

# CLIMATE & ENERGY ACTION PLAN

PROPOSAL FOR THE CITY OF ASHLAND, OR

SUBMITTED BY CASCADIA CONSULTING GROUP, INC.  
IN PARTNERSHIP WITH OREGON CLIMATE CHANGE RESEARCH INSTITUTE



December 15, 2015



CLIMATE AND ENERGY ACTION PLAN  
PROPOSAL FOR THE CITY OF ASHLAND



**COPY**

December 15, 2015

Dave Kanner, City Administrator  
City of Ashland  
90 North Mountain Avenue  
Ashland, Oregon 97520

Dear Mr. Kanner and Evaluation Team:

Climate change is a growing concern to Oregon communities like Ashland, spurring the need for a robust climate action plan that incorporates both mitigation and resilience, to reduce greenhouse gas emissions and prepare residents, businesses, and government institutions for a changing future.

Our team is uniquely qualified to support the City of Ashland in this effort. Cascadia Consulting Group is a small, nimble, client-focused company with strong expertise in community-based adaptation, mitigation, and energy efficiency, as well as stakeholder engagement and planning. We have worked with many small cities on a range of environmental issues and planning efforts, including climate action plans. As a result of our deep experience in both planning and program implementation, we have a clear understanding of what does and does not work on the ground. Through our partnership with the Oregon Climate Change Research Institute at Oregon State University, we will bring to bear the latest climate science specific to the state of Oregon. With local team members based in Ashland, we also have a good appreciation for the local context and the ability to minimize travel costs for facilitation needs.

Core elements of our approach include:

- Building on a strong foundation of climate science—specific to Oregon—and the greenhouse gas inventory that is nearing completion.
- Applying dynamic, efficient, and effective multi-stakeholder climate action planning approaches.
- Employing tested facilitation techniques to elucidate a clear and agreed upon path forward for achieving target mitigation and resilience outcomes.
- Crafting written products that are clear, concise, visually appealing, and easily implemented.

This proposal lays out our experience and qualifications, a proposed approach and timeline, and a detailed budget.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc D. Daudon".

Marc Daudon, Co-founder and Senior Principal  
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# PROPOSAL SUBMISSION FORM

## EXHIBIT A

### Request for Proposals

#### CLIMATE AND ENERGY ACTION PLAN Plan Development and Public Engagement


**Proposals are due prior to 2:00PM (PST), Tuesday, December 15, 2015**

### Proposal Submission Form

The undersigned proposer submits this proposal in response to the City's Request for Proposals (RFP) for the **Climate and Energy Action Plan, Plan Development and Public Engagement**, released on **November 4, 2015**. The proposer warrants that proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the City, agrees to the terms and conditions found in the attached contract and RFP or has submitted terms and conditions acceptable to the City, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

The proposer hereby acknowledges the requirement to carry or indicates the ability to obtain the insurance required in the contract. Indicate in the affirmative by initialing here: MDD

The proposer hereby acknowledges receipt of Addendum Nos. 1, 2, 3, 4, 5 to this RFP.

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Authorized Signature:	
Printed/Typed Name:	Marc Daudon
Title:	Senior Principal
Date:	12/14/2015

## UNDERSTANDING OF REQUESTED SERVICES

### PROJECT APPROACH AND METHODOLOGY

With the conclusion of the Paris climate change talks, governments, institutions, businesses, and people throughout the world are called upon to take urgent action to reduce greenhouse gas emissions. The outcomes of the negotiations, while highly positive, also bring into sharp relief the difficulty of keeping the planet from warming above 1.5 degrees C, the aspirational goal, or 2 degrees C, the scientifically established acceptable upper bound. As a consequence, significant impacts from climate change are inevitable; indeed some are already being felt, requiring governments to prepare to protect the health and well-being of their citizens and economies.

Therefore, Ashland's decision to develop a Climate and Energy Action Plan is timely and essential. The City's approach—fully engaging the public in developing an integrated, coordinated, community-based approach to mitigation and adaptation—is well-conceived and strategic. It represents an efficient, effective way to tackle this enormous challenge.

The City brings the advantages of an engaged citizenry and a history of action to reduce energy consumption and become more sustainable. Ashland's November 15<sup>th</sup> event on climate, drawing over 300 participants, testifies to the concern and interest of residents and businesses in addressing climate change. And the City's 30-year track record of successfully implementing energy efficiency programs along with its ownership of the electric utility and fiber optic network, provides key assets to support an action plan that can and will be implemented. Also, the City is already taking the initial step to quantify its greenhouse gas (GHG) footprint as the baseline for plan development.

To make a positive difference, the Climate and Energy Action Plan will need to ask and answer eight key questions:

- 1) **What emissions reduction target should Ashland adopt as a goal?** Current state law requires 75% reduction by 2050, so that represents a minimum level. However, the City could also aspire to achieving even greater reductions including, for example, becoming carbon neutral.
- 2) **What policies, programs, and actions should be taken to reduce emissions in what timeframe,** considering criteria such as cost-effectiveness, feasibility, equity, inclusion, co-benefits, and economic impact?
- 3) **What will the likely impacts of climate change be on the city and the region?** What are the greatest threats faced in the short, medium, and long term—from both incremental changes over time as well as the uncertainty and risks associated with climate-related extremes? What relative benefits or opportunities might be associated with climate change for Ashland?
- 4) **How can and should the City adapt to become more resilient in the face of these likely impacts?** How should the City respond to both threats and opportunities going forward?
- 5) **What synergies and efficiencies are possible** through addressing mitigation and adaptation needs simultaneously?
- 6) **How can the City's Climate and Energy Action Plan best be integrated with and leverage community plans,** economic development strategies, social and environmental programs, goals, and actions?

- 7) **How can the residents and businesses best be engaged in this effort**, both in developing the plan and implementing it over the short, medium, and longer term? What communication is needed from the City? What level of understanding and engagement will be required for success?
- 8) **What is the most effective way to monitor, measure, and report progress along the way**, enabling successes to be celebrated and mid-course corrections to be taken as needed?

**Cascadia Consulting Group** and its partners have developed a strong team and approach to help the City of Ashland answer these questions and create a powerful, actionable, compelling Climate and Energy Action Plan. Cascadia brings 20+ years of experience supporting communities throughout the Northwest and beyond to become more sustainable. We specialize in community sustainability planning, climate adaptation and mitigation, and design and implementation of energy and resource conservation programs. We are joined by scientific experts from the **Oregon Climate Change Research Institute (OCCRI) at Oregon State University** to provide the best available science and projections at a local scale. In addition, **Jeff Golden of Golden Communications** will assist with engaging all elements of the Ashland community in the dialogue around and development of the action plan. And finally our team includes two team members who bring directly relevant specialized expertise: **Jill Simmons**, former director of the Seattle Office of Environment and Sustainability (OSE) who led Seattle's efforts to develop and implement its climate action plan for the last 4 years, and **David Van't Hof**, an expert in Oregon regulatory and environmental policy affairs and former senior staff to Governor Kitzhaber.

With our extensive collective planning and program experience, the Cascadia team will provide the City of Ashland with an engaging and inspiring process that results in a plan that is informed, science-based, compelling, strategic, and action-oriented.

Based on this understanding, we recommend the following approach to successfully complete this project. These tasks are described in the sections below:

1. **Scoping and Public Engagement Plan**
2. **Public Engagement**
3. **Mitigation Analysis and Prioritization**
4. **Adaptation Analysis and Prioritization**
5. **Report and Monitoring and Evaluation (M&E) Plan**
6. **Project Management**

### Task 1 | Scoping and Public Engagement Plan

February–March

We will begin by convening a kick-off and scoping meeting with City of Ashland staff and ad-hoc committee members to solidify a common understanding of project goals—both between our team and the City of Ashland as well as across key stakeholders within the City. The meeting will also clarify the desired sectors to be covered and overall breadth of this planning effort. Following the discussion, we will prepare a revised project work plan and task-level timeline.

For the public engagement plan, we will identify existing information and initiatives, and we will facilitate a discussion to understand lessons learned from previous engagement efforts. Our goal will be to design an engagement and facilitation approach that helps summarize and build from existing knowledge to map out an actionable path forward for the City.

We will work closely with City staff to develop a series of workshops, including proposed attendees, agendas, exercises, and preparatory materials. We will also seek to align our approach with existing City frameworks and planning processes.

We will use the results of this meeting to draft a Public Engagement Plan that includes outreach and communications goals, strategies, key messages, types of stakeholders to be engaged, and anticipated outreach activities tailored for the City of Ashland. Based on input from the City project team, we will refine and finalize this Plan before the end of March.

### Task 2 | Public Engagement

April–November

We are prepared to use a range of creative public engagement methods to ensure widespread, diverse stakeholder participation, which can ultimately lead to a robust plan with broad public support. In the past, we have used such approaches as open houses, workshops, surveys, social media, and community ambassadors.

Cascadia tailors its engagement approaches to ensure that key messages and outreach materials resonate with our target audiences. We conduct upfront research and partner with respected local liaisons to understand and connect with each target community. Our local staff will help share information and will serve as a consistent presence to ensure that we understand local dynamics as they evolve. A team member will attend relevant monthly Conservation Commission meetings to ensure that we remain informed of local developments and to answer questions about plan progress as needed.

More detail about our public engagement approach is provided below in the *Understanding of Public Engagement Process* section.

### Task 3 | Mitigation Analysis and Prioritization

April–October

We will review the City's GHG inventory, anticipated to be completed in January, and position it to serve as the baseline for this climate action planning effort. We will then work with the City and stakeholders to clarify the overarching mitigation goal, which will inform GHG reduction targets, as well as to identify Ashland's unique challenges and opportunities.

We will develop a list of potential implementation actions, drawing on best practices from other relevant communities, including those where Cascadia has already completed analyses and climate action plans. This list will focus on the sectors identified as of particular interest in the initial scoping meeting (in Task 1), as well as on the particular opportunities identified in Ashland. We will facilitate a workshop with the City and Commission members to conduct an initial screening of these options to identify a shortlist of potential measures that can be analyzed in more detail.

Using a customized methodology to evaluate costs and benefits—not just financial, but also social and environmental—we will estimate the cost as well as the feasibility of shortlisted actions. Our team will also review other applicable City plans and policies to identify areas of alignment or potential conflict.

The results of this analysis will be presented to the City project team and the public for review and discussion in the fall. That discussion will inform our consolidation of final actions for inclusion in the Climate and Energy Action Plan.

#### Task 4 | Adaptation Analysis and Prioritization

April–October

The adaptation planning process will be conducted in parallel with the mitigation planning process, taking advantage of opportunities to identify measures that have both resilience-building and emissions-reduction benefits.

This process will begin with an analysis of climate trend data specific to Ashland and the surrounding region. This work will be conducted by scientists at Oregon State University's Oregon Climate Change Research Institute (OCCRI). Using best available science, OCCRI will provide local information about climate trends and projections for the Rogue Valley, for readily available climate metrics such as extreme heat or daily precipitation. Sources of such information will include observed climate records from the US Historical Climate Network, Version 2; downscaled data from the CMIP5 archive, developed by OCCRI and its partners using the Multivariate Adaptive Constructed Analogs data for RCP8.5 and RCP4.5 (<http://maca.northwestknowledge.net>). OCCRI will provide graphs and narratives covering local, historical, current, and projected climate data in sufficient detail for setting short-, mid-, and long-range targets and to support action planning to achieve these targets. OCCRI will also contribute as appropriate to the development of science-based climate adaptation strategies.

We will then develop a list of potential implementation actions, referring to best practices from other communities in the Pacific Northwest and across the country that face similar challenges. In addition to considering particular opportunities in Ashland, we will identify assets, systems, resources, and neighborhoods that are projected to be particularly vulnerable to climate change impacts. We will facilitate a workshop with the City and Commission members to conduct an initial screening of these options to select a shortlist of potential measures that can be analyzed in more detail. Typical criteria used for screening at this stage include affordability, technical feasibility, flexibility, effectiveness in addressing the climate impacts of concern, and mitigation co-benefits; we will review the proposed screening criteria with the City before conducting the analysis.

Based on feedback, we will further investigate costs and feasibility of the shortlisted actions, and we will present the findings to the City project team and the public for review and discussion in the fall. That work will include a workshop for City staff on multi-criteria analysis to select among possible actions and an open house with stations to collect public feedback.

#### Task 5 | Report and Monitoring and Evaluation (M&E) Plan

October 2016–January 2017

Reporting and final deliverables for this project will include the following:

- A draft and final Climate and Energy Action Plan, which summarizes climate trend data and vulnerabilities, current emissions, target reductions, and prioritized adaptation and mitigation actions. This Plan will also integrate the goals and targets of other community partners, in the main body or in an appendix, for a comprehensive view of relevant efforts underway in Ashland. We anticipate that the main body of the Plan will be approximately 40-50 pages long.
- A graphics-rich implementation plan to clarify the schedule and responsible parties.
- A monitoring, evaluation, and reporting plan for use by City staff, which includes metrics, methods, and tools for tracking progress against the actions in the Climate and Energy Action Plan.
- We also propose to develop a four-page, visually appealing flyer, to clearly communicate Ashland's goals and action plans to the public.



Our team's layout and graphic design services are scaled to the needs of each client. We offer in-house capacity for Word and Adobe-based document design and production services, development of infographics, and compelling data displays. Our standards are upheld with rigorous quality control processes that involve editorial board review and senior-level oversight of all written work products and deliverables.

We will provide at least two weeks for City feedback on the draft Plan, and we will submit a final document in early January 2017 for Council review.

### Task 6 | Project Management

Ongoing

Cascadia equips its project managers and task leads with the tools necessary to manage project budgets successfully. We make extensive use of the Deltek™ project management system, which allows daily desktop access to current budget and cost status for each phase and task of our projects. Labor and cost data are continuously updated, allowing real-time status of expenditures on each task, as well as detailed staff resource scheduling and forecasting. Our project manager will communicate regularly with the City project manager to ensure that work progresses according to the agreed-upon timeline and quality standards. She will be available for bimonthly check-in calls to ensure clear and consistent communication on progress.

## UNDERSTANDING OF PLAN DOCUMENT CONTENTS AND SCHEDULE

### Plan Document Contents

Section III of the RFP identifies 14 deliverables consisting of a mix of topics to be addressed in the planning process, methodologies to be developed and deployed, and elements to be included in the final plan document. Importantly, all interim and final deliverables must be presented clearly, concisely, and be understandable to a layperson. Cascadia specializes in preparing these types of documents and action plans; in particular we pay special attention to ensuring that strategies and options are clearly defined and explained, facilitating both decision making and public understanding.

