Climate Action Plan Update

PROPOSAL TO THE CITY OF EL CERRITO

UPDATED OCTOBER 28, 2022

SUBMITTED BY CASCADIA CONSULTING GROUP
Dear Evaluation Team,

Since its founding in 1993, Cascadia Consulting Group (“Cascadia”) has worked with public, corporate, nonprofit, and tribal clients to advance projects that benefit their communities and the environment. Cascadia’s expertise cuts across all aspects of climate analysis and planning — and we have extensive experience applying these skills to help local governments across the country accurately measure and reduce emissions while building resiliency to climate impacts.

We are thrilled to be partnering on this project with EcoDataLab for this project. EcoDataLab is the first (and only) firm to offer consumption-based emissions inventories for US communities using the best-in-class methodology developed by the CoolClimate Network at UC Berkeley, and will draw on this nationally recognized expertise to lead the consumption-based analysis for El Cerrito.

Together, our team members bring a unique combination of leading-edge expertise managing some of the country’s most advanced greenhouse gas analysis efforts and extensive experience working closely with local governments on thoughtful, equitable, and community-informed climate planning processes. Specifically, we offer:

- **Unmatched local context and connections.** Our team has worked with numerous Bay Area jurisdictions on climate action planning and CAP engagement—including for the cities of Albany, Dublin, Livermore, Pleasanton, Santa Clara, San Francisco, and Alameda and San Mateo counties, among others—and have conducted extensive face-to-face and digital engagement on related sustainability and waste reduction topics in El Cerrito, Oakland, Fremont, and other local communities. Our team’s leadership in climate action and adaptation planning in California means we already have extensive data and community connections relevant to El Cerrito and can hit the ground running on a plan that is relevant and supported by regional efforts.

- **Cutting edge knowledge and fresh perspectives.** We complement our extensive on-the-ground local experience with best practices developed through leadership on some of the most advanced and innovative emissions analyses in the country—including development of a consumption-based emissions toolkit, dynamic and easy-to-use GHG forecasting & wedge analyses tools, online dashboards, and a first-of-its-kind contribution analysis tool. Our proposed Principal-in-Charge, Andrea Martin, participates in a committee currently working to update and streamline the U.S. Community Protocol and associated tools and methods. We will bring this unrivalled experience to El Cerrito, delivering a comprehensive GHG emissions inventory that reflects the best practices and sets a clear course for climate action.

- **A fully customized process.** We don’t just offer a one-size-fits-all climate plan; we will build the CAAP ensuring that we meet the City’s needs and reflect the priorities and interests of the community. Our commitment to delivering a plan that is tailored to each client’s context is reflected in every step of our process, from investing in up-front research and visioning with the client team, to doubling down on meaningful and inclusive community engagement, to reflecting community priorities in the strategy prioritization phase, to creating a final plan that dovetails with other City policies and programs. Importantly, we frequently work with smaller local governments, and understand how to adjust our process to meet them on their terms.

- **Simplicity, accessibility, and quality.** We pride ourselves on distilling complex concepts into easy-to-understand narratives and graphics that answer key questions and tell a clear story. Cascadia’s internal editorial and design teams will ensure that all project materials are not just clear and concise, but engaging and inspiring, too.

Simply put, our team is fully prepared and eager to support El Cerrito in crafting a comprehensive, thoughtful, and community-informed plan that sets the City on a path to sustainability and resilience. We believe our team possesses the perfect blend of skills, knowledge, prior experience, and passion to deliver on that need. Do not hesitate to reach out to me with any additional questions.

Sincerely,

Andrea Martin, Climate Action Director
Email: andream@cascadiaconsulting.com, Phone: 704-604-5727
General Information

Since its founding in 1993, Cascadia Consulting Group (Cascadia) has worked with public, corporate, nonprofit, and tribal clients to advance projects that benefit their communities and the environment. Cascadia’s expertise includes strategic planning, analysis, and management of climate change mitigation and adaptation, energy efficiency and renewable energy, recycling and materials management, and resource conservation projects. Through effective engagement, research and analysis, decision-support tools, program evaluation, and reporting, we empower our clients to direct their own progress toward sustainability goals. Cascadia’s award-winning climate planning work has included leading CAP 2.0 efforts for peer jurisdictions like Albany, Pleasanton, Santa Clara, and San Mateo County; we have also worked in Fremont since 2011, providing hundreds of local businesses with technical assistance as part of the StopWaste program. Cascadia is a women-owned small business with offices in Oakland, CA; Seattle, WA; and Charleston, SC.

To support the consumption-based emissions analysis, Cascadia is partnering with EcoDataLab. EcoDataLab, a California LLC, was launched in 2020 with the mission to address climate change by massively scaling data science solutions to empower action among individuals, organizations, and governments. The firm offers best-in-class research and technology to provide policymakers with reliable, actionable data and emissions inventories. EcoDataLab is made up of its two owners: Ben Gould, MS, MPP serves as President of EcoDataLab, while Chris Jones, PhD serves as Chief Science Officer. EcoDataLab is headquartered in Berkeley, CA. Together, Cascadia and EcoDataLab form a nationally renowned climate analysis and planning team, grounded in the best emissions inventory research and technology and decades of facilitation, community outreach, and planning experience—a combination that places our team at the intersection of El Cerrito’s core needs for this project.

Statement of Experience and Qualifications

Our core team members are introduced below. In addition to the core staff, Cascadia also offers a deep bench of support staff with additional expertise in graphics and communications, outreach and community engagement, natural resource management, green infrastructure, data analysis, climate action planning, and equity and environmental justice who will support the project on an as-needed basis.

PROPOSED KEY STAFF AND EXPERIENCE

Andrea Martin | Cascadia | Principal-in-Charge

Andrea has 14 years of experience leading climate and sustainability analysis and planning projects, with a focus on local government clients throughout the West Coast. She has led over a dozen GHG emissions inventories and climate action planning processes for government clients and agencies, including for San Mateo and Alameda counties, the cities of Albany, Pleasanton, Dublin, Livermore, Santa Clara, Cupertino, and the City of San Francisco, as well as local government clients in Oregon, Colorado, and Arizona. She also managed the Puget Sound Regional Emissions Analysis project on behalf of King County and a group of partners, which included developing a first of its kind, comprehensive four-county emissions analysis. Her commitment to innovation has placed her at the
CLIMATE ACTION AND ADAPTATION PLAN

center of some of the country’s most ambitious efforts, including outlining what carbon neutrality means for local
governments, conducting carbon sequestration potential analyses, participating in the ICLEI U.S. Community Protocol
update subcommittee, and working with pilot cities to develop a new, publicly available tool for assessing underlying
factors that drive emissions trends (ICLEI’s Contribution Analysis Toolkit). Andrea is also committed to centering equity in
her work. She is led an equity and co-benefits evaluation for Oregon DEQ to inform development of their statewide cap-
and-reduce program, as well as an inclusive engagement process for San Francisco’s draft CAP. Andrea holds a Master of
Environmental Management degree from Duke University and a B.S. in Biology with Honors from the University of North
Carolina at Chapel Hill.

Alicia Fennell | Cascadia | Project Manager

Alicia manages all aspects of climate and sustainability projects at Cascadia — from GHG analyses to
community engagement— through excellent facilitation, writing, research, and technical analysis
skills. She is currently managing a large public engagement effort for the City of Cupertino Parks
Department, an equitable engagement process for Foster City’s Climate Action Plan, and Sonoma
County’s GHG inventory. She also served as Project Manager for a greenhouse gas inventory review
for Tualatin Hills Park & Recreation District (OR). In addition, Alicia supported the Puget Sound
Regional Emissions Analysis—a four-county emissions analysis and planning project covering the
Seattle metropolitan corridor, and engagement for Alameda County’s Climate Action Plan. Before
joining Cascadia, Alicia worked with the County of Santa Barbara to assess the carbon stock and
future sequestration potential of the county’s natural and working lands. She also spent five years working in
environmental education in the Bay Area. Alicia holds a bachelor’s degree in environmental studies from UC Santa Cruz
and a master’s degree in environmental science and management from the Bren School at UC Santa Barbara.

Angela Pietschmann | Cascadia | GHG Analysis & Mitigation Lead

Since 2018, Angela has led and supported climate action planning, GHG analysis, and natural
resource management projects, varying in scope and complexity from small-town climate action
plans to comprehensive sustainability plans for major cities and regional governments. A skilled
writer with an accounting background, Angela is adept at straddling the quantitative and qualitative
sides of climate planning, with experience spanning from emissions analyses to final CAP writing.
Angela recently completed Telluride’s Climate Action Plan, and the Puget Sound Regional Emissions
Analysis and developed a comprehensive, easy to use GHG emissions forecasting and analysis tool
for King, Pierce, Snohomish, and Thurston counties. Angela currently supports San Francisco’s GHG
inventory and serves as a strategic advisor for the Sonoma County GHG inventory. In addition to her
climate planning work, Angela is a skilled facilitator and process manager who has helped coordinate complex, multi-
stoakeholder planning efforts including the State of Washington’s Orca Task Force. Angela has a M.P.A. from the University
of Washington and a B.S. in Accounting from Penn State University.

