

NON-PRICE TECHNICAL PROPOSAL

**APRIL 24, 2024, 14:00 EST
SUBMITTED IN HARD COPY TO:**

Town of Dalton
ATTN: Tom Hutcheson, Town Manager
Town Manager's Office
462 Main Street
Dalton, MA 01226



**TOWN OF
DALTON**

DALTON CLIMATE ACTION PLAN

SUBMITTED BY:  blue strike

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COVER LETTER



April 24, 2024

Town of Dalton
ATTN: Tom Hutcheson, Town Manager
Town Manager's Office
462 Main Street
Dalton, MA 01226



**TOWN OF
DALTON**

Subject: Response to RFP for Climate Action Plan

Dear Mr. Hutcheson,

We are pleased to submit our proposal to the Town of Dalton (the Town) for the preparation of a Climate Action Plan (CAP), also referred to as a Roadmap. Your efforts in Dalton to pursue sustainable growth, including establishing a Green Committee, joining a Community Choice Aggregation, and developing a Vulnerability Plan are already impressive. Working together, we can help you amplify these efforts, accelerating the Town's progress towards a sustainable future that is resilient to climate change.

Recognizing that the success of this project hinges on an understanding of Dalton's unique diversity across departmental, demographic, economic, and environmental spheres. With this in mind, we have built a team of experts that is uniquely suited to respond to the Town's needs.

We will work with you to create a plan for climate action that mobilizes people and resources in a concerted effort to reduce emissions, improve equity, and enhance quality of life for the residents and businesses in Dalton, resulting in an actionable CAP that exemplifies your community's shared values. Our process uses three foundational steps to deliver a highly customized and compelling CAP:

- 1.** Data collection & analysis - to tell **YOUR** data-driven story
- 2.** Stakeholder & community engagement - helping uncover **YOUR** needs and values
- 3.** Strategy delivery & action plan - partnering with **YOU** to create crowd-pleasing solutions

COVER LETTER CONTINUED



Blue Strike brings significant experience in climate action planning, offering the Town three distinct advantages:

ACCESSIBLE LEADERSHIP: We have a proven track record of climate action planning for towns and cities that are similar to Dalton. Our leadership team of Project Manager Rich Swanson, Ph.D, Engagement Lead Brennen Jensen, and Technical Lead, Dianne Starr, have decades of experience working with jurisdictions to develop climate plans and are intimately familiar with the challenges posed by climate crises. Operating from our Boston office, Rich and Dianne are poised to provide enhanced in-person support (to the extent that the Town desires) throughout this engagement, ensuring effective CAP creation while simultaneously minimizing cost. Whether collaborating in-person or remotely with the Town, our team offers prompt communication and involved project management.

UNRIVALED EXPERIENCE: Blue Strike has successfully delivered climate action planning and evaluation for many municipalities and entities of similar size and scope, including the Town of Davidson, NC, Glenwood Spring, CO, and Tule River Indian Tribe, CA. Our experience provides us unique insight in developing effective CAPs for clients with limited financial resources and technical expertise, and we have incorporated best practices learned from these engagements—including local skill development and implementation capacity planning—into the proposed project approach for Dalton’s Roadmap.

COMPREHENSIVE EXPERTISE: Blue Strike is uniquely structured to provide a wide range of climate and sustainability services from a single firm. Our dedicated core team is led by Massachusetts-based professionals who understand State nuances and provide on-the-ground support. Additionally, our technical experts bring diverse skill sets making our team a powerhouse capable of responding to any needs of the Town. This single-firm approach ensures greater control over project timelines, costs, and priorities, eliminating the need to rely on external entities.

Leading our team will be **RICH SWANSON**, PhD, Director of the Climate and Energy Division at Blue Strike Environmental. Mr. Swanson brings over 20 years of professional experience and has successfully overseen the completion of climate plans nationwide. He will be supported by **BRENNEN JENSEN**, MS, Director of Resilience and Engagement, who brings over two decades of invaluable experience in stakeholder engagement and environmental behavior change.

We are eager to leverage our deep expertise to amplify Dalton’s existing efforts and to forge a partnership aimed at a greener, more resilient future for the community. For any further queries or clarifications, please feel free to contact us at sandrine@bluestrikeenvironmental.com.

Sincerely,

Sandrine Mallet

Business Development Lead for the Climate & Energy Division • Blue Strike Environmental

>>> A WOMAN-OWNED SMALL BUSINESS ENTERPRISE

>>> CERTIFIED GREEN BUSINESS, CALIFORNIA GREEN BUSINESS NETWORK

FIRM OVERVIEW



QUALIFICATIONS



Since 2007, Blue Strike Environmental has offered award-winning services in sustainability, climate change, and clean energy. We specialize in decarbonization planning, net zero analysis, carbon accounting, life cycle analysis, clean energy, strategic electrification, climate resiliency, and green technology solutions. We have delivered climate action plans in many communities nationwide. We are a Woman-Owned Small Business Enterprise and California Green Business Network Certified Green Business with primary offices in Monterey California and Boston Massachusetts. Our team consists of 18 highly-skilled individuals from a variety sustainability-related backgrounds, including industry professionals, academics, grant writers, and environmental behavior change specialists.

“THE BEST CONSULTANTS WE'VE EVER HIRED!”

- City Planning Manager

Our carbon inventory experience is long-standing and includes one of the first implementations of the International Council for Local Environmental Initiatives (ICLEI) U.S. Community Protocol using the ClearPath platform, which is designed for local governments and communities to manage and reduce greenhouse gas emissions. Blue Strike supported the development of Community GHG Inventories and Climate Action Plans for all 21 jurisdictions in the Association of Monterey Bay Area Governments (AMBAG) territory (18 cities and 3 counties). Nationwide, we've assisted municipalities in establishing their baseline carbon inventories and guided them through the processes of data collection, selecting tools, and creating GHG inventories and forecasts. Most recently, we have developed GHG inventories for the years 2020 to 2023 for Worcester, MA.

Our staff are industry pioneers known for designing program activities, setting best practices, and innovating policy and reporting frameworks. We bring a wealth of knowledge and technical skills that enable us to conduct in-depth evaluations of sustainability initiatives, set achievable emission targets, and craft tailored climate strategies and policies that align with the distinct needs and aspirations of each community we engage with. Our staff has an impeccable record for calculating, tracking, and reporting a wide range of sustainability metrics in electricity consumption, fuel consumption, waste diversion, and greenhouse gas emissions. We have solid industry knowledge that allows us to translate goals and objectives into actionable work plans.

FIRM OVERVIEW CONTINUED



EXPERIENCE

Blue Strike has a robust portfolio of projects directly relevant to the Dalton Roadmap, offering the ability to bring national best practices to local contexts. Our team excels in customizing our climate action approach to address our client's individual needs. In doing so, we consider a variety of factors such as demographics, economic conditions, geography, climate hazards, and implementation capacity (i.e. fiscal resources, technical expertise of Town staff, etc.) to identify strategies that will best achieve their unique project goals.

Whether a municipality has a small or large population, is taking its first steps towards enhancing sustainability or is close to achieving net zero emissions, our team delivers effective solutions that complement existing work and supplement gaps in previous planning efforts. Our experiences includes the development of Climate Adaptation & Action Plans (CAAPs), Climate Action Plans (CAPs), Greenhouse Gas (GHG) inventories, and Sustainability Plans for the following clients:

- City of San Luis Obispo, CA
- City of La Cañada Flintridge, CA
- City of Los Altos, CA
- City of Los Angeles, CA
- City of Richmond, CA
- City of Mountain View, CA
- City of Lancaster, CA
- City of Santa Barbara, CA
- City of Watsonville, CA
- Salinas & San Joaquin Valley, CA
- Tule River Indian Tribe of CA
- City of Worcester, MA
- Orange County, NC
- City of Fayetteville, NC
- Durham County, NC
- Town of Davidson, NC
- City of Fairfield, OH
- City of Scranton, PA
- City of Glenwood Springs, CO
- Mono County, CA
- San Francisco International Airport, CA
- Las Vegas Convention & Visitors Authority (LVCVA)
- Beneficial State Bank
- East Bay Community Energy
- Marin Clean Energy
- George Mason University, VA
- Sonoma State University, CA
- University of Colorado Boulder, CO
- Kennesaw State University, GA
- Cal Poly San Luis Obispo, CA
- San Diego State University, CA
- California State University Monterey Bay, CA
- University of California Santa Cruz, CA
- California State University, Long Beach, CA
- Association of Monterey Bay Area Governments
- Research Triangle Institute, NC
- Monterey Bay Regional Climate Action Compact
- CalRecycle
- Liv Golf
- 2019 U.S. Open
- 2023 U.S. Women's Open
- American Family Insurance Championship
- AT&T Pebble Beach Pro-Am
- PGA Pebble Beach
- Boston Marathon
- Big Sur International Marathon



SELECTED PAST EXPERIENCE

Refer to Appendix A, Reference Form, for contact information and full reference list

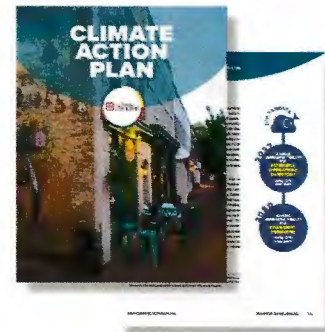
DAVIDSON CLIMATE ACTION PLAN

CLIENT: TOWN OF DAVIDSON, NC

COMPLETION DATE: APRIL 2024

RELEVANT SERVICES: GHG inventories, Scenario Modeling, GHG reduction measures, Implementation Plan, Community and Stakeholder Outreach, Website Content development, Survey, Community Events.

PROJECT DESCRIPTION: Blue Strike has collaborated with the Town of Davidson, NC, to develop a Climate Action Plan aimed at achieving carbon neutrality by 2037. The project will include updated greenhouse gas inventories, community engagement, identification of top climate initiatives, and comprehensive evaluations of these initiatives based on factors like cost, feasibility, and equity. The plan will also set specific goals and measurable objectives for both community and municipal operations, providing a detailed look at challenges, opportunities, and projected future emissions under various scenarios. This multi-faceted approach aims to create a sustainable, equitable future for Davidson while setting a precedent for community-led climate action.



LOS ALTOS CLIMATE ACTION & ADAPTATION PLAN

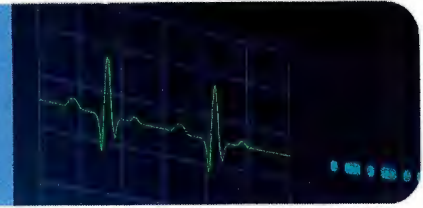
CLIENT: CITY OF LOS ALTOS, CA

COMPLETION DATE: 2022

RELEVANT SERVICES: GHG Inventory & Forecast, Reduction targets, GHG reduction measures, Scenario Modeling, Implementation Plan, Community and Stakeholder Outreach, Website Content development, Survey, Community Events.

PROJECT DESCRIPTION: Blue Strike (DBA EcoShift) led the development of the Climate Action & Adaptation Plan for the City of Los Altos, CA. The goal was to develop a new forward-thinking, accelerated plan with achievable and actionable steps that the City can take to reduce greenhouse gas emissions related to climate change and set clear metrics to achieve these goals. Blue Strike incorporated state requirements that include review and updated safety elements to address climate adaptation and resilience strategies; vulnerability assessment; adaptation and resilience goals, policies and objectives; and feasible implementation measures. Our work involved evaluating the existing Los Altos 2013 Climate Action Plan, collecting and securing cost and emission data, and analyzing that data to suggest refinements and innovative measures to achieve a comprehensive update.





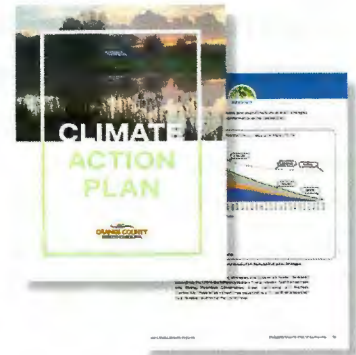
ORANGE COUNTY CLIMATE ACTION PLAN

CLIENT: ORANGE COUNTY, NC

COMPLETION DATE: 2023

RELEVANT SERVICES: GHG Inventory & Forecast, Reduction targets, Scenario Modeling, GHG reduction measures, Implementation Plan, Community and Stakeholder Outreach, Website Content development, Survey, Community Events.

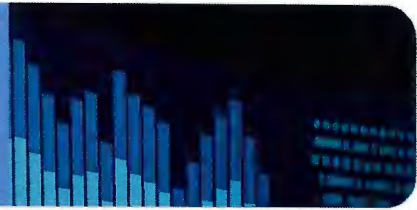
PROJECT DESCRIPTION: Blue Strike delivered an equity-focused, community driven Climate Action Plan for the County. We worked closely with the County to set climate adaptation and greenhouse gas-reduction goals, and to develop strategic pathways including sector-specific targets and actions for the County to take. We also delivered a detailed implementation plan to ensure the CAP action steps are staffed, funded and completed in a timely fashion. Through this process, the County will move closer to becoming carbon neutral in alignment with IPCC targets, as well as preparing for the future impacts of climate change.



OUR ENGAGEMENT INCLUDED:

- Creating of community and municipal GHG inventories and forecasts
- Future year and interim GHG reduction targets
- A robust stakeholder engagement process including focus groups, community surveys, and a community symposium
- A detailed Funding Plan to help fund CAP actions
- A community-facing, online CAP Dashboard to communicate progress and metrics

FIRM OVERVIEW CONTINUED



WORCESTER GREENHOUSE GAS EMISSIONS INVENTORY & REPORT

CLIENT: CITY OF WORCESTER, MA

COMPLETION DATE: APRIL 2024

RELEVANT SERVICES: GHG Inventory & Forecast, Reduction targets, Scenario Modeling, GHG Methodology Report



PROJECT DESCRIPTION: Blue Strike partnered with the City of Worcester, the second-largest city in New England, to compile and analyze Greenhouse Gas (GHG) Emissions Inventories for the years 2020 through 2023. This pivotal project involved collecting data on municipal and community-wide GHG emissions across Scopes 1, 2, and 3, and following the guidelines of the Local Government Operations Protocol, CDP, and the Global Covenant of Mayors. In a comprehensive approach to this task, we developed a specialized VBA Excel model for accurately tracking the GHG inventory of community and municipal operations during these years. Accompanying this effort, we produced an in-depth report detailing the results, including a high-level forecast extending to 2045. Additionally, we crafted a detailed GHG reporting manual specifically for the client, providing clear guidance on the assumptions and emission factors used in our analysis. The report will be useful not only for city officials, but also for departmental guidance and as an academic resource. The project's deliverables further include a final presentation to the project's key stakeholders. This initiative builds upon previous inventories from 2009 and 2019, aiming to equip the City of Worcester with essential insights for informed climate and sustainable planning, and effective GHG reduction strategies.

SCRANTON SUSTAINABILITY & CLIMATE ACTION PLAN (SCAP)

CITY OF SCRANTON, PA

CLIENT: CITY OF SCRANTON, PA

COMPLETION DATE: ONGOING (ESTIMATED 2024)

RELEVANT SERVICES: GHG Inventory, GHG reduction measures, Scenario Modeling, Implementation Plan, Community and Stakeholder Outreach.



PROJECT DESCRIPTION: Blue Strike is leading the development of the first-ever Sustainability & Climate Action Plan for the City of Scranton.

This initiative builds on the foundational work from 2022 under the Local Climate Action Plan Program, a collaboration between the Pennsylvania Department of Environmental Protection and Penn State University. The SCAP aims to engage the community actively and develop strategies focused on reducing greenhouse gases, mitigating climate impacts, adapting to changes, and enhancing carbon sequestration. The final plan will emphasize equitable climate and resilience actions, complete with detailed implementation and accountability frameworks to guide Scranton's climate strategy over the next 30 years. This plan will serve as a critical resource for town staff, elected officials, and residents, empowering them to pursue carbon neutrality confidently.

FIRM OVERVIEW CONTINUED



CLIENT: LA CAÑADA FLINTRIDGE, CA

COMPLETION DATE: 2023

RELEVANT SERVICES: GHG Inventory & Forecast, Reduction targets, Resiliency Measures, GHG reduction measures, Scenario Modeling, Implementation Plan, Community and Stakeholder Outreach

PROJECT DESCRIPTION: Blue Strike, in collaboration with Fehr & Peers and Impact Sciences, developed a Climate Action & Adaptation Plan for the City of La Cañada Flintridge. This initiative was built upon the City's 2016 Climate Action Plan. The primary objective was to cohesively structure the City's climate action and adaptation strategies. By doing so, the aim was to elevate the quality of life at the local level and also leave a positive imprint on wider social and environmental networks.



THROUGHOUT THE PROJECT:

- A comprehensive plan was formulated, which encompassed a vulnerability assessment, clearly defined adaptation goals, policies, and objectives.
- A tangible set of implementation measures was crafted to ensure compliance with California's SB 379.

Significant emphasis was placed on stakeholder engagement. Recognizing the indispensable value of community insights, feedback from various community members and entities was consistently integrated into the planning process. This community-centric approach ensured the plan was not only technically robust but also resonated deeply with the aspirations and concerns of the City's residents and stakeholders.

PROJECT TEAM



PROJECT TEAM

RICH SWANSON, PHD, DIRECTOR OF CLIMATE OF ENERGY

PROJECT ROLE: PROJECT MANAGER

EXPERIENCE: 20 years experience in developing and evaluating climate-related plans with a focus on clean energy, economics and finance.

