



INCORPORATED COUNTY OF LOS ALAMOS SERVICES AGREEMENT

This **SERVICES AGREEMENT** ("Agreement") is entered into by and between the **Incorporated County of Los Alamos**, an incorporated county of the State of New Mexico ("County"), and **Modern Entrepreneur LLC, d.b.a. Firebrand Creative**, a Montana corporation ("Consultant"), collectively (the "Parties"), to be effective for all purposes October 8, 2025 ("Effective Date").

WHEREAS, the County Sustainability Office is in need of contractual services to develop strategic marketing and engagement plans to activate community members to take climate actions that will contribute to the accomplishment of the goals and actions described in the County's Climate Action Plan, which aims to normalize climate action behaviors, empower its community members, and drive measurable progress toward climate action goals; and

WHEREAS, the County Purchasing Officer determined in writing that the use of competitive sealed bidding was either not practical or not advantageous to County for procurement of the Services and County issued Request for Proposals No. 25-43 ("RFP") on April 29, 2025, requesting proposals for Climate Action Marketing and Engagement Services, as described in the RFP; and

WHEREAS, Consultant timely responded to the RFP by submitting a response dated May 22, 2025 ("Consultant's Response"); and

WHEREAS, based on the evaluation factors set out in the RFP, Consultant was the successful Offeror for the services listed in the RFP; and

WHEREAS, the County Council approved this Agreement at a public meeting held on October 7, 2025, and

WHEREAS, Consultant shall provide the Services, as described below, to County.

NOW, THEREFORE, in consideration of the premises and the covenants contained herein, County and Consultant agree as follows:

SECTION A. SERVICES:

1) Generally.

- a) Consultant shall, in coordination with the County's Environmental Sustainability Manager or designee ("Sustainability Manager") develop and implement the educational and outreach components identified in the County's Climate Action Plan within the community of Los Alamos County ("Community") and develop messaging to the Community that is consistent with the County Strategic Goals and the Climate Action Plan that conveys the importance and need to take action to reduce greenhouse gas emissions in the Community, as further described herein ("Services"). Unless otherwise approved in writing by the Sustainability Manager, Consultant shall provide Services and deliverables

using the methodologies and approaches described in more detail in the Excerpt from Consultant's Response, attached hereto as Exhibit C, and Consultant's Response to County's Request for Clarification, attached hereto as Exhibit D, both of which are made a part hereof for all purposes.

- b) Consultant shall provide trained, qualified, and experienced personnel, plus all necessary skilled labor, tools, equipment, materials, supplies, insurance, and permits to safely perform Services in accordance with all applicable laws, industry best practices, and standards. Consultant shall have up-to-date knowledge of, and shall comply with all federal, state and local laws, rules, regulations, ordinances, and procedures applicable to the Services.
- c) All documentation created by Consultant for Services in the performance of this Agreement shall be made available to the County in its original electronic format and in PDF format.
- d) Consultant shall designate one (1) individual as a primary point-of-contact and shall notify the Sustainability Manager in writing of any changes to the County's point-of-contact throughout the term of this Agreement.
- e) Unless otherwise stated herein, or otherwise mutually agreed upon, Consultant shall generally perform Services during County's Normal Business Hours, but County may request Services outside of Normal Business Hours. County's "Normal Business Hours" referenced herein are defined as 8:00 a.m. – 5:00 p.m. Mountain Time, Monday through Friday. County administrative offices are closed on the holidays listed below. If the holiday falls on a Saturday, offices are closed Friday in observance of the holiday. If the holiday falls on a Sunday, offices are closed on Monday in observance of the holiday. County reserves the right to modify Normal Business Hours and holiday observances at any time throughout the term of this Agreement.
 - i) New Year's Day
 - ii) Martin Luther King Day
 - iii) Presidents Day
 - iv) Memorial Day
 - v) Juneteenth
 - vi) 4th of July
 - vii) Labor Day
 - viii) Indigenous People's Day
 - ix) Veterans Day
 - x) Thursday - Thanksgiving Day
 - xi) Friday after Thanksgiving
 - xii) Christmas Day
- f) Consultant shall abide by the following practices while promoting and implementing programs and performing Services under this Agreement:
 - i) Programs shall be identified as a service provided by Los Alamos County Sustainability Office or as otherwise designated by the Sustainability Manager and shall utilize the Los Alamos County Branding Identity Style Guide, which shall be provided to Consultant by the County and may be modified from time-to-time at County's sole option, for all marketing and engagement components. All materials

shall clearly identify that the activity is a Los Alamos County program.

- ii) Consultant shall identify themselves as “Consultant to the Los Alamos County Sustainability Office” and incorporate appropriate measures to advertise that cooperation through use of banners, signs, or labeled promotional handouts with every outreach presentation. All materials, including but not limited to, survey questions, creative designs, marketing and engagement items, must be reviewed and approved by the Sustainability Manager before execution of said item.
- iii) Consultant shall coordinate with the Sustainability Manager to gain access to any County-owned or -operated facilities where Consultant is to perform Services.
- iv) Consultant shall be professional, courteous, and respectful to County employees and citizens at all times and shall forward customer complaints and requests to the Sustainability Manager when received by the Consultant no later than five (5) business days from initial receipt of customer statement.
- v) Consultant shall meet and coordinate Services with the Sustainability Manager and other County staff on a regular basis, as determined necessary by the Sustainability Manager and shall participate in meetings when requested.

g) **General Key deliverables include but are not limited to the following:**

- i) **Insights-to-Action Brief.** Consultant shall develop and submit an Insights-to-Action Brief that synthesizes relevant data, audience personas, and identified behavioral or structural barriers. This brief shall inform strategic planning and creative development.
- ii) **Editable Campaign Playbook.** Consultant shall provide an Editable Campaign Playbook, including customizable templates in both editable and PDF formats. The playbook shall outline campaign strategies, messaging frameworks, and implementation guidance.
- iii) **Geo-targeted Channel Plan.** Consultant shall deliver a Geo-targeted Channel Plan that includes platform-specific strategies, audience segmentation, and integrated dashboards for monitoring performance across digital and physical channels.
- iv) **Quarterly Sprint Outlines and Creative Briefs.** Consultant shall prepare and submit Quarterly Sprint Outlines and corresponding Creative Briefs. These documents shall define campaign priorities, creative direction, and key deliverables for each sprint cycle.
- v) **Final Handoff Toolkit.** Consultant shall compile a Final Handoff Toolkit consisting of web-optimized PDFs, approval-ready slide decks, and all final creative assets necessary for independent implementation by the County or its partners.

2) Task 1 Project Kick-Off Meeting. Consultant shall, within ten (10) business days from the Effective Date of this Agreement, schedule one (1) virtual kick-off meeting with the County’s designated staff (“Project Team”), as determined by the Sustainability Manager at a date and time to be agreed upon by both Parties.

- a) In preparation for, and prior to the kick-off meeting, the Consultant shall review, at a minimum, the County's Climate Action Plan, Implementation Matrix, County-provided sustainability data, and another reports or documents provided by the Sustainability Manager. Hereafter, the project kick-off meeting, Task 1, and development of the Analysis Report, Task 2, is referred to as the "Project."
- b) As part of the Project kick-off meeting, the Parties shall:
 - i) Establish a mutually agreed upon Project Plan and Schedule to complete the Project, with all tasks being completed on a schedule conforming substantially to the Consultant's Proposed Project Schedule in Consultant's Response, unless otherwise extended by County. The Project Plan and Project Schedule shall include, at a minimum, the Consultant's anticipated need for travel to County for site visits, due dates for deliverables, and Project milestones.
 - ii) Review the scope of the Project and walk through each element of the Scope of Services, using a brief live Remesh poll to gauge budget or procurement risks for print vs. digital assets.
 - iii) Establish communication protocols, monthly meetings, and meeting format, with meetings occurring either in-person or online in a virtual format as determined necessary by the Project Team.
- c) Identify document format and data transfer methods between Consultant and Project Team related to the performance of this Agreement.
- d) **Deliverables for this task include, but are not limited to the following:**
 - i) **Document Review Summary.** Consultant shall provide a comprehensive Document Review Summary in Excel and/or PDF format, as requested by the Sustainability Manager, including key insights and demonstrating alignment with Sections Business Element 1.3 (BE1.3) and Task 1.1 (T1.1) of the County's Climate Action Plan Implementation Matrix, attached hereto as Exhibit E, and made a part hereof for all purposes.
 - ii) **Draft and Final Project Plan and Schedule.** Consultant shall submit a draft and Final Project Plan and Project Schedule within five (5) business days of the Project kick-off meeting, in Microsoft Project or Excel format, subject to County approval. The plan shall include, at a minimum, all project milestones, deliverable due dates, and anticipated travel requirements, and may be modified upon mutual written approval of both Parties.
 - iii) **Kick-Off Presentation Deck.** Consultant shall develop and deliver a Kick-Off Presentation Deck in Microsoft PowerPoint format. The presentation shall incorporate results from the Remesh poll and reflect the mutually agreed-upon project priorities.
 - iv) **Communications Protocol Memorandum.** Consultant shall prepare a Communications Protocol Memorandum outlining the agreed meeting cadence, defined roles and responsibilities, and file-sharing conventions to be followed throughout the duration of the Project.

3) Task 2 Development of a Climate Action Analysis Report (“Analysis Report”)

- a) **Analysis Report Development.** In coordination with the Sustainability Manager and Project Team, and pursuant to the approved Project Plan and Project Schedule, Consultant shall develop and provide to County an Analysis Report that includes but is not limited to the Services and components described here in Task 2.
- i) Consultant shall conduct a minimum of one (1) virtual discovery meeting with County staff, for up to three (3) hours to understand the overall goals of the Climate Action Plan and County’s existing sustainability programs including grants, incentives, data, and the overall mission and vision.
 - ii) Consultant shall identify potential partners, existing sustainability programs, and opportunities for collaboration across the community and the region.
 - iii) Consultant shall conduct a baseline analysis of the data collected in the prior steps to make recommendations for implementing sustainable and resilient actions to achieve Climate Action Plan goals in Los Alamos County, barriers to taking such action, and identifying local motivators for taking action to achieve Climate Action Plan goals.
 - iv) Consultant shall conduct a statistically significant, non-leading, unbiased survey of Los Alamos County residents and commuters and identify and oversample historically under-represented populations and groups disproportionately impacted by climate change, based on and identified by Consultant’s research, to ensure adequate inclusion in the survey. Consultant shall identify commuters, develop survey questions, collect and analyze survey results, and document key findings. Survey shall be in an online format with an option for survey participants to submit a paper copy upon request.
 - v) Consultant shall conduct market research to understand target audiences, test messaging, gauge the current level of climate awareness and the current awareness of Los Alamos County’s sustainability programs and services.
 - vi) Consultant shall create personas or identify audience segments with the greatest potential for behavioral change as it relates to climate action.
 - vii) Consultant shall determine the metrics and measurements that shall define success of the future annual Marketing and Engagement Plans (“M&E Plan”), as further described in Task 3.
 - viii) County understands that development of the Analysis Report is an iterative process. Using the information gathered in Tasks 1 and 2, Consultant shall prepare and present a complete and comprehensive Analysis Report that includes all elements described herein.
 - ix) The Analysis Report shall incorporate the research findings and Consultant recommendations, including theory guiding the message for climate change action; shall identify areas that have the greatest opportunity for climate action in Los Alamos County through one or several social norming marketing campaign(s); and shall identify and address any remaining questions, divergent information, audience-

specific considerations, and potential priority subpopulations.

b) Review and Approval of the Analysis Report.

- i) Consultant shall provide an electronic version of the draft Analysis Report to the Project Team for review. The electronic version of the Analysis Report shall be provided in a format agreed upon by the Parties during the Project Initiation meeting. The Project Team shall consolidate feedback and comments into a single set of comments and transmit to the Consultant for discussion and incorporation into the draft Analysis Report. Based on this feedback, Consultant shall refine the Analysis Report and recommendations.
- ii) Upon approval of the draft Analysis Report by the Sustainability Manager, Consultant shall present the Analysis Report to County staff at a minimum of one (1) virtual meeting and the Environmental Sustainability Board at a minimum of one (1) virtual meeting each, for a total of two (2) separate meetings to present the initial Analysis Report, to be held at a dates, times, and in virtual formats to be determined by Parties. Consultant shall prepare a presentation and executive summary for the meetings and shall present the executive summary at the meetings.
- iii) After these meetings, Consultant shall incorporate all changes requested by the Sustainability Manager into the Analysis Report and shall prepare and provide to the Sustainability Manager a final Analysis Report and all related documents electronically in MS Word, PDF, MS Excel, and/or PowerPoint, as determined appropriate by the Sustainability Manager.

c) Key deliverables for this task include, but are not limited to the following and those described in the 7-year Timeline and Deliverables Roadmap in Exhibit C Task 3:

- i) **Draft and Final Analysis Report.** Consultant shall submit a draft and Final Analysis Report, subject to County approval, along with a presentation and executive summary for the related meetings.
- ii) **Insights Brief.** Consultant shall deliver an Insights Brief summarizing the partner landscape, baseline analysis findings, and proposed social norm targets. This document shall serve as a foundational reference for subsequent project activities.
- iii) **Survey Package.** Consultant shall provide a complete Survey Package, including the finalized survey instrument, a high-level overview of the survey methodology, and a cleaned dataset suitable for analysis.
- iv) **Persona and Metrics Guide.** Consultant shall prepare a Persona and Metrics Guide that defines key audience segments and outlines success measures aligned with project objectives.
- v) **Analysis Report Bundle.** Consultant shall submit an Analysis Report Bundle consisting of a draft report, a final report, an executive summary slide deck, and all associated raw data files used in the analysis.
- vi) **Cultural Adaptation and Translation Brief.** Consultant shall deliver a Cultural Adaptation and Translation Brief identifying language priorities and detailing quality

assurance checkpoints to ensure cultural relevance and accuracy in all translated materials.

4) Task 3 Annual M&E Plan Development. After completion and County's acceptance of the of the Analysis Report, pursuant to the approved Project Plan and Schedule, and throughout the term of this Agreement, Consultant shall develop annual M&E Plans to recommend marketing campaign strategies and message development and to identify continuous marketing and engagement activities for the following twelve (12)-month period. The development of the M&E Plans shall include but are not limited to the Services and components described herein.

- a) Consultant shall ensure that all marketing campaign strategies, message development, engagement strategies, activities, and other recommendations included in the M&E Plans align with the findings of the Analysis Report and County's Climate Action Plan, which may be updated from time to time at County's sole discretion.
- b) Consultant shall create and include in the M&E Plans an annual timeline and approach to accomplish the activities and plans developed in the M&E Plans, including but not limited to, milestones, check-ins with the Sustainability Manager and other County-identified team members, monitoring progress, and Consultant's approach to addressing changes to the M&E Plan based on Consultant's analysis of M&E Plan performance.
- c) Using the Analysis Report and market research, Consultant shall develop the M&E Plans with specified tactics that directly address the educational actions listed in the County's Climate Action Plan.
- d) Consultant shall develop an overall engagement strategy to include in the M&E Plan that includes innovative engagement activities, such as community conversations, classroom events or activities focused on schools and youth, pop-up or activation events, or other creative ways to connect directly with the target audience(s) identified in Task 2.
- e) Consultant shall identify and recommend potential community partnerships that can be leveraged to create trusted messengers to amplify messaging, including but not limited to, museums, non-profit organizations, schools, civic groups, and businesses with a focus on reaching historically under-served communities.
- f) Consultant shall develop the messaging for the M&E Plans to achieve the educational items listed in the County's Climate Action Plan.
- g) Consultant shall develop metrics, including baseline data and information, to measure success of M&E Plans and report on an annual basis, as further described in Task 5.
- h) Consultant shall include in the annual M&E Plans recommendations for marketing items to be utilized in the execution of the M&E Plan, as further described in Task 4.
- i) When developing the annual M&E Plan, Consultant shall also develop an editable template, in a format to be determined by the Sustainability Manager, to be used later for the Annual Evaluation Reports, described below in Task 5.

- j) **Annual M&E Development Process.** The annual process to develop the annual M&E Plans shall be as follows with each year building on previous learnings while adapting to evolving County priorities and community needs:
- i) October – November:
 - (1) Course-correction workshop analyzing Year 1 performance
 - (2) Stakeholder feedback sessions using Remesh platform
 - (3) County priorities assessment and budget planning
 - ii) December:
 - (1) Draft Year N+1 M&E Plan incorporating lessons learned
 - (2) Updated sprint themes based Implementation matrix progress
 - (3) Revised success metrics and KPIs
 - iii) January:
 - Final M&E Plan approval and presentation to the Sustainability Board
 - (1) Q1 sprint launch with refined strategies
 - iv) Continuous Improvement Elements:
 - (1) Quarterly performance reviews and tactical adjustments
 - (2) Community feedback integration via surveys and pulse polls
 - (3) Partnership evaluation and expansion opportunities
 - (4) Technology and platform optimization
- k) **Key deliverables for this task include, but are not limited to the following:**
- i) **Draft and Final Annual M&E Plans.** Consultant shall submit annually to the Sustainability Manager draft and Final M&E Plans, subject to County approval.
 - ii) **Event Support Briefs.** Consultant shall develop and submit Event Support Briefs for each applicable event. These briefs shall include detailed agendas, volunteer rosters, and staffing plans to ensure adequate coordination and execution.
 - iii) **Social Content Calendar and Copy Deck.** Consultant shall provide a monthly Social Content Calendar and accompanying Copy Deck. These materials shall include a schedule of planned posts and corresponding draft content for review and approval.
 - iv) **Produced Elements Package.** Consultant shall deliver a comprehensive Produced Elements Package consisting of bilingual graphics, videos, interactive game files, and classroom guides. All materials shall be developed in accordance with project branding and accessibility standards.
 - v) **Promotional Items List.** Consultant shall prepare a Promotional Items List that includes detailed scopes and cost estimates for all approved promotional items. This list shall be submitted for County review and approval prior to procurement. County shall be responsible for paying for any promotional items.
 - vi) **Live Optimization Dashboard and Weekly Optimization Memos.** Consultant shall maintain a secure, real-time Optimization Dashboard accessible via a private link. In addition, the Consultant shall submit weekly Optimization Memos summarizing

performance metrics and providing data-driven recommendations for content or strategy adjustments.

5) Task 4 M&E Plan Execution.

