

EXHIBIT A

SCOPE OF SERVICES

WORK PLAN

Task A. PACE/CERL Program Support

The City of Ann Arbor has been a leader in Michigan and beyond in developing and utilizing creative financing mechanisms to promote energy efficiency, particularly within the commercial sector. The initial uptake of Commercial Energy Revolving Loans (CERL) and successful sale of the first PACE bond in Michigan speak to the popularity of such programs. There now exists an opportunity to build on the success of the first phase of these programs and increase their impact to a wider sector of the community. Clean Energy Coalition would see to not only revive and streamline these programs but also seek other creative financing mechanisms to further promote energy efficiency throughout the community, with the ultimate goal of building a sustainable, long-term energy program that will help the City achieve its aggressive energy reduction and emissions reduction goals.

Outcome 1: Sell at least one PACE bond annually, with a target pool of between \$500,000 and \$1,000,000, to support commercial energy efficiency investments

Description: Building on lessons learned when previously administering PACE, Clean Energy Coalition will start by assessing the effectiveness of Ann Arbor PACE policy and documentation, identifying opportunities for improvement, and revising program materials accordingly. The success of PACE will depend on commercial property owners not only knowing about the program but also understanding its value and utility in improving their properties and reducing energy usage, which will be achieved through marketing and outreach efforts. Clean Energy Coalition will also solicit, manage, and review all program applications in consultation with relevant City departments. Once the PACE bond pool has been finalized and financing has been secured, Clean Energy Coalition staff will ensure proper execution and documentation of all projects by coordinating with program participants and City staff.

Subtask 1.1 Revise PACE Program Policy, Procedures, & Associated Documents

Subtask Lead: Project Lead

Subtask Support: Project Staff, Support Staff

City Resources: PACE Team (Treasurer, Attorney's Office, Assessor's Office, Energy Office)

Subtask Activities:

1. Review Ann Arbor PACE Report and associated documents, identifying strengths, weaknesses, and opportunities for improvement.
2. Draft revised program policies, promotional materials, and templates to simplify processes as applicable, while maintaining program integrity and quality, and obtain necessary approvals.
3. Obtain feedback from PACE team to ensure revised program policies and materials are acceptable.

Subtask 1.2 Re-engage in Marketing and Outreach Campaign

Subtask Lead: Project Lead

Subtask Support: Project Staff, Support Staff

City Resources: Energy Office, Assessor's Office

Subtask Activities:

1. Draft case studies and testimonials from Phase 1 participants, including documenting energy and cost savings as well as program experience. Testimonials from Phase 1 will lend credibility to the PACE story and help provide real-world examples of its benefits.
2. Reach out to property owners across the City via e-mail or telephone.
3. Deliver outreach events in conjunction with affiliated organizations to broaden the audience and identify potential participants in future PACE bond pools. Group presentations, workshops, and/or information sessions to publicize program and answer questions to many property owners at once will maximize staff time, in lieu of scheduling individual meetings with all property owners. Affiliated organizations may include:
 - a. Chamber of Commerce
 - b. Business area associations (Main Street Area Association, State Street Area Association)
 - c. Ann Arbor SPARK
 - d. Washtenaw Area Apartment Association
 - e. Local banks' commercial customer base
4. Host a2energy/PACE-sponsored events, such as a contractor training event or property owner/business owner breakfast. This option will only be pursued if other efforts fail to generate significant interest, and/or if financial or in-kind sponsors can be identified.
5. Consider paid marketing including targeted print, electronic, billboard, and radio advertising, as budget allows.

Subtask 1.3 Solicit, Manage, & Review Program Applications

Subtask Lead: Project Lead

Subtask Support: Project Staff, Support Staff

City Resources: PACE Team

Subtask Activities:

1. Distribute application materials (as revised as described in Subtask 1.1) to potential applicants. Where possible, rely on electronic distribution and completion of applications but make paper copies available as required.
2. Provide general program review of applications submitted to program. If more extensive levels of technical assistance required by applicants, consider instituting additional program fee (which could cover costs of providing audit management, project scoping, application form completion, rebate form assistance/completion, etc.)
3. Process application materials including any additional supporting financial and technical documentation.
4. Make recommendations to PACE Team for final selections for program participation.
5. Communicate and coordinate loan origination schedules and locations with program participants.
6. Ensure all required application fees are appropriately processed and recorded.