EDUCATION:

Ph.D. in Civil Systems Engineering, University of Colorado, Boulder

M.A. in International Affairs, Tufts University Fletcher School of Law and Diplomacy

B.A. in Economics, University of Colorado, Boulder



Rich is an experienced Project Manager with over 20 years of experience delivering complex projects in both the public and private sector. His work includes leading projects for California Polytechnic University, the Research Triangle Institute, San Diego State University, the City of Glenwood Springs, Colorado, Fayetteville, North Carolina, and the Tule River Indian Tribe of California (TRITC). Rich has helped many jurisdictions to create and execute detailed Climate Action Plans, serving as project manager for the Glenwood Springs Energy and Climate Action Plan, Fayetteville Sustainability Plan, and TRITC Priority Climate Action Plan within the last five years (for project description and list of staff, see Reference Form). He is proficient in managing every phase of a project, ensuring they are completed effectively, on schedule, and within the allocated budget. He has also helped connect his clients with over \$100 million in financing for climate-related projects. With a strong foundation in economic and greenhouse gas (GHG) analysis, along with a deep understanding of renewable energy finance and financial modeling, Rich is able to oversee projects that achieve both environmental and financial objectives.

PROJECT TEAM CONTINUED



KRISTIN CUSHMAN, CEO

PROJECT ROLE: SENIOR ADVISOR

EXPERIENCE: 17 years experience in developing and implementing sustainability and climate action programs.

EDUCATION: B.A. in French & Literature, University of Alabama



Kristin's work focuses on engaging community partners to help build climate mitigation and adaptation strategies that combine community priorities with local climate and energy planning projects. She has built lasting and effective public-private partnerships to leverage combined resources and build innovative programs. Kristin has chaired the Monterey Bay Climate Action Compact which is a network of 21 local jurisdictions working collaboratively on climate mitigation, adaptation and carbon farming initiatives. In 2016, she sat on Monterey County's Community Climate Action Plan Steering Committee to prioritize mitigation strategies and incentives. In 2017, she helped coordinate the stakeholder engagement for East Bay Community Power to determine local renewable energy portfolio strategies with an emphasis on low-income community benefits. Recently she's completed climate action planning projects for the City of La Cañada Flintridge, CA and Orange County, NC.

BRENNEN JENSEN, M.S., DIRECTOR OF ENGAGEMENT & RESILIENCE

PROJECT ROLE: STAKEHOLDER LEAD

EXPERIENCE: 20 years experience in climate-related and sustainability projects, with a focus on stakeholder engagement strategy, facilitation techniques, partnership cultivation, and consensus building.

EDUCATION:

M.S. in Biomimicry, Arizona State University

B.S. in Environmental Science Technology, Humboldt State University

B.A. in Spanish, Humboldt State University



Brennen leads Blue Strike's stakeholder engagement, with a focus on diversity, equity, and inclusion. As a seasoned and trained facilitator in both virtual and in-person settings, she thoughtfully cultivates an environment where participants feel empowered to contribute meaningfully. Leveraging proven facilitation strategies, design thinking exercises, and multi-channel communications, Brennen ensures each engagement is productive and supportive. With expertise in environmental behavior change, Brennen collaborates with government agencies, businesses, and nonprofits to develop localized and scalable climate solutions. Her strategic approach has earned recognition from organizations such as the Department of Conservation and the California Air Resources Board. Renowned for her skill in navigating complex community policies, Brennen has successfully mobilized rural and urban communities, shifting perspectives from compliance to empowerment. She has led the development of impactful statewide conservation programs, including innovative efforts like the California Carpet Stewardship Program and Energy Upgrade California and the whole-house energy efficiency program, Energy Upgrade California. Brennen's leadership extends to Blue Strike's engagement initiatives, where she drives efforts focused on climate solutions, zero waste, extended producer responsibility, and circular economies.

PROJECT TEAM CONTINUED



DAIANNE STARR, CLIMATE & DATA SCIENTIST

PROJECT ROLE: TECHNICAL & DATA LEAD

EXPERIENCE: 9 years of experience in climate-related initiatives, with a strong focus on data analysis and modeling for energy and GHG emissions, data visualization and synthesis and research.

EDUCATION:

M.Sc. Earth and Planetary Sciences, Harvard University

M.Sc. Oceanography, Texas A&M University

BSc. Geology, University Federal do Paraná

Daianne is a Data & Climate Scientist with a solid foundation in climate data science, analytics, and sustainable economic development. Her expertise in Python, R, and MATLAB is central to her role, especially in conducting data analysis, developing forecasting models, and visualizing data. She holds an M.S. in Oceanography from Texas A&M University and an M.S. in Earth and Planetary Sciences from Harvard University. Her contributions at Blue Strike are centered on delivering insightful analysis from complex datasets. These efforts support clients in achieving their environmental goals, such as carbon neutrality and the implementation of sustainable climate solutions, by providing a clear understanding of their energy needs and the environmental impact of their operations.

In her role, she creates GHG inventories as well as energy consumption profiles and forecasts energy demand using machine learning techniques. Daianne has assembled greenhouse gas (GHG) inventories for Fairfield, Ohio; Worcester, Massachusetts; and George Mason University, Virginia, using ICLEI's ClearPath tool and Blue Strike's proprietary CESA tool. Her work also includes the development of econometric models in Excel to assess the viability and impact of renewable energy sources and energy efficiency measures.



PROJECT TEAM CONTINUED



ANNA BUGANKOVA, ENERGY AND CARBON MARKETS PROGRAM MANAGER

PROJECT ROLE: ENERGY LEAD

EXPERIENCE: 4 years of experience in energy planning, renewable energy strategy, finance solutions, and funding roadmaps.

EDUCATION:

M.S. in Sustainability Science, Columbia University

B.A. in Psychology, San Francisco State University



Anna is an accomplished energy lead renowned for her pivotal role in advancing climate action plans through innovative renewable energy solutions. She brings extensive experience designing renewable energy systems, energy efficiency programs, reducing energy costs, and forecasting energy savings. Her approach for climate action planning focuses on energy equity, justice, and affordability prioritizing delivering benefits to the most vulnerable communities. She also specializes in energy finance solutions creating funding roadmaps through tax incentives, grant funding, and private investments. Anna is skilled in developing decarbonization strategies to create comprehensive frameworks for solar energy, electric vehicle infrastructure, and sustainable development projects. Her work at Blue Strike Environmental focuses on sustainable energy implementation, with high-profile projects for private enterprises and governments including the Las Vegas Convention and Visitors Authority, the City of Glenwood Springs, the City of Fayetteville, and the Tule River Tribe of California.

PROJECT TEAM CONTINUED



ANDREA GREEN, MENV, CLIMATE & ENERGY ANALYST

PROJECT ROLE: CLIMATE LEAD

EXPERIENCE: 4 years of experience in policy analysis, climate strategies, sustainable development planning and research and synthesis.

EDUCATION:

MENV. in Urban Resilience & Sustainability, University of Colorado, Boulder
B.S. in Environmental Studies & Sustainability, Michigan State University
A.A. in Liberal Arts & Science, Northwestern Michigan College

Andrea specializes in decarbonization strategy development and social responsibility. She has previously completed projects focusing on stakeholder engagement, outdoor equity, and climate resiliency. She has experience working with a variety of nonprofits and community-based organizations, accomplishing community education and compliance reporting goals. Andrea has experience assisting our clients achieve their carbon neutrality goals through environmental certifications and strategic planning. Her thorough understanding of the certification process has enabled our clients to conduct efficient data collection, yielding powerful insights regarding the improvements and changes necessary to meet their sustainability goals. Andrea has served as the project assistant for the City of Glenwood Springs, CO Energy and Climate Action Plan project. Her role included managing communication with the City, coordinating stakeholder engagement activities, and developing climate action strategies. In partnership with the Las Vegas Convention and Visitor Authority, Andrea is leading the effort to earn the Las Vegas Convention Center an Event Industry Council sustainability certification and ISO 20121 certification. Her work with Blue Strike also includes projects for the City of Scranton, PA; Fairfield, OH; and Orange County, NC.



ROSE FREIDIN, M.S., GRAPHIC DESIGN & MARKETING LEAD

PROJECT ROLE: COMMUNICATION & MARKETING LEAD

EXPERIENCE: 25 years of experience in graphic design, marketing strategy solutions, communication planning, and design concepts.

EDUCATION:

B.A. Communication Design & Marketing, California State University, Monterey Bay

With over 25 years of design expertise gained from diverse roles in newspapers and magazines, Rose leads marketing, communication, and public awareness campaigns at Blue Strike, focusing on stakeholder education, engagement, and community buy-in. Her extensive client portfolio across the United States showcases her proficiency in communication plan development, graphic design, and community facilitation. Renowned for her deep-rooted community connections, Rose is a trusted partner to public sector organizations in California and beyond, delivering consistent, measurable results for town-wide projects. Her creativity and leadership shine through effective design concepts and comprehensive communication strategies. Notable highlights include her tenure at the *Monterey County Weekly*, excelling in print/web ad design, print production, website maintenance, and client marketing, along with collaboration with the Bay Area's MOCHA, underscoring her commitment to arts education through promotional materials for educational programs.



Refer to Appendix A for resumes of Key Staff.

STATEMENT OF UNDERSTANDING



The Town of Dalton deserves the very best Climate Action Plan (CAP) and we will deliver it. An excellent CAP should be a roadmap outlining clear targets, timelines, and strategies for reducing greenhouse gas emissions, while promoting sustainable development, resilience, adaptation and equity among communities affected by climate change.

Implementing the Plan will require mobilizing individuals across departments, and residential and business communities. It will require reaching beyond the “climate action fan club,” into parts of the community and Town operations that do not often consider climate change or its impacts. To do so, Blue Strike will leverage a proven process, working closely with Town staff to create a clear roadmap and compelling narrative.

THE OBJECTIVES FOR THIS PROJECT ARE TO DEVELOP A CAP THAT IS:

- **AMBITIOUS YET ATTAINABLE:** Create a forward-looking yet feasible roadmap designed to decrease reliance on fossil fuels across homes, businesses, municipal facilities, and vehicles. The goal is to ensure timely progress towards the Commonwealth’s Clean Energy and Climate Plan (CECP) goals for 2025, 2030, and 2050.
- **FAIR AND INCLUSIVE:** Ensure that all members of the community benefit equitably from the Roadmap’s initiatives. It’s crucial to prevent any disproportionate impact of climate change mitigation efforts on specific groups.
- **TAILORED TO LOCAL NEEDS:** Customize the CAP to align with Dalton’s specific financial, physical, and human resources. This ensures that the plan is well-suited to the town’s unique context and capabilities.
- **STRATEGICALLY PRIORITIZED:** Identify and prioritize essential projects within the roadmap, focusing resources on the most impactful and feasible actions given existing constraints.
- **ACTIONABLE AND CLEAR:** Provide comprehensive guidance for implementation, outlining specific tasks and timelines for each subproject. Additionally, ensure that projects outlined in the final roadmap are viable candidates for securing funding aligned with sustainability goals.

FIGURE 1: BLUE STRIKE PROCESS



To accomplish these objectives, Blue Strike utilizes a flexible, three-step approach, fully customized to meet your needs (Figure 1).

STATEMENT OF UNDERSTANDING CONTINUED



We begin by **telling a data-driven story**. We weave quantitative insights about energy use and other emission drivers, into a narrative that illuminates trends, patterns, and correlations, making complex information accessible and engaging to a wider audience. This approach is crucial for grounding discussions in evidence, driving informed decision-making, and compelling action by presenting data in a context that highlights its relevance and impact on Town-wide issues.

Second, we **uncover the needs and values** of Dalton as they relate to climate action. To do this, we listen. We listen to you, the project team, and to Town staff, and leadership. We listen to residents and business leaders, and we seek out and listen to those who don't often have a seat at the table. We even listen to skeptics. In the process, we uncover the needs of the community and the shared values that make Dalton unique.

Third, with you, we **co-create crowd-pleasing solutions**. Crowd-pleasing solutions have broad appeal because they address shared values and needs. Solutions must certainly reduce emissions, but when they also increase resiliency, save money, promote quality of life, and improve equity we call them “win-win.”

All of our plans are actionable, integrated, branded and funded. They are actionable, featuring specific, measurable steps that enable swift execution and tangible results. They are integrated, ensuring that each initiative complements and enhances existing Town planning efforts, creating a cohesive strategy. They are branded to make the climate action plan instantly recognizable to your audience. Lastly, our plans are funded – high impact strategies are matched with likely financing sources, so you can proceed with minimal financial obstacles.

PROPOSED SCOPE OF SERVICES



>>> PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS



TASK 1 EXISTING CONDITIONS ASSESSMENT

We will conduct a thorough review to understand the Town's current goals, plans, strategies, actions, tactics, and recommendations from existing planning documents. The Town has already so much in their quest to reduce GHG emissions. The participation in the Community Choice Aggregation for its energy needs through Colonial Power Group, the funding secured to upgrade and improve energy efficiencies of Dalton's municipal buildings and the 2019 Municipal Vulnerability Plan are all significant steps in the process.

We will spend the initial weeks of the engagement becoming deeply familiar with these and other important decisions, initiatives, research and plans that the town has undertaken and established. Our approach involves a thorough review of existing Town, County, and State General Plans, codes, policies, programs, and commitments to environmental sustainability and climate resiliency. This will include—but is not limited to—a review of FEMA/EEA's Massachusetts State Hazard Mitigation and Climate Adaptation Plan, the Town's Municipal Vulnerability Plan, Master Plan, Open Space Recreation Plan, Green Infrastructure Report, and any additional planning documents identified by the Dalton Green Committee as relevant to this engagement. We will also conduct a thorough review of towns and cities comparable to Dalton in terms of size, scale, and physical context. This will involve analyzing effective adaptation measures, financing mechanisms, and community outreach techniques from existing plans and working with the Town to determine which strategies fit Dalton's needs. Our research will not only cover local and municipal strategies but will also extend to state guidelines, ensuring our strategies align with higher-level directives.

A critical component of our approach is the leveraged use of our own Climate Action Tracker (refer to Figure 2). Our Climate Action Tracker is a comprehensive, online, Excel-based matrix that will centralize all the acquired knowledge and ongoing initiatives related to climate, sustainability and resiliency actions. The Climate Action Tracker will facilitate a collaborative process among staff and stakeholders on current and past climate-related efforts across multiple sectors, enabling consistent progress reporting and effective integration of climate strategies into various Town plans. It will evolve as a foundational document, subject to revisions as additional review and analysis occur, providing a consolidated overview of the Town's climate action journey.



TELL A DATA-DRIVEN STORY TO INFORM DECISION-MAKING AND EMPOWER YOUR TEAM TO ACT ON INSIGHTS THAT DRIVE SUCCESS.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 1 **EXISTING CONDITIONS ASSESSMENT**

>>> PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS

The Climate Action Tracker will be used throughout the planning process and will serve multiple purposes:

- 1. Review Data:** We'll examine current plans, policies, and codes to recognize previous commitments and pinpoint areas for improvement. This crucial information will be systematically recorded in the Climate Action Tracker, setting a clear baseline for upcoming assessments and comparisons.
- 2. Strategy Formulation:** Starting with our review as the foundation, we'll integrate feedback from stakeholder engagement to create goals, strategies and actions. All formulated draft strategies and measures will be diligently documented in the Climate Action Tracker.
- 3. Collaboration & Feedback:** The Climate Action Tracker will be shared with the Town Project team and any major stakeholders selected by the Town. The team and stakeholders will have the opportunity to share their insights, feedback and ideas directly within the Climate Action Tracker - in real time - making it a powerful and collaborative working tool.
- 4. Monitoring & Tracking:** The Climate Action Tracker incorporates key performance indicators (KPIs) and detailed implementation guidelines, such as timelines, lead roles, potential partners, and financing possibilities for each strategy. The implementation guidelines will be vetted in collaboration with the Town. This structure aids in overseeing the plan's progression. Many clients utilize the Tracker to consistently monitor advancements, appreciating its concise presentation of results that offers clear and easily digestible data.

BLUE STRIKE BEST PRACTICE #1: **INTEGRATED PLANS**

Your plan will be integrated. Integration ensures that every initiative complements and enhances your existing planning efforts and avoids duplicating efforts. It also ensures alignment with regional and state level planning for climate-related activities. By creating a cohesive approach, our climate action and adaptation plan works in harmony with your overall development goals, amplifying impact and efficiency.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 1 EXISTING CONDITIONS ASSESSMENT

FIGURE 2: CLIMATE ACTION TRACKER SAMPLE

CLIMATE ACTION PROGRESS	OBJECTIVES	STRATEGIES	GOAL TYPE	METRICS	GROUPS INVOLVED
ENERGY & EMISSIONS					
DEVELOP CAP/ACHIEVE NEUTRALITY BY 2035					
Develop GHG emission inventory reporting protocol	Expand GHG accounting to include the entire institute	Collect and report resultant GHG emissions for domestic regional leased facilities	Contingent	Emissions using CESA	Sustainability, HR, Regional
		Collect & report GHG emissions for all leased facilities	Future	Emissions using CESA	Sustainability, HR, Regional
Reduce Scope 1 & 2 emissions by 25% by 2025	Established a Green Revolving Fund	Create Internal Financial Structure	Future	\$ awarded/planned	Sustainability
		Create application & distribution procedure & schedule	Contingent		
		Identify staff oversight/governance structure	Future		
		Consider Renewable Energy Procurement	Current	MTCO2 avoided, \$	
5% reduction in natural gas from 2019 levels by 2022	Consider heat pumps as a replacement option	Purchase utility partners & identify cost of premium	Future	MTCO2 avoided, \$	
			Current	0	
5% reduction of electricity from 2019 levels by 2022	Increase Energy Efficiency projects	Perform energy audit on X campus	Current	MTCO2 avoided, \$	
		Install 1 MW solar on main campus by 2025	Current	0	
BUILT ENVIRONMENT					
Identify one sustainable building material			Current	0	Eng.
Incorporate reporting and certification structures			Current	0	Eng.

PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS

TASK 1 DELIVERABLES:

- ✓ Compile of Existing Plans and Documents
- ✓ Review of Existing Plans and Documents
- ✓ Climate Action Tracker

DALTON PROJECT TEAM ROLE

- ✓ 1 Dalton Project Team member needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Provide Town planning documents
- ✓ Identify additional documents to review



TASK 2 **GHG INVENTORY & FORECASTS**

>>> PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS

To embark on a carbon emissions reduction strategy, the Town must first evaluate its sources of impact. The task of reducing those impacts begins with a GHG inventory, which establishes a benchmark and sets the stage for determining and implementing actions to reduce emissions. Our approach to developing a GHG inventory is:

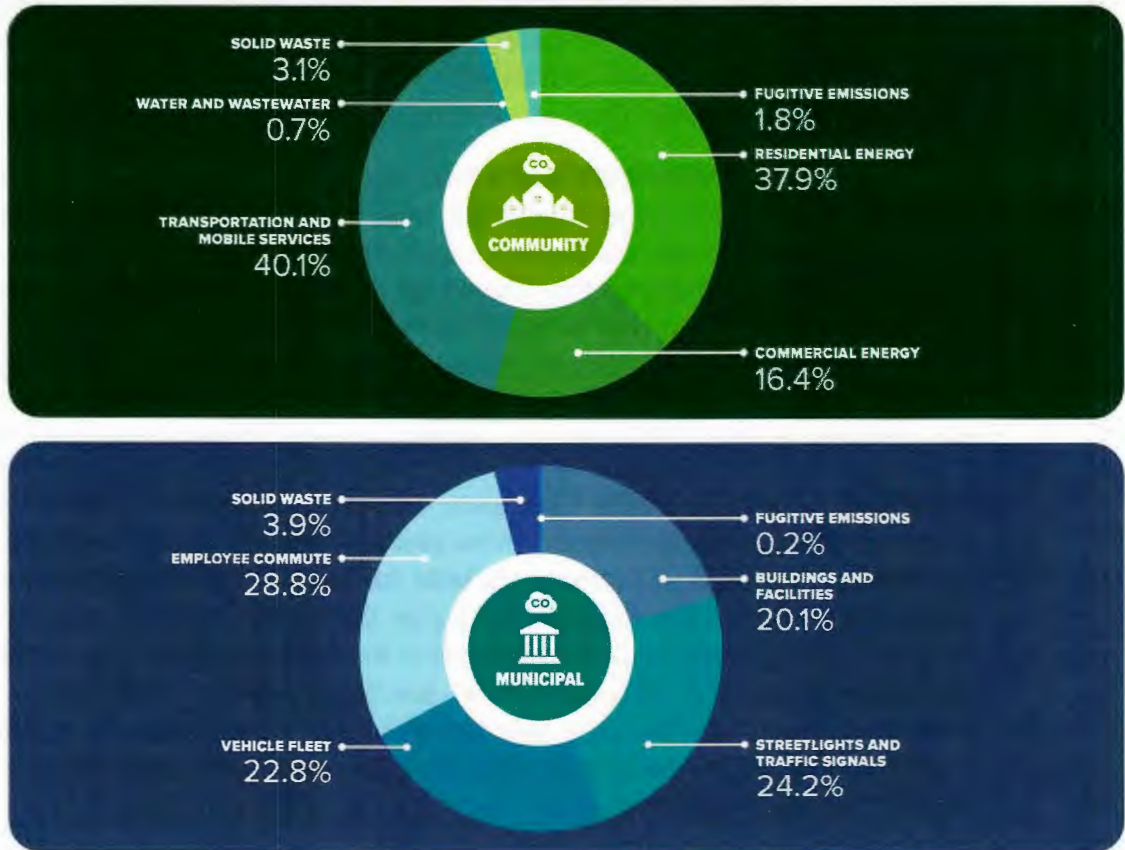
- 1. DEFINE INVENTORY BOUNDARIES:** Establishing clear boundaries for the inventory is crucial, defining the geographic area, time frame, and emission sources to be included. Blue Strike will collaborate closely with the Town to set an appropriate baseline year, considering the impact of the COVID-19 pandemic. Separate inventories will be conducted for municipal and community-wide activities, covering Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased electricity, heat, or steam), and, to the extent where data is available, Scope 3 (indirect emissions from activities such as transportation, waste, or supply chain) emissions.
- 2. COLLECT ACTIVITY DATA:** Our team employs established practices for data collection. We will create a shared online platform with the Town to facilitate efficient information exchange. A transparent data tracker will be maintained, cataloging relevant data types and sources. Examples of relevant data for the community-wide inventory include but are not limited to the following: Electricity usage, Onsite renewable generation (if any), Natural gas usage, Annual solid waste volume, Population growth trends, Land management data, Transportation and travel data, Employee commute data, Energy data for street and traffic lights, Energy data for Town buildings and facilities, etc.
- 3. CREATE GHG INVENTORIES:** Utilizing recognized methodologies such as the Global Protocol for Community-Scale GHG Emissions Inventory (GPC) and Local Government Operations Protocol (LGOP), we will develop municipal and community-wide inventories. Our extensive experience with standards set by regulatory bodies ensures accuracy and compliance. The GHG inventories can be presented in graphics similar to Figure 3.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 2 GHG INVENTORY & FORECASTS

FIGURE 3: SAMPLE OF GHG INVENTORIES



>>> PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS

4. EMISSION FORECASTS. Utilizing the GHG inventories, Blue Strike will project future levels of GHG emissions for both community-wide activities and municipal operations up to 2050. This process will generate a comprehensive Business-as-Usual (BAU) forecast, as shown in Figure 4, and an Adjusted Business-as-Usual (ABAU) forecast, depicted in Figure 5. The ABAU scenario will consider the effects of pertinent legislative and executive actions at the local, regional, and state levels.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 2 GHG INVENTORY & FORECASTS

PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS

FIGURE 4: BUSINESS-AS-USUAL FORECAST

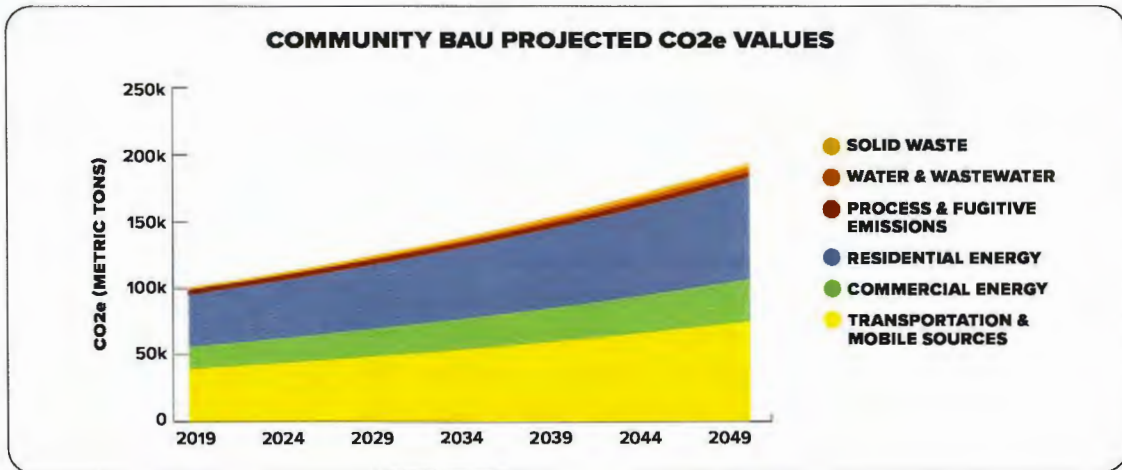
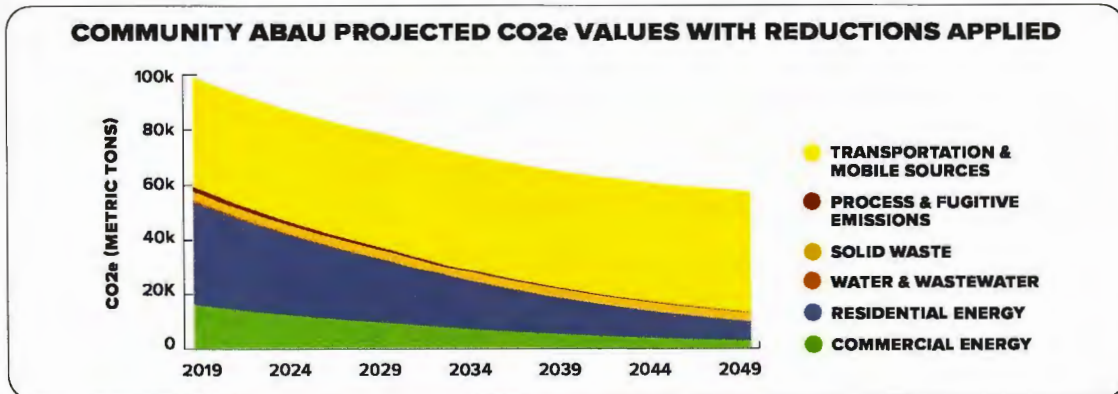


FIGURE 5: ADJUSTED BUSINESS-AS-USUAL FORECAST



5. DEVELOP INVENTORY SUMMARY: A GHG Inventory Report will be created, detailing assumptions, data sources, methodology, and benchmarks used for calculations. Any data gaps will be addressed in accordance with established protocols, ensuring protocol compliance and accuracy. This report will be incorporated into the draft and final CAP.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 2 GHG INVENTORY & FORECASTS

>>> PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS



A WORD ON TOOL SELECTION:

If the Town is considering Excel-based inventories, our team recommends using our proprietary Climate and Energy Scenario Analysis (CESA) tool. This Excel-based solution is specifically designed to: 1) generate GHG inventories and forecasts, 2) conduct scenario modeling, and 3) incorporate costs and benefits associated with different reduction strategies within scenarios. CESA aligns seamlessly with the methodologies of the Global Protocol for Community-Scale GHG Emissions Inventory (GPC). Its effectiveness has been proven and adopted by prestigious clients such as the University of Colorado Boulder, George Mason University, Kennesaw State University, the Las Vegas Convention and Visitor Authority (LVCVA), and the City of San Luis Obispo, CA. The tool is very user friendly and will be left with the Town at the end of the engagement, along with a user manual.

We also have other Excel-based tools that offer varying levels of complexity and sophistication. These are currently being used by cities such as Worcester, MA and Fayetteville, NC. If engaged, we can discuss the benefits and drawbacks of each, and decide on a tool that best fits the needs of Dalton.

Alternatively, Blue Strike is proficient in utilizing other subscription-based tools like ICLEI's ClearPath tool or the EnergyCAP's CarbonHub tool for completing GHG inventories and forecasts. For instance, we have effectively employed the ClearPath tool in projects with various clients, including the City of Fairfield, OH, Orange County, NC, and Scranton, PA. Similarly, we have utilized the CarbonHub tool in collaboration with Glenwood Springs, CO.

TASK 2 DELIVERABLES:

- ✓ Data Collection
- ✓ GHG Inventories, for municipal operations and community-wide inventories.
- ✓ BAU & ABAU Forecasts
- ✓ GHG Inventory Report

DALTON PROJECT TEAM ROLE

- ✓ 1 Dalton Project Team member needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Provide requested data (when available)
- ✓ Select GHG inventory tool

PROPOSED SCOPE OF SERVICES CONTINUED



>>> PHASE 1: DATA GATHERING, ANALYSIS & ASSESSMENTS

OPTIONAL TASK A: CAPACITY BUILDING & TRAINING WORKSHOP

DALTON PERSONNEL NEEDED

TO COMPLETE TASK:

TO BE DETERMINED

(AT DISCRETION OF THE TOWN)

Following the conclusion of this project, it's important that the Town continues to monitor and track the progress and success of the CAP. For this reason, Blue Strike offers a Capacity Building & Training Workshop for Town staff to ensure the Dalton is well equipped to continue building on their environmental accomplishments long into the future. This workshop will detail the importance of interdepartmental coordination when it comes to sustainability and climate action. Our Team will train participants on the selected tool (whether it be the CESA tool, ICLEI ClearPath Tool, etc.) for generating GHG inventories. We will give critical context and background on the importance of GHG inventories and how they are calculated. The workshop will be a time to coordinate responsibilities moving forward, ask questions, and connect the Town's key climate action players.

PROPOSED SCOPE OF SERVICES CONTINUED



>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

Successful climate action depends on broad community engagement. Our strategy involves four key steps: **Inviting** all stakeholders, **listening** actively and empathetically, **mobilizing** insights into practical actions, and **collaborating** to build strong partnerships. This approach highlights the importance of community-led solutions, especially including those often overlooked in planning. Our goal is to develop a Plan that represents the collective vision and needs of Daltons' community, aiming for impactful results.



UNCOVER NEEDS AND VALUES TO INCREASE BUY-IN FOR THE FINAL CAP DECISIONS FROM THE COMMUNITY AND STAKEHOLDERS.



TASK 3 **STAKEHOLDER & COMMUNITY ENGAGEMENT PLAN**

In collaboration with the Town's Project Team, we will develop a Stakeholder & Community Engagement Plan. We will leverage the Town's past engagement initiatives to ensure meaningful interactions with both internal and external stakeholder groups. The Plan will be carefully designed to surface the community's viewpoints, evaluate effective strategies, and uncover opportunities for refinement, making certain the resulting CAP is resonant and locally relevant. The Stakeholder & Community Engagement Plan will include:

GOALS: We will set overarching objectives for stakeholder engagement. These goals, identified at the onset, will direct the entire engagement process. They might range from increasing understanding of stakeholder perceptions related to the CAP, to fostering support and awareness for the strategy's final plans and execution. Acknowledging the Town's potentially diverse objectives, defining these early will shape our strategic approach to engagement.

STAKEHOLDER IDENTIFICATION: Working in close collaboration with the Town's Project Team, the next step will be to identify the Town's stakeholders. A specific focus will be given to what we call 'Fundamental Stakeholder Groups' (Figure 6) due to their significant impact on our project's success, especially as we move into the implementation phase post-planning.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 3 STAKEHOLDER & COMMUNITY ENGAGEMENT PLAN

PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

FIGURE 6: FUNDAMENTAL STAKEHOLDERS GROUPS

GROUP 1 VULNERABLE AND UNDERREPRESENTED COMMUNITIES

Includes those most affected by climate change, such as children, youth, women, people with disabilities, and racial or ethnic minorities. The focus is on identifying these groups and ensuring their voices are heard, especially those previously overlooked in past engagements. Engagement with community leaders who are trusted within these groups will be crucial for effective communication and serving as bridges between the community and our planning efforts.

GROUP 2 TOWN GOVERNANCE AND SECTORAL STAKEHOLDERS

Includes stakeholders with a control or influence over the implementation of climate actions in key sectors, often in the private sector. The buy-in is crucial to unlocking climate actions that lie beyond the direct control of the Town government.

GROUP 3 INFLUENCERS AND DECISION- MAKERS

Includes influential individuals and groups capable of significantly impacting climate policy. Their support or opposition can shape the success of climate initiatives, necessitating strategic engagement and alignment with the town's climate goals. This group typically includes Town Council and influential Community Groups.

STAKEHOLDER LEVEL OF ENGAGEMENT: Once stakeholders are identified, we select the right level of engagement (Figure 7) we aim for each stakeholder. For instance, for some groups, the goal may be to simply keep them informed, while for others, we might seek to actively collaborate. The decision on the level of engagement for each group will be based on an Interest + Influence Matrix (Figure 8), which will be filled in close collaboration with the Town's Project Team.

FIGURE 7: LEVELS OF ENGAGEMENT

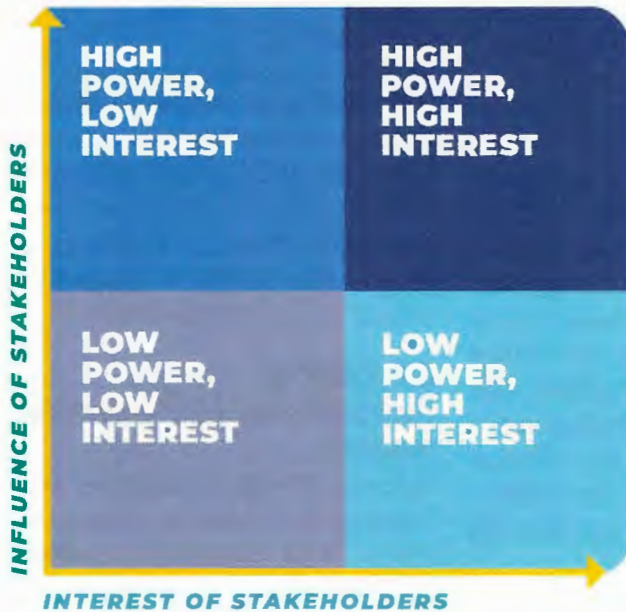


PROPOSED SCOPE OF SERVICES CONTINUED



TASK 3 STAKEHOLDER & COMMUNITY ENGAGEMENT PLAN

FIGURE 8: INTEREST + INFLUENCE MATRIX



>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

OUTREACH ACTIVITIES: Detailed plans for various outreach activities will be laid out, including timing, objectives, format, key participants, potential agendas, and roles of the Town's Project Team and Blue Strike. Each outreach activity will be accompanied by a defined metric for success. For instance, one such metric for success in the community survey (see task 4) could include the percentage representation of Dalton's population across various demographics.