- a) County shall execute approved M&E Plans. Consultant shall provide support to County to execute M&E Plans, as requested by County. Consultant support during M&E Plan execution shall be provided using the methodologies and approaches described in more detail in Exhibit C, Task 4 including, but not limited to the following:
 - i) Assist County with events or engagement planning and execution;
 - ii) Advise County on organic social content to support the M&E Plan execution.
 - iii) Advise County on elements for owned media to support M&E Plan execution.
- b) **Marketing Items.** County shall generally be responsible for advertising, printing, and procurement of marketing items, and Consultant shall generally be responsible for design of said items, unless otherwise proposed by Consultant and accepted by County.
 - i) Consultant shall develop creative assets, including but not limited to graphic design, photography, videography, curriculum, games, activities or other elements ("Produced Elements") as determined necessary and requested by County to execute the M&E Plan.
 - ii) Consultant shall design and/or make recommendations for useful, quality promotional items to supplement the marketing and engagement strategies defined in the M&E Plans. The County prefers items composed of recycled content or serve to reduce greenhouse gas ("GHG") emissions, promote energy and water efficiency, reduce waste, and promote climate action.
- c) Consultant, in coordination with County and using feedback provided by County, shall monitor and make recommendations to optimize every element of the M&E Plan during execution.
- d) **Key deliverables for this task include, but are not limited to the following:**
 - i) **Event Support Briefs.** Consultant shall develop and submit Event Support Briefs for each applicable event. These briefs shall include detailed agendas, volunteer rosters, and staffing plans to ensure adequate coordination and execution.
 - ii) **Social Content Calendar and Copy Deck.** Consultant shall provide a monthly Social Content Calendar and accompanying Copy Deck. These materials shall include a schedule of planned posts and corresponding draft content for review and approval.
 - iii) **Produced Elements Package.** Consultant shall deliver a comprehensive Produced Elements Package consisting of bilingual graphics, videos, interactive game files, and classroom guides. All materials shall be developed in accordance with project branding and accessibility standards.

- iv) **Promotional Items List.** Consultant shall prepare a Promotional Items List that includes detailed scopes and cost estimates for all approved promotional items. This list shall be submitted for County review and approval prior to procurement.
- v) **Live Optimization Dashboard and Weekly Optimization Memos.** Consultant shall maintain a secure, real-time Optimization Dashboard accessible via a private link. In addition, the Consultant shall submit weekly Optimization Memos summarizing performance metrics and providing data-driven recommendations for content or strategy adjustments.

6) Task 5 M&E Plan Evaluation and Reporting. Throughout execution of the annual M&E Plan, Consultant shall perform the following Services to evaluate and report on the effectiveness of the M&E Plan:

- a) Consultant shall coordinate with the Sustainability Manager to collect quantitative data, in a format to be agreed upon by the Parties, to measure success against the metrics defined in the M&E Plans and shall analyze those findings to provide the reports described herein.
- b) Consultant shall measure and monitor behavior change as identified and targeted in the Analysis Report.
- c) Consultant shall measure and monitor campaign progress and success against the baselines established in the M&E Plan.
- d) Consultant shall make recommendations to the Sustainability Manager to adjust or amend campaign strategies in the M&E Plans based on performance, either to invest more heavily in areas of success or course correct where there is little return on investment. Any adjustments to amend campaign strategies in the M&E Plans must first be approved by the County prior to incorporating any such adjustments into M&E Plans.
- e) **Monthly Activity Reports.** Consultant shall provide a report to the Sustainability Manager monthly ("Monthly Activity Report"). The Monthly Activity Report shall include, at a minimum, the tasks and marketing campaigns from the M&E Plan completed in the prior month and photos of activities performed by the Consultant. Monthly Activity Reports for the prior month's activities shall be provided no later than five (5) business days following the end of each month.
- f) **Annual Evaluation Reports.**
 - i) In coordination with the Sustainability Manager, Consultant shall provide a report to the Sustainability Manager annually by January 31, using the template created during Task 3, to report on how the activities of the M&E Plans during the prior year resulted in progress toward achieving Climate Action Plan goals ("Annual Evaluation Report"). The Annual Evaluation Report shall include, but not be limited to, high-quality graphics and design elements, photos of activities, summaries of the M&E Plan activities completed, charts and data measuring success against the metrics defined in M&E Plans, a summary of recommendations made by Consultant to improve the M&E Plans throughout the prior year, and recommendations for future M&E Plan revisions and continuation, expansion or discontinuation of marketing campaign strategies.

- ii) Upon approval of the draft Annual Evaluation Reports by the Sustainability Manager, Consultant shall present the Annual Evaluation Reports to the Environmental Sustainability Board at virtual meetings, for a total of seven (7) annual meetings to present the initial Annual Evaluation Reports. These meetings shall be held at a dates, times, and in virtual formats to be determined by Parties. Consultant shall prepare executive summaries for these meetings and shall present the executive summary at the meetings.

g) **Key deliverables for this task include, but are not limited to the following:**

- i) **Live Key Performance Indicator (KPI) Dashboards.** Consultant shall provide secure, cloud-hosted access to real-time KPI dashboards. These dashboards shall display up-to-date performance metrics and be accessible to designated County personnel throughout the term of the Agreement.
- ii) **Monthly Activity Reports.** Consultant shall submit Monthly Activity Reports as provided for in Section A(6)(e) of this Agreement.
- iii) **Quarterly Performance Briefs.** Consultant shall deliver Quarterly Performance Briefs that include data analysis, identification of implementation barriers, and actionable recommendations for improvement. These briefs shall support strategic decision-making and adaptive management.
- iv) **Annual Evaluation Report and Executive Summary.** Consultant shall prepare a comprehensive Annual Evaluation Report summarizing annual findings. The report shall include data visualizations, key insights, and guidance for future-year planning. An Executive Summary highlighting major outcomes and recommendations shall accompany the full report.
- v) **Course Correction Workshop Materials.** Consultant shall develop and submit materials for each quarterly Course Correction Workshop. These materials shall include presentation slide decks and documented action-item logs resulting from each review session.

7) Additional and Optional Services. County may, at County's sole option, throughout the term of this Agreement, request additional related services not already described in the Scope of Work in support of the Climate Action Plan. Such additional and optional services may include, but are not limited to, any additional and optional services described in Exhibit A, attached hereto and made a part hereof for all purposes, additional research and data analysis, in-person and virtual meetings, edits and revisions to Consultant-prepared documents, community input and engagement meetings and activities, reports, and marketing material designs. Parties shall work in good faith to amend the Agreement if applicable or as may be authorized, to accommodate the additional requests by the County, pursuant to Section AE.

SECTION B. TERM: The term of this Agreement shall commence October 7, 2025, and shall continue through October 6, 2032, unless sooner terminated, as provided herein.

SECTION C. COMPENSATION:

- 1) **Amount of Compensation.** County shall pay compensation for performance of the Services in an amount not to exceed SIX HUNDRED FIFTEEN THOUSAND NINE HUNDRED AND 00/100 DOLLARS (\$615,900.00), which amount does not include applicable New Mexico gross receipts taxes ("NMGRT"). Compensation shall be paid in accordance with the compensation rate schedule set out in Exhibit A, attached hereto and made a part hereof for all purposes.
 - a) **Base Fees.** County shall pay compensation for performance of Services in accordance with the fees set forth in Exhibit A, Table 2, in an amount not to exceed FIVE HUNDRED FORTY-FIVE THOUSAND NINE HUNDRED AND 00/100 DOLLARS (\$545,900.00), which amount does not include applicable NMGRT.
 - b) **Additional and Optional Services.** At any time during the term of this Agreement, County may request additional and optional services, at County's sole option, in accordance with the Compensation Rate Schedule in Exhibit A, Tables 3 and 4, in an amount not to exceed SEVENTY THOUSAND AND 00/100 DOLLARS (\$70,000.00), which amount does not include applicable NMGRT.
- 2) **Total Not-to-Exceed Compensation Amount.** The Parties understand that County can only utilize Consultant's Services, as specified herein, throughout the term of this Agreement, in a manner that does not surpass the total not-to-exceed compensation amount for Services estimated by County and specified in Section C(1) herein. Any increase to the not-to-exceed compensation amount provided herein must be authorized by an amendment to this Agreement, pursuant to Section AE. This provision shall not be construed to conflict with County's discretion to determine when Consultant's optional Services are needed or to conflict with the agreed-upon rates stated herein. It is the sole responsibility of Consultant to ensure that all work performed, inclusive of all additional and optional services, does not exceed the not-to-exceed amount of this Agreement or any subsequent amendment. Any work performed under this Agreement by Consultant where the costs exceed the not-to-exceed amount is not a just and lawful debt payable to Consultant.
- 3) **Monthly Invoices.** Consultant shall submit itemized invoices no more frequently than monthly to County's Sustainability Manager showing amount of compensation due, amount of any NMGRT, and total amount payable. Payment of undisputed amounts shall be due and payable thirty (30) days after County's receipt of the invoice.

SECTION D. TAXES: Consultant shall be solely responsible for timely and correctly billing, collecting and remitting all NMGRT levied on the amounts payable under this Agreement.

SECTION E. STATUS OF CONSULTANT, STAFF, AND PERSONNEL: This Agreement calls for the performance of services by Consultant as an independent Consultant. Consultant is not an agent or employee of County and shall not be considered an employee of County for any purpose. Consultant, its agents, or employees shall make no representation that they are County employees, nor shall they create the appearance of being employees by using a job or position title on a name plate, business cards, or in any other manner, bearing County's name or logo. Neither Consultant nor any employee of Consultant shall be entitled to any benefits or compensation other than the compensation specified herein. Consultant shall have no authority to bind County to any agreement, contract, duty, or obligation. Consultant shall make no representations that are intended to, or create the appearance of, binding County to any agreement, contract, duty, or obligation. Consultant shall have full power to continue any outside employment or business, to employ and discharge its employees or associates as it deems appropriate without interference from County; provided, however, that Consultant shall at all times

during the term of this Agreement maintain the ability to perform the obligations in a professional, timely, and reliable manner.

SECTION F. STANDARD OF PERFORMANCE: Consultant agrees and represents that it has and shall maintain the personnel, experience, and knowledge necessary to qualify it for the particular duties to be performed under this Agreement. Consultant shall perform the Services described herein in accordance with a standard that meets the industry standard of care for performance of the Services.

SECTION G. DELIVERABLES AND USE OF DOCUMENTS: All deliverables required under this Agreement, including material, products, reports, policies, procedures, software improvements, databases, and any other products and processes, whether in written or electronic form, shall remain the exclusive property of and shall inure to the benefit of County as works for hire; Consultant shall not use, sell, disclose, or obtain any other compensation for such works for hire. In addition, Consultant may not, with regard to all work, work product, deliverables, or works for hire required by this Agreement, apply for, in its name or otherwise, any copyright, patent, or other property right, and acknowledges that any such property right created or developed remains the exclusive right of County. Consultant shall not use deliverables in any manner for any other purpose without the express written consent of County.

SECTION H. EMPLOYEES AND SUB-CONSULTANTS: Consultant shall be solely responsible for payment of wages, salary, or benefits to any and all employees or consultants retained by Consultant in the performance of the Services. Consultant agrees to indemnify, defend, and hold harmless County for any and all claims that may arise from Consultant's relationship to its employees and subcontractors.

SECTION I. INSURANCE: Consultant shall obtain and maintain insurance of the types and in the amounts set out below throughout the term of this Agreement with an insurer acceptable to County. Consultant shall assure that all subcontractors maintain like insurance. Compliance with the terms and conditions of this Section is a condition precedent to County's obligation to pay compensation for the Services, and Consultant shall not provide any Services under this Agreement unless and until Consultant has met the requirements of this Section. County requires Certificates of Insurance, or other evidence acceptable to County, stating that Consultant has met its obligation to obtain and maintain insurance and to assure that subcontractors maintain like insurance. Should any of the policies described below be cancelled before the expiration date thereof, notice shall be delivered in accordance with the policy provisions. General Liability Insurance and Automobile Liability Insurance shall name County as an additional insured.

1. **General Liability Insurance:** ONE MILLION DOLLARS (\$1,000,000.00) per occurrence; ONE MILLION DOLLARS (\$1,000,000.00) aggregate.
2. **Workers' Compensation:** In an amount as may be required by law. County may immediately terminate this Agreement if Consultant fails to comply with the Worker's Compensation Act and applicable rules when required to do so.
3. **Automobile Liability Insurance for Consultant and its Employees:** ONE MILLION DOLLARS (\$1,000,000.00) combined single limit per occurrence; ONE MILLION DOLLARS (\$1,000,000.00) aggregate on any owned, and/or non-owned motor vehicles used in performing Services under this Agreement.
4. **Professional Liability Insurance:** ONE MILLION DOLLARS (\$1,000,000.00). Professional Liability Insurance shall provide coverage for Services provided hereunder during the term of this Agreement and for a period of at least five (5) years thereafter.

SECTION J. RECORDS: Consultant shall maintain, throughout the term of this Agreement and for a period of six (6) years thereafter, records that indicate the date, time, and nature of the services rendered. Consultant shall make available, for inspection by County, all records, books of account, memoranda, and other documents pertaining to County at any reasonable time upon request.

SECTION K. DUTY TO ABIDE: Consultant shall abide by all applicable federal, state, and local laws, regulations, and policies and shall perform the Services in accordance with all applicable laws, regulations, and policies during the term of this Agreement.

SECTION L. NON-DISCRIMINATION: During the term of this Agreement, Consultant shall not discriminate against any employee or applicant for an employment position to be used in the performance of the obligations of Consultant under this Agreement, with regard to race, color, religion, sex, age, ethnicity, national origin, sexual orientation or gender identity, disability, or veteran status.

SECTION M. CHOICE OF LAW: The interpretation and enforcement of this Agreement shall be governed by and construed in accordance with the laws of the State of New Mexico.

SECTION N. VENUE, FORUM NON-CONVENIENS, EXCLUSIVE STATE JURISDICTION: County and Consultant knowingly, voluntarily, intentionally, and irrevocably agree that any and all legal proceedings related to this Agreement, or to any rights or any relationship between the Parties arising therefrom, shall be solely and exclusively initiated, filed, tried, and maintained in the First Judicial District Court of the State of New Mexico. County and Consultant each expressly and irrevocably waive any right otherwise provided by any applicable law to remove the matter to any other state or federal venue, consents to the jurisdiction of the First Judicial District Court of the State of New Mexico in any such legal proceeding, waives any objection it may have to the laying of the jurisdiction of any such legal proceeding. County and Consultant also agree that this term is a material inducement for each to enter this Agreement, and that both County and Consultant warrant and represent that each have had the opportunity to review this term with legal counsel.

SECTION O. WAIVER OF JURY TRIAL: In the event of any action or proceeding, (including without limitation, any claim, counterclaim, cross-claim or third party claim) arising out of or, relating to this Agreement, or the transaction contemplated by this Agreement, County and Consultant KNOWINGLY, VOLUNTARILY, INTENTIONALLY, AND IRREVOCABLY WAIVE ANY RIGHT TO A JURY TRIAL, and agree that a court shall determine and adjudicate all issues of law and fact with a jury trial being expressly waived. County and Consultant also agree that this waiver of a jury trial was a material inducement for each to enter this Agreement, and that both County and Consultant warrant and represent that each have had the opportunity to review this jury waiver with legal counsel.

SECTION P. INDEMNITY: Consultant shall indemnify, defend, and hold harmless County, its Council members, employees, agents, and representatives, from and against all liability, claims, demands, actions (legal or equitable), damages, losses, costs, or expenses, including attorney fees, of any kind or nature, to the extent that the liability, claims, demands, actions, damages, losses, costs, and expenses are caused by, or arise out of, the acts or omissions of the Consultant or Consultant's officers, employees, agents representatives, and subcontractors in the performance or breach of the Services under this Agreement.

SECTION Q. FORCE MAJEURE: Neither County nor Consultant shall be liable for any delay in the performance of this Agreement, nor for any other breach, nor for any loss or damage arising from uncontrollable forces such as fire, theft, storm, war, or any other force majeure that could not have been reasonably avoided by exercise of due diligence; provided, however, that the party failing to perform shall (i) as soon as possible, inform the other party of the occurrence of the circumstances preventing or delaying the performance of its obligations, and describe at a reasonable level of detail the circumstances causing such delay, and (ii) exert reasonable efforts to eliminate, cure, or overcome any of such causes and to resume performance of its Services with all possible speed. In such event, the non-performing party may be excused from any further performance or observance of the obligation(s) so affected for as long as such circumstances prevail and such party continues to use its best efforts to recommence performance or observance whenever and to whatever extent possible without delay.

SECTION R. NON-ASSIGNMENT: Consultant shall not assign this Agreement or any privileges or obligations herein and shall not novate this Agreement to another without the prior written consent of the **County Manager**.

SECTION S. LICENSES: Consultant shall maintain all required licenses including, without limitation, all necessary professional and business licenses, throughout the term of this Agreement. Consultant shall require and shall assure that all of Consultant's employees and subcontractors maintain all required licenses including, without limitation, all necessary professional and business licenses.

SECTION T. PROHIBITED INTERESTS: Consultant agrees that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its Services hereunder. Consultant further agrees that it shall not employ any person having such an interest to perform Services under this Agreement. No County Council member or other elected official of County, or manager or employee of County shall solicit, demand, accept, or agree to accept, a gratuity or offer of employment contrary to Section 31-282 of the Los Alamos County Code.

SECTION U. TERMINATION:

1. **Generally.** The County Manager may terminate this Agreement with or without cause upon ten (10) days prior written notice to Consultant. Upon such termination, Consultant shall be paid for Services actually completed to the satisfaction of County at the rate set out in Section C. Consultant shall render a final report of the Services performed to the date of termination, and shall turn over to County originals of all materials prepared pursuant to this Agreement.
2. **Funding.** This Agreement shall terminate without further action by County on the first day of any County fiscal year for which funds to pay compensation hereunder are not appropriated by County Council. County shall make reasonable efforts to give Consultant at least ninety (90) days advance notice that funds have not been and are not expected to be appropriated for that purpose.

SECTION V. NOTICE: Unless otherwise provided in this Agreement, any notices required under this Agreement shall be made in writing. Notices shall be sent via 1) hand-delivery; 2) registered or certified mail; 3) a nationally recognized overnight courier service; or 4) electronic mail (with copy by mail or courier). All notices shall be sent to each party at the addresses set out in this section or any address later provided by such party in writing, with postage prepaid by the sender, and shall be deemed delivered upon hand delivery, verified proof of delivery by courier, or three (3) days after deposit in the United States Mail.

County:

Environmental Sustainability Manager
Incorporated County of Los Alamos
1000 Central Avenue, Suite 300
Los Alamos, New Mexico 87544
E-mail: angelica.gurule@losalamosnm.gov

Consultant:

CEO and Founder
Modern Entrepreneur LLC, d.b.a. Firebrand
Creative
400 W Broadway St. Suite 101-424
Missoula, Montana 59802
E-mail: amanda@iamfirebrand.com

With a copy to:

County Attorney's Office
1000 Central Avenue, Suite 340
Los Alamos, New Mexico 87544
E-mail: ~Attorney@losalamosnm.gov

SECTION W. INVALIDITY OF PRIOR AGREEMENTS: This Agreement supersedes all prior contracts or agreements, either oral or written, that may exist between the Parties with reference to the Services described herein and expresses the entire Agreement and understanding between the Parties with reference to said Services. It cannot be modified or changed by any oral promise made by any person, officer, or employee, nor shall any written modification of it be binding on County until approved in writing by both authorized representatives of County and Consultant. In the event of any conflict between the terms, conditions, and provisions of this Agreement, and the terms, conditions and provisions of any exhibits or attachments, the terms, conditions and provisions of this Agreement shall control and take precedence.