Our understanding of these deliverables is summarized below, organized by topic area.

#### Baseline and Projections

Plan deliverables #1 and 2 cover baseline conditions and projections of Ashland's GHG emissions, climate trends, and likely impacts of climate change on the city and region. An early deliverable of the project will be a summary of this information, to be presented in graphical, narrative, and tabular format. These findings will point the way to some of the most important needs, opportunities, and issues to address in the plan – for example the likely preponderance of emissions associated with natural gas and transportation and vulnerabilities that affect specific communities within Ashland and the health and well-being of the region's ecosystems and economy.

#### Goals and Targets

Deliverable #3 is a set of GHG reduction targets for the city, covering the short, medium, and longer term. We will facilitate a workshop with the Ad-Hoc Climate and Energy Action Committee and members of the Conservation Commission to establish these goals based on a review of state and regional goals and those established by other communities. A key decision for Ashland will be whether to plan to meet the current state goal (75% reduction by 2050) or adopt an alternative goal, such as achieving carbon neutrality. (This discussion

will ensure that the plan meets Deliverable #12 – to meet or exceed state and regional goals.) The city will also have to decide which emissions will be covered by the target, including those associated with consumption by individuals and institutions located in the City.

We recommend that goals and priorities also be established to guide planning for adaptation and resilience; if the client team concurs, these will also be covered in the workshop session.

The interim deliverable will be a set of targets recommended by the Committee as the basis for the action plan.

### **Climate Adaptation Strategies**

Deliverable #4 – a set of adaptation strategies and actions – will be an outcome of the adaptation planning process and based on the climate trends science and impacts assessment prepared by OCCRI. As we propose to undertake the adaptation and mitigation planning in parallel, we will be able to ensure that priority adaptation strategies are linked to actions to reduce emissions – resulting in a more sustainable, resilient community for the long run.

### **Emission Reduction Strategies**

Deliverables #5-7 comprise the basis for developing Ashland’s implementation plan to achieve the agreed upon reduction goals. Through discussions with the committee, engagement of stakeholders and public, as well as our research, we will identify the most important challenges and opportunities to achieving Ashland’s goals (Deliverable #5). We propose that this deliverable be presented in PowerPoint format using the SWOT analysis framework (internal strengths and weaknesses; external opportunities and threats). This assessment will include a review of the current policy context – i.e. the potential for cap and trade legislation, the activities of the Pacific Coast Collaborative, and the proposed citizen’s initiative for a 50% renewables goal for electricity production.

Deliverables #6 and 7 – identification, characterization, analysis, and selection of implementation actions – will also be based on committee, stakeholder, and public input and informed by Cascadia team’s expertise. It will be important through the facilitated decision making process to find agreement on strategies and actions that provide the greatest return in terms of carbon reduction and yield the greatest benefits relative to costs, considering triple bottom line sustainability criteria. Ashland also will likely want to consider factors such as risk, equity, and uncertainty in this planning exercise and weigh the value of a portfolio approach versus concentration on a few key actions and sectors.

Documents associated with these interim deliverables will likely best be presented in tabular and graphical format using PowerPoint with short explanatory narratives providing additional detail.

### **Implementation Planning and Integration**

Deliverables #8-12 pertain to implementation – ensuring that the plan and recommended actions can be incorporated into the City’s budget process, that residents and businesses understand the plan and are motivated to act, that the plan aligns with other key City planning and management processes, and that key partners understand their roles and responsibilities. This phase of the process and the associated documentation will be essential for success – the plan must be actionable – meaning priorities are clearly established, resources are available for implementation, the plan aligns well with other civic initiatives, and that the broader community is inspired to move forward.

We anticipate that the implementation plan will be presented in report format, with a short, compelling executive summary, documentation of key findings, graphics to vividly present relevant information, and tables to depict actions, roles, responsibilities, and desired outcomes by emissions source and sector.

### Measuring, Tracking and Reporting

The final component of the plan involves establishing a methodology, tools, and metrics for measuring progress and tracking performance (Deliverable #13) and defining a framework and approach to reporting on this progress (Deliverable #14). These will be developed in close consultation with the committee and based on best practices elsewhere. Cascadia has extensive experience developing evaluation and reporting systems; we recommend a dashboard that can be readily updated and easily communicates progress against a set of key indicators.

### The Plan Document

The final plan document will incorporate all of the above deliverables. At the kick-off and scoping meeting in Task 1 we will work with the client and key stakeholders to envision what this document will look like and consist of - for example, who are key audiences and what are their critical needs, how long the report should be, how it should be formatted, and what deliverables to include in the main report versus incorporated as attachments. We will establish expectations at this point but review and discuss these and make adjustments as appropriate before preparing the draft and final report.

## Project Schedule and Proposed Timeline

### Project Schedule

The schedule and proposed timeline for completing the work on this project is presented in Gantt chart format on page 30. This initial schedule and work plan will be reviewed and vetted as part of the kick-off and scoping workshop in Task 1 and revised accordingly.

We fully anticipate completing the plan by January of 2017 assuming we are under contract by the beginning of February 2016. Our schedule and work plan accounts for anticipated levels of public involvement, availability of city staff, commission members, and the public over the spring, summer and fall, and our consultant team member's other commitments. Once the work plan is agreed and committed to at the conclusion of scoping, it will be our Project Manager's responsibility to manage to that schedule. City staff, members of the ad-hoc committee, and Commission members will have clearly established expectations for participation, including a schedule of meetings and decision-making. Cascadia's project manager will monitor and report on progress relative to the initial plan. Any schedule work plan adjustments will be made in close coordination and with the approval of the client.

### Task level assignment of responsibilities

Cascadia's initial understanding of task level responsibilities for the consultant, City staff, and committee/commission are summarized in the table below.

# CLIMATE AND ENERGY ACTION PLAN

## PROPOSAL FOR THE CITY OF ASHLAND

Task	Time frame	Consultant	City Staff	Committee/ Commission
1. Scoping and public involvement plan	Feb – March	<ul style="list-style-type: none"> <li>- Organize and conduct planning workshop</li> <li>- Develop final work plan &amp; schedule</li> <li>- Develop public engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>- Attend workshop</li> <li>- Provide input</li> <li>- Provide input</li> <li>- Approve work plan &amp; engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>- Committee members to attend workshop</li> <li>- Provide input</li> <li>- Approve work plan &amp; engagement plan</li> </ul>
2. Public engagement	April – Nov	<ul style="list-style-type: none"> <li>- Implement public engagement plan – events, social media, presentations, etc.</li> <li>- Facilitate stakeholder meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Attend relevant events</li> <li>- Assist with implementation per plan</li> </ul>	<ul style="list-style-type: none"> <li>- Attend events</li> <li>- Provide leadership at public processes per plan</li> </ul>
3. Mitigation analysis and prioritization	April – Oct	<ul style="list-style-type: none"> <li>- Develop draft targets, strategies and actions</li> <li>- Develop/apply methodology for decision making</li> <li>- Facilitate decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Provide relevant information (GHG inventory)</li> <li>- Provide input</li> <li>- Participate in meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Decide on goals &amp; targets</li> <li>- Provide input on possible actions</li> <li>- Decide on strategies and actions</li> </ul>
4. Adaptation analysis & prioritization	April – Oct	<ul style="list-style-type: none"> <li>- Conduct science assessment</li> <li>- Develop draft strategies &amp; actions</li> <li>- Facilitate decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Provide relevant information</li> <li>- Provide input</li> <li>- Participate in meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Attend meetings</li> <li>- Provide input on possible actions</li> <li>- Decide on strategies and actions</li> </ul>
5. Report & Monitoring & Evaluation	Oct – Jan	<ul style="list-style-type: none"> <li>- Develop draft report, methodologies, &amp; reporting process</li> </ul>	<ul style="list-style-type: none"> <li>- Provide input</li> <li>- Provide comments on report</li> <li>- Approve final report &amp; plan</li> </ul>	<ul style="list-style-type: none"> <li>- Provide input</li> <li>- Decide on monitoring &amp; evaluation plan</li> <li>- Provide comments on report</li> <li>- Approve final report &amp; plan</li> </ul>
6. Project Management	Jan – Jan	<ul style="list-style-type: none"> <li>- Manage Team, Schedule, budget, &amp; task</li> <li>- Provide monthly reporting &amp; invoices</li> <li>- Participate in check-in calls</li> <li>- Provide troubleshooting &amp; problem solving</li> </ul>	<ul style="list-style-type: none"> <li>- Provide oversight</li> <li>- Participate in regular project check in calls</li> <li>- Assist with maintaining schedule</li> <li>- Approve invoices</li> <li>- Provide troubleshooting &amp; problem solving</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain project oversight</li> <li>- Provide leadership to attain goals and maintain schedule</li> </ul>

### UNDERSTANDING OF PUBLIC ENGAGEMENT PROCESS

The purpose of this project element is to fully engage a wide cross-section of the public in developing and implementing Ashland’s Climate and Energy Action Plan. This engagement for Ashland community members can take several forms: from **becoming informed** about the impacts of climate change on Ashland and the options for taking action; to **providing input** on Commission and City Council decisions regarding the goals, policies, and

actions that will compose the plan; to **being actively involved in implementation**—through individual action, support for policies, and engaging friends, family, and peers in achieving success.

We understand that a core group of citizens are highly involved already, but many others are not. For the planning process to be most effective and the plan to be well-supported, all segments of the community will become informed, engaged, and actively involved. Our approach is designed to achieve this broad-based public participation throughout the planning process and beyond. We will work to move community members toward higher levels of engagement and to ensure that representatives of all sectors of the community provide input to planning and become actively involved in implementation. The public engagement process (summarized in Tasks 1 and 2 of our **Project Approach and Methodology**) consists of four key elements:

### 1. Development and execution of a public engagement and involvement plan

We will begin by gaining a full understanding of the efforts undertaken thus far by the City of Ashland to engage the community on climate and the different audiences that compose the local community. Working closely with City staff and Commission members, we will then define successful public engagement—what information does the public want and need to know, what decisions does the Commission need input on, what is the optimal timing for this input, and what are the key topic areas of concern to different audiences and stakeholders?

We plan to meet with the Commission and key staff at the outset of the project to develop this shared understanding of successful public engagement. Jeff Golden will serve as our team's on-the-ground, local resource for public engagement and communications in Ashland, under the guidance of Gretchen Muller, Cascadia's public involvement specialist. We understand that the Conservation Commission and the Mayor's ad-hoc committee have been actively addressing climate issues for some time and that the November 15<sup>th</sup> public event was a big success, creating a foundation for this next effort. Our job will be to build on these activities and the client team's knowledge, coupled with our own expertise, to develop an effective public engagement plan.

This plan for public engagement and involvement will include the following elements:

- 1) Definition of target audiences and their interests—including business, agriculture, tourism, ratepayers, residents, and other stakeholders.
- 2) Outline of key issues, questions, and decisions on which to engage and inform the public—addressing both adaptation and mitigation
- 3) Key messages and messengers—relevant to different audiences across ages, job positions, industries, cultures, and locations.
- 4) Role of the Conservation Commission and meeting schedule, as the hub for development of and decision-making about the plan.
- 5) Outreach methods—including use of social media, traditional media, open houses, surveys, use of closed-circuit TV, utility bill inserts, and other public forums.
- 6) Alternative methods of engagement—including the use of art and reaching out to schools to engage and communicate.
- 7) Intended outcomes and benchmarks—such as the number of participants at events, comments received, and participants engaged in topic areas.
- 8) Roles and responsibilities of the Conservation Commission, City staff, and consultant team.

### 2. Approach to achieving participation

While Ashland is a relatively small and affluent community, it has a diversity of stakeholders and interests that will be essential to involve in the planning process. These interest includes local businesses, senior citizens, the arts community, ethnic groups, residents from different income demographics, multiple political parties, as well as environmentalists, recreationalists, and the clean energy sector. In addition, it will be important to determine which regional interests can and should be engaged, such as those involved in agriculture and forestry.

The public engagement plan will identify these different audiences and determine effective strategies to reach and engage them. It will also address what messages, messengers, methods, and levels of effort are needed to achieve the desired outcomes.

### **3. Opportunities for citizen and stakeholder participation based on topic area interest and expertise**

The Climate and Energy Action plan will address a range of issues, needs, and opportunities to address climate impacts and reduce emissions. On the mitigation side, these are likely to include building efficiency, food systems, electrification of the transportation sector, renewable energy, and the use of smart technology. On the adaptation side, possible topics include impacts of climate change on diverse communities, infrastructure, regional agriculture and forestry, and public health.

The plan will include ways for residents to become engaged at the topic level. Options include organizing charrettes; maintaining topic-specific distribution lists of interested parties; and using Facebook, other social media, or the City's website to provide a place for information, idea-sharing, and feedback. Meeting agendas will be structured around these different topics and communicated broadly, providing interested parties with the information they need to participate in the process.

### **4. Development of a project outreach and communication plan**

We envision developing a project outreach and communication plan as a component of the broader public engagement plan. The outreach plan will set forth how the Commission and the City will keep the public and key stakeholders informed throughout the planning process and beyond. This plan will summarize the target audiences, key messages, communication methods (e.g., press releases, website posting, social media), frequency of communication, and roles and responsibilities.

Developing and implementing a public engagement process that encompasses the four elements outlined above will yield an active, engaged community in Ashland and result in a better informed, supported Climate and Energy Action Plan. Achieving this success necessitates a significant level of effort and commitment from the City, the Commission, and the consultant team. Our team's experience with similar projects in other cities demonstrates the value of such work in achieving a critical mass of support and advancing effective climate change mitigation and adaptation strategies.

## PROJECT TEAM AND QUALIFICATIONS

Together, the **Cascadia team** offers the City of Ashland experience and expertise in:

- Developing and implementing leading-edge climate action plans for local jurisdictions.
- Facilitating multi-stakeholder and multi-agency planning efforts.
- Fostering productive staff and public engagement.

- Leading productive and transparent decision-making focused on key outcomes, including analysis to prioritize climate change mitigation, adaptation, and sustainability actions.
- Conducting greenhouse gas inventories and developing mitigation plans.
- The current Oregon regulatory and policy context influencing local action planning and decision making.
- The issues and opportunities facing public utility districts and municipalities that own their own utilities.

