



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

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Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

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Carl J. Amento, Executive Director

## Request for Proposals (RFP) for Regional Climate Action Plan for New Haven-Milford MSA through the EPA Climate Pollution Reduction Grant (CPRG) Program

**Issue Date: May 14, 2024**

**Deadline for Questions: 12:00 PM on June 4, 2024**

**Response Date/Time: 12:00 PM on June 13, 2024**

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## 1. General Information

### Introduction

The South Central Regional Council of Governments (“SCRCOG”) is seeking proposals from qualified and experienced Environmental Consultants to develop a comprehensive regional climate action plan, which builds upon the [Priority Climate Action Plan \(PCAP\)](#) completed and submitted to the Environmental Protection Agency (EPA) on March 1, 2024.

The Climate Pollution Reduction Grants (CPRG) program is an EPA initiative providing funding to the top 67 Metropolitan Statistical Areas (MSAs) to develop and implement plans for reducing greenhouse gas (GHG) emissions and other harmful air pollution. SCRCOG is the lead organization for the New Haven-Milford MSA and is partnering with the Naugatuck Valley Council of Governments (NVCOG) to cover the entire MSA geography comprised of 27 cities and towns. See Study Area Overview for more information.

Per the CPRG, SCRCOG must submit a Comprehensive Climate Action Plan (CCAP) by July 14, 2025, and a subsequent Status Report by July 14, 2027, with a particular focus on GHG sources/sinks and sectors present in the MSA, near-term and long-term GHG emission reduction goals, and strategies and measures to achieve those goals.

It is SCRCOG’s intent to award a contract for a term of July 1, 2024, through June 30, 2027.

### Issuing Organization

SCRCOG is a voluntary Council of Governments formed to initiate and implement regional programs of benefit to our towns and the region. Our organization is guided by the chief elected officials of our fifteen (15) municipalities in South Central Connecticut. The municipalities within the region are Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven, and Woodbridge. The primary focus of SCRCOG is to coordinate planning on a regional basis while fostering communication and collaboration among its member municipalities in identifying and addressing regional issues.

### Climate Pollution Reduction Grant (CPRG) Overview

The CPRG was created through the Inflation Reduction Act of 2022 (IRA). The CPRG provides grants to states, territories, tribes, air pollution control agencies, and local governments to develop and implement plans for reducing GHGs and other harmful air pollution. Through the CPRG program, EPA is supporting the development and expansion of climate action plans for the most populated metropolitan areas nationally. The EPA’s three broad objectives are:

- Tackle damaging climate pollution while supporting the creation of good jobs and lowering energy costs for families.

- Accelerate work to address environmental injustice and empower community-driven solutions in overburdened neighborhoods.
- Deliver cleaner air by reducing harmful air pollution in places where people live, work, play and go to school.

For detailed information on the CPRG, please consult the [program page](#) from EPA.

### Additional CPRG Information & Resources

Respondents should refer to the official program guidance, along with technical guidance documents for specified deliverables. The EPA has also provided several resources, including technical guidance and tools on their website: <https://www.epa.gov/inflation-reduction-act/climate-pollution-reduction-grants>

The resources below from EPA include tools and technical guidance organized by CPRG workplan elements:

- [Benefits Analysis](#)
- [Low Income and Disadvantaged Community Benefits Analysis](#)
- [Workforce Planning Analysis](#)

### Study Area Overview

As the lead agency for our MSA’s CPRG, SCRCOG will work with the selected Consultant, the University of Massachusetts Amherst, the municipalities in our MSA and other partners to complete the tasks required by the Grantor. The MSA is comprised of 27 communities and home to over 800,000 residents. The urban centers within this MSA are the City of New Haven, Waterbury, Meriden, and Ansonia/Derby. This is a diverse region, both demographically and socioeconomically, and contains dense urban development, built and developing suburbs, rural communities, and shoreline communities that are bisected by major highways and contain some of the worst “bottlenecks” in the nation. These varied physical and demographic factors present an opportunity to address climate change in a variety of community contexts.

