

BROOKLINE
—
MASSACHUSETTS

DELIVERY IN ELECTRONIC AND HARD COPY 2:00 PM EST, NOVEMBER 20, 2024 TO:

Town of Brookline - Town Hall - Purchasing Division
333 Washington St. 2nd Floor, Room 212
Brookline, MA 02445

**RESPONSE TO RFP FOR
CLIMATE ACTION AND
RESILIENCY PLAN**



PRESENTED BY:  blue strike



COVER LETTER



NOVEMBER 20, 2024

BROOKLINE
MASSACHUSETTS

Town of Brookline
Town Hall - Purchasing Division
333 Washington St. 2nd Floor, Room 212
Brookline, MA 02445

Subject: Response to RFP for Climate Action and Resiliency Plan

Dear Town of Brookline,

We are excited to submit our proposal to prepare a Climate Action and Resiliency Plan (CARP) for the Town of Brookline. Your commitment to achieving net zero emissions by 2040 reflects a strong dedication to a sustainable future. We are eager to support these efforts and help the Town accelerate progress toward its climate goals. Our approach is grounded in understanding Brookline's unique demographics, economy, and environment, which is why we have assembled a team specifically suited to your needs.

Building on our work with other Massachusetts communities, we will develop a climate action plan that mobilizes people and resources to reduce emissions, enhance equity, and improve quality of life. Our process consists of three key phases: data collection and analysis, stakeholder and community engagement, and strategy delivery with actionable solutions. This tailored approach ensures your CARP will be effective and informed by the latest best practices.

Blue Strike offers Brookline three core advantages:

- 1. Accessible Leadership:** Our Project Manager, Rich Swanson, Ph.D., brings decades of experience in climate action planning and will provide in-person support from our Boston office, keeping costs down while maximizing efficiency.
- 2. Unrivaled Experience:** We have successfully developed climate plans for municipalities like Worcester, Canton, and Scranton, offering insights relevant to Brookline's needs.
- 3. Comprehensive Expertise:** Our diverse technical team will handle all project components, ensuring seamless execution without relying on external consultants.

To ensure the plan is locally relevant, we are partnering with **Regina Villa Associates**, who bring deep expertise in social justice, climate equity, and community engagement. We are excited to combine our strengths with Brookline's vision for a greener, more resilient future.

Please feel free to reach out with any questions at andrea@bluestrikeenvironmental.com.

Sincerely,

Andrea Green

Andrea Green

Business Development Lead for the Climate & Energy Division

BLUE STRIKE ENVIRONMENTAL

» A Woman-Owned Small Business Enterprise

» Certified Green Business, California Green Business Network

TABLE OF CONTENTS



Cover Letter	2
Table of Contents	3
Qualifications	4
Project Team	5
Project Experience & References	7
Approach to Project	9
Task 1: Technical Memorandum & Matrix	9
Task 2: Interviews with Town Officials	11
Task 3: Incorporation of Best Practices	11
Task 4: Evaluation and Selection Criteria	12
Task 5: Community Outreach, Communication and Meaningful Engagement Plan	13
Task 6: Public Forums	15
Task 7: Draft and Final Plans	16
Task 8: Dashboard to Track Implementation Status	17
Task 9: Final Report and Presentation	18
Forms	19
Addendum Acknowledgments	29
Cost Proposal (separate document)	29

QUALIFICATIONS



Since 2007, Blue Strike Environmental has provided award-winning services in sustainability, climate action, and clean energy. We specialize in sustainability planning, climate justice, carbon accounting, and emission reduction, delivering innovative solutions for climate action and resilience. We are a Woman-Owned Small Business and a Certified Green Business with offices in Monterey, CA, and Boston, MA, and satellite locations nationwide. Currently, we are working with Dalton and Canton on their Climate Action Plans and recently completed a GHG Inventory for Worcester. This experience allows us to navigate local policies while tailoring solutions to Brookline's needs.

Project Management: We excel at coordinating with Town staff, managing timelines, and facilitating stakeholder communication to ensure smooth project execution.

Regional Experience: Our extensive work in Massachusetts, including recent projects in Worcester, Canton, and Dalton, equips us to support Brookline with expertise in navigating local, state, and federal climate policies. Further, our team lives in and near Brookline.

Data-Driven & Equitable Approach: We focus on setting clear targets and timelines to reduce GHG emissions while prioritizing equity and sustainability. We engage a wide range of stakeholders, particularly underrepresented groups, to co-create impactful solutions.

GHG Inventory & Analysis: With deep experience in GHG inventories, we are skilled with platforms like ICLEI's ClearPath and the MAPC model to accurately measure and forecast emissions.

Climate Risk & Resiliency: We assess social, economic, environmental, and infrastructure vulnerabilities, addressing risks like extreme weather and public health impacts, focusing on at-risk populations.

Engagement: Our outreach is creative and inclusive, emphasizing marginalized and diverse communities to ensure broad support.

Cost-Benefit Analysis & Funding: Our expertise in economic modeling and funding identification will quantify costs and find grants, rebates, and incentives to support CARP's implementation.

Technical Writing & Storytelling: We transform complex data into clear, engaging content with a narrative that connects with all audiences, using visuals and ArcGIS-based summaries to illustrate strategies.



REGINA VILLA ASSOCIATES

Regina Villa Associates (RVA) has provided public and private sector clients with strategic campaigns and marketing, event management and public involvement programs in Massachusetts and New England for 44 years. The firm has been a certified Woman Business Enterprise in Massachusetts for more than 25 years and is also a Disadvantaged Business Enterprise (DBE). RVA is certified by the Commonwealth of Massachusetts under PRF70 - Advertising, Marketing and Event Planning Services and PRF76 in the categories of Program Development; Organizational and Strategic Planning Services; Health and Human Services; and Professional Development.

The firm focuses on engagement, policy, and management in the areas of the environment, transportation, infrastructure, and public health. RVA has developed and implemented more than 200 public involvement and public relations strategies that include working groups, public meetings and charrettes. We also identify key interest groups and conduct stakeholder interviews and assessments and coordinate and facilitate advisory committees and focus groups. We produce fact sheets, develop social media and awareness campaigns, and contribute to robust and accessible websites. RVA has

QUALIFICATIONS

had extensive experience working in communities with Environmental Justice populations, and we are well-versed in Title VI requirements for language and other access accommodations. The firm is also experienced in scheduling, producing and moderating virtual Working Group, Public Meetings, and conferences, using a variety of online platforms. We arrange closed captioning, interpreters, and other access services for a wide variety of events.

