



**Company/Vendor: Navigant Consulting, Inc.**  
**Name of Project: City of San Antonio Climate Action  
and Adaptation Plan Support**

**Statement of Work #10577406**

## STATEMENT OF WORK NO. 10577406

This Statement of Work No. 10577406 (“**SOW**”) is between Navigant Consulting, Inc (“**Company**”) and the City of San Antonio, acting by and through City Public Service Board (“**CPS Energy**”) issued pursuant to the Consulting Agreement dated October 28, 2016, including any authorized change order or amendment (collectively the “**Agreement**”).

Capitalized terms not defined in this SOW have the meaning provided in the Agreement. This SOW defines the specific requirements, work effort, milestones and schedule for the Services that Company provides to CPS Energy.

The terms of the Agreement shall control unless this SOW clearly indicates otherwise. Notwithstanding the immediately preceding sentence, in the event that this SOW expressly provides that certain provisions therein shall control over specified provisions of the Agreement (“**Special Terms**”) and such Special Terms are agreed to by duly authorized representatives from both parties, then, to the extent that such Special Terms conflict or are inconsistent with the specified provisions of the Agreement, any such Special Terms shall control, but only for the purposes of this particular SOW.

1. **Introduction/Background.** The City of San Antonio has embarked on the development of a City of San Antonio Climate Action and Adaptation Plan (CAAP). CAAP is a collaborative project between the University of Texas at San Antonio (UTSA), the City of San Antonio (CoSA), and CPS Energy. To complete the CAAP by end of year, CPS Energy is engaging outside support to complete several of the tasks related to CAAP pursuant to this SOW. In concert with Company’s efforts related to CAAP, Company shall create parameters for a new flood risk map for San Antonio River Authority (SARA) rooted in the community’s view of risk and aligned with CAAP.
2. **Services / Deliverables.** Company agrees to provide the following Services (the “**Services**”): Company will work in conjunction with CoSA, SARA, CPS Energy, and UTSA to perform the following Services (the “**Services**”) and deliver the following Deliverables (the “**Deliverables**”) in the timeframe set forth in the Project Schedule:
  - a. **Establish Project Structure**
    - i. Company will facilitate a kick-off meeting for Climate Action & Adaptation plan team.
      1. Following the meeting, Company will deliver a project workplan, including detailed schedule and communication protocols.
      2. Company shall use the ICEI Cities for Climate Protection 5 Milestone Process. (see <http://icleiusa.org/programs/emissions-management/5-milestones/> <http://archive.iclei.org/index.php?id=810>)
  - b. **Background Research**
    - i. Prepare a summary of research of best practices for climate action plans of other cities
    - ii. Include a proposed methodology for project approach including:
      1. Green House Gas (GHG) inventory
      2. Climate projection
      3. Economic cost-benefit analysis. Company will review economic cost-benefit analysis conducted by other similar cities and provide a best practice summary for San Antonio.
      4. The Background Research report containing the above items shall be delivered to CPS Energy by

June 15, 2018 in the following format: MS Office.

**c. Develop Communications Plan**

- i. Communications Plan –
  - 1. CoSA & CPS Energy are responsible for the communication plan for general public awareness and engagement.
  - 2. Company will provide presentations for San Antonio City Council and other stakeholder meetings, as needed.
  - 3. Company will provide facilitation at Climate Action and Adaption Plan (CAAP) Steering Committee and Technical Working Group Meetings.

**d. Establishing a GHG Inventory Baseline**

- i. GHG 2016 Baseline
  - 1. Company will use the Local Government GHG Analysis Protocol.
  - 2. Company will use UTSA staff as set forth in the assumptions below.
- ii. Prepare a historic GHG trends analysis in Gross, Per Capita, by Household, and by Sector.
  - 1. Company will use the Local Government GHG Analysis Protocol.
  - 2. Company will use UTSA staff as set forth in the assumptions below.

