

Climate Element for 2025 Comprehensive Plan Amendment

PROPOSAL TO THE CITY OF LAKE FOREST PARK

MAY 14, 2024

SUBMITTED BY CASCADIA CONSULTING GROUP, FEHR & PEERS, AND SCJ ALLIANCE



Dear Evaluation Team,

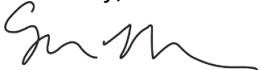
On behalf of our entire team at Cascadia Consulting Group, together with our partners at SCJ Alliance (SCJ) and Fehr & Peers (F&P), I am excited to submit this proposal to develop Lake Forest Park’s Climate Element. Our team brings a unique and unparalleled combination of local climate resilience, community engagement, and comprehensive planning experience, allowing us to deliver technical, tailored support to the City with meaningful engagement along the way. Along with our technical expertise, our team’s existing relationship with Lake Forest Park will allow us to build off of our previous climate action and comprehensive planning work and deliver a thoughtful, fully integrated Climate Element that meets HB1181 standards while advancing community and City priorities. Specifically, our team offers:

- **Unmatched local climate planning experience and leadership.** We’ve tackled climate change issues for dozens of local clients—including Lake Forest Park itself, peer cities including Kenmore, Shoreline, Edmonds, Woodinville, Redmond, Issaquah, and Mercer Island—and have led statewide efforts including Commerce’s pilot program for refining Climate Element guidance and the eleven-county GHG inventory that will underpin county-level HB1181 planning efforts. We have experience leading Climate Elements for 10 Washington cities and eight counties. With both depth of climate expertise and breadth of experience with peer jurisdictions, we have the context, insights, and datasets needed to build on previous investments, respond to community needs, and develop tailored mitigation and resilience goals and policies.
- **Cutting-edge knowledge and fresh perspectives.** Our team brings local experience and best practices developed through some of the most advanced and innovative analyses in the country—including co-leading a pilot project with the Department of Commerce to test and refine their climate resilience sub-element guidance, authoring the Northwest Chapter of the 5th National Climate Assessment, and leading research efforts in collaboration with the University of Washington (UW) Climate Impacts Group and Northwest Climate Adaptation Center. We will draw from these efforts to efficiently and expertly develop goals and policies that will help Lake Forest Park achieve resilience and reduce GHG emissions while also complying with HB1181.
- **A fully customized and well-managed process.** We’ve had the pleasure of working repeatedly with clients through every phase of climate action and comprehensive planning processes. We know how to right-size our efforts while maintaining focus on the client’s vision, and how our work will dovetail with other City and regional policies and planning efforts. We also understand how this project’s analyses and deliverables will fit into Lake Forest Park’s Comprehensive Plan and have designed our approach to seamlessly integrate with the broader plan.

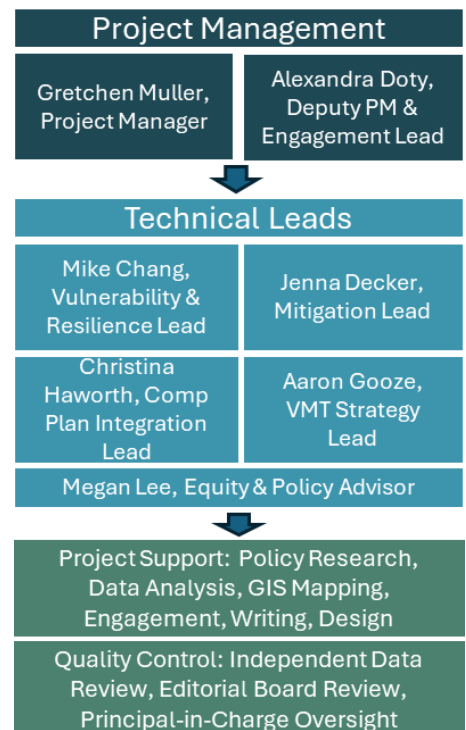
Not only have we included staff with direct experience working in Lake Forest Park and on peer city climate elements, but our project team structure, outlined in the organization chart at the right, also reinforces our commitment to upholding the highest standards of quality. Our team is led by Gretchen Muller, one of Cascadia’s most experienced senior project managers and facilitators, backed by a dedicated Deputy PM to support project coordination and a core team of task leads with direct experience developing Climate Elements—all backed by Cascadia’s deep bench of support staff, from graphic designers and multilingual outreach teams to independent quality review boards for data analysis and writing.

Our team is fully prepared and eager to continue working with the City of Lake Forest Park to advance community resilience and climate action. Please contact me with any questions or to discuss our proposal in more detail.

