

Climate Action Steering Committee

Meeting #1 Agenda

March 22, 2021, 3-5 PM

In order to comply with the Governor's guidance to "Stay Home and Stay Healthy" and in keeping with the Proclamation by the Governor Amending Proclamation 20-05 Open Public Meetings Act and Public Records Act issued on March 24th 2020, participation in this meeting will be through **remote access only**.

To register to attend the meeting:

https://us02web.zoom.us/webinar/register/WN_LWk8Dt3gTg2FgVVyc5jP_Q

After registering, you will receive a confirmation email containing information about joining the meeting.

NOTE: Committee members will be pre-registered and will receive a separate link to join the meeting.

	Estimated*
1. OPENING	20 min
1a Call to Order	
1b Introductions	
1c Approval of Agenda	
1d Opportunity for Public Comment	
During this portion of the meeting, members of the public may address the Committee regarding the Committee's business. Public comment for this meeting will be accepted in written and oral format.	
<ul style="list-style-type: none">• Written comments: The deadline for submitting written public comments is noon (12 pm PST) the Friday preceding the meeting, March 19, 2021. For written comments, please include your name and address, your comment, and email them to climate@trpc.org. Written comments received by the deadline will be provided to the Committee prior to the meeting.• Oral comments: Please indicate that you wish to provide public comment when registering for the meeting. The Chair may limit oral public comments to two (2) minutes or less, depending on the meeting agenda and number of people wishing to comment. The Chair may allow for additional public comment to be taken at the end of the agenda for those who signed up at the beginning of the meeting and did not get an opportunity to speak during the allotted time.	
2. COMMITTEE BUSINESS	
2a. Election of Steering Committee Officers	ACTION 10 min
2b. Adoption of Phase 3 Charter	ACTION 15 min
<i>Review and approve guidance for Attachment 1. Draft Climate Action Steering Committee Charter</i>	
2c. Phase 3 Project Expectations – Allison Osterberg, TRPC	DISCUSSION/ ACTION 45 min
<ul style="list-style-type: none">• Review Phase 3 Schedule and discuss expectations for tasks and deliverables including policy research, monitoring, and public outreach• Provide guidance on topics for white papers included in Task 3 Attachment 2. Final TCMP Implementation ILA and Scope of Work	
3. STANDING AGENDA ITEMS	INFORMATION/ DISCUSSION 30 min
3a. Legislative Updates – Karen Parkhurst, TRPC	
<i>Updates on state or federal legislation related to implementation of the Thurston Climate Mitigation Plan</i>	

3b. **Grant & Other Funding Opportunities**

Review any pending or upcoming funding opportunities related to implementation of the Thurston Climate Mitigation Plan

3c. **Jurisdictional Information Sharing**

Members share progress on implementation of the Thurston Climate Mitigation Plan or other relevant topics

4. **ADJOURN**

*The times listed above are estimates. Items may not take the time allotted, and the meeting may adjourn early if all business has been completed.

NOTE ON PUBLIC PARTICIPATION VIA ONLINE MEETING:

TRPC reserves the right to limit public participation to the public comment section of the agenda. A participant may be removed from the meeting if they engage in disruptive behavior which may include the following:

- Promoting or advertising commercial services, entities or products.
- Supporting or opposing political candidates or ballot propositions.
- Distributing obscene content.
- Engaging in illegal activity or encouragement of illegal activity.
- Promoting, fostering or perpetuating discrimination on the basis of creed, color, age, religion, gender, gender identification, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation information that may tend to compromise the safety or security of the public or public systems.
- Threatening or intimidating language, containing cyber bullying.
- Otherwise engaging in disruptive behavior that is unrelated to the content of the meeting.

TRPC ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person based on race, color, national origin, or sex in the provision of benefits and services resulting from its federally assisted programs and activities. For questions regarding TRPC's Title VI Program, you may contact the Department's Title VI Coordinator at 360.956.7575.

If you need special accommodations to participate in this meeting, please call us at 360.956.7575 by 10:00 a.m. three days prior to the meeting. Ask for the ADA Coordinator.

For TDD users, please use the state's toll-free relay service, 711 and ask the operator to dial 360.956.7575.



Climate Action Steering Committee

Charter

Draft: March 3, 2021



1.0 CHARTER PURPOSE

The purpose of this charter is to outline the charge, composition, schedule, communications, and decision-making framework for the Climate Mitigation Plan Steering Committee that is convened as an advisory body to the four Parties that developed and are leading implementation of the Thurston Climate Mitigation Plan (Thurston County, City of Olympia, City of Lacey, and City of Tumwater).

2.0 PROJECT OVERVIEW

Thurston County, Olympia, Lacey, and Tumwater (the Parties) worked with the Thurston Regional Planning Council (TRPC) to develop a climate mitigation plan with actions to reduce regional greenhouse gas emissions that contribute to global climate change. As part of the first phase of this project, the Parties adopted a mutual emissions reduction goal, which is to:

Reduce net communitywide greenhouse gas emissions 45% below 2015 levels by 2030 and 85% below 2015 levels by 2050 to ensure that our community does its part to keep the global average temperature from rising more than 2° Celsius (3.6° F) above historic levels.

The Thurston Climate Mitigation Plan (the Plan) is our regional framework to achieve those goals and describes:

- A shared vision for the alignment of climate action with community goals
- Data on greenhouse gas contributions from various sources
- Strategies and actions to reduce emissions
- Emissions reduction estimates based on the strategies and actions
- A strategy for implementing climate mitigation actions.

The four parties chose to contract with TRPC to help coordinate implementation among the Parties and with the multitude of stakeholders that are critical to successful implementation of the Plan.

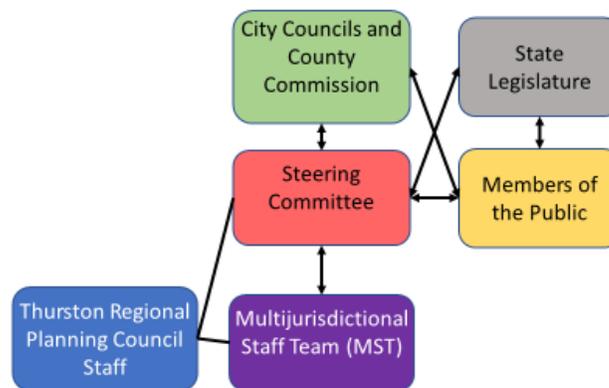
One of the key components of ongoing coordination is the Steering Committee. The Steering Committee builds from the successful framework of the Steering Committee used throughout development of the plan. The Steering Committee is initiated by the four Parties and TRPC staff will provide coordination and facilitation support per the Interlocal Agreement between the four Parties and TRPC.