Kristina Zeynalova | Cascadia | Adaptation Lead

Kristina brings over five years of experience in strategic planning with a focus on natural resource
management, stormwater planning, and climate action projects. She holds central roles on a broad
portfolio of projects, including co-leading a vulnerability assessment and disaster planning effort for
the North Olympic Peninsula, supporting King County and the King County-Cities Climate
Collaborative in developing shared priorities for integrating climate considerations into local
comprehensive planning, and supporting a test pilot for climate comprehensive planning for the WA
Department of Commerce. Her other recent experience includes supporting Climate Action Plans for
Vancouver, WA and Telluride, CO—and managing a vulnerability assessment for the City of Issaquah.
She also has direct experience working in the El Cerrito community conducting outreach to increase compliance with
commercial composting laws. Kristina holds a B.A from the University of California, Santa Cruz, where she focused on
exploring the intersection of sociology and the environment and a M.S. in Environmental Studies from San Jose State University, where she researched environmental management and policy, corporate sustainability, and circular economy. Kristina also speaks fluent Russian.

Maddie Seibert | Cascadia | Facilitator & Community Engagement Support
Maddie leads community engagement, research and analysis, and planning and facilitation for a wide range of climate projects at Cascadia. She has held a central role on climate planning projects throughout California — including for the cities of Pleasanton, Santa Clara, Cupertino, and Livermore. Her recent work includes creating tools for engagement of unincorporated communities for the San Mateo County CAP process, supporting CAAP writing for Albany (CA), engagement for both the City of San Francisco and Alameda County Climate Action Plans, and designing community outreach and behavior change strategies to benefit recycling in the City of Oakland. Maddie also brings extensive expertise in food waste management and is serving as the Deputy Project Manager for CalRecycle and the San Francisco Department of the Environment’s Food Waste Prevention and Rescue Grant Project. Prior to joining Cascadia, Maddie conducted research on Chinese coal emissions for the Natural Resources Defense Council and led student and faculty engagement around sustainability initiatives for GreenerU. She holds a B.A. and B.S. from Northeastern University and a Master of Global Affairs from Schwarzman College at Tsinghua University in China.

Hailey Weinberg | Cascadia | Writing & Analysis Support
Hailey provides expertise in greenhouse gas accounting and climate action planning for public-sector and institutional clients. She is currently supporting a GHG inventory for Sonoma County, engagement efforts with the City of Cupertino Parks Department, and the development of a Clean Economy Strategy for the City of Renton (WA). She recently completed work on the four-county Puget Sound Regional Emissions Analysis and climate action plans for the City of Santa Clara and Telluride (CO). Before joining Cascadia, Hailey was a Corporate Climate Accountability Researcher for the U.S. Partnership for Education for Sustainable Development. Her experience includes working for Northern Arizona University on the Social Cost of Carbon Proposal and presenting GHG reduction policies to university officials. Hailey also worked for 350 Madison, where she led a three-person team to create an action plan focused on energy efficiency and low-income housing. Hailey has a B.S. in Environmental Science from San Diego State University and a M.S. in Climate Sciences & Solutions from Northern Arizona University.

Ben Gould | EcoDataLab | Consumption-based GHG Inventory Lead
Ben brings an extensive background in local government sustainability and climate action planning. As President of EcoDataLab, Ben has managed consumption-based emissions inventories for clients across the country—including for the cities of Austin, TX, the City and County of Monterey, CA, and a recent effort, in partnership with Cascadia, to create a comprehensive consumption-based inventory for King County, WA and three neighboring counties that together comprise more than half of Washington’s population. He also leads development of EcoDataLab’s software tools, including the EcoDataLab Dashboard—a visual tool for analyzing, monitoring, and reporting on emissions. Prior to EcoDataLab, Ben worked for San Francisco International Airport, the International Council for Clean Transportation, and Lawrence Berkeley National Laboratory. Ben has served on the City of Berkeley’s Environmental Commission since 2014, including three terms as Chair, and was the first to recommend that Berkeley phase out natural gas in new construction, ultimately resulting in a first-in-the-nation law banning new gas hookups in 2019. Ben holds his Master of Public Policy and MS in Environmental Engineering degrees from UC Berkeley.
RECENT RELEVANT EXPERIENCE

We’ve provided a selection of our recent relevant work below, and are happy to provide additional information on request.

Climate Action & Adaptation Plan | City of Albany, CA | 2018-2019

Cascadia led an update of the City of Albany’s Climate Action and Adaptation Plan, which aims to achieve the City’s goal of community-wide carbon neutrality by 2050. Our team assessed the current system of mitigation and adaptation actions and needs, set an inclusive and equitable vision for a carbon neutral and resilient Albany through a public engagement process, and drew on a deep carbon reduction planning framework to identify and prioritize near-term and long-term actions. Albany’s plan sets the stage for net-zero buildings, zero-carbon transportation, zero waste, and maximized carbon sequestration. It will also be straightforward for both the City and residents to implement, as it contains a checklist of actions and resources that residents can pursue to reduce their personal carbon footprints and

Climate Action Plan Engagement & GHG Emissions Inventory Support | City and County of San Francisco, CA | 2019; 2020; 2022-Present

Cascadia led an inclusive community engagement process to inform the development of the City and County of San Francisco’s Climate Action Plan. We built awareness and understanding of the climate crisis for residents; established feedback loops between the City and its residents; grew trust and support for the City to accelerate action to reduce emissions; and built capacity among residents, City staff, and community groups to foster meaningful, collaborative action on climate policy. Cascadia prioritized communities most vulnerable to environmental impacts and those that have historically been hardest to reach and collaborated with City staff to deliver a comprehensive engagement strategy via the recruitment of trusted community partners and a public engagement toolkit that reached our target audiences through multiple outreach channels, including online workshops, focus groups, and social media.

Cascadia is now supporting a municipal and communitywide GHG inventory update for the City and County of San Francisco. We are building on previous emissions data collection efforts by compiling and streamlining past GHG data from across disparate platforms and inputting it into a Power BI platform to create a cohesive baseline dataset that additional GHG emissions data can be added to, easing future GHG emissions efforts. Our protocol will be checked for compliance and our data will be packaged for reporting to CDP. EcoDataLab prepared the consumption-based emissions

Local Experience

Cascadia has worked in the Bay area for decades on projects that span our entire portfolio. In addition to working on climate and sustainability in San Francisco, Albany, and throughout San Mateo County, we have conducted several outreach and engagement projects in El Cerrito itself.

Our outreach team—which includes proposed Adaptation Lead Kristina Zeynalova—has worked directly with El Cerrito to conduct outreach to local businesses to increase compliance with SB 1383 and AB 1826. We’ve also worked with StopWaste for years to understand and improve sustainability in waste management throughout the county.

Our local expertise and existing connections will help us hit the ground running in developing a climate action plan that not only puts El Cerrito on a path to reaching its goals but is also grounded in local support.
inventory, analysis, and report detailing emissions from goods and services consumed in the region regardless of where the emissions themselves were produced. When completed we will have detailed, updated emissions data for the City and County across sectors that can be easily compared to past data in the same platform and projected into the future and accounting for current and potential future emissions policies, and recommended emissions reduction strategies.

Climate Action Plan | San Mateo County, CA | 2019-2022

Cascadia led the development of San Mateo County’s update of its Government Operations Climate Action Plan and Community Climate Action Plan, which sets the County government and the communities in unincorporated San Mateo County on a shared path toward lower emissions and improved climate resiliency. Our team first guided the County through prioritizing its proposed climate mitigation measures for both CAPs by assessing factors such as effectiveness, cost, co-benefits, and feasibility. For the Community CAP, we worked with local partners to analyze cityscapes and open lands in the County for carbon sequestration opportunities. We supported the CAP process with a customized and multi-faceted community engagement strategy that built on existing partnerships throughout the county, enabling us to reach the diverse—and dispersed—communities in unincorporated San Mateo County. By pairing technical analysis with public engagement, we delivered a Community CAP that is ambitious, inclusive, targeted, and implementable.

