

**CITY OF LAKE FOREST PARK
PROFESSIONAL SERVICES AGREEMENT
Agreement Title: Consultant Services with
Cascadia Consulting Group, Inc. for Climate Planning Support**

THIS AGREEMENT made and entered into by and between the **CITY OF LAKE FOREST PARK**, a Washington municipal corporation (the "City"), and **Cascadia Consulting Group, Inc.** (the "Consultant"), a Washington corporation, dated this XX day of September, 2024.

Consultant Business: Cascadia Consulting Group Inc.

Consultant Address: 1109 First Avenue, Suite 400. Seattle, WA, 98101

Consultant Phone: (206) 343-9759

Contact Name: Gretchen Muller and Alexandra Doty

Consultant e-mail: gretchen@cascadiaconsulting.com and
adoty@cascadiaconsulting.com

Federal Employee ID No.: 911589555

Authorized City Representative Mark Hofman, Community Development Director
for this contract:

WHEREAS, the City desires to develop a greenhouse gas emissions reduction sub-element and climate resilience sub-element to the comprehensive plan, as directed by Department of Commerce 2023-2025 Climate Planning Grant; and

WHEREAS, public convenience and necessity require the City obtain the services of a consultant with experience to perform this work; and

WHEREAS, the City finds that Cascadia Consulting Group, Inc. is qualified and experienced in developing greenhouse gas emissions reductions sub-elements and climate resilience sub-elements to comprehensive plans.

NOW, THEREFORE, the parties herein do mutually agree as follows:

1. Employment of Consultant. The City retains the Consultant to provide the services described in Exhibit A incorporated herein, for Climate Planning Support ("collectively "Scope of Work" or the "Work"). Any inconsistency between this Agreement and the Scope of Work shall be resolved in favor of this Agreement. The Consultant shall perform the Work according to the terms and conditions of this Agreement.

The City may revise the Work and the compensation only by a written Change Order signed by the authorized representatives of the parties that shall become a part of this Agreement.

The project manager(s) of the Work shall be Gretchen Muller and Alexandra Doty. The project manager(s) shall not be replaced without the prior written consent of the City.

Exhibit A Work shall commence when the City issues a notice to proceed and it shall be completed no later than December 31, 2025, unless the completion date is extended in writing by

the City. Notwithstanding the foregoing, Consultant shall not be responsible for any delay or failure to meet deliverable deadlines if such delay or failure was caused in whole or in part by a delay or failure of the City.

2. Compensation.

A. The total compensation to be paid to Consultant for the Work in Exhibit A, including all services and expenses, shall not exceed four hundred twenty two thousand six hundred and seventeen dollars (\$422,617) as shown on Exhibit A, Greenhouse Gas Emissions Reduction Sub-Element and Climate Resilience Sub-Element Scope of Work, which shall be full compensation for the Exhibit A Work. Consultant shall invoice the City monthly on the basis of the portion of the Work completed each month by the Consultant and sub-consultants.

B. Consultant shall be paid in such amounts and in such manner as described in Exhibit A.

C. Consultant shall be reimbursed for Eligible Expenses actually incurred that are approved for reimbursement by the City in writing before the expense is incurred.

3. Request for Payment.

A. Not more than once every thirty days the Consultant shall send electronically to ap@cityofflp.gov its request for payment of Exhibit A Work, accompanied by evidence satisfactory to the City justifying the request for payment, including a report of Work accomplished and tasks completed, and an itemization of Eligible Expenses with copies of receipts and invoices.

4. Work Product. The Consultant shall submit all reports and other documents specified in Exhibit A according to the schedule established in Exhibits A. If, after review by the City, the information is found to be unacceptable, Consultant, at its expense, shall expeditiously correct such unacceptable work. If Consultant fails to correct unacceptable work, the City may withhold from any payment due an amount that the City reasonably believes will equal the cost of correcting the work.