The following sections present our project team and qualifications as follows: Key Personnel and Firm Overview; Principal Involvement; Project Manager Involvement; Subcontractor Tasks, Qualifications, and Responsibilities; and Relevant Project Examples.

## KEY PERSONNEL AND FIRM OVERVIEW

Our team brings a broad range of skills and experience to our clients, empowering them to advance their own sustainability through effective research, data analysis, facilitation, tracking, reporting, and clear action plans. To bring the right combination of local knowledge and partnerships together with deep experience in sustainability planning, building efficiency, and clean fleets, **Cascadia Consulting Group** is joined in our work on this project by the firms and individuals described below. Our team includes the following experts with unmatched experience in climate science, vulnerability assessments, participatory adaptation planning, emissions reduction strategies, and stakeholder engagement:

- **Oregon Climate Change Research Institute at Oregon State University**
- **Jeff Golden of Golden Communications located in Ashland**
- **Jill Simmons, former director of Seattle's Office of Sustainability and Environment**
- **Dave Van't Hof, sustainability advisor to former Governor Kulongoski**

Key personnel are introduced below, organized by firm. Resumes are provided as **Appendix A**.

### Cascadia Consulting Group

**Cascadia Consulting Group** works with public, institutional, corporate, and nonprofit clients to advance sustainability through cross-cutting strategies focused on climate change mitigation and adaptation, resource conservation, energy efficiency, and pollution prevention. Since 1993, Cascadia has worked with hundreds of city, county, and state governments; Tribes; nonprofit organizations; campuses; and private companies on the planning and advancement of climate, sustainability, and environmental initiatives. As of November 2015, Cascadia is a women- and minority-owned small business.

Andrea Martin | Project Manager

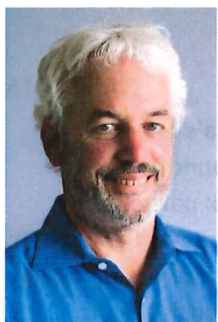
CASCADIA



Andrea Martin, Senior Associate, specializes in developing and employing customized tools and approaches to support climate action planning and decision-making. She has led climate mitigation and adaptation analysis and planning for local governments and Tribes across the Northwest, including for the cities of Tacoma, Shoreline, Edmonds, Bellevue, and Renton; King and Snohomish counties; and Puyallup and Port Gamble S'Klallam Tribes in Washington State. Currently, she manages regional transit agency Sound Transit's On-Call Sustainability Services contract—which includes development and implementation of the agency's Climate Adaptation Strategy and Sustainability Plan—and leads Seattle Public Utilities' water conservation technical assistance program. Other recent activities include design and implementation of an extreme heat and wildfire smoke workshop series for the City of Fort Collins, Colorado, and validation of greenhouse gas inventory methodologies for King County, Washington. With a strong background in climate science, economics, and public policy, Andrea understands and incorporates environmental, social, and economic systems and values across her work. Prior to Cascadia, Andrea conducted ecosystem services and biogeochemistry research at the Nicholas Institute for Environmental Policy Solutions and the Smithsonian Environmental Research Center. Andrea holds a Master's degree in Environmental Management from Duke University and a B.S. in Biology with Honors from the University of North Carolina.

Marc Daudon | Senior Strategic Adviser

CASCADIA



As co-founder and Senior Principal of Cascadia, Marc brings a long history of helping local communities address their sustainability concerns. He has over 30 years of environmental consulting experience in the fields of climate change, energy planning, sustainability, and resource conservation, with expertise in strategic planning, facilitation, and program implementation. Marc has facilitated high-profile planning efforts such as the *Carbon Neutral by 2050* update to Seattle's Climate Action Plan in 2013. He has also designed and overseen the implementation of energy efficiency and renewable energy programs for public utilities including Seattle City Light and Jefferson County PUD. He is President of the Board of Climate Solutions and serves on the executive board of Energy Northwest. In the latter capacity, Marc has engaged in strategic planning, development of creative financing approaches to reduce BPA debt, and gained a detailed understanding of the needs and concerns of participating public utility districts. Marc has a master's degree in Public and Private Management from Yale University's School of Management and a bachelor's degree from Bowdoin College.

Nora Ferm | Adaptation Specialist

CASCADIA



Nora Ferm, Cascadia's Director of Climate Programs, has worked on climate adaptation policy and planning for the past seven years. Working with clients across the nation and around the globe, Nora applies her expertise in climate vulnerability assessment, policy, and planning—along with her background in negotiations, facilitation, and communications—to inform the development of locally-relevant climate action plans. While at the U.S. Agency for International Development, prior to joining Cascadia, Nora provided expert technical guidance for the design of adaptation programs and strategies in more than 10 countries, and facilitated numerous stakeholder workshops and trainings focused on adaptation. She led the development of an agency-wide Adaptation Plan to address climate vulnerabilities



to USAID's programs, operations, and facilities. Nora also managed the global Climate Resilient Infrastructure Services program, which worked with stakeholders in five medium-sized cities to make water provision and other services more resilient to climate change. Nora holds a bachelor's degree from Carleton College and a master's degree in Public Policy from Harvard University.

Gretchen Muller | Public Involvement Specialist

CASCADIA



Gretchen Muller, Senior Associate, has 13 years of experience managing a broad range of natural resource projects and designing community public input processes. She has been involved at all project stages, from facilitating strategic planning processes and creating public involvement and communications plans to implementing engagement programs and evaluating and reporting results. Gretchen manages the public engagement portions of Seattle Public Utilities Delridge Natural Drainage System and Lower Taylor Creek Restoration projects. She has also designed and implemented outreach and education programs for clients including Washington State Department of Ecology and King County (WA) and has led strategic planning processes and drafted final reports for the Regional Fisheries Enhancement Group Coalition and the Puget Sound Partnership, among others. Previously, at Seattle Public Utilities, Gretchen implemented inclusive engagement programs. Gretchen has an M.S. from the University of Washington's College of Forest Resources, a B.S. Environmental Science from Dickinson College, and she is a certified LEED Green Associate. She has an LID Certificate from the University of Washington and a Sustainable Building Advisor Certificate.

Kendra White | Energy and Mitigation Analyst

CASCADIA



Kendra supports research, planning, and evaluation efforts across Cascadia's energy, climate, zero waste, and sustainability practices. Kendra has conducted Sound Transit's annual sustainability inventories since 2013 and collaborated with regional partners to ensure the inventories reflect best practices for calculating carbon emissions and criteria air pollutants. Kendra has also researched landscape-related carbon emission factors for a large internet company and developed models and materials to guide Sound Transit's consideration of climate mitigation strategies. She has direct experience with communities that own and operate their own municipal electric utility: she supported the design of a residential rebate program for the Jefferson County Public Utility District, as well as the marketing of voluntary renewable energy programs for Seattle City Light. Prior to joining Cascadia, Kendra worked as the staff economist in the energy division of the Washington Utilities and Transportation Commission (UTC). Kendra has a B.A. in Economics from Colgate University.

Kevin Zerbe | Resilience Analyst

CASCADIA



Kevin has broad experience in policy analysis, research, and planning related to natural resources, climate change, sustainability, and community resilience. He is skilled outreach, data analysis, capacity building, and program coordination. At Cascadia, Kevin has undertaken research and writing about climate impacts for the Port Gamble S'Klallam Tribe. Previously, Kevin worked as a climate change resilience analyst for an East Coast municipality and as a community analyst and environmental educator for nonprofit organizations. His master's thesis examined mountain pine beetle outbreaks in Montana and potential policy-based adaptation strategies. Kevin has an M.S. in Environmental Policy and Management from the University of Denver and a B.S. in Urban and Regional Studies from Virginia Commonwealth University.

Oregon Climate Change Research Institute at Oregon State University (Subcontractor)

The Oregon Climate Change Research Institute (OCCRI) is a network of over 150 researchers from Oregon universities and federal and state labs, administered by Oregon State University. OCCRI and its Climate Impacts Research Consortium (CIRC) facilitate research on climate change and its effects on natural and human systems in Oregon and provide technical assistance to local governments for developing climate change policies, practices, and programs. Since its launch in 2009, OCCRI, CIRC, and director Dr. Philip Mote have led or participated in a number of important climate change assessment activities. These efforts include the Oregon Climate Assessment Report (2010), Climate Change in the Northwest (2013), and the Fourth and Fifth Assessment Reports of the Intergovernmental Panel on Climate Change as well as supporting the City of Portland's adaptation strategy. OCCRI also supported the development of a Benton County (OR) climate adaptation and public health risk assessment that looked specifically at drought and reduced summer water supply; extreme heat events; wildfire; extreme precipitation and flooding; ozone pollution; and changes in the growing season. CIRC also advised the City of Eugene on a first-ever update to the city's hazard mitigation plan to include climate change impacts, and provided future climate scenarios for 2030 and 2060.

Dr. Phil Mote

Philip W. Mote, Ph.D., is the director of OCCRI and a professor in the College of Earth, Ocean, and Atmospheric Sciences at Oregon State University. He is the director of Oregon Climate Services, the official state climate office for Oregon. He is also the co-leader of the NOAA-funded [Climate Impacts Research Consortium](#) for the Northwest and also of the [Northwest Climate Science Center](#) for the U.S. Department of the Interior. His current research interests include scenario development, regional climate change, regional climate modeling with a super-ensemble generated by volunteers' personal computers, and adaptation to climate change. Since 2005 he has been involved in the Intergovernmental Panel on Climate Change, which shared the 2007 Nobel Peace Prize. He is also a coordinating lead author and advisory council member for the US National Climate Assessment, and has served on numerous author teams for the National Research Council (NRC). In Southern Oregon, Dr. Mote was keynote speaker and participant in the two-day Southern Oregon Climate Action Now symposium in October 2015. He earned a B.A. in physics from Harvard University and a Ph.D. in atmospheric sciences from the University of Washington.

### Darrin Sharp

Darrin Sharp is a Faculty Research Assistant skilled in the application of Information Technologies for climate research. His strengths lie in the application of downscaled climate data for regional impacts assessments and the communication of the assessment results in both written and oral formats. At OCCRI, he has contributed to numerous regional impacts assessments for a variety of stakeholders, including the Confederated Tribes of the Umatilla Indian Reservation, the Tillamook Estuaries Partnership, the Port Gamble S'Klallam Tribe, Seattle Public Utilities, and Portland General Electric. In addition, he has contributed to reports on regional climate change for state and federal agencies, including the Oregon Department of Land Conservation and Development and the U.S. Environmental Protection Agency. For these projects Darrin evaluated projected changes in various climate parameters, such as temperature, precipitation, or snowpack, against historical values. Darrin also has extensive experience in the high-tech industry; he administers OCCRI's web and computer servers and consults on a variety of technology-related issues. He has a B.S. and M.S. in Computer Science from the University of Illinois—Urbana and an M.S. in Ecology from Colorado State University.

### Independent Key Personnel (Subcontractors)

#### Jeff Golden, Golden Communications (Ashland, OR)

Jeff Golden has been involved in organizational development and group process in Oregon since his service as a Jackson County Commissioner (1987-1991), where he earned statewide recognition for collaborative solutions to timber worker displacement and substandard air quality in the Rogue Valley. After certification in two national programs for mediation and team-building, Jeff founded Golden Communications in 1991. He has assisted dozens of organizations in strategic planning and goal-setting, mediation, team-building, effective communications training, public participation, visioning and change management. He has also designed and facilitated dozens of public sessions focusing on wood burning and land use issues (as a county commissioner), Oregon tax policy, timber and wildlands recreational policies, water conservation and allocation policies, and the search for common political/social ground. His clients include the cities of Grants Pass and Portland; Curry, Jackson, and Multnomah counties; Pacific Power; United Farmworkers; the U.S. Forest Service; Sustaining Oregon's Legacy by Volunteering (SOLV); the Rogue Valley Transportation District; and multiple private corporations, school districts, fire districts, state agencies, and nonprofit community service organizations in Oregon. Jeff was a Harvard National Scholar and holds a master's degree in Communications from Stanford University. He is a Senior Fellow of the American Leadership Forum, a national network of leaders in the public, private, and nonprofit sectors.

#### Jill Simmons, Former Director of Seattle's Office of Sustainability and Environment

Jill Simmons served as the director of the City of Seattle's Office of Sustainability & Environment (OSE), a mayor-appointed, cabinet-level position, from 2010 through summer 2015. Jill drew outstanding praise from city and community leaders for her management of the Office's strategic direction across seven environmental program areas, including climate change and building energy. In 2013, she directed a major update to the Seattle Climate Action Plan, a leading-edge plan that puts Seattle on the path to carbon neutrality by 2050 while also preparing for the impacts of climate change. Jill has a proven track record leading organizations, people, and programs to innovate and achieve results. She is a strategic thinker and collaborative leader who builds strong relationships with elected officials, colleagues, staff members, and external partners. Her achievements include leveraging OSE's work to raise an additional \$27 million in public and private investment to support city programs, leading

development of five environmental action plans, and overseeing Seattle's sustainability assessment that earned a 5-star rating (the highest possible) under STAR Communities, a national framework for evaluating local community sustainability. She also directed development of Seattle's first environmental progress report, led a \$20 million federal grant to pilot new approaches to energy efficiency in buildings across six sectors, and managed the nation's leading energy benchmarking and reporting program. Previously, Jill served as the City's climate change program manager, where she directed implementation of the Seattle Climate Action Plan and development of three community greenhouse gas inventories. Jill earned her JD and MPA from the University of Washington.

#### Dave Van't Hof, Sustainability Advisor to Former Governor Kulongoski

Dave provides specialized policy and regulatory expertise related to climate and energy in Oregon. Having worked as an attorney in private practice and as Sustainability Advisor to former Governor Kulongoski, Dave has served for two decades in the sustainability arena, in both the public and private sectors. He led the development of the first Sustainability Plans with key state agencies and was the primary architect of Oregon's nationally recognized energy and climate legislation and policies. Dave currently consults in the sustainability sector and advises clients such as the City of Portland Bureau of Planning and Sustainability, Climate Solutions, Earth Advantage, Enhabit, and Craft3. He also recently developed a guidebook for small water utilities on how to integrate climate resilience into utility planning and asset management. Dave has served on numerous boards, including Climate Solutions, Oregon Solar Energy Industries Association, Green Sports Alliance, Oregon Wave Energy Trust, and Drive Oregon. He recently spent a year helping Green Empowerment to develop rural, community-based water and renewable energy programs. Dave has represented Oregon in high-profile regional planning efforts such as the Western Climate Initiative as well as small, community-based planning efforts. Dave has a law degree from the University of Michigan.