Sincerely,



Gretchen Muller, Director & Proposed Project Manager
(206) 449-1115 | gretchen@cascadiaconsulting.com
Cascadia Consulting Group, Inc.



Project Understanding & Approach

Lake Forest Park is a unique and special place, situated on the wooded slopes just north of Lake Washington, with strong recreation opportunities, a thriving local business economy, and engaged community. With climate change already having a range of local impacts that threaten the city's unique attributes—from wildfire and smoke to flooding and landslides—the need to codify climate policy in its Comprehensive Plan is urgent. Guidance from the Washington Department of Commerce provides a framework, resources, and tools to support jurisdictions in their climate planning efforts, and Lake Forest Park now seeks to develop climate resilience strategies that align with these guidelines and comply with HB 1181 requirements, while also building on existing efforts such as the City's Climate Action Plan, King County's Comprehensive Plan and Shoreline Master Program, and peer cities' climate plans and policies—all while meeting the needs and incorporating the priorities of its community.

Our **unparalleled experience with Climate Element development** has given us a strong understanding of what works, and what doesn't, when it comes to developing meaningful climate policies. It's especially important that this project's deliverables dovetail with existing City policies, have strong buy-in from departments and implementation partners, and are ready to be rolled into the City's Comprehensive Plan. Furthermore, our team's expertise means we know exactly how to right-size this effort, help break down each new requirement, and tailor climate policies for the City's unique needs—all while equipping the City with the tools it needs to implement these policies. We've outlined our approach to developing a Climate Element for Lake Forest Park below, and will happily provide additional information on request.

Work Plan

Task 1. Project Management

Kickoff Meeting: We will begin by convening an initial kick-off meeting with City staff to better understand the City's related efforts to date, explore the vision for this Climate Element, and begin outlining a detailed project roadmap. During this meeting, we anticipate discussing ultimate project goals and outcomes (e.g., "what will success look like?"); strategies to dovetail this project with other City initiatives, including the Comprehensive Plan update and Climate Action Plan; engagement goals, activities, and lessons learned; the Climate Policy Advisory Team—including who should be represented on it; opportunities to incorporate equity; and client/consulting team roles, responsibilities, and expectations, including logistics and timeline. We will capture these elements in a **project workplan** and **detailed timeline** of the entire planning process and submit both to the City for review and approval.

Quality Assurance: Our approach to enforcing quality is built on multiple quality assurance checks: every deliverable we produce is reviewed by our in-house Editorial Board and a Cascadia Principal in Charge. The Editorial Board is a panel of senior writers charged with enforcing internal and client standards for readability/accessibility, voice, style, and grammar. We bring this commitment to consistent quality to every element of the work we support. Additionally, we've recently introduced a data quality control team, who will review any technical data, mapping, surveys, and infographics to ensure they're consistent and accurate. Data will be reviewed at each stage, from collection and analysis through presentation, to ensure that baseline data is accurate, formulas are consistent, and there are no data transcription errors. Our QA/QC process is supported by the use of workbooks and templates previously developed and vetted through peer jurisdiction Climate Element projects.

Ongoing Project Management: The project team will continue to coordinate closely with City Staff, including holding virtual **biweekly coordination meetings** and providing **monthly invoices and progress reports**. 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. Our Project Manager will proactively elevate potential scope or 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: Kickoff meeting and work plan, biweekly check-in meetings, monthly progress reports and invoices

Task 2. Climate Policy Advisory Team and Engagement Strategy

Form Climate Policy Advisory Team: Drawing from the initial conversation during the kick-off meeting, and in consultation with City staff, Cascadia will establish a Climate Policy Advisory Team (CPAT) with recommended members, roles and responsibilities, and clear engagement touchpoints. We know that Lake Forest Park has an existing Climate Action Committee and will likely build off this group's existing membership, with additional representation as needed. We will confirm CPAT responsibilities, a framework for decision-making, and a project charter during the first CPAT meeting. Our team will provide climate data and plan information and facilitate discussions on key plan elements. For each meeting, our team's services will include:

- **Preparation:** develop an agenda and a discussion guide with clear CPAT decision points and input opportunities.
- **Meeting logistics:** including in-person, hybrid, and virtual meeting management and equipment.
- **Agendas and facilitation:** our approach includes having a clear agenda, staying on time, and building in opportunities to explore new questions that may surface. Having neutral facilitators and technical experts ensures meeting agendas run smoothly and we can address any issues that arise (e.g., specific technical questions).
- **Meeting documentation:** succinct summaries after each meeting that include discussion points and key takeaways.
- **Offline collaboration:** we will work with participants between full-group meetings to address plan elements did not have support and develop materials for collaboration between meetings (e.g., fact sheets, ranking worksheets).