SCRCOG and NVCOG are coordinating with an inter-governmental working group consisting of other CPRG COGs – Capitol Region and River Valley COGs (Hartford MSA) and Connecticut Metropolitan and Western Connecticut COGs (Bridgeport MSA). We are also working with staff at the Department of Energy and Environmental Protection (CT DEEP) and the Office of Policy

and Management (OPM). Sustainable CT and other climate, equity, and energy nonprofits are anticipated to be key partners as well.

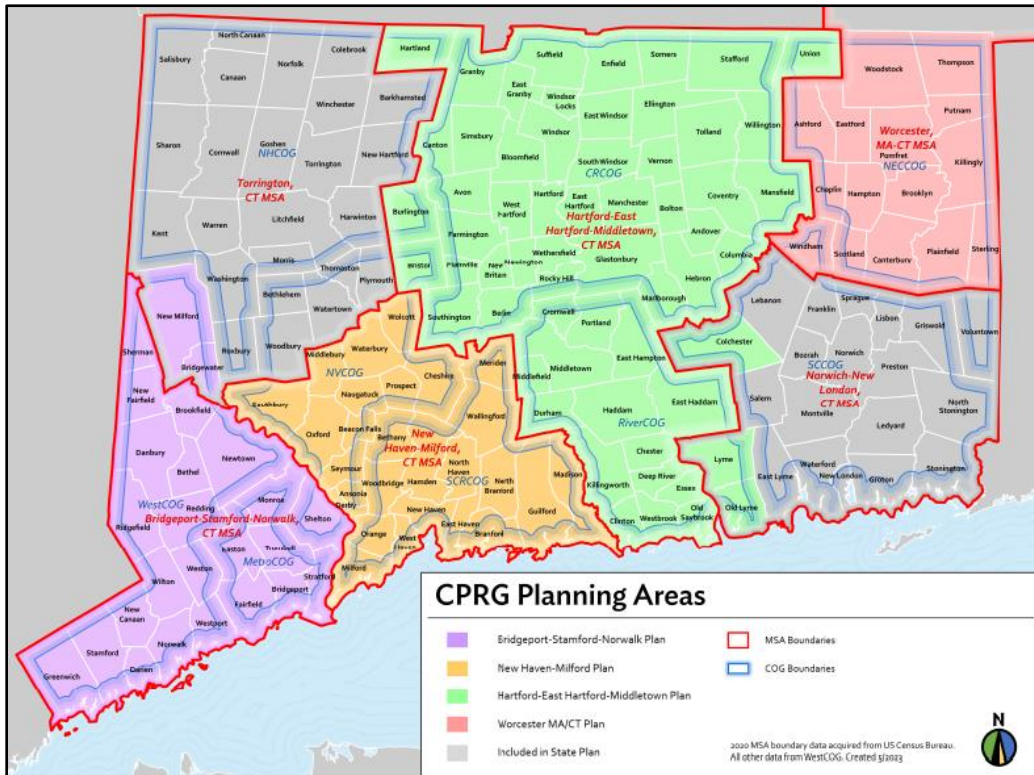


Figure 1: Municipalities in orange are to be included in the New Haven-Milford MSA CPRG planning efforts.

## Information and Inquiries

Respondents to this RFP should represent a firm, company, organization, team, or individual with ample experience performing similar services and the professional standards thereof, to undertake and successfully complete the Scope of Services outlined in Appendix A.

Please direct questions to Stephanie Camp via e-mail at [smcamp@scrcog.org](mailto:smcamp@scrcog.org) no later than 12:00 PM EST on Tuesday, June 4, 2024. SCRCOG will post written responses to the inquiries received at <https://scrcog.org/rfp-rfq/> by Thursday, June 6, 2024. SCRCOG will respond to technical questions only. No interpretive guidance, written or oral, regarding this RFP will be given and no phone calls will be accepted. Respondents are expected to monitor <https://scrcog.org/rfp-rfq/> for amendments and responses to inquiries.