3.0 STEERING COMMITTEE PURPOSE AND IMPLEMENTATION ORGANIZATION

The Steering Committee’s purpose is to guide regional coordination of climate mitigation activities. The scope of work for the interlocal agreement among the Parties and TRPC (Attachment A) outlines the Steering Committee Charge for the first year of implementation.

Figure 1 illustrates the organizational structure for Plan implementation. Each of the cities and the Board of County Commissioners will make independent decisions on which strategies and actions to implement and how to resource and tailor implementation to work best for their jurisdiction. The Steering Committee will coordinate and advise implementation at a regional scale, provide an opportunity for public involvement, provide an opportunity for information sharing about each jurisdiction’s climate mitigation activities, identify mutually agreed to state legislative actions, and help to educate legislators on the importance of needed action at the state level. The Multijurisdictional Staff Team (MST) is intended to provide staff support, as needed, to the Steering Committee and coordinate action implementation across jurisdictions. TRPC staff will provide logistical and facilitation support to both the MST and the Steering Committee.

Figure 1. Thurston Climate Mitigation Plan Implementation Organizational Structure



City Councils and County Commission: Each jurisdiction’s policymaking body will ultimately decide which strategies and actions to implement and what resources to dedicate to toward implementation.

Steering Committee: Comprised of the elected officials of the Parties and any specific invitees. This is the main advisory body for Plan implementation.

Multijurisdictional Staff Team: Staff from TRPC and each Party to support the Steering Committee and coordinate among the Parties.

Thurston Regional Planning Council Staff: Provides facilitation and coordination support for the Steering Committee and MST. Also provides research and recommendations for Plan implementation.

State Legislature: The Plan includes legislative actions that will require public support and Steering Committee engagement with legislators.

Members of the public: Members of the public are encouraged to provide input in writing or in person to the Steering Committee.

4.0 COMMITTEE COMPOSITION, SCHEDULE, AND ELECTING OFFICERS

The Parties’ policymakers have clearly stated their commitment to actively direct and monitor implementation of the Plan with the advice of the Steering Committee. The Parties plan to convene up to twelve Steering Committee meetings in the first year. The year begins on the ILA’s execution date (the date the last party signs). TRPC staff will work with Steering Committee members to schedule 12 meetings throughout the year. The Steering Committee may choose to cancel a monthly meeting if not necessary. Each of the Parties will identify a primary policymaker lead for the jurisdiction and an

alternate or co-lead. Policymakers may invite staff to support the Steering Committee, yet that is not required and staff are not considered Steering Committee members.

At the first Steering Committee meeting, the Parties will elect a Chair and Vice Chair of the Steering Committee from among the four policymaker leads (only one vote per jurisdiction). The Chair will facilitate meetings in a manner that provides for informal discussion among the members and use of Robert’s Rules of Order for formal decisions of the Committee (see Section 7, below). When the Chair is absent, the Vice Chair will facilitate the meeting.

Following that first meeting, TRPC staff will work with the Chair and Vice Chair to prepare agendas for the Steering Committee meetings.

As of the date of this Charter, the Steering Committee members include:

Steering Committee Members

Jurisdiction	Name	Role
Thurston County	Tye Menser	Policymaker
Thurston County	Carolina Mejia	Policymaker Alternate
Olympia	Lisa Parshley	Policymaker
Olympia	Yen Huynh	Policymaker Alternate
Lacey	Cynthia Pratt	Policymaker
Lacey	Carolyn Cox	Policymaker Alternate
Tumwater	Eileen Swarhout	Policymaker
Tumwater	Pete Kmet	Policymaker Alternate

The Steering Committee may choose to invite subject matter experts and/or stakeholders to attend one or more meetings as non-voting participants to provide specific information, expertise, and guidance to the Steering Committee. The decision to invite non-voting participants to the Steering Committee is subject to the decision-making practices described in Section 7.0, below.

5.0 COMMITTEE FACILITATION AND COMMUNICATION

TRPC staff members [*See below*] will coordinate with the Chair and Vice Chair to develop an agenda for each meeting. TRPC staff will strive to send out meeting agendas and meeting materials via email to participants and interested parties one week before the meeting. TRPC will support the Chair’s meeting facilitation and take summary notes of all Steering Committee meetings, which are open to the public. TRPC will post meeting materials online (www.trpc.org/climate).

In the event of media request or other opportunities to communicate on behalf of the Steering Committee, the Chair is the primary contact, followed by the Vice Chair. Media requests, presentation requests, or other communication inquiries should be directed to the TRPC staff listed below. TRPC staff will bring communications requests to the Chair and Vice Chair for direction. If Steering Committee members are contacted directly by media, that member will notify the TRPC staff listed below along

with a description of the contact, so that the full Steering Committee and appropriate staff are aware of the inquiry and response.

Email correspondence originating from or directed to TRPC or any of its project partners may be subject to public disclosure.

TRPC Staff Member	Title	Contact Information
Allison Osterberg	Senior Planner, Project Manager	osterberga@trpc.org 360-741-2513
Les Tobias	Planning Technician	tobiasl@trpc.org 360-741-2528

6.0 COMMITTEE NORMS

Steering Committee members are asked to adhere to the following norms for participating and communicating inside of and outside of meetings:

- All members will review pertinent project materials on a timely basis and provide timely feedback.
- Members will come to meetings prepared to discuss items on the agenda.
- Members will honor one another by communicating honestly and respectfully; everyone will have an opportunity to speak.
- Members will resolve issues within their power to solve and re-direct those issues that cannot be solved in a timely manner. If issue resolution is necessary, team members will strive to follow the conflict resolution process identified in this Charter.
- Meetings will begin and end at the scheduled times. Participants who arrive late will catch up on what was missed during breaks or as other opportunities allow.
- Once project decisions are made, members will work to honor those decisions and avoid reopening issues that have already been resolved or decided. Decision items will be noted on agendas, and final decisions will be documented by TRPC.
- Any jurisdictional members may ask for time to confer with staff or others prior to the Steering Committee making a decision.

7.0 COMMITTEE DECISION-MAKING & CONFLICT RESOLUTION

The Steering Committee will use a consensus-based process to make advisory recommendations/decisions for consideration by the Parties.

Consensus decision-making is a way of reaching agreement between all members of a group. Instead of using a simple majority vote, a consensus-based group considers all viewpoints and commits to finding solutions that all members actively support — or least can live with. When consensus is reached on an agenda item requiring action, a vote will then be taken, using Robert’s Rules of Order, to formalize the decision (one vote per Party of the Steering Committee).