Subtask 1.4 Finalize PACE Loans and Work with Program Participants to Complete Successful Projects

Subtask Lead: Project Lead

Subtask Support: Project Staff, Support Staff

City Resources: Treasurer's Office, Assessor's Office, Attorney's Office, Energy Office

Subtask Activities:

1. Provide assistance to City staff to secure financing.
2. Establish timing and internal procedures for annual special assessments; communicate schedule and terms to program participants.
3. Conduct loan closing meetings involving necessary City representatives as well as program participants.
4. Work with program participants to ensure all permits and inspections are complete.
5. Maintain regular communication with program participants during and after project completion to ensure schedules are met and documentation is complete
6. Facilitate distribution of funding to program participants when project completion documentation has been verified.
7. Establish regular reporting schedules and procedures for tracking ongoing energy use and reductions associated with the project work.

Outcome 2: Evaluate Phase I PACE and CERL energy data

Description: In order to report on the impact of past energy programs and better explain their impact to future participants, Clean Energy Coalition staff will renew efforts to collect energy use data from PACE and CERL program participants. Once Phase 1 data has been collected, Clean Energy Coalition staff will analyze usage trends, including weather-sensitive factors such as degree days, to assess electricity and natural gas savings resulting from PACE and CERL investments. Project-specific usage and trends will be shared with each participant individually, and program-wide trends and results will be shared with all participants as well as used in marketing and reporting materials.

Subtask 2.1 Collect data from program participants

Subtask Lead: Support Staff

Subtask Support: Project Staff, Project Lead

City Resources: Energy Office

Subtask Activities:

1. Contact Phase 1 PACE and CERL program participants to collect energy use data, remind them of their commitment to providing ongoing energy data since project implementation, and collect feedback on how the data might be useful to them.
2. Create structure for collecting and analyzing energy data from participants.
3. Identify opportunities to share analyzed data with program participants for their own benefit.

Subtask 2.2 Analyze and disseminate information

Subtask Lead: Support Staff

Subtask Support: Project Lead, Project Staff

City Resources: Energy Office, Communications Office

Subtask Activities:

1. Calculate electricity and natural gas savings over time resulting from PACE and CERL investments.
2. Identify savings trends or average savings associated with project types and scopes.
3. Compile project-specific information for internal use and disseminate to each participant individually.

4. Compile program-wide (and across both programs) information for internal use and disseminate to all program participants.
5. Utilize compiled information in program marketing and outreach materials.
6. Share savings information with City Communications Office for use in publicity efforts, if desired.

Outcome 3: Loan CERL funds (<\$35,000)

Description: Clean Energy Coalition will undertake management of the CERL program with the intention of loaning out all available funds as soon as possible. While every effort will be made to expedite the program and loan disbursement, the timing and scale of this outcome may not be possible as outlined in the RFP. The loan program will be re-launched immediately, at least one loan will be disbursed by 6/2015, and efforts will continue thereafter to disburse the remainder of the funds.

Subtask 3.1 Market/promote program

Subtask Lead: Support Staff

Subtask Support: Project Staff

City Resources: Energy Office, Communications Office

Subtask Activities:

1. Promote availability of CERL program via a2energy.org, a2energy newsletters, and other City communication channels.
2. Reach out to area business and commercial property owners regarding CERL opportunity via direct email campaigns.
3. Expedite the process of re-launching the loan fund using existing loan materials, including application and guidelines.

Subtask 3.2 Solicit, manage, and review applications

Subtask Lead: Support Staff

Subtask Support: Project Staff

City Resources: Energy Office

Subtask Activities:

1. Distribute application materials to interested property owners.
2. Review completed applications and required documentation, in consultation with the City Energy Office as needed, as budget allows.
3. Notify applicants of their application status.

Subtask 3.3 Distribute loan funds

Subtask Lead: Support Staff

Subtask Support: Project Staff

City Resources: Energy Office, Attorney's Office, Treasurer's Office (if applicable)

Subtask Activities:

1. Distribute loan funds to successful applicants in accordance with existing program terms and conditions.

Outcome 4: Redevelop CERL guidelines to expand eligibility and co-brand within broader a2energy initiatives

Description: CERL was launched prior to the existence of a2energy, PACE, or the pending rental housing fund loan program; its scope and eligibility aligned with other similar programs at the time but could now be expanded and revised. There exists an opportunity to expand the audience to whom CERL is available and also to co-promote and co-brand the range of loan programs in one location.

Subtask 4.1 Assist City staff with researching options to expand CERL eligibility beyond DDA

Subtask Lead: Project Lead

Subtask Support: Project Staff, Support Staff

City Resources: Energy Office, Attorney's Office

Subtask Activities: Discuss and research opportunities to revise CERL eligibility and loan terms. Assist in efforts to streamline/simplify CERL loan process.