**e. Develop Future Emissions Scenarios (Pathways), and Wedge Analysis**

- i. Two (2) GHG Emissions Targets and Wedge Analysis scenarios including the following:
  - 1. Business as Usual (BAU)
  - 2. Paris Climate Accord Compliant
  - 3. Two (2) additional scenarios determined by CPS/CoSA (May not be required and are not in scope of this SOW)

**f. Identify Mitigation Strategies**

- i. Sector-based mitigation strategies for community and municipal operations.
  - 1. CoSA and CPS Energy will actively participate to provide head start on key areas to consider.

**g. Mitigation Strategies Costs and Benefits**

- i. Community Sector
  - 1. Financial costs of mitigation strategies
  - 2. Fiscal benefit of mitigation strategies, including cost avoidance
- ii. Municipal
  - 1. Financial costs of mitigation strategies
  - 2. Fiscal benefit of mitigation strategies, including cost avoidance

**h. Determine GHG Reduction Target**

- i. Determine the GHG reduction target for community and municipal operations
- ii. Perform a wedge analysis for selected reduction target by sector depicting pathway to meeting target

**i. Prioritize Mitigation Strategies**

- i. For community and municipal Strategies
  - 1. Analysis and prioritization of mitigation strategies based upon
    - a. Financial costs of mitigation strategies
    - b. Fiscal benefit of mitigation strategies, including cost avoidance

**j. Develop Implementation Plan**

- i. Develop an implementation plan for municipal and community mitigation and adaptation strategies, including, but not limited to the following:
  - 1. Identified lead agencies and partners
  - 2. Implementation costs
  - 3. Timeframe
  - 4. Funding mechanisms
  - 5. CoSA will lead the rallying of the various stakeholders to help get them on board early in the communication plan and engagement strategy. Company will provide support and facilitate meetings as needed.

**k. Develop Adaptation Plan**

- i. For community sector
  - 1. Adaptation plan component
    - a. Climate projections
    - b. Vulnerability assessment for community, key sectors, and municipal organization
    - c. Scenario planning results document
  - 2. Identification, analysis and prioritization of strategies based upon
    - a. Financial costs
    - b. Fiscal benefits including cost avoidance
- ii. Municipal
  - 1. Adaptation plan component
    - a. Scenario planning results document
  - 2. Identification, analysis and prioritization of strategies based upon
    - a. Financial costs
    - b. Fiscal benefits including cost avoidance

**l. Write Climate Action and Adaptation Plan (Two Separate Plans for Adoption Purposes – Web-Based, Limited Text, Infographics)**

- 1. Draft layout document
- 2. Draft Climate Action and Adaptation Plan
- 3. Finalize Climate Action and Adaptation Plan

### m. Delivery of Criteria for New Floodplain Risk Maps

#### i. Review Current Approaches for Floodplain Risk

1. Company will meet with core SARA floodplain risk team in a one (1) day workshop at SARA's offices to review the modeling and communication of the current floodplain maps. The objective of the session is to:
  - a. Validate current base maps and data sources
  - b. Review current risk models in use
  - c. Review risk communication plan and community response to flooding risk and events
  - d. Understand how the previous and current sustainability plan is addressing climate-based risk
2. Company shall deliver a short report to CPS Energy and SARA summarizing Company's findings and approaches that could be used to gain stakeholder feedback on risk no later than two weeks following the SARA floodplain risk team.

#### ii. Create Community-Based Risk Metrics

1. Company will use the current risk maps to generate community-based metrics that capture flooding risk. These will pertain to community services (e.g. transportation, access to health facilities), utility services (electrical system outages) and ecosystem services (longer-term ecological impacts). In addition, in collaboration with the SARA GIS team, Company will create a series of scenarios of flood maps, based on more extreme climate events (such as the 500-year flood, and FEMA data sets) using more up-to-date downscaled data and current research.
2. For this exercise, Company will build off SARA's risk modeling approach, not generate new risk maps. Rather Company will capture the risk associated with those risk maps, for community feedback. Company will work with the group to determine which likelihood levels to include in the final risk scenarios.
3. Company will validate these metrics with SARA, in a half-day workshop in SARA's offices.

