

Scope of Work to Support the Town of Reading Develop a Net Zero Action Plan

August 14, 2023

OVERVIEW:

This document is the Scope of Work for the Metropolitan Area Planning Council (MAPC) to support developing the Town of Reading's Net Zero Action Plan ("Plan"). MAPC will work closely with the Town of Reading to complete the following tasks:

TASK	BUDGET
Task 1: Project Management	\$7,000
Task 2: Stakeholder Engagement	\$14,400
Task 3: Audit and GHG Inventory	\$4,200
Task 4: Community Engagement	\$18,000
Task 5: Net Zero Action Plan Development	\$13,000
Task 6: Net Zero Action Plan Drafting and Completion	\$9,000
Direct Costs	\$4,400
Total:	\$70,000

Project expenses shall not exceed \$70,000 unless otherwise authorized by MAPC and the Town of Reading.

The timeline for this scope of work is **August 2023 through September 2024**, to allow ample time for comprehensive and thoughtful community engagement and stakeholder feedback throughout the planning process. MAPC prioritizes collaborative, impactful, and equitable net zero action planning. Our team looks forward to working with the Town of Reading on this process and developing a plan that best meets the Town's needs and goals.

TASK 1: PROJECT MANAGEMENT

Throughout the planning process of the project, MAPC will closely coordinate with Reading to ensure advancement of the project in a timely manner.

Sub-task 1.1: External PM. MAPC will develop a Scope of Work and Gantt chart for the project and facilitate a kickoff meeting with the Town of Reading Project Management Team. MAPC will also hold bi-weekly check-ins with the Reading PM team to discuss project updates and coordinate next steps throughout the project period of performance.

Sub-task 1.2: Internal PM. This task includes related project management activities, such as invoicing and internal team coordination to ensure the project advances in a timely manner.

Total MAPC Budget:	\$7,000
Estimated MAPC Staff Hours:	70
MAPC Deliverables:	• Final Scope of Work and Executed Contract • Kickoff meeting • Bi-weekly check-in calls • Meeting agendas and meeting notes • Quarterly invoices

DIRECT COSTS, CONTINGENCY FUND, AND ADDITIONAL EXPENSES

There is a budget of \$4,400 for material expenses, advertising, travel, translation services, and contingency.

TASK 2: STAKEHOLDER ENGAGEMENT

MAPC will support Reading in managing stakeholder engagement with both internal and external stakeholders, including forming and managing two advisory groups. The advisory groups are intended to support the Reading PM Team; any disagreement in prioritization of strategies between advisory group members and other stakeholders will be resolved by the Reading PM Team in collaboration with MAPC.

Sub-task 2.1: Municipal Advisory Group (MAG). MAPC will assist Reading in forming a Municipal Advisory Group comprised of municipal departments and Reading Municipal Light Department (RMLD) to advise the

project throughout the period of performance. The envisioned role of the MAG is to support with the following project activities: (1) Review and provide feedback on deliverables, including the Audit, GHG Inventory, Draft Strategies, and the draft Plan; (2) Support development of strategies and implementation blueprints; and (3) Support with knowledge sharing and coordination across municipal departments and RMLD.

Though subject to change, it is anticipated that the MAG will be engaged up to five times:

- **Plenary Meeting 1:** Introduce project; set expectations for roles, responsibilities, and timeline; goal/vision setting.
- **1:1 Interviews/small group meetings:** *(led by Reading PM team)* Review and finalize responses to the Audit (Sub-task 3.1).
- **Plenary Meeting 2:** Review results of Audit and GHG inventory (Sub-task 3.2), provide feedback; discuss strategic priorities.
- **1:1 Interviews/small group meetings:** Discuss, draft, and review potential strategies and implementation blueprints, small groups organized by topic area/lead implementors.
- **Plenary Meeting 3:** Review and provide feedback on the final strategies and draft Net Zero Plan.
- **(Optional): Launch Celebration**

The Town of Reading will compile the membership list for the MAG. Preliminarily, MAPC recommends the Town explore incorporating representatives from the following groups:

- RMLD
- Facilities Department
- Public Schools
- Economic Development Department
- Department of Public Works (Forestry Division, Engineering Division)
- Public Services (Building Department, Housing Authority, Planning Division)

MAPC will assist in managing the MAG by supporting the development of meeting materials (e.g., agenda, slides, summary notes), facilitating meetings, and providing feedback on the membership list and MAG Charter (i.e., high-level document outlining the time commitment, roles, and responsibilities of MAG members).

Sub-task 2.2: Community Advisory Group (CAG). MAPC will assist Reading in forming a Community Advisory Group comprised of approximately 6-8 select community partners, business groups, and/or appointed residents to advise the project throughout the period of performance. The envisioned role of the CAG is to support with the following project activities: (1) Review and provide feedback on deliverables, including the Audit, Draft Strategies, and the draft Plan; (2) Inform the Community Engagement Strategy (Subtask 4.2) and support with community outreach/engagement activities.

