

*CITY OF HALLANDALE BEACH  
SUSTAINABILITY ACTION PLAN  
AGREEMENT  
EXHIBIT 1*

# BACKGROUND

## INTRODUCTION

The City of Hallandale Beach is a vibrant coastal community located in the southeast corner of Broward County on the Atlantic Ocean. The City encompasses 4.4 square miles and has a population of 38,273 residents. The City demographics continue to change as younger families move to Hallandale Beach for its location and quality of life attributes. Tourism plays an important role in the City's economy, as the population during the peak winter season increases to 50,000 within the City. Home to 11 state of the art parks, including two beach parks and two gaming venues, the City hosts visitors year round.

Prior to hiring a Green Initiatives Coordinator ("GIC") during the summer of 2015, the City of Hallandale Beach's Green Initiatives Program historically focused upon water conservation. The GIC expanded the scope of the Program to include: energy conservation, waste reduction, public education via workshops and the quarterly Green Initiatives Newsletter, internal training programs, a sustainability website, Green Initiatives branding and long-range planning.

Many of the program areas included in this expanded scope are now entering the early implementation phase. The long-term success of sustainability in the City will in large part be due to the Sustainability Action Plan that will be developed as is described in this Scope of Work.

This scope of work will lead to the creation of a cutting edge comprehensive five (5) year Sustainability Action Plan through the preparation of innovative strategies, policies, and tools aimed at creating sustainable initiatives, reducing waste generation, increasing energy and water efficiency, educating the community, promoting resource conservation, developing climate resiliency strategies, and reducing greenhouse gas (GHG) emissions city wide. The City has selected RS&H in order to lead the SAP development process, as a result of RFP #FY2015-2016-024.

The primary point of contact for RS&H, Inc. ("The Consultant") will be the GIC. The GIC will facilitate the Consultant's communication with the City Manager, the City Commission, other representatives of City departments, community advocacy groups, volunteers from the community, and utilities providers to complete this scope of work.

## PURPOSE

The SAP will serve as the foundation for guiding the City's efforts to meet its sustainability objectives and provide a set of tangible documents that can be used to:

1. Highlight the City's sustainability initiatives,
2. Demonstrate the City's commitment to sustainability,
3. Support funding requests,
4. Educate and inform the community, and
5. Create a measurable set of goals against which progress can be established.

The primary project objectives are to:

1. Provide a 5-year blueprint for public and private sector decision-making that tangibly and measurably advances the City in its pursuit of holistic sustainability and quality of life, and
2. Create a Sustainability Action Plan that will be a collective list of a vision statement, goals, objectives and incrementally building policies and initiatives and an implementation plan based on a 5-year planning and implementation time horizon.

## PROJECT COMPONENTS

### 1. Project Management

Meet (may be via phone/email) with the City's project team as often as needed to coordinate data needs, access staff expertise, and ensure full understanding and agreement on scope specifications, including desired deliverable formats. Conduct meetings/presentations as detailed in the below tasks with City Commission, City administration, City staff, and community stakeholders (two (2) meetings, one (1) in the East section of the City and one (1) in the West).

### 2. Data collection, existing conditions analysis, trend analysis

- a) Comprehensive assessment of energy use for all City owned facilities and/or operations
- b) Comprehensive water consumption assessment for all City owned facilities and/or operations
- c) Comprehensive waste production and recycling assessment for all City owned facilities
- d) A fuel consumption assessment of the City's fleet, including Community Bus system
- e) An inventory of areas in the City vulnerable to sea level rise and impacts of climate change

Furthermore, the Consultant will engage and collect information from pertinent projects being completed by other consultants working under contract with the City of Hallandale Beach (Ex: Kessler Consulting Inc. and Solid Waste System Strategic Plan). The Consultant will also review and become familiar with existing City planning documents in order to ensure consistency and identify opportunities for integration (Ex: Strategic Plan, Mobility Plan, Comprehensive Plan) as well as relevant county and regional documents (Ex: Southeast Florida Regional Climate Change Compact's Regional Climate Action Plan).

The Consultant will also review relevant aspects of the City's Code of Ordinances as it relates to sustainability (Ex: Green Building Code) in order to recommend improvements in terms of content, enforceability and efficiency.

