



DELIVERY IN ELECTRONIC AND HARD COPY 2:00 PM ET, JUNE 29, 2026 TO:
CHATHAM COUNTY • MICHELE PELUSO, COUNTY FINANCE OFFICE, COURTHOUSE ANNEX
12 EAST STREET • PITTSBORO, NC 27312

RESPONSE TO RFP FOR CLIMATE ACTION PLAN DEVELOPMENT

PRESENTED BY:



SECTION 1 – PROPOSAL SUMMARY

Chatham County
Michele Peluso, County Finance Office, Courthouse Annex
12 East Street
Pittsboro, NC 27312

Blue Strike Environmental
126 Bonifacio Place, Suite G
Monterey, CA 93940

Subject: Response to RFP for Climate Action Plan Development

Dear Ms. Peluso,

Chatham County is navigating significant change. Population growth, two industrial mega-sites, and expanding residential development are creating new pressures on a County that has long valued its agricultural land and rural character. The Climate Action Plan developed through this process will need to reflect that context, integrating with Plan Chatham, the Unified Development Ordinance, and the Farmland Preservation Plan while giving the Board of Commissioners, the CCAC, and the broader community a clear and actionable path forward.

Blue Strike Environmental has delivered Climate Action Plans, Sustainability Plans, and Environmental Resiliency Plans for public-sector clients across the country, including Orange County, the City of Fayetteville, the Town of Davidson, the Town of Wake Forest, and Durham County. We know North Carolina's planning landscape, the state's climate commitments under Executive Order 80, and the community dynamics that shape whether a plan generates lasting action after adoption.

Our proposed team is led by Project Manager Cisco Tomasino, who has managed climate action and sustainability planning engagements for jurisdictions comparable to Chatham County, supported by Rich Swanson, Ph.D., Director of Energy and Climate, who has overseen more than 40 CAP and sustainability planning projects nationwide. Our specialists in GHG analysis, equity-centered engagement, and implementation planning have worked together across multiple prior engagements and bring no learning curve to this project.

We are eager to leverage our deep expertise to amplify Chatham County's existing efforts and to forge a partnership aimed at a greener, more resilient future for the community. For any further questions or clarifications, please feel free to contact us at andrea@bluestrikeenvironmental.com.

Sincerely,



Andrea Green

Business Development Manager, Energy & Climate Division • Blue Strike Environmental

»» A Woman-Owned Small Business Enterprise

»» Certified Green Business, California Green Business Network



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FIRM OVERVIEW



Blue Strike Environmental was founded in 2007 and has grown into an award-winning firm delivering GHG inventories, climate action plans, energy planning, and community engagement services to municipalities, counties, tribal nations, universities, and regional agencies across the United States. We are a Woman-Owned Small Business Enterprise and a Certified Green Business through the California Green Business Network, with our primary office in Monterey, CA and staff in Denver and Boulder, CO, and Wilmington, NC.

Our portfolio spans more than 50 public-sector climate and sustainability planning projects, including work in North Carolina with Orange County, Durham County, the Town of Davidson, the Town of Wake Forest, the City of Fayetteville, and Research Triangle Institute (RTI). That depth of in-state experience means we come to this project already familiar with North Carolina's planning environment, Executive Order 80, and the regional dynamics that shape how communities set and pursue climate goals.

CORE COMPETENCIES

Climate and Sustainability Action Planning. Climate action planning is Blue Strike's primary line of work, not a peripheral service. Our team has developed CAPs, sustainability plans, and environmental resiliency plans for clients ranging from small towns to major urban counties, structuring plans that integrate with existing local documents, set ambitious and defensible targets, and produce implementation roadmaps that staff can actually use after adoption.

Greenhouse Gas Inventory and Emissions Analysis. Blue Strike consultants were among the early beta testers of ICLEI's ClearPath platform and have used it across dozens of engagements. We are equally proficient with the U.S. Community Protocol, Local Government Operations Protocol, and Global Protocol for Community-Scale Emissions. Where Chatham County's existing inventory is the foundation, our role is to interpret it rigorously, forecast future trajectories, and translate findings directly into strategy development.

Stakeholder and Community Engagement. Effective engagement is not a checkbox for our team. Blue Strike has designed and led engagement processes for communities with widely varying demographics, including bilingual outreach, targeted engagement with historically underrepresented populations, and structured processes for rural communities where traditional formats often fail to reach those most affected by climate impacts.

Cost Analysis and Funding Strategy. Several members of our team are trained economic and financial modelers who routinely quantify costs and co-benefits of emissions reduction strategies, identify grant and financing mechanisms, and develop funding plans that give clients a realistic picture of what implementation requires.

Technical Writing and Public Communication. Every plan we deliver is designed to be read and used, not archived. We present technical findings in formats accessible to elected officials, community members, and staff alike, including visual summaries, infographics, and ArcGIS-based StoryMaps. Readability and usability are built into our process from the start.



MWBE PARTICIPATION

Blue Strike Environmental is a Woman-Owned Small Business Enterprise registered with WBENC. Certification available upon request.

ORGANIZATIONAL CHART



SECTION 3 –



RELEVANT CAP EXPERIENCE

Blue Strike has developed Climate Action Plans, Sustainability Plans, and Environmental Resiliency Plans for more than 50 public-sector clients across the United States. Climate action planning is the core of our practice, and the majority of our engagements are with counties, municipalities, and regional agencies navigating the same challenges Chatham County faces: translating community values and emissions data into strategies that are actionable, equitable, and built to last beyond adoption.

Orange County, NC • Climate Action Plan • November 2022–November 2023

Blue Strike delivered an equity-centered Climate Action Plan for Orange County, a community sharing meaningful characteristics with Chatham County: rural land, agricultural heritage, university influence, and rapid growth pressures along the I-40 corridor. The project included community-wide and municipal GHG inventories and forecasts in accordance with the U.S. Community Protocol using ICLEI ClearPath, interim and long-term reduction targets aligned with IPCC guidance, multiple emissions scenarios, a robust stakeholder engagement process, Carbon Disclosure Project reporting, a comprehensive funding plan, and a community-facing online dashboard. The resulting implementation plan provides clear staffing, funding, and phasing guidance to support timely execution.

Town of Davidson, NC • Climate Action Plan • January 2023–April 2024

Blue Strike collaborated with the Town of Davidson to develop a Climate Action Plan aimed at achieving carbon neutrality by 2037, the first in the region to receive a 2025 Sustain Charlotte Award for excellence in climate planning. The project included updated GHG inventories, community engagement, and comprehensive evaluations of top climate initiatives based on cost, feasibility, and equity, with detailed analysis of challenges, opportunities, and projected future emissions under multiple scenarios.

Town of Wake Forest, NC • Sustainability Plan • July 2025–Present

Blue Strike is leading development of Wake Forest's first Sustainability Plan through a 16-month process integrating technical analysis and structured community engagement. The project includes a climate vulnerability assessment, a GHG emissions inventory using ICLEI ClearPath 2.0, a demographic and socioeconomic analysis, and a peer and gap analysis benchmarking the Town against peer communities.

City of Fayetteville, NC • Sustainability Action Plan • January 2024–April 2025

Blue Strike developed Fayetteville's Sustainability Action Plan, emphasizing community engagement and integrating strategies for GHG reduction, climate adaptation, and long-term resilience. Fayetteville brought Blue Strike back for a second, larger engagement — a direct reflection of the quality of our work and the trust we build with clients.

SECTION 3 –



RELEVANT CAP EXPERIENCE

City of Fayetteville, NC • Regional Energy Efficiency Plan • January 2025–April 2026

Building on the Sustainability Action Plan, Blue Strike is leading development of a comprehensive Regional Energy Efficiency Plan for the Fayetteville Regional Energy Collaborative, a coalition spanning Fayetteville Municipal Operations, Cumberland County, local public schools, PWC, and Fort Bragg Army Base, including in-depth energy analysis, stakeholder engagement, and technical and financial analysis.

Durham County, NC • Renewable Energy Plan • February 2020–January 2022

Blue Strike worked with Durham County to develop a Renewable Energy Plan to help the County reach 100% renewable energy use in its operations, entailing data collection, analysis of current renewable energy mix and forecasts, development of renewable energy targets, and scenario analysis. While scoped as a renewable energy plan rather than a full CAP, the project gave our team direct experience working at the county level in the NC Piedmont region.

Research Triangle Institute, NC • Climate Action Plan and Carbon Neutrality Roadmap October 2021–March 2023

Blue Strike worked with Research Triangle Institute (RTI) International to develop a Climate Action Plan and carbon neutrality roadmap for RTI's campus in Research Triangle Park. The project included a GHG inventory, stakeholder engagement through the creation of a Green Team and focus groups, and development of a comprehensive implementation plan guiding RTI toward carbon neutrality. While an institutional rather than municipal client, RTI's location in the heart of the Research Triangle makes this engagement directly relevant to Chatham County's regional context.



Effective climate action planning requires more than a well-run public process. It requires deliberate effort to reach the people most affected by climate impacts but least represented in traditional planning. Blue Strike has built its engagement practice around this reality, designing processes from the outset to surface voices that standard outreach misses and translate that input into plan content that reflects the full range of a community's needs and priorities.

Brennen Jensen, our Stakeholder Engagement Lead, brings over 20 years of experience designing and facilitating engagement processes for local governments, communities, and institutions. Her background in facilitation, conflict resolution, and environmental behavior change informs an engagement philosophy grounded in empowerment rather than compliance.

