



Collaborating with Municipalities: A Climate Tech Startup's Guide to Successful Municipal Engagement

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The purpose of this guide is to empower climate tech companies with the necessary knowledge and resources to successfully collaborate with municipalities, fostering innovation and driving sustainable solutions for a cleaner and greener future.



Foreword by NECEC President Joe Curtatone

I assume that if you're a startup who's opened this guide, you have a fairly keen interest in finding innovative ways to deploy your technology and in having it change the world for the better. And there is no better place to do that than at the local level. Having served 18 years as a mayor, I recognize the vital role that municipalities hold in our pursuit of decarbonization – because that is where climate action will take place. State governments make plans, establish rules and set targets, but local government is where the projects get delivered. At NECEC, we serve as an organization that connects the entirety of the climate economy across the Northeast region. We advocate for the interests of clean energy and climate tech enterprises at all stages of growth, and we help them develop markets for their businesses. With this guide, we aim to build connections between municipalities and startups, addressing the distinct challenges both face while fostering collaboration that paves the way for a shared, sustainable future.

As we dive into the pages of the Startup Collaboration Guide, we will lay out how cities and towns develop their climate plans, what resources and funding sources they have at their disposal, and how to navigate their procurement processes. One thing I can tell you from experience is relationships matter. If you've had initial discussions with municipal leaders about how your technology addresses their needs, they will work with you to deliver the project. No one is born an expert on the intricacies of municipal government. They know their process. That includes the informal process of how to engage with the stakeholders in their community. Government is a people-oriented business. Making friends is an essential skill.

Within these chapters, we delve into the immense potential for municipal collaboration, showing where and how startups and local governments can converge to accelerate climate action. We explore the intricacies of procurement processes and uncover the dynamics of municipal budgets. The guide aims to empower startups to navigate this landscape effectively, aligning their strategies with municipal needs to create a mutually beneficial outcome. We are at a point in time where cutting edge technology and local leadership have the opportunity to work together and propel our communities forward. This is how we get to Net Zero.

We are truly in this together,

Joe Curtatone

President, Northeast Clean Energy Council

Foreword by Greentown Labs Vice President for Community Maya Nitzberg

Embarking on the journey of launching and growing a climatetech company in the present era is undeniably thrilling. We find ourselves confronted with a pressing global and national mandate to combat the far-reaching impacts of climate change through the widespread implementation of clean, inclusive and cost-effective solutions. While on a national scale, there is a concerted effort to offer essential backing via incentives and resources, an equally significant endeavor is underway to empower communities with a deeper comprehension of and readiness for climate-related risks. Cities and towns spanning the nation are taking tangible strides toward crafting tailored climate-action blueprints and expediting endeavors to curtail emissions and implement adaptation and resilience strategies. The significance of local governance is poised to escalate.

As this guide illustrates, the spotlight on local underscores the imperative to empower climatetech companies with the necessary knowledge and resources to successfully navigate and collaborate with local governments in order to drive technological innovation and climate impact at scale.

My engagement with climatetech trailblazers at Greentown Labs, the largest climatetech startup incubator in North America, has provided me with a front-row seat to emerging opportunities with cities across sectors, as well as the complexities. I have seen and heard firsthand how early-stage startups struggle to identify areas of collaboration with municipalities. There are a myriad of factors and initial barriers to navigate, including evaluating incentives, identifying the right decision makers, aligning product/service with municipal needs, understanding procurement methods, working with municipal budget timelines and more. There are also a number of success stories, some of which have been highlighted in this guide. From implementing renewable energy projects, to LED light projects, to water-leakage-detection systems, to smart garbage cans, city initiatives are paving the way to address growing populations, carbon emissions, and other environmental impacts, and the time is ripe for collaboration.

With extensive background and expertise in policy and advocacy, innovation, and economic development, this guide from the Northeast Clean Energy Council (NECEC) is a gamechanger for startups. I am extremely happy to see NECEC documenting best practices and sharing their insights and practical advice to help startups navigate the intricacies of working with local governments in the

pursuit of decarbonization goals. Recent years have borne witness to an array of climatetech visionaries piloting their solutions, all the while collaborating with local leaders. This guide offers a wealth of resources and the wherewithal to propel startups forward in establishing strong connections, understanding municipal objectives, and delivering exceptional customer satisfaction.

As United Nations Secretary-General António Guterres said in releasing the 2023 IPCC report, we must “massively fast-track climate efforts by every country and every sector and on every timeframe. In short, our world needs climate action on all fronts—everything, everywhere, all at once.” We are grateful for the work of NECEC, a partner and regional leader propelling the clean energy industry forward. This is an incredible time to be a climatetech entrepreneur, and there is a huge opportunity to make a meaningful impact.

To be continued. In the meantime, a packed guide beckons!

Maya Nitzberg

*Vice President, Community
Greentown Labs*



Executive Summary

Executive Summary

Who are we?

'Pioneering the Path to a Just and Sustainable Future'

NECEC is a unique blend of a trade organization and a non-profit, dedicated to leading the just, equitable and rapid transition towards a clean energy future and a diverse climate economy. We promote the widespread adoption of clean energy and climate technologies, driven by companies that offer innovative and scalable solutions, with the aim of decarbonizing all aspects of society. Our approach focuses on five key areas: Innovation, Policy, Climate Economy Ecosystem, Workforce Development and Municipal Leadership.

Who is this guide for?

This guide is specifically tailored for early-stage climate tech startups seeking to collaborate with municipalities to accelerate the just transition to a climate economy. It provides valuable insights and practical advice to help startups navigate the complexities of working with local governments in the pursuit of decarbonization goals. While it does not cover every aspect of working with local governments, the guide brings together a wealth of resources and tools that can be leveraged to meaningfully engage with municipalities. We hope this guide helps to demystify some of the municipal processes and enables startups to forge lasting partnerships with municipalities.

What is in this guide?

This guide offers a wealth of resources to help climate tech startups navigate the world of municipal collaborations. You will find local climate action plans to help you align your product/service with municipal priorities. It includes a guide to understanding the municipal budget process, navigating various procurement methods, crafting effective bid responses and leveraging existing support networks. Additionally, we'll delve into how to creatively package and align your services to meet specific municipal needs and objectives.

What do we hope to achieve?

Collaboration between climate tech companies and local governments is vital for accelerating the just transition to a climate economy. Through these partnerships, innovative solutions can be implemented at the local level, driving sustainable development, reducing emissions and fostering a just and inclusive transition. Furthermore, establishing synergies with municipalities enhances the credibility and validation of climate tech companies' solutions. By studying municipal plans, goals and emission targets, companies can better understand the context and specific areas where their technologies or services can contribute most effectively. This alignment not only enhances the potential for successful partnerships but also demonstrates the company's commitment to supporting the community to achieve its sustainability objectives. The NECEC startup guide aims to facilitate and streamline this collaboration, ensuring that startups have the necessary tools and resources to make a meaningful impact in their work with municipalities.



Unleashing the Power of Municipal Collaboration: Accelerating Climate Tech Innovation for a Sustainable Future

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Collaboration between startups and local governments holds immense potential for driving innovation and sustainable progress. However, this partnership also presents its fair share of challenges stemming from the distinct nature and goals of each party. Local governments, while aiming to enhance their communities, face hurdles such as evaluating new products and services, managing risks associated with untested solutions and deciphering complex startup jargon. On the other hand, startups, driven by innovation and agility, grapple with uncertainties, the intricacies of government bureaucracy and the need to align with strict procurement regulations. This dynamic interplay between local governments and startups underscores the need for a deeper understanding of these challenges and proactive strategies to address them, ultimately fostering successful collaborations that drive positive change.

