



Town of Erie

TECHNICAL PROPOSAL

Response to RFP P24-1008

Town of Erie Climate and Sustainability Action Plan

November 8, 2024

Prepared for

Town of Erie

Prepared by

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LOTUS

Engineering & Sustainability



Cover Letter

Dear Eryka Thorley,

Lotus Engineering & Sustainability, LLC (Lotus) is pleased to submit our response to the Town of Erie's RFP P24-1008 to develop a Climate Action and Sustainability Plan update. We acknowledge the receipt of Addendums 1-3. We do not have any change requests for the provided Agreement.

Lotus is a women-owned, data-driven, and client-centered sustainability consulting firm located in Denver, Colorado. We have supported dozens of local governments with their sustainability and equity initiatives. We help our clients develop sustainability and climate action plans that not only direct the community toward a more sustainable and vibrant future while engaging community leaders, staff, and the community's network of stakeholders, but also leverage existing local and regional work and state, federal, and other funding opportunities to support implementation. Lotus created the Town of Erie's Sustainability Master Plan in 2019 and completed the Town's first greenhouse gas (GHG) emissions inventory in 2022. We are excited for the opportunity to build upon this work and continue the Town's sustainability efforts.

A high-level overview of Lotus' qualifications include:

- Over the last five years, we have developed and implemented similar sustainability and climate action plans for dozens of communities across Colorado including the Town of Erie, Commerce City, City and County of Denver, Routt County, Eagle County, and Denver Public Schools.



- We help clients leverage past work within their own organizations and communities, as well as synergies with neighboring and regional jurisdictions while connecting the plans with available resources, including grant funds and technical assistance programs to support long-term successful implementation.
- We have experience planning, developing, and facilitating equitable, multilingual community engagement events and outreach activities to support municipal and community-wide sustainability planning.

Most importantly, our passion for the work will be clear in all interactions and deliverables. We will ensure existing partnerships and ideas, as well as community best practices, are brought together to create a plan that is relevant, actionable, data-centric, science-based, and connected to existing efforts in the community. We would be honored to support the Town of Erie in continuing to work towards a future that is just, sustainable, and resilient to current and future residents.

Hillary Dobos, President and Owner
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Company Overview



Lotus Engineering and Sustainability, LLC was founded in 2012 as a mission-driven, empathy-first consulting company to help local governments create equitable sustainability and climate action plans. We are now a team of 17 employees with a variety of backgrounds and talents, working toward the same goal. Lotus is incorporated in Colorado with our principal office located at 1627 Vine St, Denver, CO 80206.

Lotus's approach manages credible, organized information and facilitates a thoughtful process to develop strategies that will work best in the community. Given the need for jurisdictions to adjust their long-term plans to adapt to a changing climate and community culture, we strive to ensure that a community has greater skills and capacity to do this work upon completion of our time with them. Our experience is diverse and well-rounded. **Our key practice areas include:**

- **Climate action and resiliency planning.** Through research and reporting, communications, stakeholder engagement, data analysis, and modeling we help communities identify what they need to do to integrate sustainability and resiliency into their long-term planning and programming. We create detailed implementation plans that include both the costs of implementation as well as the cost of doing nothing that helps our clients hit the ground running and realize immediate impact from their climate action and resiliency work.
- **Greenhouse gas accounting, modeling, and visualizations.** We create defensible inventories that identify all sectors, sources, and activities responsible for GHG emissions. We are diligent about collecting accurate defensible data, yet we are also well-versed in data capture and tracking limitations. Where data is not readily available, our expertise has enabled us to develop transparent approaches to filling data gaps with high level assumptions. Lastly, we have helped clients understand not only their emissions but also net carbon removal in nature-based systems.
- **Communications and engagement.** One of our greatest strengths is the ability to take technical information and translate it to be easily understood by decision-makers and the general public. We have utilized various outreach platforms including open houses, focused small groups, case studies, blogs, social media, websites and pages, and reports to promote climate action plans to a vast list of stakeholders (internal and external). We excel at facilitating diverse groups of stakeholders, both in-person and virtually, and leading conversations that drive consensus, center equity, and result in decisions that can make real change.



**At the core of our praxis as a company is a focus on equity, inclusion, and diversity.**

We know our expertise is a catalyst to address the current and future impacts of climate change. We also recognize –with humility– that our role as consultants is to use that expertise to co-create solutions with communities. With this in mind, we commit to sustained collective action to heal past harms, uplift lived experiences, and dismantle systems of oppression to help all our clients realize a climate-just vision for their futures. We know vibrant and resilient communities are socially and racially just communities.

Our project team brings significant experience in sustainability and climate action planning, emissions strategy modeling, policy analysis, community outreach and engagement, stakeholder facilitation, and technical analysis of emission reduction strategies. We excel at helping clients look at their environmental and social initiatives through various lenses including planning, engineering, public relations, financial, political, and environmental. We understand the challenges to wide-scale adoption of sustainability policies and are able to navigate these barriers through thoughtful and effective communication, data-driven decision making, and informed research. **Our specific qualifications include:**

SUSTAINABILITY PLAN DEVELOPMENT & IMPLEMENTATION

- We know how to help a community prioritize strategies based on the level of risk, the value of the affected system to the community, opportunities to take action, and available resources.
- When developing and updating sustainability plans, we encourage our clients to broaden the lens in which they view success and consider how their sustainability strategies need to benefit the entire community. This often leads to discussions on larger policy changes, including those related to equity, and ensures larger community buy-in and acceptance.
- We have resilience and adaptation focused expertise that is specific to Colorado communities through our work with the Colorado Resiliency Office and Eagle County.
- We have transportation-specific expertise including EV infrastructure planning and smart commuting program development.
- We have extensive experience completing waste and recycling projects, including projects for improved facility and event waste diversion for government operations; supporting local zero waste goals; and leading waste and recycling initiatives for the State of Colorado.

DATA COLLECTION, ANALYSIS, AND COMMUNICATION

- We are diligent about collecting accurate data. We are well-versed in data capture and tracking limitations. Through our expertise, we can come up with creative, transparent approaches to collect accurate data. This will ensure that future updates will be able to reference our work. In addition, when collecting data, we are highly organized and will have all questions for the entity prepared before outreach to ensure minimal repeated data requests.
- Sustainability communication is critical to success. We know that for this information to be effective, it must be understood by the public. We have data visualization experts who can create meaningful graphics and web-based dashboards using Tableau, ArcGIS, RStudio, and Adobe Illustrator.
- We have created digestible and understandable public-facing dashboards, StoryMaps, and infographics. We have implemented these creative data communication approaches for Colorado communities and organizations such as the City of Lafayette, the City of Longmont, Pitkin County, CORE, and the Colorado Energy Office.



STAKEHOLDER AND COMMUNITY OUTREACH AND ENGAGEMENT

- We believe in the power of communities and stakeholders to identify and work towards the right solutions for their unique situations; we actively engage stakeholders while providing insight and guidance throughout the process; this empowers groups to continue the work after the stakeholder engagement process is complete.
- We understand the key role of a facilitator in generating feedback from participants, setting ground rules for civil and respectful discourse, and building consensus with multiple and diverse stakeholders.
- We know that there are countless ways to approach stakeholder engagement and that the most impactful approach will vary by audience and subject matter; our team has experience with a wide variety of stakeholder engagement techniques and skills, and we work to find the solutions that are most appropriate for each project.
- We make stakeholder engagement processes engaging, empowering, and fun. Whether it is through conducting community outreach at community events and festivals, planning workshops that include a range of activities for different personality types, or supporting online feedback mechanisms through websites, survey tools, and data visualization projects, we know that a community of stakeholders that enjoy being engaged are more likely to continue to be involved in the process and bought into the results.
- We are committed to ensuring that the strategies developed in Erie's Climate and Sustainability Action Plan are socially equitable and we know how to make that commitment real and woven throughout the planning process.





Project Team

The Lotus team is available and eager to work on this project. We have confirmed the ability to integrate this work into each key team member's present and anticipated workload for the project's duration. We have years of experience balancing multiple projects and producing exceptional results. Our references can confirm this statement.

Please see Attachment A for team member resumes.

PROJECT MANAGER

MOLLY MARCUCILLI, CLIMATE & BUILDING POLICY ASSOCIATE I AT LOTUS



Molly Marcucilli (Denver, CO), **will manage and lead this project.** Her background is in land use planning & policy. She is an AICP certified planner with a Master's Degree in Urban and Regional Planning (MURP) from the University of Colorado Denver and has several years of experience working as a land-use planner in local government. Molly's work at Lotus is centered around helping clients, particularly in the public and private sectors, develop policies and implementation strategies that address sustainability, mitigation, and resiliency. While at Lotus she has supported the development of a Sustainability Action Plan for the YMCA of the Rockies, and is currently co-leading the development of the City of Arvada's Climate Action and Sustainability Plan. Molly has worked closely with the Town of Erie, co-leading the creation of the Town's Sustainable Purchasing Best Management Practice Guide and Electric Vehicle (EV) Procurement Policy.

LOTUS PROJECT TEAM



KIM SCHLAEPFER, MANAGING DIRECTOR OF THE CLIMATE MITIGATION AND RESILIENCY PLANNING TEAM AT LOTUS

Kim Schlaepfer (Avon, CO), **will provide robust project support and will lead strategy development.** Kim has a broad range of experience in the sustainability field from developing and managing climate mitigation and resiliency programs to working with mountain communities to develop community-specific GHG reduction climate action plans. She excels in engagement and facilitation for large and small clients, across multiple stakeholder groups, and through an integrative process to identify sustainability goals and actions. Her project experience ranges from facilitation of technical stakeholder groups and developing building code and policy recommendations to managing sustainability planning for cities and organizations. Kim has technical expertise in GHG accounting and mitigation strategies for the public and private sectors, as well as, building energy codes and policies. She has a proven track record of implementing and scaling policies and programs to deliver a measurable impact. She received her B.S. International Relations at Rollins College.

