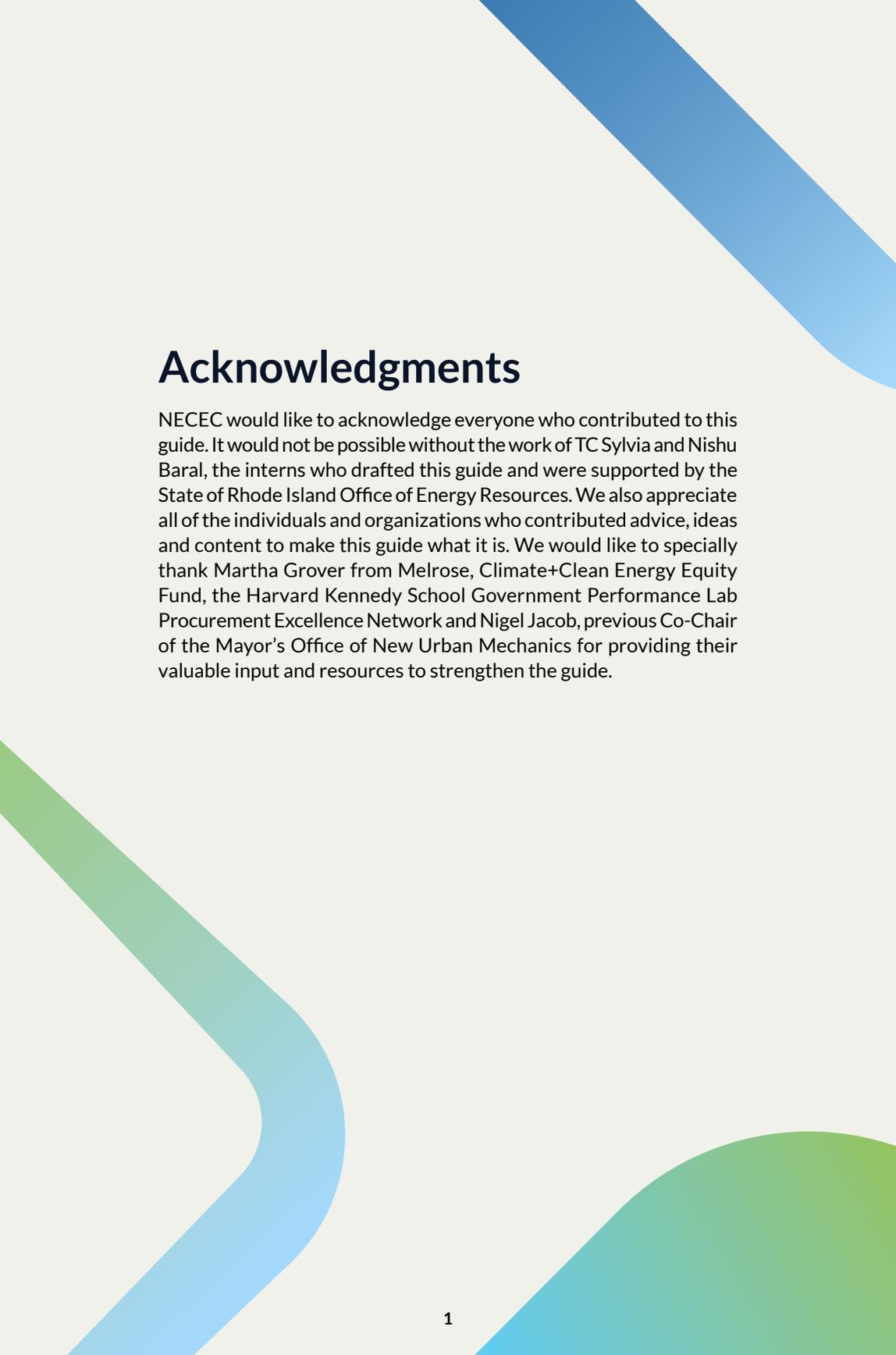


# Municipal Guide to Inclusive Climate Action and Equitable Procurement



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*The purpose of this guide is to equip public officials with essential resources and access to tools to support their relentless efforts in achieving a just transition towards a clean energy future and diverse climate economy.*



# Foreword from NECEC President Joe Curtatone

I may be a bit biased since I'm a former mayor, but local government is where decarbonizing our society for an equitable and sustainable future will either succeed or fail. Nations sign treaties, set broad goals and make funds available. States set policies and organize agencies to distribute those funds. Yet it's at the municipal level where most of the work gets implemented. Local government is all about delivering results. Local leaders have to take the pragmatic, achievable steps on the road to progress.

And when it comes to climate action, progress is imperative. We are facing a ticking clock and the only way we can possibly reach federal and state decarbonization goals is if municipalities take a leadership role in a just energy transition. Local government is going to play a determining role in whether the benefits of clean energy and climate tech (healthier living conditions, new job opportunities, lower bills, more reliable infrastructure) reach everyone.

That is why we at the Northeast Clean Energy Council have developed this Municipal Decarbonization Guide to help you navigate the complexities of this transformation and deliver concrete results in your community. The guide will help you to establish more inclusive business processes and procure the services that can bring the environmental and economic benefits of the diverse climate economy to your municipality. We have put together tools and resources designed to save you time in putting projects out to bid, because we know not every community has the benefit of a staffed-up sustainability department. We've also included a lot of examples and templates, as well as other resource organizations, because we know that none of us can make the transition alone.

We are truly in this together,

**Joe Curtatone**

*President, Northeast Clean Energy Council*

# Message from PowerOptions CEO Heather Takle

It is with great pleasure and enthusiasm that I introduce this Municipal Decarbonization Guide. In the face of rapidly escalating climate change and the urgent need to reduce greenhouse gas emissions, municipalities play a vital role in driving sustainable transformation within their communities. As local authorities, they possess the power to make a profound impact by procuring decarbonization solutions that pave the way for a greener and more sustainable future.

However, this pursuit of decarbonization is not without its challenges. Municipalities face a plethora of complexities, including navigating procurement rules and regulations and the complex web of funding opportunities as they seek to integrate innovative yet practical solutions into their sustainability planning and procurement processes. This guide is intended to shed light on these challenges and provide insights and strategies that will assist municipalities in navigating this crucial path towards a low-carbon future.

One of the most significant obstacles municipalities encounter when procuring decarbonization solutions is the inherently dynamic nature of the clean energy landscape. Advancements in technology, evolving funding opportunities and alternative procurement pathways, along with fluctuating market conditions create an environment that demands constant adaptation. Procurement officers must remain informed and proactive to ensure their decisions align with the most current and effective decarbonization options.

And essential to this effort is a collective commitment to ensuring a just transition throughout this process. Decarbonization efforts must not exacerbate existing inequalities or marginalize vulnerable communities. Instead, we must center our actions on social justice and inclusivity. By prioritizing the needs of disadvantaged populations and consulting with them directly, we can develop strategies that empower and uplift all residents. It is imperative that we create new green jobs and training opportunities, while also offering support to those whose livelihoods may be disrupted by the transition.

Amidst the challenges, however, lies an unprecedented opportunity for municipalities to lead the way in pioneering sustainable practices and mitigating the impacts of climate change. By actively collaborating with industry experts, NGOs, and other municipal authorities, cities and towns can leverage collective expertise to identify the most suitable decarbonization solutions for their specific needs.

As the world continues to grapple with the pressing realities of climate change, municipalities have the potential to be harbingers of transformative change. They can accelerate the adoption of decarbonization solutions and set an example for other sectors to follow suit. This guide aims to equip municipal leaders with the knowledge and strategies necessary to overcome the challenges they face and embrace a sustainable, low-carbon future.

I extend kudos to all the contributors and experts whose insights and dedication have made this guide possible. I am hopeful that the information provided within these pages will aid municipalities in forging ahead with confidence on the path to a decarbonized, resilient future for generations to come. Know that we at PowerOptions stand ready to partner with you on this journey.



# Executive Summary

# Executive Summary

## Who are we?

*'Leading the just, equitable and rapid transition to a clean energy future and diverse climate economy'*

NECEC is a unique blend of a trade organization and a non-profit, dedicated to leading the just, equitable and rapid transition to 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 serves as a resource specifically designed for mid-size and small cities and towns with limited procurement staff and resources. It is especially helpful for sustainability managers aiming to enhance their municipal climate action efforts through innovative procurement strategies. It aims to assist you in crafting and implementing your own decarbonization plans so that you can meet your goals of advancing the just transition within your community. While not an exhaustive manual detailing every possible decarbonization strategy, this guide brings together a wealth of resources and tools that can be leveraged to effectively implement your decarbonization plan. Given the complexities of public procurement, and the necessity of securing expert advice and implementation of new technologies for reaching local climate goals, this guide focuses on procurement in particular. This includes how to diversify your suppliers while accessing the best services available.

## What is in this guide?

This guide covers a wide range of topics, including understanding inclusive procurement practices, leveraging regional collaborations for effective climate change action, accessing technical resources and plans, and exploring opportunities for federal funding. It highlights membership organizations and coalitions that offer support, consulting and networking opportunities for municipalities. This guide features specific plans, roadmaps and frameworks to guide municipalities in decarbonizing their energy systems and promoting sustainable practices.

## What do we hope to achieve?

Our hope is that the information here provides you with the necessary tools to actively engage as vital participants in the climate economy. Above all, NECEC strives to support you in achieving the decarbonization goals set by your community, turning your vision of a just transition into a reality for all residents. The resources contained in this guide serve

as a sturdy foundation for municipal-level implementation of your decarbonization plans, making it a trusted go-to resource to gain inspiration, access templates and frameworks and expand your network of collaborators.

## Understanding the Essence of a ‘Just Transition to a Climate Economy’

Throughout this guide, you will see references to the concept of a ‘just transition to a climate economy.’ Before delving into the resources that follow, it is crucial to grasp the true meaning and significance of this concept in the context of devising climate action plans.

Nonprofit organizations such as the [Movement Generation](#) and [Climate Justice Alliance](#) have put forward definitions for the Just Transition. It is described as the transformation of an extractive economy, one that exploits both workers and resources, into a regenerative economy that prioritizes renewable resources and the well-being of people over profit. Intergovernmental treaties on climate change, such as the [Paris Agreement](#), have outlined that a just transition encompasses not only environmental sustainability but also work that provides family supporting wages, social inclusion, and poverty eradication. What is common in these definitions is a focus on economic growth and social justice alongside the adoption of renewable energies.

