



SMART GROWTH AND REGIONAL COLLABORATION

Exhibit A: Scope of Services to Support the Town of Acton's Climate Action Planning Phase I *April 9, 2021*

Overview

This document is the Scope of Work for the Metropolitan Area Planning Council (MAPC) to support the Town of Acton's climate action planning process. This document describes work MAPC will complete in close partnership with the Town of Acton as part of Phase 1 of the Town's Climate Action Planning process. This work will support the Town from stakeholder mapping and community visioning through strategy development and refinement and initial pathway drafting.

Phases

- **Phase 1:** Prepare a priority strategy list and pathway description for the first 5-10 years of mitigation measures to pursue (including recommendations for buildings, energy supply, mobility/transportation, nature-based solutions, waste, and social equity). This phase will develop 15-20 prioritized strategy pathways which will serve as an initial draft Climate Action Plan or climate blueprint for the Town, and which will be further developed and refined in Phase 2.
- **Phase 2:** Incorporate a more technical analysis and deeper insight into priority actions identified in the draft Climate Action Plan, i.e. a detailed roadmap to achieve net-zero emissions in buildings owned by the Town and School District. Phase 2 can overlap with Phase 1 as funding becomes available.

The timeline for Phase 1 is to begin work in April 2021 and provide support through December 2021 to allow ample time for comprehensive and thoughtful community engagement and stakeholder feedback throughout the process. A description of MAPC's experience and qualifications and several past project examples are included for reference at the end of this scope.

MAPC prioritizes collaborative, impactful, and equitable climate action planning. We tailor our approach to match the needs and goals of each community that we work with. Our team looks forward to working with the Town on this process and developing a climate blueprint that best meets the Town of Acton's needs and goals. All aspects of the planning process, the ultimate CAP, and its enactment, will consider environmental and social equity/justice.

Task A: Facilitation and Community Engagement

MAPC understands that the Town:

- Prioritizes robust and inclusive community engagement as a cornerstone of its climate action planning process.
- Is working to push forward Acton's Climate Emergency Declaration, which states "The members of Acton Town Meeting call on Town government and staff, and all Acton civic groups, businesses, and residents to commit to a climate mobilization effort, with appropriate support from the state and federal governments, to bring net Town-wide carbon emissions to zero as quickly as possible, with a target date of 2030."
- Values and promotes broad mitigation strategies that also enhance community resilience;
- And, as stated in the Emergency Declaration pursues a plan that ensures "that the costs of such mobilization efforts do not unfairly burden those who are economically or socially disadvantaged, and that the benefits of a realized, sustainable future accrue to all."

This scope includes comprehensive engagement support to the Town's Sustainability Director and other staff throughout the process, centering the Town as the lead throughout the process and providing our staff capacity and expertise in a supporting role. The table below outlines roughly chronological steps for this task:

Facilitation & Community Engagement		Proposed Timeline
CAP Working Group/s	Identify structure to develop Climate Action Plan.	May
Stakeholder Mapping	10-12 interviews to develop a map of town stakeholders and their primary areas of prioritization, interest, support, and concern related to the CAP. Written summary of results and visualization of stakeholders to include in the planning process.	April to May
Engagement Plan	Develop a tailored community engagement plan for the Town of Acton based on the stakeholder mapping.	April to May
Outreach Material	Prepare an accessible and simple one-page handout for the Town to use at outreach events to help make the public more aware of the CAP process.	May to early June
Focus Groups	Facilitate two focus groups to gather input from key stakeholders and underrepresented groups on goals. Analyze results and incorporate into Workshop 1 and Workshop 2.	Focus Group 1: Early June (to inform Goal setting and Workshop 1) Focus Group 2: August (to inform