OVERALL TIMELINE: We will develop a planned timeline for all engagement and outreach activities, ensuring that these events are strategically scheduled in alignment with the technical aspects of the project. This timeline will be designed to maintain consistent progress and build momentum among stakeholders.

TASK 3 DELIVERABLES:

- ✓ Stakeholder & Community Engagement Plan

DALTON PROJECT TEAM ROLE (IN COLLABORATION WITH BLUE STRIKE TEAM)

- ✓ 1 Dalton Project Team member needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Identify Stakeholders
- ✓ Select Outreach Activities

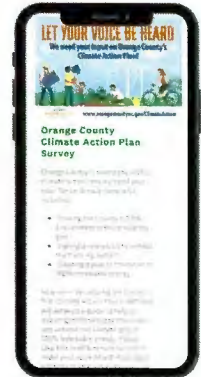
PROPOSED SCOPE OF SERVICES CONTINUED



TASK 4 OUTREACH ACTIVITIES

COMMUNITY SURVEY

Blue Strike will develop and analyze an online community survey to solicit broader input for the Plan’s development. The survey will allow residents and businesses to express climate-related concerns, aspirations, goals, and potential actions for a more sustainable Dalton. To ensure broad participation, the survey could be advertised on the Town’s website and through various outreach channels, with easy access provided via a web link and QR code. Feedback garnered from the survey will be diligently analyzed and integrated into the Draft CAP. Depending on the project’s needs, Blue Strike is equipped to create a tailored survey using web and mobile-friendly applications created in R programming, or employing well-established platforms like SurveyMonkey or Qualtrics. Our experience includes creating and evaluating similar surveys for recent initiatives in Orange County, NC, Glenwood Springs, CO, and Fairfield, OH. These surveys’ outcomes have significantly shaped the respective final plans.



The size of the sample is important given the town's small population. The survey’s reach should ensure varied and inclusive feedback to underpin the legitimacy and relevance of the resulting climate roadmap. To provide a specific example, for a town with a population of 6,500, to achieve a confidence level of 95% with a 10% margin of error, a sample size of approximately 95 residents would be required. Commercial interests will also need to be considered. To achieve a smaller, 5% margin of error, while maintaining a 95% confidence level, the required sample size for Dalton would be approximately 363 residents. This larger sample size provides more precise insights, but it requires engaging a higher proportion of the population to ensure the results are statistically significant (both Dianne and Rich have expertise in statistical methodology). If engaged, we can work with the Town to develop an outreach that achieves statistical significance at the desired confidence level.

To assure accurate demographic representation, we will employ stratified random sampling, mirroring the town’s demographic profile including age, gender, race, household income, and education levels, as taken from 2020 census results. This approach ensures that each segment of the community is adequately represented in the survey responses, providing a true reflection of the town’s diverse perspectives. Data collection will be multifaceted, utilizing both digital and traditional methods. Online surveys will cater to the tech-savvy and younger demographic, while paper surveys and community meetings will engage those less comfortable with technology, ensuring inclusivity. Public meetings, workshops, and focus groups can also play a critical role, providing forums for direct interaction and deeper discussion on specific issues.

>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 4 **OUTREACH ACTIVITIES**

>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

Additionally, special attention will be given to underrepresented groups through oversampling techniques, ensuring their views are not overshadowed but instead integrated effectively into the planning process. The continuous collection and analysis of engagement data throughout the project will allow for the adjustment of strategies to improve participation rates and ensure demographic alignment with the town's actual profile. The culmination of this process will be a detailed public report outlining the engagement strategy, feedback integration, and demographic analysis, reinforcing transparency and community trust in the climate roadmap.

Ongoing engagement mechanisms, such as regular updates and forums, will keep the community involved in the roadmap's implementation phase, fostering a sustained dialogue and ensuring that the climate actions remain aligned with community needs and expectations. This holistic and iterative approach to community engagement not only empowers residents but also ensures that the climate roadmap is a true product of community input, tailored to the unique characteristics and needs of Dalton.

Blue Strike has a wealth of experience in guiding municipalities on effectively distributing surveys to ensure demographic accuracy and representativeness. We recognize the critical importance of capturing the needs and preferences of all Dalton residents and businesses, including those who may be traditionally overlooked in the planning process. Our distribution strategy may include:

- 1.** A high-level demographic study to identify groups and ensure accuracy.
- 2.** Training sessions for community members who will facilitate survey completion at local events
- 3.** Identifying key target demographics and ensuring tailored outreach efforts
- 4.** Conducting initial outreach campaigns to promote survey participation
- 5.** Implementing multiple rounds of follow-up communications to encourage completion
- 6.** Conducting targeted one-on-one interviews to gather deeper insights from specific groups or individuals.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 4 OUTREACH ACTIVITIES

>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

PROJECT WEBPAGE

Blue Strike will provide its expertise in order to create a project webpage that is user-friendly, informative, and engaging, serving as a central hub for accessing essential resources and staying informed about Dalton's climate action initiatives.

The project webpage will offer easy access to essential elements:

1. ROADMAP AND RESIDENT'S GUIDE:

Providing comprehensive access to the Roadmap and Resident's Guide for community reference. The guidebook can be both web-based and downloadable in .pdf format. We envision the following:

To effectively engage residents in the Climate Action Roadmap, the guidebook should start with an **"Action Step Summary"** at the beginning. This summary offers a quick reference to key actions residents can take, acting as an immediate call to action.

It then opens with an **Introduction** explaining the purpose of the Climate Action Roadmap and the guidebook itself, emphasizing the critical role of community involvement. This is followed by a section on **Understanding Climate Change and Local Impacts**, which educates residents about climate change basics and its specific implications for their local area. A **Community's Role** in the Climate Action Roadmap section highlights the impact of collective efforts, featuring local success stories to inspire action. The core of the guidebook, **Actionable Steps for Residents**, organizes actions into categories such as energy, waste, transportation, and water usage, offering practical tips and checklists for straightforward implementation.

BLUE STRIKE BEST PRACTICE #2: BRANDED PLANS

Your plan will be branded. Branding the climate action plan makes it instantly recognizable to the Dalton community to foster a strong identity and sense of ownership. We can work with the City's marketing, or project team, to develop a unique graphic for the plan that aligns with existing City design and will help engage the community. All deliverables will be finalized using Calabasas' unique climate action and resilience branding, to strengthen the project's identity, connection within the community, and enhance its visibility.



TASK 4 OUTREACH ACTIVITIES

Information on **Incentives and Support** outlines local rebates or support programs available, while **Workshops and Events** encourage community engagement by listing upcoming activities. A **Monitoring and Feedback** section can instruct residents on how to track their progress and provide input on the roadmap's effectiveness. The guidebook could conclude with a **Call to Action**, urging residents to start taking the suggested steps immediately. Finally, an **Appendices and Additional Resources** section can provide a glossary, further reading, and essential contact information, all aimed at enhancing understanding.

The Guidebook will be designed to be user-friendly, using visual aids like infographics to simplify information and is available in multiple formats to ensure it is accessible to all community members. This approach ensures that the guidebook is not only informative but also motivates residents to actively participate in realizing the goals of the Climate Action Roadmap.

- 2. GHG INVENTORY RESULTS AND FORECASTS:** Including GHG inventory results, forecasts, and scenarios to illustrate emissions trends and climate challenges.
- 3. HIGHLIGHTING KEY PROJECTS:** Featuring impactful initiatives from the Roadmap to showcase sustainability efforts and resilience-building projects.
- 4. STAY-IN-TOUCH BUTTON:** Encouraging ongoing engagement with a "Stay in Touch" feature for updates on Roadmap progress, events, and climate action news.

GRAPHICS AND INFOGRAPHICS

Blue Strike's in-house Graphic Designer will create simple, elegant, and compelling graphics that can be shared on the project's webpage, print, social media posts, and in the Plan. We acknowledge that these visuals and graphics will be powerful tools and will be used as public-facing materials for outreach activities. Below are some examples we have developed for clients:

PROPOSED SCOPE OF SERVICES CONTINUED

PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

TASK 4 OUTREACH ACTIVITIES

FIGURE 9: EXAMPLE OF GRAPHICS

EXAMPLE OF OUTREACH MATERIAL
»»» **BRANDING**



EXAMPLE OF OUTREACH MATERIAL
»»» **INFOGRAPHICS**



EXAMPLE OF OUTREACH MATERIAL
»»» **SOCIAL MEDIA**



EQUITY CONSIDERATIONS IN SCHEDULED COMMUNITY ACTIVITIES

In formulating equitable community activities, our team prioritizes several key considerations:

EASE OF PARTICIPATION: Recognizing the diverse needs of community members, a special focus on alleviating participation barriers should be considered. This could include offering financial or technological assistance, for example.

ACCESSIBLE PLANNING: Community events should be planned with accessibility as a core consideration, including the use of culturally appropriate materials in various relevant languages and providing necessary translation and interpretation services.

EVENT TIMING: Scheduling community events at times that are most convenient for the disadvantaged community.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 4 **OUTREACH ACTIVITIES**

PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

VIRTUAL COMMUNITY EVENT

Led by Brennen, our team proposes organizing an online community event early in the project's timeline to engage the broader public, stimulate collaborative discussions, and inspire innovative ideas for climate action in Dalton. The event's objective is to introduce the CAP to the community, showcase the town's achievements, present best practices, and collectively brainstorm potential strategies. Additionally, it aims to identify opportunities, challenges, and model practices to inform the plan's development. This 90-minute event will be conducted online, with promotion through the Town's existing communication channels. Participants will have opportunities to share their expertise, experiences, and visions through various input channels and breakout sessions. We will collaborate closely with the Town to develop an invitee list and optimize the workshop agenda and materials for effectiveness.

SELECT BOARD PRESENTATION

As representatives of the Dalton community, the Select Board holds a crucial role in shaping the town's future. Blue Strike is fully prepared to present the final Roadmap to the Board, offering a clear overview of key milestones, strategies, and objectives outlined within. This presentation will provide the Select Board with a thorough understanding of proposed initiatives and their potential impact, utilizing engaging visuals and concise summaries. By ensuring all members of the Select Board are well-informed, the presentation enables them to make informed decisions regarding the Roadmap's implementation. This presentation can be performed remotely, or in person. Rich Swanson, the Project Manager for this project is based in Reading, MA and can be available for an in-person presentation at no additional cost.



Additionally, the Town may request additional meetings and presentations with the Select Board.

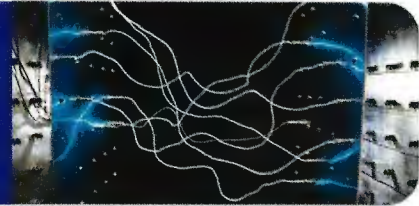
TASK 4 DELIVERABLES:

- ✓ Project Website content
- ✓ Graphics and infographics
- ✓ One (1) Virtual Community Events
- ✓ One (1) Community Survey
- ✓ One (1) presentations to Select Board

DALTON PROJECT TEAM ROLE

- ✓ 2 to 3 Dalton Project Team members needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Provide feedback on all graphics, infographics, and project website content
- ✓ Assist with facilitation of one (1) Virtual Community Event
- ✓ Attend and assist with facilitation of one (1) presentations to Select Board

PROPOSED SCOPE OF SERVICES CONTINUED



>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

OPTIONAL TASK B: OPTIONAL PUBLIC OUTREACH ACTIVITIES MENU

DALTON PERSONNEL NEEDED TO COMPLETE TASK: TO BE DETERMINED (AT DISCRETION OF THE TOWN)

The following optional public outreach activities can facilitate community empowerment and community ownership of the CAP and are provided as supplemental outreach activities in a “menu” for Town consideration. As these activities are separate and in addition to the core scope of work, they are not included in the project budget. Blue Strike can provide cost estimates for each activity following Town interest and feedback.

CLIMATE FAIR

To celebrate and maintain the momentum of the final CAP, we will host a Climate Fair. Scheduled post-Plan creation, this event serves as a showcase of our collective commitment and partnership towards building a sustainable community. Attendees will have the opportunity to engage with interactive exhibits, workshops, and/or presentations aimed at raising awareness about climate change, sustainability, and environmental issues. Local organizations, businesses, and experts will be invited to showcase innovative solutions and initiatives in the climate space. Hands-on demonstrations will offer insights into renewable energy, conservation practices, waste reduction, sustainable transportation, and more. Blue Strike will assist the Town in all aspects of the fair, from design to promotion and logistics management, to ensure its success in engaging and educating the community.

INTERACTIVE DASHBOARD

Our Team has demonstrated expertise in data visualization and presentation of complex results into an accessible and easy to understand format. Blue Strike Program Manager, Dianne Starr, excels in developing dashboards using Microsoft Power BI, a tool we regularly employ for showcasing project statuses and facilitating ongoing monitoring. For Dalton's CAP, we propose the creation of an interactive online dashboard (see figure 10) to serve as an ongoing resource for public engagement. The main goal of the dashboard is to simplify complex CAP concepts, making them accessible and engaging for all stakeholders.

PROPOSED SCOPE OF SERVICES CONTINUED



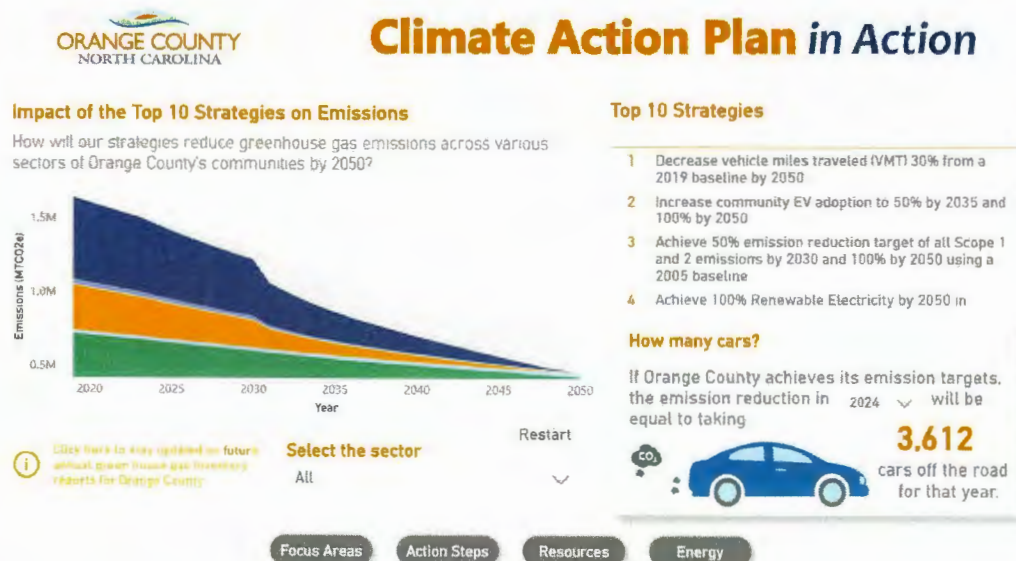
PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

OPTIONAL TASK B: OPTIONAL PUBLIC OUTREACH ACTIVITIES MENU

THE DASHBOARD COULD INCORPORATE SEVERAL FEATURES:

- **GHG Inventory Graphs:** Visual representations of emission reductions over time, alongside pie charts detailing emissions by scope or source.
- **Maps of Climate-Energy Activities:** Geographic displays pinpointing key sustainability initiatives' locations, such as solar panels and EV-charger stations.
- **Programs and Resources Compilation:** An overview of town initiatives and federal programs pertinent to the Climate Action Plan, providing residents with valuable information.
- **Conceptual Breakdowns and Illustrations:** Simplified explanations of complex topics like 'What is Climate Change?' or 'How Will Climate Change Affect Dalton?'
- **Personalized Emission Equivalence Illustrations:** Creative visuals that contextualize emission reductions, such as equating them to the number of cars removed from the road.
- **Climate Action Tracker:** A feature monitoring CAP implementation progress, offering options for both town-operated updates and updates managed by Blue Strike for a nominal fee.

FIGURE 10: DASHBOARD SAMPLE



PROPOSED SCOPE OF SERVICES

CONTINUED

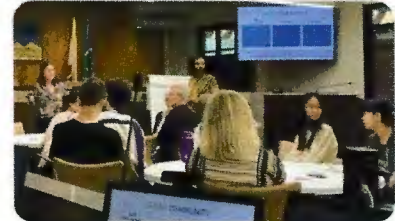


>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

OPTIONAL TASK B: OPTIONAL PUBLIC OUTREACH ACTIVITIES MENU

IN-PERSON INTERACTIVE SYMPOSIUM

Utilize a symposium format to facilitate an open dialogue between Dalton representatives, community leaders, and residents. This two-hour event encourages open dialogue with live Q&A sessions, polls, and real-time feedback opportunities on climate action strategies.



WORKSHOP SERIES

Conduct a series of workshops, each focusing on a different aspect of the Climate Strategy, such as emissions reduction, sustainable transportation solutions, and adaptation strategies. This allows for deep dives into specific topics, with the flexibility to tailor content to the interests and concerns of different community segments. If a sequence of workshops is desired by the Town, workshops at the start of the planning phase will lay the groundwork for discussions on climate issues, engaging stakeholders in dialogues about current conditions, potential effects, and brainstorming possible solutions. Later workshops will provide an opportunity for a detailed examination and feedback on the preliminary actions outlined in the Plan.