All reports, drawings, plans, specifications, and intangible property created in furtherance of the Work, and any intellectual property in such documents, are property of the City and may be used by the City for any purpose; provided that re-use without Consultant's permission shall be at the City's sole risk. Subject to the City's rights in the deliverables, any pre-existing work product, trade secrets, know-how, methodologies, and processes related to Consultant's services shall remain the sole and exclusive property of Consultant, and Consultant shall own all proprietary and intellectual property rights inherent therein and appurtenant thereto (collectively "Consultant Materials"). If, in the course of Consultant's engagement with the City, Consultant uses, provides, or incorporates into any deliverables or work any Consultant Materials, Consultant will grant the City a worldwide, non-exclusive, perpetual, irrevocable, royalty-free, fully-paid-up right: (a) to make, use, copy, modify, and create derivative works of such intellectual property, (b) to publicly perform or display, import, broadcast, transmit, distribute, license, offer to sell, and sell, rent, lease or lend copies of such intellectual property (and derivative works thereof) and (c) to sublicense to third parties the foregoing rights, including the right to sublicense to further third parties.

5. Termination of Contract. City may terminate this Agreement by sending a written notice of termination to Consultant ("Notice") that specifies a termination date ("Termination Date") at least fourteen (14) days after the date of the Notice. Upon receipt of the Notice, the Consultant shall acknowledge receipt to the City in writing and immediately commence to end the Work in a reasonable and orderly manner. The Consultant shall be paid or reimbursed for all hours

satisfactorily worked and Eligible Expenses incurred up to the Termination date, less all payments previously made; provided that work performed after date of the Notice is reasonably necessary to terminate the Work in an orderly manner. The Notice may be sent by any method reasonably believed to provide Consultant actual notice in a timely manner.

6. Assignment of Contract – Subcontractors. Consultant shall not assign this contract or sub-contract or assign any of the Work without the prior written consent of the City.

7. Indemnification. The Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all third-party claims, injuries, damages, losses or suits including attorney fees, caused by the negligent performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

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

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

Limitation of Liability: Neither party shall be liable for any special, indirect, consequential (including, without limitation, lost profits), incidental, exemplary, or punitive damages arising out of or relating to this Agreement or any work order, however caused and under any theory of liability, even if such party has been advised of the possibility of such damages. Consultant's total liability for damages arising out of any cause whatsoever related to this Agreement or any work order (whether based in contract, infringement, negligence, strict liability, other tort or otherwise) will be limited to the total price paid to consultant for the work giving rise to the liability.

A. No Limitation. The Consultant's maintenance of insurance as required by the Agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the Public Entity's recourse to any remedy available at law or in equity.

B. Minimum Scope of Insurance. The Consultant shall obtain insurance of the types and coverage described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be at least as broad as Insurance Services Office (ISO) form CA 00 01.

2. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The Public Entity shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the Public Entity using a form acceptable to the City.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

4. Professional Liability insurance appropriate to the Consultant's profession.

C. Minimum Amounts of Insurance. The Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate.

3. Professional Liability insurance shall be written with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit.

D. Other Insurance Provision. The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance as respect the Public Entity. Any insurance, self-insurance, or self-insured pool coverage maintained by the Public Entity shall be excess of the Consultant's insurance and shall not contribute with it.

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

F. Verification of Coverage.

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

G. Notice of Cancellation.

The Consultant shall provide the Public Entity with written notice of any policy cancellation within two business days of their receipt of such notice.

H. Failure to Maintain Insurance.

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

I. Public Entity Full Availability of Consultant Limits.

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

9. Independent Contractor. The Consultant is an independent Contractor responsible for complying with all obligations of an employer imposed under federal or state law. Personnel employed by Consultant shall not acquire any rights or status regarding the City.

10. Employment. The Consultant warrants that it did not employ or retain any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Agreement or pay or agree to pay any such company or person any consideration, contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, the City shall have the right either to terminate this Agreement without liability or to deduct from the Agreement price or consideration or to otherwise recover, the full amount of such consideration.

11. Audits and Inspections. The Consultant shall make available to the City during normal business hours and as the City deems necessary for audit and copying all of the Consultant's records and documents with respect to all matters covered by this Agreement.

