




PLANNING & DEVELOPMENT MEMORANDUM
#17-2024

DATE: April 8, 2024

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager 
Jason Loveland, Deputy City Manager 

FROM: Brook Svoboda, Director of Planning & Development 
Mara Owen, Sustainability Coordinator

SUBJECT: CR-91 – Northglenn Climate Action and Resilience Plan Consultant Contract

PURPOSE

To consider CR-91, a resolution approving a contract with Brendle Group for the creation of the first Northglenn Climate Action and Resilience Plan.

BACKGROUND

In September 2018, the City adopted its first Sustainability Plan in response to City Council's prioritization of sustainability. This plan outlined a comprehensive framework of nine goal areas to guide future sustainability initiatives. It was updated in April 2022 to add Climate Action as the 10th goal area.

The updated Sustainability Plan calls for the creation and adoption of a climate action and resiliency plan. For this effort, staff has prioritized a data-driven approach with a strong focus on community capacity building. The plan aims to define the actions necessary to secure a safe, equitable, and sustainable future for all Northglenn residents and serve as a tool for decision makers and community members in charting a path to this future. The Northglenn Climate Action and Resilience Plan will address both mitigation to reduce greenhouse gas emissions and adaptation to increase the resiliency of the community to current and future effects of climate change. The plan also seeks to empower the wider community including residents, businesses, and organizations.

A Request for Proposal (RFP) was issued Jan. 17, 2024, and six proposals were received. Staff from the Planning Division and Public Works Environmental Division evaluated the proposals based on criteria set forth in the RFP. Interviews were held with the top two respondents to further discuss the project and approaches to various aspects of the proposal, including engagement, scenario modeling, and implementation. Staff recommends moving forward with Brendle Group as their proposal met all criteria in the RFP.

BUDGET/TIME IMPLICATIONS

The proposed cost estimate received from Brendle Group is \$150,000, with funds coming from the General Fund. A breakdown of the budget is below:

Tasks	Cost
Task 1: Existing Programs Review	\$6,600
Task 2: Review and Assessment of Existing Green House Gas Data	\$18,500
Task 3: Climate Action and Resilience Vision and Goals	\$16,000
Task 4: Climate and Resilience Actions	\$26,800
Task 5: Implementation and Monitoring	\$20,800
Task 6: Climate Action and Resilience Plan and Materials	\$36,800
Task 7: Council, Stakeholder, and Public Engagement	\$24,500
Total Budget	\$150,000

The proposed Climate Action and Resilience Plan is expected to take between 10 and 12 months to complete.

STAFF RECOMMENDATION

Staff recommends approval of CR-91

STAFF REFERENCE

If Council Members have any questions, please contact Brook Svoboda, Director of Planning & Development, at bsvoboda@northglenn.org or 303.450.8937.

SPONSORED BY: MAYOR LEIGHTY

COUNCIL MEMBER'S RESOLUTION

RESOLUTION NO.

No. CR-91
Series of 2024

Series of 2024

A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF NORTHGLENN AND BRENDLE GROUP, INC. FOR A CLIMATE ACTION AND RESILIENCE PLAN

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. The Professional Services Agreement between the City of Northglenn and Brendle Group, Inc., attached hereto, for a total amount not to exceed \$150,000.00 for the City of Northglenn Climate Action and Resilience Plan is hereby approved and the Mayor is authorized to execute same on behalf of the City of Northglenn.

DATED, at Northglenn, Colorado, this _____ day of _____, 2024.

SHANNON LUKEMAN-HIROMASA
Mayor Pro Tem

ATTEST:

JOHANNA SMALL, MMC
City Clerk

APPROVED AS TO FORM:

COREY Y. HOFFMANN
City Attorney

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made and entered into this _____ day of _____ 20____, by and between the City of Northglenn, State of Colorado (hereinafter referred to as the "City") and Brendle Group, Inc. (hereinafter referred to as "Consultant").

RECITALS:

- A. The City requires professional services.
- B. Consultant has held itself out to the City as having the requisite expertise and experience to perform the required work for the Project.

NOW, THEREFORE, it is hereby agreed for the consideration hereinafter set forth, that Consultant shall provide to the City, professional consulting services for the Project.

I. SCOPE OF SERVICES

Consultant shall furnish all labor and materials to perform the work and services required for the complete and prompt execution and performance of all duties, obligations, and responsibilities for the Project which are described or reasonably implied from **Exhibit A** which is attached hereto and incorporated herein by this reference.

II. THE CITY'S OBLIGATIONS/CONFIDENTIALITY

The City shall provide Consultant with reports and such other data as may be available to the City and reasonably required by Consultant to perform hereunder. No project information shall be disclosed by Consultant to third parties without prior written consent of the City or pursuant to a lawful court order directing such disclosure. All documents provided by the City to Consultant shall be returned to the City. Consultant is authorized by the City to retain copies of such data and materials at Consultant's expense.

III. OWNERSHIP OF WORK PRODUCT

The City acknowledges that the Consultant's work product is an instrument of professional service. Nevertheless, the products prepared under this Agreement shall become the property of the City upon completion of the work.