Local governments act as powerful catalysts for change and working with them can amplify the impact and reach of innovative climate technologies. Municipalities are responsible for providing essential services to their communities whether it be energy supply, transportation solutions or waste management and many municipalities want to lead by example through initiatives such as decarbonizing their buildings or electrifying their vehicle fleets etc. Climate tech startups can tap into a steady demand for sustainable solutions by partnering with local governments, creating a win-win scenario where the municipality benefits from cutting-edge technologies and the startup gains a valuable customer base.

Municipal collaboration offers startups a unique opportunity to address real-world challenges and fine-tune their solutions according to specific local needs. Active engagement with municipalities allow startups to gain firsthand insights into the intricacies of community requirements and preferences. This direct interaction allows them to tailor their products and services, optimizing their offerings for maximum effectiveness and efficacy. Moreover, partnering with local governments can lend a level of credibility and trust to startups, especially in the eyes of potential investors and customers. When a municipality endorses a climate tech solution, it serves as a powerful validation of the product's practicality and feasibility. The association with a local government also helps startups build a positive reputation, as municipalities are perceived as reliable and accountable entities. Potential customers may feel more inclined to adopt a climate tech solution that has received official backing from a government entity. This endorsement demonstrates that the startup's solution has undergone rigorous evaluation and meets the requirements of real-world applications, making it more appealing to a broader range of stakeholders. The importance of working with municipalities lies in the potential to accelerate the climate tech industry's growth and facilitate a seamless and just transition to a more sustainable and climate-resilient future.



Identifying Areas of Collaboration: Aligning Your Strategy With Municipal Needs

Identifying Areas of Collaboration: Aligning Your Strategy With Municipal Needs

Working with municipalities to identify their challenges and building solutions to meet their needs is a crucial aspect for startups looking to collaborate on climate action initiatives. Collaborating with municipalities in a meaningful and effective manner requires active engagement and open communication. Startups should proactively seek opportunities to connect with municipal officials, sustainability managers and relevant departments to understand their existing challenges and priorities. In these interactions, startups should take a genuine interest in learning about the municipality's climate action plans, sustainability goals and ongoing initiatives. Listening to the concerns and priorities of municipal stakeholders allows startups to identify gaps where their innovative solutions can make a significant impact. Moreover, maintaining a flexible approach and being open to adapting their products or services based on the feedback received from municipalities is crucial in building a successful partnership. Through regular and transparent communication, startups can co-create solutions that align with the municipality's long-term climate goals and foster genuine collaboration. This process not only ensures that startups meet the actual needs of the local community but also builds trust and credibility with municipal stakeholders.

Municipal climate action plans include the big picture goals and the strategic initiatives cities and towns commit to in order to address climate change and promote sustainable practices. While some cities have developed distinct climate action plans, it is important to note that smaller towns often incorporate their sustainability goals within their overall town plans or energy plans. These plans outline specific targets, strategies and deadlines to reduce greenhouse gas emissions, enhance energy efficiency and foster environmental resilience. Reviewing municipal plans, goals and emission targets is crucial for startups as it allows them to align their products or services with the specific needs, priorities and objectives of the municipality. By understanding the goals set by municipalities, startups can identify areas of collaboration and tailor their offerings accordingly. This alignment not only increases the chances of successful partnerships but also demonstrates a commitment to solving the municipality's challenges and contributing to their climate action efforts.

In the pursuit of sustainability and environmental goals, many municipalities have developed comprehensive climate action plans. These plans often encompass initiatives such as retrofitting buildings, electrifying fleets and implementing community solar projects. Achieving these objectives requires the procurement of innovative technologies and services, creating opportunities for climate tech startups to align their offerings with municipal procurement needs. The [Community Commitment Tracker](#) developed by [Northeast Energy Efficiency Partnerships](#) provides a compilation of small to mid-sized towns and cities in the Northeast U.S. that have made a dedicated commitment to climate action. Each listed location has set a clear and defined goal to reduce greenhouse gas emissions or energy use, along with a corresponding deadline. Common objectives include aiming for an 80 percent reduction in emissions by 2050 or achieving net-zero emissions by 2050. You can find a sample of municipal climate action plans in Appendix I to examine climate goals and action plans of diverse municipalities.



Funding Opportunities and Incentives for Climate Tech Ventures

Funding Opportunities and Incentives for Climate Tech Ventures

The Inflation Reduction Act (IRA) signed into law in August 2022, allocates billions of dollars in grant and loan programs and other investments for clean energy and climate action. Climate tech startups stand to benefit significantly from the Inflation Reduction Act as it creates opportunities and support mechanisms for their growth and innovation.

The [Inflation Reduction Act Programs](#) encompass a wide array of clean energy initiatives including lowering energy costs for small businesses through tax cuts and credits, funding opportunities that aim to help rural energy and utility providers bring affordable, reliable clean energy to their communities and accelerator programs that seed state and local clean energy financing institutions, supporting the deployment of distributed zero-emission technologies like heat pumps, community solar and EV charging. A new Clean Energy and Sustainability Accelerator will not only expand avenues for clean energy entrepreneurship but also prioritize over 50% of its investments in disadvantaged communities, promoting equitable access to sustainable technologies.

More importantly, the bill addresses the specific needs of pre-revenue startups by leveling the playing field and increasing the refundable research and development tax credit for small businesses from \$250,000 to \$500,000. This change empowers startups to further invest in high-impact research and development (R&D), propelling their innovation and commercialization efforts to tackle global challenges and contribute to economic growth. The Act further intends to provide targeted tax incentives for manufacturing U.S.-sourced materials and innovative technologies to foster U.S. supply chains for vital clean energy technologies like solar, wind, carbon capture and clean hydrogen. To learn more on [how the Inflation Reduction Act will help small businesses](#) please refer to the hyperlink.

[The Inflation Reduction Act Guidebook](#) provides a comprehensive summary of the tax incentives and investment programs associated with clean energy, climate mitigation and resilience, agriculture, and conservation. It offers valuable information on the eligibility criteria for accessing funding and the specific activities that can be supported under the IRA.

The IRA also emphasizes an all-of-government approach to ensure that investments create opportunities for underserved small businesses at the state and local levels. The act opens doors for small businesses, including climate tech ventures, to participate in sustainable and climate-oriented projects by significantly increasing local contracting opportunities for climate projects.

The introduction of this Act underscores the increased importance for climate tech startups to collaborate with municipalities in order to capitalize on the new funding opportunities it presents. If a climate tech startup approaches a municipality with available funding or jointly applies for grants, it can open doors to potential collaborations. Municipalities often prioritize projects that align with their sustainability goals and have access to adequate funding. By bringing financial resources to the table, startups can demonstrate their commitment and capability to support the municipality's objectives, making it more enticing for the local government to work with them. This collaboration enables companies to gain access to funding and support for implementing their technologies, creating a mutually

beneficial outcome that advances the goals of both the startups and the municipalities in their pursuit of a more sustainable future.

Needless to say, in addition to exploring tax incentives and additional funding opportunities facilitated by the IRA, startups can also seek out energy-specific venture capital and investment firms such as [Clean Energy Venture Group](#), [Energy Impact Partners](#), [Energize Capital](#) and [Elemental Excelsator](#). These entities invest in early-stage clean energy and innovative climate tech companies that possess the potential to make significant contributions in mitigating climate change.