## PRINCIPAL INVOLVEMENT

The Cascadia team has five principal-level team members with decades of experience working with and in local governments on both action planning and program implementation in the areas of climate, energy, and sustainability. We are proposing extensive yet cost-effective engagement of these principals in formulating the plan as well as engaging the public.

- **Marc Daudon**, co-founder and Senior Principal at Cascadia, will be engaged as a Senior Strategic Advisor in all phases of the project. He will provide strategic guidance, direction, and problem-solving, drawing on his experience in climate change mitigation and adaptation planning, energy efficiency program development and implementation, electric utility programs (including with local PUDs), facilitation and strategic planning, and stakeholder engagement. Marc is budgeted for 72-81 hours and is available to provide additional support and direct client engagement as needed.
- **Dr. Phil Mote** of the Oregon Climate Change Research Institute will personally oversee OCCRI's work and will be available to present the findings regarding expected climate impacts on Ashland and the region. He is budgeted for 28 hours.
- **Jeff Golden**, founder of Golden Communications, will provide senior leadership of the public and stakeholder engagement process. He will attend Conservation Commission meetings on the project's behalf, facilitate stakeholder meetings, and bring his creativity and knowledge of the Ashland community to help develop and implement the public engagement plan. He is budgeted for 56-80 hours.

- **Jill Simmons**, former Director of Seattle’s Office of Sustainability and Environment, will attend the initial workshop and provide strategic input in designing the planning process and in vetting the key elements of the action plan, drawing on her extensive experience in city government. She is budgeted for 18 hours.
- **Dave Van’t Hof**, who served as Sustainability Advisor to former Governor Kulongoski, will provide expertise in Oregon policy and regulatory affairs as needed. He is budgeted for 10 hours, though hours could be reallocated among the experts to better meet the needs of the project.

## PROJECT MANAGER INVOLVEMENT

Our project manager, Andrea Martin, will be extensively involved in all aspects of project design and implementation. She will serve as the City’s primary point of contact for all communications and progress reports. She will initiate and maintain regular, proactive communications with the City, and she will be available to respond quickly to any queries or concerns from City staff. She will also lead the kick-off meeting, attend and co-facilitate the workshops and public engagement events, and ensure quality control by reviewing all deliverables before they are sent to the City. Andrea is highly organized and experienced as a project manager.

In addition to effective management of project scope, budget, and communications, Andrea will apply her experience in climate action planning to engage in the substantive work of the project: supporting the development of mitigation and adaptation strategies and a Climate and Energy Action Plan for the City of Ashland.

Andrea is budgeted to spend 261 hours on the project, including 32 hours for project management, 113 hours for meetings and workshops, and 116 hours for deliverables.

## SUBCONTRACTOR TASKS, QUALIFICATIONS, AND RESPONSIBILITIES

Subconsultants will play essential roles in this project, bringing scientific, technical, and policy expertise to the development of Ashland’s Climate and Energy Action Plan and supporting the development and implementation of the accompanying public engagement plan. This section presents an overview of the tasks, qualifications, and team for these subconsultants:

- Oregon Climate Change Research Institute (OCCRI) of Oregon State University
- Jeff Golden of Golden Communications located in Ashland
- Jill Simmons, former director of Seattle’s Office of Sustainability and Environment
- Dave Van’t Hof, sustainability advisor to former Governor Kulongoski

### Oregon Climate Change Research Institute (OCCRI)

OCCRI will conduct the climate assessment and trend analysis in Task 4, which will serve as the basis for the climate adaptation strategies and actions component of the plan. This work is described in **Task 4, Adaptation Analysis and Prioritization**, on page 7. Dr. Phil Mote of OCCRI will personally oversee the Institute’s work and will be available to present the findings regarding expected climate impacts on Ashland and the region.

OCCRI and its Climate Impacts Research Consortium (CIRC) facilitate research on climate change and its effects on natural and human systems in Oregon and provide technical assistance to local governments for developing

climate change policies, practices, and programs. Its work includes the Oregon Climate Assessment Report (2010), Climate Change in the Northwest (2013), the City of Portland's adaptation strategy, and contributions to the Fourth and Fifth Assessment Reports of the Intergovernmental Panel on Climate Change.

OCCRI has recently conducted detailed analysis to support local climate adaptation planning for the City of Benton County, Oregon. From 2012 to 2014, Benton County engaged CIRC as part of a climate adaptation and public health risk assessment process that has been touted as a possible model for other similar local planning efforts nationwide. Benton County Health Services was one of five counties in Oregon selected to participate in the development of a local Climate Health Adaptation Plan. Funding was provided through grants from the Oregon Health Authority and the Climate Ready States and Cities Initiative at the U.S. Centers for Disease Control and Prevention to pilot their Building Resilience Against Climate Effects (BRACE) Framework. Using input from CIRC, a Climate Change Health Risk Model was used to determine which climate risks—such as drought and reduced summer water supply, extreme heat events, wildfire, extreme precipitation and flooding, ozone pollution, and longer growing season—would have the greatest health impact, allowing better alignment of climate change planning and public health preparedness.

A brief overview of OCCRI and its key project staff is included in the **Key Personnel** section beginning on page 17.

#### Jeff Golden, Senior Facilitator and Local Liaison

Jeff will provide senior leadership and facilitation services to support the public and stakeholder engagement process. He will serve as the local liaison with the ad-hoc committee, the Conservation Commission, elected officials, and Ashland's broader community throughout the project. He will attend Conservation Commission meetings on the project's behalf, facilitate stakeholder meetings, and bring his creativity and knowledge of the Ashland community to help develop and implement the public engagement plan. His responsibilities will primarily involve the public engagement process, as described in **Task 1, Scoping and Public Engagement Plan** (page 5); **Task 2, Public Engagement** (page 6); and **Understanding of Public Engagement Process** (page 11).

Jeff has assisted dozens of organizations in strategic planning and goal-setting, mediation, team-building, effective communications training, public participation, visioning and change management. His qualifications are summarized in the **Key Personnel** section on page 18 and detailed in his attached resume.

#### Jill Simmons, Strategic Advisor on Climate Action Planning

Jill will serve as a strategic advisor, applying her particular expertise and experience from conducting similar climate and energy action planning work as Director of the City of Seattle's Office of Sustainability and Environment (OSE). Jill will attend the initial workshop and provide strategic input in designing the planning process (**Task 1, Scoping and Public Engagement Plan**) and in vetting the key elements of the action plan (**Task 3, Mitigation Analysis and Prioritization; Task 4, Adaptation Analysis and Prioritization; and Task 5, Report and Monitoring and Evaluation (M&E) Plan**), drawing on her experience in city government climate action planning.

Jill drew outstanding praise from city and community leaders for her management of the Office's strategic direction across seven environmental program areas, including climate change and building energy. Jill directed a major 2013 update to the [Seattle Climate Action Plan](#), a leading-edge plan that puts Seattle on the path to carbon neutrality by 2050 while also preparing for the impacts of climate change. The **Key Personnel** section on page 18 includes more detail on Jill's qualifications.

### Dave Van't Hof, Technical and Policy Advisor

Dave Van't Hof, who served as Sustainability Advisor to former Governor Kulongoski, will provide expertise in Oregon policy and regulatory affairs as needed. He provides specialized policy and regulatory expertise related to climate and energy in Oregon, which will inform the mitigation options analysis (**Task 3, Mitigation Analysis and Prioritization**) and development of the action plan (**Task 5, Report and Monitoring and Evaluation (M&E) Plan**).

As Sustainability Advisor to former Governor Kulongoski, Dave led the development of the first Sustainability Plans with key state agencies and was the primary architect of Oregon's nationally recognized energy and climate legislation and policies. He consults on climate, energy, and sustainability issues and advises such clients as the City of Portland Bureau of Planning and Sustainability, Climate Solutions, Earth Advantage, Enhabit, and Craft3. He also recently developed a guidebook for small water utilities on how to integrate climate resilience into utility planning and asset management.

The **Key Personnel** section on page 19 includes more on Dave's relevant qualifications.

## RELEVANT PROJECT EXPERIENCE

The Cascadia team is experienced in all elements of climate and energy strategy, program design, and planning. We bring both breadth and depth of experience in assessing climate change vulnerability and tailoring adaptation strategies; conducting greenhouse gas inventories and developing reduction targets and implementation plans; developing and implementing energy plans and programs for electric utilities; analyzing and communicating science and data; leading participatory planning processes; and facilitating effective stakeholder engagement. Through facilitation, stakeholder engagement, and participatory planning processes, we craft strategic plans that are comprehensive, action-oriented, and tailored to the particular needs of our clients—and the communities they represent.

Cascadia's climate adaptation planning work includes efforts in Fort Collins (CO), Tucson (AZ), Tacoma (WA), Seattle (WA), and with several Tribes. These projects have given us insight and expertise in every stage of the climate adaptation process, from conducting research on potential climate impacts and analyzing risks, to developing standards and goals, to creating grounded and actionable approaches to improving resilience over time.

Similarly, the Cascadia Team has helped numerous communities develop mitigation action plans, including the cities of Shoreline, Seattle, and Bellevue. For example, Cascadia as part of a team led by the Stockholm Environmental Institute first helped define what "carbon neutrality" might look like for Seattle, established a baseline forecast of emissions growth, and then built on that foundation by modeling different scenarios to achieve neutrality. The result was a comprehensive look at how best the City can reduce emissions by 90% by 2050 to meet its ambitious targets.

Our team has worked extensively with communities similar to Ashland. Cascadia has prepared energy plans, GHG inventories, and sustainability plans for many small cities in the Pacific Northwest, including Bellevue, Bothell, Bremerton, Issaquah, Edmonds, and Mountlake Terrace in Washington. Our staff also developed a Climate Impacts Decision Support Tool (CIMPACT-DST) that is being applied in several jurisdictions to integrate climate risk consideration into a broad range of planning and development processes. The subcontractors on our team have been centrally involved in developing Oregon's Climate Assessment Report, the City of Portland's climate adaptation strategy, and a range of other climate change assessment and strategy projects in the region.

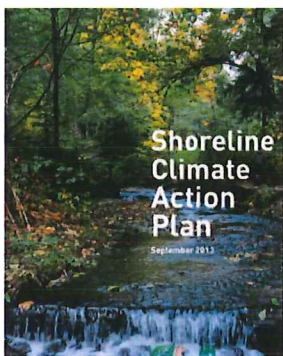
The Cascadia team also has ample experience working with communities that own and operate their own municipal electric utility. Cascadia currently manages energy efficiency programs for public utilities in the City of Seattle and in Jefferson County, Washington. Working closely with Seattle City Light, we have designed and implemented a number of its marquee programs, including the Community Power Works energy efficiency and weatherization retrofit program and the Powerful Neighborhoods efficient lighting installation program. We also currently manage marketing tasks for the utility's GreenUp program, which offers customers the option to purchase 100% renewable energy. For Jefferson County, Cascadia manages a county-wide residential energy efficiency rebate program.

Cascadia also brings specific experience conducting GHG inventories in accordance with the ICLEI framework. Our team offers decades of combined experience researching, designing, conducting, and evaluating GHG inventories. We have worked at all stages of greenhouse gas measurement and reporting projects, from researching emissions factors and developing methodologies, to performing over 70 inventories for a range of clients, including municipalities, businesses, and organizations.

Finally, Cascadia has earned an outstanding reputation for establishing common ground and building rapport in groups with diverse, conflicting opinions. In our climate change work, we make effective stakeholder engagement central to our approach. We facilitate participatory processes and distill complex technical concepts into accessible and engaging messages, and we do so from an unbiased and neutral position.

A sampling of our team's relevant project experience in these areas is found below.

#### Climate Action Plan | City of Shoreline, WA



To demonstrate leadership in community sustainability, the City of Shoreline (population 55,000) broadened its involvement in regional and national sustainability initiatives by signing the U.S. Conference of Mayors Climate Protection Agreement, the Cascade Agenda, the Green City Partnerships Program, and the King County-Cities Climate Collaboration. In a deeper effort to ensure that these commitments would be met, the City commissioned Cascadia to assist council members, staff, and stakeholders in preparing a [Climate Action Plan](#) that would lay out a strategic pathway to environmental, social, and economic sustainability.

As part of this project, our team advised the City on methodologies and tools for conducting a city-wide greenhouse gas inventory. Building on this research, we worked with City staff to conduct the inventory, which included emissions from municipal facilities, fleets, and waste streams, along with community emissions sources such as energy use, transportation, solid waste, water. Cascadia's role also included stakeholder engagement and facilitation, background research on climate action plans, and analysis and prioritization of opportunities. The resulting plan is organized into four focus areas that



encompass the major sources and opportunities for emission reductions, and identifies climate action objectives that apply to both municipal operations as well as the City's role in community-based action on climate change.

*Client contact: Rika Cecil, 17500 Midvale Ave. N., Shoreline, WA 98133, (206) 801-2452, [rcecil@shorelinewa.gov](mailto:rcecil@shorelinewa.gov)*

*Experience: Cascadia firm experience (prime contractor), individual experience (Andrea Martin)*

### Tacoma Climate Resilience Study | City of Tacoma, WA

Cascadia is leading a team conducting a climate change resilience study for the City of Tacoma, covering risks to infrastructure assets, natural systems, and social systems. The study included an analysis of climate change projections for the 2050s and 2100, using primarily RCP scenarios 4.5 and 8.5, and drawing on the latest science from the University of Washington Climate Impacts Group. The study also used geospatial analysis to pinpoint surface water, wastewater, and transportation assets at risk of future flooding, and to highlight neighborhoods with higher exposure to landslides, flooding, and urban heat island effects. The team facilitated two stakeholder workshops to raise awareness of anticipated climate impacts and conduct a participatory evaluation of potential adaptation measures. The final document, to be submitted this month, will underscore local climate impacts, provide maps to illustrate key vulnerabilities, and provide a shortlist of adaptation strategies and further study needs that take into consideration City priorities, resource constraints, and unique windows of opportunity for adaptation action. The full report will also be accompanied by a shorter, graphics-rich summary formatted in Adobe InDesign and intended for broad public audiences.