## Response Date

Submissions should be prepared as a single PDF, not to exceed 35 pages, and may be transmitted to Stephanie Camp at [smcamp@scrcog.org](mailto:smcamp@scrcog.org). No physical submissions (USB drives, paper

hardcopies, etc.) will be accepted. Please note, we are unable to accept .zip files via e-mail. Submissions should be marked in the email subject line with “*SCRCOG Comprehensive Climate Action Plan*”.

To be considered, your proposal must be received no later than **12:00 PM Eastern Time** on Thursday, June 13, 2024. SCRCOG will not consider proposals received after this date/time and/or incomplete submissions.

## Award and Rejection of Proposals

This RFP does not commit SCRCOG to award a contract, nor to procure, or to contract for services. Notwithstanding any other provisions of this RFP, SCRCOG reserves the right to award this contract to the Respondent(s) that best meet the requirements of the RFP, and not necessarily to the Respondent(s) with the lowest price proposal. SCRCOG reserves the right to accept or reject any or all proposals received in response to this request; to negotiate with all qualified Respondents; or to cancel in part or in its entirety this RFP if it is in the best interests of SCRCOG.

SCRCOG may request the selected Consultant to participate in negotiations and to submit any price, technical, or other revisions to the proposal as may result from the negotiations.

## Addenda to RFP

In cases where amendments to this RFP may become necessary, a supplement will be posted to the SCRCOG website: <https://scrcog.org/rfp-rfq/>. It is the responsibility of the Respondent to determine whether any addenda have been issued and to ensure that all requirements of the RFP are met prior to submittal of the proposal.

## Primary Project Responsibility

The Respondent responding to this RFP will be considered the lead party. It must be clearly understood that the lead party will enter into a contract with SCRCOG. All other parties will be considered sub-consultants to the lead party. The lead party is ultimately responsible for the performance of all contract work.

## Cost of Proposal Preparation

No reimbursement will be made by SCRCOG for any costs incurred in the preparation of a proposal or during the selection process.

## Proposal To Be in Effect

The proposal shall state that it is valid for a period of not less than ninety (90) days from the date of receipt by SCRCOG.

## Ownership Information

Written approval by SCRCOG is required prior to public disclosure of submissions intended for SCRCOG. SCRCOG shall have unlimited rights to use, disclose, or duplicate, for any purpose whatsoever, all information developed, derived, documented, or furnished by the selected Consultant under any contract resulting from this RFP. All data collected and other documentation produced as part of the contract will become the exclusive property of SCRCOG and may not be copied or removed by the selected Consultant or any employee of the selected Consultant without written permission of SCRCOG.

## Equal Opportunity Requirements

The Respondent awarded the contract under this RFP must meet all Municipal, State and Federal affirmative action and equal employment opportunity practices. This includes compliance with E.O. 11246, “Equal Employment Opportunity,” as amended by E.O. 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and as supplemented by regulations at 41 CFR part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”

## Selection

All proposals received by SCRCOG will be reviewed and evaluated by an RFP Selection Committee determined by SCRCOG. The Selection Committee will evaluate the proposals based on the following criteria:

- Project understanding of the work to be performed
- Project organization and staff commitment
- Professional expertise of team
- Prior related project experience
- Completeness, feasibility, and quality of response to Scope of Services and Project Schedule
- Capacity to complete services on schedule
- Project budget/fee proposal

Upon review of proposals the RFP Selection Committee may elect to interview a select number of firms for the purpose of presentation and clarification of proposal materials. Upon completion of interviews, the RFP Selection Committee will recommend the preferred Respondent (or Respondent team) and will authorize SCRCOG to notify the Respondent of their selection and begin contract negotiations. The Respondent(s) selected for interviews will be notified no later than Monday, June 17, 2024, and interviews will be scheduled between June 19, 2024 – June 20, 2024. It is anticipated that the interviews will be conducted for approximately 30 minutes.