Navigating the Procurement Process

Navigating the Procurement Process

For startups and budding entrepreneurs, collaborating with municipalities can offer valuable opportunities. However, municipalities are required to follow state specific procurement laws that limit their ability to directly contract with companies. And if they are utilizing federal funding, they must also follow federal procurement laws. Navigating the procurement process can be challenging, with various complexities to understand, such as different procurement types, processes, and steps involved. Additionally, locating relevant solicitation documents, like Invitations for Bids (IFBs), Requests for Proposals (RFPs), Requests for Quotes (RFQs) and Requests for Information (RFIs) and effectively responding to them can be daunting. While this section does not cover all possible scenarios and regulations may vary across jurisdictions, its aim is to demystify the process, making it less intimidating. We hope that this section provides some clarity and guidance, to empower startups to successfully engage with municipalities and assess the potential benefits of collaborative initiatives.

Steps involved in Municipal Procurement Process

When local governments have established their procurement requirements and are prepared to purchase for any goods or services, federal procurement regulations outlined in [Code of Federal Regulations, § 200.320](#) dictates that it must utilize one of five approved procurement methods for acquiring goods and services. These regulations provide a foundational framework for procurement processes, ensuring transparency, efficiency and accountability in acquiring goods and services. However, it is essential to note that local governments must also comply with their respective state laws and regulations, which may vary from state to state. These methods are classified into three primary categories: informal, formal and noncompetitive procurement. The options available include micro-purchases, small purchases, sealed bids, proposals and noncompetitive procurement (also known as sole sourcing). The selection of a procurement method is based on factors such as the contract amount or the nature of the services being procured. Please refer to the [DOJ Guide to Procurement](#) for a more comprehensive understanding of different methods of procurement, contract types, contract administration and pricing structures adopted by non-federal entities.

Micro Purchase Threshold

The micro-purchase threshold opens doors for startups to engage with municipalities in a more accessible and agile manner, facilitating their participation in some municipal contracts. Micro-purchases are small-scale procurement transactions that fall below a specified dollar threshold. It involves the acquisition of supplies or services where the aggregate dollar amount does not exceed the micro-purchase threshold (currently set at \$10,000 for most states). Micro-purchases can be awarded without the need to solicit competitive quotations if the non-federal entity (for instance municipalities) determines that the price is reasonable.

For detailed information on the various thresholds and specific inclusions within different types of services, please refer to this US Department of Commerce article on [Micro](#)



Steps Involved in the Municipal Procurement Process

Purchase Thresholds. This resource provides comprehensive details on the thresholds applicable to micro-purchases, along with the specific goods and services that fall under each threshold category.

Sole Source Contracting (Non-Competitive Procurement)

Sole source procurement refers to the method of procuring goods or services through the solicitation of a proposal from only one source, without a competitive bidding process. While non-federal entities (including local governments) are generally required to provide full and open competition, there are specific circumstances that may warrant sole source contracting. These circumstances include situations where the item or service is available only from a single source, there is an urgent public exigency or emergency that does not permit delay or the acquisition falls under the micro-purchase threshold.

For climate tech companies, sole source procurement can present unique opportunities if they possess patented technologies or solutions that are genuinely unique and unavailable from other sources. If a climate tech startup offers a groundbreaking solution with limited competitors, municipalities may choose to avail the services of the company through sole source procurement. The company's patented technology and the lack of comparable alternatives can make them the exclusive provider for specific environmental or sustainability projects. Climate tech companies can leverage their unique offerings and collaborate with municipalities through this method to build strong partnerships and secure contracts that align with their mission to drive sustainable solutions in the public sector.

By offering services either within a micropurchase threshold or through sole source contracting, startups can bypass the lengthy and complex procurement procedures required for larger projects. This streamlined process enables startups to sell their goods and/or services to municipalities, without the need to go through a formal competitive bidding process. It reduces administrative burdens and allows startups to establish relationships with municipalities more efficiently. These approaches also provide greater flexibility for municipalities to explore innovative solutions from startups through pilot projects, fostering opportunities for future collaboration and enabling startups to demonstrate the value and effectiveness of their offerings.

Competitive bidding

As climate tech startups explore avenues for collaboration with municipalities in sustainable projects, there can be instances where taking the route of a micropurchase or sole source procurement may not be feasible. In such cases, the next step for startups is to actively search for relevant procurement notices. These documents serve as essential gateways to municipal projects, offering startups the opportunity to showcase their innovative solutions and compete for valuable contracts. Understanding the different procurement methods and their suitability for specific situations can help you tailor your approach to connect with municipalities effectively. To aid you in understanding and nature of different bid notices, the linked urls provide samples of each type:

RFP (Request for Proposals)

When is it used?

- When municipalities are seeking solutions to address specific needs or goals.
- When the municipality wants to explore a range of potential solutions and is open to creative proposals from vendors.
- Typically used to procure services.

Description

A Request for Proposals (RFP) is both the process and documentation used in soliciting bids for potential business or solutions required by an enterprise or government agency. The RFP document provides a detailed outline of requirements that prospective respondents must meet in order to submit a bid for delivering the necessary solutions. This includes both products and services that align with the specified requirements. The RFP documentation also covers the related procurement process, evaluation criteria, commercial terms and conditions, timeliness and activities involved, and what respondents should include in their RFP response. RFPs provide some flexibility for vendors to propose alternative solutions, negotiate terms and engage in discussions with the municipality to refine the scope of work or contract terms.

Responding to RFPs can be an excellent choice for climate tech startups seeking to collaborate with municipalities. It allows startups to present their innovative ideas and technologies to address the municipality's sustainability objectives. Municipalities outline their needs and startups can propose unique solutions to meet those needs. This method is ideal for startups offering new and creative solutions to clean energy and environmental challenges.

Sample

This [Request for Proposal – Climate Action Plan Update and Analysis](#) is an RFP submitted by the City of Somerville, MA .

IFB (Invitation for Bids)

When is it used?

- When municipalities have clearly defined and specific requirements for climate tech products or services, such as purchasing solar panels, LED lighting or energy-efficient equipment.
- When the municipality's focus is on obtaining the best pricing for well-defined cleantech solutions without much room for variations.
- Typically used in construction projects.

Description

An Invitation for Bids (IFB) is used to solicit competitive bids from potential suppliers or contractors for a specific project or procurement opportunity. The IFB includes detailed specifications, requirements, terms and conditions of the project or purchase. Municipalities use IFBs when they have a well-defined project scope and seek competitive bids from qualified vendors or contractors. IFBs are generally more rigid and less flexible compared to RFPs. The requirements and specifications in an IFB are often fixed, allowing limited room for negotiation or changes.

Startups offering products or services that align with these specific requirements can participate and compete based on pricing and responsiveness to the specifications. This method is suitable for startups offering climate tech products or services with precise specifications.

RFQ (Request for Quotes)

When is it used?

- When municipalities are interested in obtaining competitive pricing from climate tech startups for well-defined clean energy products or services
- When the municipality knows exactly what climate tech solutions they need and want to compare quotes from different startups.

Description

A Request for Quotes (RFQ) is a procurement method used by municipalities to solicit price quotations from potential suppliers or vendors for specific goods or services. RFQs are typically used when the municipality has a scope of work and seeks competitive pricing from multiple suppliers. It can also be used to get a sense of the market as a precursor to an RFP.

Startups can provide price quotations based on the municipality's well-defined requirements and the contract is typically awarded to the company with the best pricing.

RFI (Request for Information)

When is it used?

- When municipalities want to gather information about innovative climate tech solutions or technologies that are available in the market.
- When the municipality is in the early stages of exploring climate tech options and wants to gain insights from the climate tech startup community.

Description

The Request for Information (RFI) is a tool employed by the government to gain insights into the market landscape, helping them plan and understand various aspects such as market potential, pricing, delivery options and industry capabilities. This method is adopted when the municipality requires in-depth market analysis to develop a well-informed requirement and acquisition strategy.

