

PERALTA COMMUNITY COLLEGE DISTRICT
Board of Trustees Agenda Report
For the Trustee Meeting Date of September 13, 2016

ITEM TITLE:

Consider Approval to Award a Professional Services Agreement to Rincon Consultants, Inc. (Rincon) for the Districtwide Sustainability Master Plan Preparation (RFP No. 15-16/09).

SPECIFIC BOARD ACTION REQUESTED:

Approval is requested of a Professional Services Agreement with Rincon Consultants, Inc. for the Districtwide Sustainability Master Plan Preparation (RFP No. 15-16/09), in the amount not-to-exceed \$266,975.

ITEM SUMMARY:

Rincon will develop a comprehensive District-wide Sustainability Master Plan (SMP). The Sustainability Master Plan will include a greenhouse gas inventory (GHG – also referred to as a carbon inventory or climate action plan) to determine, outline, and prioritize measures to systematically reduce the District's carbon footprint. The firm will also research and deliver funding recommendations to pay for implementation. All major components of the District's operations will be assessed: transportation; land use; waste management; building construction and operations; mechanical, electrical, and plumbing; HVAC systems; procurement; and food distribution systems.

Rincon has assembled a skilled team to conduct input sessions and facilitate meetings with stakeholders in all District locations. Special effort will be made to include faculty and students.

The Chancellor recommends approval.

SOURCE OF FUNDS (AND FISCAL/BUDGETARY IMPACT):

Sustainability Energy Rebate Fund

BACKGROUND/ANALYSIS:

The District conducted a formal competitive bid to procure this design services. The responses to the RFP were evaluated based on criteria established in the RFP. Three (3) vendors responded to this RFP to provide professional services as follows. The following is the evaluation results:

Firms	Total Points	Locations
Rincon Consultants, Inc.	360	Oakland, CA
Integral Group	283	
Haley Aldrich	232	

Proposals were evaluated and scored according to the following evaluative criteria: 1) Vendor's knowledge and experience 2) Client references, 3) Fee proposal, 4) Paid student participation, 5) Environmentally sustainability in procurement and business operations, and 5) Small local business enterprise. A technical screening committee comprising of the District's personnel and Laney College faculty was established to evaluate and score all submissions according to the scoring criteria above.

The Public Contract Code allows the District to award this contract to the firm where the proposal is determined to be the best value to the District based solely on the criteria set forth in the Request for Proposal.

Approval is requested to award the contract to Rincon because they received the highest evaluation score of 360 points. Also, the firm provided the best overall value to the District. Rincon Consultants, Inc. is an Oakland based firm; Ryan Gardner and Joe Power are principals of the company. The firm was established in 1994, and employs 90 professionals in 10 offices throughout California.

DELIVERABLES AND SCOPE OF WORK:

Deliverables will include a comprehensive Sustainability Master Plan to meet the requirements in the Request for Proposal and Rincon's proposal.

ANTICIPATED COMPLETION DATE:

The consultant will complete the Sustainability Master Plan by June 30, 2017.

ALTERNATIVES/OPTIONS

None

EVALUATION AND RECOMMENDED ACTION:

The administration recommends the approval of this contract with Rincon.

OTHER DEPARTMENTS IMPACTED BY THIS ACTION (E.G. INFORMATION TECHNOLOGY):

YES _____ No _____

COMMENTS: None

WHO WILL BE PRESENTING THIS ITEM AT THE BOARD MEETING? Vice Chancellor Ikharo

(*****Board contract approval is subject to negotiation and execution by the Chancellor.)

DOCUMENT PREPARED BY:

Prepared by: Dr. Sadiq B. Ikharo Date: August 31, 2016
Vice Chancellor of General Services

DOCUMENT PRESENTED AND APPROVED BY:

Presented and approved by: Dr. Sadiq B. Ikharo Date: August 31, 2016
Vice Chancellor of General Services

FINANCE DEPARTMENT REVIEW

Finance review required Finance review *not* required

If Finance review is required, determination is: Approved Not Approved

If not approved, please give reason: _____

Signature: Ron Little
Ron Little, Vice Chancellor for Finance and Administration

GENERAL COUNSEL (Legality and Format/adherence to Education Codes):

Legal review required

Legal review *not* required

If Legal review is required, determination is:

Approved

Not Approved

Signature: *Nitasha Sawhney*

Nitasha Sawhney, Acting General Counsel

CHANCELLOR'S OFFICE APPROVAL

Approved, and Place on Agenda
Agenda

Not Approved, but Place on

Signature: *Jowel C. Laguerre*

Dr. Jowel C. Laguerre, Chancellor



Original Proposal

Project Number 15-02225

to Prepare a District-Wide Sustainability Master Plan

prepared for
Peralta Community College District
501 5th Avenue
Oakland, CA 94606

prepared by
Rincon Consultants
180 Grand Avenue, Suite 400
Oakland, CA 94612

January 20, 2016

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1 Firm Organization and Resources

1.1. Firm Overview



RINCON CONSULTANTS, INC. is a local, full service environmental consulting firm established in 1994. We currently employ approximately 90 professionals in 10 offices in California: Oakland, Sacramento, Los Angeles, Ventura, Carlsbad, Riverside, Santa Cruz, San Luis Obispo, Monterey, and Fresno, California. We are a California Subchapter S Corporation and are registered as a California Certified Small Business (#4417). Over the past 21 years, Rincon has established a history of serving educational facilities as well as a wide variety of other public and private sector clients throughout California and has become a leader in sustainability, planning, environmental impact

assessment, natural resources, and contamination assessment and remediation. A core business area for Rincon is higher educational facilities, and our firm has provided environmental consulting services for these types of projects for over 20 years. During that time, we have developed a reputation for successfully completing CEQA analysis and permitting processes for a number of college and university master plans, campus facilities, student housing, land acquisition, and other campus-related projects throughout California. The Rincon team offers a strong portfolio of work for both public and private universities and R&D and mixed-use campuses, including our work for Ventura Community College District, UC Berkeley, UCLA, UC Santa Barbara, UC Santa Cruz, UC Riverside, San Jose State University, California State University, Channel Islands, Caltech, Westmont College, Pomona College, and others. We assisted these institutions with sustainability support, campus Master Plan updates, facilities improvements, new building construction, and new housing. Rincon is the defendant in the lawsuit titled “Baker, Brice v. Rincon Consultants, Inc. et al / 30-2013-00658087” (Orange County Superior Court). The plaintiff is seeking relief allegedly suffered in a motor vehicle accident. While on a motor-scooter the plaintiff drove into the rear of our vehicle in a parking lot. The claim has been tendered to Rincon’s auto insurance carrier. The issue has since been resolved.

Our Sustainability Services Group offers extensive experience in sustainability consulting, climate action planning, GHG emissions inventorying and analysis, life cycle assessment, natural resource conservation, energy efficiency and conservation, green building, land use and transportation planning, environmental legislation and policy, and public education and outreach related to these services. Our staff includes climate change and energy efficiency experts, certified urban planners, California Air Resources Board (ARB)-accredited GHG emissions and off-set verifiers, LEED® and Envision® accredited green building professionals, policy analysts, and CEQA specialists. As a recognized leader in environmental and sustainability issues, and having prepared hundreds of climate change-related plans, technical studies, and impact assessments, our team brings reliable expertise and creativity to every project.

During Rincon’s 21-year history, we have received multiple awards for excellence from environmental planning industry organizations, including the American Planning Association and the Association of Environmental Professionals. Recently, our Pleasant Valley Recreation and Park District Open Space, Trails, and Greenway Study, won an *Outstanding Planning Award* from the American Planning Association. Our City of Calabasas 2030 General Plan received the *Compass Blueprint Achievement for Visionary Planning for Sustainability* by the Southern California Association of Governments (SCAG). Rincon’s work ethic was recognized when we achieved an A+ rating through Southern California Gas Company’s “report card” system. Our company values were acknowledged by the industry and employees when we received the “Best Places to Work For” by the Environmental Business Journal/CE News in 2009. Our financial strength was recognized in 2004, 2009, and 2011 and again in 2015 by Zwiag Group, when the nationally recognized A/E/P industry tracking group named us to its Hot 100 Firm list, recognizing revenue growth over time. In 2007, 2009, 2011, and 2015 Rincon was named to the Inc. 5000 list of the fastest growing companies nationwide.

The services to complete the SMP will be managed out of Rincon’s Oakland office with support from Rincon’s Corporate Headquarters in Ventura. The two facilities combined house about 50 employees.



Office	Phone Number
Oakland	(510) 834-4455
Ventura	(805) 644-4455

1.2. Team Profile

Rincon Consultants has assembled a skilled team with whom we share a large portfolio of successful projects. We will be supported by the following three subconsultant entities with specialized expertise. The team will work in an integrative way throughout the course of the project, but the primary roles can generally be described as follows:

- **Rincon Consultants:** Overall Project Management, Technical Analysis and Development of Inventory, Sustainability Measures, and Sustainability Master Plan
- **Fehr & Peers:** Technical Analysis of Traffic Emissions for Inventory, and creation of the Transportation Demand Management Plan
- **BluePoint:** Campus community outreach and coordination of stakeholder groups, creation of the Net Zero Energy Plan
- **Enovity:** Energy Auditing and Building Efficiency Engineers
- **Arup:** Energy and Building Engineers proficient in infrastructure auditing and building commissioning

The Rincon team consists of a group of dedicated and highly qualified professionals, all of whom have extensive experience with similar projects that will ensure that the District has access to the technical expertise needed to successfully complete the project within the identified timeframe. Rincon Consultants, Inc. will manage the work program in close coordination with District staff and key stakeholders.



FEHR & PEERS has specialized in providing transportation planning and engineering services to public and private sector clients since 1985. Fehr & Peers develops creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation. Fehr & Peers offers clients the right combination of leading-edge technical skills and extensive knowledge of the communities in which they work to deliver comprehensive solutions and superior client service. Fehr & Peers is a nationally-recognized expert who routinely publishes original research, serves on national committees, and teaches courses to others in the industry. Fehr & Peers does this while maintaining a commitment to translating those techniques into practical solutions. At Fehr & Peers, they take a creative, data-driven approach to each of their practice areas:

- Travel behavior and forecasting
- Multimodal operations and simulation
- Transit planning
- Bicycle and pedestrian planning
- Transportation engineering and ITS design
- Sustainable transportation
- Freight systems and airports
- Integrated land use and transportation plans
- Conceptual street and trail design

Clients hire Fehr & Peers because of their commitment to being the best at what they do. They live out this commitment in three distinct ways. First, they invest heavily in their culture to ensure that they are attracting and retaining the best and brightest staff in the industry. Second, they have a robust, internally-funded research and development program that enables them to develop new analytical methods and advance the state of the practice. And third, they survey every client at the completion of every project to assess their satisfaction and to identify areas for improvement. Fehr & Peers is very proud of the impact this commitment has had on the communities they have been fortunate to serve.





BluePoint Planning was founded by Mindy Craig in 2011 and assists public agencies, local governments, organizations and non-profits to better achieve their vision and mission through expert facilitation and comprehensive strategic and policy planning services grounded in financial feasibility and market realities. BluePoint focuses on sustainability, energy policy, education and community planning.

Effective and engaging facilitation services are at the core of all the work BluePoint Planning and Mindy undertake. Mindy brings extensive experience in facilitating and managing complex and multi-disciplinary programs and projects. She works closely with clients for each effort to design a process that achieves their goals and objectives and has lasting results. An important strength that BluePoint offers clients is the ability to translate strategies, plans and actions into clear and effective marketing and communications tools both to internal groups and the broader community.

BluePoint Planning is a limited liability company and is a certified small, women-owned business, SLEB and DBE, located in Oakland, California.

Consensus Building and Facilitation

The success of organizations relies upon effective leadership, how well partners and stakeholders are engaged, and providing useful and productive forums for managing change and conflict. BluePoint provides expert facilitation and process development to help make even the most complex projects and initiatives viable. BluePoint Planning offers the following facilitation and additional services:

- Stakeholder engagement and coordination
- Meeting design, logistics, management, and facilitation
- Team building and small group exercises
- Consensus building
- Board retreats and development
- Facilitation training
- Wallgraphic recording and notetaking
- Energy policy development and strategic planning
- Needs assessments and demographic analysis
- Community facility planning
- Communications and outreach strategy
- Public relations planning



Enovity operates, maintains, and optimizes facilities, assuring higher performance places. Through practice areas in energy efficiency, commissioning, and facilities engineering, Enovity designs and delivers practical solutions for buildings that preserve and enhance asset value. Enovity means energy, innovation, integrity.

Enovity's higher education experience includes current work for the Peralta CCD (commissioning the new BEST Center at Laney College), as well as monitoring-based commissioning and energy efficiency consulting for the Contra Costa CCD, UC Berkeley, UC San Diego, and UC Santa Cruz. Enovity has extensive experience with the CCC/IOU Energy Efficiency Partnership Program, and will support the Rincon Consultants team with energy efficiency and renewable energy strategies that make sense for Peralta CCD's facilities and maximize available incentives. Enovity will also draw upon its experience with daily operations and maintenance of more than 120 buildings (~9 million square feet) to develop best practices for the District's preventive and predictive maintenance programs.



Arup North America Ltd. (Arup) is the creative force at the heart of many of the world's most prominent projects in the built environment and across industry. From 92 offices in 40 countries, Arup's 12,000 planners, designers, engineers, and consultants deliver innovative projects with creativity and passion. Arup's Strategic Energy Consulting practice helps clients identify opportunities to reduce operating costs, achieve sustainability and carbon reduction goals, and design and implement energy-reduction and renewable energy products. Through its work, Arup has developed a reputation



for innovative solutions and advice with a focus on cost-effective energy performance and environmental conservation.

Arup's San Francisco office hosts energy and design professionals with extensive experience in developing energy programs, completing building energy audits, energy and water benchmarking, asset and condition surveys and performing measurement and verification of existing facilities' performance. Arup also has considerable commissioning experience, especially for public buildings. Arup is well supported by its Los Angeles office, which brings additional expertise in energy management, demand response, RCx, and community scale energy consulting. Arup's strength comes from its depth of knowledge in building energy and environmental systems and having a staff with the qualifications and experience to meet any clients' needs. Working in the field of energy upgrades, Arup has also found that its clients are appreciative of the depth of engineering disciplines in its office such as structural engineers, façade consultants, fire and code experts and acousticians—all of which may be needed at times during energy upgrade projects and which includes:

- Licensed Control Systems Engineers – certified energy managers
- Licensed Mechanical/Electrical Engineers – certified measurement & verification professionals
- LEED Accredited Professionals - certified – energy plan examiners
- Certified Commissioning Authority

1.3. Staff Availability

We are very enthusiastic about this work program and have an executive management level commitment to ensure that the project is a top priority of the firm. Rincon is of a sufficient size that it has the resources to manage and successfully execute a number of projects concurrently. In any given year, Rincon manages in excess of over 300 assignments for more than 150 clients statewide. We are experts in managing sustainability work programs involving multiple concurrent assignments and encourage that you contact our current clients about our ability to manage a high volume of work within strict timeframes. Our reputation is founded on providing high quality products, on time, and within budget.

Rincon principals and senior staff members involved in this contract have served as technical experts in the sustainability industry and have been so recognized through professional awards. Our quality control procedures are well established and are integrated into all aspects of our professional practice. These techniques include careful management of workload commitments. Weekly meetings led by service line Program Managers serve to make adjustments to task execution based on ongoing client scheduling shifts and other time-related changes. Most of our planning and environmental studies are performed by small teams of specialists within short timeframes characterized by intensive activity. We are highly confident that our current workload, while strong, will not preclude us from providing excellent and responsive professional service to the District under this contract.