It is essential to recognize that the concept of a ‘just transition’ is not a mere implementation practice with a defined endpoint. It is rather a principle, a process and a practice. It should be embraced initially as a set of guiding principles that shape your approach to decarbonization. This means being motivated not only by emission reduction goals but also by the social and economic significance of the transition. It is a journey, where equity is prioritized at every step. The principles of equity carry immense importance as they form the foundation for executing practices that exemplify the achievement of a just transition.

And for NECEC, we believe through the just transition we will create a climate economy- one where every aspect of our economy is decarbonized and everyone has access to family sustaining employment that makes their communities healthier and stronger.



# **Tapping into Existing Decarbonization Plans as a Resource**

# Tapping into Existing Decarbonization Plans as a Resource

## State-Level Decarbonization Plans

Numerous states have unveiled ambitious decarbonization plans with goals that seek to achieve “Net Zero” emissions in time to prevent the global temperature from exceeding 2°. Several states in the Northeast including Massachusetts, Maine, Rhode Island, New York and Connecticut have firmly committed to achieving “Net Zero” emissions by 2050. These states have also created climate action plans to achieve an interim target to reduce greenhouse gas emissions by at least 40-50% below 1990 levels by 2030. These targets demonstrate the region’s commitment to taking proactive measures in the fight against climate change and transitioning to a low-carbon future. These state plans serve as a valuable source of inspiration and provide insights into programs available in each state that can bring significant benefits to municipalities. They offer ideas on how to align local efforts with statewide goals. The state plans for New England and New York are compiled in [Appendix I](#). Each has a unique approach to achieving NetZero in their state.

## Aligning Municipal, State, and Regional Climate Action

To achieve a more integrated and coordinated approach to climate action, it is crucial to bridge the gap between municipal plans, state plans and those formulated by larger jurisdictions or regional coalitions. States have often joined forces to establish emission guidelines and collaborate across their jurisdictions. To see examples of regional climate plans, please refer to [Appendix II](#) to see which examples might be relevant to your context. Preventing the worst impacts of climate change requires all of us to decarbonize and this is a big task. Working collaboratively across jurisdictions will be essential to mobilize the resources needed to reach our goals and ensure that everyone benefits from the transition to a just climate economy. By aligning your efforts, you can make a valuable contribution towards both municipal objectives and broader collective goals, forging a stronger and more unified pathway towards a sustainable future.

## Drawing Inspiration from Other Municipal Plans

Exploring existing plans published by other municipalities can be invaluable when seeking inspiration for your own community. By studying how these plans aim to implement strategies within their unique contexts, a fresh perspective on best practices can be gained to inform your municipalities’ approach. The practical structure of these documents can serve as a blueprint for framing your plan. 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.

## Leading by Example: Melrose, MA – Achieving Net Zero by 2050 through Climate Action Plan and Clean Energy Projects

Melrose, a small suburban town in Massachusetts, has become a model for climate action and sustainability. With a population of 29,817 as of the 2020 census, Melrose has demonstrated a strong commitment to environmental stewardship. Through its ambitious climate action plan, energy efficiency projects, and smart growth strategies, Melrose is actively working towards achieving net-zero emissions by 2050.

Designated a Green Community in 2010, Melrose has utilized over \$2 million in grants and utility incentives to implement energy efficiency projects. These initiatives include upgrading city and school buildings with energy-efficient measures and installing solar arrays on key facilities. The town has also made significant progress in promoting electric vehicles (EVs) by installing 11 public EV charging stations and incorporating EVs into its municipal fleet. As a demonstration project with National Grid, Melrose recently installed utility pole-mounted chargers which are the first of its kind equipment to be installed on the east coast.

The town actively encourages homeowners to undertake energy assessments and weatherization projects through the Melrose Energy Challenge. They launched the Melrose Heat Smart Campaign in 2020, promoting clean heating and cooling solutions such as heat pumps and solar hot water systems and achieved success with over 138 new installations completed.

Melrose has also focused on improving pedestrian and bicycle accessibility through collaboration with the Melrose Pedestrian and Bicyclist Committee. They have implemented Complete Streets projects and infrastructure improvements, prioritizing public transit enhancements. The town has embraced smart growth principles, promoting dense development near transit through progressive zoning and partnerships with developers.

The town has pursued clean energy solutions, with successful initiatives such as the Solarize Mass Melrose project that resulted in the number of rooftop solar installations increasing from nine in 2011 to 526 in 2021. Melrose Community Power Program offers residents competitive choice, long-term price stability, and renewable energy options, with a significant percentage of the energy supply coming from local renewable sources. Approximately 90% of Melrose households participate in the program, which allows residents to support local renewable energy by purchasing 10% more than the state's required amount.

Melrose serves as a prime example of a small suburban city leading the way in climate action and clean energy initiatives. Other communities can draw inspiration from Melrose's success and replicate its initiatives to accelerate their own transition towards a sustainable and environmentally responsible future.

You can access the Melrose Net Zero Climate Action Plan [here](#).

Regardless of whether you are planning for a large city or a small town, these examples have the potential to resonate with your municipal goals. These plans offer tangible illustrations of how a wide range of municipalities have tackled similar challenges and can serve as a guidance throughout your planning process. Use [Appendix III](#) as a resource to explore the Climate Action Plans from other municipalities.

## Technical Climate Action Frameworks and Strategies

The latest [IPCC report](#) highlights that 67–72% of the global share of carbon emissions between 2015 and 2020 can be attributed to urban areas. Energy consumption, especially from buildings, and personal and public transportation powered by internal combustion engines contribute significantly to emissions. Waste management, such as landfill emissions and organic waste decomposition, produce GHG emissions, primarily methane. Industrial processes, such as manufacturing and construction, as well as agriculture and land use practices, contribute to emissions through fuel use and land use changes. Energy-intensive water and wastewater systems also generate emissions. To address these sources, communities should prioritize energy efficiency, renewable energy adoption, sustainable transportation options, waste reduction and recycling, sustainable land use planning, and promoting sustainable agricultural practices.

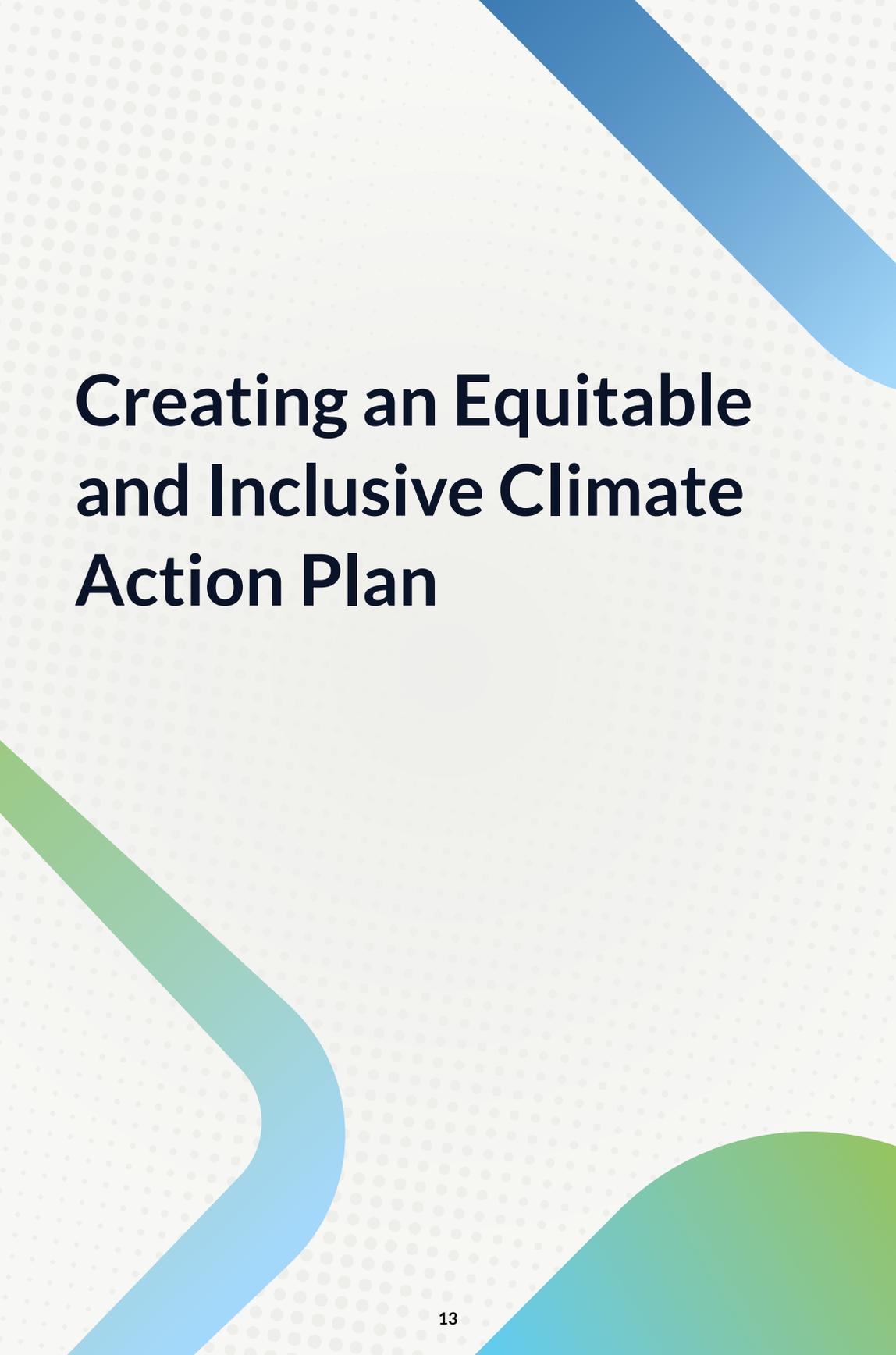
The 2023 IPCC report emphasizes the crucial role of urban systems in achieving significant reductions in emissions and promoting climate-resilient development. Cities can address climate change impacts by incorporating climate considerations into neighborhood and infrastructure design, implementing compact urban planning, supporting public transportation and active mobility, improving building efficiency, and adopting sustainable energy practices. Long-term inclusive planning that integrates physical, natural and social infrastructure is essential for urban transitions that benefit mitigation, adaptation, human health, ecosystem services and vulnerability reduction, particularly for low-income communities. The use of green/natural and blue infrastructure, either alone or in combination with traditional infrastructure, can mitigate energy consumption and minimize risks from extreme events while promoting co-benefits for health, well-being and livelihoods.