**RACHEL MEIER, SENIOR ASSOCIATE II AND TEAM LEAD FOR PUBLIC SECTOR INVENTORIES**

Rachel Meier (Denver, CO), **will lead GHG analysis and support strategy development.** Rachel is Lotus' public sector GHG accounting expert and supports and leads tasks related to all of Lotus' public sector GHG inventories, GIS, and data visualization services. She also manages public sector climate action planning projects, such as the Denver Regional Council of Governments' (DRCOG) federally-funded Priority Climate Action Plan (PCAP) project. During her time with Lotus, Rachel has managed dozens of greenhouse gas emissions inventories, including inventories for the City and County of Denver, the City of Boulder, the City of Bozeman (MT), and the twelve-county DRCOG PCAP planning area. She has supported the completion of many GHG emissions inventories and forecasts and led the first-ever GHG inventories for the Cities of Arvada (CO), Commerce City (CO), Grand Junction (CO), and Colorado Springs (CO), as well as Larimer County, amongst others. Before joining Lotus, Rachel supported sustainability and conservation efforts in the non-profit sector. Rachel earned a Masters of the Environment (MENV) in Sustainability Planning & Management from the University of Colorado-Boulder and a B.A. in Environmental Studies and Geography from Gustavus Adolphus College (MN).

**SHELBY DE JONGH, SUSTAINABILITY STRATEGY MODELING ASSOCIATE**

Shelby de Jongh (Atlanta, GA), **will support GHG forecasting and strategy modeling.** Shelby has over 4 years of experience in geospatial analysis in GIS, data analysis and visualization, and engineering modeling. Shelby's notable work with Lotus includes developing interactive and user-friendly greenhouse gas reduction models for Larimer County (CO), Colorado Energy Office (CO), and Denver's Office of Climate, Sustainability, and Resiliency (CO). Shelby has also helped develop innovative tools and dashboards for clients (including Larimer County and Colorado Clean Energy Fund) to communicate social, economic, and environmental impacts of policies and projects. Prior to joining Lotus, Shelby has worked in the non-profit sector, completing techno-economic studies for medium- and heavy-duty electric vehicle adoption, and in the private sector, conducting hydrologic and hydraulic studies to communicate flood risk to emergency management officials. Shelby's previous experience has equipped her with the ability to effectively communicate technical and complex data in a way that is easily digestible for a wide audience to comprehend. She has a B.S. in Environmental Engineering from North Carolina State University and a Master's in Sustainable Energy and Environmental Management from Georgia Institute of Technology.

**NATALIA CARMINELLI, RESEARCH ASSOCIATE II**

Natalia Carminelli (Denver, CO), **will provide engagement and strategy development support during all phases of this work.** Natalia's work has focused on ensuring clients in the public and private sectors have the necessary tools to achieve their community engagement and sustainability goals. Prior to Lotus, Natalia worked with the Sustainable Living Association as a bilingual sustainable business fellow. In this role, she assisted with the reimagining of Fort Collins's sustainable business program. Natalia has a Master's degree from the University of Colorado Boulder in Sustainability Planning and Management and a B.S. in Parks, Recreation, and Tourism Management from NC State University.

**KARA COLOVICH, DATA RESEARCH ASSOCIATE II**

Kara Colovich (Lander, WY), **will provide data analysis support.** Kara has five years of experience in greenhouse gas management and accounting within the nonprofit and municipal sectors. Before joining Lotus, she created and managed her own business helping communities in Wyoming assess their GHG footprint, understand their energy use, apply for federal and state grant funding, and employ effective communication strategies within conservative demographics. Kara is a bridge builder across communities and enables people to take action with clear and data-driven information. She also brings knowledge from the rooftop solar industry and from managing B-Corp certifications. Her formal education consists of a B.A. in Environmental Studies with a minor in Climate Change Studies and a certificate in Sustainable Business Strategy from University of Montana.

**NATALIE CROSS, RESEARCH ASSOCIATE II**

Natalie Cross (Tulsa, OK), **will provide data analysis support.** Natalie has over three years of experience with greenhouse gas accounting, data analysis and visualization, and geospatial analysis. She is also skilled at synthesizing research and technical data into concise and easily-understandable reports. Her notable GHG inventory work with Lotus includes Bozeman (MT), Grand Junction (CO), and Mission (KS). Before joining Lotus, Natalie led her college's greenhouse gas emissions inventory process, streamlining data collection and modernizing the data visualizations. Natalie also brings data and spatial analysis experience from her research-based background in biometeorology. She completed her B.A. in Environmental Science at Colorado College.





Experience and References

RELEVANT EXPERIENCE

Lotus has deep public sector expertise. Over the last few years we have worked with dozens of Colorado communities on their sustainability, climate action, and resiliency initiatives. We are local to the Front Range and will bring our connections to strengthen the engagement and planning processes. We have created strong partnerships and relationships with local municipalities, non-profit organizations, utilities, public sector entities, and private sector firms.

Front Range communities with whom Lotus has worked:

Boulder County	GHG emissions inventories (2016, 2021); Boulder County Emissions Dashboard ; climate chapter update to the Sustainability Plan; Storymap for 2021 GHG inventory results; Net zero codes cohort and a roadmap to net zero energy new construction .
City of Boulder	Annual GHG emissions inventories (community and municipal; 2015-present); 2021 community final report and infographic ; Open Space & Mountain Parks GHG inventories and storymap ; Open Space & Mountain Parks trailhead materials embodied carbon and visitor behavior analysis.
City and County of Broomfield	Pre-Comprehensive Plan (sustainability, resilience and equity focus)
City of Commerce City	Equitable engagement for community health and sustainability; Sustainability Action Plan ; City's first GHG inventories (community and municipal) and business-as-usual forecast; ongoing support of the Environmental Policy Advisory Committee and program collateral; climate action grant writing services.
City of Colorado Springs	SustainableCOS Plan; first community-wide and municipal GHG emissions inventories.
Town of Erie	Sustainability Master Plan; obtained grant funds for EV charging stations; supported community engagement efforts related to waste diversion policy; first community and municipal GHG emissions inventories; sustainable purchasing policy.



City and County of Denver	Denver's <u>80x50</u> Climate Goal stakeholder report and plan; annual community and municipal GHG inventories; QA/QC analysis of all past Denver International Airport GHG inventories and recommended emissions reduction strategies; Office of Climate Action, Sustainability, and Resiliency (CASR) equity-centered stakeholder facilitation and engagement process for small Equity Priority Buildings; CASR program evaluation of the City's Home Energy Score pilot program; Renewable Heating and Cooling Plan, a roadmap for beneficial electrification in existing buildings.
City of Fort Collins	Water Efficiency Plan; Under-Resourced Buildings community engagement (in progress).
City of Golden	Code Roadmap: stakeholder workshops and provided technical assistance in analyzing code packages, GHG emissions, and strategic planning to meet Golden's GHG reduction goals.
City of Lafayette	2019 GHG inventory and <u>infographic</u> ; 2021 Sustainability Report.
City of Lakewood	Analysis of GHG emission reduction potential for each primary climate action strategy to qualitatively rank the potential reduction impact for each secondary strategy.
Larimer County	Climate Smart, Future Ready Community <u>Plan</u> and <u>Dashboard</u> .
City of Longmont	<u>Beneficial Electrification Plan</u> and communications strategy; Community GHG inventories (2018, 2020, 2022/2023) and report.
City of Louisville	Final Recommendations Report for Commercial Code Update, two City board meetings, one community survey, and two community meetings.
Town of Superior	Comprehensive Plan (sustainability, resilience, and equity focus).
City of Wheat Ridge	Community solar review and sustainability plan update.



REFERENCES



Wheat Ridge, Colorado | Sustainability Action Plan Update

Contact Name & Title: Mary Hester, Sustainability Coordinator

Phone: (720) 882-4957

Email: mhester@ci.wheatridge.co.us

Lotus worked with the City of Wheat Ridge to update and formally adopt their Sustainability Action Plan. The community was the impetus for the first Plan, which was created in 2018. Lotus led the strategic analysis of the 2018 plan, which involved a comprehensive review of relevant City plans, as well as regional, state, and federal plans and initiatives. This review will allow the client to utilize existing collaborations and funding to force-multiply their sustainability efforts. Lotus also engaged City staff and key stakeholders to contextualize the 2024 plan update and identify critical opportunities, and guided community engagement to garner community input on sustainability priorities and strategies. Lotus sought to capture the grassroots, community-driven spirit of the plan and ground the plan update in the key implementation details that City staff would champion.



Denver Regional Council of Governments (DRCOG) | Climate Pollution Reduction Grant

Contact Name & Title: Robert Spotts, Mobility Analytics Program Manager

Phone: (303) 480-5626

Email: rspotts@drcog.org

DRCOG was awarded a \$1 million Climate Pollution Reduction Grant from the Environmental Protection Agency and hired Lotus as the sole contractor to fulfill the requirements of the grant including a Priority Climate Action Plan and Comprehensive Climate Action Plan. To date Lotus has led and facilitated multiple community and stakeholder engagements, facilitated an equity subcommittee, and completed 12 separate county-level GHG inventories for the region. The PCAP also included strategy GHG emissions reductions and cost modeling and an all-day implementation details workshop that brought together representatives from communities all across the 12 county region to plan out implementation details for the eight PCAP strategies. Work is now underway for the Comprehensive Climate Action Plan, which will include strategies for all sectors of the GHG emissions inventory, as well as additional cost and GHG modeling and stakeholder and community engagement.