## 2. Scope of Services

### Program Description

The CPRG program has three primary deliverables – 1) a Priority Climate Action Plan (PCAP); 2) a Comprehensive Climate Action Plan (CCAP); and 3) a Status Report. For a full description of the required programs elements, please consult the official [program guidance](#). The PCAP was completed and submitted to the EPA on March 1, 2024, leaving the CCAP and Status Report deliverables to be completed.

***NOTE:** The selected Consultant will not be required to complete the GHG Inventory, GHG Emissions Projections, GHG Reduction Targets, or Quantified GHG Reduction Measures as part of the CCAP, nor will they be required to complete the review of authority to implement. SCRCOG has subaward agreements with the University of Massachusetts Amherst (UMass Amherst) Departments of Civil and Environmental Engineering and Landscape Architecture and Regional Planning (UMass Amherst) to complete the aforementioned components of the CCAP. The selected Consultant will coordinate with UMass on incorporating these components into the final CCAP document and give full acknowledgement to the respective departments for their contributions to the Plan. The selected Consultant will also not be required to update the GHG Inventory, GHG Emissions Projections, or Quantified GHG Reduction Measures as part of the Status Report. The scope of services within the subaward agreement between the UMass Amherst Department of Civil and Environmental Engineering and SCRCOG includes the aforementioned components of the Status Report.*



## Summary of CPRG Phases and Deliverables

<b>Summary of CPRG Phases &amp; Deliverables</b>			
	Priority Climate Action Plan (PCAP)	Comprehensive Climate Action Plan (CCAP)	Status Report
<i>Deliverables</i>	<i>Completed</i>	<ul style="list-style-type: none"> <li>• <i>Due in 2025</i></li> <li>• <i>All sectors / significant GHG sources and sinks</i></li> <li>• <i>Near- and long-term GHG emission reduction goals and strategies</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Due in 2027</i></li> <li>• <i>Updated analyses and plans</i></li> <li>• <i>Progress and next steps for key metrics</i></li> </ul>
<b>GHG Inventory *</b>	Required	Required	Update Encouraged
<b>GHG Emissions Projections</b>	Not Required	Required	Update Encouraged
<b>GHG Reduction Targets</b>	Not Required	Required	Not Required
<b>Quantified GHG Reduction Measures</b>	Required (priority measures only)	Required	Status & Updates Required
<b>Benefits Analysis</b>	Encouraged	Required	Required
<b>Low-Income/Disadvantaged Communities Benefits Analysis</b>	Required	Required	Required
<b>Review of Authority to Implement</b>	Required	Required	Update Required
<b>Intersection with Other Funding Availability</b>	Encouraged	Required	Required
<b>Workforce Planning Analysis</b>	Encouraged	Required	Required
<b>Next Steps/Future Budget and Staffing Needs</b>	Not Required	Not Required	Required

\*Items highlighted in green are expected to be completed by the selected Consultant.

## Consultant Tasks

### *Comprehensive Climate Action Plan (CCAP)*

The selected Consultant will complete the following deliverables of the CCAP:

- Benefits Analysis for the full geographic scope and population covered by the Plan
- Low-Income/Disadvantaged Communities (LIDAC) Benefit Analysis
- Intersection with Other Funding Availability analysis
- Workforce Planning Analysis.

The selected Consultant will also work with the sub-awardee, UMass Amherst, to consolidate all work into a final, consistent Plan, and will create a consistently designed document with all required components per the CPRG program guidelines. The selected Consultant shall include a page in the final CCAP clearly identifying and detailing which portions of Plan have been created by UMass.

Additionally, the selected Consultant will aid SCRCOG in facilitating public engagement for the CCAP throughout the span of its development (July 2024 – July 2025) as well as incorporating feedback into the final deliverable. This will include:

- Conducting virtual and/or in-person workshops;
- Preparing materials for in-person workshops and informational tabling;
- Assisting SCRCOG with collecting and organizing feedback from stakeholders;
- Holding an, at minimum, 30-day public comment period with several opportunities for public feedback on the draft plan.
- Assisting SCRCOG with creating content (information, infographics, pictures, etc.) for the project website – CPRGCT.org

Please refer to Appendix A for more details about the deliverables the selected Consultant is expected to complete.