RFIs offer opportunities for climate tech startups to provide information about their innovative solutions and technologies to municipalities. This method allows startups to share insights into their products, services or capabilities without the pressure of submitting formal bids or proposals. Responding to RFIs also offers startups a chance to shape the potential RFP by sharing language that could be incorporated, such as proposing a scope of work or suggesting specific standards, thereby positioning themselves favorably. It helps municipalities understand what climate tech solutions are available in the market and explore potential collaborations.

Sample

The [Somerville Urban Lab Request for Information](#) is a sample RFI published by City of Somerville to invite responses to be a part of the urban laboratory in Somerville and to aid the development of a program for the City to engage with emerging companies and foster innovation

[New York City Request for Information](#) published by City of New York is a sample Request for Information for a wastewater treatment plant is a useful example of a city's efforts to collect information from the market regarding potential on-site solar sites.

Finding Bid Notices

Startups can proactively seek out these RFPs and procurement notices to open doors to impactful collaborations and contribute to the advancement of sustainable initiatives. To identify bid opportunities and navigate this process effectively, climate tech startups can explore various platforms, including respective government websites, central state registers, industry-specific databases, being in touch with regional associations and participating in networking events. State specific bid opportunities can be accessed through the links listed in the table below:

State	Central Register and Bid Opportunities
Connecticut	Connecticut Bid Board
Maine	Maine Vendor and Bid Opportunities
Massachusetts	Massachusetts Bidding Opportunities including COMMBUYS which is the official procurement record system for the state of Massachusetts
New Hampshire	New Hampshire Bids
New York	New York State Contract Reporter
Rhode Island	Rhode Island Bidding Opportunities
Vermont	Vermont Solicitation Opportunities and Vermont Business Assistance Network

Additional Bid Notice Platforms

[Govspend](#) is a database that offers valuable insights into government spending, bid opportunities and contact information within the market. It enables companies to access critical information about their competitors' government contracts, including who they sold to, the products or services they sold and the corresponding sales amounts. Businesses can identify potential agencies interested in purchasing the products and services they offer, as well as opportunities to save agencies from overpaying or procuring from their competitors.


[Envirobidnet](#) is an Environmental Bid Database that posts bids from a wide range of sources, including over 100,000 state, city, county, federal departments, agencies, commissions, boards, authorities and private bids. Originally founded in 1995 as GrowBiz, with a focus on bid notices from the Commonwealth of Massachusetts, the company has since expanded its scope to become a national resource, catering to the environmental sector and serving as a valuable asset to the environmental community.

Recommendations on how to respond to bid notices

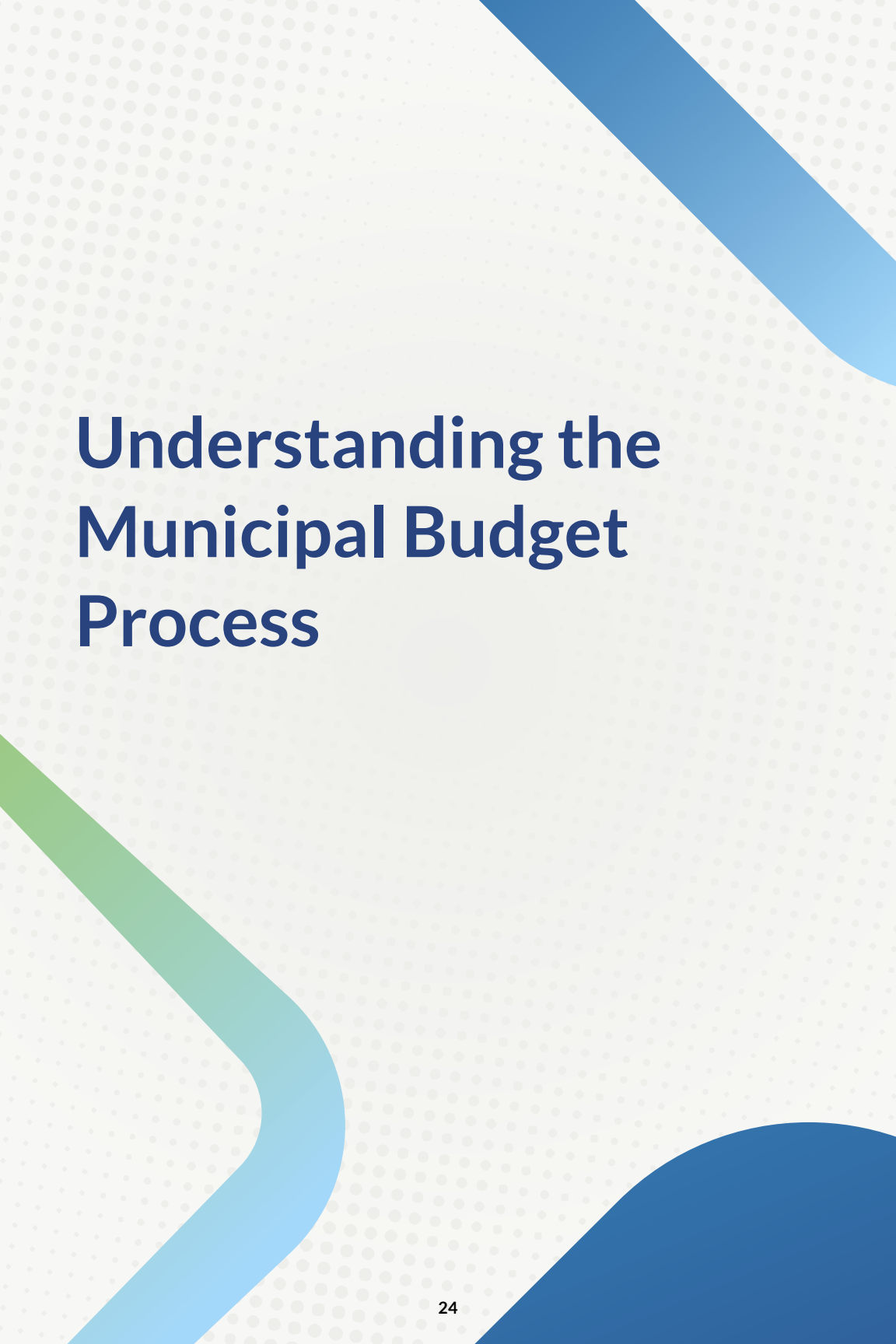
- Read bid notices such as the Request for Proposal (RFP) multiple times to ensure a deep understanding of the requirements, scope and expectations.
- Whenever possible, attend pre-bid meetings or webinars to gain insights into the project, clarify doubts and network with potential bidders and government officials.
- If you have any questions or uncertainties, seek clarification by sending questions to the relevant authorities before the deadline instead of making assumptions.
- Respond to Requests for Information (RFIs) promptly to position yourself as an interested and informed supplier.
- Understand the project timeline thoroughly and adhere strictly to all deadlines provided in the RFP.
- Clearly communicate your unique selling points that differentiate your solution from competitors and emphasize how it meets the needs of the project and customize your proposal to address the specific needs outlined in the RFP, demonstrating your commitment to providing a tailored solution.
- For bids that require separation of technical and financial proposals, ensure you adhere to this requirement to avoid disqualification.
- Present your pricing clearly and transparently, outlining all costs associated with your proposed solution.
- Include case studies, historic data points or references of similar projects you have successfully executed to highlight past successes and demonstrate your track record.
- Present your information in a concise yet detailed manner, ensuring that your responses directly address the evaluation criteria and utilize visuals like charts, diagrams and images to enhance the clarity and visual appeal of your proposal.
- Submit comprehensive documentation including all required documents, forms and attachments as specified in the RFP and carefully proofread and edit your response to ensure clarity, accuracy, and professionalism in your submission.