We will work with City staff to draft and send invitations to potential members including community leaders, provide follow-up information, and meet with potential members to provide additional context. Based on initial responses, we will consider targeted recruitment to fill gaps and ensure equitable representation.

Establish Engagement Strategy: We will draw from the kick-off meeting discussion to draft an **engagement strategy** including a "Community Snapshot" of key demographics; a description of engagement goals; key audiences such as City staff, the Climate Action Committee, and local community-based organizations; roles and approaches; detailed methods including specific events and outcomes; an explicit equity strategy; and key performance indicators for evaluating engagement success. We will build on our experience working with communities in and around Lake Forest Park to identify priority audiences and effective engagement strategies. We recommend synchronizing Climate Element engagement activities with engagement for the broader Comprehensive Plan update to ensure alignment, improve efficiency, and avoid participant burnout. While the final package of engagement activities will be decided in coordination with the client team, we suggest the following:

- **Regular meetings with the CPAT** at key points in the planning process where their input will be most valuable—such as ground-truthing climate impacts, prioritizing strategies, and reviewing the draft Climate Element.
- **Presentations at City Council and Commission meetings** to present draft strategies, gather feedback, and build support for adoption early in the planning process.
- **Broad public meetings and/or focus groups with specific stakeholders.** Open public meetings serve as an opportunity to raise awareness and gather feedback on priorities, concerns, action ideas, and implementation considerations at key points in the planning process. Alternatively, focus groups with underrepresented and vulnerable communities or key implementation partners allow for more in-depth, personal conversations on specific topics, areas of concern, or priorities. We will track engagement closely and work with the City to determine gaps in engagement and which approach will be most helpful in filling those gaps.
- **A communitywide survey** to gather broad input from as many Lake Forest Park residents as possible, including those interested in the planning process who are unable to attend in-person events. The survey would be short and direct, focused on encouraging general community input on goals, strategies, actions, and other priorities. We will lean on the successes and lessons learned from the Climate Action Planning public survey that yielded a significant number of community responses and provided useful information to shape the CAP.
- **A project page on the City's website** that outlines the climate planning process and provides key updates and opportunities for public involvement.
- An **online sharing platform** (e.g., Konveio, Consider.it, Social Pinpoint) for facilitating public input on the draft plan.

Deliverables: CPAT agendas; presentations to Council and Commission meetings; materials for public meetings/focus groups; survey; content for website updates; online sharing platform

Task 3. Plan and Policy Audit

Review Existing Plans for Climate Gaps and Opportunities: To better understand what climate planning work Lake Forest Park has completed to date, we will complete an audit of existing plans, policies, and regulations including the following: City of Lake Forest Park Comprehensive Plan, Shoreline Master Program, Lake Forest Park Hazard Mitigation Plan, Lake Forest Park Climate Action Plan, and peer city climate action plans and programs. This initial list will be vetted by City Staff and the CPAT. Cascadia will also draw on recent work supporting updates to the City's CAP.

It will be important to hear from staff that work across departments and geographies to identify additional relevant documents and gain further context regarding potential gaps and overlaps with existing plans, policies, and regulations; to that end, we will conduct interviews and meetings to augment our review. We will organize the review into a **comprehensive database** and summarize in a **Gap and Opportunity Analysis memorandum**. The database and report will also collate key climate resilience considerations that existing measures address. The database and report will be used to **identify policy trends and gaps in existing policies** and will include policy recommendations for the Climate Element.

Deliverables: Plan, policy, and regulation review database (Excel); interviews with key County staff, leadership, community partners, and/or stakeholders; draft and final Policy Gap and Opportunity Assessment Memorandum

Task 4. Explore Climate Impacts

Identify Community Assets and Explore Hazards on Changes in Climate: Consistent with changes in the GMA (RCW 36.70A.070) and the Department of Commerce's *Climate Element Planning Guidance*, we will assess climate change impacts on key physical, social, and environmental assets, pulling from relevant plans, policies, and other resources. Drawing from our extensive experience working with jurisdictions to identify and evaluate climate impacts and hazards, our team will use the best available science and credible resources to identify observed and projected climate trends relevant to Lake Forest Park, focusing on stormwater flooding and slope stability, heat events, wildfire, smoke, drought, and other climate-related risks. We anticipate using resources from the University of Washington Climate Impacts Group and other sources, including *Climate Mapping for a Resilient Washington*, *Northwest Climate Assessment Report*, the *National Climate Assessment*, and other relevant studies and datasets.

