



PORT ANGELES
WASHINGTON, U.S.

DEPARTMENT OF
COMMUNITY & ECONOMIC DEVELOPMENT

AGENDA

PLANNING COMMISSION

321 East Fifth Street
January 13, 2020
6:00 p.m.

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. PUBLIC COMMENT**
- IV. APPROVAL OF MINUTES**
Minutes of December 9, 2020
- V. ACTION/DISCUSSION/WORK SESSION**
 1. Action: Climate Action and Resiliency Plan Planning Commissioner Representative Selection
- VI. STAFF UPDATES**
- VII. REPORTS OF COMMISSION MEMBERS**
- VIII. ADJOURNMENT**

MINUTES

PLANNING COMMISSION

City Council Chambers
Port Angeles, Washington 98362
December 9, 2020 6:00 p.m.
REGULAR MEETING

PLEDGE OF ALLEGIANCE

Chair Schwab opened the regular meeting at 6:00 p.m.

ROLL CALL

Commissioners Present: Andrew Schwab (Chair), Benjamin Stanley (Vice-Chair), Richie Ahuja, Steve Luxton, Marolee Smith, Colin Young

City Staff Present: Emma Bolin (*Manager*)
Ben Braudrick (*Associate Planner*)
Kevin Bagwell (*Assistant Planner*)

Public Present: John Ralston

PUBLIC COMMENT:

John Ralston, City Resident

John reminded the Planning Commission and Staff that he was interested in being interviewed as a stakeholder for the Building Residential Capacity Code Project.

Chair Schwab closed public comments.

APPROVAL OF MINUTES:

Commissioner Young moved to accept the minutes from the November 12, 2020 meeting with Commissioner Smith seconding, all were in favor.

ACTION ITEMS

Study Session: Community Development Block Grant Façade and Sign Improvement Program

Planner Ben Braudrick gave a presentation on the Community Development Block Grant funded Façade and Sign Improvement grant program and community revitalization. Discussion between Planning Commissioners followed.

STAFF UPDATES

Manager Bolin provided an update on the greenhouse gas inventory and Climate Resiliency Plan process. City Council approved the contract and scope of work with Cascadia Consulting Group with minor changes, including more specificity in equitable public outreach and Planning Commission and City Council involvement in the Work Plan process. The City Council has also created a three-member subcommittee to work directly on the inventory and resiliency plan process.

There continues to be a delay in the H2SB 1923 Residential Capacity Code Project and the code audit by Madrona Law continues to move forward.

The joint City Council meeting is now scheduled for January 19, 2021.

The City's IT Department has created City managed personal email addresses for all the Planning Commissioners. More information on how those addresses will work in the future

Commissioner Stanley asked about the timing for the kickoff meeting on behalf of the Climate Action Volunteer group. Staff responded that the contract should be finalized and signed this week and the expectation is that the kickoff meeting would occur in January or February.

Chair Schwab asked if use of the email address would be a requirement. Staff let the Commission know that they would be discussing the details with IT.

REPORTS OF COMMISSION MEMBERS

None

ADJOURNMENT

Commissioner Smith made a motion to adjourn. **Commissioner Young** seconded, all were in favor.

The meeting adjourned at 7:45 p.m.

Ben Braudrick, Secretary

PREPARED BY: Ben Braudrick, Secretary

Andrew Schwab, Chair



Date: January 13, 2021

To: Planning Commission

From: Ben Braudrick, *Associate Planner*

Subject: Planning Commission representation for the City’s Climate Resiliency planning effort

Recommendation: Nominate and approve the selection of a member of the Planning Commission to act as liaison to participate directly in the tasks identified in the City of Port Angeles/Cascadia Consulting Group Scope of Work.

Background / Analysis:

In response to Council direction at the February 18, 2020 meeting, City Staff published an RFP on July 23rd in the Seattle Daily Journal of Commerce, Peninsula Daily News, the American Planning Association RFP webpage, and on the City’s Newsflash and Bids and RFP’s pages.