SECTION X. NO IMPLIED WAIVERS: The failure of County to enforce any provision of this Agreement is not a waiver by County of the provisions, or of the right thereafter, to enforce any provision(s).

SECTION Y. SEVERABILITY: If any provision of this Agreement is held to be unenforceable for any reason: (i) such provision shall be reformed only to the extent necessary to make the intent of the language and purpose of the Agreement enforceable; and (ii) all other provisions of this Agreement shall remain in effect so long as the substantive purpose of the Agreement is possible.

SECTION Z. CAMPAIGN CONTRIBUTION DISCLOSURE FORM: A Campaign Contribution Disclosure Form was submitted as part of the Consultant's Response and is incorporated herein by reference for all purposes.

SECTION AA. LEGAL RECOGNITION OF ELECTRONIC SIGNATURES: Pursuant to NMSA 1978 § 14-16-7, this Agreement may be signed by electronic signature.

SECTION AB. DUPLICATE ORIGINAL DOCUMENTS: This document may be executed in two (2) counterparts, each of which shall be deemed an original.

SECTION AC. NEGOTIATED TERMS: This Agreement reflects negotiated terms between the Parties, and each party has participated in the preparation of this Agreement with the opportunity to be represented by counsel, such that neither party shall be considered to be the drafter of this Agreement or any of its provisions for the purpose of any statute, case law, or rule of interpretation or construction that would or might cause any provision to be construed against the drafter of this Agreement.

SECTION AD. CONFIDENTIAL INFORMATION: Any confidential information of one party that

is provided to the other party during the term of this Agreement shall be kept confidential and shall not be made available to any individual or organization in accordance with the Confidential Information Disclosure Statement in Exhibit B, attached hereto and made a part hereof for all purposes. The Confidential Information Disclosure Statement shall be completed by Consultant as a condition precedent and submitted as part of this Agreement. Its terms shall govern as if fully set forth herein.

SECTION AE. MODIFICATION OF AGREEMENT AND AMENDMENTS.

1. This Agreement shall be modified only by mutual written consent of the Parties after approval by the County Council. No modification of, amendment, or addition to this Agreement is valid or binding unless set forth in writing, approved by the County Council, and fully executed by both Parties. All other provisions of this Agreement shall govern any amendment to this Agreement except for those provisions otherwise explicitly modified and mutually agreed-upon through the amendment.
2. Regarding the Services described herein, this Agreement shall supersede, now and in the future and without limitation, any terms or conditions on Consultant's website, terms and conditions referenced on Consultant's quotes or invoices, or any other Consultant terms and conditions not expressly agreed to and properly authorized by the Parties in writing. For clarity, no "click-through," "click-and-accept," "web-wrap," or other similar agreements or terms whether before, on, or after the date of this Agreement, will be effective to add to or modify the terms of this Agreement, regardless of any Party's acceptance of those terms by electronic means. In the event of any conflict or inconsistency between the terms and conditions of this Agreement any other terms and conditions as described above, this Agreement shall control and supersede the terms of those other documents, terms, and conditions. Consultant agrees that the County is a political subdivision of the state of New Mexico, and its powers are limited by state, federal, and local laws. Therefore, the County does not agree to and shall not be bound by any illegal, invalid, or unenforceable provision. If any provision is found to be illegal, invalid, or unenforceable by a court, that provision will be removed, and the remaining provisions will continue in effect.

IN WITNESS WHEREOF, the Parties have executed this Agreement on the date(s) set forth opposite the signatures of their authorized representatives to be effective for all purposes on the date first written above.

ATTEST

INCORPORATED COUNTY OF LOS ALAMOS

MICHAEL D. REDONDO
COUNTY CLERK

BY: _____
ANNE W. LAURENT **DATE**
COUNTY MANAGER

Approved as to form:

J. ALVIN LEAPHART
COUNTY ATTORNEY

**MODERN ENTREPRENEUR LLC, D.B.A. FIREBRAND
CREATIVE, A MONTANA CORPORATION**

BY: _____
DATE

AMANDA LARRINAGA
CEO AND FOUNDER

Exhibit A
Compensation Rate Schedule
AGR25-43

Consultant shall, throughout the term of this Agreement, provide Services at the rates specified herein.

Table 1. Contract Years Defined

CONTRACT YEAR	Year 1 10/8/2025 – 10/7/2026	Year 2 10/8/2026 – 10/7/2027	Year 3 10/8/2027 – 10/7/2028	Year 4 10/8/2028 – 10/7/2029	Year 5 10/8/2029 – 10/7/2030	Year 6 10/8/2030 – 10/7/2031	Year 7 10/8/2031 – 10/7/2032
---------------	------------------------------------	------------------------------------	------------------------------------	------------------------------------	------------------------------------	------------------------------------	------------------------------------

Table 2. Base Fees

COST CATEGORY	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
Task 1. Project Kick-off Meeting	\$5,000	N/A	N/A	N/A	N/A	N/A	N/A	\$5,000
Task 2. Development of Analysis Report	\$25,000	N/A	N/A	N/A	N/A	N/A	N/A	\$25,000
Task 3. Annual M&E Plan Development	\$10,000	\$9,300	\$9,300	\$9,400	\$9,400	\$9,500	\$9,500	\$66,400
Task 4. M&E Plan Execution	\$30,000	\$47,000	\$47,500	\$48,000	\$48,500	\$49,000	\$49,500	\$319,500
Task 5. M&E Plan Evaluation	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
Total	\$80,000	\$76,300	\$76,800	\$77,400	\$77,900	\$78,500	\$79,000	\$545,900

Base fees described in this table include but are not limited to:

- All Services described in Sections A(1) – A(6), including labor, materials, and travel.
- Educational Videos: Explainer content on retrofits, water conservation, waste reduction (2-3 per sprint)
- Social Media Reels: Short-form content and graphics for Instagram/Facebook (15-60 seconds)
- Testimonial Videos: Resident success stories and peer-to-peer messaging
- How-to Content: Step-by-step guides for energy audits, composting, etc.
- Live Event Documentation: Coverage of workshops and community events
- All materials developed in English and Spanish
- Cultural considerations integrated into messaging frameworks
- Basic cultural competency in content development
- Native Spanish speakers on core team
- Event-specific volunteer recruitment for individual workshops/events (outreach strategy and volunteer role definitions)
- Basic orientation and day-of-event training (training materials and brief sessions)
- Task-specific guidance (registration, setup, materials distribution) (volunteer handbooks and role instructions)
- Event documentation photography
- Workshop/presentation materials
- Annual report photography
- Quarterly sprint workshops (4 per year) - Consultant provides facilitation, content, and materials; County manages venue, logistics, and registration
- Community co-design sessions - Virtual-first format to maximize participation while minimizing coordination burden
- Partnership meetings and stakeholder engagement
- Basic booth/table presence at existing County events
- Materials and staffing support only
- Volunteer training sessions - Content development and training delivery
- Climate action microsite (LAC.gov/climate subdomain)
- Mobile-responsive design
- Basic content management system
- Integration with County branding
- Regular content updates
- Analytics and optimization

Table 3. Additional and Optional Services

Any additional or optional products or services that are requested by County, at County's sole discretion and provided by Consultant at any time throughout the term of this Agreement, shall be provided pursuant to Section A(10) and AE, and only after receiving proper approval and authorization by the County to proceed in accordance with all applicable County laws, rules, regulations, policies, and procedures. County may request as much or as little information as deemed necessary to properly scope and approve additional and optional Services. Consultant shall, upon County request, provide a quote to County for any additional and optional Services requested by County, pursuant to any applicable rates and fees describe herein.	
REF NO.	DESCRIPTION
Notes	<p><u>Additional Notes on Pricing</u></p> <ul style="list-style-type: none"> All pricing for items 1 – 19 is subject to a 3% annual increase for each Contract Year. For items 6 – 15, all in-person programming requires active County partnership for venue coordination, permit management, registration systems, and day-of logistics. Consultant provides strategic design, content development, and facilitation expertise. Consultant's approach prioritizes high-impact digital engagement to maximize reach within budget constraints, with in-person events strategically designed to amplify digital campaigns rather than serve as primary engagement vehicles.
1	<p><u>Language Access & Cultural Adaptation</u></p> <ul style="list-style-type: none"> Year 1-7: \$15,000-\$18,000 annually Includes: Tewa translation, cultural focus groups, native-speaker QA
2	<p><u>Train-the-Trainer & Staff Workshops</u></p> <ul style="list-style-type: none"> Year 1: \$25,000 (initial curriculum development) Years 2-7: \$8,000 annually (ongoing sessions, updates)
3	<p><u>Paid-Digital Media Management:</u></p> <ul style="list-style-type: none"> Years 1-7: \$35,000-\$42,000 annually (management fees) Plus: Media spend budget (recommended \$50,000-\$75,000 annually, managed separately) <i>Paid Digital Media Management assumes a separate media spend budget of \$50,000–\$75,000, depending on reach goals.</i>
4	<p><u>Community Ambassador Program:</u></p> <ul style="list-style-type: none"> Year 1: \$30,000 (recruitment, training, setup) Years 2-7: \$20,000 annually (ongoing support, events)
5	<p><u>Bundled Package Estimate for Items 1-4:</u> Should the County wish to implement all four optional services together, we estimate a total of \$105,000 for Year 1 (excluding media spend). This includes:</p> <ul style="list-style-type: none"> Language Access & Cultural Adaptation: \$15,000 Train-the-Trainer & Staff Workshops: \$25,000 Paid Digital Media Management: \$35,000 Community Ambassador Program: \$30,000 <i>Consultant shall offer County discounts of up to 10% for multi-service adoption, pending final scope and County priorities.</i>
6	Professional Documentary Production: \$15,000-\$25,000 per video
7	Aerial/Drone Photography: \$5,000-\$8,000 per shoot
8	Professional Portrait Sessions: \$3,000-\$5,000 per session
9	Live Event Streaming: \$2,000-\$4,000 per event
10	Virtual Reality/360° Content: \$10,000-\$20,000 per experience
11	Large-Scale Community Events: \$10,000-\$25,000 per major event (requires dedicated County event coordinator)

12	Multi-Day Conferences/Summits: \$30,000-\$50,000 per conference (extensive County staff support required)
13	Mobile Outreach Unit/Van: \$40,000-\$60,000 annually (County provides vehicle and operations management)
14	Pop-up Educational Installations: \$5,000-\$15,000 per installation (County handles permits and logistics)
15	Advanced Workshop Series: \$15,000-\$25,000 per series (requires ongoing County coordination support)
16	Optional Website Enhancements - Advanced Interactive Features: \$15,000-\$25,000 (calculators, mapping tools)
17	Optional Website Enhancements - Multi-language Full Site: \$10,000-\$15,000 (comprehensive translation)
18	Optional Website Enhancements - E-commerce Integration: \$8,000-\$12,000 (rebate applications, event registration)
19	Optional Website Enhancements - Advanced Analytics Dashboard: \$5,000-\$8,000 (real-time KPI integration)
20	Hourly Rates For any additional and optional services charged at hourly rates, Consultant's rates shall not exceed those stated in Exhibit A Table 4.
21	Materials Consultant may invoice County at actual cost for additional materials provided by or purchased by Consultant while providing additional and optional services under this Agreement, along with a copy of the invoice from Consultant's supplier, or a quote provided to County in advance if the materials are produced by Consultant. Any such charges for materials must be pre-approved in writing by the Sustainability Manager.
22	Travel Excepting the travel fees already included in Table 1, Consultant's travel for additional and optional services may be charged at actual cost, with pre-approval from the Sustainability Manager, provided copies of all travel expenses must accompany invoices submitted to County and shall only include the following: <ol style="list-style-type: none"> 1. The most economical means of transportation shall be used, commercial airlines coach fare rates; 2. Business-related tolls and parking fees; 3. Rental car, taxi service or shuttle services; 4. Mileage shall be reimbursed at the standard mileage rate for business miles driven as established from time to time by the Internal Revenue Service. 5. Hotel or motel lodging, not to exceed \$250.00 base rate per night excluding tax; 6. Meals, per Los Alamos County Travel Policy, currently \$90.00 per diem daily for multi-day travel, or up to \$40.00 daily for one day travel; 7. Internet connectivity charges; 8. Any other reasonable costs directly associated with conducting business with County. 9. If reimbursement for lodging or airfare is sought and no receipt is furnished by Consultant showing the actual cost, the travel expense shall be deemed unreasonable and un-reimbursable. Travel Expenses not allowed are as follows: <ol style="list-style-type: none"> 1. Entertainment; in-room movies, games, etc. and 2. Alcoholic beverages, mini bar refreshments or tobacco products.
23	Other Additional and Optional Products and Services Other additional and optional products and services include <u>but are not limited to</u> the following: those described in Consultant's Response; additional research and data analysis; in-person and virtual meetings; County-requested edits and revisions to Consultant-prepared documents; community input and engagement meetings and activities; reports; and marketing material designs.

Total Not-to-Exceed Amount for Optional and Additional Services, Unless Otherwise Amended as Provided for Herein (Upon County Request, Approval, and Authorization Only)	\$70,000.00
---	--------------------

Table 4. Hourly Rates for Additional and Optional Services

COST CATEGORY	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Hourly Rates – Normal Business Hours							
Lead Strategist	\$175.00	\$180.25	\$185.66	\$191.23	\$196.96	\$202.87	\$208.96
Project Director	\$150.00	\$154.50	\$159.14	\$163.91	\$168.83	\$173.89	\$179.11
Behavioral-Science Specialist	\$150.00	\$154.50	\$159.14	\$163.91	\$168.83	\$173.89	\$179.11
Community Engagement Specialist	\$175.00	\$180.25	\$185.66	\$191.23	\$196.96	\$202.87	\$208.96
Designer & Digital Producer	\$105.00	\$108.15	\$111.39	\$114.74	\$118.18	\$121.72	\$125.38
Web/Microsite Developer	\$115.00	\$118.45	\$122.00	\$125.66	\$129.43	\$133.32	\$137.32
Paid-Media Manager	\$115.00	\$118.45	\$122.00	\$125.66	\$129.43	\$133.32	\$137.32
Administrative Support	\$75.00	\$77.25	\$79.57	\$81.95	\$84.41	\$86.95	\$89.55
Hourly Rates – Outside Normal Business Hours							
Lead Strategist	\$220.50	\$227.12	\$233.93	\$240.95	\$248.17	\$255.62	\$263.29
Project Director	\$189.00	\$194.67	\$200.51	\$206.53	\$212.72	\$219.10	\$225.68
Behavioral-Science Specialist	\$189.00	\$194.67	\$200.51	\$206.53	\$212.72	\$219.10	\$225.68
Community Engagement Specialist	\$220.50	\$227.12	\$233.93	\$240.95	\$248.17	\$255.62	\$263.29
Designer & Digital Producer	\$132.30	\$136.27	\$140.36	\$144.57	\$148.90	\$153.37	\$157.97
Web/Microsite Developer	\$144.90	\$149.25	\$153.72	\$158.34	\$163.09	\$167.98	\$173.02
Paid-Media Manager	\$144.90	\$149.25	\$153.72	\$158.34	\$163.09	\$167.98	\$173.02
Administrative Support	\$94.50	\$97.34	\$100.26	\$103.26	\$106.36	\$109.55	\$112.84
Administrative or Invoice Processing Fees							
Contractor does not charge administrative or Invoice Processing Fees N/A							

Exhibit B
Confidential Information Disclosure Statement
AGR25-43

The Incorporated County of Los Alamos is a governmental entity subject to certain disclosure laws including, but not limited to, the New Mexico Inspection of Public Records Act, NMSA 1978, §§ 14-2-1, et seq. Nothing in this Agreement is intended to diminish or expand the application of any applicable disclosure laws to any proprietary or confidential information.

This Confidential Information Disclosure Statement ("Statement") defines obligations and waivers related to Confidential Information disclosed pursuant to the above referenced Agreement between County and Consultant. County and Consultant agree to the following:

1. **Statement Coordinator** – Each party designates the following person as its Statement Coordinator for coordinating the disclosure or receipt of Confidential Information:

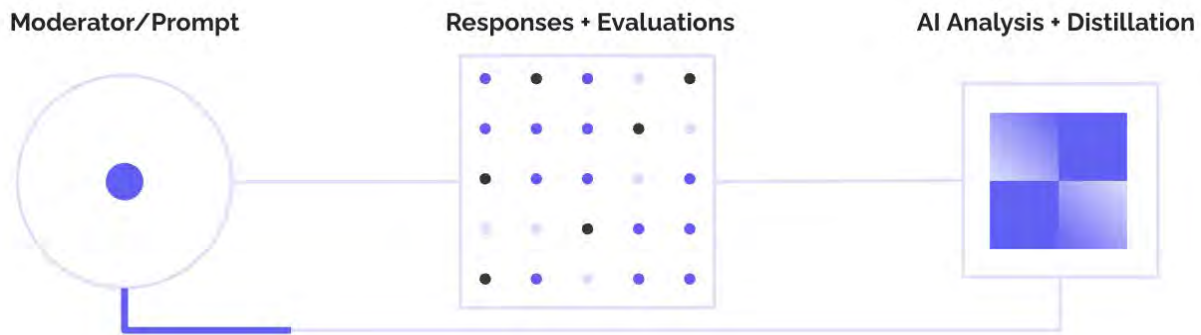
	Consultant	County
Name:	Amanda Larrinaga	Angelica Gurule
Title:	CEO and Founder	Environmental Sustainability Manager
Address:	400 W Broadway St. Suite 101-424	1000 Central Avenue, Suite 300
City/State/Zip:	Missoula, Montana 59802	Los Alamos, New Mexico 87544
Email:	amanda@iamfirebrand.com	angelica.gurule@losalamosnm.gov

2. **Definitions:**
 - a) **Confidential Information** - any form of information, in any format, disclosed by the Discloser to the Recipient and identified in writing as confidential.
 - b) **Discloser** - the party disclosing Confidential Information.
 - c) **Exception** – An exception is satisfied if the Confidential Information disclosed: (i) was in Recipient's possession prior to receipt from Discloser, (ii) is publicly known or readily ascertainable by legal means, (iii) is lawfully received by Recipient from a third party without a duty of confidentiality, (iv) is disclosed by Discloser to a third party without a duty of confidentiality on the third party, (v) is independently developed or learned by Recipient, or (vi) is disclosed by Recipient with Discloser's prior written approval.
 - d) **Recipient** – the party receiving Confidential Information.
3. **Obligations** – Recipient shall protect and ensure its participating subcontractors, agents, or associates shall protect all Confidential Information by using the same degree of care, but no less than a reasonable degree of care, to prevent the unauthorized use, dissemination, or publication of the Confidential Information as Recipient uses to protect its own information of a like nature. If any person or entity requests or demands, by subpoena or otherwise, all or any portion of the Confidential Information provided by one party to another, the party receiving such request shall immediately notify the Discloser of such request or demand. The party receiving the request or demand shall independently determine whether the information sought is subject to disclosure under applicable law including the New Mexico Inspection of Public Records Act. If the party receiving the request or demand determines that the information is subject to disclosure, it shall notify the Discloser of its intent to permit the disclosure with sufficient time to permit the Discloser to invoke the jurisdiction of an appropriate court or administrative body to raise any legitimate objections or defenses it may have to the disclosure. In the absence of an appropriate order prohibiting the disclosure, the party receiving the request or demand shall permit and proceed with the disclosure without incurring any duty, obligation or liability to the Discloser.