Pair Assets and Hazards & Identify Priority Climate Hazards: We will pair each community asset with its anticipated climate impact(s) and **summarize our findings in the Commerce Workbook**. Accompanying each asset-hazard set, we will identify climate impacts specific to the City of Lake Forest Park, assess exposure, consider any non-climate stressors, and summarize past, current, or projected consequences of the climate impacts to specific sectors (such as public health). Following the completion of the Climate Workbook asset and hazard pairing page, we will identify all hazards that are relevant to the City and justify the inclusion or exclusion of each specific hazard.

Determine Next Steps: We will present these findings to the City and the CPAT and work with them to determine if a full vulnerability assessment is necessary or appropriate. Vulnerability assessments build on the impacts assessment by identifying **key climate impacts on community infrastructure** while assessing **exposure, sensitivity, and adaptive capacity**. They provide a more robust picture of climate impacts on which we can begin building specific climate policies for the Climate Resilience Sub-Element.

Deliverables: Draft and final Climate Element Workbook

Task 5. Assess Vulnerability and Risk

We will work with the City to determine a scale and approach to the vulnerability assessment that is appropriate for this project, though we expect to include the following steps, which draw on the framework developed by the

Climate Impacts Group (CIG) and King County, *Preparing for Climate Change – A Guidebook for Local, Regional, and State Governments*:

- **Step 1: Define Terms.** We will provide a brief overview of a vulnerability assessment and its components of exposure, sensitivity, and adaptive capacity. We will work with the City to set definitions for each of these terms.
- **Step 2: Exposure Analysis.** We will draw on the climate impacts summary to identify known climate conditions that impose stresses on built, natural, and social systems and use information gathered through engagement, review of City plans, and spatial data to determine which areas and assets are stressed by each climate condition.
- **Step 3: Sensitivity Analysis.** We will identify sectors, resources, and communities that are particularly susceptible to anticipated climate impacts. We will gather information about existing conditions and future conditions to evaluate relative sensitivity to climate stressors.
- **Step 4: Adaptive Capacity Analysis.** We will focus on the areas and sectors with the greatest exposure and sensitivity and assess their existing ability to adapt and their potential for becoming more resilient through improved management, policies, operations, or infrastructure. We will gather input from staff on existing programs that build resilience and document gaps or impacts that are not addressed with current programs.
- **Step 5: Vulnerability Assessment.** The final step brings the three previous analyses together. We use a matrix to categorize sectors, resources, and communities by their vulnerability level and identify the most vulnerable—that is, those with high exposure, high sensitivity, and low adaptive capacity.

Meet with Partners, Stakeholders, and Decision-makers to Decide Course of Action: We will prepare a memo summarizing climate vulnerability and risks to community assets and include preliminary identification of necessary policies for each sector, presenting these findings to partners, staff, and the CPAT. We will use easy-to-understand narratives and graphics that serve as a quick and clear references to the relative vulnerability of sectors, resources, and communities in Lake Forest Park. We will use our findings to support goal and policy development and prioritization.

Deliverables: Listening sessions and/or one-on-one meetings; index-based mapping of climate risks and community vulnerability; draft and final Climate Change Vulnerability and Risk Assessment memo

Task 6. Gather Greenhouse Gas Emissions Data

Inventory and estimate GHG emissions: GHG inventories set the stage for developing high-impact climate strategies and serve as the key indicator for monitoring and assessing emissions reductions over time. We anticipate significant efficiencies through our leadership on Commerce’s 11-County GHG inventory and the Puget Sound Regional Emissions Analysis, and will build from this work—and Lake Forest Park’s 2019 inventory—to ensure methodological consistency. We prepare our inventories in alignment 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)*.¹ We recommend preparing a government operations GHG inventory in accordance with the *Local Government Operations Protocol for the Quantification and Reporting of Greenhouse Gas Emissions Inventories (LGOP)*. Using these protocols, we will quantify updated Scope 1, Scope 2, and Scope 3 emissions across sectors for Lake Forest Park.

GHG Forecasting and Wedge Analysis: Wedge analyses project future GHG emissions and can provide an estimation of GHG emission reductions associated with climate strategies out to 2050 and beyond. Cascadia will build from the wedge analysis we’ll be creating as part of Commerce’s 11-County GHG inventory and can also use the tool we developed for King County as part of the Puget Sound Regional Emissions Analysis (PSREA) project to model local climate strategies and actions. Our relevant tools and local expertise will allow us to provide customized analysis for Lake Forest Park in a cost-effective and time-efficient manner. Potential strategies and actions can be added to the model to help vet and prioritize mitigation strategies for the sub-element in Task 7.

¹ The USCP is based on U.S. best practices and data sources that may not be applicable outside the U.S. As such, some of the requirements and guidance in the USCP differ from the GPC; however, their methodologies are compatible and they can be used concurrently.