CLIMATE ACTION DESIGN SPRINTS

Organize design sprints where small groups work together to brainstorm and prototype solutions to specific climate challenges identified within the transportation sector. This hands-on approach fosters creativity and direct involvement in problem-solving.

NEIGHBORHOOD MEETINGS

Localized neighborhood meetings will serve as a vital touchpoint for engaging directly with community members. These meetings will facilitate discussions on neighborhood-specific climate concerns and solutions, ensuring localized input into the broader Plan.

EDUCATIONAL WORKSHOPS FOR YOUTH

Engage younger community members with workshops designed specifically for schools and youth groups. These sessions can include interactive presentations, climate action games, and discussions tailored to inspire and educate the next generation about sustainability.

SOCIAL MEDIA CAMPAIGN

We understand the power of adding social media to traditional public outreach strategies, and our team is equipped to use social media as a tool to increase the extent of our outreach. Blue Strike can develop a social media campaign for the entire planning process that would include engaging content creation, strategic scheduling of posts, targeted advertising, community engagement through polls and discussions, and comprehensive analytics to track and optimize campaign performance.



TASK 5

ENGAGEMENT REPORT

>>> PHASE 2: STAKEHOLDER & COMMUNITY ENGAGEMENT

Our team will develop a report that captures the essence and breadth of stakeholder engagement activities, along with the feedback and insights gathered. This report will act as an essential tool, detailing the reach of our engagement efforts, including participant demographics, the number of events conducted, the feedback received, trend analyses, and the main themes and concerns that emerged.

TASK 5 DELIVERABLE:

- ✓ Engagement Report

DALTON PROJECT TEAM ROLE

- ✓ 1 Dalton Project Team member needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required
- ✓ Engagement Report Review



TASK 6 **STAKEHOLDER & COMMUNITY** **ENGAGEMENT PLAN**

>>> PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

Our team will collaborate closely with the Town to co-create strategies that are bold yet achievable and resonate with the community's needs and priorities (we call these crowd pleasing). Our approach involves devising and refining a comprehensive set of goals, strategies, and actions aimed at reducing GHG emissions to at least 50% below 1990 levels by 2030 and achieving net-zero by 2050, in line with state mandates. We will focus on short and medium term goals covering the next 7-12 years, taking into account factors including GHG emissions reduction potential, feasibility, metrics, milestones, co-programming opportunities, and regulatory and technical considerations. All strategies will adhere to the SMART criteria. For instance, for PV arrays, we will provide clarity on metrics like MWh, amount of storage, and timing of power or storage needs.

We appreciate the inclusion in the RFP of Dalton's "areas of greatest concern." A special focus will be placed on developing and evaluating strategies in light of these areas. To demonstrate how our experience matches the Town's needs, we have listed these areas and highlight some of our own experience with each.



CO-CREATE CROWD PLEASING STRATEGIES THAT ARE BOLD YET ACHIEVABLE.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 6 STAKEHOLDER & COMMUNITY ENGAGEMENT PLAN

>>> PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

CONCERN	EXPERIENCE
<p>Affordability and acquisition strategies for residential and commercial building weatherization, air source heat pumps, electric cars (BEV and/or HEV), residential charging systems and home solar arrays.</p>	<p>Working with CCA programs we have researched and designed acquisition strategies for both residential and commercial procurement of decarbonization equipment and infrastructure. (our work included a tariff design that features defined blocks of free energy and optimized time-of-use rates, reducing energy costs for low-income residents, and enhancing environmental justice)</p>
<p>Optimizing the town’s EV charging network, which we have begun working on.</p>	<p>To help Glenwood Springs optimize its EV charging network we performed an energy load analysis to identify existing and forecasted spikes in required supply, and offered strategies to reduce peak usage and control costs.</p>
<p>Understanding how much solar power generation needs to come from homes and/or town solar arrays.</p>	<p>At the University of Colorado and other locations, we have identified both solar potential and necessary capacity (incl. storage) to reach objectives such as supply benchmarks and peak shaving.</p>
<p>Degree and type of grid improvements required to support the needed increased power generation.</p>	<p>For the National Association of Regulated Utility Commissioners, we have provided regulatory guidance to several jurisdictions to enhance grid capacity and resilience, and to accelerate renewable energy integration.</p>
<p>Desired guidance on each item: target number of homes, cars, by year. For PV arrays the recommended MWh, amount of storage and timing of when the power or storage would be needed.</p>	<p>Working with CCA programs in Lancaster and Richmond, CA, we have provided city-wide load profiles to identify additional capacity and timing requirements for distributed renewable energy and community scale storage. (We took the analysis another step by creating a virtual power plant based on shifting loads.)</p>
<p>Recommended opportunities for meaningfully increasing carbon capture.</p>	<p>We collaborated with Ecobalance Global to design incentives to increase carbon sequestration and enhance nutrient holding capacity for soils. Further, utilizing ICLEI's LEARN tool, we've identified strategies for natural sequestration via local forests and trees, enhancing natural carbon capture and soil nutrient retention</p>

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 6 **STAKEHOLDER & COMMUNITY** **ENGAGEMENT PLAN**

>>> PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

Blue Strike has recent experience that is highly applicable to Dalton's interest areas. For example, both Rich Swanson and Anna Bugankova collectively bring decades of expertise in renewable energy feasibility study, solar generation potential, and financial analysis of solar energy projects. They will be able to provide the Town with an understanding of how much solar power generation needs to come from homes and/or town solar arrays to meet state-wide emission targets. Brennen Jensen recently supported the education and development of Healthy Soils Program initiatives. These projects involve engaging local farmers in adopting regenerative farming techniques. This program was co-created with Ecobalance Global to connect ranchers in the Northern Great Plains with incentives for carbon offsets. The initiatives aim to stimulate adaptive grazing techniques, leading to increased carbon sequestration, improved water retention, enhanced nutrient holding capacity, and higher forage quality.

Daianne Starr has been deeply involved in research around carbon sequestration, notably utilizing ICLEI's Land Emissions and Removals Navigator (LEARN) tool. This tool helps in identifying actionable strategies for small rural towns to enhance their natural carbon capture capabilities, highlighting the importance of local forests and trees in carbon sequestration. Activities such as reforestation, preservation of existing green spaces, and adopting regenerative agricultural practices not only increase carbon sequestration but also contribute to improving soil health and increasing biodiversity.

The process of strategy development will be guided by:

- Analysis of GHG inventories and forecasts (Task 1) to identify major emission sources, typically found in on-road transportation, buildings, and energy sectors.
- Alignment with the Town's ongoing initiatives, plans, and future aspirations as well as best practices observed in similar initiatives undertaken by other municipalities. (as outlined in (Task 2).
- Input and insights gathered through community and stakeholder engagement processes (Phase 2).

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 6 STAKEHOLDER & COMMUNITY ENGAGEMENT PLAN

>>>> PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

Figure 11 provides an example of a goal, strategy, and action for the transportation section, including a priority score and co-benefits for each action.

FIGURE 11: EXAMPLE OF GOAL, STRATEGY AND ACTION

GOAL 1 Reduce City-Wide Vehicle Miles Traveled by 25% by 2035

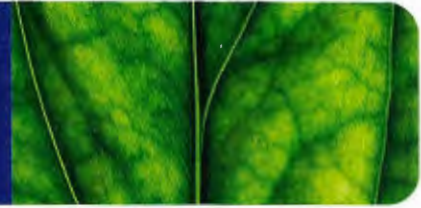
TRANSPORTATION



CO-BENEFITS KEY

-  COST EFFECTIVENESS
-  COMMUNITY BENEFITS
-  ECONOMIC BENEFITS
-  ALIGNS WITH STATE AND LOCAL POLICIES
-  PROMOTES EQUITY & CLIMATE JUSTICE

	STRATEGY 1.1 CREATE A WALKABLE AND BIKEABLE CITY	ACTION	
1.1 A	<p>Create a pedestrian-friendly Downtown and other community and commercial spaces throughout the city</p> <p>PRIORITY: 1</p>	<p>Establish Car-Free zones and one-way traffic Downtown and in other commercial and community areas to encourage non-vehicular travel. Expand sidewalk space and dedicate specific streets for pedestrian and cycling use only. Create safe, sheltered, outdoor areas for pedestrians and increase the number of bicycle racks for cyclists. Base development on 15-minute city principles.</p> <p>CO-BENEFITS:   </p>	
1.1 B	<p>Develop and implement a new Parking Management Plan that supports strategic VMT reduction</p> <p>PRIORITY: 1</p>	<p>Develop and implement a community-wide Parking Management Plan that reduces minimum requirements and sets upper limits on parking spaces for new development. Ensure the strategy is based on three principles: increasing dedicated EV and handicapped parking spaces in key commercial areas, reducing the parking footprint (turn into green space), and add specific drop-off and pick up zones at strategic locations. Plan for street and parking lot changes to accommodate conversion to passenger pick-up and drop-off stops at commercial and other public land use locations.</p> <p>CO-BENEFITS:   </p>	



TASK 6 **STAKEHOLDER & COMMUNITY** **ENGAGEMENT PLAN**

EQUITY IMPLICATIONS STATEMENT

Climate change impacts communities disparately, with some enduring more severe consequences. Investments in climate action yield a range of benefits but can also bring negative outcomes that disproportionately affect specific groups. To address these challenges, it's imperative to infuse inclusivity and equity into the planning and execution of climate initiatives. This involves recognizing the unique barriers encountered by vulnerable communities and tailoring engagement efforts to address them. Our approach to identifying equitable actions varies with each community, shaped by unique contexts, capacities, and resources. However, we always include these 3 approaches:

PROCEDURAL EQUITY: Ensuring fair, transparent, and inclusive processes.

DISTRIBUTIONAL EQUITY: Equitably distributing resources, benefits, and burdens, prioritizing those most in need.

STRUCTURAL EQUITY: Addressing root causes of social and racial inequities, crafting solutions that also tackle broader issues like poverty, quality of life, workforce development, housing, education, and healthcare.

For Dalton, we recommend adding an Equity Implications Statement for each of the climate solutions and projects that will end up in the final CAP, aimed at highlighting links to equity and strategies for considering equity implications when taking climate action. The Equity implications are meant to ensure that climate solutions and projects not only contribute to environmental sustainability but also address social and economic disparities within the community.

As an example, an equity implications statement for a strategy aiming at increasing public EV charging stations would emphasize the importance of accessibility and affordability for all members of the community, particularly those from underserved neighborhoods or with limited financial means. The statement would highlight the importance of taking into account factors such as geographic distribution and proximity to low-income areas.

TASK 6 DELIVERABLES:

- ✓ List of Climate Action Strategies

DALTON PROJECT TEAM ROLE

- ✓ 2 to 3 Dalton Project Team members needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Provide feedback on Strategies (i.e. identify strategies to include in Roadmap)



TASK 7 **PRIORITIZATION**

Once the menu of strategies is identified, our team will collaborate with the Town to prioritize each strategy. This process typically involves ranking a range of factors relevant to and selected by the Town using a Prioritization Matrix. Strategies are then analyzed across the range of factors selected. The analysis will utilize the best available information provided by the Town, or other sources where necessary. The analysis is intended to provide a high-level review of the potential costs, related GHG reductions and co-benefits, etc. for each strategy. It is designed for context and screening-level measure selection rather than an in-depth evaluation. Scoring factors may include:

- **Greenhouse gas reduction potential** - How effective is this strategy in meeting the Town's greenhouse gas reduction target(s)?
- **Potential cost & benefits** – Does the strategy offer a low, medium, or high return on investment?
- **Implementation Feasibility** – How easy or challenging is it to implement this strategy?
- **Funding Availability** – Is it likely to secure funding for this strategy?
- **Co-benefits** – Does this strategy offer additional benefits like health, cleaner air, or economic growth for example?
- **Alignment with existing initiatives** – Does this strategy align well with the Town's existing policies and initiatives, including the CECP goals?
- **Equity** – Does this strategy benefit vulnerable or disadvantaged communities within Dalton?

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 7 PRIORITIZATION

This type of scoring and ranking process will allow the Town to determine the most relevant strategies and measures to meet its unique goals and characteristics and align with its priorities. Figure 12 shows an example of a high-level analysis of a Prioritization Matrix.

FIGURE 12: PRIORITIZATION MATRIX SAMPLE

STRATEGIES	ECONOMIC RESILIENCE <small>(low/medium/high)</small>	QUALITY OF LIFE <small>(yes/no)</small>	CLIMATE EQUITY <small>(yes/no)</small>	GHG REDUCTION <small>(low/medium/high)</small>	COST <small>(low/medium/high)</small>	PRIORITY SCORE
2.1 A - Implement a comprehensive City Electric Vehicle (EV) Transition Plan, focusing on integrating EVs into existing fleets and expanding charging infrastructure.	Low	No	No	High	High	1
3.1 A - Enhance green spaces and outdoor recreational facilities within the community to promote environmental sustainability and improve the quality of life for residents.	High	Yes	Yes	Low	Medium	2

TASK 7 DELIVERABLE:

- ✓ Prioritization Matrix

DALTON PROJECT TEAM ROLE

- ✓ 1 Dalton Project Team member needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Prioritize Strategies that will be included in the Roadmap

PROPOSED SCOPE OF SERVICES CONTINUED

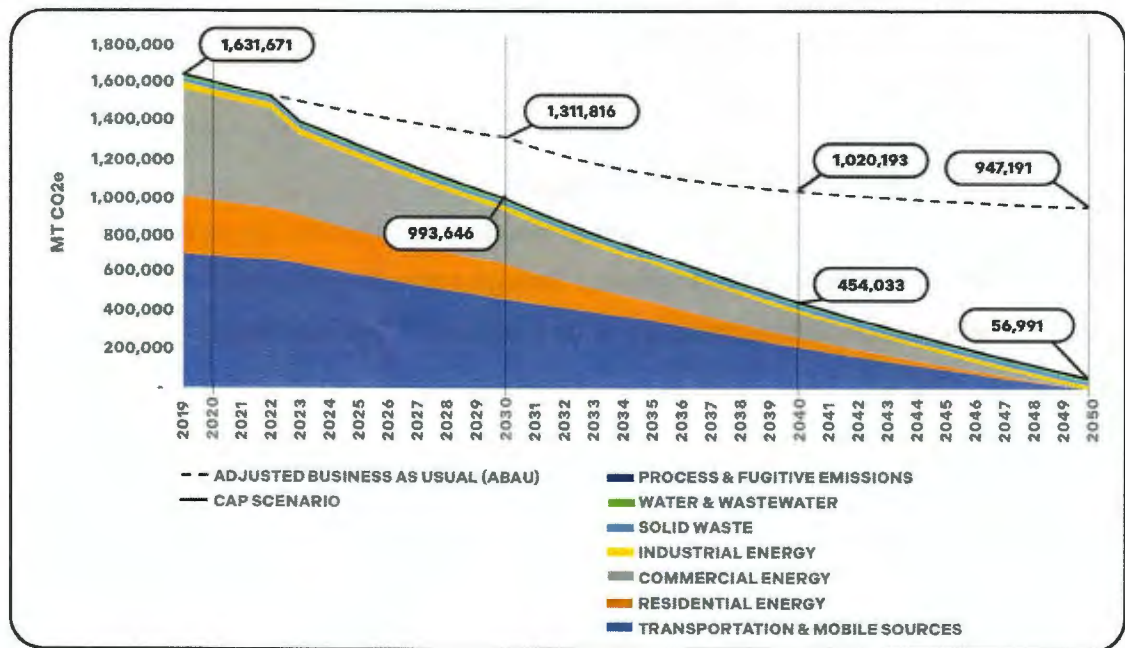


TASK 8 SCENARIO CREATION

Using the ABAU forecasted emissions (Task 2) estimated for the anticipated year 2050, Blue Strike will assess the emissions gap that the Town will need to address to achieve an 85% reduction by 2050. This assessment will inform the development of a reduction scenario aimed at meeting the GHG reduction target. Since this Roadmap calls for goals covering the next 7-12 years, interim targets will be created to guide strategy selection.

The next step in the process will involve utilizing the final strategies and measures selected in task 6, to quantify the GHG emissions reduction potential for each measure. Throughout this process, we will refine GHG measures to ensure achievable reductions within our defined timeline. This refinement will be accomplished by modeling the GHG emissions reduction potential for each measure against the ABAU forecast. The resulting analysis will demonstrate project emissions reductions by sector and scope. A visual representation similar to Figure 13 will be produced to illustrate our analysis.

FIGURE 13: SCENARIO TO 2050



TASK 8

DELIVERABLES:

- ✓ Scenario Creation
- ✓ Strategy Refinement

DALTON PROJECT TEAM ROLE

- ✓ 1 to 2 Dalton Project Team members needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Review Scenarios and proposed strategy changes



TASK 9 IMPLEMENTATION PLANNING

>>> PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

Our team aims to deliver a cost-effective, living plan that includes iterative, specific steps for evaluating implementation and investment costs at key points. We will gather information, case studies, and costs of each reduction measure to determine budgetary impacts and goal achievement. By mapping goals onto phases, the CAP will be an interconnected document with strategies building upon each other. Our Implementation Plan is envisioned to be a living and adaptive roadmap, characterized by evaluative steps and refined processes that scrutinize both implementation and investment costs at crucial junctures. This plan will serve as a strategic blueprint, detailing lead agencies, partners, implementation costs, timeframe, and funding mechanisms, ensuring a coordinated approach in executing each measure. The Implementation Plan for Dalton will include the following:

TIMEFRAME. Establishing goals and timelines for each initiative will allow the Town to monitor progress, allocate resources, and understand implementation requirements. Our team is skilled in establishing goals and timelines tailored to each Town's circumstances, and we will work closely with the Town to develop detailed and achievable ones. Additionally, we will consider the availability of funding resources and schedule implementation at strategic times to maximize funding opportunities.