The [How to respond to pre-bid award notices](#) guidance published by the U.S General Service Administration is a good outline that explains the differences between RFIs, Sources Sought Synopsis (SSSs)¹ RFQs and RFPs when it comes to federal contracts. However, it provides tips and best practices for responding to RFIs, SSSs, RFQs, and RFPs and outlines resources to help businesses develop best responses to bid notices.

1 A 'Sources Sought Synopsis' is a market research tool primarily used to identify small businesses capable of performing/providing a specific requirement. This synopsis is posted early in the acquisition process, following the definition of a requirement for procurement. It serves as a document submitted to request quotes for supplies/ services, either for simplified acquisitions or from vendors holding contracts in the GSA Schedules program.



Association of Procurement Technical Assistance Centers (PTACs) is a nationwide network funded by the US Department of Defense, dedicated to helping businesses succeed in government markets. PTACs provide no-cost advising, workshops, matchmaking events, one-on-one counseling and assistance with SAM registration to facilitate selling to federal, state and local governments. To find a Procurement Technical Assistance Center near you, follow the link and click on the map or select your state from the dropdown menu.



Understanding the Municipal Budget Process

Understanding the Municipal Budget Process

When it comes to securing a contract with a municipality, understanding when and how municipalities make decisions is imperative. Startups have the flexibility to engage with municipalities throughout the year. Nevertheless, it's crucial to note that if the budget is tightly allocated, there could be a necessity to postpone any potential collaboration until the subsequent fiscal year. Therefore, understanding the budget cycle and timeline of municipalities is crucial for startups seeking to engage with them. Knowledge of the budget cycle allows climate tech startups to align their initiatives and proposals with the appropriate stage of the budgeting process. Startups can strategically time their pitches and ensure their ideas are considered during the relevant decision-making phases by identifying the specific timeframes for budget preparation, proposal submissions and review periods. This understanding increases the chances of your proposals being incorporated into the municipal budget, increasing opportunities for collaboration and funding. For instance, a good time to pitch your idea to the City of Boston would be just before the budget preparation process, which typically begins several months before the start of the fiscal year. This would allow municipal staff to understand what you have to offer and make the decision about whether or not to prioritize a relevant project in their funding request for the year. The most common fiscal year for municipalities starts on July 1st and ends on June 30th of the following year. However, some municipalities may align their fiscal year with the calendar year (January 1st to December 31st) and others may follow a different schedule. Please refer to the municipality's official website or reach out to the local government authorities to obtain information about the fiscal year of a particular municipality.

Somerville Budget Timeline & Hearing Schedule

The City of Somerville's budget process typically kicks off in February and ends with final approval of the city's spending plan with a City Council vote in June. The City's fiscal year begins on July 1 each year. Between the start of the budget process until final approval by the City Council, there are several key steps along the way:

- February: Mayor requests Priorities from City departments.
- March: Level-service budgets developed (budgets with no new additions that adjust for inflation or changing costs only).
- March: City Council submits priorities to the Mayor.
- April: Departments meet with the Mayor's staff to review budgets and any proposed changes.
- May: Budget finalized and presentation materials created and posted online.

- May: Budget submitted to City Council. Finance Committee meetings to review the budget.
- May: City Council holds a public hearing on the overall City budget.
- Mid- to late June: City Council holds departmental budget hearings and votes on the budget.

To access information on the budget cycle and timeline of municipalities, startups can utilize several resources. As many municipalities provide detailed information about their budget processes, timelines and key milestones, you can visit the official websites of the targeted municipalities to understand their respective budget cycle. Municipal budget offices or finance departments can also be contacted directly to inquire about the budget cycle and obtain relevant information regarding upcoming public meetings, budget consultations or workshops hosted by municipalities. Their contact information is generally provided on the municipality's official website. These events can offer insights into the budgeting timeline and allow startups to engage with municipal representatives directly. Some municipalities even welcome walk-ins during office hours. Startups can proactively seek and utilize this information to align their engagement strategies with the budget cycle and enhance their chances of successful collaboration with municipalities.



Effective Methods for Connecting With Municipalities

Effective Methods for Connecting With Municipalities

Contacting the Municipality

To discuss a particular procurement notice (such as RFI, RFP), you should reach out to the procurement or purchasing department of the municipality. This department is responsible for acquiring goods and services on behalf of the municipality and they often handle the procurement process, including issuing bid notices such as the requests for proposals (RFPs) and evaluating vendor proposals.

To find the contact information for the procurement or purchasing department of a specific municipality, you can start by visiting the official website of the municipality. Look for a section related to 'Contracts' / 'Doing Business' / 'Procurement' / 'Purchasing' / 'Vendor Information.' You may find this section under the Finance Department. This section can provide details on how to become a vendor with the municipality and whom to contact for procurement inquiries.

Alternatively, you can directly contact the municipality's main office or city hall and ask to be directed to the procurement or purchasing department. They will be able to provide you with the appropriate contact information and guide you on how to proceed with selling your service/product to the municipality.

You may want to connect or contact department-specific staff, such as public works (buildings/fleet maintenance), innovation managers, sustainability and/or energy managers, or department heads, depending on the nature of your climate tech service/product and its relevance to their respective departments. Department heads, such as those in the transportation or utility departments, may be relevant contacts if your offering pertains to transportation infrastructure, water management, waste reduction or other department-specific areas. If your climate tech service/product is related to energy efficiency, building retrofit or fleet electrification, reaching out to the public works department can be beneficial. They are responsible for managing and maintaining municipal buildings and vehicle fleets, making them potential stakeholders for your offerings. Similarly, in some municipalities sustainability managers are tasked with promoting environmentally friendly products and initiatives within the municipality. If your climate tech service/product directly contributes to the municipality's sustainability goals, they might be interested in exploring collaboration opportunities. Some towns and cities may have appointed innovation managers/directors that are focused on driving new technologies and solutions within the municipality. If your climate tech service/product offering is innovative and aligns with the municipality's goals for reduced carbon emissions, contacting the innovation manager could lead to meaningful discussions and potential partnerships.

Please note that depending on the size of city/town and municipality, there can be additional departments and for some smaller towns and cities some municipal departments do not exist and staff there have to play multiple roles at once.

The **Smart City Playbook** is a living draft being developed by the Boston **Mayor's Office of New Urban Mechanics**. This playbook is tailored to the technology companies, scientists, researchers, journalists and activists that make up the 'Smart City' community. It offers valuable insights and practical strategies for individuals seeking to collaborate with municipalities. It encourages visitors to ponder pertinent questions that will help companies tailor their approach effectively. The playbook highlights essential queries that startups should consider to ensure their engagement is effective.

Some questions included in the playbook are:

1. Do you have examples—real ones, not marketing documents—of how your product has worked elsewhere? And examples of where and why it's failed too?
2. Is your product addressing an internal problem or a resident-facing one?
3. How do you know that “the problem” you're addressing really is a problem? What evidence do you have?
4. How do you think residents' perception of their City leaders and City workers will change as a result of your product?
5. What benefits can you articulate about your product, other than “cost savings”?
6. How does your product make decision-making easy? (We're not just talking about a pretty interface.)
7. How is your product being made “future-proof” and interoperable with other technologies and standards?
8. What are your data-sharing and data-management policies?

Public Meetings

Public meetings also known as open meetings are gatherings conducted by local governments in cities and towns and are open to the general public. They are designed to promote transparency and accountability in government operations by allowing residents, businesses, community organizations and other stakeholders to observe and actively participate in the decision-making process. These meetings include project specific meetings where staff provide updates and seek input on specific initiatives such as developing a climate action plan or comprehensive plan; planning board meetings, which address zoning and property rights issues; budget hearings, where the public can provide input on budget proposals; sustainability and community resilience task force meetings, which focus on environmental and clean energy initiatives. Public meetings serve as a platform for elected officials and government representatives to directly seek the input of residents and discuss and address various issues affecting the community, such as policy proposals, budget allocations, infrastructure projects and sustainability initiatives, etc.