Perform VMT Study: Fehr & Peers will lead the VMT Analysis, drawing on decades of experience with analysis and modeling of transportation-related VMT and related greenhouse gas emissions. They will build a transportation profile for the City based on a set of data sources that may include: WSDOT VMT Data, census block-level VMT per capita data, recent household Travel Survey data from the Puget Sound Regional Council, census data, transit ridership, and electric vehicle registrations. Developing this profile will help break down the City’s VMT into categories for residents, employees, and visitors; each category responds to different VMT strategies, so understanding these categories will help tailor strategies to maximize the impact of VMT reduction policies and programs.

Establish Emission Reduction Targets: We will conduct a high-level analysis of VMT reduction potential of the top strategies elevated by the CPAT and community members to develop reasonable reduction targets. We will use models to explore reduction potential, including the PSRC Regional Travel Demand model or modeling based on elasticity evaluations of existing VMT market data, consistent with CAPCOA handbook guidance. The results of the baseline GHG inventories, VMT study, and wedge analysis, backed by our team’s knowledge from previous GHG analysis work for peer jurisdictions, will serve as helpful tools to support City staff and the CPAT in identifying concrete GHG reduction targets. Our team will use the results of these analyses to develop realistic options for targets for the planning period of 2025-2045, considering the expected impact of several federal, state, and regional policies, the impact of the GHG policies identified for the sub-element, and input from stakeholders and staff. We will summarize the results in a memo.

Deliverables: GHG inventory and wedge analysis worksheet; travel market assessment; GHG target summary memo

Task 7. Pursue Pathways and Identify Co-Benefits

Develop Goals: Based on the results of the climate impacts and policy audit, GHG emissions inventory and analysis, and the vulnerability assessment, we will identify mitigation and resilience goals and policies, including **overarching adaptation goal statements** aligned with categories of key climate risks and vulnerabilities—as well as **strategy-level policies** (5-10 per climate risk category) to support adaptation goals, metrics, and long-term measurements.

Identify Policy Co-Benefits: Co-benefits are the extent to which an action achieves multiple City objectives beyond its climate goals, such as improving quality of life/public health or benefitting local businesses. We will work with Lake Forest Park to determine which co-benefits they’d like to prioritize, and assess potential strategies using that framework.

Develop Policies: We will work together with City staff, the CPAT, and partners to refine and prioritize goals and policies. We will consider policies across sectors including transportation, infrastructure, agriculture, and energy. We will summarize the final policy list in a Commerce Workbook, which will include documentation of co-benefits, source hazards each policy addresses, equity considerations, and sectors.

Equity Assessment: We will evaluate the potential impacts of goals and policies on people in overburdened communities; our assessment approach assigns qualitative numerical scores to each evaluated policy based on a criteria matrix to ensure consistency in scoring throughout the evaluation. Findings will be summarized and provided to the City for feedback.

Deliverables: Draft and final Climate Element Workbook

Task 8. Integrate Goals and Policies

Review and Finalize Resilience Goals and Policies: The tasks completed up to this point in this process build on one another and will culminate in this final integration task. We will collaborate with SCJ to integrate the Climate Element

Equity in Policy Development

We center equity and environmental justice in all of our climate plans—investing in our understanding of community histories and characteristics, ensuring that we engage with people of all backgrounds, and elevating benefits to frontline groups in strategies and actions. Some policies may have unintended equity impacts, too, like increasing displacement pressure or reducing employment opportunities. Examining policies holistically with an equity lens is vital to ensuring the policies we develop advance community health, social and economic resilience, and access to opportunity while achieving climate mitigation and resilience goals.

into the Comprehensive Plan update they are leading, using existing styles and frameworks to align with other City documents. We will develop a public draft document and incorporate feedback into the final plan. Finally, we will consult with the Mayor, City Council, CPAT, and community partners to ensure final deliverables reflect all input.

Consult with Partners, Stakeholders, and Decision-makers: We will support the presentation to City Council for final adoption. As with all Cascadia deliverables, the final versions will be independently reviewed by our internal Editorial Board to ensure that they are clear, error free, and easy to understand. Cascadia’s graphic design team will also be available to create custom graphics and presentation materials, if desired.

Deliverables: Draft and final Climate Element including monitoring plan

Firm and Key Staff Experience

Since 1993, **Cascadia Consulting Group** has worked with public, corporate, nonprofit, and tribal clients to advance projects that benefit their communities and the environment. With a staff of 80 consultants across our offices in Seattle and Oakland, Cascadia provides expertise across all aspects of climate analysis and planning—and we have extensive experience applying these skills to help local governments across Washington implement measures to reduce emissions while building resiliency to climate impacts. We’re excited to be partnering with **SCJ Alliance** and **Fehr & Peers** for this effort. They bring additional expertise in land use, transportation, and environmental planning—including leading Lake Forest Park’s current Comprehensive Plan Update—and offer deep knowledge of local context and existing relationships with Lake Forest Park stakeholders.

