

WORK ORDER FORM

PURSUANT TO A MASTER AGREEMENT BETWEEN
THE CITY OF FORT COLLINS
AND
METABOLIC

WORK ORDER NUMBER: 1
PROJECT TITLE: Our Climate Future
ORIGINAL BID/RFP NUMBER & NAME: 9084 Our Climate Future
MASTER AGREEMENT EFFECTIVE DATE: April 7, 2020
WORK ORDER COMMENCEMENT DATE: 5/8/2020
WORK ORDER COMPLETION DATE: 3/31/2021
MAXIMUM FEE: (time and reimbursable direct costs): \$49,971

PROJECT DESCRIPTION/SCOPE OF SERVICES: Kick-off, engagement support, best practice research, and evaluation framework (see work order one scope of work)

Service Provider agrees to perform the services identified above and on the attached forms in accordance with the terms and conditions contained herein and in the Master Agreement between the parties. In the event of a conflict between or ambiguity in the terms of the Master Agreement and this Work Order (including the attached forms) the Master Agreement shall control.

The attached forms consisting of four (4) pages are hereby accepted and incorporated herein, by this reference, and Notice to Proceed is hereby given after all parties have signed this document.

SERVICE PROVIDER: *Seadna Quigley* Date: 5/20/2020
DocuSigned by: A8337DDCE30648D...
Seadna Quigley, Finance Director

ACCEPTANCE: *Molly Saylor* Date: 5/20/2020
DocuSigned by: D0724208204045C...
Molly Saylor, Project Manager

REVIEWED: *Pat Johnson* Date: 5/20/2020
DocuSigned by: 55D7D9B99DE9493...
Pat Johnson, Senior Buyer

ACCEPTANCE: _____ Date: _____
Gerry Paul, Purchasing Director
(if greater than \$60,000)

ATTACHMENT A WORK ORDER SCOPE OF SERVICES

Task 1: Project Kickoff, Onboarding, and Coordination

Budget: \$5,846

Metabolic will meet with staff (virtually) to finalize details of the work plan together, introduce the consultant team to City project team members, and align workstreams. As time allows, City staff will provide Metabolic with background, share process and outcomes of Phase One, review existing conditions document and ongoing initiatives.

Task 1 scope includes:

- Kick-off
 - Presentation of the proposed final scope of work with detailed tasks and objectives for kick-off attendees
 - Detailed schedule identifying key milestones and deliverables
 - Staffing plan which outlines consultant and City staff roles
 - Time permitting, Root Cause Analysis activity
- Ongoing
 - Attend Fort Collins OCF meetings as requested by City staff, e.g. CAP Performance Measurement Team to familiarize consulting team with existing City data and tools so that the evaluation framework can be seamlessly integrated.

Estimated Schedule: May/June 2020

Deliverables: Presentation of Work Plan, Budget, Schedule; Root Cause Analysis (time permitting)

Task 2: Leading Practice Research and Evaluation Framework Design

Budget: \$13,988

Metabolic will create an evaluation framework and research leading practices to help in the identification and evaluation of Big and Next Moves.

- Conduct leading practice research on international and national peer cities on Big Moves and Next Moves and generate a memo that can be used to inform staff in advance of or in parallel to strategy development.
 - Provide general descriptions, best practices, key dependencies, who leads the various efforts and at what scales, etc.
 - Where possible, pull outcome data from other cities using the evaluation framework for side-by-side comparison.
 - Develop recommended metrics based on the research.
- Develop analysis framework for evaluation of Big and Next Moves for equity, resilience and mitigation outcomes, and likelihood of success.
 - The evaluation framework structure should be vetted with staff and may use scenarios or other approaches. The tool should be designed to allow staff to quickly test assumptions of Big Moves and also provide deeper modeling/analysis for impacts of Next Moves.
 - For Next Moves, include likelihood of success on these outcomes, areas of tension and or opportunity between strategies, e.g., if a regulatory approach is adopted, how does this approach affect ability to accomplish the goals, versus a

voluntary/incentive-based approach? Include recommendations for Next Moves for who should lead the various efforts and at what scale.

- Framework should consider qualitatively or quantitatively how Big and Next Moves address the Core Principles defined in Phase One of the OCF project.
- Design evaluation framework and metrics in a way that they can be leveraged for monitoring during implementation. Suggest a process for monitoring and equip staff to be able to regularly pull data consistent with what is used in the modeling of Big Moves and Next Moves.
- Identify Big Moves outcome metrics for staff and the community to prioritize based on their potential to make progress toward the goals and other priorities (e.g. GHG/waste/energy, as well as equity and resilience).
 - Where outcome metrics are not available or applicable, develop closely-related activity metrics as indicators.
- Identify activity/output metrics that can be used to evaluate potential impact of Next Moves, as well as track progress when in the implementation phase. These activity metrics should show impact to GHG mitigation, the reduction of related activities, such as waste generation, resilience, and equity.
- Attend Fort Collins OCF meetings as requested by City staff.

Estimated Schedule: Summer 2020

Deliverables: Recommended outcome metrics, peer city research, assessment framework for evaluating the Big and Next Moves; Suggested process for leveraging framework for ongoing tracking.

