



Climate Mitigation Plan

SCOPE OF WORK

APRIL 23, 2019

SUBMITTED BY CASCADIA CONSULTING GROUP



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Approach

Task 2.2 Develop & Lead Phase 2 Public Engagement Strategy

Cascadia will engage a wide cross-section of the public—as well as TRPC staff and City and County partners—in developing and implementing the Climate Mitigation Plan. This will include open houses, workshops, surveys, multimedia engagement materials and/or social media, and a community festival information booth.

Public Engagement Strategy

Drawing from conversations with relevant stakeholders, our understanding of the local community, and experience conducting similar public engagement efforts, we will develop a customized, regional **Public Engagement Strategy**. In designing the engagement strategy, we focus on inclusivity; opportunities for feedback timed to inform the planning process; and activities and materials that are fun, motivating, and educational. This Strategy will include:

- ▶ Definition of target audiences for outreach efforts and their interests.
- ▶ Outline of key issues, questions, and decisions in which to engage and inform the public.
- ▶ Key messages and messengers—relevant to different audiences across ages, industries, cultures, and locations.
- ▶ Outreach methods, including potential use of social media, traditional media, open houses, surveys, and meetings.
- ▶ Schedule and process for the public comment period.
- ▶ Methods and approaches for integrating input and ways to inform stakeholders how they can help shape the plan.
- ▶ Intended outcomes and benchmarks, such as event attendees, public comments received, and participants engaged.
- ▶ Roles of the Stakeholder Committee, Steering Committee, and other committees and meeting schedule.
- ▶ Responsibilities of the consultant team, TRPC staff, and partner jurisdictions.

Public Open House and Community Kick-off Workshops

We will work with TRPC, City and County partners, and the Steering Committee to organize a public **“project kick-off” workshop** in two separate locations within the county. This workshop will give the public the opportunity to understand the science regarding regional GHG emissions and climate impacts, learn about the objectives of this plan, and understand opportunities for public input throughout the process and how that input will be used. We will design the events to be informative and interactive; a potential format would use interactive stations, staffed by project team members to answer questions and receive input.

We will also organize a **communitywide open house** in two separate locations in the county to solicit feedback from the public on the draft Climate Mitigation Plan. These events give the public the opportunity to learn about the planning progress to date, give feedback on the relative priority of reduction options, identify gaps, and express concerns.

Addressing Equity Throughout the Process

Equity is central to addressing climate change. We will incorporate and consider equity in the climate mitigation planning process in the following ways:

- Engaging the region’s diverse communities through targeted marketing, customized messaging, and accessible outreach.
- Including equity in prioritization criteria for evaluating potential actions.
- Developing equity-focused progress indicators as part of the monitoring and reporting structure.

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For each public event, we expect that TRPC staff, City and County partners, and Steering Committee members will participate at the event as speakers, master of ceremonies, table or station hosts, and related roles as appropriate. The outcome will be a clear sense of public opinion regarding potential mitigation measures and the draft Climate Mitigation Plan, to inform staff and committee discussion on prioritization and finalization of the plan.

Online Survey

We will conduct up to two **online surveys** to provide an overview of the planning process, highlight its goals and importance, and provide community members an opportunity to consider draft mitigation actions and share their own ideas. We envision administering surveys at two points in the process: 1) during the community kickoff workshop to gauge initial priorities and concerns and 2) after the initial multi-criteria analysis of strategies to solicit feedback on draft strategies. We recommend using SurveyMonkey or a similar free hosting service to administer the survey (TRPC may also administer paper surveys). The Public Engagement Strategy will outline mechanisms for marketing and soliciting responses, including leveraging existing City communications platforms, using listservs for community organizations such as the Thurston Climate Action Team (TCAT) or Thurston Conservation District, and flyering.

Policymaker Presentations

We will keep local policymakers informed of the project's progress through engagement with the two committees (see Task 3.4).

Multimedia Engagement Materials

Cascadia produces a full range of communications and engagement materials, including flyers and handouts, display boards and interactive games for open houses and workshops, presentations, infographics, web content, social media, and email. We will determine the specific engagement materials best suited to key audiences in collaboration with TRPC, and our in-house designers will provide formatting and graphics in Word, PowerPoint, and Adobe Illustrator, as needed.

Community Festival Information Booth

We will also provide visually appealing, lay audience-focused materials for a community festival information booth, preferably early in the project. We will work with TRPC to choose the best venue for the booth. Potential festivals and events to consider include Procession of the Species (April), Capital Lakefair (July), Thurston County Fair (July/August), Olympia Harbor Days (August/September), Duck the Malls (November/December), and the Olympia Farmers' Market (ongoing).

