

**AGREEMENT FOR PROFESSIONAL SERVICES
BETWEEN
CITY OF PORT ANGELES
AND
CASCADIA CONSULTING GROUP, INC.**

THIS AGREEMENT is made and entered into, by and between THE CITY OF PORT ANGELES, a non-charter code city and municipal corporation of the State of Washington, (hereinafter called the "CITY") and Cascadia Consulting Group, Inc. a Washington profit corporation authorized to do business in the state of Washington (hereinafter called the "CONSULTANT").

WHEREAS, the CITY desires the development of a climate resiliency plan, to include a greenhouse gas inventory and public outreach and participation plan, and

WHEREAS, the CITY desires to engage the professional services and assistance of qualified advisors to perform the Scope of Services as detailed in Exhibit A, and

WHEREAS, the CONSULTANT represents that it has the background, experience, and ability to perform the work requested by the CITY in accordance with the standards of the profession, and

WHEREAS, the CONSULTANT represents that it will provide qualified personnel and appropriate facilities necessary to accomplish the work;

NOW, THEREFORE, in consideration of the above representations and the terms, conditions, covenants, and agreements set forth below, the parties hereto agree as follows:

I SCOPE OF SERVICES

General Scope.

The CONSULTANT will accomplish the work as described in scope of services attached in Exhibit A.

The CITY may review the CONSULTANT'S services, and if they do not meet the Professional Standard of Care the CONSULTANT shall make such changes as may be required by the CITY. Such changes shall not constitute "Extra Work" as related in Section XII of this Agreement. Any changes made necessary due to causes outside the CONSULTANT'S reasonable control shall be provided as an extra work herein.

The CONSULTANT agrees that all services performed under this Agreement shall be in accordance with the standards of the profession for similar services on similar projects of like size and nature and in compliance with applicable federal, state and local laws.

The Scope of Services may be amended upon written approval of both parties.

II OWNERSHIP OF DOCUMENTS

Upon completion of the work, all written and electronic documents, exhibits, CAD files, project plans, reports, or other presentations of the work directed by the CITY in Exhibit A with the exception of those standard details and specifications regularly used by the CONSULTANT in its normal course of business shall upon payment of all amounts rightfully owed by the CITY to the CONSULTANT herein become the property of the CITY for use without restriction and without representation as to suitability for reuse by any other party unless specifically verified or adapted by the CONSULTANT. However, any alteration of the documents, by the CITY or by others acting through or on behalf of the CITY, will be at the CITY's sole risk.

III DESIGNATION OF REPRESENTATIVES

Each party shall designate its representatives in writing. The CONSULTANT'S representative shall be subject to the approval of the CITY.

IV TIME OF PERFORMANCE

The CONSULTANT may begin work upon execution of this Agreement by both parties and written direction to proceed from CITY and the duration of the Agreement shall extend through June 30, 2022.

V PAYMENT

The CITY shall pay the CONSULTANT as set forth in this section of the Agreement. Such payment shall be full compensation for work performed, services rendered, and all labor, materials, supplies, equipment and incidentals necessary to complete the work.

A. Payment shall be on the basis of the CONSULTANT'S cost for actual labor, overhead and profit plus CONSULTANT'S direct non-salary reimbursable costs as set forth in the attached Exhibit A.

B. The CONSULTANT shall submit invoices to the CITY on a monthly basis. Invoices shall detail the work, hours, employee name, and hourly rate; shall itemize with receipts and invoices the non-salary direct costs; shall indicate the specific task or activity in the Scope of Service to which the costs are related; and shall indicate the cumulative total for each task.

C. The CITY shall review the invoices and make payment for the percentage of the project that has been completed less the amounts previously paid.

D. The CONSULTANT invoices are due and payable within 30 days of receipt. In the event of a disputed billing, only the disputed portion will be withheld from payment.

E. Final payment for the balance due to the CONSULTANT will be made after the completion of the work and acceptance by the CITY.

F. Payment for "Extra Work" performed under Section XII of this Agreement shall be as agreed to by the parties in writing.

VI MAXIMUM COMPENSATION

Unless otherwise agreed to in writing by both parties, the CONSULTANT'S total compensation and reimbursement under this Agreement, including labor, direct non-salary reimbursable costs and outside services, shall not exceed the maximum sum of \$49,998. The budget for each task is as set forth in the attached Exhibit A. Budgets for task(s) may be modified upon mutual agreement between the two parties, but in any event, the total payment to CONSULTANT shall not exceed \$49,998.

VII INDEPENDENT CONTRACTOR STATUS

The relation created by this Agreement is that of owner-independent contractor. The CONSULTANT is not an employee of the CITY and is not entitled to the benefits provided by the CITY to its employees. The CONSULTANT, as an independent contractor, has the authority to control and direct the performance within the Scope of Service. The CONSULTANT shall assume full responsibility for payment of all Federal, State, and local taxes or contributions imposed or required, including, but not limited to, unemployment insurance, Social Security, and income tax.