MEETING PEOPLE WHERE THEY ARE

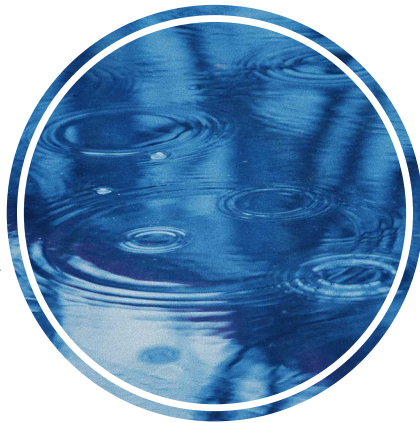
Blue Strike moves engagement beyond city hall. For communities with significant rural, agricultural, or working-class populations, we design outreach that fits the rhythms of people's lives, including pop-up events at community gathering places, faith community partnerships, multilingual surveys, and programming timed around work schedules. For Chatham County, where longtime farming families, Latino communities, and new industrial workers all have distinct relationships to climate change, this kind of intentional reach is what makes the difference between a plan that reflects the whole community and one that reflects only the loudest voices.

ADAPTABILITY AS A CORE PRACTICE

No engagement plan survives first contact with a community entirely intact. Blue Strike monitors participation patterns throughout the process and pivots when the data tells us to. If a particular outreach channel is generating a strong response, we lean into it. If a scheduled activity is not reaching its intended audience, we adjust format, timing, or venue rather than pressing forward with an approach that is not working.

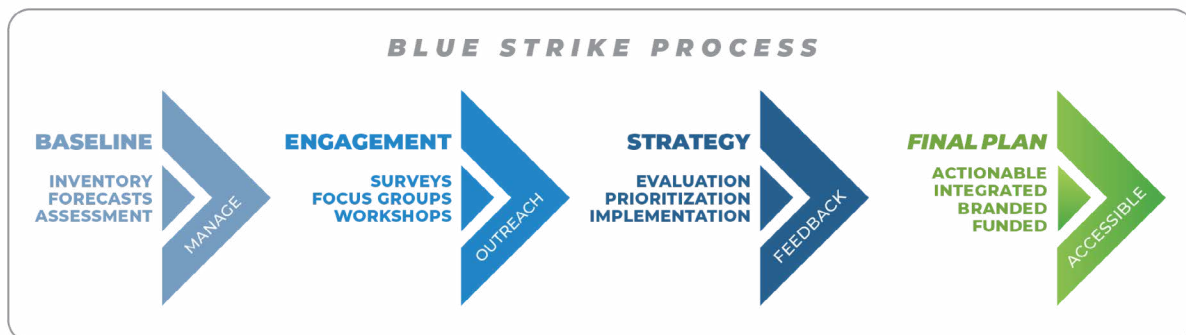
EQUITY AS A DESIGN PRINCIPLE

Blue Strike builds equity into process design from the start. This means identifying structural barriers to participation and actively working to remove them, providing translation and interpretation services where needed, and evaluating engagement outcomes not just by total participation numbers but by whether underrepresented groups had meaningful influence on plan content. On the University of Colorado Boulder Climate Action Plan, Blue Strike developed a custom Equity Index scoring system that gave each CAP strategy an equity score used to guide prioritization. That same commitment carries into our county work.



Chatham County deserves the very best Climate Action Plan and we will deliver it. Implementing it will require mobilizing individuals across departments and residential and business communities, reaching beyond the "sustainability fan club" into parts of the community that do not often consider climate change or its impacts. Blue Strike will leverage a proven process to create a clear roadmap and compelling narrative, built on three principles.

We begin by listening. We listen to County staff and leadership, to residents and business leaders, and we seek out those who don't often have a seat at the table. We even listen to skeptics. From that foundation, we tell a data-driven story, weaving quantitative insights about energy use and emission drivers into a narrative that makes complex information accessible and actionable. Finally, with you, we create crowd-pleasing solutions: strategies that reduce emissions while increasing resiliency, saving money, promoting quality of life, and improving equity.



All of our plans are actionable, integrated, branded, and funded. They feature specific measurable steps, complement existing County planning efforts, and match high-impact strategies with financing sources so the County can proceed with minimal financial obstacles. Chatham County also enters this process with meaningful momentum. The CCAC's 2025 joint retreat with the Board of Commissioners produced a clear set of community priorities and a sector framework that will serve as the foundation for this CAP. Our role is to build on that work.

»»» TASK 1: PROJECT COORDINATION

SUBTASK 1.1: PROJECT PLAN

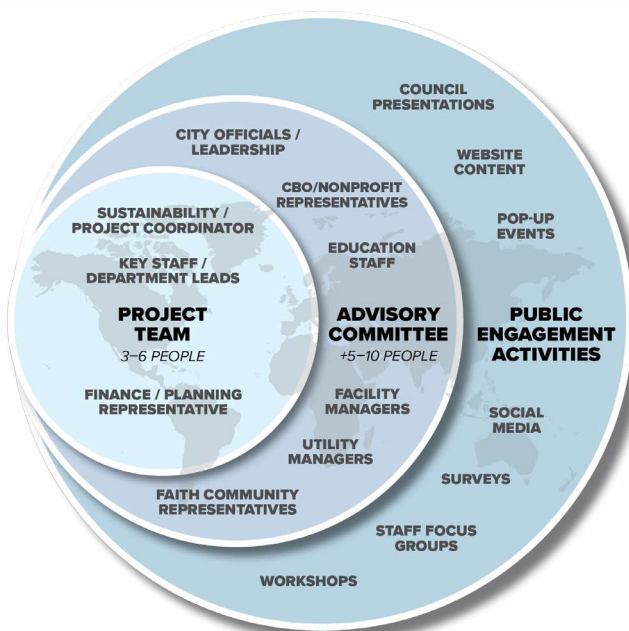
Our team will develop and deliver a detailed Project Plan establishing the project timeline, deliverable schedule, meeting cadence, and roles and responsibilities for both the Blue Strike team and County staff. We utilize Monday.com as a centralized project management platform, accessible to County staff at no cost, providing real-time visibility into task status, deadlines, and team assignments alongside cloud-based document storage for meeting minutes, draft deliverables, and presentations.



Key Stakeholder Groups

Blue Strike will work with the Sustainability Director and project oversight group to establish clear roles and engagement structures at the outset of the project. As illustrated in **Figure A**, our engagement process operates across three concentric rings: the core project team, an advisory committee of 5 to 10 stakeholder representatives, and the broader public engagement activities that reach the wider community.

FIGURE A: STAKEHOLDER ROLES



Blue Strike will support the County in forming a CAP Advisory Committee, bringing together representatives from agricultural communities, local nonprofits, businesses, faith communities, industrial employers, and other key groups. This committee will provide valuable input at key stages of the project, ensuring diverse perspectives are considered, including those of Chatham County's longtime farming families, growing suburban populations, and new industrial employers. Chatham County's existing Climate Change Advisory Committee will serve as a central partner, and we will build directly on the priorities and sector framework the CCAC developed through the 2025 retreat. We typically facilitate three meetings:

- **Introductory Meeting:** Meet our team, introduce the project, and build on the CCAC's existing work and initial ideas.
- **Strategy Development Meeting:** Workshop proposed strategies and measures for the CAP across the County's seven identified sectors.
- **Draft Review Meeting:** Review the draft plan and provide feedback.

Advisory Committees have been essential to the success of past projects, including our work in Orange County and Davidson NC, fostering community buy-in, incorporating diverse perspectives, and ensuring a more effective and achievable implementation.

**SUBTASK 1.2: KICK-OFF MEETING**

A kick-off meeting will be held with County staff following contract completion to review the project timeline, scope, and administrative procedures. Our team will outline the recommended approach, address potential issues or concerns, and gather feedback from County staff. Key discussion points will include roles and responsibilities, communication protocols, and expectations for stakeholder engagement. We will also review relevant data, maps, and documents to support early analysis across the CAP's seven sectors. Our team will coordinate scheduling, provide an agenda and presentation, and deliver a written summary of key agreements and next steps.

SUBTASK 1.3: BI-WEEKLY MEETINGS

Our dedicated climate team is committed to being responsive to the unique needs of Chatham County, seamlessly coordinating with County staff, residents, stakeholders, and consultant teams as needed. We adapt flexibly to changing conditions while ensuring the project stays within scope and budget. To support this, we will conduct bi-weekly virtual meetings with County staff to review progress, plan upcoming efforts, and keep the project on schedule. Meeting details and logistics will be finalized in collaboration with the County.

SUBTASK 1.4: MONTHLY MEMOS AND INVOICES

After the project begins, our team will provide monthly invoices and progress memos detailing completed tasks, outstanding deliverables, and the percentage of work completed. These reports will also include budget and schedule status, noting any necessary course corrections. Key County staff will have access to these statements to provide feedback and input on project progress.

»»» TASK 2: BASELINE ASSESSMENT**SUBTASK 2.1: EXISTING CONDITIONS ASSESSMENT**

Our team will undertake comprehensive research and data collection in various areas crucial for the development of the CAP. Our approach involves a thorough review of existing County plans, codes, policies, programs, and commitments to environmental sustainability and climate resiliency. We will analyze these documents to extract pertinent information and recommendations related to the development of the CAP and GHG emissions reductions.

As part of this assessment, Blue Strike will compile a comprehensive inventory of previously completed and ongoing sustainability and climate mitigation projects performed by Chatham County government. This inventory will identify what the County has already accomplished, where gaps remain, and which efforts can be built upon directly in the CAP. County staff will assist in compiling this information, and Blue Strike will organize and synthesize findings into a format that directly informs strategy development in later tasks.