12. City of Lake Forest Park Business License. Consultant shall obtain a City of Lake Forest Park business license before performing any Work.

13. Compliance with Federal, State and Local Laws. Consultant shall comply with and obey all federal, state and local laws, regulations, and ordinances applicable to the operation of its business and to its performance of the Work.

14. Waiver. Any waiver by the Consultant or the City of the breach of any provision of this Agreement by the other party will not operate, or be construed, as a waiver of any subsequent breach by either party or prevent either party from thereafter enforcing any such provisions.

15. Complete Agreement. This Agreement contains the complete and integrated understanding and agreement between the parties and supersedes any understanding, agreement or negotiation whether oral or written not set forth herein.

16. Modification of Agreement. This Agreement may be modified by a Change Order as provided in Section 1, or by a writing that is signed by authorized representatives of the City and the Consultant.

17. Severability. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void, insofar as it is in conflict with said laws, the remainder of the Agreement shall remain in full force and effect.

18. Notices.

A. Notices to the City of Lake Forest Park shall be sent to the following address:

City of Lake Forest Park
Attn: Mark Hofman
17425 Ballinger Way NE
Lake Forest Park, WA 98155

B. Notices to the Consultant shall be sent to the following address:

Cascadia Consulting Group, Inc.
1109 First Ave, Suite 400

Exhibit A: Scope of Work

Climate Element with Greenhouse Gas Emissions Reduction Sub-Element and Climate Resilience Sub-Element

Scope Details

Task 1. Project Management (Commerce Grant Section 2)

The overall project is anticipated to occur over an approximately 18-month period and be completed by December 2025. The Consultant will provide management, coordination, and direction to the project team and subconsultants for completing the project on time and on budget. This task includes providing assistance in the day-to-day management and decision-making for the project. The Consultant will prepare and administer subconsultant contracts and will track project costs and budgets on a monthly basis.

Kickoff Meeting

The Consultant team led by Cascadia Consulting Group (“Cascadia”) and supported by SCJ Alliance and Fehr & Peers will convene 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 will discuss 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; 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.

Ongoing Project Management and Coordination

The Consultant (Cascadia) will provide monthly progress reports and invoices to the City that review the budget, status of tasks, project schedule, upcoming work, and issues that need to be resolved. The Consultant Project Manager (PM) and/or Deputy Project Manager (DPM) and City Project Manager will also hold biweekly check-in meetings to support project momentum, identify early issues needing attention, and address concerns as they arise. Other team members may be invited to participate in the check-in meetings on an as-needed basis. The Consultant will coordinate all subconsultant activities including monthly invoices, progress reports, and deliverables.

Assumptions

- Timeline:
 - Kickoff in September 2024 (timelines of all tasks will be adjusted based on kickoff date)
 - Workplan and timeline in September 2024
 - Ongoing project management and coordination throughout the project until December 2025
- One 1-1.5-hour kickoff meeting

- One round of City review and consultant edits on the project workplan and detailed timeline
- City team will coordinate invitations and logistics of kickoff attendees from the City
- Biweekly check-in meetings will be 30 minutes in length.

Deliverables

- Kickoff meeting agenda, attendance and facilitation, and summary notes in email
- Monthly invoices and progress reports
- Biweekly check-in agendas, meeting attendance and facilitation, and summary notes in email
- Project workplan and detailed timeline

Task 2. Climate Policy Advisory Team and Engagement Strategy (Commerce Grant Sec. 2)

Support the Climate Policy Advisory Team: Drawing from the initial conversation during the kick-off meeting, and in consultation with City staff, the Consultant will work with City staff to formally establish the Climate Policy Advisory Team (CPAT) with selected members, including defining roles and responsibilities and clear engagement touchpoints. We will confirm CPAT responsibilities, a framework for decision-making, and a project charter during the first CPAT meeting. The Consultant 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:** We will develop an agenda and a discussion guide with clear CPAT decision points and input opportunities.
- **Meeting logistics:** We will lead 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:** We will provide 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 that did not have support and develop materials for collaboration between meetings (e.g., fact sheets, ranking worksheets).