VIII EMPLOYMENT

Employees of the CONSULTANT, while engaged in the performance of any work or services under this Agreement, shall be considered employees of the CONSULTANT only and not of the CITY, and claims that may arise under the Workman's Compensation Act on behalf of said employees while so engaged, and any and all claims made by a third party as a consequence of any negligent act or omission on the part of the CONSULTANT'S employees while so engaged, on any of the work or services provided to be rendered herein, shall be the sole obligation and responsibility of the CONSULTANT.

In performing this Agreement, the CONSULTANT shall not employ or contract with any CITY employee without the CITY's written consent.

CONSULTANT shall not accept any employment or perform any services where there is, or reasonably could arise, a conflict between the interests of the City and the interests of any of CONSULTANT'S other clients.

IX NONDISCRIMINATION

The CONSULTANT shall conduct its business in a manner, which assures fair, equal and non-discriminatory treatment of all persons, without respect to race, creed or national origin, or other legally protected classification and, in particular:

A. The CONSULTANT shall maintain open hiring and employment practices and will

welcome applications for employment in all positions, from qualified individuals who are members of minorities protected by federal equal opportunity/affirmative action requirements; and,

B. The CONSULTANT shall comply with all requirements of applicable federal, state or local laws or regulations issued pursuant thereto, relating to the establishment of nondiscriminatory requirements in hiring and employment practices and assuring the service of all persons without discrimination as to any person's race, color, religion, sex, Vietnam era veteran status, disabled veteran condition, physical or mental handicap, or national origin.

X SUBCONTRACTS

A. The CONSULTANT shall not sublet or assign any of the work covered by this Agreement without the written consent of the CITY.

B. In all solicitation either by competitive bidding or negotiation made by the CONSULTANT for work to be performed pursuant to a subcontract, including procurement of materials and equipment, each potential sub-consultant or supplier shall be notified by the CONSULTANT of CONSULTANT's obligations under this Agreement, including the nondiscrimination requirements.

XI CHANGES IN WORK

Other than changes directed by the CITY as set forth in Section I above, either party may request changes in the Scope of Services. Such changes shall not become part of this Agreement unless and until mutually agreed upon and incorporated herein by written amendments to this Agreement executed by both parties.

XII EXTRA WORK

The CITY may desire to have the CONSULTANT perform work or render services in connection with this Agreement, in addition to the Scope of Services set forth in Exhibit A and minor revisions to satisfactorily completed work. Such work shall be considered as "Extra Work" and shall be addressed in a written supplement to this Agreement. The CITY shall not be responsible for paying for such extra work unless and until the written supplement is executed by both parties.

XIII TERMINATION OF AGREEMENT

A. The CITY may terminate this Agreement at any time, with or without cause, upon not less than ten (10) days written notice to the CONSULTANT. Written notice will be by certified mail sent to the CONSULTANT's designated representative at the address provided by the CONSULTANT. As a condition precedent to termination with cause the CONSULTANT shall be given the notice period to cure such cause and shall have failed to so cure.

B. In the event this Agreement is terminated prior to the completion of the work, a final

payment shall be made to the CONSULTANT, which, when added to any payments previously made, shall compensate the CONSULTANT for the work completed.

C. In the event this Agreement is terminated prior to completion of the work, documents that are the property of the CITY pursuant to Section II above, shall be delivered to and received by the CITY prior to transmittal of final payment to the CONSULTANT.

XIV INDEMNIFICATION/HOLD HARMLESS

CONSULTANT shall defend, indemnify and hold the CITY, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the CONSULTANT in performance of this Agreement, except for injuries and damages caused by the sole negligence of the CITY.

However, should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the CONSULTANT, the CITY, and the officers, officials, employees, and volunteers of either, the CONSULTANT'S liability hereunder shall be only to the extent of the CONSULTANT'S negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the CONSULTANT'S waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

XV INSURANCE

The CONSULTANT shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, its agents, representatives or employees.

CONSULTANT'S maintenance of insurance as required by the Agreement shall not be construed to limit the liability of the CONSULTANT to the coverage provided by such insurance, or otherwise limit the CITY'S recourse to any remedy available at law or in equity.

A. MINIMUM SCOPE OF INSURANCE

Consultant shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be at least as broad as Insurance Services Office (ISO) form CA 00 01.
2. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap, independent contractors and personal injury and advertising injury. The CITY shall be named as an additional insured under the Consultant's Commercial General Liability

insurance policy with respect to the work performed for the CITY using as additional insured endorsement at least as broad as ISO endorsement CG 20 26.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
4. Professional Liability insurance appropriate to the Consultant's profession.

B. MINIMUM AMOUNTS OF INSURANCE

Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
2. Commercial General Liability insurance shall be written with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate.
3. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$2,000,000 policy aggregate limit.

C. OTHER INSURANCE PROVISION

The CONSULTANT'S Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain, that they shall be primary insurance as respect the CITY. Any Insurance, self-insurance, or insurance pool coverage maintained by the CITY shall be excess of the CONSULTANT'S insurance and shall not contribute with it.

D. ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

E. VERIFICATION OF COVERAGE

CONSULTANT shall furnish the CITY with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Agreement before commencement of the work.

F. NOTICE OF CANCELLATION

The CONSULTANT shall provide the CITY with written notice of any policy cancellation, within two business days of their receipt of such notice.

G. FAILURE TO MAINTAIN INSURANCE

Failure on the part of the CONSULTANT to maintain the insurance as required shall constitute a material breach of contract, upon which the CITY may, after giving five business days notice to the CONSULTANT to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the CITY on demand, or at the sole discretion of the CITY, offset against funds due the CONSULTANT from the CITY.

H. CITY FULL AVAILABILITY OF CONSULTANT LIMITS

If the CONSULTANT maintains higher insurance limits than the minimums shown above, the CITY shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the CONSULTANT, irrespective of whether such limits maintained by the CONSULTANT are greater than those required by this Agreement or whether any certificate of insurance furnished to the CITY evidences limits of liability lower than those maintained by the CONSULTANT.

XVI APPLICABLE LAW

This Agreement shall be construed and interpreted in accordance with the laws of the State of Washington, and in the event of dispute the venue of any litigation brought hereunder shall be Clallam County.

XVII EXHIBITS AND SIGNATURES

This Agreement, including its exhibits, constitutes the entire Agreement, supersedes all prior written or oral understandings, and may only be changed by a written amendment executed by both parties. The following exhibits are hereby made a part of this Agreement:

Exhibit A – Scope of Services, Budget, Consultant Time Plus Expense Rate Schedule

XVIII

This Agreement is effective and binding as of the date for the last signature affixed below.

CASCADIA CONSULTING GROUP, INC. CITY OF PORT ANGELES

DocuSigned by:
By: Ruth Bell
C40A480DC000415...

DocuSigned by:
By: Nathan West
0F7345F35544417...

Printed Name: Ruth Bell

Printed Name: Nathan West

Title: Co-President

Title: City Manager

Date: 12/18/2020

Date: 12/18/2020

APPROVED AS TO FORM:

DocuSigned by:
BY: William Bloor
E5EC5EBD4113427
CITY ATTORNEY

ATTEST:

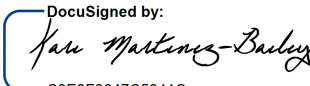
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CITY CLERK

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

City of Port Angeles – Port Angeles Climate Resiliency Plan

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

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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

City of Port Angeles – Port Angeles Climate Resiliency Plan

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

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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.

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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

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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.

City of Port Angeles – Port Angeles Climate Resiliency Plan

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.

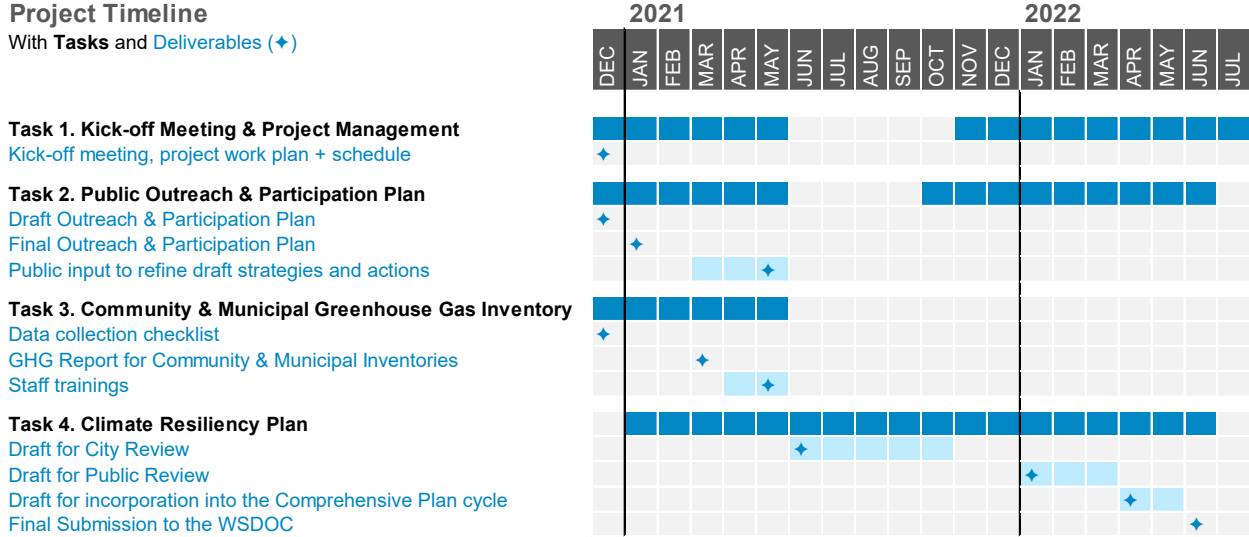
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Project Timeline

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** (◆)



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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