Subtask 4.2 Promote full suite of loan programs via a2energy.org

Subtask Lead: Support Staff

Subtask Support: Project Lead

Subtask Activities:

1. Utilize “<http://a2energy.org/commercial-savings>” section to promote and explain PACE, CERL, and new rental housing fund loan program.

Outcome 5: Evaluate models for self-sustaining programs in the long run, including revised fee-setting and administrative cost establishment and other forms of fundraising

Description: While PACE, CERL, and the rental housing loan programs represent excellent tools for reducing commercial energy use, all have started from one-time grants or injections of capital that are not necessarily sustainable in the long term. Clean Energy Coalition staff will research other financing structures and assess options for implementing new types of programs or new fee schedules.

Subtask 5.1 Consider alternative financing structures for energy projects

Subtask Lead: Project Lead

Subtask Support: Support Staff

City Resources: Energy Office, Treasurer's Office

Subtask Activities:

1. Research alternative energy financing programs.
2. Summarize best practices across other financing programs.
3. Present recommendations for additional programs for consideration by Energy Office.

Subtask 5.2 Assess alternative fee structures for existing programs

Subtask Lead: Project Lead

Subtask Support: Support Staff

City Resources: Energy Office, Treasurer's Office

Subtask Activities:

1. Review fees procured through Phase 1 of CERL, PACE; assess financial impact.
2. Research fee structures of similar programs elsewhere in the US and make best practice recommendations for consideration by the Energy Office.

B. Benchmarking Ordinance

Since the March 2014 City Council approval of a resolution directing the Energy Commission to develop a commercial building energy benchmarking ordinance, a subcommittee has been meeting and working on this issue, with the goal of delivering a draft ordinance to Council by early 2015. Clean Energy Coalition staff will provide assistance to these efforts as feasible within the scope of this project budget, especially in areas that intersect with other efforts described here. Other outcomes, including providing technical assistance to property owners for compliance if the ordinance is adopted, could be achieved if additional funding became available during the current program year or if funding continues into future years.

Outcome 1: Assist in ordinance drafting

Description: With efforts already underway for the creation of this ordinance, Clean Energy Coalition will provide as needed support to the City Staff and the Energy Commission to assist with ordinance implementation once it passes through City Council.

Subtask 1.1 Provide technical assistance for ordinance implementation

Subtask Lead: Project Staff

City Resources: Energy Office, Energy Commission

Subtask Activities:

1. Provide technical assistance as desired to City Staff and Energy Commission in implementing ordinance.

C. Community Solar

Outcome 1: Advance the installation of a community solar project in Ann Arbor

Description: Clean Energy Coalition will provide the necessary support to the City of Ann Arbor and DTE Energy to encourage the development of a large-scale PV installation with a community solar component.

Subtask 1.1 Support the Installation of a Community Solar Project in Ann Arbor in Partnership with DTE Energy

Subtask Lead: Project Staff

Subtask Support: Support Staff, Project Lead, Program Consultants

City Resources: Energy Office

Subtask Activities:

1. Participate in and coordinate, as necessary, meetings between key City of Ann Arbor and DTE Energy staff.
2. Conduct community solar program research including evaluation of business models, as necessary.
3. Advocate for community solar program options with DTE Energy.
4. Market and implement community solar program in Ann Arbor. (This Subtask item is highly dependent on the utility's acceptance of the program and ability to move nimbly on this.)

Outcome 2: Implement a residential solar aggregation program

Description: Pending City interest in pursuing this approach to promoting solar locally, and dependent upon staff time incurred in Outcome 1 above, Clean Energy Coalition is ready to implement a residential solar aggregation program. Clean Energy Coalition has established a list of local partners needed to implement this project successfully in Ann Arbor, however formal agreements need to be put in place to finalize all arrangements and to begin official project implementation. Additionally, Clean Energy Coalition will develop and implement a targeted marketing and outreach strategy to secure program participants and to support participants through the entire process.

Subtask 2.1 Finalize Partner Relationships

Subtask Lead: Project Staff

Subtask Support: Support Staff, Project Administrator, Project Lead

City Resources: Energy Office

Subtask Activities:

1. Incorporate City of Ann Arbor feedback on current program design.
2. Finalize agreements with all program partners. This will include the following: a solar distributor, a minimum of two solar installers, and a local bank to provide participant financing.