For climate tech startups, public meetings play a crucial role in gaining insights into the priorities and needs of municipalities related to sustainable practices and clean energy solutions. Startups can identify areas where their climate tech products or services can align with the municipality's sustainability objectives and address specific community

needs. Attending public meetings also allows startups to connect with local government officials, sustainability managers and other stakeholders. Building relationships with key decision-makers can lead to potential partnerships, pilot projects and other opportunities for collaboration. Companies can use public meetings as a platform to present their innovative technologies or services that contribute to a cleaner and more sustainable future, if appropriate. Public meetings often include opportunities for public comment, where attendees can voice their opinions, share expertise, and advocate for clean energy and sustainability initiatives. Startups can actively engage in these discussions and contribute their insights to shape policies and projects. It can be an opportunity to effectively raise awareness and generate public interest during public meetings to highlight pressing needs or problems that your solution can address, thereby creating a demand for your innovative services or products. Demonstrating the potential benefits of your solutions can garner support and interest from municipal leaders. Budget hearings where budget allocations or grant opportunities are discussed can be an important source for startups to be aware of potential funding sources that align with their business objectives.

Various states and towns have established online portals to keep the public informed about upcoming open meetings and gatherings. For instance, Rhode Island offers a comprehensive calendar portal for all [Open Meetings](#). While some towns like Fairfield, Connecticut maintain their own [Fairfield town meetings calendar](#), providing a list of publicly noticed meetings of Town Boards, Commissions, Committees and the Representative Town Meeting (RTM). You can also sign up for the municipal newsletter or alerts for communities with which you would be interested in partnering.

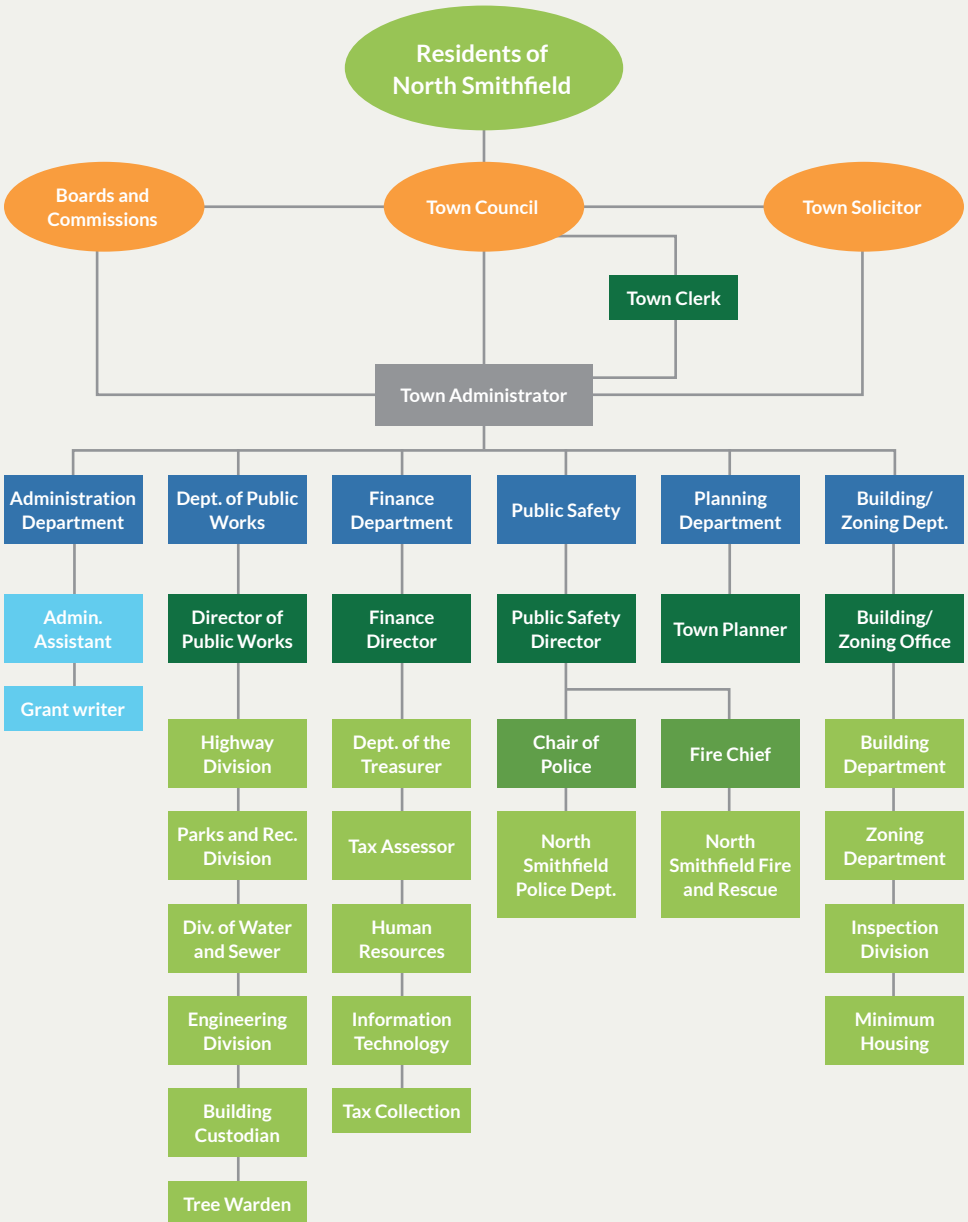
Understanding Forms of Local Government

In the Northeast, local governments can take various forms, each with its unique structure and decision-making process. The type of local government often depends on the size, population and historical development of the community. Each entity operates differently, and startups need to be aware of the decision-making processes and key stakeholders within the local government to effectively navigate and build successful partnerships in the region. The following are common forms of governments in the Northeast. It is important for startups to understand the form of the local government they are working with to navigate regulations, permits, ensure compliance and effectively engage with the decision makers.

Strong Mayor-Council: In municipalities with a strong mayor-council system, the mayor wields significant authority and power over administrative and policy decisions. The mayor is directly elected by the residents and may have veto power over council decisions. The city council, on the other hand, acts as the legislative body responsible for passing laws and ordinances. In the Northeast, this form of government is prevalent in larger cities like Boston and New York City. Please refer to the NYC [Organizational Chart](#) to understand the layout of NYC City government.

City Manager-Council: In a city manager-council system, the city council serves as the legislative body, responsible for setting policies and making decisions on behalf of the community. The city manager, appointed by the city council, functions as the chief executive officer, overseeing day-to-day operations and implementing policies. This form of government is often found in medium-sized cities such as Newport, Rhode Island.

Representative town meeting-Select Board: This form of government is commonly seen in smaller towns and rural areas. In this system, a board of elected officials, typically referred to as the select board or board of selectmen, serves as both the legislative and executive body. The select board is responsible for making decisions on local issues and managing the town's affairs. This form of government is found almost exclusively in small, New England municipalities, such as Lexington, Massachusetts.



Sample Organization Chart: Organization Chart for Town of North Smithfield.

Open town Meeting: In towns with a town meeting form of government, residents gather at an annual town meeting to make decisions on various issues, including the town budget, ordinances and other policies. Each registered voter has a voice and vote in the meeting, making it a highly participatory and democratic process. Town meeting government is often found in smaller towns and allows for direct citizen involvement in local decision-making such as Marblehead, MA. To further explore the specific procedures and guidelines of town meetings, a helpful resource is the [Massachusetts Guide to Town Meetings](#).

