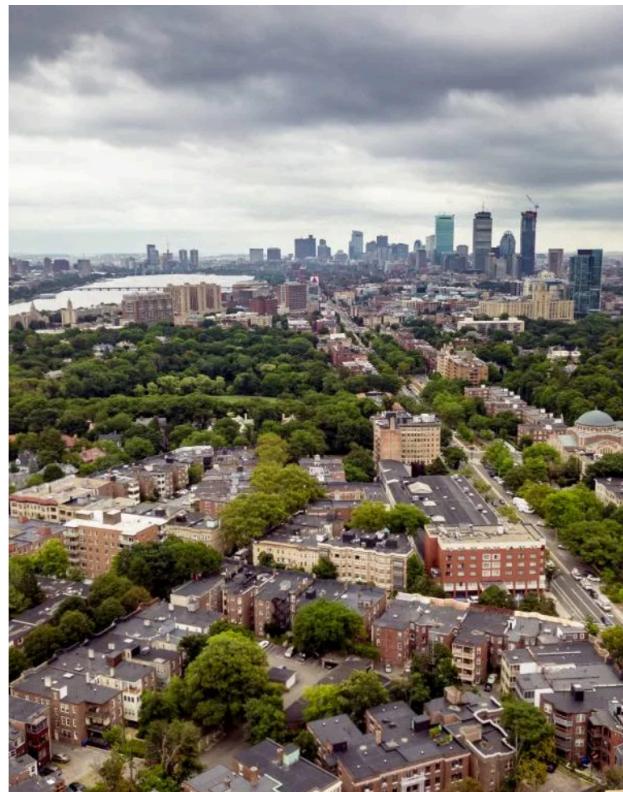




Response to Request for Proposals
Town of Brookline
Climate Action and
Resiliency Plan

November 19, 2024



PREPARED BY
Nutter Consulting, LLC

Executive Summary

The Town of Brookline has a longstanding commitment to addressing climate change and advancing sustainability measures. Beginning in 2002, the Town has developed and used Climate Action Plans to guide its operations to respond to changing conditions while considering the short- and long-term needs of the community and prioritizing climate-friendly solutions. In a time where available technologies and pressing issues are constantly shifting, the Town of Brookline has matched in step, with updates to its Climate Action Plan in 2012 and 2018, that have reflected the Town's progress to date and re-aligned its primary objectives with emerging critical-focus areas. Furthermore, the Town has completed a number of climate-hazard and resiliency assessments, including the 2017 Climate Vulnerability Assessment, the 2019 Climate Resilience Design Guidance, and the 2023 Hazard Mitigation Plan, that serve to anchor the town's understanding of local climate risks with science-backed research and data. By adopting sustainability as a core tenet of the Town's shared vision, Brookline has been able to make important strides over the years towards achieving its sustainable vision. This includes initiatives like Brookline Green Electricity, an opt-in option for residents to choose renewable energy production sources to lower their utility bill and carbon footprint in tandem, and the creation of the Zero Admissions Advisory Board, a public body with the sole focus of creating and executing sustainability initiatives. Through these initiatives, the Town of Brookline seeks to achieve a status of zero emissions by 2040.

As the Town now looks to create an updated comprehensive Climate Action and Resilience Plan, Nutter Consulting is well-prepared to create a forward-looking, actionable strategy that reflects Brookline's commitment to these values and lays a strong foundation for sustainable growth over the next decade.

With over 50 years of combined experience, Nutter Consulting brings expertise in developing sustainability and climate action plans tailored to the needs of communities nationwide. Our approach centers on data-driven insights and active community engagement to ensure the new plan is both informed by evidence and shaped by local voices. Together, we'll chart a course for the Brookline community to address environmental protection, climate resilience, and community well-being, with clear, practical steps to guide local progress.

Our work will begin with an in-depth review of the Town's previous climate-related plans and progress-to-date, data analysis of existing greenhouse gas emissions data, assessment of disadvantaged communities, and a review of key priorities that the renewed Climate Action and Resiliency Plan should focus on. This analysis will identify key sources of emissions and reveal the socioeconomic and environmental justice factors that impact Brookline, providing a strong foundation for solutions that address climate and community needs concurrently. Alongside data analysis, community engagement is central to this approach. Nutter Consulting believes in early and frequent public engagement to ensure that the community's voices are fully integrated throughout the planning process. By distributing a survey and hosting public feedback forums at two critical points in the project development process, our inclusive approach helps build broad

support and fosters a shared sense of ownership across the community, setting the stage for successful implementation of the plan's strategies.

Based on these inputs, our team will then develop a detailed, implementation-ready Climate Action and Resiliency Plan. This comprehensive roadmap will outline cross-sector solutions that guide Town investments, foster partnerships with public and private entities, and support grant applications. Having created similar plans for other communities, we understand the importance of producing a practical, actionable framework that empowers Brookline to take meaningful steps toward its sustainability goals.

By working closely with the Town of Brookline and its community, Nutter Consulting will help create a Climate Action and Resiliency Plan that supports a healthier, more resilient future, addressing today's challenges while preparing for a thriving tomorrow.

Cover Letter



Climate Action and Resiliency Plan Proposal – Nutter Consulting

Attn: David Geanakakis, Chief Procurement Officer

Purchasing Division, Town of Brookline, MA

Re: Request for Proposals – Town of Brookline Climate Action and Resiliency Plan 2025

Dear Mr. Geanakakis,

Nutter Consulting LLC ("Nutter Consulting") is pleased to submit our proposals in response to the Town of Brookline's Request for Proposals to develop a 2025 Climate Action and Resiliency Plan.

The Town of Brookline has a population of around 63,000 residents, and sits just southwest of Downtown Boston. It is predominantly a residential community, and its residents enjoy a suburban lifestyle with easy public transit access to the greater Boston area. Less than 6% of the town's land is zoned for commercial use, and it is surrounded by parks and nature preserves; these green spaces are synonymous with the communities' shared appreciation for nature and healthy lifestyles. The town also enjoys a close proximity to a wealth of job opportunities and higher education, contributing to a population of diverse ages and interests. In 2002, the Town of Brookline completed its first Climate Action Plan, marking an early alignment with advancing sustainability. With subsequent updates completed in 2012 and 2018, the Town of Brookline has continued to be a leader in municipal climate action. Though some of the goals codified in these plans have been achieved, the Town is looking to reaffirm its commitment to

sustainability, climate action, and resilience, and create an updated plan with concrete, actionable steps to aggressively pursue its goal of achieving Net-zero status by 2040.

Since 2014, Nutter Consulting has helped public agencies, nonprofits, and foundations advance their sustainability and climate goals, with outcomes that meet the needs of the communities they serve. With deep subject matter background, sustainability expertise, and extensive experience in strategic planning, our team offers a powerful and unique skill set that enables us to meaningfully advance sustainability and resilience through climate action and resiliency planning. Led by the former Director of San Francisco's Department of the Environment, Nutter Consulting has a depth of experience and familiarity with delivering climate action at the local level.

In addition to the Nutter Consulting team, we're proposing to partner with two subcontractors: Silvia Pac and Patrick Marchman. Silvia Pac is a Climate Change Analyst with over 14 years of experience in carbon accounting and developing people-centered climate action strategies for cities. An AICP-certified planner, Patrick has led climate resilience and adaptation strategic planning initiatives for government agencies, Tribes, companies, and hospitals for over 20 years. Prior to consulting, Patrick spent over a decade working at the federal level, including positions at the Federal Highway Administration and Federal Emergency Management Agency (FEMA). Together, our project team brings together a wealth of expertise and experience working with local governments on both climate mitigation and adaptation and offers a community-informed, data-driven approach to developing and implementing climate action and sustainability plans.

Nutter Consulting is also working with a technology partner, Kausal, that provides software solutions to set clear climate targets, build actionable plans, and develop an actionable pathway to achieving goals. Established in 2020, Kausal has supported over 40 local and regional governments in advancing climate action globally. The platform makes climate efforts visible for everyone and engages the community by bringing all stakeholders together. Kausal's mission is to build the world's most powerful and easy-to-use tools for smart climate actions by enabling accuracy, accountability, and transparency.

Thank you for the opportunity to submit our proposals. We look forward to the prospect of collaborating with you and the Town of Brookline to advance equitable and actionable local climate action and resilience.

Sincerely,



Melanie Nutter
Principal, Nutter Consulting

Name of Firm: Nutter Consulting, LLC

Project Lead/Authorized Firm Representative: Melanie Nutter, Principal

melanie@nutterconsulting.net

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820 West Altgeld Chicago, IL 60614

Introduction

Keeping climate action plans up to date is vital for ensuring that communities remain adaptable and resilient in the face of progressing environmental challenges. As new data emerges, technologies advance, and policy frameworks shift, it is essential to adapt strategies to reflect the latest knowledge and realities. Climate action plans function best as dynamic documents that incorporate emerging threats such as extreme weather events, rising sea levels, and shifting ecosystems, as well as opportunities for innovation, such as renewable energy breakthroughs and carbon capture technologies. Regular updates ensure that communities can stay on track to meet their climate goals, while also fostering resilience and long-term sustainability.