Climate Action Plan Update | City of Santa Clara, CA | 2019-2022

Cascadia recently completed an update the City of Santa Clara’s Climate Action Plan. Working closely with City staff, our team reviewed progress made on Santa Clara’s 2013 CAP, updated GHG forecasts and reduction targets in alignment with state regulations, and developed a framework for evaluating, comparing, and prioritizing climate mitigation actions. Once this foundational work was complete, we facilitated the strategy selection process, working with internal City staff, external stakeholders, and community members to identify the climate actions that will have the greatest positive impact—not just in terms of reducing GHGs, but also delivering co-benefits that are important to the community. We maintained an intensive focus on community engagement throughout the project, with a series of public workshops, pop-up open house events, an online survey, and ongoing engagement via a project-specific website and other channels. To complete the project, we drafted an updated CAP, created a detailed Implementation Plan, and prepared supporting CEQA documentation. includes a short, actionable implementation plan for the City with links to the City’s General Plan and important metrics for success.

Climate Action Plan Update | City of Pleasanton, CA | 2019-2022

Cascadia led an update of Pleasanton’s Climate Action Plan. The project included an assessment of progress made against the City’s previous targets, development of new emissions forecasts, and a collaborative process to identify bold new climate actions. The team began by reviewing City documents and preparing a broad outreach plan to guide community participation throughout the project, while simultaneously managing the technical analysis related to GHG emission tracking, forecasting, and target setting. Through this analysis, we generated forecasts of community-level emissions in Pleasanton in 2025, 2030, 2045, and 2050, consistent with California regulations. Building on this baseline assessment of emissions and climate mitigation progress, we then worked with the City to establish a set of core “guiding principles” and we led an
evaluation and prioritization process that weighed potential climate mitigation strategies against these principles and assessed the co-benefits they provide. In addition, we undertook a complementary climate vulnerability and adaptation assessment and weaving climate resilience considerations into all aspects of the project.

Climate Action Plan | Midpeninsula Regional Open Space District, CA | 2017-2018

Cascadia developed the Midpeninsula Regional Open Space District’s first greenhouse gas inventory and Climate Action Plan. In collaboration with the District, we completed the agency’s 2016 greenhouse gas inventory and designed a template the District can use to track emissions going forward. Cascadia generated an emission forecast through 2045 based on projections of recent land acquisitions, projected employee growth, and long-term land management strategies—including a study of carbon sequestration on District-managed lands. Based on inventory findings, our team recommended reduction targets and helped facilitate target setting with the District’s board. The climate action strategies were developed to meet the emission reduction goals and address the District’s unique operational activities, including land management. Cascadia produced a final Climate Action Plan that includes a timeline for implementing climate action strategies and monitoring progress. The American Planning Association recognized the plan with an award of merit in its Innovation in Green Community Planning category.

ADDITIONAL RELEVANT EXPERIENCE

Puget Sound Regional Emissions Analysis | King County & Partner Agencies | 2021-2022

Cascadia led team that includes EcoDataLab that worked with King County (WA) and a group of partner agencies at the municipal and regional levels to update geographic and consumption-based emissions inventories—both at the countywide scale and for internal County operations. This multifaceted emissions analysis project included updated “geographic-plus” inventories for King, Pierce, Snohomish, and Kitsap counties, contribution analyses that attribute proportions of overall emissions to different activity types, government operations inventories, and extensive research and tool development to support GHG analyses for all cities within King County. We also led the development of brand-new consumption-based inventories, which quantify emissions from goods and services consumed in the region regardless of where the emissions themselves were produced. Building on the suite of baseline emissions, our team created wedge analyses that identified pathways for jurisdictions to meet ambitious GHG-reduction targets. Finally, Cascadia led stakeholder engagement and produced extensive documentation of the project’s methodology and results, including infographics and other graphic design pieces that highlighted key takeaways for audiences throughout the region.

In 2017, Cascadia laid the foundation for this project, updating the Puget Sound Clean Air Agency’s four-county emissions inventory to provide 2015 emissions data for King, Snohomish, Kitsap, and Pierce counties. This update required compiling,
standardizing, and streamlining data from multiple jurisdictions to create an accurate, standardized inventory. The inventory followed the U.S. Community Protocol and included emissions sources generated beyond the county’s borders but related to activities within the county, such as resident air travel and electricity generated elsewhere that is used in the county. As part of this work, Cascadia reviewed the agency’s past inventory methodology, collected and analyzed emissions data from a variety of public agencies and independent organizations, and produced a final inventory report with accompanying computational workbooks.

This inventory represents the most comprehensive inventory of the region’s emissions to date, all available through a Power BI-based dashboard that visually displays and analyzes emissions at the click of a button. We also have a first-of-its kind GHG contribution analysis that provides a quantitative picture of key GHG drivers in King County and a “wedge analysis” tool that forecasts regional GHG emissions into the future, modeling the impact of climate policies and programs. Collectively, these tools allow King County and its partners to see and understand localized emissions in ways that have never before been possible—helping to chart a path to a carbon-neutral future for the millions of people who call the Puget Sound region home.

Comprehensive Plan Climate Integration | Kitsap County, WA | Cascadia | 2019-Present

Following the development of the County’s first climate impacts and resilience assessment, Cascadia is now embarking on an effort to update the County’s Comprehensive Plan. Cascadia is leading the climate, equity, and displacement component of the plan—focusing on boosting resilience to local climate vulnerabilities, with an emphasis on protecting frontline communities from climate impacts. We are thoroughly reviewing the current Comprehensive Plan and other related County policies to identify potential gaps and key opportunities to address climate change, equity, and displacement. We will evaluate proposed strategies using a multi-criteria analysis—evaluating them for impact, cost and feasibility, community support, equity impacts, and opportunity for co-benefits—to ultimately develop a Comprehensive Plan that cohesive, equitable, and ensures the greatest outcomes for the most vulnerable in Kitsap County.

Equity & Co-benefits Assessment | Department of Environmental Quality, OR | 2021

Cascadia prepared an equity and co-benefits assessment for the Oregon Department of Environmental Quality to inform Oregon’s Climate Protection Program. As part of this assessment, Cascadia qualitatively evaluated the equity benefits and consequences of four different cap-and-reduce policy scenarios for five communities of concern, including communities of color, Tribes, urban low-income households, rural low-income households, and elderly people. Additionally, Cascadia evaluated the potential for health, environmental, economic, and social co-benefits that could be realized across the policy scenarios for each of these communities of concerns. In addition to these communities of concern, Cascadia quantitatively analyzed the geographic distribution of health co-benefits across Oregon’s counties to help inform DEQ’s policy development and investments.

ABILITY AND APPROACH

Our team brings over 15 years of experience developing climate and sustainability plans for major cities and agencies across the country and across all aspects of climate planning—from GHG analysis and target setting to gathering and implementing community feedback on climate action plans. Our staff are at the forefront of climate research, with experience that includes leading the development of the current edition of the National Climate Assessment, cochairing a work group for the National Adaptation Forum, and working with a committee to update and streamline the leading GHG accounting protocol—the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions. We’ve
developed climate action plans for dozens of local governments and agencies giving us unique insight into the specific priorities, needs, and considerations government clients have when it comes to climate action planning.

Having completed CAPs for jurisdictions across California at the leading edge of sustainability and climate action, we are poised to bring the very latest and most innovative approaches to El Cerrito, while our commitment to tailoring all of our work to each community’s context means we will balance ambition against feasibility, community priorities, and cost-effectiveness. Our climate planning work includes ongoing projects to develop CAPs for over a dozen local governments—including San Francisco, Pleasanton, Cupertino, Albany, Dublin, Foster City, Livermore and Sonoma and San Mateo counties—giving our team a clear understanding of what works and what doesn’t for parsing climate science and community priorities to create clear, actionable, and cost-effective climate mitigation and adaptation strategies.

We are eager to work with the City of El Cerrito to support the development of a comprehensive and effective climate action and adaptation plan that meets the City’s and community’s needs. With climate change already having a range of harmful effects on human health, the economy, and the environment from increased wildfires and smoke to flooding and landslides, the need for such a plan is urgent. We will draw on our significant national experience and the steps El Cerrito has already taken towards a more sustainable future to hit the ground running, working with the City to confirm their desired approach and delivering that approach in a way that maximizes value for the available budget.

To successfully develop a thorough and effective CAAP, the City must ask and answer key questions such as:

- **What are reasonable GHG reduction targets**, taking into account El Cerrito’s current GHG emissions profile, planning horizons, and political, social, and economic context?
- **What policies, programs, and actions should be taken to achieve GHG reduction and adaptation goals**, considering criteria such as cost-effectiveness, impact, feasibility, equity, inclusion, and co-benefits? What resources will be needed?
- **What synergies and efficiencies are possible** by addressing climate change and other social, civic, economic, and/or public health needs simultaneously?
- **How can the CAAP best be integrated with and leverage existing plans**, sustainability initiatives, economic development strategies, social and environmental programs, and other local goals and actions?
- **How can local residents and businesses best be engaged in this effort**, both in terms of developing the Plan and implementing it in the near and longer terms? What elements will be most successful in sharing best practices and spurring action?
- **What is the most effective way to monitor, measure, and report progress** over time, enabling successes to be celebrated and mid-course corrections to be made as needed?