### Engage Citizens and Businesses

Outline steps to build additional stakeholder support via coordination and collaboration with City staff/officials, participating agencies and the public throughout the project to ensure support and acceptance of preferred alternatives and policy documents by the public, City Commission and other reviewing agencies. Duties will include coordination with county and regional partners as required to acquire available data, identify best practices and contribute to citywide initiatives. Two (2) public meetings shall be held in Hallandale Beach, one in the East section of the City and one in the West. The

GIC will organize these meetings, including meeting logistics and the Consultant will provide expertise in facilitation and content dissemination. City facilities may be used if available.

### Sustainability Action Plan

Develop internal and external strategies relative to a SAP that will be developed and prioritized by the City project team and via stakeholder engagement and presented to the City Commission. Subject areas include:

- a. A business case for renewable power generation, energy efficiency and energy conservation that makes economic sense and is realistically financeable.
- b. Energy and resource efficient land use patterns and redevelopment policies, including green building and low impact development strategies.
- c. Water conservation, including alternative water sources (rainwater harvesting, condensate collection, etc.).
- d. Landscaping (i.e. irrigation, native/drought resistant plants, maintenance practices, pesticides/fertilizers, etc.).
- e. Transportation measures to reduce emissions associated with vehicle miles traveled, including transportation demand management, increased street and mode connectivity, complete streets, and multimodal mobility planning that places emphasis on public transportation systems. Strategies related to this focus area should be associated with and function within the City's recently completed Complete Streets Basis of Design Report and Mobility Study
- f. Housing, including energy efficient design and construction of new housing, and use of renewable resources consistent with Florida Building Construction Standards.
- g. Environmentally responsible materials/waste reduction and recycling within the community and City government, with a focus on employing principles related to Sustainable Materials Management.
- h. Green purchasing and cleaning products.
- i. Natural resources conservation that considers green space access, tree canopy, and habitat preservation.
- j. Locally- based, sustainable food production to enhance economic, environmental and social health in the community. This focus area should be associated with and function within the City's Community Garden.
- k. Employee education and awareness.
- l. Future opportunities for community education and outreach.
- m. External funding to implement SAP strategies and capital improvements.
- n. Planning for climate resiliency that will allow the City to plan for climate threats, assess vulnerability and risks, investigate adaptation/mitigation options and prioritize and take action. Consultant will utilize information from recently completed Resilience Dialogues (White House Office of Science and Technology Policy program) to help inform SAP.
- o. Qualitative assessment of relative contribution of focus areas to the City and Community's greenhouse gas emissions

These subject areas will be categorized into the following Focus Areas:

1. Resource Conservation and Efficiency
2. Materials Minimization and Recycling (with a focus on promoting Sustainable Materials Management principles)
3. Land Use and Transportation
4. Natural Resources and Resiliency
5. Education and Outreach
6. Funding and Evaluation

## SCOPE OF SERVICES

The Consultant will assist the City with building on and moving forward with what has already been accomplished and established as sustainability initiatives. The Consultant's primary point of contact will be the GIC. The GIC will facilitate communication with the City Manager, City Commission, other representatives of City departments, volunteers from the community, other governmental agencies, members of the business community and utilities providers to complete the scope of work. The Consultant will assist the City in creating a package of strategies to meet the established goals and objectives in each of the six (6) focus areas. The Consultant will analyze and prioritize initiatives that effectively and efficiently meet the overall purpose of the SAP. These prioritized actions shall be linked to a yearly cost to the City (and if applicable, a yearly cost to non-city entities) per project, along with estimated returns on investment and staff resources to be dedicated.

The Consultant should possess a comprehensive knowledge of best practices and have the technical means to develop the requisite metrics for measuring and reporting performance of the strategies (environmental and financial savings) that result from implementation of the plan.

## CORE SERVICES

Development of the SAP will involve the following Core Services:

1. Collaboration with City staff and stakeholders,
2. Creating preliminary sustainable policies, initiatives and strategies,
3. Providing a detailed implementation strategy and timeline,
4. Public meeting presentations and input solicitation,
5. Developing a process to quantitatively measure performance and yearly progress and an outreach strategy to convey this information,
6. Developing a finalized Sustainability Action Plan, Executive Summary and concise public outreach summary, specifically suited to meet the needs of the City of Hallandale Beach for consideration by the City Commission.,
7. Develop graphic, website and social media content that fits within the City's overall brand. Final Action Plan documents should contain features designed to engage community members and may be disbursed via all city communication channels. This capability will be created in conjunction with the City's Chief Information Officer and GIC.