Our team is at the forefront of Climate Element development in Washington, having worked directly with the Department of Commerce and the King County-Cities Climate Collaborative (K4C) to test and refine the HB 1181 Climate Element guidance and successfully develop Climate Element policies for over a dozen clients and counting; we are currently in the process of developing Climate Elements for seven additional clients, too, and can realize efficiencies—for example, on policies being considered regionally and in other cities—from managing these projects concurrently. Our team has also been supporting Lake Forest Park with its Climate Action Plan and will draw on that recent experience and knowledge when exploring GHG reduction strategies, engaging with community members, and working with the client team and CPAT.

Experience with Lake Forest Park and peer jurisdictions

Cascadia brings unrivalled experience developing climate and sustainability plans for Lake Forest Park and its peers. We have led climate planning efforts for 28 cities and 10 counties, including virtually all members of K4C and many smaller suburban cities in the Puget Sound corridor that are similar to Lake Forest Park. Cascadia also offers specialized Climate Element experience, having led Climate Elements for the following:

- Kenmore
- Woodinville
- Issaquah
- Seattle
- Auburn
- Port Angeles
- Federal Way
- Lake Stevens
- Gig Harbor
- Marysville
- Walla Walla
- 10 WA Counties

This combination of peer city experience and regional perspective gives us a deep understanding of the local lay of the land, the latest climate science research and guidance in the Northwest, and the most comprehensive picture of climate risks and vulnerabilities in Whatcom County—and how best to navigate them.

Project Team

Our team for this project includes **nationally recognized climate action planning leaders** with decades of collective experience in conducting vulnerability and equity assessments, modeling emissions from transportation and other sectors, and leading climate mitigation and adaptation plans. We pride ourselves on being at the cutting edge of the field, with recent experience that includes leading the development of the current edition of the National Climate Assessment, cochairing a work group for the National Adaptation Forum, developing a framework for census tract-level vulnerability assessments, and working directly with Commerce and several of Lake Forest Park’s peer jurisdictions on climate element guidance development and pilot programs.

Climate Element for 2025 Comprehensive Plan Amendment

Firm and Key Staff Experience

We've introduced our core team members below, including several team members currently working on Lake Forest Park's Comprehensive Plan Update and others who recently supported the City's Climate Action Plan Update. Every member of our core team has experience working on Climate Elements, and the team comes supported by a deep bench of staff with additional experience in climate resilience planning, equity, comprehensive planning, GIS, policy context, communications and engagement, and graphic design. We are happy to provide more information on request.



Gretchen Muller | Cascadia | Project Manager: Gretchen brings nearly two decades of experience managing community-driven sustainability projects—including recently overseeing the creation of guidelines for integrating climate into Comprehensive Plans with the Department of Commerce, overseeing Climate Elements for the cities of Lake Stevens and Kenmore, and leading a Climate Action Plan update for the City of Shoreline. Gretchen is certified in Open Standards coaching and has extensive experience facilitating stakeholder groups, including leading interagency coordination

for the Seattle-Tacoma-Bellevue metropolitan area's regional EPA-directed Climate Action Plans.



Alexandra Doty | Cascadia | Deputy Project Manager & Engagement Lead: Alexandra brings over eight years of experience in environmental problem solving, stakeholder and community engagement, and facilitation of climate action and strategic planning projects. She has supported Climate Element development for Kenmore, Walla Walla, and Thurston County, and recently worked with Lake Forest Park to update its Climate Action Plan. Alexandra also supports engagement for a state-level interagency group developing a statewide Climate Resilience Strategy. Prior to joining

Cascadia, Alexandra negotiated complex policy issues at the Puget Sound Partnership.



Mike Chang | Cascadia | Vulnerability Assessment and Resilience Lead: Mike is a national leader in equitable climate action who brings expertise in both climate resilience and engagement. Mike has led multiple recent climate planning projects focusing on integrating equity into all aspects of climate risk and resilience planning—including a multi-jurisdictional stakeholder group to prepare a Climate Resilience and Preparedness plan for the North Olympic Peninsula, Clallam County's Climate Action Plan and Climate Element, Seattle's Climate Vulnerability Assessment, an adaptation and resilience

plan for Tacoma, a Climate Element for the City of Port Angeles, and a Climate & Health Plan for the Tulalip Tribes.