Furthermore, to ensure the Plan is well-rounded and informed by successful precedents, we will study best practices from counties comparable to Chatham in terms of size, scale, and rural-agricultural character. This will involve analyzing effective climate action plans, mitigation and adaptation measures, financing mechanisms, and community outreach techniques from these communities. Our research will not only cover local and municipal strategies but will also extend to state guidelines, ensuring our strategies align with higher-level directives. Our review will include but not be limited to the following documents:

COUNTY PLANS:

- Plan Chatham (Comprehensive Plan)
- Unified Development Ordinance
- Farmland Preservation Plan
- Hazard Mitigation Plan

REGIONAL PLANS:

- Central Pines Regional Council plans and resources
- Triangle Regional Resilience Partnership materials
- North Carolina Sustainability Benchmarking Report

STATE LEGISLATION:

- North Carolina Climate Risk Assessment and Resilience Plan
- North Carolina Clean Energy Plan
- NC Priority Climate Action Plan
- NC Comprehensive Climate Action Plan (as available)
- Executive Order 80

A critical component of our approach is the development of a proven tool, a Climate Action Tracker. Blue Strike's Climate Action Tracker is a comprehensive matrix that will centralize all acquired knowledge and ongoing initiatives related to emission reductions. This includes findings from the existing conditions assessment, the climate action inventory, and the GHG emissions analysis. This tracker will serve as a dynamic tool for internal use, identifying goals and strategies that may require updates and modifications, and will be used to conduct a gap analysis, compile data, and identify priority areas based on the County's goals and existing state.

The Climate Action Tracker will evolve as a foundational document, subject to revisions as additional review and analysis occur, providing a consolidated overview of the County's climate planning process. As the project concludes, the Tracker will house the complete list of climate measures, the prioritization matrix, and the implementation plan. This tool will be provided to the County as a final deliverable and can continue to be used internally to track implementation.

**FIGURE B:
ROLE OF THE
SUSTAINABILITY
TRACKER**





FIGURE C: SUSTAINABILITY TRACKER SAMPLE

CLIMATE ACTION PROGRESS	OBJECTIVES	STRATEGIES	GOAL TYPE	METRICS	GROUPS INVOLVED
ENERGY & EMISSIONS					
Develop GHG emission inventory reporting protocol	Expand GHG accounting to include the entire institute	Collect and report resultant GHG emissions for domestic regional leased facilities	Contingent	Emissions using CESA	Sustainability, HR, Regional
		Collect & report GHG emissions for all leased facilities	Future	Emissions using CESA	Sustainability, HR, Regional
Reduce Scope 1 & 2 emissions by 25% by 2025	Established a Green Revolving Fund	Create Internal Financial Structure	Future	\$ awarded/planned	Sustainability
		Create application & distribution procedure & schedule	Contingent		
	Consider Renewable Energy Procurement	Identify staff oversight/governance structure	Future		
		Purchase premium renewable energy products in all domestic offices	Current	MTCO2 avoided, \$	
5% reduction in natural gas from 2019 levels by 2022	Consider heat pumps as a replacement option	Purchase utility partners & identify cost of premium	Future	MTCO2 avoided, \$	
			Current	0	
5% reduction of electricity from 2019 levels by 2022	Increase Energy Efficiency projects	Consider switching to renewable natural gas	Current	0	
		Perform energy audit on X campus	Current	MTCO2 avoided, \$	
	Install 1 MW solar on main campus by 2025	Solar PC fitting survey	Current	0	
BUILT ENVIRONMENT					
Identify one sustainable building material			Current	0	Eng.
Incorporate reporting and certification structures			Current	0	Eng.

SUBTASK 2.2: PEER BENCHMARKING

Blue Strike will prepare an analysis that compares and analyzes the CAPs of communities of similar size, density, and rural-agricultural character to Chatham County. Drawing on our extensive portfolio of CAP work across the Southeast and nationally, we are well positioned to identify the most relevant peer examples and extract meaningful lessons rather than generic comparisons. This analysis will be shared with the project oversight group early in the project as a way to ground discussions in what comparable communities have done, what has worked, and what Chatham County can realistically aspire to achieve within a twelve-month planning horizon.

SUBTASK 2.3: GHG EMISSIONS ANALYSIS

Chatham County has developed GHG inventories approximately every five years since 2010, with the most recent inventory based on 2023 and 2024 data. Blue Strike will not conduct a new GHG inventory as part of this scope. Instead, our team will rigorously analyze and interpret the County's existing inventory data to establish a clear emissions baseline, identify the highest-impact sectors, and develop emissions forecasts through 2050.

This process will yield a Business-as-Usual (BAU) scenario and an Adjusted Business-as-Usual (ABAU) scenario that incorporates the impacts of relevant state and federal legislative and executive actions, including North Carolina's commitments under Executive Order 80. Together these forecasts will establish the emissions gap the County must close to achieve its reduction targets, and will directly inform strategy development across the CAP's seven sectors.

Using the ABAU forecasted emissions alongside selected reduction targets, Blue Strike will assess the gap that the County will need to address and develop a reduction scenario aimed at meeting or surpassing those targets. The resulting analysis will demonstrate projected emissions reductions by sector and scope, providing the quantitative foundation for the goals, strategies, and actions developed in Task 5.



»»» TASK 3: COMMUNITY ENGAGEMENT

SUBTASK 3.1: COMMUNITY ENGAGEMENT PLAN

In collaboration with the County, we will develop a Community Engagement Plan to guide Task 3. We will leverage the County's past initiatives, including the work of the CCAC and the 2025 Board of Commissioners retreat, to ensure meaningful interactions with both internal and external stakeholder groups. The Community Engagement Plan will be carefully designed to surface the community's viewpoints, evaluate effective strategies, and uncover opportunities for refinement, making certain that it encapsulates the shared aspirations and visions of the community, guaranteeing that the resulting CAP is resonant and locally relevant. The Community Engagement Plan will include:

Engagement Goals: In collaboration with the County, we will set overarching objectives for stakeholder engagement. These goals, identified at the onset, will direct the entire engagement process. They might range from increasing understanding of stakeholder perceptions related to the Plan, to fostering support and awareness for the strategy's final plans and execution. Acknowledging the County's potentially diverse objectives, defining these early will shape our strategic approach to engagement.

Outreach and Engagement Activities: Detailed plans for various outreach methodologies will be laid out, including timing, objectives, format, key participants, potential agendas, and roles of the County and Blue Strike.

Overall Timeline: We will develop a planned timeline for all engagement and outreach activities, ensuring that these events are strategically scheduled in alignment with the technical aspects of the project. This timeline will be designed to maintain consistent progress and build momentum among stakeholders.

SUBTASK 3.2: OUTREACH MATERIALS

Blue Strike's in-house Graphic Designer will create simple, elegant, and compelling outreach materials. This could include hardcopy handouts and digital materials that can be shared on the County's website and social media. We acknowledge that these visuals and graphics will be powerful tools and will be used as public-facing materials for outreach activities.

Below are some examples of graphics we have developed for clients:





SUBTASK 3.3: COMMUNITY SURVEY

Blue Strike will develop and host one online community survey to solicit broader input in the development of the CAP. The community can provide input on their climate-related concerns, goals, and potential actions for a more sustainable and resilient Chatham County, including topics such as extreme weather events, rising electricity costs, agricultural land pressures, and public health. The community survey will be marketed via a weblink and QR code on the County's website and other outreach materials, and feedback from the survey will be incorporated into the Draft CAP. Depending on the project's needs, Blue Strike is equipped to create a tailored survey using R programming or employ well-established platforms like SurveyMonkey or Qualtrics.



SUBTASK 3.4: STAFF FOCUS GROUP

Blue Strike will facilitate up to three focus groups during the strategy development phase to solicit feedback from stakeholders that will be imperative to the implementation of the Plan. Focus groups will be designed to reach groups that may not have historically had input into County climate deliberations, including agricultural producers, Latino and Indigenous community members, and representatives from Chatham County's growing industrial sector.

SUBTASK 3.5: COMMUNITY MEETINGS

Blue Strike will design and facilitate community meetings to engage the broader public, foster collaborative discussions, and generate innovative ideas for climate action in Chatham County. These meetings will provide a platform for participants to share their expertise, experiences, and visions, with a variety of input opportunities and breakout sessions for focused discussions. We will work closely with the County to develop invitee lists and the most effective meeting agendas and materials.

SUBTASK 3.6: ENGAGEMENT REPORT

Following the completion of community engagement activities, Blue Strike will compile a comprehensive Engagement Report documenting outreach methods, participation levels, key themes, and how community input shaped the CAP's goals, strategies, and priorities. This report will provide the County with a transparent record of the engagement process and will be summarized in the final CAP.



»»» TASK 4: VISIONING AND GOALS

SUBTASK 4.1: VISION AND GOALS STATEMENT

Blue Strike will facilitate a collaborative visioning process with County staff, the project oversight group, and the CCAC to develop a draft vision and goals statement to guide the CAP development effort. The vision statement will reflect Chatham County's unique character, values, and priorities, grounded in the community input gathered through Task 3 and the emissions analysis completed in Task 2. Supporting goals will be developed across the CAP's seven sectors, providing a clear aspirational framework that connects community values to measurable climate outcomes. The draft vision and goals statement will be shared with County staff and the project oversight group for review and refinement before the framework is finalized.