IV. COMPENSATION

A. In consideration for the completion of the services specified herein by Consultant, the City shall pay Consultant an amount not to exceed one hundred fifty thousand dollars (\$150,000). Payment shall be made in accordance with the schedule of charges in **Exhibit B** which is attached hereto and incorporated herein by this reference. Invoices will be itemized and include hourly breakdown for all personnel and other charges. The maximum fee specified herein shall include all fees and expenses incurred by Consultant in performing all services hereunder.

B. Consultant may submit monthly or periodic statements requesting payment. Such request shall be based upon the amount and value of the work and services performed by Consultant under this Agreement except as otherwise supplemented or accompanied by such supporting data as may be required by the City.

1. All invoices, including Consultant's verified payment request, shall be submitted by Consultant to the City no later than the twenty-fourth (24th) day of each month for payment pursuant to the terms of this Agreement. In the event Consultant fails to submit any invoice on or before the

twenty-fourth (24th) day of any given month, Consultant defers its right to payment pursuant to said late invoice until the twenty-fourth (24th) day of the following month.

2. Progress payments may be claimed on a monthly basis for reimbursable costs actually incurred to date as supported by detailed statements, including hourly breakdowns for all personnel and other charges. The amounts of all such monthly payments shall be paid within thirty (30) days after the timely receipt of invoice as provided by this Agreement.

C. The City has the right to ask for clarification on any Consultant invoice after receipt of the invoice by the City.

D. In the event payment for services rendered has not been made within forty-five (45) days from the receipt of the invoice for any uncontested billing, interest will accrue at the legal rate of interest. In the event payment has not been made within ninety (90) days from the receipt of the invoice for any uncontested billing, Consultant may, after giving seven (7) days written notice and without penalty or liability of any nature, suspend all work on all authorized services specified herein. In the event payment in full is not received within thirty (30) days of giving the seven (7) days written notice, Consultant may terminate this Agreement. Upon receipt of payment in full for services rendered, Consultant will continue with all authorized services.

E. Final payment shall be made within sixty (60) calendar days after all data and reports (which are suitable for reproduction and distribution by the City) required by this Agreement have been turned over to and approved by the City and upon receipt by the City of Consultant's certification that services required herein by Consultant have been fully completed in accordance with this Agreement and all data and reports for the Project.

V. COMMENCEMENT AND COMPLETION OF WORK

Within seven (7) days of receipt from the City of a Notice to Proceed, Consultant shall commence work on all its obligations as set forth in the Scope of Services or that portion of such obligations as is specified in said Notice. Except as may be changed in writing by the City, the Project shall be complete, and Consultant shall furnish the City the specified deliverables as provided in **Exhibit A**.

VI. CHANGES IN SCOPE OF SERVICES

A change in the Scope of Services shall constitute any material change or amendment of services or work which is different from or additional to the Scope of Services specified in Section I of this Agreement. No such change, including any additional compensation, shall be effective, or paid unless authorized by written amendment executed by the City. If Consultant proceeds without such written authorization, then Consultant shall be deemed to have waived any claim for additional compensation, including a claim based on the theory of unjust enrichment, quantum merit or implied contract. Except as expressly provided herein, no agent, employee, or representative of the City shall have the authority to enter into any changes or modifications, either directly or implied by a course of action, relating to the terms and scope of this Agreement.

VII. PROFESSIONAL RESPONSIBILITY

A. Consultant hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.

B. The work performed by Consultant shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of work in the applicable community.

C. Consultant shall be responsible for the professional quality, technical accuracy, timely completion, and the coordination of all designs, drawings, specifications, reports, and other services furnished by Consultant under this Agreement. Consultant shall, without additional compensation, correct or resolve any errors or deficiencies in his designs, drawings, specifications, reports, and other services, which fall below the standard of professional practice, and reimburse the City for construction costs caused by errors and omissions which fall below the standard of professional practice.

D. Approval by the City of drawings, designs, specifications, reports, and incidental work or materials furnished hereunder shall not in any way relieve Consultant of responsibility for technical adequacy of the work. Neither the City's review, approval or acceptance of, nor payment for, any of the services shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Consultant shall be and remain liable in accordance with applicable performance of any of the services furnished under this Agreement.

E. The rights and remedies of the City provided for under this Agreement are in addition to any other rights and remedies provided by law.

VIII. INDEMNIFICATION

A. **INDEMNIFICATION – GENERAL:** The City cannot and by this Agreement does not agree to indemnify, hold harmless, exonerate or assume the defense of the Consultant or any other person or entity whatsoever, for any purpose whatsoever. Provided that the claims, demands, suits, actions or proceedings of any kind are not the result of professional negligence, the Consultant, to the fullest extent permitted by law, shall defend, indemnify and hold harmless the City, its Council members, officials, officers, directors, agents and employees from any and all claims, demands, suits, actions or proceedings of any kind or nature whatsoever, including worker's compensation claims, in any way resulting from or arising from the services rendered by Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, under this Agreement; provided, however, that the Consultant need not indemnify or save harmless the City, its Council members, its officers, agents and employees from damages resulting from the negligence of the Council members, officials, officers, directors, agents and employees.