Larimer County, Colorado | Climate Smart and Future Ready Implementation Plan

Contact Name & Title: Heidi Pruess, Climate Smart and Sustainability Program Manager

Phone: (970) 498-7138

Email: pruesshb@co.larimer.co.us

Lotus supported the development of the Larimer County Climate Smart and Future Ready implementation plan. This detailed roadmap defines how the County and its partners across the region will work towards climate mitigation and resiliency over the coming years. The implementation planning process included collaboration with entities across Larimer County through topical working groups, the completion of a series of GHG inventories to ensure that decisions were backed by data, and public outreach through a website, videos, and other channels. The final roadmap and progress dashboard serves as a jumping off point to make significant progress to reduce GHG emissions, improve resiliency, and enhance the quality of life across Larimer County.

"The Lotus Engineering & Sustainability team has been one of the most professional, most responsive, most flexible, and most positive consulting firms I have worked with. Sustainability and climate related projects are some of the most controversial and problematic to work on. Lotus was able to combine their proactive approach, really listening to me, the client, and the community partners, with technical expertise to make our project successful." – Heidi Pruess, Climate Smart and Sustainability Program Manager



Arvada, Colorado | Climate Action and Sustainability Plan

Contact Name & Title: Nalini Margaitis, Senior Sustainability Coordinator

Phone: (720) 898-7394

Email: nmargaitis@arvada.org

Lotus is working with the City of Arvada, Colorado to create the City's first Climate Action and Sustainability Plan. The plan will be centered on community engagement and buy-in and supported by defensible data. Climate pollution reduction measures will be co-developed with a stakeholder focus group and vetted by city staff as well as the public through in-person engagement at several local events. All strategies will be vetted through an equity toolkit. Greenhouse gas emissions inventories for the community as well as the municipality will be created and an emissions strategy model will be developed to measure the emissions impact of the final climate pollution reduction measures.



Project Approach

We understand the primary goals of the Town of Erie Climate and Sustainability Action Plan (CSAP) are the following:

- Update, transform, and deliver the Town's existing Sustainability Plan into a comprehensive Climate and Sustainability Action Plan.
- Conduct an existing conditions analysis that thoroughly reviews all of the Town's past and existing sustainability efforts, goals, and GHG inventories, as well as other community climate action plans and resources from supporting entities such as Department of Local Affairs (DOLA), Environmental Protection Agency (EPA), Rocky Mountain Institute (RMI), and any other relevant organization/s.
- Develop innovative, inclusive, and equitable strategies, approaches, and solutions for the Town to achieve its climate action and sustainability goals with accompanying modeling and a cost analysis that utilizes and builds off previous plans, goals, and successes.
- Generate greenhouse gas emissions target reductions, metrics, and execution steps for the Town.
- Facilitate internal and external stakeholder engagement activities to achieve adoption of the plan by Town Council, counties, and the Erie community at large.

To achieve the goals above, Lotus proposes the following scope of work for the Town's consideration.

- **Task 1 Project Management**
- **Task 2 Existing Conditions Analysis**
 - Subtask 2.1 Landscape review of existing plans, GHG inventories, and research
 - Subtask 2.2 Informational interviews
 - Subtask 2.3 Equity guide
 - Subtask 2.4 Existing conditions synthesis
- **Task 3 Greenhouse Gas Emissions Targets and Modeling**
 - Subtask 3.1 Business-as-usual GHG emissions projections
 - Subtask 3.2 Model GHG reduction strategies
 - Subtask 3.3 Develop GHG reduction targets
- **Task 4 Stakeholder Engagement**
 - Subtask 4.1 Develop stakeholder engagement strategy
 - Subtask 4.2 Engagement and facilitation
- **Task 5 Strategy Development**
 - Subtask 5.1 Draft strategies
 - Subtask 5.2 Finalize strategies
- **Task 6 Prioritization & Evaluation of Strategies**
 - Subtask 6.1 Develop prioritization methodology
 - Subtask 6.2 Prioritize CSAP strategies
 - Subtask 6.3 Detailed cost analysis of five priority strategies
- **Task 7 Develop CSAP**
 - Subtask 7.1 GSOT framework and goal setting
 - Subtask 7.2 Draft CSAP
 - Subtask 7.3 Finalize CSAP
 - Subtask 7.4 Plan adoption





TASK 1: PROJECT MANAGEMENT

We propose an approach that will seamlessly support Erie's sustainability team and will facilitate collaboration across numerous stakeholder groups including the Town's residents and businesses—specifically those who are disproportionately impacted by climate change; members of Erie's boards and commissions including the Erie Sustainability Advisory Board; and other community stakeholders. We propose using Monday.com as a project management, communications, and document storage platform. However, we are also able to utilize Microsoft Teams or Google Workspace alongside email correspondence based on the Town's preferred communication method. Throughout the project, Lotus will continually work with Town staff to discuss and evaluate the project's progress.

Specific activities include:

- Hold a virtual kick-off meeting with project team members to establish a Work Plan.
 - Review the scope of work, including key milestones and dates.
 - Use and facilitation of Monday.com or other Project Management platforms preferred by the Town.
 - Determine frequency and content of regular check-in calls and emails, and schedule accordingly.
 - Review the monthly invoice reporting process.
 - Ensure there is agreement on the project goals and expectations, process, scope, project schedule, and outcomes of the subsequent work.
- Additional phone calls and emails (as needed).
- Monthly invoice reporting.

Task 1 Deliverables:

- Project kick-off meeting.
- Project work plan.
- Bi-weekly project check-ins with Town staff.
- Monthly invoices and invoice reports.



TASK 2: EXISTING CONDITIONS ANALYSIS

Task 2 includes the activities needed to ensure that the CSAP is relevant, feasible, and supportive of Erie's existing efforts. We will examine a variety of plans, programs, and policies in the Town, region, and state, and research community best practices. Additionally, we will host a variety of informational interviews with key staff and community representatives to provide further context on the climate and sustainability landscape in Erie. Lastly, we will synthesize all of our findings into a cohesive research matrix that will highlight Erie's existing goals and efforts, gaps in achieving those goals, and opportunities to advance Erie's goals. Task 2 is split into four (4) subtasks, each necessary to achieve the community's desired outcomes.

During this task Lotus will meet with the project team during our recurring project check-ins to review Lotus's signature plan framework (modeled after the GSOT Framework) and come to a consensus on a framework for the plan. This framework will serve as a foundation for the Climate and Sustainability Action Plan Update and it will be leveraged through tasks 2, 3, and 4 to help organize Erie's sustainability and climate goals and objectives, stakeholder engagement, and climate pollution reduction targets.



SUBTASK 2.1 LANDSCAPE REVIEW OF EXISTING PLANS, GHG INVENTORIES, AND RESEARCH

Lotus will review and analyze existing reports, policies, plans, and programs for the Town, region, regional partners, and the State to understand the current state of sustainability and climate action in Erie. Existing plans we will review include the 2019 Sustainability Master Plan, Town of Erie Comprehensive Plan, Water and Drought Plans, the Town's Climate Emergency Declaration, Electric Vehicle (EV) Procurement Policy, Sustainable Purchasing Best Management Practice Guide, Energy Action Plans, the Town's in-progress Beneficial Electrification Plan, and more. Additionally, the Lotus data team will thoroughly review the Town's completed greenhouse gas (GHG) emissions inventories and use state-specific resources such as climate risk maps to assess climate risk from the Department of Local Affairs (DOLA), Environmental Protection Agency (EPA), and others.

After an extensive review of all existing community and regional documents and data, Lotus will conduct a gap assessment to identify areas of climate and sustainability that are not covered by current policies, programs, or initiatives, including areas of opportunity to bridge the gaps preventing Erie from achieving its climate and sustainability goals. In addition to the gap assessment, Lotus will identify areas of alignment with the Town's existing efforts to include in the Plan as part of the Town's current progress on climate action and sustainability.

Specific activities include:

- Review past progress towards the 2019 Sustainability Plan's existing and unmet goals and identify the gaps in current activities to meet past goals, as well as where Erie may identify new goals to maximize impact and leverage regional resources and work to advance climate action and sustainability.
- Review all relevant plans, programs, reports, completed GHG inventories, and policies to better understand the landscape in Erie.
- Research regional and State-wide resources, plans and opportunities for Plan alignment from entities such as DOLA, the EPA, and RMI.
- Develop a matrix to visualize gaps and where opportunities lay for additional strategies and goals to advance sustainability activities in the Town.
- Determine areas of alignment with the Town's other existing work relevant to the CSAP.
 - Often this process may include meetings with staff leading the implementation of various relevant and related initiatives throughout the Town (See Subtask 2.2), as well as the collection of relevant data regarding progress on various projects and initiatives.

SUBTASK 2.2 INFORMATIONAL INTERVIEWS

In addition to the landscape review, Lotus will host up to five (5) informational interviews with key Erie staff and community representatives to ensure that the CSAP will be impactful in meeting the community's goals. These conversations will provide us with the context we need to better understand the status of Erie's ongoing plans and efforts, which will result in a more relevant and achievable plan. Information gained from these interviews will also help Lotus to determine the opportunities for emissions reductions within the Town including the 'low-hanging fruit' that can be addressed in the near term and direct further research towards those pathways for feasible GHG reductions. Interviews will provide insight about the community's sustainability vision and will allow us to appropriately adapt the plan goals as needed.