Though subject to change, it is anticipated that the CAG will be engaged up to three times, in the following ways:

- **Plenary Meeting 1:** Introduce project; set expectations for roles, responsibilities, and timeline; goal/vision setting.
- **Plenary Meeting 2:** Review results of Audit and GHG inventory; review and provide feedback on the Community Engagement Strategy (Sub-task 4.2).
- **Plenary Meeting 3:** Review and provide feedback on the final strategies and draft Net Zero Plan.
- **(Optional): Launch Celebration**

The Town of Reading will compile the membership list for the CAG. Preliminarily, MAPC recommends the Town explore incorporating representatives from the following groups:

- Reading Neighborhood Networks
- Reading Housing Authority
- School Departments
- Elder and Human Services
- Office of Equity and Social Justice
- Climate Advisory Committee
- Permanent Building Committee
- Council on Aging

MAPC will assist in managing the CAG by supporting the development of meeting materials (e.g., agenda, slides, summary notes), facilitating meetings, and providing feedback on the membership list and CAG Charter (i.e., high-level document outlining the time commitment, roles, and responsibilities of CAG members).

CAG members not participating in their professional capacity will receive an honorarium for their participation up to the discretion of the Reading Project

Manager Team. MAPC will reserve \$2,400 for CAG honoraria, or \$300 per member.

Total MAPC Budget:	\$14,400
Estimated MAPC Staff Hours:	120
MAPC Deliverables:	• Two (2) rounds of feedback on membership list and Charters for MAG and CAG, respectively • Support with development of meeting materials for up to five (5) MAG meetings • Support with development of meeting materials for at least three (3) CAG meetings

TASK 3: AUDIT AND GHG INVENTORY

For this task, MAPC will conduct an audit to identify strengths and opportunities for emissions reductions policies and programs and develop a GHG inventory for the Town.

Sub-task 3.1: Audit. MAPC will work with the Town to evaluate current emission/energy reduction programs, policies, and plans in Reading. MAPC will use its Climate Audit Tool to identify areas of strengths and opportunities to inform strategy development. MAPC will take a first pass at completing the Audit and then share with the Reading PM Team to review and finalize with support from the MAG. The Reading PM Team will provide resources for MAPC to review, such as the NORESCO Plans, Energy Reduction Plan, etc.

MAPC will summarize the results of the Audit into slides to be shared with the MAG, CAG, and public.

Sub-task 3.2: GHG Inventory. MAPC will develop a 2017 baseline GHG inventory that covers community and municipal electricity consumption, natural gas consumption, heating oil usage estimates, transportation/vehicles usage, waste disposal, and recycling (as outlined in the MAPC GHG inventory tool). Because the GHG Inventory Tool is anticipated to be updated in the next year (i.e., given MassDOT's release of updated Vehicle Census data), MAPC will update Reading's inventory in Q2 or Q3 of 2024 to reflect more up-to-date vehicle and fuel consumption data, pending availability of data from key sources.

MAPC will summarize the results of the GHG inventory into slides to be shared with the MAG, CAG, and public.

Total MAPC Budget:	\$4,200
Estimated MAPC Staff Hours:	42
MAPC Deliverables:	• One (1) draft of the Climate Audit and summary slides. • Two (2) rounds of GHG emissions inventories, with updated baseline data, and summary slides.

TASK 4: COMMUNITY ENGAGEMENT

For this task, MAPC will work collaboratively with the Reading PM team to develop a community engagement plan and conduct engagement activities.

Sub-task 4.1: Brand. MAPC will use Reading's brand (i.e., color palette, logo, etc.) to develop template materials (e.g., report template, flyer template, etc.).

Sub-task 4.2: Engagement Strategy. MAPC will develop a strategy for community outreach and engagement. This strategy will outline the goals, strategies, and priority populations to be targeted, identify activities that will be completed to engage community stakeholders, and include a list of educational materials to be developed (e.g., flyers, etc.) to facilitate outreach activities. The CAG will provide input and feedback on the draft Engagement Strategy, which will be provided to the Reading PM team for review and sign-off.

This strategy will also outline a timeline for rolling out outreach and engagement activities as well as the organizations responsible for implementation. As MAPC has limited budget available to execute engagement activities, MAPC expects to work closely with the Reading PM team and the CAG to determine what activities should be prioritized by MAPC and what activities could be led by the Town or other community organizations.

Sub-task 4.3: Engagement Activities. MAPC will execute the engagement activities it is assigned to in the Engagement Strategy, targeting identified priority populations (e.g., renters, affordable housing

dwellers, etc.) and coordinating with relevant Town or other community organizations. This may include focus groups, surveys, tabling at community events, workshops, etc., as informed by the Engagement Strategy.