METRICS. Establishing a comprehensive set of metrics and progress tracking indicators to evaluate the success and impact of each strategy. These indicators will enable effective monitoring of climate action and adaptation efforts, providing valuable insights for ongoing evaluation. Possible metrics include vehicle miles traveled, energy used, transportation mode shifts, kW installed, EV adoption, gallons of fuel, and more.

BLUE STRIKE BEST PRACTICE #3: **ACTIONABLE PLANS**

Your plan will be actionable. The goals developed through the engagement can be realized through crowd-pleasing strategies that provide benefits to everyone in your community. But we go one step further by deriving action steps to support every strategy. These steps have dates for completion, assign responsible departments, and include metrics to recognize success.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 9 **IMPLEMENTATION PLANNING**

>>> PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

LEAD DEPARTMENT. Town lead departments or personnel responsible for spearheading and overseeing the implementation efforts will be identified, fostering accountability, and propelling effective coordination throughout every phase. This is pivotal in ensuring synchronized efforts and alignments with the various stakeholders, avoiding overlaps, and ensuring the realization of each measure in the envisaged timeframe.

POTENTIAL PARTNERS. In collaboration with the Town, We will identify potential partners who can collaborate with the Town to enhance the effectiveness and impact of the proposed initiatives. We will leverage our extensive network and expertise to recommend suitable partners for collaborative efforts.

IMPLEMENTATION COSTS. For each measure, we will be conducting a high-level analysis to estimate the associated costs. Our approach to determining these costs will involve analyzing various factors including the initial investment, labor, maintenance and other operational expenses. All assumptions and methodologies used to determine these costs will be provided to the Town to ensure a robust understanding of the financial implications of each measure. If the Town is interested, we can also provide sensitivity analyses around the cost estimates, to test assumptions such as interest rates, prices of raw materials, labor costs, etc.

BLUE STRIKE BEST PRACTICE #4: FUNDED PLANS

Your plan will be funded. While we cannot directly finance your strategies - we wish we could! - we can provide you with state and federal funding options that specifically match each one. Further, we can help design creative internal financing mechanisms, such as revolving funds, public-private partnerships, and revenue-based approaches, among others. Matching climate projects with specific funding mechanisms helps overcome a significant implementation hurdle.

PROPOSED SCOPE OF SERVICES CONTINUED



PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN



TASK 9 IMPLEMENTATION PLANNING

FUNDING SOURCES. We will compile a list of funding and match each to a reduction measure. The funding mechanisms will include local, state, and federal grants, rebate and incentive programs, and internal funding mechanisms (bonds, taxes, fees, funds, etc.). Our recent experience in conducting a comprehensive analysis of funding sources for the implementation of the City of Los Altos CAAP, in addition to our extensive work with other agencies and plans, has equipped us with a deep understanding of public funding opportunities, emerging private capital solutions, and many other options. We will leverage this expertise to provide funding strategies that are tailored to each project. As a possible additional service, our team, which includes experts in climate finance, can assist with creating terms sheets, grant proposals, and financial models to support fund acquisition.

COMMUNITY INVOLVEMENT. For each action step, our Team will evaluate opportunities for engagement with the community, looking for opportunities to involve additional Team members. By encouraging residents to get involved while providing further education regarding the CAP and its purpose, the Town is more likely to see success in reducing their community-wide emissions.

A sample implementation plan (Figure 14) is provided below.

FIGURE 14: SAMPLE OF IMPLEMENTATION PLAN

Actions	Implementation Lead	Implementation Partners	KPI	Implementation Date	Estimated Cost	Funding Source(s)	Funding Program(s)
4.1 Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	Maintenance/Finance	Executive	% of municipal fleet that is electric	2022-2030	\$700,000	BAAQMD	Carl Moyer Program
4.2 Build new City buildings to Net Zero standards	Building	Planning	Number of new municipal buildings	2022-2035	\$10,000	California Energy Commission	CEC grants
4.3 Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	Building/Planning	SVCE/PG&E	Number of audits performed % reduction in energy use ¹⁰	2022-2030	\$600,000		

TASK 9 DELIVERABLE:

- ✓ Implementation Plan

DALTON PROJECT TEAM ROLE

- ✓ 1 to 2 Dalton Project Team members needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Review Implementation Plan and provide feedback
- ✓ Identify potential implementation partners (in collaboration with Blue Strike)
- ✓ Identify community involvement opportunities (in collaboration with Blue Strike)



TASK 10

FINAL PLAN

DRAFT PLAN. Following the completion of Tasks 1 through 9, Blue Strike will assemble a draft Climate Action Plan for the Town of Dalton. The CAP will summarize all of the work completed in the previous tasks, as well as outline the selected strategies, their implementation plans, and their impact on the determined emission reduction goals. This strategic framework will identify responsible parties, equity impacts, funding sources, and progress metrics and be organized into near-, mid-, and long-term goals for both municipal and community-wide action to allow for clear and precise implementation.

FINAL PLAN. With the help of our Graphic Design Manager, Rose Freidin, the CAP will be finalized in a graphic-rich and visually appealing document. Rose will work with the Town to ensure the Plan's branding aligns with existing Town documents. Graphs, photos, and robust graphics will be integrated into the document to ensure a comprehensive understanding for the reader. The CAP will include all necessary contextual information so that our work is accessible and easy to understand by every member of the community. The Final CAP will be reader-friendly and tell the story of the Dalton community using visualizations and graphic design.

The CAP will be accessible as a downloadable PDF report, to allow for both hard copy and digital consumption. Rose will work with the Town to ensure CAP materials are available for PowerPoint presentations and other engagement applications.

CLIMATE ACTION GUIDEBOOK. Blue Strike will develop a Climate Action Guidebook that summarizes the CAP and offers clear and specific action items Dalton residents can take to contribute to the CAP's implementation. The long-term success of our Climate Roadmap relies on the understanding and participation of the community. Leveraging our experience in creating similar guidebooks for various clients, ranging from high-level actions to detailed guides including annual savings and environmental impact assessments, Blue Strike will collaborate closely with the Town to determine the appropriate level of granularity for this guidebook.

PROPOSED SCOPE OF SERVICES CONTINUED



TASK 10 FINAL PLAN

PHASE 3: STRATEGY DEVELOPMENT & FINAL PLAN

FIGURE 15: HIGH LEVEL ACTIONS

WHAT THE COMMUNITY CAN DO TO HELP

TRANSPORTATION PLEDGE TO:

- Ride your bike, walk, or carpool to destinations
- Take public transportation as often as possible
- Telecommute when possible
- Consider carshare, bikeshare, and scootershare programs rather than your own vehicle
- Reduce airline miles traveled, utilize trains or other public transportation where feasible
- Convert to electric vehicle, hybrid, or clean fuel vehicles when vehicle travel is necessary

TASK 10 DELIVERABLES:

- ✓ Draft Climate Action Plan (Roadmap)
- ✓ Final Climate Action Plan (Roadmap)
- ✓ Climate Action Guidebook

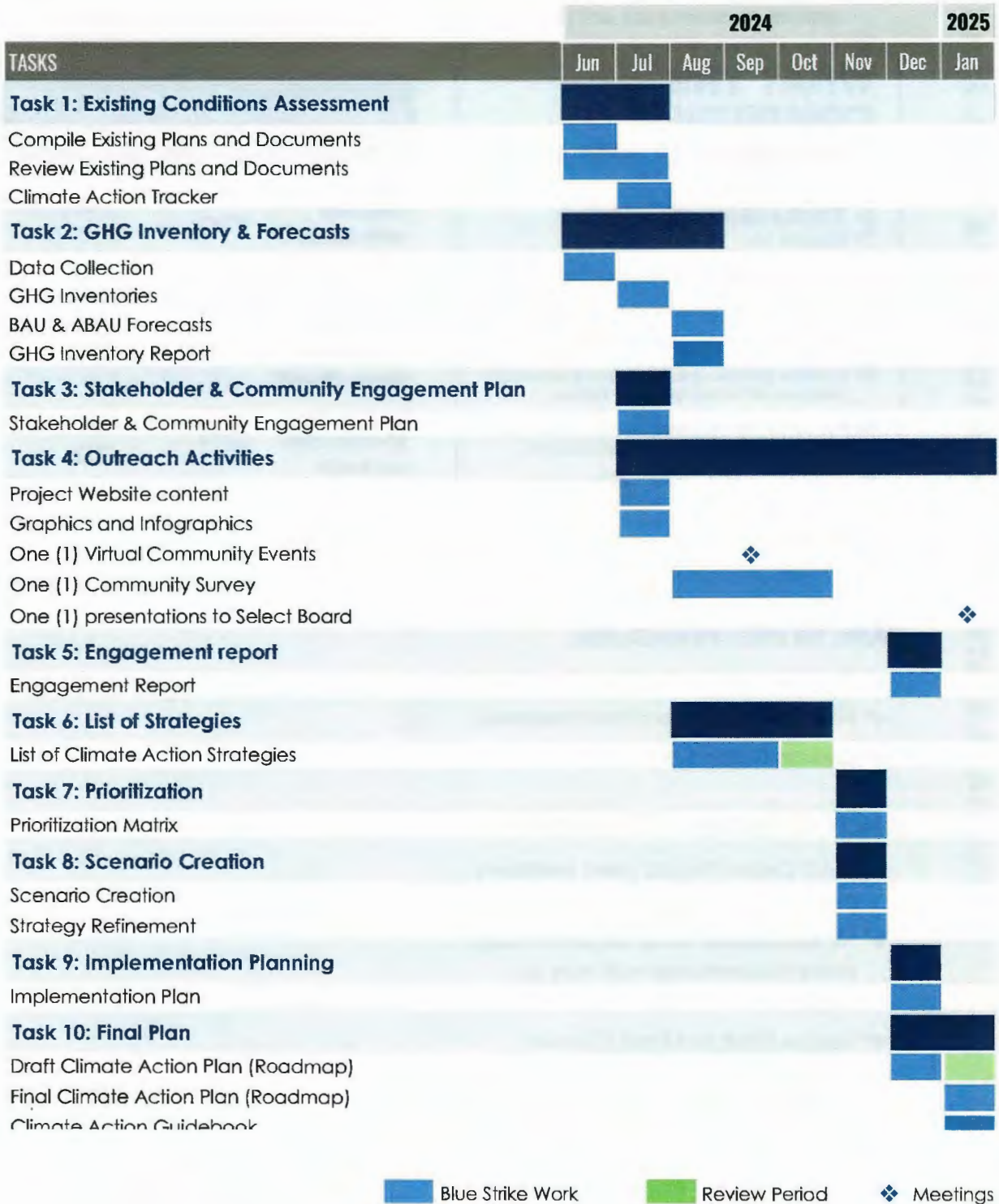
DALTON PROJECT TEAM ROLE

- ✓ 1 to 2 Dalton Project Team members needed to complete the task
- ✓ No specialized skills required though some departmental staff may be required.
- ✓ Review Draft and Final Climate Action Plan (Roadmap)
- ✓ Review Climate Action Guidebook

FIGURE 16: ANNUAL SAVINGS V.S. ENVIRONMENTAL IMPACT ASSESSMENTS

STRATEGIES	ESTIMATED ANNUAL SAVINGS	ESTIMATED ANNUAL SAVINGS
Replace windows with ENERGY STAR models	\$150	2,947 lbs of CO2
Replace, or install, 1 low-flow showerheads	\$204	1763 lbs of CO2
Reduce two 10-mile trips per week	\$204	826 lbs of CO2

PROJECT TIMELINE



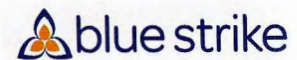
■ Blue Strike Work
 ■ Review Period
 ◆ Meetings



APPENDIX A: REQUIRED FORMS

- REFERENCE FORM
- NON-COLLUSION FORM
- TAX COMPLIANCE CERTIFICATE

REFERENCE FORM



PROPOSER: BLUE STRIKE ENVIRONMENTAL

RFP TITLE: DALTON CLIMATE CHANGE ACTION PLAN

1) CONTRACTS OF SIMILAR SIZE AND SCOPE

REFERENCE: TOWN OF DAVIDSON, NC

CONTACT: Leslie Willis, Parks and Recreation Director

ADDRESS: 251 South Street, Davidson, NC 28036

PHONE: (704) 892-3349

EMAIL: lwillis@townofdavidson.org

DATES: January 2023 - April 2024

SERVICES: GHG inventory, stakeholder engagement strategy, equity assessment, climate action planning goals, strategies, and actions, cost-benefit analysis (see Selected Project Experience section for more details)

REFERENCE: CITY OF LOS ALTOS, CA

CONTACT: Laura Simpson, Interim Sustainability Director

ADDRESS: 1 N San Antonio Rd, Los Altos, CA 94022

PHONE: (650) 947-2700

EMAIL: lsimpson@losaltosca.gov

DATES: April 2021 - July 2022

SERVICES: Climate adaptation and resilience strategies, vulnerability assessment, adaptation and resilience goals, policies and objectives, and implementation measures (see Selected Project Experience for more details).

REFERENCE: ORANGE COUNTY, NC

CONTACT: Amy Eckberg, Sustainability Program Manager, Orange County, NC

ADDRESS: 300 West Tryon Street, P.O. Box 8181, Hillsborough, NC 27278

PHONE: (919) 245-2626

EMAIL: aeckberg@orangecountync.gov

DATES: November 2022 - November 2023

PROJECT DESCRIPTION: Community and municipal GHG inventories and forecasts, GHG reduction targets, stakeholder engagement strategy, funding plan, online CAP dashboard (see Selected Project Experience for more details).

REFERENCE: LA CANADA FLINTRIDGE, CA

CONTACT: Kim Bowman, City Council Member

ADDRESS: One Civic Center Drive, La Cañada Flintridge, CA 91011

PHONE: 818-790-8880

EMAIL: kbowman@lcf.ca.gov

DATES: October 2022 - November 2023

SERVICES: GHG inventory, vulnerability assessment, clearly defined sector-specific goals, policies, and objectives, a public outreach strategy, implementation measures, a monitoring tool, and training (see Selected Project Experience section for more details).

REFERENCE FORM



REFERENCE: CITY OF SCRANTON, PA

CONTACT: Kelly Kraycer, Community Development Coordinator

ADDRESS: 340 N Washington Ave, Scranton, PA 18503

PHONE: (570)561-9031

EMAIL: kkraycer@scrantonpa.gov

DATE: January 2023 - Present (estimated June 2024)

SERVICES: GHG inventory, stakeholder engagement plan, climate change mitigation strategy, and implementation framework (see Selected Project Experience for more details).

REFERENCE: CITY OF WORCESTER, MA

CONTACT: Luba Zhaurova, Projects Director of Worcester's Department of Sustainability and Resilience

DATE: January 2023 - April 2024

EMAIL: zhaurovaL@worcesterma.gov

PHONE: N/A

ADDRESS: 455 Main St, Worcester, MA 01608, United States

DATE: January 2023 - April 2024

SERVICES: Multi-year GHG inventory, GHG reporting manual (see Selected Project Experience for more details)

REFERENCE: CITY OF FAIRFIELD, OH

CONTACT: Erin Lynn, Planning Manager

ADDRESS: 5350 Pleasant Avenue, Fairfield, OH 45014

PHONE: (513) 867-5345

EMAIL: elynn@fairfield-city.org

DATES: June 2023 - Present (June 2024)

SERVICES: Blue Strike is partnering with the City of Fairfield, OH, to create a comprehensive Sustainability Plan aimed at improving the 'quality of life' for residents and business owners. The project will proceed in two phases: initial data collection and analysis on sustainability metrics, followed by the development and execution of the plan itself. The plan will balance environmental, economic, and social equity considerations and will include clearly defined goals, execution strategies, tracking methodologies, and community engagement initiatives. The plan will align with existing city strategies and benchmark against 'best practices' from similar communities, covering areas such as natural environment, transportation, waste management, built environment, economic resiliency, and social equity. Recommendations for city-wide activities like green infrastructure, community health, and education will also be included.

REFERENCE FORM



REFERENCE: GLENWOOD SPRINGS, CO

CONTACT: Jim Hardcastle, Long Range Principal Planner

ADDRESS: 101 8th St, Glenwood Springs, CO 81601

PHONE: (970) 384-6427

EMAIL: james.hardcastle@cogs.us

DATE: September 2023 - Present (July 2024)

SERVICES: Blue Strike is working with the City of Glenwood Springs, CO, to deliver an Energy and Climate Action Plan (ECAP). Our effort is building on past energy and climate actions, establishing a comprehensive set of updated goals, targets, and strategies that will enhance the City's energy procurement and delivery, improve efficiency of operations, reduce greenhouse gas emissions, and motivate engagement of city staff in sustainability efforts. Our scope of work encompasses a thorough review of energy consumption, sourcing and tariff structures, potential efficiency gains at the operations level, existing ECAP and other regional strategies, a GHG Inventory, stakeholder engagement, and research to identify and prioritize new initiatives. We are committed to developing a logical and structured ECAP framework that includes an implementation plan with clear performance metrics for ongoing monitoring.