Specific activities include:

- Host up to five (5) interviews with relevant stakeholders to understand which elements of the plans are currently a focus of the community.



SUBTASK 2.3 EQUITY GUIDE

In this task, we will link Erie's climate and sustainability work to environmental justice and equity concerns, and demonstrate, using geospatial techniques and other visuals, how Erie's sustainability work can help advance equity through GHG emission reduction and resiliency strategies. This process includes research into past and current equity concerns and can include developing, indexing, and mapping a list of key equity indicators specific to Erie that may be important in understanding the differential impacts of climate change and where the focus of future action should be. In addition to identifying key equity indicators in Erie, the Equity Guide will include a strategy development tool to ensure all strategies for the plan result in neutral or positive outcomes, and guidance on how to ensure equity is a key metric when prioritizing the plan's strategies.

Specific activities include:

- Develop an Equity Guide highlighting key equity indicators and concerns in Erie that can be addressed through this Plan.
- Consolidate equity concerns from stakeholder discussions and research.
- Map, if possible, where vulnerability metrics are most likely to occur across Erie.
- Develop a strategy evaluation tool to ensure all strategies result in neutral or positive equity outcomes.
- Incorporate identified equity indicators into the prioritization methodology to ensure strategies with the most positive equity outcomes are highly ranked.
- Create visuals that can be shared during engagement. These visuals can be placed on a website and presented in the plan.

SUBTASK 2.4 EXISTING CONDITIONS SYNTHESIS

To summarize our findings from Subtasks 2.1 and 2.2, Lotus will develop an Existing Conditions Matrix outlining key takeaways such as unmet goals from the 2019 Sustainability Master Plan, GHG inventory findings, any gaps in climate or sustainability initiatives, opportunities to expand on existing efforts or embed new efforts into the plan, as well as any alignment with the Town's existing assets.

Specific activities include:

- Develop Existing Conditions Matrix detailing findings from Subtasks 2.1, 2.2, and 2.3.

Task 2 Deliverables:

- Finalized CSAP framework to leverage for Task 3, 4, and 5.
- Existing Conditions Matrix detailing current initiatives, gaps, and opportunities for enhancing climate and sustainability work in Erie.
- Key findings from up to five (5) informational interviews with Erie staff and key community representatives.
- Equity toolkit including a strategy evaluation tool and equity metrics to be used in the strategy prioritization process.





TASK 3: GREENHOUSE GAS EMISSIONS TARGETS AND MODELING

Task 3 will leverage and build on the existing GHG inventories completed by the Town of Erie to forecast the Town's GHG emissions and model the anticipated GHG impacts of select climate action strategies. The forecast and model will be used to identify relevant metrics and carbon reduction goals for the Town to consider.

SUBTASK 3.1 BUSINESS-AS-USUAL GHG EMISSIONS PROJECTIONS

Lotus will use the data provided from the existing GHG inventories to forecast baseline GHG emissions from the community until 2050. The model will incorporate emission changes anticipated from known sources, including utility commitments, state-level and federal-level goals and reduction rules and regulations, and relevant incentives, programs, and initiatives that are likely to impact the region's emissions if no other action is taken by the community. The model will consider changes in exogenous factors such as population, emission factors, vehicle travel, new construction, and other relevant activity data. The outcome from this task will be utilized in the GHG reduction strategy model in Task 3.2.

Specific activities include:

- Collect historic emissions and activity data from previous GHG inventories.
- Collect necessary projection data including, but not limited to, population, utility emission reduction goals, transportation electrification policies, fuel economy standards, etc.
- Meet with Town staff to review modeling assumptions, methodology, and included policy and non-policy variables.
- Model business-as-usual emissions through 2050 considering exogenous impacts.
- Provide a numerical and visual analysis of results through 2050.

SUBTASK 3.2 MODEL GHG REDUCTION STRATEGIES

Lotus will work with the project team to select up to five (5) key GHG emission reduction strategies to model. This task will occur after the final strategy development task in Task 5. Lotus will meet with Town staff to review the modeling approach and assumptions for each strategy. GHG emission impacts for each strategy will be modeled through 2050 and compared to the business-as-usual forecast. A target-based approach that forecasts impacts out to a goal identified for each strategy will be used (e.g., a gradual ramp up to a target of 50% building electrification by 2040). The model will include inputs that allow the user to turn strategies on and off and to edit target years and levels of implementation. Data visualizations that show the forecasted impacts of the modeled strategies, compare results to state or local goals, and identify remaining emissions after strategy implementation will be included.

Specific activities include:

- Identify up to five (5) key strategies to model.
- Meet with Town staff to review modeling assumptions and methodology.
- Determine the methodology and data sources needed to model each strategy.
- Conduct a high-level modeling effort to determine GHG emission impacts from selected strategies. Reduction potential will be compared to the baseline emissions and business-as-usual forecasts.
- Meet with the internal project team to review the results of the emissions reduction model and the impact of the strategy targets. This may require a slight model iteration.

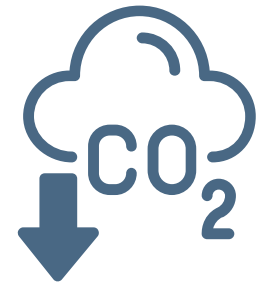


SUBTASK 3.3 DEVELOP GHG REDUCTION TARGETS

After completing the GHG emissions reductions (Subtask 3.2) and cost modeling (Subtask 6.3), Lotus will work with the Town to build out GHG reduction goals. Goals can be based on sector, source, or for the community as a whole. The goals can also have interim subgoals, such as 50% GHG emissions reduction by 2030, 75% GHG emissions reduction by 2040, and 100% GHG emissions reduction by 2050. These goals will provide structure for the CSAP, where implementation strategies will be detailed. Lotus can also help the Town calculate a science-based target, which will ensure the Town contributes to reducing GHG emissions to keep global warming levels to 1.5C, as recommended by the Paris Agreement. This task will occur concurrently with the framework and goal setting discussion in Subtask 7.1.

Task 3 Deliverables:

- Business-as-usual model with modeled GHG reduction pathways.
- Zipped folder with all research and data.
- GHG emission reduction modeling tool and supporting documentation.
- Finalized GHG emissions reduction targets.
- Review meeting with Town staff.



TASK 4: STAKEHOLDER ENGAGEMENT

Lotus proposes an engagement process that is robust, inclusive, and equity-centered. We believe that authentic and empowering engagement is essential to ensuring that the right strategies and goals are identified and that subsequently, the community is excited about supporting the implementation of the strategies. We also work to center the needs of the whole community in our planning processes by integrating equity considerations into stakeholder conversations. This ensures that the benefits and resources resulting from climate and sustainability work are distributed equitably across the community, leading to a higher quality of life, including more livable neighborhoods and a strong business community.

We believe that stakeholder engagement should be responsive to the needs of the community. Our approach is flexible and dynamic to ensure that the Town's residents, the business community, partners, and other stakeholders are fully engaged and empowered. To the greatest extent possible, we look to leverage existing outreach activities and events in order to maximize the degree of engagement in the planning process while minimizing stakeholder fatigue.

SUBTASK 4.1 DEVELOP STAKEHOLDER ENGAGEMENT STRATEGY

Lotus has extensive experience working with diverse groups of stakeholders to identify climate, energy, and sustainability goals, targets, and strategies. Lotus will create a draft Stakeholder Engagement Strategy (SES) that will identify all stakeholder groups and outline how the stakeholder group, including the Erie Sustainability Advisory Board, Town staff, and the public, will be engaged throughout the project. Lotus will vet the draft SES activities with members of the stakeholder group and the Town's project team to ensure the public engagement process is accessible and inclusive. Additionally, Lotus will conduct public outreach in both English and Spanish through multiple avenues to ensure consistent and transparent communication with the public during each phase of the Plan, and to ensure the final Plan accurately represents the Erie community.



Lotus is adaptable. While every attempt is made to accurately define the engagement process during the proposal stage, as the project evolves it may be found that a different approach works better for certain groups of stakeholders. Lotus will rely on feedback from the stakeholder group and the Town to finalize the SES. Drawing from our previous community engagement experience, we understand that the best engagement plans must be vetted by representatives of the community to ensure the approaches deployed are effective in soliciting the feedback and input desired. Lotus is nimble, agile, and responsive to the needs of our clients and stakeholders, and we will work closely with Erie to ensure that the SES achieves the desired outcomes.

Lotus proposes the following engagement activities be included in the SES, at a minimum. Details on each activity are found in Subtask 4.2 below.

General Public Engagement:

- Community survey.
- Erie project webpage and updates.
- Two (2) community open houses.

Steering committee Engagement:

- Up to four (4) virtual stakeholder steering committee meetings to:
 - Provide input on the progress made on the 2019 Sustainability Plan;
 - Set emissions reductions and other climate and sustainability goals;
 - Co-create strategies for the plan and assist with strategy prioritization; and,
 - Provide input on the draft CSAP.

Town Staff Engagement

- Informational interviews to better understand progress on Town goals and projects (Task 2).
- One (1) virtual round of review of the plan's strategies.
- Up to five (5) follow up calls with Town leadership to discuss feedback on strategies.