1.4. Sustainability at Rincon

Environmental ideals have been a part of Rincon's decision making process since its inception. Rincon practiced environmental sensitivity at the initiation of the business, buying used furniture and equipment, used vehicles with high gas mileage ratings, and using recycled paper for report production. As the firm has evolved, it has continued to expand its environmentally sensitive business practices. In 2008, Rincon formally established a **Green Team** led by a team of in-house environmental specialists including our LEED® Accredited Professionals. The Mission Statement of Rincon's Green Team is "to implement and apply daily sustainable practices within Rincon's corporate structure that protect and enhance the environment, improve profitability for the company, and provide a model approach for other corporations to follow."

In 2014, Rincon completed the LEED® for Existing Buildings: Operations & Maintenance (EBOM) certification for the company's 10,000 square foot corporate headquarters building and received the targeted LEED® Silver certification. LEED for existing buildings focuses not only on the building itself, but also on the day to day operations within the building. The goal of the project was to create a building operational plan that was low cost and environmentally friendly in the long term. As part of the EBOM project all of the operational systems of the office building were



monitored and streamlined. Monitoring the office waste stream resulted in an increased recycling rate from about 30% of recyclables being diverted to 87%. An ASHRAE Level 1 audit revealed several energy saving projects which both saved the office money and allowed it to reach an Energy Star level of 93, 50% better than the median. Water use was also monitored closely and several retrofits were undertaken. The result was a nearly 50% drop in building water use, saving the office approximately \$50 a month. A green purchasing policy was also put in place. Under this plan 100% of building purchases by cost met a LEED approved sustainability criteria. Some of the major successes of the LEED certification process were as follows:

- **Green Procurement Practices** : Developed list of preferred consumable, durable, and electronic items which meet LEED guidelines for recycled content, energy consumption, and overall sustainability
- **Comprehensive Waste Reduction and Recycling Program**: Includes adoption of a formal recycling program, e-waste collection and recycling for office and staff materials, green/recycled materials purchase program, 2-sided print policy, move to electronic deliverables, paperless payroll, move to paperless billing
- **Energy Efficiency Program** : Includes bulb replacement with CFLs and LED, purchase of energy efficient server, Energy Star certified computers and monitors, and investigation into solar PV system
- **Purchase of Hybrid Fleet** : To date the company has replaced four fleet vehicles with hybrids
- **Green Cleaning and Integrated Pest Management**: By formalizing a green cleaning program with an integrated pest management program, Rincon has been able to drastically cut its use of harsh cleaners and pesticides
- **Water Reduction**: By installing new fixtures throughout the building and replacing traditional landscaping with xeriscaping, Rincon was able to drastically reduce its water use

Since completion of the LEED EBOM project at the Ventura Office, the Green Team has been working to implement these successes in other offices as well. Rincon's Oakland, and Los Angeles offices are also LEED Certified and our Monterey office is certified by the Monterey Bay Area Green Business Program, passing all the necessary compliance checks and completing the required checklist items to be considered a "green" business. Other programs such as our bike to work week contests have also been huge successes in encouraging active transport. In our Oakland office over 60% of staff commute by bike, walk, or take public transportation on a daily basis.

Rincon is committed to making our business and the projects we work on as sustainable as possible. Our Green Team is continuing to look for ways to decrease our environmental footprint in all of our offices. Based on this expertise, we know that all projects can be approached in a sustainability framework without sacrificing schedule, technical excellence, or cost. By managing each project with a focus on three primary objectives – technical excellence, economic efficiency, and sustainable approach – we are able to provide superior service that efficiently and effectively meets the needs of our clients.



2 Firm Qualifications

Rincon Consultants has assembled a team of professionals uniquely qualified to successfully execute this work program. The follow are a few key highlights of our team and its qualifications for this assignment.

2.1. Key Features of the Rincon Team

Sustainability Experience. Rincon Team experience, including, BluePoint, ARUP, Fehr and Peers, and Enovity, includes considerable complementary sustainability and planning experience including ongoing sustainability work for the Ventura County Community College District (Rincon), sustainability consulting with Pasadena Community College (BluePoint), the Southern California Association of Governments Sustainable Communities Strategy/Regional Transportation Plan (Fehr & Peers), Peralta Community College District (Enovity), and monitoring based commissioning and energy auditing at UC Berkeley (Arup). The experience held by the team is specifically relevant to each component of the District’s Sustainability Master Plan. This knowledge base regarding the current state of the practice and sustainability will be important to coordinate the broad program workshop and facilitate meeting the scheduling requirements for this project.

Local and Experienced Team. Rincon and each of our partners has a strong presence in Oakland and all of the team members have offices in either San Francisco (Enovity), or Oakland (Rincon, Fehr and Peers, Arup, Blue Point). This strong understanding of the local community will be indispensable in providing quality service, reducing costs for travel, and providing insights into solutions that will benefit both the campus and the local community. Our team also has extensive experience working with campuses including Pasadena Community District, Peralta Community College District, U.C. Berkeley and Ventura Community College District. Our depth of experience in energy, sustainability, outreach, and transportation allows us to meet the many and varied sustainability goals of the District.

Proven Management. This project would be managed by Joe Power, AICP, Principal in Charge, Erik Feldman, MS, LEED AP Senior Program Manager and Ryan Gardner, MESM, LEED AP Project Manager. Both Joe and Erik have considerable experience working on large scale sustainability and planning projects. Mr. Power has served as the Project Manager for numerous planning projects throughout California. Mr. Feldman has a strong technical background in climate action and sustainability planning for modernization projects. Mr. Feldman also has significant past experience with community colleges including current sustainability consulting for the Ventura County Community College District. Mr. Gardner has his LEED AP in operations and maintenance and has extensive experience in the sustainability field. He has led sustainability projects ranging from green banking to green building and is active within the Oakland sustainability community and is currently completing a GHG inventory for Stanford University’s Hospital Campus. Ryan is also an Envision Sustainability Professional, proficient in lifecycle assessment and sustainability for infrastructure projects.

Responsiveness. Given our principal level commitment to this project, we have the ability to work very closely with the District to ensure that the objectives of this program are fully met. We would essentially act as an extension of staff and the District would have access to a large team of expert technical resources. Successful completion of this work program would be a top priority of our firm.

2.2. Firm Qualifications, Sustainability Experience

As described above, the Rincon team has extensive experience preparing Sustainability Plans, Climate Action Plans, implementation and monitoring plans, Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) implementation plans, and RTP/SCS EIRs for communities and districts throughout California. Our project team’s thorough understanding of local climate action planning, RTP/SCS implementation, and practical and cost-effective



sustainability measures, as well as our strategic work approach, will allow us to efficiently and effectively execute the project objectives. A selection of recent representative projects is provided below.

2.2.1. Rincon Consultants

A core business area for Rincon is educational facilities, and our firm has provided environmental consulting services for these types of projects for over 19 years. Since our founding in 1994, Rincon has completed thousands of projects for educational facilities including carbon footprints and master plans. Through the course of these projects, we have developed a high level of expertise in the issues affecting these facilities. These projects include work for public and private sector clients. Some of the public sector clients for which we have completed projects for include:

- **Ventura County Community College District** – Client for over 11 years
- **California State University Channel Islands** – Client for over 15 years
- **Ceres Unified School District** – Client for over 13 years
- **Ventura Unified School District** – Client for 13 years
- **Long Beach Unified School District** – Client for 13 years
- **County of Los Angeles Community Development Commission** – Client for 17 years
- **City of Los Angeles Housing Department** – Client for over 10 years
- **Los Angeles Community College District** – Client for 1 year (*Recently selected for on-call site assessment and remediation services*)

Ventura County Community College District Carbon Footprint

Rincon Consultants has prepared a carbon footprint for the Ventura County Community College District which included three campuses and a district office. Rincon worked closely with key stakeholders at each campus and the district offices in order to collect the required data including all scope 1, 2, and 3 emissions sources. The key objective for VCCCD was the development of a GHG emissions inventory that: (1) detailed a proportional breakdown of GHG emissions at each campus, (2) informed future planning efforts to achieve long-term GHG emissions reductions consistent with the direction of CARB and AB32, and the California Community College (CCC) Board of Governors, and (3) provides for an understanding of how future actions can help to reduce GHG production and overhead costs while contributing to a sustainable community, economy, and environment.

Rincon’s approach to the assignment was to draw on and maintain consistency with accepted protocols, guidelines, and standards for GHG inventories and climate action planning, set forth by AB 32, CCC Board of Governors, Energy and Sustainability Policy, and American College & University Presidents’ Climate Commitment.

Waste Management Plan, Villa La Esperanza, Goleta, California

Rincon Consultants, Inc. prepared a Post-Construction Integrated Waste Management Plan (IWMP) in accordance with the City of Goleta’s conditions of approval for the Villa La Esperanza Development. This Post-Construction IWMP outlines the waste management actions incorporated into the operation of the project and is intended to assist in guiding the appropriate management of solid waste generated by the planned housing units.

The property is owned by People’s Self-Help Housing Corporation and the project included an increase in affordable housing units at the site. To reduce the waste generated through the operation of the proposed facility Rincon created a Post-Construction IWMP, which incorporated a source reduction plan describing the recommended programs and estimated reduction of the solid waste disposed by the project; a recycling plan developed to increase the diversion of recyclable materials from the landfill; a green cleaning plan and pest management plan which serve to decrease the use of harsh chemicals and pesticides at the facility; and, a tenant outreach program which includes an infographic to be provided to new tenants. The tenant outreach program includes a site plan with the locations of common area recycling and waste bins. Additionally, as detailed in the recycling plan, at a minimum, 50% of the total waste bin volume will be dedicated to recycling.

Community Bank of the Bay – Bay Area Green Fund

Rincon was hired by the Community Bank of the Bay to develop a Sustainable Project Loan Program to educate the public on local sustainability programs and promote sustainable community investment within the Bay Area



community. The Bay Area Green Fund (BAGF) was developed to provide an innovative way for the community to become “green” impact investors and to promote an increase in local sustainable projects and businesses. The Green Fund provides the community with the ability to earmark their Community Bank of the Bay (CBB) savings accounts to only be used to fund sustainable and socially equitable projects and businesses. The program includes a comprehensive set of criteria to transparently screen sustainable projects in a manner that would hold up to outside scrutiny and could draw on public involvement to facilitate sustainable change within their local community. Within the first year, the result has been overwhelming with over \$27 million in BAGF deposits and over \$16 million in sustainable business and project financing. The key to this success has been an outreach program designed to show the community that they could have a positive impact on sustainable development in the Bay Area.

BuildZig Sustainable Consulting Services

Rincon is currently providing sustainability consulting services for Oakland based developer BuildZig. For each of BuildZig’s projects, Rincon provides a sustainability review which focuses on reducing energy, water, waste, and VMT. Rincon then provides BuildZig with a sustainability matrix which ranks actionable sustainability measures based on cost and return on investment. Rincon then works with BuildZig to implement the top sustainability measures suggested for each project. Finally, Rincon tracks the success of those projects as well as their overall costs and benefits to create a library of sustainability measures which are most cost effective in a given project type.

Zero Waste Management UC Berkeley

A Rincon staff member previously managed a group of 25 people working on projects related to achieving zero waste by 2020 within the University of California system and served as liaison between the City of Berkeley, the UC campus and other California universities to strategically target zero waste goals. The Rincon staff member wrote grants to keep projects funded, sustained zero waste partnerships between the University and the City of Berkeley, and wrote the University’s first Plastic Disclosure Project and presented it at national and international conferences. As part of the project a Zero Waste Event protocol was also developed to reduce event related waste.

Los Angeles Community Development Commission Sustainable Consulting Services

In 2010, Rincon was awarded a multi-year contract to provide sustainability consulting assistance to the Los Angeles County Community Development Commission (LACDC). As part of this contract, Rincon is assisting LACDC with implementation of a Sustainability Consultation Program which aids Los Angeles County communities and developers in identifying opportunities for integrating sustainable design features, such as LEED and best practices, for building construction and operation that will bring buildings into compliance with the requirements established by Title 24 and SB 375. As part of the program Rincon hosted LEED design charrettes for municipal staff to assist in the development of local LEED projects. Additionally, Rincon has participated in the LACDC funding review panel providing sustainability review for proposed projects. The program involves evaluating and scoring proposed building and operation methods that increase energy efficiency and reduce GHG emissions. Funding requirements include:

- Exceeds Title 24 energy standards by 10%, for new construction
- Reduces energy use on a per square foot basis by 25% utilizing the California Energy Commission calculation methods, for rehabilitation projects
- Implements energy and water reduction strategies: including Energy Star rated appliances and lighting, passive cooling design, renewable energy, purchase of green energy, green training for building manager, energy management plan, and green educational program for residents

Example projects to be funded with these resources include public service grants, single and multi-family rehabilitation, commercial rehabilitation, architectural barrier removal, public works improvements, housing production, park and recreation improvements, and other economic development programs. Project recipients are located within unincorporated County of Los Angeles areas and within the corporate jurisdictions of 48 participating cities for which LACDC administers such programs.



LEED for Existing Buildings Operations and Maintenance Certification

In 2014, Rincon completed the LEED® for Existing Buildings: Operations & Maintenance (EBOM) certification for an office building and received the targeted LEED® Silver certification. The project included an approximately 10,000 square-foot office building located in Ventura, California. The project focuses on providing tenants with a healthy indoor environment; reduced energy and water usage; and increased recycled material usage; and, reduced vehicle trips.

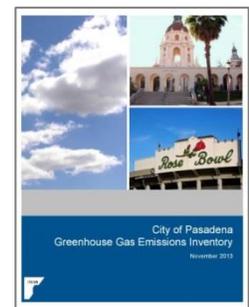
As part of the LEED EBOM certification process, Rincon conducted an ASHRAE Level II Energy Audit. The assessment included conducting an inventory of all electrical consuming equipment (light bulbs, HVAC, computers) review of the building drawings, a review of historical energy consumption, and energy cost data. Based on the results of the survey, we generated a complete building systems and energy usage narrative. Using the narrative, we developed an energy efficiency strategy which outlined no-cost, low-cost, and capital expenditure measures. For each of the measures savings and payback periods were provided.

Based on the energy assessment results, the building implemented a cost efficient energy conservation program, including the retrofit of all interior and exterior lighting and thermostats, establishing an Energy Star rated appliance and computer replacement schedule, implementation of passive cooling measures, and the development and implementation of an energy efficiency building operation program. Additionally, Rincon completed the grant applications and was awarded approximately \$20,000 in lighting retrofit and energy management systems through the Edison Direct Install Program. Upon receipt of the grant we assisted with the retrofit prioritization and provided oversight during the lighting retrofit and energy management systems installation.

Rincon also conducted waste and water audits during the project. The audit results were then used to target specific areas for improvement including fixture replacement and updated waste management practices as well as training for building occupants. Rincon also conducted a review of the purchasing habits and created a green procurement policy which resulted in 100% of the products purchased, by cost, meeting at least one of the sustainability criteria outlined in the LEED guidelines.

City of Pasadena GHG Emissions Inventory and CAP

Rincon prepared a comprehensive inventory of GHG emissions resulting from local government (municipal) and community-wide activities. As part of the project, Rincon inventoried GHG emissions for the 2009 baseline year and conducted emissions forecasts for the years 2020 and 2035 (consistent with the AB 32 target year and the City of Pasadena’s General Plan horizon year). The inventory was prepared according to State-recommended protocols, including the Local Government Operations Protocol and the ICLEI U.S. Community-wide Protocol. Rincon also developed a list of best practices that will be used to develop a CAP. Following completion of the GHG Emissions Inventory, Rincon assisted the City of Pasadena in a Strategic Growth Council grant application to request funding for the City’s General Plan update and development of a CAP. The City was awarded funding from the Strategic Growth Council in 2014 and Rincon has begun development of its CAP. Currently Rincon is working with the City to identify and evaluate reduction measures that would achieve the greatest reduction in the most cost-effective manner; and create and implement a comprehensive public outreach program. Rincon will also develop a detailed implementation, monitoring, and maintenance plan, and a compliance checklist for future development projects.