If a disagreement over a decision emerges, a vote will be taken (one vote per Party of the Steering Committee) and the conflicting points of view will be documented in the meeting notes. The Steering Committee ultimately will base its decisions or recommendations on whether it is consistent with the project’s vision statement, guiding principles, and goals. The decisions and recommendations from the Steering Committee are advisory and do not bind any of the individual parties to specific action – that is the purview of each Parties’ Council/Commission.

Attachment A

SCOPE OF WORK FOR THURSTON CLIMATE MITIGATION PLAN IMPLEMENTATION

OVERVIEW

This scope of work is for twelve months of coordination of efforts to implement the Thurston Climate Mitigation Plan (the Plan) for Thurston County and the cities of Lacey, Olympia, and Tumwater (the Parties). The Plan, developed with the help of the Thurston Regional Planning Council (TRPC), identifies common 2030 and 2050 emissions-reduction targets, communitywide strategies and actions sufficient to meet those targets, and an implementation strategy framework for the Parties, which will be supplemented, as needed, by specific implementation strategies for each jurisdiction.

Since strategies and actions in the plan include both public- and private-sector responsibilities, implementation will require a region-wide effort, not solely the efforts of the Parties. The Parties acknowledge that strategies and actions in the Plan require multi-year implementation and commit to long-term regional cooperation for Plan implementation. This scope is intended to cover an interim period, building on the partnerships developed during the Plan process to develop implementation details and agreement on longer-term strategies for governance, monitoring, and outreach to support a coordinated regional approach to climate mitigation.

ROLES & RESPONSIBILITIES

For the first year, the four participating jurisdictions will commit an amount of between \$176,102 (\$44,025 per jurisdiction) and not to exceed \$188,736 (\$47,184 per jurisdiction). The range in total cost provides the Parties flexibility in determining the number of meetings required, as described under Tasks 1 and 2 and the Contract Budget section.

The Parties will seek grants and other resources to help in funding this agreement and other implementation costs. TRPC will use multiple staff to perform the tasks in this scope of work to best match the work needed with the optimal staff and appropriate billing rates.

Each jurisdiction will allocate a combination of either in-kind staff or Commission/City Council Member's time summing to approximately 0.25 FTE/year to implement this scope of work. In-kind staff support includes, but is not limited to, participation in the Multijurisdictional Staff Team (MST) and the Steering Committee. This in-kind staff report includes meeting attendance, assignments, and coordination with jurisdictional staff and elected officials at levels at least equal to Phases 1 and 2 of climate mitigation planning. The scope also assumes that jurisdictional public information officers and other communications staff will support public communication, outreach, and gathering public opinion through jurisdictional newsletters, mailing lists, social and print media, and other jurisdictional tools and contacts.

TASKS & DELIVERABLES

The following tasks and deliverables are for the first year of implementation only. This is a 12-month agreement starting on the day that all Parties' signatures are obtained.

TRPC staff anticipates that implementation coordination needs will evolve as implementation proceeds, therefore, a revised scope of work will be needed for any subsequent years.

Task 1: Project Management and Coordination

1a - Coordinate Multijurisdictional Staff Team (MST)

The MST consists of the lead staff and alternates of the Parties. The MST will focus on topics such as:

- What aspects of implementation are working well, what needs improvement, and what are future implementation risks?
- Opportunities for collaboration and opportunities for funding.
- Emerging ideas to enhance implementation toward achievement of goals.
- Items that require discussion/decisions at the Steering Committee level, and agreement on Steering Committee agendas.
- Assist in development and review of the annual implementation report.

The MST will meet seven and no more than ten times over the year depending on project needs and the time constraints of jurisdictional staff. TRPC staff will facilitate these meetings including scheduling, securing a venue/setting a virtual meeting space, preparing an agenda, facilitating, and documenting meeting decisions and outcomes. MST members will also work on implementation tasks between meetings. This task does not include convening issue-specific work groups identified by the Steering Committee.

1b – Information Sharing

As part of implementation coordination, TRPC staff will monitor funding opportunities and bring those to the MST for consideration and possible elevation to the Steering Committee. TRPC staff will track regional climate implementation activities and share relevant information and opportunities with jurisdiction staff to support coordination among the partner organizations.

1c – Invoicing and Administration

TRPC staff will submit monthly invoices and task-based updates to each jurisdiction's designated staff lead.

Task 1 Deliverables:

- MST logistics and documentation (seven to ten meetings). This task does not include convening issue-specific work groups that may be identified by the Steering Committee.
- Quarterly documentation of grant opportunity searches and tracking of any applications submitted by Steering Committee members. This does not include writing grant applications.

- Quarterly summary of regional climate implementation activity, including possible public/private/non-profit opportunities for collaboration.
- Report out on legislative bills of interest.
- Monthly invoices.

Task 2: Climate Action Steering Committee

The Plan identifies a need to provide continued coordinated leadership to build local capacity for climate mitigation action. This task will build on the successful partnership already in place to create a Steering Committee that will oversee initial implementation activities and develop a longer-term agreement for regional cooperation on climate mitigation activities. Steering Committee membership will include a designated policymaker lead and policymaker alternate from each of the Parties; members are permitted to include staff support as needed. The Steering Committee will elect a chair and vice chair to lead the Steering Committee.

The Steering Committee will be an advisory body to the four Parties. The four Parties do not delegate jurisdictional decision authority to the Steering Committee – it is solely an advisory body. The charge of the Steering Committee is to discuss and advise on:

- Steering Committee operations. Develop a charter that establishes expectations and operating norms for the committee, including membership, responsibilities, communication, decision-making, and conflict resolution.
- Longer-term climate mitigation coordination. Review options and develop agreement for longer-term governance, monitoring, and public outreach that support a coordinated regional approach to climate mitigation. Governance to include identifying role for key public and private sector partners in Plan implementation, for example, as advisory, non-voting members in an oversight committee.
- Plan implementation. As each Policy and Action Research white paper (see Task 3) is completed, the Steering Committee will review the findings and recommend changes to Plan implementation as necessary considering the new information.
- Progress toward achieving emissions targets.
- Opportunities for inter-jurisdictional implementation and public private partnerships.
- Need for issue-specific workgroups.
- Adaptation of Plan implementation. The Steering Committee will advise Plan implementation throughout.
- Grant and other funding opportunities.
- Ongoing public outreach and involvement.
- State and federal legislative action important to achieving the Plan goals.