Additionally, **inclusive and informative community engagement** is a central component of Cascadia’s climate action planning process. We have seen that inclusive engagement leads to more community buy-in for planning outcomes and more effective and equitable implementation, and that strategic and robust community engagement ensures the long-term success of a climate action plan—even well after Cascadia’s role has ended. To ensure an inclusive community engagement process, Cascadia will work with City staff and key community stakeholders to develop and implement an outreach plan that weaves community input throughout the planning process. Effective community engagement requires meeting communities where they are and working with, not for, communities to design an engagement process that provides innovative, accessible, authentic, and transparent options to participate in planning processes.

Importantly, while we hope that the entire community will participate energetically in the project, we understand that some people may not be willing or able to participate fully. To that end, we will focus on meeting the community on their terms and offering different levels of involvement in the project: we will encourage and support everything from simply **becoming informed** about the impacts of climate change on El Cerrito and the options for taking action, to **providing input** on evaluation criteria, potential climate actions, and decisions regarding the final CAAP, to **being actively involved in**
implementation—through individual action, support for policies, and engaging friends, family, and peers in achieving success.

The result will be a climate mitigation and adaptation approach that puts El Cerrito on a path towards reaching its aggressive reduction targets and is comprehensive, integrated with other City needs and goals, and broadly supported by the community. A detailed description of our proposed scope of work is outlined in the next section. We are happy to work with the City to amend any part of this scope to fit their needs or as budget dictates.

Cost Proposal

We propose a budget of $122,995 for this project, excluding optional tasks but inclusive of all labor and expenses. (We anticipate minimal expenses.) We are open to adjusting our budget in response to the City’s priorities or changes to available resources. As noted in our proposed approach, we have also built in multiple opportunities for customizing the scope and budget within each task (for example, by increasing the level of public engagement), and we look forward to discussing these options with the client team during the scoping process.

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<td>$13,440</td>
</tr>
<tr>
<td>Hailey Weinberg</td>
<td>$135</td>
<td>430</td>
<td>$58,050</td>
</tr>
<tr>
<td>Ben Gould</td>
<td>$250</td>
<td>20</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

Our budget assumes minimal expenses, but this could be adjusted based on need for travel, conducting in person meetings, or developing additional collateral.
Approach, Scope, and Timelines

We’ve described our approach in detail in the tasks below, followed by a proposed timeline. We are happy to work with the City to adjust this scope as needed.

SCOPE OF WORK

Task 0. Kick-off and Project Management

We will begin by convening an initial kick-off meeting with key City representatives to understand the City’s operations, familiarize ourselves with the City’s climate efforts to date, review relevant documentation, develop the vision for the Climate Action and Adaptation Plan, and begin outlining a detailed project roadmap. During this kick-off meeting, we anticipate discussing:

- Ultimate project goals and outcomes (e.g., “what will success look like?).
- Opportunities to align this project with other City initiatives.
- Key policies (state, federal, local) to address and consider in the planning process.
- Greenhouse gas inventory/analysis methodology, scope, and considerations.
- Community and internal stakeholder engagement goals, activities, and lessons learned.
- Opportunities to incorporate equity into both the development and implementation of the plan.
- Client/consulting team roles, responsibilities, and expectations, including logistics and timeline.

At the conclusion of the kick-off meeting, the City and consulting team will have a shared understanding of the project’s goals, process, and milestones. We will capture these key elements from the kick-off meeting in a Project Workplan and use Smartsheet to build out a dynamic, detailed timeline of the entire planning process with tasks assigned by team member. We will provide the Project Workplan and Smartsheet timeline to the City for review and approval.

We will also draw from the kick-off meeting discussion to plan a robust community engagement strategy to gather community feedback throughout the project. Cascadia devotes particular attention to creating customized community participation programs that reflect the unique community characteristics and needs of the jurisdiction, drawing from previous City engagement, El Cerrito’s demographic data, and Cascadia’s rich history engaging communities across the region on sustainability topics to ensure there is a clear and adaptive plan in place to incorporate community input into the planning process. The community engagement strategy will outline touchpoints throughout the planning process to engage the public and gather feedback on key elements of the plan. We will also outline the target audiences we plan to engage and the specific approaches we will take to gather feedback and incorporate findings into the planning process. In addition, we can also develop a customized engagement tracking tool that allows for real-time monitoring of engagement outcomes and adaptive management, as needed, to meet engagement and equity goals.

Once the project is underway, Cascadia will continue to coordinate with City staff, including participation in biweekly check-in calls. Using Deltek Vision project management software, we will also provide monthly invoices and activity reports that outline progress on key deliverables alongside spend-to-date and budget remaining. Alicia Fennell (proposed Project Manager) will monitor progress using Deltek Vision’s real-time budget tracking to identify and proactively elevate potential scope of budget issues to the client team. We believe in addressing potential issues early—before they become problems that could threaten the success of the project.

Deliverables:

- Project Workplan outlining key deliverables and Smartsheet schedule for tracking progress
Task 1. Analyze GHG Emissions

Greenhouse gas inventories set the stage for developing high-impact climate strategies and serve as the key indicator for monitoring and assessing progress towards climate action goals and targets over time. This task will involve establishing a baseline GHG emissions inventory for the El Cerrito government organization and community, as well as identifying an overarching emissions-reduction target as part of the Climate Action and Adaptation Plan.

Task 1.1 Conduct Geographic-Based Community and Government Operations GHG Emissions Inventories

We will prepare a **communitywide GHG inventory** for El Cerrito that set the stage for target setting and climate action planning. During the initial project kick-off meeting, we will present options, tradeoffs, and our recommendations for inventory methodology, scope, boundaries, and data management (e.g., software platforms, file storage). Our preliminary proposed approach is outlined below, but we are flexible and can tailor our approach as needed to reflect City priorities or preferences.

**Inventory Year**

Given that the City last performed an inventory in 2018, we recommend that the City choose 2021 in order to capture the most recent available data and demonstrate trends over time. However, note that 2021 will still exhibit significant distortions due to the COVID-19 pandemic—for example, due to far lower commute rates. Alternatively—or additionally, if funding allows—we could perform the inventory for 2019, capturing pre-pandemic emissions levels, and finalize our selection(s).

**Boundaries, Sources, and Sectors**

We recommend completing both **communitywide and government operations geographic inventories**. Geographic inventories estimate emissions released within the city’s geographic boundaries due to community and/or government activities (e.g., energy consumption, waste disposal).

To the extent possible (based on data availability and specificity), Cascadia proposes quantifying all communitywide emissions in the “base sources” column in the table below and as many “additional sources” as possible, depending on available data, budget, and the City's interest. Completing an inventory using just the “base sources” will satisfy protocol requirements and align with other local jurisdictions, while the additional sources will add granularity.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Base Sources</th>
<th>Additional Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Built</td>
<td>• Residential, commercial, and industrial electricity and natural gas consumption</td>
<td>• Residential, commercial, and industrial propane and fuel oil consumption</td>
</tr>
<tr>
<td>Environment</td>
<td>• Transportation and distribution losses of electricity and natural gas</td>
<td>• Industrial process emissions</td>
</tr>
<tr>
<td>Transportation</td>
<td>• On-road personal and freight vehicle transportation</td>
<td>• Refrigerants</td>
</tr>
<tr>
<td></td>
<td>• Off-road vehicles and equipment</td>
<td>• Public transit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Aviation</td>
</tr>
</tbody>
</table>
## Inventory Methodology

We propose preparing the communitywide GHG inventory in accordance with the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (USCP) and the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC).\(^2\) We will prepare the government operations GHG inventory in accordance with the Local Government Operations Protocol for the Quantification and Reporting of Greenhouse Gas Emissions Inventories (LGOP). These protocols, which jurisdictions across the country have also followed, provide standardized calculation methods that support the **complete, transparent, and accurate reporting** of emissions.

Our team will also review the City’s previous inventories and ensure that our methodology parallels those inventories and will result in comparable data. If our review flags any methodological issues with El Cerrito’s previous inventories—for example, the use of outdated data sources or emissions factors—we will clearly document how and why our methodology differs. We will also discuss the feasibility of updating the previous inventories to match current standards and practices, if necessary.

