



10748 Deerwood Park Boulevard S  
Jacksonville, Florida 32256

☎ 904-256-2500  
✉ 904-256-2501  
[rsandh.com](http://rsandh.com)

July 9, 2014

City of Coral Gables  
Public Works Department  
ATTN: Ernesto R. Pino, RA  
Assistant Public Works Director  
2800 SW 72<sup>nd</sup> Avenue  
Miami, Florida 33155

RE: Coral Gables Sustainability Master Plan Scope of Work, Cost Estimate and Schedule

Dear Mr. Pino and Mr. Pound,

The RS&H Team consisting of RS&H, Inc.; Zyscovich, Inc. and Erin L. Deady, P.A. is pleased to submit the scope of work, cost estimate and schedule for the Coral Gables Sustainability Master Plan.

The scope of work detailed below responds to all elements of the Scope of Services, Tasks and Action Steps identified during our May 2<sup>nd</sup> meeting. The scope of work is designed to deliver an integrated sustainability master plan to Coral Gables that identifies opportunities to incorporate and continually support sustainable business practices into Coral Gables government operations and to assess and develop a path forward for community-wide sustainability initiatives that will enhance key aspects of the community.

The scope is divided into 8 tasks and associated subtasks. The cost estimate follows the proposed scope of work. As per your request the cost estimate includes labor hours to complete each task, as well as, the total cost to complete the scope of work. The project schedule is provided in Attachment 1.

## **SCOPE OF WORK**

### **TASK 1.0 KICK OFF MEETING & ASSESSMENT PREPARATION**

The Consultant Team will conduct a meeting with the Interdepartmental Project Team comprised of the City's Environmental Specialist and Department Directors. The purpose of this meeting will be to provide an overview of the SMP project's mission, objectives, strategies and associated scope of work. Specifically, the kick-off meeting will accomplish the following:

- Identify key sustainability issues to be addressed
- Review available supporting data and information
- Review of past, current and ongoing sustainability planning initiatives and projects
- Establish protocols for communication, coordination and shared responsibilities, including a discussion to identify stakeholder groups, community and planning participants, as well as

appropriate communication tools and strategies to ensure an ongoing, transparent, and comprehensive public engagement process

The City of Coral Gables shall provide points of contact for data collection (as described in Task 2.2 below) as well as the individuals that can provide input for the qualitative and quantitative assessments described below.

## **TASK 2.0      ASSESSMENT AND SOLUTIONS FOR GOVERNMENT OPERATIONS**

The sustainability assessment is intended to inventory the City's existing sustainability performance and characterize challenges and opportunities. The Task includes comprehensive data collection, analysis, assessment, and benchmarking.

### **2.1. Organizational Mapping**

The Consultant shall meet with and interview key Coral Gables Staff over a two day period inclusive of Task 1.0. The objective of the meetings is to clarify roles and responsibilities of individuals relative to the focus areas identified in Table 2.1. Before the meetings, Coral Gables staff shall identify the departments and associated personnel that can support initiatives in each of the identified focus areas. An agenda shall be developed by the consultant along with focus area specific data requests (see Task 2.2) so that participants can be prepared to provide information in a timely manner. In addition, the consultant shall meet with representatives from the City's Public Works Department, and other relevant departments, to clarify points of contact and data sources for the Greenhouse Gas (GHG) inventory (see Task 3.1 below). The interview results shall be used to establish an organizational map of existing stakeholder roles and responsibilities.

### **2.2. Data Requests**

The Consultant shall prepare a comprehensive request for the focus areas identified in table 2.1. Data shall be requested for at least three consecutive years ending with the most recent 12 month period available. The Consultant shall submit the data request to contacts identified by Coral Gables Staff prior to the Kick-Off Meeting. Thirty days shall be provided for the City to respond to the data request. We encourage the City to reinforce this deadline since it is one of the more challenging aspects of keeping a sustainability master planning project on schedule.

