

## EXHIBIT A

### CITY OF SHORELINE ENVIRONMENTAL SUSTAINABILITY STRATEGY CONTRACT NO. 4289 - SCOPE OF SERVICES

#### Project Objectives

The purpose of this project is to provide the City with an Environmental Sustainability Strategy for management and stewardship of natural resources and environmental assets such that their value is preserved, restored and enhanced for the present and future generations; and such actions complement the community's efforts to foster economic vitality.

The Environmental Sustainability Strategy will at least include;

1. Criteria for environmentally sustainable decision making;
2. Define the existing and potential green infrastructure system for the City
3. Assessment of how the city is doing so far and suggestions for improvement
4. Measures for tracking progress towards environmental sustainability
5. Capacity assessment for implementation of the proposed strategy including financial, staffing, and community involvement requirements

#### Estimated Project Timeline

July 2007 to June 2008 (12 months duration)

Approximate Date	Estimated Project Milestone
July 9, 2007	Contract Award
July 11, 2007	City to provide initial set of documents and information from City Task 1, depending on availability and project requirements.
July 17, 2007	Kick-off Meeting with City Project Staff
August 1, 2007	City to provide GIS data, depending on availability and project requirements
August 31, 2007	<i>Sustainability Program Elements and Profiles Memo</i>
September 14, 2007	<i>Sustainability Measurement and Tracking Memo</i>
October 2, 2007	Community Conversation #1
October 3-5, 2007	Interviews for Program/Policy Assessment
October 26, 2007	<i>Sustainability Assessment Memo</i>
November 13, 2007	Community Conversation #2
Nov 26 or Dec 3, 2007	Council Presentation – AHBL Team and City Team
December 14, 2007	<i>Preliminary Draft Environmental Sustainability Strategy</i> Submitted to Staff
January 11, 2008	City completes comprehensive substantive review of <i>Preliminary Draft</i>
January 25, 2008	<i>Revised Environmental Sustainability Strategy</i> Submitted to Staff
February 18, 2008	Council Presentation for Review and Adoption of <i>Environmental Sustainability Strategy</i> – One AHBL representative and City Team
March 2008	Complete edits and <i>Final City of Shoreline Environmental Sustainability Strategy</i> published
March - June 2008	City prints hard copies of document desired. Flex time for schedule changes

**Note: This schedule is preliminary and is subject to change based on revisions agreed upon by the City and Consultant.**

## **City of Shoreline Tasks**

- City Task 1.** City will provide copies of relevant documents, electronically where available, to AHBL for this project, including but not limited to Draft Criteria List, Resolution 242-US Mayors Climate Protection Agreement, Resolution No. 260 Endorsing the Principals of the Cascade Agenda, the Draft Urban Forest Assessment, and all relevant policy, plan and code information.
- City Task 2.** City will provide the necessary GIS data as available from the City’s GIS department for this project. Additional City time may be spent assisting with GIS analysis, but scope and extent remains to be determined.
- City Task 3.** The City will identify appropriate City personnel for sustainability assessment interviews and make those individuals available with reasonable notice and coordination by the Consultant.
- City Task 4.** The City will secure the meeting room, invite attendees and handle project notice mailings and other advertising for both Community Conversations.
- City Task 5.** City will conduct one substantive review of each of the three preliminary *Memo* documents (Task 1-2 Deliverables) and the *Sustainability Presentation Package* (Task 3) and provide the Consultant with one copy of the consolidated City comments on each item for revision by the Consultant.
- City Task 6.** The City will conduct one comprehensive substantive review of the *Draft Environmental Sustainability Strategy*. Following revision by the Consultant, the City will conduct one additional technical review to insure the Consultant has made the necessary edits.
- City Task 7.** City will print additional hardcopies of the *City of Shoreline Environmental Sustainability Strategy* as desired.

## **AHBL - Consultant Tasks and Deliverables**

### **Task 1. Development of Sustainability Program Framework, Elements, Criteria and Metrics**

#### **Task 1.A. Sustainability Program Framework and Elements**

- 1.A.1. Define the concept of Sustainability more specifically for the purposes of this project, including a working mission statement and framework goals and objectives.
- 1.A.2. Review the Draft Criteria List, a working document developed by the City, and written documentation of sustainable programs, policies, and projects (planned/proposed) provided by the City under City Task 1.
- 1.A.3. Research other communities’ with similar or relevant characteristics that have sustainability programs and report findings to the City.
- 1.A.4. Develop up to 3 “profiles” or “approaches” for consideration, each outlining a set of desired characteristics and elements of a sustainability strategy for discussion with City and stakeholders. Profile options will allow the City and Consultant to consider how program elements interact and support an overall purpose of this strategy.

- 1.A.5. Develop a working list of potential criteria for assessing City of Shoreline policy, program and process options for their contribution to the environmental sustainability of the community.
- 1.A.6. Conduct one meeting of up to three hours with key City staff and other City selected individuals to develop an overarching mission and goals for the program, get feedback on current programs and potential assessment criteria, develop a set of preferred programmatic characteristics and elements, and get input on project branding and public outreach.
- 1.A.7. Identify possible elements of the existing and potential future green infrastructure system for further discussion, explain how this concept relates to sustainability, and show how this tool can be used to obtain valuable input from the community to guide the overall effort.

