of the project. A detail description of our project approach, including the required tasks, is included in Section 5.

4.1 Background and Qualifications

The EPIC-Ascent team is based in the San Diego region and has a long history of working with local jurisdictions to support climate planning efforts. We have supported various aspects of the City of La Mesa's climate planning process and over time have developed strong working relations with City of La Mesa staff.

Our team has substantial local experience in climate action plan development, public engagement, and related CEQA analysis in our region dating back to 2008. The EPIC-Ascent team also has significant experience working together on local climate action planning projects. We jointly supported SANDAG's 5-year local climate action planning support project, which included developing and/or updating CAPs for ten cities, conducting stakeholder outreach, developing implementation plans, conducting cost analysis, and supporting CEQA evaluations. During our time working together, EPIC and Ascent have developed a strong working relationship and would continue this collaborative approach on this project. Given our previous work together, we would not require any time to develop joint working approaches. In addition, given our previous experience working with City of La Mesa, our familiarity with ReCAP methodologies, and extensive experience in the region, we will be able to hit the ground running on day one.

Full resumes of participating staff are included in Appendix B. Examples of related projects are provided in Section 8.

4.1.1 Energy Policy Initiatives Center – University of San Diego

The Energy Policy Initiatives Center (EPIC) is an energy and climate policy center based at the University of San Diego with expertise in policy, legal, and regulatory analysis, including quantitative and economic analysis. EPIC's staff brings decades of experience in regional energy policy and planning, quantitative analysis, legislative and regulatory analysis, legal analysis, benefit-cost and cost effectiveness analysis, all aspects of climate action planning, and local energy reach code ordinance development. EPIC has worked with nearly all local jurisdictions in the San Diego region. Recent notable projects include developing the methodologies included in the San Diego Association of Government's (SANDAG) Regional Climate Action Planning (ReCAP) Framework; conducting policy and quantitative analysis for most CAPs in the San Diego region, including the most recently adopted CAP for City of Escondido; a comprehensive benefit-cost analysis for several jurisdictions in the region; energy ordinance development and cost effective analysis for the County of San Diego and City of Encinitas; Climate Equity Index development for the Cities of San Diego and Chula Vista; and, an analysis of local carbon offset credits opportunities in the San Diego region. EPIC is part of the team developing the Regional Decarbonization Framework.

In addition to its work with most cities in the region, EPIC has strong relations with the San Diego Association of Governments (SANDAG), for which EPIC has been providing energy and climate support since the early 2000s, and state agencies including the California Energy Commission (CEC), California Public Utilities Commission (CPUC), and the California Air Resources Board (CARB), all of which EPIC has partnered with to conduct energy and climate policy related research and analysis.

EPIC staff comprises energy and climate policy experts, engineers, environmental scientists, economic and cost data analysts, and lawyers.

4.1.2 Ascent Environmental

Founded 12 years ago, Ascent Environmental, Inc. (Ascent) is a full-service climate change, planning, and environmental consultancy, headquartered in Sacramento, with offices in San Diego, Irvine, Oakland, and Lake Tahoe. Primarily working with public-sector clients, we offer a broad spectrum of planning and environmental services, including climate action, sustainability, and adaptation planning; climate vulnerability assessments; greenhouse gas (GHG) analyses; California Environmental Quality (CEQA) and National Environmental Policy Act (NEPA) documentation; and other regulatory compliance services. We are known for our in-depth understanding of climate science and our high-quality, innovative work. Using the latest climate change analysis tools, techniques, and research is central to our practice, resulting in efficiency; clear presentation of data and results; and effective, feasible climate planning and adaptation solutions.

We have worked on several important climate planning projects in the San Diego region and Southern California. Ascent has assisted the cities of Carlsbad, San Diego, Rancho Cucamonga, Murrieta, Encinitas, Solana Beach, Del Mar, San Marcos, Escondido, Vista, Lemon Grove, and El Cajon on Climate Action Plans (CAPs), CAP implementation plans, and CAP consistency checklists. In addition, we have worked as extension of staff at the County of San Diego for over 10 years, serving as resident climate change and air quality experts for current and advance planning efforts. Ascent has been assisting the San Diego Association of Governments (SANDAG) in standardizing and streamlining climate action planning in the San Diego region through development of the Regional Climate Action Planning Framework (ReCAP) and infographic CAP monitoring reports for member agencies (ReCAP Snapshots). Ascent also has recent experience working on CAPs and adaptation plans with jurisdictions throughout California, including the Cities of Milpitas, Fremont, and Irvine and the Counties of Tuolumne, Alameda, Monterey, Sacramento, and Napa. Along with our CAP and adaptation plans, we are preparing environmental documentation for the California Air Resources Board (CARB) on regulations and plans so we have an intimate familiarity with happenings in the capital that may be pertinent to this CAP.

Ascent is an S-Corporation with approximately 100 professional staff.

Work for this opportunity will be led from Ascent's San Diego office, where we have 15 professionals, including experts in climate action planning, vulnerability assessments and adaptation planning, public outreach, and environmental compliance. The San Diego team will be supported by topical experts from our Sacramento office.

4.2 Ability to Perform the Required Services

Our team has the expertise, experience, and staff capacity during the entire project duration to perform the required services. The following sections summarize the EPIC-Ascent team's ability to perform the services outlined in RFP 22-13 A more detailed description of how we plan to complete these tasks is provided in Section 5 (Project Approach) and detailed information about relevant project experience is provided in Section 8 (References and Relevant Experience).

4.2.1 Public Engagement

Our partner Ascent has significant experience developing and executing public engagement plans. Ascent has led similar efforts for the City of Escondido CAP, City of San Marcos CAP, County of Tuolumne CAP, City of Sunnyvale Air Quality and Noise Elements Update, and Yolo County Sustainability Plan.

Develop and Implement an Engagement Plan

Ascent's staff are experienced in designing and implementing inclusive engagement programs to obtain meaningful input and buy-in from stakeholders and community members. The Ascent team has designed and facilitated hundreds of community workshops, design charrettes, focus group meetings, and online engagement platforms, working in diverse communities and adapting to different cultures, languages, and political environments. They have successfully worked with communities where climate change is a tough issue by reframing the conversation to focus on the co-benefits of climate action measures. Ascent is currently leading the outreach for the County of San Diego's CAP and conducting a series of focus group meetings to get input from underrepresented groups and partnering with community-based organizations to increase capacity and reach wider audiences. Our work for the City of San Marcos CAP and the City of Escondido included an outreach and engagement strategy to provide residents, stakeholders, interested parties, and other agencies the opportunity to participate in the climate action planning process.

4.2.2 CAP Revisions

Prepare Materials and Attend Public Engagement Events

Both EPIC and Ascent have experience developing materials for and attending public engagement events. In terms of outreach materials, presentations, and handouts, our partner Ascent has a skilled graphics department that excels at creating visually-appealing designs, infographics, handouts, and charts to summarize technical information in easy-to-understand ways. One example of Ascent's work is the Regional Climate Action Planning Framework (ReCAP) Snapshots for SANDAG jurisdictions. Ascent's team has also supported clients in a variety of ways at public engagement events, from leading and facilitating interactive workshops, to supporting city and county staff in answering technical questions. Additionally, Ascent's work on the County of San Diego CAP involved the use of virtual public workshops, online surveys, and stakeholder engagement, as well as a social media strategy and the preparation of informational videos. Our public engagement work for the City of San Marcos involved a series of public workshops and developing surveys to solicit input on preliminary GHG reduction measures through the City's website and in "real-time" during the workshops. In addition, our work with the City of Escondido involved the use of tools to

help engage different parties, such as notification lists, CEQA notices, a dedicated project website, electronic mail notifications, press releases, and handouts.

Review Existing Climate Action Plans

The EPIC-Ascent team is very familiar with all the CAPs in the region, having supported development of most of the plans, including 10 cities under SANDAG's climate planning support program and the two largest jurisdictions, City of San Diego (EPIC and Ascent) and County of San Diego (Ascent), under separate contracts. EPIC also previously worked with La Mesa staff to develop both a CAP Benefit-Cost Analysis and Implementation Cost Analysis, so our team is familiar with existing measures. In addition, EPIC maintains a comprehensive database of CAP measures. Our team will bring this existing knowledge of and experience in preparing CAPs to help complete this portion of the project.

Prepare a List of Candidate GHG Reduction Measures

Based on previous work, EPIC has developed a process to help local jurisdictions identify and select GHG reduction measures. EPIC's database of CAP measures can support a customized list based on public input, technical feasibility, stakeholder acceptability, and other selection criteria. In addition, our team has extensive experience estimating GHG impacts of CAP measures and prepared SANDAG's ReCAP Appendix II: GHG Reduction Calculation Methods for CAP Measures.

Conduct Benefit-cost Analysis and Co-Benefits

EPIC has completed several benefit-cost analyses of CAP measures in the San Diego region, including County of San Diego, City of El Cajon, and City of La Mesa. In addition, EPIC is very familiar with related methodologies and prepared SANDAG's ReCAP Appendix III: Benefit-Cost Analysis for CAP Measures. Our team also has expertise in identifying co-benefits, including helping City of San Diego develop a comprehensive process to identify and prioritize co-benefits, including those related to climate adaptation and resilience.

Evaluate Existing GHG Reduction Targets

The EPIC-Ascent team has significant knowledge of state and regional climate planning guidance, including evaluating GHG reduction targets. Combined EPIC and Ascent have helped nearly all local jurisdictions in the region to develop GHG targets. Also, EPIC developed the ReCAP Appendix I on inventories, projections, and targets. This document includes information to help local governments develop targets that are consistent with state approach.

EPIC most recently worked with the City of San Diego and Ascent with the County of SD to develop targets for their CAP updates, including considerations for achieving net zero emissions by mid-century. A key component of this portion of the project is developing an inventory of GHG emissions. EPIC is contracted with SANDAG to develop inventories for local jurisdictions in the San Diego region over the next five years. Results of this work can be used to support this project.

Develop CAP Implementation Monitoring Procedures

Our team has significant experience with CAP implementation and monitoring, including developing implementation and monitoring sections of CAP documents, preparing stand-alone implementation plans, conducting implementation cost analysis, and supporting ongoing CAP monitoring activities in the San Diego region. As part our ongoing work to support SANDAG's

climate action planning monitoring efforts, EPIC prepared SANDAG's ReCAP Monitoring Appendix VI: CAP Monitoring and Reporting, identified relevant monitoring metrics/indicators, and continues to support development of SANDAG's Climate Action Data Portal and ReCAP Snapshots. In addition, EPIC has been under contract to the City of San Diego since 2016 to support development of its Climate Action Plan annual report. Our team can integrate and leverage work happening around the region to help facilitate this aspect of the project and to ensure that La Mesa's efforts are consistent with other regional efforts.

Prepare Appropriate CEQA Documentation

Our partner Ascent has experts in compliance with all levels of CEQA review, including CEQA review of CAPs. They have conducted hundreds of analyses pursuant to CEQA for a wide range of projects and plan types and are also closely involved with the California Attorney General's Office, Governor's Office of Planning and Research (OPR), California Natural Resources Agency, and other agencies in developing guidance, methodology, and quantitative thresholds of significance for CEQA compliance related to air quality and GHG emissions, qualified GHG reduction and sustainability plans, impact assessment methods, and mitigation strategies. For example, Ascent support various air districts (e.g., BAAQMD, SMAQMD, and South Coast Air Quality Management District) in reviewing and developing updates to CEQA guidance and thresholds for GHG analysis and other regional air quality planning issues.

Additionally, Ascent's team members led preparation of the landmark work on the California Air Pollution Control Officers Association's CEQA and Climate Change guide that outlined, for the first time, GHG quantification methods and reduction strategies. Ascent also developed a comprehensive guide on the intersection of CEQA and climate action planning as part of the SANDAG ReCAP effort. The appendix to ReCAP covers considerations for developing Qualified CAPs, levels of CEQA coverage for Qualified CAPs and pros and cons of each approach, pathways to streamline GHG analyses of future projects using Qualified CAPs, and case law related to this topic.

Ascent tracks CEQA court decisions closely and continuously. It released guidance on GHG Analysis after the Newhall Ranch Decision to help our clients respond to the California Supreme Court's direction about determining the significance of GHG emissions in *Center for Biological Diversity v. California Department of Fish and Wildlife*. Ascent is committed to staying informed about the ever-evolving requirements of our environmental planning practice, including CEQA case law, changes to the CEQA Statute and Guidelines, agency regulations, and other laws and regulations.

Develop Social Equity and Environmental Justice Strategies

Our team has experience working with climate and social justice related projects. EPIC staff developed the first-of-its-kind climate equity index for the City of San Diego. We also developed a similar index for City of Chula Vista. As part of the Local Policy Opportunity analysis for the County of San Diego's Regional Decarbonization Framework, EPIC also conducted a review of all CAPs in the San Diego region to determine whether and how social equity considerations were integrated. Based on this review, EPIC developed an initial approach to incorporating social equity in CAPs. In addition, Ascent has led inclusive and equitable engagement programs targeted at multi-lingual, disadvantaged, and underrepresented groups for many CAPs and other projects. Ascent also has

experience creating CAPs and vulnerability assessments that target groups that are most vulnerable to climate change and led the preparation of the County of San Diego's first Environmental Justice Element.

Develop Climate Adaptation Strategies

Ascent's work to develop CAPs across California demonstrates the firm's long history of climate adaptation planning. Within the San Diego region, Ascent conducted a climate change vulnerability assessment for the City of Encinitas where adaptation strategies were developed to improve the city's resilience to increased temperatures, sea level rise, increased wildfire risk, and less reliable water supply. Adaptation planning policies use existing and emerging technologies and planning strategies developed to improve the adaptivity of a community to climate change. Ascent has assisted with the County of San Diego in preparing a CAP including a climate change vulnerability assessment and development of adaptation strategies to make county populations and assets more resilient to climate change. In addition, Ascent assisted the County on its General Plan Safety and Environmental Justice Elements that also included an updated vulnerability assessment with adaptation goals and policies, which can be evaluated to determine their applicability to the City. Ascent also has experience in adaptation planning and strategy development throughout the state of California, which includes recent experience with the County of Sacramento's CAP, City of Rancho Cordova, the Town of Truckee, City of San Luis Obispo, City of Milpitas, City of Irvine, and City of Bakersfield.

4.2.3 Plan Adoption

Prepare Draft and Final CAP

Our team has developed and produced CAP documents for 10 jurisdictions in the San Diego region served by SANDAG's Energy Roadmap Program and has also supported CAP development for the City of San Diego and County of San Diego. Ascent also has developed 40 CAP documents for cities, counties, and special districts around CA.

Ascent has been instrumental in preparing CAPs for California cities and counties, including award-winning plans for the Cities of Sacramento and Encinitas, and County of Yolo. The Lake Tahoe Sustainability Action Plan, which consisted of both climate adaptation planning and GHG emission reductions, won a national award from the American Planning Association for environmental planning. Ascent works closely with their clients to determine the type of CAP that best suits their needs, from highly technical and detailed documents that guide staff in implementing CAP measures, to concise public-facing documents that communicate climate goals effectively to a lay audience.

Attend Public Meetings

Project team has participated in and supported preparations for dozens of Committee and City Council meetings, including to update decision makers on the progress of CAP development, explain and summarize data and methods, and adopt CAPs and related documentation. We are well-prepared to support this aspect of the project.

4.3 Project Team Qualifications

The most important factor to accomplish the work proposed here is the team of experts that will execute that work. We have assembled a strong team to accomplish the work outlined in our project approach below. Our San Diego-based team has worked on climate planning in our region for over a decade and is well positioned to support La Mesa's efforts to amend its CAP. Our team has sufficient staff capacity to complete the work proposed and will continue our history of producing high-quality deliverables in a timely manner.

The EPIC-Ascent team has unparalleled expertise and experience completing climate planning projects in the region and has supported nearly all climate action planning activities in our region: from GHG inventory development to target selection; CAP measure development to CAP document production; benefit-cost analysis to implementation and monitoring efforts; CEQA checklist development to project review support; and, public engagement to CAP adoption.

Biographies of key personnel are provided below. Full resumes are provided in Appendix B.

4.3.1 Energy Policy Initiatives Center (EPIC)

Scott Anders, MA, Director

Mr. Anders has more than 20 years of experience working on energy and climate issues in the San Diego region. He is the Director of EPIC, a research center of the University of San Diego School of Law. He joined EPIC in October 2005 as its inaugural director and developed both its academic and research programs. His work focuses on regulatory and policy issues relating to the transition to a low-carbon economy. He has authored or co-authored numerous reports and papers on topics including energy efficiency, distributed generation, mitigating greenhouse gases, and smart grid strategies. Mr. Anders also has supported EPIC's work with California cities to assist in climate action planning. Prior to joining EPIC, Mr. Anders was a senior manager of the Center for Sustainable Energy (CSE), where he directed regulatory activities and a portfolio of energy programs funded under the auspices of the California Public Utilities Commission. He also worked as a policy researcher for a Washington D.C. policy think tank and served as a Peace Corps Volunteer in Mali, West Africa. He holds an M.A. in public policy, with a concentration in energy and environmental policy, from the University of Maryland's School of Public Policy.

Nilmini Silva- Send, PhD, Assistant Director

Dr. Silva-Send has over 25 years professional experience. She leads the climate action planning work at EPIC, identifying and resolving energy and greenhouse gas (GHG) data issues, analyzing GHG reduction policies for climate action plans, developing monitoring metrics and identifying new innovative areas of study. Her recent work includes leading the development of a first-of-its-kind city climate equity index, leading the development of a holistic framework for climate adaptation and transportation resilience strategies to inform an economic guidance document for decision-making, developing innovative methods of analysis, for example for vehicle-miles traveled analysis from low-resolution projects. As Adjunct Professor at USD, she has developed and teaches a class in international energy law with a focus on international energy investment treaties, contracts and dispute resolution, World Trade Organization law related to national energy policies, and linkages with climate change law. She also teaches International Law of the Sea.

Prior to joining EPIC, Dr. Silva-Send worked in environmental and regulatory due diligence consulting in California, several European countries, and for U.S. Department of Defense facilities in Europe. She has developed and spoken at energy and environmental policy capacity-building workshops in Mexico, at the Asian Development Bank in Manila, Philippines, and in Saudi Arabia. She has taught upper level courses in international law, international environmental law and European law at the University of Kiel, Germany. Dr. Silva-Send has a B.S. in Chemistry, an LLB from the University of London, and a PhD from the University of Kiel, Germany, in International Law and Policy.

Yichao Gu, MS, Technical Policy Analyst II

Yichao Gu is the Technical Policy Analyst II at EPIC. Gu's work focus on developing, maintaining and updating EPIC's tools and models on greenhouse gas emission inventories, business-as-usual forecast and reduction measures for local jurisdictions and San Diego region based on best available data and methods. Gu is familiar with various greenhouse gas reporting scopes and protocols such as U.S. community, government operation, corporation and public sector protocols; and greenhouse gas tools and models such as SEEC ClearPath, Air Resources Board and CalTrans mobile source emission models. Gu is skilled in using tools and software including MATLAB, R and ArcGIS to perform data analysis and visualization.

Since joining EPIC in 2015, Gu worked on the technical analysis for many of the climate action plan projects in the region, including develop greenhouse gas emissions inventories, forecast business-as-usual emissions, establish emission reduction targets based on state guidelines, quantify emission reduction measures for state programs (RPS, vehicle efficiency standards), and local measures (solar ordinance, efficiency retrofits, water conservation, alternative transportation modes).

Prior to joining EPIC, Gu worked as a research assistant at the California Department of Public Health, Indoor Air Quality Program. Gu holds a M.S in Civil Engineering from University of California, Berkeley, focus on the intersection of energy, civil infrastructure and climate science, and a B.S in Civil and Environmental Engineering from University of Illinois at Urbana-Champaign.