At the August 7, 2020 deadline, two consulting firms had submitted proposals. The Planning Division formed a review and selection committee comprised of a Planning staff member, a Public Works and Utilities staff member, a Planning Commissioner, and a representative of the community’s climate action volunteer group. The selection committee evaluated the proposals using a qualitative scale and determined that both responding firms should be invited to a virtual interview. After interviews, the committee decided unanimously that Cascadia Consulting Group (CCG) should be awarded the contract. The firm’s references were favorable, and the project manager was notified of the committee decision to award the contract on October 16th. Planning staff, with the assistance of the selection committee, drafted a statement of work with four tasks:

- Task 1 – Kick-Off Meeting & Project Management
- Task 2 – Public Outreach & Participation Plan
- Task 3 – Community & Municipal Greenhouse Gas Inventory
- Task 4 – Climate Resiliency Plan

On November 17, 2020 City Council voted to approve the selection committees’ recommendation to award the contract to CCG and move forward with the four project tasks and a final contract was signed by the City and CCG on December 18th.

The Task 1 Kick-off meeting is scheduled to take place the week of January 25-29.

Staff is recommending that the Planning Commission select a member or members of the Commission to act as its representative and liaison in order to provide valuable and vital input during the process and report back to the Planning Commission as the project commences without violating the Washington State Public Meetings Act.

Planning Commission Involvement in the Climate Resiliency Plan

Planning Commission Related Tasks	Tentative Task Deliverable Dates
<ul style="list-style-type: none"> • Task 1 Project Kick-off (PC Rep) 	<ul style="list-style-type: none"> • January 25-29th, 2021

• Task 1 Comprehensive Plan Review	• February 2021
• Task 1 Draft Project Workplan Input/Review	• April 2021
• Task 2 Public Outreach and Participation Plan Development (PC Reps)	• February 2021
• Task 2 Public Outreach and Participation Plan Input/Review	• May 2021
• Task 3 Greenhouse Gas Study Coordinated Reporting (PC reps)	• February-June 2021
• Task 3 Greenhouse Gas Study Results Review	• June 2021
• Task 4 Coordinated Draft Deliverables, including evaluation criteria and implementation matrix (PC reps)	• June - November 2021
• Task 4 Climate Resiliency Plan Review	• March – April 2022
• Task 4 Public Input Process	• January – May 2022
• Task 4 Climate resiliency Plan Recommendation	• May 2022

Attachments:

Climate Resiliency Plan Scope of Work

Exhibit A - Scope of Work

Cascadia Consulting Group
City of Port Angeles
Port Angeles Climate Resiliency Plan

Introduction

The City of Port Angeles (the City), along with the consultant team led by Cascadia Consulting Group (Cascadia) will be preparing a greenhouse gas inventory, public outreach and participation plan, and climate resiliency plan.

Scope of Services Purpose

The overall purpose of this Scope of Services is to define Consultant services to provide assistance in managing Public Outreach and completing a Community and Municipal Greenhouse Gas Inventory and Climate Resiliency Plan for Port Angeles. This Scope of Services will also provide for the necessary management oversight of the project.

The following major tasks will be completed by Cascadia:

Task 1 – Kick-Off Meeting & Project Management

Task 2 – Public Outreach & Participation Plan

Task 3 – Community & Municipal Greenhouse Gas Inventory

Task 4 – Climate Resiliency Plan

Assumptions:

- 1) Cascadia reserves the opportunity to shift budget between work tasks and the subconsultant tasks upon written notice to the City's project manager and their written consent.
- 2) The City will perform all Department of Commerce and other agency reporting requirements to incorporate the Climate Resiliency Plan into the City's Comprehensive Plan.
- 3) The City will provide final decision on the Greenhouse Gas Inventory base year.
- 4) Cascadia will act as project manager of volunteer group and report to the City's project manager.