**Table 2.1 Focus Areas and Sustainable Elements**

FOCUS AREA	SUSTAINABLE ELEMENTS
Energy Efficiency (Building and Fleet)*	Energy Use Fuel Use Renewable Energy Green Design
Resource Conservation (Facilities)	Water Use Alternative Water Use Green Purchasing Green Cleaning Products Low Impact Design
Land Use and Transportation*	Natural Area Preservation Open Spaces, Parks and Recreation Land Use Regulation Development and Redevelopment Transportation Patterns
Waste Minimization*	Waste Generation Waste Diversion Waste Reduction Waste Repurposing, Recycling and Recovery
Education and Outreach	Audience Message Content Media Tools
Climate Resiliency	Community Rating System (FEMA) Historically Vulnerable Areas (Flooding & Shoreline Erosion) Storm Surge and Evacuation Storm Event and SLR Projections Infrastructure and Natural Resource Resiliency Status

\*Includes data collection for the Greenhouse Gas Inventory

### 2.3. Data Review Memorandum

Consultant shall generate a memorandum summarizing available data and areas where deficiencies or gaps exist and their potential impact on the project. The memorandum shall address:

- Identification of existing sustainability policies, plans, strategies, processes and projects
- Identification of available data to support development of goals, metrics and future monitoring process
- Identification of "gaps" in data that 1) must be filled, 2) could be filled and 3) are not critical
- Identification of methodologies for addressing data that is not available.
- Identification of relevant regulations, rules and laws.

#### **2.4. Qualitative Analysis**

The consultant shall review the City's existing sustainability strategies, policies and procedures related to sustainability (e.g. The Trolley Master Plan, Bicycle Master Plan, lighting survey, Development Regulations and Capital Improvement Processes, etc.). This review shall also include City ordinances, the Comprehensive Plan and other regulations.

#### **2.5. Quantitative Analysis**

The consultant shall quantitatively analyze sustainability information obtained in response to the information request developed as specified in 2.2 above. The data shall be cross-tabulated, normalized and trended as necessary to produce metrics for assessing the sustainability performance of the City's government operations. The consultant shall establish a quantitative baseline for Coral Gables government managed facilities and infrastructure. This data shall be compiled in a relational database.

#### **2.6. Data Management Assessment**

The consultant shall document the processes, tools and analyses Coral Gables currently uses to generate and track its sustainability metrics. The consultant shall identify key metrics not currently collected by the City and barriers that prevent collection. This information shall be used to recommend a tailored data collection, tracking and reporting framework for the City.

#### **2.7. Benchmarking**

The consultant shall benchmark the baseline sustainability performance of municipal operations for those focus areas where public information is available from three municipalities. The municipalities to be addressed shall be identified in collaboration with the City's project manager and shall include municipalities that are using ICLEI's ClearPath software.

#### **2.8. Solutions Memorandum**

The Consultant shall prepare a solutions memorandum for the City at the completion of task 2.0. The solutions memorandum shall detail the baseline and benchmark results, suggested goals, individuals to be included in the collaborative workshop; potential projects, as well as suggestions for policies, internal education and outreach.

### **TASK 3.0 GREENHOUSE GAS INVENTORY**

The Greenhouse Gas Inventory will supplement Task 2.0 by establishing quantitative baseline and forecast of the Coral Gables' performance – both within government operations and in the community as a whole – in terms of greenhouse gas emissions. Results will help inform collaboration towards sustainability planning.

### **3.1. Greenhouse Gas Inventory Kick-off Meeting**

As part of Task 2.1, Consultant shall meet with the City's Public Works department/GHG Inventory project team to gain a common understanding of the data requirements and schedule for the City's Local Government Operations (LGOP) and City-wide GHG Baseline Inventory and forecast. A draft agenda will be circulated so that participants can begin thinking about data that will be requested, including operational boundaries, scope of the inventory, points of contact, and data needs. The data request specified in 2.2 above shall include internal government operations data needed for the GHG inventory.

### **3.2. External Data Gathering**

Consultant shall work in conjunction with the City's project team to develop data requests for the City to issue to Miami-Dade County, utilities, and other data providers as needed (up to a total of 5 data requests). Where relevant, data derived from the Quantitative Baseline will be incorporated into the Inventory.

### **3.3. Close Data Gaps:**

Working with City's project team, consultant shall provide appropriate follow-up with external data providers to close any gaps. Consultant shall provide up to 3 follow-up calls / emails to each data provider over a period of 30-days. In the event data needed for the inventory cannot be obtained, consultant shall work with the City to develop an alternate methodology; however responsibility for obtaining data shall ultimately belong to the City. Based on past experience, the consultant anticipates challenges obtaining community-wide electricity consumption data from Florida Power and Light (FPL). Consultant shall work with the Coral Gables project team to develop strategies for overcoming this anticipated barrier such as upfront outreach to the utility. In the absence of cooperation with FPL, county-wide data will need to be extrapolated to Coral Gables, however this approach may limit the usefulness of the community-wide GHG inventory as a baseline for energy-related emissions reductions.