Specific activities include:

- Development of the Stakeholder Engagement Strategy.

SUBTASK 4.2 ENGAGEMENT AND FACILITATION

**General Public Engagement**

Public engagement activities Lotus suggests include but are not limited to:

- Prepare an **online community survey** and analyze all data collected. We will also consider paper surveys to bridge the digital divide for those without reliable internet access.
- Collaborate with Erie marketing staff to create a **project webpage** with consistent updates and methods for the community to provide input.
 - Note: While Lotus can develop webpage content, this proposal assumes Erie will create a webpage on the Town website and will be responsible for continuous maintenance of the webpage after completion of this project.
- Organize and facilitate two (2) **community open houses**. The first open house can occur at the onset of the project to collect input from the community on what they would like included in the plan. The second open house can occur towards the end of the project to showcase the plan and strategies, and to collect final feedback on the plan.



Stakeholder Steering Committee Engagement

Lotus will work with Erie's project team to convene a steering committee composed of Erie's Sustainability Advisory Board, as well as identified equity priority stakeholders. The steering committee will convene up to four (4) times virtually for two hours each to review the project and project framework, provide context around the development and progress of the 2019 Sustainability Master Plan, provide input on emission reduction and climate/sustainability goals, co-create and prioritize strategies for the plan, and provide input on the draft plan. We will also look to this group to assist with outreach to their neighbors and networks to expand our breadth and depth of engagement around the plan. Steering committee meetings will be held virtually to accommodate the schedules and unique needs of participants. Lotus is adaptable and able to hold these meetings in a format that best suits the Town.

Please note that it is best practice to provide a stipend to equity priority stakeholders to compensate them for their time. Costs incurred from the stipend are not included in Lotus's proposed budget for this proposal.

Town Staff Engagement

Support and buy-in from Erie staff is critical to the success of the plan as they will serve as the primary implementing agency. Lotus will execute an engagement approach with Erie staff that will foster inclusive opportunities for collaboration. During the existing conditions analysis, Lotus will conduct up to five (5) informational interviews with key Erie staff to better understand the Town's priorities, challenges, and opportunities as they relate climate action and sustainability. These interviews will also provide space for Town staff to suggest specific strategies to include in the plan, and to provide insight into how such strategies would best be implemented given Erie's staff capacity, resources, and political climate. In addition to the informational interviews, Town staff will have the opportunity to virtually review the plan's draft strategies and provide input. Lotus can host up to five (5) follow-up calls with Town leadership to discuss feedback. This engagement approach with Town staff will ultimately shape the plan into one that is customized to meet Erie's unique needs.

Specific activities include:

- Create and distribute a community survey to further solicit input on the plan.
- Development and maintenance of a CSAP project webpage to keep the general public informed of project updates.
- Organization and facilitation of two (2) community open houses.
- Development of a steering committee, and organization and facilitation of up to four (4) two-hour long steering committee meetings.
- Up to five (5) Informational interviews with Town staff (Task 2).
- One (1) round of staff review on draft strategies.
- Up to five (5) follow up calls with Town staff to discuss draft strategies.

Task 4 Deliverables:

- Draft Stakeholder Engagement Strategy.
- Final Stakeholder Engagement Strategy.
- Community survey and synthesized survey results.
- Project webpage housed on Erie's town website.
- Two (2) community open houses.
- Up to four (4) virtual steering committee meetings, and all supplemental materials including pre-work, powerpoint, meeting notes, and other facilitation materials.
- One round of review with Town staff on strategies.
- Up to five (5) follow up calls with Town staff on strategies.





TASK 5: STRATEGY DEVELOPMENT

SUBTASK 5.1 DRAFT STRATEGIES

Once the findings from the existing conditions analysis, GHG inventory review, BAU modeling, and initial stakeholder engagement efforts are identified, Lotus will begin to draft strategies for the plan and develop a strategy matrix with each strategy and high level details for each strategy, all categorized into their respective focus areas. Strategies will be crafted using general best practices, Lotus expertise, and learnings from our previous work with other front range communities. Strategies will be co-created with the steering committee and will consist of innovative approaches that will support Erie in achieving its climate and sustainability goals. The strategies will be categorized into the time ranges outlined in the RFP. Each strategy will include high level details such as estimated cost of implementation, estimated GHG reduction impact (using findings from the GHG inventory), key partner agencies, estimated timeline, and helpful resources to support implementation efforts. Strategies for the plan will include existing strategies outlined in the 2019 Sustainability Master Plan that Erie wants to continue working towards, as well as new strategies that will span all focus areas, build off other relevant plans and efforts, bridge any gaps identified that are hindering Erie from achieving its climate and sustainability goals, and support community resilience and equity.

The draft strategies will be reviewed by Erie's project team, the steering committee, and Town staff to ensure each strategy can be reasonably implemented, and to ensure they are tailored to meet Erie's unique needs. To maintain consistency with the 2019 Sustainability Master Plan and also remain responsive to the needs of the community and the ever-evolving landscape of climate action and sustainability, Lotus proposes maintaining the focus areas established in the 2019 plan, which are outlined below.

Education & Outreach**Energy Use****Transportation****Waste, Recycling, and Compost**



In addition to those listed above, Lotus recommends adding the following three (3) focus areas

Arts & Culture (new)**Businesses & Jobs (new)****Equity & Environment Justice (new)**

Lotus believes that the addition of the three (3) new focus areas will support a more holistic approach to climate action and sustainability that will resonate with the diverse population of Erie. Furthermore, we believe that the inclusion of equity and environmental justice is an important component of any sustainability endeavor. This focus should be woven throughout the plan and embedded into each of the other focus areas to ensure that the plan results in programs and initiatives that improve the quality of life of all residents, especially those who have been disproportionately impacted in the past.

Specific activities include:

- Develop draft strategies.
- Create a strategy matrix.
- Vet strategies with Town staff, project team, and steering committee.

SUBTASK 5.2 FINALIZE STRATEGIES

After the strategies have been vetted by Town staff, the Erie project team, and the steering committee, Lotus will update the strategies to reflect the feedback received, and will work with the project team to finalize them so they are ready for prioritization in Task 6.

Once the strategies are finalized, Lotus will work with the project team to select up to five (5) strategies to model in Subtask 3.2.

Specific activities include:

- Finalize strategies.
- Select strategies to model.

Task 5 Deliverables:

- Complete strategy matrix with all focus areas, strategies, and high level strategy details.
- Up to five (5) strategies to model for GHG emissions reduction.





TASK 6: PRIORITIZATION & EVALUATION OF STRATEGIES

SUBTASK 6.1 DEVELOP PRIORITIZATION METHODOLOGY

Lotus has developed and executed prioritization methodologies with both qualitative and quantitative validating factors to help evaluate climate and sustainability strategies. Once the strategies are finalized through Task 5, Lotus will work with Erie and the steering committee to identify key metrics for prioritization that build off the implementation details provided in Subtasks 5.1 and 5.2. Example metrics include, but are not limited to, GHG reduction, co-benefits, equity impacts, cost to implement, effort and complexity, and staff time. Utilizing the comprehensive list of strategies sourced from Task 5, Lotus will work with the project team to develop the prioritization tool and conduct a preliminary prioritization of the strategies.

Lotus will evaluate all strategies at a high level during the prioritization exercise, so it is recommended that GHG emissions reduction and estimated cost are included in the metrics selected to rank each strategy. The GHG emissions reduction impact can be partially informed by the strategy modeling in Task 3.2, and assessing the high level cost of each strategy in this task can help inform the selection of strategies to be included in the detailed cost analysis in Task 6.3.

Specific activities include:

- Work with the Erie project team and steering committee to identify metrics for the prioritization tool.
- Develop the prioritization tool.

SUBTASK 6.2 PRIORITIZE CSAP STRATEGIES

Following the development of the prioritization methodology and tool, Lotus will score each strategy and virtually review the prioritized list with the Erie project team and the steering committee to ensure the top strategies reflect Erie's top priorities and suit the Town's future needs. Using feedback received through this review process, Lotus will work with the project team to update the methodology and re-prioritize the strategies as needed.

Specific activities include:

- Rank and prioritize strategies using the prioritization tool.
- Review prioritized strategies and adapt methodology as needed.





SUBTASK 6.3 DETAILED COST ANALYSIS OF FIVE PRIORITY STRATEGIES

Using the results of the strategy prioritization in Subtask 6.2, Lotus will work with the project team to select up to five strategies to conduct a detailed cost analysis for. Lotus will use existing datasets and models, and if unavailable will conduct research to identify the implementation costs and related timelines for each identified measure. Where there are multiple implementation options, Lotus will outline the implementation options and determine which should be evaluated for the potential cost. All methodology and assumptions used to determine the anticipated cost of each measure will be documented in order to provide a replicable process for future cost impact analysis.

Specific activities include:

- Work with the project team to select up to five strategies for cost modeling.
- Identify existing datasets, plans, and models to leverage for cost estimates.
- Synthesize research collected in the informational interviews conducted in Task 2.
- Document the data sources and methodology for estimating costs for each measure.

Task 6 Deliverables

- Prioritization methodology and prioritized strategies.
- One (1), two-hour meeting facilitated by Lotus with the steering committee to identify prioritization metrics.
- One (1) virtual round of review of prioritized strategies with the steering committee.
- Detailed cost analysis of up to five priority strategies.