SAMPLE PROJECTS INCLUDE:

- Arsenal Street Corridor Transportation Study, MassDOT and MBTA
- Bedford Hartwell Complete Streets Transportation Project, Town of Lexington
- Bus Network Redesign, MassDOT and MBTA
- Better Bus Project, MBTA
- Charles F. Hurley Redevelopment Project, DCAMM
- Green Line/Red Line/Orange Transformation program, MBTA
- Mount Auburn Street Complete Streets Project, City of Watertown
- Northern Avenue Bridge Design Project, City of Boston
- Rail Vision, MBTA
- RIDOT Strategic Highway Safety Plan, RIDOT
- Silver Line Extension, MassDOT and MBTA
- Transit Priority Improvements projects, Boston Transportation Department
- Washington Street Complete Streets Project, Town of Brookline
- Worcester Kelley Square Improvement Project, MassDOT and City of Worcester

PROJECT TEAM



»» RICH SWANSON, PHD, DIRECTOR OF CLIMATE OF ENERGY

Project Role: Project Manager



Education:

- Ph.D. in Economics and Finance of Civil Systems, 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 a seasoned Project Manager with over 20 years of experience in public and private sectors, leading climate action planning projects for jurisdictions such as Worcester, MA, Fayetteville, NC, Canton, MA, the City of Bell Gardens, CA, and many more. Rich excels in overseeing all project phases, ensuring they are completed on time and within budget. Rich is an economist and finance specialist by background, having worked for the EPA, USAID and the World Bank Group. He has secured over \$300 million in financing for climate-related projects and is skilled in GHG accounting and forecasting, energy finance, and financial modeling to meet environmental and financial goals.

»» KRISTIN CUSHMAN, CEO

Project Role: Senior Advisor



Education:

- B.A. in French & Literature, University of Alabama

Kristin specializes in engaging community partners to develop climate mitigation and adaptation strategies that align with local priorities. She has established strong public-private partnerships to create innovative programs and has chaired the Monterey Bay Climate Action Compact, a network of 21 jurisdictions collaborating on climate initiatives. In 2016, she served on Monterey County's Community Climate Action Plan Steering Committee, and in 2017, she coordinated stakeholder engagement for East Bay Community Power, focusing on benefits for low-income communities. Recently, she completed climate action plans for La Cañada Flintridge, CA, and Orange County, NC.

QUALIFICATIONS

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

Project Role: Stakeholder Lead



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, emphasizing diversity, equity, and inclusion. As an experienced facilitator in both virtual and in-person settings, she creates spaces where participants feel empowered to contribute. Using proven facilitation methods and multi-channel communications, she ensures effective engagements. Brennen collaborates with government agencies, businesses, and nonprofits to develop scalable climate solutions, recognized by organizations like the Department of Conservation and California Air Resources Board. She has mobilized communities—both rural and urban—towards climate action, leading projects like the California Carpet Stewardship Program and Energy Upgrade California, while spearheading initiatives in zero waste, circular economies, and climate solutions.

»» CISCO TOMASINO, MEM, CLIMATE AND EVENTS MANAGER

Project Role: Assistant Project Manager



Education:

- Master of Environmental Management, Duke University
- B.A. in Economics, Northwestern University

Cisco is an assistant project manager who uses data to maximize the efforts of his team and clients. Leaning on his experience in demand forecasting and ticket price optimization at United Airlines, Cisco works to translate highly technical data into digestible information his clients can use to feel confident about the strategies they develop collaboratively. After transitioning into the climate space, Cisco worked as a sustainability consultant focusing on helping large corporations within the private sector measure all scopes of their emissions, set achievable yet aggressive emission reduction goals, and map the necessary strategies and costs to reach said reduction goals. At Blue Strike, Cisco utilizes his unique perspective to contribute to a variety of climate action plans while also looking to expedite the rate of adoption for sustainability in the sports and events world. Cisco holds a bachelor's degree in Economics from Northwestern University and a Master of Environmental Management from Duke University's Nicholas School of the Environment. Cisco resides in Wilmington, NC.

»» SOL SHEPHERD, GREENHOUSE GAS AND EMISSION FORECASTING ANALYST

Project Role: GHG Inventory & Forecasts Lead



Education:

- B.A Environmental Studies, University of Colorado, Boulder.
- Specialization in Sustainable Research

Sol Shepherd is a Greenhouse Gas and Emission Forecasting Analyst at Blue Strike Environmental. Leveraging a blend of industry-leading tools and expertise, Sol has consistently delivered exceptional results in GHG inventories and emission forecasting for a diverse array of clients. With proficiency in programs such as ICLEI ClearPath, in-house Excel inventory tools, and Blue Strike Environmental's proprietary CESA (Climate and Energy Scenario Analysis) tool, Sol employs a multifaceted approach to provide clients with insights into their carbon footprint and emission trajectories. Having collaborated with clients including Orange County, NC, La Cañada, CA, the University of Colorado, Boulder, Davidson, NC, Worcester, MA, San Diego State University, Kennesaw State University, Glenwood Springs, CO, and others, Sol has established a track record of excellence in the field.

QUALIFICATIONS

»» REGAN CHECCHIO, CEO

Project Role: Engagement Support

Education:

- M.A., Political Science, University of Iowa
- B.A. (Honors), Political Science, University of Delaware

Ms. Checchio has been managing and staffing civic engagement and public affairs projects for Regina Villa Associates (RVA) since 2000. Ms. Checchio works closely with municipal, state and federal agencies, including the Massachusetts Department of Transportation (MassDOT), Massachusetts Bay Transportation Authority (MBTA), and the Massachusetts Department of Public Health (MA DPH). She has provided strategic planning and facilitation services for many agencies on a wide variety of topics.



»» WILLIAM L. KEARNEY, SENIOR PUBLIC PARTICIPATION COORDINATOR

Project Role: Engagement Support



Education:

- B.A. in History and Philosophy, Boston College
- Master of Public Policy, Northeastern University

Mr. Kearney is a Senior Public Participation Coordinator with Regina Villa Associates. He provides support for various projects, focusing on stakeholder identification, organizational coordination, and facilitating public inquiry responses. Mr. Kearney previously worked at the Massachusetts Department of Transportation in the legislative affairs department, where he focused on stakeholder identification and organizing legislator briefings.

SEE COST PROPOSAL FOR TASK ASSIGNMENTS AND HOURLY TIME COMMITMENTS.

PROJECT EXPERIENCE & REFERENCES



»» TOWN OF DAVIDSON, NC »» CLIMATE ACTION PLAN

Completion Date: April 2024

Primary Contact: Leslie Willis, Parks and Recreation Director

Email: lwillis@townofdavidson.org

Phone: (704) 892-3349

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.



QUALIFICATIONS

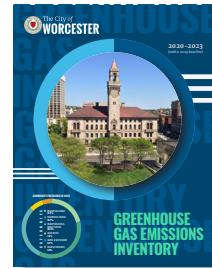
»» CITY OF WORCESTER, MA »» GREENHOUSE GAS EMISSIONS INVENTORY & REPORT

Primary Contact: Luba Zhaurova, Projects Director, Department of Sustainability and Resilience

Email: zhaurovaL@worcesterma.gov **Phone:** N/A

Completion Date: April 2024

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.



»» CITY OF SCRANTON, PA »» SUSTAINABILITY & CLIMATE ACTION PLAN

Primary Contact: Kelly Kraycer, Community Development Coordinator

Email: kkraycer@scrantonpa.gov **Phone:** (570) 561-9031

Completion Date: Ongoing (estimated December 2024)

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.



