

March 26, 2021

Mr. Dean Gazza
City of Appleton,
Director Parks and Recreation, Facilities Management
1819 E. Witzke Boulevard
Appleton, WI 54911

Dear Mr. Gazza,

EHSE Management Solutions is pleased to present this proposal to assist in implementation of the City of Appleton's Climate Resilience, Sustainability Journey and the Climate Action Task Force Proposal. Our proposal includes an initial set of activities to organize and prioritize activities and working relationships associated with the Climate Action Task Force Proposal. We revised our proposal based on the March 18, 2021 discussion with yourself and Mayor Woodford.

SCOPE Of SERVICES – Sustainability Planning and Organization

EHSE Management Solutions understands there has been substantial effort to address climate change through projects accomplished (as identified cityappleton.gov) and in formation of a key stakeholder group (Climate Action Task Force). With an approximate 44 pages of recommendations, a process to logically implement these and possibly additional actions is necessary for the City to have a sustainable roadmap. This scope of service describes initial tasks to utilize the Climate Action Plan Proposal in a meaningful and logical manner.

Task 1 Stakeholder Coordination/Focused Materiality Analysis

Task 1 provides the plan for leading and responding to key stakeholders. The dual purpose for this task is to:

- a. Provide a process to assess priorities of the Climate Action Taskforce and the City of Appleton leadership regarding the Climate Action Plan Proposal.
- b. Initiate the process of prioritizing the ideas and actions in the Climate Action Plan Proposal based on what is identified as "Material".

This task includes the following activities.

Task 1A Stakeholder Kickoff

This task will be to introduce the City of Appleton strategy to the Climate Action Task Force and introduce the Materiality Assessment concept. We will facilitate an approximate 2-hour meeting to understand members positions and what each member sees related to goals, expectations, challenges, and opportunities. We will collect responses and use it to assist in developing the materiality analysis.

- 1 web-based coordination call with City of Appleton and Consulting Team
- Includes 1 2-Hour onsite meeting

Task 1B Develop a Focused Materiality Analysis Tool

Materiality analysis is a key aspect of sustainability. This type of assessment helps an organization identify its most "material issues," as well as the associated risks and vulnerabilities, to determine what actions should be prioritized. The process of identifying these issues involves reaching out to internal and external stakeholders to get their input. Typically, a materiality analysis includes a survey or questionnaire and a compilation and analysis of the responses.

Using the City's Sustainability Master Plan and the Task Force's Climate Action Plan Proposal as background documents, we will develop a materiality analysis in collaboration with you. The survey will query City employees

and Task Force members about their views related to the materiality of the sustainability plan focus areas and climate actions identified in the two reports, and in light of the risks and vulnerabilities the City faces related to those areas and actions.

The results will be shared with the City and Task Force members as part of Tasks 1D and 1E, the Materiality Analysis Evaluation and Strategy Report.

- Includes 1 web-based review with City of Appleton

Task 1C Focused Materiality Analysis Check In

We will identify key concepts aired during the interviews from the kickoff to make sure both sides feel they are heard and respected. We will prepare a PowerPoint or similar presentation for the session with the City and the Climate Action Task Force and lead the session.

- Includes an approximate 1 on-site 1-hour meeting with City of Appleton and Climate Task Force

Task 1D Focused Materiality Analysis Evaluation

Once responses are collected, we will evaluate responses and prepare a short report (including visuals such as graphs, charts, etc.). We will present the results in an approximate 1-hour meeting with the City and the Task Force.

- Includes 1 preparation call with City of Appleton.
- Includes an approximate 1-hour meeting with City of Appleton and Climate Task Force

Task 1E Stakeholder Check Ins

This task includes facilitation of a session to discuss the results of the materiality analysis and stakeholder discussion. We will plan a preparation call with you to discuss arrangements. Planned topics include:

- Sustainability scope (what can and cannot be controlled by the City of Appleton).
- Prioritizing Certain Actions / Goal Setting (what zero means)
- Share Successes
- Includes 1 preparation call with City of Appleton.
- Includes an approximate 1-hour meeting with City of Appleton and Climate Task Force