Stanford Medical Center Carbon Footprint

Rincon conducted a carbon footprint for the Stanford Medical Center 2014 operations. The footprint followed established protocols from the Carbon Project and the IPCC. The project included collecting data on electricity, steam, and natural gas consumption as well as commuter miles traveled, fleet vehicle fuel use and helicopter fuel use. Additional scope 3 emission sources such as nitrous oxide emissions from medical use were also included in the project. Rincon took the raw data and applied hospital specific emission factors in order to determine the total emissions resulting from the facility operations.



LADWP Energy Audit for a 1MW Solar Project

In support of the Los Angeles Department of Water and Power (LADWP) Solar Photovoltaic Incentive Program (SIP), Rincon Consultants conducted an energy assessment and benchmark of the property located at 9545 Wentworth Street, Sunland, CA. The energy assessment included a review of the building's energy consuming characteristics, energy efficiency upgrades, an analysis of no/low cost, and capital improvement efficiency upgrades, and an energy utilization index (EUI) rating derived by the Energy Star Portfolio Manager. The property consisted of approximately 115,000 square feet of warehouse, fabrication areas, office space, and rental material storage and display areas. As part of the project, Rincon conducted an audit of all energy consuming systems including the HVAC units and controls, lighting, electronics, and fabrication equipment. Using data on the building's energy consumption and energy consuming units, Rincon developed energy use intensity through the Energy Star Portfolio Manager as well as a set of energy efficiency opportunities. The energy efficiency opportunities were presented as a prioritized list based on return on investment and ease of implementation. The Energy Audit report was used by the property owner to satisfy the requirements of LADWP Solar Incentive Program and install a rooftop solar system.

City of La Canada GHG Inventory Update and CAP

Rincon is preparing a CAP for the City of La Cañada Flintridge through a grant from the Southern California Association of Governments (SCAG). The purpose of the project is to reduce GHG emissions throughout the city through the implementation of SCAG's 2012-2035 RTP/SCS. The goal of the project is to develop a comprehensive roadmap that outlines cost-effective actions the City can implement to reduce local GHG emissions, mitigate the community's contribution to global climate change, and support tiering and streamlining of subsequent projects' GHG emissions analyses pursuant to CEQA. To fulfill the project objectives, Rincon is developing a 2010 baseline inventory and forecast (years 2020 and 2030) of GHG emissions from community-wide and municipal activities. Rincon is also establishing emissions reduction targets for the years 2020 and 2030; identifying and evaluating reduction measures that would achieve the greatest reduction in the most cost-effective manner; and creating and implementing a comprehensive public outreach program. The CAP measures will build on La Cañada Flintridge's strengths and take into account local conditions. For example, since the City is mostly built-out and the majority of housing was built prior to Title 24 energy efficiency standards, energy measures would focus on efficiency retrofits and upgrades to the existing building stock. Rincon is also developing a detailed implementation, monitoring, and maintenance plan, and a compliance checklist for future development projects.

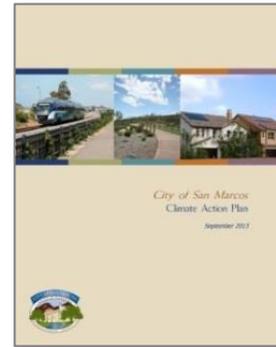
San Luis Obispo Regional CAP and Six City CAPs

Rincon Consultants prepared a regional climate action program, on behalf of the San Luis Obispo County Air Pollution Control District (SLOAPCD) and cities of Pismo Beach, Grover Beach, Morro Bay, Arroyo Grande, Atascadero, and Paso Robles. The purpose of the program was to develop coordinated tools and plans for the jurisdictions to cost-effectively reduce GHG emissions consistent with AB 32 and the State CEQA Guidelines customized to the specific characteristics of each participating community. As part of the work program, Rincon completed the following tasks: 1) prepared GHG Emission Inventory Updates for each of the six cities within the region; 2) developed adjusted emission forecasts to account for federal, state, and regional regulations that will reduce local emissions; 3) created a tool to calculate GHG reductions, costs, and savings from approximately 40 potential policies or measures; 4) conducted climate change vulnerability assessments and developed adaptation strategies; 5) implemented a regional public engagement program that included public workshops, stakeholder meetings, presentations to interest groups, public hearings, and a project website; 6) assisted with grant administration; and 7) developed six individual programmatic Climate Action Plans, including implementation and monitoring programs and a project-level Climate Action Plan consistency worksheet.



City of Lake Elsinore GHG Emissions Inventory and CAP

Rincon prepared a GHG emissions inventory and CAP in coordination with the City of Lake Elsinore’s General Plan Update. The purpose of this project was to develop a comprehensive roadmap that outlines cost-effective actions the City of Lake Elsinore can implement to reduce local GHG emissions consistent with AB 32 and Executive Order S-3-05, mitigate the community’s contribution to global climate change, and support tiering and streamlining of subsequent projects’ GHG emissions analyses pursuant to CEQA. To fulfill the project objectives, Rincon developed a 2010 baseline inventory and forecast (years 2020 and 2030) of GHG emissions from community-wide and municipal activities; established emissions reduction targets for the years 2020 and 2030; identified and evaluated reduction measures that would achieve the greatest reduction in the most cost-effective manner; and created and implemented a comprehensive public outreach program. Rincon also developed a detailed implementation, monitoring, and maintenance plan, and a compliance checklist for future development projects.

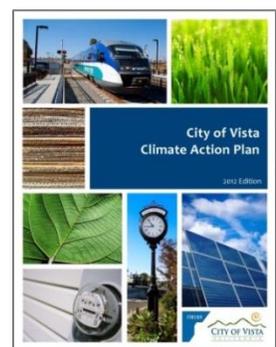


City of San Marcos GHG Inventory Update and CAP

Rincon prepared a CEQA compliant CAP for the City of San Marcos that provides streamlining opportunities and mitigates the City of San Marcos’ municipal and community-wide GHG emissions resulting from buildout of its General Plan Update. The CAP was informed by and builds on the General Plan Update, Zoning Code update, and other relevant policy documents. As part of the project, Rincon: peer reviewed and updated the baseline GHG emissions inventory; forecasted GHG emissions for the years 2020 and 2030; developed GHG targets consistent with AB 32 and Executive Order S-3-05; and developed and quantified GHG reduction measures. For each climate action policy and implementation action, Rincon assessed implementation costs and savings and established an implementation timeframe. Rincon also facilitated a public workshop and developed a webpage on the City of San Marcos website to inform the community about the plan and the preparation process. As part of the project, Rincon also developed a project-level CAP compliance worksheet, CEQA GHG thresholds for proposed development projects not in compliance with the CAP, and a user-friendly Monitoring and Reporting Tool to aid the City of San Marcos in policy- and plan-level tracking of plan implementation.

City of Vista GHG Inventory and CAP

Rincon prepared a comprehensive CAP for the City of Vista in order to support the state’s efforts under AB 32 and SB 375, and to mitigate the community’s contribution to global climate change. As part of this process, Rincon peer reviewed and updated the City of Vista’s GHG emissions inventory and forecast based on State-recommended protocols and identified an emissions reduction target consistent with AB 32. Rincon also identified feasible and cost-effective GHG reduction measures, evaluating each measure based on its GHG reduction potential, costs, savings, co-benefits, available funding resources, stakeholder support, and potential for regional collaboration and/or cost-sharing. In addition, Rincon developed a detailed implementation and monitoring plan, including a compliance worksheet for future development. Rincon also developed and facilitated a comprehensive public outreach program, including an online survey and two community workshops.



Kings County-wide CAP

Rincon prepared a regional CAP for the Kings County Association of Governments (KCAG) on behalf of the cities of Avenal and Hanford. The CAP provides GHG reduction strategies that are customized to the jurisdictions’ rural and small urban characteristics and can be used in the context of AB 32 and SB 375. The project included an in-depth review of each jurisdiction’s existing and planned programs, policies, and actions; identification of county-wide GHG reduction targets consistent with AB 32 and SB 375; a comprehensive public engagement program; development and evaluation of appropriate and cost-effective GHG reduction measures; development of a county-wide CAP that presents a comprehensive perspective, yet provides flexibility for each jurisdiction; and preparation of an implementation and monitoring program.



Tuolumne County Regional GHG Study and Reduction Plan

Rincon developed a custom, region-wide GHG Study and Reduction Plan (including incorporated and unincorporated areas) in conjunction with the Regional Blueprint Planning Program and Regional Transportation Planning process. As part of the project, Rincon prepared a County-wide GHG emissions inventory, which evaluates existing (2010) GHG emissions, and projected (2020, 2030, and 2040) emissions for three growth scenarios; utilized the results of the GHG study to compare recent trends and the alternative growth scenarios; developed a County-wide GHG reduction target and project-level GHG CEQA threshold consistent with AB 32; developed a list of program- and project-level GHG reduction measures unique to the rural and small urban nature of the jurisdictions; and developed two sets of screening criteria for future rural and urbanized land use projects. If a project meets either set of screening criteria, then the lead agency or project applicant would not need to perform a detailed assessment of the project's GHG emissions and emissions would be consistent with AB 32.

City of Madera GHG Inventory and CAP

Rincon is preparing a GHG Emissions Inventory and CAP for the City of Madera to comply with AB 32 and SB 375 and to mitigate climate-related impacts within the City of Madera. The project involves preparation of municipal and community-wide GHG emissions inventories and forecasts, prepared in accordance with State-recommended protocols. It also includes a comprehensive public engagement program that involves public workshops, stakeholder interviews, use of social and traditional media outreach, and development of a project website. The CAP will identify future GHG emissions reduction targets consistent with AB 32 and Executive Order S-3-05, contain a variety of mitigation strategies specific and unique to the small urban characteristics of the community, develop an implementation timeline for GHG reduction measures, and include a CEQA compliance worksheet to facilitate CEQA streamlining of future projects' GHG emissions.

Calculating the Carbon Sequestration of a Creek Restoration Project, City of Calabasas

Rincon Consultants worked with the City of Calabasas to calculate the expected carbon sequestration benefits associated with a 1.2 – mile restoration of the Las Virgenes Creek. While carbon dioxide (CO₂) would be sequestered by the newly planted biomass, old biomass would be removed and fossil fuels would be combusted during the removal, planting, and maintenance phases of the project. Pursuant to the Proposition 1 grant application guidelines, the net result of these activities needed to be calculated and reported. To complete this project, Rincon first looked to the iTree Eco urban forestry model as it offers the most complete analysis of carbon sequestration and co-benefits associated with the planting of trees. However, for this particular project the required data points needed for iTree Eco were not available. Therefore, Rincon utilized the ecoSmart Landscape tool jointly developed by UC Davis, the US Forest Service, and Cal Fire. This model uses tree species, size, and location information with species specific allometric equations to calculate biomass and carbon storage. Tree growth curves are used to forecast future carbon storage rates. The Carbon model is the only model approved by the Climate Action Reserve and California Air Resources Board for quantifying and reporting reductions with their Urban Forest Project Protocol. The tool requires the location, species, and DBH of all trees as inputs and provides the expected growth rate and thus carbon sequestration. Rincon used the tool to estimate the expected loss of sequestration of the 333 trees to be removed as well as the expected benefits associated with the 975 proposed native tree species.

Comprehensive Climate Change and Greenhouse Gas Studies

Rincon has prepared over 50 environmental reports for agencies throughout California that include a comprehensive analysis of GHG emissions as they relate to climate change. These analyses respond to the directives set forth in AB 32 and SB 97. Consistent with the CEQA Guidelines and California Air Resources Board recommended methodologies, our analyses quantify existing and projected GHG emissions, identify a significance threshold consistent with AB 32, estimate potential impacts of GHG emissions on climate change, and evaluate the potential impacts of global climate change on an area or project. Our reports also set forth measures to reduce potential impacts on global climate change where applicable, along with performance standards and monitoring and reporting procedures. These elements commonly form the basis of Climate Action Plans. Programs for which Rincon has prepared GHG emissions analyses include, but are not limited to:



- Claremont McKenna College
- California State University Channel Islands
- Pomona College
- Biola University
- University of California Los Angeles
- University of California Santa Barbara
- Southwestern Community College
- City of Calabasas
- Santa Barbara County Association of Governments
- County of San Luis Obispo
- City of Santa Maria
- City of Marina
- City of Camarillo
- City of Ventura

Regional Transportation Plan & Sustainability Community Strategy (RTP/SCS) EIRs

Rincon has prepared Regional Transportation Plan/Sustainable Communities Strategy environmental impact reports for Transportation Agencies and Associations of Governments throughout California. In general, the EIRs concentrate on the long-term environmental impacts of the RTP/SCS. Through this experience we have conducted thorough evaluation of the impact of policies and programs contained in the RTP/SCS on climate change and presented feasible alternatives and mitigation measures to avoid or reduce those impacts. These analyses closely follow the methodologies proposed in local policy climate change related documents, including Climate Action Plans, under the requirements of CEQA. Agencies for which Rincon has prepared RTP/SCS analyses include, but are not limited to:

- Santa Barbara County Association of Governments
- Stanislaus County Association of Governments
- Tulare County Association of Governments
- Council of San Benito County Governments
- Santa Cruz County Regional Transportation Commission
- Association of Monterey Bay Area Governments
- Placer County Transportation Planning Agency
- Kings County Association of Governments
- Shasta Regional Transportation Agency
- San Luis Obispo County Council of Governments

AB-32 Compliant Energy and Greenhouse Gas Audits

Rincon has completed over 30 energy and greenhouse gas audits and reports in compliance with AB-32. As California Air Resources Board Certified Lead Verifiers, Rincon has completed audits for cogeneration facilities, oil and gas facilities, fuel suppliers, and food processors. Verification and reporting under AB-32 includes the collection and analysis of utility invoice data, meter data, and production data to form a complete energy budget for each facility. Rincon has completed verifications or reports for the following facilities.

- Kyocera Manufacturing GHG Verification - cogeneration facility
- Transmontaigne – fuel supplier
- Flyers Energy – fuel supplier
- Ingomar Tomato Products – tomato processing facility
- Los Gatos Tomato – tomato processor
- Plains Exploration and Production (PXP) – oil and gas production facilities
- South Orange County Wastewater Authority (SOCWA) – wastewater treatment facility
- County of Orange Public Works – cogeneration facility
- Jaco Oil – fuel supplier
- Pro Petroleum - fuel supplier
- Robinson Oil Supply & Transport – fuel supplier
- Seneca Resources – oil and gas production facilities
- Ventura Regional Sanitation District
- Riverside County Waste Management Department
- Land fill gas to energy

AB-1103 Compliant Commercial Energy Audit

AB-1103 requires all commercial buildings to provide an Energy Utilization Index (EUI) to potential tenants before the signing of any lease agreement. The law is designed to promote energy efficiency by providing tenants with information on the energy and water costs associated with a commercial building before renting. Selective Real Estate Investments owns several commercial properties throughout the Los Angeles area and retained Rincon



Consultants to create an Energy Star Portfolio profile for two large mixed use properties, each with multiple buildings. Rincon reviewed electricity, water and natural gas bills and completed an Energy Star Portfolio for each. The properties in question are a mix of office, manufacturing, and warehouse uses. The varied site uses required Rincon to separate the building types by collecting multiple variables including total square footage, occupancy rates, computer use, and overall energy and water consumption for each use type found at the property. This allowed Rincon to provide an accurate final EUI. The project included an initial questionnaire, reviewing utility invoices, collecting site use data, and generating an Energy Utilization Index (EUI) value which can be distributed to potential tenants. The EUI allows building owners and possible tenants to compare different buildings based on the energy costs per square foot. It also allows building owners to identify potential cost saving projects and track abnormalities in energy and water use.