Subtask 2.2 Market and Implement Program

Subtask Lead: Project Staff

Subtask Support: Support Staff, Project Lead

Estimated Cost: Energy Office, Communications Office

Subtask Activities:

1. Identify target audience.
2. Identify methods to effectively conduct community outreach and market program.
3. Set solar installation goals.
4. Implement identified marketing and outreach strategy.
5. Monitor and evaluate success of program, and continually adjust as budget allows.

Outcome 3: Offer assistance to other community solar projects underway in the community

Description: Clean Energy Coalition is aware that grassroots efforts to implement community solar projects are already underway throughout the community. To the extent that the program budget allows, and in the interest of aligning “top-down” and “bottom-up” approaches across the city, Clean Energy Coalition staff are poised to provide technical assistance and guidance to these efforts.

Subtask 3.1 Provide technical support as feasible

Subtask Lead: Project Staff

Subtask Support: Support Staff

City Resources: Energy Office

Subtask Activities:

1. Produce general FAQs document to share via a2energy.org with community groups interested in pursuing solar to answer any basic questions, provide general assistance.

2. As time and budget allows, be available to attend community group meetings to answer questions or present ideas on independent community solar efforts.

Task D. a2energy.org Support

The a2energy brand that was developed during Clean Energy Coalition's previous contract with the City has proven to be a popular and useful platform for supporting a range of City initiatives around climate and energy. The foundation of this brand is the website, a2energy.org, which offers information as well as technical and financial tools to business owners, homeowners, and renters alike. Refreshing website content, publicizing its resources, and promoting new initiatives via the site will help increase website traffic which in turn increases the audience exposed to its messages of energy efficiency and renewable energy.

Outcome 1: Update website and evaluate traffic and success of social and other forms of marketing

Description: Clean Energy Coalition will reinstate efforts to keep a2energy.org content current and useful for site visitors. This will include updating information on the site as well as renewing efforts to promote site content and drive traffic to the site. As website and newsletter tactics are implemented, Clean Energy Coalition staff will also monitor site traffic and identify the activities that have the most impact in reaching the largest audience.

Subtask 1.1 Refresh website content

Subtask Lead: Project Support

Subtask Support: Project Lead

Subtask Activities:

1. Update content with current information, repair any broken links
2. Identify ongoing content source for "e-peeps" or develop alternative approach for featuring testimonials.

Subtask 1.2 Re-establish a2energy newsletter and social media communications

Subtask Lead: Project Support

Subtask Support: Project Lead

City Resources: Energy Office, Communications Office

Subtask Activities:

1. Generate editorial calendar
2. Promote newsletter signups via website, other communications
3. Sync newsletter schedule with other City communications activities; look for cross-promotional opportunities.
4. Research options for feeding newsletter content automatically to social media, or otherwise revitalizing a2energy/Energy Office accounts such as Facebook, Twitter, etc.

Subtask 1.3 Review & monitor Google Analytics and other social media traffic metrics

Subtask Lead: Support Staff

City Resources: Energy Office, Communications Office

Subtask Activities:

1. Review web traffic history since Phase 1 completion.

2. Report monthly on website traffic over the course of the year, tracking linkages to program and promotional activity.

Outcome 2: Continue cultivation of a2energy Contractor Partners network

Description: Local contractors represent a wealth of information on energy efficiency and renewable energy as well as connections to residents and business owners. Through the range of building energy programs Clean Energy Coalition has administered over time, energy users consistently express the desire for connections to well-qualified and trusted contractors. Expanding the Contractor Partner network will highlight the good work of existing contractors and encourage new potential customers to pursue energy efficiency retrofits.

Subtask 2.1 Update and expand network

Subtask Lead: Support Staff

Subtask Support: Project Lead

Subtask Activities:

1. Contact existing contractors and ensure information is accurate, update as necessary
2. Invite new contractors to join network

Subtask 2.2 Feature contractors more prominently on a2energy.org

Subtask Lead: Support Staff

Subtask Activities:

1. Include contractor testimonials similar to “e-peeps.”
2. Create banner graphics on a2energy.org that promote Contractor Partners

Subtask 2.3 Publicize contractor partners at other city events

Subtask Lead: Support Staff

City Resources: Communications Office

Subtask Activities:

1. Develop standard materials that feature partner logos to be used at tabling or other events.
2. Offer discounted or prime-location tabling opportunities to contractor partners at relevant city events.

Outcome 3: Increase coordination with Michigan Saves

Description: Michigan Saves offers attractive financing options to both homeowners and business owners. Through successful partnerships with local financial institutions as well as DTE Energy, interest rates on Michigan Saves loans have been decreasing over time but are not necessarily widely known. Expanding cross-promotional efforts between a2energy and Michigan Saves will help strengthen energy-related financial offerings in the state and drive additional energy efficiency work.