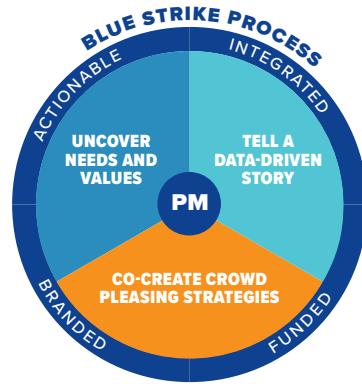
APPROACH TO PROJECT



The Town of Brookline deserves an excellent Climate Action and Resiliency Plan, and we are committed to delivering it. A strong CARP tells a clear story—where you've been, where you're going, and the path forward. It sets targets, timelines, and strategies for reducing emissions while fostering resilience, sustainability, and equity. Real change requires engaging all departments, businesses, and residents, reaching beyond the usual audiences. Blue Strike's Project Management process will ease the workload on Town staff as we handle the heavy lifting.

Our approach starts with listening—understanding Brookline's **needs and values**. We then tell a **data-driven story**, translating complex data into an engaging narrative that supports informed decision-making. Finally, we collaborate to **co-create solutions** that cut emissions, enhance resilience, save money, and boost quality of life.

Our plans are **actionable, integrated, branded, and funded**—crafted to achieve concrete, recognizable results, while fully aligning with the Town's existing efforts and securing necessary resources for implementation.



»» TASK 1: TECHNICAL MEMORANDUM & MATRIX

»» SUBTASK 1.1: 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 and ongoing programs. We are familiar with both the Massachusetts Green Community and Climate Leader Community programs and will consider these guidelines during this phase of the project.

We will spend the initial weeks of the engagement becoming deeply familiar with 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. We will also conduct a thorough review of towns and cities comparable to Brookline 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 Brookline's needs. Our research will not only cover local and municipal strategies but will also extend to commonwealth guidelines, ensuring our strategies align with higher-level directives.

BLUE STRIKE BEST PRACTICE: **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.

APPROACH TO PROJECT

Climate Action Tracker

A critical component of our approach is the leveraged use of our own Climate Action Tracker. Our Climate Action Tracker is a comprehensive, 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.

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 and systematically record them in the Climate Action Tracker, setting a clear baseline for upcoming assessments and comparisons.
- 2. Strategy Formulation:** 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.
- 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.

FIGURE 1: 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	Purchase premium renewable energy products in all domestic offices	Current	MTCO2 avoided, \$	
		Purchase utility partners & identify cost of premium	Future	MTCO2 avoided, \$	
5% reduction in natural gas from 2019 levels by 2022	Consider heat pumps as a replacement option		Current	0	
	Consider switching to renewable natural gas		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	Solar PC fitting survey	Current	0	

»»» SUBTASK 1.2: GREENHOUSE GAS INVENTORY

To initiate a carbon emissions reduction strategy, the Town must first assess its impact sources, starting with a GHG inventory to establish a benchmark and guide emissions reduction actions. Our GHG inventory approach includes:

- 1. Define Inventory Boundaries:** We will set clear boundaries, defining the geographic area, time frame, and emissions sources, creating separate inventories for municipal and community-wide activities. These will cover Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy), and, where data is available, Scope 3 (other indirect emissions).

APPROACH TO PROJECT

- 2. Collect Activity Data:** Our team will use established practices, including a shared online platform for efficient data exchange and a transparent tracker cataloging relevant data. Examples include electricity and natural gas usage, renewable energy production, waste volume, transportation, and facility energy data.
- 3. Create GHG Inventories:** We will employ recognized protocols, such as the GPC and LGOP, aligning with Massachusetts standards for accuracy and compliance.
- 4. Emission Forecasts:** Using the GHG inventories, Blue Strike will project community-wide and municipal GHG emissions through 2050. This will include a Business-as-Usual (BAU) forecast and an Adjusted BAU (ABAU) forecast, which accounts for relevant legislative and executive actions.
- 5. Develop Inventory Summary:** A GHG Inventory Report will outline assumptions, data sources, methodology, and benchmarks. Data gaps will be managed per established protocols to ensure accuracy and compliance. This report will be included in the draft and final CAP.

»» SUBTASK 1.3: TARGET SETTING

Given the Town's prior commitment to net-zero emissions by 2040, Blue Strike will assist the Town in determining interim emission reduction targets for community-wide and municipal emissions that are both ambitious and achievable. This process will begin with a review of existing state and county legislation in addition to targets set by neighborhood and comparable communities. This information, along with the GHG inventory will be used to inform the targets. Blue Strike will ensure that all targets are in alignment and are compliant with state and federal regulations.

»» SUBTASK 1.4: TECHNICAL MEMORANDUM

Our team will summarize all of the work completed in Task 1 in a Technical Memorandum. The Memorandum will compile findings and opportunities from the existing conditions assessment, results from the GHG inventory, and the selected emission reduction interim targets.

TASK 1 DELIVERABLES:

- | | |
|----------------------------------|------------------|
| → Existing Conditions Assessment | → GHG Inventory |
| → Climate Action Tracker | → Target Setting |

»» TASK 2: INTERVIEWS WITH TOWN OFFICIALS

Our team will conduct targeted interviews with key Town personnel and relevant stakeholders to gather essential insights and ensure our recommendations align with Brookline's existing initiatives and goals. This collaborative approach will allow us to understand departmental priorities, identify synergies with current efforts, and refine strategies to meet the Town's specific objectives. By actively engaging stakeholders, we ensure that the CARP is informed by staff expertise and aligns with Brookline's vision for a sustainable future.

TASK 2 DELIVERABLE: → Up to six (6) interviews with Town Officials

»» TASK 3: INCORPORATION OF BEST PRACTICES

Our team will incorporate best practices from leading community climate action plans, ensuring Brookline benefits from proven, innovative solutions that have succeeded in other municipalities. Drawing on our extensive experience in climate action and sustainability, including ongoing regional work with Massachusetts towns like Canton and Dalton and past work with Worcester, we'll provide analysis and recommendations tailored to Brookline's specific needs. This will include evaluating local climate vulnerabilities, emissions reduction opportunities, and cost-effective implementation strategies, creating a plan that is both forward-thinking and rooted in real-world success.