Task 1 – Kick-Off Meeting & Project Management

Task 1.1 Kick-off meeting

Cascadia will convene an initial kick-off meeting to help us understand the City's climate efforts to date in the context of the climate resiliency project and make key decisions regarding project methodologies, scopes, and boundaries. The kick-off participants will discuss the project's ultimate goals and outcomes, and how to meet those outcomes through consultant team, City, external stakeholder, and community participation. Cascadia will also work with the City to identify potential forums for public engagement, explore existing community involvement and attitudes around climate planning, and identify opportunities to dovetail this project with other City initiatives. As part of this process, the kick-off group

will discuss the City’s Comprehensive Plan and how best to structure the Climate Resiliency Plan to integrate seamlessly with it.

Task 1.2 Finalized and approved project work plan and schedule

The result of the kick-off meeting will be that the City and Cascadia teams agree on key project elements and roles, have a shared understanding of the project’s process and milestones. Cascadia will document the results of the kick-off meeting in a final project work plan and schedule.

Project Work Plan and Schedule shall include:

1. Various tasks description, task ownership, output, and completion date associated with specific project deliverables /outcomes
2. Key Milestone Description and Dates
3. Regular schedule of meetings – quarterly perhaps – for purposes of Status update for the Council, planning commission, and other concerned agencies.
4. Public Meetings led by the City
5. Public Meetings led by Cascadia

Assumptions

- 1) The Project Work Plan and Schedule can be modified, with the exception of key project deliverable dates.

Task 1.3 Project Communication

Once the project is underway, Cascadia will continue to coordinate with the City, including participating in biweekly check-in calls. Cascadia will identify and proactively elevate potential scope or budget issues, before they become problems that could affect the project’s success.

Task 1.4 Invoices with activity reports by task

Using Deltek Vision project management software, Cascadia will also provide monthly invoices and progress reports that cover budget, timeline, and deliverables. Cascadia will proactively monitor the project’s progress and immediately inform the City, by phone and/or email, of any deviations from the planned schedule and budget or other unforeseen challenges.

Assumptions

- 1) Monthly invoices to be submitted by the 15th of each month.
- 2) Agendas for bi-weekly check-ins to be sent in advance.

City Deliverables	Cascadia Deliverables
<ul style="list-style-type: none"> ● Project Kickoff Stakeholder List ● Comprehensive Plan Analysis with Planning Commission input ● Draft Workplan Presentation to Planning Commission ● Final Workplan Presentation to City Council 	<ul style="list-style-type: none"> ● Final Project Work Plan and Schedule ● Memos Briefing the results of the Kick-off Meeting & subsequent City/Consultant Biweekly Meetings

Task 2 – Public Outreach & Participation Plan

Task 2.1 Public Outreach and Participation Plan Development

Inclusive and equitable community engagement is a central component in how Cascadia approaches climate resiliency planning. Inclusive engagement leads to more community buy-in for planning outcomes and more effective and equitable implementation, fostering a feeling of ownership and investment that sets climate resiliency actions up for long-term success. To ensure an inclusive community engagement process, Cascadia will work with the City (including City Council and the Planning Commission) and key community leaders and volunteers on a Public Outreach and Participation Plan. The following questions will be considered in developing the Public Outreach and Participation Plan:

- Who has not historically had a seat at the table? What groups are most vulnerable to climate impacts or at risk of displacement due to City environmental policies?
- How will local partners be inclusively and meaningfully engaged?
- How will barriers to participation be reduced? What are the right messages and platforms to ensure that all community members have the opportunity to be involved?
- How will equity and social justice be reflected in the policy framework and sustainability strategies developed in this project?