## Data Collection

Building on the data available from the City’s previous inventories, Cascadia will develop a comprehensive **data collection checklist** (in Excel) tailored to the requirements and organization of the USCP and LGOP to ensure that (1) the inventories align with these standards, and (2) the City can easily report its emissions in a format that is comparable to other jurisdictions. The checklist will outline specific data needs along with a brief description of the item, source for the information, whether it is Scope 1, 2 or 3, and point of contact for data collection. The checklist will also allow the City to **monitor data collection at any point in the project**, including which sources have been collected or are outstanding and who is responsible for delivering that data.

We anticipate that **Cascadia will lead data collection** and submit clear and timely requests to City staff when their support is needed to gather internal data or submit data requests to outside entities (we have found that some data

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\(^1\) Note this energy consumption is often included in electricity data already collected for the built environment. If these processes are performed outside of the City’s boundaries, we would separately calculate, otherwise we would rely on energy consumption data to avoid double counting.

\(^2\) The USCP is based on U.S. best practices and available data sources that may not be applicable or in use outside the U.S. As such, some of the requirements and optional guidance in the USCP differ from the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC). The USCP provides information on how to perform the calculations, whereas the GPC sets standards for disclosure. The methodologies in these protocols are compatible and the two standards can be used concurrently.
sources, such as private utilities, are more responsive to requests from government staff than from hired consultants). We will facilitate an intuitive and smooth process and provide data collection templates to ensure we receive the correct inputs and minimize back-and-forth.

During the project kick-off meeting, we will review our data collection process and available data sources for the inventory, identifying potential gaps and focus areas. In cases where data availability may be limited, we will discuss alternative approaches and corresponding tradeoffs to arrive at the most defensible and informative analysis for the City.

We prioritize a high level of record keeping and organization in data collection so that the inventory will be easily replicable by City staff in the future. 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. We also develop a file naming and organization system at the onset of the inventory to ensure calculations and data sources are easy to find and clearly labeled.

**Data Analysis**

Upon completion of the inventory, we will unpack these findings through various lenses and forms of analysis. When performing analyses, we strive to anticipate questions and needs of decision-makers and the public. We will work closely with City staff to identify these needs and incorporate them into our analyses.

- **Comparative Analysis** – comparison of emissions by sector and scope (additional cross-tabulations or comparisons included as requested). This analysis could be updated into the future by City staff as additional years of inventory data are collected and analyzed.

- **Trending and Contribution Analysis** – Utilizing past inventory data, we can conduct a trending/contribution analysis to compare changes in emissions over time. We would analyze trends in emissions and identify underlying causes for these trends by analyzing activity and emissions factor data.

- **Forecast & Wedge Analysis** – See “Task 3 – Forecast GHG Emissions” section below.

**Deliverables:**

- Data collection checklist and templates
- Populated data collection templates
- Completed GHG inventory, provided in the City’s chosen data management platform:
  - Completed Excel workbook that includes raw data and final emissions calculations
  *OR*
  - Completed ClearPath data entry (data inputs and outputs can be exported out of the system)
- GHG Inventory Analysis and Trends Memo

**Task 1.2 Conduct Consumption-Based GHG Inventory**

We propose preparing a standard citywide consumption-based emissions inventory for El Cerrito from 2007 through 2019, using the updated EcoDataLab / CoolClimate consumption-based emissions inventory approach. The CoolClimate CBEI approach is detailed in the *Consumption Based Greenhouse Gas Inventory of San Francisco from 1990 to 2015* ([https://escholarship.org/uc/item/4k19r6z7](https://escholarship.org/uc/item/4k19r6z7)). This methodology is an updated and enhanced version of the structure used to conduct a consumption-based inventory for the entire Bay Area in 2015.

EcoDataLab has used this methodology to prepare CBEIs for New York, NY; Austin, TX; Somerville, MA; Seattle, WA; King, Pierce, Kitsap, Snohomish, and Clallam Counties, WA; and Boulder County, CO (reports forthcoming). By using the same
methodology, El Cerrito will be able to make an apples-to-apples comparison of the city’s consumption-based emissions with those of other leading climate-friendly communities in the US.

We will use an econometric modeling approach. We base our analysis on custom-built predictive models of consumer behavior, driven by household demographics and local geography, and backed by large nationwide survey datasets (including the Consumer Expenditures Survey, National Household Transportation Survey, and the Residential Energy Consumption Survey). We will then incorporate over 200 points of local demographic data, drawn from the US Census Bureau, to estimate consumption specifically tailored to the unique demographics of El Cerrito. By default, we prepare emissions estimates using the most granular, up-to-date, local data available. We use ZIP-code-level EIA eGrid electricity emission factors, water & wastewater emission factors for the closest wastewater treatment plant for which data is available (from academic research), and the latest US EPA and IPCC estimates of emissions from consumption and fossil fuel combustion.

Our CBEI will look at the following consumption categories:

<table>
<thead>
<tr>
<th>Transportation</th>
<th>Housing</th>
<th>Food</th>
<th>Goods</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gasoline</td>
<td>Shelter</td>
<td>Eating out</td>
<td>Apparel</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Air travel</td>
<td>Natural gas</td>
<td>Dairy</td>
<td>Furniture</td>
<td>Education</td>
</tr>
<tr>
<td>Vehicle maintenance</td>
<td>Electricity</td>
<td>Meat, poultry, fish, eggs</td>
<td>Furnishings &amp; equipment</td>
<td>Entertainment services</td>
</tr>
<tr>
<td>Other fuels</td>
<td>Other fuels</td>
<td>Alcoholic beverages</td>
<td>Housekeeping supplies</td>
<td>Insurance &amp; pensions</td>
</tr>
<tr>
<td>Other lodging</td>
<td>Other lodging</td>
<td>Fruits &amp; vegetables</td>
<td>Personal care products</td>
<td>Misc. services</td>
</tr>
<tr>
<td>Water &amp; wastewater</td>
<td>Water &amp; wastewater</td>
<td>Cereals &amp; bakery products</td>
<td>Entertainment goods</td>
<td></td>
</tr>
</tbody>
</table>

These consumption categories are based upon available data in the Consumer Expenditures Survey (CES), which is used to create the consumption model.

The majority of consumption-based emissions are accurately captured using EcoDataLab’s standard methodology. However, to the extent feasible, we will also work with the rest of the consulting team to supplement the standard CBEI with local data collected for the community inventory. Typically, this includes consumption, generation, or emission factors for electricity and water. We will also seek vehicle registration data from CA DMV to estimate the fuel economy of vehicles registered to households within the city.

After completing our analysis, we will prepare a CBEI inventory summary including the following in Word/PDF format:

- An overview of the jurisdiction’s consumption-based emissions
- An analysis of which categories of emissions are major contributors
- A review of historical data, going back to 2007, and identifying the key driving factors of major changes in emissions over time
- Breakdown of consumption-based emissions across 5 categories and over 25 sub-categories, in text and charts
- Analysis of major driving factors of consumption-based emissions
- Deep dive into certain categories and sub-categories commonly of interest
- Neighborhood (tract)-level analysis across the jurisdiction, in text, maps, and charts
- A detailed description of the methodology used to develop the inventory

The summary will be structured to serve as a standalone document, but we will also design it to integrate into the final CAP.
Deliverables:

- County- and tract-level CBEI datasets for 2007 through 2020 (or most recent available year), as CSV files.
- Data key, as Excel file
- County- and tract-level CBEI datasets for 2021 through 2050, as CSV files
- County- and tract-level CBEIs with modeled policy effects for 2021 through 2050, as CSV files
- Draft report incorporating review, analysis, and data outlined above
- Final report incorporating County feedback
- Public-facing interactive standalone CBEI Dashboard, with all report content and data visualizations included (Optional)

**Task 2. Set Targets and Recommend GHG Emission Reduction Measures**

**Task 2.1 Target Setting**

The GHG inventories (Task 1), wedge analysis (Task 3), and our team’s knowledge from CAPs for peer jurisdictions in the Bay Area will serve as helpful tools for identifying concrete, sector-specific targets and metrics for achieving the City’s overarching goal of becoming carbon neutral by 2045—in alignment with statewide targets. We design our wedge models to include a table of “key performance indicators” (KPIs) that clearly indicates metrics and associated values that will be necessary to meet short- and long-term mitigation and resilience targets (e.g., the % change in residential energy consumption that will be needed to achieve a 50% GHG reduction by 2030). This KPI table immediately grounds the goal setting and climate planning process with a direct, quantitative “reality check” of what’s needed to meet broader CAAP objectives.

Building from the inventory in Task 1, Cascadia will begin this task by reviewing preliminary goals/metrics from: (1) the City’s relevant planning documents, and (2) regional/state-level CAPs and commitments. We understand that the City needs to align its own targets with statewide GHG-reduction mandates, and will work with the client team to set determine reasonable interim targets that get it there. We can also work with the client team to identify qualitative goals or targets, too—for example, a focus on equity and Just Transition principles or co-benefits that it wants to deliver alongside GHG reduction.