### **3.4. Synthesis, Analysis, and Documentation**

Consultant shall compile and analyze the data as it is received, using ICLEI's ClearPath software and following ICLEI's Local Government Operations Protocol (LGOP), Version 1.1., and U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions, Version 1.0; or the most recent versions available. Consultant assumes the GHG Inventory will be limited to the emission sources required by these ICLEI protocols; effort needed to quantify additional or optional emissions sources is not included in this scope of work. To facilitate future inventories, consultant shall document methodologies, data sources, and data provider contact information. Consultant assumes that the City will pay all licensing fees needed to authorize the consultant to use ICLEI's ClearPath software. Estimated ICLEI licensing fees are \$1,500.



### **3.5. Target Setting**

The Consultant shall make recommendations on potential GHG reduction targets based on local, state, regional and Federal policies, trends, and regulations as well as potential opportunities for reduction that are identified as a result of the GHG inventory.

### **3.6. Preliminary GHG Inventory Report**

Consultant shall provide the preliminary GHG Inventory and Forecast, including LGOP and City-wide inventories, for the baseline year and forecast year emissions estimates. In addition, the Consultant shall summarize the data in visually appealing infographic and also provide preliminary recommendations for GHG reduction targets and associated opportunities that emerge from the GHG inventory. Data gaps and key assumptions will be highlighted for comment.

### **3.7. Final GHG Inventory Report**

The Consultant shall incorporate comments provided by the City on the preliminary GHG inventory report. The final report shall include the GHG inventory, forecast and summary with visually appealing graphics.

## **TASK 4 COLLABORATIVE WORKSHOP & COORDINATION WITH PROJECT TEAM**

The Consultant's government operations sustainability planning process is designed to harness and build the capacity of Coral Gable's management and staff. Through workshops and coordination with key staff, goals and strategies will be developed for the City's areas of focus.

### **4.1. Presentation of Results and Preparation for the Collaborative Workshop**

The Consultant shall brief the Interdepartmental Project Team on the Solutions Memorandum and the results of the Greenhouse Gas Inventory.

### **4.2. Collaborative Workshop**

Consultant shall organize and facilitate a collaborative workshop based on the results of the Solutions Memorandum. The workshop will take place during two consecutive half day sessions. Attendees will include the Consultant and the City of Coral Gables Interdepartmental Project Team and their designates as identified and agreed to in the final Solutions Memo. Objectives of the workshop shall include reviewing and calibrating the results of the Solutions Memo and the GHG Inventory; identify the City's sustainability mission, vision via a series of participatory self-assessment techniques (e.g. Strengths, Weaknesses, Opportunities, Threats analysis, etc.); reaffirm/reorganize areas of focus and establish long-term, ten year, five year, and near-term goals for each focus area using backcasting techniques; and preliminarily identify strategies for reaching goals.

The workshop shall utilize facilitation techniques to elicit full participation from the Coral Gables Interdepartmental Project Team and incorporate their experience and expertise into the Sustainability Management Plan to the greatest extent possible. During the workshop, the Consultant shall provide the Team with hands on experience with the processes and tools used to develop a project-driven sustainability plan so that the City's capacity for managing a system of continual sustainability improvement is developed.

#### **4.3. Coordination with Interdepartmental Project Team**

Members of the Interdepartmental Project Team shall be tasked with developing a suite of strategies for attaining goals within each focus area. Consultant shall support this effort. Support shall include organization of regular, focus-area specific teleconferences with Interdepartmental Project Team members and two onsite meetings with the Interdepartmental Project Team. The meetings shall occur at the mid-point of the Interdepartmental team project development and at the end of the process. Consultant shall provide resources, tools and technical support to the Interdepartmental Project Teams.

#### **TASK 5.0 DEVELOPMENT OF GOVERNMENT OPERATIONS PROJECT DRIVEN SMP**

Following coordination with the key functional teams, the consultant shall incorporate the resulting prioritized projects and initiatives along with previous deliverables into a draft Government Operations Sustainability Master Plan (GSMP). This document shall integrate the solutions memorandum and GHG Inventory previously developed. The final GSMP shall include additional documents addressed in later sections of this scope (Tasks 6, 7, and 8).