#### iii. Gain Feedback on Current and Future Risk from SARA Stakeholders

1. In a public meeting, and in an online survey, Company will present a series of three scenarios and their associated metrics. This will entail reviewing ongoing research by SARA and UTSA, and evaluating whether to include it in the analysis. Company propose to use the approach of creating a "Willingness to Pay" model where stakeholders place value on different aspects of ecosystem and city services, derived from the mapping output above. This effort will have two parts.
  - a. Stakeholders will be asked to rank services from highest priority to lowest priority.
  - b. Company will solicit dollar amounts for each service, for each participant in order to determine the price elasticity of the service on the margin. Each participant will be asked if they would be willing to pay a randomly determined amount for a selected service. If the participant answers "Yes", the value is increased until the participant would no longer be willing to pay to receive the service. If the participant answers "No", the value is decreased until the participant would be willing to pay to receive the service. The responses are then aggregated and a logit model is fit to the data. The outcome of this will be a series to curves specific to each service, detailing the value of the service to the community.
2. Company will determine the specifics of the audience of this public meeting in conjunction with SARA.

3. The outcome of this step will be the key findings from the public workshop, focusing on how stakeholders value current and future risk from flooding.

iv. Propose Modified Criteria for New Risk Maps

1. Based on the feedback obtain from the above Services, Company will work with SARA’s GIS team to make recommendations as to how to capture the public feedback into new risk maps. To do this, Company will synthesize the recommendations from the workshop into their quantitative geographic meaning by associating each service with a geography (point or polygon), mapping the value at a predetermined threshold (for example, 50%, or, +2 feet Freeboard), and intersecting these valued asset geographies with the risk maps generated above. This will determine the location and value of assets at risk under different scenarios.

2. As a result of this step, Company will deliver a set of explicit recommendations on how to update the floodplain map to address the current and future flood risk no later than 3 months following first SARA stakeholder workshop. This will include identifying best practices of floodplain management, capturing risk and uncertainty, the role of green infrastructure, and making future public infrastructure more resilient. These recommendations may be included in the final CAAP report, as an appendix.

v. The results of each of the above Criteria for New Floodplain Risk Maps Services shall be presented to SARA or CPS Energy, as needed.

3. **Term.** The Company will begin performing the Services no later than June 1, 2018, and will complete the Services no later than February 28, 2019.

4. **Fees.** The Fee for this engagement is fixed at \$355,000 including travel expenses.

5. **Payment Schedule.** Company agrees to the following payment terms, including any milestone payments or other conditions related to payments as set forth herein:

Contract Execution	\$ 68,750
Establishing a GHG Inventory Baseline	\$ 41,250
Propose Modified Criteria for New Risk Maps (SARA):	\$ 80,000
Identify Mitigation Strategies	\$ 41,250
Determine GHG Reduction Target	\$ 41,250
Develop Adaptation Plan	\$ 41,250
Final CAAP	\$ 41,250
<b>Total</b>	<b>\$ 355,000</b>

6. **Expenses.** Unless otherwise approved by CPS Energy in writing in advance, Company shall bear all of its expenses in connection with the performance of the Services and development and delivery of the Deliverables.

7. **Project Schedule.** The Services shall be performed and Deliverables delivered according to the following schedule:

a. The Project shall be completed by December 15, 2018.

b. Key interim deadlines:

i. Establish a GHG Inventory Baseline: June 1, 2018

ii. Propose Modified Criteria for New Risk Maps (SARA): July 31, 2018

iii. Develop Future Emissions Scenarios (Pathways), and Wedge Analysis: July 31, 2018

iv. Identify Mitigation Strategies: August 31, 2018

Attachment: Navigant SOW (2483 : Interlocal Agreement with CPS)



- v. Determine GHG Reduction Target: June 30, 2018
- vi. Develop Adaptation Plan: October 31, 2018
- vii. Draft CAAP: December 31, 2018

8. **Assumptions.**

- a. Company will provide presentation materials for up to three (3) San Antonio City Council and stakeholder meetings.
- b. CoSA will facilitate up to two CAAP Steering Committee and each of the ten (10) technical working group meetings (12 meetings total).
- c. Company shall have use of local government GHG analysis protocol.
- d. Company shall be provided use of UTSA, and CoSA staff as follows:
  - i. Four (4) UTSA students available 20 hours/week, to conduct a baseline emissions inventory and GHG forecast and other tasks.
  - ii. One (1) CoSA staff member and one (1) CPS Energy staff member available at least 10 hours/week.