Task 2 Supporting Tasks

Parallel with the Stakeholder/Materiality Analysis Task is development of tools to assist the City of Appleton execute projects on those areas identified as Material to the City of Appleton. These tasks include:

- Creating the Greenhouse Gas, Water, and Waste Baseline
- Developing a Process to Prioritize Specific Projects and Set Specific Targets
- Develop a Management of Change Process for the City to Implement

Task 2A Create an Energy, Greenhouse Gas, Water, and Waste Baseline

EHSE Management Solutions will create a greenhouse gas emissions baseline process. Without the knowledge of baseline energy consumption, emissions, water consumption, and waste generation, it is not possible to reliably judge the success of the City's ongoing and future efforts.

We assume the City of Appleton will complete the effort to populate the baseline documents. This task includes 1 meeting with yourself and at least one other representative to review the process instructions. The baseline tool is anticipated to be an excel spreadsheet.

We can provide options regarding levels of consulting to complete the baseline upon your request but have assumed the City of Appleton will complete the baseline.

- Includes 1 web-based call to review the baseline approach.
- Includes 1 onsite meeting with the City of Appleton to review the process and the instructions

Task 2B Develop Process to Prioritize Specific Projects and Set Targets

While the materiality analysis will indicate the broad categories considered important for action, the City will benefit from a process to plan and approve specific projects. We will present a process for evaluating and prioritizing specific projects. Key to this process will include prioritizing the project relative to the impact. This is anticipated to be used for approval of projects.

Recommendations by the Climate Action Task Force address a variety of issues and are stated in both quantified and qualified terms. For the City to show improvement, each of the recommendations accepted for implementation should have a quantified target. We will provide a process the City of Appleton can implement to establish a measurable target. Our proposed method is to utilize an industry known method identified as SMART Target (specific, measurable, achievable, relevant, and time-bound). We will present the draft process including the SMART Target Form and provide instruction for implementation during an onsite meeting. We will make one round of revisions from this meeting and provide the final process.

- Includes 1 web-based call to review the baseline approach.
- Includes 1 onsite meeting with the City of Appleton to review the process and the instructions.

Task 2C Develop Process to Manage Change

The last activity necessary to understand progress towards the goal is to manage change. Change such as acquisition and decommission of buildings, replacement of key electrical or gas equipment, and implementation of recommendations require understanding of impact and tracking. This is to ensure the impacts of change can be compared to the baseline. We will provide a facilitated discussion regarding management of change and propose an option for the City of Appleton to adopt. We will provide a basic Management of Change process the City may adopt or build upon.

- Includes 1 web-based call to review the baseline approach.
- Includes 1 onsite meeting with the City of Appleton to review the process and the instructions.

Task 3 Strategy Report

Our final task will be to provide a brief final report summarizing the stakeholder activities, and the path forward for the City of Appleton. We will provide a draft for review and revise the document based on your comments.

Task 4 Climate Resilience Funding Options

EHSE Management Solutions Team will investigate grant funding mechanisms for future initiatives. We will present potential funding ideas as well as the process to apply. Potential grant funding mechanisms will be provided following a meeting with yourself and other key staff members (3-5 other personnel). We will be ready to support the City in completing grant applications, but these services will be subject of a separate proposal.

ASSUMPTIONS

- The City will provide the utility information for electricity. The City will provide a list of all the locations for the baseline for use in development of the template.
- We assume number of respondents for the materiality analysis will be 50 respondents or less.
- We assume a total of 4 meetings with the City of Appleton at your offices but reserve the right to make these meetings remote if pandemic situations necessitate.
- Deliverables to the City of Appleton include:
 - City of Appleton Baseline Form
 - Process to Prioritize Targets
 - SMART Target Process
 - Climate Resilience Funding Options
 - Materiality Analysis (Questionnaire)
 - Final Strategy Report
 - PowerPoint Presentations from Stakeholder meetings

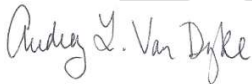
- We assume one round of comments for draft documents which will then be finalized.

PROJECT COSTS


The project cost estimate is presented as an estimated time and materials not to exceed basis of \$10,825.00. If you wish to proceed, please issue a purchase order.

We look forward to working together.

Sincerely,



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