### *Status Report*

The selected Consultant will complete the following deliverables of the Status Report:

- Benefits Analysis for the full geographic scope and population covered by the Plan
- Low-Income/Disadvantaged Communities (LIDAC) Benefit Analysis
- Intersection with Other Funding Availability analysis
- Workforce Planning Analysis
- Next Steps/Future Budget and Staffing Needs.

Additionally, the selected Consultant will aid SCRCOG in facilitating public listening and Q&A sessions for the Status Report throughout the span of its development (July 2025 – July 2027) as well as in creating materials for these sessions and content for the website – CPRGCT.org.

Please refer to Appendix A for more details about the deliverables the selected Consultant is expected to complete.

## Budget

Depending on scope and proposed Consultant services, SCRCOG anticipates an approximate budget of up to \$140,000. The final budget will be negotiated with the selected Consultant. Respondent proposals should contain sufficient detail regarding proposed budgets for the CCAP and Status Reports, respectively.

## 3. Responses – Documentation Requirements

Respondents are asked to submit responses in three parts: (1) Letter of Interest, (2) Technical Response, and (3) Budget/Fee Proposal. Please note that responses beyond 35 pages will not be accepted.

### Letter of Interest

The Letter of Interest must specify the following:

1. The name and address of the lead firm
2. Names and addresses of any proposed sub-consultants.
3. Name, title and telephone number of the individuals within the firm authorized to commit the company to this contract.
4. Name, title, email address, and telephone number of the individual SCRCOG should contact regarding questions and clarifications.
5. If applicable, please note any other contracts for EPA CPRG Program services the Respondent has been awarded and/or is actively pursuing.
6. A statement that the Respondent's proposal will remain in effect for ninety (90) days after the Respondent's proposal is received by SCRCOG.

### Technical Response

The Technical Response shall describe the Respondent's understanding of the project and proposed approach to the following:

1. Project understanding and Scope of Services (Appendix A), including any recommendations to improve/support the project and any special service(s) and /or accommodation(s) requested.
2. Approach the Respondent will take to tailor services to the New Haven-Milford MSA.
3. A description of the proposed services to be performed by the lead firm as well as a description of any services to be performed by subcontractors listed in the Letter of Intent.
4. Project schedule.
5. Resumes of the proposed key personnel who will work on the project, including descriptions of relevant experience performing similar services.
6. Descriptions of one (1) to three (3) comparable project experiences.

7. Three (3) references from comparable projects completed in the past five (5) years. Please include project title, date completed, location, services provided, and primary client contact information (e-mail address and telephone number). Previous experience and/or familiarity with local government operations in Connecticut is desirable.

Please note that components #5-7 of the technical response should not exceed fifteen (15) pages in length.

## Price Proposal

The price proposal shall be a lump sum proposal with a breakdown of costs by task (each element in Appendix A), per each major deliverable (the CCAP and Status Report).

A contract may be executed at the sole discretion of SCRCOG with the selected Consultant. Payment will be made according to at a minimum monthly progress payment reports reflecting the completion of each task. Progress reports based on the percentage of task completed will be required and shall be included with any requests for payment.

## Additional General Requirements

Joint ventures and team arrangements are encouraged as appropriate to provide specialized expertise to the study teams for each assignment. A ten percent (10%) DBE (Disadvantaged Business Enterprise) participation is required for this assignment. DBE firms are strongly encouraged to respond as prime Consultant or to play a significant role within the selected Consultant team. Prime Consultants should make every effort to utilize the services of qualified DBE firms recognized by the Connecticut Department of Transportation.