Please refer to [Cities 101-Forms of Local Government](#) for a brief synopsis of characteristics and examples of different structures and characteristics of local governments in the United States.

CASE STUDY:

Collaborating with Municipalities - Cyvl.ai



Cyvl.ai is a venture-backed startup based in Boston, with a mission to streamline infrastructure inspections for governments and civil engineers. By leveraging cutting-edge AI and LiDAR technology, Cyvl.ai aims to transform infrastructure management and improve the efficiency and safety of infrastructure inspections. In this case, we will explore how Cyvl.ai successfully collaborated with municipalities and gained insights on working with small towns and cities.

Understanding Municipal Needs and Building Local Connections:

Early on in his career, Cyvl.ai co-founder Daniel Pelaez recognized the inefficiencies faced by local governments in managing infrastructure. To better understand the challenges municipalities encounter, Cyvl.ai conducted a series of interviews with numerous municipalities. This initiative helped them build connections and establish relationships with key stakeholders within local governments. It is crucial for new businesses to understand the problems faced by municipalities and how their product or service can better address these challenges. Municipalities prioritize trusted partnerships, focusing not only on profits but also on enhancing citizen services. Aligning your company's objectives with municipal goals is essential for successful collaboration.

Cyvl.ai adopted a localized approach by concentrating on municipalities in Massachusetts. By doing so, they tapped into the network effect of governments communicating with one another, which facilitated word-of-mouth referrals. As their product was developed and their business gained momentum, during the customer discovery phase, Cyvl.ai reconnected with municipalities they talked to earlier. They initiated their first project with a small town, offering a pilot program with a satisfaction guarantee. This approach helped establish trust and credibility, critical elements when collaborating with municipalities.

Leveraging Existing Relationships:

During the early stages of market penetration and even now, Cyvl.ai partners with or subcontracts from larger civil engineering firms. These firms already have established relationships and existing contracts with numerous municipalities, allowing Cyvl.ai to leverage their network and secure more business opportunities. Partnering with established contractors provides access to a wider customer base and helps overcome barriers to entry.

Understanding Procurement Dynamics:

Municipalities often have different procurement processes and budget cycles. Smaller towns and cities with project budgets below certain thresholds, such as \$5,000 or \$10,000, have more flexibility in signing off on projects without undergoing complex procurement procedures. Cyvl.ai capitalized on this by packaging their products and services to fit within these budget constraints, avoiding the intricacies associated with larger projects. Additionally, it is crucial to understand the fiscal year budget cycle of municipalities and ensure that project proposals are submitted well in advance to be considered for the following year's budget allocation.

Establishing Proof of Concept:

Cyvl.ai emphasizes the importance of finding early adopter customers, specifically municipalities, either through pilot programs or partnerships with established contractors. By ensuring customer satisfaction in their initial project, Cyvl.ai was able to generate proof-of-concept that could be showcased to other municipalities. Leveraging existing networks, such as alumni connections, is an effective strategy to establish initial relationships with municipal stakeholders. Building and nurturing these relationships is key to expanding business opportunities.

Research and Market Insight:

To effectively collaborate with municipalities, Cyvl.ai recommends new entrants thoroughly research and understand the objectives and priorities of each municipality. Exploring database services such as [GovSpend](#) helps identify spending allocations and priorities. While working with contractors has its pros and cons, including limited direct relationships with municipalities, Cyvl.ai experienced direct inquiries from government entities after their services were known through existing contractor partnerships.

Cyvl.ai's successful collaboration with municipalities showcases the importance of establishing strong connections, understanding municipal objectives and delivering exceptional customer satisfaction. Cyvl.ai efficiently built relationships and navigated procurement processes by concentrating on small towns and cities. Their localized approach, leveraging existing networks and prioritizing customer satisfaction enabled them to gain trust and credibility within the municipal sector. The case of Cyvl.ai serves as a compelling example for startups looking to collaborate with municipalities, emphasizing the significance of understanding local dynamics and aligning their products or services with the specific needs and goals of government entities.



Leveraging Resources and Support Network

Leveraging Resources and Support Network

Incubators and Innovation Labs

A promising starting point for startups to expand their network is exploring the vibrant ecosystem of cleantech startups thriving at [Greentown Labs](#), [InnoVenture Labs](#), [E2Tech](#), [Vermont Centre for Emerging Technologies](#), [Connecticut Center for Advanced Technology \(CCAT\)](#), [Clean Energy Business Incubator Program \(CEBIP\) – New York](#), [Newlab](#), [Urban Future Labs](#), [Koffman Southern Tier Cleantech Incubator](#) and similar incubators and labs. Their innovative breakthroughs may offer invaluable tools to help you achieve your objectives. When it comes to finding the right vendors and fostering connections in the realm of decarbonization, there are organizations dedicated to bridging the gap between innovative companies and municipal needs. Working with research labs and incubators can help startups expand their network and effectively unite startups with other industry leaders and government, leading to projects that not only enhance the commercial viability of their technology but also serve as a crucial stepping stone towards collaborative projects.

Electrifying Success: Voltpost's Journey to Collaborating with Municipalities



Voltpost, a trailblazing electric vehicle (EV) charging company based in New York City and San Francisco, recently achieved a remarkable feat by securing \$3.6 million in seed funding. They convert lamp posts into smart and efficient EV charging stations managed through a mobile application, making city curbside charging scalable and accessible for drivers.

Left: Voltpost lamppost charging platform in New York City. Designed by Voltpost, Inc.

Jeff Prosserman, one of Voltpost's co-founders and CEO, revealed the key to their success was thinking outside the box when it came to collaborating with organizations. Instead of starting with pursuing big government contracts directly, they tapped into adjacent entities, such as innovation labs, accelerators and economic development centers, which acted as stepping stones for early business development and customer discovery. Engaging in six accelerator programs expanded their network and opened doors to new opportunities.

A significant breakthrough for Voltpost was participating in the DOT Studio, a partnership between the New York City Department of Transportation (NYC DOT) and Newlab. Through this program, they piloted lamppost charging in NYC, contributing to the DOT's goal of installing 10,000 curbside chargers. Following their success, Voltpost is now conducting a second pilot at the Detroit Smart Parking Lab in Michigan.

Unlike many startups facing difficulties in connecting with municipalities, Voltpost found success through personalized outreach and securing introductory calls. They articulated their concept effectively, conveying the value their product could bring to municipalities. Early engagement and continued interactions with local governments allowed Voltpost to fine-tune their product to meet the precise needs of the city.

Jeff also emphasized the importance of the network effect in local government. By gaining traction with one municipality, they could leverage their network of municipalities to ask for referrals and recommendations, accelerating their market reach. Adopting a beachhead strategy, they focused their resources on a specific market area, establishing it as a stronghold before expanding further.

Voltpost's journey serves as an inspiration and offers valuable advice to startups seeking to collaborate with municipalities. Their approach showcases the power of creativity, strategic networking and effective communication in building strong partnerships with local governments for a cleaner future.

Community-Based Organizations

Community-based organizations (CBOs) are nonprofit or grassroots organizations that operate at the local level and aim to address specific community needs and issues. They play a vital role in advocating for and serving the interests of their communities, often focusing on areas such as education, healthcare, social services, environmental initiatives and more. CBOs work directly with residents, understanding their unique challenges, and collaborating with local governments to find effective solutions. Collaborating with CBOs allows startups to leverage their understanding of the community's needs, challenges and aspirations. Companies gain access to valuable insights and information about local demographics, preferences and priorities by tapping into the CBOs' networks. To identify effective and credible CBOs to partner with, startups should conduct thorough research. They can reach out to municipal officials, community leaders and other local stakeholders to gain recommendations and insights on which CBOs have a strong track record and are

well-respected within the community. Evaluating the impact and outcomes of past projects that CBOs have been involved in can also provide useful information.