Katherine Gonzalez, Assistant Director, Public Interest Law Communications

Katherine Gonzalez (Katie) is the Assistant Director of Public Interest Law Communications at the University of San Diego (USD) School of Law. Ms. Gonzalez works with the Administrative Directors of the Center for Public Interest Law, Children's Advocacy Institute, and Energy Policy Initiatives Center to enable strong communications support for both internal and external audiences. She provides editing, publishing, and strategic communications support for the academic and research programs of all three centers, and plays a significant role in editing and preparing for publication all journal articles, reports, and other publications.

She graduated from USD in 1998 with a Bachelor's in Political Science and a Graduate Certificate in Paralegal Studies, General Litigation. Ms. Gonzalez is an active member of the USD Paralegal Alumni Association and the San Diego Paralegal Association. In 2007, she was awarded San Diego Paralegal of the Year by the San Diego Daily Transcript.

4.3.2 Ascent Environmental

Poonam Boparai, Principal-in-Charge

Poonam is an Ascent principal and the firm's Southern California Regional Director. She has over 14 years of experience in the public and private sectors preparing climate action plans and technical air quality and GHG analyses. She possesses a unique skill set that combines technical expertise with a keen understanding of planning and environmental policy. Poonam leads planning processes that are informed by robust technical analysis, and she guides inclusive, meaningful engagement of agency and community stakeholders to develop effective and locally appropriate and effective climate mitigation and adaptation policies and plans. She has successfully applied her expertise in assisting agencies such as the County of San Diego, SANDAG, San Diego Unified Port District, Imperial County Transportation Commission, Bay Area Air Quality Management District (BAAQMD), and Sacramento Metropolitan Air Quality Management District (SMAQMD) with air quality and climate change policy development, analysis methodologies, GHG reduction strategies, and development of GHG thresholds of significance. Poonam serves on the Association of Environmental Professionals (AEP) Climate Change Committee, a group of leaders of climate action planning practices from consulting firms and agencies that have led many of the local GHG reduction planning efforts across California. She holds a MS in Environmental Engineering (focus: air quality engineering and science) from the University of Illinois, Urbana-Champaign and a BE in Chemical Engineering from the Birla Institute of Technology and Science, Pilani, India.

Alyssa Way, Project Manager

Alyssa is an air quality and climate change analyst with experience in environmental impact analysis, data analysis, technical writing, and document preparation. She has worked on projects related to CEQA analysis and climate action planning. Her multidisciplinary education and professional experience allow her to conduct in-depth technical environmental analysis and provide resolution. Alyssa has conducted numerous air quality and GHG analysis for EIRs and authored the GHG, air quality, and energy EIR sections for a variety of CEQA documents. She also serves as the air quality and GHG specialist for the County of San Diego, where she conducts reviews of applicant-submitted air quality and GHG studies and provides guidance on related issues for County projects and scoping for CEQA documentation. Alyssa has conducted baseline GHG emissions inventories

and forecasts, developed GHG reduction measures, and authored numerous CAPs in San Diego County and throughout California. She holds an MA in City and Regional Planning (environment and sustainability emphasis) from California Polytechnic State University, San Luis Obispo, and a BA in Urban Studies (sustainability emphasis) from the University of California, Irvine.

Sonam Sahu, GHG Analyst and Outreach Support

Sonam has worked on Paris Agreement implementation and supported developing countries in advancing their climate targets. She has over 3 years of research experience working on climate change action plans and GHG analysis and about 2 years of experience in public outreach and engagement. She developed a new multi-scoring analysis tool called the Climate Change Planning Index for Mumbai Metropolitan Region in India while working on her research project. She has worked on multiple climate change-related projects with academic institutes and private organizations. She is currently working on climate planning efforts with the Santa Clara County Water District (collecting data, preparing emissions inventory and projections, and quantifying reduction actions), Monterey County (quantifying carbon sequestration), San Diego County (outreach support), and two large specific plans in El Dorado County (performing detailed modeling to determine GHG offset and mitigation costs). Sonam holds a PhD in Global Environmental Studies (focused on localizing the Paris Agreement and Nationally Determined Contribution [NDC] and developing a climate resilience plan) from Kyoto University, Japan; an MS in Disaster Management from the Indian Institute of Technology, India; and a B.Arch. from Government College of Architecture, Lucknow, India.

Matt Gelbman, AICP, Outreach Specialist

Matt is a senior urban planner with over 12 years of experience working with jurisdictions throughout California. He has specific experience with outreach for climate action plans and vulnerability assessments (e.g., City of Rancho Cordova, City of Rancho Cucamonga, County of San Diego) and has also worked extensively on comprehensive plans, specific plans, and other policy planning efforts with the goal of increasing housing capacity and streamlining development approval. He is an experienced facilitator and effective communicator and has experience developing and executing community outreach strategies and public participation programs. Matt has experience leading in-person and virtual workshops and open houses and using a variety of other creative outreach tools and techniques, such as mobile meetings, interactive surveys, mapping activities, websites, and videos. He holds a Master of Urban and Regional Planning from the University of California, Irvine, and a BA in Sociology from Boston University.

Chris Mundhenk, CEQA Advisor

Chris has 22 years of experience in the performance of technical analysis, regulatory permitting, and management of CEQA and NEPA compliance projects. He also has extensive experience with air quality, GHG, and noise modeling, in addition to multiple biological surveys (both protocol- and reconnaissance-level). Chris has managed a diverse array of projects, ranging from programmatic/large-scale projects like campus plans and larger specific plans to smaller development/infrastructure projects for both public and private clients, including multiple cities and counties throughout California. He served as project manager for the CARB Community Air Protection Blueprint EA project that establishes a process for identifying communities with a high cumulative exposure burden, statewide strategies to reduce emissions of criteria air pollutants and toxic air

contaminants (TACs), and criteria for development and implementation of community emission reduction programs and community air monitoring system. He is currently assisting CARB with the Advanced Clean Fleet regulation and associated environmental coverage. Chris holds a BA in Biology and Public Policy Analysis from Pomona College.

Andrew Martin, CEQA Project Manager

Andrew has diverse public and private sector experience in local and regional planning throughout California, with an emphasis on environmental documents and permits, climate action planning, and regional transportation planning and sustainable communities' strategies. He has managed CEQA, NEPA, and environmental permit compliance for long-range plans, active transportation and transit capital improvements, and development projects, including program- and project-level environmental impact reports (EIRs), mitigated negative declarations (MNDs), addenda, exemptions, and various environmental permits and technical studies. Andrew's climate action planning experience includes preparing climate action plans for local jurisdictions, overseeing the delivery of customized climate action planning services for several SANDAG member cities, including CEQA compliance for the San Marcos Climate Action Plan. He serves as the project manager for the County of San Diego's CAP, which aims to achieve net zero GHG emissions in the unincorporated areas. Andrew also focuses on the intersection of CEQA and climate change issues. He is well-versed in CEQA requirements for the tiering and streamlining of GHG emissions and has overseen the preparation of several CAPs that serve as CEQA-qualified plans for the reduction of GHG emissions. Andrew also helps public agencies streamline project-level CEQA analysis of GHG emissions through the preparation of CAP Consistency Checklists. In addition, Andrew has prepared CEQA compliance documents for CAPs, and specializes in GHG emissions analysis for projects subject to CEQA. Andrew holds an MCP (Master of City Planning) from San Diego State University and a BA in Sociology from California State University, Long Beach.

Nicole Greenfield, CEQA Analyst

Nicole has 6 years of experience in the environmental consulting field. She has prepared environmental documentation for transportation, recreation, and infill development projects throughout California. She has worked on projects with agencies that include the City of Los Angeles Bureau of Engineering, California Department of Transportation, California High-Speed Rail Authority, Los Angeles County Metropolitan Transportation Authority, and various local governments. Nicole uses her strong writing and critical thinking ability to support clients through the CEQA/NEPA process from project initiation to completion. Her responsibilities include preparing environmental documents and technical studies, conducting thorough QA/QC reviews, providing support at public meetings, and collaborating with interdisciplinary teams of designers, engineers, and technical specialists. She has also provided support with conducting rare plant and bat surveys, completing regulatory permit applications, and monitoring construction sites for permit compliance. She previously worked in ecosystem management and ecological restoration. Her experience includes habitat and vegetation surveys for biological research, as well as water quality and vegetation monitoring for various restoration projects. Nicole holds a BS in Integrative Biology from the University of California, Berkeley.

Corey Alling, Graphic Specialist

Corey is a graphic designer and communications specialist with extensive experience in the environmental and urban design fields. He conducts data and information investigations related to renewable energy and transmission projects, environmental impact assessment, habitat conservation planning, outdoor recreation, and related topics. He also assists with internet applications for public outreach, such as creating and designing email newsletters and preparing public outreach materials. Corey manages Ascent's website and social media accounts. Additionally, he provides photography services and video editing for projects and marketing. Corey holds a BA in Communication from Saint Mary's College of California.

Lisa Bradford, Administration

Lisa has worked in the field of finance and administration for over 10 years which includes specific environmental consulting project finance experience. Her role on Ascent projects includes reviewing purchase orders, contracts, and/or other related documentation for completeness and compliance with financial policies, procedures, and contractual requirements. Additionally, she prepares monthly project invoicing with a focus on DSO through efficient invoicing and collection by working with clients and project managers to ensure timely collection of accounts receivable.

5 PROJECT APPROACH

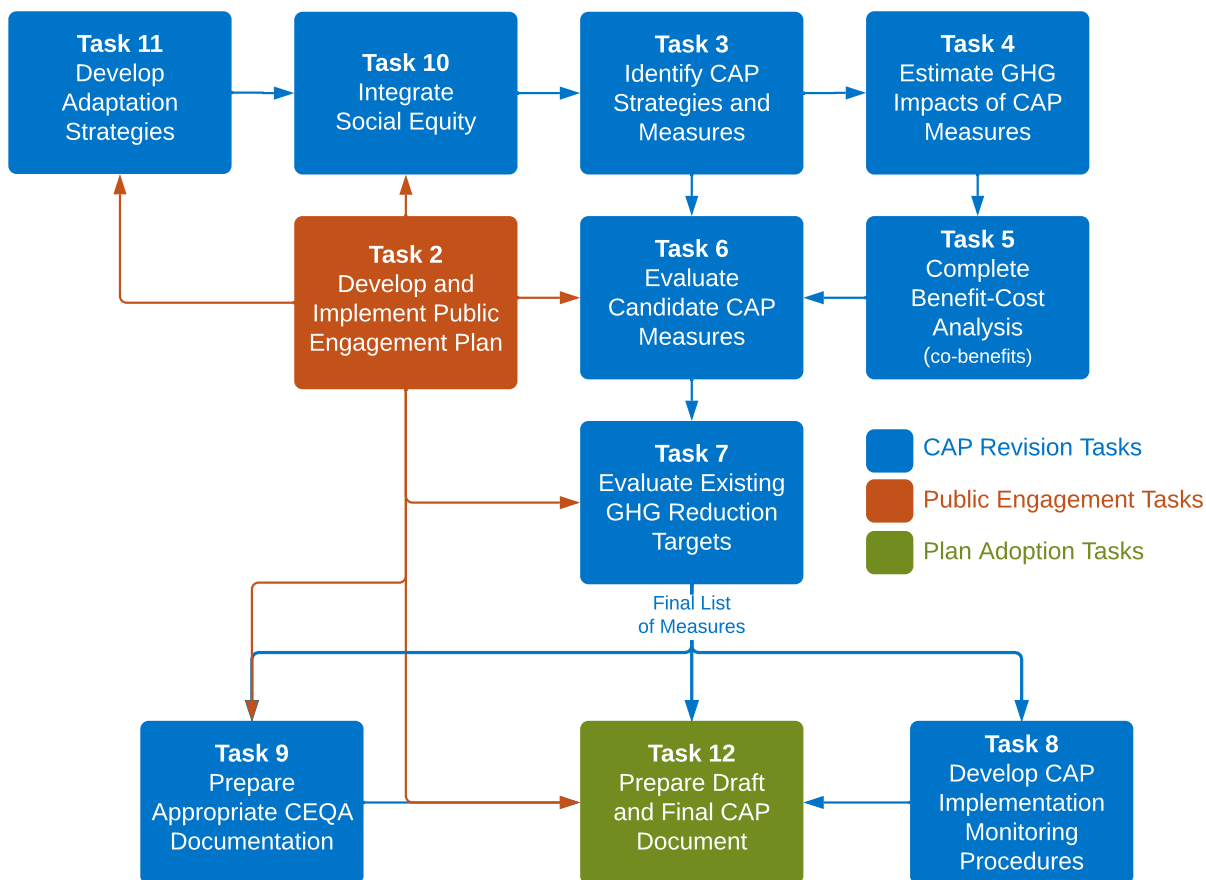
The EPIC-Ascent team is pleased to provide our proposed approach to accomplish the work anticipated in RFP 22-13. In this section, we provide details on the approach we propose to use to accomplish the tasks included in the Scope of Work and necessary to update the City of La Mesa CAP. We also provide a summary of how each team member will contribute to the tasks outlined here and a description of our management approach.

Given our team's experience preparing climate action plans for local jurisdictions in the region, our familiarity with City of La Mesa's CAP, our ongoing work to support SANDAG's regional climate planning activities, and our participation in the Regional Decarbonization Framework project, we believe we are in a strong position to complete the proposed tasks. We are also confident that we can integrate and leverage previous and ongoing work to efficiently complete the work anticipated for this project.

5.1 Scope of Work

Figure 1 demonstrates how most of the proposed tasks are interrelated. The public engagement process (Task 2) will gather stakeholder feedback to inform all other tasks of the project. In Tasks 3 and 11, EPIC will identify CAP measures from around the region and state. Social equity will be a filter for all measures and actions considered in the CAP (Task 10). EPIC will estimate the GHG reduction impacts (Task 4) and complete a benefit-cost analysis of candidate measures, including identification of co-benefits (Task 5). Based on the results of these tasks and any public feedback gathered during the public engagement process, EPIC will work with La Mesa staff to evaluate candidate measures (Task 6). Task 7 will evaluate options for updating the overall CAP GHG emissions targets to determine the amount of GHG reductions needed. A final list of measures will be used to develop CAP implementation monitoring procedures (Task 8), inform the required CEQA analysis (Task 9), and to prepare the CAP document for public review and the adoption process (Task 12).

Figure 1 Integration of Proposed Tasks



The following sections provide detailed descriptions on our approach to complete the proposed tasks.

5.1.1 Task 1 Attend Project Meetings

EPIC and Ascent team members will attend the following meetings, as needed. Note that Tasks 2 and 12 include additional effort for Ascent to attend public engagement and CAP adoption meetings.

1.1 Attend Kick-Off Meeting

Within one week of executing the project agreement, the EPIC-Ascent team will participate in kickoff meeting with City of La Mesa staff to discuss project scope and schedule, establish roles, responsibilities, and communications protocols, and receive direction on initial tasks.

1.2 Attend Regular Project Meetings or Conference Calls

EPIC and Ascent staff will participate in project update meetings or calls as determined by City staff. The purpose of the meetings includes but is not limited to review progress, discuss any challenges or pending decisions, and to plan future project activities.

1.3 Conduct Meetings with Relevant Staff and City Departments

Our team will coordinate with City staff to conduct a kick off meeting with all relevant staff and meetings with relevant City departments. The meetings will be used to discuss and receive feedback on CAP targets, feasibilities of candidate measures, roles and responsibilities for implementing the CAP Actions, developing detailed tasks to implement the CAP Actions. These meetings will inform the CAP measure Benefit-Cost Analysis and implementation monitoring procedures.

1.4 Attend Public Meetings

EPIC and Ascent will attend all public meeting, including public engagement events and City Council meetings as needed throughout the project. With regard to CEQA, public review is not required if an Addendum is used for CEQA compliance. However, as there will need to be a finding that the CAP Amendment was adequately analyzed by a previous CEQA action, representatives from our team will be available to speak to any CEQA questions at up to two public hearings for CAP approval, as well as assist in report and presentation preparation.

Task 1 Work Products:

- Kick-off meeting
- Project meetings with City staff
- Meeting with City departments
- Support of City staff in preparing reports, presenting (at up to two meetings), and obtaining approval of the CAP (limited to answering questions about technical information in the CAP)

5.1.2 Task 2 Develop and Implement Public Engagement Plan

Public engagement is an important component to nearly every aspect of the CAP Amendment No. 2 project. Feedback gathered through this process will inform CAP measure selection, target considerations, benefit-cost analysis, and the implementation monitoring tasks.

2.1 Develop Draft and Final Public Engagement Plan

Our team, led by Ascent for this task, will work with the City to develop a public engagement plan. We are skilled in selecting and implementing a wide variety of outreach methods to bring in stakeholders and community members at the right time and in the right way. The plan's overarching goals would be to foster broad engagement and to reach communities and individuals that are traditionally underrepresented in local government processes including, but not limited to, community-based network communities, the La Mesa First United Methodist Church, the Community Relations and Veterans Commission, and K-12 schools. Engagement plan objectives will be finalized in coordination with the City, and we recommend a process that prioritizes:

- **Procedural Equity:** We will employ targeted outreach efforts, such as working with community-based organizations and identifying community champions, to understand the needs and priorities of underrepresented groups.
- **Accessibility and parity:** Our team has successfully transitioned to webinars and public workshops using Zoom or other digital platforms during the COVID-19 pandemic and is skilled in using the platforms' translation, active polling, breakout rooms, and Q&A

functions. Our experience also includes designing engagement activities to ensure parity between any online and in-person activities.

- **Building on the City's Strengths:** The City has active social media channels, a TV channel, and email listservs with up-to-date stories and announcements. The engagement plan will support use of existing communication channels by the City's communications department to raise awareness of the CAP update, circulate workshop and event announcements, and solicit high-level input through tools such as surveys and questionnaires.

This public engagement plan will support the City in identifying community needs and perspectives, facilitate robust discussion to create mutual understanding, and result in thoughtfully crafted CAP measures that are feasible, equitable, and have stakeholder and community support. The plan will consist of the following components: outreach objectives, timeline, stakeholder identification and recruitment strategies, outline of public workshops and stakeholder meetings, and a variety of other outreach methods lead through the City's communication department. The engagement plan will also include a figure and description of how the outreach, CAP update, and environmental review processes align.

In terms of public workshops and stakeholder meetings, Ascent is prepared to develop and facilitate virtual events. In the case that socially distanced in-person events become feasible, we can pivot to hosting creative outreach methods such as pop-up workshops, project briefings at existing meetings hosted by other organizations, and kiosks at community events at an additional cost. Implementation of the public engagement plan is detailed in Task 2.2.

2.2 Implement Public Engagement Plan Activities

Ascent will support implementation of the public engagement plan by preparing draft and final presentations and meeting materials for up to three City-led engagement events.

We will create materials that clearly communicate the purpose of the CAP, why public engagement is important, and how the community and stakeholders can be involved. These materials will be developed with key stakeholders in mind, such as City Council members, local industry and business groups, neighborhood associations, environmental organizations, and youth groups. One of our strengths is translating complex science and technical materials into easy-to-understand information supported by visuals. By providing the foundational understanding of climate change and the need for action, we can enable different audiences to engage with the CAP on the same level, share their perspectives, and provide input on CAP measures.

This scope of work includes attendance at and facilitation for one virtual public workshop (assumed to be one of the three City-led engagement events). The workshop structure would be determined during development of the public engagement plan under Subtask 2.1, but some options we recommend are using real-time electronic polling options and having themed breakout groups to discuss specific categories of CAP measures. Both methods ensure that more voices are heard. We will also work with the City to clearly identify how public input and perspectives inform CAP measures and are incorporated into the CAP. If the City would like Ascent to facilitate stakeholder meetings, additional workshops, or translation services, these are included under Optional Tasks 1 and 2.