Steering Committee Engagement

Final authority for choosing the six formal touchpoints with the Steering Committee lies with TRPC and the project partners. As a starting point for scheduling, we offer the following tentative schedule with the understanding that TRPC may wish to alter it substantially as the project proceeds:

- **Meeting 1:** Project kickoff, May 2019. Precedes substantive execution of all tasks.
- **Meeting 2:** Early direction, July 2019. After completing review of GHG inventory (Task 3.1) and midway through development of list of initial actions (Task 3.2). This meeting also handles logistical issues associated with the Community Kickoff Workshops.
- **Meeting 3:** Launch of multi-criteria analysis (within Task 3.3), September 2019.
- **Meeting 4:** Midway through scenario planning (within Task 3.3).
- **Meeting 5:** Launch of Tasks 4.1/4.2 Implementation Strategies/Metrics & Monitoring. This is an especially important point for TRPC to add sensitivity and details of local organizational culture & politics.
- **Meeting 6:** Pre-publication. Occurs at or near project end; focus on integration of the project team's work products with TRPC's needs for producing a publication-ready Climate Mitigation Plan.

The schedule is somewhat front-loaded, to ensure that the project team and TRPC (and TRPC's partners) are on the same page from the start, avoiding divergence between TRPC's expectations and the project team's work.

Integrating Input

It is critical that public and stakeholder input is effectively integrated into the final Plan. Key input will include:

- ▶ Prioritization and evaluation of identified climate actions.
- ▶ Review of assumptions underlying emissions and cost analyses of priority actions.
- ▶ Suggested responsible parties, funding sources, and timelines for implementation.

The Cascadia team will compile and summarize public input into a document for review and consideration by TRPC staff, partners, and the Steering Committee. We will compile and review outcomes from the Committee and staff evaluation of priority actions and consider them in context with the emissions analysis to finalize the strategies and actions in the Plan.

Deliverables

- ▶ Planning, materials development, and attendance at two project kick-off workshops and two open houses
- ▶ Development and administration of two online surveys
- ▶ Multimedia engagement and community festival information booth materials
- ▶ Public input summary report

Task 3.1 Evaluate TCAT Emissions Inventory

The consultant team will review the Thurston Climate Action Team's Emissions Inventory, paying special attention to:

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- ▶ Does the inventory show adherence to fundamental principles of completeness, transparency, and accuracy?
- ▶ Is the inventory compilation process defined sufficiently clearly, to allow assembly of comparable future inventories?
- ▶ Does the inventory consistently allocate emissions to the four jurisdictions without double-counting or gaps?
- ▶ Is the inventory structured in a way to allow appropriate management and measurement of future GHGs by each of the four jurisdictions independently, when that is appropriate?
- ▶ Does the inventory fully conform to a recognized GHG inventory protocol?
- ▶ Are carbon sinks and sources related to agricultural and forested lands inventoried sufficiently to allow management?
- ▶ Are emissions associated with electricity consistently handled on either a consumption or production basis?
- ▶ Are emissions from sewage and solid waste computed using methodologies consistent with standard practice?

Beyond reviewing the inventory with these questions, the consultant team will offer recommendations and instructions for amendment (improvement) of the inventory, where such changes will make the remaining tasks more effective and especially where this work will enable improved measurement and verification of the plan's ultimate impact per Task 4.2.

Deliverables

- ▶ Memorandum summarizing inventory review findings and recommendations

Task 3.2 Supplement Initial List of Communitywide Actions

The consultant team will draw from its experience locally and nationally, to broaden TRPC's initial list of communitywide actions to the largest possible list of actions plausible for a region with Thurston County's economic, demographic and environmental characteristics. The master list of actions will be broad with the intention of substantial narrowing during Task 3.3. This comprehensive list will draw on climate action planning literature and existing climate action plans, covering the following common categories for GHG reduction projects:

- ▶ Energy efficiency in structures and equipment
- ▶ Transportation efficiency
- ▶ Industrial process efficiency
- ▶ Electrification of space heating and transportation
- ▶ Renewable energy generation or sourcing
- ▶ Reforestation, afforestation, forest conservation, and soil carbon management
- ▶ Land use
- ▶ Agricultural and sewage management
- ▶ Solid waste reduction

Deliverables

- ▶ Master list of communitywide actions

Task 3.3 Quantitative & Qualitative Analysis of Potential Communitywide Actions

Multi-Criteria Analysis

To refine and prioritize the list of strategies and actions developed in Task 3.2, we will evaluate and rank strategies using **multi-criteria analysis**. Criteria may include:

- ▶ **Effectiveness and impact**, including GHG emission reduction determined through the wedge analysis below.
- ▶ **Estimated cost**, including consideration of affordability and expenditure timeframe.
- ▶ **Realization of co-benefits**, such as quality of life, equity, employment, and health.
- ▶ **Feasibility**, including jurisdictional control, regulatory constraints, and technical and financial considerations.
- ▶ **Urgency**, given windows of opportunity in planning and policies as well as the timing of climate impacts.