*Client contact: Jeanne Walter, Management Analyst, City of Tacoma Environmental Services Department, (253) 502-2270*

*Experience: Cascadia firm experience (prime contractor), individual experience (Nora Ferm, Andrea Martin, Marc Daudon)*

*"The City of Tacoma's experience with Cascadia's team was exceptional. Their collaborative approach, both with the client, stakeholders and with one another really helped pull people together in a learning and sharing environment. Nora was delightful to work with; always organized, responsive, thoughtful, creative and calm in the face of the changing climate!"*

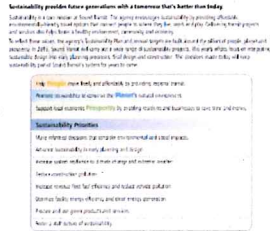
### Energy Plan | City of Edmonds, WA

The City of Edmonds (population 41,000) contracted with Cascadia to develop a Citywide Energy Plan for municipal operations. This plan had two objectives: 1) to tell the story of municipal energy use, trends, and progress made toward reduced consumption; and 2) to identify and assess opportunities for further reducing municipal energy use. Cascadia identified 30 distinct opportunities to reduce energy use in Edmonds and analyzed the financial benefits, implementation risks, and energy savings potential for each. Opportunities included fleet improvements, fuel-switching, lighting and building energy management modifications, and behavior change. Cascadia also modeled energy expenditure risks using energy forecast data to assess future cost risk for the City's facilities. Using net present value analysis, we recommended the implementation of 16 viable opportunities that would translate into a net cost savings of \$1.2 million for the City over 20 years, for a reduction in energy expenditures of 11%.

*Client contact: Phil Williams, Director of Public Works, 7110 210<sup>th</sup> St. SW, Edmonds, WA 98026, (425) 771-0235*

*Experience: Cascadia firm experience (prime contractor), individual experience (Andrea Martin, Marc Daudon)*

Sustainability Plan, Inventory, and Sustainability On-Call Services | Sound Transit, Seattle, WA



Cascadia is overseeing a team of 17 firms charged with implementing Sound Transit's ongoing environmental and sustainability programs in Pierce, King, and Snohomish counties in Washington State. The total contract amount is up to \$2.55 million for three to five years. In addition to managing the overall project, Cascadia is managing tasks related to sustainability strategic planning, sustainability data collection and reporting, facilitation, organizational change, renewable energy, climate adaptation, and total cost of ownership analyses.

Cascadia recently helped Sound Transit revise and update its agency Sustainability Plan, including its sustainability framework, long-term and short-term targets, initiatives, and metrics to ensure they address the agency's most

significant sustainability opportunities and align with regional strategies and goals. The Sustainability Plan update included conducting an analysis of progress and trends over the previous three years; market research on regional and state strategies and goals; and evaluation and revision of targets and metrics.

Cascadia has conducted the agency's annual inventories of environmental impacts and resource use since 2013, which include quantification of greenhouse gas emissions (Scopes 1, 2, and 3), criteria air pollutants (Scope 1), water use, energy use, and solid waste generation and diversion. The inventory is used to determine data trends related to the agency's utility consumption and costs and to prepare the agency's annual Sustainability Progress Report to the Board of Directors.

Cascadia also conducted research, analysis, and strategy development related to renewable energy for Sound Transit. This work included formulating and gaining acceptance for a comprehensive strategy to guide the agency's development and deployment of renewable energy solutions, including renewable energy certificates (RECs) and offsets. Cascadia also developed planning-level, strategic guidance supporting the business case for renewable energy, by identifying the need and quantifying and assessment potential within the transit system and facilities.

Finally, Cascadia also worked with Sound Transit to assess, prioritize, and implement adaptation options to address climate impacts on its infrastructure systems.

*Client contact: Amy Shatzkin, MEM, Sustainability Manager, Environmental Affairs & Sustainability, Sound Transit, 401 S. Jackson St., Seattle, WA 98104, (206) 903-7454, [amy.shatzkin@soundtransit.org](mailto:amy.shatzkin@soundtransit.org)*

*Experience: Cascadia firm experience (prime contractor), individual experience (Andrea Martin, Marc Daudon)*

Climate Change and Hazard Mitigation Planning | City of Eugene, OR

OCCRI advised the City of Eugene on a first-ever update to the city's hazard mitigation plan to include climate change impacts, funded by the State of Oregon, U.S. Department of Housing and Urban Development, and the Federal Emergency Management Agency, as well as the City. OCCRI provided future climate scenarios for 2030 and 2060, which informed the development of a new vulnerability assessment tool that combined climate and non-climate hazards. The survey tool was used to collect information from city departments regarding drinking water, health care and public health, sanitary sewer, electricity, natural systems, housing, food, transportation, stormwater, communications, and public safety, to assess the adaptive capacity and sensitivity of their systems. Interviews were conducted with 150 agency employees; these staff members assigned low, medium, and high risk scores for their systems, which were rolled up into an overall score that was comparable across systems,

with accompanying narratives. The City used this information to establish priority actions to be included in its updated Hazard Mitigation Plan.

*Client contact: Matt McRae, Climate and Energy Analyst, City of Eugene, Lane County Public Service Building 125 East 8th Ave, 2nd Floor, Eugene, OR 97401, (541) 682-5649, [Matt.A.McRae@ci.eugene.or.us](mailto:Matt.A.McRae@ci.eugene.or.us)*

*Experience: OCCRI institutional experience (subcontractor, pro-bono assistance); served on Technical Advisory Council for the project and provided scientific advising on climate change scenarios.*

## PROPOSER'S CAPABILITIES AND RESOURCES

### AVAILABLE RESOURCES

With deep expertise in climate and energy planning and a focus on serving municipal clients, Cascadia understands the resources required to accomplish the proposed scope of work. And with a staff of over 50, we bring extensive capabilities to perform this work, supplemented by the expertise and capacity of our subcontractors. We have carefully assessed Ashland's needs and the task schedule and staffed the project accordingly. At this point all consultants are fully committed and available to Ashland, assuming we are awarded the project. The availability of key team members is detailed in the table below.

Team Member, Role	Assigned Hours	% Time	Notes
Andrea Martin, Project Manager	261	20%	Andrea is leading 2 other projects that require 25% of her time.
Marc Daudon, Senior Strategic Advisor	72-81	10%	Marc serves as senior advisor on multiple projects. He works a flexible schedule to accommodate client needs.
Nora Ferm, Adaptation Specialist	107-115	11%	As Cascadia's climate practice area lead, Nora will serve as a project advisor and be responsible for allocating additional staff as needed for this project.
Kendra White, Analyst, Kevin Zerbe, Resilience Analyst	266	9%	Kendra and Kevin will be engaged throughout in research and analysis. They have approximately 30-50% of their schedules open in 2016 respectively.
Jeff Golden, Public Engagement	56-80	N/A	Jeff has sufficient time before April to assist with planning and then is fully available for implementation after that.
Phil Mote, Darrin Sharpe, Climate Science	100	N/A	Dr. Mote will be involved in the early phases developing and presenting the climate impacts assessment. After that time, Darrin will play a more prominent role.

In addition to these key personnel, Cascadia has professionals with extensive capabilities in graphic design, research, analysis, report writing and editing. These staff will support the project on an as-needed basis and offer capabilities that both overlap with and compliment those of the key personnel listed above.

## ACCOMMODATION OF VARYING WORKLOAD

Cascadia's approach to project management enables us to plan in advance to efficiently and effectively meet client needs and manage varying workloads. As noted, we use the Deltek™ project management system to schedule projects and staffing at the task level on a monthly, quarterly, and annual basis. Following the kick-off and scoping meeting in early February, we anticipate developing a master schedule of deliverables, client meetings, commission workshops, and public events. We will then program our staff resources accordingly and manage to that schedule. That said, we recognize that plans often change; we are adept at responding rapidly to new circumstances. We've earned a strong reputation over the years for effective project management and bring that capability to this project.

We propose the following response times for communications, task assignments, and deliverables:

- We commit to responding to all communications from the City project team within one business day.
- Workshop and public forum agendas will be developed at least two weeks in advance; final agendas and materials will be distributed to attendees one week in advance. We recognize, however, that sometimes content requiring client review or extensive coordination will be delayed, and we will adapt accordingly.
- Revisions to draft deliverables will be provided within 1-2 weeks, as determined at the initial kick-off meeting.
- Scheduling of workshops, public meetings, and client review of deliverables will take into account City staff availability and local events, such as summer vacations and city budget cycles.

## ABILITY TO MANAGE PUBLIC ENGAGEMENT

Cascadia routinely engages stakeholders and the public in the development of action plans, policies, and programs related to climate, energy, and sustainability meeting the needs of government clients throughout the West, including Tucson, Seattle, King County, San Jose, Oakland, Portland and the state of Oregon. We will draw on this experience in developing and managing the public involvement element of this project. We will also be relying on Jeff Golden's unique connectivity to the Ashland community, as well as his proven facilitation and public engagement skills. Together, we are confident in our ability to manage and conduct the public engagement process in a timely, highly effective manner.

Key aspects of our approach that will ensure successful public engagement include:

- Conducting the initial kick-off and scoping meeting with City staff, Commission members, and other key client representatives to set goals and expectations as well as define key audiences, their desired level of participation, and determine the best way to reach them. This will inform the development of the public engagement plan, consistent with available resources.
- Deploying Jeff Golden to engage and involve key stakeholders, and to be our on-the-ground resource to oversee the engagement process.

Importantly, we expect City staff, the Conservation Commission and the ad-hoc committee to play a substantive role in providing input into the development of the public engagement plan, assisting with the promotion and logistics aspects of workshops and public events, and participating at events as speakers, master of ceremonies, and related roles as appropriate.

## PROXIMITY TO PROJECT

Cascadia has successfully implemented planning and public engagement projects internationally, regionally, and locally – including facilitating a strategic planning project in Geneva, conducting workshops on climate resilience in Tucson (AZ), in cities throughout Vietnam, and in Fort Collins (CO), and conducting outreach to diverse communities in Oakland. We have learned through these assignments how to efficiently and effectively accomplish project goals and effectively engage key community stakeholders even in distant locations; that frequently includes partnering with highly effective, well-connected local organizations or individuals.

As noted, we will be assisted in this effort by Jeff Golden of Golden Communications. Jeff will serve as our representative in Ashland, available to meet with staff and key stakeholders in person between planned visits from our Seattle based consultants. And as described above, he will oversee and coordinate the public engagement efforts. As an optional subtask if budget allows, Jeff will be supported by an intern providing additional locally-based support. We have also confirmed the availability of another Ashland resident—Jon Lange, of Jon Lange Consulting—to assist with facilitation and stakeholder engagement if needed and if sufficient resources are available. Our other Oregon-based team members include OCCRI scientists in Corvallis and Dave Van't Hof in Portland.

By carefully defining expectations upfront, planning in-person meetings, workshops, and public events in advance, and then managing to that plan, we are confident that we can cost-effectively accomplish the project's objectives - and that Ashland will be as satisfied as our current clients with the final outcome.

## SPECIALTIES AND UNIQUE STRENGTHS

Cascadia's unique tools and strengths include the following:

- 1. Climate Decision Support Tool** – Cascadia's Climate Impacts Decision Support Tool (CIMPACT-DST™) is a first-of-its-kind integrated and customizable software platform for quickly identifying climate change risks and potential adaptation solutions. The tool combines the latest climate change science, recent studies, and best-practice adaptation strategies in one place, using accessible language, and provides users with tailored outputs based on their sector, location, and timeframe of interest. The tool's projections and analysis enable planners and policymakers to consistently mainstream climate considerations into projects and planning across their organization or jurisdiction. Cascadia has customized this tool for Seattle, Snohomish County (WA), and cities across Vietnam, and planners have used the tool to adjust project designs and land use plans to increase resilience to anticipated local climate change impacts on specific timeframes.
- 2. GHG Protocol Expertise** – Cascadia employs the ICLEI U.S. Protocol for Community-Scale Greenhouse Gas Emission Inventories Protocol and supporting Clean Air and Climate Protection (CACP) software for the majority of our clients' community greenhouse gas inventories, including for the cities of Shoreline, Renton, Bellevue, and Auburn. This U.S. protocol provides more detailed methodology tailored to U.S. communities

than the Global Protocol counterpart. As recommended by the Global Protocol, inventories for these communities include calculation of emissions from Scope 1, 2, and 3 sources, including residential, commercial, and industrial energy use; transportation; and waste. Adhering to the protocol's guidance, Cascadia has assisted clients in identifying appropriate emissions factors for these sectors, such as EPA's eGRID emissions factors and utility-specific emissions factors, as well as estimates of community vehicle and waste composition. These inventories were conducted in a transparent, organized fashion that facilitated ongoing tracking, trends analysis, and goal setting. Cascadia also has deep knowledge of other GHG inventory protocols, such as those from the World Resources Institute, the Verified Carbon Standard (VCS), and Climate Action Reserve.