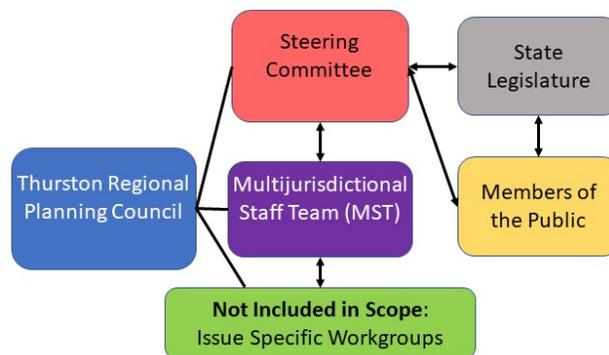
The Parties recognize that work remains to further define, hone, and prioritize the strategies and actions outlined in the Plan. Developing a more detailed strategy for implementation will be one of the first tasks of the Steering Committee, supported by the work of the MST. Through facilitation of the Steering Committee and MST, TRPC staff will support prioritization discussions, but this scope and budget does not task TRPC with developing the prioritization process or delivering a prioritized list of actions.

2a – Facilitate Steering Committee

TRPC staff, in consultation with the MST, will facilitate Steering Committee meetings including scheduling, securing a venue/setting a virtual meeting space, developing a draft agenda (for approval by the Steering Committee Chair and Vice Chair), providing public notice, preparing presentations and materials, distributing written public input to Steering Committee members, and producing meeting notes.

It is anticipated that the Steering Committee will meet between six and twelve times in the first year of implementation.

Figure 1, below, illustrates the relationships of the Steering Committee, MST, and issue-specific workgroups (detailed in Task 3).



Steering Committee: Comprised of the elected officials of the Parties and any specific invitees. This is the main advisory body for Plan implementation.

Multijurisdictional Staff Team: Staff from TRPC and each Party to support the Steering Committee and coordinate among the Parties.

Thurston Regional Planning Council: Provides facilitation and coordination support for the Steering Committee and MST. Also provides research and recommendations for Plan implementation.

State Legislature: The Plan includes legislative actions that will require public support and Steering Committee engagement with legislators.

Members of the public: Members of the public are encouraged to provide input in writing or in person to the Steering Committee.

Issue specific work groups: If deemed necessary, these groups would help refine and implement specific climate actions.

Figure 1. Climate Mitigation Plan Implementation Coordination Framework.

Task 2 Deliverables

- Steering Committee charter
- Scheduling and logistics for between six and twelve Steering Committee meetings.
- Agendas, materials, and notes for between six and twelve Steering Committee meetings.
- Compilation and distribution of any written public input to Steering Committee members.
- Within six months of the first Steering Committee meeting, TRPC staff will assist the Parties in developing a draft long-term Climate Mitigation Implementation ILA for the Parties and produce a proposed scope of work for a second year, or longer if the Parties direct. A final long-term ILA would be expected by November 2021.

Task 3: Policy Research Support

The Plan identifies a need for additional research before some regionally coordinated strategies and actions can move ahead.

3.1 – **Policy and Action Research.** Under this task, TRPC staff would further flesh out the details of a regional approach to the topics listed below through research and stakeholder outreach to be summarized in a white paper with recommendations to inform next implementation steps. Each white paper would include:

- Background information on topic, including information gathered through TCMP development.
- Comparison or case studies of 2-5 existing programs in other regions, states, or countries.
- Summary of up to three policy/action options for implementation, including the potential benefits and challenges and equity considerations of each option. Identified options should clearly delineate between policy/actions that could be taken by individual jurisdictions and those that could be most beneficial if addressed through regional cooperation among the Parties.
- Rough cost estimates and timelines of different policy options.
- Where appropriate, model code or policy language for use by individual jurisdictions.

White papers would be developed in consultation with the MST and would be reviewed by the Steering Committee. The Steering Committee will determine the priority topics and order for developing white papers.

White Paper Topics – The following provides examples of potential white paper topics to provide a sense of detail and scope. The Steering Committee will determine the topics for which white papers are ultimately developed.

- ***Climate-informed Decision-making.*** Options for estimating and accounting for climate impacts in development, transportation, and budget decisions.
 - G4.6 – social cost of carbon [including equity in climate decision-making]
- ***Energy Efficiency of Residential Buildings.*** Options for energy efficiency performance standards, incentives and funding tools for increasing rate of energy efficiency retrofits in existing residential building stock, to include recommendations for legislative agenda.
 - B1.1 – residential energy performance ratings
 - B1.2 – residential energy audits
 - B1.4 – rental housing energy efficiency incentives
 - B1.5 – property tax credit
 - B1.6 – rental housing energy efficiency baseline
- ***Electric-Vehicle-ready Infrastructure.*** Options for supporting electric vehicle charging infrastructure, including model code amendments.
 - T3.5 – EV-ready building code
 - T3.7 – EV integration
- ***Regional Program for Carbon Sequestration.*** Options for certifying, tracking, and administering a regional carbon sequestration program.
 - A2.1 – regenerative agriculture
 - A5.1 – reforestation & afforestation program
 - A7.1 – prairie preservation

Task 3.1 Deliverables

- White paper for each topic area (four total)

3.2 – *Issue-specific Work Groups*. The Parties recognize that a higher level of stakeholder engagement through issue-specific work groups may be helpful to refine strategies and actions for implementation. This scope of work does not include issue specific work groups, yet this task is maintained as a placeholder should such workgroups be deemed necessary and approved by all Parties. Should the Parties decide that issue-specific workgroups are necessary, funding to support that coordination would need to be identified.

Task 4: Monitoring and Assessment Program

The Plan includes a monitoring framework to gauge accountability and track progress toward achieving the regional greenhouse gas emission targets. The Parties recognize that monitoring and assessment will be critical to the long-term success of implementation.

4.1 – *Recommendations for Long-term Monitoring Program*. Develop recommendations for longer-term monitoring and assessment program to be included in the ILA described as a deliverable for Task 2. This task would include reviewing monitoring and performance assessment programs for 2-5 other climate programs and presenting different options to MST and Steering Committee.

The review will involve researching feasibility and developing options and recommendations for including the following components in a long-term monitoring and assessment program:

- Greenhouse Gas Emissions Inventory (Action G4.1)
- Methods and baseline data to track additional emissions sources and supplemental indicators identified as gaps in the Thurston Climate Mitigation Plan (i.e., consumption-side emissions, baseline sequestration information, equity indicators) (Action G4.3). This task would not include collecting the actual data to track these additional emissions sources and indicators, but only to assess the feasibility and costs of doing so.
- Performance Assessment, including an online dashboard reporting status and trends of key performance indicators and annual or other progress reporting on regional climate action (Action G4.2)
- Cost estimates for each component of the long-term monitoring program.

