

EXHIBIT A

Stakeholder Analysis: Tribal Rights and Justice Working Paper on Increasing Equity and Inclusion in the Transition to Electric School Buses SCOPE OF WORK AND PAYMENT TERMS

About the World Resources Institute (WRI) Electric School Bus (ESB) Initiative

Established in partnership with the Bezos Earth Fund, WRI's Electric School Bus Initiative aims to collaborate with partners and communities to build unstoppable momentum toward an equitable transition of the United States school bus fleet to electric by 2030, bringing health, climate, and economic benefits to children and families across the country and normalizing electric mobility for an entire generation. The ESB Initiative is committed to centering equity across all aspects of its work. If carried out equitably, school bus electrification offers an opportunity to address some of the forms of discrimination and exclusion that create harm across the transportation and education landscape, as well as energy, manufacturing and socio-economic systems in the United States.

Scope and Schedule of Work

Scope of Work

The Equity Team for the [WRI ESB Initiative](#) and its partner, [Equitable Cities](#), is seeking to increase its understanding of equity and inclusion for indigenous peoples and tribal communities in the transition of electric school buses in the United States. We are inviting individuals and organizations (as a contractor) with experience in tribal rights and justice to express their interest in co-authoring with WRI staff a paper (of up to 10,000 words) which addresses the following questions:

How can key actors (such as school districts, school bus manufacturers, utilities and policymakers) involved in the transition to electric school buses ensure that the needs, rights, and voices of tribal and indigenous students and adults on and off the bus, are included in the electric school bus transition?

What are the challenges faced by the tribal community in the transition to electrify the US school bus fleet?

What are the transportation needs for indigenous students' attending tribal schools and non-tribal schools?

What are the impacts of transitioning to electric school buses on and off Indian Country for tribal communities?

What are the effects transitioning the fleet may have on the second life of school buses and how this intersects with transportation access for tribal and indigenous communities?

The proposed questions above are not final and WRI will collaborate with the selected contractor on establishing the final set of research questions.

The Working Paper will build upon WRI's advocacy stakeholder analysis of U.S.-based environmental justice/climate justice, disability rights and justice, tribal rights and justice, and health equity organizations, which took place in the summer and fall of 2022. The stakeholder analysis gathered feedback regarding current views and involvement in school bus electrification. The stakeholder analysis allowed the ESB Initiative team to begin identifying key actors and to assess their knowledge, interests, positions, alliances, and importance related to school bus electrification.

The Working Paper will help WRI address existing knowledge gaps in tribal rights and justice and support existing efforts to center equity and inclusion overall. It will provide background on the current status of student transportation for tribal and indigenous students with regard to school bus electrification and provide recommendations for the ESB Initiative's work with school districts, school bus manufacturers, utilities and policymakers. It will present information meant to advance the goal of equitably electrifying the United States school bus fleet, with particular attention paid to the inclusion of tribal and indigenous communities. It will be developed primarily for the ESB Initiative's internal use but will also be shared publicly to inform other stakeholders.

Schedule of Work

This work will commence no later than March 1, 2023. The WRI team will have monthly meetings with the consultant to ensure that all work aligns with WRI project work plans and the terms of this agreement.

Activities included, but not limited to:

Inception of research product

- *Meeting with staff from WRI and Equitable Cities to discuss the overall approach and refine the research question(s).*
- *Discuss and agree on methodology and/or what evidence will be collected, how it will be collected and analyzed.*

Development of an abstract and outline

- *Produce an abstract and outline based on the outcomes of Activity 1.*

Conduct research and write draft document

- *Conduct a traditional (narrative) literature review of peer-reviewed and gray literature. Primary research (i.e., interviews, a survey, or focus groups of experts within each or all of the fields) is encouraged, if it can be accomplished within budget and on time.*
- *Work with WRI and Equitable Cities staff to develop a draft document.*

Attending regularly scheduled status updates with WRI staff

- *Project status calls will be arranged in concert with the selected consultant at least monthly. WRI will seek to organize at minimum one call where all consultants participate to discuss their work.*

Supporting the document review process toward the production of the final product

- Work with WRI staff to complete all tasks related to the WRI Research, Data, and Innovation review process, and work with WRI editors and communications staff for layout and production processes.
- Respond to review comments from both the internal and external review process during the official WRI review. To respond to reviewers' comments, the consultant will be provided with a WRI review memo template. There may be at least two rounds of review through the formal WRI process for final publication.

The following table describes deliverables and their deadlines.