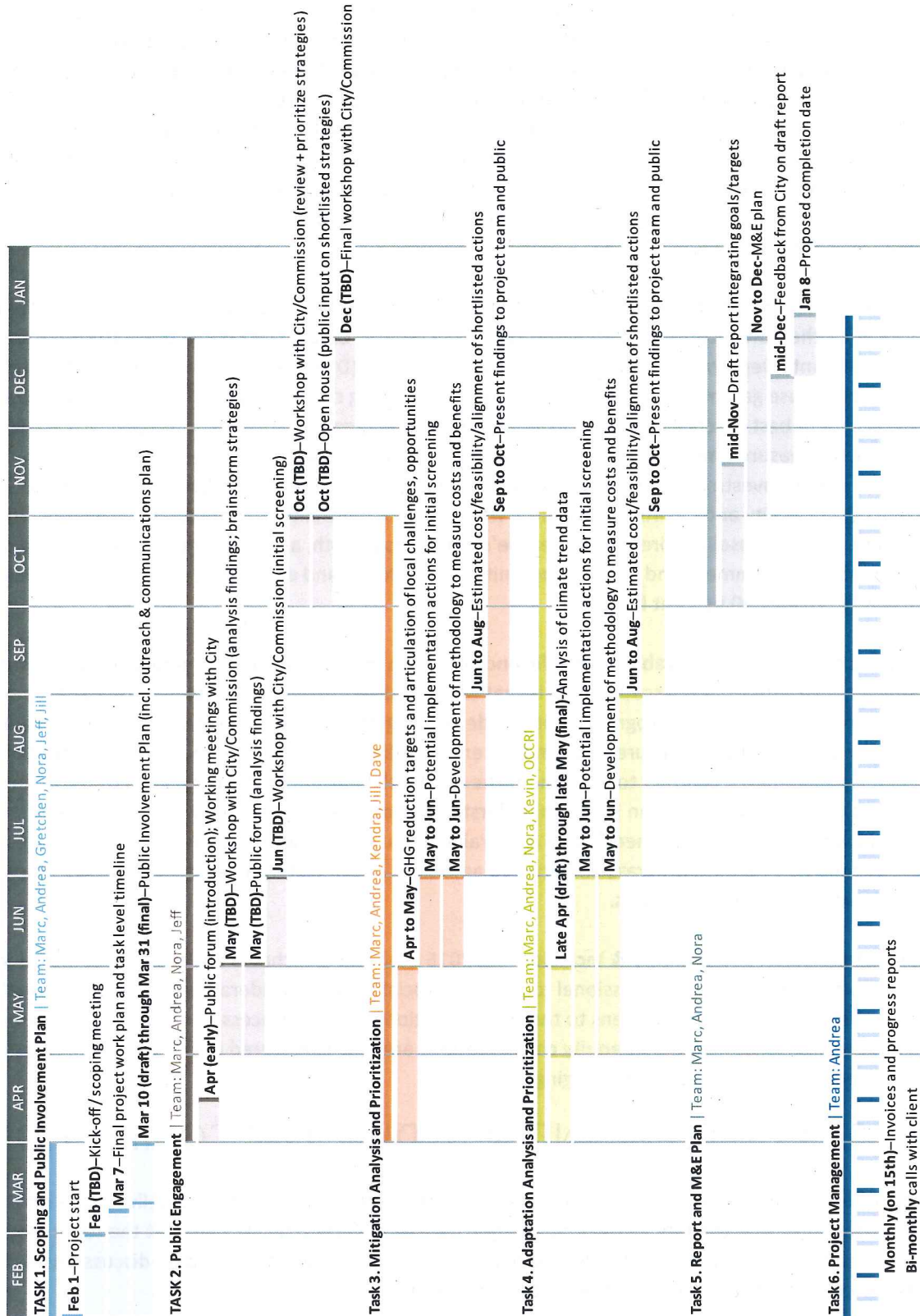
- 3. Carbon Neutral Planning and Analysis** – Cascadia has direct experience supporting carbon neutral planning by cities and other jurisdictions and organizations. For example, Cascadia is conducting a third-party review of the King County Department of Natural Resources and Parks (DNRP) approach to its Beyond Carbon Neutral greenhouse gas inventory. This work includes evaluating current approaches, validating those against accepted best practices and protocols, and recommending adjustments, if needed. We are focusing on difficult-to-measure emissions sources such as from purchasing, waste management practices, renewable energy investments, and improved forest management. Previously, Cascadia helped the Seattle Office of Sustainability and Environment define what “carbon neutrality” might mean for the City. The work involved developing baseline forecasts of Seattle’s emissions growth, assessing the relative spheres of influence of city government and other community stakeholders, and developing scenarios to reduce emissions by roughly 90 percent by 2050.
- 4. Specialized expertise in renewables and efficiency program implementation for publically owned utilities** – A significant benefit of the Cascadia team is that we have direct experience implementing energy and related resource conservation programs, not just developing policies and plans. For example, Cascadia assisted the City of Seattle to secure a \$20 million energy efficiency grant from the US Department of Energy and then was awarded a contract to implement the residential portion of this program. From this and other related projects we have gained an in-depth understanding of what it takes to turn action plans into reality—as well as the concerns, needs, and constraints of publically owned utilities. We are now helping Seattle expand its Green Up program and achieve ambitious goals related to residential energy efficiency for low- and middle-income households.
- 5. Social Sustainability: Social Equity & Inclusion** – In 2015 Cascadia launched a Social Equity & Inclusion Initiative, hiring a senior-level professional to integrate social justice considerations into our sustainability services. We propose to apply this lens to the Ashland action planning process to ensure that diverse communities are included and that equity considerations are fully considered as the City takes steps to reduce its emissions and adapt to a changing climate.

## PROPOSED TIMELINE AND SCHEDULE FOR COMPLETION

The schedule below summarizes our proposed timeline for completing major tasks and deliverables on this project. It is consistent with the City’s target completion date of January 2017. We also list the team members that are responsible for each of the tasks. We are open to adjusting these dates based on discussions with the City project team during the initial kick-off and scoping meeting.

# CLIMATE AND ENERGY ACTION PLAN

## PROPOSAL FOR THE CITY OF ASHLAND



## REFERENCES

### CASCADIA CONSULTING GROUP

<b>Project:</b>	Tacoma Climate Resilience Study		
<b>Contact:</b>	Jeanne Walter, Management Analyst, Center for Urban Waters	<b>Telephone:</b>	(253) 502-2270
<b>Organization:</b>	City of Tacoma, WA Environmental Services Department	<b>Email:</b>	<a href="mailto:JWalter@cityoftacoma.org">JWalter@cityoftacoma.org</a>

<b>Project:</b>	Shoreline Climate Action Plan		
<b>Contact:</b>	Rika Cecil, Environmental Programs Coordinator	<b>Telephone:</b>	(206) 801-2452
<b>Organization:</b>	City of Shoreline, WA Department of Public Works	<b>Email:</b>	<a href="mailto:rcecil@shorelinewa.gov">rcecil@shorelinewa.gov</a>

<b>Project:</b>	Sustainability Plan, Inventory, and Sustainability On-Call Services		
<b>Contact:</b>	Amy Shatzkin, Sustainability Manager	<b>Telephone:</b>	(206) 903-7454
<b>Organization:</b>	Sound Transit	<b>Email:</b>	<a href="mailto:amy.shatzkin@soundtransit.org">amy.shatzkin@soundtransit.org</a>

<b>Project:</b>	Extreme Event Preparedness Facilitation		
<b>Contact:</b>	Katy Bigner, Environmental Planner and Project Coordinator	<b>Telephone:</b>	(970) 221-6317
<b>Organization:</b>	City of Fort Collins, CO	<b>Email:</b>	<a href="mailto:kbigner@fcgov.com">kbigner@fcgov.com</a>

### OCCRI

<b>Project:</b>	Tillamook County Coastal Futures Project		
<b>Contact:</b>	Mark Labhart, County Commissioner	<b>Telephone:</b>	(503) 842-3403
<b>Organization:</b>	Tillamook County, OR	<b>Email:</b>	<a href="mailto:mlabhart@co.tillamook.or.us">mlabhart@co.tillamook.or.us</a>

### JEFF GOLDEN

<b>Project:</b>	N/A (Jeff Golden worked as Mr. Bradbury's Chief of Staff)		
<b>Contact:</b>	Bill Bradbury, former Oregon Senate President	<b>Telephone:</b>	(505) 504-5029
<b>Organization:</b>	Oregon State Senate	<b>Email:</b>	<a href="mailto:bbsalmon@mac.com">bbsalmon@mac.com</a>



## CONTRACTUAL TERMS AND CONDITIONS

Cascadia Consulting Group is fully eligible to participate in public procurement activities. The firm has not been debarred, suspended, disqualified, or otherwise lawfully precluded from participating in any public procurement activity.

### ACCEPTANCE OF THE CITY'S CONTRACT PROVISIONS

Cascadia Consulting Group fully accepts the City's contract provisions found in *Exhibit C: Contract for Climate and Energy Action Plan*.

### PROOF OF INSURANCE

Proof-of-insurance documents are attached as **Appendix B**.

### CERTIFICATE OF COMPLIANCE

A signed copy of the Certificate of Compliance is provided as **Appendix C**.

## COST PROPOSAL

Our team's cost proposal is provided in a separate sealed envelope.

## APPENDICES

Appendix A: Resumes

Appendix B: Proof of Insurance

Appendix C: Certificate of Compliance

## APPENDIX A: RESUMES

[Faint, illegible text, likely resumes of individuals involved in the project.]

[Faint, illegible text, likely resumes of individuals involved in the project.]





# Andrea Martin

## SENIOR ASSOCIATE

Andrea Martin, Senior Associate, utilizes customized analytical tools and techniques to assess options, present recommendations, and guide actions for minimizing risk, reducing costs, and sustaining environmental resources. With a strong background in climate science and environmental economics, Andrea understands and incorporates ecological systems and values into her analytical work, providing clients with sustainable, environmentally sound, and lower-cost policy alternatives.

### EXPERTISE

- Climate change science, mitigation, and adaptation
- Decision-support tool development
- Cost-benefit and multi-criteria analysis
- Data organization and communication
- Environmental markets and payments for ecosystem services

### CREDENTIALS

- M.E.M. (Master of Environmental Management) with a concentration in Environmental Economics and Policy, Duke University
- B.S. Biology with Honors, University of North Carolina at Chapel Hill

### AFFILIATIONS

- American Society of Adaptation Professionals, Member
- American Water Works Association, Member

### RECENT PUBLICATIONS

- Martin, AL and N Ferm. 2015. *Keeping Pace with a Changing Climate*. Sustainable Business Magazine.
- Martin, AL. and T Tran. 2014. *Project Summary: Hue Climate Impacts Decision Support Tool*. USAID Technical Report.

### PROJECT EXPERIENCE

**2015-Present** City of Fort Collins (CO). Extreme Events Planning *Project Manager*. Designed, led, and currently summarizing outcomes from a workshop series on extreme heat and wildfire smoke preparedness, which included identification of City actions and associated timeframes and responsibilities.

**2015-Present** King County (WA). GHG Methodology Validation *Project Manager*. Directing review and validation of the County's greenhouse gas inventory approach and methodology, including incorporation of renewable energy and forestry offsets to achieve carbon neutrality.

**2015-Present** City of Tacoma (WA). Climate Vulnerability Assessment *Task Manager*. Leading the social systems component of the City's vulnerability assessment and adaptation planning process.

**2015-Present** Puyallup Tribe of Indians (WA). Climate Vulnerability Assessment and Adaptation Plan *Analyst*. Leading an in-depth assessment of Tribal vulnerabilities to climate change—including impacts and resilience options related to fisheries, shellfish, cultural resources, public health, water quality, and infrastructure—through interviews, literature review, and spatial analysis.

**2015-Present** Port Gamble S'Klallam Tribe (WA). Climate Science Liaison *Task Manager*. Spearheading an assessment of tribal climate research needs and gaps in order to improve coordination among tribes and regional climate scientists.

**2015-Present** Snohomish County (WA). Climate Adaptation Planning *Project Manager*. Customizing a Climate Impacts Decision-Support Tool for use by habitat restoration, transportation planning, and surface water management staff at Snohomish County Public Works.

**2014-Present** Sound Transit (WA). Sustainability On-Call *Project Manager*. Managing the On-Call Sustainability Contract, which includes development of the agency's Climate Adaptation Strategy and Sustainability Plan.

**2015-Present** City of Tucson (AZ). Water Conservation Program *Quality Assurance Manager*. Conducting quality assurance management for Tucson Water's WaterSmart Business program, including review of water savings calculations and water audit reporting.



# Andrea Martin

## SENIOR ASSOCIATE

### 2012-Present Seattle Public Utilities (WA). Water Conservation Technical Assistance

*Technical Lead. Managing the water conservation research and technical assistance arm of Seattle Public Utilities' business outreach program. Includes on-site water conservation opportunity identification, analysis, and reporting.*

### 2014-2015 City of Bellevue (WA). Environmental Stewardship Initiative

*GHG Analyst. Worked with the City to update its municipal and community-level greenhouse gas (GHG) emissions inventory and assisted in the development of a web-based platform for tracking other environmental indicators and outcomes.*

### 2012-2015 USAID Climate Change Resilience Development Program (Vietnam). Climate Impacts Planning Tool

*Project Manager. Directing customization of climate impacts decision-support tool for use by urban planners. Includes trainings and needs assessment, information gathering and synthesis, GIS mapping, database construction, and tool development.*

### 2009-2012 Seattle Office of Sustainability and Environment (WA). Climate Impacts Planning Tool

*Tool Developer. Developed a tool to assist in mainstreaming climate change considerations into planning, design, and operations at the City of Seattle.*

### 2012-2013 City of Shoreline (WA). Climate Action Plan

*GHG Inventory Lead; Content Developer. Support the development of a climate action plan for the City of Shoreline that included visioning, greenhouse gas inventory and benchmarks, options identification, and plan development*

### 2011 City of Edmonds (WA). Energy Plan

*Lead Analyst; Manager. Led the development of a city-wide energy plan that included energy inventory, risk assessment, and opportunity cost-benefit analysis.*

### 2009-2012 City of Seattle (WA). Community Power Works

*Researcher; Analyst; Manager. Supported management of the City of Seattle's commercial energy retrofit program, Community Power Works. Included energy conservation analysis, program tracking tool development, and contractor coordination.*

### 2009 City of Renton (WA). Clean Energy Economy Strategy

*GHG Lead; Analyst. Led calculation of the City's greenhouse gas inventory and assisted in development of a clean energy economy strategy, including identification and evaluation of energy resilience-building opportunities.*



# Marc Daudon

## SENIOR PRINCIPAL

Marc Daudon, Senior Principal, co-founded Cascadia Consulting Group in 1993. Marc manages diverse and complex projects involving research, policy analysis, consensus building and strategy development. His experience in strategic planning and facilitation empowers organizations and governments both locally and abroad to achieve consensus around environmentally sound and economically viable solutions. Marc's experience includes international, federal, and state level strategic planning and policy development around climate change, sustainability, biodiversity, energy, water, and waste. Prior to founding Cascadia, Marc was a senior consultant for International Resources Group, providing business development, strategic planning, and market analysis services to international clients.