## TASKS

Project tasks associated with Core Services are as follows:

### Task 1: Kick-Off Meeting, Ongoing City Coordination and Capacity Building

- a) Kick-Off Meeting within first month of contract initiation. The kick-off meeting will be attended by the Consultant, GIC, staff from the City Manager's Office, Department Directors and members of the Interdepartmental Project Team. The Kick-Off Meeting will identify key sustainability issues to be addressed in the SAP, review available supporting data and information, review past, current and ongoing sustainability planning initiatives/projects and establish protocols for communication and shared responsibilities, including a discussion to identify stakeholder groups, and community participants as well as appropriate communication tools and strategies. Key staff that will provide specific expertise and insight into the various focus areas will be identified. Final report format and presentation format will also be discussed. The Consultant will prepare an agenda for and facilitate the Kick-Off Meeting. Directly after the Notice to Proceed and prior to the Kick-Off Meeting, the Consultant will prepare a comprehensive data request for the defined focus areas (Table 1 below). Data will be requested for 3 consecutive years, ending with the most recent 12 month period available. Thirty days (30) will be provided for the City to respond to the data request after the conclusion of the Kick-Off Meeting.
- b) Meetings with GIC, project team and staff. Following the Kick-off meeting, the Consultant will facilitate a discussion and interview members of an Interdepartmental Project Team, including the GIC, with the purpose of preliminarily identifying sustainability barriers and opportunities, including potential projects.

These meetings will clarify roles and responsibilities of individuals relative to the project focus areas. Before the meetings, City staff will identify the departments and associated personnel that can support initiatives in each of the focus areas. The Consultant will develop an agenda for staff meetings, along with focus area specific data requests (Task 1a above) that will be distributed to team members prior to the Kick-Off Meeting and thus, prior to team interviews.

The Consultant and GIC will also meet with each member of the City Commission separately in order to identify their goals for the SAP. If members of the Commission are not able to meet in person on the designated day, which may be separate from the above referenced Interdepartmental Project Team meetings, the Consultant will be available for individual teleconference calls with the GIC and Commission members.

- c) Site assessment. Following meetings (Task 1a and b), the Consultants will conduct a site assessment of the City's significant facilities and infrastructure including: utility infrastructure, parks, fire stations, the Public Works compound and water treatment plant, and the City Hall compound. The Consultant will provide a list of goals, outcomes and questions to the GIC for each stop included in the site assessment prior to the walkthrough in order to facilitate a meaningful and efficient dialogue. The GIC will schedule the assessment to occur the day following the Kick-Off and Interdepartmental Project Team meetings.
- d) Progress reporting. Minimum of at least bi-weekly calls with Project Manager and written monthly progress briefing to accompany invoice using a "stoplight" format, with descriptions of barriers to progress as needed.
- e) Final presentation of the SAP to the City Commission
- f) Coordination and communication with sub-consultant, Dewberry Consultants, as necessary. Dewberry Consultants will offer expertise regarding climate vulnerability and adaptation assessment as necessary.

## Task 2: Communications Strategy

- a) Brainstorming Session/s on Communications Strategy via conference call/s in conjunction with GIC and City Chief Information Officer
- b) Communications Strategy including approach to branding, web and Public Outreach Strategies will be developed by Consultant with the objective of increasing transparency and awareness within City government operations and the city as a whole. The key messages and target audiences will be identified as part of the development of the SAP.
- c) Branding and digital content based on Tasks 2a and 2b above. Media formats to be identified will include web pages, social media posts, short video clips, press releases, articles and audio content. GIC will be responsible for uploading documents to web. The Consultant will develop outreach material for the Public Workshops and the GIC will distribute the information via any of the City communication channels.

## Task 3: Baseline Assessment/Gap Assessment

### a. Identification of Data Sources and Data Needs (Gap Analysis).

RS&H will issue a data request to the City based on the following focus areas after receiving the Notice to Proceed and prior to the Kick-Off Meeting. The City will have thirty (30) days to respond to the data request after the conclusion of the Kick-Off Meeting.