SUBTASK 4.2: FRAMEWORK SELECTION

Blue Strike will work with the County's project team to establish a clear strategic framework for GHG reduction efforts. Setting this foundation early will help keep discussions focused and ensure alignment with the County's priorities. The framework will shape the Plan's structure, organized around the seven sectors identified by the CCAC: Agriculture, Built Environment and Energy Efficiency, Community Resiliency, Land Use Planning, Natural Ecosystems, Transportation, and Waste and Water Management. We will collaborate with the County to tailor goals and strategies within each sector to Chatham County's specific needs, character, and objectives.

SUBTASK 4.3: TARGET SETTING

Given the results of the GHG emissions analysis, Blue Strike will assist the County in determining emission reduction targets for community-wide and municipal emissions that are both ambitious and achievable. This process will begin with a review of existing state and county legislation in addition to targets set by neighboring and comparable communities. This information, along with the existing GHG inventory data, will be used to inform the targets. Blue Strike will ensure that all targets are in alignment with North Carolina state-level climate action goals, including Executive Order 80's commitment to reduce greenhouse gas emissions 40% below 2005 levels by 2025 and achieve carbon neutrality by 2050.

»»» TASK 5: GOALS, STRATEGIES & ACTIONS

SUBTASK 5.1: LIST OF RECOMMENDATIONS & STRATEGIES

Our team will collaborate closely with the County to devise and refine an array of goals, strategies, and actions tailored toward reducing GHG emissions through the reduction targets, considering factors such as GHG emissions reduction potential, feasibility, metrics, milestones, co-programming opportunities, and regulatory and technical considerations.

SECTION 5 –



PROJECT APPROACH

The non-exhaustive list of areas we will consider to develop the menu of strategies and measures includes building energy efficiency and electrification, agricultural land management and soil carbon sequestration, natural lands conservation and restoration, land use planning and growth management, composting and organics diversion programs, fuel transition programs for vehicles and buildings, bike and pedestrian infrastructure, solar and solar plus storage initiatives, EV fleet conversion, alternative transportation promotion, EV charging station expansion, urban and rural tree canopy growth, water and wastewater efficiency, and community resiliency projects.

The process of strategy development will be guided by:

1. Alignment with the County's ongoing initiatives, plans, and future aspirations, including Plan Chatham, the Unified Development Ordinance, and the Farmland Preservation Plan
2. Input and insights gathered through community and stakeholder engagement processes
3. Incorporation of best practices observed in similar initiatives undertaken by comparable counties and municipalities
4. Analysis of existing GHG inventory data to identify major emission sources across the CAP's seven sectors

FIGURE D: EXAMPLE OF GOAL, STRATEGY AND ACTION STRUCTURE FROM ORANGE COUNTY, NC





SUBTASK 5.2: PRIORITIZATION MATRIX

Once the menu of strategies is identified, our team will collaborate with the County to prioritize each strategy. This process typically involves ranking a range of factors relevant to and selected by the County using a Prioritization Matrix. Strategies are then analyzed across the range of factors selected. The analysis will utilize the best available information provided by the County, or other sources where necessary. The analysis is intended to provide a high-level review of the potential costs, related GHG reductions and co-benefits for each strategy. It is designed for context and screening-level measure selection rather than an in-depth evaluation. Scoring factors may include:

- **Greenhouse gas reduction potential:**
How effective is this strategy in meeting the County's greenhouse gas reduction targets?
- **Potential cost and benefits:**
Does the strategy offer a low, medium, or high return on investment?
- **Implementation feasibility:**
How easy or challenging is it to implement this strategy?
- **Funding availability:**
Is it likely to secure funding for this strategy?
- **Co-benefits:**
Does this strategy offer additional benefits like public health improvements, cleaner air, agricultural resilience, or economic growth?
- **Alignment with existing initiatives:**
Does this strategy align well with the County's existing policies, plans, and initiatives?
- **Equity:**
Does this strategy benefit vulnerable or disadvantaged communities within Chatham County?

This type of scoring and ranking process will allow the County to determine the most relevant strategies and measures to meet its unique goals and characteristics and align with its priorities, including the identification of the three to five most impactful climate actions the County could take as called for in the RFP.

»» TASK 6: IMPLEMENTATION PLAN

SUBTASK 6.1: IMPLEMENTATION & FUNDING PLAN

Our team will develop a cost-effective, adaptive plan with phased strategies that build on each other. We will assess implementation and investment costs, using case studies and budget analyses to evaluate goal achievement. The Implementation Plan will serve as a strategic roadmap, outlining lead agencies, partners, costs, timelines, and funding mechanisms to ensure a coordinated execution. The Implementation Plan for Chatham County will include:



Timeframe. Establishing goals and timelines for each initiative will allow the County to monitor progress, allocate resources, and understand implementation requirements. Our team is skilled in establishing goals and timelines tailored to each community's circumstances, and we will work closely with the County to develop appropriate ones. Additionally, we will consider the availability of funding resources and schedule implementation at strategic times to maximize funding opportunities.

Metrics. Establishing a comprehensive set of metrics and progress tracking indicators to evaluate the success and impact of each strategy. These indicators will enable effective monitoring of climate action efforts, providing valuable insights for ongoing evaluation. Possible metrics include vehicle miles traveled, energy use, transportation mode shifts, renewable energy capacity installed, EV adoption rates, acres of agricultural land conserved, tree canopy coverage, and waste diversion rates.

Lead Department. County departments or personnel responsible for spearheading and overseeing the implementation efforts will be identified, fostering accountability and propelling effective coordination throughout every phase. This is pivotal in ensuring synchronized efforts and alignment with the various stakeholders, avoiding overlaps, and ensuring the realization of each measure in the envisaged timeframe.

Potential Partners. In collaboration with the County, we will identify potential partners who can collaborate to enhance the effectiveness and impact of the proposed initiatives, including public-private partnerships where appropriate. We will leverage our extensive network and expertise to recommend suitable partners for collaborative efforts across Chatham County's agricultural, industrial, nonprofit, and municipal sectors.

Implementation Costs and Funding Mechanisms. For each measure, we will conduct a high-level analysis to estimate the associated costs, including initial investment, labor, maintenance, and other operational expenses. All assumptions and methodologies used to determine these costs will be provided to the County to ensure a robust understanding of the financial implications of each measure. Blue Strike will then match specific funding and financing mechanisms to each action, drawing from local, state, and federal grants, rebate and incentive programs, and internal funding mechanisms such as bonds, taxes, fees, and revolving funds. Our team's deep familiarity with North Carolina's funding landscape, combined with Rich Swanson's expertise in climate finance and our work developing funding plans for comparable communities including Orange County, NC and the Town of Davidson, equips us to identify realistic and timely funding pathways for Chatham County's highest-priority actions. As an additional service, our team can assist with creating term sheets, grant proposals, and financial models to support fund acquisition.

SECTION 5 –



PROJECT APPROACH

FIGURE E: SAMPLE OF IMPLEMENTATION PLAN, BUILT INTO THE CLIMATE ACTION TRACKER

Actions	Implementation Lead	Implementation Partners	KPI	Implementation Date	Estimated Cost	Funding Source(s)	Funding Program(s)
4.1 Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	Maintenance/Finance	Executive	% of municipal fleet that is electric	2022-2030	\$700,000	BAAQMD	Carl Moyer Program
4.2 Build new City buildings to Net Zero standards	Building	Planning	Number of new municipal buildings	2022-2035	\$10,000	California Energy Commission	CEC grants
4.3 Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	Building/Planning	SVCE/PG&E	Number of audits performed % reduction in energy use ¹⁰	2022-2030	\$600,000		

SUBTASK 6.2: CHALLENGES AND OPPORTUNITIES

The CAP will include a concise review of Chatham County's specific challenges and opportunities in meeting GHG reduction and climate adaptation goals. This assessment will reflect the County's unique context: rapid population growth and industrial development pressuring rural and agricultural lands, a diverse community with varying levels of access to sustainability resources, and significant opportunities presented by the County's natural ecosystems, agricultural heritage, and proximity to the Research Triangle's clean energy and innovation networks. Chatham County is also navigating significant public debate around large-scale data center development, which presents both a challenge and an opportunity for climate planning. Data centers represent a substantial and growing energy demand that the CAP must account for, while also creating potential leverage for the County to negotiate sustainability commitments and renewable energy procurement from major industrial tenants. Challenges and opportunities will be integrated throughout the sector-specific goals and strategies and summarized in a standalone section of the final CAP.

»»» TASK 7: CAP DASHBOARD

Blue Strike will develop a public-facing CAP dashboard that enables Chatham County staff to track and communicate progress on the Plan's actions and goals over time. The dashboard will be designed for ease of use by County staff without requiring specialized technical knowledge to update, and will be built to be compatible with the County's existing Information Hub platform specifications.

Our team has extensive experience developing public-facing climate tracking tools for municipal and county clients across the country. These tools are designed not just for internal reporting but as public communication instruments that build community awareness and accountability around climate commitments.