Subtask 3.1 Invite more MI Saves contractors to become a2energy Contractor Partners

Subtask Lead: Support Staff

Subtask Activities:

1. Send outreach materials regarding a2energy Contractor Partners to Michigan Saves Authorized Contractors list.

Subtask 3.2 Feature Michigan Saves financing more prominently on a2energy.org

Subtask Lead: Support Staff

Subtask Activities: Collaborate with Michigan Saves staff to obtain most current information on available loan products and cross-promote new initiatives as they are developed. Include information in a2energy newsletters on Michigan Saves loan products and financing specials.

Outcome 4: Improve a2energy brand awareness and relation with community Climate Action Plan efforts

Description: a2energy is poised to be an excellent platform to promote new and ongoing activity affiliated with the Community Climate Partnership. Clean Energy Coalition staff will coordinate efforts with the Partnership's Engagement Priority Area to maximize both the existing awareness of a2energy for introducing people to climate efforts and the recent interest in climate efforts to remind people of the resources available via a2energy.org.

Subtask 4.1 Align A2 Climate Partnership outreach efforts with a2energy.org

Subtask Lead: Support Staff

Subtask Activities:

1. Work with Community Climate Partnership's Engagement Priority Team to brand efforts as associated with a2energy
2. Build out climate section of a2energy.org to better feature A2 Climate Partnership efforts and publicize community activities and opportunities for involvement.

Task E. A2 Climate Partnership

Outcome 1: Drive implementation of the Ann Arbor Climate Action Plan strategies prioritized by the Community Climate Partnership and City Commissions and propose metrics of success to track CAP progress

Description: The Ecology Center first convened the Ann Arbor Community Climate Partnership in December 2013, with resources provided by national and local philanthropic sources. The Priority Teams of the Community Climate Partnership (i.e., Energy & Buildings, Land Use & Access, Resource Management, and Community & Health) have been prioritizing easily achievable and/or high-impact actions for the short term. Community-based experts will be devoting hundreds of hours of pro bono expertise to developing implementation plans and schedules. The strategies or "actions" include, but are not limited to: greening affordable and rental housing, community solar projects, increasing collection of organic waste, developing ordinances around commercial & demolition waste and styrofoam, and developing community-based challenges (e.g., WorkPlace Charging Challenge for EV infrastructure or a neighborhood "green teams" contests help homeowners identify and invest in energy-saving opportunities).

Subtask 1.1 Continue to convene Community Climate Partnership

Subtask Lead: Ecology Center

Subtask Activities:

1. Continue convening planning meetings for Community Climate Partnership steering committee, priority teams, and related groups.
2. Serve as "project manager" for pro bono research and development initiatives conducted by Partnership leaders.

Subtask 1.2 Engage community members in Community Climate Partnership activities

Subtask Lead: Ecology Center

Subtask Activities:

1. Organize community members and issue experts into “action teams” to make progress on prioritized CAP actions.
2. Identify points of community intervention to advance proposed initiatives; promote successes and leverage those to build momentum.

Subtask 1.3 Track progress of Climate Action Plan

Subtask Lead: Ecology Center

Subtask Activities:

1. Identify metrics -- e.g. change in community participation in climate actions, per capita energy use, popularity of climate action brand, etc. -- for evaluating progress in implementing the Ann Arbor Climate Action Plan.
2. Evaluate success of Community Climate Partnership in advancing those goals.

Outcome 2: Increase awareness of community-led climate action

Description: A variety of public events will allow us to increase the awareness of community-led climate action, from town halls to celebrations to public meetings. We will work with organizers and experts in each issue area of the Climate Action Plan to organize events that will most effectively promote their work and leverage public engagement for higher impact items.

Subtask 2.1 Run public meetings

Subtask Lead: Ecology Center

Subtask Activities:

1. Plan, promote, and organize at least two outreach events and opportunities in each of Ann Arbor’s five wards.
2. Reach out to city councilpersons in conjunction with each event.

Subtask 2.2 Hold public events

Subtask Lead: Ecology Center

Subtask Activities:

1. Hold public events around each of the action areas identified through the partnership.
2. Build awareness, recruit supporters, receive input, and celebrate progress in each of the action areas.

Subtask 2.3 Host social media engagement events

Subtask Lead: Ecology Center

Subtask Activities:

1. Employ creative on-the-ground tactics to increase awareness on social media, for example: promote National Plug-in Week at EV charging stations and ask plug-in drivers to post photos of their vehicles or dashboards to social networks with the hashtags “a2plugin” and “a2climate.”