In this regard, the Town of Brookline exemplifies a strong commitment to sustainability through consistent revision and enhancement of its climate strategy. The Town's updates to its Climate Action Plans have strengthened its efforts to meet ambitious sustainability goals and have set an example for other municipalities in creating a forward-thinking, adaptive approach to combating climate change. By creating an updated 2025 Climate Action and Resiliency Plan, the Town of Brookline will continue to address community challenges effectively, mitigate local climate risk, and build long term resilience in a manner that incorporates the latest data, technology, and policies. Additionally, a robust, implementation-ready Climate Action and Resiliency Plan can position the town well for pursuing and winning federal, state and regional grant opportunities by demonstrating that grant funds can help achieve their codified goals and strategies.

Based on the Request for proposals and previous experience with climate action planning, we propose the following objectives to guide our work in creating an updated Climate Action and Resiliency Plan for the Town of Brookline. With these guiding objectives, we will create a renewed strategic plan that fits the unique needs and makeup of the Brookline community, assisting the Town in driving progress towards its goal of net-zero by 2040.

1. Analyze the progress and challenges in Brookline: To develop effective strategies, we need to analyze the existing initiatives, plans, and progress that the Town has supported and executed over the years to understand how priority initiatives and key areas of concern have evolved over time. Climate change impacts multiple sectors and compounds existing equity issues, and this foundation of understanding will help us identify issues related to climate change that are affecting the community.

2. Calibrate science-based targets and metrics: We will review the existing greenhouse gas inventory data and cross-reference it with the science-based targets and metrics identified in previous plans. Through this analysis, we can distill areas of high and low climate-action performance in the community to inform the 2025 plan and identify the most critical metrics to focus on. This will allow us to tailor our strategies and recommendations to be feasible but ambitious, guiding Brookline towards its goal of net-zero by 2040.
3. Align climate objectives with existing town programming: To increase cross-sector collaboration and impacts, the Climate Action and Resiliency Plan should be aligned with existing town activities, including programming around community engagement, economic and workforce development, environmental protection, and public health. By researching and understanding ongoing efforts in the town and region, we can identify opportunities for cross-sector solutions to connect climate action with existing or planned projects.
4. Incorporate feedback from diverse stakeholders and community members: Community engagement is an integral part of the climate action planning process. Our firm asserts that feedback should be gathered early and often, from visioning to strategic development. Comprehensive activities that create opportunities for all residents to participate, especially disadvantaged communities, can ensure that equity and environmental justice are embedded into the final plan.
5. Develop a strategic roadmap that includes partners, funding, and a timeline to accelerate implementation: Our goal is to develop a comprehensive, actionable plan for Brookline to achieve its sustainability goals. We will provide updated recommendations for town-specific actions and community-wide initiatives, with identified partners to facilitate collaboration and create sustainable programs.

Firm Description

About Nutter Consulting

Nutter Consulting launched in 2014 as one of the first consulting firms established in the US focused on smart and sustainable city consulting. Over the past 10 years, Nutter Consulting has served over 35 clients including large and small cities, national foundations, and regional non-profits. Our firm has led a variety of strategic planning processes for medium-sized cities, from the Climate Action and Resiliency Plan for the City of Cleveland Heights, OH to the Climate Action and Sustainability Plan for the City of Canton, OH. Our team specializes in advancing carbon emission reduction and climate adaptation efforts through program development, strategic planning, public policy development, communications, media strategy, and coalition building.

Our experienced, dynamic, and innovative team draws on over three decades of experience working with and for federal and local governments, foundations, nonprofits, and private businesses. Through these partnerships, we have helped our clients leverage leading strategies, innovative tools, and engagement techniques to improve community resilience, mobility, climate action, and equity.

At Nutter Consulting, we guide our clients through every step of strategic plan development. Collaborating with the city and its partners, we craft a vision, set goals, define objectives, and establish initiatives that cater to the community's needs and align with the local government's capabilities and objectives. Leveraging our expertise in community organizing and grassroots outreach, we tailor plans to each community, ensuring they are data-supported, aligned with current objectives, and feasible for implementation.

Nutter Consulting is a woman-owned business with three full-time employees and one part-time research associate. To complement our team's expertise, Nutter Consulting is partnering with two subcontractors to provide expertise in greenhouse gas inventory and climate data analysis, as well as climate resiliency planning. Additionally, we will partner with Kausal, a climate-data software company, to assist with developing an implementation dashboard that the Town of Brookline can monitor climate-action progress through. Our firm guarantees that we will have sufficient staff capacity to complete the project in a timely and thorough manner and can begin in December 2024. The project will be managed by our office at 820 W Altgeld St, Chicago, IL. The firm's primary office is located at 3145 Geary Blvd, #464, San Francisco, CA.

Nutter Consulting is led by Melanie Nutter, former Director of the San Francisco Department of the Environment and former Deputy Director for Speaker of the House Nancy Pelosi. During her tenure as the Director of San Francisco's Department of the Environment from 2010-2014, the City achieved an 80% waste diversion rate, reduced its carbon emissions to 14.5% below 1990 levels, and was named the Greenest City in North America by Siemens and the Economist Intelligence Unit. Under Nutter's leadership, the Department expanded its focus on community engagement, released an updated Climate Action Strategy, launched a citywide adaptation effort and started a biodiversity program. Nutter also championed smart city strategies to help the City meet its sustainability goals.

About Kausal

Kausal was established in 2020 based on earlier work carried out within the City of Helsinki. The founders of the company developed the first version of the software for the City of Helsinki, where Kausal's CEO Sonja-Maria Ignatius was working as a Climate Specialist. Kausal was then incorporated to develop the software further and provide it to cities, municipalities and regional governments globally. Currently Kausal provides the software to over 40 local and regional governments across three continents.

Kausal provides local governments with a software-as-a-service to set clear climate targets, build actionable climate plans and stay on track to achieve them. The platform makes climate efforts visible for everyone and engages the community by bringing all stakeholders together. Kausal's corporate mission is to build the world's most powerful and easy-to-use tools for smart climate actions by enabling accuracy, accountability, and transparency.

Project Team

Melanie Nutter, Principal, will be the lead project manager and primary point of contact for the development of the Brookline Climate Action and Resiliency Plan. Nutter Consulting assures that we will dedicate sufficient staff time and capacity for our team, subcontractors, and software partner to ensure project delivery in the agreed timeline. Brief descriptions of our team's qualifications and relevant client experiences are listed below, along with an organizational chart and task matrix. Full resumes are provided in an attached appendix.



Melanie Nutter
Principal, Nutter Consulting

Melanie Nutter has over 30 years of experience working with the public, private, and non-profit sectors in sustainability and smart city strategy. Melanie is the former Director of the San Francisco Environment Department and served for both Mayor Gavin Newsom and Mayor Edwin Lee. Melanie brings valuable knowledge and expertise in working with local governments and has extensive experience with project management, stakeholder engagement, and sustainability strategic planning.

During her tenure as the Director of the Department of the Environment, San Francisco achieved an 80% waste diversion rate, reduced its carbon emissions to 14.5% below 1990 levels and was named the Greenest City in North America by Siemens and the Economist Intelligence Unit. Under Nutter's leadership, the Department expanded its focus on community engagement, released an updated Climate Action Strategy, launched a citywide adaptation effort and started a biodiversity program. Nutter also championed smart city strategies to help the City meet its sustainability goals.

Relevant Experience on Similar Projects: Melanie has served as the project lead for several climate action and sustainability planning processes with local governments, managing the consulting team and serving as the main contact for the city government.

- *Climate Action and Resiliency Plan* for the City of Cleveland Heights, OH
- *Climate Action and Sustainability Plan* for the City of Canton, OH
- *Municipal Climate Action Plan* for the City of Toledo, OH
- *Climate Action and Resiliency Plan* for the Village of Riverside, IL
- *Climate Action Plan Update* for the City of San Francisco, CA



Katherine Lee

Consulting Manager, Nutter Consulting

Katherine serves as a Consulting Manager at Nutter Consulting, providing research, writing, and graphic design services for clients. She has a foundation in academic research, which provided training in advanced research and writing on a variety of issues in both the environmental sciences and political science fields. Translated into consulting, Katherine is able to review and analyze a wide breadth of material into deliverables for clients, including technical memos, policy briefs, and comprehensive reports. Katherine has experience crafting deliverables and tailoring communications materials for a variety of audiences, including municipal staff, community groups, and members of the public. To enhance the written content, she uses graphic design to create visual communication tools that can increase the clarity and reach of the message.

Relevant Experience on Similar Projects: Katherine has provided research, writing, community outreach, and graphic design services for several strategic planning processes.

- *Climate Action and Resiliency Plan* for the City of Cleveland Heights, OH
- *Climate Action and Sustainability Plan* for the City of Canton, OH
- *Municipal Climate Action Plan* for the City of Toledo, OH
- *Climate Action and Resiliency Plan* for the Village of Riverside, IL



Benjamin Cavalier

Consulting Associate, Nutter Consulting

Benjamin Cavalier is a consulting associate at Nutter Consulting. In this role, Benjamin supports client projects through research and policy analysis.

He studied International Relations and Environmental Studies at Franklin & Marshall College, where he participated in research on the socio-environmental effects of natural resource production. After graduating, Benjamin worked at Clark Construction as a project controls analyst, managing project finance and compliance for a diverse commercial construction portfolio. His interests lie at the intersection of scalable climate solutions and natural resource management practices that drive environmental stewardship and create impactful ventures.

Relevant Experience on Similar Projects: Benjamin has provided research and writing support for several sustainability and climate-focused client projects.