The project-driven GSMP shall prioritize those projects and initiatives with the potential to deliver substantial returns with low initial investment. This approach is designed to create an enduring funding mechanism to support further greening of City operations by capturing eco-efficiencies related to energy, fuel, water, and waste. Financial returns from these high-priority projects will allow the City to foster public involvement, develop resiliency strategies and promote the broader community-wide initiatives to be incorporated into the 10-year Sustainability Master Plan.

#### **5.1. Executive Summary**

This section of the GSMP shall provide a high level overview of the City's operations and facilities sustainability baseline, GHG inventory results, benchmarking findings, overall sustainability vision and goals, and key indicators and targets.

#### **5.2. GHG Inventory**

The GSMP shall incorporate the Final LGOP and Community-wide GHG inventories and forecasts (Task 3.7, above). This section shall provide an essential part of the City's quantitative sustainability baseline, since many of the City's sustainability programs will address GHG emissions.

### **5.3. Solutions Memorandum**

The GSMP shall incorporate the Solutions Memorandum discussed in Task 2.8, above. The Solutions Memorandum will include the baseline and benchmarking results from the City's quantitative analysis.

### **5.4. Project-driven Sustainability Master Plan**

The Project-driven GSMP shall build on the collaborative workshops and incorporate projects and initiatives identified by the key functional teams. For each focus area addressed in Table 2.1, the GSMP will provide the baseline, identify metrics, and sustainability targets at 1, 5, and 10 year increments. Within the focus areas, projects and initiatives identified by the key functional teams will address the City's significant aspects with regard to sustainability, emissions reductions, and climate resiliency. The GSMP will prioritize projects that meet the targets and goals identified for their focus area from a triple-bottom line perspective addressing financial returns, environmental benefits (including GHG emissions reductions), and social benefits. The consultant shall develop costs estimates and associated returns according to the method outlined in Task 7.0. The benefits of these projects compared to business-as-usual projections will be highlighted and preliminary timelines and budgets will be provided for prioritized projects. Emissions reductions benefits of the priority projects towards meeting the City's GHG reduction goals shall also be estimated.

### **5.5. Additional Documents**

The following additional documents, discussed below, will augment the GSMP and be included in the final sustainability master plan: Public Involvement Plan and STAR Rating Assessment (Task 6), Implementation Strategy and Project Funding Analysis (Task 7), Marketing and Communications Plan (Task 8).

## **TASK 6.0 PUBLIC INVOLVEMENT PLAN & COMMUNITY SUSTAINABILITY VISION**

Public involvement is key to the integrity and authority of a community sustainability effort. The Consultant shall implement the Public Involvement Plan described below with support from representatives of the City of Coral Gables Interdepartmental Team and the Green Task Force (i.e. the steering committee) where indicated. The plan establishes a roadmap for a comprehensive public process that generates a community sustainability vision statement, sustainability focus areas, and goals for each of the focus areas and strategies to achieve those goals.

The process is participatory, including opportunities for feedback, input and comments from key stakeholders in the community, as well as essential public and private institutions. Key stakeholders shall be organized into Technical Working Groups (TWGs) to address the community-wide sustainability focus areas.



### **Task 6.1 Community Assessment**

The objective of the Community Assessment shall be to identify community issues, priorities and needs, gather information, develop preliminary goals and initiatives and establish an institutional framework for implementation and continuous improvement.

The consultant shall identify other community engagement strategies as part of Task 8 Marketing and Communication Plan. Engagement strategies that may be included are as follows: holding charrettes, creating block leader groups, holding community forums, encouraging the formation of neighborhood ecoteams etc.

Based on the information request specified in 2.2 above, supplemented with additional data requests as necessary, the Consultant shall complete a sustainability assessment of the Coral Gables Community utilizing the STAR Community Index Self-Assessment Checklist and Tool. The Preliminary Assessment will result in preliminary identification of sustainability focus areas around which the TWGs shall be organized. It will also identify a draft community-scale sustainability vision and preliminary objectives for Coral Gables.

As part of this community assessment Coral Gables Interdepartmental team and/or the Green Task Force shall at the request of the Consultant identify stakeholders for participation in the TWGs. For example, stakeholders could be identified from the robust higher education community in and around Coral Gables (e.g. University of Miami, Florida International University, and Miami Dade College). The Consultant shall review these stakeholders with the City's interdepartmental team and prepare a roles and responsibilities matrix for the sustainability focus areas. The roles and responsibility matrix shall be used to facilitate the recruiting of volunteers for the community-wide sustainability plan initiative. The Consultant shall also review the criteria and prioritization process used to identify the sustainability focus areas.