		Goal setting and Workshop 2)
Stakeholder Engagement Meeting Support	Develop talking points and presentation materials for additional stakeholder engagement and outreach for the Green Advisory Board, or other town staff and volunteers, to lead (recommend meetings with community groups, boards, businesses, and other stakeholders to discuss the CAP and gather input).	June to July
Community Workshops	Presentation of CAP Planning Process to Select Board/Green Advisory Board (materials preparation, presentation support for the Sustainability Director).	April
	Develop agenda and materials for Workshop 1 (Kickoff/Visioning); support Town on workshop outreach.	May to June
	Facilitation of Workshop 1 (Kickoff/Visioning) and post-workshop summary.	Late June
	Develop agenda and materials for Workshop 2 (Strategy Input); support Town on workshop outreach.	August
	Facilitation of Workshop 2 (Strategy Input) and post-workshop summary.	September
Community Input Survey	Develop and deploy an online community input survey for the CAP.	May
	Analyze survey results.	June
	Develop summary of survey results and present a preliminary summary to Working Group. Keep survey open for 6-8 weeks to allow for participation.	June and July
Internal Outreach	Meet with key municipal staff to collect information on existing efforts and new ideas for the CAP and goals.	April to May
	Gather feedback on recommended strategies from Town leadership and departmental staff.	August to October

Total MAPC Budget: \$19,380

Estimated MAPC Staff Hours: 204 hours

Note: MAPC can provide categorical evaluations of the strategies (e.g. high-medium-low impact for emissions reduction, equity, ease of implementation, cost, urgency factor, etc.) and can also advise on how easy or difficult it will likely be to track the GHG impact of a strategy.

Task B: Strategy Development, Refinement, and Initial Strategy Pathway Drafting

The second task in this scope focuses on supporting the Town of Acton's CAP goal setting and strategy development. MAPC will support the Town in developing and setting its climate action goals, helping to define what the Town will work towards in response to its Climate Emergency Declaration. MAPC staff will also draw upon our extensive knowledge of impactful CAP strategies and work with the Town's Sustainability Director and CAP Working Group to develop an initial list of strategies for consideration. MAPC will gather extensive feedback on this list of strategies via the community engagement approaches described above and can support the Town in narrowing and refining this list and developing a first draft or blueprint of the plan's strategies and pathways that can inform deeper analysis during Phase 2 of the process.

Strategy Development		Proposed Timeline
Goal Setting	Support the Town in developing and setting Acton's climate goals. Plan and facilitate a visioning session for the CAP Working Group and use input from this meeting and the Community Workshop 1 to recommend options.	May to July
Strategy Review	Develop initial list of CAP strategies for input based on results from initial community engagement and best practices based on experience and evidence.	July to August
Strategy List and Pathway Draft	Prepare a revised priority strategy list and pathway description for the first 5-10 years of mitigation measures to pursue (including recommendations for buildings, nature-based solutions, energy supply, mobility/transportation, waste, and social equity). Develop an initial draft of 15-20 prioritized strategy pathways that will serve as a draft climate blueprint for the Town and for further development and refinement into a more in depth and detailed CAP during Phase 2.	October to November

Total MAPC Budget: \$8,075

Estimated MAPC Staff Hours: 85 hours

Task C: Project Meetings and Management

This final task includes monthly CAP Working Group Meetings (to include members of the Green Advisory Board, Sustainability Working Group, or other member as determined appropriate by the Town), bi-weekly calls with the Town during the project, and additional capacity for coordination with other Working Group members and stakeholders during the project.

Project Meetings & Management		Proposed Timeline
Communications and Administration	Monthly CAP Working Group Meetings (for the Green Advisory Board, CAP Working Group, and/or other body as determined appropriate to advise the process); 7-8 meetings total.	April to November
	Bi-weekly calls with Town.	April to November
	Email/phone coordination with Town, Working Group chair, other stakeholders.	April to November
	Invoicing, project set-up, project work plan development and refinement.	Ongoing

Total MAPC Budget: \$7,545

Estimated MAPC Staff Hours: 80 hours

Total Budget Request: \$35,000

Total MAPC Staff Hours: 370 hours

The Town of Acton has also applied for Technical Assistance Program (TAP) funding from MAPC and if awarded and funding allows, MAPC will work with the Town to enhance this scope of work in areas that:

- **Prioritize more community engagement, with a strong equity focus on bringing new stakeholders into the process;**
- **Create branding and graphic design resources for the plan;**
- **Allow for greater participation in the CAP working group via subcommittees focused on topical areas;**
- **Support a COVID-safe in-person meeting community workshop in the fall;**
- **Or other support options as prioritized by the Town of Acton.**

Project Timeline/Schedule:

Task #	Project Tasks	FY 2021					FY 2022			
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1	Facilitation and Community Engagement									
	Stakeholder Mapping - 10-12 interviews to develop a map of town stakeholders									
	Engagement Plan - Develop a tailored community engagement plan for the Town of Acton									
	Outreach Material - Prepare an accessible and simple one-page handout for the Town to use at outreach events									
	Stakeholder Engagement Meeting Support - Develop talking points and presentation materials for additional stakeholder engagement and outreach									
	CAP Planning Process Presentation to Selectboard									
	Focus Group 1 - gather input from key stakeholders and underrepresented groups into vision and goals									
Community Workshops	Develop agenda and materials for Workshop 1 (Kickoff/Visioning); support Town on workshop outreach.									
	Facilitation of Workshop 1 (Kickoff/Visioning) and post-workshop summary.									
	Develop agenda and materials for Workshop 2 (Strategy Input); support Town on workshop outreach.									
	Facilitation of Workshop 2 (Strategy Input) and post-workshop summary.									
	Focus Group 2 - gather input from key stakeholders and underrepresented groups into strategies									
Community Input Survey	Develop and deploy an online community input survey for the CAP.									
	Analyze survey results.									
	Develop summary of survey results and present summary to Working Group.									
Internal Outreach	Meet with key municipal staff									
	Gather feedback on recommended strategies									
2	Strategy Development									
	Goal Setting - Plan and facilitate a visioning and goal-setting session for the Working Group									
	Strategy Review - Develop initial list of CAP strategies for input									
	Strategy List and Pathways Draft - Prepare a revised priority strategy list and pathway description for the first 5-10 years of mitigation measures to pursue (15-20 prioritized pathways in total)									
3	Project Meetings and Management									
	Monthly CAP Working Group Meetings									
	Bi-weekly calls with Town									
	Email/phone coordination with Town, Working Group chair, other stakeholders									
	Invoicing, project set-up, project work plan development and refinement.									

About the Metropolitan Area Planning Council (MAPC):

MAPC is the regional planning agency that serves the people who live and work in the 101 cities and towns of Metro Boston. Our mission is to promote smart growth and regional collaboration. We work toward sound municipal management, sustainable land use, the protection of natural resources, climate change mitigation and adaptation, efficient and affordable transportation, a diverse housing stock, public safety, economic development, and equity and opportunity for all. We frequently work with communities on a range of planning endeavors, helping to design and develop projects, identifying funding sources, and providing ongoing technical assistance. Our agency's 100 staff members are expert in climate and clean energy, land use planning and zoning, housing, transportation, economic development, government, communications, community engagement, arts and culture planning, and public health. The interdisciplinary and collaborative nature of the agency allows us to be innovative, efficient, and effective when designing and implementing planning and implementation solutions. MAPC's position as a regional entity that works with local municipalities means we both understand broad issues and trends while remaining acutely sensitive and responsive to community-based needs.

MAPC offers tailored technical assistance to help cities and towns mitigate and prepare for the changing climate. On mitigation, our staff have worked with the majority of communities in the region. We assist with local energy and climate action planning, energy reduction and net zero plan development, energy use baselining, greenhouse gas inventories, collective procurements for climate-smart technologies and energy management services, and more. Our team has developed a Net Zero Playbook that includes strategies and resources for municipalities to deploy to reach their climate goals, as well as a Greenhouse Gas (GHG) Inventory Tool for municipalities. MAPC also advocates for impactful climate and environmental policies on behalf of its member communities.