### EXPERTISE

- Stakeholder facilitation and strategic planning
- Economic analysis and strategy
- Conservation markets
- International environmental policy
- Program and project management

### CREDENTIALS

- M.A., Public and Private Management, Yale University
- B.A., Government and Legal Studies, Bowdoin College

### AFFILIATIONS

- Board President, Climate Solutions
- Board Member, Washington Environmental Council
- Board Member, Energy Northwest
- Member, Methow Conservancy Advisory Council

### SELECTED PROJECT EXPERIENCE

#### SUSTAINABILITY & CLIMATE/ENERGY PLANNING

2015 King County Department of Natural Resources – Review of Carbon Neutral Greenhouse Gas Calculation Methodologies  
*Senior Principal-in-Charge. Evaluation of methodologies and calculations currently being used by King County to achieve carbon neutrality.*

2015 The Oak Foundation. Environment Program Evaluation and Strategic Plan  
*Senior Principal-in-Charge; Lead Facilitator. Oversaw an evaluation of the Oak Foundation Environment Program's global grants (which totaled over \$151 million from 2009-2013) in the areas of climate change mitigation and marine conservation. Currently building on the evaluation findings by facilitating a strategic planning process for program staff, which will result in a new framework to guide the Foundation's work in these areas over the next five years.*

2012-2015 USAID Climate Change Resilience Development (CCRD) Program. Climate Change Decision Support and Facilitation, Vietnam  
*Cascadia Senior Principal-in-Charge. Overseeing Cascadia's role on this project which engaged planners at local and national levels to identify location-specific climate impacts and make land-use decisions that improve the resilience of new infrastructure investments. Effort began with a pilot project in Hue, Vietnam and has since been expanded to offer a National-scale version of the planning framework and support tool.*

2010-2013 Seattle Office of Sustainability and Environment (WA).  
"Carbon Neutral by 2050" Strategy for Climate Action Plan  
*Lead Facilitator for Technical Advisory Group (TAG) aiming to define and strategize toward citywide carbon neutrality.*

2007-2013 Multiple Communities in Western Washington. Climate Change and Sustainability Strategies  
*Senior Principal-in-Charge for range of energy, climate, and sustainability planning efforts in Washington, including Auburn, Bellevue, Bothell, Edgewood, Edmonds, Issaquah, Mountlake Terrace, Pierce County, Puyallup, Redmond, Seattle, Shoreline, Snohomish County, and Tacoma.*



# Marc Daudon

## SENIOR PRINCIPAL

### **2010-2011** King County (WA). Community Emission Inventories and Climate Action Assessment

*Senior advisor for community-based assessment of climate impacts and risks for partnership of cities in King County.*

### **2010-2011** Northwest Energy Coalition (NVEC). Analysis of EE Financing Options

*Project Manager. Led team of experts to develop a suite of energy efficiency financing options geared to small to mid-sized businesses. Conducted research and analysis to evaluate barriers, current programs, and promising options to enable business investment and participation.*

### **2009-2010** City of Seattle (WA). Green Building Capital Initiative Policies

*Principal-in-charge of project to provide analytical support to a 50-member Green Building Task Force tasked with developing policy and funding options to meet city energy efficiency goals.*

## **SUSTAINABILITY & GREEN BUSINESS PROGRAMS**

### **2014-2015** Sound Transit (WA). Sustainability Strategic Planning and On-Call Environmental Services

*Senior Principal-in-Charge overseeing provision of on-call "early sustainability strategic planning" services for Sound Transit, including data collection, reporting, facilitation, organizational change, greenhouse reporting and management, and total cost of ownership analyses.*

### **2014-2015** Seattle Public Utilities – Green Up Program

*Senior Principal-in-charge overseeing development of a strategy to engage businesses in the utility's Green-Up program, which provides incentives for solar, wind and other carbon-free investments.*

### **2015** Jefferson County Public Utilities District – Energy Efficiency Program

*Senior Principal-in-charge overseeing implementation of Jefferson County's residential energy efficiency program.*

### **2011** Seattle Office of Economic Development (WA). Green Business Programs Evaluation and Strategy

*Project Manager, Facilitator. Worked with the City to identify ways it could improve coordination and outcomes across six major commercial sustainability programs and more than 20 related business services. The goal was to improve program effectiveness and efficiency and provide a framework for better identifying and meeting business needs.*

### **2006-2015** Seattle Public Utilities (WA). Seattle Green Business Program

*Senior Principal-in-Charge for management of Seattle's green business behavior change and technical assistance program. Currently informing effort to expand into a regional integrated program.*



# Marc Daudon

## SENIOR PRINCIPAL

2012-2015 Seattle Office of Sustainability and Environment (WA). Community Power Works Program Management and Transition Planning

*Senior Principal-in-Charge for design and development of home and small business energy upgrade programs.*

2011-2013 Port of Seattle (WA). Green Gateway Environmental Excellence Program

*Senior Strategist for Business Involvement. Advising work to design and build a supported program for identifying and recognizing environmental excellence among Port of Seattle businesses.*

2004-2015 Seattle Public Utilities (WA). Green Gardening Landscaper Outreach and Professional Training Program

*Senior Principal-in-Charge. Overseeing program to educate landscape professionals about sustainable landscape design and maintenance with fewer chemicals.*

2010-2012 Washington State Department of Commerce. "Replicable Innovative Sustainable Energy" (RISE) Pilot

*Senior Principal-In-Charge. Oversaw innovative weatherization pilot bringing together Community Development Financial Institutions (CDFIs) and utility companies to design and implement weatherization in disadvantaged communities.*

2006-2010 Seattle Climate Partnership and Office of Sustainability and Environment (WA). Climate Change Business Tools and Assistance

*Principal-In-Charge. Oversaw several initiatives for the Seattle Office of Sustainability & Environment. In 2006 and 2007, oversaw the development of a resource guide and carbon footprint calculator to help Seattle-area employers understand, measure, and reduce climate change impacts in accordance with the WRI's GHG Protocol.*

### SUSTAINABLE MATERIALS MANAGEMENT PLANNING

2011-2014 The Ulupono Initiative (HI). Oahu Waste-to-Markets Feasibility Study and Investment Project

*Senior Principal-In-Charge.*

2011-2013 Oregon Department of Environmental Quality (OR). 2050 Materials Management Vision and Strategy

*Senior Principal-in-Charge and Lead Facilitator for multi-stakeholder effort to develop a long-range materials management plan.*

2002-2008 Washington State Department of Ecology | Beyond Waste Planning and Stakeholder Engagement,

*Project Manager; Lead Facilitator*



# Nora Ferm

## SENIOR ASSOCIATE

Nora Ferm, Cascadia's Director of Climate Programs, brings extensive experience in climate adaptation policy and planning. Working with clients across the nation and around the globe, Nora applies her expertise in climate change—and her background in negotiations and communications—to inform the development of locally-relevant resilience programs and policies.

### EXPERTISE

- Expertise in project management and facilitation
- Development of locally-relevant climate programs and policies
- Background in communications, negotiations
- Spanish language fluency

### CREDENTIALS

- Master's degree in Public Policy; Harvard University, John F. Kennedy School of Government
- B.A. in Latin American Studies; Carleton College
- Graduate Coursework in Quantitative Risk Analysis; George Washington University

### SELECT PROJECT EXPERIENCE

#### 2015 Yakama Nation (WA) Facilitation

*Project Manager and Workshop Facilitator. Facilitating eight stakeholder workshops to understand vulnerabilities and to propose and evaluate potential resilience-building measures. Assisting in the drafting of an Adaptation Plan.*

#### 2015 Port Gamble S'Klallam Tribe (WA) Climate Impact Assessment.

*Project Manager. Assessing the Tribe's information needs, and collecting relevant recent science to inform decision-making and enhance the Tribe's impact assessment report, which has a special focus on salmon and shellfish.*

#### 2015 Puyallup Tribe of Indians (WA) Climate Change Vulnerability Assessment and Adaptation Plan

*Project Manager and Workshop Facilitator. Conducting a climate vulnerability assessment of priority sectors and natural resources, and organizing and facilitating stakeholder workshops.*

#### 2015 City of Tacoma (WA) Climate Vulnerability Study

*Project Manager. Leading a climate change vulnerability study for the City of Tacoma, covering risks to infrastructure, natural systems, and social systems.*

#### 2015 Oak Foundation (Switzerland) Environment Program Evaluation and Strategic Refresh

*Project Manager. Evaluating the impact of the Oak Foundation's climate change and marine conservation grant portfolios and facilitating staff discussions to develop a new strategic framework for the next five years of environment program grant making.*

#### 2009–2014 US Agency for International Development (DC) Global Climate Change Office

*Senior Climate Change Adaptation Specialist. Led the Global Climate Change Office's work on innovative finance, risk management, and urban resilience. Managed \$3-\$6 million annually in contract activities and grants. Managed the Climate Resilient Infrastructure Services (CRIS) program with assessment, training, and planning activities in five coastal cities. Led development of USAID's first Agency Adaptation Plan in 2012, based on Executive Order requirements. Advised USAID missions in more than ten countries on adaptation program design. Designed and facilitated stakeholder workshops for climate adaptation planning in multiple countries, including coastal settings in Jamaica and the Dominican Republic. Advised the US State Department on risk management topics in the UN Framework Convention on Climate Change (UNFCCC) negotiations.*





# Gretchen Muller

SENIOR ASSOCIATE

## EXPERTISE

- Project management and multi-stakeholder facilitation
- Stormwater and LID planning
- Public involvement and social marketing
- Certified LEED® Green Associate, Sustainable Building Advisor, and LID Professional

## CREDENTIALS

- M.S. Social Science, University of Washington
- Sustainable Building Advisor Certificate, Sustainable Building Advisor Institute
- LID Certificate, University of Washington
- B.S. Environmental Science, B.A. Anthropology, Dickinson College

Gretchen Muller, Senior Associate brings more than 12 years of experience managing programs focused on and low impact development and habitat restoration. She brings expertise in inclusive outreach, community-based social marketing, multi-stakeholder facilitation, training, and evaluation. Clients rely on Gretchen to quickly discern the big picture, ask questions, and develop strategies that help achieve goals. Her strengths include excellent communication skills, effective facilitation and public involvement, and the ability to translate complex technical information into concise and engaging formats. Gretchen holds a certificate in Low Impact Development from the University of Washington, is LEED accredited, and is certified as a Sustainable Building Advisor.

## PROJECT EXPERIENCE

**2015-2016** King County. South Central Action Area Group *Lead Facilitator.* Serves as lead facilitator for the South Central Action Area Group (SCAAG) – one of nine Local Integrating Organizations across Puget Sound charged with locally implementing regional conservation and restoration initiatives. She serves as liaison for stakeholders, identifies funding opportunities for local projects, and facilitating coordination of Puget Sound Partnership Action Agenda implementation.

**2014-2015** Washington State Department of Ecology (WA). LID Code Update/Integration Training *Project Manager.* Designing and implementing in-person and online statewide training programs and toolkits to assist municipal jurisdictions and elected officials in integrating LID into local codes, rules, standards, and other enforceable documents.

**2014-2015** Seattle Public Utilities (WA). Lower Taylor Creek Restoration Public Engagement *Project Manager.* Creating communications channels with South Seattle residents affected by the restoration of Lower Taylor Creek. The project includes outreach strategies, materials, and events that inform neighbors of project developments and captures their feedback.

**2014-2015** Seattle Department of Transportation (WA). Accessible Mount Baker Multimodal Transportation Plan and Public Engagement *Project Manager.* Managing inclusive outreach and public engagement to capture community feedback on safety and transportation improvements related to the Integrated Multimodal Plan for the Mt. Baker light rail station.

**2014-2015** Washington State Department of Ecology. Statewide LID Training Curriculum Development and Delivery *Training and Event Logistics Lead.* Managing logistics for the implementation of a statewide LID training program, including scheduling, advertising, outreach, registration, and coordination. Also providing support for training module design and serving as team lead for outcomes and performance measurement and capacity building.

**2014-2015** Seattle Public Utilities (WA). Delridge Natural Drainage System Project



# Gretchen Muller

## SENIOR ASSOCIATE

*Public Engagement Lead. Supporting Seattle Public Utilities in the development and implementation of a public engagement strategy for the siting and design of natural drainage systems in the public right-of-way.*

**2013** Regional Fisheries Enhancement Group Coalition (WA).  
Legislative Proviso Facilitation Services

*Lead Facilitator. Supported the RFEG Coalition as it develops and implements a legislative proviso that identifies revenue sources capable of providing long-term funding to support the community-based restoration work.*

**2013** City of Bellevue (WA). West Side Storage Project Public Engagement

*Lead Public Engagement Strategist. Designing and implementing a public engagement strategy for the siting of a new 2.5 million gallon water storage reservoir using the 'informed consent' model.*

**2012-2013** Washington State Department of Ecology (WA). Statewide LID Training Needs Assessment and Situation Analysis

*Co-Project Manager. Assisted with development of the Washington State Low Impact Development Training Plan which included a needs assessment to establish a baseline for current capacity, access to resources, and expertise.*

**2012-2013** STORM Consortium (WA). "Don't Drip and Drive" Vehicle Leaks Campaign

*Deputy Project Manager. Supported the design, implementation, and evaluation of the region-wide outreach campaign aimed at preventing and fixing vehicle leaks. Used community-based social marketing (CBSM) approach.*

**2009-2012** City of Seattle (WA). RainWise Rain Garden/Cistern Installation Program

*Planning and Development Specialist II. Managed public engagement strategies for three target CSO Basins. Assisted with development of curriculum, training format, and certification standards for professionals.*

**2009-2012** Seattle Public Utilities (WA). Green Stormwater Infrastructure in Public Right-of-Way

*Planning and Development Specialist II. Assisted with the development and implementation of CSO Public Involvement Plan as well as general and CSO basin specific GSI outreach materials. Co-authored CSO Basin Outreach Plan and facilitated public meetings.*



# Kendra White

ASSOCIATE

## EXPERTISE

- Quantitative and qualitative analysis
- Decision support
- Market research; survey design and analysis; field interviews
- Data visualization

## CREDENTIALS

- B.A., Economics; Colgate University
- Fellow, Institute for Philosophy, Politics, and Economics

Kendra White, Associate, provides research, analysis, and decision support across Cascadia's climate, energy, and sustainability practices. Kendra brings deep quantitative and economic expertise, and previously worked as an economist at the WA Utilities and Transportation Commission (UTC), where she supported the policy decisions of the agency's three Commissioners and facilitated stakeholder meetings regarding cost-benefit screening tools. Since joining Cascadia, Kendra has modeled the costs of implementing a regional onsite swage system (OSS) outreach program; conducted Sound Transit's sustainability inventory and developed models and materials to guide the agency's consideration of climate mitigation strategies; created screening criteria and conducted original research regarding the sharing economy for the Urban Sustainability Directors Network; and developed a waste tracking and decision support tool for the world's largest retail company.