- *Climate Action and Resiliency Plan* for the City of Cleveland Heights, OH
- *Climate Action and Sustainability Plan* for the City of Canton, OH
- *Municipal Climate Action Plan* for the City of Toledo, OH
- *Technical Assistance Team* for Power a Clean Future Ohio



Silvia Pac
Climate Data Analyst, Subcontractor

Silvia is a Climate Change Analyst with over 14 years of experience in carbon accounting and developing people-centered climate action strategies for cities. She is passionate about building equitable, healthier, and more resilient urban environments.

Currently based in Ohio, she is part of the Nutter Consulting team, contributing to various climate action plans in the region. Her previous work includes leading San Francisco's 2021 Climate Action Plan and the City's Municipal Climate Action Program, which integrated climate action into the operations of over 60 city agencies. Silvia has also consulted for organizations like the Inter-American Development Bank, the Economic Commission for Latin America, and the United Nations Development Programme (UNDP) in Mexico and Spain. She has lived in seven countries and visited over fifty, bringing a global perspective to her work.

Relevant Experience on Similar Projects: Silvia has partnered with Nutter Consulting on several climate-focused strategic planning projects, developing greenhouse gas inventories and data modeling and forecasting.

- *Climate Action and Resiliency Plan* for the City of Cleveland Heights, OH
- *Climate Action and Resiliency Plan* for the Village of Riverside, IL
- *Climate Action Plan Update (2021)* for the City of San Francisco, CA



Patrick Marchman
Climate Resiliency Expert, Subcontractor

Patrick Marchman has over 20 years of experience in the environment, hazard mitigation, and climate fields, serving public and private sector clients. He has been an AICP-certified urban and environmental planner since 2011 and holds a Sustainability and Climate Risk certification from the Global Association of Risk Professionals.

Relevant Experience on Similar Projects: Patrick has partnered with Nutter Consulting on several climate-focused strategic planning projects, analyzing local climate risk and vulnerability and supporting strategic development to improve community climate resilience.

- *Climate Action and Resiliency Plan* for the City of Cleveland Heights, OH
- *Climate Action and Sustainability Plan* for the City of Canton, OH
- *Climate Action and Resiliency Plan* for the Village of Riverside, IL
- *Tribal Hazard Mitigation Plan* for the Rincon Band of Luiseño Indians



Tero Tikkanen
UX Lead, Kausal

Tero Tikkanen, the UX Lead at Kausal, is a founding member of the team and the lead designer of the Kausal Watch and Paths user interfaces. With a focus on user experience and accessibility, he specializes in creating intuitive interfaces. Tero has served as the User Experience lead for implementation projects for over 20 municipalities, bringing his expertise to ensure user-centered design in each project.



Juha Yrjölä
Chief Technology Officer, Kausal

Juha Yrjölä, Chief Technology Officer at Kausal, is an experienced developer who has created several scenario tools and impact calculators. As a lead software developer, he is an expert on software architecture. With experience working with over 20 municipalities, Juha previously led an open-source development team within the City of Helsinki.

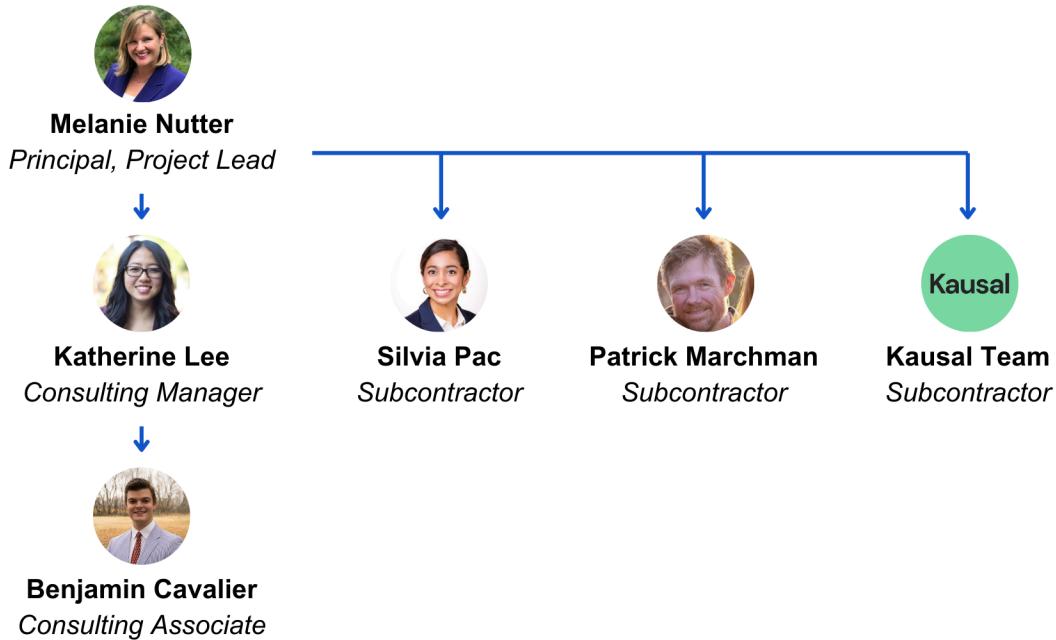


Joonas Pekkanen
Chief Business Officer, Kausal

Joonas Pekkanen, Chief Business Officer at Kausal, is a specialist in project and strategic management. With a long background in leading software development teams, he excels at engaging customers and users throughout the implementation process. Joonas has been involved in the successful deployment of over 20 implementation projects of the Kausal Platform for municipalities. Prior to his role at Kausal, he served for 4 years as the Head of ICT Development and Chief Information Officer at the City of Helsinki.

	<p>Ida Sihvonen <i>Customer Success Manager, Kausal</i></p> <p>Ida Sihvonen, Customer Success Manager at Kausal, blends her expertise in Environmental Sciences from the University of Helsinki with a specialization in the Kausal Platform. She leads administrative and staff training webinars, ensuring clients can effectively and efficiently use the platform. Ida has successfully managed numerous implementation projects for Kausal Platform, including those for Region of Waterloo (Ontario), St. Paul (Minnesota), Longmont (Colorado), Carmel (Indiana), Stevenage Borough Council (UK), Holbaek (Denmark), and Indigo Shire Council (Australia).</p>
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Organizational Chart



Task Matrix	
Melanie Nutter	<ul style="list-style-type: none"> • Daily project management of the team and subcontractors • Communication lead for the town project team • Communication with external project stakeholders • Lead on prioritization of strategies • Drafting, review and finalization of project deliverables
Katherine Lee	<ul style="list-style-type: none"> • Research and writing for project deliverables • Environmental justice data analysis • Graphic design

Benjamin Cavalier	<ul style="list-style-type: none"> • Research and writing for project deliverables
Silvia Pac	<ul style="list-style-type: none"> • Analysis of existing greenhouse gas inventory data
Patrick Marchman	<ul style="list-style-type: none"> • Analysis of local climate risks and hazards • Strategic development for climate resiliency
Kausal Team	<ul style="list-style-type: none"> • Creation of “Climate Action Dashboard” in Kausal Watch • Provision of training for using Kausal Watch software

*The table above describes a general division of tasks and responsibilities.

Technical Proposal

Nutter Consulting will work with the Town of Brookline to develop an updated Climate Action and Resiliency Plan that engages with and addresses critical sustainability topics affecting the community. This plan will chart a course of action over ten years that the Town government can use to implement its own projects and initiatives, as well as assist sustainability efforts from community members and stakeholders. To ensure that the plan comprehensively supports and uplifts local voices, our approach will interweave feedback and considerations from Brookline’s most climate-vulnerable communities.

In addition to the project scope provided in the RFP, we have proposed additional tasks to develop the Brookline Climate Action and Resiliency Plan based on both the requirements of the Brookline RFP and our work with other communities. The plan will develop through the following tasks and subtasks, to ensure that recommendations within the final plan are positioned to posit the most effective change in the most efficient manner.

Proposed Scope of Services

Task 1: Kickoff Meeting with Project Leadership

Our team will design and host a virtual kick-off meeting with project leaders to review roles and responsibilities of the consultant and town teams, workflow processes, key points of contact, and schedule. In bi-weekly meetings throughout the project, we will provide progress reports to update Brookline leaders with feedback and additional considerations.

Deliverables: 1.) Kickoff Presentation; 2.) Project Meeting Notes; 3.) Shared Google Folder

Task 2: Technical Memorandum & Matrix - Existing Plans and Programs Review

Nutter Consulting will conduct a comprehensive review of key plans, policies, programs, projects and legislation from the past decade related to climate action and resiliency. This review will include plans and studies identified in the RFP, as well as guiding plans from state and regional government agencies to align Brookline’s priorities and identify opportunities for Town leadership in the climate ecosystem. These plans may include the Clean Energy and Climate

Plan for 2025 and 2030, Massachusetts Priority Climate Action Plan, Massachusetts Statewide Hazard Mitigation and Climate Adaptation Plan, and other relevant resources.

To consolidate our findings, we will develop a Plan Review Matrix, outlining key climate-related goals, related projects and programs, timelines, and project leads. Through this analysis, we will ensure that the Climate Action and Resilience Plan's vision, goals, and recommendations align with existing initiatives across all sectors and are consistent with state and regional objectives. Our findings will be summarized in a technical memorandum, and the final plan will include a summary section based on this review.

Deliverables: 1.) Technical Memorandum; 2.) Plan Review Matrix

Task 3: Evaluation and Selection Criteria - Review Existing GHG Inventory and Other Risk Assessments

Our team will leverage cutting-edge data and comprehensive expertise to guide Brookline on its journey to a sustainable future. We'll begin by conducting a thorough review of Brookline's existing GHG inventory and other risk assessments such as the town's 2023 Hazard Mitigation Plan. Using this robust data foundation, we'll develop a baseline projection of Brookline's emissions trajectory through 2050 and identify qualitative and quantitative criteria that will help to structure the prioritization of Town actions to effectively reduce emissions. This will establish a clear understanding of the steps needed to set and achieve science-based targets.