TASK 3 DELIVERABLE: → Incorporation of best practices into Tasks 4

APPROACH TO PROJECT

»» TASK 4: EVALUATION AND SELECTION CRITERIA

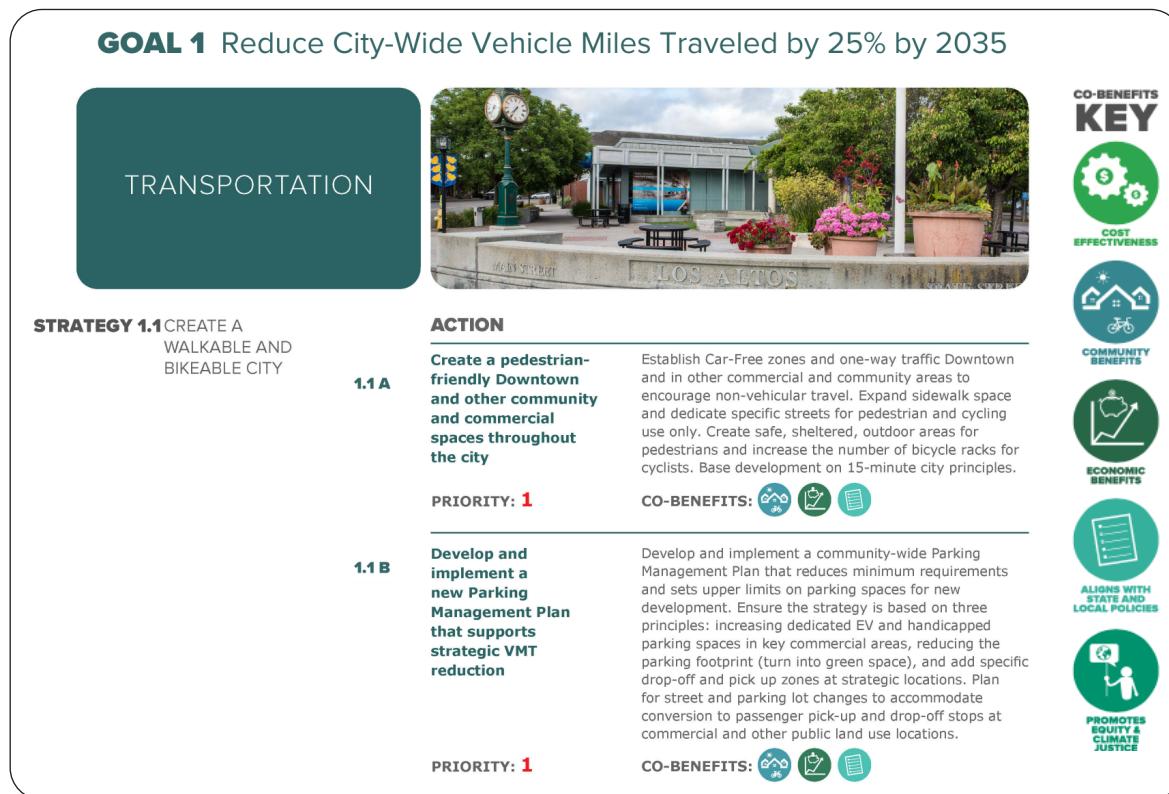
»» SUBTASK 4.1: CLIMATE MITIGATION AND RESILIENCY SOLUTIONS

Our team will work closely with the Town to co-create bold, achievable climate mitigation and resilience strategies aligned with community needs and aimed at net-zero emissions by 2040. We will set goals and actions based on:

1. Analysis of GHG inventories and forecasts to identify major emission sources, typically found in on-road transportation, buildings, and energy sectors.
2. Alignment with the Town's ongoing initiatives, plans, and future aspirations as well as best practices observed in similar initiatives undertaken by other municipalities.
3. Input and insights gathered through community and stakeholder engagement processes, including conversations with Town staff.
4. State- and nation-wide best practices from our industry experts.

Figure 2 provides an example of a goal, strategy, and action for the transportation section, including a priority score and co-benefits for each action.

FIGURE 2: EXAMPLE OF GOAL, STRATEGY AND ACTION



»» SUBTASK 4.2: PRIORITIZATION MATRIX

After identifying solutions, our team will work with the Town and department staff to prioritize strategies using a Prioritization Matrix. This involves ranking strategies based on Town-selected factors and analyzing each one for high-level insights into costs, GHG reductions, co-benefits, and more. This provides a context-based screening rather than a detailed evaluation. Scoring factors may include:

APPROACH TO PROJECT

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?

Equity – Does this strategy benefit vulnerable or disadvantaged communities within Brookline?

This type of scoring process will allow the Town to rank the most relevant strategies and measures to meet its unique goals and characteristics and align with its priorities. Figure 3 shows an example of a high-level analysis of a Prioritization Matrix. These priority scores will then be used to develop an Implementation Plan which will establish short, medium, and long-term action items.

FIGURE 3: PRIORITIZATION MATRIX SAMPLE

STRATEGIES	ECONOMIC RESILIENCE (low/medium/high)	QUALITY OF LIFE (yes/no)	CLIMATE EQUITY (yes/no)	GHG REDUCTION (low/medium/high)	COST (low/medium/high)	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 4 DELIVERABLES:

→ Climate Mitigation and Resiliency Solutions → Prioritization Matrix

»» TASK 5: COMMUNITY OUTREACH, COMMUNICATION AND MEANINGFUL ENGAGEMENT PLAN

The Community Engagement Plan for Brookline's Climate Action and Resiliency Plan will be designed to ensure that the project is inclusive, equitable, and aligned with the needs and priorities of the community, ultimately leading to its successful adoption by the Town Meeting and Select Board. The plan will emphasize equity and transparency by enabling broad participation, especially from underrepresented groups, through diverse outreach tools like surveys, focus groups, and social media. We have often been able to identify community ambassadors - leaders in specific underrepresented communities that can introduce us to others. By gathering comprehensive community input and leveraging existing data, the plan will ensure that the recommendations are data-driven and reflective of local priorities. Building community support is crucial; our engagement process focuses on raising awareness, addressing concerns early on, and fostering consensus to ease the path toward formal approval. Mobilizing community advocates and demonstrating widespread buy-in will help secure endorsement from key decision-makers. Aligning these efforts with Brookline's established engagement practices not only streamlines the process but also builds trust and transparency. This holistic approach ensures that the final plan is actionable, widely supported, and positioned to drive meaningful progress in advancing Brookline's climate and sustainability goals.

APPROACH TO PROJECT

»» SUBTASK 5.1: KICK-OFF MEETING

A kick-off meeting will be scheduled following the completion of the contract in order to share project expectations, goals and the timeline for major deliverables with stakeholders. During this meeting our team will outline our recommended approach, welcome feedback and guidance from Town staff, and work through any concerns. Key aspects include establishing roles, responsibilities, chain-of-communication protocols and clarifying goals and expectations for community and stakeholder engagement. We will ask participants to share their perspective including perceived community challenges, opportunities for sustainability, and priorities. Our team will coordinate scheduling, provide a meeting agenda and a presentation, and provide a written summary of what was covered and agreed upon during the meeting.

»» SUBTASK 5.2: COMMUNITY ENGAGEMENT PLAN

Blue Strike and RVA will develop a Community Engagement Plan to guide Task 5. We will leverage the Town's past 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 that it encapsulates the shared aspirations and visions of the community, guaranteeing that the resulting CARP is resonant and locally relevant. The Community Engagement Plan will include:

- Goals
- Stakeholder identification
- Stakeholder level and method of engagement
- Outreach activities
- Overall timeline

»» SUBTASK 5.3: WEBSITE CONTENT

To support Brookline's outreach efforts, we will assist in developing content for a dedicated climate action and resiliency page on the Town's website. This page will serve as a central hub for sharing key information, updates, and resources related to the CARP. It will engage residents and businesses by highlighting the Town's goals, progress, and opportunities to get involved. A well-designed webpage is crucial for fostering transparency, building community support, and encouraging participation in sustainability initiatives. Our team will ensure the content is clear, accessible, and visually engaging, providing a go-to resource that inspires ongoing commitment to Brookline's climate goals.