4.2 – *Annual Progress Report*. With support of the MST, prepare a year-one report summarizing regional and jurisdictional activities that support the climate mitigation framework and progress toward targets. Assumption is that individual jurisdiction staff will provide content for activities of their own jurisdiction in format provided by TRPC.

Task 4 Deliverables

- Recommendations for long-term monitoring and assessment program, including cost estimates.
- Year 1 Climate Mitigation progress report

Task 5: Public Outreach

TRPC staff will develop and maintain a Climate Action Implementation web page to serve as the primary location for the Parties, partners, and the public to access the Plan, information on the Steering Committee, monitoring information, annual reports, and opportunities for stakeholders to provide input or assist with Plan implementation.

This scope also assumes that TRPC staff would provide up to 60 hours providing or supporting jurisdiction staff in presentations to outside groups, upon request (e.g., City Councils/Board of County Commissioners or community groups) or other activities to increase community awareness and education around climate change and the Thurston Climate Mitigation Plan. The MST, in consultation with the Parties' Steering Committee members, will decide on presentations to be made. The Parties may substitute creation of a short educational video about the Plan using a portion of the 60 public outreach hours, provided the total budget for this task is not exceeded.

TRPC staff will maintain a master contact list of the Parties, advisory Steering Committee members, other partner implementation entities, and interested parties.

Aside from developing and maintaining the Climate Action Implementation web page and presentations to outside groups, public outreach activities for this work could be highly variable in level of effort, and therefore cost, based on the specific activities that are implemented. This scope does not include additional outreach work the MST and Steering Committee may identify.

Task 5 Deliverables

- Development and maintenance of Climate Action Implementation web page.
- Up to 60 hours providing or supporting presentations to outside groups as directed by the MST.
- Maintenance of master Climate Action Implementation contact list.

CONTRACT BUDGET

TRPC Cost & Time Estimate by Task:

Base Estimate (7 MST and 6 Steering Committee Meetings)		Additional Costs (4 more MST and 6 more Steering Committee Meetings – only if directed by the Parties)	
Task 1	\$13,696	Task 1	\$1,910 ^A
Task 2	\$12,551	Task 2	\$10,724 ^B
Task 3	\$84,082	Task 3	\$0
Task 4	\$40,317	Task 4	\$0
Task 5	\$25,456	Task 5	\$0
Total	\$176,102	Total	\$12,634

A. Up to four additional meetings at \$637 per meeting

B. Up to six additional meetings at \$1,787 per meeting



This scope of work also assumes that each jurisdiction will allocate a combination of either in-kind staff or Commission/City Council Member’s time summing to approximately 0.25 FTE/year to implement this scope of work.

Interlocal Agreement between Thurston County, City of Lacey, City of Olympia, City of Tumwater, and Thurston Regional Planning Council for Implementation of the Thurston Climate Mitigation Plan

THIS AGREEMENT is made and entered into as of the date of the last signature affixed hereto below by and between: the City of Lacey, a Washington municipal corporation (“Lacey”); the City of Olympia, a Washington municipal corporation (“Olympia”); the City of Tumwater, a Washington municipal corporation (“Tumwater”); Thurston County, a Washington municipal corporation (“County”); and, the Thurston Regional Planning Council, a state-designated council of governments and regional transportation planning organization (“TRPC”), collectively referred to herein as “the Parties” and individually as “Party.”

WHEREAS, RCW 39.34.010 permits local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby to provide services and facilities in a manner pursuant to forms of governmental organization that will accord best with geographic, economic, populations, and other factors influencing the needs and development of local communities; and

WHEREAS, pursuant to RCW 39.34.080, each Party is authorized to contract with any one or more other public agencies to perform any governmental service, activity, or undertaking which each public agency entering into the contract is authorized by law to perform; provided, that such contract shall be authorized by the governing body of each Party to the contract and shall set forth its purposes, powers, rights, objectives and responsibilities of the contracting parties; and

WHEREAS, the Parties believe that greenhouse gas emissions accelerate climate change, and result in such impacts as reduced snowpack, ocean acidification, sea level rise, increased flooding, summer droughts, loss of habitat, and increased forest fires; and

WHEREAS, these environmental impacts of climate change create economic and public health impacts and the Parties are greatly concerned over all these impacts on the Thurston County region and their respective communities; and

WHEREAS, the Parties in the spring of 2018 executed Phase 1 of the *Thurston Climate Mitigation Plan* that assessed their greenhouse gas emissions and efforts to reduce them, as well as recommended that each jurisdiction adopt a resolution with a common emissions baseline and science-based targets to guide the Plan’s Phase 2 by striving to reduce communitywide emissions 45% below 2015 levels by 2030 and 85% below 2015 levels by 2050; and

WHEREAS, the Parties completed the *Thurston Climate Mitigation Plan* in early 2021 and have started Plan implementation; and

WHEREAS, the Parties believe that regionally coordinated implementation of the *Thurston Climate Mitigation Plan* is essential to the most efficient and effective deployment of the plan’s actions; and

WHEREAS, the County and cities wish to contract with TRPC, given TRPC's mission and staff expertise, to support and coordinate regional efforts to implement and monitor progress on the *Thurston Climate Mitigation Plan*.

NOW, THEREFORE, in consideration of the mutual promises contained herein, the Parties agree as follows:

I. Scope of Work

Working in collaboration with the County and cities, TRPC shall help coordinate climate mitigation work in accordance with the scope of work included as Exhibit A. The County and cities will pay an equal share of the costs of the scope of work to TRPC. The cost of this agreement will be between \$176,102 (\$44,025 per jurisdiction) and not to exceed \$188,736 (\$47,184 per jurisdiction) over the one-year performance period. The County and cities will commit a combination of staff resources and Commission/City Council Member time called for in the scope of work (approximately 0.25 FTE) to operationalize the implementation framework.

At the conclusion of the initial one-year performance period, the Parties may amend this agreement to include additional time, scope, and budget. The amended interlocal agreement will include an agreed-upon distribution of costs among the Parties.

II. Indemnification and Insurance

Each Party agrees to defend, indemnify, and hold the other parties, their officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses, or suits including reasonable attorney fees, arising out of or in connection with the indemnifying Party's performance of this Agreement, including injuries and damages caused by the negligence of the indemnifying Party's officers, officials, and employees.

The Parties agree to maintain liability insurance; this may be fulfilled by a Party's membership and coverage in Washington Cities Insurance Authority (WCIA), a self-insured municipal insurance pool.

III. No Separate Legal Entity Created

This Agreement creates no separate legal entity.