Cascadia’s Engagement Approach

For over 27 years, Cascadia has built trusted partnerships, valued different perspectives, and engaged across cultural barriers and diverse viewpoints to help people of all backgrounds come together to forge innovative new responses to environmental problems. Cascadia has made it our mission to inclusively and equitably inspire and empower communities, and see this ownership—the direct involvement of those who are impacted by the policies at hand—as the core of the civic experience. Cascadia is practiced in creating spaces for sharing every voice around the table (or on the screen) in deliberation, no matter their attitudes or where they fall on the political spectrum, and achieving outcomes in the form of recommendations that participants feel proud of. Cascadia does not seek attention in this role; we are simply part of the container within which people of all backgrounds can come together, learn, deliberate, and build solutions from the ground up.

This plan will directly inform how the City and Cascadia will engage businesses, local organizations, suppliers, residents, and community volunteers throughout the climate planning process. This strategy will be tailored to meet the City’s goals and available level of resources and will serve as the foundation for public engagement across all phases of the climate planning process.

The Plan will give the City a detailed framework in implementing effective community outreach and engagement, and Cascadia will provide additional support and assistance to ensure robust community engagement. Through the development of the Public Outreach and Participation Plan, Cascadia will identify engagement needs to support Tasks 3 and 4.

Task 2.2 Workplan for Community Volunteer Group Management

The Public Outreach and Participation Plan will provide a detailed workplan to ensure regular communications and collaboration for coordinating with the City, the project team, and community

volunteer groups in data collection for the GHG (see Task 3) that will foster community ownership and agency in this climate resiliency planning process.

Assumptions:

- 1) The workplan will integrate into the Final workplan and schedule deliverable created in Task 1

Task 2.3 Community Engagement and Key Messaging Materials

The Public Outreach and Participation Plan will include key messaging and engagement materials, such as email templates, social media templates and graphics, a communication and messaging guide, and an FAQ document, that will help support communication and outreach conducted by City staff and community volunteers regarding the Climate Resiliency Plan and volunteer data collection efforts. The City, Cascadia team, and if desired, volunteer group, will work together to identify the specific messaging and engagement materials to prepare throughout the course of the process, consistent with available task budget.

The Public Outreach and Participation Plan will be approximately 15-20 pages long (excluding appendices) and include:

- A list of outreach and participation goals and actions
- A list of high-priority populations and stakeholders to engage
- Strategies and tactics for public engagement
- Workplan for Community Volunteer Group Management
- Key Messaging and engagement materials

Assumptions

- 1) Public outreach support may include planning and facilitating of key community meetings (logistical organization, agenda development, and post-meeting summaries), providing data collection support, developing surveys and websites to facilitate community feedback, providing training opportunities, and providing technical assistance (to be defined by final Public Outreach and Participation Plan).
- 2) Cascadia will work with volunteer sub-group dedicated to community engagement as appropriate and within available budget.

City Deliverables	Cascadia Deliverables
<ul style="list-style-type: none"> • Key community leader identification • Identification of available City resources • Development of City website engagement materials. • Draft Workplan Presentation to Planning Commission for recommendation to City Council. • Final Workplan Presentation to City Council for approval. 	<ul style="list-style-type: none"> • Draft and final Public Outreach and Participation Plan, including workplan, key messaging and engagement materials • Support for public outreach and community stakeholder engagement

Task 3 – Community & Municipal Greenhouse Gas Inventory

This task will include five stages:

1. Emissions and demographic data collection and organization;
2. Data analysis through ICLEI’s ClearPath tool;
3. GHG inventory report which identifies top-emissions sources;
4. A presentation of inventory data and findings to City Council and Planning Commission; and
5. Clear and comprehensive City Staff training on inventory methodology and assumptions.

A timeline with projected completion dates for inventory deliverables will be included in the overall project workplan created in Task 1. Additionally, inventory timelines and progress will be outlined and monitored in the data collection checklist.