»» SUBTASK 5.4: PRINT, DIGITAL, AND SOCIAL MEDIA

Blue Strike's in-house Graphic Designer will create simple, and compelling outreach materials. This could include hardcopy handouts, digital materials that can be shared on the Town's website and social media. 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 of graphics we have developed for clients:



BLUE STRIKE BEST PRACTICE: **BRANDED PLANS**

Your plan will be branded.

Branding the climate action plan makes it instantly recognizable to the Brookline community to foster a strong identity and sense of ownership.

We can work with the Town's marketing, or project team, to develop a unique graphic for the plan that aligns with existing Town design and will help engage the community. All deliverables will be finalized using the Town's unique climate action and resilience branding, to strengthen the project's identity, connection within the community, and enhance its visibility.

APPROACH TO PROJECT

»» SUBTASK 5.5: SURVEY

Blue Strike will develop an online community survey to gather input for the Plan's development, allowing residents and businesses to share climate concerns, goals, and actions for a more sustainable Brookline. The survey will be accessible via the Town's website and advertised through various outreach channels, with links and QR codes for easy access. Feedback will be carefully analyzed and integrated into the draft CAP. We can create a tailored survey using web and mobile-friendly applications in R or established platforms like SurveyMonkey or Qualtrics. Our recent surveys for Orange County, NC, Glenwood Springs, CO, and Fairfield, OH, have significantly influenced those final plans.



»» SUBTASK 5.6: FOCUS GROUPS

Our team will organize a series of focus groups early at key junctures of the project's timeline to engage the broader public, stimulate collaborative discussions, and inspire innovative ideas for climate action in Brookline. The meeting focuses will be as follows:

- 1. Visioning and goal setting:** A guided work session to co-create potential climate action solutions for the CARP.
- 2. Draft plan review:** A time for stakeholders to provide direct feedback on the CARP.
- 3. Plan release:** An opportunity for the community to ask questions and gain clarification.

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.

»» SUBTASK 5.7: ENGAGEMENT REPORT

Our team will develop a report that captures the essence and breadth of community 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 DELIVERABLES:

- | | |
|--|---------------------|
| → Kick off meeting | → Survey (1) |
| → Community Engagement Plan | → Focus Groups (2) |
| → Website Content | → Engagement Report |
| → Print, Digital, Social Media materials | |

»» TASK 6: PUBLIC FORUMS

Our team, in partnership with RVA, will organize and lead up to two (2) public forums to disclose the CARP development process, review data sets and listen to community feedback. By ensuring the community is well-informed and garnering their support, we can expect a smoother implementation process.

TASK 6 DELIVERABLE:

- Up to two (2) public forums

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.

APPROACH TO PROJECT

»» TASK 7: DRAFT AND FINAL PLANS

»» SUBTASK 7.1: IMPLEMENTATION PLAN

Our team will deliver a cost-effective, adaptive plan incorporating SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and Best Management Practices (BMPs) to enhance effectiveness and accountability. This phased plan will provide clear, actionable steps for evaluating implementation and investment costs. We will gather data, case studies, and cost estimates for each reduction measure, aligning goals across phases to create a cohesive strategy. This strategic blueprint will outline lead agencies, partners, costs, timelines, and funding sources, ensuring a coordinated approach for each measure.

The Implementation Plan for Brookline will include:

Timeline: We'll set SMART goals and timelines for each initiative, enabling the Town to monitor progress and allocate resources effectively. Our team will work closely with the Town to create detailed, achievable plans that align with funding opportunities.

Metrics: We'll define metrics and indicators to track each strategy's success and impact, such as vehicle miles traveled, energy usage, and EV adoption, ensuring clear progress evaluation.

Lead Department: Identifying Town departments or personnel to lead each initiative will foster accountability and coordination, ensuring smooth implementation across stakeholders.

Potential Partners: We'll leverage our network to identify collaborative partners, enhancing the initiatives' reach and impact.

Implementation Costs: For each measure, we'll conduct a high-level cost analysis, considering factors like initial investment and maintenance. We'll provide all assumptions and can offer sensitivity analyses if desired.

Funding Sources: We'll compile relevant funding sources, including grants and incentives, and match them to each measure. Drawing on our experience with similar projects, we'll tailor funding strategies and can assist with grant proposals and financial modeling to test payback periods, return on investments, and additional financing requirements, as needed.

FIGURE 4: EXAMPLE MEASURES AND ASSOCIATED FUNDING SOURCES

MEASURE	FUNDING SOURCE	SPECIFIC FUNDING
Adopt new Municipal Opt-In Specialized Energy Code	Mass Save. Provides guidance and funding support to help municipalities encourage developers to meet these more stringent energy standards. Support is available through the utility provider of the Town (Eversource for Brookline).	Heat Pump Rebates are available for installing air-source and ground-source heat pumps.
		Incentives for insulation, air sealing, and window upgrades to improve energy performance and comply with the new code.
		Support for high-efficiency HVAC, lighting, and building automation systems in commercial properties, especially in projects targeting LEED or Passive House certifications.

BLUE STRIKE BEST PRACTICE: **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.

BLUE STRIKE BEST PRACTICE: **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.

APPROACH TO PROJECT

FIGURE 4: EXAMPLE MEASURES AND ASSOCIATED FUNDING SOURCES (CONTINUED FROM PAGE 16)

MEASURE	FUNDING SOURCE	SPECIFIC FUNDING
Promote adoption of electric vehicles	Grants through Massachusetts Electric Vehicle Incentive Program (MassEVIP), rebates through the Massachusetts Offers Rebates for Electric Vehicles (MOR-EV) program, and tax credits through the US Department of Energy.	The MassEVIP Workplace & Fleet Charging Program provides incentives (up to 60% of the funding to a maximum of \$50,000) for employers and fleet operators to acquire and install Level 1 and Level 2 EV charging stations.
		The MOR-EV program offers rebates of \$3,500-\$6,000 for residents, businesses, and non-profit organizations to purchase electric vehicles.
		Tax credits up to \$7,500 for eligible new electric vehicles and up to \$4,000 for eligible used electric vehicles.

This integrated implementation approach will guide the Town toward sustainable, impactful action. A sample implementation plan (Figure 5) is provided below.

FIGURE 5: 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		

»» SUBTASK 7.2: DRAFT PLAN

Upon completing Tasks 1 through 9, Blue Strike will assemble both a draft and final Climate Action and Resilience Plan (CARP) for the Town of Brookline, highlighting high-priority, high-impact actions. This CARP will summarize the work completed, outline chosen strategies, and provide implementation plans aligned with emission reduction goals. It will detail responsible parties, equity considerations, funding sources, and metrics, organizing actions into near-, mid-, and long-term goals for both municipal and community initiatives to enable precise implementation.

The plan will also include guidelines for updating the CARP every five years and instructions for using the Climate Action Tracker to monitor progress. The draft CARP will be presented to the Zero Emissions Advisory Board and the Select Board for review and feedback.