Outcome 3: Develop an online pledge program, education materials, videos, banners, and other tabling materials

Description: To engage Ann Arbor residents and business people, tools such as an online pledge program, educational materials, and videos are needed for tabling at CCP events and popular events around town. The Ecology Center will work to develop these materials in a way that ties together existing brands and promotes the CCP.

Subtask 3.1 Develop materials associated with a2energy brand

Subtask Lead: Ecology Center

Subtask Activities:

1. Incorporate a2energy branding and design style into materials developed to promote climate partnership.
2. Develop banner graphics and internal “ads” that can be used on a2energy.org to co-promote climate efforts and encourage participation.
3. Screen climate videos and share them via social media.

Subtask 3.2 Design online pledge program

Subtask Lead: Ecology Center

Subtask Activities:

1. Design online pledge for climate activities.
2. Develop prizes to engage adults as well as children.

Subtask 3.3 Assemble tabling materials to promote pledge efforts

Subtask Lead: Ecology Center

Subtask Activities:

1. Design banners that will draw attention.
2. Assemble tabling materials that will allow community members to share why climate action is important and what they do to reduce Ann Arbor’s climate footprint.

Task F: GHG Emissions Reductions

Outcome 1: Demonstrate measurable impact of the City of Ann Arbor’s community climate and energy programs by tracking greenhouse gas (GHG) emissions reductions

Description: To help the City meet its long-term target of a 90 percent communitywide reduction in greenhouse gas emissions, Clean Energy Coalition will track and quantify GHG emissions reductions associated with each outcome of all Tasks (A-E).

Subtask 1.1 Quantify GHG emissions reductions associated with outcomes

Subtask Lead: Project Lead

Subtask Support: Support Staff, Ecology Center

Subtask Activities:

1. Quantify greenhouse gas (GHG) emissions reductions associated with each outcome of Tasks A-E to demonstrate measurable impact of projects.

EXHIBIT B

COMPENSATION

This project has a budget not to exceed \$85,000.00 and the agreement herein and work performed will be invoiced and paid monthly with the understanding that described Tasks in Exhibit A will follow the schedule below, given varying hourly rates of the staff involved. The City retains discretion to reasonably shift Consultant emphasis or project focus and time between areas as work commences based on feasibility determination or factors causing the inability to advance a task as originally envisioned.

Tasks	Hours	(\$)
Task A. PACE/CERL Program Support	378	\$37,980.00
Task B. Benchmarking Ordinance	12	\$1,320.00
Task C. Community Solar	114	\$12,270.00
Task D. a2energy.org Support	100	\$7,890.00
Task E. Climate Partnership	460	\$25,500.00
TOTAL	1,064	\$84,960.00
Rates	\$/Hour	
Project Administrator	\$150.00	
Project Lead	\$120.00	
Project Staff	\$110.00	
Support Staff	\$75.00	
Ecology Center	\$55.43	

Task A. PACE/CERL Program Support	Hours	Cost (\$)	Project Administrator	Project Lead	Project Staff	Support Staff	Ecology Center
Task Administration	16	\$2,400	\$2,400	\$0	\$0	\$0	\$0
Outcome 1: Annual PACE bond sale	202	\$21,200	\$0	\$12,960	\$3,740	\$4,500	\$0
Subtask 1.1: Revise PACE program policy, procedures and associated documents	20	\$2,090		10	4	6	
Subtask 1.2: Re- engage in marketing and outreach campaign	68	\$7,180		40	8	20	
Subtask 1.3: Solicit, manage,	78	\$8,210		40	16	22	

and review program applications							
Subtask 1.4: Finalize PACE Loans and Work with Program Participants to Complete Successful Projects	36	\$3,720		18	6	12	
Outcome 2: Evaluate phase 1 PACE and CERL energy data	40	\$3,600	\$0	\$480	\$1,320	\$1,800	\$0
Subtask 2.1: Collect data from program participants	14	\$1,280		2	4	8	
Subtask 2.2: Analyze and disseminate information	26	\$2,320		2	8	16	
Outcome 3: Loan available CERL funds	76	\$6,330	\$0	\$0	\$1,980	\$4,350	\$0
Subtask 3.1: Market and promote program	34	\$2,690			4	30	
Subtask 3.2: Solicit, manage, and review applications	30	\$2,600			10	20	
Subtask 3.3: Distribute loan funds	12	\$1,040			4	8	
Outcome 4: Redevelop CERL guidelines to expand eligibility and co-brand within broader a2energy initiatives	12	\$1,150	\$0	\$480	\$220	\$450	\$0
Subtask 4.1: Assist City staff with expanding CERL eligibility beyond DDA	6	\$610		2	2	2	
Subtask 4.2:	6	\$540		2		4	