Establish Public Engagement Strategy: The Consultant team 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 CPAT, the Climate Action Committee, and local community-based organizations; roles and approaches; detailed methods including specific events and outcomes; an 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. The Engagement Strategy will also outline the CPAT work plan. Cascadia will work with SCJ Alliance to synchronize 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 City team in the development of the Engagement Strategy, activities may include:

- **Regular meetings with the CPAT (bimonthly)** 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. Our budget assumes planning and facilitation of up to seven (7) 2-hr CPAT meetings.
- **Presentations at City Council and Planning Commission meetings** to present draft strategies, gather feedback, and build support for adoption early in the planning process. Our budget assumes planning and presentation at up to 4 total meetings with City Council or Planning Commission.
- **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. Our budget assumes planning and facilitation of one public open house and up to five (5) 1-hr focus groups or stakeholder interviews.
- **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 the development of the Climate Element in support of the comprehensive plan. We will work City staff to confirm whether the survey should be included as part of the engagement plan.
- **A project page on the City’s website** that outlines the Climate Element planning process and provides key updates and opportunities for public involvement. Our budget assumes up to 15 hours for Cascadia to develop key text and content for the City to review and publish.
- An **online sharing platform** (e.g., Konveio, Consider.it, Social Pinpoint, or other platform to be confirmed) for facilitating public input on the draft Climate Element. Our budget assumes use of one of these platforms for sharing and soliciting input on the draft Climate Element.

Assumptions

- Timeline:
 - Draft Climate Element Engagement Strategy in September 2024
 - Final Climate Element Engagement Strategy in October 2024
 - Timeline for engagement activities will be specified in final Climate Element Engagement Strategy.
- The City has already identified CPAT members and confirmed with City Council.

- City staff will confirm and launch CPAT. Consultant team will plan and facilitate up to 7 bimonthly CPAT meetings that will be up to 2 hours in length.
- Engagement Strategy will specify activities and roles that can be accommodated within the planned budget will be finalized in the Engagement Strategy in collaboration with City staff.
- One round of City review and consultant edits on Engagement Strategy.
- Consultant will implement Engagement Strategy (more details and assumptions, including City's role in activities, will be specified in engagement strategy).
 - City staff will support Engagement Strategy implementation in accordance with final Engagement Strategy.
 - The budget will support travel for any in-person events/engagement for up to 7 staff over the course of the project.

Deliverables

- CPAT meeting agendas, materials, and meeting summaries (Supportive of Commerce Grant Deliverable 1)
- Draft and final Engagement Strategy, detailing activities included (Supportive of Commerce Grant Deliverable 1)
- Implementation of Engagement Strategy—current budget assumes:
 - Seven (7) 2-hr CPAT meetings, with Consultant providing one facilitator and one notetaker
 - Up to four (4) meetings with City Council or Planning Commission, with attendance by up to two Consultant staff
 - One (1) climate-focused public meeting
 - Up to five (5) 1-hr climate-focused stakeholder interviews / focus groups
 - One (1) climate-focused communitywide survey
 - One public comment management process to solicit input on the draft Climate Element

Task 3. Plan and Policy Audit (Commerce Grant Section 3, Step 2)

Review Existing Plans for Climate Gaps and Opportunities: To better understand and to characterize Lake Forest Park's current climate policy context, 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, and the Lake Forest Park Climate Action Plan. This initial list will be vetted by City Staff and the CPAT. The Consultant will also draw on recent work supporting updates to the City's CAP. The Consultant will complete the plan and policy audit in alignment with the Commerce guidance and templates.

It will be important to hear from staff that work across departments 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 climate policy database** and summarize in a **Policy 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.