B. **INDEMNIFICATION FOR PROFESSIONAL NEGLIGENCE:** The Consultant shall, to the fullest extent permitted by law, defend, indemnify and hold harmless the City, its Council members, and any of its officials, officers, directors, and employees from and against damages, liability, losses, costs and expenses, including reasonable attorneys fees, but only to the extent caused by or arising out of the negligent acts, errors or omissions of the Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, in the performance of professional services under this Agreement. The Consultant is not obligated under this subparagraph IX.B. to indemnify the City for the negligent acts of the City, its Council members, or any of its officials, officers, directors, agents and employees.

C. **INDEMNIFICATION – COSTS:** Consultant shall, to the fullest extent permitted by law, defend, investigate, handle, respond to, and provide defense for and defend against, any such liability, claims or demands at the sole expense of Consultant or, at the option of the City, agrees to pay the City or reimburse the City for the defense costs incurred by the City in connection with any such liability, claims or demands. Consultant shall, to the fullest extent permitted by law, defend and bear all other costs and expenses related thereto, including court costs and attorney fees, whether or not any such liability, claims or demands alleged are groundless, false or fraudulent. If it is determined by the final judgment of a court of any competent jurisdiction that such injury, loss or damage was caused in whole or in part by the act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees, the City shall reimburse Consultant for the portion of the judgment attributable to such act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees.

D. To the extent this Agreement is subject to C.R.S. § 13-50.5-102(8), Contractor's liability under this provision shall be to the fullest extent of, but shall not exceed, that amount represented by the degree or percentage of negligence or fault attributable to Contractor, any subcontractor of Contractor, or any officer, employee, representative, or agent of Contractor or of any subcontractor of Contractor. If Contractor is providing architectural, engineering, surveying or other design services under this Agreement, the extent of Contractor's obligation to defend, indemnify and hold harmless the City may be determined only after Contractor's liability or fault has been determined by adjudication, alternative dispute resolution or otherwise resolved by mutual agreement of the Parties, as provided by C.R.S. § 13-50.5-102(8)(c).

IX. INSURANCE

A. Consultant agrees to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. Such insurance shall be in addition to any other insurance requirements imposed by this Agreement or by law. Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to Section IX, above, by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

B. Consultant shall procure and maintain and shall cause any subcontractor of Consultant to procure and maintain, the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

1. Worker's Compensation Insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this Contract, and Employer's Liability Insurance with minimum limits of five hundred thousand dollars (\$500,000) each incident, five hundred thousand dollars (\$500,000) disease - policy limit, and five hundred thousand dollars (\$500,000) disease - each employee.

2. Commercial general liability insurance with minimum combined single limits of one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) general aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interests provision.

3. Professional liability insurance with minimum limits of six hundred thousand dollars (\$600,000) each claim and one million dollars (\$1,000,000) general aggregate.

C. The policy required by paragraph 2. above shall be endorsed to include the City and the City's officers, employees, and consultants as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, its employees, or its consultants shall be excess and not contributory insurance to that provided by Consultant. No additional insured endorsement to the policy required by paragraph 1. above shall contain any exclusion for bodily injury or property damage arising from completed operations. Consultant shall be solely responsible for any deductible losses under any policy required above.

D. The certificate of insurance provided for the City shall be completed by Consultant's insurance agent as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the City prior to commencement of the Agreement. No other form of certificate shall be used. If the City is named as an additional insured on any policy which does not allow for the automatic addition of additional insureds, the Consultant's

insurance agent shall also provide a copy of all accompanying endorsements recognizing the City as an additional insured. The certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be cancelled, terminated or materially changed until at least thirty (30) days prior written notice has been given to the City. The completed certificate of insurance shall be sent to:

City of Northglenn
Attn: Risk Manager
11701 Community Center Drive
Northglenn, Colorado 80233-8061

E. Failure on the part of Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of agreement upon which the City may immediately terminate this Agreement, or at its discretion, the City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Consultant to the City upon demand, or the City may offset the cost of the premiums against any monies due to Consultant from the City.

F. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

G. The parties hereto understand and agree that the City, its officers, and its employees, are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations (presently three hundred fifty thousand dollars (\$350,000) per person and nine hundred ninety thousand dollars (\$990,000) per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, Colo. Rev. Stat., §§ 24-10-101, et seq., as from time to time amended, or otherwise available to the City, its officers, or its employees.

X. NON-ASSIGNABILITY

Neither this Agreement, nor any of the rights or obligations of the parties hereto, shall be assigned by either party without the written consent of the other.