Exhibit C
Excerpt from Consultant's Response - Consultant's Methodology and Approach
AGR25-43

(This page intentionally left blank)

Exhibit 5: How ReMesh Works



Los Alamos County's highly educated, research-savvy residents and its unique mountain-valley ecosystem require this specialized blend of behavior science, co-creation, and rapid testing. Partnering with Firebrand moves you beyond awareness-building to measurable behavior change that advances your Climate Action Plan.

Generally

Firebrand has reviewed the Climate Action Plan Implementation Matrix (Exhibit F), branding rules (Exhibit G), and Addenda #1–3, and we understand that Los Alamos County needs a full-spectrum partner to turn goals around energy retrofits, water efficiency, electrification, and resilience into community-driven campaigns with measurable outcomes. At the core of our approach is the **Firebr& Method**, a five-phase, behavior-science and co-creation framework that aligns our timeline and budget to the RFP's immediate, near-term, and mid-term priorities.

We've identified two constraints and our solutions:

1. **Advertising & printing budgets** may be limited. We'll supply production-ready files for County print runs, negotiate low-cost vendors, or shift key materials to digital-first formats.
2. **Survey fatigue** in a small population. We'll counter with concise incentives and amplification via trusted partner networks.

Key Deliverables

- **Insights-to-Action Brief** (data, personas, barriers)
- **Editable Campaign Playbook** with PDF templates
- **Geo-targeted Channel Plan** with integrated dashboards
- **Quarterly Sprint Outlines and Creative Briefs**
- **Final Handoff Toolkit** (web-optimized PDFs, approval-ready slide decks)

Firebrand will operate 8 a.m.–5 p.m. MT, M–F (holidays excluded), with after-hours event support as needed. All materials will follow Exhibit G branding, be labeled "Contractor to the Los Alamos County Sustainability Office," and receive Sustainability Manager approval before release. We will furnish all personnel, tools, and insurance required under Exhibit A and maintain regular check-ins for seamless collaboration.

Task 1: Project Kick-Off Meeting

Within ten business days of contract execution, Firebrand will convene a one-time virtual Kick-Off Meeting with the County's Sustainability Manager and designated project team. This session launches the "Project" (Tasks 1–2) and sets the foundation for all subsequent work.

Before the Kick-Off, we will:

- Review the Climate Action Plan, Implementation Matrix (Exhibit F), Addenda #1–#2, County sustainability data, and any other RFP-referenced reports.
- Draft a brief on language and cultural needs (Spanish, Tribal languages) in collaboration with native-speaker partners.

During the meeting, we will:

1. **Co-Create Project Plan & Schedule**
 - Map all RFP Tasks to a Year 1 Gantt chart, prioritizing BE1.3 (energy retrofits) and T1.1 (EV adoption) in Months 0–2, then sequencing near- and mid-term actions.
 - Build in one travel-to-site visit for a joint field alignment.
2. **Review Scope & Surface Issues**
 - Walk through each element of the Scope of Services and use a brief live Remesh poll to gauge budget or procurement risks for print vs. digital assets.
3. **Establish Communication Protocols**
 - Confirm monthly meeting cadence (virtual or in-person), file-sharing conventions, and points of contact.

Known Constraints & Mitigations

- **Tight Kick-Off Timeline:** We'll dedicate a senior lead and support staff to ensure all prep materials are delivered within the 10-day window.
- **Budget/Procurement Channels:** Early Remesh polling of County stakeholders will flag any print-cost concerns so we can pivot to digital-first formats immediately.

Deliverables

- **Document Review Summary** (Excel/PDF) with key insights and alignment to BE1.3 & T1.1
- **Final Project Plan & Schedule** (MS Project or Excel, including travel, milestones, and deliverable dates)
- **Kick-Off Presentation Deck** (PowerPoint) capturing Remesh poll results and agreed priorities.
- **Communications Protocol Memo** detailing meeting cadence, roles, and file-sharing conventions

With these items in place, we'll transition seamlessly into Task 2 (Discover & Define), using early insights and stakeholder alignment to shape our detailed audience segmentation and channel strategy.

Firebrand will furnish all qualified personnel, materials, tools, and insurance required under Exhibit A.

Task 2: Development of a Climate Action Analysis Report ("Analysis Report")

Firebrand will produce a comprehensive Analysis Report—grounded in both existing studies and fresh, hyper-local insights—to guide Los Alamos County's behavior-change campaigns. Working closely with the Sustainability Manager and Project Team, we'll follow a phased process:

Phase	Tasks
Virtual Discovery & Context Setting	<ul style="list-style-type: none"> • Conduct market research (RFP materials, County data, partner programs). • Host a virtual asynchronous focus group using Remesh.ai for real-time sentiment analysis, aligning on goals, programs, and potential collaborators.
Baseline Analysis & Social-Norming Opportunities	<ul style="list-style-type: none"> • Merge County GHG inventories, building stock, and water-use metrics. • Apply GIS mapping (as in our PIC IV work) and behavior-science models (Health Belief, Social Norms) to identify high-impact neighborhoods and social-norming tactics.
Statistically Significant Survey	<ul style="list-style-type: none"> • Field a mixed-mode (online + paper) survey, oversampling under-represented groups and commuters. • Test messaging frames, gauge program awareness, and establish baseline readiness metrics.
Targeted Interviews & Persona Development	<ul style="list-style-type: none"> • Conduct 1:1 interviews with key segments (renters, legacy homeowners, small-biz operators). • Create clear personas (e.g., “Legacy Lucy,” “Renters Ready”) and define success metrics (retrofit inquiries, enrollments, water-use reductions).
Draft, Review & Presentation	<ul style="list-style-type: none"> • Deliver a draft Analysis Report (Word + PDF) with data tables, personas, social-norm recommendations, and messaging frameworks. • Incorporate consolidated feedback and present the final report and executive summary in two virtual meetings (staff and Sustainability Board).

Known Constraints & Mitigations

- **Survey Fatigue:** We'll keep surveys concise, offer small incentives, and leverage partner networks for distribution.
- **Small Sample Sizes:** Oversampling and mixed-mode approaches will ensure statistical validity.

Key Deliverables

- **Project Plan & Schedule** (phases, tasks, site-visit timing, milestones)
- **Insights Brief** (partner landscape, baseline analysis, social-norm targets)
- **Survey Package** (final instrument, methodology overview, cleaned dataset)
- **Persona & Metrics Guide** (audience segments, success measures)
- **Analysis Report Bundle** (draft + final report, executive-summary slides, raw data)
- **Cultural Adaptation & Translation Brief** (language priorities, QA checkpoints)

By combining rigorous analysis, behavior-science models, and community input via Remesh, our Analysis Report will pinpoint actionable opportunities and lay a solid foundation for all subsequent outreach efforts.

Task 3: Annual M&E Plan Development

Following County approval of the Analysis Report, Firebrand will co-create an Annual Monitoring & Evaluation (M&E) Plan that translates findings into four quarterly “sprints” aligned to the Implementation Matrix (Exhibit F). Each sprint—Buildings & Energy, Natural Systems & Water, Materials & Consumption, Community Resilience—will include clear objectives, behavior-change tactics, and success metrics.

We begin with a cross-sector design workshop for instant feedback on priorities and prototype assets. Guided by the Health Belief and Transtheoretical models, we map audience segments (“Legacy Lucy,” “Renters Ready,” etc.) to tailored tactics. Early prototypes (web pages, messaging, workshop agendas) are piloted with small focus groups to refine content before full launch.

Specific Efforts

- **Sprint Prototyping:** Co-design mini-workshops to test and finalize assets (e.g., a “Retrofit 101” webinar in Q1; a “Zero-Waste Home” toolkit in Q3).
- **Language & Culture Built-In:** All materials and the microsite will be developed in English and Spanish (with Tribal-language support), with native-speaker QA each sprint.
- **Budget & Partner Phasing:** Within the \$80K annual budget, we phase paid social ads per sprint and leverage LANL newsletters, local media, and CBO channels for earned reach. Printing costs not covered in this proposal.

Public Relations & Collaboration

- **Marketing/Advertising:** Precision social ads (Nextdoor, Facebook/Instagram), LANL newsletters, local radio PSAs, and on-site activations.
- **Outreach Function:** We maintain an up-to-date network of Tribal councils, schools, homeowner associations, and CBOs, sending tailored invites, emails, and community-leader briefings.
- **Web & Social Presence:** A dedicated microsite (LAC.gov/climate) plus active channels on Facebook, Instagram, and Nextdoor.
- **Media Mix:** Print collateral, radio spots, digital banners, social posts, email newsletters, and event-based outreach.
- **Collaboration Philosophy:** We build coalitions—like our CDC/NIOSH and MassEnergize partnerships—by co-hosting events, joining existing networks, and sharing resources to amplify reach.

Our launch pad will be straightforward and local. We’ll collaborate with key insiders—Pajarito Environmental Education Center (PEEC), Los Alamos County Chamber of Commerce, Los Alamos Medical Center, LA Cares, Los Alamos Family Council, Los Alamos Visiting Nurse Service, Los Alamos Commerce & Development Corporation—and now local meteorologists, who are some of the region’s most trusted climate communicators. These partners will deliver the raw pulse of the town—future behaviors, health realities, financial pressures, and sources of friction—so we can take a no-nonsense, behavior-first approach from day one.

Known Constraints & Mitigations

- **Limited Budget:** We prioritize high-ROI digital tactics and offer print-ready files for County procurement.
- **Small Population:** We stagger touchpoints across sprints and enlist trusted partners to prevent survey fatigue.

Services Agreement No. AGR25-43
Modern Entrepreneur LLC, d.b.a. Firebrand Creative

Key Deliverables

- **Year-One M&E Plan:** Editable template and PDF linking each sprint to the Implementation Matrix
- **Sprint Rollout Calendar:** Dates, responsibilities, and channel mixes
- **Partner-Activation Matrix:** Mapping co-hosts and sponsors per sprint
- **Prototype Asset Library:** Web-optimized PDFs, InDesign templates, AR scripts, all bilingual
- **Evaluation Protocol:** Pulse-check schedule, survey touchpoints, and dashboard integration specs

This streamlined, theory-driven process ensures every quarter delivers tested, culturally resonant campaigns that drive measurable climate-action outcomes in Los Alamos County.

Below is a proposed **7-Year Timeline & Deliverables Roadmap** that aligns our Tasks 1–5 with the County's Implementation Matrix timeframes (Immediate = Years 1–2, Near-Term = Years 3–6, Mid-Term = Year 7+, Ongoing = all years). It also allows for Council review/approval in Year 1 before launching major activities.

Year	Timeframe	Activities & Milestones	Key Deliverables
1	Immediate (0-2)	Council Approval & Mobilization <ul style="list-style-type: none"> • Obtain County Council approval (Q1) • Task 1 Kick-Off Workshop & microsite "Sprint 0" launch (within 10 bdays) • Document Review & Language & Culture Brief • Establish Remēsh panel and data dashboards 	<ul style="list-style-type: none"> • Signed Service Agreement • Kick-Off Presentation & Project Plan (Gantt chart Months 0–24) • Insights-to-Action Brief (mapping BE1.3 & T1.1) • Live microsite prototype (EN/ES)
		Immediate Actions Begin <ul style="list-style-type: none"> • BE1.3 (energy-efficiency & retrofit outreach) pilot (Q2) • T1.1 (EV adoption) workshops & messaging templates • Co-design survey instrument with DPU & partners (Task 2 prep) 	<ul style="list-style-type: none"> • Pilot Retrofit 101 mini-campaign assets • EV adoption creative templates • Draft Qualtrics survey & Remēsh discussion guide
2	Immediate (0-2)	Deep Research & Analysis <ul style="list-style-type: none"> • Field mixed-mode survey & Remēsh focus groups (Task 2a–c) • 1:1 interviews with "Legacy Lucy," etc. (Task 2d) • Baseline GIS & social-norm mapping for BE1.3, MC1.5, NS2.1 • Draft Analysis Report & Exec Summary (Task 2e) 	<ul style="list-style-type: none"> • Cleaned survey dataset & methodology overview • Persona & Metrics Guide • Draft & final Analysis Report + slide deck
		Sprint 1 Planning <ul style="list-style-type: none"> • Convene cross-sector design workshop (Remēsh) for Q1 (Buildings & Energy) • Prototype Retrofit 101 webinar and energy-audit tools (Task 3 Q1) 	<ul style="list-style-type: none"> • Year-One M&E Plan (editable + PDF) • Sprint 1 Creative Briefs & workshop agendas • Prototype asset library (bilingual PDFs & InDesign templates)
3	Near-Term (3–6)	Sprint 2: Natural Systems & Water (Q2) <ul style="list-style-type: none"> • Launch green stormwater & water-conservation toolkit pilot • Host bilingual shoreline stewardship workshops (NS2.1 & NS2.3) • Quarter 2 paid-media campaign (precision social ads) 	<ul style="list-style-type: none"> • Sprint 2 Rollout Calendar & channel plan • Prototype stormwater demo scripts & infographics • Paid Media Strategy Brief & Ad Creative Package

Year	Timeframe	Activities & Milestones	Key Deliverables
3	Near-Term	Execution Support & Optimization (Task 4) <ul style="list-style-type: none"> • Staff “Water Wise” events with volunteers • Weekly dashboard reviews & Remesh pulse polls to refine messaging • Deliver bilingual promotional-item options 	<ul style="list-style-type: none"> • Event Support Briefs: run-of-show, rosters • Live Optimization Dashboard access + weekly memos
4	Near-Term	Sprint 3: Materials & Consumption (Q3) <ul style="list-style-type: none"> • Prototype “Zero-Waste Home” toolkit + explainer video • Rapid-prototype sessions with mixed focus groups (Remesh) to refine print & digital guides • Paid-media push on waste-reduction behaviors 	<ul style="list-style-type: none"> • Sprint 3 Creative Briefs & asset library • Prototype video and checklist templates • Quarterly Insights Brief (progress vs. Plan)
		Mid-Year M&E Update <ul style="list-style-type: none"> • Course-Correction Workshop #2 with ESB and partners • Refine Year-One Plan for months 13–24 	<ul style="list-style-type: none"> • Revised Year-One M&E Plan & updated Gantt • Action-item log from mid-year workshop
5	Near-Term	Sprint 4: Community Resilience (Q4) <ul style="list-style-type: none"> • Launch “Carbon-Smart Classroom” pilot in Town Site & White Rock • Co-design student activity packs, leaderboard dashboard, and teacher guides • Paid ads targeting family audiences 	<ul style="list-style-type: none"> • Sprint 4 Rollout Calendar & partner-activation matrix • Classroom pilot toolkits & digital leaderboard • Paid Media performance report
		Task 5 Evaluation Round 1 <ul style="list-style-type: none"> • Monthly report #24 • Quarterly Insights Brief #4 • Annual Evaluation Report for Year 1 due Jan 31 of Year 2 • Present findings to ESB and Council 	<ul style="list-style-type: none"> • Annual Evaluation Report (Word, PDF, PPT) • Live KPI Dashboard updated Year 1 metrics • Course-Correction Workshop #4 materials
6	Near-Term	Years 2–3 M&E Plan Update (Task 3) <ul style="list-style-type: none"> • Develop Year 2 Annual M&E Plan by Jan 1 of Year 3 • Four new sprints cycling through Plan focus areas (Buildings & Energy → Natural Systems → Materials → Resilience) with refined tactics • Continued execution support & optimization (Task 4) 	<ul style="list-style-type: none"> • Year 2 M&E Plan template + PDF • Quarterly sprint briefs & rollouts for Year 2 • Biannual Insights Briefs & Recommendations
7	Mid-Term (7+)	Years 4–7 Sustained Campaigns <ul style="list-style-type: none"> • Annual M&E Plan updates delivered by Jan 1 each year • Ongoing sprints adapted to evolving Plan priorities (e.g., T2.1-T2.6 transit & land-use, CR2 resilience actions) • Long-term capacity building via Train-the-Trainer module 	<ul style="list-style-type: none"> • Year 3–7 M&E Plans & sprint schedules • Annual Evaluation Reports Years 2–6 • Ambassador program summaries (as commissioned)
All	Ongoing	Continuous Collaboration & Reporting <ul style="list-style-type: none"> • Monthly status reports & Council updates • Quarterly “Course Correction” workshops • Maintenance of microsite & social channels • Annual budget reconciliation and optional-services scoping • Translation QA loops (EN/ES/Tewa) 	<ul style="list-style-type: none"> • Monthly Reports (by month-end) • Quarterly Insights Briefs • Live KPI Dashboard access • Translation & Cultural QA Briefs each sprint • Optional-Services engagement statements

Services Agreement No. AGR25-43
Modern Entrepreneur LLC, d.b.a. Firebrand Creative 30

Notes:

- **Council Approval** is built into Year 1 Q1, with the Kick-Off pending a signed agreement.
- **Immediate (Years 1–2)** map to “Immediate” items in the Matrix (BE1.3, BE1.4, T1.1, T1.2, MC1.5, NS2.1, CR1.2, CR1.3).
- **Near-Term (Years 3–6)** cover “Near-term” Matrix actions (BE1.2, BE1.5-1.7, BE2.1-2.2, T2.1-2.6, MC1.1-1.3, NS1.1-2.3, CR2.1-2.3, CC2.1-2.3).
- **Mid-Term (Year 7+)** align to “Mid-Term” Matrix actions (e.g., CC1.1 certification, sustained adaptation & resilience).
- **Ongoing** tasks (BE2.2, MC2.x, CC2.x, dashboard maintenance) run throughout all seven years.
- **Flexibility:** Each year’s After-Action and Course-Correction workshops inform the subsequent Annual M&E Plan, enabling the County to pivot if priorities or funding change.
- **Budget:** We hold each year’s core Tasks 1–5 to the \$80 K cap; any additional modules (ambassador training, paid-media overages) are scoped separately.

Task 4: M&E Plan Execution

In Phase 4—Launch & Learn—Los Alamos County leads on-the-ground execution of the approved M&E Plan while Firebrand provides hands-on support. We’ll combine staffing, content production, and real-time optimization so each activity runs smoothly and adapts quickly to live data and feedback.