## General Provisions

- A. All work shall be performed in accordance with all Federal and State laws and regulations.
- B. The selected Consultant shall uphold and conduct themselves with the highest professional standards in all dealings with contractors, suppliers, vendors, engineers, other contractors, entity officials, elected officials, public officials, SCRCOG employees, and all others when representing SCRCOG.
- C. The selected Consultant shall be responsible for identifying, certifying, and adhering to any changes in Federal, State and Municipal laws and/or provisions that occur throughout the term of the Contract issued pursuant to this RFP and the performance of the work.
- D. The selected Consultant shall provide all necessary office space, office supplies, copy and fax machines, communication devices, computer software, hardware and equipment, vehicles, and all other items necessary to successfully complete the work contemplated in this RFP.

## Insurance/Indemnification

The selected Consultant(s) must maintain insurance, which meets all the necessary Federal and State requirements as part of this Agreement. The specific provisions concerning Insurance and

Indemnification will be outlined in the contract between the selected Consultant(s) and SCRCOG.

### Disclaimer

SCRCOG makes no representation or warranty and assumes no responsibility for the accuracy of the information set forth in this RFP. Further, SCRCOG does not warrant nor make any representations as to the quality, content, accuracy or completeness of the information, text, graphics, links or other facet of this RFP once it has been downloaded or printed from this or any server, and hereby disclaims any liability for technical errors or difficulties of any nature that may arise in connection with the website on which this RFP is posted, or in connection with any other electronic medium utilized by Respondents or potential Respondents in connection with or otherwise related to the RFP.

## Appendix A: Comprehensive Climate Action Plan (CCAP) Summary

The goal of the Comprehensive Climate Action Plan (CCAP) is to identify long-range planning and project development for regional and local efforts to reduce GHG emissions. This involves refining and expanding the elements of the required PCAP with additional required elements incorporated. Below is a summary of the CCAP elements that the selected Consultant will be tasked with completing.

### CCAP Elements

#### Benefits Analysis (Element 2.5):

The CCAP should include quantified estimates of co-pollutant reductions associated with GHG reduction measures for the suite of included measures. To the extent possible, potential disbenefits stemming from GHG reduction measures should be tracked, minimized and mitigated.

#### Low-Income/Disadvantaged Communities Benefits Analysis (Element 2.6):

The CCAP should evaluate the extent to which any GHG reduction measures in the CCAP will deliver co-pollutant emissions reductions and other benefits to low-income and disadvantaged communities.

#### Intersection with Other Funding Availability (Element 2.8):

The CCAP should identify other funding programs that are available to the recipient(s) or have been secured by the recipient(s) from federal, state, local and private sources that could be leveraged to pursue the objectives of the CCAP.

#### Workforce Planning Analysis (Element 2.9):

The selected Consultant should work with the state's regional Workforce Development Boards to produce an analysis of anticipated workforce shortages that could prevent achievement of CCAP goals. Potential solutions and partners at the state, regional, and/or local level should be identified.

#### Stakeholder Engagement (Element 2.10):

Stakeholder engagement activities from the PCAP phase should be continued as appropriate for the CCAP, as determined in consultation with SCRCOG and NVCOG (see Consultant Tasks in Section 2).

#### *Components of **Stakeholder Engagement** Include (but are not limited to):*

- **CCAP Kickoff Public Meeting:** The selected Consultant will convene and facilitate a hybrid (in person and virtual) meeting based in a LIDAC community during non-business hours. The selected Consultant will develop and utilize