XI. TERMINATION

This Agreement shall terminate at such time as the work in Section I is completed and the requirements of this Agreement are satisfied, or upon the City's providing Consultant with seven (7) days advance written notice, whichever occurs first. In the event the Agreement is terminated by the City's issuance of said written notice of intent to terminate, the City shall pay Consultant for all work previously authorized and completed prior to the date of termination. If, however, Consultant has substantially or materially breached the standards and terms of this Agreement, the City shall have any remedy or right of set-off available at law and equity. If the Agreement is terminated for any reason other than cause prior to completion of the Project, any use of documents by the City thereafter shall be at the City's sole risk, unless otherwise consented to by Consultant.

XII. CONFLICT OF INTEREST

The Consultant shall disclose any personal or private interest related to property or business within the City. Upon disclosure of any such personal or private interest, the City shall determine if the interest constitutes a conflict of interest. If the City determines that a conflict of interest exists, the City may treat such conflict of interest as a default and terminate this Agreement.

XIII. VENUE

This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in the County of Adams, State of Colorado.

XIV. INDEPENDENT CONTRACTOR

Consultant is an independent contractor. Notwithstanding any provision appearing in this Agreement, all personnel assigned by Consultant to perform work under the terms of this Agreement shall be, and remain at all times, employees or agents of Consultant for all purposes. Consultant shall make no representation that it is the employee of the City for any purposes.

XV. NO WAIVER

Delays in enforcement or the waiver of any one or more defaults or breaches of this Agreement by the City shall not constitute a waiver of any of the other terms or obligation of this Agreement.

XVI. ENTIRE AGREEMENT

This Agreement and the attached **Exhibits A and B** is the entire Agreement between Consultant and the City, superseding all prior oral or written communications. None of the provisions of this Agreement may be amended, modified, or changed, except as specified herein.

XVII. SUBJECT TO ANNUAL APPROPRIATION

Consistent with Article X, Section 20 of the Colorado Constitution, any financial obligations of the City not to be performed during the current fiscal year are subject to annual appropriation, and thus any obligations of the City hereunder shall extend only to monies currently appropriated.

XVIII. NOTICE

Any notice or communication between Consultant and the City which may be required, or which may be given, under the terms of this Agreement shall be in writing, and shall be deemed to have been sufficiently given when directly presented or sent pre-paid, first class United States Mail, addressed as follows:

The City: City of Northglenn
11701 Community Center Drive
Northglenn, Colorado 80233-8061

Consultant: Brendle Group, Inc.
212 West Mulberry St
Fort Collins, CO 80521

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same in duplicate.

CITY OF NORTHGLENN, COLORADO

By: _____

Meredith Leighty
Print Name

Mayor
Title Date

ATTEST:

Johanna Small, MMC Date
City Clerk

APPROVED AS TO FORM:

Corey Y. Hoffmann Date
City Attorney

CONSULTANT:

By: Shelby Sommer

Shelby Sommer
Print Name

Vice President, Director of Planning
Title Date

April 2, 2024

ATTEST:

By: [Signature]

Daniel Epstein
Print Name

Vice President, Senior Director of Analytics
Title Date

4-2-24

CITY OF NORTHGLENN CLIMATE ACTION AND RESILIENCY PLAN SCOPE OF WORK

The City has established a strong foundation for the development of the Climate Action and Resilience Plan. Our approach has capitalized on this foundation, streamlining services where we can utilize existing research, providing technical expertise and planning experience to ensure a plan that is data-driven, equitable, community centered, actionable, and provides accountability. A breakdown of tasks, engagement, and timing for our overall approach is illustrated below in **Figure 1**.

In addition to the tasks outlined below, Brendle Group will provide up to 24 hours of implementation support for the first 6 months of implementation, subject to modification based on mutual agreement by both parties.