We anticipate analyzing emission reduction potentials and cost-effectiveness estimates at the strategy level to allow TRPC, partner jurisdictions, and Stakeholder Committee to identify the most promising strategies and actions during the strategy prioritization and analysis process.

Deliverables

- ▶ Matrix of actions with criteria rankings

Scenario Planning (Wedge Analysis)

Following the multi-criteria analysis and ranking of strategies, we will work with TRPC to quantify emission reduction **scenarios**. We will begin this work with development of a business-as-usual (BAU) scenario that assumes a “no-action” scenario. This BAU enables comparison of projected emissions with the emissions reduction goal, illuminating the “wedge” of remaining reductions that must be achieved. This **wedge analysis** will be important for focusing the planning effort, including determining the content, scale, and aggressiveness of actions in the Plan. We will compare the BAU scenario with jurisdictions’ existing goals—45% below 2015 levels by 2030 and 85% below 2015 levels by 2050.

We will include **policy scenarios** that quantify expected changes in energy supply, building energy efficiency, waste, and transportation from potential federal, state, and local actions. Expected changes will be based on available data, including current and historical emissions trends; outputs from existing models, such as regional transportation models; external factors, such as utility Integrated Resource Plans and state and federal policies (e.g., CAFE standards); and demographics.

The policy scenario will be complemented with **local-level climate action scenarios** that break down the wedge into combinations of individual strategies. We will build scenarios in an iterative manner that allows for toggling of various strategy options and aggressiveness levels to observe resulting changes in emissions. This approach allows for real-time assessment of tradeoffs and feasibility. The analysis will illustrate the relative reductions for potential mitigation strategies and account for interactions between selected strategies. For example, we will identify emissions benefits of strategies that result in a cleaner energy grid (which reduces the marginal emissions factor of electricity) as compared to strategies that enhance energy efficiency (which reduces total energy consumption), which in combination work to reduce building energy emissions. We will present each scenario in a graphic that includes the BAU scenario, policy scenarios, and contributions of proposed strategies that, together, meet the jurisdictions’ emission reduction goal. We will design the wedge graphics to be clear and attractive, ready for use by staff and the public at workshops and open houses.

Deliverables

- ▶ Wedge analysis graphic with underlying Excel workbook

Task 3.4 Define & Plan Communitywide Actions

We will work with TRPC and the Stakeholder Committee to add implementation-focused specifications to the communitywide actions, including a table that states the following for each proposed action:

- ▶ **Jurisdictional coverage** (All-Party or Individual-Party)
- ▶ **Funding** mechanisms and opportunities for financing
- ▶ **Timeframe** for implementation
- ▶ **Lead and partner** implementing organizations

Our team's familiarity with the TRPC community will allow us to effectively understand, contribute to, and review suggested implementation details. We can bring in regional organizations that a non-local consultant may not know how to access, like LOTT, the Olympic Region Clean Air Agency, or Intercity Transit. In a few cases, we may be able to take advantage of having the state capital here in Thurston County. For example, WSDOT, DNR, or another state agency might be encouraged to gain knowledge through testing a leading-edge stewardship concept in Thurston County, while at the same time deepening relations with the local community that is home to many of its employees.

Deliverables

- ▶ Matrix of actions with implementation details, including jurisdiction, timeframe, funding sources, and implementing organizations

Task 4.1 Support Inclusion of Actions in Implementation Strategies

Our team will apply our technical understanding of the county GHG inventory (Task 3.1) and the wedge analysis (Task 3.3) to identify the portions of the inventory in which each of the four jurisdictions (Olympia, Lacey, Tumwater, and Thurston

Stakeholder Committee Engagement

The project team will be interacting with the Stakeholder Committee throughout Tasks 3.2, 3.3, 3.4 and 4.1. A total of seven meetings are planned, and will be correlated to those four tasks approximately as follows:

- **Meeting 1:** Launch of initial strategy development (Task 3.2).
- **Meeting 2:** Review and iteration of identified strategies (Task 3.2).
- **Meeting 3:** Launch of multi-criteria analysis (Task 3.3).
- **Meeting 4:** Continue focus on multi-criteria analysis.
- **Meeting 5:** Focus on wedge analysis/scenario planning.
- **Meeting 6:** Finish scenario planning and begin implementation tasks (Tasks 3.4 & 4.1)
- **Meeting 7:** Finish implementation planning.