In addition, we will work to develop survey questions that can be administered during City-led engagement events and workshops. The survey questions can be used to collect feedback as part of an online survey or in hard-copy format during a community fair or to guide discussions during workshops or stakeholder interviews.

Task 2 Work Products:

- Draft and final public engagement plan (draft includes one cycle of comments from the City and one round of review) (electronic)
- Draft and final presentations and meeting materials for up to three City-led engagement events (electronic)
- Attendance and facilitation for one virtual public workshop (assumed to be one of the three City-led engagement events)
- One draft and one final set of survey questions to administer during City-led engagement events and workshops (electronic) (draft includes one round of comments from the City and one round of review)

5.1.3 Task 3 Identify CAP Measures

Based upon early public input and external CAP review, the project team will work with staff to identify candidate measures to reduce or remove GHG emissions.

3.1 Review City of La Mesa CAP Measures

EPIC will review existing CAP measures to determine if any revisions are needed based on current implementation process and the impact of latest California regulations. EPIC is familiar with La Mesa CAP measures and measures in most other CAPs in the region.

3.2 Review Existing CAP Measures in the Region and State

EPIC will review CAP measures adopted in CAPs in the San Diego region and other notable cities around California, including those with similar characteristics. EPIC maintains a database of measures included in CAP in the San Diego region. EPIC will use this and results from additional CAP reviews to identify candidate CAP measures.

3.3 Prepare a List of Candidate CAP Measures

Based on the results of the review of existing measures, EPIC's CAP measure database, other CAPs around the state, and feedback from the public and city departments, EPIC will develop a list of candidate measures for consideration by La Mesa staff. The final list of candidate measures will be evaluated in subsequent tasks.

Task 3 Work Products:

- Matrix of candidate CAP measures

5.1.4 Task 4 Estimate GHG Impacts of CAP Measures

Once a pool of candidate CAP measures is identified, EPIC will estimate the GHG reduction potential for each candidate measure.

4.1 Collect Data

Based on previous work in the region and specifically with City of La Mesa, EPIC will identify data needs and work with city staff, relevant city departments, and third-party agencies (e.g., SANDAG), to collect data for GHG reduction potential calculation.

4.2 Calculate GHG Reduction Values

Using the methods included in SANDAG's ReCAP Appendix II: GHG Reduction Calculation Methods for CAP Measures, EPIC will estimate the GHG reduction impacts of all candidate measures.

4.3 Develop Technical Document

EPIC will summarize the GHG reductions estimates and methods used for each candidate measure in a technical document.

Task 4 Work Products:

- o Spreadsheet of preliminary results of GHG reduction values
- o Draft and final report on method to estimate GHG impacts of CAP measures

5.1.5 Task 5 Complete a Benefit-Cost Analysis on Draft CAP Measures

EPIC will estimate the benefits and costs for draft CAP measures and will work with City staff to determine the final list of measures to be considered. For this task, EPIC will estimate benefit-cost ratios, cost-per-metric ton of GHG reduction values, and co-benefits to help understand the cost-effectiveness of candidate CAP measures, including the financial impacts to residents and businesses. The methods used to complete the CAP Benefit-Cost Analysis will be consistent with the SANDAG ReCAP Framework Technical Appendix III.

5.1 Review Candidate CAP Measures to Determine Data Needs

EPIC will review draft CAP measures to determine what data will be needed to conduct the benefit-cost analysis and recommend next steps to collect needed data. EPIC will identify data gaps for each measure and provide a matrix to City staff to determine if any data is available internally (e.g., tree planting costs, land acquisition costs, electric vehicle charging installation costs).

5.2 Collect Data

EPIC will work with City staff and meet with appropriate department representatives, if needed, to collect cost data related to candidate CAP measures that focus on municipal operations. EPIC will also conduct necessary research to identify and collect additional data needed to estimate the benefits and costs for all other CAP measures.

5.3 Develop Benefit-Cost Analysis Tool

Based on the list of candidate CAP measures prepared in Task 3, EPIC will customize its existing spreadsheet tool to calculate benefit-cost ratios and dollar-per-metric ton values for each measure. If needed, EPIC will develop benefit-cost analysis methods for those draft CAP measures for which a method has not already been established. In general, methods used will be consistent with those summarized in the SANDAG ReCAP Framework Technical Appendix III.

5.4 Conduct Benefit-Cost Analysis

EPIC will estimate benefit-cost ratios and dollar-per metric ton values for draft CAP measures based on assumptions and target year(s) used in the development of the CAP. Methods will consider upfront and ongoing costs, any cost reductions due to subsidies, and benefits received over the life of the activity specified in each CAP measure. Once finalized, EPIC will analyze and compile results into a series of summary tables and figures formatted and developed so that, if needed, they can be used to communicate the information to City Council and other related committees/commissions as needed.

5.5 Identify Co-Benefits

EPIC will identify co-benefits related to candidate CAP measures. Co-benefits will include non-monetary benefits provided by CAP measures in addition to GHG reductions, such as positive impacts on air quality, public health, and equity. EPIC will conduct research as necessary to compile a list of co-benefits by CAP measure to be presented alongside benefit-cost analysis results for additional context.

5.6 Develop CAP Measure Benefit-Cost Draft and Final Reports

EPIC will develop a draft report outline for staff review. Based on staff feedback on the outline and the outcome of other meetings and guidance from other project tasks, EPIC will develop a draft report to summarize the findings from the CAP benefit-cost analysis for staff review. Based on staff feedback, EPIC will develop a final report to summarize the findings from the CAP benefit-cost analysis .

Task 5 Work Products:

- Summary of data needs
- CAP measure benefit-cost analysis preliminary results tables and figures
- List of CAP measure co-Benefits
- CAP measure benefit-cost analysis draft and final report outline
- CAP measure benefit-cost analysis draft and final report

5.1.6 Task 6 Evaluate Candidate CAP Measures

Based on estimated GHG reduction potential, results of the benefit-cost analysis, potential co-benefits, and stakeholder feedback, EPIC will work with staff to evaluate candidate measures.

6.1 Develop Measure Selection Criteria

EPIC will evaluate candidate measures using selection criteria determined by city staff, including stakeholder feedback gathered during the public engagement, implementation feasibility gathered during internal city department engagement, cost, number of co-benefits, and GHG reduction potential.

6.2 Develop Evaluation Matrix

EPIC will develop a decision making tool to help city staff understand the tradeoffs among candidate CAP measures. This matrix will include candidate measures with measure description, performance metrics, selection criteria, and GHG reduction.

Task 6 Work Products:

- Potential selection criteria
- Evaluation matrix with candidate CAP measures

5.1.7 Task 7 Evaluate Existing GHG Reduction Targets

EPIC will evaluate La Mesa's existing GHG reduction targets to determine whether it would be necessary to update overall emissions targets and whether additional GHG reduction measures would be needed to reach an updated target.

7.1 Assess Target Options

Based on our team's knowledge of statewide guidance, EPIC will work with staff to determine whether it is necessary to extend the target year beyond 2035, including whether and how to incorporate a net zero emissions goal.

7.2 Project GHG Emissions

Projecting emissions is an important step in determining the amount reductions necessary to reach emissions target. Based on work with SANDAG to develop inventories and collect activity data, EPIC proposes to use the 2018 La Mesa GHG inventory and 2019 activity data developed under ReCAP as baseline for projection. Also, EPIC would propose to use SANDAG's Series 14 Growth Forecast and Vehicle Miles Traveled Data for La Mesa as basis for the emissions projection. If Series 14 data are not available, EPIC will evaluate other projection data sources with City staff and determine the appropriate option.

7.3 Prepare Memo on GHG Target Options and Approaches

EPIC will develop a memo that includes data sources and methods to project business-as-usual GHG projections, analysis to show the projected impact of the latest California regulations, evaluation of existing GHG reduction targets in relation to updated GHG projections, and potential new target options, if needed.

Task 7 Work Products:

- Draft and final memo on GHG target options

5.1.8 Task 8 Develop CAP Implementation Monitoring Procedures

Based on previous work for the City of La Mesa, including the first implementation cost analysis in the region to estimate the budget impacts of CAP measures and preparing a draft CAP management framework, EPIC will work with staff to develop implementation monitoring procedures. EPIC will integrate and leverage work its work supporting SANDAG's Climate Action Data Portal, including ReCAP Snapshots, and ensure that monitoring activities are consistent with those presented in SANDAG's ReCAP Appendix VI: CAP Monitoring and Reporting.

8.1 Develop CAP Implementation Data Requirements

EPIC will work with La Mesa staff to identify the data information required to determine and prioritize how actions will be implemented, including the level of implementation (e.g., mandatory or voluntary), department and staff responsible for implementation, near-term and long-term steps,

key performance indicators, funding opportunities, and monitoring metrics. Our team has worked with numerous jurisdictions to support implementation plans and implementation cost analysis and is very familiar with the components of CAP implementation plan.

8.2 Collect Relevant Information from City Departments

EPIC will collect as much data as possible on its own to minimize the burden on La Mesa staff. Given the internal nature of much of the data, it is anticipated that much of the data will be provided by La Mesa staff. EPIC has worked with city staff across the region to collect data and will develop processes to facilitate this process. One option is to develop a data collection template. EPIC will work with staff and relevant city departments to determine the best way to collect relevant data.

8.3 Develop Implementation Content for CAP

Once all relevant information is collected, EPIC will develop content for the implementation and monitoring section of the CAP. EPIC will work with Ascent to determine the best format for the CAP document and process to complete this task.

8.4 Develop Implementation Monitoring Memo

Based on work already completed for CAP management and similar work previously completed in the region, EPIC will work with staff to develop a process for future CAP implementation and monitoring procedures.

Task 8 Work Products:

- Draft and final data collection template.
- Draft and final Implementation Monitoring Procedures Memo.

5.1.9 Task 9 Prepare Appropriate CEQA Documentation

9.1 Prepare Administrative Draft CEQA Strategy Memo and Within-the-Scope Findings

Ascent will work with the City to determine the appropriate level of environmental review to support adoption of the CAP developed in Task 12. Ascent will consider previous efforts completed by the City to maximize CEQA streamlining opportunities. For example, the actions under the proposed CAP Amendment No. 2 would be applied to development and other projects in the city as part of General Plan implementation. Ascent intends to maximize use of this and other previous environmental analysis, where feasible, to reduce the need for new analysis, reduce schedule, and realize cost efficiencies. The degree to which streamlining opportunities can be realized, however, depends on the type of plan developed as part of this scope of work and whether physical environmental changes would occur as a result of plan adoption. The ability to use the General Plan EIR for CEQA coverage of the CAP is greater and allows the City to develop either within-the-scope findings, consistent with CEQA Guidelines Section 15168, or an addendum to the prior General Plan Subsequent Environmental Impact Report (SEIR). Other options include use of a Categorical Exemption (e.g., Class 8) with a supporting technical memorandum that provides evidence in support of that decision.

Upon completion of the draft CAP, Ascent will meet with the City to discuss and confirm the approach (including preparation of a CEQA Strategy Memo) and then prepare a draft within-the-scope findings document, consistent with CEQA Guidelines Section 15168. The document would resemble the Appendix G Checklist and would provide substantial evidence in support of the City's determination for the CAP.

9.2 Prepare Final CEQA Strategy Memo and Within-the-Scope Findings

Upon receipt of one set of consolidated and reconciled comments from the City, Ascent will finalize the within-the-scope findings for inclusion as part of the consideration/approval package for Planning Commission/City Council hearings. Should the City elect to proceed with an addendum to the General Plan SEIR instead, the cost and effort associated with the addendum is considered to be equivalent to a within-the-scope findings document. Ascent will alert the City to the need for a different level of CEQA coverage, if necessary, as measures are finalized. These options for additional CEQA coverage are included under Optional Tasks 3 and 4. The general scope and total cost for preparation of a negative declaration/mitigated negative declaration or EIR are provided for the optional tasks. Ascent will work with the City to refine the scope and cost if a different level of CEQA coverage is deemed necessary.

Task 9 Work Products:

- Administrative draft and final CEQA Strategy Memo and within-the-scope findings (draft includes one round of comments from the City and one round of review) (electronic)

5.1.10 Task 10 Integrate Social Equity into CAP

Social equity considerations cut across nearly all aspects of a CAP. EPIC will support integration of social equity and environmental justice throughout the CAP. In EPIC's analysis of local policies for the Regional Decarbonization Framework, we identified numerous ways to integrate social equity into the climate planning process.¹ We will draw on that initial work to help La Mesa staff integrate social equity considerations into their CAP update process and document.

10.1 Define Social Equity

EPIC will work with staff to develop a definition for social equity in the context of CAPs. EPIC will conduct a literature review to identify existing definitions, particularly those used in a climate action planning context.

10.2 Develop Social Equity Objectives

EPIC will work with staff to develop social equity objectives for the CAP. These can include overall goals for social equity and also more specific objectives for each CAP measure. An example of an overall objective would be to prioritize certain measures in communities of concern. An example of a specific objective would be to plant 50% of the CAP tree planting goal in communities of concern.

¹ See Section 8.3.5 of the Regional Decarbonization Framework Technical Report.

10.3 Prepare a Memo Summarizing Options to Integrate Social Equity into Climate Planning Cycle

Using the definitions and objectives from the above tasks, EPIC will prepare a brief memo summarizing options to integrate social equity into each step of the climate planning cycle, including CAP development, implementation, and monitoring. Given the current scope and anticipated budget of this project, it may not be possible to conduct detailed analysis during the CAP development process to adequately develop social equity based measures and specific goals for communities of concern.

Task 10 Work Products:

- Memo summarizing options to integrate social equity into the CAP
- Social equity language for CAP

5.1.11 Task 11 Develop Climate Adaptation Strategies

Ascent will work with City staff and other stakeholders to develop a list of potential adaptation and resilience strategies that build on existing City GHG reduction measures, current or planned City adaptation initiatives (e.g., General Plan Safety Element, San Diego County Hazard Mitigation Plan), and experience Ascent has related to adaptation and resilience planning.

11.1 Develop Draft List of Relevant Adaptation Strategies

With input from City staff, Ascent will identify La Mesa's most crucial adaptation needs. Ascent will review the City's current CAP implementation measures, efforts of regional agencies such as the County of San Diego Office of Emergency Services (OES) and its Multi-jurisdictional Hazard Mitigation Plan, and California's Fourth Climate Change Assessment to identify potential adaptation measures related to the city's adaptation needs. With input from City staff and taking into consideration local conditions and adaptation/resilience planning activities taking place in the San Diego region, Ascent will draft a list of the City's most crucial adaptation strategies.

11.2 Develop Final List of Relevant Adaptation Strategies

Upon receiving comments on the draft adaptation measures, Ascent will finalize the list to include in CAP Amendment No. 2.

Task 11 Work Products:

- Draft and final list of adaptation strategies to be incorporated into CAP Amendment No. 2 (electronic)

5.1.12 Task 12 Draft and Final CAP Amendment No.2

Ascent and EPIC supported SANDAG in developing the Regional Climate Action Planning Framework (ReCAP) and will use this knowledge to efficiently prepare a comprehensive CAP amendment that aligns with the ReCAP guidance and best practices. We will prepare an administrative draft of CAP Amendment No. 2 for review by City staff. This effort will include assembly and integration of the work and products of prior tasks into the CAP document. The CAP document will also build off the prior efforts of the 2018 CAP according to updated policies and

state mandates and the latest technology and science on climate change and greenhouse gas reductions.

12.1 Prepare Administrative Draft CAP Document

The organization and format of the administrative draft CAP is anticipated to build from the existing 2018 CAP document and will incorporate additional sections/chapters according to this scope. Climate adaptation was not addressed in the 2018 CAP but will be included as an additional chapter or section of CAP Amendment No. 2.

Additionally, CAP Amendment No. 2 will build from the 2018 CAP by covering all facets of social equity based on efforts under Task 10 of this scope. As a long-range, far-reaching City planning document that incorporates multiple topics, the CAP will be a valuable resource to begin advancement toward equity in La Mesa.

Ascent will work with the City to understand expectations to tailor the CAP document's tone and format, GHG measure framework, balance between information presented in chapters and appendices, and overall design. Ascent has a strong graphics and design team who can develop a project logo, Microsoft Word templates, and color schemes that can be used for CAP branding. The CAP would need to include all relevant information consistent with State CEQA Guidelines Section 15183.5, and Ascent will make recommendations on critical content to be included in the body of the CAP to achieve that consistency while making the document concise, accessible, and engaging.

Ascent will prepare administrative draft documents and submit them to the City for review and comment. This version will not include the final graphic design; rather, the goal will be to receive City feedback and approval on content.

12.2 Prepare Public Draft CAP Document

Following receipt of City comments on the administrative draft CAP, Ascent will prepare a public draft version. The CAP will be tailored to the City's preferred format and place an emphasis on providing information visually using maps, graphics, tables, and matrices in a Microsoft Word template. Explanatory text will read clearly and concisely.

12.3 Prepare Final CAP Document

Following public review, our team will work with City staff to review comments received and identify any potential changes needed to the public draft CAP. We assume that City staff will be responsible for tracking and organizing public comments received and written responses to public comments. For no more than 10 hours, Ascent will provide technical support on preparation of responses to comments on the CAP, if desired. The City will provide direction to our team for appropriate revisions to the plan in response to public comments. We will prepare a final CAP to the City for the adoption process. This task assumes minimal editorial revisions to the document and no changes to the technical data. If comments necessitate substantive changes to the technical analysis, our team will work with the City to determine added cost.

12.3 Public Hearings

The Ascent team will attend and present at City briefings as requested by City staff. This subtask assumes that Ascent's principal-in-charge and project manager will each prepare for and attend up to one Commission meeting and one City Council meeting for CAP approval, as well as assist with preparation of one presentation. Additional hearing attendance and presentations can be supported with added costs.

Task 12 Work Products:

- Administrative draft CAP in Microsoft Word (draft includes one round of comments from the City and one round of review) (electronic)
- Public draft CAP in Microsoft Word and PDF (draft includes one round of comments from the City and one round of review) (electronic)
- Final CAP (electronic)
- Support City staff in preparing one presentation (at up to two meetings) (electronic)

5.2 Optional Tasks

In addition to the tasks presented above, our team offers the following additional tasks for consideration. These tasks would supplement the scope of work presented above and would require additional budget beyond that proposed here. Estimated costs for each optional task is included in Section 5, Cost Estimate.

5.2.1 Optional Task 1: Additional Public Engagement Workshops

Ascent will work with the City to conduct additional workshops and public engagement events as desired. This includes developing presentation and outreach materials, as well as meeting facilitation. This optional task presents the cost per additional outreach event.

Optional Task 1 - Work Products:

- Draft and final presentation and materials for one public workshop (electronic)
- Attendance at and facilitation of one public workshop

5.2.2 Optional Task 2: Translation Services

Ascent will contract with a service to provide language translations for one public workshop and engagement flyers, handouts, and tailored communications materials.

Optional Task 2 Work Products:

- Translator attendance at one public workshop
- Translated flyers, handouts, and tailored communications materials as specified in Task 2.2

5.2.3 Optional Task 3: Implementation Cost Analysis

EPIC can prepare Implementation Cost Analysis to estimate the cost to the City of Solana Beach to implement CAP measures.