The Preliminary Assessment will be summarized in a draft Community Sustainability Assessment memorandum. The Consultant assumes that the City will pay all licensing fees needed to authorize the consultant to use STAR Community Index documents and tools. Estimated Star Community Index fees are \$500.

In preparation for the Community Sustainability Visioning Process Kick-Off meeting the consultant shall facilitate development of a draft sustainability vision statement for the community. The consultant shall also preliminarily identify sustainability focus areas for the community and summarize the criteria and prioritization process used to develop them.

### **Task 6.2 Community Sustainability Visioning Process Kick-Off**

The consultant shall brief the community sustainability steering committee consisting of representatives from the City's Interdepartmental Project Team and the City's Green Task Force to increase awareness of the City's sustainability opportunities and to begin to create a sustainable vision for the Community's Sustainability Plan. This meeting shall occur in

conjunction with the presentation to the Coral Gables City Commission on the Coral Gables Government Operations SMP.

The presentation shall summarize the Coral Gables government's project driven SMP, the results of the Community Assessment (i.e. STAR Community Index Self-Assessment Checklist and Tool), the draft community sustainability focus areas, as well as, the criteria and process used to select these focus areas.

In preparation for the meeting the consultant shall facilitate development of a draft sustainability vision statement for the community with representatives of the City's interdepartmental team. The consultant shall also preliminarily identify sustainability focus areas for the community and summarize the criteria and prioritization process used to develop it.

The consultant shall facilitate a sustainability visioning exercise with the steering committee and obtain input for the development of the draft Community Sustainability vision statement and the sustainability focus areas. The consultant shall also review the criteria and prioritization process used to select the sustainability focus areas. The Consultant shall also develop a roles and responsibilities matrix for community-wide stakeholders to be recruited for development of the community-wide sustainability plan.

### **Task 6.3 Community Sustainability Workshop**

In preparation for the workshop the Steering Committee shall recruit community stakeholders based upon the roles and responsibilities matrix that the consultant shall develop in collaboration with representatives from the City's Interdepartmental Team. During the workshop attendees shall be briefed on the Coral Gables government project-driven SMP, the results of the Community Assessment (i.e. STAR assessment), as well as the community sustainability focus areas and the criteria and prioritization process used to identify the focus areas. In addition the attendees shall be briefed on the results of the Green Task Forces' draft visioning process.

The objective of Community Sustainability Workshop 1 shall be to develop a draft community sustainability vision statement with the stakeholders through a facilitation process that shall be led by the consultant. Once the draft vision is established the consultant shall introduce the participants to the criteria and prioritization process developed by the steering committee to identify the sustainability focus areas. Feedback from this process shall be used to inform adjustments to the sustainability focus areas in the future.

Participants shall then be organized into technical working groups (TWGs). The TWGs shall address their assigned sustainability focus areas. The consultant shall, with the help of select steering committee members facilitate breakout meetings with each of the TWG's to develop a mission statement for their technical working group and a strengths, weaknesses, opportunities and threats (SWOT) analysis for the community as a whole relative to their assigned sustainability focus areas.

During the second portion of the workshop the TWGs shall revisit their mission statement and SWOT analysis. Participants shall be guided by the consultant through a process that generates strategies that:

- Use strengths to take advantage of opportunities and avoid threats.
- Take advantage of opportunities to overcome weaknesses and
- Minimize weaknesses and avoid threats.

The TWGs shall then select the top three strategies to address their assigned sustainability strategies. The workshop shall conclude with an overview of each TWG's strategies and rationale for selecting them.

#### **Task 6.4 Community Sustainability Document**

The Consultant shall utilize the results of the Community Assessment and workshops to produce a Community Sustainability Document. The document shall publish the community's vision for sustainability and identify Coral Gables' focus areas; and the mission for each of these focus areas. Recommendations for bringing the community involvement process to a successful conclusion will be provided. The Consultant shall also provide recommendations for funding sources and mechanisms that will allow the community sustainability planning process to progress. These elements shall be supported by the STAR assessment, community GHG inventory and documentation of the visioning process. As guided by Task 8, the Community's Sustainability Document will be communicated to citizens and mechanisms for soliciting and acting on feedback shall be established. The consultant shall present the community sustainability document to the steering committee and the city commission.