Startups can proactively connect with community development corporations (CDCs) and neighborhood development corporations (NDCs) that are dedicated to grassroots environmental and racial justice initiatives. Community development corporations (CDCs) are nonprofit entities established with the purpose of reviving underprivileged or challenged communities, frequently focusing on activities such as affordable housing creation and offering a variety of community services like education, vocational training, healthcare, commercial advancements etc. Examples include [Worcester Community Housing](#), [Valley CDC](#), [House of Hope](#) etc. Neighborhood Development Corporations (NDC) are nonprofits with a community-centric approach, dedicated to the revitalization of neighborhoods and the advancement of sustainable development. NDCs engage in the renovation or reconstruction of both commercial and residential properties within established neighborhoods such as [South Boston Neighborhood Development Corporation](#), [Codman Square Neighborhood Development Corp](#). Similarly, advocacy groups, such as local chapters of [Mothers Out Front](#), [Greenroots](#) based in different communities in Massachusetts, and [REJC 401](#) in Rhode Island are community-driven organizations that actively campaign and advocate for specific social, environmental, or policy changes to address local and broader issues. Similarly, regional organizations like the [Metropolitan Area Planning Council \(MAPC\)](#) and [Central Vermont Economic Development Corporation](#), which focus on broader environmental and community development initiatives provide a wide array of resources and support networks that can be tapped into. Collaborating with such organizations enables startups to access valuable insights into the local community's environmental and societal requirements. Leveraging their expertise, startups can establish robust connections with municipalities that share a common commitment to fostering inclusive growth and sustainable advancement. This proactive engagement fosters synergistic relationships that drive meaningful change.

By engaging with community members and conducting research through interviews, surveys and focus groups, startups can gather valuable feedback and insights from residents and municipal staff to gain a deeper understanding of the community's needs and preferences. This targeted outreach allows startups to tailor their products or services to meet specific needs and build trust within the community. Additionally, companies should pay attention to underserved populations within a community that might not be explicitly identified as disadvantaged. Understanding the unique challenges faced by these populations and proposing solutions that address their specific needs can be a powerful way to gain support and create a positive impact. Forming strong relationships with CBOs, CDCs and NDCs and engaging with the community enables startups to gain insights, build trust and align their solutions with the actual needs of municipalities and their residents. It fosters a collaborative approach that leads to more effective and sustainable partnerships in the climate tech space.



Afterword: Embracing Collaborative Pathways to a Greener Future

Afterword: Embracing Collaborative Pathways to a Greener Future

With the final pages of this guide, we conclude a journey into the realm of municipal collaboration for climate tech startups. We hope the insights you've gained and the resources you've explored pave the way for impactful change that transcends business objectives. As we reflect on the journey taken and the road ahead, the essence of effective collaboration with municipalities becomes clear.

In a world where addressing climate change and environmental challenges requires collective effort, climate tech startups hold a unique position to drive transformation. Your solutions are vital pieces of a broader puzzle, contributing to the global pursuit of a sustainable future. Your journey is one of partnership, innovation and shared purpose, and your role as a change agent has never been more crucial.

The delicate interplay between your inventive solutions and the evolving requirements of municipalities has the capacity to reshape our approach to environmental stewardship. Your journey involves aligning your objectives with community goals, navigating complex procurement landscapes and understanding the nuances of local government structure and processes.

As you embark on this transformative journey, the importance of fostering trust, building relationships and understanding diverse community needs cannot be understated. Your commitment to weaving clean energy and climate tech solutions into the fabric of towns and cities holds the promise of lasting impact. Through partnerships with community-based organizations, navigating the intricacies of budgets and engaging with municipal representatives, you're charting a course toward not only technological innovation but also community-driven change.

Your dedication to cleaner energy and environmental resilience has the power to influence entire communities, and we hope this guide equips you with the resources to make those influences positive and meaningful. As you set out to collaborate, please keep in mind that each interaction and each partnership is a chance to contribute to a better tomorrow. The journey might be demanding, but your perseverance and willingness to adapt will help shape a world where sustainable solutions thrive, benefitting both your startup and the well-being of the communities we call home.



Appendix 1

Appendix 1

Municipal Plans

State	City/ Town	Plan	Goals
Connecticut	City of Hartford	Climate Action Plan	The goal of this Climate Action Plan is to utilize sustainability efforts as a means to promote social justice and achieve multiple benefits in education, green jobs, and neighborhood revitalization, with a strategic focus on the interconnected action areas of energy, food, landscape, transportation, waste, and water that directly benefit the residents of Hartford.
	Town of Fairfield	Sustainability Plan	The goal of Fairfield’s sustainability plan is to contribute to the state’s ambitious target of becoming carbon-free by 2040. The Plan establishes achievements, challenges, action plans and sets specific 2030 goals across 18 sustainability modules, including air quality, water, municipal school buildings, forests and trees, among others.
Maine	City of Portland	Municipal Climate Action Plan	Portland’s Climate Action Plan sets forth specific milestones and recommendations to reduce carbon emissions to 10% below 1990 levels by 2020.
Massachusetts	City of Boston	Climate Action Plan	A 2019 update of the ongoing plan originally established in 2007, details strategies for the next five years to achieve ‘Net Zero’ emissions by 2050.
	City of Somerville	Climate Forward	Somerville’s Community Climate Change Plan projects its goal of 79% completion of net zero emission by 2050.
	City of Cambridge	Low Carbon Energy Supply Strategy	The City’s low carbon energy supply strategy aims to achieve net zero carbon emission by 2050 based on the Net Zero Action Plan
	City of Melrose	Melrose Net Zero Climate Action Plan	The City of Melrose developed this Net Zero Action Roadmap to inform their next five years of action to reduce greenhouse gas emissions across all sectors of the City’s economy to meet the 2050 net zero emissions goal.

State	City/ Town	Plan	Goals
Massachusetts	City of Boston	Boston Heat Resilience Plan	Heat Resilience Solutions for Boston presents the City's action plan to prepare for the near-term and long-term impacts of extreme heat in a changing climate. Developed under the Climate Ready Boston initiative, this plan offers an in-depth analysis of extreme summer temperatures and provides a comprehensive framework for strategies to reduce the risks associated with extreme heat.
New York	New York City	Pathways to Carbon Neutral NYC: Modernize, Reimagine, Reach	New York City's study to understand the existing climate policy and infrastructure, and the subsequent plans to ensure carbon neutrality by 2050.
	City of Rochester	Climate Action Plan	Climate action plan for the City of Rochester
	Town of Ithaca	Green New Deal Resolution	Dedication by town council to achieve various climate action goals, including net zero GHG emissions by 2050.
Rhode Island	City of Providence	Climate Justice Plan	Climate action plan released in 2019
	Town of Westerly	Comprehensive Plan	Focuses on general community development with an emphasis on climate, relatable for any other small town with a stable municipal staff.
Vermont	City of Montpelier	Net Zero Action Plan	Climate action plan for the nation's smallest state capital, with a population of around 8,000. They've set out an ambitious goal of eliminating fossil fuels from city-owned buildings, operations, and vehicles/transportation fleets by the year 2030. This is a great example of a municipality carrying out an aggressive, short term plan.
	City of South Burlington	Climate Action Plan	Newly adopted plan; original drafts and stages of the plan, along with the pitch to city council for the plan can be viewed at the city's website . You can also see how South Burlington engaged its residents in the decision making process.