To achieve Brookline's GHG reduction goal of net-zero by 2040, we'll identify priority emission sectors and collaboratively develop a comprehensive list of actionable interventions. We'll then estimate the potential emission reductions associated with each option, allowing for a data-driven selection of the most impactful strategies and ultimately delivering a set of achievable and impactful recommendations tailored to Brookline's unique needs. We'll present these recommendations in a meeting with project leadership, ensuring clear communication and fostering confidence in the Town's ability to adopt the proposed goals and activities.

Deliverables: 1.) Actionable Strategies and Recommendations Presentation; 2.) Draft Report Section: GHG Emissions Inventory

Task 4: Town, Stakeholder, and Community Engagement

Subtask 4A: Interviews with Town Officials

Early in the project, Nutter consulting will conduct interviews with key town personnel from different departments and in different roles. In doing this, we will develop a better understanding of the town government's culture, previous progress, and key areas of concern as it relates to interdepartmental coordination of larger sustainability projects. This will be a critical baseline for considering best practices and strategic recommendations that the town can most effectively align to support. We will capture important information and lessons learned in an Interview Summary memorandum.

Subtask 4B: Community Outreach, Communication, and Meaningful Engagement Plan

To guide the community engagement efforts, Nutter Consulting will create a community engagement plan, outlining goals, target audiences, messages, and outreach activities. This will serve as a work management tool to coordinate partners and align messages for all community engagement activities. The plan will identify opportunities for improved equity and inclusion, focus groups, and other outreach methods that can benefit the Town's mission of improving community resilience. Additionally, we will create a matrix of internal and external stakeholders whose work intersects with climate and equity to provide feedback, participate in events, and support the distribution of the survey and other project marketing materials.

Subtask 4C: Public Forums

Giving voice to local stakeholders and community members is critical in developing a holistic plan that uplifts marginalized community members and addresses local issues equitably. To ensure that this is threaded throughout the plan's development, Nutter Consulting will host two public forums. The first forum will be held early on in project development and will be structured as a community visioning session, providing an opportunity for residents to share the issues that have impacted them. Feedback shared, including local climate impacts and the community's vision for climate action and resiliency, will be incorporated into the final plan. For the second public forum, we will host an interactive session to gather feedback on proposed strategies across multiple sectors. In previous engagement sessions our team has led, we have tested a model of facilitated feedback stations that allows participants to vote on strategies and provide additional action ideas. This feedback will be used to prioritize and refine strategies for the final CARP.

Deliverables: 1.) Interviews with Town Officials 2.) Community Engagement Plan; 3.) Two Public Forums; 4.) Interview Summary Memorandum; 5.) Community Engagement Takeaways Memorandum; 6.) Draft Report Section: Town, Community, and Stakeholder Engagement

Task 5: Incorporation of Best Practices - Climate and Resilience Strategy

Subtask 5A: Strategy Matrix

Nutter Consulting will leverage our firm's database of over 300 case studies and best practices to create a matrix with recommended actions, strategies, policies, and programs to advance climate action and resilience across sectors. In the matrix, we will include key considerations, such as implementation timeline, impact, GHG reduction, cost, co-benefits, relation to other plans, proposed leads, direct or indirect control, and potential funding sources.

Subtask 5B: Town Leadership Strategy Workshop

To gather Town feedback on proposed strategies, Nutter Consulting will plan and prepare a strategy workshop for Town project leadership to facilitate, convening departmental leadership, Town staff, and representatives from the Sustainability Committee. In this workshop, we will present the proposed strategies and pathways to meet the carbon reduction goals. Using the Climate Action and Resilience Matrix as a framework for discussion, Nutter Consulting will co-facilitate breakout sessions where staff can provide their expertise and input on proposed

strategies. Participants will be guided through a discussion on key questions, such as barriers to implementation and opportunities for inter-departmental collaboration and partnerships. Their feedback will be incorporated to refine and prioritize the finalized list of strategies.

Deliverables: 1.) Climate Action and Resilience Strategy Matrix; 2.) Strategy Workshop Summary Memorandum; 3.) Draft Report Section: Climate Action and Resilience Strategies and Actions

Task 6: Dashboard to Track Implementation Status

Collaborating with the Town team, we will identify high-priority projects in the Town's core areas of focus. We will then work with the Kausal team to develop a "Climate Action Dashboard" that the Town can utilize to track the implementation status of various actions outlined in the plan, using the Kausal Watch platform. This will be a web-based tool that can easily function on the Town's existing web platform. This dashboard will consider factors such as one-time and ongoing costs, timelines, key stakeholders, target audiences, grant opportunities, and key performance indicators (KPIs). To ensure cross-departmental coordination, we will draft an implementation roadmap that will consider and align with the Town's current work planning processes, including the Capital Improvements Plan. The implementation roadmap will also include a cost benefit analysis that analyzes the financial investment alongside projected emissions reduction and/or resilience improvements to help Brookline prioritize investments for cost efficiency.

Kausal Watch serves as a data platform where the implementation status of initiatives can be updated directly onto the platform. All the data are then published onto a public dashboard, enabling the Town to track and communicate the overall progress to all stakeholders. The public dashboard is branded according to the Town's branding guidelines, and could be published as a sub-domain to the Town's website, hence it can easily function on the Town's existing web platform. Together, the Climate Action Dashboard and Implementation Roadmap will provide the Town with actionable implementation measures over a ten-year timeframe to achieve its goal of net-zero emissions by 2040.

Deliverables: 1.) Kausal Watch "Climate Action Dashboard"; 2.) Implementation Roadmap; 3.) Draft Report Section: Implementation Roadmap

Task 7: Development of Draft and Final Plans

Subtask 7A: Draft Plan and Editing

Integrating feedback from the community and researched best practices, Nutter Consulting will deliver the first draft of the Brookline Climate Action and Resilience Plan following these steps:

- Deliver a content draft for one round of edits with the Town project team
- Create the first graphically-designed plan for one round of edits with the Town Staff Working Group, Sustainability Commission, and Town Council
- One round of edits from a public comment period

The Climate Action Plan will have a modern design that reflects both the Town's existing style and the forward-thinking climate initiatives. Our goal is also to ensure that the final plan is accessible and understandable for all audiences, distilling strategies and technical specifications into language that can be easily understood. The plan will identify priority actions that pair with Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals, allowing feasible and efficient tracking of the plan's implementation progress. Providing technical information with transparency and graphically-driven design, we will also ensure the information is clear and accessible, empowering all members of the government and community with the information they need to act.

Subtask 7B: Final Plan and Material Design

Following the second public forum, Nutter Consulting will incorporate the community and Town feedback into a second revised draft, to be delivered to the Project team. Upon acceptance of these edits, we will proceed to create a finalized, professionally designed Climate Action and Resilience Plan. Our team will also develop a public-facing, interactive dashboard through Kausal to showcase the Plan.

Deliverables: 1.) Content Draft Plan; 2.) Graphically-Designed Draft Plan; 3.) Second-Revised Draft; 4.) Final Plan

Task 8: Final Report and Presentation

Upon completion of the tasks outlined above, and with the Climate and Resiliency Plan Final Draft in hand, Nutter Consulting will create a final report encompassing the project processes, community inputs, and strategic recommendations, with implementation strategies for priority actions. Additionally, we will craft a visually appealing presentation deck and present to the Zero Emissions Advisory Board and the Select Board, summarizing the Plan's development, public engagement events, edits captured in our public comment period, and other key takeaways from the project.

Deliverables: 1.) Final Project Overview Report; 2.) Final Project Overview Presentation

Proposed Timeline

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Task 1: Kickoff Meeting with Project Leadership	Red										
Task 2: Technical Memorandum - Existing Plans and Programs Review	Yellow	Yellow									
Task 3: Evaluation & Selection Criteria - Existing GHG Inventory & Risk Assessments	Yellow	Yellow									
Task 4: Town, Stakeholder, and Community Engagement			Purple	Purple	Purple						
4A: Interviews with Town Officials			Purple	Purple	Purple						
4B: Community Outreach, Communication, and Meaningful Engagement Plan			Purple	Purple	Purple						
4C: Public Forums			Purple	Purple	Purple						
Task 5: Incorporation of Best Practices - Climate and Resilience Strategy					Red	Red	Red				
5A: Strategy Matrix					Red	Red	Red				
5B: Town Leadership Strategy Workshop					Red	Red	Red				
Task 6: Dashboard to Track Implementation Status						Green	Green	Green	Green		
Task 7: Development of Draft and Final Plans						Blue	Blue	Blue	Blue	Blue	
Subtask 7A: Development of a Draft Plan						Blue	Blue	Blue	Blue		
Subtask 7B: Development of a Final Plan						Blue	Blue	Blue	Blue		
Task 8: Final Report and Presentation										Cyan	

TOWN OF BROOKLINE, MASSACHUSETTS - PURCHASING DIVISION
333 WASHINGTON STREET, BROOKLINE, MA 02445

REQUEST FOR PROPOSALS

CLIMATE ACTION AND RESILIENCY PLAN
(To be submitted in Envelope A)

Marked as Follows: **TECHNICAL PROPOSAL**

CLIMATE ACTION AND RESILIENCY PLAN
Reference #P-25-04

Proposer's Name: _____

Name of Individual or Company making Proposal

The following are to be attached to this Proposal form. (Responses should be detailed in accordance with the previous specific requests for information under "Technical Proposal" in the RFP document).