Jenna Decker | Cascadia | Mitigation Strategy Lead: Jenna supports climate action planning, emissions accounting, implementation planning, and sustainability projects across Cascadia's portfolio. With a focus on community co-design, she incorporates feedback from communities to ensure their priorities, needs, and concerns are reflected in their climate strategies and actions—and that proposed climate strategies address particularly vulnerable communities. She is supporting climate mitigation efforts for San Juan County, Gig Harbor, Spokane, and the University of

Washington—and supported climate element guidance development for the Department of Commerce.



Megan Lee | Cascadia | Equity and Policy Advisor: Megan specializes in climate strategy development, vulnerability assessments, and equitable engagement. Her recent work includes climate action plan development for the cities of Lake Forest Park, Kenmore, Shoreline, Spokane, and Vancouver (WA)—and has led vulnerability assessments and resilience efforts for Seattle, Issaquah, the Tulalip Tribes, and the North Olympic Development Council. She has also supported a range of community development, capacity building, and environmental equity initiatives for King County's

Communities of Opportunity program, the Puget Sound Partnership, and the King Conservation District.



Cristina Haworth, AICP | SCJ Alliance | Comprehensive Plan Integration Lead: Cristina helps communities manage growth and change through integrated planning and zoning initiatives at citywide, subarea, district, and neighborhood scales—including recently for Lake Forest Park, through its Comprehensive Plan update. She is well versed in applicable land use and development law, including Washington's Growth Management Act and State Environmental Policy Act, and regional planning frameworks such as Puget Sound Regional Council's Vision 2050.

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Firm and Key Staff Experience



Reese McMichael | SCJ Alliance | Analyst & Writer: Reese is a planner and urban designer focused on collaborating with communities to design attractive and functional spaces. Reese has experience working with public stakeholders and elected officials and engaging in current planning and long-range planning projects—including supporting Comprehensive Plan updates for Lake Forest Park and Woodinville. He is proficient in virtual and in-person outreach techniques, with a focus on centering equity and engaging underserved and underrepresented communities.



Aaron Gooze | Fehr & Peers | VMT Advisor and Strategy Lead: Aaron has 16 years of experience in the transportation industry and has led studies focused on electric fleet conversions, GHG emissions and VMT modeling, ridership forecasting, and electric supply equipment prioritization. He supports local and regional agencies including the Seattle Department of Transportation, Sound Transit, Port of Tacoma, and King County Metro in their efforts to operate more efficiently and with lighter environmental footprints.



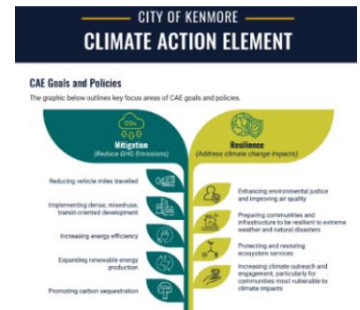
Jessica Brackin | Fehr & Peers | VMT Analyst: Jessica recently joined Fehr & Peers after serving as the City of Pasco's Development Services Lead, where she led long-range planning projects with a focus on transportation. She has extensive experience coordinating current development projects with long-range plans to advance transportation services and meet community needs. Jessica is currently the project manager for the City of Lake Forest Park's Comprehensive Plan Transportation Element update.

Recent Relevant Experience

The following selection of projects demonstrate our depth of experience not just delivering climate elements and climate action plans, but also working behind the scenes at the state and regional levels to help structure and pilot this statewide program and develop broad climate action planning frameworks. We can provide further documentation of our relevant experience, including additional project descriptions and work samples, on request.

GHG Emissions Analysis, Climate Action Plan, and Climate Element | City of Kenmore, WA | 2019-2022; 2023:

Cascadia initially worked with the City of Kenmore to conduct a baseline communitywide and government operations GHG emissions inventory as an important first step in their climate action planning process. Building on that foundational effort, Cascadia developed Kenmore's first Climate Action Plan. We forecasted emissions data and reviewed peer city targets to outline short- and long-term emissions reductions goals and strategies for emissions reduction. Finally, this past year our team worked with the City again—drawing on our previous work—to develop a Climate Element to be included in their 2024 Comprehensive Plan update.



Lake Forest Park Climate Action Plan Refinement | City of Lake Forest Park, WA | Cascadia | 2023:

Cascadia recently led the review and refinement of Lake Forest Park's Climate Action Plan (CAP). Our team conducted an in-depth editorial and equity review of the CAP and developed and enhanced existing graphics. Through this CAP refinement, Cascadia delivered a high-quality, equity-centered, and graphically rich CAP that is in the process of being adopted by the City.