Fibrand's Support	County's Role
<ul style="list-style-type: none"> • Event & Volunteer Coordination: Craft run-of-show agendas, recruit & train volunteers, and staff key activations (e.g., “Retrofit 101” workshops, AR stormwater demos, classroom challenges). • Content & Creative Production: Design all graphics, videos, games, curricula, and promotional-item recommendations (e.g., seed-paper packets, recycled tote bags), delivering bilingual templates and final files. • Organic & Owned Media: Draft and schedule social-media posts, blog entries, and email templates to sustain engagement between events. • Optimization Guidance: Feed event and digital metrics into a live dashboard, deploy Remesh pulse polls, and provide weekly memos with data-driven A/B test and channel-shift recommendations. 	<ul style="list-style-type: none"> • Manage venues, permits, logistics, and participant registration. • Procure and distribute printed materials and promotional items. • Publish and boost approved content via County channels. • Implement Firebrand's optimization recommendations within operational constraints.

Constraints & Mitigations

- **Limited Procurement Flexibility:** We’ll supply print-ready files and vendor-negotiated cost estimates, or shift materials to digital-first formats if print budgets are constrained.
- **Resource Availability:** By pre-training volunteers and drafting content in advance, we ensure quick turnarounds even when County staff capacity is limited.

Services Agreement No. AGR25-43
 Modern Entrepreneur LLC, d.b.a. Firebrand Creative
 31

Key Deliverables

- **Event Support Briefs:** Agendas, volunteer rosters, and staffing plans
- **Social-Content Calendar & Copy Deck:** Monthly post schedules and drafts
- **Produced-Elements Package:** Bilingual graphics, videos, game files, and classroom guides
- **Promotional Items List:** Scopes and cost estimates for approved items
- **Live Optimization Dashboard:** Secure link plus weekly Optimization Memos (performance summaries & recommended tweaks)

By combining Firebrand's operational support with County execution, Task 4 brings the M&E Plan to life—ensuring each activation is professionally delivered, continuously refined, and fully aligned with Los Alamos County's goals.

Task 5: M&E Plan Evaluation and Reporting

Firebrand will ensure Los Alamos County's Climate Action campaigns stay on track toward its 2030 and 2050 targets by embedding real-time monitoring, structured feedback loops, and transparent progress reviews. Working with the Sustainability Manager, we'll tie every metric—from per-capita water use to heat-pump installations—to the County's four focus areas and DPU goals.

Data Gathering & Performance Monitoring

- **Automated Dashboards:** Live tracking of GHG & energy (retrofit inquiries, installations, emissions estimates), natural gas use (therms/HDD), potable water consumption, and Class 1A effluent hookups.
- **Engagement Metrics:** Event attendance, social-media reach and engagement, and survey-measured shifts in behavior intent.
- **Participant Feedback:** Post-event surveys and Remēsh pulse polls fuel quarterly "Course Correction" workshops where we refine tactics based on real voices.

Reporting Cadence & Formats

- **Monthly Reports:** By month's end, a concise summary of completed tasks, campaign highlights, and photos of activities.
- **Quarterly Insights Briefs:** 5–7 page PDFs analyzing progress against County and DPU benchmarks, surfacing barriers, and recommending tactical pivots.
- **Annual Evaluation Report:** Delivered by January 31 in Word, PDF, and PowerPoint, featuring high-quality graphics, activity photos, metric dashboards, and strategic recommendations—presented in virtual sessions to staff and the Sustainability Board.

Constraints & Mitigations

- **Data Access:** We'll align early with County IT on formats and platforms to ensure seamless data integration.
- **Small Sample Sizes:** Mixed-mode surveys, intentional oversampling, and partner amplification guarantee statistically valid insights.

Participant Input & Continuous Improvement

Every report incorporates community feedback collected via surveys, focus groups, and pulse polls. These insights directly shape new program designs and mid-year course corrections, ensuring that County-supported campaigns evolve in response to resident needs.

Key Deliverables

- **Live KPI Dashboards:** Secure, cloud-hosted access to real-time metrics.
- **Monthly Reports:** Narrative summaries with activity highlights.
- **Quarterly Briefs:** Data analysis, barrier identification, and recommendations.
- **Annual Evaluation Report & Exec Summary:** Comprehensive Year 1 findings, visuals, and future-year guidance.
- **Course Correction Workshop Materials:** Slide decks and action-item logs from each quarterly review.

By systematically gathering data, centering participant feedback, and reporting in clear, actionable formats, Task 5 delivers transparent accountability, iterative learning, and demonstrable progress toward Los Alamos County's carbon-neutral and utility-efficiency goals.

Additional and Optional Services

To extend Los Alamos County's Climate Action campaigns and build lasting capacity, we offer four standalone modules that can be added on as budget and priorities allow. Each aligns to the Plan's six focus areas and deepens equity, engagement, and sustainability.

1. Language Access & Cultural Adaptation

We'll localize surveys, toolkits, web content, and event materials in Spanish and Tewa, framing messages for Indigenous and Latino audiences.

- **Process:** Three community focus groups (one Hispanic/Latino, two Tribal) → professional translation/typesetting → two rounds of native-speaker QA.
- **Deliverables:** Language & Culture Brief; bilingual asset library (English/Spanish/Tewa) with QA sign-off reports.

2. Train-the-Trainer & Staff Workshops

We'll equip County staff and partners to run workshops, manage digital tools, and interpret dashboards.

- **Process:** Three 90-minute virtual sessions on Behavior-Science Essentials, Community Facilitation & Remesh, and Dashboard Management; quarterly office-hours support.
- **Deliverables:** Facilitator Handbook (PDF + editable slides), workshop recordings with attendance certificates, office-hours schedule.

3. Paid-Digital Media Management

Precision ads on Nextdoor, Facebook/Instagram, and Google Search—amplifying each quarterly sprint.

- **Process:** Build audiences using Task 2 personas and GIS segments; create up to 12 ad variants per sprint; weekly bid/budget optimization.
- **Deliverables:** Paid Media Strategy Briefs, Ad Creative Packages, monthly performance reports (spend, reach, CTR, ROI).

- **Community Ambassador Program**

Recruit and train 10–15 local “Climate Action Ambassadors” to serve as trusted messengers.

- **Process:** Ambassador outreach via partner channels; two full-day in-person trainings; monthly roundtables for feedback and micro-event planning.
- **Deliverables:** Ambassador Roster, Training Curriculum & Materials, Roundtable Agendas & Summary Reports.

Constraints & Flexibility

- **Budget Alignment:** Each module is optional and scoped separately, allowing the County to mix and match per annual budgets.
- **Capacity Considerations:** Modules are designed to minimize county staff time by using concise sessions, on-demand resources, and vendor-negotiated rates where applicable.

By adding any combination of these modules, Los Alamos County can deepen cultural relevance, strengthen internal capacity, and broaden campaign reach, while maintaining tight alignment to the Climate Action Plan’s goals.

Suitability/Benefit to the County of Any Optional and/or Additional Services.

To extend the core Climate Action engagement and build on Firebrand’s proven track record in equity-centered, behavior-science communications, we offer five targeted modules that amplify County impact in distinct ways. These optional services deepen equity, broaden reach, build internal capacity, and foster authentic, community-owned climate action. Here are the Suitability & Benefits to the County of Optional Services.

Language	Access	&	Cultural	Adaptation	Package:
Suitability: Directly addresses the RFP’s equity mandate and the County’s Outreach Summary recognition of under-represented Hispanic/Latino and Indigenous communities.					
Benefit: Ensures all residents—regardless of primary language or cultural background—can engage meaningfully with campaign materials, increasing survey participation rates, event turnout, and behavior-change adoption among priority populations.					

Interactive	Engagement	Portal:
Suitability: Fulfills the RFP’s requirement for innovative education and outreach tools by centralizing resources, interactive maps, and feedback mechanisms in one accessible place.		
Benefit: Reduces reliance on disparate email blasts and print collateral; provides a dynamic hub that informs residents and collects real-time insights to optimize ongoing campaigns.		

Train-the-Trainer	&	Staff	Capacity	Workshops:
Suitability: Aligns with the RFP’s call for sustainable, institutionalized outreach by building County staff expertise in behavior-science facilitation and data interpretation.				
Benefit: Empowers the Sustainability Office to internalize key methods, removing long-term dependence on consultants, accelerating response times, and enabling rapid adaptation of materials and dashboards.				

Targeted	Paid-Digital	Media	Management:
Suitability: Complements the County’s owned and earned channels, enabling precision reach into neighborhoods and demographic segments identified in Task 2.			

Benefit: Amplifies campaign messages cost-effectively, driving higher click-through and conversion rates for retrofit inquiries, program enrollments, and event RSVPs, thereby accelerating progress on DPU goals.

Community

Ambassador

Program:

Suitability: Leverages local networks (LANL employees, school staff, neighborhood groups) to meet the RFP's emphasis on trusted-messenger outreach and community co-creation.

Benefit: Creates a scalable peer-to-peer engine that sustains momentum between official activations, surfaces localized barriers in real time, and fosters deep community ownership of climate-action behaviors.

Adopting these optional modules will enhance Los Alamos County's equity, innovation, in-house capacity, precision reach, and grassroots engagement, each critical to achieving the Climate Action Plan's education, outreach, and behavior-change objectives.

Exhibit D
Consultant's Response to County's Request for Clarification
AGR25-43

(This page intentionally left blank)

REQUEST FOR CLARIFICATION



Incorporated County of Los Alamos
Procurement Division
101 Camino Entrada, Building 3
Los Alamos, NM 87544

Thank you for submitting a proposal for the below-referenced solicitation. County requests clarification to ensure full understanding and conformation with the solicitation requirements.

GENERAL INFORMATION

To Offeror:	Firebrand
Date:	July 23, 2025
Request No.:	01
Solicitation No.:	RFP25-43
Solicitation Title:	Climate Action Marketing and Engagement Services
Contact Name:	Jaime Kephart
Contact Title:	Procurement Contract Manager
Contact Phone No.:	505.709.5503
Contact E-Mail:	Jaime.Kephart@losalamosnm.gov
Response Due Date and Time:	<p>July 23, 2025, 5:00 p.m., Mountain Time.</p> <p>Please send e-mail responses to the contact above by this date and time. If more time is required, please notify the contact above at least forty-eight (48) hours prior to the response due date and time to request an extension.</p>

PERSON SUBMITTING RESPONSE

Please enter contact information for the person submitting the response.

Name:	Amanda Larrinaga
Title:	Chief Executive Officer
E-Mail:	amanda@iamfirebrand.com
Phone No.:	406-200-8240

(This space intentionally left blank)

REQUESTS FOR CLARIFICATION

County requests the following clarifications. Offerors may use the MS Word version provided to Offerors in the Request for Clarification e-mail or may use their own form provided the General Information section, Person Submitting Response section, and correct reference numbers and questions below are included and unchanged.

Ref. No.	Questions	Answers
1	What does "Geo Targeted" mean?	Geo-targeted refers to precision digital advertising and outreach focused on specific geographic areas within Los Alamos County. This includes targeting by ZIP codes (87544, 87547), neighborhoods (Town Site vs. White Rock), proximity to specific locations (LANL, community centers), and demographic clusters identified in our Task 2 analysis. We utilize platforms such as Facebook/Instagram Local Awareness ads, Nextdoor neighborhood targeting, and Google Ads location extensions to ensure that messaging reaches residents most likely to engage with specific climate actions, based on their geographic context and local infrastructure.
2	What do "Sprint" and "Sprint Prototyping" refer to?	<p>"Sprints" are our quarterly campaign cycles aligned with the Climate Action Plan's focus areas: Buildings & Energy (Q1), Natural Systems & Water (Q2), Materials & Consumption (Q3), and Community Resilience (Q4). Each sprint is a 3-month intensive campaign with specific objectives and deliverables.</p> <p>"Sprint Prototyping" involves rapid co-design sessions using our ReMesh platform to test messaging, creative assets, and event concepts with target audiences before full launch. For example, before launching a "Retrofit 101" workshop, we'd prototype the agenda, messaging, and materials with 20-30 community members via virtual focus groups to refine content based on real feedback.</p>
3	Are the events interchangeable? Could you elaborate on what a "Waterwise Event" is?	<p>Events are designed to be adaptable but not directly interchangeable, as each aligns with specific behavioral objectives and seasonal timing.</p> <p>A "Waterwise Event" would focus on DPU conservation goals through education and action-oriented activities such as:</p> <ul style="list-style-type: none">• Hands-on demonstrations of low-flow fixtures and smart irrigation• Rebate program enrollment assistance• Native plant workshops for drought-resistant landscaping• Household water audit training• Rainwater harvesting demonstrations

Ref. No.	Questions	Answers
		Events can be modified for different audiences (homeowners vs. renters) or scaled (workshop vs. community fair booth), but content remains focused on specific behavior-change objectives.
4	For Mixed Media services, can we include videos such as reels and educational content?	<p>Yes, our mixed media services include comprehensive video content:</p> <ul style="list-style-type: none"> ● Educational Videos: Explainer content on retrofits, water conservation, waste reduction ● Social Media Reels: Short-form content for Instagram/Facebook (15-60 seconds) ● Testimonial Videos: Resident success stories and peer-to-peer messaging ● How-to Content: Step-by-step guides for energy audits, composting, etc. ● Live Event Documentation: Coverage of workshops and community events <p>All video content is produced bilingually (English/Spanish) with accessibility features (captions, audio descriptions) and optimized for multiple platforms and distribution channels.</p>
5	What does "ReMesh" mean? Have other campaigns benefited from ReMesh technology?	<p>ReMesh is our AI-powered platform for real-time digital focus groups and sentiment analysis. It allows us to conduct anonymous virtual discussions with 20-100+ participants simultaneously, generating instant insights through natural language processing.</p> <p>Campaign Benefits:</p> <ul style="list-style-type: none"> ● *Chester County Health Department (Pennsylvania): Used ReMesh digital focus groups to test cultural messaging and visuals for diverse urban and rural populations, engaging 22,000+ residents through targeted campaigns and driving 2,175 clinic appointments. Spanish-language campaigns achieved 0.84% click-through rates, significantly outperforming industry benchmarks, while geofenced ads delivered 955,000+ impressions. ● CDC/NIOSH "Commit to C.A.R.E.": Used ReMesh to test workplace safety messaging across 12 industry sectors, reaching 940,000+ people ● Whatcom County PIC Program: Refined cultural messaging for Latinx communities through ReMesh sessions ● plugIN MetroWest: Tested solar messaging and addressed electrification concerns via rapid community feedback

Ref. No.	Questions	Answers
		ReMesh reduces research timelines from weeks to hours while capturing authentic community voice and overcoming traditional focus group limitations.
6	Could you share the example of the LANL wetland study? It could not be found online.	<p>We conducted grant-funded research in partnership with Los Alamos National Laboratory, including studies on plug-and-pond wetland structures and their impact on post-wildfire carbon sequestration and redox chemistry, as well as the development of novel signal processing methods for interpreting aquifer characteristics from ambient groundwater datasets.</p> <p>The study is currently under review for publication. As soon as it is published we will be able to share the example with you.</p>
7	T1-T3: There is a lot of promotion of language and cultural incorporation listed throughout the Proposal, but it is mentioned as an additional service. Can you please clarify what is included in the Proposal and what is an additional service?	<p>INCLUDED IN BASE PROPOSAL:</p> <ul style="list-style-type: none"> • All materials developed in English and Spanish • Cultural considerations integrated into messaging frameworks • Basic cultural competency in content development • Native Spanish speakers on core team <p>ADDITIONAL SERVICES:</p> <ul style="list-style-type: none"> • Tewa language translation and cultural adaptation • Intensive community focus groups with Tribal authorities • Specialized Indigenous storytelling and ceremony integration • Extended cultural ambassador training programs <p>Base proposal ensures broad accessibility; additional services provide deeper cultural immersion and community-specific customization.</p>
8	T2: Have you used developed personas with other campaigns?	<p>Yes, persona development is central to our methodology:</p> <p>Whatcom County PIC Program: Developed "Rural Rosa" and "Urban Urbanite" personas for Latino water quality outreach, resulting in 40% higher engagement rates.</p> <p>plugIN MetroWest: Created "Solar-Curious Sarah" and "Skeptical Steve" personas for electrification campaigns, enabling targeted messaging that increased workshop attendance by 60%.</p> <p>CDC/NIOSH C.A.R.E.: Developed 8 workplace safety personas across industries, driving behavior-specific content that reached 940,000+ workers.</p> <p>Personas guide all content creation, channel selection, and messaging frameworks to ensure resonance with specific audience segments.</p>

Ref. No.	Questions	Answers
9	T3: LANL and its activities and commuters are excluded from the Climate Action Plan, but there seems to be a bit of reliance on that audience. Much of the population that lives in Los Alamos, works at LANL, but communication via those channels is extremely difficult. How are you intending to engage this audience?	<p>MULTI-CHANNEL STRATEGY (Focused on Residency, Not Employer Identity): While LANL's internal communications are difficult to access, we recognize that a large portion of Los Alamos residents are LANL employees. To engage them:</p> <ul style="list-style-type: none"> • Neighborhood-Based Targeting: We'll reach LANL employees where they live—via geo-targeted ads, school networks, parent groups, rec centers, and local events. • Peer Networks: We'll partner with LANL staff active in community groups (e.g., sports leagues, environmental clubs) to circulate messaging informally. • Newsletter Placement (If Possible): We will pursue inclusion in LANL newsletters and employee resource groups, understanding approval may be limited. • Ambassador Program (Optional Add-On): A small cohort of LANL employees acting as community-facing ambassadors could expand trust and reach. <p>Contingency Approach: If direct LANL channels prove inaccessible, we will meet engagement goals by strengthening presence in community settings that LANL employees frequent as residents—not employees.</p>
10	T3: How do you plan on interacting with local meteorologists? What meteorologists?	<p>ENGAGEMENT STRATEGY – LOCAL METEOROLOGISTS: Our proposal referenced local meteorologists as trusted climate communicators. In Task 1, we will:</p> <ul style="list-style-type: none"> • Conduct Stakeholder Mapping via ReMesh and community interviews to identify meteorologists most trusted by Los Alamos residents (TV, academic, LANL-affiliated). • Engage Targets like: <ul style="list-style-type: none"> ○ Albuquerque-based meteorologists (KOB-TV, KOAT-TV, KRQE) ○ National Weather Service – Albuquerque ○ Regional experts at UNM/NMSU ○ LANL researchers (as applicable) • Use Cases for Engagement: <ul style="list-style-type: none"> ○ Interview partnerships and social amplification ○ Guest commentary in videos or local campaigns ○ Climate briefings at public events <p>This step will ensure we tap into existing trust channels rather than assume who holds credibility in Los Alamos.</p>
11	T4: Event and volunteer coordination includes "recruit and train volunteers" in Firebrand's	<p>INCLUDED: Basic Volunteer Support</p> <ul style="list-style-type: none"> • Event-specific volunteer recruitment for individual workshops/events (<i>outreach strategy and volunteer role definitions</i>)