1. A synopsis of similar projects.
2. A synopsis of other significant contracts, with up to four examples, related to these types of services, preferably for municipal or other governmental agencies.
3. Résumés of key personnel.
4. A list with the name, address, telephone number, dates of service and a contact person's name and email address for a minimum of three comparable projects.
5. Number of consecutive years the proposer has been engaged in professional consulting services in the disciplines specified in this Request.
6. A completed Proposal Signature Form.

Note: Eight copies of the Proposal are to be submitted.



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.



Signature of individual submitting bid or proposal

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.



Signature of individual submitting bid or proposal

Name of Business



TOWN OF BROOKLINE

Massachusetts

DEPARTMENT OF FINANCE

PURCHASING DIVISION

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

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

I, _____ (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 _____ day of _____, 20____;

Contractor

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

I, _____ (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 _____ day of _____, 20____;

Contractor

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

I, _____ (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 _____ day of _____, 20____;

Contractor



TOWN OF BROOKLINE

Massachusetts

DEPARTMENT OF FINANCE

PURCHASING DIVISION

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

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.



TOWN OF BROOKLINE

Massachusetts

DEPARTMENT OF FINANCE

PURCHASING DIVISION

333 Washington Street
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617-730-2195
Fax: 617-264-6446

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.

TOWN OF BROOKLINE, MASSACHUSETTS - PURCHASING DIVISION
333 WASHINGTON STREET, BROOKLINE, MA 02445

REQUEST FOR PROPOSALS

**CLIMATE ACTION AND RESILIENCY PLAN
TECHNICAL PROPOSAL**
(To be submitted in Envelope A)

PROPOSAL SIGNATURE FORM

The undersigned, hereafter called the Proposer, having fully familiarized him/herself 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 in the appropriate location, it is understood that the Proposer will furnish only the specified item, and no substitute will be accepted.
3. Pursuant to M.G.L. Chapter 62C, Section 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 _____

Guaranteed Date of Completion _____

Company Name _____

Company Address _____

Social Security or Federal Identification Number _____

Firm is: A Corporation _____ A Partnership _____ Individually Owned _____

Signature of Company Official Melanie N _____

Telephone Number _____

Fax Number _____

Email Address _____

Prompt Payment Discount (if applicable): _____ % _____ Days, Net _____ Days

Appendix: Conflict of Interest Statement

Conflict of Interest Statement

Nutter Consulting's Principal and the proposed project team declare that to the best of our knowledge, there are no actual or potential conflicts of interest related to this proposal. All individuals involved in the preparation and submission of this proposal have disclosed any personal, professional, or financial interests that could be perceived as influencing the outcomes of this project.

In the event that any conflict of interest arises during the course of the project, we commit to promptly disclosing it and taking appropriate steps to resolve it in a transparent and ethical manner.

We affirm our commitment to ensuring the integrity and impartiality of this proposal and the work to be conducted under its terms.

Appendix: Project Examples with References

City of Cleveland Heights, OH (2023 - Present)

Agency Name: City of Cleveland Heights, OH	
Contact Name: Eric Zamft, Director of Planning	Address: 40 Severance Circle Cleveland Heights, OH 44118
Phone: 216-291-4878	Email: EZamft@clevelandheights.gov
Project Name: Climate Action and Resiliency Plan	Dates: 2023 - Present

Nutter Consulting is leading the development of the City of Cleveland Heights's inaugural Climate Action and Resiliency Plan. To align with existing priorities, we analyzed over 20 city and regional planning documents and reviewed the City's GHG inventory, fleet inventory, and the County's climate vulnerability assessment. Additionally, we completed a Vulnerability and Risk Assessment to evaluate current and future climate hazards. Guided by a community engagement strategy, we held three community workshops, attended 10 community events, conducted three stakeholder interviews, and hosted one city staff workshop.

Informed by community feedback and data-driven insights, the final plan identifies 28 strategies and 148 actions across seven core areas, including materials and waste, buildings & energy, natural areas/land use, food systems, water and wastewater, transportation, and air quality and public health. Currently open for community review and feedback, the plan provides an actionable roadmap to reach the city's goal of carbon neutrality by 2050.

City of Toledo, OH (2024 - Present)

Agency Name: City of Toledo, OH	
Contact Name: Dana Reising, Sustainability Manager	Address: 640 Jackson Street, Toledo, OH 43604
Phone: 419-936-2643	Email: Dana.Reising@toledo.oh.gov
Project Name: Municipal Climate Action Plan	Dates: 2024 - Present

Nutter Consulting is collaborating with the City of Toledo to create a robust, science-based Municipal Climate Action Plan. To date, the project has completed Toledo's greenhouse gas inventory and led a visioning workshop with cross-sector city staff to establish a shared direction

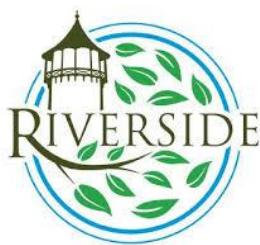
for climate action. The Climate Action Plan aims to integrate Toledo's existing policies and programs with new strategies to reduce greenhouse gas emissions, enhance resilience to climate impacts, and promote environmental justice. The Environmental Protection and Climate Resilience Commission is actively involved in the project, alongside key city staff, who will help shape the plan's vision, mission, and actionable goals.

To ensure community buy-in and equitable outcomes, Nutter Consulting is conducting targeted engagement activities, including workshops, interviews, and surveys. By prioritizing input from historically underserved neighborhoods, the plan will incorporate diverse perspectives to address local environmental justice concerns. Upcoming phases will focus on strategic development and implementation analysis, leveraging best practices and funding opportunities to achieve Toledo's emissions reduction targets. The final plan will feature a clear and accessible design, empowering Toledo to reach its greenhouse gas reduction goals.

Additional references are available upon request.

Appendix: Relevant Experience

Nutter Consulting has a proven track record in delivering sustainability and climate action strategic planning support, plan development and grant assistance to communities. Our team has experience creating mitigation and adaptation strategies for local governments, developing actionable implementation strategies, tailoring multi-sector strategies to meet community needs and challenges, and prioritizing actions through multi-criteria analysis for high impact and efficiency.



Village of Riverside, IL (2024 - Present)

Nutter Consulting's approach to Riverside's Climate Action and Resiliency Plan (CARP) emphasizes actionable, community-specific strategies that align with Riverside's sustainability goals. Grounded in comprehensive data collection, our team is currently developing a greenhouse gas inventory that offers a detailed view of current emissions and enables Riverside to track and update this data in future years. We will analyze this data to identify key sources of emissions, establish realistic reduction targets, and model pathways to achieve net-zero emissions by 2050.

To ensure Riverside's CARP aligns with both local needs and regional climate frameworks, we will incorporate best practices from our database of over 300 case studies, presenting strategies

that address Riverside's priority sectors. This plan will include a tailored set of recommendations—complete with estimated emissions reductions, potential funding sources, co-benefits, and implementation timelines—to create a roadmap for effective climate action. To generate public buy-in, we will develop a communications strategy and toolkit to guide the Village in community engagement. The final plan will equip Riverside with a clear, collaborative path toward a sustainable, resilient future.



City of Canton, OH (2024 - Present)

Nutter Consulting is collaborating with the City of Canton, OH, to develop a comprehensive Climate Action and Sustainability Plan (CASP). We are currently developing a greenhouse gas (GHG) inventory to assess Canton's emissions, setting a foundation for science-based targets that align with local and regional climate goals. Additionally, we are reviewing Canton's existing plans, policies, and sustainability initiatives to integrate current progress into the CASP. This review will ensure that the plan builds on previous efforts and that the proposed climate strategies align with Canton's broader goals and state-level priorities.

To support the development of the CASP, Nutter Consulting is implementing a detailed engagement strategy, including stakeholder interviews, community workshops, and public outreach to gather diverse perspectives on Canton's climate challenges and opportunities. Additionally, we will conduct a disadvantaged communities analysis, helping to identify and prioritize equity-focused strategies in alignment with federal Justice40 guidelines. The CASP will ultimately include a matrix of actionable strategies across core areas like renewable energy, resilience, and emissions reduction, as well as an implementation roadmap that outlines concrete steps for Canton to advance sustainability and resilience over time. This roadmap will empower Canton with data-driven strategies and tools to reduce emissions, enhance community resilience, and foster a sustainable future.



Power a Clean Future Ohio (PCFO) (2020 - Present)

Melanie leads the PCFO Technical Assistance Team which provides pro-bono advisory services as well as technical memos, spanning topics such as sustainability planning, Investment Tax Credits, and clean transportation strategies to member communities. In October 2020, Melanie and Katherine were lead authors on PCFO's *Ohio Clean Energy and Sustainable Communities Toolkit*, outlining strategies across energy efficiency, renewable energy, clean transportation, and land use.

In 2022, Nutter Consulting designed and facilitated PCFO's inaugural sustainability planning cohort, presenting best practices and facilitating peer-to-peer learning. Over 6-months, we regularly convened leaders from 10 Ohio communities to support communities in determining their plan scopes, conducting their GHG inventories, planning their community engagement, developing their emission reduction strategies, managing their projects and determining financing options.