Municipalities have a wide range of approaches they can take toward decarbonization such as replacing traditional roof panels with solar panels, transitioning their vehicle fleets from fossil fuel vehicles to EVs, retrofitting buildings to improve energy efficiency, and integrating smart grid technologies to optimize energy consumption. Municipalities may also explore community-led renewable energy projects, such as solar or wind farms, to promote local energy generation and self-sufficiency.

## The IPCC recommends cities and communities to adopt the following measures to reduce GHG emissions:

- **Embrace sustainable transportation:** By promoting alternatives like cycling, walking and teleworking, communities can reduce the demand for transportation services and encourage energy-efficient modes of travel.
- **Shift towards electric vehicles:** Electric vehicles powered by low-emission electricity offer significant potential for decarbonizing land-based transport. As costs decrease and adoption increases, investing in supporting infrastructure becomes crucial for scaling up deployment.
- **Explore sustainable biofuels:** In the short and medium term, sustainable biofuels can provide additional mitigation benefits for land-based transport. They offer an opportunity to reduce emissions while transitioning to more sustainable alternatives.
- **Enhance infrastructure resilience:** Infrastructure systems—including water, health, transportation and energy—need to account for changing climate conditions to ensure their resilience. Design standards should be updated to address the vulnerabilities associated with climate change.
- **Embrace green and blue infrastructure:** Urban forestry, green roofs, ponds, lakes and river restoration can help mitigate climate change by storing carbon, reducing energy use and minimizing the impact of extreme events. These approaches also provide co-benefits for health, well-being and livelihoods.
- **Prioritize funding for green and social infrastructure:** While there is currently a focus on gray/physical infrastructure, directing more financing towards green/natural and social infrastructure is essential. This shift will promote resilience, address climate risks and ensure investment in environmental justice communities.

There is a plethora of technical climate action frameworks and strategies to support municipalities in their transition to a low-carbon future. The guides and frameworks available in [Appendix IV](#) serve as a valuable reference for understanding various strategies for decarbonization and accessing the necessary support systems. It encompasses national standard GHG accounting protocols, building-specific decarbonization strategies and frameworks for community-wide energy planning and management systems.



# **Creating an Equitable and Inclusive Climate Action Plan**

# Creating an Equitable and Inclusive Climate Action Plan

Equity should be a core principle guiding the just transition to a climate economy. It goes beyond merely providing equal opportunities. Instead, we must address systemic disparities and ensure that all individuals and communities, particularly those who have historically been marginalized, have equal access to not just the benefits of climate action but are at the forefront of deciding what these changes should be. In order to address the pressing challenges of climate change and ensure a sustainable future, it is essential for municipalities to prioritize inclusive climate action plans that actively engage and involve communities. Such plans should not only focus on environmental objectives in silos but also emphasize diversity, equity, inclusion and justice (DEIJ) considerations throughout the entire process. By adopting an inclusive approach, municipalities can promote social justice, enhance community resilience and build a more equitable and sustainable future.

A critical aspect of an inclusive climate action plan is community engagement. Municipalities must actively involve community members in the decision-making process, seeking their input and valuing their perspectives. This can be achieved through various means, such as public meetings, workshops, surveys and focus group discussions. By including diverse voices and ensuring that historically marginalized communities have a seat at the table, municipalities can ensure that their climate action plans truly reflect the needs, aspirations and priorities of all community members.

In this section we will explore key strategies for achieving equitable community engagement as you develop and implement your decarbonization plan. To ensure climate plans are equitable and just, creating a participatory environment for meaningful community engagement should be an integral part of your climate action plan. A strong foundation in environmental justice education for your staff is fundamental to this endeavor. Valuable resources that can provide insights into the principles underlying this concept include the [Principles of Environmental Justice](#), [Principles For Working Together](#) and [Principles for Democratic Organizing](#), Grenlining's [Mobility Equity Toolkit](#), USDN's [Equity Framework for cities](#) and Facilitating Power's [Spectrum of Community Engagement to Ownership](#).

Implementing acquired knowledge on diversity, equity, inclusion and justice (DEIJ) to ensure meaningful engagement is indeed a multifaceted challenge. To assist you in this endeavor, the Chesapeake Bay Program has compiled a list of the [Top 5 Resources for Community Engagement from a DEIJ Perspective](#). These resources provide valuable guidance and insights to help you initiate your community engagement efforts. It is important to note that DEIJ plans are most effective when tailored specifically to the unique needs and characteristics of your own community.

In certain municipalities, local regulations have been implemented to ensure community involvement. For instance, Boston's [Article 80](#) mandates community engagement in development review activities that affect the quality of life in the city. Familiarization with such regulations, like Article 80, can provide the municipality with valuable insights to adopt a similar approach in your own municipality.

An essential aspect of effective community engagement is ensuring that it represents the entire population. To promote equity and ensure inclusive participation, it is important to employ a variety of approaches. One participatory approach is establishing advisory committees or task forces that are composed of representatives from the town or city that provide a platform for diverse voices to shape policies and initiatives. This committee can undertake the task of connecting with residents, encouraging their participation in community meetings, collecting opinion surveys and effectively communicating how the proposed initiatives will impact the community. It is crucial to convey information in a language that is easily understandable to all residents, as benefits are often presented in complex jargon that may hinder comprehension for some individuals. The committee's responsibility lies in finding innovative approaches to ensure that all community members have equal access to information pertaining to the plans and scheduled meetings.

However, it is important to be cognizant of the fact that as time commitment can be a barrier for some individuals to be able to actively engage in meetings scheduled at designated times and formal spaces. It is crucial to diversify engagement strategies. A fundamental approach in promoting equity and inclusivity is to meet people where they are. This approach involves actively engaging with community members in spaces that are familiar and comfortable to them. This can involve holding meetings at houses of worship or social clubs, setting up information tables at popular grocery stores or utilizing other community spaces where individuals feel comfortable and can easily access information. By recognizing and respecting the diverse contexts and circumstances of individuals and communities, municipalities can ensure that their initiatives are accessible and meaningful to all.

Additionally, during meetings, clear and concise communication is key. It is important to communicate the details of the proposal, highlighting the benefits it brings to the community, while also attentively listening to the thoughts and concerns expressed by residents. In many settings, you should also provide ASL interpretation or simultaneous translation into languages commonly spoken in the community. It can also be very empowering to hold language specific public meetings and provide translators into English for staff, consultants or others who do not speak that language. Written materials should also be provided in multiple languages.

Residents also need to be able to see how their contributions made a difference. This first happens in the meetings when staff show respect to participants and demonstrate that they have understood what they are hearing from residents and value their contributions. And then it should be clear in the final plan and in how staff talk about the plan that the contributions of residents helped shape the contents of the plan and that the plan is responsive to the needs and dreams of residents. For more insights, Poder/Emerald Cities Collaborative have developed a helpful [toolkit](#) to community engagement based on their experience working on building electrification in California.

## Questions to Guide Your Community Engagement Planning

- Are community members adequately informed about the climate action plan meetings?
- Is the meeting venue and timing convenient for their attendance? Are food and child care being provided? Are there other strategies that can be used to remove barriers to participation?
- Will the meeting environment be supportive and encouraging? Will people find other people who look like them and who they can relate to there?
- Do community members feel empowered to voice their opinions and believe that their input will be valued?
- Do they have confidence in their local government's commitment to their needs and concerns?

## Recommendations

- Proactively engage with communities directly impacted by the plan, focusing on their perspectives and experiences.
- Involve them in the creation of the project to the extent possible rather than providing a plan that has already been developed without their input.
- Communicate in the predominant languages of the area to establish personal connections and build trust with community members.
- Address language and cultural barriers to ensure equitable participation in meetings, services, and civic engagement.
- Provide compensation to community based groups who have existing relationships with community members and make them core stakeholders of the outreach strategy.
- Resource community groups and members to participate in the process to reduce barriers to participation. This can help make committees and other forums of public feedback more inclusive and representative.
- Cultivate trust beyond community meetings by consistently engaging and supporting community needs, not just when seeking their input.
- Consider hosting multiple meetings in locations across your community to maximize the number of people who can participate.
- Utilize facilitation techniques that encourage and amplify diverse voices to ensure accurate representation of the community's demographics and opinions.

### *Recommendations continued*

- Provide opportunities for community members to play an active role, such as educating others, joining committees or contributing in other meaningful ways.
- Emphasize the importance of learning from each other in the process and start meetings by sharing the necessary background information that will help all participants to engage meaningfully in the conversation.
- Incorporate what you learn into your plans and make clear to the community how their contributions shaped the final outcome.
- To the extent possible, streamline and coordinate input across several programs to more efficiently and effectively use community members' limited time.



# Unlocking Financial Support

# Unlocking Financial Support

## Navigating Federal Grant Opportunities

Securing funding is a crucial aspect of implementing municipal initiatives and materializing your goals. One avenue to explore is federal grants, which offer a valuable source of financial support. To access these grants, you can refer to comprehensive resources provided by agencies like the [Environmental Protection Agency \(EPA\)](#) or other federal programs that are listed at [Grants.gov](#). The [Inflation Reduction Act \(IRA\) 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. [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 offers municipalities a unique opportunity [to benefit from direct pay options for clean energy investments](#). Previously, tax credits and rebates were primarily available to individuals and households. However, under the IRA, local governments—including states, cities, municipalities, tribes and tax-exempt entities—can directly receive payments instead of tax credits for their clean energy projects. This provision allows municipalities to fund their own clean energy initiatives, making them more financially feasible and bridging the gap between the public and private sectors in accessing clean energy incentives. The [Infrastructure Investment Jobs Act \(IIJA\) Notice of Funding Opportunity Tracker](#) provides current notices of grant and loan opportunities available for states, local governments, tribes and other related organizations. The funding provided by the IIJA (also known as the Bipartisan Infrastructure Law-BIL) encompasses a wide range of areas, including energy and power programs. With the inclusion of these programs, the IIJA offers a multitude of resources that can address various clean energy infrastructure needs at the local level. The [Charging Forward: A Toolkit for Planning and Funding Urban Electric Mobility Infrastructure](#) guide offers a comprehensive resource for communities on scoping, planning and maximizing the utilization of funding opportunities from President Biden's Bipartisan Infrastructure Law for electric mobility infrastructure. The toolkit includes guidance for implementing various electric transportation modes—such as public transit, electric bikes and scooters and ride-share services—within urban areas. These resources provide detailed information on available grants, application processes, eligibility criteria, training and other essential information.