IV. Duration of Agreement

This Agreement shall be effective on the date of the last signature affixed hereto and shall terminate one year from the execution date. The Parties may choose to renew this agreement for additional periods.

V. Amendment of Agreement

This Agreement may be amended or terminated upon mutual agreement of the Parties. The Parties may amend this Agreement to allow other jurisdictions to participate in Thurston Climate Mitigation Plan implementation. As a prerequisite for joining the Agreement, new parties must adopt Phase 1's common emissions-reduction targets and prepare a climate mitigation implementation strategy for that jurisdiction. Each new jurisdiction would be responsible for an equal share of the costs of this agreement.

A Party may withdraw from the agreement upon 60 days written notice to the remaining parties, and there is no reimbursement upon withdrawal. The agreement shall automatically terminate when only one Party remains.

VI. Interpretation and Venue

This Agreement shall be governed by the laws of the State of Washington as to interpretation and performance. The Parties hereby agree that venue for enforcement of any provisions shall be the Superior Court of Thurston County.

VII. Entire Agreement

This Agreement sets forth all terms and conditions agreed upon by the Parties and supersedes any and all prior agreements oral or otherwise with respect to the specific subject matter addressed herein.

VIII. Recording

Prior to its entry into force, this Agreement shall be filed with the Thurston County Auditor's Office or posted upon the Parties' websites as provided by RCW 39.34.040.

IX. Counterparts

This Agreement may be executed in counterparts, and all such counterparts once so executed shall together be deemed to constitute one final agreement, as if one document had been signed by all Parties, and each such counterpart, upon execution and delivery, shall be deemed a complete original, binding on the parties. A faxed or email copy of an original signature shall be deemed to have the same force and effect as the original signature.

X. Rights

This Agreement is between the signatory Parties only and does not create any third-party rights.

XI. Notice

Any notice required under this Agreement shall be to the party at the address listed below and it shall become effective five business days following the date of deposit with the United States Postal Service.

THURSTON COUNTY

Attn: Josh Cummings, Community Planning and Economic Development Director
Re: Climate Plan Implementation
2000 Lakeridge Dr. SW
Olympia, WA 98502

CITY OF OLYMPIA

Attn: Rich Hoey, Public Works Director
Re: Climate Plan Implementation
P.O. Box 1967
Olympia, WA 98507-1967

CITY OF LACEY

Attn: Rick Walk, Director of Community and Economic Development
Re: Climate Plan Implementation
420 College Street SE
Lacey, WA 98503

CITY OF TUMWATER

Attn: Brad Medrud, Planning Manager
Re: Climate Plan Implementation
555 Israel Road SW
Tumwater, WA 98501

THURSTON REGIONAL PLANNING COUNCIL

Attn: Allison Osterberg, Senior Planner
Re: Climate Plan Implementation
2411 Chandler Court SW
Olympia, WA 98502

[Signatures are affixed to next page.]

This Agreement is hereby entered into between the Parties, and it shall take effect on the date of the last authorizing signature affixed hereto:

GOVERNMENT AGENCY EXECUTIVE

APPROVED AS TO FORM

<p>CITY OF LACEY 420 College Street SE Lacey, WA 98503</p> <hr/> <p>Scott Spence, City Manager</p>	<p>CITY OF LACEY 420 College Street SE Lacey, WA 98503</p> <hr/> <p>David Schneider, City Attorney Date</p>
<p>CITY OF OLYMPIA 601 4th Ave East Olympia, WA 98501</p> <hr/> <p>Steven J. (Jay) Burney, City Manager</p>	<p>CITY OF OLYMPIA 601 4th Ave East Olympia, WA 98501</p> <hr/> <p>Mark Barber, City Attorney Date</p>
<p>CITY OF TUMWATER 555 Israel Road SW Tumwater, WA 98501</p> <hr/> <p>Pete Kmet, Mayor</p>	<p>CITY OF TUMWATER 555 Israel Road SW Tumwater, WA 98501</p> <hr/> <p>Karen Kirkpatrick, City Attorney Date</p>
<p>THURSTON COUNTY 2000 Lakeridge Drive SW Olympia, WA 98502</p> <hr/> <p>Ramiro Chavez, County Manager</p>	<p>THURSTON COUNTY 2000 Lakeridge Drive SW Olympia, WA 98502</p> <hr/> <p>Jon Tunheim, Prosecuting Attorney Date</p>
<p>THURSTON REGIONAL PLANNING COUNCIL 2424 Heritage Court SW, Suite A Olympia, WA 98502</p> <hr/> <p>Marc Daily, Executive Director</p>	

SCOPE OF WORK FOR THURSTON CLIMATE MITIGATION PLAN IMPLEMENTATION

OVERVIEW

This scope of work is for twelve months of coordination of efforts to implement the Thurston Climate Mitigation Plan (the Plan) for Thurston County and the cities of Lacey, Olympia, and Tumwater (the Parties). The Plan, developed with the help of the Thurston Regional Planning Council (TRPC), identifies common 2030 and 2050 emissions-reduction targets, communitywide strategies and actions sufficient to meet those targets, and an implementation strategy framework for the Parties, which will be supplemented, as needed, by specific implementation strategies for each jurisdiction.

Since strategies and actions in the plan include both public- and private-sector responsibilities, implementation will require a region-wide effort, not solely the efforts of the Parties. The Parties acknowledge that strategies and actions in the Plan require multi-year implementation and commit to long-term regional cooperation for Plan implementation. This scope is intended to cover an interim period, building on the partnerships developed during the Plan process to develop implementation details and agreement on longer-term strategies for governance, monitoring, and outreach to support a coordinated regional approach to climate mitigation.

ROLES & RESPONSIBILITIES

For the first year, the four participating jurisdictions will commit an amount of between \$176,102 (\$44,025 per jurisdiction) and not to exceed \$188,736 (\$47,184 per jurisdiction). The range in total cost provides the Parties flexibility in determining the number of meetings required, as described under Tasks 1 and 2 and the Contract Budget section.

The Parties will seek grants and other resources to help in funding this agreement and other implementation costs. TRPC will use multiple staff to perform the tasks in this scope of work to best match the work needed with the optimal staff and appropriate billing rates.

Each jurisdiction will allocate a combination of either in-kind staff or Commission/City Council Member's time summing to approximately 0.25 FTE/year to implement this scope of work. In-kind staff support includes, but is not limited to, participation in the Multijurisdictional Staff Team (MST) and the Steering Committee. This in-kind staff report includes meeting attendance, assignments, and coordination with jurisdictional staff and elected officials at levels at least equal to Phases 1 and 2 of climate mitigation planning. The scope also assumes that jurisdictional public information officers and other communications staff will support public communication, outreach, and gathering public opinion through jurisdictional newsletters, mailing lists, social and print media, and other jurisdictional tools and contacts.