SECTION 5 –



PROJECT APPROACH

The Chatham County CAP dashboard will include:

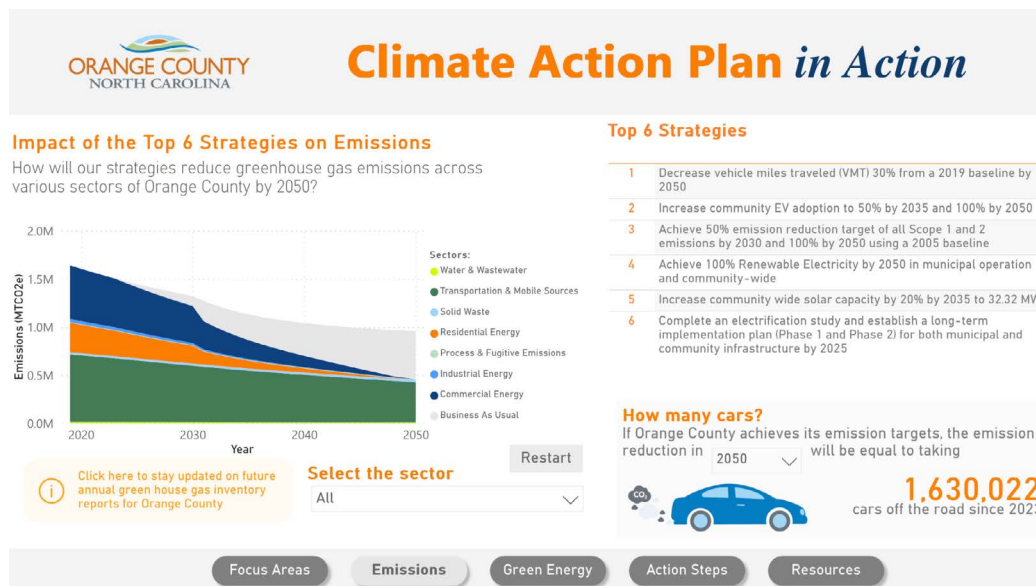
Progress Tracking. Visual displays of progress toward GHG reduction targets and sector-specific goals, updated as new data becomes available.

Action Status. A tracker showing the implementation status of key CAP actions, including lead department, timeline, and completion milestones.

Key Metrics. Indicators selected through the implementation planning process, presented in a format accessible to elected officials, staff, and community members alike.

Equity Indicators. Where data is available, the dashboard will include metrics that track whether CAP implementation is delivering equitable benefits across Chatham County's diverse communities.

FIGURE F: DASHBOARD SAMPLES



»»» TASK 8: DRAFT AND FINAL CLIMATE ACTION PLAN

SUBTASK 8.1: DRAFT PLAN

Following the completion of Tasks 1 through 7, Blue Strike will assemble a draft CAP for Chatham County. The Plan will encapsulate all of the work completed in the previous tasks, as well as outline the selected strategies, their implementation plans, and their impact on the larger emissions reduction target. This strategic framework will identify responsible parties, equity impacts, funding sources, and progress metrics and be organized into near-, mid-, and long-term goals for both municipal and community-wide action to allow for clear and precise implementation.



At a minimum the draft CAP will include:

- Executive summary outlining the process taken to create the report, summarizing research and findings, and presenting a prioritized list of recommendations.
- Summary of previously completed climate mitigation work
- Summary of the community engagement process.
- Graphic-rich, reader-friendly action plan containing a prioritized list of recommendations of the most impactful action items that will mitigate emissions and support adaptation to a changing climate.
- Charts, graphs, maps, and other data as needed to support the plan and its presentation to appropriate audiences.
- A financial plan outlining the fiscal impact of each recommendation as well as a recommended operational budget.

SUBTASK 8.2: REVIEW & FEEDBACK INTEGRATION

The completion of the draft CAP will be followed by a comment period of up to thirty days for County staff and community members to provide feedback. After which, our team will incorporate all recommended changes. A record of all comments will be kept, and a description of how all comments have been addressed will be delivered to the County along with the final CAP.

SUBTASK 8.3: FINAL PLAN

With the help of our graphic design team, the Climate Action Plan will then be finalized in a graphic-rich and visually appealing document. Rose will work with the County to ensure the Plan's branding aligns with existing County documents and visual identity. Graphs, photos, and robust graphics will be integrated into the document to ensure a comprehensive understanding for the reader. The Plan will include all necessary contextual information so that our work is accessible and easy to understand by every member of the community. Procedures for updating the document on a recurring basis will be included in the Plan. The final Plan will be reader-friendly and tell the story of the Chatham County community using visualizations and graphic design.

SUBTASK 8.4: PRESENTATIONS TO ELECTED OFFICIALS

Blue Strike will present the status of the project to the Board of Commissioners and other relevant bodies at key junctures, including during the strategy development phase and upon completion of the final Climate Action Plan. Upon completion of the final CAP, Blue Strike will prepare a PowerPoint presentation of major findings and present this information to the Chatham County Board of Commissioners at one of their regular meetings. Feedback from the Board will be invaluable throughout the duration of our work with the County to steer our team toward success and ultimately an impactful and locally-attuned Plan.



SECTION 5 –



PROJECT APPROACH

PROPOSED TIMELINE

TASKS	2026					2027						
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Task 1: Project Coordination												
Subtask 1.1: Project Plan												
Subtask 1.2: Kick-Off Meeting												
Subtask 1.3: Bi-Weekly Meetings												
Subtask 1.4: Monthly Memos and Invoices												
Task 2: Baseline Assessment												
Subtask 2.1: Existing Conditions Assessment												
Subtask 2.2: Peer Benchmarking												
Subtask 2.3: GHG Emissions Analysis												
Task 3: Community Engagement												
Subtask 3.1: Community Engagement Plan												
Subtask 3.2: Outreach Materials												
Subtask 3.3: Community Survey												
Subtask 3.4: Staff Focus Group												
Subtask 3.5: Community Meetings												
Subtask 3.6: Engagement Report												
Task 4: Visioning and Goals												
Subtask 4.1: Vision and Goals Statement												
Subtask 4.2: Framework Selection												
Subtask 4.3: Target Setting												
Task 5: Goals, Strategies & Actions												
Subtask 5.1: List of Recommendations & Strategies												
Subtask 5.2: Prioritization Matrix												
Task 6: Implementation Plan												
Subtask 6.1: Implementation & Funding Plan												
Subtask 6.2: Challenges and Opportunities												
Task 7: CAP Dashboard												
Task 7: CAP Dashboard												
Task 8: Draft and Final Climate Action Plan												
Subtask 8.1: Draft Plan												
Subtask 8.2: Review & Feedback Integration												
Subtask 8.3: Final Plan												
Subtask 8.4: Presentations to Elected Officials												

SECTION 6 –

PROJECT MANAGEMENT



SEE APPENDIX A FOR RESUMES.



Cisco Tomasino, MEM

Project Manager Senior Manager | Wilmington, NC

Cisco holds a Master of Environmental Management from Duke University's Nicholas School of the Environment. He has served as project manager on climate action plans, sustainability plans, and environmental action plans for municipalities across New England, the Mid-Atlantic, and the Southeast, including the City of Gaithersburg, MD, the Village of Glenview, IL, the City of Bowie, MD, the City of Des Plaines, IL, and the Town of Wake Forest, NC. Based in Wilmington, Cisco brings direct familiarity with North Carolina's municipal planning landscape. He has adequate capacity to take on Chatham County as lead PM alongside his current active engagements.



Rich Swanson, Ph.D.

Principal in Charge Director, Energy and Climate Division | Boston, MA

Rich holds a Ph.D. in Civil Systems Engineering from the University of Colorado Boulder and has led or advised on more than 40 climate action and sustainability planning engagements for municipalities, counties, tribal nations, and universities across the United States, including the Orange County, NC Climate Action Plan and the Town of Wake Forest, NC Sustainability Plan. He brings advanced skills in financial modeling, cost-benefit analysis, and emissions forecasting, and teaches finance and economics at Northeastern University. His role on this project is senior oversight and technical review, and his availability is confirmed.



Brennen Jensen, M.S.

Stakeholder Engagement Lead Director, Engagement and Resilience | Tucson, AZ

Brennen is a trained and certified facilitator with over 20 years of experience designing engagement processes for local governments, communities, and institutions. She brings particular expertise engaging rural communities, agricultural stakeholders, and historically underrepresented groups. Brennen led engagement on the Town of Davidson, NC Climate Action Plan, which received a 2025 Sustain Charlotte Award, as well as plans for Fairfield, OH, Glenwood Springs, CO, and multiple tribal nations. Her role focuses on engagement design, facilitation, and equity strategy.



Brittany Mahoney, MBA

Technical Lead Technical Analyst | Houston, TX

Brittany holds an MBA in Finance and Energy from Rice University and a B.S. in Energy Science and Technology from Western Washington University. She brings strong technical skills in GHG inventory development, emissions scenario modeling, energy baseline assessment, and EV infrastructure planning, with proficiency in ICLEI ClearPath, EPA emissions tools, NREL modeling resources, and Python-based data analysis. She has confirmed capacity to support this engagement.

SECTION 6 –

PROJECT MANAGEMENT



Andrea Green, MENV

Adaptation Lead Program Manager | Boulder, CO

Andrea holds a Master of the Environment in Urban Resilience and Sustainability from the University of Colorado Boulder. She has served in project manager and assistant project manager roles on engagements including the City of Scranton, PA Sustainability and Climate Action Plan, the City of Thornton, CO Environmental Sustainability Master Plan, and the City of Glenwood Springs, CO Energy and Climate Action Plan. Her role on this project focuses on adaptation and resilience strategy.



Zane Cintas, B.A.

Climate Analyst Climate and Energy Analyst | Monterey, CA

Zane holds a B.A. in Environmental Studies with a specialization in Agroecology and Sustainable Food Systems from UC Santa Cruz and brings over four years of experience in GHG inventory development, emissions scenario modeling, vulnerability assessment, and funding analysis for municipal and tribal clients. His agroecology background brings relevant grounding for Chatham County's agricultural sector work. He has capacity within his current schedule to support this engagement.