The [US Department of Energy](#) is another notable agency that offers funding opportunities. Explore programs like their [Office of State and Community Energy Programs \(SCEP\)](#) and [Clean Energy to Communities Program: In-Depth Partnerships](#), which can serve as a starting point for identifying other grants. The [Harvard Environmental and Energy Law Program Tracking](#) site compiles a list of environmental law and policy trackers that

is useful to track and identify funding opportunities brought by key federal legislation and regulatory changes. By researching these programs and leveraging the available resources, municipalities can identify opportunities that align with your goals and submit applications to those that can benefit your projects.

## Harnessing State Grant Opportunities

State grants can be a valuable resource in realizing your projects. Since each state operates differently, it is essential to actively engage with your state agencies to uncover the opportunities and understand the process for accessing them. Additionally, consider reaching out to your elected state representatives, as they can facilitate connections and advocate on behalf of your community. Their expertise and support can significantly enhance your efforts.

Several states have also established green community programs that allocate resources to municipalities to drive climate policy implementation and foster innovation. These programs play a vital role in assessing the effectiveness and impact of new climate policies and innovative solutions. In some cases, resources are directly provided to a municipality to encourage them to set an example for others. In other cases, resources are made available to all communities within the state, allowing them to choose the initiatives they wish to pursue. Communities engaged in these programs are often recognized as ‘leading by example,’ showcasing the positive outcomes of implemented climate action policies.

Below, you will find examples of a few available state funding opportunities, offering a glimpse into the diverse array of opportunities that await. Exploring these options can open doors to the financial resources needed to bring your vision to fruition.

Funding Opportunity	Description
Rhode Island: <a href="#">Renewable Energy Fund</a>	Created by Commerce Rhode Island to help expand the role of renewable energy throughout RI, so the state and its citizens can reap the full benefits of cost effective renewable energy from diverse sources.
Massachusetts: <a href="#">Green Communities Designation and Grant Program</a>	The Green Community Designation and Grant Program provides a road map along with financial and technical support to municipalities that 1) pledge to cut municipal energy use by an ambitious and achievable goal of 20 percent over 5 years and 2) meet four other criteria established in the Green Communities Act.
Massachusetts: <a href="#">Gap Energy Grant Program</a>	Massachusetts’ grant opportunity focused on bringing energy saving results to communities through efficiency and clean energy generation upgrades.
Vermont: <a href="#">Clean Energy Development Fund (CEDF)</a>	Access to funding opportunities and projects, including the School Heating Assistance with Renewables and Efficiency Program (SHARE)

## Tapping into Environmental Justice Assistance

The United States Environmental Protection Agency (EPA) defines environmental justice (EJ) as the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income, with respect to the development, implementation and enforcement of environmental laws, regulations and policies. EPA has the goal for all communities and persons to enjoy the same degree of protection from environmental and health hazards and equal access to the decision-making process to have a healthy environment in which to live, learn and work. Municipalities can leverage available funding and technical resources to implement targeted programs and initiatives that address the specific needs of EJ communities, fostering environmental justice and enhancing the overall well-being of their residents.

The EPA provides multiple [Environmental Justice Grants, Funding and Technical Assistance](#) such as the Environmental Justice Government-to-Government (EJG2G) Program. The EJG2G program provides funding to governmental entities at the state, local, territorial and tribal level to support and/or create model government activities that lead to measurable environmental or public health results in communities disproportionately burdened by environmental harms and risks.

Some states in the Northeast have formulated environmental justice policies such as [Massachusetts Environmental Justice Policy](#) and [Rhode Island Environmental Justice Policy \(2022\)](#) to address the disparities in the distribution of environmental burdens and promote inclusive and equitable decision-making processes. EJ communities or populations are those segments of the population that are at most at risk of being unaware of or unable to participate in environmental decision-making or to gain access to state environmental resources or are especially vulnerable. While states use the EPA's definition of environmental justice to identify EJ populations or EJ communities, they may also include additional criteria such as English language isolation to further identify EJ communities.

Federal funding programs, such as the [Justice40](#) initiatives, aim to ensure that 40% of federal funding is directed towards disadvantaged communities that are marginalized, underserved and overburdened by pollution. The categories of investment include climate change, clean energy and energy efficiency, clean transit, affordable and sustainable housing, training and workforce development, remediation and reduction of legacy pollution, and the development of critical clean water and wastewater infrastructure. If your municipality qualifies, explore the potential benefits available through the [Covered Programs](#). To gain a comprehensive understanding of the program's functioning and how your municipality can specifically benefit, we recommend reviewing the [Interim Implementation Guidance](#). To assess whether your municipality qualifies for the Justice40 initiatives, you can utilize the [Climate and Economic Justice Screening Tool](#). This tool provides valuable insights into how the federal government defines disadvantaged, marginalized, underserved, and overburdened communities. It is important to closely examine the defining characteristics outlined below to determine your eligibility:

## Equity Considerations

Agencies should employ appropriate data, indices, and screening tools to assess the level of disadvantage in specific communities. This assessment should take into account a range of variables, including but not limited to:

- Low income, high and/or persistent poverty
- High unemployment and underemployment
- Racial and ethnic residential segregation
- Linguistic isolation
- High housing cost burden and substandard housing
- Distressed neighborhoods
- High transportation cost burden and/or low transportation access
- Disproportionate environmental stressor burden and high cumulative impacts
- Limited water and sanitation access and affordability
- Disproportionate impacts from climate change
- High energy cost burden and low energy access
- Jobs lost through the energy transition
- Access to healthcare

Where possible, also provide a way for communities who may not fall within existing screening tools but have several of these characteristics to be able to petition to be included in the definition of benefits.

Some states have developed dedicated programs to support underrepresented communities. These programs provide opportunities for municipalities to apply for grants and receive additional resources. Few programs are highlighted below as an example of the support available to address the specific needs of these communities.

Programs	Description
<p><a href="#">Massachusetts Clean Energy Center - “Empower Massachusetts”</a></p>	<p>EmPower Massachusetts offers multiple stages of investment in communities and community-based organizations so that they can explore, develop and implement program models or projects that provide access to the benefits of clean energy for previously underserved populations. This MassCEC program crowd-sources new and innovative ideas then helps put them into action.</p>
<p><a href="#">Healthy Communities Grant Program for New England</a></p>	<p>This EPA program for healthy urban communities in New England serves as a competitive grant program for communities at risk due to the poor environmental conditions of the area.</p>
<p><a href="#">A Guide to Green Infrastructure Funding</a></p>	<p>New York has published this guide to help municipalities in the state find opportunities related to clean energy and energy efficiency provisions in the Infrastructure Investment &amp; Jobs Act (IIJA) that would be of greatest interest to New York City and energy companies serving the region.</p>



# Navigating the Procurement Landscape

# Navigating the Procurement Landscape

The local context matters in the just transition. From major cities to remote communities, each municipality has its distinct characteristics and considerations, such as geography, climate, economy, and social and environmental concerns. Public procurement provides an opportunity for municipalities to access and adopt innovative clean energy technologies and solutions that can adopt impactful initiatives that are best suited to municipal needs. By navigating public procurement effectively, municipalities can successfully implement these just transition projects to enhance energy resilience and advance the just transition within their communities.

Decarbonization projects often involve multiple stakeholders, complex technical specifications, higher upfront costs and can require specialized expertise. Navigating through complex regulatory and legal frameworks related to procurement can be a challenge for municipalities, requiring them to have a thorough understanding of relevant laws, policies and compliance requirements. Building internal capacity and expertise in procurement, fostering collaboration with industry experts and stakeholders, and streamlining procurement procedures can help overcome these challenges and enhance the effectiveness of the procurement process. In order to effectively pursue the just transition, municipalities must be aware of existing opportunities and challenges in the procurement landscape and develop strategies to overcome them.

## State Procurement Laws and Regulations

Navigating the procurement process to bring your decarbonization plans to fruition can be a complex endeavor. While larger municipalities often have dedicated procurement specialists well-versed in state procurement laws, smaller towns and cities may face resource constraints and unique challenges in this area. To navigate the intricacies of procurement regulations, it is important to consult your state's general procurement laws and gain a comprehensive understanding of them. Please refer to [Appendix V](#) to refer to your state's Procurement Laws and Regulations and explore existing statewide contracts.

Municipalities also have the opportunity to leverage statewide contracts available in most states in the Northeast as a strategic approach to procurement. Statewide contracts enable municipalities to tap into the purchasing power and expertise of the state, simplifying the procurement process. These contracts provide access to a range of pre-negotiated agreements with vendors, ensuring competitive pricing and reducing the administrative burden of soliciting bids. By utilizing statewide contracts, municipalities can save time and resources while still obtaining high quality goods and services. These contracts often include environmentally preferable products, aligning with sustainability goals and promoting responsible procurement practices. Additionally, statewide contract user guides and resources provide municipalities with valuable information and support throughout the procurement process, ensuring compliance with regulations and best practices.

## Examining Procurement Sustainability Across a Municipality

In addition to focusing on procurement for specific municipal decarbonization projects, municipalities have the opportunity to enhance sustainability across all sectors by evaluating and improving their overall procurement practices. Municipalities can examine and better their procurement across all sectors by assessing how sustainable it is and engaging in green procurement plans. By examining green spend metrics and exploring supply chain environmental impact data, municipalities can gain valuable insights into the impact of your procurement methods on the community and develop strategies to make them more sustainable. In the context of sustainable procurement, green spend metrics refers to the measurement and analysis of financial expenditures specifically directed towards environmentally friendly or sustainable products, services and suppliers. It involves tracking and assessing the amount of money spent on sustainable procurement practices, such as purchasing energy-efficient equipment, renewable energy sources or environmentally friendly materials. Cities and towns can use green spend metrics as a tool for sustainable procurement by evaluating their purchasing patterns and tracking the extent to which they prioritize environmentally friendly options. This data provides insights into the city's progress in integrating environmental and social considerations into procurement decisions. For example, it can show the percentage of office furniture purchases meeting sustainability standards, the proportion of recycled content paper purchased or the share of green electronics acquired.

Most states in the Northeast region promote sustainable procurement through environmentally preferred purchasing (EPP) initiatives. Municipalities can contribute to sustainable production by procuring products from companies that prioritize non-toxic designs, energy efficiency and recyclability. This practice is commonly referred to as environmentally preferable purchasing (EPP) or green purchasing. EPP involves acquiring goods and services that have a lower impact on both human health and the environment compared to similar alternatives. This assessment takes into account various factors, including raw material sourcing, production processes, packaging, distribution, reuse potential, operational efficiency, maintenance requirements and disposal methods.