2.2.2. Fehr & Peers

Santa Monica Land Use and Circulation Elements Travel Demand Model

Fehr & Peers developed a citywide travel demand model for the award-winning Santa Monica General Plan Land Use and Circulation Elements (LUCE) update. The study included development of performance measures for evaluating and monitoring transportation-related goals, development of a travel demand model to evaluate proposed land use scenarios and circulation strategies, a transportation analysis for the LUCE EIR, and a nexus study to develop multi-modal transportation-based impact fees. The model incorporated many state-of-the-art and unusual features, including smart growth sensitivity to fully capture the potential effects of the General Plan alternatives on vehicle travel, greenhouse gas emissions, a Saturday model in addition to a traditional weekday model, a walking and bicycling demand GIS model, and a direct ridership model providing the ability to predict the change in the likelihood of transit use based on differences in development density in proximity to rail transit stations as well as changes in rail service levels. In addition to traditional LOS, the model was used to evaluate innovative performance measures including travel times, greenhouse gases, and the ability of the City to achieve its groundbreaking “no net new PM peak trips” policy.

Southern California Association of Governments (SCAG) Sustainable Communities Strategy/Regional Transportation Plan (SCS/RTP)

Fehr & Peers is participating in the development of the Southern California Association of Governments (SCAG) Sustainable Communities Strategy/Regional Transportation Plan (SCS/RTP). As part of a team, Fehr & Peers is supporting the application of the Urban Footprint Scenario Planning Model (SPM) through four specific efforts. First, Fehr & Peers is developing VMT forecasts for use in the SPM to calculate VMT and GHG emissions from passenger car vehicles. Second, we are providing estimates of VMT reduction benefits associated with emerging strategies like car sharing, shared mobility modes, and neighborhood electric vehicles. Third, Fehr & Peers developed a detailed model that estimated additional walking and biking trips resulting from changes in land use and transportation networks.

San Gabriel Valley COG Greenhouse Gas Inventory and Energy Efficiency Plans

Fehr & Peers provided transportation support to the Project Team for the development of a Regional Greenhouse Gas Inventory for the San Gabriel Valley COG. Our work was focused on the preparation of Base Year Vehicle Miles Traveled (VMT) and Future Year VMT using the regional SCAG Travel Demand Model. Key subtasks included a review of demographic data and projections for each of the cities in the SGVCOG, reviewing available tools and approaches, documentation of VMT forecasting process, and VMT data for each of the cities. VMT data was prepared for 28 cities in the SGVCOG for use in the GHG inventories. Fehr & Peers also attended meetings with the COG and participating cities to review the methodology and results.

2.2.3. Blue Point

Pasadena City College Facility Visioning Facilitation

In 2010, Mindy Craig (as a Project Manager with MIG) led the development of the Pasadena City College Educational Master Plan (EMP) the creation of a guiding vision with intensive stakeholder engagement. This vision inspired and



challenged the staff and faculty to develop goals, strategies and tactics that would result in true change. In 2013, with the EMP being actively implemented, PCC contracted with BluePoint Planning to serve as the College's support in the development of a new Facility Master Plan to address the Campus' next 50 years of development. BluePoint's primary role is to ensure that the educational program is properly translated into facilities and to facilitate the process for the development of the vision working with diverse voices.

Mindy first worked closely with the administration, staff and faculty to develop a Request for Proposal and selection process for architects to develop a conceptual campus design. This included outlining a process and developing selection criteria and interview questions.

Concurrently, Mindy worked with the College to plan and facilitate two District Workshops on the planning effort. This included a series of stakeholder interviews, development of all the materials and planning sessions with College Administrators. The first day-long workshop was for District decision-makers and engaged stakeholders and included presentations, small group exercises, meet the planners session and interactive conversations. A second shorter version was held the next day for the general community. (The workshop summary is provided as a sample)

With the success of the District workshops, the College decided to hold a series of internal Department specific workshops, eight all together, to better engage faculty in the process. For this series, BluePoint developed a unique prioritization exercise to help each department determine the most important elements. The exercise was built from the EMP goals and the vision that was developed from the earlier District-wide sessions ensuring alignment and consistency.

BluePoint will continue work into 2016 assisting with the plan development and moving towards a bond campaign.

Zero Net Energy New Residential Action Plan and Framework

BluePoint Planning is the lead consultant to the CPUC to develop a statewide New Residential Zero Net Energy (ZNE) Action Plan to meet the State goal to ensure that all new homes are ZNE beginning in the year 2020 and to help the State achieve greater energy independence and sustainability. The Action Plan is designed to help build awareness of ZNE statewide with the public, industry leaders, utilities and others; inspire technological innovations; direct the development of new training; align agency work and to help transform the marketplace in California. The success of the program lies with the ability of the CPUC to develop partnerships and build ownership in the larger business community.

BluePoint Planning led the plan development, stakeholder engagement, and facilitation. Participants included state agencies, utility company representatives, industry leaders, architects, engineers and non-profits. BluePoint planned, managed, and facilitated three stakeholder workshops and home builder networking sessions and an open house, initiated and managed outreach statewide, conducted an online survey, held fifteen subcommittee meetings, developed a Strategic Vision Framework, developed background assessments of the marketplace and designed and launched a stakeholder website (www.CaliforniaZNEhomes.com). In addition, BluePoint Planning developed a new logo for the effort and has assisted with the development of the Communication Toolkit for Stakeholders and advocates.

Energy Upgrade California Strategy, Marketing, Communications, and Facilitation

Energy Upgrade California is an unprecedented statewide energy efficiency program developed through a partnership of local governments, utility companies and non-profits. Mindy Craig was the lead outreach, marketing and brand strategist for this \$250 million program and part of a multifaceted team and continues to be the lead facilitator.

In 2009, Mindy began working with the California Home Energy Retrofitting Coordinating Committee to discuss and determine if a single brand and program for California's Whole House Energy Efficiency Program was a viable solution. Mindy led and facilitated a four-month series of intensive meetings with investor owned utilities, local governments, California Energy Commission and the California Public Utilities Commission to resolve the question and develop what is now Energy Upgrade California. This included helping to develop recommendations for management, governance and coordination for the program with the CEC and CPUC and presenting the plan to potential partners and implementers. Mindy was the principal-in-charge leading the strategic communications and



messaging for the program in Alameda and Los Angeles Counties, the ABAG regional governments and for the State. She facilitated countless strategy and coordination meetings, as well as advised on ways for improving and enhancing the program including website, contractor engagement, communications, outreach and program elements. An important aspect of this work has been doing market research and evaluating impacts of the program on participants and contractors.

Mindy is currently the lead facilitator for the Statewide Working Group, the primary governance mechanism, to ensure continued coordination and to help achieve market transformation. BluePoint Planning manages all meeting logistics, agenda development, meeting notes, online coordination tools, scheduling, and follow up.

Commercial Buildings Action Plan/Commercial Zero Net Energy Action Plan

Mindy Craig is the lead consultant assisting the CPUC with the development of an update to the Commercial Buildings section of the Strategic Plan along with creating a companion Commercial Buildings Zero Net Energy Action Plan. In 2013, the CPUC began the process of updating the California Long Term Energy Efficiency Strategic Plan (CEESP). The current plan is divided into 11 sections including a “Commercial Sector” Chapter and a “DSM Coordination and Integration” Chapter. This effort is specifically designed to address the update to the Commercial Sector section. In the CEESP and more intensely over the last two years, the concept of DSM (demand side management) has been raised as a critical element and approach that needs to be more effectively and actively incorporated into the sector-oriented sections and Action Plans that may be developed to support those sectors.

The team has been working with CPUC staff from a diverse group of areas to better understand the issues and challenges to a more holistic, IDSM approach to the commercial sector, especially as it relates to ZNE goals for existing and new buildings. The team has evaluated the previous effort, its goals and how new circumstances may influence the next plan.

To inform this update, they have engaged a panel of experts to review the plan’s evolution and to provide input. In addition, a daylong work session was held in September to gain broader input and to refine the effort more deeply.

This assessment led to a new plan framework with a revised vision and goals, and the identification of five building focus areas that are aligned with market forces. Mindy has facilitated two internal staff working sessions to gather feedback. Currently the framework is being revised and will be informed by the ongoing IDSM proceeding recently started at the CPUC.

2.2.4. Enovity

Palo Alto Unified School District

Enovity has conducted energy audits at 19 Palo Alto school sites through Enovity’s third-party Commercial and Industrial Energy Efficiency Program with the City of Palo Alto Utilities. Overall, sites included 13 elementary schools, three middle schools, two high schools, and the District office.

City of Palo Alto Utilities Comprehensive Commercial and Industrial Energy Efficiency Program

Enovity has provided program oversight services for this comprehensive third-party energy efficiency program that serves non-residential customers of CPAU with facilities larger than 30,000 square feet. Services provided to customers include energy audits and RCx investigations, coordination with contractors, and M&V of final energy savings results.

PG&E School and Municipal Advanced Retro-Commissioning and Tune-Up (SMART) Program

Enovity has worked on this new program that leverages the latest in interval meter data analytics tools and a direct-install approach to achieve cost-effective energy savings in smaller (<75,000 sq. ft.) and simpler school and municipal buildings.



San Mateo Strategic Energy Master Plan

Enovity assisted the County of San Mateo with development of a Strategic Energy Master Plan for the facilities under its purview. This application of the continuous energy improvement model was necessary to help the County achieve its ambitious goal of reducing non-renewable energy consumption in its facilities 25% by the year 2020. To begin, Enovity performed ENERGY STAR® benchmarking and detailed energy and water efficiency assessments of 13 County facilities. The scope of the assessments included any and all available energy/water efficiency, renewable energy, and demand response opportunities. The assessments identified a total of 72 conservation measures within the first group of facilities. Opportunities were ranked by potential energy/water/cost savings, operational improvements, implementation cost, return on investment, and life-cycle cost. Enovity also conducted an assessment of the County's organizational priorities, practices, policies, and procedures (including past and current County resource management initiatives) to identify successes, failures, opportunities, barriers, and lessons learned. For example, the assessment revealed that, while the County had allocated sufficient staff and financial resources to energy management, it had not taken the important step of identifying energy metrics that could be used as key performance indicators (KPIs) to measure progress.

Using information from both the technical and organizational assessments, Enovity prepared an update to the County's Energy and Water Policy and drafted a Strategic Energy Master Plan (SEMP) for implementing the recommended energy and water conservation initiatives. The SEMP presented an eight-year project implementation plan that would put the County on pace to exceed its aggressive goals, achieving a projected 31% reduction in non-renewable energy use by the year 2020.

2.2.5. Arup

San Bernardino Community College District

Arup developed a Life Cycle Costing (LCC) analysis tool to help identify total costs for six projects at the Crafton Hill College. Arup conducted the analysis on estimating costs related to the projects currently undergoing at the college campus by estimating initial costs of systems, energy consumption costs, maintenance and custodial costs, life expectancy and replacement costs of equipment and outlined a total cost of ownership for a period of over 25 years. Arup also assisted in developing energy models for other buildings on campus to assist in the Prop 39 calculations and proposal. Life Cycle Costing (LCC) is being performed per San Bernardino College District facilities, in response to Measure M Bond community communications reporting and ongoing accreditation activities. This effort has begun with the New Science Building at Crafton Hills College. Additional facilities will be similarly analyzed in an arranged priority order to benefit SBCCD budgeting efforts, accreditation needs, and construction project decision efforts.

UC Berkeley MBCx

The work focuses on identifying, cost estimating and implementing operational and retrofit based energy conservation measures. Arup has been involved in Monitoring Based Commissioning (MBCx) work for multiple buildings for UC Berkeley. Under the Pacific Gas & Electric's MBCx program, the University may receive an incentive of 24 cents per kilowatt-hour saved and \$1.00 per therm of natural gas saved. The over one million square feet audited resulted in \$180k energy savings and a simple payback of 2 years, for all projects completed with PG&E incentives. MBCx refers to the combination of data collection, sophisticated data filtering and analysis in conjunction with comprehensive facility audits. The MBCx program is designed to address the energy management needs of large commercial customers with greater than 100,000 square feet of conditioned space or an electric demand of greater than 500 kW. Various energy conservation measures were analyzed in detail.

Santa Monica Public Safety Facility Retro-Commissioning

The commercial RCx activity targets commercial and government facilities and encompasses all energy consuming systems within the building, including HVAC, lighting, refrigeration, domestic hot water, and miscellaneous pumping loads. Measures include, but are not limited to, adding resets, fixing failed controls, calibrating sensors, adjusting schedules, and repairing building automation systems. The City of Santa Monica Public Safety facility is a 154,000 sf mixed use facility which houses the Santa Monica Police department and services for the public. Findings indicate that at least \$430,000 in energy costs can be saved annually. Most of the energy conservation measures have a less



than one year payback period. A total of 10.1% of electric and 22.4% of gas energy savings could be achieved when implementing the low cost measures.

Equity Office Retro-Commissioning, San Francisco

Retro-commissioning investigation and implementation project which includes 10 mid-rise office buildings in the San Francisco Bay Area. The RCx was performed as part of a utility RCx incentive program funded by Pacific Gas and Electric Company and managed by Portland Energy Conservation, Inc. Arup's work through the program includes both investigation and implementation phases. The project is nearing completion of the investigation phase and all of Arup's findings are being reviewed by a third party.



3 Project Team Qualifications

3.1. Project Personnel

We have assembled a team of highly skilled professionals who offer extensive knowledge and experience in practical sustainability planning and implementation, technical GHG modeling, climate adaptation planning, transportation planning, public outreach, and health and social equity. In addition, our team has extensive experience working with Universities, Colleges, and Community Colleges throughout the State, which will ensure that the specific issues and needs of the District are considered and addressed. All team members have the availability to take on this assignment. Members of the Rincon team, their roles, and similar project experience are described below. Resumes are included as Appendix A to this proposal. Of particular importance is our proposed principal and senior staff's level of involvement in all aspects of this program and our extensive experience on similar projects.

Joe Power, AICP CEP, will serve as Principal-in-Charge of the project. In this role, he will be responsible for overall contract management and quality assurance. Joe has more than 25 years of environmental planning experience and leads Rincon's Sustainability Services Group. Joe will lead the technical analysis of vulnerability analysis and adaptation strategies and environmental analysis. He is also a recognized expert in sustainability, having co-authored the American Planning Association's publication *A Planners Guide to Sustainable Development* and the APA's *Policy Guide on Planning for Sustainability*. Joe formerly worked for the SCAQMD and has prepared or overseen the preparation of numerous GHG and air quality studies, CAPs, CEQA documents, and long-range plans. He recently served as Principal-in-Charge of the Calabasas 2030 General Plan and EIR, for which Rincon was awarded the 2010 Compass Blueprint Recognition Award for Achievement in Sustainability from the Southern California Association of Governments. Joe recently served as Principal-in-Charge of the GHG Emissions Inventory for the City of Pasadena; the GHG Emissions Inventories and CAPs for the cities of Pismo Beach, Grover Beach, Morro Bay, San Marcos, and Vista; and the Stanislaus County 2014 RTP/SCS EIR, Association of Monterey Bay Area Governments 2014 MTP/SCS EIR, and Santa Barbara County 2040 RTP/SCS EIR.