The following table provides a breakdown of the Focus Areas as well as data needed for each:

**TABLE 1: FOCUS AREA AND PRELIMINARY DATA NEEDS**

Focus Area	Data Needed Pertaining To:
Resource Conservation and Efficiency	Energy Use Fuel Use Water Use Alternative Water Use Green Purchasing Green Cleaning Products Low Impact Design
Materials Minimization and Recycling	Waste Generation Waste Diversion Waste Reduction Programs Waste Repurposing, Recycling and Recovery
Land Use and Transportation	Natural Area Preservation Open Spaces, Parks and Recreation Land Use Regulation Green Building Code Development and Redevelopment Transportation Patterns
Natural Resources and Resiliency	Water Use Community Rating System (FEMA) Historically Vulnerable Areas (Flooding and Shoreline Erosion) Storm Surge and Evacuation Storm Event and SLR Projections Infrastructure and Natural Resource Resiliency Status
Education and Outreach	Audience Message Content Media Tools
Funding and Evaluation	

The GIC will serve as a single point of contact responsible for collecting all requested data and forwarding it to the Consultant's Project Manager, Ben Moore. The Consultant will prepare written data requests for information held by external organizations, such as Florida Power and Light, waste services vendors and others, to be submitted by the City on its letterhead. The Consultant prefers that all data will be provided as requested in a fully and directly editable format compatible with common spreadsheet and database tools such as Microsoft Excel and Access. However, the City will provide information in the format that is available.

The project timeline is contingent on the Consultant receiving necessary data from the City within a reasonable period of thirty (30) days from the Kick-Off Meeting. The Consultant will follow-up with the



GIC regularly to obtain the needed information after which the data collection period will end. After the close of the data collection period, the Consultant will provide a Data Gap Analysis Memorandum. The memo will document the processes, tools and analyses the City currently uses to generate and track its sustainability metrics. The Consultant will identify key metrics not currently collected and any barriers that prevent collection. This information will be used to recommend a data collection, tracking and reporting framework for the City.

#### **b. Baseline Assessment**

The Consultant will assess collected data to characterize existing conditions, including existing sustainability and climate initiatives. The assessment will include quantitative and qualitative data for the City's focus areas that is directly or indirectly under the City's operational control. The Consultant prefers that data will be available at the end-use level (e.g. by building, by vehicle), relevant detailed end use characteristics will also be available (e.g. building floor area, vehicle make and model, etc.), and that at least three years of complete data records will be available. However, the City will provide information in the format that is available.

Data will be summarized in charts and graphs accompanied by brief explanatory text that at minimum (subject to availability of data) defines historical performance; cross-tabulates performance by operationally meaningful units; normalizes performance to facilitate comparisons between and within operational boundaries.

#### **c. Benchmarking and Analysis**

The consultant will benchmark baseline performance against three peer municipalities identified in collaboration with the GIC. The Consultant will analyze benchmarking results to develop recommendations for sustainability goals, programs, projects and policies.

#### **d. Integration of existing initiatives into STAR Community rating System's Self-Assessment Checklist and Tool**

The STAR Community Rating System ("STAR") is the nation's first voluntary, self-reporting framework for evaluating, quantifying, and improving the livability and sustainability of U.S. communities. The framework includes social, economic and environmental dimensions of community. In collaboration with the GIC, the Consultant shall use STAR, or other appropriate method, as the method to determine an initial "rating" to establish a baseline that the City shall improve upon. The Consultant shall collect and input data for the focus areas identified above into the STAR Self-Assessment Checklist. The GIC, facilitated by guidance from the Consultant, shall address the remaining components of STAR.

STAR is an online system that gathers, organizes, analyzes, and presents information required to meet sustainability goals. It is premised on a framework of sustainability goals, objectives and evaluation measures. Local leaders can set goals and measure progress across sustainability themes using the evaluation measures included in the Rating System. A community can address all or some of the Goals and Objectives and determine if there are additional outcomes to measure.

Within the Goals and Objectives specific performance measures are included such as regulatory changes, land acquisitions, new policies or plans created or something as specific as increasing access to transit.

The Consultant shall include a STAR subscription into this scope of work, as necessary to complete the tasks described herein, and will use the process as a performance management tool for the SAP. The Team is open to other methodologies for performance monitoring and tracking, but recommends consideration of STAR because of the support the organization provides and the uniformity of the rating approach.

#### Task 4: Solutions Memo

The consultant will prepare a solutions memorandum detailing the results of Tasks 1, 2 and 3, supplemented by its experience and expertise identifying, planning, designing and ensuring the quality of sustainability projects. The memo will include a catalogue of potential projects corresponding to the City's focus areas. For each project, the memo will define the project intent, scope, life, notional yearly cost/benefit per project, and guiding assumptions.