Community engagement, equity, and public participation figure prominently into all of our agency's work. Many of our staff are trained facilitators and are skilled in employing a wide range of engagement techniques, from traditional community meetings to personalized focus groups and surveys to art-based engagement. In the face of COVID-19, MAPC staff have developed online engagement techniques for hosting accessible and participatory community events that range from large-scale public forums to steering committee meetings to advise projects and planning processes. Most recently, we have worked with the Cities of Melrose, Peabody, and Newton, and the Towns of Belmont, Marblehead, Ipswich, Natick, and Arlington on net zero and climate action planning.

MGL Chapter 30B Sections 1 (b)(3) and (b)(9) exempt municipalities from having to issue a Request for Proposals or an Invitation for Bids, or from engaging in any other procedures required by procurement law, when working directly with MAPC.

Select Past MAPC Climate Projects with Massachusetts Municipalities

Project Title: Net Zero Planning

Client: City of Melrose and Towns of Arlington and Natick

Project Dates: March 2019 to December 2020

Description:

Over the past two year, MAPC has driven a comprehensive planning process with the Towns of Arlington and Natick and the City of Melrose to develop communitywide greenhouse gas emissions inventories and create net zero action plans for each community. MAPC is supporting these three municipalities in carrying out community engagement in partnership with municipal staff and local volunteer committee members, including planning and facilitating two community workshops, an online community survey, and a series of internal facilitated meetings with energy committee and municipal staff, and in-depth interviews with municipal staff. MAPC is working to identify and refine mitigation actions for inclusion in the net zero plans and will provide support to each community on final plan adoption. Through this project, MAPC is also developing shared resources for communities in Massachusetts to use to support their net zero planning, including a [Community Greenhouse Gas Inventory Tool](#) and Step-by-Step Guide and a [Municipal Net Zero Playbook](#).

Project Title: Climate Action Plan

Client: City of Newton

Project Dates: August 2018 to April 2019

Description:

MAPC worked with the City of Newton to develop the city's first Climate Action Plan (CAP). For the CAP, MAPC established a community-wide greenhouse gas inventory baseline and facilitated a robust engagement process to collect input from the community at large, local climate and environmental advocates, and City staff to inform plan development. The final CAP lays out an actionable pathway for the City to take near-term and aggressive action to make significant progress toward achieving carbon neutrality. The plan focused on points of municipal leverage where the City can either lead by example, implement structural changes with communitywide impact, or take actions that enable large scale changes. The focus action areas covered municipal climate leadership, mobility, clean energy supply, new construction and major renovations, existing buildings, and consumption- and disposal-based emissions.

Project Title: Marblehead Climate Vision

Client: Town of Marblehead

Project Dates: December 2019 to August 2020

Description: MAPC worked with the Town of Marblehead to develop a town-wide climate vision and GHG inventory. The project included helping the town set up a standing Green Marblehead Committee, whose membership included a combination of residents, local environmental

activists, and town officials. MAPC developed the town's GHG inventory, provided facilitation support for the working group, and organized a community-wide visioning session and town-wide survey. Using this input and best practices based on research and peer communities, MAPC worked with the town to prepare a final climate vision that was adopted by the Select Board in November 2020.

Project Title: Net Zero Municipal Light Plant Communities

Client: City of Peabody and Towns of Belmont, Ipswich, and Marblehead

Project Dates: March 2021 to June 2022

Description: MAPC is working with four communities served by municipal light plants (MLPs) to develop net zero roadmaps, and in the case of Belmont, more detailed implementation plans for their existing roadmap. The project includes visioning workshops for each community; GHG inventory development; targeted interviews, focus groups and surveys; strategy development and prioritization; and final roadmap development. MAPC will also support cohort learning across the four municipalities throughout the project to share best practices and troubleshoot challenges. The project includes developing a new chapter for MAPC's Net Zero Playbook on roadmap implementation and tailoring existing chapters to include the MLP context.