While some states listed below have formal EPP programs, others have integrated EPP considerations into specific procurement processes. Engaging with these communities and programs can expedite the green procurement process for municipal projects. Alternatively, you can study their best practices and access their resources to optimize your own procurement approach.

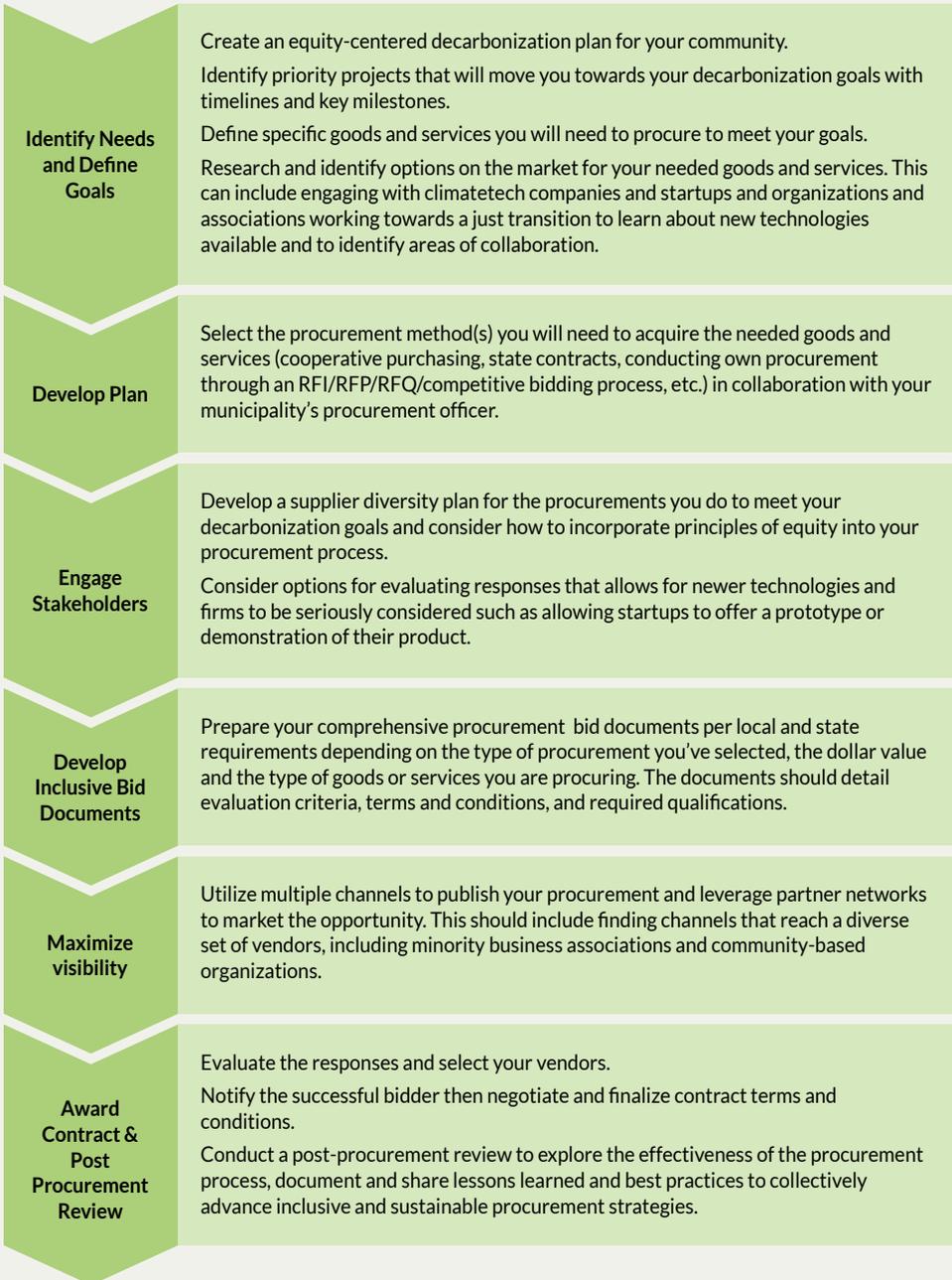
State	Sustainable Procurement Programs	Description
New York	<a href="#">GreenNY Green Purchasing Community program</a>	GreenNY Green Purchasing Community program is New York State's program designed for local governments in New York State, offering a streamlined approach to procure products and services with reduced environmental impact.
Connecticut	<a href="#">DAS Procurement Environmentally Preferable Purchasing (EPP) Program</a>	Connecticut's EPP program consists of the state's existing contracts with suppliers who offer environmentally preferable and sustainable goods and services at competitive prices.
Massachusetts	<a href="#">Environmentally Preferable Products (EPP) Procurement Program</a>	Massachusetts' EPP program seeks to use the Commonwealth's purchasing power to reduce the environmental and public health impact of state government purchases.
Vermont	<a href="#">Environmentally Preferred Purchasing (EPP)</a>	Vermont's EPP program aims to reduce the negative effects of purchases by promoting EP products through their purchasing and contracting efforts and benefits political subdivisions, such as schools and towns, EP organizations, including government and not-for-profit groups, state government executive branch and agencies, consumers, vendors and manufacturers.

We encourage you to explore similar offerings of your state's program and assess its suitability for your municipality. Even if the program may not perfectly align with your needs, their extensive resources, such as [procurement](#) publications that can be utilized to enhance your municipality's sustainable procurement practices.

# Initiating the Procurement Process

## Procurement Checklist

This checklist/procurement process map provides an approach for inclusive procurement for decarbonization projects. Municipalities can adapt the checklist based on their specific objectives, local regulations, and community needs.



Embarking on the procurement process often involves the development of a [Request for Proposal \(RFP\)](#) or [Invitation for Bids](#), which is frequently preceded by a [Request for Information \(RFI\)](#) or [Request for Quotations \(RFQs\)](#). These components play a pivotal role in soliciting and gathering relevant information from potential vendors. Municipalities should carefully consider the project’s objectives, complexity, and desired outcomes before selecting the appropriate procurement method.

Procurement Method	When to Use	Description
RFP (Request for Proposal)	<ul style="list-style-type: none"> <li>• When seeking services or solutions that may require creativity and innovation.</li> <li>• When the project has flexible or loosely defined requirements.</li> <li>• When the municipality is open to various solutions and wants to compare different proposals.</li> <li>• Typically used in service projects.</li> </ul>	<p>RFPs are used to solicit proposals from potential vendors who can provide innovative solutions or services. The municipality outlines its needs and allows vendors to propose how they will meet those needs. This method is ideal for projects with less rigid requirements and where the municipality seeks diverse ideas. RFPs provide more 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..</p> <p>This guide for <a href="#">Request for Proposals (RFP)</a> development prepared by HKS GPL can help municipalities in writing results-driven requests for proposals (RFPs) and by better managing the RFP development process.</p>
IFB (Invitation for Bid)	<ul style="list-style-type: none"> <li>• When purchasing goods or services with clearly defined specifications and requirements</li> <li>• When the project has a fixed scope of work and minimal room for variations</li> <li>• Typically used in construction projects.</li> </ul>	<p>IFBs are used when the municipality knows exactly what they need and wants suppliers to provide bids based on the specific project requirements. The contract is awarded to the vendor with the lowest and most responsive bid. This method is suitable for projects with well-defined specifications and rigid requirements.</p>

<p>RFQ (Request for Quotation)</p>	<ul style="list-style-type: none"> <li>• When purchasing goods or services with clearly defined specifications but requires competitive pricing from vendors</li> <li>• When the municipality knows what they want and seeks price quotations.</li> </ul>	<p>RFQs are used when the municipality knows precisely what they need and seeks competitive pricing from vendors. Vendors provide quotes based on the specific requirements, and the contract is usually awarded to the vendor with the best price.</p>
<p>RFI (Request for Information)</p>	<ul style="list-style-type: none"> <li>• When gathering information about potential purchases or projects</li> <li>• When exploring new ideas or technologies and seeking insights from the vendor community.</li> </ul>	<p>RFIs are used to collect information from vendors about their products, services or capabilities. It is not a formal solicitation for bids or proposals but rather a way to gather information and explore possibilities before the actual procurement process begins.</p> <p>This <a href="#">Request for Information (RFI)</a> template was developed by the HKS GPL to support governments in developing successful RFIs to gather valuable information from the vendor community and other stakeholders to inform the design of a subsequent RFP, learn about new technologies, innovations or approaches; and make decisions about project scope, program structure and what might reasonably be asked of a vendor.</p>

To aid you in understanding and crafting effective RFPs and RFIs, the linked URLs provide samples, fill-in-the-blank models, and best practices:

Document Type	Example
RFP	<p><a href="#">Aggregated Off-Site Renewables Power Purchase Agreement – Request for Proposals (RFP) Template</a> is a RFP created by RMI and World Resource Institute to provide local governments with an easily modifiable template, including a suggested structure and example language, to use when developing their own RFP for aggregated off-site renewable power purchasing agreement.</p> <p>This <a href="#">Community Solar RFP</a> tool developed by RMI is a searchable database of community solar RFP clause examples sorted by topic. This tool is intended for use by local governments, municipal utilities or tribes who aim to:</p> <ul style="list-style-type: none"> <li>• Solicit community solar projects through a competitive bidding process;</li> <li>• Learn how to write a RFP from other local governments and municipal utilities’ RFP examples; and</li> <li>• Develop their own community solar RFPs. (Note: Enable macros while opening the workbook on the desktop).</li> </ul> <p>(Please note that the links above takes you to the ACCA tools and resources website and the aforementioned templates and tool can be accessed by selecting ‘<b>RFP/RFI/RFQ</b>’ under ‘<b>Category Type</b>’ and ‘<b>Template</b>’ under ‘<b>Resource Type</b>’. For additional templates and sample RFPs refer to the <a href="#">ACCA tools and resources</a> website</p> <p><a href="#">Request for Proposals for building energy modeling services</a> is a RFP template developed by Rocky Mountain Institute that provides an example of a request for proposal for securing building energy modeling services for a fictional building. It is designed to help a building owner articulate the services they desire. The template content can also be added to more broadly focused RFPs to address modeling service considerations.</p> <p>This <a href="#">Request for Proposals - Climate Action Plan Update and Analysis</a> is an RFP submitted by the City of Somerville, MA and can be used as a model to develop your proposals.</p>
RFI	<p>The <a href="#">Somerville Urban Lab Request for Information</a> 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</p> <p><a href="#">New York City Request for Information</a> 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.</p> <p>(Please note that the link above will take you to the ACCA tools and resources website and the aforementioned RFI can be accessed by selecting ‘<b>RFP/RFI/RFQ</b>’ under ‘<b>Category Type</b>’.</p>

## Incorporating DEIJ in Public Procurement Process

Municipalities play a critical role in driving inclusive climate action. By prioritizing DEIJ considerations in public procurement and ensuring equitable representation and participation, municipalities can develop and implement climate action plans that truly serve the needs of all community members. This approach not only promotes inclusivity but contributes to the economic empowerment of underrepresented communities and aids in building the long-term resiliency of the municipality. While procurement and contracting have become more structured and regulated over time, they do not always guarantee fairness and equity. In the case of New York City, procurement is valued at \$23.4 billion annually, highlighting the importance of ensuring inclusivity in this process. The City of Boston conducted a disparity study in 2020, revealing that Black and Latinx-owned businesses received only 1.2% of the \$2.1 billion worth of contracts for construction and professional goods and services. Enhancing access to city contracts is a crucial measure toward fostering economic prosperity and narrowing the racial wealth gap.