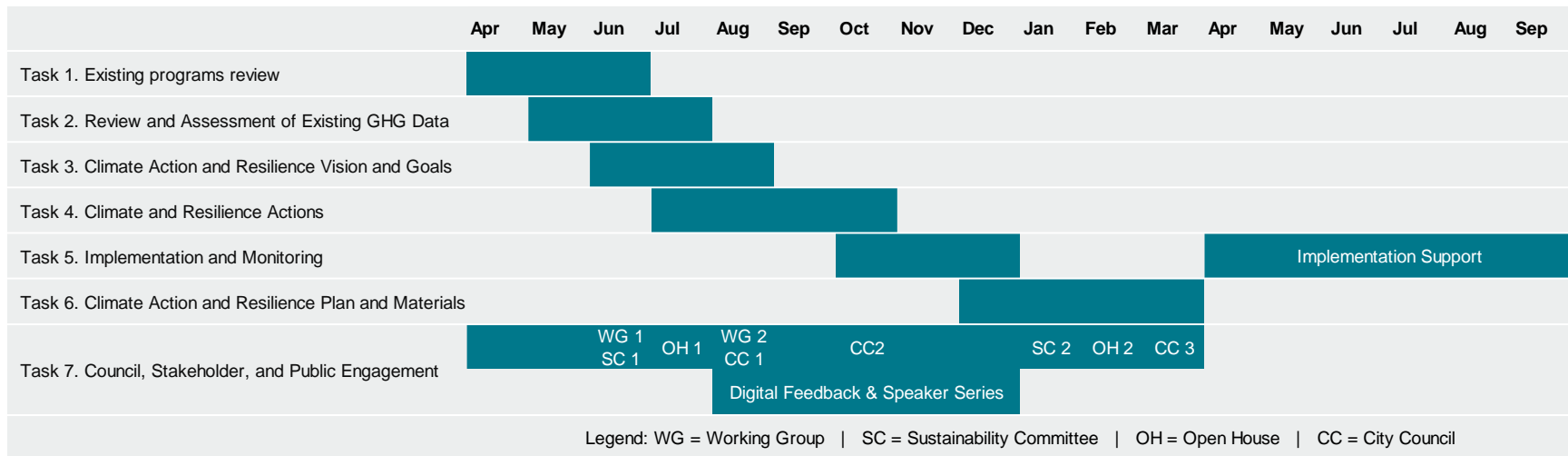


Figure 1. Proposed project timeline

Task 1: Existing Programs Review

Our first task will be to complete an in-depth review of all relevant plans, programs, policies, goals, objectives, procedures, and internal functions. We will consolidate all previous work, looking for areas of collaboration, integration, overlaps, conflicts, gaps, and disconnects to inform our work on climate action and resilience. The findings from this task will be used to develop the draft report section regarding initial findings and areas of collaboration.

Based on our previous work with the City of Northglenn, we understand there's already significant work and progress on climate action and resilience. For example, Northglenn's Sustainability Plan identifies reduction targets for greenhouse gas emissions for 2030, 2040, and 2050, and the Risk and Adaptation Advisory Report identifies extreme heat and rising temperatures overall as the most pressing climate risks.

This background review will be consolidated into an existing programs and opportunities matrix for easy reference in subsequent tasks and activities.

Task 2: Review and Assessment of Existing GHG Data

The City of Northglenn's 2019 Greenhouse Gas Emissions Inventory (using data from 2016) is a strong foundation to build on in Task 2. This task will support the draft report section regarding preliminary findings, including adjustments needed and BAU model forecasting.

Task 2.1: Inventory Review and Refinement

Given that the existing inventory is using data from seven years ago, we will start this task with a review of the previous inventory methodology and an update of major emissions sources using more recent data. For example, the transportation sector was the largest source of emissions in 2016. We will review data sources like the EValuateCO dashboard to understand how local electric vehicles adoption may be influencing transportation emissions trends. Additionally, using 2022 or 2023 building use and energy supply data from Xcel Energy and United Power (if available), we will compare how energy use and associated emissions are changing. This will address the top three sources of emissions in the 2019 inventory: transportation, commercial energy, and residential energy. Generally, we view anything greater than a 5% change as significant, so this data alone tells us that there have been significant changes to Northglenn's sources of GHG emissions since 2016. Understanding these changes will be vital to developing an accurate emissions forecast (Task 2.2).

Task 2.2: Business As Usual (BAU) Forecast

To support the development of a data-driven plan, we will process inventory data in an Excel spreadsheet-based inventory management system (IMS) that can interface with ICLEI's ClearPath tool if desired. We have extensive experience developing spreadsheets that are user friendly and intuitive. This IMS will provide the analytical engine and structure for data interpretation with accessible, graphically rich summary charts.

The bulk of work under this task will entail building out an emissions forecast through an agreed upon planning horizon (likely through 2050 since the Sustainability Plan includes a target for

emissions reductions through 2050) using available growth forecasts from the different emissions sources in the inventory. This business-as-usual forecast is also informed by utility goals, such as Xcel Energy's 2030 goal to reduce carbon emissions from electricity by 80%. This business-as-usual projection gives the City of Northglenn an understanding of how emissions will change over time if no action is taken and serves as a starting point for vision and goal setting.

Task 2.3: GHG Inventory Maintenance Guide

On every project, Brendle Group endeavors to build our clients' capacity to continue and update their inventories and track progress toward climate goals without requiring our team's further involvement. The IMS tool (created in task 2.2) helps clients understand findings and can serve as a resource for translating results and charts from the IMS to feed into community-facing reporting. We've found that when clients are properly trained in using the tool, it empowers them to understand their data, maintain data over time, and use data as a foundation for future decision-making with little to no future support needed from Brendle Group.

This task includes an IMS maintenance guide document to facilitate the City's navigation and use of the IMS tool, as well as a training session on the use of the tool. If desired, we can record the training for future staff reference.

Task 3: Climate Action and Resilience Vision and Goals

During this task we will coordinate with the City to analyze, update, and add to Northglenn's existing goals, including consideration for both climate mitigation (i.e., GHG emissions reduction) and climate adaptation (i.e. community resilience). This task will support the draft report section regarding preliminary findings, including comparing scenario options to the BAU scenario.