Cascadia will summarize the goals and metrics in a brief memo and summary matrix, developed for seamless integration into the final CAAP. These targets and metrics will also inform the development of CAAP strategies and actions by providing insight into which focus areas and strategies need to be prioritized to meet the City’s goals.

**Deliverables:**

- Target Setting Memo and summary matrix

**Task 2.2 Strategy and Action Development**

Our team can use the GHG analysis, corresponding targets, and understanding of relevant policies—as well as our expertise in climate action planning across the country—to identify a set of policy options, strategies, and climate mitigation and resiliency measures for meeting El Cerrito’s local climate goals.

We will focus on developing a set of policy options, strategies, and measures that:

- Meet or exceed current legislative requirements and compliance targets
- Align with and support the City’s existing policies, programs, and parallel planning efforts
• Prepare community members and infrastructure against unavoidable climate impacts
• Can adapt to future changing conditions and legislation (i.e., are not overly prescriptive and rigid)
• Reflect community priorities
• Are feasible, cost effective, and fit within El Cerrito’s existing operations
• Bring additional co-benefits to the community (e.g., advance public health or economic goals)

We propose organizing strategies, policy options, and measures by focus area (e.g., buildings, transportation, waste, natural systems, community resilience). We will also review other relevant El Cerrito plans and policies to ensure the Plan’s strategies and measures are cohesive with the City’s existing work and advance shared objectives wherever possible.

After identifying potential strategies and measures and gathering feedback from the community and City stakeholders, we will evaluate policies by feasibility, alignment with state and regional policy objectives, social equity, and potential co-benefits to arrive at a prioritized shortlist of near-term and long-term measures to incorporate into the plan. Our team will summarize the prioritized short list in a Strategies and Measures Memo that presents results of the multi-criteria analysis, stakeholder feedback, and prioritization. We will also provide a detailed Strategies and Measures Matrix as a companion document (MS Excel) that can be sorted and filtered for quick reference and to assist in implementation planning.

Ultimately, we will generate a revised list of high-priority actions for consideration for the CAAP that serves El Cerrito’s needs and had broad support from the community.

How We Choose Climate Actions

With experience leading CAPs for dozens of cities, our team has a comprehensive understanding of what works—and what doesn’t—for moving decisively toward climate mitigation and adaptation goals. We consider the following criteria when deciding which strategies to elevate for a given jurisdiction:

Impact, including the extent to which an action will move El Cerrito toward its climate and sustainability goals by reducing emissions or improving resilience

Social and racial equity in the distribution of benefits and effects to frontline communities

Cost, including metrics such as affordability, net cost savings, cost of inaction, funding availability, and expenditure timeframe

Co-benefits in addition to advancing climate goals, such as improving public health or supporting local businesses

Feasibility, including existing capacity, degree of City control, regulatory constraints, and technological considerations

Buy-in from the relevant department(s) and degree of support within the community

Speed at which impact can be achieved

Urgency, including consideration of windows of opportunity in planning and policymaking

Deliverables:

• Strategies and Measures Memo summarizing list of recommended strategies and actions with supporting rationale.

Task 3. Forecast GHG Emission Reductions

We propose using the communitywide GHG inventory results to develop a “wedge analysis” that forecasts future GHG emissions and reductions against adopted emissions reduction targets. Wedge analyses help illustrate the impacts that various policies and climate actions could have on reducing the City’s future emissions. Modeling future emissions through a wedge analysis also sets the stage for identifying policies, strategies, and measures (Task 2) by zeroing in on priority areas of focus and ensuring that identified CAAP actions together set the City on a path to achieve its short- and long-term emissions reduction targets.
The wedge would include a “business-as-usual” (BAU; no action future) scenario and “adjusted business-as-usual” (ABAU; reductions from state and federal policies) scenario alongside proposed emissions reduction targets to show the remaining scale of emissions to be reduced through local action. Examples of relevant state policies include building energy efficiency standards (Title 24), renewable portfolio standard (SB 100), vehicle fuel economy standards, and short-lived pollutant requirements (SB 1383).

The wedge will then model estimated GHG emission reductions associated with all major proposed strategies and actions in the CAAP to provide a clear pathway toward the City meeting its communitywide GHG emission reduction targets. Our wedge models include clearly documented assumptions and calculations to ensure transparency and defensibility—crucial should the CAAP undergo CEQA-related assessment.

Outcomes from the wedge analysis will be summarized in a memorandum that can ultimately be included in the CAAP as an appendix.

**Deliverables:**

- Excel-based wedge analysis model and findings memorandum (i.e., CAAP technical appendix)

**Task 4. Engage City Advisory Bodies/City Council and Community**

Throughout the project, we will engage internal and external stakeholders using a broad suite of tools and communications channels, both in-person and digital, to ensure that the information we share is digestible and accessible to all sectors of the El Cerrito community—and that people of all backgrounds feel welcomed into the climate planning process, encouraged to share their values and priorities, and invested in the resulting plan. We will also assist in the development of other key communications materials to be used throughout the planning process, such as a project summary sheet, social media content, email announcements, and invitation letters.

Note that the engagement elements proposed below are based on our understanding of the City’s needs and our previous experience leading climate planning processes for similar jurisdictions; we are happy to adjust our engagement approach and overall level of effort to reflect El Cerrito’s specific goals and budget, the availability of internal resources (e.g., staff time to support engagement), or opportunities to align our efforts with other engagement activities already underway in the city. We anticipate working through our engagement plan and implementation strategies with the City during the contracting and project kick-off process.

**Task 4.1 – Internal Engagement with City Stakeholders**

Our project team has extensive experience presenting to City Councils and facilitating Commission and Committee meetings as part of climate action planning processes. Working with City staff, we envision engaging Council,
Commissions, and working groups through regularly held meetings at strategic points in the planning process. For each engagement, our team will be available to develop and deliver clear, targeted, and visually engaging presentations, discussion guides, and feedback solicitation approaches and tools.

Our approach to engaging different core stakeholder groups—City Council and Commissions, City staff, and local partners—will be finalized in our community engagement strategy. Some proposed approaches for consideration are described in the sections below.

City Council and Commission Meetings

We understand that El Cerrito has established an Environmental Quality Committee that advises the City Council on a variety of climate-related strategies. Our outreach plan will include a detailed plan for engaging these groups at key points in the process (e.g., strategy/action finalization, draft CAAP) to gather feedback on measures relevant to their group and ensure that the CAAP aligns with other City activities, priorities, and initiatives.

Our team can present at these meetings, and also has experience developing meeting agendas, slide decks, and background memos for City staff use. Our proposed budget assumes preparation for and participation at up to four Council, Commission, or Committee meetings. We anticipate adjusting our final scope and budget after working with the client team to identify the appropriate level of effort.

City Staff Engagement

If not already established, we recommend creating an internal working group of key City staff to provide feedback on current operational procedures influencing the City’s GHG emissions and climate risks, potential areas for improvement, and new opportunities to shape, support, and implement climate policy with their roles. Information from this group will also help set the stage for outreach with external stakeholders and the community (see Task 4.2 below). The group could include representatives from key City departments, City Council, and others as appropriate.

Our team can support preparation for and attendance of City staff working group meetings, drawing from approaches and materials developed for external stakeholder and community audiences. Our current budget assumes up to 8 hours of staff time supporting such meetings.

Task 4.2 – External Stakeholder and Community Engagement

Our engagement strategy will include detailed methods for engaging important external stakeholders and the public. We anticipate employing a diversity of methods to ensure broad and diverse participation in the process. At a minimum, our proposed budget includes two public workshops aligned with the first two key phases of the planning process, followed by online feedback via a platform such as Konveio in Phase 3.

Cascadia is open to providing hybrid in-person and virtual options for all workshops. Each workshop will have tech support from Cascadia’s internal IT Manager and can include interactive, dynamic elements such as breakout groups, brainstorming using MURAL or a similar platform, and polling using PollEverywhere.
We will also develop an engagement toolkit to facilitate public outreach led by City staff. The toolkit will include tactics, tools, and messages that can be combined and customized to suit different audiences and goals. While the specific messages and formats included in the toolkit will be determined based on audience needs and City goals, we anticipate using a blend of the following materials and strategies, and have the capacity to translate or transcreate them into multiple languages, if desired:3

- CAP branding design guidelines and template
- Printed CAP postcard and factsheet
- Content for interactive CAP webpage
- CAP standard briefing PowerPoint presentation
- Up to two interactive posters for use at in-person events

These materials will allow City staff to conduct consistent and coordinated outreach in support of the workshops—and more broadly, to boost overall community awareness of, and engagement with, the process. We recommend supplementing the workshops with additional activities to broaden overall community engagement in the planning process, and can tailor our toolkit materials to suit the types of outreach that City staff intend to focus on; we’ve highlighted recommended additional outreach channels below. We can work with the City to modify these approaches as needed to meet City outreach objectives and budget constraints (our base budget does not include Cascadia staff time to lead these activities).