REFERENCE: TULE RIVER INDIAN TRIBE OF CALIFORNIA

CONTACT: Sabino Martinez; Tribal Project Manager, Tule River Tribal Council (TRTC)

ADDRESS: 340 North Reservation Road, Porterville, CA 93257

PHONE: (559) 967-6479

EMAIL: sabino.martinez@tulerivertribe-nsn.gov

DATE: Ongoing (February 2024-Present)

SERVICES: Blue Strike is currently collaborating with the Tule River Indian Tribe of California to craft their Priority Climate Action Plan (PCAP) and Comprehensive Climate Action Plan (CCAP) as part of the EPA Climate Reduction Pollution Grant. The PCAP, submitted in early April 2024, serves as a strategic roadmap to address climate change challenges and advance TRITC's objectives for sustainable, resilient development. Focused on near-term, high-priority measures, the PCAP identifies actionable steps to reduce GHG pollution and analyzes potential emissions reductions within key sectors, as identified by the Tribe. Building on the PCAP, the CCAP will outline strategies to reduce GHG emissions across all sectors, focusing on near-to-mid-term actions that will enhance the Tribe's sustainability efforts while also providing financial, cultural, and public health co-benefits. Our comprehensive approach encompasses GHG inventory and co-pollutant analysis, decarbonization planning, renewable energy initiatives, optimization of water usage, development of GHG reduction strategies, community benefits analysis, workforce study, and funding planning.

REFERENCE FORM



REFERENCE: CITY OF FAYETTEVILLE, MA

PRIMARY CONTACT: Brook Redding

ADDRESS: 433 Hay Street Fayetteville, NC 28301

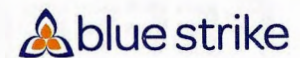
EMAIL: brookredding@fayettevillenc.gov /

PHONE: 910-433-1329

DATE: January 2024 - January 2025

SERVICES: Blue Strike is collaborating with the City of Fayetteville on the development of a Sustainability Action Plan (SAP). This project emphasizes community engagement and integrates strategies for greenhouse gas reduction, along with sustainability and climate adaptation activities. The objective is to outline a comprehensive series of equitable, sustainability actions, each with a detailed plan for implementation and accountability. These actions will guide the City's sustainability and climate related initiatives over the next 30 years, ensuring a strategic approach to becoming resilient, achieving carbon neutrality, and enhancing quality of life. The project involves extensive and active stakeholder engagement, including dialogues with stakeholder groups, City officials, and residents. We are in the process of creating a baseline inventory and formulating sustainability goals, strategies, and actions. An implementation plan is also being developed to support these efforts, leading to a final plan and a Microsoft Power BI dashboard for monitoring progress and enabling public reporting.

REFERENCE FORM



2) ADDITIONAL CONTRACTS: CURRENT CUSTOMERS

Proposers must submit a complete list of all current customers who have had the proposed project completed during at least the last two (2) years, with contact names and telephone numbers.

CLIENT: LAS VEGAS CONVENTION AND VISITORS AUTHORITY (LVCVA)

Project Title: Climate Action Plan
Primary Contact: Brian Yost, Chief Operating Officer
Email: byost@lvcva.com
Phone: (877) 847-4858

CLIENT: UNIVERSITY OF COLORADO BOULDER, CO

Project Title: Climate Action Plan
Primary Contact: Chris Ewing, Vice Chancellor and Chief Facilities Officer
Email: chris.ewing@colorado.edu
Phone: 303-735-4508

CLIENT: CITY OF SAN LUIS OBISPO, CA

Project Title: Climate Action Planning, Building Decarbonization, City Carbon Neutrality Plan
Primary Contact: Chris Read, Sustainability Manager, City of San Luis Obispo, CA
Email: cread@slocity.org
Phone: (805) 781-7151

CLIENT: DURHAM COUNTY, NC

Project Title: Renewable Energy Plan
Primary Contact: Contact: Tobin Fried, Sustainability Director
Email: tfreid@dconc.gov
Phone: (919) 560-7999

CLIENT: MONO COUNTY, CA

Project Title: Resource Efficiency Plan Update
Primary Contact: Bentley Regehr, Planning Analyst, Mono County, CA
Email: bregehr@mono.ca.gov
Phone: (760) 924-4602

CLIENT: SAN FRANCISCO INTERNATIONAL AIRPORT

Project Title: Climate Action Plan
Contact: Amy Nagengast PhD, Energy Program Manager, San Francisco International Airport
Email: amy.nagengast@flysfo.com
Phone: (650) 821-5806

IX. Certificates of Non-Collusion and Tax Compliance (please copy and paste into a new document)

Town of Dalton

**REQUEST FOR PROPOSALS FOR CREATION OF
DALTON CLIMATE ACTION PLAN**

FORM B

Certificate of Non-Collusion

Under Massachusetts General Laws Ch. 30B, Sec. 10 the following Certification must be provided:

“The undersigned certifies under penalties of perjury that this proposal or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.”

(Please Print)

Sandrine Mallet
Sandrine Mallet (Apr 22, 2024 08:07 EDT)
 Authorized Official’s Signature

Sandrine Mallet
 Typed or Printed Name of Person Signing

(831) 277-0167
 Telephone Number

 Fax Number

Apr 22, 2024
 Date: _____

Business Development Director, Climate and Energy
 Title of Person Signing

Blue Strike Environmental
 Company Name

126 Bonifacio Pl, Monterey, CA 93940
 Address

 Address

(Note: This Form must be included in the proposal submission)

Town of Dalton

REQUEST FOR PROPOSALS FOR CREATION OF DALTON CLIMATE ACTION PLAN

FORM C

Certificate of Tax Compliance

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, the undersigned, authorized signatory for the below named proposer, do hereby certify under the pains and penalties of perjury that said proposer has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Sandrine Mallet

Sandrine Mallet (Apr 22, 2024 08:06 EDT)

Authorized Official's Signature

Sandrine Mallet

Typed or Printed Name of Person Signing

(831) 277-0167

Telephone Number

Business Development Director, Climate and Energy

Title of Person Signing

Blue Strike Environmental

Company Name

126 Bonifacio Pl, Monterey, CA 93940

Address

Fax Number

Apr 22, 2024

Date:

Address

Tax ID Number: 82-2686814

(Note: This Form must be included in the proposal submission)



APPENDIX B: RESUMES

RICHARD SWANSON, Ph.D.

Director of Climate & Energy Division

OVERVIEW

Rich Swanson, Ph.D., is a senior economist and GHG analyst specializing in energy and climate-related projects and policy. His significant expertise encompasses GHG inventories, policy design, cost-benefit assessments, scenario optimization, financial modeling, ROI analysis and climate finance for renewable energy. With a strong educational background that includes a Ph.D. in Civil Systems Engineering, an M.A. in International Affairs, and a B.A. in Economics, Rich combines technical, statistical, and analytical competency. Rich has extensive international experience with the World Bank, Asian and African Development Banks, Green Climate Fund, and National Association of Regulated Utility Commissioners (NARUC). Rich directs our Boston-based office and Blue Strike's Climate & Energy Division.

SELECTED WORK EXPERIENCE

Glenwood Springs, CO

Energy & Climate Action Plan Update (2023-Present)

- Project Manager for city's Energy & Climate Action Plan update
- Coordinated timelines, city and community stakeholders, and led climate mitigation analysis
- Led energy analysis for City-owned utility, evaluating solar and other renewable energy potential

Fairfield, OH

Sustainability Plan (2023-Present)

- GHG inventory and forecasting
- Economic and financial analysis of sustainability strategies, including cost savings and efficiency gains
- Scenario creation and evaluation of sustainability pathways

Colorado University of Boulder, CO

Climate Action Plan (2022 - Present)

- Managed all aspects of technical analysis
- GHG inventory and forecasting of Scopes 1, 2, and 3
- Economic and financial analysis of climate action strategies
- Scenario creation and evaluation of strategic pathways leading to carbon neutrality

City of San Luis Obispo, CA

Climate Action and Adaptation Plan (2022-2023)

- Performed City / Community GHG Inventories and forecasts, including economic and financial analysis

Mono County, CA

Resource Efficiency Plan (2021-2022)

- Lead community and municipal operations GHG Inventories and forecasts
- Supported vehicle miles traveled (VMT) analysis per CA SB 743
- Performed waste and landfill emissions assessments



EDUCATION

Ph.D. in Civil Systems Engineering,
University of Colorado, Boulder

M.A. in International Affairs,
Tufts University, Fletcher School

B.A. in Economics,
University of Colorado, Boulder

ADDITIONAL SKILLS & TRAINING

Financial / Economic Modeling:
Pro forma creation, NPV, project optimization, DCF, Real options, B/C analysis, Regression, Monte Carlo simulations, knowledge of Excel and R

PPIAF:

Certified Public-Private Partnership
Professional (CP3P)

Published in:

Sustainability, Journal of Managerial Engineering, Renewable Energy Focus

OFFICE LOCATION

Boston, MA

NUMBER OF YEARS WITH THE FIRM:

3 years

CITY OF RESIDENCE:

Boston, MA

PROFILE



KRISTIN CUSHMAN

Founder and CEO

Blue Strike Environmental



OVERVIEW

Ms. Cushman's focus is to build climate mitigation strategies that combine community priorities with local greenhouse gas reduction projects. Her complex, multi-stakeholder programs have led to advanced energy concepts, environmental certifications for sporting venues, Green-e certified renewable energy and carbon-offset transactions, and the development of innovative climate action plans. She has worked with Monterey Regional Waste Management since 2008 on building the applicability of food waste and anaerobic digestion principals.

SELECTED WORK EXPERIENCE

Sonoma State University (2019 - Present)

- Conduct robust stakeholder engagement to align agency resources with the campus' climate action planning process.
- Create and implement an internal sustainability governance framework, led by the President's Advisory Council,

SAP Center of San Jose (2022 - Present)

- Develop recommendations for steps toward carbon neutrality, including solar siting survey and building decarbonization.
- Pose solutions to island the hockey arena from the electric utility.

CalRecycle (2009 - 2020)

- Created a multiple agency working group to address funding and collaboration around state mandated organics legislation.
- Represented District 5 on the state mandated Waste Task Force for the region, specifically to review policy adoption.

East Bay Community Energy (2018 - 2019)

- Led a community wide assessment of local distributed energy resource development.
- Held multiple focus groups and public symposium to navigate program design.

City of Santa Barbara (2018 - 2019)

- Identified public private partnerships and key stakeholders to leverage resources to support the City's Strategic Energy Plan.
- Hosted focus groups and community-wide engagement strategy

EDUCATION

**Bachelor's Degree,
English and French Literature**

University of Alabama/Aix
Marseille University

**Council for Responsible Sport
certification standard**

**Green Sports Alliance
"Play to Zero"
Working Group lead**

Received 2014 Clean Air
Leadership Award
presented by Monterey Air District

OFFICE LOCATION

Monterey, California

PROFILE



[linkedin.com/in/kristin-cushman-aab32317](https://www.linkedin.com/in/kristin-cushman-aab32317)



BRENNEN JENSEN, M.S.

Director of Engagement & Resilience Division



OVERVIEW

Over two decades of experience conceiving and implementing strategic environmental and community-based programs and initiatives that inspire action, change behavior, foster an appreciation for nature, and offer tangible climate solutions to the communities, local governments and business partners we serve. A background in government, private and non-profit organizations, Brennen has a cooperative facilitative approach that seeks to find creative solutions to complex problems, while expanding localized solutions for zero waste, energy and emissions reductions throughout California and beyond. Her work seeks to give rise to more sustainable, engaged and resilient communities, inspired by nature.

SELECTED WORK EXPERIENCE

Fairefield, OH

Sustainability Plan (2023-Present)

- Project Manager for city's first Sustainability Plan
- Lead Stakeholder outreach including workshops and focus groups among City council members and community

Town of Davidson, NC

Climate Action Plan (2023-Present)

- Project Manager for town's Climate Action Plan
- Lead Stakeholder outreach including workshops and surveys

Sonoma State University, CA

Climate Action & Carbon Neutrality Plan (2020-Present)

- Led Stakeholder outreach including workshops and focus groups among President's Advisory Council, Provosts, Academic Senate and Cabinet.
- Performed baseline and gap analysis to inform 118 climate action goals, including scope 3 commuting/mass transit incentives and bike share programs.
- Developed internal Sustainability Tracker to align progress and reporting
- Wrote Communications & Engagement Strategy for campus climate action implementation

Research Triangle Institute, NC

Climate Action Plan & ESG Reporting (2020-Present)

- Led Stakeholder outreach including workshops and focus groups among Executive Leadership Team, Technical Advisory Group and department managers and Senior VPs
- Performed baseline and gap analysis to inform 62 climate action goals

San Diego State University, CA

Carbon Neutrality Plan (2022-Present)

- Support stakeholder outreach and presentation to the President's Advisory Council

EDUCATION

M.S. in Biomimicry,
Arizona State University

B.S. in Environmental
Science Technology,
Humboldt State University

ADDITIONAL SKILLS & TRAINING

Biomimicry Specialist
Zero Waste Professional



ANNA BUGANKOVA, M.S.

Climate & Energy Analyst



OVERVIEW

Anna Bugankova is a versatile Climate & Energy Analyst with a focus on carbon markets, renewable energy solutions, and sustainability science. She recently graduated from Columbia University with a M.S. in Sustainability Science, completing projects ranging from building a taxonomy of CDR solutions, creating a framework to evaluate carbon removal credit issuance readiness, designing decarbonization solutions, and building financial and implementation models for solar, EV, and sustainable development projects. She has experience in both reforestation and proptech sectors, contributing to the creation of the world's first reforestation accelerator at Terraformation and handling marketing analytics at CompStak.

SELECTED WORK EXPERIENCE

Las Vegas Convention and Visitors Authority (LVCVA) Climate Action Plan (2023 - Present)

- Designed creative financial, energy, and implementation solutions for client's climate-related needs such as carbon offset/market programs, energy storage, and public-private partnership solutions
- Data analysis including, GHG Inventories, forecasts, and scenario planning
- Conducted feasibility studies and solar energy models using Helioscope, built financial models, and incorporated the findings into clients' decarbonization scenarios
- Research, writing and editing of Climate Action, Sustainability, and ESG Reports

The International REC Standard

Co-Lead and Editor, Columbia University Consultancy (January – May 2023)

- Worked with 4 student consultants to produce report from Carbon Removal to Credits – An Assessment Framework, which involved analysis of carbon removal technology readiness, building a CDR taxonomy, and designing a CDR technology framework. The process contained a review of carbon credits with selected registries and methodologies, CDR landscape, and an evaluation and mitigation of risks for CDR project deployment.

Terraformation

Senior Marketing Manager (January 2022 – July 2023)

- Helped develop and execute the Terraformation accelerator program aiming to emulate the startup accelerator model to funnel expertise and capital to start up forestry projects
- Built the brand vision, defined the narrative around a product that never existed before
- Developed high-impact partnerships with climate change advocacy groups and curated events presence such Earth Day broadcast, Stockholm+50, COP27

CompStak

Senior Marketing Manager (May 2019 - April 2023)

- Led the marketing team, managed cross-functional teams, defined strategy, and supervised junior staff
- Supervised partnerships with key industry players and expanded the company's footprint in core markets Drove content strategy: white papers, articles, research collaborations, and partnerships engagements
- Built infrastructure to catalyze sales enablement and enabled dashboards and analytics tracking tools

EDUCATION

M.S. Sustainability Science,
Columbia University

B.A. Psychology,
San Francisco State University,
California



ANDREA GREEN, MENV

Climate & Energy Analyst



OVERVIEW

Andrea Green is a Climate & Energy Analyst for Blue Strike specializing in technical writing and development of Climate Action, Sustainability, and ESG Reports. She holds a masters degree in Urban Resilience and Sustainability from the University of Colorado, Boulder and a B.S. in Environmental Studies and Sustainability from Michigan State University. Andrea has prior experience working with clients on a variety of sustainability topics including eco-friendly packaging, waste diversion, and equity in the outdoors.

SELECTED WORK EXPERIENCE

City of Glenwood Springs, CO

Energy & Climate Action Plan (September 2023-Present)

- Contribute to the formulation of climate mitigation and adaptation approaches
- Perform a detailed review and analysis of local City plans, policies & programs, benchmarking them against best practices from similar cities

Leave No Trace

Leave No Trace in Daily Life (February 2022-December 2022)

- Created Sustainability Engagement Toolkit for "Leave No Trace in Daily Life" – a facet of Leave No Trace, designed to communicate universal sustainability values
- Performed gap analysis, conducted extensive research, wrote several blog posts, and launched a social media campaign covering sustainability topics such as outdoor equity, waste diversion, alternative transportation, and energy reduction

Women's Wilderness

Outdoor Equity for LGBTQIA+ Youth (January 2023-May 2023)

- Utilized various stakeholder engagement techniques in order to measure community interest and need for additional outdoor programming for LGBTQIA+ youth in Colorado's Front Range region
- Techniques included focus groups, electronic and hard-copy surveys, and informational interviews

PlanetCare

U.S. Market Expansion (January 2022-May 2022)

- Conducted a feasibility assessment for an expansion into the U.S. market and provided recommendations for sustainable supply chain partnerships
- Assessed current marketing strategies and offered recommendations to improve outreach based on competitors and other sustainable e-commerce marketplaces

Near & Dear Vertical Farm

Packaging Assessment (September 2021 - December 2021)

- Conducted a packaging assessment comparing compostable and post-consumer recycled plastic options
- Presented recommendations to the client considering factors such as cost, environmental impact, durability, and aesthetic

EDUCATION

MENV in

Urban Resilience & Sustainability,
University of Colorado, Boulder

B.S. in

Environmental Studies
& Sustainability,
Michigan State University

A.A. in

Liberal Arts & Sciences,
Northwestern Michigan College

ADDITIONAL SKILLS & TRAINING

ESG Reporting
Greenhouse Gas Accounting
Technical writing



DAIANNE STARR, M.S.