TASK 7: DEVELOP THE CLIMATE AND SUSTAINABILITY ACTION PLAN

SUBTASK 7.1 GSOT FRAMEWORK AND GOAL SETTING

Plan Framework:

As discussed during Task 2, Lotus will work with the project team to design a framework that intentionally builds on existing visions and goals for the community without duplicating work, integrates community feedback, and establishes goals, focus areas, and strategies specific to the Plan. Lotus has worked directly on frameworks for other Front Range communities and can draw on a strong list of peers to inform this work.

Lotus will develop a draft Plan framework and review it with the project team and the stakeholder steering committee to ensure it aligns with the Town's expectations. Lotus will identify any further actions needed for timely progression and produce a final framework to guide the plan and strategy development process.

Goal Setting:

Before finalizing any goals for the CSAP, Lotus would conduct a detailed review of past and current initiatives, alongside an analysis of areas for advancement in sustainability initiatives, and review this with the project team (see Task 2). Final recommendations would be informed by data, best practices, the Town's broader goals, and information gleaned from the public engagement process.



Lotus has worked extensively across the region to support local communities in their sustainability/climate action and resiliency work. Lotus would weave the experiences, learnings, and best practices from the region into Erie's CSAP to ensure that it builds off of and leverages existing work and keeps pace with regional trends.

We strongly believe that the goals to be considered for inclusion in the plan are appropriate, impactful, and right-sized for Erie, with a key focus on increasing adaptation, mitigation, innovation, resilience, equity, and stewardship. Metric-based emission reduction goals will also be included in this exercise and will be informed by Lotus's existing conditions analysis, review of Erie's GHG inventories, and strategy modeling results.

Lotus will facilitate a goal-setting process through the stakeholder engagement process in Task 4, ensuring the plan's goals are reflective of Erie's unique needs, values, and priorities.

Specific activities include:

- Finalize plan framework with project team and steering committee.
- Set goals for the plan during the stakeholder engagement process.

SUBTASK 7.2 DRAFT CLIMATE AND SUSTAINABILITY PLAN

Lotus will draft the narrative and compile all relevant information for the Town of Erie CSAP. In addition to the full plan narrative, Lotus will develop an Executive Summary of the Plan goals, focus areas, and prioritized strategies. The main body of the plan will include an overview of the plan framework, the Town's GHG inventory summary, Town achievements since the 2019 Sustainability Masterplan, along with plan goals, focus areas, and strategies.

Lotus will prepare the draft in an accessible Word Doc or Google Docs and facilitate a seamless review process with the project team and stakeholder steering committee. All feedback will be integrated into a final draft which will be shared with the community. Lotus can also post the draft plan on the dedicated project webpage to solicit feedback from the general public.

Specific activities include:

- Write a draft plan and facilitate review with the project team and steering committee.
- Post draft plan on project webpage for community review.

SUBTASK 7.3 FINAL CLIMATE & SUSTAINABILITY PLAN

Once the plan has been reviewed by the project team, stakeholder steering committee, and the public, Lotus will incorporate all of the feedback into the final plan. The final Plan will be a graphically designed report that supports both web viewing as well as printing. Lotus will ensure the graphically designed plan and website content supporting the plan meets ADA accessibility standards. Lotus will work with the Town to develop social media posts and a press release.

Specific activities include:

- Develop final Climate Action and Sustainability Plan



SUBTASK 7.4 PLAN ADOPTION

Lotus will work with the Erie project team to present the final plan to the City Council for adoption. Lotus will support the Town in up to three (3) presentations with Town Leadership and the Council. Lotus will work with the project team to develop all materials needed for the Council presentations including a visual PowerPoint presentation, council memo, and Town resolution for Plan adoption.

In addition to council presentations, Lotus can support the project team in presenting the plan to Town Leadership to ensure feasibility of the strategies and foster successful buy-in from the Town.

After the plan is adopted by the City Council, Lotus will work with Town staff to deliver an effective and seamless hand-off of the Plan and accompanying materials.

Specific activities include:

- Present final plan to City Council and Town staff.
- Prepare materials for presentations.

OPTIONAL SUBTASK 7.5 IMPLEMENTATION PLAN

Lotus will develop a comprehensive and accessible implementation plan for five (5) strategies that will detail all actions and tactics to implement each strategy, the entity responsible for leading the effort, estimated cost, anticipated impact, and other pertinent information to achieve the approved and prioritized Goals. While some of these details will be included for each strategy in the plan, these implementation plans will dive even deeper into how each strategy could be implemented, including identification of potential funding sources, key partner agencies, supporting legislation, and a step by step process on how to implement the strategy.

We strongly believe in the philosophy that “you can’t manage what you don’t measure.” We also believe it is important to provide transparency into public planning processes and the work that jurisdictions do to achieve their climate and sustainability goals. Lotus will work with Town staff and responsible parties for each implementation plan to identify relevant metrics and annual targets that can be used for tracking progress. Lotus will work with the project team to align metrics and targets with Federal, State, and the Town’s goals. Within each plan Lotus will recommend a process for the Town or responsible party to annually collect relevant data and report on the implementation successes.

Specific activities include:

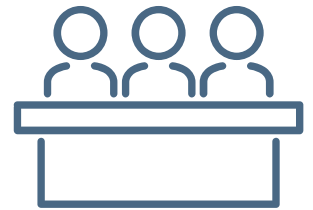
- Develop a DRAFT implementation plan for the Town to use to advance sustainability efforts. The plan will be accessible, empowering, and informative for a broad public audience.
- Develop an implementation addendum for Town staff to use as a more specific guide for implementation. The addendum will include details such as the cost-benefit analysis, staff resources required, projected budget needs, and potential funding sources.

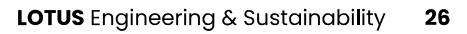
**Task 7 Deliverables:**

- **Initial Draft** plan with two (2) rounds of review, one with the project team and one with the steering committee.
- **Final Draft** of the plan to present to the public during the Community Open House.
 - Preparation and facilitation of one Community Open House to review Draft Plan (See Task 4).
- **Final Plan** incorporating feedback from the Community Open House.
- Provide user-friendly project webpage content.
- Press release and social media posts for Community Open House and plan launch.
- Up to three (3) meetings with City Council and/or Town Leadership to present the final plan for adoption.
- Preparation of Council and Leadership presentation materials including a PowerPoint presentation of the final plan, a council memo, and adoption resolution language.

Optional Task 7 Deliverables:

- DRAFT implementation plan.
- Implementation addendum for staff.





At Lotus, we pride ourselves on our project management skills. We will stay in consistent communication with the Town of Erie to ensure that all deliverables and milestones are understood and met on time.

- | | Dec 24-Feb 25 | Mar-May 2025 | Jun-Aug 2026 | Sep-Nov 2025 |
|----------------------|---------------|--------------|--------------|--------------|
| Task 1 – PM | ●●●●● | ●●●●● | ●●●●● | ●●●●● |
| Task 2 – Analysis | ●●●●● | ○●○●○ | ○●○●○ | ○●○●○ |
| Task 3 – GHG Targets | ○●○●○ | ○●○●○ | ○●○●○ | ○●○●○ |
| Task 4 – Engagement | ○●○●○ | ○●○●○ | ○●○●○ | ○●○●○ |
| Task 5 – Strategies | ○●○●○ | ○●○●○ | ○●○●○ | ○●○●○ |
| Task 6 – Prioritize | ○●○●○ | ○●○●○ | ○●○●○ | ○●○●○ |
| Task 7 – CSAP | ○●○●○ | ○●○●○ | ○●○●○ | ○●○●○ |



Cost Information

Our team has developed a budget of **\$104,988.50** for all activities included in Tasks 1 through 7, outlined in the RFP response. This total includes costs for travel time, mileage, and materials for in-person engagement and sharing the action plan with stakeholders. We are able to modify the budget for virtual engagement preferences. **Please note, this total does not include costs related to the optional task.**

The **optional task** total \$12,025.00, bring the not to exceed total with the optional tasks to \$117,013.50.

Anticipated expenses include reimbursement for milage at the federal rate. Our budget estimates this will total \$201.

Not-to-exceed fee for each phase of the Scope of Work

Task	Labor Hours	Cost
Task 1: Project Management	229	\$ 17,690.00
Task 2: Existing Conditions Analysis	64	\$ 9,732.50
Task 3: GHG Emissions Targets & Modeling	123	\$ 22,365.00
Task 4: Stakeholder Engagement	118	\$ 16,994.00
Task 5: Strategy Development	40	\$ 6,350.00
Task 6: Prioritization & Evaluation of Strategies	97	\$ 15,910.00
Task 7: Develop CSAP	187	\$ 27,972.00
Optional Subtask 7.5 Implementation plan	80	\$12,025.00
TOTAL without Optional Task	778	\$104,988.50
TOTAL with Optional Task	858	\$117,013.50



Staff-hour allocation

Position	Project Hours	Hourly Rate	Travel Hours	Travel Rate
Director	46	\$ 230	0	\$ 115
Senior Associate II	72	\$ 205	0	\$ 103
Associate II	72	\$ 170	0	\$ 85
Associate I	197	\$ 155	8	\$ 78
Research Associate II	238	\$ 140	4	\$ 70
Research Associate I	20	\$ 130	0	\$ 65

Lotus hourly rate fee schedule

Position	Hourly Rate	Travel Rate
President	\$ 250	\$ 125
Director	\$ 230	\$ 115
Senior Associate II	\$ 205	\$ 103
Senior Associate I	\$ 180	\$ 90
Associate II	\$ 170	\$ 85
Associate I	\$ 155	\$ 78
Research Associate II	\$ 140	\$ 70
Research Associate I	\$ 130	\$ 65

Attachment A: Resumes





PLANNER
COLLABORATOR
FORWARD-THINKER
INNOVATOR

With a background in land-use planning and policy, Molly takes a holistic approach with each project, striving to understand each client's unique needs, and working closely with clients to develop tailored climate action implementation strategies. Molly is known for her code and policy expertise, excellent relationship building, and customer service skills.