The schedule of these seven meetings, and their correlation to project tasks, will be adapted collaboratively by the project team and TRPC staff as the project moves forward and project needs evolve. TRPC staff will provide Stakeholder Committee meeting administration and leadership; the project team will provide the majority of agenda material including presentations and generative structures (breakout groups, multi-voting, etc). TRPC staff will have the responsibility for working with the Stakeholder Committee to delegate tasks among the five topic subgroups represented on the committee. c

County) possesses the most leverage. Each jurisdiction can vary considerably in its strongest opportunities for GHG mitigation. The County has the particular GHG management responsibilities associated with landfill gas generated at the Hawks Prairie legacy landfill; Olympia's dense urban core offers transportation alternatives that are more challenging to implement in Lacey or Tumwater; Lacey is host to a growing inventory of large commercial structures; Tumwater contains a regional airport and Olympia a seaport.

The project team can work with all jurisdictions' stakeholders to ensure a sense of equity of *effort* rather than equity of GHG reductions, as each jurisdiction has a different set of levers to effect change. The consultant team will work, using the inventories and wedge analysis, to ensure that the jurisdictions working *together* will reach the shared emissions targets with the most effective possible combination of Individual-Party actions and All-Party actions.

Deliverables

- ▶ List of actions and corresponding emission reductions, organized by jurisdiction

Task 4.2 Create Monitoring and Reporting Framework

Communitywide actions will include metrics to monitor and evaluate progress. Where possible, metrics will be tied to proxy data sources that the jurisdictions are already tracking. We will work with the client team to determine metrics and sources of information that are simple to comprehend and measure, aligned with other jurisdiction strategies and departments, relevant for estimating GHG emission reductions, and timely so that the jurisdiction is able to adaptively manage the process along the way. If desired, we will also identify appropriate platforms for tracking and reporting, such as The Climate Registry, ICLEI ClearPath, Scope5, or a self-managed system.

In addition to the monitoring of metrics associated with action implementation, our team's deliverable for Task 3.1 will include specific recommendations regarding inventory practice and consistency, so that future inventories will properly align and progress can be accurately tracked over time.

Deliverables

- ▶ List of key performance indicators with baseline values, target values, and data sources

Budget

This work will have a not-to-exceed total budget of **\$80,000** for the tasks listed below, including reimbursable expenses. Steering and Stakeholder Committee meetings are included below Task 3.4 because we envision meetings to focus on content related to Tasks 3-4.

Task	Budget
Task 2.2 Develop & Lead Phase 2 Public Engagement Strategy	\$32,890
Public engagement strategy	\$1,835
Community kickoff workshops	\$9,609
Online surveys	\$1,640
Communitywide open houses	\$17,591
Multimedia engagement materials	\$1,295
Community festival information booth	\$920
Task 3.1 Evaluate TCAT Emissions Inventory	\$1,110
Task 3.2 Supplement Initial List of Communitywide Actions	\$4,250
Task 3.3 Quantitative & Qualitative Analysis of Potential Communitywide Actions	\$14,130
Task 3.4 Define & Plan Communitywide Actions	\$1,860
▶ Six Steering Committee Meetings	\$4,720
▶ Seven Stakeholder Committee Meetings	\$6,290
Task 4.1 Support Inclusion of Actions in Implementation Strategies	\$1,300
Task 4.2 Create Monitoring and Reporting Framework	\$4,510
Project Management and Contingency Fund	\$8,940
TOTAL	\$80,000

Project management activities include the following:

- ▶ Project kick-off meeting.
- ▶ Twice monthly consultant-client check-in calls.
- ▶ Monthly invoices and progress reports.
- ▶ Internal team coordination.

Rates for key personnel are listed below.

Name	Role	Fully Loaded Rate
Andrea Martin	Project Manager	\$170
Roel Hammerschlag	Local Analysis & Stakeholder Engagement Lead	\$140
P.J. Tillman	Public Engagement Lead	\$115
Britain Richardson	Analyst	\$100
Dr. Heidi Roop	Climate Science Liaison & Communications Lead	\$95
Christy Shelton	Principal-in-Charge	\$190

Schedule

The schedule below reflects our understanding of the clients’ timeline needs. We are open to adjusting this timeline as necessary based on discussions with the client team.

	2019								2020						
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Project Management															
Kickoff meeting															
Biweekly check-in calls															
Monthly invoicing & activity reports															
Task 2.2 Public Engagement															
Public Engagement Strategy			X												
Community kickoff workshop(s)					X										
Online survey					X			X							
Community open house(s)												X			
Task 3.1 Evaluate GHG Emissions Inventory															
Evaluate inventory															
Present recommendations			X												
Task 3.2. Initial List of Actions															
Develop master list of actions						X									
Task 3.3. Action Assessment															
Multi-criteria analysis							X								
Scenario planning										X					
Client review of final action list															
Task 3.4 Action Assignments															
Add action specifications												X			
Task 4.1 Implementation Strategies															
Specify implementation details														X	
Task 4.2 Metrics and Monitoring															
Define metrics & monitoring framework															X

X indicates final deliverable