TASKS & DELIVERABLES

The following tasks and deliverables are for the first year of implementation only. This is a 12-month agreement starting on the day that all Parties' signatures are obtained.

TRPC staff anticipates that implementation coordination needs will evolve as implementation proceeds, therefore, a revised scope of work will be needed for any subsequent years.

Task 1: Project Management and Coordination

1a - Coordinate Multijurisdictional Staff Team (MST)

The MST consists of the lead staff and alternates of the Parties. The MST will focus on topics such as:

- What aspects of implementation are working well, what needs improvement, and what are future implementation risks?
- Opportunities for collaboration and opportunities for funding.
- Emerging ideas to enhance implementation toward achievement of goals.
- Items that require discussion/decisions at the Steering Committee level, and agreement on Steering Committee agendas.
- Assist in development and review of the annual implementation report.

The MST will meet seven and no more than ten times over the year depending on project needs and the time constraints of jurisdictional staff. TRPC staff will facilitate these meetings including scheduling, securing a venue/setting a virtual meeting space, preparing an agenda, facilitating, and documenting meeting decisions and outcomes. MST members will also work on implementation tasks between meetings. This task does not include convening issue-specific work groups identified by the Steering Committee.

1b – Information Sharing

As part of implementation coordination, TRPC staff will monitor funding opportunities and bring those to the MST for consideration and possible elevation to the Steering Committee. TRPC staff will track regional climate implementation activities and share relevant information and opportunities with jurisdiction staff to support coordination among the partner organizations.

1c – Invoicing and Administration

TRPC staff will submit monthly invoices and task-based updates to each jurisdiction's designated staff lead.

Task 1 Deliverables:

- MST logistics and documentation (seven to ten meetings). This task does not include convening issue-specific work groups that may be identified by the Steering Committee.
- Quarterly documentation of grant opportunity searches and tracking of any applications submitted by Steering Committee members. This does not include writing grant applications.
- Quarterly summary of regional climate implementation activity, including possible public/private/non-profit opportunities for collaboration.
- Report out on legislative bills of interest.

- Monthly invoices.

Task 2: Climate Action Steering Committee

The Plan identifies a need to provide continued coordinated leadership to build local capacity for climate mitigation action. This task will build on the successful partnership already in place to create a Steering Committee that will oversee initial implementation activities and develop a longer-term agreement for regional cooperation on climate mitigation activities. Steering Committee membership will include a designated policymaker lead and policymaker alternate from each of the Parties; members are permitted to include staff support as needed. The Steering Committee will elect a chair and vice chair to lead the Steering Committee.

The Steering Committee will be an advisory body to the four Parties. The four Parties do not delegate jurisdictional decision authority to the Steering Committee – it is solely an advisory body. The charge of the Steering Committee is to discuss and advise on:

- Steering Committee operations. Develop a charter that establishes expectations and operating norms for the committee, including membership, responsibilities, communication, decision-making, and conflict resolution.
- Longer-term climate mitigation coordination. Review options and develop agreement for longer-term governance, monitoring, and public outreach that support a coordinated regional approach to climate mitigation. Governance to include identifying role for key public and private sector partners in Plan implementation, for example, as advisory, non-voting members in an oversight committee.
- Plan implementation. As each Policy and Action Research white paper (see Task 3) is completed, the Steering Committee will review the findings and recommend changes to Plan implementation as necessary considering the new information.
- Progress toward achieving emissions targets.
- Opportunities for inter-jurisdictional implementation and public private partnerships.
- Need for issue-specific workgroups.
- Adaptation of Plan implementation. The Steering Committee will advise Plan implementation throughout.
- Grant and other funding opportunities.
- Ongoing public outreach and involvement.
- State and federal legislative action important to achieving the Plan goals.

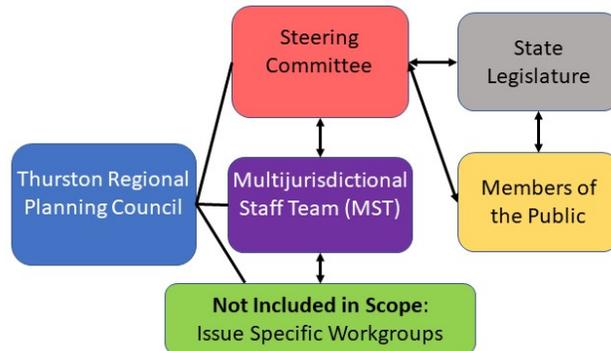
The Parties recognize that work remains to further define, hone, and prioritize the strategies and actions outlined in the Plan. Developing a more detailed strategy for implementation will be one of the first tasks of the Steering Committee, supported by the work of the MST. Through facilitation of the Steering Committee and MST, TRPC staff will support prioritization discussions, but this scope and budget does not task TRPC with developing the prioritization process or delivering a prioritized list of actions.

2a – Facilitate Steering Committee

TRPC staff, in consultation with the MST, will facilitate Steering Committee meetings including scheduling, securing a venue/setting a virtual meeting space, developing a draft agenda (for approval by the Steering Committee Chair and Vice Chair), providing public notice, preparing presentations and materials, distributing written public input to Steering Committee members, and producing meeting notes.

It is anticipated that the Steering Committee will meet between six and twelve times in the first year of implementation.

Figure 1, below, illustrates the relationships of the Steering Committee, MST, and issue-specific workgroups (detailed in Task 3).



Steering Committee: Comprised of the elected officials of the Parties and any specific invitees. This is the main advisory body for Plan implementation.

Multijurisdictional Staff Team: Staff from TRPC and each Party to support the Steering Committee and coordinate among the Parties.

Thurston Regional Planning Council: Provides facilitation and coordination support for the Steering Committee and MST. Also provides research and recommendations for Plan implementation.

State Legislature: The Plan includes legislative actions that will require public support and Steering Committee engagement with legislators.

Members of the public: Members of the public are encouraged to provide input in writing or in person to the Steering Committee.

Issue specific work groups: If deemed necessary, these groups would help refine and implement specific climate actions.

Figure 1. Climate Mitigation Plan Implementation Coordination Framework.

Task 2 Deliverables

- Steering Committee charter
- Scheduling and logistics for between six and twelve Steering Committee meetings.
- Agendas, materials, and notes for between six and twelve Steering Committee meetings.
- Compilation and distribution of any written public input to Steering Committee members.
- Within six months of the first Steering Committee meeting, TRPC staff will assist the Parties in developing a draft long-term Climate Mitigation Implementation ILA for the Parties and produce a proposed scope of work for a second year, or longer if the Parties direct. A final long-term ILA would be expected by November 2021.