Erik Feldman, MS, LEED AP, Senior Program Manager, will serve as Project Manager for the work program. In this role, he will direct and coordinate the day-to-day work program and will be involved in all aspects of the project. Erik manages Rincon's consulting contracts with Riverside County Community College District, Los Angeles Community College District and Ventura Community College District, which he has overseen for more than 10 years. Erik is an ARB-accredited Lead GHG and GHG Offset Verifier and LEED-accredited professional, and has more than 13 years of professional experience. He has in-depth experience working with ARB and has prepared or overseen the preparation of Rincon's AB32 industrial facility GHG reports and verifications. Erik has been the project manager for the sustainability consultation program for the County of Los Angeles Community Development Commission, working with unincorporated Los Angeles communities to develop sustainable local projects. He has extensive experience managing and preparing GHG emissions inventories, completing third-party audits of GHG inventories, energy efficiency and conservation strategies, LEED Certifications, and the preparation of GHG studies and mitigation plans for CEQA documents. He has a Bachelor's Degree in Business Administration with an emphasis in Finance from the University of Colorado and a Masters' Degree in Environmental Science and Management from the University of Sydney

Ryan Gardner, MESM, LEED AP O+M, will serve as a Project Manager for the work program. In this role, he will be the City's main point of contact, direct the day-to-day work program and be involved in all aspects of the project (both management and development of deliverables) for the work program. Ryan holds a BA in Biology from Kalamazoo College and a master's degree from the Bren School of Environmental Science & Management, University of California, Santa Barbara. He has an extensive background in sustainability including LEED certification of Rincon's Ventura office. He is very active in Oakland Sustainability and provides green development consulting for BuildZig LLC, as well as developing the Community Bank of the Bay Green Fund and sitting on the Bay Area Green Fund Advisory Board. He is a LEED AP and ENV SP and has a strong background in the construction industry as well.



Ryan has experience conducting energy, water, and waste audits as well as crafting plans and measures to meet and exceed his client's sustainability goals.

Christina McAdams, Environmental Scientist, has been involved with projects including GHG emissions inventories, CAPs, alternative transportation plans, CEQA documents, and general plan updates. She has in-depth experience managing and preparing GHG emissions inventories, CAPs, CAP implementation and monitoring tools, CEQA GHG thresholds, and public outreach programs. Christina is versed in a wide variety of sustainability quantification tools and protocols, including ICLEI's Clean Air Climate Protection (CACP) software, the Statewide Energy Efficiency Council's (SEEC) Climate and Energy Analysis tools, the Air Resources Board's Emissions Factors (EMFAC) model, the Local Government Operations Protocol, and the ICLEI U.S. Community Protocol. Christina has recently managed various components of numerous GHG emissions inventories and CAPs, including those prepared for the cities of Pasadena, Pismo Beach, Grover Beach, Morro Bay, Paso Robles, Arroyo Grande, Atascadero, and San Marcos, as well as the Kings County region. Christina also contributed to the preparation of the Stanislaus County 2014 RTP/SCS EIR, Association of Monterey Bay Area Governments 2014 MTP/SCS EIR, and Santa Barbara County 2040 RTP/SCS EIR.

Hannah Mize, Associate Environmental Planner, specializes in sustainability assessments and climate action planning and has been involved with numerous projects including GHG emissions inventories, Climate Action Plans (CAPs), technical studies, impact analysis, and CEQA compliance. Ms. Mize holds a Bachelor's of Science degree in Environmental Science and Resource Management from the California State University, Channel Islands. She has prior experience working for a municipal planning department in City of Thousand Oaks, where she performed current and long-range planning functions such as drafting staff reports, environmental assessments, and sustainable planning. She has professional experience in technical writing, environmental modeling, ArcGIS/GPS, and environmental policy analysis. Her current work with Rincon involves conducting and assisting with CAPs and Sustainable Community Plans, reviewing CEQA and NEPA environmental assessments, preparing CEQA environmental documents, and performing planning research. Hannah is also trained to use noise measurement equipment and perform data analysis for noise studies.

Shannon Davis, Sustainability Associate, has experience writing Sustainability Master Plans, Climate Action Plans, preparing CEQA documents and implementing public outreach and related action plans to achieve sustainability goals. Shannon has extensive expertise in designing zero waste programs and implementing diversion, reuse, and audit protocols or other comprehensive programs or supporting documents related to achieving zero waste at a range of scales. She has an in-depth understanding of how to navigate long-term changes within a university-system and engage key players to foster strong partnerships across campus communities to ensure programs are maintained. She has worked with the University of California system to develop and implement a standardized goal for zero waste and helped restructure large-scale purchasing patterns through procurement and strategic sourcing. Shannon has also participated in Water Working Groups, Climate Action Committees, the UC Berkeley Chancellor's Advisory Committee for Sustainability, Green Stadium working groups, and has direct experience managing existing grants as well as applying for grants to fund sustainability projects.

Mindy Flynn Craig, is the owner of BluePoint Planning and offers over 20 years of experience providing facilitation and outreach, and policy and strategic planning to state, municipal, educational and community organizations throughout California and the United States. She is a frequent speaker and presenter at conferences throughout the United States. Mindy provides technical planning capabilities with extensive community and stakeholder engagement skills. For each project, Mindy helps her clients define the challenges, issues and opportunities, and develop a process to directly address and solve them. Through strategic facilitation and leadership, Mindy is able to build consensus with a broad spectrum of constituents and stakeholders to create solutions that are innovative, realistic and implementable.

Sam Tabibnia, is a registered Professional Civil Engineer and Traffic Engineer in California, and Professional Traffic Operations Engineer with 17 years of experience in Fehr & Peers' Oakland office. Sam has extensive experience managing a variety of transportation planning and traffic engineering projects, including integrated land use/transportation planning, transportation impact studies, CEQA documents, transportation fee studies, parking studies, site plan review, and transportation demand management. Sam has also completed general plans and master plans for both in-fill urban and new greenfield development and has developed creative solutions for unique challenges of different types of projects.



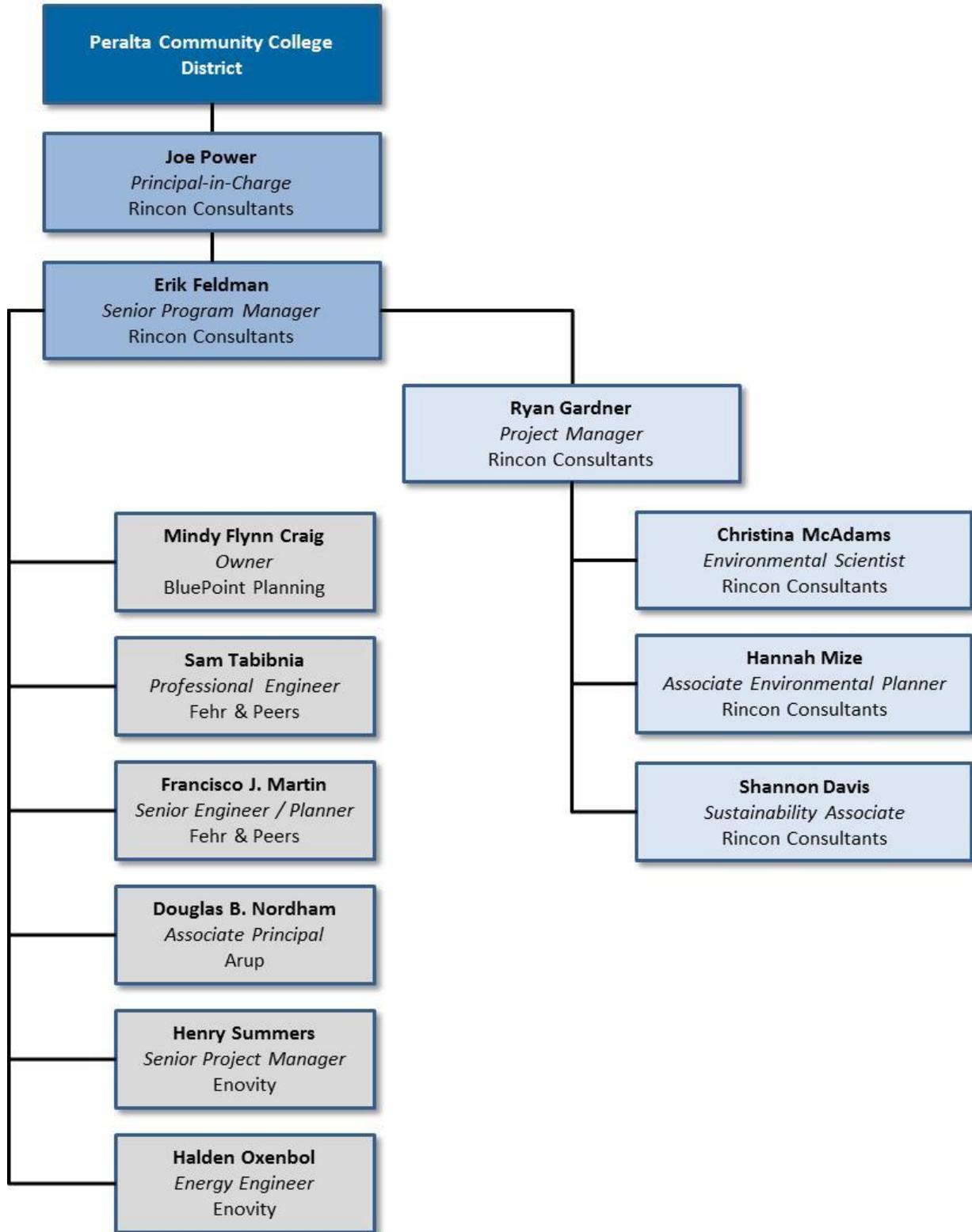
Francisco J. Martin, is a Senior Transportation Engineer/Planner with Fehr & Peers. Francisco has nine years of work experience. He has served as Project Manager or Project Engineer/Planner on numerous transportation planning projects, including impact analysis (TIA) studies, environmental impact reports (EIR), specific plans and transportation demand management plans. Typical project tasks have included baseline conditions analysis, trip generation and distribution, traffic forecasting, and project impacts and mitigations. Francisco has extensive experience with traffic operations analysis, including performance measure evaluation, needs assessment and evaluation of transportation infrastructure improvements. Francisco has substantial experience with multimodal planning projects that apply complete street concepts, balancing the infrastructure needs among the major travel modes.

Douglas B. Nordham, PE, CEM, DCEP is a mechanical engineer and Associate Principal with Arup. His professional career has involved all phases of the management and growth of businesses in the demand response, energy efficiency, and RCx industries. With more than 30 years of hands-on experience in both the public and private sectors, he has directed operations for a local division of a \$2 billion international energy company and managed RCx efforts for several electric utility demand side management programs. Mr. Nordham has established a reputation for delivering the highest quality RCx results while effectively achieving multiple objectives and needs for his clients.

Henry Summers, PE Henry Summers has been leading and managing energy efficiency consulting and retrofit implementation projects since Enovity's earliest days. He has managed energy audits and studies, retrocommissioning and monitoring-based commissioning projects, energy modeling and analyses for new construction, measurement and verification of energy savings, and targeted studies of energy-efficient technologies. Henry's 13 years of experience covers energy auditing, energy project implementation and construction management, commissioning and retrocommissioning, facility HVAC system trouble shooting, boiler systems, field measurements with trend log analysis and stand-alone data logging, energy measure analysis, and computer simulation. He also has experience with building energy performance modeling using DOE-2, EnergyPro, and eQUEST, and has participated in many new construction design assistance projects for PG&E. Before joining Enovity, Henry worked as an energy engineer and analyst for ESS Engineering, where he was involved in energy audits, energy analysis, DOE-2 modeling, building retrocommissioning

Halden Oxenbol, PE Halden has more than seven years of experience in energy engineering. He has performed energy audits up to and including ASHRAE level II, including extensive energy calculations in the commercial, industrial, educational sectors. Systems analyzed include HVAC, lighting, thermal systems, central plants, manufacturing equipment, electric motors/pumps. Halden's experience includes conducting extensive research and acquisition of applicable rebates and incentive from major national utilities as well as from state and federal governments.





4 Project Approach

4.1. Project Understanding

The Peralta Community College District (District) is requesting proposals from qualified consultants to assist in the development and adoption of a Districtwide Sustainability Master Plan (SMP). The SMP will meet or exceed the guidelines of the California Community Colleges Sustainability Plan Guidebook as well as the District's existing plans and programs, which include but are not limited to the Peralta Community College District Function Guide and Contact Information, the Peralta Community College District Environmental Sustainability Policy (Board Policy 2.40), and the by-laws outlined by the individual campuses.

The District is looking to adopt the SMP to protect natural resources, prevent harm to the natural environment, enhance human health, and improve the social and economic well-being of the District and surrounding communities. The District has developed and enacted numerous emission-reduction programs and policies, including the Peralta Community College District Environmental Sustainability Policy (Board Policy 2.40). Additionally, in 2012, Laney College was awarded the prestigious 4-year Advanced Technological Education (ATE) grant from the National Science Foundation (NSF) for \$3.5 million. With the grant, Laney is spearheading the new Building Efficiency for a Sustainable Tomorrow (BEST) Center, the first NSF center to be dedicated to building systems technology and operations. In conjunction with these sustainable initiatives, Peralta Community College District has identified the need to develop an integrated, comprehensive, and transformative Sustainability Master Plan to outline and reach aggressive emission reduction and sustainability-related goals and account for potential vulnerabilities associated with the onset of global climate change. The District is seeking a qualified consultant to complete the following:

- Prepare a Districtwide Sustainability Master Plan (SMP), that encompasses the four Colleges (College of Alameda, Berkeley City College, Laney College, and Merritt College), satellite campuses, and District Administrative Center;
- Work with the District and the campuses to develop GHG emissions reduction targets, consistent with AB 32 and based on the latest guidance issued by the California Air Resources Board (CARB) and the California Community Colleges Board of Governors Energy and Sustainability Policy;
- Complete a report detailing the baseline inventory, forecast, and analysis of GHG emissions that can be utilized to help identify and evaluate feasible, cost-effective, and measurable emissions reduction measures to meet the campuses reduction target.

We understand that the District is particularly interested in identifying a consultant that will develop an integrated approach to the Sustainability Master Plan that includes working with District staff, students, the surrounding community, and identifying and addressing the impact of individual sustainability measures. To satisfy the District and meet their sustainability goals the SMP will be integrated into the District's Education Master Plan and needs to do the following:

- Improve learning, teaching, and the working environment
- Conserve resources
- Establish a goal of net-zero and then go beyond that through regeneration
- Reduce utility and maintenance cost
- Promote community health, equity, and goodwill

When the SMP is complete, the District will have a clear vision of the emissions and their sources and the information necessary to reduce the District's carbon footprint to zero. To successfully achieve the objectives for this project, the team will rely on our combined depth of experience working with community college districts, universities, and communities at-large on climate action and wide ranging environmental and sustainability strategies throughout California. One of the important distinctions of Rincon's team is our thorough understanding



of the local community and the importance we place on developing an innovative, practical and cost-effective SMP that is specific to the Peralta Community College District and helps achieve a wide variety of Districtwide and community goals, while retaining existing community character and preserving and enhancing quality of education.

Our team has extensive experience providing GHG and sustainability review, community outreach, climate action and adaptation planning, urban and transportation planning, and CEQA consulting within the East Bay Area, the greater San Francisco Bay region, and the state of California. We understand that a SMP will not be successful if it does not meet the needs of the District and that standard sustainability strategies are not as effective as those designed specifically for the District in which they are being implemented. As such, we place a strong emphasis on developing the SMP around the local context and conditions, taking into consideration past and current policies and programs in order to design solutions that are bold and creative, yet practical, effective, and tailored to the needs and economic realities of your District. We also emphasize and provide the tools to guide measurable progress toward implementation. Further, our team conveys technical information and policies clearly and concisely and maintains consistency with accepted guidelines and protocols for developing sustainability plans, set forth by the California Community College District, South Coast Air Quality Management District guidance, CAPCOA, Urban Sustainability Directors Network 80x50 Framework, State CEQA Guidelines, Office of Planning and Research (OPR), State Attorney General's Office, and State regulations pertaining to climate change (AB 32, SB 375, SB 97, and Executive Orders S-3-05 and B-30-15). As a result, the Rincon team will produce a practical cost-effective SMP that is designed specifically for the Peralta Community College District, and builds on the existing local plans and sustainable initiatives.