Assumptions

- Timeline:
 - Review of plans, interviews, and draft memo in November 2024
 - Final memo in December 2024
- Review of up to six (6) City planning documents
- Up to six (6) 1-hour interviews with key City staff
- City team will review and approve final list of documents to review
- One round of City review and consultant edits on memo
- Final memo of up to 15 pages

Deliverables

- Climate policy database in Excel (Supportive of Commerce Grant Deliverable 3)
- Draft and final Policy Gap and Opportunity Analysis Memorandum (Supportive of Commerce Grant Deliverable 3)

Task 4. Explore Climate Impacts (Commerce Grant Section 3, Step 1)

We will identify current and projected climate impacts across priority community assets and hazards. This will help determine priority sectors and approach for a more detailed and robust climate vulnerability and risk assessment (Task 5).

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 evaluate community assets (e.g., roads and bridges, critical infrastructure, etc.) with anticipated climate impact(s) and **summarize our findings in a Climate Impacts memo in support of the Climate Element 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 before beginning the full vulnerability assessment (Task 5). 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.

Assumptions

- Timeline:
 - Draft memo in December 2024
 - Final memo in January 2025
- One 1-hour meeting with City and CPAT to present findings
- One round of City review and consultant edits on workbook

Deliverables

- Draft and final Climate Impacts memo in alignment with the Climate Element Workbook (Supportive of Commerce Grant Deliverable 2)

Task 5. Assess Vulnerability and Risk (Commerce Grant Section 3, Step 3)

With the impact assessment completed, our team will support the City with a comprehensive climate vulnerability assessment. **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*, and will also align with the WA Department of Commerce guidance:

- **Step 1: Define Terms and Focus Areas.** 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 and select focus areas (e.g., health and wellbeing, infrastructure, water).
- **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 and Adaptive Capacity Analyses.** We will identify sectors, resources, and communities that are particularly susceptible to anticipated climate impacts and assess their ability to adapt to different climate hazards. 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 4: Vulnerability Assessment.** The final step brings the three previous analyses together. While final outputs will be decided upon collaboratively with the client, we anticipate illustrating climate vulnerability using maps, tables and figures, and narrative text to explain the different determinants and considerations of climate vulnerability. We anticipate a final report being approximately 20-25 pages.

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 Climate Element goal and policy development and prioritization.

Assumptions

- Timeline:
 - Research and staff engagement in November 2024–January 2025
 - Draft vulnerability assessment in February 2025
 - Final vulnerability assessment in March 2025
- Creation of focus areas and exposure maps or original figures, number to be confirmed with the City
- Up to three (3) 1-hour meetings or listening sessions to gather data and/or present results to partners, staff, and CPAT
- One round of City review and consultant edits on draft VA

Deliverables

- Draft and final Climate Change Vulnerability and Risk Assessment memo (Supportive of Commerce Grant Deliverable 4)

Task 6. Gather Greenhouse Gas Emissions Data (Commerce Grant Section 4; Steps 1, 2, 3, and 4)

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 emissions inventory and the Puget Sound Regional Emissions Analysis projects, and will build from this work—and Lake Forest Park’s 2019 inventory—to ensure methodological consistency. We prepare our inventories in alignment with WA Department of Commerce guidance, 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)*.

King County is currently working with K4C cities and Cascadia to provide **updated 2022 and 2023 community-level GHG emissions inventories** for all K4C cities, including Lake Forest Park. This inventory—available by spring 2024—can be used to assess Lake Forest Park’s climate action progress since its last GHG emissions inventory in 2019. Cascadia will **expand upon these currently available communitywide GHG inventories** to provide a more robust, comprehensive picture of GHG emissions through the following updates:

- Inclusion of community wastewater treatment emissions.
- Updating solid waste tonnage data to reflect more local-level information, if available (e.g., from haulers).

These updates will include any retroactive updates needed to the 2019 community inventory to maintain inventory comparability.

As part of this task, Cascadia will lead preparation and analysis of a 2023 **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 scopes 1, 2, and 3 emissions for Lake Forest Park’s municipal operations and reveal key emissions sources and reduction opportunities.

Findings from the communitywide and government operations GHG emissions inventories will be summarized in a brief **GHG emissions summary memorandum** that can be used to inform Climate Element policy development.