Task 3.1 Scenario Modeling

We recognize that scenarios can be a helpful tool to conceptualize the potential benefits and magnitude of different emissions reduction measures. With this in mind, building on the IMS tool developed in Task 2, Brendle Group will develop two goal scenarios to compare with the business-as-usual scenario. For example, the two goal scenarios may explore: 1) achieving the Sustainability Plan goal of reducing GHG emissions by 20% by 2030 and 2) aligning with the State of Colorado's goal of reducing GHG emissions by 50% by 2030.

Our scenarios are highly customizable and can analyze different bundles of measures, various levels of ambition, and even sequencing for implementation. Our approach to scenario development is informed by the actions prioritized by stakeholders in Task 4.2. Our intent is to analyze scenarios that people are expressing interest in and/or that bracket the range of possibilities, rather than creating abstract scenarios that are highly infeasible. Our budget assumes we will develop a BAU scenario and two additional community-scale scenarios (with key municipal milestones along the way) to show the relative contributions of different strategies to emissions reductions goals.

Task 3.2 Draft Climate Action and Resilience Vision and Goals

The City has an impressive library of existing plans that address many relevant topics for the plan. Through Task 1, we'll mine those documents to extract core values and goal statements, to inform a unified vision for the plan and topic-specific goals for each topic area in the plan. Brendle Group will prioritize integration and alignment with other plans, leveraging the plan as an opportunity to nourish existing City sustainability efforts, while layering in new best practices for climate action and resilience.

To refine and prioritize goals, we will apply the "SMARTER" approach, making sure goals are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) and create a process for Evaluating and Readjusting the goals as needed (ER). These "SMARTER" goals will be informed by the scenario modeling and work together with the actions and metrics developed in Tasks 4 and 5 to provide a roadmap for measuring progress throughout implementation.

The consulting team will work in tandem with the City to draft a framework of vision and goals, to serve as a lens through which climate and resilience actions can be prioritized and cultivated.

Task 3.3 Vision and Goal Refinement

As the guiding ethos of Northglenn's climate action and resilience efforts, the vision and goals framework should instill a sense of inspiration in those responsible for implementing the framework. Brendle Group recommends soliciting input from the working group, sustainability committee, City Council, and the community to ensure the plan vision and goals reflect a future that excites and empowers. Stakeholder feedback will be incorporated into a final vision and goal framework. Often, we see goals split into focus areas similar to Northglenn's Sustainability Plan.

Task 4: Climate and Resilience Actions

Our team is a national leader in climate adaptation and resiliency planning and is well known for our innovative approaches for linking climate mitigation and adaptation planning. This task will support the draft report section summarizing actions and current top priorities.

Task 4.1: Action Identification

Rather than separating mitigation and adaptation strategies within the plan, we will identify more comprehensive climate response focus areas, highlighting climate mitigation and adaptation co-benefits for each focus area. We approach action identification by first clarifying "what problem are we trying to address and solve to achieve our goal?". Focusing the question helps generate more specific and meaningful potential actions. Using community engagement processes, best practice research, and our professional backgrounds and expertise, we'll identify potential ideas and bundle similar ideas as actions.

Rather than starting from scratch with action development, we have found that the most successful climate action and resilience plans often leverage and build upon existing efforts and systems and forge partnerships to advance shared priorities. Given our extensive knowledge of and experience with climate action, resilience, and sustainability plans from jurisdictions across

the Front Range, we know that there are many existing efforts and budding measures that Northglenn can capitalize on.

Task 4.2: Action Development and Evaluation

Building an action menu helps track and organize ideas, as well as maintain additional details associated with each measure, such as sector (e.g., residential, business, municipal, etc.), implementation responsibility (e.g., lead and supporting organizations), implementation status (i.e., some actions may be already underway), example resources to support implementation (e.g., funding/ability to leverage federal dollars, studies, etc.), mitigation and adaptation benefits, benefits to low-income and disadvantaged communities, and other considerations.

The action menu will then be evaluated to inform priority actions for Northglenn. We will quantitatively analyze the greenhouse gas emissions reduction potential of up to 12 actions. This analysis will include quantitative estimates of the emissions reduction potential, initial and ongoing costs, and cost effectiveness. For all other actions, the emissions reduction potential will be qualitatively reflected based on the sources/sectors impacted.

These analysis results will be combined with qualitative evaluation (e.g., technical and financial feasibility, climate adaptation/resiliency benefits, and alignment with other community priorities) for all remaining actions to inform ranking and prioritization. This evaluation process will also include exploration of equity considerations of each action. The evaluation criteria can be weighted to reflect key priorities identified during the planning process. We will work with the City to define what equity means for Northglenn so that we can better understand which populations face disproportionate barriers and how actions might positively or negatively affect those communities. Even if an action does not end up on the priority list, the action menu helps keep information organized and ready as priorities evolve over time. This menu will be incorporated into the methodology guide in task 4.3 for easy future reference.

Task 4.3 Methodology Guide

As a final step in Task 4, Brendle Group will provide a detailed methodology guide. This will be a user-friendly framework with step-by-step instructions for evaluating and ranking the feasibility of future actions. As an appendix to this document, the entire list (menu) of actions considered will be included.