### **TASK 7.0 IMPLEMENTATION STRATEGY & PREPARATION OF FUNDING ANALYSIS**

#### **Task 7.1 Project Cost Estimates and Budget Development**

The Consultant shall work with the City's interdepartmental team to develop notional cost estimates (i.e. high, medium and low) and associated returns for suggested government operations projects and initiatives. The top 10 projects that are rated high from a cost benefit analyses perspective that also meet the interdepartmental team's selection criteria will be estimated at an American Society of Professional Estimators Class 3 level (i.e. Design Development Level). An annual sustainability operating budget shall be developed based on these ten (10) project estimates and the amount required to continue to operate Coral Gable's governmental sustainability program infrastructure and also identify the funding needs for the Community-wide Coral Gables Sustainability Plan. This annual sustainability and project budget shall be used to identify approximate annual funds required by the Coral Gables Sustainability Program. The consultant shall also develop project implementation plan for the 10 projects described above identifying the resources required, roles and responsibilities as well as the project schedule. The project cost estimates and associated implementation plans shall be provided in a format that can be

adopted by the City of Coral Gables for other sustainability projects identified by the city or the community.

#### **Task 7.2 Internal and External Funding Mechanisms**

An enduring funding mechanism is a critical element of the continued success and evolution of the City's sustainability program. The funding approach will strive to develop a revolving funding mechanism based on the cost avoidance or negative costs generated through operational efficiencies, as well as, those efficiencies that generate revenues. The consultant shall also identify viable grants and other funding programs available through county, state, federal and private funding sources including non-profits. The consultant shall develop an Access database of the external funding opportunities linked to the focus areas within the GSMP and the Community based SMP. The database shall include contact information for each opportunity where appropriate.

To ensure that the SMP can be integrated into the City's existing short- and long-term policy structure, the Consultant shall recommend for revisions to the Comprehensive Plan and Code of Ordinances.

### **TASK 8.0      MARKETING & COMMUNICATIONS PLAN**

#### **Task 8.1      Systematic Marketing and Communication Plan**

The consultant shall develop a systematic marketing and communications plan with the objective of increasing transparency and awareness within Coral Gables Government Operations and the city as a whole. The communications plan shall be designed to increase transparency and awareness within Coral Gables government operations and the City as a whole. The key messages and target audiences shall be identified as part of the development of the GSMP and the community-wide SMP. In addition, the project funding analysis in Task 7 shall also inform the key messages and target audiences.

Media formats to be identified within the concise plan shall include webpages, press releases, articles and social media. The consultant shall prepare a press release and prepare an abstract and associated presentation if accepted for presentation at a regional or national conference jointly agreed to by the consultant and the city. The consultant shall undertake the presentations as a courtesy to the city after project completion. The consultant shall also prepare one article for submittal to Public Works Magazine, American City and American County or another publication of the City's choice for potential publication.

### **COST ESTIMATE AND SCHEDULE**

The scope of work detailed above shall be completed for a lump sum fee of \$198,250. In addition, licensing fees as described in Task 3.4 and 6.1 are estimated to total \$2,000, resulting in a total project budget of \$200,250. The project shall be implemented in accordance with the

Coral Gables Sustainability Master Plan  
Scope of Work, Cost Estimate and Schedule  
June 30, 2014  
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schedule provided in Attachment 1. The hours required to complete each of the tasks are as follows:

Task Number	Description	Labor Hours
1	Kick Off Meeting & Assessment Preparation	30
2	Assessment & Solutions Development for Gov't Operations	485
3	Greenhouse Gas Inventory	203
4	Collaborative Workshop & Coordination with Project Team	239
5	Development of Government Operations Project Driven SMP	151
6	Public Involvement Plan & Community Sustainability Vision	524
7	Implementation Strategy & Preparation of Project Funding Analysis	236
8	Marketing & Communications Plan	45
Total Hours		1,912