GHG Forecasting and Scenario Analysis: The Consultant team will project future communitywide GHG emissions and estimate GHG emission reductions associated with climate strategies out to 2050. The Consultant will build from the King County GHG forecasting and scenario analysis tool created for Commerce’s 11-county GHG emissions inventory and a King County-specific action modeling tool (forthcoming) to customize an emissions model specific to Lake Forest Park that can be used to visualize and assess local climate strategies and actions and associated GHG emission reductions. This customization process will include incorporation of local growth projections used for the comprehensive plan update. This customization will also include modeling additional local strategies/actions to support GHG emission reduction sub-element target setting and policy identification. Our budget assumes modeling of up to 8 additional local strategies/actions.

Perform Travel Market Assessment and 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. Fehr & Peers will lead the Vehicle-Miles-Traveled (VMT) study for Lake Forest Park to establish current VMT per capita for the city, understand future travel behavior, establish VMT reduction strategies, and set a VMT per capita reduction target. They will also perform a travel market assessment which builds 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: Using the GHG emissions and VMT analyses as guides, the Consultant team will work with the City, partners, stakeholders, and decisionmakers to identify and confirm near- and long-term GHG emission reduction targets for inclusion in the Climate Element. To inform target setting, the Consultant Team 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. Outcomes from this process will be summarized in a **technical memorandum summarizing the selected VMT reduction strategies and targets.**
- Provide **sector-specific targets and scenarios** using the customized GHG forecasting and scenario analysis tool, including targets related to building energy consumption, renewable energy use, VMT, and solid waste disposal.

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 GHG analysis and target setting results in the **GHG emissions summary memorandum**. This memorandum will include a **monitoring plan and reporting mechanism** that can be used to

Assumptions

- Timeline:
 - Data collection and research in December 2024–February 2025
 - Data analysis in March-April 2025
 - Final analyses and reports in May 2025
- City staff will lead data collection for the government operations GHG inventory (using Consultant-provided templates).
- City staff will assist in data collection as appropriate for the communitywide GHG inventory updates (e.g., reach out directly if Consultant has not been able to make contact with a data provider).
- One round of City review and consultant edits on memoranda.

Deliverables

- GHG inventory and wedge analysis Excel workbook (Supportive of Commerce Grant Deliverable 7)
- Technical memo summarizing travel market assessment (Supportive of Commerce Grant Deliverable 8)
- Technical memo summarizing the selected VMT reduction strategies and VMT reduction target (Supportive of Commerce Grant Deliverable 8)
- GHG summary memorandum (Supportive of Commerce Grant Deliverable 9), including a monitoring plan and reporting mechanism.

Task 7. Pursue Pathways and Identify Co-Benefits (Commerce Grant Section 3, Step 4)

Based on the results of the climate impacts and policy gaps and opportunities assessments, GHG emissions inventories and analyses, VMT analysis, and the vulnerability assessment, the Consultant Team will identify draft climate resilience and GHG emission reduction goals and policies. This process will include: 1) expanding and/or adapting existing goals and policies and 2) developing new goals and policies, where needed.

Develop Goals: The Consultant team will identify proposed goals for inclusion in the Climate Element, including **overarching goal statements** aligned with categories of key climate vulnerabilities and GHG emissions sources—as well as **implementation measures/strategies** (5-10 per climate risk category) to support goals, metrics, and long-term measurements.

Develop Policies: The Consultant team will work together with City staff, the CPAT, and partners to identify and refine draft Climate Element policies, including for both the Climate Resilience and GHG Emission Reduction sub-elements. We will consider policies across sectors including transportation, infrastructure, agriculture, and energy. We will summarize the final policy list in a Climate Element Workbook, which will include documentation of co-benefits,

source hazards or GHG emission sources each policy addresses, equity considerations, and relevant planning sectors.

Identify and Assess 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.

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

Assumptions

- Timeline:
 - Policy development, equity assessment, and engagement in March–June 2024
- One round of City review and consultant edits on memorandum.