TASK 7 DELIVERABLES:

- Implementation Plan
- Draft Climate Action & Resiliency Plan

»» TASK 8: DASHBOARD TO TRACK IMPLEMENTATION STATUS

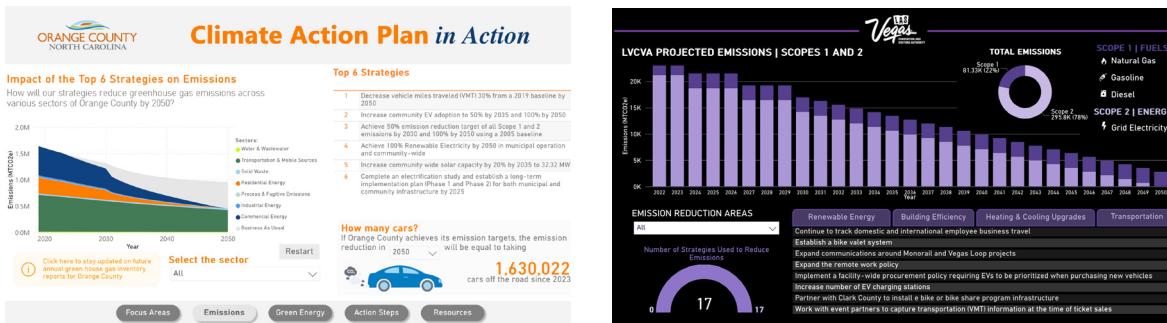
Our team of technical experts will use Microsoft Power BI to develop a Climate Action Dashboard for public reporting, a tool we frequently use to display project status and enable ongoing monitoring. Our team has expertise in data visualization and graphic design, making complex results accessible and visually engaging. Dashboard capabilities include:

- Tracking GHG reduction milestones
- Promoting community programs and resources
- Mapping solar panels, EV chargers, certified energy sites, and more

The dashboard simplifies technical elements from the Climate Action Plan, ensuring clear communication with officials and the community. We can provide a cost estimate based on Town interest and feedback.

APPROACH TO PROJECT

FIGURE 6: EXAMPLE OF DASHBOARDS



TASK 8 DELIVERABLE: → Climate Action Dashboard

»» TASK 9: FINAL REPORT AND PRESENTATION

»» SUBTASK 9.1: FINAL PLAN

With the help of our Graphic Design Manager, Rose Freidin, the CARP 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 CARP will include all necessary contextual information including stakeholder engagement, GHG inventories, projections, solutions, equity information, and the detailed roadmap in the form of an Implementation Plan. We will ensure that our work is accessible and easy to understand by every member of the community. The final CARP will be reader-friendly and tell the story of the Brookline community using visualizations and graphic design.

The CARP 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 CARP materials are available for PowerPoint presentations and other engagement applications.

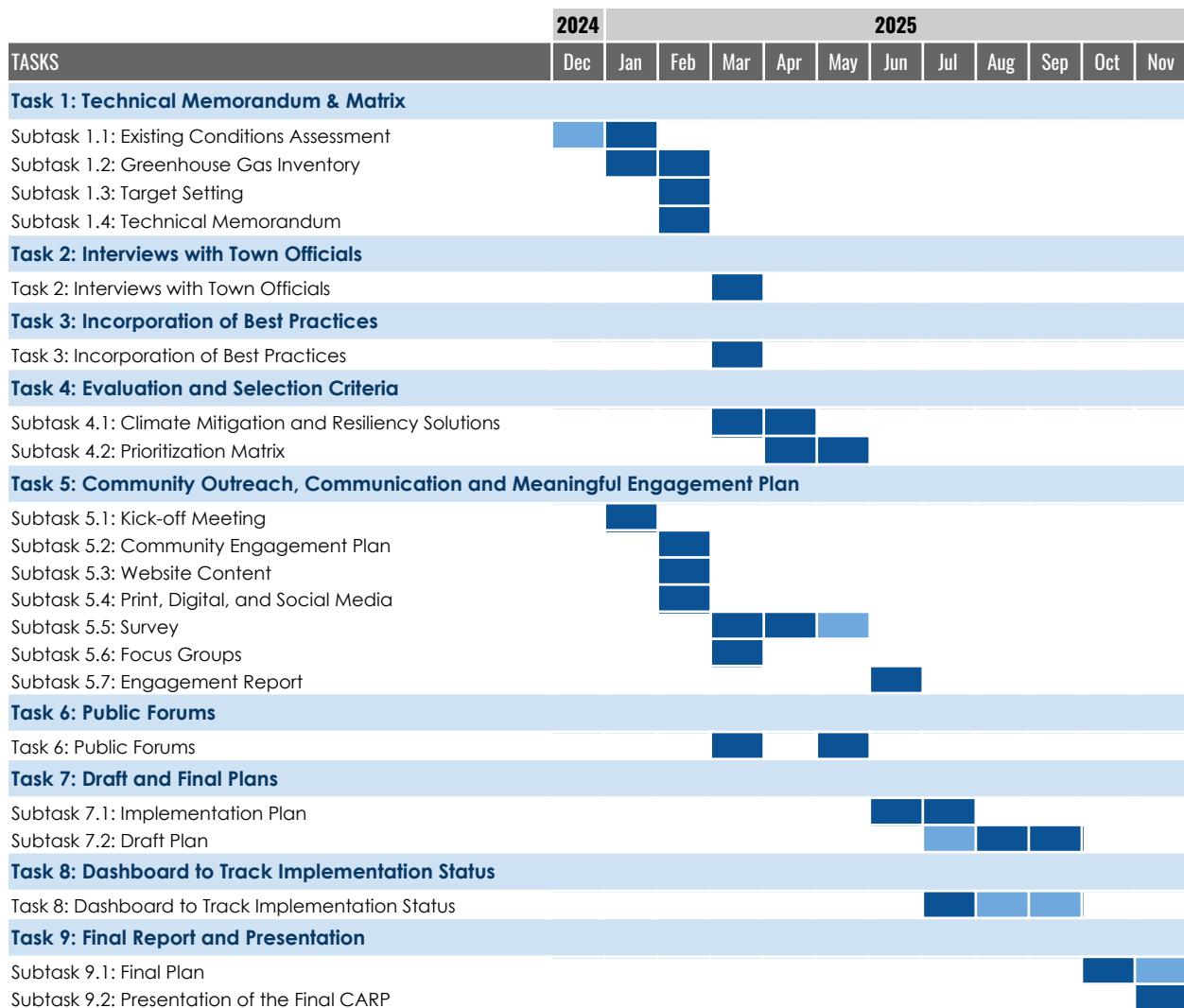
»» SUBTASK 9.2: PRESENTATION OF THE FINAL CARP