#### **Deliverable 1.A - Sustainability Program Elements and Profiles Memo**

**The Memo will contain the results of this task, including policy guidance for the project, assessment criteria, key program elements and conceptual level mapping of a green infrastructure system for further discussion. Consultant will provide a Word document in electronic form for review. Following one substantive City review and Consultant revision of the *Sustainability Program Elements and Profiles Memo*, the Consultant will provide the City with an electronic copy of the final *Sustainability Program Elements and Profiles Memo* in Word format.**

#### **Task 1.B. Sustainability Measurement and Tracking**

- 1.B.1. Prepare brief descriptions of existing benchmarking and self-assessment systems.
- 1.B.2. Describe the results of applying these benchmarking and self-assessing systems in similar projects, including noteworthy adaptations or customizations at the community level or for relevant large organizations, with pros and cons noted.
- 1.B.3. Meet with the City for one 3-hour meeting to present the results of this research and discuss the best approach for sustainability measures and tracking system format for Shoreline. Identify appropriate baseline conditions and metrics that can be easily established using existing data.
- 1.B.4. Develop a limited number of both quantitative and qualitative measures which can be periodically provided to Council, staff and the public in a graphic/visual format, such as a dashboard concept. Recommendations ...

#### **Deliverable 1.B - Sustainability Measurement and Tracking Memo**

**Outlining a specific set of suggested sustainability measures to evaluate and track progress. The memo will also address the criteria for assessing City policies, programs and projects (developed in Task 1.A) and their relationship to the tracking system. Consultant will provide a Word document in electronic form for City review. Following one substantive City review and Consultant revision of the draft *Sustainability Measurement and Tracking Memo*, the Consultant will provide the City with an electronic copy of the final *Sustainability Measurement and Tracking Memo* in Word format.**

## **Task 2. Assess existing City policies, codes, programs and operations and make recommendations**

- Task 2.A. Review City policies, codes, programs and operations that contribute to environmental sustainability using the assessment criteria developed in Task 1.
- Task 2.B. Identify gaps and specific instances where City policies, codes, programs and operations may counter sustainability goals.
- Task 2.C. Interview key City staff or other City selected individuals, for up to 4 hours total interview time, regarding policies, codes, programs and City operations, their relationship to sustainability goals and assessment criteria and potential recommendations.
- Task 2.D. Conduct a broad brush and limited review of the status of existing and planned City-owned building stock with regards to sustainability. Key City projects may also be highlighted and broadly reviewed with respect to the assessment criteria as time and budget allow.
- Task 2.E. Draft preliminary recommendations, that include recommendations for codes, policies, and programs that should be added, changed, expanded or ensured continuation.

### ***Deliverable 2 - Sustainability Assessment Memo***

**Assessment of existing policies, regulations and programs, and recommendations for those that should be added, changed, expanded, or ensured continuation.**

**Consultant will provide a Word document in electronic form for City review.**

**Following one substantive review and revision of the draft *Sustainability Assessment Memo*, the Consultant will provide the City with an electronic copy of the revised *Sustainability Assessment Memo* in Word format.**

## **Task 3. Stakeholder Planning Process**

### **Task 3.A. Community Conversation #1**

- 3.A.1. Conduct a phone interview with the City to coordinate details, confirm format, identify key stakeholders, finalize outreach strategy and coordinate roles for Community Conversation #1.
- 3.A.2. Prepare presentation materials (*Sustainability Presentation Package*) that detail project brand, outreach effort, mission, goals, context and proposed strategies. Materials will also include information on the potential economic, environmental, social, and health benefits, and a document suitable for use as a community outreach flyer.
- 3.A.3. Conduct Community Conversation #1 (one, 4-hour public meeting), focusing on obtaining citizen input for refinement of project, mission, goals and other information detailed in the *Sustainability Program Elements and Profiles Memo* and the *Sustainability Measurement and Tracking Memo* into an overarching strategic plan for sustainability. *Conversation #1* will also feature a participatory conceptual mapping exercise that centers on a discussion of and citizen collaboration on identifying a Green Infrastructure system. Staff from both AHBL and O'Brien will attend Community Conversation #1 and will be prepared to present relevant information and lead the discussion as directed by the City.

### **Deliverables 3.A - *Sustainability Presentation Package***

**Package to include PowerPoint presentation, handouts, talking points and other information. Consultant will provide 1 hard copy of all materials for City review. Following, one substantive review and revision of the draft presentation package, the Consultant will provide 1 camera ready hard copy of all final materials for City reproduction, as well as one InDesign and one Adobe PDF electronic file format copies of all materials on a CD.**

### **Task 3.B: Revise Draft Strategies, Prepare *Public Involvement Summary #1* and Develop Key Implementation Capacity Questions and Assumptions**

- 3.B.1 Summarize the stakeholder input obtained through *Community Conversation #1* and how the draft strategy will be revised in response.
- 3.B.2 Prepare initial capacity assessment information, including the potential cost of implementation, staff needs, and community involvement requirements.
- 3.B.3 Prepare *Public Involvement Summary #1*. Key questions and assumptions regarding City and stakeholder capacity will be included.
- 3.B.4 Prepare for *Community Conversation #2*. The Consultant will work with the City to make sure key stakeholders and potential implementation resources are identified and represented at *Community Conversation #2*.