Ref. No.	Questions	Answers
	support but "train the trainer" and "community ambassador programs" are additional costs. Why?	<ul style="list-style-type: none"> • Basic orientation and day-of-event training (<i>training materials and brief sessions</i>) • Task-specific guidance (registration, setup, materials distribution) (<i>volunteer handbooks and role instructions</i>) <p>ADDITIONAL: Advanced Capacity Building</p> <ul style="list-style-type: none"> • Train-the-Trainer: Comprehensive curriculum development, certification programs, ongoing mentorship for County staff to independently run programs (<i>requires dedicated County staff time for training and implementation</i>) • Community Ambassador Program: Long-term recruitment, intensive multi-day training, ongoing support, stipends/recognition programs, and sustained network management (<i>requires County coordination and budget for ambassador recognition/stipends</i>) <p>RESOURCE CLARIFICATION: Basic volunteer coordination supports immediate campaign execution with minimal County staff involvement. Advanced capacity-building services require dedicated County staff participation and ongoing coordination commitment to ensure program sustainability and effectiveness.</p>
12	T5: What live KPI's will be used to provide real-time metrics?	<p>AUTOMATED DASHBOARD METRICS:</p> <ul style="list-style-type: none"> • Energy: Retrofit program inquiries, rebate applications, workshop registrations • Water: DPU usage trends, conservation program enrollments, fixture rebate requests • Engagement: Website/social media analytics, event attendance, email open rates • Behavior Change: Survey responses, program completions, peer referrals • Geographic: Neighborhood-level participation rates and demographic tracking <p>REAL-TIME SOURCES: Google Analytics, social platform APIs, County program databases, Mailchimp/email platforms, Eventbrite registration systems, and ReMesh pulse poll results.</p> <p>UPDATE FREQUENCY: Daily automated data pulls with weekly optimization memos and monthly trend analysis.</p>
13	What similarities and differences do you see between behavior change programs for public health vs. climate action? How will you tailor your M&E program to achieve climate-related behavior change?	<p>SIMILARITIES:</p> <ul style="list-style-type: none"> • Psychological Barriers: Both face skepticism, misinformation, and behavior-intention gaps • Social Norms Influence: Peer behavior strongly impacts individual adoption • Co-Benefits Messaging: Immediate personal benefits (health/cost savings) drive action more than abstract future outcomes

Ref. No.	Questions	Answers
		<ul style="list-style-type: none"> Trusted Messengers: Community leaders and peer networks more effective than top-down communication <p>DIFFERENCES:</p> <ul style="list-style-type: none"> Timeframe: Public health often has immediate consequences; climate action benefits are long-term Visibility: Health behaviors are often private; climate actions may require visible home modifications Cost Barriers: Climate actions often require upfront investment; many health behaviors are low/no cost <p>TAILORED M&E APPROACH:</p> <ul style="list-style-type: none"> Focus on co-benefits: Energy savings, comfort, health improvements rather than emissions reduction Social proof campaigns: Showcase neighbor adoption and community leadership Gradual behavior laddering: Start with low-commitment actions, build to higher-impact behaviors Comprehensive barrier assessment: Address financial, technical, and social obstacles specifically
14	The "proposed 7-Year Timeline & Deliverables Roadmap" appears to schedule the analysis survey/research and report for the second year, with some actions ("Immediate Actions: BE1.3, T1.1 etc.") starting before that in year 1 (months 0-2). Why?	<p>CLARIFICATION: Our timeline shows analysis beginning IMMEDIATELY upon contract execution:</p> <p>YEAR 1 SEQUENCE:</p> <ul style="list-style-type: none"> Months 0-2: Task 1 Kick-off + Task 2 Analysis Report (research, surveys, persona development) Months 2-4: Task 3 M&E Plan Development using completed analysis Months 4-12: Task 4 Execution of evidence-based campaigns <p>IMMEDIATE ACTIONS (BE1.3, T1.1) begin as PILOT programs in months 0-2 to provide early community value while comprehensive analysis continues. Full-scale, research-informed campaigns launch after analysis completion.</p> <p>This approach balances immediate community engagement with evidence-based program development.</p>
15	Who will oversee survey design? What experience do they have with this?	<p>SURVEY DESIGN LEADERSHIP:</p> <ul style="list-style-type: none"> Primary: Natacha Letort, Project Director - Psychologist with 10+ years in organizational/community psychology and behavior-change program design Supporting: Amanda Larrinaga, Strategy Director - 15+ years in strategic communications and survey methodology for CDC, DOE, DHS campaigns Advisory: Helga Luest, Director of Communications & Engagement – Strategic communications expert with 15+ years designing culturally responsive engagement

Ref. No.	Questions	Answers
		<p>programs and qualitative research instruments for federal agencies including SAMHSA, CDC, and USAID. Helga brings deep expertise in integrating trauma-informed and inclusive approaches into survey content and participant recruitment strategies.</p> <p>RELEVANT EXPERIENCE:</p> <ul style="list-style-type: none"> • Whatcom County PIC: Community survey design for Latino water quality engagement • Snohomish County PIC IV: Mixed-mode survey methodology with oversampling strategies • CDC/NIOSH C.A.R.E.: National workplace safety survey reaching 940,000+ participants • plugIN MetroWest: Electrification awareness and barrier assessment surveys <p>METHODOLOGY EXPERTISE: Mixed-mode design, oversampling techniques, behavior-science question framing, cultural adaptation, and statistical validity assurance.</p>
16	<p>Specific additional and optional services are described on page 17 and 18 of the Proposal. In addition to the hourly rates proposed for additional and optional services, for those services specifically named as additional and optional services, please describe fees for those as individual cost categories for all seven years of an agreement.</p>	<p>LANGUAGE ACCESS & CULTURAL ADAPTATION:</p> <ul style="list-style-type: none"> • Year 1-7: \$15,000-\$18,000 annually (3% annual increase) • Includes: Tewa translation, cultural focus groups, native-speaker QA <p>TRAIN-THE-TRAINER & STAFF WORKSHOPS:</p> <ul style="list-style-type: none"> • Year 1: \$25,000 (initial curriculum development) • Years 2-7: \$8,000 annually (ongoing sessions, updates) <p>PAID-DIGITAL MEDIA MANAGEMENT:</p> <ul style="list-style-type: none"> • Years 1-7: \$35,000-\$42,000 annually (management fees) • Plus: Media spend budget (recommended \$50,000-\$75,000 annually, managed separately) <p>COMMUNITY AMBASSADOR PROGRAM:</p> <ul style="list-style-type: none"> • Year 1: \$30,000 (recruitment, training, setup) • Years 2-7: \$20,000 annually (ongoing support, events) <p>BUNDLED PACKAGE ESTIMATE (Year 1): Should the County wish to implement all four optional services together, we estimate a total of \$105,000 for Year 1(excluding media spend). This includes:</p> <ul style="list-style-type: none"> • Language Access & Cultural Adaptation: \$15,000 • Train-the-Trainer & Staff Workshops: \$25,000 • Paid Digital Media Management: \$35,000 • Community Ambassador Program: \$30,000

Ref. No.	Questions	Answers
		<p>Note: Paid Digital Media Management assumes a separate media spend budget of \$50,000–\$75,000, depending on reach goals.</p> <p>We are open to bundling discounts of up to 10% for multi-service adoption, pending final scope and County priorities.</p> <p>All pricing subject to annual 3% adjustment and County budget approval.</p>
17	What photo and video deliverables are included in your Proposal? Are they included in the proposed fees or optional additions? If it is the latter, please describe fees for those as individual cost categories for all seven years of an agreement.	<p>INCLUDED IN BASE PROPOSAL:</p> <ul style="list-style-type: none"> • Event documentation photography • Basic educational videos (2-3 per sprint) • Social media content (graphics, short videos) • Workshop/presentation materials • Annual report photography <p>OPTIONAL ADDITIONS:</p> <ul style="list-style-type: none"> • Professional Documentary Production: \$15,000–\$25,000 per video • Aerial/Drone Photography: \$5,000–\$8,000 per shoot • Professional Portrait Sessions: \$3,000–\$5,000 per session • Live Event Streaming: \$2,000–\$4,000 per event • Virtual Reality/360° Content: \$10,000–\$20,000 per experience <p>Base proposal provides comprehensive visual content for campaign execution; optional services offer enhanced production value and specialized formats.</p>
18	What in-person engagements with the public are included in your Proposal (pop-up events, other event booths/attendance, workshops, etc.)? Are they included in the proposed fees or optional additions? If it is the latter, please describe fees for those as individual cost categories for all seven years of an agreement.	<p>INCLUDED IN BASE PROPOSAL:</p> <ul style="list-style-type: none"> • Quarterly sprint workshops (4 per year) - <i>Firebrand provides facilitation, content, and materials; County manages venue, logistics, and registration</i> • Community co-design sessions - <i>Virtual-first format to maximize participation while minimizing coordination burden</i> • Partnership meetings and stakeholder engagement • Basic booth/table presence at existing County events - <i>Materials and staffing support only</i> • Volunteer training sessions - <i>Content development and training delivery</i> <p>OPTIONAL ADDITIONS:</p> <ul style="list-style-type: none"> • Large-Scale Community Events: \$10,000–\$25,000 per major event (<i>requires dedicated County event coordinator</i>) • Multi-Day Conferences/Summits: \$30,000–\$50,000 per conference (<i>extensive County staff support required</i>)

Ref. No.	Questions	Answers
		<ul style="list-style-type: none"> ● Mobile Outreach Unit/Van: \$40,000-\$60,000 annually (<i>County provides vehicle and operations management</i>) ● Pop-up Educational Installations: \$5,000-\$15,000 per installation (<i>County handles permits and logistics</i>) ● Advanced Workshop Series: \$15,000-\$25,000 per series (<i>requires ongoing County coordination support</i>) <p>IMPORTANT NOTE: All in-person programming requires active County partnership for venue coordination, permit management, registration systems, and day-of logistics. Firebrand provides strategic design, content development, and facilitation expertise. Our approach prioritizes high-impact digital engagement to maximize reach within budget constraints, with in-person events strategically designed to amplify digital campaigns rather than serve as primary engagement vehicles.</p>
19	Is a website landing page included in your Proposal? Is it included in the proposed fees or is it an optional addition? If it is the latter, please describe fees for those as individual cost categories for all seven years of an agreement.	<p>INCLUDED IN BASE PROPOSAL:</p> <ul style="list-style-type: none"> ● Climate action microsite (LAC.gov/climate subdomain) ● Mobile-responsive design ● Basic content management system ● Integration with County branding ● Regular content updates ● Analytics and optimization <p>OPTIONAL WEBSITE ENHANCEMENTS:</p> <ul style="list-style-type: none"> ● Advanced Interactive Features: \$15,000-\$25,000 (calculators, mapping tools) ● Multi-language Full Site: \$10,000-\$15,000 (comprehensive translation) ● E-commerce Integration: \$8,000-\$12,000 (rebate applications, event registration) ● Advanced Analytics Dashboard: \$5,000-\$8,000 (real-time KPI integration) <p>A functional, professional website is essential for campaign success and is included in our base proposal.</p>
20	How many campaigns do you envision each year? Describe what assets, design, digital content, videos, etc. will be included in each campaign. Provide total number of assets per campaign.	<p>CAMPAIGN STRUCTURE: 4 Quarterly Sprints per Year</p> <p>PER SPRINT ASSETS:</p> <ul style="list-style-type: none"> ● Creative Materials: 15-20 pieces (posters, flyers, social graphics, email templates) ● Digital Content: 8-12 pieces (videos, interactive content, web pages) ● Educational Materials: 5-8 pieces (factsheets, how-to guides, worksheets) ● Event Materials: 3-5 pieces (agendas, presentation decks, signage) ● Social Media Content: 40-50 pieces (posts, stories, graphics across 3 months)

Ref. No.	Questions	Answers
		<p>Each of our four quarterly sprints includes a structured mix of print, digital, educational, and social assets. While our production target is 71–95 assets per sprint, we emphasize quality through smart systems, not volume for volume's sake.</p> <p>Efficiency Tactics:</p> <ul style="list-style-type: none"> • Template Systems: All collateral is built modularly for easy versioning and translation. • Tiered Production: Not all assets are developed from scratch—some are adaptations for different platforms/audiences. • Asset Management Tools: We use shared cloud folders and file-naming conventions for clean version control and rapid team access. • Quarterly Checkpoints: Assets are prioritized by behavior-change goals and refined collaboratively with County feedback. <p>This structure allows us to produce high volumes without compromising message clarity, visual cohesion, or execution speed.</p>
21	Please elaborate on the proposed approach to preparing an annual M&E for each subsequent year after the 1 st year.	<p>ANNUAL M&E DEVELOPMENT PROCESS:</p> <p>OCTOBER-NOVEMBER (Year 1):</p> <ul style="list-style-type: none"> • Course-correction workshop analyzing Year 1 performance • Stakeholder feedback sessions using ReMesh platform • County priorities assessment and budget planning <p>DECEMBER (Year 1):</p> <ul style="list-style-type: none"> • Draft Year N+1 M&E Plan incorporating lessons learned • Updated sprint themes based on Implementation Matrix progress • Revised success metrics and KPIs <p>JANUARY (Year 2):</p> <ul style="list-style-type: none"> • Final M&E Plan approval and presentation to Sustainability Board • Q1 sprint launch with refined strategies <p>CONTINUOUS IMPROVEMENT ELEMENTS:</p> <ul style="list-style-type: none"> • Quarterly performance reviews and tactical adjustments • Community feedback integration via surveys and pulse polls • Partnership evaluation and expansion opportunities • Technology and platform optimization <p>Each year builds on previous learnings while adapting to evolving County priorities and community needs.</p>

Ref. No.	Questions	Answers
22	What is your approach to conducting market research to understand target audiences, test messaging, gauge the current level of climate awareness and the current awareness of Los Alamos County's sustainability programs and services?	<p>MARKET RESEARCH METHODOLOGY:</p> <p>BASELINE RESEARCH (Task 2):</p> <ul style="list-style-type: none"> • Mixed-mode Survey: Online + paper, 400+ responses with demographic oversampling • ReMesh Focus Groups: 3-4 virtual sessions with 20-30 participants each • 1:1 Interviews: 15-20 in-depth interviews across key demographic segments • GIS Analysis: Geographic mapping of behaviors and infrastructure • Secondary Data: County records, utility data, regional studies <p>ONGOING TESTING:</p> <ul style="list-style-type: none"> • Message Testing: A/B testing via ReMesh platform and social media experiments • Creative Testing: Rapid prototyping with community feedback before full launch • Channel Effectiveness: Performance analytics across digital and traditional media <p>AWARENESS MEASUREMENT:</p> <ul style="list-style-type: none"> • Quarterly Pulse Surveys: Short awareness and behavior-intention tracking • Annual Comprehensive Survey: Detailed awareness, attitude, and behavior measurement • Digital Analytics: Website traffic, social engagement, email performance • Program Participation: Enrollment and completion tracking across County initiatives <p>STATISTICAL RIGOR: 95% confidence level, demographic weighting, longitudinal tracking for behavior change measurement.</p>
23	Engaging with the youth of our community is very important, how do you plan to engage our youth?	<p>YOUTH ENGAGEMENT STRATEGY:</p> <p>Our youth engagement approach is designed as a standalone body of work—not an add-on, but a dedicated, age-specific initiative that functions as a full sprint (quarter) within the annual campaign cycle or as a multi-phase track running alongside broader outreach efforts. The strategy aligns with the County's climate education and resilience goals while activating young people as trusted messengers and behavior-change agents.</p> <p>School-Based Engagement (Core Program Component)</p> <ul style="list-style-type: none"> • Carbon-Smart Classrooms (Elementary/Middle): Interactive lessons and take-home activities aligned with science and sustainability curricula. Firebrand

Ref. No.	Questions	Answers
		<p>provides materials and training; schools lead implementation.</p> <ul style="list-style-type: none"> ● High School Climate Ambassadors: Student-led peer outreach, campaign content development, and workshop facilitation. Coordinated through environmental clubs, counselors, or STEM programs. ● Science Fair Climate Projects: Supplemental resources and judging rubrics to support student-led climate innovation in existing science fairs. <p>These components form the foundation of the youth engagement sprint. If direct school-based delivery is limited, we will adapt content through extracurricular or community-based channels.</p> <p>Community Youth Engagement (Alternative or Complementary Delivery)</p> <ul style="list-style-type: none"> ● Youth Advisory Sessions: Monthly virtual feedback and co-design sessions on messaging, events, and creative assets. ● Youth-Led Events: Students organize and lead community climate actions, such as zero-waste challenges or repair cafés. ● Social Media Takeovers: With content templates and coaching, students develop and run short-term digital campaigns on platforms like Instagram and TikTok. <p>Family and Intergenerational Touchpoints</p> <ul style="list-style-type: none"> ● Take-Home Challenges: Student-led home activities to reinforce climate behaviors at the household level (e.g., water audits, energy savings challenges). ● Joint Workshops: Parent-child learning sessions held 1-2 times per year through trusted venues (e.g., libraries, rec centers). ● Youth Presenter Training: Preparation and materials to support students presenting at local events or community meetings. <p>Platforms and Channels Engagement leverages existing systems, including:</p> <ul style="list-style-type: none"> ● School newsletters ● Community-based social media accounts ● Events through school arts, sports, or enrichment programs <p>Implementation Scope and Resourcing This youth initiative is scoped and resourced as a full campaign sprint, equivalent in complexity and deliverables to Buildings &</p>

Ref. No.	Questions	Answers
		<p>Energy or Natural Systems. Timing will be coordinated with school calendars and aligned with district capacity.</p> <p>The initiative is included in our base proposal. It does not require additional budget unless extended into a multi-year youth program or scaled up with enhancements such as mobile classroom kits or ambassador stipends.</p>
24	What are some events you want to test in the first year? Have you had any particularly successful ones for your clients in the past?	<p>PROPOSED YEAR 1 TEST EVENTS: <i>(scaled to available County staff support and budget)</i></p> <p>Our approach to Year 1 event programming is to pilot one thoughtfully scoped event per quarterly sprint, with each selected for strategic alignment with the Climate Action Plan focus areas, seasonal opportunities, and available County staff support. Each event is designed to test a high-impact behavior-change concept and generate community feedback that will inform future outreach efforts.</p> <p>Q1 - Buildings & Energy</p> <ul style="list-style-type: none"> • "Retrofit 101" Workshop: Hands-on home energy audit training with local professionals. Firebrand will provide event content, outreach materials, and facilitation support. The County will coordinate venue logistics and registration. • Optional Add-On: Firebrand can assist with outreach emails and promo collateral for local installer participation if County opts to invite vendors. <p>Q2 - Natural Systems & Water</p> <ul style="list-style-type: none"> • Rainwater Harvesting Workshop: DIY demonstration of water-saving systems for residential use. We will develop workshop content and attendee materials. The County will provide a venue and assist with material sourcing (basic equipment kits). • Note: If a Native Plant Swap is preferred, we can explore partnerships with local gardening groups or nurseries. County input will guide final selection. <p>Q3 - Materials & Consumption</p> <ul style="list-style-type: none"> • Zero-Waste Challenge: A 30-day community challenge focused on waste reduction. This is primarily a digital engagement initiative supported by campaign assets, emails, and participant toolkits. Minimal in-person coordination required. • Alternative Option: A Repair Café could be piloted if a local partner exists. If no maker space is present, we

Ref. No.	Questions	Answers
		<p>will seek interested hobbyist groups or libraries to host informal repair stations.</p> <p>Q4 - Community Resilience</p> <ul style="list-style-type: none"> • Emergency Preparedness & Climate Resilience Event: Public education event linking climate risk with emergency planning. Firebrand provides presentations, print-ready materials, and promotion; County coordinates logistics and invites existing emergency response partners. • Optional Pilot: Launch a Neighborhood Climate Team initiative with one or two blocks to test readiness for peer-to-peer action networks. <p>Implementation Note: Each quarterly event includes pre/post surveys, participant tracking, and a short feedback loop using our ReMesh platform or simple pulse tools. Event success, replicability, and staffing needs will be reviewed after each sprint to determine what scales. Firebrand provides event strategy, content, outreach materials, and evaluation. The County manages venue, staffing, registration, and partner coordination unless otherwise negotiated.</p> <p>We expect each event to stand on its own as a focused, behavior-driven activation—not as an add-on or “nice to have,” but as a critical testbed for audience response and campaign refinement.</p>

Exhibit E
County's Climate Action Plan – Implementation Matrix
AGR25-43

(This page intentionally left blank)



APPENDIX J.