4.1.1. Peralta Community College District Profile

Peralta Community College District is a well-established, public community college district comprised of four community colleges, two satellite campuses, and a District Administrative Center, serving a diverse community in the San Francisco East Bay and surrounding region. The District's four colleges include: College of Alameda, Berkeley City College, Laney College, and Merritt College. The SMP will include the satellite campuses associated with the College of Alameda and Berkeley City College, as well as the District Administrative Center, located in Oakland. Laney and Merritt Colleges are located in Oakland; Laney College is located in downtown Oakland, while Merritt College is located approximately six miles away in the Oakland hills. College of Alameda covers 62-acres and is located in the City of Alameda, and the main campus of Berkeley City College is located in the City of Berkeley in a five-story LEED Silver certified building. The Peralta Community College District celebrated its 50th Anniversary on July 1, 2014 and has served over 1 million individuals since its inception. In celebration of 50 years, the District Chancellor, Dr. Jose M. Ortiz, acknowledged, "The Bay Area economy and job market have changed since 1964, and Peralta has been at the forefront of that change by delivering programs and services that sustainably enhance the region's human, economic, environmental, and social development." As such, the District recognizes its responsibility to exercise environmental stewardship and economically manage its buildings, land, and natural resources.

Rincon's experience working with community college districts and their individual campus facilities managers will assist in the development of a work program that will focus on developing a plan tailored to the unique and progressive character of the District. The plan will provide innovative strategies which will incrementally help each campus and the District as a whole reduce GHG emissions, plan for climate adaptation, and promote sustainability and will develop a path for increased benefits and buy in from each of the of the District's campuses.

We believe that understanding the character and needs of the District and the local communities that it serves, is the most important step in developing an effective Sustainability Master Plan. Therefore, we have taken some preliminary steps in order to develop a successful work program. Below we have provided a brief overview of the Peralta Community College District in the context of this work program. Throughout the work program, we will coordinate closely with District staff to refine our understanding of the unique characteristics and goals of the District.



4.1.2. District Setting

The Peralta Community College District serves the East Bay community and surrounding region on four campuses: College of Alameda in the City of Alameda, Berkley City College in the City of Berkley, and Laney and Merritt Colleges in Oakland. The East Bay is encompassed predominantly by Alameda County, the 7th largest county in the state of California, which includes all the campuses and satellite campuses in the District. Laney College, the first campus in the Peralta Community College District, was established in 1953 and was originally operated by the Oakland School District. Merritt College was founded one year later, with the College of Alameda opening its doors nearly two decades later in 1971. Berkley City College was the last college established in the District, and opened its doors in 1974 under the name Vista Community College, until 2006. The District was established in 1963 when the residents of Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont voted to form a single community college district and officially began operations under the Peralta name on July 1, 1964. Today, the District enjoys an annual Sustainability Celebration that takes place at Laney College and includes over 50 vendors and organizations offering information on integrating sustainable practices into the daily lives of community members. The district has also developed current educational and facilities master plans for the various campuses. These plans will serve as the base on which to develop the Sustainability Master Plan.

4.1.3. Relationship to Other Plans and Partners

A key element of a Sustainability Master Plan is its coordination and consistency with other local, regional, and state plans and policy documents, as well as its potential to establish and strengthen partnerships with local and regional agencies, committees, and organizations related to city planning, sustainability, and GHG reduction. The documents and partners listed below will be reviewed to inform the development of a coordinated and consistent Sustainability Master Plan.

Local Policies and Partners	
<ul style="list-style-type: none"> ▪ Current Peralta Sustainability Measures ▪ District Administrative Complex Facilities Master Plan ▪ Student and Faculty Resources ▪ Sustainable Oakland 	<ul style="list-style-type: none"> ▪ Bike East Bay ▪ Peralta Education Master Plan ▪ Oakland Zero Waste Strategic Plan ▪ City of Oakland Climate Action Plan

State Policies and Partners
<ul style="list-style-type: none"> ▪ AB 32, California Global Warming Solutions Act ▪ SB 375, Sustainable Communities and Climate Protection Act ▪ AB 811, Contractual Assessment: Energy Efficiency Improvements ▪ SB 97, CEQA and Climate Change ▪ AB1103, Nonresidential Building Energy Use Disclosure Program ▪ AB 1493, Clean Car Fuel Standard ▪ Title 24, California Building Code, CALGreen ▪ AB 1881 and the City’s Existing Water Efficient Landscaping Ordinance ▪ California’s Long Term Energy Efficiency Strategic Plan (2011) ▪ Renewable Portfolio Standards ▪ AB 1358: California Complete Streets Act (2008) ▪ California Solar Initiative ▪ California Community Colleges

4.1.3.1 Scope of Work

This section describes Rincon’s approach to the work program, which is consistent with the work program identified in the request for proposals (RFP).



Task 1: Project Initiation

Task 1.1: Kick off Meeting with Primary Stake Holders

Within two weeks of authorization to proceed, Rincon will organize a project kick off meeting with the primary project team members which consists of the Energy and Environmental Sustainability Manager for the district as well as operations and sustainability staff from each of the individual campuses and the district offices. This meeting will serve as a forum to review and confirm the project objectives, scope of services, schedule, and invoice and project reporting needs. Rincon will prepare a meeting agenda and minutes.

DELIVERABLES:

Project kick off meeting agenda and minutes

PowerPoint presentations and any applicable handouts

Task 1.2: Project Timeline

The Rincon team understands that the Peralta Community College District (PCCD) desire to complete the work program in 2016 and therefore, we will prepare a project timeline in accordance with the 6-month schedule. The timeline will include all deliverables reflected in Section III of the RFP. This section provides a draft timeline identifying major deliverables to be undertaken to conduct the scope of work and timeframe for each task. Rincon's Sustainability team has the capacity to make this project a priority and will adhere closely to the 6-month timeline.

DELIVERABLES:

Project Timeline

Task 1.3: Recruitment and Hiring of Student Interns

As part of this project, Rincon will hire between 4 and 5 paid interns (at least one from each campus) to work on the project. Student interns will be provided with a \$10 per hour stipend. Rincon will work closely with the students, faculty, and district personnel to develop a clear course of work and learning goals. Rincon envisions the students undertaking both data input and analysis as well as research tasks.

Student interns will also provide key feedback on sustainability measures and strategies to best gain buy in from the student community as a whole. As part of the project Students will gain valuable experience and skills including using excel to record and manage data, basics of carbon accounting, survey design, and data collection. Rincon will communicate with campus staff and provide feedback to the students on a biweekly basis during the internship. Rincon will allocate at least 100 hours of student work time, with additional work possibilities made available depending on the availability of additional tasks and student interest.



Task 2: Water, Energy and GHG Inventory and Forecasting

SUSTAINABILITY INVENTORY

The Peralta Community College District has not yet produced a District wide carbon footprint of its operations. The development of a carbon footprint will be the first phase of the Sustainability Master Plan and will serve as a tool to identify each campus's current emissions, and areas where initial reduction measures should be targeted. In order to complete this portion of the scope of work, Rincon's Team will collect activity data from each campus and the District offices. This data will include energy use from electricity, natural gas, and other fuels, water consumption, and waste generation. Each of the main areas of sustainability also has associated GHG impacts. By collecting the data required for the GHG inventory, Rincon will also have the necessary data to review the effectiveness of current sustainability initiatives at the campus as well as the baseline data necessary to start the



sustainability matrix that will later be used to develop and track the Districts sustainability initiatives. The GHG inventory will also serve to meet the requirement of the California Community Colleges sustainability initiative.

GHG emissions are generally broken into three main types. Scope 1 sources are direct emissions which occur on campus and include the combustion of natural gas and other fuels. Scope 2 sources are the emissions associated with the generation of electricity, and Scope 3 sources are those that take place outside of the facility boundary, but are directly the result of campus activities. Scope 3 emissions include those from waste generation, commuting, water transportation and wastewater treatment. These are just a few of the many Scope 3 emission sources which the District may wish to include in the campus carbon footprint. Based on the Rincon teams past experience with creating Community College Carbon Footprints, Scope 3 emissions and more specifically student and faculty commuting, represent a majority of a campuses emissions.

INVENTORY PROTOCOLS

There are several GHG inventory methodologies available to guide and facilitate a standardized GHG Inventory. The Most commonly used are: the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSDI Greenhouse Gas Protocol, Clean Air Cool Planet Campus Carbon Calculator, and the Climate Action Registry Online Tool (CARROT. Each of these Programs is well established and has their own benefits

Rincon Consultants has extensive experience in the preparation of greenhouse gas emissions inventories and is versed in various emissions modeling tools and protocols. However, we recommend utilizing the Clean Air-Cool Planet Campus Carbon Calculator. This protocol was developed by Association for the Advancement of Sustainability in Higher Education (AASHE) and has been used by over 500 schools across North America. Additionally, this protocol is recommended by the American College and University Presidents Climate Commitment and is currently the most widely accepted amongst policy makers.

INVENTORY SCOPE AND HORIZON

To determine the scope of an inventory the reporting team must choose what emission source categories will be included. Selecting a time horizon involves determining when and how long of a period data will be collected and analyzed from. Developing a comprehensive scope and time horizon for the inventory is important as it is the analysis of the campuses emissions sources and identify trends that will lead to the grates opportunities future GHG reduction. Generally, the primary source categories of GHG emissions are on-campus energy production, purchased electricity, transportation, waste, agriculture, and refrigerants.

The sources are broken into three scopes:

- Scope 1 emissions: direct emissions, i.e. from sources owned or controlled by the colleges
 - Fossil fuels operated equipment which is owned by and controlled by the colleges
 - Fugitive emissions from on-campus releases of refrigerants
- Scope 2 emissions: indirect emissions from energy purchased from an outside utility
 - Electricity, steam, heating, and cooling
- Scope 3 emissions: other indirect emissions
 - Commuting to and from campus by students, faculty and staff
 - Business travel for school employees
 - GHG emissions associated with waste disposal

During the kickoff meeting, Rincon will review the operations and data retention of each campus and will work with the campuses facility managers to develop comprehensive scopes and appropriate time horizons.

Task 2.1 Data Collection and Data Entry

To calculate each campuses GHG inventory, each campus will need to track and provide various fuel and material inputs utilized as part of their operations. All requested data will be kept confidential and at the end of the project will be destroyed or returned to the District. The following is a list of some of the data that will be required in order to complete the GHG emissions analysis:



- GHG Emissions data pertaining to energy consumption, transportation, and waste
- Monthly electricity (kWh), natural gas (CCF), biodiesel (gallons), gasoline (gallons)
- Fleet miles traveled
- Non-road fleet vehicles data: generators, mowers, grounds keeping, welding & other equipment
- Number of employees including zip code map of employee's home and work locations or commute distance
- Number of Students
- Campus personnel business travel including type of travel and distance
- Acres of landscape treated with fertilizer

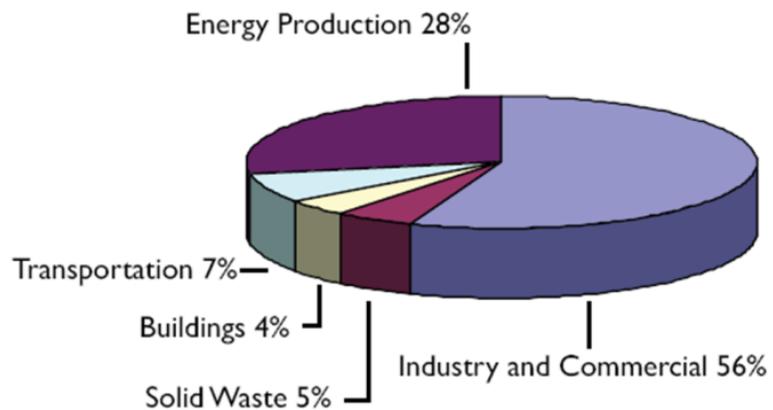
Total annual amount of waste in tons or pounds and the percentage of waste generated from City operations to include waste from all garbage disposed on City property (trash cans in parks, municipal buildings) and amount/type of waste recycled.

Task 2.2: Site Visits

As part of the inventory process Rincon will conduct a one day site visit at each facility during which time Rincon will perform a general assessment of the buildings, operations, and layout of each of the campuses. Rincon believes that these site visits will provide useful information on current sustainability activities at each of the campuses and the district offices. Rincon will make notes on the age and operations of the buildings, waste management activities, community character, and other important information that may not be easily conveyed through data review alone. This information will help inform both the sustainability audit as well as future sustainability measures. During the site visits Rincon will not have time to review all of the equipment and buildings present on each campus, but instead will focus on getting a general sense of campus operations. Additional energy audits, water audits, or waste audits may be included in the sustainability measures for later completion.

Task 2.3: Emission Inventory Development

Once all material, fuel, travel, and fugitive emission data have been recorded and submitted, the Rincon team will utilize the appropriate GHG Inventory protocol to derive and apply emission factors and global warming potential (GWP) rates to calculate the GHG emissions associated with the operation of the Districts campuses. This data will then be analyzed for accuracy and consistency and used to develop the Greenhouse Gas Emissions Data Report.



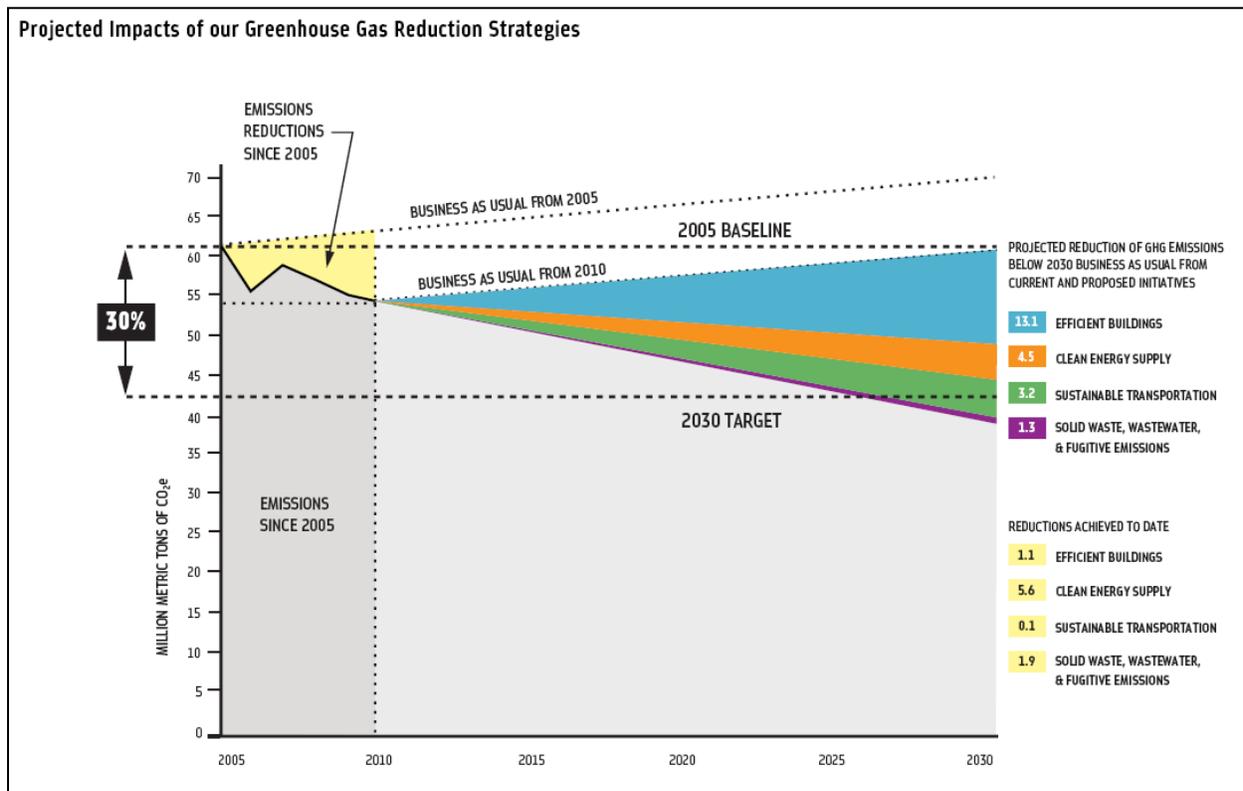
Sample Emissions Inventory Distribution for Consumption-Based Models

Deliverables

- Technical memorandum outlining potential approaches, limitations of any approach, and a potential recommendation for review by District staff
- Consumption-based GHG emission inventory
- Replicable methodology for follow-up inventories

Task 2.4 Prepare GHG Inventory Report

Rincon will prepare an Inventory Report, which will contain a review of the baseline emissions and the emissions reduction targets for all six campuses. The Report will be consistent with the Inventory protocol selected by the District. The GHG report will include the standards, methodologies, and assumptions used to calculate and measure emissions, with a reference to the calculation tools used and a description of the approach to selecting them. The Inventory Report will emphasize providing information visually using maps, graphics, tables, and matrices. Explanatory text will read clearly and concisely and be understandable by the public.