Sincerely,

  
Mike McCarthy, MBA, PG  
Sustainability Group Leader

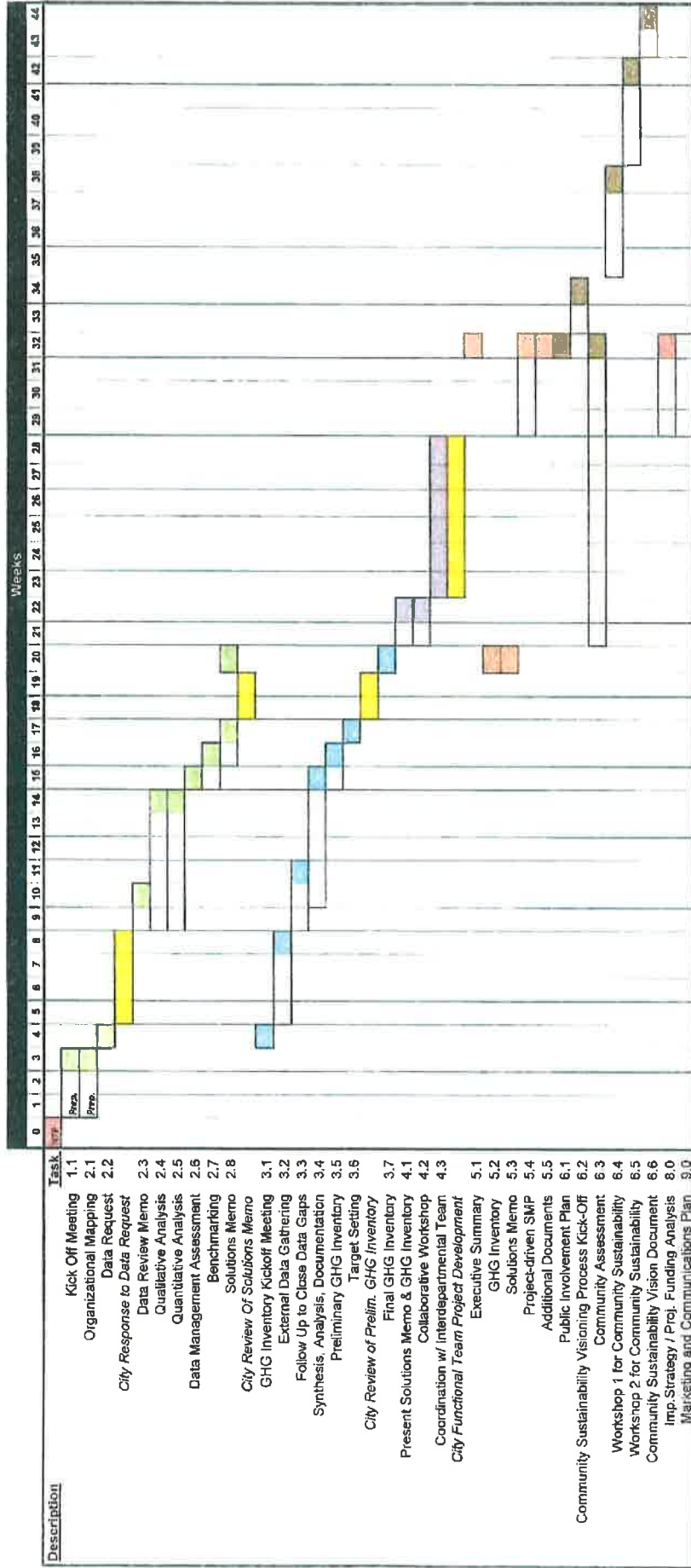
  
Kim Holland, PE  
Vice President

Attachments



## **ATTACHMENT 1**

# Coral Gables Sustainability Master Planning Project Timeline



## **ATTACHMENT 2**

## Attachment 2 -- Comparison of Community Sustainability Assessment Tools

Tool	STAR	S-CORE	GRI	EPA Sustainable Communities	TNS Framework	ISIS Accelerator
Long Name	STAR Community Rating System	Sustainability—Competency, Opportunity, Reporting & Evaluation	Global Reporting Initiative	HUD/DOT/EPA Partnership for Sustainable Communities	The Natural Step Framework, aka The Framework for Strategic Sustainable Development (FSSD)	ISIS Accelerator
Created By	STAR	AXIS Performance Advisors, International Sus Development Foundation, Zero Waste Alliance	GRI: UNEP	HUD/DOT/EPA Partnership for Sustainable Communities	Karl-Henrik Robert, TNS International	Alan Atkison
Link	<a href="http://www.starcommunities.org/rating-system">http://www.starcommunities.org/rating-system</a>	<a href="http://www.sustainability-core.com/">http://www.sustainability-core.com/</a>	<a href="https://www.globalreporting.org/">https://www.globalreporting.org/</a>	<a href="http://www.epa.gov/dced/partnership/tools.html#codes">http://www.epa.gov/dced/partnership/tools.html#codes</a>	<a href="http://www.naturalstep.org/">http://www.naturalstep.org/</a>	<a href="http://www.atkison.com/www_tools.php">http://www.atkison.com/www_tools.php</a>
Types of organizations supported	U.S. Communities	Small businesses, Private Sector, Non-profits, municipalities, universities, etc	Any type of organization; few municipalities have GRI reports	US Communities	Any organization; some municipalities have used TNS	Many types of orgs; no municipalities listed
Benchmarking	Allows benchmarking among STAR members; 2 Florida counties have reported	Tool includes a database of organizations used to compare performance for an accurate assessment; may be limited	Allows benchmarking; however few municipalities have reported	Limited Utility	Limited utility for benchmarking municipalities	Limited utility for benchmarking municipalities
Features	Online reporting tool	Organized by functional areas common to all organizations (HR, facilities, finance, etc). For each business area, scores sustainability performance (incubator to fully integrated)	Standard reporting format; addresses social, environmental and economic impacts	Has collection of tools/resources in various areas such as Climate change, ordinances, environmental justice, housing, etc.	Conceptual tools for planning and engagement; TNS Canada has toolkits for municipalities	Conceptual planning tools
Reporting	Yes, more qualitative focus than metrics	Results in a written report for internal use	Yes, main focus is reporting	Not designed for reporting. Has some limited assessment tools (scorecards)	No detailed reporting or assessment framework	No detailed reporting framework; has Compass assessment tool
Certification	Certification available at different levels depending on the community's sustainability progress. Certification is good for 3 years.	Not available	GRI Application check confirms report meets correct application level; many orgs use third party certification of data	N/A	Not available	Not available