Optional Task 3 Work Products

- Data collection template

- Spreadsheet of initial results
- Draft and final reports
- Draft and final presentation

5.2.4 Optional Task 4: Additional CEQA Coverage, Negative Declaration/Mitigation Negative Declaration

Ascent will prepare an administrative draft, screencheck draft, and public draft of an initial study (IS) and negative declaration (ND) or mitigated negative declaration (MND) for the City. Ascent will also prepare a Notice of Intent to Adopt the ND or MND. The City will be responsible for document distribution and publication of notices. Ascent will prepare a response to comments memo to address comments on the Draft CEQA document. If the appropriate CEQA document is determined to be an ND/MND, Ascent will provide a detailed scope of work and budget to the City for a contract amendment.

Optional Task 4 Work Products:

- Administrative and screencheck draft IS/ND or IS/MND (electronic)
- Public review draft IS/ND or IS/MND (electronic)
- Draft and final Notice of Intent to Adopt the ND or MND
- Draft and final response to comments memorandum (electronic)

5.2.5 Optional Task 5: Additional CEQA Coverage, Environmental Impact Report

Ascent will prepare an administrative draft, screencheck draft, and public draft environmental impact report (EIR) for the City based on reviewer comments. Ascent will also prepare a Notice of Preparation (NOP) and Notice of Availability (NOA). The City will be responsible for document distribution, publication of notices, and coordination and facilitation of public meetings.

Ascent will prepare a separate section of the EIR to respond to comments on the Draft EIR. We assume up to 40 hours of technical staff work to respond to comments and assume no new analysis will be needed. The entire EIR will not be reproduced for the Final EIR; rather, any changes to the Draft EIR will be shown in the response to comments document.

If the appropriate CEQA document is determined to be an EIR, Ascent will provide a detailed scope of work and budget to the City for a contract amendment.

Optional Task 5 Work Products:

- Draft and final NOP (electronic)
- Administrative and screencheck Draft EIR (electronic)
- Draft and final NOA (electronic)
- Public review Draft EIR (electronic)
- Administrative/screencheck Final EIR (electronic)
- Final EIR (electronic)

5.3 Management Approach

The EPIC-Ascent Team's management approach is a combination of standard practices for project management and a customized relationship based on experience and familiarity with the procedures of City of La Mesa. Our team is committed to completing the proposed tasks in close coordination with La Mesa staff. We understand the importance of a well-managed project team to meet tight schedules and budgets, and provide deliverables that match La Mesa's needs, while efficiently addressing unanticipated project changes. By clearly tracking and managing tasks and leveraging work on other projects, we can perform project tasks efficiently, saving the City time and money.

Scott Anders will be La Mesa's main point of contact for the project and represent EPIC's involvement. Poonam Boparai will be the main point of contact for Ascent's participation. They will be responsible for assigning the most appropriate staff for each task order and have full authority to commit the firm's resources and will oversee each assignment to verify that EPIC and Ascent comply with technical, regulatory, scope, schedule, and budget requirements. Our team will implement the following methods to ensure successful project completion.

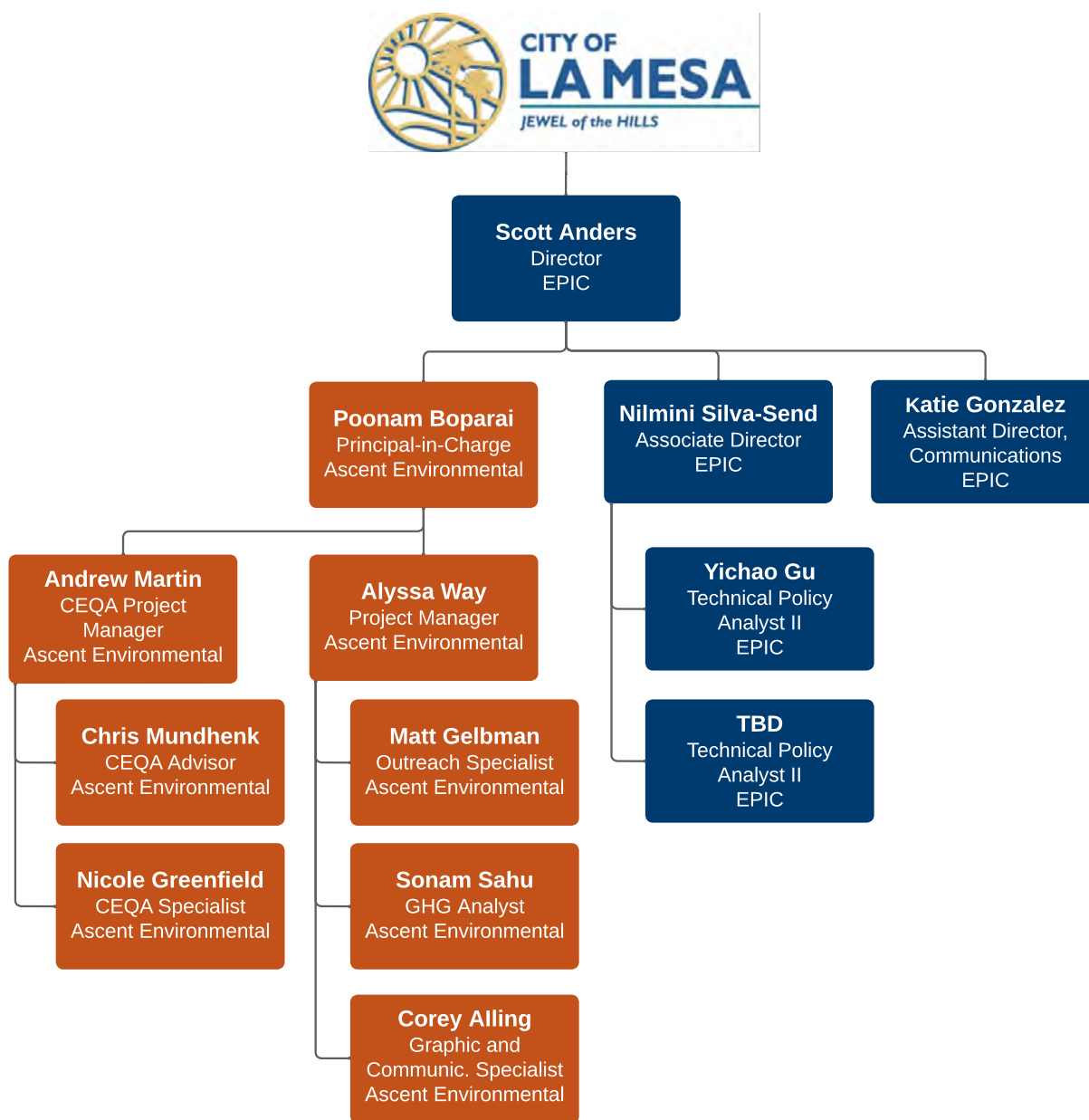
- **Organization** - EPIC and Ascent leadership will develop and use project work plans and assign appropriate task leaders that will inform them of scheduling milestones, staff responsibilities, and budgets. Organization leads and key staff will work directly with the assigned La Mesa project manager meeting regularly to provide updates on task status, including preparation of work products, schedule, and budgets.
- **Clear, Continuous Communication** - EPIC and Ascent leadership will develop a management framework that defines clear lines of communication among team members and La Mesa staff, which is key to the successful implementation of concurrent tasks required to complete the CAP Amendment No. 2 project.
- **Flexibility** - Our team's project management structure and staff capacity allow us to be responsive to multiple, concurrent tasks and remain flexible to changing requirements and unforeseen planning issues.
- **Applied Knowledge** - The proposed management team has long-term project experience and deep technical knowledge of all issues related to this project. We understand the impacts of new issues; anticipate potential challenges in the regulatory, policy, and stakeholder contexts; and prepare and submit on time documents that clearly communicate appropriate solutions.
- **Available and Collaborative** - Scott Anders and the leadership of Ascent is fully available to manage this project and is available for meetings, as required, by La Mesa staff, either in-person or via phone. If needed, EPIC and Ascent also have Web conferencing technology (e.g., Zoom and Microsoft Teams) and can "share screens" with La Mesa staff in order to facilitate discussions and minimize in-person meeting costs and personal contact during the pandemic.

5.3.1 Project Team Organization

Our San Diego-based team will be led by EPIC Director Scott Anders, who has more than 20 years of experience supporting local jurisdictions, regional and other agencies in the San Diego region on energy and climate issues and who has led EPIC's work for the last 16 years, including managing

complex projects. Nilmini Silva-Send, EPIC's Associate Director will lead many of the tasks related to CAP measures, targets, and monitoring. She has over 25 years in related professional experience. EPIC's technical analysts and communications staff also will support this project. EPIC is joined by Ascent, who has carefully selected a principal-in-charge and key project staff whose experience and expertise match well with La Mesa's requirements. Poonam Boparai will serve as the principal-in-charge. She will direct the contract and provide quality assurance through active involvement to ensure Ascent has a deep understanding of the City's needs and all work products are high quality. Poonam will be supported by Alyssa Way, who will serve as the project manager and be the daily point of contact for the City. Poonam and Alyssa will be supported by a team of climate change analysts, CEQA practitioners, outreach specialists, and graphics specialists. Figure 2 shows the project team organization.

Figure 2 Project Team Roles and Organization



5.3.2 Allocation of Tasks

Figure 3 summarizes project team roles for the main elements of the project. While EPIC is the prime consultant and will oversee all project activities, EPIC and Ascent will share leadership of project tasks. Ascent will lead development and implementation of a public engagement plan, preparation of CEQA documentation, and CAP document development. EPIC will lead most of CAP revision work, including measure development and benefit-cost analysis, quantification of GHG impacts, guidance on target selection, and preparation of implementation and monitoring procedures. Note that for clarity, we added a new work element for estimating the GHG impacts of

candidate reduction measures. This is needed for the benefit cost analysis and evaluation tasks. This is also reflected in our approach to the project in Section 5.

Figure 3 Role of Project Partners by Project Task

Scope of Work	EPIC	Ascent
Public Engagement		
Task 2: Develop and implement an engagement plan	Support	Lead
CAP Revisions		
Task 1: Attend public meetings, such as City Council hearings.	Support	Support
Task 3: Identify CAP GHG reduction measures	Lead	
Task 4: Estimate GHG reduction impacts of all candidate measures	Lead	
Task 5: Complete a benefit-cost analysis on all draft CAP measures	Lead	
Task 6: Evaluate candidate CAP measures	Lead	
Task 7: Evaluate existing GHG reduction targets	Lead	
Task 8: Develop CAP implementation monitoring procedures	Lead	Support
Task 9: Prepare appropriate CEQA documentation	Support	Lead
Task 10: Integrate social equity considerations	Lead	Support
Task 11: Develop Climate Adaptation Strategies		Lead
CAP Adoption		
Task 12: Prepare draft and final CAP	Support	Lead

5.3.3 Project Team Roles by Task

Figure 4 summarizes the role of project team members for the tasks. Scott Anders will direct activities for EPIC and lead the benefit-cost analysis and the implementation monitoring tasks. Nilmini Silva-Send will lead the remaining CAP revision tasks. EPIC staff members will support all aspects of the project. Yichao Gu will conduct all tasks related to identifying candidate measures, targets, and estimating GHG emissions impacts of measures. Katie Gonzalez will support document production and review.

Poonam Boparai will serve as the principal-in-charge. She will direct the contract and provide quality assurance through active involvement to ensure Ascent has a deep understanding of the City’s needs and all work products are high quality. Poonam will be supported by Alyssa Way, who will serve as the project manager and be the daily point of contact for the City. Poonam and Alyssa will be supported by a team of climate change analysts, CEQA practitioners, outreach specialists, and graphics specialists.

Figure 4 Project Team Roles by Task

Project Tasks	Energy Policy Initiatives Center				Ascent Environmental							
	Anders	Silva-Send	Gu	Gonzalez	Boparai	Way	Sahu	Munchenik	Martin	Greenfield	Gelbman	Alling
1. Attend Project Meetings	Lead											
2. Develop and Implement Public Engagement Plan											Lead	
3. Identify CAP Measures		Lead										
4. Estimate GHG Impacts of CAP Measures		Lead										
5. Complete a Benefit-Cost Analysis on Draft CAP Measures	Lead											
6. Evaluate Candidate CAP Measures		Lead										
7. Evaluate Existing GHG Reduction Targets		Lead										
8. Develop CAP Implementation Monitoring Procedures	Lead											
9. Prepare Appropriate CEQA Documentation									Lead			
10. Integrate Social Equity into CAP		Lead										
11. Develop Climate Adaptation Strategies							Lead					
12. Prepare Draft and Final CAP							Lead					

6 COST PROPOSAL

In this section we provide a summary of the estimated cost of the required and optional tasks included in Section 5. A detailed cost breakdown showing hours and costs by person and by task is provided in Appendix A. Figure 5 below summarizes proposed project costs by task for both EPIC and Ascent. We also include here the proposed costs for the optional tasks.

Figure 5 Proposed Project Budget

Project Tasks	EPIC	Ascent	Total
1. Attend Project Meetings	\$4,050	\$0	\$4,050
2. Develop and Implement Public Engagement Plan	\$0	\$15,655	\$15,655
3. Identify CAP Measures	\$6,974	\$0	\$6,974
4. Estimate GHG Impacts of CAP Measures	\$10,866	\$0	\$10,866
5. Complete a Benefit-Cost Analysis on Draft CAP Measures	\$9,133	\$0	\$9,133
6. Evaluate Candidate CAP Measures	\$4,553	\$0	\$4,553
7. Evaluate Existing GHG Reduction Targets	\$2,359	\$0	\$2,359
8. Develop CAP Implementation Monitoring Procedures	\$4,635	\$0	\$4,635
9. Prepare Appropriate CEQA Documentation	\$0	\$20,140	\$20,140
10. Integrate Social Equity into CAP	\$2,890	\$0	\$2,890
11. Develop Climate Adaptation Strategies	\$0	\$3,450	\$3,450
12. Prepare Draft and Final CAP	\$642	\$14,655	\$15,297
	\$46,100	\$53,900	\$100,000
Optional Tasks	EPIC	Ascent	Total
#1 Additional Public Engagement Workshops	\$0	\$5,000	\$5,000
#2 Translation Services	\$0	\$1,000	\$1,000
#3 Implementation Cost Analysis	\$15,000	\$0	\$15,000
#4 Additional CEQA Coverage, ND/MND	\$0	\$15,000	\$15,000
#5 Additional CEQA Coverage, Focused EIR	\$0	\$150,000	\$150,000

Figure 6 provides hourly rates for all staff positions participating in the proposed activities. Note that EPIC provided rates representing the fiscal years that are included in the project duration. EPIC will invoice at the applicable rate. Ascent’s rates will be applicable throughout the project.

Figure 6 EPIC and Ascent Hourly Rates

EPIC Hourly Rates

Position	FY 21-22 Rate	FY 22-23 Rate
Director	\$122.83	\$126.51
Assistant Director	\$96.62	\$99.52
Staff Attorney	\$77.43	\$79.75
Communications Director	\$69.78	\$71.87
Technical Policy Analyst	\$65.25	\$67.21

Ascent Environmental Hourly Rates

Position	Rate
Principal-in-Charge	\$265.00
Project Manager	\$130.00
GHG Analyst	\$135.00
Outreach Specialist	\$185.00
CEQA Advisor	\$250.00
CEQA Project Manager	\$215.00
CEQA Analyst	\$145.00
Graphics Specialist	\$115.00
WP/Admin	\$125.00

7 PROJECT SCHEDULE

The table below provides a detailed view of the proposed project schedule. We assume a June 1 start date and a 12-month process to finalize the CAP document.

	Q2		Q3 2022			Q4 2022			Q1 2023			Q2 2023			Q3 2023		
Project Tasks	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1.0 Attend Project Meetings																	
1.1 Attend Kick-Off Meeting	█																
1.2 Attend Regular Project Meetings or Conference Calls	█	█	█	█	█	█	█	█	█	█	█	█	█				
1.3 Conduct Meetings with Relevant City Departments		█	█	█	█	█	█										
1.4 Attend Public Meetings										█	█	█	█	█	█		
2.0 Develop and Implement Public Engagement Plan																	
2.1 Develop Draft and Final Public Engagement Plan	█	█															
2.2 Implement Public Engagement Plan Activities			█	█	█	█	█										
3.0 Identify CAP Measures																	
3.1 Review City of La Mesa CAP Measures		█															
3.2 Review Existing CAP Measures in Region and State		█	█														
3.3 Prepare a List of Candidate CAP Measures			█														
4.0 Estimate GHG Impacts of CAP Measures																	
4.1 Collect Data		█	█														
4.2 Calculate GHG Reduction Values			█	█													
4.3 Develop Technical Document				█	█												
5.0 Complete a Benefit-Cost Analysis on Draft CAP Measures																	
5.1 Review Candidate CAP Measures to Determine Data Needs			█														
5.2 Collect Data			█	█													
5.3 Develop Benefit-Cost Analysis Tool				█	█												
5.4 Conduct Benefit-Cost Analysis				█	█												
5.5 Identify Co-Benefits					█	█											
5.6 Develop CAP Measure Benefit-Cost Draft/Final Report					█	█											
6.0 Evaluate Candidate CAP Measures (EPIC)																	
6.1 Develop Measure Selection Criteria						█	█										
6.2 Develop Evaluation Matrix						█	█										
7.0 Evaluate Existing GHG Reduction Targets (EPIC)																	
7.1 Assess Target Options			█	█													
7.2 Project GHG Emissions				█	█												
7.3 Prepare Memo on GHG Target Options and Approaches					█	█											
8.0 Develop CAP Implementation Monitoring Procedures																	
8.1 Develop CAP Implementation Data Requirements						█	█										
8.2 Collect Relevant Information from City Departments						█	█										
8.3 Develop CAP Implmentation Content for CAP																	
8.4 Develop Implementation Monitoring Memo																	
9.0 Prepare Appropriate CEQA Documentation																	
9.1 Prepare Administrative Draft Environmental Checklist and Addendum								█	█	█							
9.2 Preparing Final Environmental Checklist and Addendum											█	█	█				
10.0 Integrate Social Equity Into CAP																	
10.1 Define Social Equity		█	█	█	█												
10.2 Develop Social Equity Objectives		█	█	█	█												
10.3 Prepare Memo Summarizing Options						█	█	█									
11.0 Develop Climate Adaptation Strategies																	
11.1 Identify City Adaptation Needs					█	█											
11.2 Develop List of Relevant Adaptation Measures					█	█											
12.0 Prepare Draft and Final CAP																	
12.1 Prepare CAP Outline							█	█									
12.2 Prepare Public Draft CAP Document								█	█	█	█						
12.3 Prepare Final CAP Document											█	█	█				

8 REFERENCES AND RELEVANT EXPERIENCE

This section presents previous contract experience and references, including our team’s experience developing and updating CAPs and other relevant projects.

8.1 CAP Development and Update Experience

Our San Diego-based EPIC-Ascent Team has significant experience in all aspects of climate planning in the San Diego region. For the past five years, through SANDAG’s program to support climate planning in our region and other contracts, our team has supported climate planning efforts in nearly all jurisdictions around region. Figure 7 lists selected jurisdictions for which our team has completed climate planning projects that include elements similar to the work anticipated for this project.