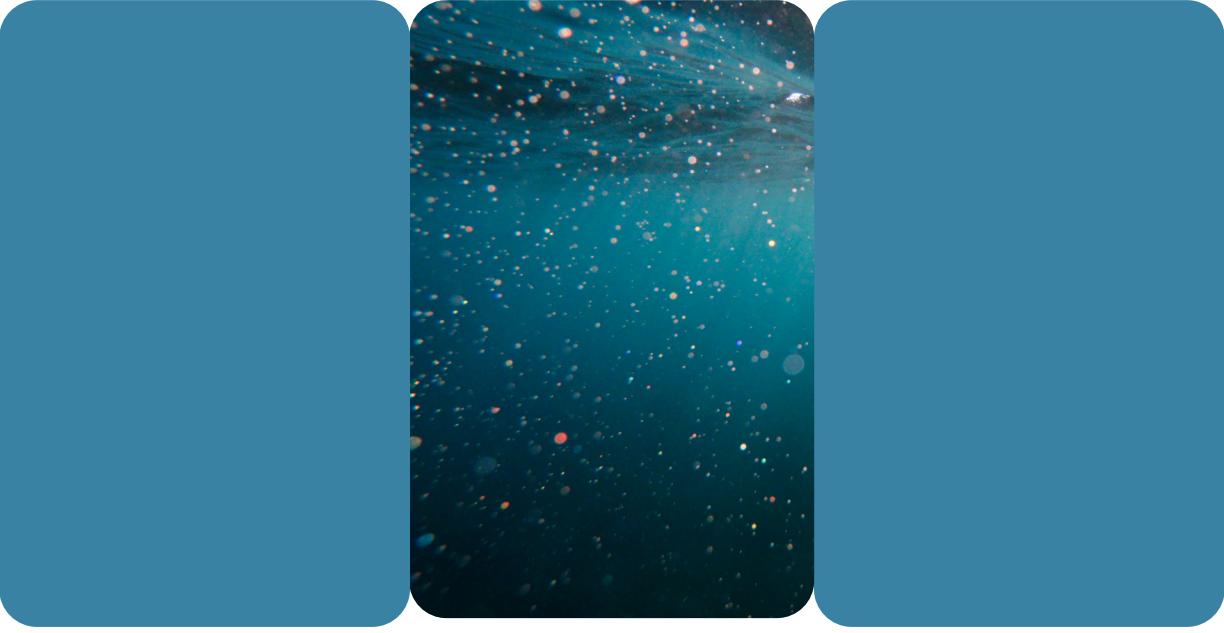
Blue Strike will provide a presentation of the CARP to the ZEAB and Select Board for approval. We will work with the project team to ensure our presentation is well suited to provide the Plan's context and ensure the successful adoption of the Plan.

TASK 9 DELIVERABLES:

- Final Climate Action and Resiliency Plan
- Presentation to the Select Board
- Presentation to the ZEAB

WORK SCHEDULE





FORMS



TOWN OF BROOKLINE

Massachusetts

DEPARTMENT OF FINANCE

PURCHASING DIVISION

333 Washington Street
Brookline, MA 02445
617-730-2195
Fax: 617-264-6446

CERTIFICATE OF NON – COLLUSION

The undersigned certifies under penalties of perjury that this bid 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.

Andrea Green

Signature of individual submitting bid or proposal

Blue Strike Environmental

Name of Business

TAX COMPLIANCE CERTIFICATE

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Andrea Green

Signature of individual submitting bid or proposal

Blue Strike Environmental

Name of Business



TOWN OF BROOKLINE

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**Certificate of Compliance with Article 4.4
FAIR EMPLOYMENT PRACTICES WITH REGARD TO CONTRACTS
of the Town of Brookline By-Laws**

I, Andrea Green (printed name of individual/employer contracting with the Town) hereby certify that I shall comply with the Fair Employment Practices in fulfilling the terms of the contract that I propose to enter into with the Town of Brookline, and to which this Certificate is appended. By its signature on this Certification, the undersigned indicates it has reviewed Article 4.4 of the General Bylaws of the Town of Brookline and agrees to incorporate into an Agreement the necessary provisions related to fair employment practices and non-discrimination.

Signed under the pains of penalties of perjury, on this 13 day of November, 2024;

Andrea Green
Contractor

**Certificate of Compliance with Article 4.5
DISCRIMINATION PROHIBITION WITH REGARD TO CONTRACTS
of the Town of Brookline By-Laws**

I, Andrea Green (printed name of individual/employer contracting with the Town) hereby certify that I shall not discriminate against any individual because of such individual's race, color, religious creed, national origin, sex, sexual orientation, age or ancestry in fulfilling the terms of the contract that I propose to enter into with the Town of Brookline, and to which this Certificate is appended. By its signature on this Certification, the undersigned indicates it has reviewed Article 4.5 of the General Bylaws of the Town of Brookline and agrees to incorporate into an Agreement the necessary provisions related to non-discrimination.

Signed under the pains of penalties of perjury, on this 13 day of November, 2024;

Andrea Green
Contractor

**Certificate of Compliance with Article 4.8
LIVING WAGE
of the Town of Brookline By-Laws**

I, Andrea Green (printed name of individual/employer contracting with the Town) hereby certify that I shall pay the Living Wage in fulfilling the terms of the contract that I propose to enter into with the Town of Brookline, and to which this Certificate is appended. By its signature on this Certification, the undersigned indicates it has reviewed Article 4.8 of the General Bylaws of the Town of Brookline and agrees to incorporate into an Agreement the necessary provisions related to Living Wage.

Signed under the pains of penalties of perjury, on this 13 day of November, 2024;

Andrea Green
Contractor



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INSTRUCTIONS TO PROPOSERS

DAVID C GEANAKAKIS
Chief Procurement Officer

RICHARD SAVILLE
Procurement Officer

1. **REQUEST FOR PROPOSAL**, which is enclosed herewith, is an integral part of these instructions.
2. **BID (VENDOR) LISTS.** Vendors who wish to remain on the active bid list must either submit a proposal or a letter of explanation as to the reason for not submitting same, no later than the official PROPOSAL OPENING.
3. **MARKING ENVELOPS.** The Proposal must be filled out on the form(s) prescribed and enclosed in sealed envelopes which shall be marked on the outside with the word "TECHNICAL PROPOSAL" or "PRICE PROPOSAL", the Proposal Title, Proposal Reference Number, and the name and address of the proposer.
4. **SAMPLE.** The Chief Procurement Officer may require the submission of samples either before or after the award of a contract, at no charge to the Town, in order to ascertain whether or not a product will be suitable for the purpose for which it is intended. If it is specifically stated elsewhere in the proposal documents that samples are required, full size samples must be submitted not later than the official PROPOSAL OPENING. Failure to submit said samples may be regarded as a basis for rejecting a proposal. Samples may be impounded until satisfactory completion of a contract. Otherwise, the bidder must call for all samples within (30) days of the award of contracts or said samples will be presumed abandoned and the Chief Procurement Officer will dispose of them as he sees fit.
5. **TAXES.** Purchases by the Town of Brookline are exempt from federal, state or municipal sales and/or excise taxes.
6. **PRICE PROPOSAL FORM.** The proposal price(s) must be typewritten in or written in ink in the space(s) provided on the official PRICE PROPOSAL FORM. In the event of a discrepancy between the unit price and the extension, the unit price will govern. Proposal prices shall encompass everything necessary for furnishing the item(s) specified in, and in accordance with the specifications, including proper packing and the cost of delivery.

INSTRUCTIONS TO PROPOSERS - Page 2.

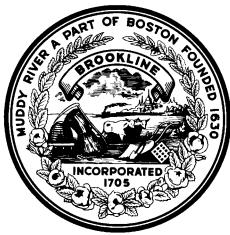
7. CASH TERMS. Discounts for prompt payment will be considered when making awards. Minimum time for discount consideration is twenty (20) days.