It is important for municipalities to review and assess bid requirements to ensure they do not unintentionally create barriers to inclusion. Implementing more flexible and inclusive bid requirements can promote a diverse and competitive bidding environment, fostering greater participation and opportunities for underrepresented businesses owned by people of color and/or women and other underrepresented groups to participate in government procurement and contracting.

For instance, the 5% bid deposit requirement in some bids, which mandates that bidders submit a deposit equal to 5% of the contract value as part of their bid submission, can pose challenges for small businesses and enterprises that may not have the financial resources to meet the deposit requirement.

Other bid requirements that can create barriers to inclusion include:

- **Complex paperwork and documentation:** Bid processes that involve extensive paperwork and documentation can be burdensome for smaller businesses with limited administrative capacity, potentially excluding them from participating in the bidding process.
- **Minimum years of experience:** Some municipalities may require bidders to have a minimum number of years of experience in the industry, which can exclude newer or emerging businesses from participating.
- **Size or bonding requirements:** Certain projects may have specific size or bonding requirements that can limit the pool of eligible bidders, particularly smaller contractors or businesses.
- **Insurance and liability requirements:** Some municipalities have stringent insurance and liability requirements, such as high coverage limits, which can be costly for small businesses to obtain.
- **Reimbursement model:** Reimbursement models can inadvertently create barriers to inclusion for businesses owned by underrepresented communities. Frontloading costs, where businesses have to bear significant expenses upfront before receiving reimbursement, can be a significant barrier for small businesses with limited financial resources.

To foster a more inclusive and equitable procurement process, it is crucial to provide firms with an equal opportunity to succeed. This involves ensuring that supplier and vendor diversity is taken into account when awarding contracts for municipal projects. By actively seeking and supporting a diverse pool of suppliers and vendors, municipalities can foster economic opportunities for minority-owned businesses, women-led enterprises and historically marginalized groups. This approach requires a careful examination of your procurement process structure, the requirements imposed on firms responding to your request for proposals and the dissemination of information about available opportunities. It is essential to identify and eliminate barriers that may hinder the participation of newer and smaller companies, especially those owned by underrepresented minorities. This issue brief by [Government Alliance on Race and Equity](#) and [Inclusive Procurement and Contracting Municipal Guide](#) prepared by National League of Cities provides a common approach to furthering the field of practice of contracting equity within government and offers policy and practice strategies that are designed to advance greater contracting equity within the public sector. The HKS GPL offers great resources for [Vendor Diversity and Outreach](#) and [Delivering Contracted Services Equitably](#). Their guide on [Using Government Procurement to Advance Racial Equity](#) offers practical strategies that municipalities can adopt to expand opportunities to diverse firms.

Outreach State offices of supplier diversity, such as the [Rhode Island Supplier Diversity Office](#), or the Massachusetts [Municipal Supplier Diversity Playbook](#) can serve as valuable resources for connecting with these vendors and promoting inclusivity in your procurement practices. State Diversity Offices operate to promote diversity, equity and inclusion within state contracting by certifying minority, women, Portuguese, veteran, service-disabled veteran, disability, LGBT-owned and small Massachusetts businesses and connecting them with business opportunities and resources.

SDO Certifications refer to various certifications provided by the Supplier Diversity Office (SDO) or similar government agencies. These certifications are specific to Massachusetts and these may vary depending on the state or organization granting them.

SDO Certifications:

- Minority Owned Business Enterprise (MBE)
- Women Owned Business Enterprise (WBE)
- Veteran Business Enterprise (VBE)
- Minority Non-profit Organization (M/NPO)
- Women Non-profit Organization (W/NPO)
- Portuguese Owned Business Enterprise (PBE)
- Service-Disabled Veteran Owned Business Enterprises (SDVOBE)
- Disability Owned Business Enterprise (DOBE)
- Lesbian, Gay, Bisexual, Transgender Business Enterprise (LGBTBE)

By actively engaging with these offices, you can enhance the accessibility of opportunities and create a level playing field for a diverse range of firms to participate and thrive.

## Recommendations for an Inclusive Procurement Process:

- Review bid requirements and adjust to ensure they do not unintentionally create barriers to inclusion.
- Assess and address challenges posed by bid deposit requirements, considering the financial constraints of small and minority-owned businesses.
- Simplify paperwork and documentation processes to reduce burdens on smaller businesses with limited administrative capacity.
- Reconsider alternatives to demonstrate competence beyond minimum years of experience requirements to allow newer and emerging businesses to participate.
- Evaluate size, bonding, insurance and liability requirements to ensure they do not disproportionately exclude smaller contractors or businesses.
- Examine reimbursement models to avoid frontloading costs that can hinder the participation of businesses with limited financial resources.
- Prioritize supplier and vendor diversity when awarding contracts for municipal projects and actively seek and support a diverse pool of suppliers and vendors, including minority-owned businesses, women-led enterprises and historically marginalized groups.
- Engage with state and municipal supplier diversity offices to enhance accessibility and promote inclusivity in procurement practices.

## Syracuse's Innovative Vendor Survey: Boosting Inclusion in Municipal Procurement

Syracuse, like many cities, grappled with a significant lack of diversity in its procurement process. In response, city leaders recognized the need to gain a deeper understanding of the challenges faced by vendors, particularly those from marginalized communities. The goal was to identify barriers and develop strategies to create a more inclusive and equitable procurement environment.

Syracuse embarked on an innovative initiative by launching a comprehensive vendor engagement survey. The survey targeted past vendors and businesses listed in the minority- and women-owned business enterprise (MWBE) directory and sought to gather insights into their experiences, perceptions and recommendations related to the procurement process.

The vendor survey proved to be a resounding success, with close to 200 vendors providing valuable feedback. Notably, over 80% of the respondents represented small businesses employing fewer than 50 people, highlighting the importance of these enterprises in Syracuse's economy.

The survey results shed light on key areas for improvement. One prominent finding was the desire among small and local vendors for advanced notice of upcoming procurements to be able to prepare and submit bids on opportunities. The vendor survey empowered Syracuse to take meaningful action toward a more inclusive procurement process. The survey insights aided the city in fostering economic growth while dismantling systemic barriers that have impeded underrepresented businesses from accessing government contracts. Syracuse's vendor survey demonstrates the value of actively listening to vendors and engaging them in the decision-making process.

Please refer to PEN's how-to guide, [Surveying Your Vendor Community to Assess Satisfaction and Identify Pain Points](#) to tailor a vendor survey for your own municipality.

## Maximizing Visibility for Your Opportunity

Once your opportunity is finalized and published, it can be challenging to ensure that it reaches the intended recipients and appropriate vendors. However, there are effective strategies that can be employed to enhance the visibility of your opportunity. By implementing the following steps, municipalities can increase the likelihood of capturing the attention of the right individuals and organizations, attract a larger pool of vendors, promote a more inclusive procurement process and thereby maximize the impact of your procurement efforts. Your state procurement law will also likely have requirements for where you must post your opportunity such as a central register of all open public procurements.

- Advertise on various platforms such as the municipality's official website, social media channels (eg: Twitter, LinkedIn, Facebook), local newspapers and relevant industry websites.
- Collaborate with local/regional chambers of commerce, business associations and trade organizations such as the Northeast Clean Energy Council (NECEC) and advise them to circulate the information among their members.
- Leverage existing vendor databases that can be accessible through aforementioned organizations.
- Utilize online public procurement portals specific to your municipality and state or public procurement portals such as the [MyGovWatch](#) or [Govspend](#).
- Participate in industry conferences and networking events and promote upcoming RFPs and engage directly with potential vendors.

- If the municipality caters to a diverse population with different language preferences, consider translating the RFP into multiple languages to ensure that language barriers do not hinder interested vendors from accessing and understanding the opportunity.

## Harnessing Cutting-Edge Solutions and Optimizing Vendor Engagement

Your vendor engagement process plays a pivotal role in identifying partners who can align with your goals and propel your initiatives forward. As you seek to execute your municipal decarbonization plan, securing the right services, products and technologies becomes paramount. It is imperative to ensure that your strategies and solutions can be developed, maintained and remain relevant for years to come. Notably, the key to finding the ideal technology lies in its ability to provide optimal solutions to address specific municipal challenges.

It is understandable that municipalities may feel hesitant to engage with startups due to their limited track record and potential risks. However, by implementing the recommended steps outlined below, municipalities can create a more inclusive and supportive environment, providing startups with opportunities to showcase their innovative solutions, demonstrate their capabilities through prototypes or demos and engage in collaborative problem-solving.

### Recommendations to leverage innovative technology for municipal projects:

- Conduct market research and stay informed about new and innovative startups in the climate tech industry by attending industry events, monitoring startup incubators, and leveraging regional innovation networks and associations.
- Host pre-bid information sharing sessions that are open to startups. This provides an opportunity for startups to learn about upcoming projects and requirements, ask questions, and showcase their capabilities.
- Instead of relying solely on past project experience, consider requesting prototypes or demonstrations of the startup's product or service. This allows you to evaluate their technology, performance and suitability for your municipality's needs.
- Develop bid requirements that are more inclusive and flexible, enabling startups without an extensive track record to participate. Consider alternative criteria such as technical qualifications, innovative approaches and scalability potential.
- Consider initiating pilot projects with startups to test their solutions on a smaller scale..