Since its founding in 2022, Nutter Consulting has been instrumental in PCFO's Infrastructure Grant Assistance Program, developing over 80 federal grant snapshots that synthesize grant opportunities into digestible summaries, leading federal grant educational webinars and providing on-call support for communities pursuing grants through program design meetings and grant review to maximize competitiveness.



City of Cincinnati, OH (2022 - Present)

To support the implementation of the Green Cincinnati Plan (GCP), Nutter Consulting provides ongoing grant support including program design, narrative development, project management and competitiveness assessment. We analyzed the GCP and other city projects and programs to gain an understanding of goals, vision, and progress to date on sustainability and climate work. Assisting the staff in being aware of upcoming grant opportunities, Nutter Consulting created a custom Cincinnati Grant Tracker that identifies grants related to the eight categories outlined in the GCP. Finally, we have provided on-call grant assistance for nine applications, facilitating project meetings, providing technical research, and writing and editing application materials.

Appendix: Resumes of Key Personnel

MELANIE NUTTER

820 West Altgeld Street, Chicago, IL 60614 • 415-235-4076 • melanie.nutter@gmail.com • @melnut

Environmental and public policy professional addressing sustainability challenges and solutions, particularly climate change mitigation and adaptation, smart and sustainable cities, zero waste, renewable energy and energy efficiency in buildings. Expertise spans conducting strategic planning, managing and implementing public outreach efforts, leading political and education campaigns, coalition building, stakeholder engagement, policy analysis, team building, event management and public speaking.

PROFESSIONAL EXPERIENCE

Nutter Consulting, LLC, San Francisco, CA & Chicago, IL

2014 to present

Consultancy focusing on sustainability, resilience and equity strategy development and implementation.

Principal

Directing a consulting practice serving a variety of clients including the Energy Foundation; The JPB Foundation, NRDC (Natural Resources Defense Council); Advanced Energy Economy; the Urban Sustainability Directors Network; the San Francisco Department of Public Health and Climate Access as well as the City of Chula Vista, CA and the City of Pismo Beach, CA. Projects include:

- Hired as the Technical Assistance Lead for the Power A Clean Future Ohio campaign, supporting 30 cities to reduce their carbon emissions by 30% below 2010 levels by 2030.
- Conducted research and stakeholder interviews, formed advisory board and co-authored the report for Save the Bay's "Bay Smart Communities" program, an effort to accelerate green infrastructure in the Bay Area while warding off displacement of local communities.
- Co-authored the Shared Mobility Climate and Equity Action Plan for the City of Los Angeles, CA with the Natural Resources Defense Council.
- Created a Digital Equity and Inclusion Strategic Plan for the City of Chula Vista, CA.
- Developed multiple smart and sustainable city strategic plans for various municipalities.

Department of the Environment, City of San Francisco, CA

2010 to 2014

Municipal city agency responsible for developing and implementing local sustainability policies and programs.

Director

Reported to Mayor

Worked with the Mayor's office, Board of Supervisors, Environment Commission and community stakeholders to develop and implement the City's environmental, sustainability and equity policies and programs. Managed a \$21M budget, oversaw 115 employees and supervised 10 senior staff.

Developed and launched innovative yet practical projects and programs across 12 focus areas including zero waste, toxics, climate, energy efficiency, renewable energy, green building, clean transportation, environmental justice, urban agriculture, green business and public education.

- Led the development of San Francisco's updated Climate Action Strategy.
- Directed creation of department's 4-year strategic plan and annual departmental report.
- Expanded the department's focus on multicultural community engagement and outreach.
- Launched San Francisco's first interdepartmental climate adaptation effort.
- Founded the City's first biodiversity program.
- Raised over \$500,000 from foundations and other sources to support 3 program areas: climate adaptation, biodiversity and clean transportation.
- Served as media liaison and spokesperson for the department in TV, radio, and print.

Office of Speaker Nancy Pelosi, San Francisco, CA

2005 to 2010

*District Office for U.S. House of Representative Nancy Pelosi, representing the 12th District in California.***Deputy Director****Reported to Chief of Staff**

Managed the Speaker's district office, addressed constituent concerns and advised on local policy areas. Functioned as a district policy liaison to the Speaker's D.C. policy advisors on issues including the environment, clean energy, transportation, smart growth, women's issues and food policy.

- Represented Speaker Pelosi at hundreds of community events, policy meetings and conferences.
- Created a district outreach strategy, identified key constituencies and organized stakeholder roundtables and events for small businesses, women's organizations, the Latino Community, the African American community, environmental organizations and clean tech businesses.
- Built and maintained relationships for the Speaker with municipal and state elected officials, government staff, nonprofit organizations, local businesses and community members.
- Managed media relations and press coordination for Speaker Pelosi at local press events.

San Francisco Democratic Party, San Francisco, CA

2003 to 2005

*Local Democratic organization that endorses local candidates and campaigns and registers voters.***Executive Director****Reported to Party Chair**

Hired, trained and managed 12 campaign staff, registered over 13,000 and trained over 50 precinct captains. Coordinated meetings, wrote newsletter and managed volunteer program. Created and organized two annual fundraising events: the Unity Luncheon and the Onward to Victory Dinner. Led volunteer coordination at local John Kerry for President Headquarters, Fall 2004.

Nutter Consulting, San Francisco, CA

2001 to 2005

*Consultancy focusing on fundraising, campaign organizing, event planning and communications strategy.***Principal**

Founded and operated a consulting firm serving a variety of clients including the San Francisco Conservation Corps, SEIU 250, Fenton Communications, and Music for America.

EARLY CAREER:

Business Development Manager, **4charity.com**, San Francisco, CA, 1999 to 2001; Outreach Manager, **Greenbelt Alliance**, San Francisco, CA, 1997 to 1999; Citizen Outreach Director, **The Fund**, Boulder, CO, 1994 to 1997; Field Organizer, **Green Corps**, Boston, MA, 1993 to 1994.

EDUCATION & COMMUNITY ACTIVITIES

Bachelor of Science in Communication Studies, Minor in Environmental Studies & Art History, 1993
Northwestern University, Evanston, IL. Graduate of Green Corps (1994) and Emerge CA (2017)

GOTV Co-Lead, Clean Energy for Biden Midwest Chapter, 2020

Advisory Board Member on Climate Change, Stanley Foundation for Peace and Security, 2018 to 2020
Candidate for BART Board of Directors, 2018

Board Chair, EcoDistricts, April 2017 to 2021; Board Member, EcoDistricts, 2013 to April 2017

Board Member, Meeting of the Minds, 2014 to present

Co-Chair, Urban Sustainability Directors Network Innovation Fund, 2012 to 2014

Planning Committee Member, Urban Sustainability Directors Network, 2013 to 2014

Chair Emeritus, Energy and Environment Circle, Full Circle Fund, 2008 to 2011

Elected Member, Vice Chair, San Francisco Democratic County Central Committee, 2006 to 2010



Contact

Phone

(714) 655-0002

Email

katherine@nutterconsulting.net

Location

San Francisco, CA

Education

2018

Environmental Sciences, B.S.

University of California, Berkeley

2018

Political Science, B.A.

University of California, Berkeley

Expertise

- Subject matter expertise in sustainability
- Content development
- Strategic planning
- Research
- Graphic design

Projects

- **Lead Author**, *Ohio Clean Energy and Sustainable Communities Toolkit* for Power a Clean Future Ohio
- **Author**, *Digital Equity and Inclusion Plan* for the City of Chula Vista
- **Contributor**, *Better Cities Today Opportunity Assessment* for the City of Pismo Beach

Katherine Lee

Katherine Lee is a Consulting Manager at Nutter Consulting, where she provides research, strategic planning, and graphic design professional services in the smart city and sustainability field. She has worked with municipalities, nonprofits, foundations, and private businesses to solve challenges related to digital equity, climate change, citizen engagement, and community resilience. At Nutter Consulting and in previous positions, Katherine has experience as a manager for internship programs, leading task management, weekly meetings, and professional development.

Professional Experience

August 2017 - Present

Consulting Manager | Nutter Consulting, LLC

At Nutter Consulting, Katherine conducts in-depth research for clients on successful strategies to achieve sustainable and equitable outcomes. She supports outreach, engagement, and marketing initiatives to reach community organizations, press outlets, and other stakeholders. Katherine provides writing and graphic design services for clients to create clear, actionable, and effective strategic plans and communications materials. She also provides researched content and graphic design for presentations at conferences with industry leaders and city officials. Katherine manages Nutter Consulting's research fellowship program, including project management, weekly meetings, and professional development support. She also has experience leading business development opportunities through proposal production, marketing, and web design.