Task 3: Policy Research Support

The Plan identifies a need for additional research before some regionally coordinated strategies and actions can move ahead.

3.1 – Policy and Action Research. Under this task, TRPC staff would further flesh out the details of a regional approach to the topics listed below through research and stakeholder outreach to be summarized in a white paper with recommendations to inform next implementation steps. Each white paper would include:

- Background information on topic, including information gathered through TCMP development.
- Comparison or case studies of 2-5 existing programs in other regions, states, or countries.

- Summary of up to three policy/action options for implementation, including the potential benefits and challenges and equity considerations of each option. Identified options should clearly delineate between policy/actions that could be taken by individual jurisdictions and those that could be most beneficial if addressed through regional cooperation among the Parties.
- Rough cost estimates and timelines of different policy options.
- Where appropriate, model code or policy language for use by individual jurisdictions.

White papers would be developed in consultation with the MST and would be reviewed by the Steering Committee. The Steering Committee will determine the priority topics and order for developing white papers.

White Paper Topics – The following provides examples of potential white paper topics to provide a sense of detail and scope. The Steering Committee will determine the topics for which white papers are ultimately developed.

- **Climate-informed Decision-making.** Options for estimating and accounting for climate impacts in development, transportation, and budget decisions.
 - G4.6 – social cost of carbon [including equity in climate decision-making]
- **Energy Efficiency of Residential Buildings.** Options for energy efficiency performance standards, incentives and funding tools for increasing rate of energy efficiency retrofits in existing residential building stock, to include recommendations for legislative agenda.
 - B1.1 – residential energy performance ratings
 - B1.2 – residential energy audits
 - B1.4 – rental housing energy efficiency incentives
 - B1.5 – property tax credit
 - B1.6 – rental housing energy efficiency baseline
- **Electric-Vehicle-ready Infrastructure.** Options for supporting electric vehicle charging infrastructure, including model code amendments.
 - T3.5 – EV-ready building code
 - T3.7 – EV integration
- **Regional Program for Carbon Sequestration.** Options for certifying, tracking, and administering a regional carbon sequestration program.
 - A2.1 – regenerative agriculture
 - A5.1 – reforestation & afforestation program
 - A7.1 – prairie preservation

Task 3.1 Deliverables

- White paper for each topic area (four total)

3.2 – Issue-specific Work Groups. The Parties recognize that a higher level of stakeholder engagement through issue-specific work groups may be helpful to refine strategies and actions for implementation. This scope of work does not include issue specific work groups, yet this task is maintained as a placeholder should such workgroups be deemed necessary and approved by all Parties. Should the Parties decide that issue-specific workgroups are necessary, funding to support that coordination would need to be identified.

Task 4: Monitoring and Assessment Program

The Plan includes a monitoring framework to gauge accountability and track progress toward achieving the regional greenhouse gas emission targets. The Parties recognize that monitoring and assessment will be critical to the long-term success of implementation.

4.1 – Recommendations for Long-term Monitoring Program. Develop recommendations for longer-term monitoring and assessment program to be included in the ILA described as a deliverable for Task 2. This task would include reviewing monitoring and performance assessment programs for 2-5 other climate programs and presenting different options to MST and Steering Committee.

The review will involve researching feasibility and developing options and recommendations for including the following components in a long-term monitoring and assessment program:

- Greenhouse Gas Emissions Inventory (Action G4.1)
- Methods and baseline data to track additional emissions sources and supplemental indicators identified as gaps in the Thurston Climate Mitigation Plan (i.e., consumption-side emissions, baseline sequestration information, equity indicators) (Action G4.3). This task would not include collecting the actual data to track these additional emissions sources and indicators, but only to assess the feasibility and costs of doing so.
- Performance Assessment, including an online dashboard reporting status and trends of key performance indicators and annual or other progress reporting on regional climate action (Action G4.2)
- Cost estimates for each component of the long-term monitoring program.

4.2 – Annual Progress Report. With support of the MST, prepare a year-one report summarizing regional and jurisdictional activities that support the climate mitigation framework and progress toward targets. Assumption is that individual jurisdiction staff will provide content for activities of their own jurisdiction in format provided by TRPC.

Task 4 Deliverables

- Recommendations for long-term monitoring and assessment program, including cost estimates.
- Year 1 Climate Mitigation progress report

Task 5: Public Outreach

TRPC staff will develop and maintain a Climate Action Implementation web page to serve as the primary location for the Parties, partners, and the public to access the Plan, information on the Steering Committee, monitoring information, annual reports, and opportunities for stakeholders to provide input or assist with Plan implementation.

This scope also assumes that TRPC staff would provide up to 60 hours providing or supporting jurisdiction staff in presentations to outside groups, upon request (e.g., City Councils/Board of County Commissioners or community groups) or other activities to increase community awareness and education around climate change and the Thurston Climate Mitigation Plan. The MST, in consultation with the Parties' Steering Committee members, will decide on presentations to be made. The Parties may substitute creation of a short educational video about the Plan using a portion of the 60 public outreach hours, provided the total budget for this task is not exceeded.

TRPC staff will maintain a master contact list of the Parties, advisory Steering Committee members, other partner implementation entities, and interested parties.

Aside from developing and maintaining the Climate Action Implementation web page and presentations to outside groups, public outreach activities for this work could be highly variable in level of effort, and therefore cost, based on the specific activities that are implemented. This scope does not include additional outreach work the MST and Steering Committee may identify.

Task 5 Deliverables

- Development and maintenance of Climate Action Implementation web page.
- Up to 60 hours providing or supporting presentations to outside groups as directed by the MST.
- Maintenance of master Climate Action Implementation contact list.

CONTRACT BUDGET

TRPC Cost & Time Estimate by Task:

Base Estimate (7 MST and 6 Steering Committee Meetings)		Additional Costs (4 more MST and 6 more Steering Committee Meetings – only if directed by the Parties)	
Task 1	\$13,696	Task 1	\$1,910^A
Task 2	\$12,551	Task 2	\$10,724^B
Task 3	\$84,082	Task 3	\$0
Task 4	\$40,317	Task 4	\$0
Task 5	\$25,456	Task 5	\$0
Total	\$176,102	Total	\$12,634

- A. Up to four additional meetings at \$637 per meeting**
- B. Up to six additional meetings at \$1,787 per meeting**

This scope of work also assumes that each jurisdiction will allocate a combination of either in-kind staff or Commission/City Council Member’s time summing to approximately 0.25 FTE/year to implement this scope of work.