Promote CERL via a2energy							
Outcome 5: Evaluate models for self-sustaining programs in the long run, including revised fee-setting and administrative cost establishment and other forms of fundraising	32	\$3,300	\$0	\$2,400	\$0	\$900	\$0
Subtask 5.1: Consider alternative financing structures for energy projects	16	\$1,650		10		6	
Subtask 5.2: Assess alternative fee structures for existing programs	16	\$1,650		10		6	
Task A Total	378	\$37,980					
Task B. Benchmarking Ordinance	Hours	Cost (\$)	Project Administrator	Project Lead	Project Staff	Support Staff	Ecology Center
Task Administration	0	\$0	\$0	\$0	\$0	\$0	\$0
	0	\$0	0				
Outcome 1: Assist in development of ordinance and benchmarking	12	\$1,320	\$0	\$0	\$1,320	\$0	\$0
Subtask 1.1: Provide assistance to City Staff and Energy Commission in determining ordinance and benchmarking characteristics	12	\$1,320			12		
Task B Total	12	\$1,320					
Task C. Community	Hours	Cost (\$)	Project Administrator	Project Lead	Project Staff	Support Staff	Ecology Center

Solar							
Task Administration	10	\$1,500	\$1,500	\$0	\$0	\$0	\$0
	10	\$1,500	10				
Outcome 1: Advance the installation of a community solar project in Ann Arbor	28	\$2,790	\$0	\$720	\$1,320	\$750	\$0
Subtask 1.1: Support the Installation of a Community Solar Project in Ann Arbor in Partnership with DTE Energy	28	\$2,790		6	12	10	
Outcome 2: Implement a residential solar aggregation program	64	\$6,800	\$600	\$1,920	\$3,080	\$1,200	\$0
Subtask 2.1: Finalize partner relationships	26	\$2,940	4	6	12	4	
Subtask 2.2: Market and implement program outreach strategy	38	\$3,860		10	16	12	
Outcome 3: Offer assistance to other community solar projects underway in the community	12	\$1,180	\$0	\$0	\$880	\$300	\$0
Subtask 3.1: Provide technical support as feasible	12	\$1,180			8	4	
Task C Total	114	\$12,270					
Task D. a2energy.org Support	Hours	Cost (\$)	Project Administrator	Project Lead	Project Staff	Support Staff	Ecology Center
Task Administration	6	\$900	\$900	\$0	\$0	\$0	\$0
	6	\$900	6				

Outcome 1: Update website and evaluate traffic and success of social and other forms of marketing	52	\$3,660	\$0	\$960	\$0	\$2,700	\$0
Subtask 1.1: Refresh website content	22	\$1,830		4		18	
Subtask 1.2: Re- establish a2energy newsletter and social media communications	22	\$1,830		4		18	
Subtask 1.3: Review & monitor Google Analytics and other social media traffic metrics	8	\$600				8	
Outcome 2: Continue cultivation of a2energy Contractor Partners network	26	\$2,130	\$0	\$480	\$0	\$1,650	\$0
Subtask 2.1: Update and expand network	14	\$1,230		4		10	
Subtask 2.2 Feature contractors more prominently on a2energy.org	8	\$600				8	
Subtask 2.3 Publicize contractor partners at other city events	4	\$300				4	
Outcome 3: Increase coordination with Michigan Saves	8	\$600	\$0	\$0	\$0	\$600	\$0
Subtask 3.1 Invite more MI Saves contractors to become a2energy Contractor	4	\$300				4	

Partners							
Subtask 3.2 Feature Michigan Saves financing more prominently on a2energy.org	4	\$300				4	
Outcome 4: Improve a2energy brand awareness and relation with community Climate Action Plan efforts	8	\$600	\$0	\$0	\$0	\$600	\$0
Subtask 4.1: Align A2 Climate Partnership outreach efforts with a2energy.org	8	\$600				8	
Task D Total	100	\$7,890					
Task E. A2 Climate Partnership	Hours	Cost (\$)	Project Administrator	Project Lead	Project Staff	Support Staff	Ecology Center
Task Materials	0	\$200	\$0	\$0	\$0	\$0	\$200
Outcome 1: Drive implementation of the Ann Arbor Climate Action Plan strategies prioritized by the Community Climate Partnership and City Commissions and propose metrics of success to track CAP progress	175	\$9,625	\$0	\$0	\$0	\$0	\$9,625
Subtask 1.1: Continue to convene Community Climate Partnership		\$3,369					\$3,369
Subtask 1.2: Engage community members in Community		\$3,369					\$3,369