- Communitywide survey. A survey would allow us to go “broader” and gather input from as many residents as possible; the survey will allow us to gather feedback in a consistent format from people who may be interested in the planning process but cannot attend any in-person events. Based on our extensive experience conducting community surveys, we recommend that the survey be kept as short and focused as possible—for example, by limiting the number of open-ended questions that require participants to write detailed responses. We could work with the City to identify ways to advertise the survey, such as posts on its social media accounts and sharing with local media outlets.

- Stakeholder focus groups or interviews. Direct stakeholder engagement through focus groups or one-on-one interviews allows for more in-depth, personal, and focused conversations with key stakeholders—beyond what is possible through large meetings or broad surveys. Potential stakeholders include those representing hard-to-reach communities and key implementation partners.

- Online sharing platform. An online sharing platform could be useful for broadening outreach to different stakeholder groups and collecting feedback on different elements of CAAP, including the draft CAAP documents. Cascadia has experience assessing and using a variety of online tools for soliciting public feedback, including Konveio, Consider.it, Social Pinpoint, and Bang the Table. We can work with the City to assess the pros and cons of such tools and support them in selecting and coordinating a platform of their choice.

- Digital Media. We can use Facebook, NextDoor, City webpages, regular virtual gatherings or organizations (e.g., Chamber of Commerce), and apps like WeChat to reach a broad and diverse cross-section of the population, including those who may not have the time or interest to attend a workshop.

- In-person outreach. Cascadia’s outreach team has expansive experience conducting CAAP outreach at existing community

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3 Our proposed budget does not include translation costs. Estimates are available upon request.
events like farmers markets and tabling at popular public places like parks, grocery stores, and houses of worship. In-person activities are useful for meeting people where they already are, and can be especially powerful for engaging with community members most impacted by climate change—for example, by siting our outreach in neighborhoods that are at elevated risk of wildfire or have reduced tree canopy and increased heat island effects.

At the end of the engagement process, Cascadia will develop a summary of engagement activities, participation metrics, detailed engagement outcomes, and lessons learned. We will report on metrics across all outreach activities and will synthesize the comments received into clear recommendations for incorporation into the CAAP documentation.

Deliverables:

- Stakeholder and public engagement, including leading development and execution of an engagement plan.
- Customized engagement toolkit
- Final Engagement Memo, to be integrated into CAAP or included as appendix

Task 5.A. Climate Resiliency and Adaptation

The CAAP will incorporate climate resiliency and adaptation in addition to climate mitigation goals. We will begin by working with the client team to gain a deeper understanding of the Safety Element update—including where the City stands in that process, the structure of the current Safety Element, and any desired updates. Through this review, we will identify climate-specific gaps and areas where we can use our vulnerability and adaptation expertise—honed through vulnerability assessments for dozens of municipal clients and lead roles developing and updating benchmark resources like the National Climate Assessment—to add climate context to the Safety Element and efficiently incorporate resilience and adaptation into the CAAP and ensure compliance with SB 379.

At minimum, we anticipate performing a high-level vulnerability assessment and identifying city-scale adaptation and resilience strategies—key requirements of SB 379. Drawing from available resources such as Cal-Adapt, we will begin by conducting a comprehensive review of climate-related hazards that have impacted El Cerrito—and determine which impacts are likely to increase in severity over time. Once complete, we will develop hazard profiles for extreme heat, flooding due to precipitation and sea level rise, and wildfire (both direct impacts and related threats such as smoke exposure).

Each hazard profile will introduce the hazard and the specific context of that hazard for El Cerrito, expanding on the exposure and vulnerability for the City and its residents. We will assess vulnerability by weighing sensitivity—that is, how severe a potential impact will be—against adaptive capacity, or how feasible it is to lessen the severity of a given impact. Those impacts with high sensitivity and high adaptive capacity will likely present the greatest opportunities for cost-effectively reducing El Cerrito’s vulnerability, as they seriously impact the community but can be addressed in a relatively straightforward manner. We anticipate summarizing the hazard profiles and risk assessment findings in an easy-to-understand, publicly digestible format (e.g., factsheets/flyers) that can be used to identify adaptation/resiliency measures in the CAAP as well as post-project, for ongoing public and City staff engagement and education.

Working from the risk assessment, we’ll prepare a menu of adaptation and resilience strategies that are “people centric” and outline ways to adaptively manage each anticipated climate change impact on public health, transportation and critical facilities and infrastructure at the city scale. These strategies will include structural (both nature-based and engineered) and nonstructural measures to address safety, asset protection, ecosystem, flood risk management, water quality, land-use planning, and social equity goals for the suite of climate impacts assessed. We will also tailor our menu of adaptation options based on different thematic groups (e.g., transportation and utilities), audiences (e.g., residents, businesses, organizations, and local government), administrative scales (e.g., city, county, state), hazards, and strategy types (e.g., regulation/incentives).
Deliverables:

- Hazard profiles for relevant vulnerabilities & risk assessment findings summary (e.g., factsheets)
- Menu of adaptation options

Task 5.B. (Optional) Climate Change Vulnerability Assessment and Adaptation Strategies

At the City’s request, and if additional funding is available, Cascadia will conduct an additional layer of more granular analysis of climate vulnerabilities and adaptation strategies. (Note: we are happy to adjust our scopes for Tasks 5A and 5B to match El Cerrito’s specific goals and needs, as identified during the contracting or project kick-off phases.) We could build on the analysis in Task 5A by moving beyond a city-scale assessment to focus specifically on frontline communities that are most vulnerable to climate impacts. We can extend our analysis of sensitivity and adaptive capacity to encompass both demographic and geographic analysis within El Cerrito—giving us detailed data on which populations are the most at risk now and what additional communities may be at increased risk in the future.

We also envision this task expanding on our initial menu of adaptation and resilience strategies, tailoring them further and prioritizing the most impactful and cost-effective ones for immediate focus. To do so, we will conduct a multi-criteria assessment. In collaboration with City staff, we will assess each of the strategies we’ve identified in Task 5A against pre-determined criteria—including feasibility, impact, cost, equity, and co-benefits like economic resilience and public health—and weight each criterion according to City priorities. (For example, if the City wishes to focus on quick wins, we could weight feasibility and impact more highly to elevate strategies that will deliver big gains quickly.) Given the extremely high cost of some common adaptation strategies—such as moving or replacing critical infrastructure—we think it will be especially important to highlight implementation concerns such as financial and technical feasibility when assessing potential adaptation options. We also center equity throughout this process, ensuring that City planners are equipped with a detailed understanding of the equity benefits, challenges, and tradeoffs inherent in adaptation and resilience strategies. As with mitigation strategies, some adaptation-focused actions could have unintended consequences like increasing displacement due to gentrification or further burdening other communities nearby.

Our evaluation process will result in a prioritized, defensible list of adaptation strategies that are deemed to be the most effective at not only mitigating the climate impacts identified in the vulnerability assessment, but also providing important co-benefits and aligning with City goals, policies, and existing initiatives. Outcomes from this process will be summarized in an Adaptation Strategies memo that is designed to serve both as a standalone and be incorporated into the final CAP. We will also include an implementation section that identifies resources for moving top strategies forward, including City staff action items and needs, resources for funding projects and training practitioners, and tools for building grassroots resilience in the community. (Cascadia can also support these implementation activities on an ongoing basis.)

We recommend, at a minimum, the City consider adding the community-focused vulnerability assessment and implementation planning elements of this optional task to more defensibly meet the requirements of SB 379 (~$5,000 of additional budget). The multi-criteria assessment, while not an explicit requirement of SB 379, would ensure that the adaptation actions identified reflect the most impactful and cost-effective options for the City.

Deliverables (in addition to deliverables listed in 5A):

- Detailed hazard profiles for frontline communities
- Prioritized list of adaptation strategies
Task 6. Draft Updates Climate Action and Adaptation Plan

Task 6.1 Draft Climate Action & Adaptation Plan

At the kick-off meeting, we will work with the City to envision the format, objectives, and audience for the final deliverables. We will establish expectations at the start of the project and will review and discuss these expectations and adjust as appropriate before preparing the draft and final plan documents. We will conclude the project by creating a clear, concise, and visually engaging Climate Action and Adaptation Plan. While the exact layout of the plan will be subject to input from the client team, we anticipate it including the following key elements:

- **Introduction and background**: This will describe the vision of a resilient, low-emissions El Cerrito, explain the importance of the CAAP, and highlight overlaps with other local plans and initiatives.