MAPC will summarize and maintain a spreadsheet of feedback from community engagement activities to inform the net zero strategies. MAPC will also track progress towards completing the assigned engagement activities and provide regular updates to the Reading PM team regarding available budget to continue supporting engagement.

Subtask 4.4: Education Materials. MAPC will develop the educational resources identified in the Engagement Strategy. MAPC will reserve budget to translate priority materials, such as flyers and the executive summary of the final Plan.

Sub-task 4.5: Launch Celebration. MAPC and the Town will work together to plan, advertise, and host an event to celebrate the launch of the Net Zero Action Plan and share next steps for implementation. MAPC and the Town will aim to table at an existing Town event.

Total MAPC Budget:	\$18,000
Estimated MAPC Staff Hours:	180
MAPC Deliverables:	• Template materials in Reading’s brand. • One (1) draft and (1) updated Community Engagement Strategy. • Select engagement activities developed and assigned to MAPC through collaboration with Reading PM team and CAG. • Spreadsheet with collated feedback from engagement activities. • Translated educational materials, such as flyers and the executive summary of the final Plan. • Presentation materials and facilitation of a launch celebration to present draft plan and collect feedback.

TASK 5: NET ZERO ACTION PLAN DEVELOPMENT

For this task, MAPC will lead the development of a list of priority GHG mitigation strategies for inclusion in the Net Zero Action Plan.

Sub-task 5.1: Draft Strategies. Based on feedback from the MAG, CAG, and public; results of the GHG inventory and Audit; MAPC’s Net Zero Playbook; and additional research and analysis as needed, MAPC will develop a draft set of strategies and implementation plans for reducing emissions that emphasize equity and co-benefits.

Sub-task 5.2: Strategy Prioritization. MAPC will collaborate with the Reading PM Team, MAG, and CAG on the approach to qualitatively prioritizing the strategies based on categorical factors such as feasibility, equity, cost, GHG impact, Town influence, etc. The draft strategies will also be distributed for public input.

Sub-task 5.3: Final Strategies. MAPC will evaluate the draft strategies against the prioritization criteria determined in Sub-task 5.2 to determine the final strategies and finalize their implementation plans based on feedback.

Total MAPC Budget:	\$13,000
Estimated MAPC Staff Hours:	130
MAPC Deliverables:	• One (1) Excel spreadsheet with draft strategies. • Either distribution of one (1) survey, one workshop for municipal stakeholders, or another engagement method as determined appropriate with the Reading Project Management Team to solicit broader input on draft strategies. • Document outlining prioritization criteria, or approach to evaluating the strategies. • One (1) final draft of refined priority strategies.

TASK 6: NET ZERO ACTION PLAN DRAFTING AND COMPLETION

For this task, MAPC will lead the development and release of the Net Zero Action Plan report.

Sub-task 6.1: Graphic Design. MAPC will provide graphic design for the final report.

Sub-task 6.2: Draft Plan. MAPC will draft an initial Net Zero Action Plan report (approximately 55 pages) and submit to the Reading PM team, the MAG, and CAG for one round of feedback. After revising based on the feedback, MAPC will release the Plan for public comment along with a feedback survey.

Sub-task 6.3: Final Plan. MAPC will finalize the Plan based on public feedback collected in subtask 6.2 and release the plan in a launch celebration.

Total MAPC Budget:	\$9,000
Estimated MAPC Staff Hours:	90
MAPC Deliverables:	• One (1) initial draft and one (1) revised draft of the Net Zero Action Plan report. • One (1) feedback form to collect public feedback. • Final Net Zero Action Plan report, in graphic design.



	Team Responsibilities			Month														
	Lead	Support	Input/ Review	1- Aug	1- Sep	1- Oct	1- Nov	1- Dec	1- Jan	1- Feb	1- Mar	1- Apr	1- May	1- Jun	1- Jul	1- Aug	1- Sep	1- Oct

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Task 4. Community Engagement

Task 5: Net Zero Action Plan Development

[illegible]

			Team Responsibilities			Month														
			Lead	Support	Input/ Review	1- Au g	1- Se p	1- Oc t	1- No v	1- De c	1- Ja n	1- Fe b	1- Ma r	1- Ap r	1- Ma y	1- Ju n	1- Ju l	1- Au g	1- Se p	1- Oc t
			MAPC	Reading	Readin g															

Task 6: Net Zero Plan Completion

6.1	Graphic Design																			
			MAPC		Readin g															
6.2	Draft Plan																			
	Draft Plan		MAPC		Readin g															
	Revise Reading PM/MAG/CAG feedback		MAPC		Readin g															
	Public feedback form		MAPC		Readin g															

LEGEND

	Milestone / completion of task
	Ongoing work
	Meeting/Event/Deadline
	Tentative meeting/event/deadline