EDUCATION

University of Colorado-
Denver, Masters Urban and
Regional Planning

James Madison University
B.S. Geographic Science

Molly Marcucilli



**CLIMATE & BUILDING POLICY ASSOCIATE I, CLIMATE
MITIGATION AND RESILIENCE PLANNING**

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Associate I, 2023-Present

- Research, develop, and effectively communicate implementation strategies and policies related to climate mitigation, resiliency, and sustainable development for diverse clients and stakeholder groups.
- Provide subject matter expertise to support the facilitation of stakeholder, task force, and community meetings.
- Lend expertise in the development of building codes and policies.
- Bring a land-use planning and policy perspective to all projects.

PROJECT WORK HIGHLIGHTS

City of Arvada, Colorado

Molly heavily supported and managed the development of Arvada's Climate Action & Sustainability Plan. Molly led various tasks such as facilitating an external focus group, organizing public engagement efforts, crafting tailored climate and sustainability strategies for the City, and effectively managing communications with the internal client team.

Town of Erie, Colorado

Lotus worked with the Town of Erie to develop a Sustainable Purchasing Best Management Practice Guide (SPBMP) and an Electric Vehicle (EV) Procurement Policy (EPP). Molly heavily supported research and outreach efforts with Town staff and leadership, ensuring full support from the Town and seamless integration into existing Town operations and procedures. Molly synthesized the findings from both the staff outreach and research efforts to lead the development of both the SPBMP and the EPP. The Town of Erie formally adopted the EPP and the SPBMP has been informally adopted as a supplemental guide to accompany the Town's existing purchasing policy.

YMCA of the Rockies

Lotus worked with YMCA of the Rockies campuses in Estes Park and Granby, Colorado to develop a Sustainability Action Plan. Molly supported project management efforts and an extensive stakeholder engagement process which included meetings with various YMCA focus groups and the YMCA Environmental Sustainability Advisory Group. Molly prepared the final strategy matrix which outlines various sector-based objectives, strategies, and action items specific to YMCA to reduce greenhouse gas emissions and meet its sustainability goals.

Molly Marcucilli



**CLIMATE & BUILDING POLICY ASSOCIATE I, CLIMATE
MITIGATION AND RESILIENCE PLANNING**



SKILLS

Zoning and land use codes
Urban and rural planning
Technical writing
Project management
Community engagement

CERTIFICATIONS

American Institute of Certified
Planners (AICP)
Community Resilience
AWR-228 | National Disaster
Preparedness Training Center
| FEMA

GET IN TOUCH

www.lotussustainability.com
molly@lotussustainability.com

Previous Experience

CITY & COUNTY OF DENVER, Denver, CO

Associate Development Project Administrator, 2022-2023

Provided technical analysis for a high volume of residential and commercial construction plans and zoning permit applications for compliance with applicable codes, policies, and standards, with a focus on place-making and successful designs for project outcomes. Coordinated and distributed various applications for review by appropriate agencies within strict timelines. Assisted customers through the development review and approval process by providing exceptional customer service and problem solving skills to ensure timely, well-coordinated, well-communicated, and predictable outcomes.

Associate City Planner, 2021-2022

Reviewed zoning permit submittals for conformance with the Denver Zoning Code, Former Chapter 59, applicable design guidelines, and other relevant rules and regulations. Provided exceptional customer service through consistent communication with customers, promptly responding to email and phone inquiries, and providing technical assistance to customers at the Commercial Zoning permit counter. Gained proficiency and expertise with city-wide project databases and archives to efficiently find information and derive answers to project or property-specific inquiries.

BOULDER COUNTY, Boulder, CO

Long Range Planner, 2019-2021

Facilitated updates to the Boulder County Comprehensive Plan and Boulder County Land Use Code through researching best planning practices, coordinating with internal and external stakeholders, and organizing public outreach efforts. Developed targeted policies and regulations related to land use in Boulder County, prepared staff recommendations, and reported to the Boulder County Planning Commission and Boulder County Board of County Commissioners. Assisted with public inquiries about development projects and Land Use Code regulations.

STAN CLAUSON ASSOCIATES, INC., Aspen, CO

Planning Technician, 2016-2017

Memberships

- American Planning Association – Colorado Chapter
- American Institute of Certified Planners



COMMUNICATOR

CODES EXPERT

PROGRAM AND PROJECT MANAGER

RELATIONSHIP BUILDER

Kim is an experienced project manager, working across diverse stakeholder groups utilizing an integrative process. Kim has technical expertise in GHG accounting and mitigation strategies for the public and private sectors; building codes and policies to advance mitigation strategies; and a proven track record of implementing and scaling those programs to deliver a measurable impact.

EDUCATION

Rollins College
B.A., International Relations

Kim Schlaepfer



MANAGING DIRECTOR

CLIMATE MITIGATION AND RESILIENCE PLANNING

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Managing Director, 2023-Present

Senior Associate, 2022-2023

Provides high-quality project management and consulting services on all areas of sustainability to a diverse set of clients.

- Advises clients on climate action and sustainable development planning including implementation such as policy and program design.
- Provides expert facilitation to inform planning and policy development, with specific experience facilitating technical processes to identify and build energy codes and other building policies.
- Advises clients on building energy codes, policies, and standards that deliver carbon reduction goals.
- Provides technical expertise for the implementation of climate action and resiliency goals and strategies, as well as, building code and policy decision-making.

PROJECT MANAGEMENT HIGHLIGHTS

Energy Code Board Facilitation

Lotus, in partnership with the Colorado Energy Office, facilitated the first phase of the State of Colorado's Energy Code Board to develop the State's Model Electric and Solar Ready Code. Lotus facilitated 15 technical stakeholder meetings to define the code elements and execute a consensus-based process to develop the Model Code language. Lotus drafted the building code requirements and facilitated a public feedback session to ensure the code met the needs of all Coloradans.

YMCA Sustainability Action Plan

Lotus developed the Sustainability Action Plan for YMCA of the Rockies. The planning process included a greenhouse gas inventory, business-as-usual emissions projections, and carbon emission reduction modeling to identify priority actions. Lotus also conducted staff, board, and visitor engagement to understand sustainability priorities and motivations. Finally, Lotus developed a cost evaluation of identified strategies to direct goal setting and prioritization of sustainability efforts.

Deer Valley Climate Action Plan

Lotus partnered with Deer Valley to develop a climate action plan for their resort operations. The plan will help the resort address their operational carbon footprint, prioritize implementation strategies, and clearly communicate their climate action commitments to their visitors and staff. Lotus crafted a set of prioritization metrics through which the resort assessed its next steps: from proactively addressing climate risks to tackling critical opportunities in their infrastructure to empowering staff to solve problems.



DATA VISUALIZER/ANALYST
RESILIENCE PLANNER
CARBON SEQUESTRATION
EXPERT
PROJECT MANAGER

Rachel is well-versed in calculating GHG emissions and working creatively with complicated datasets. She brings years of experience performing spatial analysis and data visualization to federal, state, and non-profit organizations. Rachel is known for her detail-oriented nature, passion for learning, and strong organization and project management skills.

EDUCATION

University of Colorado–Boulder
Masters of the Environment,
Sustainability Planning &
Management

Gustavus Adolphus College
B.A., Environmental Studies
and Geography

Rachel Meier



**SENIOR ASSOCIATE II, TEAM LEAD ON PUBLIC SECTOR
GREENHOUSE GAS EMISSIONS INVENTORIES**

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Senior Associate II, 2022–Present

Associate, 2021–2022

Research Associate, 2019–2021

Manages greenhouse gas (GHG) emissions inventory projects for Lotus' public sector clients.

- Guides public sector entities in accounting for greenhouse gas emissions, setting reduction goals, and prioritizing mitigation strategies.
- Performs detailed analysis of carbon emissions, greenhouse gas inventories, and emissions modeling.
- Creates data visualizations and public-facing communications materials for clients.
- Authors and creates documents and other products to support Lotus business development efforts.

PROJECT MANAGEMENT HIGHLIGHTS

Denver Regional Council of Governments (DRCOG)

The DRCOG was awarded a \$1 million grant from the US EPA as a part of the Climate Pollution Reduction Grant Program. Lotus was selected as the consultant to support the development of DRCOG's Priority and Comprehensive Climate Action Plans (PCAP and CCAP). Rachel is the project manager. The PCAP involved the development of a regional GHG inventory that covered the entire 12 county planning area, the facilitation of a steering committee and equity subcommittee, and the selection of eight priority strategies with implementation details.

Mission, Kansas

Lotus worked with the City of Mission to complete its community-wide and local government operations inventories for 2022. As a part of this work, Lotus performed an analysis of the City's streetlight electricity usage to track progress towards their Facilities Conservation Improvement program. The Lotus team created a storymap detailing the City's extensive climate action work. Mission then reengaged Lotus to facilitate the City's Climate Action Plan Task Force which included four meetings to develop a prioritization matrix, guiding City officials and the Task Force in prioritizing strategies and budget in the years to come.