Figure 7 Selected Jurisdictions for EPIC-Ascent Team Projects

Jurisdiction	CAP Measure Analysis	Target Selection	Public Engagement	Cost Analysis*	CAP Document	Implem. Monitoring	CEQA
City of Carlsbad				ICA			
City of El Cajon				BCA			
City of Encinitas							
City of Escondido							
City of Imperial Beach				BCA			
City of La Mesa				BCA & ICA			
City of Lemon Grove							
City of Oceanside				ICA			
City of San Diego							
City of San Marcos				ICA			
City of Solana Beach				ICA			
City of Vista				ICA			
County of San Diego				BCA & ICA			

* Benefit-Cost Analysis (BCA), Implementation Cost Analysis (ICA)

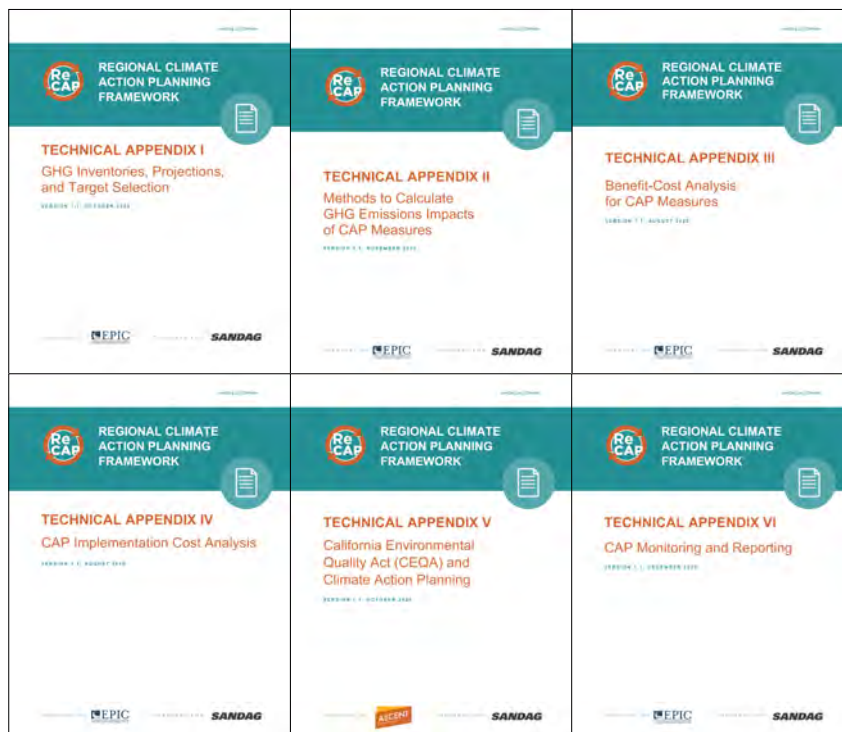
Also, our team has deep expertise in climate planning matched to the specific activities of this project. Under contract with SANDAG, our team developed the six technical appendices that comprise SANDAG’s ReCAP Framework (Figure 8):

- Appendix I: GHG Inventories, Projections, and Target Selection (EPIC)
- Appendix II: GHG Reduction Calculation Methods for CAP Measures (EPIC)
- Appendix III: Benefit-Cost Analysis for CAP Measures (EPIC)
- Appendix IV: CAP Implementation Cost Analysis (EPIC)

- Appendix V: California Environmental Quality Act and Climate Action Planning (Ascent)
- Appendix VI: CAP Monitoring and Reporting (EPIC)

ReCAP is considered the accepted regional guidance for climate action planning in the San Diego region.

Figure 8 ReCAP Technical Appendices



Our team also monitors guidance from the State of California, including through the Air Resources Board (ARB) and Office of Planning and Research (OPR).

8.2 Other Related Experience

In addition to the local jurisdictions summarized above, our team also has completed CAP other related climate planning work in our region.

- **City of Encinitas CAP Ordinances** – EPIC is working with the City of Encinitas to develop energy-related CAP ordinances, including the first all-electric new building requirement in the region.
- **Climate Equity Indexes** – EPIC developed Climate Equity Indexes for City of San Diego and City of Chula Vista.
- **City of Encinitas Active Transportation Analysis** – EPIC completed an analysis of City of Encinitas Active Transportation Plan to support its CAP update process.
- **Carbon Offsets** – EPIC recently completed a detailed analysis of local carbon offset project opportunities in the San Diego region.

- **City of San Diego CAP Consistency Checklist** – Ascent worked with the City of San Diego to develop a checklist to assess consistency of future projects with the ongoing CAP update.
- **County of San Diego Offsite Mitigation** – Ascent is assisting the County with identifying and evaluating potential opportunities for non-protocol offsite GHG mitigation.
- **Regional Decarbonization Framework** – EPIC is supporting the County of San Diego’s Regional Decarbonization Framework (RDF) project, including the recent Local Policy Opportunity chapter of the RDF Technical Report.

The following sections provide detailed information about our team’s project experience. Figure 9 summarizes the selected projects provided below.

Figure 9 Summary of the EPIC-Ascent Team's Climate Action Planning Experience

CLIENT	PROJECT	TEAM MEMBER
Previous Experience with City of La Mesa		
City of La Mesa	Climate Action Plan Cost Analysis	EPIC
SANDAG	GHG Inventory and CAP Snapshot Support	EPIC/Ascent
SANDAG On-Call Climate Planning Services		
SANDAG	Regional Framework	EPIC/Ascent
City of Encinitas	Climate Action Plan Development	EPIC/Ascent
City of Solana Beach	Climate Action Plan Development	EPIC/Ascent
City of Lemon Grove	Climate Action Plan Development	EPIC/Ascent
City of Vista	Climate Action Plan Development	EPIC/Ascent
City of San Marcos	Climate Action Plan Development	EPIC/Ascent
City of Escondido	Climate Action Plan Development	EPIC/Ascent
City of Oceanside	Climate Action Plan Cost Implementation Analysis	EPIC
City of El Cajon	Climate Action Plan Development	EPIC/Ascent
SANDAG	Climate Action Plan Monitoring, and Data Portal	EPIC/Ascent
Other Relevant Experience		
City of San Diego	Climate Action Plan Monitoring	EPIC
City of Encinitas	Active Transportation Plan Analysis Interim CAP Update Support	EPIC
City of Carlsbad	Climate Action Plan Update Support	EPIC
City of Carlsbad	Climate Action Plan Checklist and GHG Guidance	Ascent
City of Carlsbad	Climate Action Plan Management Plan Support	EPIC
City of Carlsbad	Climate Action Plan Implementation Cost Analysis	EPIC
County of San Diego	Benefit-Cost Analysis	EPIC
City of Chula Vista	Climate Equity Index	EPIC
San Diego Unified Port District	Climate Action Plan Technical Study	Ascent
City of Encinitas	Climate Action Plan Update	Ascent
The San Diego Foundation	Opportunities for Local Carbon Offsets	EPIC

8.3 Project References

The following provides examples of projects completed or underway by the EPIC-Ascent Team. We also provide additional project examples and references below.

Project Name & Brief Summary	City of Carlsbad CAP Amendment No. 2 City of Carlsbad selected the EPIC-Ascent team to prepare a CAP Update. Main tasks include developing and implementing a public engagement plan; identifying and evaluating candidate CAP measures, including GHG and cost analysis; evaluating existing GHG reduction targets; developing a CAP implementation monitoring procedures; preparing CEQA documentation; and, preparing a draft and final CAP document.
Dates of Project	Nov 2021 – Oct 2022
Company Name	City of Carlsbad, Public Works
Address	1635 Faraday Avenue
City, State, Zip	Carlsbad, CA 92008
Phone	760-602-4623
Email	Katie.Hentrich@carlsbadca.gov
Principal	Katie Hentrich
Contact Name & Title	Katie Hentrich, Climate Action Plan Administrator
Contact Phone	442-339-2623

Project Name & Brief Summary	City of Escondido CAP Update Under contract to SANDAG, the EPIC-Ascent team updated City of Escondido’s 2013 Climate Action Plan (CAP). Tasks included updating the GHG inventory and emission projections, setting targets consistent with updated state guidance, developing new GHG mitigation policies, developing and implementing a public engagement plan, preparing a draft and final CAP document. Under separate contract, Ascent Environmental prepared CEQA documentation for the CAP update.
Dates of Project	Oct 2017 to Dec 2020
Company Name	City of Escondido
Address	201 North Broadway

City, State, Zip	Escondido, CA 92025
Phone	760-839-4880
Email	Mike.Strong@carlsbadca.gov
Principal	Mike Strong (now with City of Carlsbad)
Contact Name & Title	Mike Strong, Assistant Director Community Development
Contact Phone	760-602-4625 or 442-339-2710

Project Name & Brief Summary	<p>City of San Diego CAP Update and Other Support</p> <p>The EPIC-Ascent team is supporting the City of San Diego’s effort to update its 2015 CAP, including updating its GHG inventory; identify and evaluate GHG reduction measures; support work to identify co-benefits and to integrate equity more comprehensively into CAP measures and activities; support a comprehensive public outreach strategy; and conduct CEQA analysis and documentation; and support preparation of a draft and final CAP documents. EPIC also helped the City’s Sustainability Department to develop the first-of-its-kind Climate Equity Index.</p>
Dates of Project	2015-present (under multiple contracts)
Company Name	City of San Diego Sustainability Department
Address	202 C St.
City, State, Zip	San Diego, CA 92101
Phone	619-236-5555
Email	MSaldana@sandiego.gov
Principal	Moriah Saldana
Contact Name & Title	Climate Action Plan Program Coordinator
Contact Phone	(909) 953-9233

8.3.1 Previous Experience with City of La Mesa

The EPIC-Ascent team has previous experience supporting climate action planning work in City of La Mesa. Based on our experience conducting a cost analysis for the 2018 La Mesa CAP, we are very familiar with the document and associated GHG measures. Further, our team has been developing inventories and tracking certain CAP implementation metrics for 16 local jurisdictions in the region, including La Mesa. As a result, we are familiar with the GHG inventories and will bring significant knowledge and experience to the task of developing implementation monitoring procedures (Task 8).

City of La Mesa CAP Cost Analysis (EPIC)

Project Manager: Scott Anders

Other Key Staff Members: Marc Steele

Project Award Date: February 2016

Project Completion Date: June 2017

Project Cost: \$25,100

Client: City of La Mesa via San Diego Association of Governments (SANDAG)

Client Contact: Howard Lee (now City of Coronado), 619.522.2423, hlee@coronado.ca.us.

Project Description: Under contract to SANDAG to support the 16 smallest jurisdictions in the region, EPIC conducted two cost analyses on the City of La Mesa Climate Action Plan (CAP). The cost effectiveness analysis of the CAP determined the net cost or benefit for each measure to reduce one ton of CO₂e and a benefit-cost analysis to determine the financial impacts of CAP measures on homes and businesses located within the City of La Mesa. The second analysis estimated the staffing cost to the City of La Mesa to implement CAP measures for the first five years.



GHG Inventories and CAP Snapshots

Project Manager: Scott Anders

Other Key Staff Members: Nilmini Silva-Send, Yichao Gu, Marc Steele,

Project Award Date: November 2016

Project Completion Date: June 2021

Project Cost: Task Order 1 (\$450,000), Task Order 13 (\$151,000)

Client: San Diego Association of Governments (SANDAG)

Client Contact: Katie Hentrich, Regional Energy/Climate Planner, SANDAG, 619.595.5609, katie.hentrich@sandag.org.

Project Description: Under Task Order 1 of our contract with SANDAG, our EPIC-Ascent developed an award-winning regional framework for climate action planning that provided methods and technical documents for estimating GHG inventories, estimating emissions impacts of climate action plan measures, conducting CAP cost analyses, and monitoring CAP progress over time. Our team also prepared greenhouse gas inventories for the region and 16 local jurisdictions, including La

Mesa. As part of a separate Task Order (13), the EPIC-Ascent team supported SANDAG’s program to monitor the CAPs of 16 local jurisdictions in the region, including collecting data related to CAP measure activities and Snapshot development and review. EPIC also supported development of SANDAG’s Data Portal, which houses related CAP implementation data on a publicly available portal.

8.3.2 SANDAG Climate Planning Services

From 2016-2020, EPIC and Ascent have had an agreement in place with SANDAG to support climate action planning in the region under the Roadmap Program. This work, which includes work in all aspects of climate action planning. Work completed for these Task Orders is relevant to La Mesa’s CAP Amendment No. 2 project. Figure 10 includes information on these projects, including contact information for the city or local agency counterpart.

Figure 10 EPIC and Ascent Projects through SANDAG Program

CLIENT	PROJECT	CONTACT*
SANDAG	Regional Climate Action Planning Framework	Allison Wood, 619.699.1973, Allison.Wood@sandag.org
City of Encinitas	Climate Action Plan Update	Crystal Najera, cnajera@encinitasca.gov, 760-943-2285
City of Solana Beach	Climate Action Plan Development	Dan King, dking@cosb.org, 858-720-2477
City of Lemon Grove	Climate Action Plan Development	Noah Alvey, nalvey@lemongrove.ca.gov, 619-825-3812
City of Vista	Climate Action Plan Development	John Conley, jconley@ci.vista.ca.us, 760-643-5200
City of San Marcos	Climate Action Plan Update	Saima Qureshy, squreshy@san-marcos.net, 760-744-1050
City of Escondido	Climate Action Plan Update	Mike Strong (previously with City of Escondido), 760.602.4625, Mike.Strong@carlsbadca.gov
City of El Cajon	Climate Action Plan Development	Melissa Devine, MDevine@cityofelcajon.us, 619-441-1773

*Contact person may be employed by a different local jurisdiction at this time.

8.3.3 County of San Diego Regional Decarbonization Framework Project

Project Manager: Scott Anders

Other Key Staff Members: Nilmini Silva-Send, Joe Kaatz, Yichao Gu, Marc Steele

Project Award Date: August 2021

Project Completion Date: February 2022

Project Cost: \$120,000

Client: County of San Diego

Client Contact: Murtaza Baxamusa, 619-510-2793, Murtaza.Baxamusa@sdcounty.ca.gov

Project Description: EPIC supported development of the County of San Diego’s Regional Decarbonization Framework Project. Specifically, EPIC developed Chapter 8, which summarized our efforts to identify local policy opportunities for GHG reductions. For this work, we reviewed the legal and regulatory authority of local jurisdictions to act to influence or regulate GHG emissions; reviewed all CAPs to determine how often certain measures were included, the reductions from each category of measures, and whether and how social equity considerations were included; and, we estimated the GHG impacts of all CAPs.

9 APPENDIX A – COST PROPOSAL DETAILS

COST PROPOSAL (PRIME)

Project Name: CAP Amendment No. 2 (RFP22-13)

Prime Consultant Name: University of San Diego - EPIC

Total Proposal Amount (Prime & Subs): \$100,000

DIRECT LABOR COSTS

*Hourly rates here are the average of FY 21-22 and FY 22-23.

Task No.		Hours	Hourly Rate*	Total
1.0	Attend Project Meetings			
	Director	4.0	\$ 124.67	\$ 498.68
	Assistant Director	20.0	\$ 98.07	\$ 1,961.40
	Communications Director	0.0	\$ 70.83	\$ -
	Technical Policy Analyst 1	16.0	\$ 66.23	\$ 1,059.68
	Technical Policy Analyst 2	8.0	\$ 66.23	\$ 529.84
		48.0		\$4,049.60
3.0	Identify CAP Measures			
	Director	4.0	\$ 124.67	\$ 498.68
	Assistant Director	12.0	\$ 98.07	\$ 1,176.84
	Communications Director	0.0	\$ 70.83	\$ -
	Technical Policy Analyst 1	40.0	\$ 66.23	\$ 2,649.20
	Technical Policy Analyst 2	40.0	\$ 66.23	\$ 2,649.20
		96.0		\$6,973.92
4.0	Estimate GHG Impacts of CAP Measures			
	Director	6.0	\$ 124.67	\$ 748.02
	Assistant Director	12.0	\$ 98.07	\$ 1,176.84
	Communications Director	0.0	\$ 70.83	\$ -
	Technical Policy Analyst 1	75.0	\$ 66.23	\$ 4,967.25
	Technical Policy Analyst 2	60.0	\$ 66.23	\$ 3,973.80
		153.0		\$10,865.91
5.0	Complete a Benefit-Cost Analysis on Draft CAP Measures			
	Director	13.8	\$ 124.67	\$ 1,725.55
	Assistant Director	8.0	\$ 98.07	\$ 784.56
	Communications Director	0.0	\$ 70.83	\$ -
	Technical Policy Analyst 1	10.0	\$ 66.23	\$ 662.30
	Technical Policy Analyst 2	90.0	\$ 66.23	\$ 5,960.70
		121.8		\$9,133.11
6.0	Evaluate Candidate CAP Measures (EPIC)			
	Director	4.0	\$ 124.67	\$ 498.68
	Assistant Director	18.0	\$ 98.07	\$ 1,765.26
	Communications Director	8.0	\$ 70.83	\$ 566.64
	Technical Policy Analyst 1	26.0	\$ 66.23	\$ 1,721.98
	Technical Policy Analyst 2	0.0	\$ 66.23	\$ -
		56.0		\$4,552.56

7.0 Evaluate Existing GHG Reduction Targets (EPIC)				
Director	2.0	\$	124.67	\$ 249.34
Assistant Director	8.0	\$	98.07	\$ 784.56
Communications Director	0.0	\$	70.83	\$ -
Technical Policy Analyst 1	10.0	\$	66.23	\$ 662.30
Technical Policy Analyst 2	10.0	\$	66.23	\$ 662.30
	30.0			\$2,358.50
8.0 Develop CAP Implementation Monitoring Procedures				
Director	24.0	\$	124.67	\$ 2,992.08
Assistant Director	10.0	\$	98.07	\$ 980.70
Communications Director	0.0	\$	70.83	\$ -
Technical Policy Analyst 1	10.0	\$	66.23	\$ 662.30
Technical Policy Analyst 2	0.0	\$	66.23	\$ -
	44.0			\$4,635.08
10.0 Integrate Social Equity into CAP				
Director	10.0	\$	124.67	\$ 1,246.70
Assistant Director	10.0	\$	98.07	\$ 980.70
Communications Director	0.0	\$	70.83	\$ -
Technical Policy Analyst 1	10.0	\$	66.23	\$ 662.30
Technical Policy Analyst 2	0.0	\$	66.23	\$ -
	30.0			\$2,889.70
12.0 Prepare Draft and Final CAP				
Develop Climate Adaptation Strategie	2.0	\$	124.67	\$ 249.34
Director	4.0	\$	98.07	\$ 392.28
Assistant Director	0.0	\$	70.83	\$ -
Communications Director	0.0	\$	66.23	\$ -
Technical Policy Analyst 1	0.0	\$	66.23	\$ -
Technical Policy Analyst 2	0.0	\$	66.23	\$ -
	6.0			\$641.62

Subtotal Direct Labor Costs (Prime): \$ 46,100.00

Subtotal Direct Labor Costs (Sub 1): \$ 53,900.00

TOTAL DIRECT LABOR COSTS: \$ 100,000.00

COST PROPOSAL (Subconsultant)

Project Name: CAP Amendment No. 2 (RFP22-13V)

Subconsultant Name: Ascent Environmental

Total Subconsultant Amount: \$53,900

DIRECT LABOR COSTS

Task No.		Hours	Hourly Rate	Total
2.0	Develop and Implement Public Engagement Plan			
	Principal-in-Charge	10.0	\$ 265.00	\$ 2,650.00
	Project Manager	26.0	\$ 130.00	\$ 3,380.00
	Climate Change Analyst	30.0	\$ 135.00	\$ 4,050.00
	Outreach Specialist	18.0	\$ 185.00	\$ 3,330.00
	CEQA Advisor	0.0	\$ 250.00	\$ -
	CEQA Project Manager	0.0	\$ 215.00	\$ -
	CEQA Analyst	0.0	\$ 145.00	\$ -
	Graphics Specialist	13.0	\$ 115.00	\$ 1,495.00
	Admin	6.0	\$ 125.00	\$ 750.00
	Total	103.0		\$ 15,655.00
9.0	Develop and Implement Public Engagement Plan			
	Principal-in-Charge	4.0	\$ 265.00	\$ 1,060.00
	Project Manager	4.0	\$ 130.00	\$ 520.00
	Climate Change Analyst	0.0	\$ 135.00	\$ -
	Outreach Specialist	0.0	\$ 185.00	\$ -
	CEQA Advisor	10.0	\$ 250.00	\$ 2,500.00
	CEQA Project Manager	34.0	\$ 215.00	\$ 7,310.00
	CEQA Analyst	52.0	\$ 145.00	\$ 7,540.00
	Graphics Specialist	4.0	\$ 115.00	\$ 460.00
	Admin	6.0	\$ 125.00	\$ 750.00
	Total	114.0		\$ 20,140.00
11.0	Develop Climate Adaptation Strategies			
	Principal-in-Charge	4.0	\$ 265.00	\$ 1,060.00
	Project Manager	4.0	\$ 130.00	\$ 520.00
	Climate Change Analyst	12.0	\$ 135.00	\$ 1,620.00
	Outreach Specialist	0.0	\$ 185.00	\$ -
	CEQA Advisor	0.0	\$ 250.00	\$ -
	CEQA Project Manager	0.0	\$ 215.00	\$ -
	CEQA Analyst	0.0	\$ 145.00	\$ -
	Graphics Specialist	0.0	\$ 115.00	\$ -
	Admin	2.0	\$ 125.00	\$ 250.00
	Total	22.0		\$ 3,450.00
12.0	Prepare Draft and Final CAP			
	Principal-in-Charge	10.0	\$ 265.00	\$ 2,650.00
	Project Manager	20.0	\$ 130.00	\$ 2,600.00
	Climate Change Analyst	48.0	\$ 135.00	\$ 6,480.00
	Outreach Specialist	2.0	\$ 185.00	\$ 370.00
	CEQA Advisor	0.0	\$ 250.00	\$ -
	CEQA Project Manager	2.0	\$ 215.00	\$ 430.00
	CEQA Analyst	4.0	\$ 145.00	\$ 580.00
	Graphics Specialist	8.0	\$ 115.00	\$ 920.00
	Admin	5.0	\$ 125.00	\$ 625.00
	Total	99.0		\$ 14,655.00

Total Direct Labor Costs (Sub 1): \$ 53,900.00

10 APPENDIX B STAFF RESUMES

Resumes of key personnel are provided below.