Task 5: Implementation and Monitoring

Building implementation-ready plans is a key part of delivering our mission to accelerate equitable solutions to the climate crisis. This task includes setting the City up for successful plan implementation. This task will support the draft report section highlighting implementation plans for high-priority actions, metrics for measuring progress, and a clear methodology for updating implementation actions every two years.

Task 5.1 Implementation Roadmap

Once priority actions have been identified, we will coordinate with City staff to develop an implementation framework (roadmap) that includes a timeline of all actions (near-term, mid-term, and long-term) and how the actions will contribute to plan goals through a preferred a

GHG emissions scenario. For high-priority actions, we'll support the development of specific implementation details, including budget estimates, identification of first steps, and metrics for measuring progress. We recommend high-priority actions be revisited every two years to ensure continued prioritization and progress and will provide a clear methodology for these updates.

Task 5.2 Metrics Identification and Progress Tracking

To support performance monitoring and accountability, we'll identify a set of appropriate tracking metrics. We recognize that each metric will require City staff time and effort to collect, process, and report. Key screening factors will include relevance to one or more actions and/or goals, data availability, and staff time required.

Once metrics are determined and developed, we'll create an Excel tracking workbook to help City staff track implementation progress. The workbook will help track progress of implementation actions as well as progress on metrics and goals. This workbook will include charts that will be used in the tracking dashboard developed in Task 6.3, so that City staff can easily view and share progress with the community.

Task 5.3 Implementation Kick Off and Capacity Building

To facilitate a smooth transition from plan adoption to implementation, we will provide up to 24 hours of implementation coaching and project management support for the first six months of implementation (following plan adoption). This support will focus on establishing effective channels for coordinating implementation activities (e.g., building and kicking off an implementation team), strategy activation (e.g., research, making connections), and/or technical support for the tools provided during the planning phase (e.g., GHG IMS, dashboard tools, strategy prioritization framework tool).

Task 6: Climate Action and Resilience Plan and Materials

This task focuses on bringing all the previous tasks together into a well-organized, visually appealing, and accessible Climate Action and Resilience Plan.

Task 6.1 Draft Plan

We approach plan development dynamically. This means as the vision, goals, actions, and metrics are developed and refined, we will organize these concepts into a comprehensive Climate Action and Resilience Framework – the organizing structure for the plan.

Our team will integrate the content and recommendations from other tasks to produce a preliminary draft plan (primarily text based) in Microsoft Word, with simple graphics and/or graphic placeholders. We've found that this approach makes the review and feedback process much more accessible for clients and places emphasis on the written text without the distraction of visualization. This draft plan will include the components outlined in the RFP including an engagement summary, detailed plan of near- and short-term actions, and implementation framework.

For the visual aesthetic and branding of the Sustainability Plan, in tandem with the development of the text-based draft plan, we will also develop a proposed design layout for City staff review

and approval. This design layout will provide City staff with an understanding of document aesthetics, heading layout, colors, graphic formatting, and the design for major plan graphics. Our budget assumes one coordinated round of review of the preliminary draft (text-based) plan before it is revised and designed.

Task 6.2 Final Plan

Next, our team will prepare a revised draft plan that addresses comments and recommendations from City staff review. At this time, we will integrate the text-based document into the approved design layout. The revised draft plan will be provided for review and another round of comments through the public engagement process in Task 7. Following this second revision, we will integrate adjustments for a final draft plan to be presented for approval. Once approved, we will deliver final digital files in original editable file format and portable document file (PDF) format.

Task 6.3 Tracking Dashboard

Our team is well versed in data and dashboard considerations and will help coach City staff in selecting the best approach for the tracking dashboard that aligns with plan data availability, desired functionality, and ease of maintenance. Given the example provided in Addendum 1, our proposal assumes charts developed for the IMS and tracking workbook can be posted by City staff on a City-maintained webpage. Brendle Group will develop content to supplement these tracking materials and charts that are customized for an online format. The tracking workbook will enable City staff to maintain the dashboard as progress is made.

Task 6.4 Educational Resources

In our experience, how the plan is communicated can be nearly as important as the plan itself. Following final approval of the plan, we will prepare educational resources that the City, neighborhoods, community organizations, and individuals can use following plan completion to facilitate plan implementation. We recommend the following resources for engaging with members of the community:

- A final presentation slide deck in Microsoft PowerPoint that summarizes the plan and highlights key actions different members of the community can take to support plan goals.
- Sector-specific booklets that guide various community segments and groups through Northglenn's plan and how climate change is impacting their daily lives and how they can take action. We recommend developing booklets for residents, businesses, and community-based organizations.
- A list of key stakeholders to engage with using the two resources is described above.

Task 7: Council, Stakeholder, and Public Engagement

To develop an actionable plan that truly reflects the community's priorities, stakeholder engagement is crucial. Brendle Group has spearheaded innovative approaches targeting disproportionately impacted community members and will work collaboratively with City staff to design an effective engagement approach and right size engagement activities. Task 7 will support the draft report section summarizing findings from stakeholder and public input.