Implementation Matrix by Timeframe



Implementation Matrix

The implementation matrix is a living document that will continue to evolve after CAP adoption. The following tables are organized by timeframe and summarize key implementation considerations such as lead department or agency, potential funding sources, and immediate next steps.

Legend:

Timeframe:	 = Ongoing	 = Immediate (1-2 yrs)	 = Near-term (3-6 yrs)	 = Mid-term (7-11 yrs)
Relative cost: Each action includes its relative cost, considering direct costs to the County and community, as well as cost savings. "Not estimated" means that the action was added or changed after the initial analysis.	 = Low	 = Moderate	 = High	
Relative impact: Each action includes its relative GHG reduction or climate resilience impact, considering the needs it addresses and the scope and likelihood of impact. "Not estimated" means that the action was added or changed after the initial analysis.	 = Low	 = Moderate	 = High	
Scope of each action:	 = Community	 = County government operations	 = Both community and County operations	









Lead:

CDD: Community Development Department	CSD: Community Services District	PD: Police Department
CMO: County Manager's Office	DPU: Department of Public Utilities	PW: Public Works









Funding:

ATTAIN: Advanced Transportation and Innovation	CMAQ: Congestion, Mitigation, and Air Quality Improvement Program	HMGP: Hazard Mitigation Grant Program	NMED: New Mexico Environment Department
BIL: Bipartisan Infrastructure Law	DOE EECBG: Department of Energy Efficiency and Conservation Block Grants	IJA: Infrastructure Investment and Jobs Act	PPRF: Public Project Revolving Fund
BRIC: Building Resilient Infrastructure and Communities	DOE WARP: Department of Energy Weatherization Assistance Program	IRA: Inflation Reduction Act	TAP: Transportation Alternatives Program
CDBG: Community Development Block Grant	EMNRD: Energy, Minerals, and Natural Resources Department	LEDA: Local Economic Development Act	
CIG: Conservation Innovation Grants	HEEHRA: High-Efficiency Electric Home Rebate Act	NEVI: National Electric Vehicle Infrastructure	



Ongoing



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE2.2: Expand electric energy resiliency					
	DPU	<ul style="list-style-type: none"> IRA IJA House Bill 233, Energy Grid Modernization Roadmap 	 		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Continue to expand electric energy resiliency by investing in a diverse set of renewable energy sources such as wind, solar, geothermal, and nuclear, as well as energy storage Work with DPU staff to align with existing initiatives and increase energy resiliency for the community through the Integrated Resource Plan (IRP) and by providing redundancies within the circuit systems Research options, steps, and potential challenges to increase battery storage usage so that energy from renewables can be stored and used during peak hours Explore establishment of microgrids within the systems for energy redundancy and security
MC1.5: Conduct recycling and composting outreach and education					
	PW		 		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Build on existing programs to conduct commercial and residential education and outreach on recycling, composting, and waste management best practices, including identifying opportunities to expand programs Develop commercial, single-family residential, and multifamily residential technical assistance program that offers recycling toolkits, welcome packets, online resources, and in-person outreach to help with waste prevention, recycling, composting, and sustainable purchasing, especially for new community members Develop standardized waste collection systems for commercial and multifamily properties, including designated colors for collection bins for each waste stream, clear and consistent signage such as posters with “what goes where,” and recommendations for front-of-house or public facing bins Implement targeted commercial food scrap outreach that provides additional outreach for the largest generators (including hospitals, universities, and other institutions). Outreach should include information about known contamination issues that need to be addressed Assess the waste stream to identify the largest commercial food waste generators Design engagement/education campaign plans, including developing toolkits, printed and online resources and materials, and in-person outreach



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
NS2.1: Promote green stormwater infrastructure and low-impact development					
	CDD/ PW	<ul style="list-style-type: none"> BIL IIJA NMED River Stewardship Program CIG 	   		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Continue to invest in green stormwater infrastructure and incentivize low impact development (LID) projects by streamlining permitting processes, prioritizing vulnerable communities most impacted by extreme weather and climate impacts Evaluate current permitting processes for LID projects and identify opportunities to simplify or streamline to better support LID projects Utilize GIS and tools like iTree to understand the tree canopy coverage within the city to identify priority areas for additional tree canopy or other green stormwater infrastructure project investments such as rain gardens and bioswales Building on current work, develop policies and programs that incentivize water-wise tree planting and work with NGOs to establish tree planting or GSI events Identify ways to reduce concrete and asphalt surfaces in development and encourage addition of permeable surfaces



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CR1.2: Invest in public climate education campaigns					
	CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC 	 		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Invest in public education campaigns about climate resilience and mitigation solutions in partnership with Pajarito Environmental Education Center Tailor campaigns to educate and empower vulnerable communities, which often experience the earliest and most acute impacts of climate change, face historic and current inequities, and have limited capacity to adapt Share climate information through targeted community outreach to develop capacity to address sustainability issues Encourage schools to incorporate sustainability related topics and consider partnering with the Los Alamos High School EcoClub Form a planning team with key partners, schools, and community groups In collaboration with the planning team, outline the goals of the education campaigns and determine which vulnerable communities and groups will be the focus of the campaigns Develop educational materials and messages that are relevant and accessible to the target audiences Consider partnering with the medical community to educate about the public health impacts from climate change
CR1.3: Support the local food system					
	Lead: CSD Support: CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC NMED Environmental Justice Small Grants Program 	 		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Promote the Los Alamos Farmers Market on the County's website and social media and at County events Support and promote community and backyard gardens through coordinated community education and regional collaboration Collaborate with businesses and organizations such as LA Cares to provide resources and support for food security for all residents Connect with existing food banks, urban agriculture and gardening organizations, farmers markets, and food security organizations in the county and region; understand what kind of support would be helpful for initiatives and programs already underway

Immediate



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.3: Encourage community energy efficiency and electrification retrofits					
►	Lead: DPU Support: CMO Sustainability Manager	<ul style="list-style-type: none"> IRA New Mexico Clean Energy Grants 			<ul style="list-style-type: none"> Identify necessary staff time to devote to program development; secure funding for delivering free energy audits Develop community-wide efficiency and electrification outreach and educational campaign program, including developing promotional/educational materials, reaching out to community organizations and leaders to understand best avenues for engagement (e.g., in-person workshops, tabling at events, social media posts) Identify potential partners and gaps to supplement existing County programming Educate property owners on potential energy-saving renovations to their buildings; focus on cost savings and public health benefits for residents, business, and landlords Identify and compile list of existing incentives, funding sources, resources, and information; promote existing incentives and funding sources, especially for low-income households; focus on cost savings and public health benefits for residents, business, and landlords Develop energy audit program, starting with a pilot program if appropriate; purchase additional DIY energy audit tools such as thermal cameras; provide free home energy audits Provide information about specific retrofits (e.g., weatherization, energy efficient appliances, LED lighting, electric hot water heaters, space heaters, stoves, laundry dryers) Market DPU's "Induction Cooktop Loaner Program" Teach residents how to engage in decision-making regarding the ownership, generation, storage, distribution of, and transition to renewable energy Provide information on available funding for all residents and share what incentives are available to relieve the financial burden for low-income residents. Notify the community when new funding opportunities become available through resources such as the County website, utility bill inserts, and pamphlets and brochures distributed at County events Stay up to date on future clean energy financing options for low-and-moderate income households, such as through the New Mexico Climate Investment Center





Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.4: Adopt green building standards					
►	Lead: CDD Support: CMO Sustainability Manager	<ul style="list-style-type: none"> Green Building tax incentives IRA 			<ul style="list-style-type: none"> Identify necessary staff time to devote to implementation of action Promote fossil fuel infrastructure reduction in new residential, commercial, and municipal construction by adopting a green building performance standard (examples include the Santa Fe County HERS Rating and Seattle Building Energy Performance Standard) Research and decide on standards to adopt, based on noted examples, conversations with relevant parties and County staff, and Council direction Develop education program, including developing promotional/educational materials Educate the community on the cost and public health benefits this will provide for new buildings such as lower utility bills and improved indoor air quality Consider combining outreach and education efforts with BE1.1 and BE1.3, as appropriate Plan to provide technical assistance, educational resources, and outreach during this transition, especially for commercial users of natural gas appliances such as restaurants and community centers Identify technical assistance needs (could be identified as part of outreach program from BE1.3 or contractor training program development from BE1.5) and develop plan for providing technical assistance Research reflective roofing materials to reflect heat Continue monitoring recent federal case law which determined that local governments are prohibited from banning new natural gas hook-ups

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T1.1: Promote EV adoption					
►	CMO	<ul style="list-style-type: none"> NEVI Formula Program IRA New Clean Vehicle Tax Credit 			<ul style="list-style-type: none"> Identify necessary staff time to devote to implementation of action Encourage EV network expansion by educating the community on available tax incentives and rebates for EV purchases, with a focus on those available to low-income populations Identify and compile list of existing incentives, rebates, funding sources, resources, and information about EV purchases, prioritizing those that prioritize low-income communities Develop education program, including developing promotional/educational materials and brainstorming a variety of education avenues (e.g., in-person workshops, tabling at events, social media posts, information on County website) Convert municipal small engines, lawn/garden equipment, and golf carts, to be fossil fuel free within ten years Continue pilot for municipal small engine and lawn garden equipment to determine pros and cons Develop policy to procure municipal small engine and lawn garden equipment. Policy should consider performance and economics with a strong preference for electric items Develop transition plan for municipal small engines to be fossil free within ten years Identify partners such as LANL and the school district to work together on fleet conversions to EVs Currently in design phase for infrastructure needs to charge and store 60+ electric golf carts. Golf carts estimated delivery is 2025




Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T1.2: Develop EV infrastructure plan					
►	CMO/PW	<ul style="list-style-type: none"> NEVI Formula Program IRA Charging and Fueling Infrastructure Grant Program 			<ul style="list-style-type: none"> Identify necessary staff time to devote to implementation of action, including determining if there is in-house capacity to develop a plan. If not, hire a consultant Develop and implement an EV infrastructure plan that prepares the County and community for the transition to EVs by mapping infrastructure needs Partner with the Los Alamos Department of Public Utility, NMDOT, Los Alamos Public School, UNM-LA, and other organizations to develop strategies and identify barriers for EV readiness in key locations, including public spaces, schools, businesses, places of worship, and multifamily homes Explore funding opportunities, such as federal grants and state incentives to support the planning and installation of EV infrastructure Build and formalize partnerships with key relevant parties including the Los Alamos Electric Utility, NMDOT, schools, businesses, and community organizations Map existing EV charging stations and areas that should be prioritized for EV chargers Establish an EV working group to accelerate the development of charging infrastructure and a robust transition plan Investigate shaded parking as part of EV infrastructure i.e. solar powered EV chargers

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.1: Expand mixed-use, transit-oriented development policies					
►	CDD	<ul style="list-style-type: none"> TAP 	 		<ul style="list-style-type: none"> Identify necessary staff and partners to involve, and determine the staff time needed to implement this action Continue to expand land use zoning standards and codes, such as changes to parking minimums, to promote affordable, transit-oriented, and mixed-use development to reduce urban sprawl Encourage building within walking distance of essential services, when possible, and promote existing complete streets policies and Public Works Design & Construction Standards Support existing County policies to maintain and increase housing options for all residents by engaging with non-profit service providers who oversee daily operations of affordable housing homeownership, rental, and rehabilitation programs. Affordable housing policies may include a “rent-to-own” policy, where a portion of rent is set aside as capital towards the down payment of a housing unit Begin a review of current land use zoning standards, parking minimums, and existing complete streets policies and identify areas for improvement of connectivity and affordability Assess and map prime locations for mixed-development, transit connectivity, and priority intersections Begin exploring additional affordable housing policy and vet with key staff, partners, and the community

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.6: Develop a CTR program					
►	CMO				<ul style="list-style-type: none"> • Develop a commute trip reduction (CTR) program for County employees that builds on the “Drive Less Los Alamos” Walk, Bike, Ride, Carpool Initiative • Continue to provide resources on the Los Alamos County Trail Network, cycling safety measures, Atomic City Transit and Afternoon Express routes and schedules • Encourage employees to utilize alternative modes of transportation when commuting to and from work • Continue to expand flexible work options and remote and hybrid work, for applicable positions, through the Telework and Alternate Work Schedules program, including exploring options such as 4-day work weeks • Encourage local employers to promote CTR, including collaborating with Los Alamos National Laboratory to develop a commuter program and explore flexible work options • Assess County positions to add to the Telework and Alternate Work Schedules program • Assess the recent County commuting survey to better understand commute preferences, challenges, and behavior; design and implement an additional survey if more information is needed • Identify resources to help make sustainable commute choices easier, such as carpool and rideshare programs and partnerships with local employers





Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CR1.1: Conduct a vulnerability assessment					
►	CMO/PD (Emergency Management Commander)	<ul style="list-style-type: none"> New Mexico Climate and Conservation Fund Resilient Communities Fund BRIC HMGP PPRF 			<ul style="list-style-type: none"> Identify staff time and capacity needed to conduct the assessment Conduct a climate hazard vulnerability assessment to understand how extreme weather and other aspects of climate change will impact people, services, and infrastructure, particularly vulnerable populations Identify vulnerable areas and populations and enhance equity-focused response in emergency planning to extreme temperature events, drought conditions, and wildfires Establish a planning team with key County staff and partners to oversee the vulnerability assessment Set clear goals and define the scope of the vulnerability assessment Collect and review relevant climate and demographic data in the County and begin to identify and map vulnerable populations and critical infrastructure/systems Reach out to local organizations to form partnerships and begin gathering input from communities on perceived climate risk and vulnerability (such as through a survey or workshop) Align with Hazard Mitigation Plan Use https://nmclimaterisk.org/ Consider incorporating climate emergency/public health planning into existing plans Research funding mechanism such as Energy Savings Performance Contracts for residential households
CC2.4: Expand community partnerships					
►	CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC NMED Environmental Justice Small Grants Program 			<ul style="list-style-type: none"> Establish a vision for engagement and formalize partnerships with representatives from LANL, local schools, community-based organizations, Chamber of Commerce, and service organizations Through the working group/partnership encourage technology development and innovative solutions to addressing climate challenges Create communication materials to encourage participation, especially targeting community-based organizations representing those most impacted by climate change Identify other pertinent beneficial partnerships for the County including state agencies and regional planning districts that could offer expertise and resources on CAP implementation



Near-Term



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.2: Establish an energy benchmarking program for County-owned buildings					
►►	Lead: PW - Capital Projects and Facilities Support: CMO Sustainability Manager	• IRA	 		<ul style="list-style-type: none"> Identify necessary staff time to devote to program development; secure funding for assessments, upgrades, monitoring, and maintenance Establish benchmarking criteria to track building energy and water performance in County-owned and operated buildings using the EPA Energy STAR Portfolio Manager Tool Perform ROI assessments to build the case for necessary upgrades in municipal buildings; identify all relevant County-owned buildings, evaluate energy and water use data, develop strategic plan for building retrofits and/or upgrades Earmark recurring funding to support efficiency upgrades of County buildings Monitor smart meters for gas, water, and electricity currently in place in all relevant County facilities, including buildings and light posts Develop or purchase software for building performance dashboard to track building performance for all County facilities Share the dashboard with the community to highlight and communicate improvements in energy efficiency Explore resources from the ENERGY STAR® Portfolio Manager®



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.5: Develop a training program					
►►	Lead: CDD Support: CMO and DPU	<ul style="list-style-type: none"> Green Building tax incentives IRA 	  		<ul style="list-style-type: none"> Identify necessary staff time to devote to program development Develop training priorities and program content, based on needs identified by partners, relevant parties, and local contractors Identify, support, and/or develop free training programs and resources for local and regional contractors, design professionals, County staff (i.e., plan reviewers, building inspectors, and project managers), and interested members of the public to learn green building skills such as electrification, energy efficiency, and water efficiency retrofits, especially during low-construction times of year Reach out to potential partners to understand training needs and partners' interest in collaborating on the program development or implementation; potential partners may include UNM-LA, NNMCM, and Santa Fe Community College; connect with them for information on existing programs Consider organizing a quarterly open house with contractors Consider combining outreach and education efforts with BE1.1 and BE1.3, as appropriate
BE1.6: Require electric equipment replacement at burnout for County					
►►	CDD	<ul style="list-style-type: none"> IRA 	Not estimated		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Develop policies and programs that will result in replacement of fossil fuel appliances and equipment at the end of their useful life in County-owned and -operated buildings. Policies and programs should focus on major natural gas uses in County buildings, including space/water heating Identify obstacles that could impede progress on electrification, such as needed infrastructure upgrades, and identify opportunities to address these barriers Educate County staff on preparing for replacement before burnout (e.g., through audits and appliance replacement plans) Develop requirements for end-of-life replacement of gas-powered equipment in County buildings with efficient, electric equipment Consult with contractors and building owners on replacing natural gas equipment with electric



Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.7: Encourage electric equipment replacement at burnout for community					
►►	Lead: CDD	<ul style="list-style-type: none"> IRA 	Not estimated		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Encourage replacement of natural gas appliances with electric before or as they approach the end of their useful life Educate community members on how to prepare for replacement (e.g., through audits and appliance replacement plans). Educational programs should focus on major natural gas uses in buildings, including space/water heating, clothes drying, and cooking As part of this work, the County will identify obstacles that could impede progress on electrification, such as needed infrastructure upgrades, and identify opportunities to address these barriers Conduct peer city research on similar natural gas equipment replacement programs Consult with contractors and building owners on replacing natural gas equipment with electric Educate the public on the benefits of electrification through informational handouts, technical assistance, and workshops Advocate for change or clarification of the NM Anti-Donation Clause to allow local governments to provide incentives for energy reduction projects Identify potential partners and advocates for anti-donation clause to allow local governments to provide incentives for energy reduction projects Begin discussions with our state legislative delegation to identify advocates for amendment Explore using sustainability criteria in Metropolitan Redevelopment Area plans Explore how other municipalities are using LEDA and HUD to provide incentives for energy reduction projects