Emissions Inventories Render Sustainability Goals Possible

Deliverables

- GHG Emission Inventory
- Replicable Methodology for Follow-up Inventories

Task 2.5 Business as Usual Forecasts

Rincon will develop a Business As Usual (BAU) forecast of emissions for the District operations if left unmitigated. The forecast will be consistent with existing policies, measures, and actions taken at the Federal, state and local level which include, Low Carbon Fuel Standard, Pavley Clean Car Standards, Renewable Portfolio Standard, Title 24, education master plan, Bike Action Plan, Zero Waste Strategic Plan, and Sustainable Water Master Plan. Rincon will calculate the impact these regulations will have on 2020, 2030, and 2050 GHG emissions levels and produce a GHG emission forecast that will provide an accurate picture of future emissions growth. Once the calculations are



complete, Rincon will produce a memorandum that describes the calculation methodologies and presents the results of the GHG emissions forecast. The memorandum will be provided in Microsoft Word and PDF formats.

Deliverables

- Draft Business as Usual GHG Emissions Forecast Memorandum
- Final Business as Usual GHG Emissions Forecast Memorandum

Task 3: Creation of Sustainability Goals

Task 3.1 Sustainability Goals Meetings

The long-term goal of the District is to purchase products with zero waste, high recycled content, and to improve resources conservation. It also desires to move beyond net zero carbon emissions, reduce utility and maintenance costs, and increase goodwill in the community by developing a reputation as a sustainability forerunner. During this phase of the project, the Rincon team will conduct both individual and group interviews with district and campus facility managers at each of the campuses, satellite locations, and offices to discuss sustainability issues uncovered by the Sustainability inventory as well as expand upon other concerns which may each stakeholder may have. Rincon will combine the input received through the interviews, the Sustainability inventory, and the standards set forth by existing legislation and District policies to begin the process of creating a set of sustainability goals. Rincon will develop a long-range vision that is bold and transformative for the District and establishes aspirational, yet achievable sustainability goals over the short term (2020) and long term (2050). The goals will focus on each of the central areas of sustainability including to following:

- Energy (moving toward ZNE)
- Water
- Waste (moving toward ZNW)
- Transportation
- Food
- Procurement
- Investments
- Infrastructure

Deliverables

- Draft set of sustainability goals

Task 4: Development of Sustainability Measures

Task 4.1: Interviews with Key Stakeholders

Rincon will use the Sustainability Inventory and the goals set in Task 3 as a starting point to address sustainability at the District. The benefit of the Inventory is that it highlights potential hot spots or areas of inefficiency where major sustainability gains can be achieved at a low cost. Depending on the granularity of the data, Rincon's team will be able to identify which buildings on each campus are the most efficient and which buildings require further analysis. Water data, waste data, and student commuting practices will also be compiled and analyzed for improvement opportunities. Those areas which have the largest impacts on overall sustainability will be targeted first.

Task 4.2: Proposed List of Plan Measures

After determining which areas have the highest impact on overall campus sustainability and what the sustainability goals are for both the short and long term, Rincon's team will work with the key stakeholders from the district to develop a set of actionable sustainability measures that meet the goals of the district and those outlined in the California Community Colleges Sustainability Plan Guidebook. Rincon understands that many sustainability measures have multiple benefits across areas, and will strive to select measures which achieve the highest cost/benefit ratio. The sustainability measures investigated will include those pertaining to the colleges themselves, as well as the district offices, and data centers. Costs and benefits of the proposed measures will be quantified to the extent possible. Possible sustainability measures may include but are not limited to the following:



CONSERVATION OF NATURAL RESOURCES

A key goal of the SMP will be to promote the efficient use and conservation of natural resources both on and off campus. Natural resource conservation can be achieved through multiple pathways. Reducing the amount of virgin materials purchased, increasing recycling rates, decreasing GHG emissions and encouraging urban forestry can all improve help conserve natural resources. Other conservation strategies might include an integrated pest management plan or stormwater plan. Rincon will interview district stakeholders regarding current waste management, procurement, landscaping methods, and water uses. From the information gathered, Rincon will then develop a set of sustainability measures which will help conserve natural resources as well as contribute to other sustainability goals such as waste reduction and water use reduction. Possible natural resource conservation strategies may include:

- A procurement policy requiring the use of recycled and reused goods
- Increasing recycling rates through campus outreach
- GHG reduction strategies (fuels, electricity)

FUELS REDUCTION

A major contributor to overall GHG emissions is the combustion of fuels related to campus operations. These fuels may include diesel, natural gas, and gasoline. By conducting interviews with stakeholders at each site and relying on the Sustainability inventory, Rincon's team will seek to gain a strong understanding of the fuel use within the district. Rincon will then provide a set of sustainability measures to help reduce fuel use as part of a zero carbon strategy. Some of the measures may include but are not limited to:

- Improved building energy efficiency through both optimization, minor retrofits, and capital improvements
- On-site and off-site renewable energy
- Fleet upgrades
- Energy efficiency upgrades
- Electric vehicle plugin space
- Increased public transportation access
- Increased bicycle parking

WATER USE REDUCTION

Water reduction has become a major issue in California in the face of multiple years of severe drought conditions. Water scarcity represents a threat to normal operations as well as to ecosystem health. Rincon will review the total water use at each campus and the district offices during the Sustainability inventory, and will interview campus stakeholders regarding operational water uses. Areas with above average water use may be targeted for additional water auditing. Once information on the water consuming systems at each campus has been gathered and analyzed, Rincon will generate sustainability measures aimed at reducing overall campus water use. Possible sustainability measures may include but are not limited to:

- Water budgets
- Landscaping improvements such as xeriscaping and native plant use
- Life cycle water (embodied water in foods and materials)
- Fixture upgrades and retrofits
- Mechanical water systems
- Greywater and rainwater capture
- Irrigation upgrades (drip irrigation, moisture sensors)
- Educational materials

WASTE GENERATION REDUCTION

Total waste generation at each facility will be analyzed during the initial sustainability audit. This information will provide Rincon with an understanding of the types and volume of wastes generated. Rincon's team will then interview stakeholders such as facility managers at each location in order to better understand the operations which generate waste and the methods currently used to manage them.



At some locations, Rincon might suggest completing a waste characterization study. From this information, Rincon will develop a District Wide Waste Management Reduction Plan which will include a suite of specific waste reduction measures which may include:

- Life cycle waste analysis
- E-waste management plan
- Composting
- Reuse and recycling strategies
- Student and staff education programs
- Recycled content in procurement policies
- Life cycle costing for durable goods

TRANSPORTATION

Rincon Consultants will work closely with the Fehr and Peers and Peralta Community College District staff to develop the Transportation Demand Management (TDM) Plan and Vehicle Fleet Evaluation for all four campuses (Berkeley City College, College of Alameda, Laney College and Merritt College) and two satellite locations. We will develop a TDM Plan and vehicle fleet evaluation consistent with the California Community Colleges Sustainability Template. The proposed scope of work will include:

- TDM Inventory and Existing Conditions Review

Fehr & Peers will conduct research on existing local/regional TDM programs and best practices to identify opportunities to carry into the Peralta Community College District TDM Plan. This research will include:

- Identify existing TDM programs at the four Peralta Community Colleges
- Identify best practices at other college campuses, cities, companies, and office parks in the Bay Area

Review existing parking policies and facilities on all district campuses and identify current parking supply and occupancy conditions. This will be used to evaluate the ability of existing parking policies and facilities to meet the need of future campus population and help identify TDM strategies to supplement excess demand. This scope assumes that district staff will provide parking supply and demand data for all campuses. If that data is not available, Fehr & Peers can collect the data for an additional fee.

- Assess accessibility for all transportation modes at each campus.
- Review existing transit and shuttle routes including last mile routes to transit stations at each campus.

Obtain current vehicle fleet inventory for the Peralta Community College District. This scope assumes that district staff will provide vehicle fleet data, including inventory and typical demand at each campus. If that data is not available, Fehr & Peers can collect the data for an additional fee.

Mode Split Survey

A first step for improving commute and travel patterns is to gain a better understanding of how students, faculty and staff commute to campus. Fehr & Peers will coordinate with district staff to develop an online survey to establish the existing commute mode share of students, faculty and staff at each campus. Fehr & Peers will use the survey to develop commute mode splits for all four campuses and two satellite locations. This scope assumes that district staff will distribute the online survey to students, faculty and staff.

TDM Plan Development

Fehr & Peers will work with the Peralta Community College District to produce a clear set of goals to inform the development of a TDM Plan for all campuses within the district. By laying out clear objectives, individual campuses can set their TDM programs to meet goals set by the district office while having the flexibility to adjust their strategies based on local circumstances.

The selected goals will allow for the development of evaluation criteria necessary to guide future TDM Plan implementation. Fehr & Peers will develop a set of performance measures and standards designed to address Peralta Community College District objectives. These criteria will be weighted to ensure TDM programs are designed to address the district's priority goals. Sample criteria may include:



- Transportation-related carbon emissions (in metric GHG tons)
- Average Vehicle Ridership (AVR) targets
- Total TDM/transportation program costs
- Program cost-effectiveness

Accompanying the criteria will be a list of TDM strategies matched with particular criteria to illustrate which programs would be most suitable to achieve certain outcomes. This list of best practices will categorize TDM programs for all four district campuses and two satellite campuses. Fehr & Peers will also obtain growth projections (for student enrollment, faculty and staff) from district staff and perform a high level analysis of whether existing parking supply will meet expected demand based on growth projections. These two items will help frame the types of TDM strategies needed to meet future growth and parking demand. Fehr and Peers will use the TDM+ tool to quantify the trip reductions and benefits from the TDM Plan. Developed by Fehr & Peers, TDM+ calculates vehicle trip reductions for TDM strategies according to project setting; the tool was adopted by the Bay Area Air Quality Management District (BAAQMD) as its recommended TDM evaluation tool.

Based on the review of Existing Conditions, and goals and criteria identified in the tasks above, Fehr & Peers will develop a comprehensive TDM Plan to maximize use of alternatives to single-occupant vehicles for travel at each of the Peralta Community College District campuses. They will quantify the potential for TDM strategies to reduce vehicle trips and vehicle-miles traveled. They will also prepare a comparative assessment of potential TDM programs in terms of costs, effectiveness, administrative issues, and potential successes in business terms.

As part of the TDM Plan development, Fehr & Peers will evaluate the existing vehicle fleet inventory to identify potential reductions in the number of vehicles. The TDM Plan will identify TDM programs for district faculty and staff to reduce dependency of vehicle use. The Vehicle Fleet Evaluation will explore strategies to reduce or improve petroleum powered vehicles; potential strategies may include greater dependence on electric or alternative fuel vehicles.

Based on the information provided by the TDM Inventory, Mode Split Survey, and TDM Plan, Rincon's team will develop a set of sustainability measures associated with the reduction of VMT and promotion of active and alternative transport. These sustainability measures may include:

- Develop a transportation demand management plan
- Active Transport
- Bike parking and storage
- Electric vehicle support and infrastructure
- Staff telecommuting options
- Staff and student shuttles
- Parking reduction and management
- Alternative commute incentive programs

GREEN BUILDING

Buildings are the core of any campus. They create a sense of place and need to provide a comfortable and convenient atmosphere for learning. However, buildings are also a major user of energy. Applying green building principles will help the district achieve their sustainability goals as well as provide a healthy atmosphere in which the student and staff community can work and learn at the highest level. Rincon will focus on creating a Sustainable Building Standard for all upcoming District building projects. This standard will be based on the values of major green building guidelines such as those proposed by Envision, LEED, Passive House, Well, and the Living Building Challenge. Many of these standards, such as Envision, go beyond just creating high performance buildings and infrastructure and strive to improve communities to a state which is better than before the development took place, a major goal of the District. Rincon's team, specifically Blue Point Planning, will also create a Net-Zero Energy Analysis Plan. In addition to these specific plans, Rincon's team will conduct interviews with campus stakeholders as well as analyze data from the sustainability inventory to determine possible candidates for additional auditing and commissioning. Rincon's team will then create a prioritized list of sustainability measures to improve the overall efficiency of the Districts current and future building stock. These measures may include:



- Identify Zero Net Energy Goal
- Checklist of attributes required for ZNE
- Identify attributes of all new district buildings (minimum LEED Gold)
- Identify cost effective areas to surpass Title 24
- Commissioning and maintenance schedules
- Renewable energy
- Daylighting
- Healthy indoor air quality for improved learning
- Identify key retrofits of current building stock
- Data center energy management techniques

FOOD

The provision of food services at each of the campuses accounts for a large amount of scope 3 emissions, energy, and water use. For example, the production of red meat takes nearly 15,000 liters of water per kilogram (kg), compared to potatoes which use only 290 liters per kg. Rincon will review the current food sourcing, distribution, and disposal methods employed at the District and provide a list of sustainability measures to reduce the environmental impacts associated with the Districts food services activities. Some of the measures may include:

- Embodied energy and water
- Organic
- Locally sourced
- Urban agriculture
- Composting program
- Student outreach and education infographics

FINANCIAL INVESTMENTS

Rincon will utilize their experience in sustainability practices and the green banking field to conduct a review of the current investment activities of the District. Rincon will then provide feedback on optional sustainable investment options which go beyond simply divesting from fossil fuels. Rincon will also provide feedback on the general costs associated with such a move. Possible sustainability measures related to investments may include:

- Review of current investments word document
- Research alternative “green” investment opportunities and the associated costs/benefits word document

The depth and complexity of this review will be based on the availability of data from the District. If no data on current investments can be provided, Rincon will spend the additional time conducting more in depth analysis on other sustainability measures.

SOCIAL EQUITY AND COMMUNITY IMPROVEMENT

Throughout the process of identifying sustainability measures, Rincon’s Team will focus on creating a sustainability plan that encourages social equity and community improvements. Measures such as decreasing fuel consumption will have a direct air quality benefit for the surrounding community. Promoting locally sourced goods and donating used goods could help spur the local economy. Rincon’s team will focus on measures which not only improve sustainability on campus, but will ensure social equity and environmental justice are key themes of the SMP as a whole.

Task 4.3 Sustainability Plan Matrix

Rincon’s team will identify all current measures required by the State, City, and District and available grant and funding opportunities. From these, we will then identify and develop a prioritized listing of programs, measures, projects, and infrastructure that are ready with a specific focus on those projects which are fundable by public agencies, non-profits, or private capital. Sustainability measures that have multiple benefits and provide an opportunity for staff and students to become involved will also be prioritized. We will prepare a prioritized matrix of sustainability measures ranked by cost benefit analysis and available funding. The matrix will outline the cost of each project as well as its contribution to the key sustainability metrics outlined above (emissions, energy, water, waste, social equity).