- materials to present on the planning process and deliverables of the CPRG and CCAP. It will also serve to reestablish public input.
- **CCAP Public Comment Meeting:** The selected Consultant will convene, facilitate, and develop materials for a hybrid (in person and virtual) meeting based in a LIDAC region during non-business hours. This meeting will go over the components of the draft report during the public comment process. It will also collect input from the public.
  - **Sector Based Stakeholder Meetings:** The selected Consultant will assist the COGs with convening, facilitating, and developing materials for meetings with sector stakeholders. Recommended approach is to host 1 meeting per sector. There is an effort to coordinate this process with neighboring MSAs and the State to avoid duplication of effort. Sectors have not been formally identified and the selected Consultant will be expected to help determine this approach for sectors.
  - **CPRG Website (New Haven-Milford MSA):** Assist SCRCOG in updating the project website with background information, schedule of Plan milestones and community engagement events, FAQs, and project documents. At a minimum, the selected Consultant will provide resources (e.g. writing, graphics, project documents, etc.) to be posted on the project website.
  - **Public Outreach Campaign:** Develop a campaign for gathering community input scaled to the need and scope of the analyses being undertaken. Respondents should propose a recommended suite of activities, tailored to your organization’s capabilities, expertise, and capacity. Innovative methods are encouraged (e.g. Dashboards, Story maps, Survey Tools, Social media, partnerships with organizations, press releases).
  - **CCAP Outreach Summary:** The CCAP report will include a description of the public engagement activities undertaken, including sample outreach materials, links to applicable web-based tools created (e.g. survey, project website), a summary of key takeaways heard from the public, and a log of responses to all public comments received during the public review period.

*Components of **Intergovernmental Coordination** Include:*

- **Intergovernmental Coordination:** The selected Consultant will coordinate as much as possible with state agencies, air pollution control agencies, and municipalities for the development of the CCAP and over the duration of the cooperative agreement.

## Status Report

Elements required for the status report:

1. Implementation status of GHG reduction measures included in the CCAP.
2. Any relevant analyses or projections that support CCAP implementation.
3. Next Steps/Future Budget/Staffing Needs.

Below is a summary of the Status Report elements that the selected Consultant will be tasked with completing.

**Benefits Analysis (Element 3.5):**

Updated estimates of co-pollutant reductions or other benefits associated with GHG reduction measures implemented or expected to be implemented should be included in the Status Report. To the extent possible, disbenefits resulting from implementation of GHG reduction measures included in the CCAP should be tracked, minimized, and mitigated.

**Low-Income/Disadvantaged Communities Benefits Analysis (Element 3.6):**

Updated analyses of the co-pollutant emissions reductions and other program benefits to LIDAC communities associated with GHG reduction measures listed in the CCAP that have been implemented or are expected to be implemented should be included in the Status Report.

**Review of Authority to Implement (Element 3.7):**

Information for this element in the should be updated in the Status Report.

**Leverage/Intersection with other Funding (Element 3.8):**

An update to this element from the CCAP should be included in the Status Report.

**Workforce Planning Analysis (Element 3.9):**

The Status Report should include workforce development progress made since submitting the CCAP, and on any ongoing workforce development challenges inhibiting progress toward meeting their climate goals.

**Next Steps/Future Budget and Staffing Needs (Element 3.10):**

The Status Report should identify expected next steps to continue implementation of the CCAP following closeout of the CPRG planning grant, including potentially building internal capacity at SCRCOG and/or at various municipal levels. Future regional collaboration and intermunicipal initiatives are a likely area of focus.

**Stakeholder Engagement Activities (Element 3.11):**

Regional stakeholders should be updated and informed on new information included in the Status Report through existing and established formats, venues and networks detailed in the PCAP and CCAP phases.

The selected Consultant will work with SCRCOG, NVCOG, the State, and municipal staff to complete the Status Report. There will be significant interagency and intergovernmental coordination to prepare the Status Report.

The selected Consultant will assist with quarterly performance progress reports and a final report. Quarterly reports will include status of anticipated outputs and deliverables, work



progress, difficulties or challenges, financial expenditures, preliminary data results, anticipated future activities, changes in key personnel.

### **Additional Information & Resources:**

The above is a summary of required program deliverables. Respondents should refer to the official program guidance, along with technical guidance documents for specified deliverables.

- [Climate Pollution Reduction Grant – Program Guidance for States & Municipalities](#)

#### **Technical Guidance:**

- [GHG Inventory](#)
- [GHG Emission Projections and GHG Reduction Targets](#)
- [GHG Reduction Measures - Resources and Tools](#)
- [Benefits Analysis](#)
- [Low Income and Disadvantaged Community Benefits Analysis](#)
- [Workforce Planning Analysis](#)