Boulder, Colorado

Since 2017, Lotus has worked with the City of Boulder to complete GHG emissions inventories for the community and local government operations. Throughout the years, Lotus has improved methodologies and data sources and incorporated them into the inventory process. The changes were applied retroactively to previous inventories so trends could be assessed accurately. Rachel has worked with these inventories since 2019 and has been the project manager since 2022.



DATA ANALYST & MODELER INFORMATION VISUALIZER SPATIAL ANALYST

Shelby brings a unique blend of technical skills with a background in environmental engineering and zero-emission vehicle technology. She has years of geospatial and data analysis experience working in both consulting and non-profit industries to deliver techno-economic feasibility studies, engineering models, and maps for clients across the US. Shelby is known for her ability to effectively summarize and visualize complex data into easy to understand products for clients.

EDUCATION

Georgia Institute of Technology, Masters of Sustainable Energy and Environmental Management

North Carolina State University, B.S. Environmental Engineering

Shelby de Jongh



ASSOCIATE II STRATEGY MODELING AND DATA VISUALIZATION

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Associate II, 2023-Present

- Conducts detailed analysis of greenhouse gas inventories and projects future emissions, modeling business-as-usual emission profiles to help communities understand their baseline emissions, identify key trends, and set goals.
- Develops user-friendly and interactive models to assess greenhouse gas emission reduction potential of policies, programs, and strategies over time.
- Communicates results of greenhouse gas inventories and modeling efforts to stakeholders and broad audiences by creating easy-to-understand dashboards, data visualizations, and web map applications.

PROJECT WORK HIGHLIGHTS

Colorado Energy Office (CEO)

Lotus worked with the CEO to develop a high-level greenhouse gas reduction strategy modeling tool to support the state's EPA Climate Pollution Reduction Grant (CPRG) and Priority Climate Action Plan (PCAP). Shelby aided in the development of an interactive and user-friendly greenhouse gas strategy model for transportation and waste sector strategies. Shelby also helped summarize results across different regions throughout the state and documented key assumptions in a technical report.

Larimer County, Colorado

Lotus worked with Larimer County to develop a comprehensive Climate Smart and Sustainability Implementation Plan. Shelby was the lead analyst for the greenhouse gas emissions reduction and cost modeling tasks. Shelby developed the business-as-usual-model and modeled the cost and greenhouse gas impacts of implementing climate smart strategies in transportation, building, renewable energy, and waste sectors in Larimer County. In addition, Shelby also aided in the development of a Tableau dashboard which tracks Larimer County's progress over time towards their climate action goals.

Denver's Office of Climate Action, Sustainability & Resiliency (CASR)

Lotus supported the City and County of Denver's Office of CASR in researching and modeling the potential greenhouse gas impacts of refrigerant use in residential building electrification. Shelby led the development of an interactive model assessing the greenhouse gas impacts of refrigerants over time in single family residential building units in Denver. Shelby created the model and visualizations and designed a PowerPoint presentation that provided an overview of the model and its results for the CASR office.



RELATIONSHIP BUILDER

COMMUNICATOR

COMMUNITY ORGANIZER

Natalia's work has focused on ensuring clients in the public and private sectors have the necessary tools to achieve their community engagement and sustainability goals. Prior to Lotus, Natalia worked with the Sustainable Living Association as a bilingual sustainable business fellow. In this role, she assisted with the reimagining of Fort Collin's sustainable business program.

EDUCATION

University of Colorado-
Boulder
Masters of the Environment,
Sustainability Planning &
Management

North Carolina State
University
B.S., Parks Recreation and
Tourism Management

Natalia Carminelli



RESEARCH ASSOCIATE II COMMUNICATIONS AND ENGAGEMENT

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Research Associate II, 2023-Present

Supports sustainability projects for a diverse array of public- and private-sector entities.

- Supports the facilitation of committees, focus groups, and stakeholder meetings.
- Creates engagement documents and presentations centered around equity.
- Develops and writes sustainability, climate, and resilience plans.
- Translates project documents to Spanish.

PROJECT WORK HIGHLIGHTS

Georgia Institute of Technology

Lotus developed Georgia Tech's Sustainability Next Plan, the Institute's first official sustainability plan. Natalia synthesized existing strategies and actions to ensure flow and cohesiveness. She also wrote various sections of the plan. Natalia worked across a wide range of stakeholders to advance the Institute's vision for sustainability.

Clifton Sanitation District

Lotus worked with the Clifton Sanitation District to develop their first greenhouse gas inventory and climate action plan. Natalia collected and entered data for the inventory. She also helped write the company's climate action plan which communicated strategies and actions to reduce greenhouse gas emissions.

Denver's Office of Climate Action, Resilience, and Sustainability

Natalia worked with the City to engage the community around building performance standards for historically underrepresented groups and neighborhoods. The Lotus team gathered feedback through one on one interviews, focus groups, and community meetings from owners and residents of buildings that will need to comply. Natalia helped write the report that included key takeaways and recommendations for the Denver team. She also led and developed all Spanish translation efforts.



GHG SPECIALIST
DATA ANALYST
WRITER
NETWORKER

Kara brings years of experience leading sustainability initiatives in nonprofits and municipalities. Her data-driven and cost-conscious approach empowers communities to make informed decisions on their emissions reduction strategies. Kara is known for her ability to listen to the needs of communities and effectively communicate complex information to decision makers.

EDUCATION

B.A. Environmental Studies,
minor in Climate Change
Studies, University of Montana

Certificate in Sustainable
Business Strategy, University
of Montana

Kara Colovich



**RESEARCH ASSOCIATE II, GREENHOUSE GAS
ACCOUNTING, MODELING, AND VISUALIZATION**

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Research Associate II, 2024–Present

Supports sustainability projects for a diverse array of public- and private-sector entities

- Conducts detailed analysis of greenhouse gas inventories and assists with data collection and data management for inventories.
- Communicates results of greenhouse gas inventories to stakeholders and broad audiences through written reports and data visualization.
- Creates data visualizations with various technologies to support data communication and transparency efforts.

PROJECT WORK HIGHLIGHTS

Blaine County, Idaho

Lotus conducted a 2023 community-wide greenhouse gas inventory for Blaine County and the towns of Hailey, Ketchum, and Bellevue that reside within the county. Kara facilitated the project between the Lotus team and the city and county staff.

Previous Experience

CLIMATE MITIGATION STRATEGIES LLC, Lander, WY

Owner, 2022–2024

Conducted the City of Lander's baseline municipal GHG inventory. Designed and published the report and educational pamphlet. Worked closely with City of Lander staff to develop projects, apply for grant funding, and utilize technical assistance. Led a volunteer citizen advisory committee to the City of Lander called the Energy & Environment Task Force. Networked with other communities in the region to share best practices. Collaborated with Wyoming municipalities, community groups, and state organizations to build more support for energy efficiency, renewable energy, and climate resilience. Contracted with the City of Cheyenne to assist in their EPA Climate Pollution Reduction Grant application.

CREATIVE ENERGIES SOLAR, Lander, WY

Accounting Assistant, 2019–2022

Maintained relationships with residential and commercial customers, grant organizations, and credit unions. Managed accounts receivable and accounts payable for the company's Wyoming, Idaho, and Utah offices. Led B-Corp initiatives to promote environmental stewardship and social responsibility within the company.



RESEARCHER
SCIENCE COMMUNICATOR
DATA ANALYST
WRITER

Natalie brings technical expertise in greenhouse gas accounting from her time spent leading annual emissions inventories for her college. She has a unique skill set that combines data and spatial analysis experience with her scientific background in ecology and human-environmental interactions. Natalie is known for her conscientiousness and observational skills, ability to translate complex scientific topics, and high level of organization and detail.

EDUCATION

Colorado College
B.A., Environmental Science

Natalie Cross



**RESEARCH ASSOCIATE II, GREENHOUSE GAS
ACCOUNTING, MODELING, AND VISUALIZATION**

Experience

LOTUS ENGINEERING & SUSTAINABILITY, LLC, Denver, CO

Research Associate II, 2022-Present

Supports sustainability projects for a diverse array of public- and private-sector entities.

- Conducts detailed analysis of greenhouse gas inventories and assists with data collection and data management for inventories.
- Communicates results of greenhouse gas inventories to stakeholders and broad audiences through written reports and data visualization.
- Performs spatial analysis with GIS and produces public-facing cartographic materials.
- Creates data visualizations with various technologies to support data communication and transparency efforts.

PROJECT WORK HIGHLIGHTS

Grand Junction, Colorado

In addition to data entry and organization for two community-wide greenhouse gas inventories, Natalie compiled resources for Grand Junction to use to further their climate adaptation and resilience strategies. These resources focused on sustainable water use and conservation, community participation in sustainability efforts, and equity-related climate change impacts in Grand Junction and Mesa County. Natalie also created a business-as-usual model and an interactive emissions dashboard on ArcGIS Online that summarized the inventory results.

Deer Valley Resort

Natalie created a business-as-usual (BAU) emissions model for Deer Valley Resort. The BAU model was unique because it projected emissions for various ski resort operations such as snowmaking and gondolas. Information contained in the model helped the resort prioritize climate action strategies and informed their Climate Action Plan.

Las Cruces, New Mexico

Natalie led data entry for two inventories—one municipal inventory and one community inventory. To supplement the inventory, Natalie created various figures and charts that will help Las Cruces track progress towards its emission reduction goals. These figures compared business-as-usual projections to the City's current emissions reduction trajectory and emission reduction goal. Finally, Natalie summarized all inventory results into an easily-understandable PowerPoint for a presentation to Las Cruces' City Council and community members.

Prepared for
Town of Erie

Prepared by
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