8. PROPOSAL DOCUMENTS. The proposer is to familiarize himself thoroughly with all the documents enumerated herewith, as it is conclusively understood that all proposals are based upon full compliance with the various provisions contained in said documents. The documents comprising the proposal consist of (a) Request for Proposal (b) Article XXIX of the Town of Brookline By-Laws relating to non-discrimination in employment (c) Instructions to Proposers (d) General Conditions (e) Special Conditions (if any) (f) Specifications, and (g) Price Proposal Form. The same documents will be incorporated into the contract documents. One set of the Request for Proposal is given to each proposer. A complete, original set of documents is to be returned, properly signed and executed. A copy of the documents submitted should be kept for the proposer's file.

9. MINORITY BUSINESS ENTERPRISE PROGRAM. Minority and women owned business enterprises are encouraged to submit bids and will be given every opportunity to participate in Town of Brookline contracts.

10. NOTICE CONCERNING UNEXPECTED CLOSURES: If, at the time of the scheduled proposal opening, Town Hall is closed due to inclement weather or other unforeseeable events, the proposal opening will be postponed until 2:00 PM on the next normal business day. Proposals will be accepted until that date and time

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operation of its programs, services, or activities. Individuals, whom are in need of auxiliary aids for effective communication in Town programs and services, may make their needs known to Robert Sneirson, at (617) 730-2328. Those who need effective communication services should dial 711 and ask the operator to dial the relevant Town Department.



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GENERAL CONDITIONS

DAVID C GEANAKAKIS
Chief Procurement Officer

RICHARD SAVILLE
Procurement Officer

1. AWARD DATE. Award will be made within forty-five (45) days after the BID OPENING unless otherwise stated in the specifications or the time for award is extended by mutual consent of all parties concerned.

2. EQUIVALENTS. Where in the specifications, one certain kind, type, catalog number, brand or manufacturer of material is named, it shall be regarded as the required standard of quality. Where two or more are named, these are presumed to be equal and the contractor may select one of the items. If the bidder proposes to offer substitute items as an equal to those named in the specifications, he shall so indicate on the BID FORM the kind, type, catalog number, brand, or manufacturer of material that is offered as an equal, and shall submit data sheets and/or catalog cuts and otherwise describe wherein it differs from the base specifications in similar detail as the description of the component parts of the specified items. Substituted items must be capable of performing all the functions and/or operational features described or indicated in the specifications. Failure to indicate the description of any substitute item on the Bid Form will be interpreted to conclude that the bidder will furnish the specified item.

3. DELIVERIES. The contractor shall pay all freight and delivery charges. Unless otherwise stated, items must be delivered within forty-five (45) days of the notice of award. All deliveries must be made inside the building and to the appropriate storeroom as designated by the custodian. Sidewalk or tailgate deliveries will not be accepted. Town personnel are not required to assist in the deliveries and contractors are cautioned to notify their shippers that adequate assistance must be provided at the point of delivery. All items of furniture must be delivered inside the building, in place, set up ready for use. Deliveries are to be made between 8:30 A.M. and 4:00 P.M., Monday through Thursday, except on holidays. Friday deliveries shall be made between 8:30 A.M. and 12:00 Noon. All damaged items, or items which do not comply with specifications will not be accepted and title therefore will not vest to the Town of Brookline until such items are accepted by the receiving department. The contractor must replace, without further cost to the Town of Brookline, such damaged or non-complying items before payment will be made.

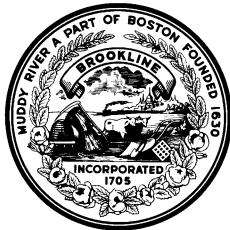
GENERAL CONDITIONS - PAGE 2

4. LABELING. All packages, cartons, or other containers must be clearly marked with (a) building and room designation; (b) description of contents or item number from specifications; (c) quantity; (d) Town of Brookline's purchase order number; and (e) Vendor's name and order number.

5. GUARANTEES. Unless otherwise stipulated in the specifications, furniture, equipment, and similar durable items shall be guaranteed by the contractor for a period of not less than one year from the date of acceptance by the receiving department. In addition, the manufacturer's guarantee shall be furnished. Any items provided under this contract which are or become defective during the guarantee period shall be replaced by the contractor free of charge with the understanding that all replacements shall carry the same guarantee as the original equipment. The contractor shall make any such replacement immediately upon receiving notice from the Chief Procurement Officer.

6. RIGHT TO KNOW. Any vendor who receives an order or orders resulting from this invitation agrees to submit a Material Safety Data Sheet (MSDS) for each toxic or hazardous substance or mixture containing such substance, pursuant to M.G.L. C111F SS8, 9 and 10 and the regulations contained in 441 CMR SS21.06 when deliveries are made. The vendor agrees to deliver all containers properly labeled pursuant to M.G.L. C111F S7 and the regulations contained in 441 CMR S21.05. Failure to submit an MSDS and/or label on each container will place the vendor in noncompliance with the contract. Failure to furnish MSDSs and/or labels on each container may result in civil or criminal penalties, including bid debarment and action to prevent the vendor from selling said substances, or mixtures containing such substances within the Commonwealth. All vendors furnishing substances or mixtures subject to Chapter 111F of M.G.L. are cautioned to obtain and read the law and rules and regulations referenced above.

FAILURE TO COMPLY WITH THESE REQUIREMENTS COULD RESULT IN THE CANCELLATION OF YOUR CONTRACT.



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PROPOSAL SIGNATURE FORM

The undersigned, hereafter called the proposer, having fully familiarized himself with all of the proposer documents, hereby agrees and declares:

1. That prices inserted cover all services, labor, materials, transportation, insurance, and all other necessary expenses to fulfill the conditions of the contract within the time stated.
2. That if a substitute manufacturer's name or model number is not inserted by the proposer under the appropriate column, it is understood that the proposer will furnish only the specified item and no substitute will be accepted.
3. Pursuant to M.G.L. Ch. 62C, sec. 49A, the proposer hereby certifies that the proposer has filed all state tax returns and paid all state taxes required under law.
4. The undersigned certifies under penalties of perjury that this 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.

The following items are to be completed by the proposer:

Title of Proposal Climate Action and Resiliency Plan

Guaranteed Date of Completion November 28, 2025

Company Name Blue Strike Environmental

Company Address 126 Bonifacio Place, Ste. G, Monterey, CA 93940

Social Security or Federal Identification Number _____

Our company is: A Corporation X A Partnership _____ Individually Owned _____

Signature of Company Official Andrea Green

Telephone Number (781) 439-9366

Facsimile Number N/A

Email Address andrea@bluestrikeenvironmental.com

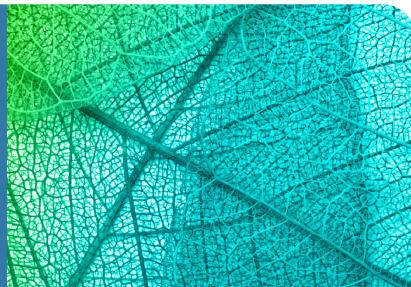
Terms: _____ % _____ Days, Net _____ Days

ADDENDUM ACKNOWLEDGMENTS



No addendums.

CONFLICT OF INTEREST STATEMENT



Blue Strike does not have any known conflicts of interest to disclose.