PROFESSIONAL EXPERIENCE

Director, Energy Policy Initiatives Center October 2005-Present
University of San Diego School of Law, San Diego, CA

- Founding Director for energy policy research center
- Develop and implement strategic business and operational plan
- Direct all operational, business development, research and analysis, and academic activities
- Direct academic program, including Energy Law and Policy Course and Clinic

Selected projects directed:

- Regional Decarbonization Framework Local Policy Opportunities Analysis (2022)
- Local Carbon Offset Analysis (2021)
- City of Encinitas Energy Ordinance Development (2018 – 2022)
- San Diego County Water Heater Ordinance Development (2018-Present)
- San Diego County CAP Cost Analysis (2017-2018)
- San Diego Energy Roadmap Program Climate Planning (SANDAG) (2016-Present)
- City of San Diego Climate Action Plan Monitoring and Update Support (2016-Present)

Lead or co-author on selected EPIC publications:

- Residential and Commercial Property Assessed Clean Energy (PACE) Financing in California Update (2014)
- Solar Shade Control Act: A Review of The Statutes and Relevant Cases Update (2014)
- Solar Rights Act: A Review of The Statutes and Relevant Cases Update (2014)
- Reducing Greenhouse Gases from Electricity and Natural Gas Use in San Diego Buildings (2009)
- San Diego County Greenhouse Gas Inventory: An Analysis of Regional Emissions and Strategies to Achieve AB 32 Targets (2008)

Director of Policy and Planning

Center for Sustainable Energy, San Diego, CA November 2003- September 2005

- Managed regulatory and legislative issue research and analysis
- Directed communications with regulatory agencies, including writing position papers and comments.

Director of Programs

Center for Sustainable Energy, San Diego, CA May 2003-November 2003

- Managed all aspects of 7 public interest energy programs (\$20 million budget)
- Managed a professional staff of 7 program managers and engineers

Program Manager

Center for Sustainable Energy, San Diego, CA August 1999-May 2003

- Managed \$10 million in renewable energy incentive projects for the Self-Generation Incentive Program
- Developed and implemented a \$1 million program designed to provide energy efficiency and policy services to local governments

State Program Director

Center for a Sustainable Economy, Washington D.C. September 1997 – June 1999

- Developed and managed State Program for non-profit, non-partisan, tax and economic policy institute that focuses on environmental taxes
- Coordinated state-level project development, outreach, research, and fund raising
- Managed year-long research project to determine the feasibility of environmental tax reform in all 50 states

PROFESSIONAL AND COMMUNITY ORGANIZATIONS

- Vice Chair, San Diego Association of Governments Energy Working Group
October 2006 – Present
- Member, Board of Directors, Clean Tech San Diego
March 2012 – Present
- Member, SDG&E Community Advisory Committee
January 2010 – December 2015
- Member, Port of San Diego Environmental Advisory Committee
April 2016 – Present
- Member, Board of Directors, Lakeside's Riverpark Conservancy
August 2005 – Present

EDUCATION

Master of Arts, Public Policy, School of Public Policy, University of Maryland (1997)

Environmental and Energy Policy Concentration

Bachelor of Arts, International Politics, Muhlenberg College, Allentown, PA (1991)

Phi Beta Kappa, Magna Cum Laude

Jeanne Nilmini Silva-Send

Education

University of Kiel, Germany:	PhD, International Environmental Law and Policy
University of London, UK:	LLB, Law
University of California, Davis:	LLM, Soil Chemistry
University of Sussex, UK:	BSc (honors), Chemistry

Professional Experience

Environmental Consulting 1990- 2005

Teaching 2002-current

University of Kiel, Germany, School of Law
University of San Diego, School of Law

Energy Policy Initiatives Center, University of San Diego 2007-current

1. Assistant Director, EPIC: Assists Director in development and implementation of strategic business and operational plans; assists with operations, budgeting business development; leads climate mitigation research and analysis, fundraising and contracts and grant-writing.

2. Lead and manage energy and climate policy Projects (multi-year, multi-stakeholder)

- a. *Greenhouse gas (GHG) inventories, projections, target-setting:* Development and documentation of locally applicable procedures and methods based on Intergovernmental Panel on Climate Change (IPCC), California Air Resources Board methodology, and the ICLEI US, Local Government and G40 protocols and best available data. Work with state and regional agencies to establish consistency and develop systems of data collection and management that meets California data privacy regulations.
- b. *Climate Action Plans, GHG Mitigation Policies and Monitoring tools:* Development of regional frameworks for CAPs, CAP monitoring and cost-benefit analysis (2016-2021)
- c. *Performance Monitoring Metrics* to track progress of low carbon policies, activities and measures, and assess effectiveness of policies.
- d. *Water – Energy nexus study 2015-2017:* Led a grant funded study to assess energy and GHG intensities for water supply and conveyance, treatment and distribution by jurisdiction.
- e. *Climate Equity Index* – Led development of stakeholder-driven, first-in-region index based on 35 indicators related to health, socio-economic factors, mobility and housing, standardized and weighted by census tract. This will enable data-driven prioritization of investments related to climate mitigation and impacts to increase vulnerable community resilience in the face of climate change.
- f. *Holistic framework for an economic guidance document for climate adaptation and transportation resilience strategies* –on-going; lead development of, including integration of equity into strategies; assist in identification of screening factors to prioritize strategies, including cost-benefit analysis to enable economically-informed determine in which adaptation and resilience strategies to invest.
- g. *Development of a Framework to Identify Carbon Offsets and Decarbonization Projects for Regional and Local Use* – on-going; identification of legal, technical additionality and permanence issues and potential solutions.

3. Annual sustainability dashboard, Co-lead: see Equinox Dashboard at <https://www.sandiego.edu/soles/hub-nonprofit/initiatives/dashboard/>

4. Co-Principal Investigator (co PI) in National Science Foundation (NSF) funded project on Climate Change Education, 2011-2018 Conceptualized, co-wrote and won \$5 mi project to develop, implement and evaluate methods of multidisciplinary social psychology-based climate change communication methods for decision makers; led, developed and implemented climate educational activities

such as panel discussions, forums, workshops for and with the transportation sector leaders and decision makers, the 18 native American tribes in the region, and the farming community leaders. Includes analysis of public opinion surveys on the relationship of climate and energy knowledge and action. (2010-2017, see <http://www.sandiego.edu/climate/>). Led development of web-based tools and educational material.

5. Reviewer

- Invited, International Renewable Energy Agency (IRENA's) "Innovation Landscape Report for a Renewable -Powered Future: Solutions to integrate variable renewables" , significant input and revisions. February 2019
- Contributor, REN21 on "Renewables in Cities Global Status Report 2019" which aims to map out the current status of cities and towns advancing low carbon and renewable energy uptake to help achieve the transition to low carbon energy.
- Review of Community Choice Energy Feasibility Study, City of San Diego, 2018
- Multiple reviews for academic journals on aspects and policies related to the energy transition.
- Independent Academic Reviewer, Greenhouse Gas Emissions Calculations and Assumptions for Water Treatment Plant 4, Austin Water Utility (2009)

6. International Capacity Building Projects

- *Saudi Arabia Oil Company (Aramco), December 2014: Development, Implementation and Teaching of an Energy Policy Workshop.* A multi-module 8-day workshop on a) comparison of energy data, balances and outlooks; energy efficiency indicators comparisons for Saudi Arabia, Gulf Cooperation Council countries and 6 case studies – Indonesia, China, Malaysia, Norway, Germany and California. b) Policy and regulatory lessons from energy transitions: Indonesia (petroleum exporter to importer) China (oil/coal/gas exporter to importer) Norway (fisheries to oil and role of state oil company, government regulation and oil funds) Malaysia (phasing out petroleum subsidies); California (integration of energy and climate policy); Germany ("Energiewende" policies;) International treaties impacts on resource-rich countries - The UN Framework Convention on Climate Change (UNFCCC), Kyoto and Paris Protocols and trends in mitigation obligations; World Trade Organization (WTO) law as it relates renewable energy disputes and dual and triple natural gas pricing schemes.
- *Invited Speaker, Third Asian Judges Symposium 2016, Asian Development Bank, Manila, Philippines:* Regulatory drivers and litigation for city climate action in California as an example for Asian cities and judiciary.
- Collaborative development and implementation of conference, and speaker at Southwest Tribes Summit on Climate Change Impacts, September 2017, funded by the La Jolla tribe, and Bureau of Indian Affairs (BIA).

7. Other Academic and Teaching

- *2009-current: Adjunct Professor, University of San Diego, School of Law - International Energy Law* with focus on investment, international trade, international arbitration and intersection with international climate change law;
- *2004-2005 Visiting Professor, University of San Diego - international and European Environmental Law*
- *2002-2004: Lecturer: Walter Schuecking Institut fuer Internationales Recht, University of Kiel, Germany*
- *2003-2005: Assistant Editor, German Yearbook of International Law, University of Kiel, Germany*
- *2000-2003: Project Scientist, Institute of Geosciences, University of Kiel, Germany: Coordination of federally funded (BMBF) consortia project on Natural Attenuation (2000-2001); management of EU-project to install submarine well and monitor submarine groundwater beneath the Baltic Sea to analyze effect of groundwater seepage pollutants on sea water.*

8. Advisory Committees

- Greening Border Conference, focus on the Tijuana River watershed (2009)
- San Diego Regional Airport Authority committee on carbon credits sales project (2009)
- Member of technical advisory committee of Regional Energy Innovation Cluster (2016 - 2021)
- Environmental Advisory Committee member, Port of San Diego - current
- Advisory Board – The Climate Registry, Water- Energy Nexus Registry – 2018
- Sustainability Advisory Board, City of Del Mar, since 2019.

9. Environmental Consulting: 1986-1988 (California); 1991-1999 (Germany); 2006 (California)

- **USA: ASTM due diligence audits, environmental impact assessments; delineation of groundwater contaminant plumes** using soil gas chromatography (multiple sites California, Colorado);
- **Europe: environmental and due diligence and compliance audits** for private companies based on EU and national environmental laws (Germany, England, Italy, Spain, Sweden); analysis of air permit applications in Germany for Canadian acquisition bid as part of due diligence; **led environmental audits** at 6 US Department of Defense bases Germany; **comparative legislative analysis** of US EPA-based environmental requirements with those of the European Union, Italy, Spain, Germany to develop technical standards for 8 media (drinking water, waste water, air, pesticides, PCBs, hazardous material, hazardous waste, noise) based on a balance between the most protective and technical feasibility, national practices and legal liabilities.

Certifications and Memberships

Certificate of Achievement (California Climate Action Registry), Technical Advisor, Greenhouse Gas Assessments, 2007
International Bar Association

Yichao Gu

EDUCATION

M.S. in Civil and Environmental Engineering 2015
University of California, Berkeley
Major Field: Energy, Civil Infrastructure and Climate

B.S. in Civil and Environmental Engineering 2014
University of Illinois at Urbana-Champaign (UIUC), Graduated with Honors
Major Fields: Environmental Engineering and Energy-Water-Environment Sustainability
Minor in Applied Statistics

PROFESSIONAL EXPERIENCE

Technical Policy Analyst II San Diego, CA
Energy Policy Initiatives Center, University of San Diego School of Law Jul 2020- Present

Technical Policy Analyst San Diego, CA
Energy Policy Initiatives Center, University of San Diego School of Law Jul 2015- Jun 2020

- Collect and analyze data, establish quality control methods, develop and refine methods for greenhouse gas emission inventories, and business-as-usual projections for jurisdictions and public agencies in the San Diego region;
- Design and improve methods and models to assess and quantify greenhouse gas emission reduction policies and programs for local Climate Action Plans
- Assist San Diego regional public agencies, local jurisdictions, school districts and universities to develop Climate Action Plans, determine greenhouse gas reduction targets, select and assess mitigation policies, identify and collect data for monitoring metrics, develop material for stakeholder and public engagement
- Regular review and analysis of federal and state energy and climate assessments and impact on regional and local policy
- Conduct research and develop technical papers and conference proceedings on the greenhouse gas impact of policies

Graduate Student Instructor Berkeley, CA
Department of Physics, University of California, Berkeley Aug 2014-Dec 2014

- Planned and conducted discussion and laboratory sections for physics course for undergraduate engineering students, two sections of 20 students, eight hours per week
- Held weekly office hours and review sessions before exams that open to nearly 500 students

Environmental Engineering Intern Shanghai, China
Greenment Environmental, former Northern Asia Service Group of CH2M HILL May 2013-Jul 2013

- Developed an oil spill contingency plan based on the response capabilities at various areas and companies
- Evaluated health system in Chongqing, China and drafted health impact part of an ESHIA report baseline
- Conducted reviews and translations for three EIA reports from Chinese to English or vice versa

RESEARCH EXPERIENCE

Research Assistant Richmond, CA
California Department of Public Health, Indoor Air Quality Program Feb 2015 – May 2015

- Analyze time-varying emissions of volatile organic chemicals (VOCs) during and after cleaning activities
- Conduct literature reviews on airborne exposures studies and organic emissions testing

Undergraduate Research Assistant Champaign, IL
Air Quality Engineering and Science Group, UIUC Jul 2012 - May 2014

- Used MATLAB to analyze plume opacity based on digital images and videos from field campaign
- quantify plume opacity using Digital Opacity Method (DOM)
- Drafted two reports and one conference proceeding on opacity measurement and uncertainty

Undergraduate Independent Research Paper: *Plume Opacity Measurement and Uncertainty of Using Digital Cameras and Smartphones*

Study Abroad Participant/Research Assistant Madrid, Spain
Department of Mechanical Engineering, Universidad Pontificia Comillas May 2012-Jun 2012

- Analyzed the influences of National Policies on the development of wind power in Spain, Brazil and Peru
- Assisted department selecting journals for Energy and Natural Resource Convention and introduced speakers

PUBLICATIONS

- Yuen, W., **Gu, Y.**, Mao, Y., Koloutsou-Vakakis, S., Rood, M.J., Son, H.-K., Mattison, K., Franek, B., and Du, K. (2017). Performance and Uncertainty in Measuring Atmospheric Plume Opacity Using Compact and Smartphone Digital Still Cameras. *Aerosol Air Qual. Res.* 17: 1281–1293.
- Yuen, W., **Gu, Y.**, Rood, M.J., Koloutsou-Vakakis, S. Wavelength-dependent Opacity Measurement and Uncertainty using Digital Cameras and Smartphones. 107th Annual Meeting of the Air & Waste Management Association. Long Beach, CA, 2014

CERTIFICATIONS

- Certificate in Summer Institute on Sustainability and Energy, University of Illinois at Chicago, 2014
- LEED Green Associate, Green Building Certification Institute, 2013

KATHERINE V. GONZÁLEZ, PARALEGAL

1216 Stagecoach Trail Loop, Chula Vista CA 91915 619.654.0586

kate.v.gonzalez@gmail.com

PROFILE

Highly qualified and experienced Paralegal with notable achievements in the areas of Antitrust, Securities, Consumer Law, Class Actions, Broker Arbitration, and Business Litigation.

EXPERIENCE

ASSISTANT DIRECTOR OF COMMUNICATIONS, PUBLIC INTEREST LAW,
UNIVERSITY OF SAN DIEGO SCHOOL OF LAW, SAN DIEGO, CA — 2017 –
PRESENT

Coordinates with the Administrative Directors of the Center for Public Interest Law, Children's Advocacy Institute, and Energy Policy Initiatives Center to enable strong communications support for both internal and external audiences. She provides editing, publishing, and strategic communications support for the academic programs of all three centers and plays a significant role in editing and preparing for publication the centers' student-drafted journals, reports, and other publications. Provides paralegal and general administration support for the Public Interest Law department's impact litigation work.

SENIOR PARALEGAL & OFFICE MANAGER, HULETT HARPER STEWART LLP,
SAN DIEGO, CA — 2004 – 2017

Lead and coordinate office support efforts for up to seven attorneys: Prepare, review, and facilitate court filings and submissions (case law analysis, quote checking, cite verification, Shepardization of cases, conformation to Bluebook citation form, proofreading, grammatical editing, and ECF or other online filing); Prepare draft pleadings for attorneys; Conduct corporation background research; legal research; Trial preparation and Trial management in state and federal courts; Organize, maintain, and catalogue document productions; Maintain Discovery files; Maintain Firm calendar and voluminous case materials; Create and maintain document production and transcript databases. Work closely with attorneys to enable smooth technological changes intended to facilitate the case management process.

Office Manager duties include: Maintain Firm administrative files; Maintain employee files, manage payroll and administer 401K; Coordinate and maintain Human Resources for the office (including healthcare management, new employees, and scheduling); Maintain billing and timekeeping records and reports; Maintain accounting files and work with the bookkeeper to allocate and pay bills; Redesign and maintain Firm website; Fix and/or work with outside IT to tackle daily computer issues. (2012 - present)

PARALEGAL, MILBERG WEISS BERSHAD HYNES & LERACH LLP,
SAN DIEGO, CA — 1998 - 2004

Responsibilities in the areas of Antitrust, Securities, Consumer Law, and Class Actions: Prepared and reviewed court filings and submissions (case law analysis, quote checking, cite verification, Shepardization of cases, conformation to Bluebook citation form, proofreading, grammatical editing); prepared stipulations and proposed orders for attorneys; Conducted corporation background research (workups and historical background research); Prepared case summaries and reviews; Trial preparation and legal research; Trial management; Organized, maintained and catalogued document productions; Maintained department calendar and voluminous case materials; Coordinated with co-counsel regarding status of cases and created and circulated memos and charts accordingly.