Duke University Intern Nicholas School of the Environment Durham, NC

Blue Strike maintains an active relationship with Duke University's Nicholas School of the Environment and has previously engaged Duke graduate students in project support roles, providing students with applied professional experience and academic credit. For this engagement, Blue Strike proposes to involve a Duke graduate intern in a supporting analyst role, working under the direct supervision of Blue Strike's senior project staff. The specific student will be identified following contract execution.

SECTION 7 –



REFERENCES

Town of Wake Forest, NC – Sustainability Plan

Contact: Kari Grace, Projects & Program Manager

Email: kgrace@wakeforestnc.gov

Phone: (919) 435-9510

Address: 301 S. Brooks Street | Wake Forest, NC 27587

Date: July 2025 - Present

City of Fayetteville, NC – Sustainability Action Plan & Energy Efficiency Consultant

Contact: Chris Williams, Management Analyst

Email: christopherwilliams@fayettevillenc.gov

Phone: (910) 433-1329

Address: 433 Hay Street Fayetteville, NC 28301

Date: January 2025 - April 2026

Town of Davidson, NC – Climate Action Plan

Contact: Leslie Willis, Parks and Recreation Director

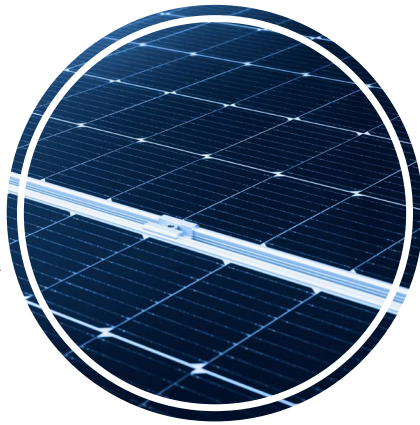
Email: lwillis@townofdavidson.org

Phone: (704) 892-3349

Address: 251 South Street, Davidson, NC 28036

Date: January 2023 - April 2024

SECTION 8 –



PRICING

Blue Strike is committed to working with Chatham County to structure a final scope and fee that reflects the County's most pressing needs. The pricing below represents our recommended approach, and we welcome the opportunity to discuss adjustments to scope, phasing, or service levels to deliver the greatest possible value.

BLUE STRIKE ENVIRONMENTAL

	Cisco Tomasino Project Manager	Rich Swanson Principal in Charge	Brennen Jensen Stakeholder Lead	Brittany Mahoney Technical Lead	Andrea Green Adaptation Lead	Zane Cintas Analyst		
TASKS/DELIVERABLES	\$195	\$265	\$250	\$185	\$185	\$165	HOURS	FEE
Task 1: Project Coordination								\$18,285
Subtask 1.1: Project Plan	4	3	2	2	2	0	13	\$2,815
Subtask 1.2: Kick-Off Meeting	4	3	2	0	0	0	9	\$2,075
Subtask 1.3: Bi-Weekly Meetings	26	6	5	5	5	5	52	\$10,585
Subtask 1.4: Monthly Memos and Invoices	10	2	0	0	0	2	14	\$2,810
Task 2: Baseline Assessment								\$14,195
Subtask 2.1: Existing Conditions Assessment	8	2	0	6	4	8	28	\$5,260
Subtask 2.2: Peer Benchmarking	2	1	0	2	4	4	13	\$2,425
Subtask 2.3: GHG Emissions Analysis	6	4	0	16	0	8	34	\$6,510
Task 3: Community Engagement								\$26,465
Subtask 3.1: Community Engagement Plan	6	3	6	0	0	2	17	\$3,795
Subtask 3.2: Outreach Materials	2	0	4	2	4	2	14	\$2,830
Subtask 3.3: Community Survey	8	0	6	0	4	8	26	\$5,120
Subtask 3.4: Staff Focus Group	4	0	20	0	0	2	26	\$6,110
Subtask 3.5: Community Meetings	20	0	6	0	0	2	28	\$5,730
Subtask 3.6: Engagement Report	2	0	6	0	0	6	14	\$2,880
Task 4: Visioning and Goals								\$7,750
Subtask 4.1: Vision and Goals Statement	6	3	0	0	2	2	13	\$2,665
Subtask 4.2: Framework Selection	6	3	0	0	2	2	13	\$2,665
Subtask 4.3: Target Setting	4	2	0	6	0	0	12	\$2,420
Task 5: Goals, Strategies & Actions								\$16,480
Subtask 5.1: List of Recommendations & Strategies	14	6	6	8	8	14	56	\$11,090
Subtask 5.2: Prioritization Matrix	8	2	2	2	6	8	28	\$5,390
Task 6: Implementation Plan								\$10,750
Subtask 6.1: Implementation & Funding Plan	8	8	0	0	8	12	36	\$7,140
Subtask 6.2: Challenges and Opportunities	4	4	0	0	6	4	18	\$3,610
Task 7: CAP Dashboard								\$8,305
Task 7: CAP Dashboard	6	2	0	25	0	12	45	\$8,305
Task 8: Draft and Final Climate Action Plan								\$20,885
Subtask 8.1: Draft Plan	14	8	4	6	10	12	54	\$10,790
Subtask 8.2: Review & Feedback Integration	8	0	0	0	0	8	16	\$2,880
Subtask 8.3: Final Plan	8	4	0	0	6	6	24	\$4,720
Subtask 8.4: Presentations to Elected Officials	6	5	0	0	0	0	11	\$2,495
FIXED FEES								
Graphic Designer								\$4,000
Travel								\$2,000
TOTAL	194	71	69	80	71	129	614	\$129,115

SECTION 9 –



VENDOR INFORMATION AND SIGNATURE FORM

Attachment A: Vendor Form

Effective 7/1/24



Purchasing Division

PO Box 608
Pittsboro, NC 27312
Phone 919-545-8329
vendors@chatham-countync.gov

Date of Application

June 12, 2026

Company/Firm Name as shown on Federal Tax Return

Blue Strike Environmental, Inc.

Alternate Name if applicable (doing business as)

Corporation ☒ Individual ☐ LLC ☐ Partnership ☐ Non-Profit ☐ Foster Care ☐

Federal ID Number (SSN if Foster Care)

Contact Name

Andrea Green

Phone number

(231) 360-5322

Email for Contact Person

andrea@bluestrikeenvironmental.com

Corporate Address (must match W-9)

Line 1

126 Bonifacio Place

Line 2

Suite G

City

Monterey

State

CA

Zip

93940

Address for Remittance

☒ Same

Line 1

Line 2

City

State

Zip

What specific products and/or services will you be providing to Chatham County?

Climate action planning consulting services.

Certificate Holder & Additional
Insured: Chatham County
Address: P.O. Box 1809,
Pittsboro, NC 27312

Do you have a Certificate of Insurance (COI)? ☒ Yes ☐ No Provide copy of COI.

If you are a HUB vendor registered with the statewide vendor database (SWUC), please mark your classification and attach your certification.

Minority ☐ Disadvantage ☐ Disabled ☐ Female ☒

I hereby affirm that all information is true and accurate to the best of my knowledge and belief, and I bear the responsibility of any error or mistake in data.

Signature



Date

6/12/26

Title

Business Development Manager

Internal Use Only Date Initials

Checklist Completed

Vendor ID#

Dept Approval-Products/Services



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/12/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Leavitt Central Coast Insurance Services, Inc. License #0G39781 950 East Blanco Rd, Suite 103 Salinas CA 93901	CONTACT NAME: Silvia Prieto PHONE (A/C, No, Ext): (831) 424-6404 FAX (A/C, No): (831) 424-0140 E-MAIL ADDRESS: silvia-prieto@leavitt.com																					
INSURED BLUE STRIKE ENVIRONMENTAL INC 126 Bonifacio Pl, Suite G Monterey CA 93940	<table><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A:</td><td>Hartford Underwriters Insurance Company</td><td>30104</td></tr><tr><td>INSURER B:</td><td>United Financial Casualty Company</td><td>11770</td></tr><tr><td>INSURER C:</td><td>Kinsale Insurance Company</td><td>38920</td></tr><tr><td>INSURER D:</td><td>Wesco Insurance Company</td><td>25011</td></tr><tr><td>INSURER E:</td><td>Scottsdale Insurance Company</td><td>a41297</td></tr><tr><td>INSURER F:</td><td>Gemini Insurance Company</td><td>10833</td></tr></table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Hartford Underwriters Insurance Company	30104	INSURER B:	United Financial Casualty Company	11770	INSURER C:	Kinsale Insurance Company	38920	INSURER D:	Wesco Insurance Company	25011	INSURER E:	Scottsdale Insurance Company	a41297	INSURER F:	Gemini Insurance Company	10833
INSURER(S) AFFORDING COVERAGE		NAIC #																				
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INSURER C:	Kinsale Insurance Company	38920																				
INSURER D:	Wesco Insurance Company	25011																				
INSURER E:	Scottsdale Insurance Company	a41297																				
INSURER F:	Gemini Insurance Company	10833																				

COVERAGES**CERTIFICATE NUMBER:** 25-26 Master**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	Y		57SBABF8MZJ	11/16/2025	11/16/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
B	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY	Y		03741349	12/07/2025	06/07/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$	Y		0100338113-1	11/16/2025	11/16/2026	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
D	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	WWC3850556	03/01/2026	03/01/2027	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Directors and Officers Professional Liability	Y		EKS3598551	12/29/2025	12/29/2026	PER OCC/AGG 1,000,000 PER OCC/AGG 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: Project: Climate Action Plan

CERTIFICATE HOLDER**CANCELLATION**

Chatham County P.O. Box 1809 Pittsboro NC 27312	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Silvia Prieto</i>
---	--

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Addendum Acknowledgement

BIDDER acknowledges receipt of the following ADDENDUM(S):

Addendum No.1– Climate Action Plan Development – Questions and Answers

Company Name: Blue Strike Environmental

Representative's Name: Andrea Green, Business Development Manager

Signature: Andrea Green

Date: June 24, 2026



APPENDIX A: **RESUMES**



CISCO TOMASINO

SENIOR PROGRAM MANAGER

OVERVIEW

Cisco is a Senior Program Manager within the Energy and Climate division. Cisco focuses on helping his clients understand their sources of emissions and prioritize action to maximize emission reductions in a cost effective and impactful manner. With a background in building greenhouse gas (GHG) inventories, writing public facing sustainability reporting, and designing decarbonization roadmaps, Cisco has contributed to his client's sustainability maturity at various levels.