### **Deliverables 3.B - *Public Involvement Summary Brief #1***

**This task will include preparation of a brief detailing input provided during stakeholder meetings, how the draft strategies will be modified in response to this input, and the key questions that remain, including specific questions and related assumptions regarding implementation capacity. An electronic copy of this document will be provided in Word format.**

### **Task 3.C Community Conversation #2**

- 3.C.1 Coordinate details of *Community Conversation #2* with the City through a one hour phone conference.
- 3.C.2 Conduct *Community Conversation #2*, one meeting of up to three hours, which will include a specific focus on the *Sustainability Assessment Memo* and an assessment of implementation capacity. The purpose of this meeting will be to obtain feedback from stakeholders on the findings of the *Sustainability Assessment Memo* and the resources and commitments necessary to implement the initiatives and changes described in the memo. Staff from both AHBL and O'Brien will attend *Community Conversation #2* and will be prepared to present relevant information and lead the discussion as directed by the City

### **Deliverables 3.C - *Public Involvement Summary Brief #2***

**A brief memo detailing input provided during the second stakeholder meeting and how the draft strategies will be adjusted in response will be prepared and provided to the City as a Word document in electronic form.**

**Note: Public involvement dates and events may be modified in response to project timeframe and City input. Additional meetings will require amendment of this scope and budget as necessary.**

#### **Task 4. Sustainability Strategy Presentation to City Council**

Task 4.A. Revise the *Sustainability Presentation Package* to reflect the outcome of the stakeholder process and the relevant material contained in the briefs and memos completed to date.

Task 4.B. Attend one City Council meeting to present the work completed to date and the components planned for the *Draft Environmental Sustainability Strategy* and address any Council questions.

#### ***Deliverable 4 - Revised Sustainability Presentation Package***

**The *Package* will be updated to reflect the outcome of the stakeholder process and the relevant material contained in the briefs and memos completed to date. The Consultant will provide one copy of all final presentation materials in camera ready hard copy form for future City use and reproduction, as well as InDesign and Adobe PDF electronic file format copies of all materials on a CD.**

#### **Task 5. Preliminary Draft Environmental Sustainability Strategy**

Task 5.A. Conduct a one-hour phone conference with the City to discuss the results of the stakeholder process and City Council meeting and get final input on the preparation of the *Draft Environmental Sustainability Strategy*.

Task 5.B. Prepare the *Draft Environmental Sustainability Strategy*. The *Draft Environmental Sustainability Strategy* will include the mission and vision statements, goals and objectives, the green infrastructure map and narrative, all other information contained in the refined *Draft Strategies*, including the sustainability implementation capacity assessment. The *Draft Environmental Sustainability Strategy* will reflect the input from staff and input from the Community Conversations and City Council meeting. It will contain a prioritized implementation plan, with resources, general program costs and a timeline identified. The plan will include near term action steps to build implementation momentum.

#### ***Deliverable 5 - Preliminary Draft Environmental Sustainability Strategy***

**The Consultant will provide an electronic review copy of the document in the InDesign and Adobe PDF file formats on a CD. This strategic plan will include:**

- a. Overall vision, goals and objectives of the strategy;**
- b. Summary of Strategy Development process including key points from community involvement;**
- c. Recommended criteria for decision making the incorporates sustainability;**
- d. The Green Infrastructure Conceptual Map with explanatory text describing the vision for Shoreline's existing and proposed green infrastructure system;**
- e. Assessment of City policies, codes, programs, projects and operations by functional area and a detailed list of specific recommendations for meeting the identified goals;**
- f. Proposed sustainability implementation tracking system for measuring community progress; and**
- g. Capacity assessment that outlines both internal and external resources required to implement the strategy, with key gaps noted.**

**Note: Review and revision of the *Preliminary Draft Environmental Sustainability Strategy* is included in Task 6 below.**

## **Task 6. City Review of Draft Environmental Sustainability Strategy**

Task 6.A. Revise the *Preliminary Draft Environmental Sustainability Strategy* based on review comments provided by the City in City Task 6. Scope and budget for this task assumes one comprehensive substantive review of the *Draft Environmental Sustainability Strategy* by the City, one substantive revision by Consultant based on a consolidated list of comments provided by the City, review of the revised draft by the City and completion of any minor additional edits by the Consultant.

Task 6.B. One representative of Consultant team to attend City Council meeting for adoption of the *Final City of Shoreline Environmental Sustainability Strategy*. Presentation materials for final adoption will be prepared by City Staff in consultation with the Consultant.

### **Deliverables 6 - *Final City of Shoreline Environmental Sustainability Strategy***

**The Consultant will provide 1 hard copy of the document and two electronic copies, one in the InDesign file format and one Adobe PDF file format, on CD.**