Task 3.1 Inventory Methodology Confirmation

Cascadia will develop a comprehensive data collection checklist for the community and government operations inventories that is compatible with ICLEI’s ClearPath tool and serves as a traceable record of data sources for future inventories. The checklist will be built around the requirements and organization of the *U.S. Community Protocol* and the *Local Government Operations Protocol* to facilitate easy transfer into ClearPath.

Assumptions

- 1) If sufficient local data is not available through surveying and public engagement, Cascadia will use regional or national estimations, as stipulated by the *U.S. Community Protocol* and *Local Government Operations Protocol*.

Task 3.2 Data Collection

Cascadia will work with the City and volunteer group to help locate and transcribe data owned by the City and provide contact information for outside data sources, when available. This data collection phase will include solicitation of two types of data: 1) Activity data, such as kWh and vehicle miles traveled; and 2) Emission factors, such as utility-specific emissions profiles or regional eGRID values.

Emissions Source	Potential Data Collection Source(s)
Scope 1	
Heating fuel consumption	Activity Data: City of Port Angeles Public Utilities; other vendors as applicable Emissions Factors: Utility-specific emission factors, if available; U.S. Community Protocol default fuel emission factors
Solid waste disposal and facilities	Activity Data: Port Angeles Landfill, Waste Connections of Washington, Washington State Department of Ecology, and waste haulers Emissions Factors: Washington Department of Ecology waste characterization studies, local landfill/utility data if available
In-boundary transportation: <i>passenger and commercial vehicles, water transport</i>	Activity Data: Regional Travel Demand Model, if available; the Port of Port Angeles, Black Ball Ferry Line, Clallam Transit (county public transit authority), Peninsula Regional Transportation Planning Organization, EPA MOVES model Emissions Factors: EPA MOVES model

Wastewater treatment	Total Emissions: City of Port Angeles's Utility Services, Washington State Department of Ecology, or U.S. Community Protocol's population-based emissions models
Scope 2	
Electricity consumption	Activity Data: City of Port Angeles Public Utilities (Electric Utility Fund) and Clallam Public Utility District, as needed.
	Emissions Factors: Utility-specific emissions factors, or EPA's eGRID
Scope 3	
Industrial process	Total Emissions: The Port of Port Angeles, Port Angeles Log Yard, U.S. Community Protocol's population-based emissions models

Using the tools created in the Public Engagement Plan (e.g., surveys and interviews), Cascadia will coordinate closely with external agencies such as local community organizations and businesses to obtain the most granular and up-to-date data possible for a robust and informative inventory.

Assumptions

- 1) All inventory and activity data will be compiled and summarized in an Excel data management workbook and then uploaded into ICLEI's ClearPath tool for analysis.

Task 3.3 Perform Inventory and Prepare Inventory Report

Cascadia will assist the volunteer group to conduct a greenhouse gas inventory that includes communitywide and City operations emission and will prepare a Greenhouse Gas Inventory Report that summarizes the methodology and findings of the community and municipal inventories.

Assumptions:

- 1) All inventory data will be organized into file folders and summarized into one comprehensive Excel workbook that will be delivered to the City:
 - a) The workbook will be thoroughly reviewed for quality control, neatly organized for ease of use, and carefully documented for transparency and replicability. For example, we typically begin each of our Excel workbooks with a hyperlinked table of contents to facilitate navigation and understanding of individual inventory components and datasets. Cascadia has a quality control (QC) team that will review all quantitative products to ensure accuracy and consistency.
 - b) To ease entry into ClearPath, the workbook will correspond directly to ClearPath's sector-specific calculators.
 - c) The workbook will highlight the data necessary to calculate emissions in ClearPath.
 - d) The goal will be to provide the City with all the information needed to conduct subsequent inventories accurately and efficiently.