- Create opportunities for startups to collaborate with municipality stakeholders, such as hosting innovation challenges or hackathons.
- Consider reducing administrative requirements, leveraging digital platforms and expediting decision-making timelines to support startups' engagement

A promising starting point 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](#) 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.

[Beacon Climate Innovations](#) offers a range of services, including a 'matchmaking' style conference, aimed at facilitating partnerships between municipalities and clean energy vendors. Explore their [Member Menu](#) for a comprehensive overview of their service offerings.

Beacon Climate's [Resilient Energy & Infrastructure Consortium \(REIC\)](#) is for:

- Emerging climate-tech ventures
- Project partners
- Market partners
- Action oriented communities

Its services include:

- Match making conferences
- Real-time Carbon Tracking Software
- Tailored webinars, info exchanges and brainstorming sessions

It's essential to recognize that the relationship between communities and vendors is a mutual partnership. While municipal staff members are not always responsible for seeking specific vendors, there are instances where cities facilitate broad opportunities to connect vendors with municipalities in need. One notable example of such an opportunity is provided below.

### Smart City Initiative, City of Long Beach, CA

The City of Long Beach has implemented a program that encourages vendors to pitch innovative ideas to community members across the city. This serves as a strong example of how your municipality can foster diverse and equitable vendor engagement. By adopting similar strategies, you can create opportunities for a wide range of vendors to contribute innovative solutions and establish meaningful connections within the community.

## Adopting a Performance Based and Results-Driven Approach to Procurement

The current approach to government procurement often overlooks its potential as a strategic tool for achieving enhanced performance. Often municipalities engage in a very prescriptive and lengthy procurement process with stringent specifications that can be cumbersome for both the municipal staff and vendors alike. This has led to the adoption of inappropriate strategies and contract types that fail to align with municipal goals. These excessively detailed traditional contracts impede innovation and limit competition. The evaluation of contractor performance is typically insufficient and lacks meaningful measurement. Contract management primarily focuses on ensuring compliance rather than driving performance improvement and impactful outcomes. Moreover, governments often fail to leverage data on past performance when making future procurement decisions, and they rarely incorporate performance incentives into their contracts.

To address these shortcomings and enhance the quality and cost-effectiveness of contracted products and services, a shift towards performance-based or results-driven contracting is imperative. By emphasizing the expected results to be achieved rather than overly prescriptive specifications, governments can encourage better alignment of contracted spending with their specific needs and priorities. Additionally, this approach allows minority-led businesses and new innovative vendors an opportunity to compete with existing vendors. This approach promotes accountability, fosters innovation, and increases competition, ultimately leading to improved performance and greater value for taxpayers. The HKS GPL offers a comprehensive range of resources aimed at implementing a performance-based approach to procurement. Among these resources are the [Results Driven RFP template](#) and [Results Driven Contracting Solutions book](#). These references can be utilized by guide towns and cities to enhance the outcomes of their procured projects. Adopting a performance-based approach, government entities can effectively align their goals and priorities, leading to improved project results and increased value for their communities.



# **Building Strong Partnerships: Navigating Support Networks**

# Building Strong Partnerships: Navigating Support Networks

One of the key challenges in implementing decarbonization plans is identifying reliable sources of advice and support. Knowing which organizations to collaborate with can make a significant difference in the success of your efforts. How do you determine the reputable entities in your region, state or city? Whose mission aligns closely with municipal objectives? These essential questions can guide you in finding the right partners to help you achieve your goals.

There is a wide array of organizations dedicated to assisting municipalities in their transition to renewable energy. These organizations offer a wide range of valuable services, including advisory and consulting support, access to resources, vendor matchmaking and procurement assistance. In addition to individual memberships, there are coalitions of cities that have come together to provide mutual support and collaboration. These networks foster the sharing of experiences, best practices and innovative projects, while collectively influencing policy to drive impactful change. Whether at the state, national or international level, these organizations offer invaluable resources and networking opportunities for local governments. They have proven instrumental in supporting municipalities in the Northeast. Leveraging these invaluable networks will empower you to tackle complex procurement challenges and ensure successful implementation of your decarbonization initiatives.

Here are notable examples of such organizations that span from state-level associations to global networks:

## State

**Alliance for Clean Energy New York Inc (ACE NY)** is an alliance of private and non-profit organizations advocating for clean energy policies and initiatives in New York State.

**Metropolitan Area Planning Council (MAPC)** supports and promotes sustainable practices in the Boston metropolitan region while fostering collaboration among municipalities. This organization plays a vital role in assisting municipalities in implementing sustainable initiatives and facilitates resource-sharing among them. Its practical and hands-on approach sets it apart as a highly supportive entity.

**Massachusetts Climate Action Network** is a non-profit working in the state to facilitate municipal-level action against climate change.

**Massachusetts Higher Education Consortium** is a membership organization composed of libraries, school districts, and municipalities with a focus on educating one another and the public. It is not clean energy focused, but has information in this sector and can help navigate procurement laws and connect to customers/vendors through their state contracts.

**Environmental Council of Rhode Island** is a coalition of organizations and individuals advocating policies and laws that protect and enhance Rhode Island's Environment. This [Member List](#) includes the local, regional and national organizations that are working together, along with their representatives.

**Community Power Coalition of New Hampshire (CPCNH)** is a non-profit Joint Powers Agency that jointly contracts for services, develops projects and programs together, and advocates for communities and customers at the Legislature and Public Utilities Commission.

## Regional

**PowerOptions** works with southern New England states to empower nonprofits and the public sector with climate solutions and procurement support.

**Acadia Center** is a non profit working across Northeast to support clean energy efforts at both the state and the regional level.

**Northeast Energy Efficiency Partnerships (NEEP)** is a regional nonprofit that works to accelerate energy efficiency, electrification and grid flexibility in the building sector across the 12 states and the District of Columbia that comprise the Northeast and Mid-Atlantic region.

**North East Clean Energy Council (NECEC)**, consisting of the Northeast Clean Energy Council and NECEC Institute, is a non-profit that serves as the leading advocate for businesses driving the development of a top-tier clean energy hub in the Northeast, fostering collaboration, policy advancement, and industry growth.

## National

**American Cities Climate Challenge Renewables Accelerator** provides tools, resources, and technical assistance to help U.S. cities advance ambitious renewable energy goals. This site is intended to be a one-stop shop for local governments in the United States to effectively procure and scale clean energy.

**National League of Cities** an organization that advocates for and protects the interests of cities, towns and villages by influencing federal policy, strengthening local leadership and driving innovative solutions.

**Harvard Kennedy School | Government Performance Lab | Procurement Excellence Network** is a free online hub for public sector leaders who aim to transform the procurement function within their governments. It provides access to templates, publications and training materials.

**New Buildings Institute (NBI)** is a nonprofit dedicated to enhancing the energy performance of commercial buildings. NBI's Getting to Zero initiative provides an extensive portfolio of resources on net zero energy and carbon neutral buildings tools such as the [Local Government Toolkit](#) for states and local jurisdictions looking to reduce energy use and carbon emissions in both their own publicly owned commercial buildings and the general community building stock.

**Urban Sustainability Directors Network (USDN)** partners with cities to give knowledge and resources to support implementation of green practices.

**Rocky Mountain Institute (RMI)** is an independent nonprofit that provides a wealth of resources, including ready-to-use toolkits, templates, and handbooks such as **The Carbon-Free City Handbook**. These resources are specifically tailored to assist local governments and cities in their decarbonization journey.

**US Conference of Mayors** — A collection of local leaders from around the US who discuss opportunities, politics from the federal down to the municipal level and use one another as resources.

**ICMA** is a member association of local leaders from around the country. ICMA offers professional development programs, research, publications, data and information, technical assistance and training to thousands of city, town and county chief administrative officers, their staff and other organizations throughout the world.

**BlocPower** is a public Benefit Corporation. BlocPower partners with utilities, government agencies and building owners to identify unhealthy, energy-wasting buildings to retrofit.

**Climate Justice Alliance** is a growing group of communities united for achieving a just transition towards resilient, regenerative and equitable economies.

## International

**C40 Cities** is a global organization with representatives from large cities throughout the world, working to implement net-zero and sustainable practices.

**Smart Cities Council** is a global member based organization that has useful guides on how technology can help cities. SCC acts as an advisor and market accelerator and promotes the move to smart, sustainable cities.

**Intergovernmental Panel on Climate Change** is an United Nations organization responsible for supplying policymakers with regular assessments on climate change.

# Afterword

We firmly believe in the potential of local governments to create a meaningful impact in the journey towards a sustainable future. By equipping municipalities with the knowledge and resources provided in this guide, we hope you feel more empowered in your pursuit of inclusive climate action and sustainable procurement practices.

The Municipal Guide to Inclusive Climate Action and Equitable Procurement serves as a comprehensive resource for municipalities aiming to prioritize equity, inclusion and sustainability in their climate action plans and procurement processes. By engaging communities, promoting diversity in procurement, adopting sustainable technologies, and learning from successful initiatives, municipalities can lead the way towards a just and sustainable future. As advocates of local efforts, we recognize the critical role municipalities play in driving positive change within your communities. With the support of the member organizations highlighted in this guide, you have access to invaluable services that can further amplify your efforts.

Together, we can lead the way in the just transition to renewable energy, setting an inspiring example for others to follow. By leveraging the expertise and guidance offered by these organizations, you can confidently navigate the complexities of procurement and pave the path towards a greener and more resilient municipality.

The road ahead may not always be easy, but we have full confidence in the capability of local government to rise to the challenge. By embracing inclusive climate action and adopting sustainable procurement practices, you have the power to shape a brighter and more sustainable future for generations to come. Together, let us forge ahead and unleash the potential of local government in creating a world that is environmentally conscious, socially equitable, and economically prosperous. Good luck in your endeavors!