2017

Intern | The ClimateMusic Project

- Created a "Take Action" webpage to connect participants with action pathways to combat climate change
- Provide graphic and web design services to improve marketing and audience engagement
- Collaborated on event planning for a performance held for environmental professionals

2015 - 2017

Editorial Assistant | California Management Review

- Assisted Managing Editor with manuscript processing and editing
- Produced graphically designed marketing material, including infographics, social media graphics, and educational videos
- Supported social media management and campaign creation
- Managed an undergraduate internship program and served as a content editor for the online blog

Volunteer Experience

- **Undergraduate Research Assistant**, Environmental Science, Policy and Management Department, University of California Berkeley
- **Research Director**, Berkeley Model United Nations
- **Student Ambassador Leader**, College of Natural Resources, University of California Berkeley

Benjamin Cavalier

309-643-7886
cavalierben1@gmail.com

SKILLS

- Managerial Accounting
- Time Management
- Logistical Troubleshooting
- Project Management
- Research and Analysis
- Microsoft Excel
- Effective Communication
- Clear and Concise Writing
- SAP ERP

PROFESSIONAL EXPERIENCE

Consulting Associate, Nutter Consulting (Oct 2024 - Present)

- Research climate and sustainability best practices relating to clean energy and emissions reductions initiatives at the municipal level
- Assist with drafting proposals, Climate Action Plans, and other deliverables for concurrent municipal sustainability projects

Consulting Fellow, Nutter Consulting (Jan 2024 - Mar 2024)

- Completed research and analysis on 50+ renewable energy projects in the US to determine best practices and successful implementation strategies
- Assisted with drafting proposals, Climate Action Plans, and other deliverables for concurrent municipal sustainability projects

Project Controls Analyst, Clark Construction Group (Dec 2022 - Dec 2023)

- Managed accounts-payable/receivable functions of project finance and subcontractor compliance for commercial construction portfolio with combined value of \$425 million
- Monitored, controlled, and adjusted monthly project costs and budgets
- Analyzed key performance indicators (finance, compliance, safety, diversity) to improve project functions
- Established and managed relationships with 100+ subcontractors to ensure payment timeliness and full compliance with their contracts
- Maintained prompt schedule of owner-payment requisition, collection and consolidation of subcontractor monthly invoices, and subcontractor payment

PERSONAL DEVELOPMENT

Pacific Crest Trail Thru-Hike (Apr 2024 - Sep 2024)

- Hiked the 2,650 mile PCT utilizing project management and logistical skills to ensure trip's success

Volunteer, Habitat For Humanity, Antigua, Guatemala (Jun 2021 - Aug 2021)

- Worked with local construction crew building houses for local residents

Volunteer, YanaCocha Wildlife Rescue Center, Puyo, Ecuador (May 2021 - Jun 2021)

- Provided care for monkeys and birds rescued from illegal trafficking in the Ecuadorian Amazon

EDUCATION

Franklin & Marshall College (2018 - 2022)

- Joint major in Environmental Studies and International Studies, minor in Spanish
- Awards: Magna Cum Laude, Honors list (x4), Dean's list (x3)
- Major coursework in Economics; Environmental Science and Policy; Political Ecology of Food and Agriculture; International Politics
- Student peer mentor; Be the Match volunteer

Silvia Pac

Contact	Email: pac.silvia@gmail.com Tel: 415-601-0902
LinkedIn	https://www.linkedin.com/in/pacsilvia
Languages	English (Native), Spanish (Native), French (Intermediate)

SUMMARY: Climate change & sustainability expert w/ 13+ years of global experience with governments and private sector across the US, Europe & Latin America. I create data-driven and people-centered climate strategies to help governments & companies reach their climate pollution reduction goals. People connector with hands on experience leading cross-functional teams. Currently on maternity leave.

PROFESSIONAL EXPERIENCE

2023 (Contract)	Bill and Melinda Gates Foundation / Cascadia Consulting Group - Lead Modeler	Ohio, Remote
	<ul style="list-style-type: none">Modelled and quantified emissions reduction initiatives that steered decision making for offices in 5 continents.Built dynamic cost model that quantified emissions reductions per \$ invested.	
2016 - Dec 2021	San Francisco Department of the Environment - Climate Change Lead	California, USA
	<ul style="list-style-type: none">Led the SF Climate Action Plan (CAP), a 130-page, data-driven plan to achieve net-zero emissions by 2040.Oversaw technical analysis for 24 figures in the report, including the 2019 GHG inventory and projected emissions through 2040 for transportation, energy, waste, housing, buildings, and healthy ecosystems.Redesigned CAP framework to comply with Paris Agreement guidelines, incorporating racial and social equity.Coordinated input from 25 city agencies, professional groups, and community organizations.Advised City on new climate initiatives pertaining to low-carbon alternatives.Coordinated San Francisco's Municipal Climate Action Program a cross-functional initiative among 65 local government agencies to advance city's climate goals. Reported metrics in Carbon Disclosure Project (CDP).QA/QC'd annual emissions inventory Scope 1, 2 and 3. Tools used included: GPC Protocol, CIRIS & CURB tools.	
2011 - 2014	Factor CO2 - Senior Climate Change Consultant, Country Representative (2014) <i>Int'l climate change consultancy with clients in multilateral organizations, governments, and private sector</i>	Mexico & Spain
	<ul style="list-style-type: none">Led company entry into Mexico, established legal and commercial entity in 5 months with all-new client base and immediate revenue. Grew local team from 1 to 5, and gave technical training to junior consultants.Prepared 10+ proposals for engagements with the UNDP, British Embassy, EU, IADB, and private companiesBuilt partnerships w 20+ local gov't agencies & key organizations in 10 Latin American cities.Created climate action plans and mitigation road maps for 10+ public and private clients.Led public workshops w sector reps and general public to gather local input on mitigation and adaptation plans.Built advanced tools (Excel, Tableau, & Power BI) to estimate GHG emissions and emission projections, using IPCC Guidelines, GHG Protocol and GPC framework.Completed annual GHG inventories for multiple cities in Europe & Latin America.Performed vulnerability assessments for cities - evaluating impacts of climate variations on key assets & sectors.Led registry process for 3 clean energy projects in Latin America under UNFCCC Clean Development Mechanism.	

KEY PROJECTS

2018-2021	SF Department of the Environment	
2020-2021	<ul style="list-style-type: none">Methane Math: How cities can rethink emissions from natural gasSan Francisco's Climate Action Plan 2021	
2019	<ul style="list-style-type: none">Climate Action Racial and Social Equity Assessment Tool (RSEAT)	
2018	<ul style="list-style-type: none">Focus 2030: A pathway to net zero emissions for San Francisco	
2018	<ul style="list-style-type: none">Compost and healthy soils- How cities can account for sequestered carbon	
2017	<ul style="list-style-type: none">San Francisco Municipal Progress Report: Climate and Sustainability	
2017	<ul style="list-style-type: none">HFC emissions from small commercial businesses in San Francisco's	
2016	<ul style="list-style-type: none">Renewable jet-fuel use, indirect emissions & feedstock carbon intensities	
2014	<ul style="list-style-type: none">Inter-American Development Bank (IADB) Climate change and urban development studies for 3 cities	
2014	<ul style="list-style-type: none">Clean Development Mechanism (CDM). Registry of wind farm in Ecuador under the UN's mechanism	
2013	<ul style="list-style-type: none">Economic Commission for Latin America and the Caribbean (ECLAC) Carbon Footprint for main agriculture export products (coffee, chocolate & banana) from 6 countries in Latin America and the Caribbean	
2012	<ul style="list-style-type: none">Centro Mario Molina Vulnerability assessment for Mexico City (risk exposure, sensitivity & readiness)	
2012	<ul style="list-style-type: none">IADB Development of State of Yucatan's mitigation and adaptation Climate Action Plan.	
2011	<ul style="list-style-type: none">Endesa (Multinational electric utility company) Climate adaptation plan for power plants in 9 countries	
2011	<ul style="list-style-type: none">FCC (Top Spanish construction company) Climate change adaptation strategy	

EDUCATION

2015	World Bank Institute Climate Change Finance Essentials	Online
2010 - 2011	Masters in Renewable Energies and Energy Markets , Escuela de Organización Industrial (EOI) <ul style="list-style-type: none">Technology use and system design for Wind, Solar (grid & off-grid), small hydro, biomass, etc.	Spain
2004 - 2009	Industrial Engineering , Rafael Landivar University <ul style="list-style-type: none">First place awards for sustainable engineering projects in 2006 and 2008	Guatemala

OTHER EXPERIENCES

2022	Propom7 Colombia - Panelist : Cities leading the work against the climate crisis	Colombia
2021	Infraday California - Panelist : Climate Change Mitigation & Adaptation: Sustainable Infrastructure	California
2019	California Climate Action Planning (CCAP) Conference - Speaker : What's the "Matter" with Carbon: Past and current efforts to incorporate the Consumption-based Emissions Inventory.	California
2018	California Climate Adaptation Forum - Attendee	California
2017	UNLEASH Innovation Lab 2017 - Youth mentor : United Nation's Sustainable Development Goals.	Denmark

PERSONAL INTERESTS

- Woman & teen empowerment coach
- Travelled to 57 countries in 5 continents; Lived in Guatemala, Spain, Mexico, Morocco, Singapore, France, & USA



PATRICK M. MARCHMAN, AICP CEP, SCR

Award-Winning Leader in Climate Adaptation and Resilience Planning for Retreat

PROJECTS AND ACHIEVEMENTS

- Managed FEMA region-wide hazard mitigation programs, reviewing wide range of hazard mitigation plans from small counties to major metropolitan areas. Project manager and primary author of several hazard mitigation plans and climate action/adaptation plans.
- Developed sustainability and climate strategy for 50,000-member American Society of Mechanical Engineers.
- Project manager for climate resilience plans with sea level rise consideration for Long Beach Island, New Jersey, North Topsail Beach, North Carolina and Seaside, California.
- Won 2021 Climate Change Business Journal award for creating managed retreat professional speaker series.
- Served for 5 years on leadership committees for the Climigration Network, dedicated to equitable and just retreat. Co-developed guide for community outreach by planners to disadvantaged communities.
- FEMA intergovernmental and community engagement specialist in New York after Superstorm Sandy (2012).
- Climate risk assessments in a variety of contexts, from highways and surface transportation infrastructure to hospitals, data centers and private companies. Developed a climate risk methodology for 24 airports worldwide that was chosen for use by the Coalition for Disaster Resilient Infrastructure.
- Through the Resilience Dialogues, consulted with cities of Anchorage, AK and East Lansing, MI on developing climate resilience capacity throughout city government.
- Managed audit of property acquisition process for the Gordie Howe International Bridge, a \$4 billion + project that involved the acquisition of over 600 parcels on the U.S. side in Detroit.
- Appeared on numerous podcasts and published several articles focusing on climate migration and retreat, including a chapter of an academic book in 2021.