Climate Partnership activities							
Subtask 1.3: Track progress of Climate Action Plan		\$2,888					\$2,888
Outcome 2: Increase awareness of community-led climate action	175	\$9,625	\$0	\$0	\$0	\$0	\$9,625
Subtask 2.1: Run public meetings		\$3,369					\$3,369
Subtask 2.2: Hold public events		\$3,369					\$3,369
Subtask 2.3: Host social media engagement events		\$2,888					\$2,888
Outcome 3 Develop an online pledge program, education materials, videos, banners, and other tabling materials	110	\$6,050	\$0	\$0	\$0	\$0	\$6,050
Subtask 3.1: Develop materials associated with a2energy brand		\$1,815					\$1,815
Subtask 3.2: Design online pledge program		\$2,118					\$2,118
Subtask 3.3: Assemble tabling materials to promote pledge efforts		\$2,118					\$2,118
Task E Total	460	\$25,500					
Project Totals	1,064	\$84,960					

EXHIBIT C

INSURANCE REQUIREMENTS

Effective the date of this Agreement, and continuing without interruption during the term of this Agreement, Contractor shall provide certificates of insurance to the City on behalf of itself, and when requested any subcontractor(s). The certificates of insurance shall meet the following minimum requirements.

1. Professional Liability Insurance or Errors and Omissions Insurance protecting the Contractor and its employees in an amount not less than \$1,000,000.

2. Worker's Compensation Insurance in accordance with all applicable state and federal statutes. Further, Employers Liability Coverage shall be obtained in the following minimum amounts:

Bodily Injury by Accident - \$500,000 each accident
Bodily Injury by Disease - \$500,000 each employee
Bodily Injury by Disease - \$500,000 each policy limit

3. Commercial General Liability Insurance equivalent to, as a minimum, Insurance Services Office form CG 00 01 07 98 or current equivalent. The City of Ann Arbor shall be an additional insured. There shall be no added exclusions or limiting endorsements which diminish the City's protections as an additional insured under the policy. Further, the following minimum limits of liability are required:

\$1,000,000 Each occurrence as respect Bodily Injury Liability or
Property Damage Liability, or both combined
\$2,000,000 Per Job General Aggregate
\$1,000,000 Personal and Advertising Injury

4. Motor Vehicle Liability Insurance, including Michigan No-Fault Coverages, equivalent to, as a minimum, Insurance Services Office form CA 00 01 07 97 or current equivalent. The City of Ann Arbor shall be an additional insured. There shall be no added exclusions or limiting endorsements which diminish the City's protections as an additional insured under the policy. Coverage shall include all owned vehicles, all non-owned vehicles and all hired vehicles. Further, the limits of liability shall be \$1,000,000 for each occurrence as respects Bodily Injury Liability or Property Damage Liability, or both combined.

5. Umbrella/Excess Liability Insurance shall be provided to apply in excess of the Commercial General Liability, Employers Liability and the Motor Vehicle coverage enumerated above, for each occurrence and for aggregate in the amount of \$1,000,000.

B. Insurance required under V.A 2 and V.A.3 of this contract shall be considered primary as respects any other valid or collectible insurance that the City may possess, including any self-insured retentions the City may have; and any other insurance the City does possess shall be

considered excess insurance only and shall not be required to contribute with this insurance. Further, the Contractor agrees to waive any right of recovery by its insurer against the City.

C. Documentation must provide and demonstrate an unconditional 30 day written notice of cancellation in favor of the City of Ann Arbor. Further, the documentation must explicitly state the following: (a) the policy number; name of insurance company; name and address of the agent or authorized representative; name and address of insured; project name; policy expiration date; and specific coverage amounts; (b) any deductibles or self-insured retentions which shall be approved by the City, in its sole discretion; (c) that the policy conforms to the requirements specified. An original certificate of insurance may be provided as an initial indication of the required insurance, provided that no later than 21 calendar days after commencement of any work the Contractor supplies a copy of the endorsements required on the policies. Upon request, the Contractor shall provide within 30 days a copy of the policy(ies) to the City. If any of the above coverages expire by their terms during the term of this contract, the Contractor shall deliver proof of renewal and/or new policies to the Administering Service Area/Unit at least ten days prior to the expiration date.