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE2.1: Promote renewable energy					
►►	Lead: DPU Support: CMO	<ul style="list-style-type: none"> • HEEHRA • IRA • Solar Market Development Tax Credit • EMNRD Renewable Energy Production Tax Credit • New Mexico Clean Energy Grants 	  		<ul style="list-style-type: none"> • Determine staff time and capacity needed to promote this action • Support local and statewide standards for sourcing renewable energy generation and grid modernization • Continue to work with DPU as all energy options are explored to best balance demand with public support and feasibility • Facilitate dialogue with DPU, solar energy providers, and community members to educate and highlight on the status of DPU's distributive generation program and the benefits of solar + battery and grid modernization moving forward • Review results of the DPU Distribution System analysis, which is being conducted to prioritize grid modernization based on current and estimated load distribution • Evaluate effective and viable methods to expand DPU's distributive generation resources in a balanced and equitable manner • Identify existing grants, loans, and financial assistance programs to incentivize carbon-neutral power supplies • Advocate for the development of regional or statewide standards, policies, or resources that advance grid modernization including incorporating storage solutions to expand solar generation potential or providing financial assistance to offset infrastructure costs

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T1.4: Transition County fleet to EVs and reduce idling					
►►	PW	<ul style="list-style-type: none"> Clean Heavy-Duty Vehicles Program NEVI Formula Program IRA 	 		<ul style="list-style-type: none"> Work with the County Fleet and Transit Divisions and EV Working Group to transition County vehicle fleet to EVs when replacing a fleet vehicle that has reached the end of its usable life, where feasible When technology is not available, pursue transition strategies such as right-sizing or hybrid vehicles Consider aligning with New Mexico state target to achieve a zero-emission vehicle fleet by 2035 Conduct an inventory of current fleet, if not already available Assess estimated end of life timelines for fleet to identify priority vehicles Follow implementation steps for T1.1, T1.2, and T1.3 to increase availability of EV charging sites and infrastructure to support additional EV vehicles Explore policy options to reduce emissions in current vehicle fleets (e.g., idling policies) Revise and implement a County operations “no idling” policy to reduce GHG emissions and air pollution associated with gasoline-powered vehicles Develop and implement an educational campaign for County staff Consider developing and implementing an educational campaign for community members Staff may have varying comfort levels in working with EVs; consider polling staff on comfort, concerns, and questions and develop protocols for staff training County Fleet and Transit Divisions are developing a scope of work for a Fleet Conversion and Transit Conversion studies to include an evaluation of expanding charging capabilities at County buildings. Fleet to include a funding for a Fleet Conversion Study was received as part of the FY25 budget process





Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.2: Continue public transit education campaign					
▶▶	PW/CMO	<ul style="list-style-type: none"> CMAQ 			<ul style="list-style-type: none"> Identify necessary staff time to design and implement educational campaign Partner with the media to continue education campaigns that educate on how to use public transit options, showcase transit connections to bike and pedestrian ways, and feature bus rider stories in an effort to combat fear and prejudice while highlighting advantages and accessibility Build on Atomic City Transit's marketing plan to increase awareness of the transit opportunities that are available in Los Alamos and retain and attract customers Continue to teach new riders how to use the Atomic City Transit app and bike racks in an effort to raise Atomic Transit ridership, which is currently low in the County Develop, review, and understand key performance metrics for community engagement Partner with Atomic City Transit to develop educational materials such as brochures and videos, to provide through various media channels to ensure the community is informed about the benefits and usage of public transit







Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.3: Advocate and partner regionally to improve transit network					
►►	PW	<ul style="list-style-type: none"> IJA 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Continue to work with partners such as Atomic City Transit, LANL, Los Alamos Public Schools, North Central Regional Transit District, and NM Park and Ride to advocate and engage in regional opportunities to improve the transit network to (1) ensure there are safe non-motorized connections to transit facilities, addressing first and last mile improvements, (2) expand transit access to neighborhoods that are not currently served by transit and to services, jobs, and activities for seniors, people with disabilities, and low-income residents, and (3) increase bike storage at transit centers Reference the Transit Center Study to identify priority areas for County transit access, emergency services, and opportunities for regional transit collaboration Use findings from the Transit Study to increase ridership, implement more micro transit options, provide incentives, and increase route frequency Develop and/or maintain regional transit partnerships Assess priority needs for expanded transit service, gaps in transit service, and multi-modal connectivity Advocate to partners for expanded multi-modal transit connections, transit access, and transit stop amenities





Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.5: Expand non-motorized transportation options and accessibility					
►►	PW	<ul style="list-style-type: none"> DOT Transportation Infrastructure Finance & Assistance IJA 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Identify and implement projects from the 2017 Bicycle Transportation Plan, Trails and Open Space Management Plan, Bicycle Working Group, and Public Works to expand non-motorized transportation options and infrastructure to support biking, walking, and other means of non-motorized transportation. This includes projects to improve and create bike and walking infrastructure, especially in low-income and older neighborhoods, and invest in County-funded sidewalk improvement for safety and accessibility for all users, with a focus on those with limited mobility Establish a taskforce/advisory committee with a variety of representatives from the community Identify priority streets for a complete streets program Identify gaps in the bicycling and pedestrian network and infrastructure Solicit public input and community feedback on potential improvements through community workshops and surveys Consider exploring bike, car and scooter share programs that could be implemented

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
MC1.1: Promote circular economy practices					
►►	Lead: PW – ES Support: CMO	<ul style="list-style-type: none"> CPRG 	 		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Promote circular economy practices, programs, and policies. At the County level, implement an environmental purchasing policy—a policy promoting the procurement of products and services with lower environmental impacts—for all County government agencies and departments. As part of this, develop and define purchasing policy criteria and decision-making processes Develop and vet an environmental purchasing policy for County operations in partnership with key County staff Develop and support community reuse and repair programs, such as fix-it clinics, a community tool library, and local “buy nothing groups” Support existing programs and resources like the Library of Things and the Los Alamos County Eco Station Work in consultation with local businesses to promote local reuse centers and practices Conduct peer city research on circular economy practices Assess locations for community resource centers Purchase and/or run a donation drive to collect resources for community resource centers
MC1.2: Expand and refine waste data tracking, reporting, and goals					
►►	Lead: PW Support: CMO		  		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Building on current work, expand waste data tracking and reporting methods to establish new goals, including new zero waste targets and management plan Conduct and expand the scope of future waste characterization studies to include additional sectors (commercial and multifamily) and waste streams (recycling and compost), as well as a more detailed material list for sorting Update the County’s current waste goals and targets to align with zero waste and source reduction priorities, including outlining specific actions and assessments needed to achieve these targets Assess current waste characterization for gaps in material types and sectors Develop an updated material list for waste characterization

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
MC1.3: Implement food waste prevention and diversion program					
►►	Lead: PW Support: CMO	<ul style="list-style-type: none"> USDA (Food waste reduction program) 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Continue to establish and implement the municipal food composting program. In the short term, prioritize outreach on the new food compost program for high generators of food waste, and in the long-term, look to expand to curbside collection for residents and consider accepting and incentivizing compostable paper and other compostable packaging Facilitate a food waste prevention network between businesses, non-profits, and research institutions to develop systems and infrastructure to reduce food waste and foster connections between sources of unwanted food and communities in need Partner with local businesses, restaurants, grocery stores, and food pantries to raise awareness of edible food recovery programs Build upon existing Zero Waste Los Alamos resources and education campaign that provides food shopping, prep, and storage techniques to reduce spoilage; recipes to reduce food waste; and messages on reducing waste Perform a waste audit to better understand food waste across the community Reach out to local food banks to develop partnerships and co-create strategies to improved food waste prevention and diversion Begin targeted outreach with entities that are high food waste generators
NS1.1: Promote urban forest stewardship and tree preservation					
►►	CSD	<ul style="list-style-type: none"> Urban & Community Forestry Program 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Reduce the effects of extreme heat and promote healthy communities by increasing native, drought-friendly vegetation cover and enforcing the County's existing tree preservation and mitigation policy Promote urban forest stewardship through an equitable and inclusive community tree planting and preservation program, focusing "greening" in areas with lower tree coverage and higher exposure to extreme heat Review and update the County's tree protection ordinance Develop a plan and guiding principles for urban forest stewardship events and educational campaigns Develop an incentive system for landowners to plant and maintain trees on private property

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
NS2.2: Develop a water security strategy					
►►	DPU	<ul style="list-style-type: none"> The Drinking Water State Revolving Loan Fund IJA BIL NMED Water Quality Grant Program 			<ul style="list-style-type: none"> Determine staff time and capacity needed to conduct water risk assessment Align with the The Los Alamos Long Range Water Supply Plan (2017) and Source Water Protection Plan (2003) to develop a water security strategy and drought preparedness plan to address water shortages and prepare for climate impacts Promote collaboration and data sharing on water resources with other jurisdictions, and revise land use practices to conserve water in the county Expand existing water conservation programs which encourage the community to reduce daily water use and educate residents on water sources and supply Explore peer jurisdictions' water management plans and incorporation of water management into emergency preparedness plans Identify gaps in the County's Long Range Water Supply Plan and Source Water Protection Plan
NS2.3: Encourage sustainable landscaping and water conservation					
►►	DPU	<ul style="list-style-type: none"> Native Plant Society of New Mexico CIG NMED River Stewardship Program NMED Water Quality Grant Program 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Reduce water consumption from landscaping by planting native and climate appropriate plants Work with landscape companies and homeowners to educate drip irrigation and low pesticide management techniques Support the Water and Energy Conservation Program and Water Rule W-8 to reduce potable water use and encourage management of reclaimed water Develop education on interpreting individual water consumption data to determine general outdoor usage Explore options for rebate programs that provide assistance in water efficiency landscape practices such as replacing grass Align with NS2.2 to determine staff time and capacity needed to develop a long-term county water plan that identifies resources, plans for growth, and outlines a path for conservation Work with partners to begin to identify opportunities to reduce water use at County facilities (e.g., low flow toilets) and recreational areas (e.g., alternative irrigation methods for golf courses)

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CR2.1: Encourage adaptation upgrades					
►►	CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC DOE WAP DOE EECBG New Mexico Clean Energy Grants 	   		<ul style="list-style-type: none"> Form a planning team with key County staff or with Environmental Sustainability Board to identify grants to offer rebates/incentives, including determining eligibility Solicit grants to offer rebates and incentives for eligible entities to encourage adaptation upgrades on residential and commercial properties (e.g., reducing paved areas to address runoff and heat, installing green roofs, permeable pavement, air filters, fans) Research and compile a list of potential funding opportunities from federal, state, and private sources Develop grant proposals and involve community members and local businesses to gather input and support
CR2.2: Embed climate adaptation and resilience in County operations					
►►			Not estimated		<ul style="list-style-type: none"> Embed climate adaptation and resilience across County operations Review plans, policies, programs and operations with a climate adaptation and resilience lens, including current Emergency Management Plan Update plans and policies to include adaptation and resilience strategies Integrate into Project Management and Interdepartmental Review Committee review of buildings and projects to consider energy and water efficiency, EV readiness, and zero waste strategies Improve climate literacy of County staff
CR2.3: Address and prepare for heat and other climate impacts					
►►			Not estimated		<ul style="list-style-type: none"> Address and prepare for heat and other climate impacts in Los Alamos Incorporate extreme heat preparedness and response into the County's emergency management plan or consider developing an emergency heat response plan Implement a neighborhood cooling program, including partnering with local nonprofits and organizations to provide resources and check in on vulnerable residents during extreme heat events Implement County cooling centers for the community in collaboration with community partners Based on the findings from the vulnerability assessment (CR1.1), develop and implement additional adaptation and resilience strategies





Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CC1.1: Develop a sustainable business certification					
►►	DPU	<ul style="list-style-type: none"> Resilient Communities Fund BRIC LEDA 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Collaborate with local businesses and relevant parties to develop and promote a certification program or labeling system that recognizes businesses that adopt sustainability measures such as energy efficiency, waste diversion, sustainable landscaping, and sustainable product sourcing As part of the certification program development, define sustainability criteria and guidelines Connect with local business leaders and relevant parties to design the certification program and define sustainability criteria and guidelines Promote this program in conjunction with Los Alamos County Chamber of Commerce
CC2.1: Facilitate equitable public participation in planning					
►►	CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC NMED Environmental Justice Small Grants Program 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action In addition to providing robust and equitable education to help prepare vulnerable communities for climate impacts (CR1.2), actively seek input from marginalized or vulnerable populations in climate policy-making processes by expanding ESB membership. In Los Alamos, more vulnerable communities may include communities of color, low-income residents, older adults, and non-English speaking residents Identify vulnerable community members, community leaders, and community organizations to collaborate with Convene a community leader group to collaborate with the ESB and plan for engaging vulnerable populations in climate planning

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CC2.2: Monitor and share climate action progress					
►►	CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC 			<ul style="list-style-type: none"> Consistently monitor CAP implementation progress through an online dashboard or website that provides climate action information and resources to community members, businesses, and relevant parties Work with consultants and/or staff members to design and launch an online dashboard or website to track and display CAP implementation progress and provide climate action information Establish a system for regularly updating data on CAP implementation and annual progress updates Provide annual progress updates to County Council and the ESB Provide regular updates at County Council meetings on plan progress and provide updates to community
CC2.3: Collaborate with local Pueblos					
►►	CMO	<ul style="list-style-type: none"> Resilient Communities Fund BRIC CDBG NMED Environmental Justice Small Grants Program 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Work with local Pueblos to share resources and ideas on climate change issues, and align with relevant plans such as the Pueblo de San Ildefonso Climate Action Plan Support the County's efforts to build equitable partnerships with local Pueblos through the Progress through Partnering initiative, regional, or one-on-one projects to increase green workforce training offerings, clean energy access, transit, and public safety and wellbeing Initiate meetings and discussions with local Pueblos to exchange resources and ideas on climate change issues Co-develop a plan for partnership and engagement, building off the Progress through Partnering initiative

Mid-Term

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.1: Establish an energy benchmarking program for commercial buildings					
▶▶▶	Lead: DPU Support: CMO; CDD; partner with Chamber or Housing partners	<ul style="list-style-type: none"> IRA LEDA 	 		<ul style="list-style-type: none"> Identify necessary staff time to devote to program development Establish benchmarking criteria to track building energy and water performance in commercial buildings, including offices, restaurants, hotels, and other business facilities Develop benchmarking criteria through research of similar programs and discussions with relevant parties Identify and compile list of existing incentives Offer education and promote existing incentives Encourage commercial customers to share data to promote energy efficiency improvements Identify and formalize relationships with community partners, such as the Los Alamos Chamber of Commerce, to help develop and promote a program Develop education program, including developing promotional/educational materials and identifying priority businesses and buildings Educate building owners on potential cost benefits of efficiency upgrades where necessary Consult the business energy efficiency program through NM State University as a resource
T1.3: Promote EV readiness					
▶▶▶	CDD	<ul style="list-style-type: none"> NEVI Formula Program IRA Charging and Fueling Infrastructure Grant Program 	Not estimated		<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Incentivize and educate about EV readiness for new and redeveloped single family homes. Encourage a certain number of EV chargers in multi-family housing, commercial developments, and community gathering spaces, including increased access for affordable housing units Collaborate with relevant parties, including developing and distributing guidelines and resources for contractors and developers to encourage EV readiness and charging infrastructure Determine proportion of EV chargers to units needed per multi-family development and commercial builds

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.4: Encourage multimodal transportation					
▶▶▶	CDD	<ul style="list-style-type: none"> • ATTAIN • IJA 	 		<ul style="list-style-type: none"> • Identify staff time and capacity needed to implement action • Provide educational resources for commercial property owners and consider updating land use codes to increase bike storage options, preferred parking for carpools, and shared vehicles to promote multimodal transportation options • Develop and provide educational resources for property owners—which could include flyers, brochures, and webinars—to increase bike storage options, preferred parking for carpools, and shared vehicles to promote multimodal transportation options • Develop outreach campaign plan for providing educational materials and resources to property owners • Consider updating land use codes to increase bike storage options, preferred parking for carpools, and shared vehicles to promote multimodal transportation options • Research peer jurisdiction examples of similar land use codes • Build off of the Development Code’s Parking Alternatives and Reductions section, which allows for reducing the parking requirements for commercial properties that have bike storage or repair facilities
MC1.4: Promote C&D recycling and reuse					
▶▶▶	PW	<ul style="list-style-type: none"> • Recycling and Illegal Dumping Grant 	 		<ul style="list-style-type: none"> • Identify staff time and capacity needed to implement action • Provide a construction and demolition (C&D) recycling, salvage, and deconstruction toolkit for construction professionals which includes how-to instructions, contact information for local service providers, and information on low-carbon and recycled building materials • Promote educational resources for building professionals through permit counter brochures, industry events, and industry publications • In the long-term, acknowledging the current limitations of local C&D recycling markets, consider a C&D recycling ordinance which requires that C&D project waste is minimized, reused, or recycled; or evaluate an incentivized approach by offering reduced rates for separating reusable C&D materials • Conduct peer city research on successful C&D recycling programs and ordinances • Facilitate conversations with construction professionals to understand challenges and priorities and how the toolkit could be most helpful • Develop educational resources and toolkit for construction professionals

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
MC1.6: Implement the zero waste strategy					
▶▶▶	PW	<ul style="list-style-type: none"> Recycling and Illegal Dumping Grant 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action Implement all other recommendations outlined in the Zero Waste Strategy (ZWS) to continue to reduce the generation of waste and improve the focus to enhance waste reduction, recycling, and composting Plan for mid- and long-term strategies and actions outlined in the ZWS Promote and expand existing recycling services and programs, including evaluating curbside food scrap collection programs and increasing participation in existing programs such as the refrigerant recycling programs Invest in long-term programs that promote source reduction and alternatives to landfill, such as education and behavior change programs and research Develop an implementation plan for the zero waste strategy Evaluate avenues for reducing consumption associated greenhouse gas emissions through sustainable purchasing and consumption/disposal of food, goods, and services Build necessary partnerships for implementation
NS2.4: Provide greywater reuse education					
▶▶▶	DPU	<ul style="list-style-type: none"> BIL 			<ul style="list-style-type: none"> Identify staff time and capacity needed to implement action and identify funding needed for rain barrel purchases Promote greywater systems for residents, including providing free rain barrels to homeowners to capture and reuse rainwater Develop new educational programs for the community on the environmental and financial benefits of reusing rainwater and greywater Continue and investigate expansion of greywater programs and uses, building on the County's current programs Collaborate with community groups to share educational materials