KATHERINE V. GONZÁLEZ

1216 Stagecoach Trail Loop, Chula Vista CA 91915 619.654.0586
kate.v.gonzalez@gmail.com

EDUCATION

UNIVERSITY OF SAN DIEGO, SAN DIEGO, CA –
PARALEGAL CERTIFICATE, 1998

UNIVERSITY OF SAN DIEGO, SAN DIEGO, CA –
BA POLITICAL SCIENCE-CUM LAUDE, 1998
(EMPHASIS IN LEGAL STUDIES AND DOMESTIC POLICY)

SKILLS

Excellent oral and written communication skills as well as strong organization and planning skills with an attention to detail and multi-task orientation to time management; Computer expertise includes: Microsoft Office Suite, WordPerfect, Adobe Creative Cloud Suite, BlueHornet, Cascade, Concordance, Relativity, Summation, Google Docs, DocuWare, Timeslips, Quickbooks, Casepoint, UltraEdit, Westlaw, LexisNexis, and more.

REFERENCES

Dennis Stewart, Esq., HULETT HARPER STEWART LLP – 619/987-4250

Karen Stefano, Esq. Author – 858/750-9649

Bridget F. Gramme, Esq., Center for Public Interest Law – 619/260-4806

Blake Harper, Esq., (retired) 858/204-8388

MEMBERSHIPS AND RECOGNITION

- San Diego County Paralegal Association
- USD Paralegal Alumni Association
- San Diego Paralegal of the Year, San Diego Daily Transcript, 2007



Poonam Boparai

PRINCIPAL-IN-CHARGE

YEARS OF EXPERIENCE 14

EDUCATION

MS, Environmental Engineering (Focus: Air Quality Engineering and Science), University of Illinois, Urbana-Champaign

BE, Chemical Engineering, Birla Institute of Technology and Science, Pilani, India

TRAINING

Lakes Environmental AERMOD Air Dispersion Modeling Course

PROFESSIONAL AFFILIATIONS

Association of Environmental Professionals

Air and Waste Management Association

American Association for Aerosol Research

PUBLICATIONS

Poonam Boparai and Honey Walters. 2016 (March 30). "Greenhouse Gas Analysis after the Supreme Court's Newhall Ranch Decision." AscentShare White Paper

Poonam Boparai is an expert in air quality and GHG assessments for land use planning, transportation, energy, and infrastructure projects. Her professional experience in the public and private sectors is complemented by a strong educational background specializing in air quality management. She is proficient in conducting emissions inventories and dispersion modeling using a variety of EPA- and CARB-approved models (e.g., CalEEMod, URBEMIS, EMFAC, Off-Road, AERMOD, Cal3QHC). She also possesses a solid understanding of air quality and GHG protocols promulgated by CARB, the California Climate Action Registry (CCAR), and California air districts.

Poonam possesses a unique skill set that balances technical expertise with a keen understanding of planning and environmental policy. She has successfully applied her expertise in assisting agencies such as the California Air Pollution Control Officers Association, Bay Area Air Quality Management District, Sacramento Metropolitan Air Quality Management District, and County of San Diego with air quality and climate change policy development, development of GHG thresholds of significance, analysis methodologies, and GHG reduction strategies. She has worked on multiple major projects including city and county general plans; specific plans; school expansions; residential, commercial, and industrial development; energy projects; freeway expansions; GHG inventories; and climate action plans.

PROJECT EXPERIENCE

Carlsbad CAP Checklist and GHG Guidance Document, San Diego County

City of Carlsbad

Principal-in-Charge

The City of Carlsbad adopted a CAP in September 2015. The CAP provides a framework for the City to reduce GHG emissions. Measures and actions in the CAP identify reduction opportunities for existing as well as new development. The City intends the CAP to serve as a Qualified GHG Reduction Plan, serving as a resource for GHG analysis and mitigation pursuant to CEQA. Ascent prepared a CAP Compliance Checklist to assist the City in determining whether a project is consistent with the City's CAP. The purpose of the checklist is to provide a streamlined review process for proposed projects that are subject to discretionary review and trigger environmental review pursuant to CEQA. This allows projects that demonstrate consistency with the CAP to be eligible for this streamlining procedure. Poonam is currently working with City staff to identify appropriate trigger points for checklist applicability. Ascent also developed accompanying GHG guidance detailing the pathways to CAP consistency. Ascent continues to provide third-party review services of applicant submitted GHG analyses and CAP Checklists. Poonam serves as principal-in-charge on this project and coordinates closely with the team on reviews.

San Diego County Climate Action Plan and Supplemental EIR

County of San Diego Planning and Development Services

Principal-in-Charge

Poonam is serving as the principal-in-charge working with the County of San Diego to develop an ambitious, visionary CAP that strives to meet a 2030 target to mitigate for the County's General Plan and a carbon neutrality goal for 2035-2045. The CAP is being developed in alignment with a Regional Decarbonization Framework that envisions a zero-carbon future for San Diego. Development of the CAP includes far-reaching, inclusive outreach that captures County residents

Poonam Boparai

that have not typically been represented in planning and political processes. The CAP will also address the carbon sequestration benefits of the County's vast open spaces, rangelands, and agricultural lands. At the same time, Ascent is addressing County operations and developing GHG reduction measures that demonstrate the County's leadership in tackling climate change. The County's previous CAPs have been the subject of litigation on the narrow subject of General Plan Amendments and use of carbon offsets. The new CAP is being developed to respond to the court rulings and is focused on the County's anticipated land use maps.

San Diego Port District Climate Action Study, San Diego County

San Diego Unified Port District

Principal-in-Charge

Ascent is working with the San Diego Port District in assessing the feasibility of GHG reduction measures in anticipation of the District's upcoming CAP Update. The project includes updates to the District's GHG forecasts for two scenarios – a State regulatory scenario and a Port Master Plan Update scenario. The legislatively adjusted business-as-usual scenario includes State regulations that affect Port operations, especially maritime sources. The focus of the Study is to develop a database of measures that are implementable for both Port and tenant operations. Poonam oversees the team that conducted GHG emissions forecasting based on project growth within the District and quantified reduction measures to meet the District's GHG reduction targets. The Ascent team is working with Port District staff to develop GHG reduction measures and quantified potential GHG savings from implementation. The project will provide the Port District with potential options and multiple pathways to achieve long-term GHG reduction targets in a feasible manner.

SANDAG Climate Planning Services, San Diego County

San Diego Association of Governments

Principal-in-Charge

Ascent was retained by SANDAG to standardize and streamline climate action planning in the San Diego region, which is faced with the challenge of balancing sensitive environmental resources and ecosystems with the need for economic vitality. Ascent assisted SANDAG in developing a regional framework that leverages research and regional capacity to create a consensus-based mechanism for combating climate change and reducing GHG emissions. The regional framework is intended to guide local governments in developing consistent GHG emissions inventories and projections, streamline data collection, set consistent GHG reduction targets that align with state goals, quantify GHG reduction measures, and develop CAPs consistent with CEQA, as applicable. Ascent has also completed CAPs for the cities of Vista, San Marcos, Escondido, and Lemon Grove, Encinitas, Solana Beach, and El Cajon and under this contract. Poonam is serving as the principal-in-charge for this program.

Imperial Valley Regional Climate Action Plan

Southern California Association of Governments

Principal-in-Charge

Ascent is developing a Regional CAP for the Imperial Valley region with funding from SCAG and in coordination with the Imperial County Transportation Commission, Unincorporated Imperial County, and Cities of Brawley, Calexico, Calipatria, El Centro, Holtville, Imperial, and Westmorland are SCAG member agencies. The region presents unique challenges and opportunities in climate planning with longer trip lengths, large scale agricultural operations, proximity to the U.S./Mexico border, underlying air quality issues, and a local utility that supplies water and electricity (Imperial Irrigation District). Any plan for GHG reductions in the region needs to be developed while being sensitive to local economic conditions with the goal of setting the SCAG member agencies up for success. The Regional CAP includes a tailored profile and plan for each member agency to prioritize actions with local co-benefits. Poonam is serving as principal-in-charge for this effort.

City of Rancho Cucamonga General Plan Update – Climate Action Plan, Vulnerability Assessment, and Adaptation Strategies

City of Rancho Cucamonga

Principal-in-Charge

Ascent is developing a CAP, Vulnerability Assessment, and Adaptation Strategies for the City of Rancho Cucamonga in concert with a General Plan update. The CAP will include GHG reduction strategies aimed toward achieving local goals for 2030 and 2040. The adaptation strategies are being integrated into the SB 379-compliant General Plan Safety Element update (being prepared by Ascent subconsultant Atlas Planning Solutions). Our work has involved close coordination with the San Bernardino Council of Governments' regional climate planning efforts (i.e., the San Bernardino County Regional Greenhouse Gas Reduction Plan). Poonam is serving as principal-in-charge for this effort.



Alyssa Way

PROJECT MANAGER

YEARS OF EXPERIENCE 3

EDUCATION

MA, City and Regional Planning (Environment and Sustainability emphasis), California Polytechnic State University, San Luis Obispo

BA, Urban Studies (Sustainability emphasis), University of California, Irvine

AFFILIATIONS

California American Planning Association (APA)

SOFTWARE CAPABILITIES

ArcGIS, Adobe Creative Suite, SketchUp, CalEEMod, EMFAC, OFFROAD

Alyssa Way is an air quality and climate change analyst with experience in environmental impact analysis, data analysis, technical writing, and document preparation. She has worked on projects related to CEQA analysis and climate action planning. Her multidisciplinary education and professional experience allow her to conduct in-depth technical environmental analysis and provide resolution. Alyssa has conducted numerous air quality and GHG analysis for EIRs and authored the GHG, air quality, and energy EIR sections for a variety of CEQA documents. She also serves as the air quality and GHG specialist for the County of San Diego, where she conducts reviews of applicant-submitted air quality and GHG studies and provides guidance on related issues for County projects and scoping for CEQA documentation.

PROJECT EXPERIENCE

As-Needed Air Quality and Climate Change Services, San Diego County

County of San Diego, Planning and Development Services

Air Quality and Climate Change Specialist

Alyssa serves in an independent contractor position at the County of San Diego's Department of Planning and Development Services (PDS) on an ongoing basis. In this role, she is responsible for review of applicant-submitted air quality, climate change, and energy technical studies and environmental document sections for technical accuracy and compliance with County guidelines. The work involves close coordination with project managers in the PDS Project Planning Division. Alyssa provides input and reviews at various stages of a project, including scoping letters, initial reviews, iteration reviews, conditions of approval, and environmental clearance documents. [2019–ongoing]

CEQA Compliance for Escondido Climate Action Plan Update, San Diego County

City of Escondido

Air Quality and Climate Change Analyst

An IS/MND was prepared to evaluate the potential effects of adoption and implementation of the Escondido CAP. The City's CAP includes GHG reduction measures that establish a framework to reduce community-wide GHG emissions consistent with legislative requirements. The CAP is part of a regional effort undertaken among a majority of San Diego County jurisdictions. Alyssa prepared several sections of the IS/MND for the updated CAP, including air quality, greenhouse gas, energy, and noise.

SANDAG Climate Planning Services, San Diego County

San Diego Association of Governments

Air Quality and Climate Change Specialist

Ascent was retained by SANDAG to standardize and streamline climate action planning in the San Diego region. The region is faced with the challenge of balancing sensitive environmental resources and ecosystems with the need for economic vitality. SANDAG, in its capacity as the regional planning agency, is uniquely positioned to transcend jurisdictional boundaries and engender a regional approach to this challenge. Ascent is assisting SANDAG in developing a regional framework that would leverage research and regional capacity to create a consensus-

Alyssa Way

based, reduction measures) for combating climate change and reducing GHG emissions. The regional framework is intended to guide local governments in developing consistent GHG emissions inventories and projections, streamline data collection, set consistent GHG reduction targets that align with state goals, quantify GHG reduction measures, and develop CAPs consistent with CEQA. Ascent is preparing the regional framework to support SANDAG's Regional Transportation Plan, developing and distributing regional inventory data to all member agencies, developing CAPs for the Cities of Encinitas, Solana Beach, Vista, Escondido, El Cajon, San Marcos, and Lemon Grove, and providing monitoring tools for the City of Del Mar. Alyssa has served as the climate change analyst in developing CAPs for the Cities of Vista, Escondido, San Marcos, and Lemon Grove. The preparation of these CAPs includes disseminating GHG emissions inventories and projections, working with each city and its respective public representatives and citizens to evaluate and determine appropriate GHG emissions reduction measures to meet reduction goals, estimating the total GHG emissions reductions through the implementation of CAP measures, and providing each city with a CAP document presenting the information, findings, and goals in a clear and implementable manner.

Murrieta Climate Action Plan Update, Riverside County

City of Murrieta

Climate Change Analyst

Ascent led preparation of the City of Murrieta's Climate Action Plan update and the climate change, air quality, and noise analyses for the Focused General Plan Amendment (FGPA) Supplemental Environmental Impact Report (SEIR). Alyssa served as the climate change analyst during climate action planning process, developing the City's GHG reduction strategies for key emissions sectors and serving as the primary author for the updated Climate Action Plan. She also conducted air quality and greenhouse gas modeling and authored the air quality and greenhouse gas technical report for the SEIR.

Metropolitan Water District of Southern California Climate Action Plan

Metropolitan Water District of Southern California (Rincon Consultants)

Climate Change Analyst

Ascent was tasked with developing a list of potential GHG reduction measures, identifying costs and co-benefits, and quantifying GHG reductions. Alyssa co-developed a list of GHG reduction measures and quantified GHG reduction measures targeting specific sectors, including energy, waste, water, and transportation.

Sunnyvale Climate Action Playbook Technical Support, Santa Clara County

City of Sunnyvale

Assistant Project Manager

Ascent is supporting the City of Sunnyvale in developing a consistency checklist and technical appendix for the City's Climate Action Playbook, as well as an addendum, in order for the Playbook to be a "qualified" GHG emissions reduction plan that can be used for streamlining of environmental review of City projects consistent with State CEQA Guidelines Section 15183.5. Alyssa is assisting with project management and conducting the technical analysis of qualifying the Playbook.

Placer County Climate Action Plan

County of Placer

Project Planner

In January 2020, Placer County adopted its Sustainability Plan. The County adopted the policy guided document to meet California's GHG emission reduction goals and reduce its risks from climate change. In the development of the Plan, Alyssa was tasked with developing GHG reduction strategies and quantified their emissions reductions in order for the County to meet GHG reduction targets beyond state and federal legislative reductions. She was also one of the primary authors for the Sustainability Plan document

Contra Costa County Climate Action Plan

County of Contra Costa

Project Planner

Contra Costa County proposed to update its adopted December 2015 Climate Action Plan to align with the County's updated General Plan. The CAP update consisted of updating the 2013 interim inventory to year 2017 to meet the 2020 GHG reduction target. The CAP update also proposed forecasting emissions for the years 2030, 2040, and 2050. Alyssa was responsible for the proposed CAP inventory update and emissions forecasting of key emission sectors according to the County's General Plan update.

Sonam Sahu, PhD

GHG ANALYST AND OUTREACH SPECIALIST

YEARS OF EXPERIENCE 10

EDUCATION

Ph.D. in Global Environmental Studies,
Kyoto University, School of Global
Environmental Studies, Kyoto, Japan

Post Graduate Diploma in Urban
Planning and Development, Indira
Gandhi National Open University, Delhi,
India

MS, Disaster Mitigation and
Management, Indian Institute of
Technology, Roorkee, India

B.Arch, Government College of
Architecture, Gautam Buddha Technical
University, Lucknow, India

Sonam Sahu has worked on Paris Agreement implementation and supported developing countries in advancing their climate targets. She has over 3 years of research experience working on climate change action plans and GHG analysis, and approximately 2 years of experience in public outreach and engagement. She developed a new multi-scoring analysis tool called the Climate Change Planning Index for the Mumbai Metropolitan Region in India while working on her research project. She has worked on multiple climate change-related projects with academic institutes and private organizations.

PROJECT EXPERIENCE

Sonam is currently providing consulting support on developing and implementing Climate Action Plans for the cities of California including:

- ▶ Preparing greenhouse gas (GHG) emissions inventories and future emissions projections, setting GHG targets
- ▶ Developing vulnerability scoring and climate adaptation strategies for local communities
- ▶ Working with state agencies across cross-cutting topics like air, water, transportation, housing, disadvantaged communities, etc.



Matthew Gelbman, AICP

OUTREACH ADVISOR

YEARS OF EXPERIENCE 12

EDUCATION

Master of Urban and Regional Planning,
University of California, Irvine

BA, Sociology, Boston University

CERTIFICATIONS

American Institute of Certified Planners
(No. 025490), 2012

Emotion, Outrage, and Public
Participation, International Association
of Public Participation (2013)

PROFESSIONAL AFFILIATIONS

American Planning Association, San
Diego Section, Professional
Development Officer (2013–2017)

American Planning Association, Orange
Section, Vice Director of Public
Information (2008–2011)

SOFTWARE CAPABILITIES

ArcGIS, Adobe Creative Suite

AWARDS

Morena Corridor Specific Plan, Best
Practice Award from the San Diego
Section of the American Planning
Association (2020)

Matt Gelbman is a senior urban planner with over 12 years of experience working on comprehensive plans, specific plans, and other special focus plans throughout California. As a project manager, Matt is responsible for coordinating with clients, leading interdisciplinary teams, adhering to schedules and budgets, and overseeing work on deliverables. He is currently working as an assistant project manager working closely with internal and external teams to produce the Port Master Plan Update. Other significant recent work includes preparation of the Southwest Village Specific Plan for Pardee Homes, and the 3Roots San Diego Master Planned Development Permit (MPDP) for Mesa Canyon Community Partners—which together will lead to the approval of over 7,000 homes. Matt also led preparation of the Morena Corridor Specific Plan for the City of San Diego. In addition, Matt is an experienced facilitator and effective communicator and has experience developing and executing community outreach strategies and public participation programs. He has experience using a variety of creative outreach tools and techniques, such as mobile meetings, interactive surveys, mapping activities, websites, and videos, and has led many traditional public workshops and open house meetings.

PROJECT EXPERIENCE

County of San Diego Climate Action Plan

County of San Diego Planning & Development Services

Outreach Lead

Ascent is working to prepare a new CAP and associated EIR for the County of San Diego. The County is preparing the updated CAP in response to litigation that led to rescission of the previous CAP. As part of this effort, Matt is leading the public engagement effort the CAP update, including preparation of a comprehensive community engagement strategy. Equity is a major focus of the outreach effort, and Matt has been leading focus groups to reach underrepresented communities and ensure they have an opportunity to participate. In addition, virtual public workshops, online surveys, stakeholder engagement also includes a social media strategy and has included the preparation of informational videos. [12/2020–ongoing]

County of San Diego General Plan – Environmental Justice Element, Safety Element Update

County of San Diego Planning & Development Services

Project Manager/Outreach Lead

Ascent is leading the preparation of the County of San Diego's first Environmental Justice Element, including developing a custom methodology to identify disadvantaged communities to meet the requirements of SB1000. In addition, Ascent is updating the County's Safety Element to meet the requirements of SB 99 and SB 379, including development of a Vulnerability Assessment and Adaptation Strategies. The project has included extensive public outreach, including tailored efforts, such as partnerships with community-based organizations, to reach disadvantaged communities.

Matthew Gelbman, AICP

Senate Bill 2 Planning Grants Technical Assistance Services

California Department of Housing and Community Development

Regional Liaison for San Diego Region

Through the SB 2 Planning Grants Technical Assistance Program, Ascent and PlaceWorks are providing technical assistance to all local governments in California to help cities and counties prepare, adopt, and implement plans and process improvements that streamline housing approvals and accelerate housing production. Matt has been leading Ascent's effort to prepare a toolkit to provide guidance on objective design guidelines for HCD. In addition, he serves as the regional liaison for the San Diego Region, working directly with local jurisdictions to prepare and review applications, and has supported technical assistance workshops. He has also contributed to best-practices research on objective design standards as part of the project.