SELECTED WORK EXPERIENCE

Village of Glenview, IL | Sustainability Plan | 2024 - Present

- Led focus groups, open houses, and a survey to gather plan input from stakeholders including village staff, community organization members, and high school students
- Organized data collection for the development of a municipal inventory
- Developed a survey to vet sustainability plan strategies and approach with community members

Town of Dalton, MA | Climate Action Plan | 2024 - Present

- Developed community-wide survey to gather feedback on public awareness, climate and weather related concerns, and strategies to address noted concerns
- Analyzed town and state planning documents to align town initiatives with state goals
- Assessed costs of strategies and researched funding sources to evaluate the feasibility of adoption
- Created assessment criteria used to measure various strategies and prioritize initiatives
- Forecasted town emissions utilizing business as usual and adjusted business as usual scenarios, as well as community-wide emissions impact for various initiatives and the likelihood of their adoption

Town of Canton, MA | Climate Action Plan | 2024 - Present

- Used town's 2035 Master Plan and other planning documents to identify and categorize decarbonization strategies using verbiage and frameworks familiar to town leadership
- Evaluated policy reform opportunities and impact on disadvantaged communities to ensure climate action plan addressed the entirety of the community's population
- Designed a survey to understand community awareness of ongoing climate action
- Created a municipal decarbonization roadmap consistent with the requirements of the Massachusetts Climate Leader Community certification to achieve net zero emissions from municipal vehicles and facilities

EDUCATION

Master of Environmental
Management

Duke University,
Nicholas School
of the Environment

B.A. in Economics,
Northwestern University

ADDITIONAL SKILLS AND TRAINING

Carbon Accounting

Greenhouse Gas Protocol
(GHGP)

Science Based Targets initiative
(SBTi)

RE100

Renewable Energy Certificates
(RECs)

Carbon Credits

CDP

Cost-benefit Analysis

OFFICE LOCATION

Wilmington, NC

PROFILE





RICH SWANSON, PH.D.

DIRECTOR, ENERGY AND CLIMATE DIVISION

OVERVIEW

Dr. Rich Swanson is a leading energy economist, finance expert, and sustainability specialist with over 25 years of experience. He has a deep focus on emissions planning, financial modeling, regulatory analysis, and cost-benefit assessments (CBA) and has supported actionable climate, energy, and sustainability planning nation-wide. He has directly managed many EPA-funded Climate Pollution Reduction Grant (CPRG) initiatives and has extensive experience developing decarbonization roadmaps for Tribal, municipal, and university entities across the United States. He also led complex cost-benefit modeling and tool design for international institutions (World Bank, AfDB, ADB) and delivered national-level regulatory training.

RELEVANT PROFESSIONAL EXPERIENCE

BLUE STRIKE ENVIRONMENTAL (2021-PRESENT)

Director: Energy and Climate Division, Project Manager, Senior Advisor

Tule River Indian Tribe of California

- Led the delivery of **EPA CPRG Comprehensive Climate Action Plan (CCAP)**

San Carlos Apache Tribe of Arizona

- Led the delivery of **EPA CPRG CCAP**, including cost-benefit analysis and revenue model construction for utility-scale solar + battery storage and natural gas cogeneration projects.

Tohono O'odham Community College, AZ

- Project Supervisor for a **Sustainability Plan** aligning Tribal values (*Himdag*) with facility master planning and resource stewardship.

University of Colorado Boulder (CU Boulder)

- Managed all aspects of **Climate Action Plan** design to achieve zero carbon operations by 2050, including a \$1.46 billion investment pathway

Birmingham Regional CCAP, AL

- Oversaw all technical components of **Comprehensive Climate Action Plan** including municipal and community-wide **GHG inventories** and a detailed **cost-benefit and scenario analysis** for the region's capital improvement plan.

City of Los Angeles, CA

- Lead Analyst for an economic and employment impact assessment using the **IMPLAN model** to project city tax receipts.

City of Bell Gardens, CA

- Project Manager for a **Climate Action Plan (BGCAP)**.

GLS GROUP NETWORK (2008-2021)

Co-founder, Senior Economist, Consultant

World Bank / Asian Development Bank (ADB) /

African Development Bank (AfDB)

- Senior Economist for multi-billion-dollar infrastructure projects
- Delivered sophisticated **economic and financial models (CBA, NPV, ERR)** and **risk/sensitivity analyses** (Switching Values, Monte Carlo, Real Options).

National Association of Regulated Utility Commissioners (NARUC)

- Power Sector Economist and Regulatory Expert.

EDUCATION

Ph.D., Civil Systems Engineering,
(Thesis: RE Project Valuation
& Risk Quantification),
University of Colorado, Boulder

M.A., International Affairs,
Tufts University,
Fletcher School

B.A., Economics,
University of Colorado, Boulder

SKILLS AND TRAINING

- Climate Action Planning
- Energy Savings and Decarbonization Strategies
- Financial Modeling/Due Diligence:** NPV, IRR, DCF, Real Options, Monte Carlo Simulation
- Economic Evaluation:** Cost-Benefit Analysis, Tariff Design, Regulatory Accounting
- Tools:** Excel, R, IMPLAN
- Language:** Conversational Spanish
- Certification:** CP3P – Certified Public-Private Partnership Professional

OFFICE LOCATION

352 Summer Avenue
Reading, MA 01867

CONTACT INFO

(781) 439-9366
rich@bluestrikeenvironmental.com

PROFILE





EDUCATION

M.S., Biomimicry,
Arizona State University

B.S., Environmental
Science Technology,
Humboldt State University

B.A., Spanish,
Humboldt State University

SKILLS AND TRAINING

- Biomimicry Specialist (B3.8)
- Nature-Based Solutions
- Permaculture Design Certification (OAE)
- Trained & Seasoned Facilitator
- Diversity, Equity & Inclusion
- Design Boot Camp (Azul7)
- Woman's Leadership (Bioneers)
- Zero Waste Professional (CRR)
- Grantwriting, Management, Grantmaking

AWARDS AND RECOGNITIONS

- CalRecycle
- California Department of Conservation
- California Air Resources Board
- Berta Cáceres Award for Environmental Justice
- Monterey Bay Area Air Resources District

OFFICE LOCATION

Monterey, CA

PROFILE



BRENNEN JENSEN, M.S.

DIRECTOR OF ENGAGEMENT & RESILIENCE DIVISION

OVERVIEW

Over two decades of experience conceiving and implementing strategic environmental and community-based programs and initiatives that inspire action, change behavior, foster an appreciation for nature, and offer tangible climate solutions to the communities, local governments and business partners we serve. A background in government, private and non-profit organizations, Brennen has a cooperative facilitative approach that seeks to find creative solutions to complex problems, while expanding localized solutions for zero waste, energy and emissions reductions throughout California and beyond. Brennen leads Blue Strike's stakeholder engagement, with a focus on diversity, equity, and inclusion. Leveraging proven facilitation strategies, design thinking exercises, and multi-channel communications, she thoughtfully cultivates an environment where participants feel empowered to contribute meaningfully. Her work seeks to give rise to more sustainable, engaged and resilient communities, inspired by nature.