9. **Insurance.** Company agrees to carry and keep insurance in full force during the Term of this SOW sufficient to fully protect CPS Energy and SARA from all damages, claims, suits and/or judgments including, but not limited to, errors, omissions, violations, fees and penalties caused or claimed to have been caused by, or in connection with the performance or failure to perform under the Agreement by Company, Company’s agents or employees, a Company Subcontractor, or its agents or employees. The minimum amount of insurance as required shall be in accordance with Addendum A titled “Minimum Insurance Requirements.” Company’s insurance shall be primary to and non-contributory with any self-insurance and/or insurance maintained by CPS Energy or SARA. Should the Minimum Insurance Requirements of CPS Energy change, Company shall be notified in writing and Company shall have sixty (60) days to meet the new requirements. Should the new requirements add materially to Company’s cost, Company should notify CPS Energy and request adjustment in Company’s compensation.

10. **Primary Contacts.** The following persons will be the primary contacts for the parties as it relates to this SOW.

**CPS Energy**

Name: Angela Rodriguez  
 Title: Director, Climate & Sustainability  
 Phone Number: 210.353.4585  
 Email Address: ADRodriguez@cpsenergy.com

**Company**

Name: Dan Bradley  
 Title: Managing Director, Energy  
 Phone Number: 512.493.5419  
 Email Address: Dan.Bradley@navigant.com

**SARA\***

Name: Stephen T. Graham, P.E., CFM  
 Title: Assistant General Manager  
 Phone Number: (210) 302-3622  
 Email Address: sgraham@sara-tx.org


\*The representative for SARA shall not be authorized to make any representations on behalf of CPS Energy. Any changes to this SOW, including changes that expand, revise, or modify the SOW in any way resulting in a change to the Fees shall be pre-approved by CPS Energy in writing.

Attachment: Navigant SOW (2483 : Interlocal Agreement with CPS)

11. **Amendment.** All changes to the terms of this SOW, including any change in the scope of Deliverables or Services, modification of the description or due date of the Deliverables or Services, or a change in fees due shall be subject to the Change Authorization Order process set forth in the Agreement.
12. **Authorization.** Each party represents and warrants that all consents or approvals required of third parties (including, but not limited to, its Board of Directors or partners) for the execution, delivery and performance of this SOW have been obtained and that each party has the right and authority to enter into and perform its covenants contained in this SOW.
13. **Exhibit(s).** The following selected exhibit(s) shall be attached hereto and incorporated herein by reference:

<input type="checkbox"/> Exhibit A:	Fees & Rates	
<input type="checkbox"/> Exhibit B:	Specifications	
<input type="checkbox"/> Exhibit C:	Materials	
<input checked="" type="checkbox"/> Exhibit D:	Change Authorization Order	
<input type="checkbox"/> Exhibit E:		

14. **Addenda.** The following selected addenda shall be attached hereto, if applicable, and incorporated herein by reference:

<input checked="" type="checkbox"/> Addendum A:	Minimum Insurance Requirements	
<input checked="" type="checkbox"/> Addendum B:	Data Security & Privacy	 Addendum B - Data Security and Privacy (2
<input type="checkbox"/> Addendum C:	Subcontracting	
<input type="checkbox"/> Addendum D:	CPS Energy Security Policies	
<input type="checkbox"/> Addendum E:	US Government Contracts	
<input type="checkbox"/> Addendum F:	Environmental	
<input type="checkbox"/> Addendum G:	Contractor Safety Passport Program	
<input type="checkbox"/> Addendum H:	Company Personnel On-Site at CPS Energy Generation Facilities	
<input type="checkbox"/> Addendum I:	Guideline for Business Travel Expenses	

Attachment: Navigant SOW (2483 : Interlocal Agreement with CPS)



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**The City of San Antonio,  
acting by and through  
City Public Service Board**

**Navigant Consulting, Inc.**

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Signature

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**APPROVED BY SARA:**

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Signature

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Printed Name

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Title

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Date

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