County of San Diego Alpine Community Plan

County of San Diego Planning & Development Services

Project Manager/Outreach Lead

Ascent is working with the County of San Diego to provide support for the Alpine Community Plan Update. Ascent's role includes preparing final updates to the Community Plan, as well as the preparation of Design Guidelines and related Zoning and Form-Based Code updates. As part of this effort, Ascent is also preparing graphics and supporting community outreach efforts. Matt is serving as project manager managing the team for this effort.

Port of San Diego Master Plan Update, San Diego County

Nexus Consulting/San Diego Unified Port District

Assistant Project Manager/Planner

Matt is working on the comprehensive update to the Port's Master Plan, with the intent of developing a modern, streamlined Port Master Plan document to meet Coastal Act requirements and to facilitate future project implementation. Ascent's role includes the coordination of detailed policies and development standards for each of the Planning Districts, as well as coordination with other team members on bay-wide and district-level policies to increase and improve coastal access and recreation opportunities consistent with the District's goals.

Palm Avenue Revitalization Plan, San Diego County

City of San Diego/Caltrans

Senior Planner/Outreach Lead

Matt was a senior planner and helped prepare a revitalization plan for a 1.5-mile section of Palm Avenue, an auto-oriented corridor linking Imperial Beach to San Diego and the Palm Avenue Trolley Station. Matt contributed to the development of the urban design framework and multimodal mobility strategy. He also led the outreach for the plan and executed a robust community involvement process, including a bike audit and several community meetings, as well as coordination with the South County Economic Development Corporation. The plan provides a long-term vision for the evolution of Palm Avenue into a walkable, pedestrian-friendly, mixed-use corridor and complete street. The plan identified a series of catalyst projects, including operational improvements and beautification efforts, as well as longer-term implementation projects to improve mobility for all users.

3Roots Master Planned Development Permit, San Diego County

Mesa Canyon Community Partners

Project Manager/Planner

Matt served as the lead planner and project manager responsible for the preparation of a Master Planned Development Permit (MPDP) for an innovative community in Mira Mesa, in the heart of one of San Diego's largest job centers. The 3Roots MPDP will enable the transformation of a former gravel mine into a connected, mixed-use community and will provide a range of housing. 3Roots will include diverse neighborhoods, complete with parks, trails, a restored natural creek, neighborhood-serving retail, multimodal transit options, and hundreds of acres of preserved open space. The MPDP provides the regulatory foundation for the entitlement of development and integrates land use regulations, design standards, and an implementation strategy. The MPDP also provides a comprehensive perspective of 3Roots by providing a description of the vision, mobility, and sustainability strategies.



Chris Mundhenk

CEQA ADVISOR

YEARS OF EXPERIENCE 22

EDUCATION

BA, Biology and Public Policy Analysis,
Pomona College

REPRESENTATIVE PROFESSIONAL PRESENTATIONS

Association of Environmental Professionals CEQA Essentials and Advanced CEQA Seminars – Curriculum Preparer and Presenter (2014–2019)

Association of Environmental Professionals Northern California Conference Advanced CEQA – Presenter (2014)

APA/AEP Speaker Series – Bay Delta Plan and Outside Agency Perspectives – Moderator (2014)

Chris Mundhenk has 22 years of experience in the performance of technical analysis, regulatory permitting, and management of CEQA and NEPA compliance projects. He also has extensive experience with air quality, GHG, and noise modeling, in addition to multiple biological surveys (both protocol- and reconnaissance-level). Chris has managed a diverse array of projects, ranging from programmatic/large-scale projects like campus plans and larger specific plans to smaller development/infrastructure projects for both public and private clients, including multiple cities and counties throughout Southern and Northern California, the California Department of Fish and Wildlife, Pardee Homes, Santa Anita Park, California Pacific Medical Center, the Sacramento Municipal Utility District, Sacramento Area Flood Control Agency, Metropolitan Water District of Southern California, County Sanitation Districts of Los Angeles County, Southern California Association of Governments, and California Department of Corrections and Rehabilitation. He also worked for 4 years as an in-house consultant for the Metropolitan Water District of Southern California, where he oversaw preparation of numerous CEQA compliance documents and prepared comment letters on behalf of Metropolitan.

Chris has also been tasked with the responsibilities of contract management for on-call technical services contracts for several public agencies, including Metropolitan, the University of California at Davis, Sacramento Municipal Utilities Department, California Department of Corrections and Rehabilitation, and California Department of Fish and Wildlife. In the execution of these contracts, he oversees and manages staff during the preparation of CEQA/NEPA documents, mitigation monitoring, and permit acquisition.

PROJECT EXPERIENCE

Community Air Protection Blueprint EA, Statewide

California Air Resources Board

Project Manager

Chris managed preparation of the EA for the CARB Community Air Protection Blueprint, which was required by AB 617 (2017). The Blueprint establishes a process for identifying communities with a high cumulative exposure burden, statewide strategies to reduce emissions of criteria air pollutants and toxic air contaminants (TACs), and criteria for development and implementation of community emission reduction programs and community air monitoring systems.

John Adams Middle School Replacement of Classroom Buildings E, F, & G, New Administration, Modernization, and Site Improvements Project IS/MND, Los Angeles County

Santa Monica-Malibu Unified School District

Primary Contributor

Chris prepared the air quality, greenhouse gas, and noise evaluations of construction and operation of new classroom facilities and expanded sustainability features at the existing John Adams Middle School in Santa Monica. These features included solar panels and upgraded/energy-efficient lighting, as well as additional insulation. The improvements would continue through a portion of the school year, and as a result, potential impacts to the on-site

Chris Mundhenk

student population were a primary concern. Other key issues included traffic, air quality, and noise.

Lincoln Middle School Replacement of Building C, Modernization, and Site Improvements Project IS/MND, Los Angeles County

Santa Monica-Malibu Unified School District

Primary Contributor

Chris was responsible for preparation of the air quality, greenhouse gas, and noise evaluations associated with the construction and operation of new classroom facilities and expanded sustainability features at the existing Lincoln Middle School in Santa Monica. These features included solar panels and upgraded/energy-efficient lighting, as well as additional insulation. The improvements would continue through a portion of the school year, and as a result, potential impacts to the on-site student population were a primary concern. Other key issues included traffic, air quality, and noise.

Downtown University Gateway District Sustainability Planning and Nishi Development Project EIR and Addendum, Yolo County

City of Davis

Project Manager

Ascent assisted the City of Davis in the development of a land use plan for a planned mixed-use community on a 47-acre site south of UC Davis, west of the city, and north of Interstate 80. The project site would be developed with up to 650 residential units, 325,000 square feet of research and development space, 20,000 square feet of retail space, and on-site recreational opportunities. The EIR was certified unanimously by the Davis City Council and was upheld in court. In 2018, Ascent prepared an addendum to the EIR analyzing the effects of a change in the proposed land uses and traffic circulation. The project is now known as the Nishi Residential Development Project. Chris assisted the City in preparing technical studies, a sustainability implementation plan for the project, and an EIR. Key issues included potential health risks associated with proposed on-site residences, agricultural resources, biological resources, noise, and transportation.

Millbrae General Plan Update and EIR/CAP

City of Millbrae (Mintier Harnish)

Project Manager

The City of Millbrae adopted its current General Plan in 1998. Since that time, the city has grown and changed. New laws have passed that affect general plans and new planning strategies have been emerged, such as sustainability, climate change, and public health. These changes require a reevaluation of the existing General Plan and confirmation of the vision for Millbrae. Ascent is serving as the GHG/climate change adaptation, air quality, and noise specialists on the consultant team for the update of the Millbrae General Plan and EIR. Ascent is also providing strategic guidance on integrating key GHG and climate change-related policies and programs from the City's sustainability and climate initiatives within the General Plan update.

Washington Specific Plan Update, Yolo County

City of West Sacramento Community Development Department

Project Manager

West Sacramento's Washington neighborhood contains much of the city's historic and cultural resources. The City is undertaking a comprehensive update of the 1996 Washington Specific Plan to help the neighborhood achieve its full potential. Ascent is updating the Specific Plan to address development and architectural standards, streetcar and transit-oriented development standards, historic preservation, sustainability, and signage in the area.



Andrew Martin

CEQA PROJECT MANAGER

YEARS OF EXPERIENCE 15

EDUCATION

MCP (Master of City Planning), San Diego State University

BA, Sociology, California State University, Long Beach

Andrew Martin has diverse public and private sector experience in local and regional planning throughout California, with an emphasis on environmental documents and permits, climate action planning, and regional transportation planning and sustainable communities strategies. He has managed CEQA, NEPA, and environmental permit compliance for long-range plans, active transportation and transit capital improvements, and development projects, including program- and project-level EIRs, MNDs, addenda, exemptions, and environmental permits and technical studies. Andrew’s climate action planning experience includes preparing Climate Action Plans for local jurisdictions, overseeing the delivery of customized climate action planning services for several SANDAG member cities, providing technical assistance and analysis for electric vehicle charging, developing a regional GHG inventory and projections, and crafting regional measures to reduce GHG emissions. He was a regional planner for SANDAG for 10 years.

REPRESENTATIVE PROJECT EXPERIENCE

San Diego County Climate Action Plan

County of San Diego

Project Manager

Andrew is managing the County of San Diego (County) Climate Action Plan (CAP) to develop an ambitious, visionary CAP that strives to meet a 2030 target to mitigate for the County’s General Plan and a carbon neutrality goal for 2035-2045. The CAP is being developed in alignment with a Regional Sustainability Plan that envisions a zero-carbon future for San Diego. Development of the CAP includes far-reaching, inclusive outreach that captures County residents that have not typically been represented in planning and political processes. The CAP is also addressing local agriculture, not just for its impacts, but for the value it provides to the region. The CAP will also address the carbon sequestration benefits of the County’s vast open spaces, rangelands, and agricultural lands. At the same time, Ascent is addressing County operations and developing greenhouse gas reduction measures that demonstrate the County’s leadership in tackling climate change.

Climate Action Study, San Diego County

San Diego Unified Port District

Project Manager

Ascent is working with the San Diego Port District in assessing the feasibility of GHG reduction measures in anticipation of the District’s upcoming CAP Update. The project includes updates to the District’s GHG forecasts for two scenarios—a state regulatory scenario and a Port Master Plan update scenario. As project manager, Andrew oversaw development of GHG target recommendations to the year 2050 based on the State’s goals and future inventories of District-wide emissions through 2050 based on BAU and legislative-adjusted BAU scenarios.

Climate Change Solutions – Climate Resilience Opportunities

San Diego Association of Governments

Senior Advisor

Ascent prepared a report identifying and analyzing opportunities for SANDAG to implement new or expanded climate resilience activities in the San Diego region. The report explore 12 Resilience Opportunities that would benefit SANDAG member agencies and the region more broadly. Each



Andrew Martin

Resilience Opportunity is considered against a diverse set of evaluation criteria designed to facilitate informed decision making by SANDAG staff, elected officials, and other stakeholders. Andrew provided strategic guidance on the project, including organizing the resilience opportunities into logical categories, development of the evaluation criteria, and articulating the role of climate equity in SANDAG's climate resiliency planning. He also authored multiple sections of the report evaluating individual resilience opportunities.

CEQA Compliance and Public Engagement for San Marcos Climate Action Plan, San Diego County

City of San Marcos

Project Manager

The City of San Marcos adopted an update to its Climate Action Plan in 2020. The updated CAP identifies measures to reduce communitywide GHG emissions in San Marcos to 40 percent below 1990 levels by 2030, consistent with state goals. Ascent supported the City's public engagement efforts during development of the updated CAP, including conducting three public workshops and developing surveys to solicit input on preliminary GHG reduction measures through the City's website and in "real-time" during the workshops. Ascent also prepared the IS/ND for the CAP Update. Andrew was project manager for the IS/ND public engagement support.

Murrieta Climate Action Plan and Air Quality, Greenhouse Gas Technical Analysis, Riverside County

City of Murrieta (Rick Engineering)

Project Manager

Ascent is working with the City and Rick Engineering to prepare a Climate Action Plan and air quality and GHG technical analysis in support of a focused General Plan Amendment (GPA). The CAP will include baseline and future inventories of community-wide GHG emissions through the GPA buildout year, GHG reduction target recommendations based on state goals and quantifiable GHG reduction measures that demonstrate how the City will achieve its GHG reduction targets. The CAP will serve as a Qualified GHG Reduction Plan under the State CEQA Guidelines to streamline the GHG analysis of future projects under the GPA. Ascent is preparing a CAP compliance checklist that will allow CEQA streamlining of future projects that demonstrate CAP consistency. Ascent is also preparing air quality and GHG technical analysis of the GPA to support the project's EIR. Andrew is serving as the project manager for the CAP and air quality and GHG technical analysis.

Ventura County Program EIR for the 2040 General Plan

County of Ventura (Mintier Harnish)

Project Manager

Andrew was the project manager for preparation of a Program EIR for the County of Ventura's comprehensive general plan update – the 2040 General Plan. Ventura County is unique because of the successful countywide land use planning efforts that have preserved the county's open space and scenic character, including the Guidelines for Orderly Development, greenbelt agreements, and the Save Open Space & Agricultural Resources (SOAR) initiatives. The 2040 General Plan directs urban development to cities and existing unincorporated communities to preserve its working and rural landscapes, agricultural lands, scenic vistas, natural resources, and recreational opportunities. It also sets forth the goals and policies to guide future land use and resource decisions within the unincorporated areas of the county and identifies the implementation programs required to carry out the goals and policies. Major focus areas include environmental justice, reducing vehicle miles traveled, planning for complete streets, addressing the impacts of oil and gas extraction, and integrating greenhouse gas (GHG) reduction measures and climate adaptation planning throughout the General Plan. Ascent worked in collaboration with the County to develop EIR mitigation measures in the form of policies and implementation programs to address potentially significant impacts. Key areas of concern addressed in detail in the EIR included the generation of greenhouse gas emissions, impacts to oil and gas extraction, and protection of agricultural resources.



Nicole Greenfield

CEQA ANALYST

YEARS OF EXPERIENCE

6

EDUCATION

BS, Integrative Biology, University of California, Berkeley

Nicole Greenfield has 6 years of experience in the environmental consulting field. She has prepared environmental documentation for transportation, recreation, and infill development projects throughout California. She has worked on projects with agencies that include the City of Los Angeles Bureau of Engineering, California Department of Transportation, California High-Speed Rail Authority, Los Angeles County Metropolitan Transportation Authority, and various local governments. Nicole uses her strong writing and critical thinking ability to support clients through the CEQA/NEPA process from project initiation to completion. Her responsibilities include preparing environmental documents and technical studies, conducting thorough QA/QC reviews, providing support at public meetings, and collaborating with interdisciplinary teams of designers, engineers, and technical specialists.

Nicole has also provided support with conducting rare plant and bat surveys, completing regulatory permit applications, and monitoring construction sites for permit compliance. She previously worked in ecosystem management and ecological restoration. Her experience includes habitat and vegetation surveys for biological research, as well as water quality and vegetation monitoring for various restoration projects.

PROJECT EXPERIENCE

San Diego County Climate Action Plan Supplemental EIR, San Diego County County of San Diego

Environmental Planner

The County of San Diego is preparing a Supplemental Environmental Impact Report (EIR) for its Climate Action Plan (CAP) and associated actions, which include (1) an amendment to the San Diego County General Plan; (2) a revision to the mitigation monitoring and reporting program for the 2011 General Plan Update EIR; (3) a revision to a greenhouse gas threshold of significance, and (4) a revised Guidelines for Determining Significance for Climate Change. Nicole is preparing the Aesthetics and Agriculture and Forestry sections of the Supplemental EIR.

Apple Valley Love's Travel Stop EIR, San Bernardino County

Town of Apple Valley

Environmental Planner

Love's Travel Stops and Country Stores is proposing to construct and operate a full-service travel stop on approximately 15.33 acres of undeveloped land at the northeast corner of Interstate 15 and Stoddard Wells Road in the Town of Apple Valley. The project includes a 9,659-square-foot convenience store, 3,043-square-foot fast food restaurant with drive-through, and 183 parking spaces. Nicole is preparing the Notice of Preparation/Initial Study and the Environmental Impact Report.

Nicole Greenfield

NASSCO Floating Dry Dock and Waterfront Improvement Project IS/MND, San Diego County

Port of San Diego

Environmental Planner

General Dynamics NASSCO (NASSCO) is proposing the Floating Dry Dock Replacement and Waterfront Improvement Project located in San Diego, California. The Project includes the following elements: (1) Replacement of the existing floating dry dock and construction of supporting infrastructure; (2) Repair Complex Wharf Improvements; (3) Repairs to the quay wall toe of slope along stretches of shoreline throughout the NASSCO leasehold, which includes shoreline segments Lot 20 to Pier 12, floating dry dock approach pier to Berth 8, Ways to Building Dock, Berth 2 to Berth 3, Berth 4 to Berth 5, and Berth 6 to Navy Base Quay Wall; and (4) As-needed structural repair and/or replacement of selected piles at Berths 2, 3, 4, 5, 6, at Pier 12 and the floating dry dock approach pier, and at the Berth 1 Platform. Nicole is preparing the Initial Study/Mitigated Negative Declaration.

Rendezvous Phase II Apartments Project IS/MND, Riverside County

City of Temecula

Environmental Planner

The proposed Rendezvous Phase II Apartments Project includes development of 134 attached apartment units within six three-story buildings on approximately 9.5 acres in the City of Temecula, California. The Project includes 56 one-bedroom units, 42 two-bedroom units, and 36 three-bedroom units. In addition, the Project would include a central pool, landscaped open space and recreational areas, exercise room, bicycle parking, and 280 vehicle parking spaces. Nicole is preparing the Initial Study/Mitigated Negative Declaration.

Woolsey Fire Recovery in the Santa Monica Mountains National Recreation Area EA, Los Angeles County

National Park Service

Environmental Planner

The National Park Service is proposing to replace Santa Monica Mountains National Recreation Area facilities that were damaged or destroyed in the 2018 Woolsey Fire. At Paramount Ranch, approximately 20,000 square feet of lost structures would be rebuilt along with associated visitor safety/accessibility updates, stormwater/floodplain improvements, and code-compliant utilities. At Peter Strauss Ranch, the Miller House and outdoor assembly spaces would be reconstructed with associated visitor safety/accessibility, building code and resiliency updates, stormwater/floodplain improvements, and code-compliant utilities. Rocky Oaks is envisioned to be an administrative hub in the park and would include a new building to compensate for the lost Cooper Brown building (approximately 3,200 square feet), new park housing to replace lost park housing, code-compliant utilities, and associated paving and site amenities. Nicole is preparing the Environmental Assessment.

Los Angeles Union Station Five New Capital Projects, Los Angeles County

Los Angeles County Metropolitan Transportation Authority

Environmental Planner

The Los Angeles County Metropolitan Transportation Authority proposes to perform improvements at the historic Los Angeles Union Station, located at 800 North Alameda Street in Los Angeles. Nicole prepared the CEQA Categorical Exemption Memorandum.

150 E. Colorado Boulevard, Los Angeles County

City of Pasadena

Environmental Planner

The applicant is proposing a mixed-use development with residential and commercial uses, located at 150 E. Colorado Boulevard in the City of Pasadena. Nicole assisted with preparation of the IS/MND.

Mount San Antonio Gardens Wellness Center IS/MND Addendum, Los Angeles County

City of Claremont

Environmental Planner

The project proposes to construct a new two-story, 9,970-square-foot Wellness Center and Community Services building at the center of the existing Mount San Antonio Gardens campus. Nicole assisted with preparation of the IS/MND Addendum.

11 APPENDIX C PROOF OF INSURANCE