Based on the potential of these projects, the Consultant will provide preliminary recommendations on goals, funding, education and outreach and monitoring and continual improvement.

The memo will be provided to the City in an editable PDF format and the City will have 5 calendar days to provide edits to the Consultant.

#### Task 5.0: Strategy Development, Performance and Monitoring

##### a. Collaborative Workshop

The GIC, with guidance from the Consultant, shall organize and provide logistics for a workshop attended by the City's Interdepartmental Project Team. The Consultant will facilitate the Workshop. The Workshop will take place during 2 consecutive half day sessions. The Objectives of this workshop shall include:

- Reviewing, calibrating and building on the results of the Solutions Memo,
- Defining the City's sustainability vision via a series of participatory self-assessment techniques (strengths, weaknesses, opportunities, threats analysis etc.),
- Establishing goals for each focus area using backcasting techniques and identify strategies for reaching goals,
- Refining a portfolio of potential sustainability initiatives for each focus area, including selection of projects that will be assessed in further detail in the SAP.

The workshop will utilize facilitation techniques to elicit full participation from the City Interdepartmental Project Team and incorporate their experience and expertise into the SAP to the greatest extent possible. During the workshop, the Consultant shall provide the Team with hands on experience with the processes and tools used to develop a project-driven sustainability plan so that the City's capacity for managing a system of continual sustainability improvement is developed.

##### b. Public Workshops- East and West section of City (2 total)

Public involvement is key to the successful creation and implementation of the SAP.

The Consultant will facilitate two public workshops following the Collaborative Workshop. The GIC will take the lead in organizing these meetings. As described in Task 2, the Consultant will create outreach flyers for the workshops, which the GIC will distribute in hard copy and electronic formats. During the workshops, attendees shall be briefed on the Solutions Memo as well as the City's preliminary sustainability vision, project portfolio and goals. The Consultant shall use participatory techniques to obtain feedback on the following elements:

- Obtaining input on the project solutions presented in the Solutions memorandum and those developed during the Collaborative Workshop with staff.
- Identifying additional projects that they would like considered for the Sustainability Action Plan.
- Obtaining input on the City's Sustainability vision and associated goals to achieve that vision.

The Workshop process should be participatory and include the opportunity for feedback, input and comments from key stakeholders in the community. The structure and function of the Community Workshop will be mirrored in an engaging website/survey designed to solicit input from stakeholders unable to attend the workshop.

### **c. Sustainability Management System**

The Consultant will work with the GIC to build on the Collaborative Workshop by establishing a sustainability management system at the City. Together, they shall establish the system by forming working groups based on the City's focus areas. Led by department heads or their assignees (e.g. members of the Interdepartmental Project Team that participate in Task 5a above), these groups will work with the GIC and the Consultant to learn more about how sustainability performance is baselined and benchmarked, how best management practices are identified, how BMPs are adapted to Hallandale Beach, how projects are developed and implemented and how projects are managed and their results tracked. Members of the team will be tasked with developing a suite of strategies for attaining the goals outlined in each of the focus areas.

This will occur through a series of weekly, teleconference meetings over the course of a month, facilitated by the Consultant's analytical and technical expertise. Teleconference calls will discuss focus-area specific solutions and focus on developing a suite of strategies for attaining focus area goals. During meetings, teams will review baseline data, scan BMPs and begin to develop or refine projects. The consultant will help teams identify barriers and solutions, quantify benefit and costs, review funding options and develop implementation strategies. Over time, projects will be readied for incorporation into both the SAP and the City's existing management processes.

### **Task 6.0: Implementation Plan, Milestones and Schedule**

The SAP will focus on summarizing and communicating the City's sustainability objectives. The implementation strategy will serve as an Appendix to the SAP and focus on ensuring that its goals are accomplished in a transparent and efficient manner. The SAP's priority projects will be organized into a portfolio of solutions, prioritized by financial performance in a summary table with associated graphics. Furthermore, a one to two page "report card" will be prepared for each project. This report card will summarize the project name and objective, project management roles and responsibilities, contribution to

goals, costs and benefits, budget requirements and funding sources and schedule. An annual sustainability operating budget will be developed based on these projects.