In our experience, it is important to remain flexible to accommodate engagement opportunities as they arise. Rather than establish a fixed schedule of stakeholder engagement, the consulting team will be prepared to integrate input as needed throughout the process.

Task 7.1 City Staff Working Groups

We recommend the first City Staff Working Group (WG) meeting be an interactive and collaborative 90-minute in-person workshop facilitated by two members of the consulting team. The purpose of this meeting is to provide a summary of the existing programs review (Task 1), share an update on the assessment of the greenhouse gas inventory, and gather initial input on the plan vision and goals (Task 3). With this in mind, we tentatively recommend this meeting occur in June 2024. The second WG meeting would have a similar format and focus on finalizing the vision and goals (Task 3) and action identification (Task 4).

Task 7.2 Sustainability Committee

We see the Sustainability Committee (SC) providing valuable insight prior to City Council sessions. With this in mind, we have staggered SC meetings to occur in advance of City Council sessions. For budgeting purposes, we assume one Brendle Group team member will attend each of the two SC meetings to provide technical support and Brendle Group will prepare materials for City staff to present at these meetings.

Task 7.3 City Council Presentations

In our experience, it is important to keep City Council apprised of plan progress. We recommend a slightly modified approach to what is included in the RFP that includes a kickoff/introductory meeting attended solely by City staff, followed by three consultant-supported City Council presentations. The first of these three consultant-supported sessions would be to share draft vision and goals, the second is to gather input on plan implementation (particularly as it relates to budget considerations), and the final is to share the draft plan. These steps are critical for gathering important insights and priorities from Council and better positioning the plan for adoption and implementation.

Our budget assumes Brendle Group will support the development of presentation materials for the final three presentations and one team member will attend each presentation as a technical, supporting resource for City staff.

Task 7.4 Community Engagement

We're delighted that the City of Northglenn is interested in innovative and equity focused approaches for community engagement. We have outlined two community engagement activities customized to the unique needs of Northglenn. In advance of these engagement activities, we'll work closely with City staff to support the development of an equity-centered engagement approach, such as advising staff on the development of engagement activities that are inclusive and ensure diverse voices are heard.

In response to the specific community engagement activities identified in the RFP, we propose the following engagement tactics:

- **Open Houses:** Brendle Group will prepare all materials for City staff to attend and gather meaningful feedback from the community. These open houses should be strategically located within two of Northglenn's four wards. We have budgeted to provide the City with up to six graphically rich display boards and engagement activities that will garner meaningful feedback from the community. We can also coach City staff through other considerations such as the best time to host open houses, translation services, and children's activities.
- **Digital Feedback:** To expand our engagement reach and open the planning process to all members of the community, we will develop an online questionnaire. The purpose of this is to hear from the community about climate change issues and opportunities. We will keep the questionnaire open for approximately 10 weeks and then develop a summary of feedback to inform related project tasks.
- **Innovative Input Opportunity – Speaker Series:** Brendle Group has an extensive network of Colorado-based leaders in climate action and resilience. As an innovative engagement opportunity, we recommend capitalizing on this network of expertise through a series of three online webinars featuring guest speakers. For example, we could invite state-level representatives to speak on strategies in the Colorado Resilience Framework, staff from the Colorado Communities for Climate Action speak on state and local policy, or members of the Front Range Beneficial Electrification Network to speak about opportunities to electrify homes and build up the local workforce. For each of these webinars, we would encourage City Council attendance. These webinars could be recorded and posted to the City's website. Brendle Group has allocated time to arrange for the speakers, schedule the webinars, and prepare promotional materials for the City of Northglenn to use across social media, the Northglenn Connection, and other promotional opportunities. Additionally, we have budgeted an optional stipend for three speakers (\$150 per speaker).

CITY OF NORTHGLENN CLIMATE ACTION AND RESILIENCE PLAN FEE SCHEDULE

Task	Shelby	Sarah	Jillian	Katie	Terry	Lynn	Support Staff	Total Hours	Labor Cost	Direct Costs	Total Cost
Task 1: Existing Programs Review	10	12	18	2	0	0	0	42	\$6,600	\$0	\$6,600
Task 2: Review and Assessment of Existing GHG Data	8	11	68	2	37	0	2	128	\$18,500	\$0	\$18,500
Task 3: Climate Action and Resilience Vision and Goals	12	26	30	0	25	10	0	103	\$16,000	\$0	\$16,000
Task 4: Climate and Resilience Actions	19	52	27	0	31	36	0	165	\$26,800	\$0	\$26,800
Task 5: Implementation and Monitoring	19	44	19	2	30	12	2	128	\$20,800	\$0	\$20,800
Task 6: Climate Action and Resilience Plan and Materials	23	53	33	48	13	32	38	240	\$36,800	\$0	\$36,800
Task 7: Council, Stakeholder, and Public Engagement	18	56	6	23	0	20	27	150	\$22,900	\$1,600	\$24,500
Total	109	254	201	77	136	110	69	956	\$148,400	\$1,600	\$150,000