Task 3.4 Staff and Volunteer Training and Hand Off

The following approach will be taken to ensure all information is accounted for and the City and Volunteers are prepared and equipped to continue future greenhouse gas inventory work:

1. Complete file packaging: Cascadia will package all relevant documents into one organized place so that City staff have intuitive, transparent, and streamlined access to all data sources and analysis files. As needed, Cascadia will include files that provide step-by-step guidance for conducting the inventory, such as PowerPoint slides with screenshots for each step. Cascadia has already created similar materials using the EPA MOVES model to quantify non-road emissions sources.

2. Detailed documentation: Cascadia will create a single comprehensive Excel workbook that contains all the information needed to update the inventory, including contact information for data sources, step-by-step methodologies, listed underlying assumptions, and transparent computations. If budget allows, this file can also provide placeholders for future years so that future data collection and entry is straightforward. Housing this information in Excel, rather than in a Word document, makes the underlying data and methodologies easier to understand, reference, and update in the future. Cascadia will also populate ClearPath with underlying assumptions and data documentation, and will walk through the ClearPath tool with City staff to ensure that information is accessible and understandable to future users.
3. Presentation of data: Cascadia will prepare a 10-15-slide PowerPoint presentation for up to two meetings (City Council and Planning Commission). The final presentation will include GHG inventory data, top sources and drivers, graphics, tables, and comparison to reduction targets. Materials will be provided at least two weeks in advance for staff review and inclusion in the agenda packet.
4. Training sessions: Cascadia will sit down with City staff to go through each step of the inventory process. Cascadia anticipates two, 1-2-hour sessions—one session to review the materials and the methodology for the base year inventory that was completed and another session to test update capacity using a mock year scenario. Cascadia recommends conducting the training with at least two City staff members to ensure redundancy should future role or staffing changes occur. These training sessions will be critical for ensuring that all documentation provides the necessary information for updating the inventory over time; Cascadia anticipates needing to update guidance documentation in an iterative manner as the trainings are conducted.

City Deliverables	Cascadia Deliverables
<ul style="list-style-type: none"> • City Council and Planning Commission Memos • Coordinated review of draft deliverables • Presentation of interim results to the Planning Commission 	<ul style="list-style-type: none"> • Data collection checklist • Populated Excel inventory workbook • Data uploaded to ICLEI ClearPath • GHG Report for community and municipal inventories • PowerPoint Presentation for Planning Commission and City Council • City staff training and materials

Task 4 – Climate Resiliency Plan

In developing this Plan with the City, Cascadia will ensure that there is robust engagement and participation from community members, local organizations, and businesses as well as a strategic focus on implementation. The following sections provide additional subtasks on the key components of plan development.

Task 4.1 Strategy Assessment and Selection

Cascadia will build upon previous work done by the City, various groups such as the Climate Action Planning Group (CAPG), any results from the FEWision F4R supply chain study, City staff engagement, public outreach and participation, and with peer communities to identify a suite of suitable, bold, and

leading edge actions, organized by sector and strategy, to include in the Climate Resiliency Plan to meet the City’s near- and long-term goals and targets.

After identifying a suite of potential strategies, Cascadia will utilize a high-level qualitative multi-criteria analysis to arrive at a prioritized shortlist of actions for inclusion in the Climate Resiliency Plan.

After the multi-criteria analysis, Cascadia will prepare the final set of strategies and actions for City and public review.

Assumptions:

- 1) Peer communities include but are not limited to Everett, Whatcom County, Kitsap County, Tacoma, Bainbridge Island, and Renton.
- 2) The plan may be adjusted based on further research and client team input. To prepare the initial suite of potential strategies, the Cascadia team will rely heavily on the pre-existing list of potential strategies and actions, refining it to reflect strategies and actions that are the most likely to support carbon neutrality and otherwise rank well in the multi-criteria analysis to generate the prioritized short list of actions for inclusion in the Climate Resiliency Plan.
- 3) Anticipate prioritizing actions that contribute to the following high-level strategies:
 - a) Public transportation and land use—solutions that increase density in this sprawled city, develop and incentivize non-car transport, and promote low-emissions travel.
 - b) Moving toward 100% clean and renewable energy through electrification of the building and transportation sectors complemented with a transition to 100% clean and renewable electricity—including both from the grid and from locally produced sources.
 - c) Increased energy conservation and efficiency in both the building and transportation sectors.
 - d) Across all the focus areas, include strategies that bolster the local green economy to sustain living wage green jobs in Port Angeles.
- 4) Analysis will evaluate the following criteria at minimum
 - a) Impact, including emission reduction potential.
 - b) Feasibility, including degree of City influence over the action, level of community support, required partnerships, regulatory constraints, and technological considerations.
 - c) Cost, including affordability to both the broader community and to City government.
 - d) Equity in the distribution of costs and benefits, including consideration of disadvantaged populations.
 - e) Realization of co-benefits such as public health, quality of life, emergency resiliency, cost savings, and alignment with other City priorities.

Task 4.2 Implementation Planning

The focus of the Climate Resiliency Plan’s goals and actions are ambitious, yet feasible by setting up implementation pathways that are clearly defined, easy to follow, and have quantifiable metrics to measure success.

Cascadia will provide the City a framework for ongoing monitoring and evaluation that includes performance indicators.

Assumptions:

- 1) An implementation matrix will at minimum identify the following, based in large part on City staff input:
 - a) Specific departments or local organizations responsible for strategy implementation;
 - b) Anticipated timeline and sequencing of strategies and actions;
 - c) Key partnerships that may be necessary for effective implementation;
 - d) Ties to other City plans, policies, or programs;
 - e) Funding sources if additional funding is required for effective strategy implementation; and
 - f) Immediate next steps for action implementation.

Task 4.3 Climate Resiliency Plan Development

Building on the Public Outreach and Participation Plan’s efforts, the community and municipal GHG inventory, the strategy assessment and selection, and the implementation planning tasks, Cascadia will develop the Port Angeles Climate Resiliency Plan. The report will be accessible and user-friendly with concise text and a focus on graphs and other visual aids created using adobe products.

Assumptions:

- 1) The report structure is anticipated to include these elements at a minimum:
 - a) Brief executive summary, including key takeaways and graphics highlighting inventory findings, public engagement results, and the recommended targets and strategies for the Climate Resiliency Plan.
 - b) Introduction, including a discussion of the context and value of the Climate Resiliency Plan and an overview of the planning process.
 - c) Baseline conditions summary: This section will summarize and discuss the city’s greenhouse gas emissions sources. It can also cover likely impacts of climate change on the city and region.
 - d) Vision and targets: This component will frame the plan by introducing the City’s vision for the future and identifying the emissions-reduction targets and other goals.
 - e) Strategies and actions: We will describe each overarching strategy and its supporting actions.
 - f) Implementation plan: This section will lay out a clear action plan for achieving climate goals and set metrics for tracking progress along the way.
- 2) The report will be provided to the City using the Adobe Suite and will be 25-30 pages long.