Accompanying this 5-year implementation plan will be a discussion of barriers and recommended policy enhancements necessary to overcome them. Consultant will also recommend how the SAP may be integrated within other City plans, such as the Strategic Plan and Comprehensive Plan.

The implementation plan will also establish metrics for tracking and reporting on sustainability projects. The Consultant will work with the City's IT Department, as part of task 5c, in order to tailor a tracking and reporting system to the City's needs. In short the implementation plan will:

- a) Review Comprehensive Plan, Strategic Plan, Basis Of Design Report (BODR), Solid Waste System Strategic Plan, Parks Master Plan and relevant Code of Ordinances sections, as well as other relevant documents for additional consistency
- b) Create recommendations and actions for implementation (with projects, programs, initiatives and milestones)
- c) Review funding opportunities and constraints
- d) Prioritize recommendations as short, medium and long term
- e) Develop an implementation schedule to meet goals (The program shall include an annual score/report card for Plan evaluation, monitoring, and reporting progress to the public and regulating entities)
- f) Identify obstacles to reaching goals and strategies to remove obstacles.

Implementation of the SAP shall consider existing planning and policy making processes and make recommendations for improvements.

#### Task 7.0: Final Plan Development

Following coordination with the Interdepartmental Project Team, via the Collaborative Workshop and Sustainability Management System, and the Public Workshops the Consultant shall incorporate the resulting prioritized projects and initiatives along with previous deliverables into a draft SAP. This draft SAP will prioritize projects and initiatives with the potential to deliver substantial returns with low initial investments. This approach is designed to create an enduring funding mechanism to support further sustainability efforts in City operations by capturing eco-efficiencies related to energy, fuel, water and waste. Five high priority projects will be identified and a life cycle assessment will be conducted for these projects. Cost estimates, cost-avoidance, labor savings, and revenue will be determined for these projects. Social and environmental benefits will also be characterized, either quantitatively or qualitatively (resource reduction, greenhouse gas emission abatement, air quality improvement, public health improvement etc.).

The draft SAP will include an Executive Summary, which will provide a high level overview of the City's operations and facilities baseline, benchmarking findings, overall sustainability vision and goals, as well as key indicators and targets. It will also include the results of the solutions memo, a project-driven action plan centered upon the Focus Areas and building upon staff and public input. Furthermore regardless of whether the City undertakes the full Vulnerability Assessment option, the SAP will address projected

impacts of climate change on facilities/infrastructure and opportunities to proactively plan for increased efficiency and resiliency. The SAP will lay out cost estimates and associated returns for each project/initiative. Short, medium and long term sustainability goals will be conveyed for each focus area. The project intent, scope, notional cost/benefit comparison, contribution toward goals, and guiding principles will be identified.

The benefits of these projects compared to a business as usual approach will be highlighted. The SAP will also contain a discussion of the STAR Rating Assessment, Implementation Strategy, Project Funding Analysis and Marketing and Communications Plan. An outline of the deliverables associated with the SAP can be seen below:

- a) First Draft of SAP Outline (City comment period of 10 calendar days)
- b) Second Draft of SAP Outline (City comment period of 5 calendar days)
- c) Format of SAP
- d) Graphic design of Plan
- e) First Draft of Sustainability Action Plan (City comment period of 20 calendar days)
- f) Second Draft of Sustainability Action Plan (City comment period of 15 calendar days)
- g) Integrate Climate Vulnerability Modeling Results, if authorized at the City's option, into Sustainability Action Plan
- h) Final SAP
- i) Presentation of SAP to the City Commission
- j) With the assistance of the GIC, placement of SAP (and supporting documents) on website

All versions of the SAP will be provided to the City by the Consultant in an editable, PDF format.

Final project deliverables will include:

1. A comprehensive 5-year Sustainability Action Plan detailing short, medium and long range projects and initiatives;
2. An executive summary condensing the information in the SAP;
3. A concise public information document that will serve to convey information included in the SAP in an easy to understand manner and,
4. Design and content assistance for website content to convey the information contained in the 3 previously listed items. The GIC will be responsible for uploading content to the City's website.

The Consultant will be responsible for making any revisions as required by the City, prior to acceptance of the SAP. At the City's discretion, ten (10) bound, color copies of deliverables 1-3 will be provided along with an electronic copy in a Microsoft Office format. All deliverables become the property of the City and can be shared or used for presentation of informational purposes at the city's discretion.