Climate & Energy Analyst



OVERVIEW

Dianne Starr is a skilled Technical Analyst specializing in climate analytics and sustainable economic development. Dianne has M.S. degrees from Texas A&M and Harvard, and is adept at using statistical models to analyze climate impacts and forecast clean energy solutions. An expert in Python, R, and MATLAB, her data-driven insights at Blue Strike have significantly aided clients in achieving carbon neutrality and implementing sustainable energy strategies, by integrating cutting-edge technologies such as machine learning and advanced optimization algorithms.

SELECTED WORK EXPERIENCE

Las Vegas Convention and Visitors Authority (LVCVA) Climate Action Plan (2023 - Present)

- Developed statistical models to predict energy consumption and demand.
- Evaluated solar energy interventions to decarbonize and optimize the costs of the energy source
- Employed econometric models to evaluate the cost of adopting complementary renewable energy strategies to support phases of heightened energy demand.

Orange County, NC Climate Action Plan (2022-2023)

- Created dashboards to showcase the decrease of greenhouse emissions based on implementing climate action interventions.
- Sectorizes the greenhouse emissions utilizing the Blue Strike's Climate and Energy Scenario Analysis (CESA) tool.
- Implemented Public Comment Period Portal for the Climate Action Plan developed by the Blue Strike.
- Revised the scientific content and language of graphs developed for the Climate Action Plan.

Fairfield, OH Sustainability Plan (2023 - Present)

- Formulated and analyzed greenhouse gas emissions utilizing electric and gas consumption data.
- Contextualized these greenhouse emissions within the modeling tool ClearPath from ICLEI.

EDUCATION

M.S. Earth and Planetary Science,
Harvard University

M.S. Oceanography,
Texas A&M University

M.S. Geochemistry, Universidade Federal do Rio
Grande do Sul, Brazil

Bachelor's Degree
Exchange Program, Geology,
The University of Western Australia, Australia

Bachelor's Degree
Geology, Universidade Federal do Paraná, Brazil

ADDITIONAL SKILLS & TRAINING

Certified by Google Data Analytics

Proficient in
Python, R, MATLAB, SQL, Power BI, and git for
advanced data analysis and visualization.

Multilingual:
Fluent in Portuguese, basic proficiency in
German and Spanish.

Presented at
+10 international and national
scientific conferences,
earning an outstanding presentation award,
a distinction conferred to the
top 5% of participants.

Published
5 peer reviewed-papers in journals of high
impact within the scientific community.

Hands-on experience in
creating and implementing
clean laboratory protocols, especially in the
realm of microbiology and geochemistry.



SANDRINE MALLET, M.S.

Climate & Energy Analyst



OVERVIEW

Originally from New Brunswick, Canada, Sandrine Mallet is a trilingual Climate & Energy Analyst with a Master's of Science in Commerce and Economic Development from Northeastern University. Specializing in climate action planning, Sandrine possesses a blend of expertise in stakeholder engagement, vulnerability assessment, and financial strategy within the climate and energy sectors. Her multidisciplinary background enables her to work effectively across public, private, and non-profit domains to facilitate meaningful changes in climate policy and action.

SELECTED WORK EXPERIENCE

Town of Davidson, NC • Climate Action Plan (2023-Present)

- Co-Lead stakeholder engagement initiatives, including the facilitation of focus groups, workshops, and surveys
- Contribute to the formulation of climate mitigation and adaptation approaches
- Perform a detailed review and analysis of local City plans, policies, and programs, benchmarking them against best practices from similar cities.

University of Colorado Boulder, CO • Climate Action Plan (2022-Present)

- Collaborate in crafting climate mitigation and adaptation plans
- Participate in the design of a Climate Action Tracker to monitor progress
- Conduct comprehensive research and formulate funding guidelines to support strategies and actions

Orange County, NC • Climate Action Plan (2022-Present)

- Facilitate outreach programs targeting businesses, non-profits, and student communities
- Author the Stakeholder Engagement Report, encapsulating key insights and recommendations
- Develop a Climate Action Tracker to centralize, document, and assess both current and future emissions-reduction efforts across multiple sectors
- Investigate and compile a summary of funding opportunities from public and private sectors
- Assist in shaping climate mitigation and adaptation frameworks

La Cañada Flintridge, CA

Climate Action & Adaptation Plan (2022-Present)

- Co-lead in the development and formulation of strategies for the Climate Action & Adaptation Plan
- Support comprehensive vulnerability assessment to determine climate-related threats and the city's response readiness
- Investigate and summarize summaries of funding opportunities from both public and private sectors
- Collaborate in crafting climate mitigation and adaptation frameworks

EDUCATION

M.S. in Economic Development, Northeastern University

B.A. in International Studies, Université Laval, Canada

A.A. in Communication & Marketing, La Cité Collegial, Canada

ADDITIONAL SKILLS & TRAINING

Circular Economy and the 2030 Agenda
United Nations System Staff College (UNSSC)
Social & Behavioral Research
CITI Program



ROSE FREIDIN

Graphic Design and Marketing Lead



SELECTED WORK EXPERIENCE

Graphic Design and Marketing Lead Blue Strike Environmental (2021–Present)

- Manages and designs for Blue Strike creating print and web media including marketing materials, brand management, website maintenance, social media management and page layout design for large-scale reports/projects.

Freelance Graphic Designer (2008–Present)

- Print and Web Design services for a wide-range of clients
- Marketing services including consulting and Social Media Management

Graphic Designer, *Monterey County Weekly* (2010–2017)

- Designed for a fast-paced Monterey, CA newspaper creating print and web media including print/web ads, marketing campaigns, website maintenance, and digital prepress.

Graphic Artist, *ReD Report* (2007–2008)

- Launched a Henderson, NV real estate deal tracker magazine under the *Nevada Business* magazine, creating print media including print ads, billboards, marketing campaigns, and digital prepress.

Production Artist, *Monterey County Magazine* (2007)

- Designed for a local Monterey, CA magazine creating magazine layout designs, print ads and performing digital prepress duties.

Production Manager/Art Director, *The Otter Realm*, California State University, Monterey Bay (2006–2007)

- Managed and designed the college newspaper creating magazine layout designs, print ads, performing digital prepress duties.
- Trained staff on basic design knowledge and program skills as well as maintaining a weekly production schedule and working closely with the printer to ensure timely printing.

EDUCATION

**BA Communication Design
and Marketing**
California State University,
Monterey Bay

ADDITIONAL SKILLS

Adobe Creative Suite • Microsoft Office
Google Workspace • Digital Prepress
Digital Photography
NFT Design and Onboarding
Freehand and Digital Illustrator
Basic Web Design • Website Maintenance
Marketing • Social Media Management

OFFICE LOCATION
Greater Sacramento, CA

PROFILE



ALEX BAXTER

Chief Sustainability Officer



SELECTED WORK EXPERIENCE

Alex Baxter prioritizes sustainability strategies centered around localized stakeholder engagement in the communities events take place. Baxter has worked in many markets engaging with local community groups and both public and private stakeholders domestically and internationally to further environmental programs based on waste, water and energy/ emissions consumption reduction and community legacy projects addressing environmental justice.

PGA TOUR and LIV Golf Events, USA and International

IMPLEMENTATION AND REPORTING

Facilitate environmental and social sustainability programs around stakeholder engagement, transparent, data collection and measurement of KPIs, including waste diversion, GHG inventory, water consumption, increased access, and community legacy.

CERTIFICATION

Led successful sustainability certification programs for the Golf Environment Organization (GEO) and Council for Responsible Sport (CRS). Both certification frameworks center on the following topics: Planning and Communication, Procurement, Resource Management (Waste, Water, and Energy/Emissions), Access and Equity, and Community Legacy.

Successful GEO certification attempts:

- 2019, 2020, 2022, 2023 AT&T Pebble Beach Pro-Am
- 2023 LIV London

Successful CRS certification attempts:

- 2019 Wharf to Wharf Race
- 2019 California International Marathon

STAKEHOLDER AND COMMUNITY ENGAGEMENT

Organize grassroots initiatives to advance public-private partnerships of community groups and environmental non-profits at events offering economic opportunities to the following markets: London, England; Los Angeles, CA; Chicago, IL; Boston, MA; Miami, FL; Dallas, TX; and San Diego, CA.

Conduct carbon inventory assessment and advance carbon mitigation to align with localized Climate Action Plan goals showcasing clients as sustainability leaders in their communities.

EDUCATION

Arizona State University,
School of Sustainability,
Bachelor of Science,
Sustainability
(Economics of Sustainability)

OFFICE LOCATION

San Diego, California

PROFILE



EMILY ZUMTOBEL

California Event Division Manager



PROFILE

Emily has been with Blue Strike Environmental for 2 years and leads all sustainability programs throughout California. She is focused on creating efficient waste streams, facilitating high levels of material diversion, and leading education of event participants on the importance of sustainability efforts. Emily believes in detail-oriented preparation and high levels of communication to ensure the impact of her sustainability programs are felt and not seen.

SELECTED WORK EXPERIENCE

AT&T Pebble Beach Pro-Am | 2022 - Present

- Manages sustainability program for the AT&T Pro-Am golf tournament, including vendor engagement, dumpster operation management, waste stewarding and material source separation
- Ensures vendor awareness of how to handle building materials and keep all clean wood, carpet, laminate, and mesh separated to be recycled or donated to local community partners.
- Identifies and maintains relationships with local partners with the capability to process and distribute above mentioned materials
- Oversees over 50 employees throughout tournament week responsible for waste stewarding, material separation, and maintaining cleanliness of two golf courses
- Manages sorting team that separates all waste in an effort to divert the maximum amount of resources from being landfilled
- Creates post-event sustainability report highlighting all environmental initiatives and community engagement practices of the Pro-Am

Good Vibez | 2022 - Present

- Leads a comprehensive festival sustainability program for music festivals across the country
- Manages relationship with all on-site vendors and ensures understanding and compliance with all state food waste requirements
- Develops and updates vendor purchasing policy of food and beverage serveware products that fulfill state requirement of acceptable materials
- Creates and implements unique dumpster plan and anticipates all dumpster needs with waste haulers in advance of event weekend to allow the most effective capture of event waste
- Oversees overnight cleaning staff responsible for re-setting and maintaining cleanliness of the event grounds

State Bill 1383 Implementation | 2022 - 2024

- Leads and manages a quarterly waste audit of two local landfills to measure effectiveness of organic material separation initiatives implemented to account for SB 1383 organics recovery requirements
- Coordinates yearly compliance reviews for individual cities to assess existing waste streams of households and businesses in order to establish need for educational materials to increase awareness of proper waste separation
- Collaborates with event kitchens and vendors to capture and separate all food waste scraps, ensuring as much edible food is recovered and donated as possible
- Creates informational vendor policy outlining acceptable material usage and proper separation procedures for kitchens and food vendors at California special events.

EDUCATION

Bachelor's Degree (BA), Sustainability
Arizona State University

OFFICE LOCATION

Monterey, CA

PROFILE



RILEY BAHR

National Sustainability Program Manager



PROFILE

Riley Bahr is a sustainability professional with a passion for driving positive environmental impact. With a keen eye for detail and a strategic mindset, Riley has played a pivotal role in revamping the greenhouse gas emissions calculator for events, ensuring accurate and comprehensive data collection. Riley has also streamlined reporting data pathways for clients and vendors, enhancing transparency and efficiency in sustainability initiatives.

Riley possesses a holistic understanding of sustainability programs, continually exploring opportunities for Blue Strike to contribute meaningfully. Leveraging social media outlets and crafting impactful messaging, Riley amplifies key sustainability impacts, building awareness and engagement within communities. Moreover, Riley engages with clients to identify areas of emissions control and collaboratively develop pathways toward greenhouse gas reduction, certifications, and global alignment with sustainability goals.

SELECTED WORK EXPERIENCE

Zurich Classic

(December 2023 - Present)

- Conducted weekly sustainability meetings to improve sustainability across all sectors of the tournament
- Engaged with Corporate Zurich and affiliate hotel, The Roosevelt
- Introduced mesh recycling to Zurich Classic 2024
- Aided recycling of Oysters to restore Louisiana's coast
- Showcase the tournament as sustainability leader

Principal Charity Classic

(March 2023 - Present)

- Authored a Sustainability Action Plan
- Created Sustainability Policies encompassing catering, transportation, vendor procurement agreement, procurement policies, waste reduction policies, water management policies, risk assessment, site protection policies, and energy and emission policies
- Improved upon overall material diversion
- Created frameworks for Green House Gas (GHG) reporting metrics for event

Boston Marathon

(January 2024)

- Created sustainability social media strategy and sustainability wording for press

LIV Golf

(September 2023 - Present)

- Authored a Sustainability Action Plan
- Created Sustainability Policies encompassing catering, transportation, vendor procurement agreement, procurement policies, waste reduction policies, water management policies, risk assessment, site protection policies, and energy and emission policies
- Spearheaded community engagement through sustainability partnerships in food compost and food donations

EDUCATION

MS. Social & Sustainable Enterprises
*Florida State University Jim Moran
School of Entrepreneurship*

Bachelor of Arts in Spanish
Florida State University

AFFILIATIONS

The Council for Responsible Sport
Golf Environmental Organization
Green Sports Alliance
EcoAthletes

OFFICE LOCATION

Orlando, FL

PROFILE



KATY JAMES

Zero-Waste Program Manager



PROFILE

Katy James has been involved in cutting edge zero-waste program planning and implementation for stakeholders throughout California. She specializes in resource recovery project design and implementation for local jurisdictions. James's knowledge and expertise in this field has allowed her to deliver solutions from conducting zero-waste assessments to grant management to on the ground implementation of resource recovery and recycling programs.

SELECTED WORK EXPERIENCE

ReGen Monterey | 2023 - Present

- Manages grant funding from CalRecycle for CA Senate Bill 1383 implementation. Duties include grant reporting, facilitating countywide jurisdictional collaboration, program design, and stakeholder education and engagement supporting the region's edible food recovery and organics recycling efforts
- Engages in capacity planning for CA Senate Bill 1383 programs through countywide edible food recovery capacity assessments and stakeholder engagement and outreach
- Manages, implements, and aids in design of the region's collaborative Edible Food Recovery Capacity Building Grant, awarded to local food recovery organizations for the purpose of CA Senate Bill 1383 capacity building
- Facilitates local hauler organics and recycling contamination monitoring to determine efficacy of recycling and composting education and collection programs

Salinas Valley Recycles | 2023 - Present

- Engages in capacity planning for CA Senate Bill 1383 programs through countywide edible food recovery capacity assessments and stakeholder engagement and outreach
- Manages, implements, and aids in design of the region's collaborative Edible Food Recovery Capacity Building Grant, awarded to local food recovery organizations for the purpose of CA Senate Bill 1383 capacity building
- Manages source separated organic waste stream audits to determine efficacy of recycling and composting education and collection programs

Republic Services | 2023 - Present

- Facilitates audits of waste streams for several large venues, including the San Diego Airport and Petco Park to determine efficacy of recycling and composting education programs
- Composes detailed reports for clients on audit results
- Offers solutions for more effective source separation and education programs

EDUCATION

Bachelor's Degree (BA),
Environmental Studies
*University of California,
Santa Barbara*

OFFICE LOCATION

Monterey, CA

PROFILE



MATT FEDORKO

Director of Special Events



PROFILE

Matt Fedorko has been on the front lines of the waste industry for over five years. He develops Industry-specific sustainable solutions for events/organizations, as well as facilitates effective collaboration between public and private organizations. He has created zero waste strategies for hundreds of events and businesses and is an expert in adapting state mandated policies to shape best practices for the waste diversion industry.

SELECTED WORK EXPERIENCE

AT&T Pebble Beach Pro-Am | 2019 - Present

- Manages all source separation program, ensuring all clean wood, carpet, laminate, mesh, and other building materials are separated and donated to local community partners.
- Identifies local partners that are able to process above materials and distribute them to those in need within the community ensuring the materials are not landfilled.
- Handles on-site vendor trainings and discussion highlighting the need to separate reusable building materials and oversee their disposal practices throughout the event.

Salinas Valley Recycles SB 1383 | 2021 - Present

- Created and conducted food survey outreach to food distributors within Monterey County.
- Manages relationship with distributors and explained the plans for building capacity and a network within the county to distribute pre-cooked and cooked meals to individuals in need.
- Began creating a relationship between food distributors and generators to allow one way, seamless and efficient transportation and distribution of edible food to the community and individuals in need.

CalRecycle | 2020-2021

- Worked with Merced County Food bank to increase network of food distribution sites and locate new sources for food donations.
- Managed the procurement of new infrastructure to increase the food banks collection and storage capacity. Facilitated the relationship between local food pantries and the food bank, as well as identifying new pantry Locations to further increase the amount of food distributed throughout the community.
- Composed the reporting documents for CalRecycle notating the successes and areas of improvement throughout the grant duration.

EDUCATION

Bachelor's Degree (BA), Psychology
University of North Texas

OFFICE LOCATION

Monterey, CA

PROFILE