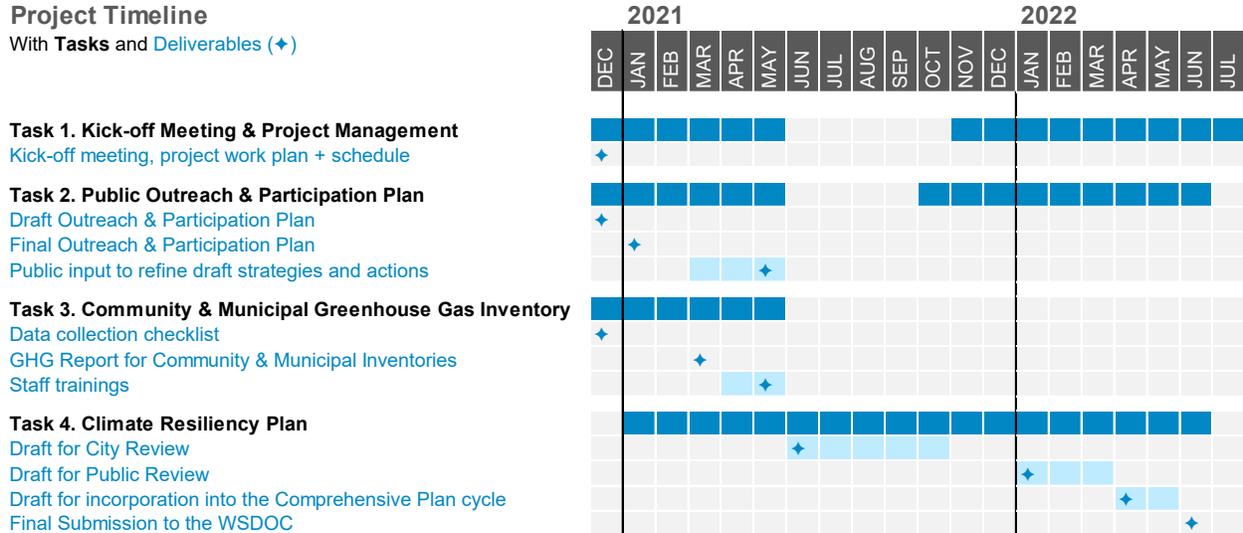
City Deliverables	Cascadia Deliverables
<ul style="list-style-type: none"> ● City Council and Planning Commission Memos ● SEPA documentation and review ● Coordinated draft deliverable review ● Final Selected Evaluation Criteria ● Final Implementation Matrix List ● Final Climate Resiliency Strategies and Actions 	<ul style="list-style-type: none"> ● Draft and revised Climate Resiliency Plan for City review and approval prior to public and community feedback. ● Draft Climate Resiliency Plan for public and community review and feedback. ● Final Climate Resiliency Plan that integrates City and public feedback.

Project Timeline

To devote as much of the project budget as possible to Tasks 2-4, Task 1 will be paused during summer 2021 when the Cascadia team’s role will be minimal.

Project Timeline

With **Tasks** and **Deliverables** (◆)



Budget

This work will have a not-to-exceed total budget of **\$49,998** for the tasks listed below.

Task	Budget
Task 1 Kick-Off Meeting & Project Management	\$5,984
Task 1.1 Kick-Off Meeting	\$1,496
Task 1.2 Finalized and approved project work plan and schedule	\$500
Task 1.3 Project communication	\$2,300
Task 1.4 Invoices with activity reports by task	\$1,688
Task 2 Public Outreach and Participation Plan	\$13,412
Task 2.1 Public Outreach and Participation Plan Development	\$3,872
Task 2.2 Workplan for Community Volunteer Group Management	\$630
Task 2.3 Community Engagement and Key Messaging Materials	\$8,910
Task 3 Community and Municipal Greenhouse Gas Inventory	\$15,373
Task 3.1 Inventory Methodology Confirmation	\$458
Task 3.2 Data Collection	\$2,825
Task 3.3 Perform Inventory & Prepare GHG Inventory Report	\$8,960
Task 3.4 Staff and Volunteer Training and Hand Off	\$3,130
Task 4 Climate Resiliency Plan	\$15,230
Task 4.1 Strategy Assessment and Selection	\$6,574
Task 4.2 Implementation Planning	\$1,170
Task 4.3 Climate Resiliency Plan Development	\$7,486
TOTAL	\$49,998

The core members of the Cascadia team are listed below.

Staff	Rate (fully burdened)
Andrea Martin, Strategic Advisor	\$200
P.J. Tillmann, Project Manager	\$150
Mike Chang, Engagement & Writing Lead	\$120
Tristan Smit, Emissions Analyst	\$90
Andrea MacLennan (Herrera), Resiliency & Engagement Advisor	\$188