Deliverables

- Lists of existing measures excel spreadsheet
- Lists of additional potential measures and strategies that promote sustainability within the district and the community excel spreadsheet

Task 4.4: Data Center Energy Audit

In order to develop a complete suite of energy efficiency measures, Rincon has teamed with Enovity due to their specialized experience in energy efficiency and their past experience working with the District. The data center energy assessment will follow the ASHRAE Level I Energy Audit protocol. This scope includes an investigation of no- / low-cost energy measures and an identification of capital-cost energy measures. As part of the data center audit, Enovity will conduct a walkthrough of the facility during which time they will review the operation and maintenance procedures as well as the building equipment and the current goals and needs surrounding the data center operations. Enovity will then perform a historical utility consumption analysis which will include two years of utility bill data for water, natural gas, steam (if applicable), and electricity. Enovity will then perform an energy end use disaggregation (energy balance) on the facility and generate an ENERGY STAR® Portfolio Manager benchmark score (if applicable).

Task 4.5: District Wide Zero Net Energy Plan

Rincon has teamed with Blue Point consulting who has considerable experience drafting Zero net energy plans at both the state and community college levels. BluePoint Planning will develop a District-wide net-zero analysis plan as a framework and strategy for the District to consider the development of near-zero and zero net energy buildings. The analysis will consider District goals, State goals and regulatory mandates, as well as, potential incentives (utility incentives and cap and trade funds) for moving buildings to net-zero. Working with Rincon, the potential for renewable siting, and campus buildings' capabilities to achieve ZNE will be considered, as well as an understanding of the number of potential new buildings to be developed on each campus. Innovative approaches will be incorporated, such as identifying one or more campus as a net-zero campus and creating a combination of new ZNE buildings, upgrading existing buildings to high performing buildings and to establishing appropriate levels of renewables and storage, so that in aggregate the campus(es) achieves net-zero energy. This analysis will be developed in concert with other sustainability goals so that water efficiency, transportation strategies and waste management will all contribute to potentially going beyond net-zero energy to net-zero carbon. The analysis will be provided in Microsoft Word and PDF formats.

Task 4.6: Utility Infrastructure Survey

Although the request for proposals dictates that a utility infrastructure survey is required as part of the scope of work, based on our review there is not enough information provided at this time to provide the district with an accurate cost proposal for this task. The team feels that the required data associated with the type and extent of the campus's infrastructure will require further review to develop detail sufficient to make an accurate proposal. Rincon has teamed with ARUP, an international engineering firm with infrastructure experience around the globe. Arup proposes to work with the district to develop a list of specific infrastructure to be included in the infrastructure study as well as discuss goals, budgets, existing information, timelines, and deliverables for the desired survey. Once a survey scope and timeline has been established, the Team can develop a more accurate proposal to complete the infrastructure survey and the district can decide if they wish to complete this objective.

Task 4.7: Stakeholder Engagement Charrette

Once a list of sustainability measures has been developed, Rincon and Blue Point will conduct a charrette with the relevant stakeholders from each campus and the district offices. The charrette will provide an opportunity for each of the stakeholders to ask questions and provide input about both their concerns and ideas for the Sustainability Master Plan Measures as well as the goals which have been set forth. From this feedback, Rincon will revise the goals and sustainability matrix to reflect the input of the key stakeholder groups.



Deliverables

- Feedback regarding the sustainability measure matrix word document

Task 5: Creation of the Sustainability Management Plan

Task 5.1: Sustainability Management Plan Roadmap and Outline

As described in Task 3.1, Rincon will develop a long-range vision that is bold and transformative for the District and establishes aspirational, yet achievable sustainability goals over the short term (2020) and long term (2050). This will include developing a descriptive roadmap for utilizing the sustainability measures which to meet the goals of the district. The roadmap will seek to take full advantage of the synergistic nature of the sustainability measures outlined in Task 3, and will include policies, programs, measures, projects, infrastructure, and campus community actions. In addition, Rincon will identify near-term actions that can be achieved or in place by 2020 with measurable indicators. Social equity and empowerment considerations will also be incorporated into the SMP.

Rincon will develop a draft outline for the SMP. The outline will provide the framework for the major components of the SMP, and will ensure conformation with California Community Colleges guidelines, the Districts goals, California AB32 Scoping Plan, Air Quality Management District guidance, CAPCOA guidance, SB 375, and City of Oakland Climate Action Plan guidance. Rincon will work with District staff to identify the tone, level of detail, and style that will be used in the SMP. We will also confirm the design and format of the SMP with District staff. In general the SMP will be designed to be clear, easy to use, and to have defined goals and strategies to meet those goals for both the campus staff and the campus community as a whole.

Deliverables

- Draft Sustainability Master Plan Outline word document
- Final Sustainability Master Plan Outline word document

Task 5.2: Final Lists of Plan Goals and Measures

From the feedback received during the charrette, Rincon will review and edit the matrix before finalizing the list of Sustainability Measures. The final list of measures to be provided will be sufficient to meet the goals of the district over both the short term (2020) and long term (2050). The final list of goals and sustainability measures will then be incorporated into the SMP.

Deliverables

- Final List of Plan Goals word document
- Final List of Plan Measures word document

Task 5.3: Draft Sustainability Master Plan

The Rincon team will prepare a comprehensive Draft SMP that is bold, transformative, and engaging, and will be consistent with the California Community Colleges Sustainability Guidelines. The SMP will also align with the Districts existing policies including, but not limited to, the Education Master Plan and any current sustainability programs. The plan will provide a framework that reimagines the current systems – built, natural, and behavioral – as ones that are interconnected and dependent. The plan will integrate measures that improve quality of life, improve efficiency, and help the campus community prepare for a net zero future. Specifically, the SMP will:

- Clearly explain the districts sustainability challenges, and the opportunities it can realize in meeting more ambitious sustainability goals
- Serve as a mechanism to tie together and improve on the district’s existing and developing sustainability initiatives, strategies, and plans
- Establish a set of cohesive sustainability strategies, implementation plans, and metrics for regional and State strategies and initiatives
- Activate and engage the campus community with positive actions and tangible benefits
- Provide a monitoring tool for tracking progress in each sustainability area



The SMP will be specifically tailored to the District and will be presented in a format that is visually-stunning, yet easy to understand, and can easily be translated to a variety of media for different audiences. It will place an emphasis on providing information visually using maps, graphics, tables, and matrices. Explanatory text will read clearly and concisely.

After the project manager has provided comments, the Rincon team will produce a revised draft that will be presented to the key stakeholder groups at each campus. The Rincon team will facilitate a final meeting to present the draft SMP and receive input. We recognize that the inclusion of these stakeholders has the potential to provide significant progress towards the implementation and realization of the SMP.

Rincon will respond to one round of staff comments on the Administrative Draft SMP and will prepare the Final Draft SMP for key stakeholder review and comment. Following the Draft SMP review and comment period, Rincon will coordinate with the District project manager to discuss what changes will be incorporated into the Final SMP.

Deliverables

- Draft Sustainability Master Plan word document

Task 5.4: Final Sustainability Master Plan

Following stakeholder review and comment, the Rincon team will coordinate with District staff to incorporate relevant input into the final SMP that will be presented to the Campus Community and other concerned stakeholders. Rincon will prepare a presentation for the campus unveiling of the new SMP. We will provide a summary of all outreach efforts and reports conducted and provide a clear overview of the existing conditions, baseline report, proposed sustainability measures, and implementation plan with the monitoring tool.

Deliverables

- Final Sustainability Master Plan (tracked changes and clean versions) PDF

Task 6: Creation of the Monitoring Toolkit

Task 6.1: Develop Monitoring Toolkit

Rincon will develop a monitoring tool for the District to track both their carbon footprint as well as the progress of each sustainability measure designated in the SMP. The Monitoring toolkit will effectively be a suite of tools including both web based and excel based strategies. The goal of the tool will be to allow stakeholders at each campus and the District to keep track of the progress for each sustainability measure towards meeting the goals set forth in the SMP. The monitoring tool will provide the District with clear data which it can then communicate to campuses as well as the community as a whole.

Deliverables

- Monitoring Toolkit excel tool

Task 7: Ongoing Meetings and Outreach

Rincon has teamed with Blue Point Consulting for their extensive experience working with complex multi-stakeholder projects including sustainability plans for the Pasadena Community College District. Blue Point and Rincon will work together to hold targeted and productive meetings with the District staff as well as the internal (within the campus community) and external (outside the campus community) stakeholders. At least one stakeholder Charrette will be held at each of the campuses and will serve as an opportunity for various campus groups to voice their ideas and concerns regarding the sustainability plan. Additional meetings with campus staff and key stakeholders will be held both in person and remotely as necessary. No more than 100 hours of actual meeting time will be scheduled (not counting Rincon and Blue Points preparation and summary writing time)



5 References

Rincon is proud of the reputation that it has built over the past 20 years. The following is a select list of our references. We encourage you to contact any or all of the references listed below regarding our performance on recent assignments.

5.1. San Luis Obispo Six Cities Climate Action Plans – San Luis Obispo, California

SLO Air Pollution Control District
Aeron Arlin-Genet
Manager
(805) 781-5998
aarlingenet@co.slo.ca.us

Significant energy-efficiency measures recommended, implemented and persisted as part of this project. Rincon developed Climate Action Plans for six San Luis Obispo County cities. The following energy efficiency and sustainability measures were suggested and/or implemented by those cities. The energy and greenhouse gas reduction benefits and costs of these programs were also calculated and provided to each of the six cities.

- Energy efficiency outreach and incentive programs
- Energy audit and retrofit programs
- Incentives for exceeding Title 24
- Community choice aggregation feasibility study
- Solar PV programs
- Electric vehicle and alternative fueling stations
- Water conservation program expansion
- Composting program
- Zero and low emission municipal fleet vehicles
- Recycling programs at public events

Dates active: October 2012 – current (currently developing tracking tool for sustainability measures in each city)

5.2. BuildZig Sustainability Consulting

BuildZig
Carlos Plazola
CEO/President
(800) 380-1080
cplazola@BuildZig.com

Significant energy-efficiency measures recommended, implemented and persisted

Rincon provides ongoing sustainability consulting for BuildZig, a design build firm located in Oakland, California. As part of the relationship, Rincon has reviewed multiple building projects and provided insights into key energy, water, waste, and community sustainability attributes. Rincon then works closely to BuildZig to implement the chosen sustainability measures. Some of the energy efficiency measures recommended and implemented includes:



Proposal to Prepare
Sustainability Master Plan for Peralta Community College

- LED lighting indoor and outdoor
- Energy Star hybrid heat pump hot water heaters
- Solar photovoltaic system
- Bicycle facilities to reduce driving
- Water efficient fixtures
- Rainwater capture and storage
- Energy Star washers and dryers
- Food planters for local food production
- Cool roof materials
- Bike share programs
- Advanced energy modeling
- Work with East Bay Bike to develop external bike lanes

Dates active: June 2015 – current



Proposal to Prepare
Sustainability Master Plan for Peralta Community College

6 Cost Table

Peralta Community College District
Sustainability Master Plan
 Cost Estimate

20-Jan-16

Tasks	Team Totals		Rincon Consultants											Fehr and Peers				Blue Point			Enovity				Arup									
	Cost	Hours	Cost	Hours	Principal \$195	Supervisor I \$165	Prof. Staff IV \$120	Project Planner \$110	Staff Analyst \$95	GIS \$100	Clerical \$65	Student Interns \$10	Cost	Hours	Principal \$363	Project Manager \$297	Project Planner \$159	GIS Analyst \$164	Cost	Hours	Principal \$196	Associate \$98	Cost	Hours	Project Manager \$226	Project Engineer II \$167	Cost	Hours	Scientist \$212	Planner \$166				
Task 1: Project Initiation and Kick-off Meetings																																		
1.1: Kick Off Meeting With Primary Stake Holders	\$4,880	30	\$2,540	18	1	8	6																											
1.2: Project Timeline	\$840	6	\$840	6	1	1	4																											
1.3: Recruitment and Hiring of Students	\$1,585	13	\$1,585	13	1		10		2																									
Task 2: Inventory and Forecasting																																		
2.1: Data Collection and Entry	\$9,145	81	\$9,145	81	1	6	30	20	20		4																							
2.2: Site Visits (6)	\$8,720	72	\$8,720	72		8	48	8	8																									
2.3: Emission Inventory Development	\$10,677	74	\$8,930	60	1	6	20	16	16				\$3,747	14	2	8	2	2																
2.4: GHG Inventory Report	\$8,790	72	\$8,790	72	2	10	30	20	10		10																							
2.5: Business as Usual Forecast	\$6,040	54	\$6,040	54	1	2	20	10	10																									
Task 3: Create Sustainability Goals																																		
3.1: Sustainability Goals Meeting	\$5,020	42	\$5,020	42	2	4	16	10	10																									
Task 4: Development of Sustainability Measures																																		
4.1: Interviews With Key Stakeholders (14)	\$5,974	44	\$2,455	22	1	1	10	5	5		1																							
4.2: Proposed List of Plan Measures	\$21,543	139	\$9,675	61	3	6	36	24	12																									
4.3: Sustainability Plan Matrix	\$4,025	38	\$4,025	38	1	1	5	10	20		1		\$11,868	58	2	16	32	8																
4.4: Data Center Energy Audit	\$10,618	60	\$1,510	12	1	1	5	5																										
4.5: District Wide Zero Net Energy Plan	\$22,633	132	\$4,635	42	1	1	10	15	15																									
4.6: Utility Infrastructure Survey	\$5,207	31	\$965	7	1	1	4	2																										
4.7: Stakeholder Engagement Charter	\$21,253	155	\$4,635	41	1	2	8	20	10																									
Task 5: Develop Sustainability Action Plan																																		
5.1: Sustainability Management Plan Roadmap & Outline	\$9,293	52	\$2,475	21	1	1	10	4	5				\$5,640	26	2	8	16	12																
5.2: Final Lists of Plan Goals and Measures	\$18,651	103	\$4,220	34	3	4	14	6	6				\$13,253	64	4	16	32	12																
5.3: Draft Sustainability Master Plan	\$5,940	56	\$5,940	56	4		8	16	16		4																							
5.4: Final Sustainability Master Plan	\$3,540	34	\$3,540	34	2		4	12	8		2																							
Task 6: Monitoring Toolkit																																		
6.1: Develop Monitoring Toolkit	\$9,073	61	\$5,655	49	1	6	10	14	14		4																							
Task 7: Outreach Measures																																		
7.1: Office of Sustainability Staff Meeting	\$10,135	55	\$1,795	15	1	1	8		5				\$8,340	40	4	8	16	12																
7.2: Forum Prep	\$4,339	26	\$800	6	1	1	2	2																										
7.3: Forum Facilitation	\$17,903	126	\$3,240	26	1	1	24																											
7.4: Forum Summary	\$2,706	22	\$360	2	1	1																												
7.5: Outreach Materials and Communications	\$11,662	75	\$3,060	27	1	1	10	5	10																									
Additional Costs																																		
Project Management	\$8,900	65	\$8,900	65	5	20	30	5	5																									
Student Interns	\$1,000	100	\$1,000	100								100																						
Subtotal Rincon Labor:	\$250,997	1666	\$118,415	1,096	36	94	384	229	207	20	24	100	\$46,265	214	16	64	100	34	\$67,252	416	272	144	\$13,823	66	36	32	\$4,342	16	8	16				
Additional Costs																																		
Printing	\$900																																	
Supplies, Travel, Communications	\$7,364																																	
General & Administrative	\$9,914																																	
Total Additional Costs	\$16,278																																	
TOTAL LABOR + ADDITIONAL COSTS	\$266,974																																	