EXPERIENCE

Principal KM Sustainability

Senior Advisor, Hazard Mitigation, Climate & Resilience Jacob Green & Associates

Senior Climate Risk & Resilience Advisor Stantec

Climate Resilience, Equity and Sustainability Practice Lead – Kleinfelder

Senior Hazard Mitigation Planner – FEMA (through Michael Baker International)

Environmental and Realty Program Manager U.S. Federal Highway Administration

Environmental Protection Specialist U.S. Bureau of Ocean Energy Management

Hazard Mitigation Planner U.S. Federal Emergency Management Agency

CORE SKILLS

- Climate action, adaptation, hazard mitigation and environmental planning
- Climate risk and vulnerability assessment.
- Sustainability strategy development
- U.S. environmental regulations (NEPA, ESA, etc.).
- International and national environmental policy.
- Strategic foresight and futures visioning.
- Program and project management.
- GIS, data analysis software (SAS), databases, Microsoft, Google, and Apple office suites.

PROFESSIONAL CERTIFICATIONS

American Institute of Certified Planners (AICP), 2011 – present

AICP Certified Environmental Planner advanced specialty certification, 2016-present

Sustainability and Climate Risk (SCR), 2021 - present

ACADEMIC BACKGROUND

**Master of Marine Affairs/Certificate in Environmental Management
University of Washington**

**Bachelor of Business Administration in Decision Sciences
Georgia State University**

Tero Tikkainen

CAREER HIGHLIGHTS

- Founder and Chief Design Officer at Kausal, user experience and accessibility specialist with over 20 years of experience.
- Designer and developer of the public user interfaces of Kausal Platform.
- Visiting Lecturer. 2022- Aalto University School of Business, Helsinki. Teaching a three-week UX design course on ITP summer school program.
- Design lead, financial calculators on Investopedia and The Balance for Dotdash, New York in 2019.
- First in-house product designer at City of Helsinki. Initiated design system development for the organization and led the product design for several open source projects at the city.
- Founded and ran a Helsinki based independent print and digital design studio, Byfar for eight years 2008-2016.

KEY EXPERIENCE

City of Saint Paul, Minnesota

City of Saint Paul presents their Climate Action and Resilience Plan on an online dashboard using Kausal Platform. The plan contains six categories and 14 sections. Kausal Platform brought a systematic structure for developing the emission reduction measures and their KPI's and supported the climate team in assigning the responsibilities across the organization in an engaging way. When onboarding City of Saint Paul on Kausal Platform, Tero collected and translated customer feedback into new product features. He also made sure that final service followed visual brand guidelines and accessibility requirements.

Region of Häme, Finland

Regional Council of Häme uses Kausal Platform for all the 13 municipalities inside the region. The municipalities' climate actions were collected to Kausal Platform in 2021 in a collaboration with a local university. Regional Council of Häme facilitates peer learning for municipalities and has extended the platform to include local businesses and other organizations. Tero led the design effort and worked in the Kausal product development team developing new features on Kausal Platform. New features developed for the Region of Häme enabled multiple councils to collaborate and track their emission reduction measures in a common platform. Also many content management features were added, such as the possibility to visualize and publish geo-location data.

EDUCATION

BA & MA Graphic Design and International Design Business Management, Aalto University, Helsinki, Finland

Juha Yrjölä

CAREER HIGHLIGHTS

- Founder and Chief Technology Officer at Kausal, lead back-end and infrastructure developer in Kausal.
- Was Co-Founder and Chairman of the board of Kansan Muisti Ry, an NGO that provides digital tools to increase transparency of the Finnish government
- Founded Solid Boot Ltd, a software consulting company
- Was the principal software engineer and project manager in the City of Helsinki, leading numerous open source projects
- Was the software architect in Nokia, leading the Open-source Software Operations for Nokia mobile phones

KEY EXPERIENCE

City of Zürich, Switzerland

City of Zürich has needs for complex emission modeling and connections to the city's datasets on e.g. buildings and transportation. They are also including consumption-based emissions (Scope 3) and monetary costs in their calculations. Kausal has developed these advanced models in a close collaboration with the city's climate experts. Besides the GHG accounting and modeling of different emission reduction scenarios, Zürich is also managing, monitoring and communicating their Climate Action Plan on Kausal Platform. Juha was the lead back-end developer.

City of Saint Paul, Minnesota

City of Saint Paul presents their Climate Action and Resilience Plan on an online dashboard using Kausal Platform. The plan contains six categories and 14 sections. Kausal Platform brought a systematic structure for developing the emission reduction measures and their KPI's and supported the climate team in assigning the responsibilities across the organization in an engaging way. Juha was the lead back-end developer.

City of Longmont, Colorado

City of Longmont is using Kausal Platform to support the implementation of five different sustainability-focused plans, including their Climate Action Recommendations Report. Besides the official Business as Usual and the Climate Action Initiatives scenarios, the users can create interactive scenarios themselves, which makes comparing their 23 prioritized GHG emission measures more transparent also for citizens and decision makers. Juha was the lead back-end developer.

EDUCATION

Helsinki University
MA, Psychology · (2007)

Teknillinen korkeakoulu-Tekniska högskolan
MSc, Computer Science · (1999)

Joonas Pekkanen

CAREER HIGHLIGHTS

- Chief Business Officer in Kausal, leading business development and project management
- Was the head of ICT development in the City of Helsinki
- Was the Chief Information Officer in the City of Helsinki
- Was the founder and chairman of Open Ministry, a non-profit organization that helped crowdsource legislation

KEY EXPERIENCE

City of Longmont, Colorado

City of Longmont is using Kausal Platform to support the implementation of five different sustainability-focused plans, including their Climate Action Recommendations Report. Besides the official Business as Usual and the Climate Action Initiatives scenarios, the users can create interactive scenarios themselves, which makes comparing their 23 prioritized GHG emission measures more transparent also for citizens and decision makers. Joonas was lead project management that ensured a smooth project delivery.

City of Saint Paul, Minnesota

City of Saint Paul presents their Climate Action and Resilience Plan on an online dashboard using Kausal Platform. The plan contains six categories and 14 sections. Kausal Platform brought a systematic structure for developing the emission reduction measures and their KPI's and supported the climate team in assigning the responsibilities across the organization in an engaging way. Joonas was lead project management that ensured a smooth project delivery.

City of Saskatoon, Saskatchewan

Kausal won the public tender process to set-up the climate action tracking platform and the GHG modeling software for the City of Saskatoon. Besides presenting GHG reduction scenarios on Kausal Platform, City of Saskatoon will also submit GHG inventories to reporting frameworks like CDP. Joonas is the lead contact that ensured communication between the city and other stakeholders such as the environmental consultant goes smoothly.

EDUCATION

Helsinki University

Master of Law, Studies in Law, 2004-2010

Helsinki School of Business

CEMS Master of International Management and MSc. International Management

Ida Sihvonen

CAREER HIGHLIGHTS

Customer Success Manager | Kausal | Aug 2022 – Present

- Manages numerous projects of setting up Kausal platform for cities such as Region of Waterloo (Ontario), St Paul (Minnesota), Longmont (Colorado), Carmel (Indiana), Stevenage Borough Council (UK), Holbaek (Denmark), Indigo Shire Council (Australia)
- Specialist in charge of city admin and staff training

Climate Plan Implementation Partner | Kausal | Oct 2021 – Aug 2022

- Reached out to cities and other public organizations worldwide on their climate and sustainability action plans
- Worked with various specialists in Kausal to deliver the most value to prospective customers

KEY EXPERIENCE

City of Saint Paul, Minnesota

City of Saint Paul presents their Climate Action and Resilience Plan on an online dashboard using Kausal Platform. The plan contains six categories and 14 sections. Kausal Platform brought a systematic structure for developing the emission reduction measures and their KPI's and supported the climate team in assigning the responsibilities across the organization in an engaging way. Ida is the customer success manager, ensuring the plan administrator could use the platform to the fullest and drive the climate actions.

City of Longmont, Colorado

City of Longmont is using Kausal Platform to support the implementation of five different sustainability-focused plans, including their Climate Action Recommendations Report. Besides the official Business as Usual and the Climate Action Initiatives scenarios, the users can create interactive scenarios themselves, which makes comparing their 23 prioritized GHG emission measures more transparent also for citizens and decision makers. Ida is the customer success manager, ensuring the plan administrator could use the platform to the fullest and drive all the different actions.

City of Saskatoon, Saskatchewan

Kausal won the public tender process to set-up the climate action tracking platform and the GHG modeling software for the City of Saskatoon. Besides presenting GHG reduction scenarios on Kausal Platform, City of Saskatoon will also submit GHG inventories to reporting frameworks like CDP. Ida is the customer success manager, currently ensuring the platform is well developed to the city's needs and that the project delivery goes smoothly.

EDUCATION

University of Helsinki

M.S., Environmental Change and Global Sustainability, 2021–2023

Helsinki University

B.S. Geography, 2018–2021