Comprehensive Plan Update | City of Lake Forest Park, WA | 2023-Present:

SCJ is leading the update of Lake Forest Park's Comprehensive Plan—ensuring consistency with new Growth Management Act requirements, Puget Sound Regional Council's Multicounty Planning Policies, and King County's Countywide Planning Policies. Fehr & Peers is leading the update of the Transportation Element. The team's work has included consideration of new housing requirements and middle housing, addressing equity (including displacement risk and disinvestment), and overhauling goal and policy language throughout the Plan. SCJ and Fehr & Peers have also been pre-planning to support the City's adoption of a Climate Action Plan and the integration of the Climate Element into the updated Comprehensive Plan.

Climate Element for 2025 Comprehensive Plan Amendment

Firm and Key Staff Experience

Comprehensive Plan Climate Integration | City of Auburn, WA | 2022-2023: Cascadia recently led the climate, equity, and displacement component of Auburn’s Comprehensive Plan Update—focusing on boosting local resilience to climate vulnerabilities, with an emphasis on protecting frontline communities from climate impacts. We began by reviewing the current Comprehensive Plan and other related City policies to identify potential gaps and key opportunities to address climate change, equity, and displacement. Building on that work, Cascadia proposed strategies using a multi-criteria analysis—evaluating them for impact, cost and feasibility, community support, equity effects, and opportunity for co-benefits—to ultimately develop a Climate Element that is cohesive, equitable, and ensures the greatest outcomes for the most vulnerable members of the Auburn community.

Climate Element Pilot Program | WA Department of Commerce | 2022-2023: Cascadia led a pilot program with the Department of Commerce to develop and test guidance and tools to assist local governments in integrating climate change into their comprehensive plans. We coordinated direct assistance to several communities—including Pullman, Port Angeles, and Woodland—to implement the draft Climate Change Element and evaluated the effectiveness of the current program. This pilot served as an essential test run of the draft guidance and will help Commerce optimize available tools to ensure their usefulness and effectiveness as well as build relationships between Commerce and local jurisdictions as they provide feedback on the pilot.

Climate Planning Policy Development | King County – Cities Climate Collaboration (K4C) | 2022-2023: Cascadia worked with a coalition of King County cities to build model climate and sustainability policies for use in Comprehensive Planning. We synthesized and reviewed climate related policies in cities across the County to determine how often we saw certain priority policies and identify others that are missing. Building on this thorough review and analysis of these policies, we developed a set of guidelines and prioritized model policies to align cities across the county and beyond as they develop Climate Elements for their Comprehensive Plans. We’ve since developed climate elements for several King County jurisdictions including Auburn, Issaquah, Kenmore, Federal Way, Renton, and Woodinville.

Climate Resilience Assessment & Plan; Comprehensive Plan Climate Integration | Kitsap County, WA | 2019-Present: Cascadia led the development of Kitsap County’s first assessment of climate impacts and resilience which included analysis of localized climate threats from fire, hydrologic changes, extreme heat, and other potential climate-driven changes and their impact on government operations, the community, and the environment. We are now building on that foundation to update the County’s Comprehensive Plan by leading the climate, equity, and displacement component—focusing on boosting resilience for frontline communities. We are assessing proposed strategies using a multi-criteria analysis—evaluating impact, cost and feasibility, community support, equity impacts, and co-benefits—to ultimately develop a Comprehensive Plan that is cohesive, climate-smart, and focused on equity and resilience.

Climate Resiliency Plan; Climate Element | Port Angeles, WA | 2020-Present: Cascadia has led a climate risk assessment, public engagement process, and development of a Climate Resiliency Plan for the City of Port Angeles. Building on that work, Cascadia is now developing a Climate Element to be included in their 2024 Comprehensive Plan update. Our involvement at every stage of this planning work has given us unique insight into how strong foundational work—like vulnerability assessments—is key to developing on-the-ground strategies that work, including providing municipal staff with the tools and resources necessary to implement plans.



CAP, Sustainability Communications, Climate Resilience Study, CAP Update | City of Shoreline, WA | 2012-2013, 2017-2018, 2019-2020, 2021-2023: For the past decade, Cascadia has supported virtually all the City of Shoreline’s climate planning and communications efforts. Our work with Shoreline began in 2012, when the City contracted with Cascadia to assist Council members, staff, and stakeholders in preparing its first citywide greenhouse gas inventory and Climate Action Plan. Cascadia led all aspects of the planning process—including facilitation, public engagement, emissions baselining, research, analysis, and prioritization of strategies—and delivered a plan that identified climate action objectives, major emissions sources, key reduction strategies, and City and community roles. We have since supported public communications related to climate change and updated the City’s Climate Action Plan.