Deliverables

- Draft and final Climate Element Workbook, including GHG emission reduction and resilience goals and policies, assessment of co-benefits, and equity assessment (Supportive of Commerce Grant Deliverable 5, 6, and 10)
- Policy pathways and co-benefits summary memorandum (Supportive of Commerce Grant Deliverable 5, 6, and 10)

Task 8. Integrate Goals and Policies (Commerce Grant Section 3, Step 5)

Review and Finalize Resilience Goals and Policies: The previous tasks will culminate in this final policy integration and finalization task. Cascadia will collaborate with SCJ Alliance to finalize and integrate the Climate Element into the Comprehensive Plan update, using existing styles and frameworks to align with other City documents and develop an accompanying monitoring plan for staff. We will develop a public draft document and incorporate feedback into the final Climate Element. 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 deliverables, the final versions will be independently reviewed by the Consultant's internal Editorial Board to ensure that they are clear, error free, and easy to understand. The Consultant's graphic design team will also be available to create custom graphics and presentation materials, if desired.

Assumptions

- Timeline:
 - Review Draft Climate Element in June 2025
 - Final Climate Element in December 2025
- One round of City and CPAT review and consultant edits on draft Climate Element.
- One public comment period on draft Climate Element, as noted in Task 2.
- One round of City review and consultant edits on final Climate Element.

Deliverables

- Draft and final Climate Element, including monitoring plan (Supportive of Commerce Grant Deliverable 6, 10, and 11)

Task 9. Additional Support (to be determined)

Recognizing the complexity and nuances in developing both a Greenhouse Gas Emissions Reduction Sub-Element and Climate Resilience Sub-Element, there may be additional tasks that arise during the project that the Consultant team could support. These Task 9 funds will be held as contingency funds, and will only be accessed with written consent from the City prior, that outlines the assumptions and key deliverables associated with Task 9 activities, yet to be determined through written agreement between the City and Consultant.

Budget Summary

Task	Budget
Task 1. Project Management	\$26,996
Task 2. Climate Policy Advisory Team and Engagement Strategy	\$74,246
Task 3. Plan and Policy Audit	\$25,950
Task 4. Explore Climate Impacts	\$19,410
Task 5. Assess Vulnerability and Risk	\$53,770
Task 6. Gather Greenhouse Gas Emissions Data	\$119,360
Task 7. Pursue Pathways and Identify Co-Benefits	\$48,010
Task 8. Integrate Goals and Policies	\$24,875
Task 9. Additional Support (to be determined)	\$20,000
Total	\$422,617

Rates

Company	Job Class	Rate
Cascadia Consulting Group		
	Principle/Executive	\$325
	Director	\$280
	Senior Associate	\$235
	Associate	\$170
	Project Coordinator	\$135
Fehr & Peers		
	Principle in Charge	\$300
	Project Manager	\$220
	Junior Planner/Engineer	\$145
	Graphics	\$205
	Admin	\$145
SCJ Alliance		
	Senior Planner	\$192

Timeline

	2024					2025							
Tasks and Deliverables	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun	//	Dec
Task 1: Project Management	Kickoff	Monthly invoices, bi-weekly check-ins (to be adjusted based on project needs)											
Task 2: CPAT and Engagement		Draft Strategy	Final Strategy	CPAT meetings & other engagement activities (to be specified in Engagement Strategy)									
Task 3: Plan and Policy Audit			Review plans, conduct interviews, draft memo	Final memo									
Task 4: Climate Impacts for Resilience Sub-Element				Draft workbook	Final workbook								
Task 5: Vulnerability Assessment				Research & engagement		Draft VA	Final VA						
Task 6: GHG Gas Emissions Data					Research & data collection		Analysis & draft memo		Final memo				
Task 7: Pursue Pathways and Identify Co-benefits						Policy development, equity assessment, co-benefits				Final memo			
Task 8: Integrate Goals & Policies										Draft Element		Final Element	
			Ongoing work & meetings			Deliverable							