SELECTED WORK EXPERIENCE

Fairfield, OH | Sustainability Plan | 2023 - 2024

- Project Manager and lead author for city's first Sustainability Plan - Fairfield Sustains
- Lead Stakeholder Facilitator guiding engagement workshops and focus groups among City Council, city staff, Environmental Commission, business leaders, and community stakeholders
- Guided ambitious and achievable strategy development, synthesis, prioritization, selection with focus on smart resource utilization, cost effectiveness, and increased quality of life

Town of Davidson, NC | Climate Action Plan | 2023 - 2024

- Project Manager and lead author for town's Climate Action Plan
- Lead Stakeholder Facilitator for City, Sustainability Committee, and community workshops and surveys
- Developed five-year priority implementation plan to guide initial rollout
- Supported new Sustainability Manager in Plan adoption

City of Scranton, PA | Sustainability & Climate Action Plan | 2023 - 2024

- Lead Stakeholder Facilitator for engagement balancing community inclusion and City planning goals
- Synthesized community input to guide sustainability and climate strategy and action selection

Tule River Indian Tribe of California, Sovereign Nation

Priority Climate Action Plan (PCAP) & Comprehensive Climate Action Plan (CCAP) - EPA CPRG | 2024 - Present

- Led inclusive engagement with Tribal Council and tribal community, guiding the completion and adoption of the PCAP, serving as a strategic roadmap focused on near-term, high-priority measures within key sectors, as identified by the Tribe
- LIDAC community analysis, co-benefits analysis, GHG inventory and co-pollutant analysis, decarbonization planning, renewable energy initiatives, and funding planning support continued CCAP development





BRITTANY MAHONEY

ENERGY AND CLIMATE ANALYST

OVERVIEW

Brittany Mahoney is an energy professional and data strategist at Blue Strike Environmental, where she supports clients in advancing clean energy, sustainability, and emissions reduction goals through data-driven decision-making. She recently received an MBA at Rice University with a focus on Finance and Energy, building on a B.S. in Energy Science and Technology and a strong foundation in energy policy and systems optimization. Before joining Blue Strike, Brittany held roles at the City of Houston, Octopus Energy, and clean tech startup Mend-It. At Octopus Energy, she helped establish the credit and collections department, using data modeling and process automation to increase revenue by \$15 million and reduce overdue accounts by 60%. She also led demand response product development and customer engagement strategies that significantly reduced electricity use and improved satisfaction. Brittany brings expertise in SQL, Python, Tableau, and advanced Excel, along with a strong command of utility data, operational analytics, and energy system performance tracking. Her work blends technical rigor with a collaborative approach to problem-solving, supporting public- and private-sector clients in navigating the clean energy transition.

PROFESSIONAL EXPERIENCE (Selected)

L'Renee Associates (Contracted by the City of Houston)

- Spearheaded data analytics and reporting efforts for the largest department in the country within the City of Houston, delivering data insights to improve operational efficiency.
- Design and implement dashboards within Microsoft 365 and MS Project, tracking device usage and performance across multiple city-supported projects.
- Utilized data science to automate data collection workflows, reducing manual processes by 30% and refining data for critical reporting.
- Analyze large datasets to identify trends and present actionable insights, supporting key decision-making for city-wide initiatives.

Mend-It

- Analyzed and revamped operational processes, resulting in a 15% increase in efficiency and a 20% improvement in financial performance for a digital clothing repair marketplace.
- Created and delivered presentations through pitch decks, securing funding and enhancing app user acquisition by 30%.
- Generated creative and strategic recommendations led to a 25% increase in customer retention and a 10% reduction in operational costs.

Octopus Energy

- Collaborated closely with cross-functional teams and applied operations research and financial modeling to establish the credit and collections department, resulting in a \$15 million boost in annual revenue and a 60% reduction in overdue accounts.
- Liaised with engineering and operations teams to support software development of automated processes, increasing collection rates by 25% and cutting down overdue accounts by 60%.
- Creatively partnered with customer service teams to design and execute innovative communication strategies, using market data as a gauge for engagement. Approach resulted in a 20% reduction in collection complaints.

EDUCATION

MBA in Finance & Energy,
3.6/4.0

Rice University,
Jones Graduate
School of Business

**B.S. in Energy Science
and Technology,**
Minor in Energy Policy
Washington University

Associate of Science,
Chemistry and Mathematics
Saint Felix School

SKILLS & TRAINING

SQL

Python

Advanced Excel Functions

Data Visualization (Tableau)

Energy Data Identification
& Synthesis

Data-Bricks

Engineering Principles
and Systems Optimization
(Steam Plant Internship)

PowerPoint

LANGUAGES

Spanish (Fluent)

OFFICE LOCATION

Houston, TX

PROFILE



[linkedin.com/in/brittanymahoney](https://www.linkedin.com/in/brittanymahoney)





ANDREA GREEN, MENV

CLIMATE & ENERGY ANALYST

OVERVIEW

Andrea Green is a Climate & Energy Analyst for Blue Strike Environmental specializing in climate adaptation, sustainable strategy development and technical writing. She holds a masters degree in Urban Resilience and Sustainability from the University of Colorado, Boulder and a B.S. in Environmental Studies and Sustainability from Michigan State University. Andrea has prior experience working with clients on a variety of sustainability topics including eco-friendly packaging, waste diversion, and equity in the outdoor recreation industry.

EDUCATION

MENV in
Urban Resilience & Sustainability,
University of Colorado, Boulder

B.S.
Environmental Studies
& Sustainability,
Michigan State University

A.A.
Liberal Arts & Sciences,
Northwestern Michigan College

ADDITIONAL SKILLS & TRAINING

Deep familiarity with
nature-based solutions,
urban resilience techniques,
and climate resiliency strategies

Familiarity with ESG reporting
including GRI and SASB

Experience with
sustainability certifications
including ISO and the
Event Industry Council (EIC)

Greenhouse Gas Accounting
including a strong
understanding of
carbon accounting
(GHG protocol) and
frameworks and
disclosures such as
SBTi, CDP, and TCFD

Technical writing including
proposal development

OFFICE LOCATION

Boulder, CO

PROFILE



SELECTED WORK EXPERIENCE

City of Scranton, PA

Sustainability & Climate Action Plan | January 2023 - December 2024

- Project management including leading biweekly meetings, planning engagements, strategy development, and Climate Action Plan writing.
- Co-led stakeholder engagement planning and activities and conducted policy reviews to establish baseline conditions.

City of Glenwood Springs, CO

Energy & Climate Action Plan | September 2023 - 2024

- Contributed to the formulation of GHG reduction strategies, and climate mitigation/adaptation approaches.
- Performed a detailed review and analysis of local City plans, policies, and programs, benchmarking them against best practices from similar cities.
- Co-led a series of five focus groups to gather feedback on sustainable strategies.

Las Vegas Convention and Visitors Authority (LVCVA)

Climate Action Plan | 2023 - 2024

- Collected and cataloged more than 200 documents as evidence for the EIC Sustainability Certification.
- Certified the Las Vegas Convention Center as a Platinum standard sustainable event space by the Event Industry Council.

City of Sun Prairie, WI

Greenhouse Gas Inventory and Climate Action Plan

January 2025 - January 2026

- Co-leading biweekly meetings, coordinating stakeholder presentations, and conducting a baseline policy review.
- Conducting a GHG inventory using ICLEI ClearPath and leveraging community engagement efforts to develop a community-wide emission reduction pathway.



ZANE CINTAS

ENERGY & CLIMATE ANALYST

OVERVIEW

Zane Cintas is an Energy & Climate Analyst at Blue Strike Environmental with expertise in greenhouse gas analysis, climate action planning, and sustainability reporting. He specializes in research, data analysis, and development of Climate Action Plans, adaptation strategies, and emissions reduction programs. Zane has experience working with municipalities, agencies, and organizations to advance climate resilience, energy efficiency, and equitable sustainability initiatives. His background includes workforce planning for climate adaptation, food recovery and waste diversion program design, and policy-driven emissions reduction research.

SELECTED WORK EXPERIENCE

Birmingham MSA, AL | Comprehensive Climate Action Plan | 2025 - 2026

- Developed comprehensive Workforce Planning Analysis to identify, consolidate, and align job roles critical for implementing climate mitigation and adaptation measures
- Supported integration of equity and environmental justice considerations into workforce pathways to improve access for historically underrepresented communities
- Presented final workforce recommendations to the client, facilitating discussion on implementation strategies, funding opportunities, and long-term training ecosystems for climate resilience

City of Bell Gardens, CA | Climate Action Plan | 2025 - 2026

- Conducted research and developed a comprehensive Funding and Financing Plan
- Authored the Community and Stakeholder Engagement sections
- Researched local, state, and national climate planning frameworks and synthesized findings with existing Bell Gardens planning documents to ensure consistency and feasibility

Tule River Tribe Tule River Indian Tribe of California (TRITC) | CPRG Priority and Comprehensive Climate Action Plans | 2024 - 2025

- Developed a comprehensive Workforce Planning Analysis to support the Tribe's climate resilience initiatives
- Engaged in collaborative discussions with Tribal staff and leadership to identify capacity needs, incorporate traditional ecological knowledge, and ensure workforce strategies aligned with community priorities
- Assisted in framing the Tribe's workforce and climate resilience planning within broader climate adaptation and sovereignty goals, ensuring both environmental and community well-being.
- Analyzed community survey results, incorporated findings into the plan, ensuring recommendations reflected community input and priorities.

City of Pleasant Hill, CA | Climate Action Plan | 2024

- Developed a comprehensive Workforce Planning Analysis to support the Tribe's climate resilience initiatives
- Engaged in collaborative discussions with Tribal staff and leadership to identify capacity needs, incorporate traditional ecological knowledge, and ensure workforce strategies aligned with community priorities
- Assisted in framing the Tribe's workforce and climate resilience planning within broader climate adaptation and sovereignty goals, ensuring both environmental and community well-being.
- Analyzed community survey results and incorporated findings into the plan, ensuring that recommendations reflected community input and priorities.

EDUCATION

B.A., Environmental Studies
and a Concentration in
Agroecology and
Sustainable Food Systems
University of California,
Santa Cruz

ADDITIONAL SKILLS & TRAINING

GHG Reduction Analysis,
skilled in evaluating
emissions impacts of
strategies and integrating
findings into actionable
climate plans.

Proficient with Excel
and Data Modeling for
quantitative analysis

Concrete understanding of
GHG protocol and SBTi
as it applies to climate
strategy development and
emissions accounting

Adept at stakeholder
engagement, facilitating client
discussions, and translating
technical research into
accessible narratives

Technical writing and
communication

OFFICE LOCATION

Monterey, CA

PROFILE