# Appendices

# Appendix I

## State-Level Decarbonization Plans

State	Plan	Goals
Connecticut	<b>Connecticut Integrated Resources Plan:</b> Connecticut Department of Energy and Environmental Protection	The Integrated Resource Plan (IRP) establishes Connecticut's goal of achieving a 100% zero carbon electric supply by 2040 and sets forth the necessary steps to attain this goal affordably, reliably and equitably.
Maine	<b>Maine Won't Wait</b>	This four-year Climate Action Plan sets Maine on a path to decrease greenhouse gas emissions by 45% by 2030, 80% by 2050 and achieve carbon neutrality by 2045.
Massachusetts	<b>Clean Energy and Climate Plan for 2025 and 2030</b> Commonwealth of Massachusetts	This short term climate plan aims to achieve an economy-wide emissions reduction of 33% from 1990 levels by 2025, and a 50% reduction by 2030.
	<b>2050 Decarbonization Roadmap</b> Massachusetts Executive Office of Energy and Environmental Affairs	This long term plan aims to ensure Massachusetts achieves net-zero greenhouse gas emissions by 2050.
New Hampshire	<b>Climate Action Plan (2009)</b>	This action plan strives to guide New Hampshire to achieve a long-term reduction in greenhouse gas emissions of 80% below 1990 levels by 2050.
	<b>10-Year State Energy Strategy</b>	This strategy aims provide a policy framework to enable business and consumer cost savings, job creation, economic growth, industry competitiveness, environmental protection and a reliable and resilient energy system.
New York	<b>Scoping Plan</b>	This Scoping Plan includes recommendations to meet the 2019 <b>Climate Leadership and Community Protection Act's</b> goals and requirements, including actions to achieve a reduction in economy-wide greenhouse gas (GHG) emissions of 40% by 2030 and 85% by 2050 from 1990 levels.

State	Plan	Goals
Rhode Island	<p><a href="#">2022 Climate Update on the 2016 Greenhouse Gas Emissions Reduction Plan</a>, in response to the <a href="#">Act on Climate</a></p>	<p>An update to Rhode Island's climate plan with strategies for moving forward to meet the state's goal to achieve a reduction of 10% below 1990 levels by 2020, 45% below 1990 levels by 2035, and 80% below 1990 levels by 2050, with provisions for regular measurement and evaluation of progress.</p>
Vermont	<p><a href="#">Initial Vermont Climate Action Plan</a></p>	<p>The goal of this plan is for Vermont to reduce its GHG emissions by at least 26% below 2005 levels by 2025, at least 40% below 1990 levels by 2030 and at least 80% below 1990 levels by 2050. The state of Vermont's equitable climate action plan was developed in response to the state legislature passing the <a href="#">Global Warming Solutions Act (GWSA)</a> in 2020.</p>

# Appendix II

## Regional Climate Action Plans

Regional Plans and Committees	Description
<p><b>Regional Climate Change Action Plan</b></p> <p>Conference of New England Governors and Eastern Canadian Premiers</p>	<p>This is a plan for governors in the northeast region of the continent, with coordination between local political leaders from the U.S. and Canada.</p>
<p><b>The Regional Greenhouse Gas Initiative</b></p>	<p>The Regional Greenhouse Gas Initiative (RGGI) is a cooperative effort among the states of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont and Virginia to cap and reduce power sector carbon dioxide (CO<sub>2</sub>) emissions.</p>
<p><b>New England States Committee on Electricity (NESCOE)</b></p>	<p>NESCOE is a New England focused regional group that is centered around electricity and provides resources to support decarbonizing the electric grid.</p>
<p><b>New England Energy Vision (NEEV)</b></p>	<p>The NEEV is a group composed of just the New England states, which banded together to publish an agreed upon mission statement for the region to use as a backbone for the decarbonization plans of individual states.</p>

# Appendix III

## Municipal Plans

State	City/Town	Plan	Goals
Connecticut	City of Hartford	<a href="#">Climate Action Plan</a>	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	<a href="#">Sustainability Plan</a>	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	<a href="#">Municipal Climate Action Plan</a>	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	<a href="#">Climate Action Plan</a>	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	<a href="#">Climate Forward</a>	Somerville’s Community Climate Change Plan projects its goal of 79% completion of net zero emission by 2050.
	City of Cambridge	<a href="#">Low Carbon Energy Supply Strategy</a>	The City’s low carbon energy supply strategy aims to achieve net zero carbon emission by 2050 based on the <a href="#">Net Zero Action Plan</a>
	City of Melrose	<a href="#">Melrose Net Zero Climate Action Plan</a>	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	<a href="#">Boston Heat Resilience Plan</a>	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 <a href="#">Climate Ready Boston</a> 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	<a href="#">Pathways to Carbon Neutral NYC: Modernize, Reimagine, Reach</a>	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	<a href="#">Climate Action Plan</a>	Climate action plan for the City of Rochester
	Town of Ithaca	<a href="#">Green New Deal Resolution</a>	Dedication by town council to achieve various climate action goals, including net zero GHG emissions by 2050.
Rhode Island	City of Providence	<a href="#">Climate Justice Plan</a>	Climate action plan released in 2019
	Town of Westerly	<a href="#">Comprehensive Plan</a>	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	<a href="#">Net Zero Action Plan</a>	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	<a href="#">Climate Action Plan</a>	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 <a href="#">city's website</a> . You can also see how South Burlington engaged its residents in the decision making process.

# Appendix IV

## Technical Climate Action Guides and Frameworks

Source	Guides and Frameworks	Description
<p>ICLEI-Local Governments USA</p>	<p><a href="#">ICLEI-Local Governments for Sustainability U.S. Community Protocol</a></p>	<p>ICLEI’s GHG Protocols are the national standards for local-scale accounting of emissions that contribute to climate change. The protocol was developed by ICLEI-Local Governments USA as a greenhouse gas reporting standard tailored to U.S. cities.</p> <p>To download the Community Protocol, please follow the adjacent link and fill out the fields and you’ll be redirected to the download page.</p>
<p>Urban Sustainability Directors Network (USDN)</p>	<p><a href="#">Energy Systems Transformation Framework</a></p> <p><a href="#">Office Building Benchmarking Guide</a></p>	<p>The USDN Energy System Transformation Framework aims to establish a shared understanding and vision for municipalities to develop community-wide energy planning and management systems. It guides cities in transitioning from fossil fuel-based energy systems to 100% renewable energy. The USDN website offers additional resources related to energy system transformation.</p> <p>This guide combines a comprehensive literature review on engaging hard-to-reach sectors in energy efficiency programs, insights from city sustainability staff and action research conducted in the San Francisco Bay Area to test various approaches.</p>
<p>Lawrence Berkeley National Laboratory</p>	<p><a href="#">Grid-Interactive Efficient Buildings (GER) Roadmap</a></p>	<p>This roadmap offers building-specific decarbonization strategies and implementation plans. It provides detailed guidance applicable to any municipality seeking to decarbonize buildings and enhance energy efficiency.</p>

Source	Guides and Frameworks	Description
The Library of Congress	<a href="#">Renewable Energy Industries: A Resource Guide</a>	Published by The Library of Congress, this work has compiled a breadth of federal organizations, agencies, intergovernmental groups and nonprofit groups that could be useful to your decarbonization plan, whether they offer guides, advising, resources, access to funding, or any other support you could benefit from.
US Department of Energy: Office of Energy Efficiency and Renewable Energy	<a href="#">Office of Energy Efficiency and Renewable Energy</a>	This platform serves as a valuable resource for educating staff on renewable energy topics. It not only offers educational materials but also connects you to funding opportunities and a wide range of partner organizations to support your renewable energy initiatives.

# Appendix V

## State Procurement Laws and Regulations

State	Procurement Laws and Regulations	Additional Resources
Connecticut	<a href="#">Connecticut State Procurement Statutes and Regulations</a>	Municipalities in Connecticut can leverage statewide contracts through <a href="#">DAS Procurement Services for Municipalities</a> to contact the vendor(s) directly and to be afforded the pricing as well as terms and conditions that any state agency would be.
Maine	<a href="#">Maine State Procurement Statutes and Regulations</a>	Municipalities and school districts in the State of Maine are eligible to participate on many of these contracts listed within Maine’s <a href="#">Master Agreement Contracts</a> .
Massachusetts	<a href="#">Massachusetts State Procurement Statutes and Regulations</a>	<p>Massachusetts has legislation passed regarding municipal procurement. The <a href="#">Chapter 30B</a> describes the general procurement laws of the state that all municipalities must follow.</p> <p>MA has also published a resource for <a href="#">Designing and Constructing Public Services</a> which can be utilized once you have a thorough understanding of the relevant laws that govern your work. In addition, public entities can participate in a competitively bid group procurement conducted on behalf of a public instrumentality in lieu of conducting their own procurement under Chapter 164 Section 137.</p> <p><a href="#">Procurement Resources and How-To Guides for Staff</a> and <a href="#">Massachusetts’ OIG Procurement Charts: Municipal Procurement Resource</a>—serves as a specific procurement document for the City of Somerville, MA. It contains resources and “how to” strategies for undertaking specific steps in the procurement process and in navigating MA law.</p> <p>The <a href="#">Statewide Contract User Guide</a> list allows for buyers to find the user guide tailored to their specific contract. <a href="#">COMMBUYS</a> is the official procurement record system for the state of Massachusetts.</p>
New Hampshire	<a href="#">New Hampshire State Procurement Statutes and Regulations</a>	Municipalities can access <a href="#">New Hampshire’s DAS Statewide Contracts</a> by using this link.

State	Procurement Laws and Regulations	Additional Resources
New York	<a href="#">New York State Procurement Statutes and Regulations</a>	<p>The New York State <a href="#">Office of General Services (OGS)</a> has published a variety of resources to detail Four Methods of Procurement. Their resources include detailed <a href="#">Procurement Guidelines</a>, with step by step regulations and models, complemented by best practices for agencies and <a href="#">Centralised Contracts</a> where you can find all statewide contracts.</p>
Rhode Island	<a href="#">Rhode Island State Procurement Statutes and Regulations</a>	<p>The Rhode Island Division of Purchases has passed <a href="#">Procurement Statutes and Regulations</a> for state agencies, accompanied by a <a href="#">Quick Start Guide to Procurement</a> as a support tool for municipal staff beginning the process. The same agency for the state of Rhode Island has created the <a href="#">Agency Procurement Campus</a>, with resources including PROC 101 Prerequisite for all curriculums, the <a href="#">Agency Procurement Library</a> and the Agency Procurement Club.</p>
Vermont	<a href="#">Vermont State Procurement Statutes and Regulations</a>	<p>Vermont's Agency of Administration has created the <a href="#">Bulletin 3.5 - Procurement and Contracting Procedures</a>. This outlines procurement procedures for specific requests from any agency. You can find Vermont's current statewide contracts <a href="#">here</a>.</p>