Table 1. Activities

Activity Number	Activity Name	Activity Description	Completion Date (Approximate)
1	Methodology	This deliverable will inform Activity 3. This deliverable will also support the WRI staff in the submission of the WRI Publication Plan.	March 1, 2023
2	Document Abstract, Outline, and suggested proposed external reviewers	This deliverable will support the WRI staff in the submission of the WRI Publication Plan.	March 1, 2023
3	Conduct research + analysis	<<text to be added after Activity 1 is completed with selected consultant>>	June 1, 2023
4	Submission of 1st Draft for review	Draft of working paper meeting content specifications of abstract/outline and <10,000 words. ESBI provides comments for author revisions.	July 1, 2023
5	Submission of 2nd Draft for review	Revised draft submitted to Director to sign-off before moving to peer review.	August 3, 2023
6	Draft submitted for Internal and external review	WRI Peer Review process takes 2 to 3 weeks.	August 17, 2023
7	Comments returned to author for revisions	Compiled reviewers' comments are returned to author for revisions.	August 31, 2023
8	Completed review memo and a revised Draft submitted to WRI for approval and production	Includes responding to all suggestions, edits, and corrections from the WRI review process using the WRI memo review template and incorporating changes into the	September 18, 2023

9	Layout/Editing Final document	document. Work with WRI editors and communications staff to revise and prepare the paper for final publication and develop supporting graphics and communications materials.	September 30, 2023
10	Launch Final Product		October 2023

Application Process

Who is qualified?

- Individuals, organizations, or a consortium with expertise in the intersection of tribal or indigenous nations and transportation, indigenous or tribal nations and education, tribal or indigenous rights and justice or another relevant field.

Equity in the Application Process

- One of the ESB Initiative's core values is equity. We recognize that past and current systems of structural racism and discrimination resulted in environmental injustices and the marginalization of Black, Indigenous, People of Color (BIPOC) and low-income communities throughout the United States. We recognize that we have a responsibility to help mitigate and eliminate these injustices. By working with our partners and stakeholders, we intend to increase access to ESBs for traditionally underserved and under-resourced communities by centering equity in our processes and distribution of resources. Therefore, it is important to the ESB Initiative that we partner with organizations which share these values. Please describe how your organization would take an equity-centered approach to the need you are proposing to help us fill. Please describe how you incorporate equity, diversity and inclusion into your staffing, board leadership and programs. Please provide your answers to both of these prompts within your responses to number 3 below.

To apply for this opportunity:

By January 20, 2023 provide the following information to alyssa.curran@wri.org

To apply please submit the following (limited to 5 pages plus annexes):

1. Technical approach to refining the research, and the methodology for completing it
2. Proposed personnel, including resume(s) as an annex and percentage availability of staff over the project timeline
3. An annex including 1-2 examples of past and/or current work in this area
4. An annex with contact information for 2 professional references
5. Budget and scope justification table

Any questions regarding this opportunity may also be submitted via email to alyssa.curran@wri.org. Please submit all questions no later than December 28. All answers will be posted publicly on our website, www.electricschoolbusinitiative.org.

Applications will be scored based on the following rubric:

1. Capacity of the Applicant (10%)
2. Prior and Current Experience (25%)
3. Understanding of the Topic/Theme (25%)
4. Soundness of the Approach (25%)
5. Alignment between Scope and Budget (15%)

Payment Terms

Compensation, Expenses, and Schedule for Payment

This agreement will be a fixed fee sub-agreement.

The total amount payable under this contract is \$24,999 which includes compensation for time, talent, and all expenses incurred in the development of the final work product. Note that participants in the data collection process (e.g., surveys, focus groups, interviews) would receive an honorarium from the \$24,999 budget. The contractor will have significant staff support for the outlined research activities from WRI staff and Equitable Cities staff.

Table 2. Payment Schedule

Payment	Invoice Due Date	Amount	Basis
1	March 2023	\$3,500	Upon submission and acceptance by WRI of the document including an Abstract, Outline, Methodology and suggested proposed external reviewers, meeting the specifications for Activity 1 & 2 listed in Table 1
2	May 2023	\$3,000	Research update including compellation of data collected (or literature reviewed) up to this time, meeting the specifications for Activity 3 listed in Table 1
3	July 2023	\$6,000	Submission of first draft, meeting the specifications for Activity 4 listed in Table 1
4	September 2023	\$6,499	Final submission to WRI, meeting the specifications for Activity 5, 6, 7 and 8 listed in Table 1
5	October 2023	\$6,000	Publication of paper, meeting the specifications for Activity 9 and 10 in Table 1