Strengths	Comprehensive; strong on regulatory assessment; US community focus; already used by other communities in Florida; integrated with CLEI	Evaluates progress towards long term goals; compare status to sustainable levels; used for internal decision making; prioritize actions and allocate resources	Global standard for sustainability reporting	Links to useful tools and information; US community focus	Science-based definition of sustainability; strategic planning process; strong social component; strong on engagement	Engagement
Weaknesses	No overall sustainability definition, not strategically focused; limited to US communities; no engagement piece	Probably not widely used; not focused on communities specifically	Few municipalities have embraced G4 reporting up till now; doesn't look at regulatory piece as well as STAR	Many good resources but not integrated into a comprehensive tool; no unified assessment function; doesn't support benchmarking	High-level, not focused on assessment or reporting	High-level, not focused on assessment or reporting
Training	Free webinars available online	Need to be licensed to use tool	Need G4 licensed training	Not applicable / available	Needed for credibility; no licensing required	Requires practitioner training and licensing
Costs	\$500 for the Star Community Index tool use fees; \$1500/year to report (minimum—up to \$15,000/year with support from STAR staff)	<\$100 per assessment	Varies. GRI application check is about \$7500	Free resources	FSSD is free to use; specific tools may be licensed	Need license to use tools; cost unclear



10748 Deerwood Park Boulevard S  
Jacksonville, Florida 32256

O 904-256-2500  
F 904-256-2501  
rsandh.com

August 19, 2014

City of Coral Gables  
ATTN: Mike Pounds, Chief Procurement Officer  
2800 SW 72<sup>nd</sup> Street  
Coral Gables, FL 33155

RE: Sustainability Master Plan Professional Services Agreement

Dear Mr. Pounds,

Per your request, I am providing a supplement to our Coral Gables Master Plan Scope of work, Cost Estimate and Schedule referred to as Exhibit "B" of the above referenced Professional Services Agreement. This supplement assigns a fee to each described task. It is our understanding that this information will be utilized to support monthly invoicing based on percent completion of each described task as described in section 3.1 of the Professional Services Agreement.

Task Number	Description	Fee
1	Kick Off Meeting & Assessment Preparation	\$5,190
2	Assessment & Solutions Development for Gov't Operations	\$48,992
3	Greenhouse Gas Inventory	\$19,103
4	Collaborative Workshop & Coordination with Project Team	\$29,792
5	Development of Government Operations Project Driven SMP	\$16,052
6	Public Involvement Plan & Community Sustainability Vision	\$53,027
7	Implementation Strategy & Preparation of Project Funding Analysis	\$20,661
8	Marketing & Communications Plan	\$7,435
Total Fee		\$200,250

Regards,

Ben Moore, AICP, LEED AP O+M  
Energy & Sustainability Planner  
RS&H