Task 4: Evaluation, Analysis, and Prioritization

Budget: \$22,787

- Supplement and evaluate Big and Next Moves identified by the community and SMEs (based on community engagement plan of Task 2).
- Conduct an analysis of the identified Big Moves using the evaluation framework.
 - Create a status-quo case (some Big Moves are already underway) and a 2030 and/or 2050 case(s) for potential impact in those milestone years.
 - Conduct an analysis on the identified Next Moves using the evaluation framework.
 - Create a status-quo case (some Next Moves are already underway) and a 2030 and/or 2050 case(s) that forecast how much these strategies can contribute to the Big Moves.
- Suggest and/or compile additional datasets and forecasts to improve on existing data used by staff or to close known gaps.
- Support prioritization with community and SMEs to consider scenarios and develop draft plan(s).
- Participate in meetings of the existing Climate Action Plan Performance Measurement team and other team meetings, as needed, to ensure alignment of the above tasks with existing staff needs and processes. Develop and implement framework and related tools based on the direction of this team.

Estimated Schedule: Early fall 2020

Deliverables: Evaluation of Big and Next Moves; synthesis of strategies and tactics (Next Moves) for the plan focus areas as noted above; Current and Future-state (2030/2050) analyses of Next Moves potential across mitigation, equity, and resilience; New datasets and forecasts to support modeling; initial scenario and draft plan recommendations

Task 6: Plan Synthesis Report

Budget: \$7,350

- Support City staff in synthesizing the Big Moves and Next Moves into a final plan or plans (plans may be combined or stay separate). Should include, at a minimum:
 - Co-create a working definition of “Big Moves” and “Next Moves” with staff
 - Document peer city research regarding “Big Moves” and “Next Moves”
 - Final evaluation of “Big Moves” and “Next Moves,” along with description of metrics and indicators used to evaluate.
 - Data visualization to show the relationship between Big Moves and Next Moves, as well as between equity, resilience, and mitigation.
 - Proposed implementation timeline to meet 2030 and 2050 goals.

Estimated Schedule: December 2020/early Q1 2021

Deliverables: Definitions; Documentation of peer city research; Evaluation and data visualization; Summary of public feedback; Implementation timeline.

**ATTACHMENT B
WORK ORDER COST DETAIL**

Phase	Total budget per phase	Step	Step Name	Metabolic- Senior Consultant (Erin Kennedy)	Metabolic - Medior Consultant	Metabolic - Design	Brendle - Managing Principal (Judy)	Brendle - Analyst 4 (Shelby)	Brendle - Analyst 2 (Becca Stock)	WestUrb - Proprietor (Jerry Tinianow)	Lead	Total Work Hours	Total Budget (USD)
1 Project Kickoff/ Ongoing Coordination with OCF Teams	\$5,846			\$949	\$1,265	\$0	\$508	\$1,232	\$242	\$1,650			
		1.1	Preparing kickoff meeting and exploring digital collaboration tools	0.25	0.25			0.25			Metabolic	6	999
		1.2	Attending kickoff meeting (incl. travel time)	0.25	0.25		0.25	0.25	0.25	0.25	Shared	12	2,181
		1.3	Attend Climate Action Plan Performance Measurement Team Meetings		0.5			0.5		0.5	Brendle	12	2,135
			<i>Project management and coordination</i>	0.05	0.1	0	0.025	0.1	0.025	0.075		3	531
2 Leading Practice Research and Evaluation Design and Tools	\$13,988			\$2,846	\$4,428	\$0	\$1,016	\$3,080	\$968	\$1,650			
		2.1	Peer city and leading practices research to define Big Moves & First Moves	0.5	1.5		0.25	1.5		0.5	Shared	34	5,730
		2.2	Indicator Framework and metrics	1	2		0.25	1	1	0.25	Metabolic	44	6,987
			<i>Project management and coordination</i>	0.15	0.35	0	0.05	0.25	0.1	0.075		8	1,272
3 Evaluation, Analysis, and Prioritization	\$22,787			\$2,372	\$8,223	\$2,024	\$1,016	\$3,080	\$3,872	\$2,200			
		3.1	Assessment of Big Moves	0.5	1	1		1	1	0.25	Metabolic	38	5,433
		3.2	Long list of interventions / First Moves	0.25	1		0.25	0.5	0.5	0.5	Shared	24	4,043
		3.3	Assessment of First Moves	0.5	4.5	1	0.25	1	2.5	0.25	Metabolic	80	11,240
			<i>Project management and coordination</i>	0.125	0.65	0.2	0.05	0.25	0.4	0.1		14	2,072
4 Plan synthesis support	\$7,350			\$949	\$1,581	\$1,012	\$508	\$924	\$726	\$1,650			
		4.1	Report writing	0.25	1			0.5	0.5	0.5	Metabolic	22	3,581
		4.2	Graphic Design			1					Metabolic	8	920
		4.3	Final Presentation	0.25	0.25		0.25	0.25	0.25	0.25	Metabolic	12	2,181
			<i>Project management and coordination</i>	0.05	0.125	0.1	0.025	0.075	0.075	0.075		4	668
TOTAL (excluding VAT)				\$7,116	\$15,496	\$3,036	\$3,049	\$8,316	\$5,808	\$7,150		321	49,971

Metabolic Staff	Hourly Rate USD	Total costs
Metabolic - Senior Consultant	\$216	\$7,116
Metabolic - Medior Consultant	\$144	\$15,496
Metabolic - Design	\$115	\$3,036
<i>Metabolic total</i>		<i>\$25,648</i>
Sub Consultants		
Brendle - Managing Principal	\$231	\$3,049
Brendle - Analyst 4	\$140	\$8,316
Brendle - Analyst 2	\$110	\$5,808
<i>Brendle total</i>		<i>\$17,173</i>
<i>WestUrb - Proprietor</i>	<i>\$250</i>	<i>\$7,150</i>