- **Inventory results and implications**, including a discussion of major emissions sources over which El Cerrito may have influence, inventory trends, climate vulnerabilities and impacts to vulnerable communities, and other key conclusions.

- **Vision, goals, and KPIs**: This component will frame the CAAP by introducing El Cerrito’s vision for the future and emissions reduction and climate resiliency goals and key performance metrics over the short and long term.

- **Strategies and actions**: We will describe overarching climate action strategies and their supporting actions, as determined in Task 2.2.

Cascadia will compile and summarize feedback received from City staff and the community on the draft CAAP and work with the City to respond to comments and identify necessary revisions. Once revisions are complete, we will work with the client team to prepare the final El Cerrito Climate Action and Adaptation Plan for adoption. Cascadia will submit the final CAAP for internal proofreading and quality review by our Editorial Board prior to delivering it to El Cerrito.

**Deliverables:**

- Draft and final CAAP

Task 6.2 Develop Implementation Plan

We envision the Implementation Plan as an integral component of the CAAP, outlining how to put strategies and measures into action. We expect it will contain the following sections, organized by sector:

- **Brief description of the measure**, including the relevant “lever” (e.g., regulation, financial incentive program, partnership, etc.) and expected outcome (e.g., GHG emission reduction).

- A **timeline** for implementation, including immediate next steps and/or key dependencies within and across sectors, so it is clear not only when measures need to occur in time, but in what order relative to one another.

- Key **measure indicators** to evaluate progress/completion.

- **Lead agency, organization, or department** responsible for implementation.
Additionally, the Implementation Plan will include a long-term action plan for continued engagement with key groups after CAAP adoption. Building relationships—especially with implementation partners and frontline communities—will be critical for long-term CAAP implementation success. This plan will be developed in consultation with City staff and could include a set of proposed mechanisms for continuing communications and engagement, such as formal listserv/newsletter, recurring gatherings, periodic reporting through a dashboard or other mechanism, or formation of a formal advisory group. We will also maintain a database of organizations and contact information developed through the engagement process to provide a seamless consultant-client handoff after project completion.

It is also important to note that this long-term action planning should come early in the process. Building relationships with clear long-term expectations will give reassurance to stakeholders early in the process that the engagement is genuine, meaningful, and not just “checking a box.”

The Implementation Plan will be clearly laid out within the CAAP to serve as a roadmap for City department heads, practitioners, and external stakeholders to use when building out new policies and programs in response to the Plan’s goals recommendations. As noted at right, we will also focus on highlighting early wins that can help build momentum and energy around climate action—and demonstrate, both to internal stakeholders and the public, that El Cerrito takes its commitments to climate mitigation and adaptation seriously.

**Building Momentum With “Early Wins”**

To implement an “early-win” GHG emissions reduction project we will start by developing a more complete picture of El Cerrito’s policy context, unique community characteristics and work already underway. We plan to conduct a thorough review of existing City codes, standards, plans, projects, and documents that may inform additional policies and programs that could reduce emissions quickly and efficiently. As sustainability planning is a cross-disciplinary endeavor, this step is crucial for ensuring that the plan builds on and integrates with the City’s existing sustainability and energy initiatives and does not conflict with other City priorities. With this background in hand, we will work closely with the City to identify several key measures which, if selected by the City, will require ordinances or resolutions to take effect. These could include natural gas prohibition, fleet electrification, electric vehicle charging ordinances, bike or other transit infrastructure ordinances, or waste management requirements.

Cascadia has worked with jurisdictions and government agencies like Sound Transit, StopWaste, and Port of Seattle for years to develop and comply with electrification, energy transition, materials management, zero waste, and transportation policies and plans — and we will draw on our extensive experience to develop early-win policies that meet El Cerrito’s unique priorities and needs.

**Deliverables:**

- Implementation Plan

**Task 7. Support City Adoption of the CAAP**

Cascadia will compile and summarize public comments received on the draft CAAP and work with the City to respond to comments and identify necessary revisions. Once revisions are complete, we will work with the client team to prepare the final Climate Action and Adaptation Plan for the Environmental Quality Committee and City Council. We will submit the final CAAP for independent proofreading and quality review by Cascadia’s internal Editorial Board prior to delivering it to the City.
This stage will also include consultant support of final CAAP stakeholder review and vetting. Specifically, Cascadia will develop a final **CAAP PowerPoint slide deck** that summarizes the CAAP and tees near-term actions, which our team will present to Council. We will also support City staff with the preparation of an Agenda Bill to be included for Council adoption.

**Deliverables:**

- CAAP PowerPoint Presentation
- Presentation to City Council

**Task 8. Evaluate and Select “Early Win” Actions**

We understand the City is interested in implementing an “early win” action concurrent with the climate action planning process. Cascadia has worked with multiple jurisdictions to implement such “shovel-ready” or “early win” projects, including the development of new ordinances/policies and execution of straightforward small infrastructure or retrofit projects.

Starting at project launch, we will work with the City to identify and select an early-win action that will exemplify City leadership and commitment to action. We will begin by compiling the following information:

- Information gleaned from the kickoff meeting regarding other City plans, policies, and initiatives; key City goals/priorities; the City’s GHG emissions profile; and community/stakeholder engagement reflections and lessons learned.
- Current policy/measure gaps as outlined from Cascadia’s checklist of key City climate actions.
- Action ideas from key City staff.

We will bring this information together to identify a list of 3-7 early win options for the City to consider. We will draw on our team’s recent experience developing dozens of local government CAPs, choosing potential actions that have been popular, effective, and highly visible in other cities and towns. While the specific options will be identified during the project, some considerations include:

- Policy defaulting all energy customers to MCE’s 100% renewable energy product
- Reach code to limit natural gas use in new construction
- EV charging ordinance
- Gas-powered leaf blower ban
- Policy limiting use of single-use disposable food ware
- Development of a public-facing dashboard for key climate/sustainability metrics

With the options identified, we will then conduct a high-level assessment to determine which option to pursue. The assessment will include the following considerations:

- Cost: How much will the action cost the City and/or community in the near- or long-term? Who would bear the costs?
- Impact: Will the action result in considerable GHG emission reductions? Over what timeframe?
- Political/community support: Would the action be supported by City leadership and the community?
- Visibility/leadership: Would the action provide a visible demonstration of City leadership that would help inspire community action and interest in the climate action planning process?
- Equity: Is the action equitable?
Co-benefits: Does the action realize other important co-benefits for the City or community?

We will summarize the outcomes from the assessment in a brief memorandum that provides our recommended early win action based on the assessment. We will hold one strategy/briefing meeting with City staff to present the outcomes and answer any other questions that could be helpful in arriving at a decision.

Deliverables:

- Memo summarizing “early win” option evaluation outcomes and recommending top action(s) for implementation

### Timeline

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**KEY**

- Draft Deliverable
- Final Deliverable
## References

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<th>Puget Sound Regional Emissions Analysis</th>
<th>City of Albany Climate Action &amp; Adaptation Plan</th>
<th>City of San Francisco CAP Engagement and Inventory Support</th>
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<td>Cascadia &amp; EcoDataLab Reference</td>
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| Matt Kuharic                          | Elizabeth Carrade                              | Richard Chien                                           |
| Department of Natural Resources       | Sustainability Coordinator                      | Department of the Environment                          |
| King County, WA                       | City of Albany, CA                              | San Francisco, CA                                       |
| 201 S Jackson St # 600                | 1000 San Pablo Ave                              | 1155 Market Street, 3rd Floor                           |
| Seattle, WA 98104                     | Albany, CA 94706                                | San Francisco CA 94103                                  |
| matt.kuharic@kingcounty.gov           | ecarrade@albanyca.org                           | Richard.chien@sfgov.org                                 |
| (206) 477-4554                        | (510) 528-5762                                  | (415) 355-3761                                          |

### Consulting Services Agreement

We have read and agree to the consulting services agreement.
Cascadia Consulting Group draft proposal, dated November 18, 2022, to develop a policy or ordinance prohibiting natural gas in new construction citywide alongside development of the Climate Action and Adaptation Plan

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<tr>
<th>Item</th>
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<tr>
<td>Drafting ordinance</td>
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<td>Public outreach (assume 2 additional focus groups + integrated into CAP outreach)</td>
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<td>Committee/Council meetings (prep + presentation at 2 Committee meetings + 1 Council meeting)</td>
<td>8 hrs – Committee mtg PPT + prep 24 hrs – Council mtg PPT + prep (incl. staff report) 4 hrs/meeting attendance – assume 1 Cascadia staff person --- Total = 44 hrs</td>
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**TOTAL**                  | **84 hrs**              | **$14,500**          |