## SELECTED PROJECT EXPERIENCE

### 2015 Washington State Department of Health. OSS Program Evaluation

*Analyst. Developed a financial model that estimated program implementation costs for a regional OSS program, which included education, code enforcement, and other program elements. Supported stakeholder engagement processes and produced a report summarizing the model assumptions, methodology, and outcomes.*

**2014-2015 Sound Transit (WA). On-Call Sustainability Services Task Lead.** *Developed a model that incorporates qualitative and quantitative information regarding potential climate change mitigation options to support Sound Transit's carbon-neutral electricity goal. Developed materials and facilitated multiple meetings discussing policy preferences and tradeoffs between strategies. Also modeled the agency's 2013 and 2014 environmental footprint and recommended methodology and process improvements. Provided data visualization support for a presentation to the Board of Directors regarding year-over-year resource trends.*

### 2014-2015 Urban Sustainability Directors' Network (USDN). Sustainable Consumption Report

*Associate. Conducted field surveys, stakeholder interviews, and economic analyses to quantify the social, environmental, and economic impacts of sharing economy activities, including tool libraries, ridesharing, and reuse markets. Developed screening criteria for determining which sharing economy activities to research and contextualized findings based on the ability of local governments to enhance beneficial activities while reducing negative externalities.*

### 2014-2015 Jefferson County PUD #1. Residential Energy Rebate Program

*Associate. Supporting the design and implementation of a residential rebate program for a newly formed small rural utility. The goal is to market energy efficiency to single-family residences throughout the utility district, install as many energy efficiency measures as possible through single-measure and whole-home retrofits, achieve measurable energy savings, and satisfy Bonneville Power Administration (BPA) verification and reporting requirements.*



Cascadia Consulting Group, Inc. | Seattle | Oakland | Los Angeles | Phoenix

[www.cascadiaconsulting.com](http://www.cascadiaconsulting.com) or [info@cascadiaconsulting.com](mailto:info@cascadiaconsulting.com)

# Kendra White

## ASSOCIATE

### 2014-2015 The Oak Foundation. Environment Program Evaluation and Strategic Plan

*Associate. Supported an evaluation of the Oak Foundation Environment Program's global grants (which totaled over \$151 million from 2009-2013) in the areas of climate change mitigation and marine conservation. Currently building on the evaluation findings by supporting a strategic planning process for program staff, which will result in a new framework to guide the Foundation's work in these areas over the next five years.*

### 2015 Seattle City Light (WA). On-Call Renewables Marketing Program

*Associate. Supporting on-call contract to improve and manage the marketing of three voluntary renewable energy programs: customer generation, Green Up, and Community Solar. Conducting research and developing strategies to aggressively expand the Green Up program.*

### 2014-2015 Snohomish County and Stormwater Outreach for Regional Municipalities (STORM) Consortium (WA). Natural Yard Care Programs Evaluation

*Associate. Supported a comprehensive evaluation study comparing two natural yard care education programs for the Stormwater Operations Regional Management Consortium (STORM) and Snohomish County. The evaluation compares the effectiveness of two educational approaches on resident behavior: one focusing on workshops, and the other incorporating site visits. The project includes pre and post surveys for both treatments as well as control groups.*

### 2015 Snohomish County (WA). Climate Change Adaptation Plan

*Associate. Supporting the development of a vulnerabilities assessment and climate adaptation plan that incorporates economic, environmental, and social planning frameworks.*

### 2014-2015 Seattle Department of Transportation (WA). Delridge Natural Drainage Systems Inclusive Public Engagement Strategy

*Associate. Supports outreach, training, and implementation to inform and educate residents about a natural drainage system project in the Delridge neighborhood.*

### 2014-2015 LinkUp Program. Recycled Materials Market Development

*Associate. Supports market research, analysis, and report development to support ongoing program that aims to expand local (King County) markets for hard-to-recycle C&D and bulky materials, such as shingles, carpets, and mattresses.*

### 2014-2015 Fortune 500 Corporations (various). Zero Waste Planning and Program Implementation

*Associate. Creates and customizes user-friendly models that track waste data for large corporations and their holdings. The tool includes a decision support module that generates waste-reduction strategies based on user input.*

### 2014-2015 Fortune 100 Corporation. Sustainable Landscape Assessment

*Associate. Supporting the preparation of a water-conserving, toxics-reducing, sustainable landscaping plan for a Fortune 100 technology corporation.*

# Kendra White

## ASSOCIATE

### 2015 Tacoma (WA). Sustainable Materials Management Plan

*Associate. Supporting the development of a sustainable materials management plan that aligns waste and recycling operations and programs with established climate, energy, and sustainability planning frameworks.*

### 2014-2105 Olympia (WA). Zero Waste Plan

*Associate. Supporting the development of Olympia's "Road to Zero Waste" plan that includes recommendations and benchmarks for achieving ambitious diversion rates across streams and sectors.*

### 2014 Tacoma (WA). Climate Vulnerability Study

*Associate. Supporting a climate change vulnerability study for the City of Tacoma, covering risks to infrastructure, natural systems, and social systems.*

### 2014 Spokane (WA). Solid Waste Management Plan Update

*Associate. Analyzed historic data to identify trends in waste generation, recycling, and disposal. Trends included diversion potential and waste generation projects for the county.*

## PREVIOUS WORK EXPERIENCE

### 2012-2013 Washington Utilities and Transportation Commission.

#### Regulatory Analysis

*Identified and analyzed complex issues, including resource financing, load forecasting, weather normalization, and cost-effectiveness testing. Synthesized data into meaningful work products such as legal testimony, public memoranda, and oral presentations. Facilitated workshops with private and public stakeholders regarding the quantification of social and environmental costs and benefits. Proposed innovative solutions, including recovery mechanisms for municipal taxes.*

### 2010-2011 Institute of Philosophy, Politics, and Economics. Public Entrepreneurship Research

*Conducted independent, original research on public entrepreneurship through a literature review and field interviews. Analyzed how the features of municipalities impact the creation of farmers' markets in Washington State and identified opportunities for further market development. Created a new database and augmented research with quantitative data from 112 farmers' markets.*



# Kevin Zerbe

## ASSOCIATE

Kevin Zerbe joined Cascadia in 2015 with broad experience in policy analysis, research, and planning related to natural resources, climate change, sustainability, and community resilience. His skillset includes outreach, program coordination and evaluation, data analysis, advocacy, capacity building, government processes, and project management. At Cascadia, Kevin has worked on climate adaptation plans, impact assessments, and vulnerability assessments for local and Tribal governments. He has also served as a project manager, responsible for the coordination of the logistics, planning, and evaluation of the statewide low-impact development training program for Washington state. Previously, Kevin worked as a climate change resilience analyst for an East Coast municipality and as a community analyst and environmental educator.

### EXPERTISE

- Climate change adaptation and resilience policy and planning
- Hazard mitigation and emergency preparedness
- Urban sustainability
- Capacity building
- Community engagement

### CREDENTIALS

- M.S. in Environmental Policy and Management, University of Denver
- Graduate Certificate in Environmental Policy, University of Denver
- B.S. in Urban and Regional Studies, Virginia Commonwealth University

### PROJECT EXPERIENCE

#### 2015 Port Gamble S'Klallam Tribe (WA) Climate Impact Assessment

*Technical writer. Working with the Port Gamble S'Klallam Tribe to collect and translate relevant science to inform decision-making and enhance the Tribe's impact assessment report, which has a special focus on the impacts of sea level rise and ocean acidification on salmon and shellfish.*

#### 2015 Department of Ecology (WA) Statewide Low-Impact Development Training Program

*Project manager. Responsible for coordinating and managing the logistics and planning of training modules statewide, as well as the surveying of attendees and evaluation of program achievements.*

### SELECTED PROFESSIONAL EXPERIENCE

#### 2014-2015 City of Norfolk (VA). Municipal Climate Resilience and Emergency Preparedness Planning

*Special Projects Analyst. Developed long-term recovery plans regarding the impacts of sea level rise, natural disasters, and other hazards. Facilitated partnerships across Federal, State, local, nonprofit, and higher education sectors to develop long-term community recovery strategies. Assisted in the development and implementation of climate change adaptation strategies. Team leader for a gap analysis of City's Emergency Operations and Resiliency Framework.*

#### 2012-2014 Five Points Partnership. Community Outreach and Public Engagement

*Community Analyst. Researched, consulted, advocated, and led community outreach and public engagement efforts. Created innovative community development strategies through economic development, food access, and urban agriculture, and advocated for these strategies to elected officials and civic leaders.*

#### 2013 Elizabeth River Project. Environmental Stewardship and Sustainability Education Projects

*Environmental Educator. Educated grades 3 – 7 on environmental stewardship, sustainability, ecology, and restoration efforts led by the Elizabeth River Project.*





## Philip Mote, Oregon State University

[pmote@coas.oregonstate.edu](mailto:pmote@coas.oregonstate.edu)

Director, Oregon Climate Change Research Institute and Oregon Climate Services

Professor, College of Earth, Ocean, and Atmospheric Sciences

### PROFESSIONAL PREPARATION

Undergraduate institution: Harvard University, Physics (*cum laude*), AB 1987

Graduate institution: University of Washington, Atmospheric Sciences, PhD 1994

Postdoctoral institution: Department of Meteorology, University of Edinburgh and UK Universities Global Atmospheric Modelling Programme, 1994-96

### APPOINTMENTS

2009-pres Director, Oregon Climate Change Research Institute ([occri.net](http://occri.net)); Professor, College of Earth, Ocean, and Atmospheric Sciences, Oregon State University, Corvallis; and Director, Oregon Climate Service, OSU.

2003-2009 State Climatologist - Office of Washington State Climatologist, UW Seattle, WA

1998-2009 Research Scientist - Climate Impacts Group, UW Seattle, WA

1996-2009 Research Scientist, Consultant - NorthWest Research Associates, Bellevue, WA

### PRODUCTS

Mote, P.W., M.R. Allen, R.G. Jones, S.Li, R. Mera, D.E. Rupp, A. Salahuddin, and D. Vickers, 2015: Superensemble regional climate modeling for the western US. *Bull. Amer. Meteorol. Soc.*, doi: 10.1175/BAMS-D-14-00090.1.

Abatzoglou, J., D.E. Rupp, and P.W. Mote, 2014: Understanding seasonal climate variability and change in the Pacific Northwest of the United States. *J. Climate*, 27, 2125–2142 doi: [10.1175/JCLI-D-13-00218.1](https://doi.org/10.1175/JCLI-D-13-00218.1).

Mote, P.W., L. Brekke, P. Duffy, and E. Maurer, 2011: Guidelines for constructing climate scenarios. *EOS, Transactions, Amer. Geophys. Union*, 92, doi:10.1029/2011EO310001.

Minder, J. R., P. W. Mote, and J. D. Lundquist, 2010: Surface temperature lapse rates over complex terrain: Lessons from the Cascade Mountains, *J. Geophys. Res.*, 115, D14122, doi:10.1029/2009JD013493.

Rupp, D.E., P.W. Mote, F.E.L. Otto, and M.R. Allen, 2013: The human influence on the probability of low precipitation in the central United States in 2012. [in *Explaining Extreme Events of 2012 from a Climate Perspective*]. *Bull. Amer. Meteorol. Soc.*, 94 (9), S2-S6.

Zhang, Y., V. Dulière, P. Mote, and E.P. Salathé Jr., 2009: Evaluation of WRF and HadRM meso-scale climate simulations over the United States Pacific Northwest, *J. Climate*, 22, doi: 10.1175/2009JCLI2875.1.

Salathé, E.P., P.W. Mote, and M.W. Wiley, 2007: Review of scenario selection and downscaling methods for the assessment of climate change impacts on hydrology in the United States Pacific Northwest. *Int. J. Climatol.*, 27, 1611–1621, doi: 10.1002/joc.1540.

### SYNERGISTIC ACTIVITIES

Co-leads a research project developing superensemble (many thousands of) simulations of regional climate models at 25 km resolution for the western US (see [www.weatherathome.net](http://www.weatherathome.net)).

Started the Oregon Climate Change Research Institute (OCCRI), now with 19 staff and over 160 affiliated faculty at four universities, enhancing research excellence and interdisciplinary interactions.

Led successful proposals to create regional climate science enterprises for both NOAA (the “Climate Impacts Research Consortium” funded by NOAA’s Regional Integrated Science and Assessments program) and the Department of the Interior (Northwest Climate Science Center, NW CSC), both established in 2010 with OCCRI as the anchor institution. These research enterprises design regionally relevant stakeholder-focused research and support

activities. Only one other PI leads both a RISA and a CSC.  
Lead author of the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report, having served the same role for the IPCC 4th Assessment Report.  
Served on the National Climate Assessment (NCA) Development and Advisory Committee, as well as four committees of the National Research Council.

## COLLABORATORS AND OTHER AFFILIATIONS

### *Collaborators and Co-Editors*

J. Abatzoglou (U Idaho), M.R. Allen (Oxford), I. Allison (Antarctic Climate Resrch Ctr), J. Arnold (US Army Corps of Engineers), J.C. Arnott (Aspen Global Change Inst.), M. Ashfaq (Oak Ridge Natl Lab), E. Beever (USGS), D. Behar (SF Public Utilities Commission), N. Bindoff (U Tasmania), L.C. Bowling (Purdue), G.P. Brasseur (Climate Science Center, Germany), L. Brekke (US Bureau of Reclamation), S.B. Broomell (Carnegie Mellon U), P.F. Bruassard (U Nevada), K. Bumbaco (U Washington), A.J. Busalacchi (U Maryland), J. Carrasco (Meteo Chile), JH Casola (National Academy of Sciences), H Chang (Portland State U), M Clark (Natl Center for Atm Research), J.C. Comiso (NASA), M. Dalton (Oregon State U), K. Dello (Oregon State U), S. Dessai (U Leeds), A. Dessler (Texas A & M), N. Diffenbaugh (Stanford), P. Duffy (Climate Central), K.L. Ebi (U Washington), J.A. Edmonds (PNW Natl Lab), M. Figliozzi (Portland State U), J. Franklin (U Washington), R. Frey (U Wisconsin), J. Furlow (US Agency for Intl Development), S. Ghosh (Indian Inst of Tech Bombay), L. Goddard (Intl Res Inst for Climate and Society), G. Grant (US Forest Service), G.J. Hakim (U Washington), H.C. Hartmann (Unaffiliated), K.C. Hegewisch (U Idaho), D. Hulse (U Oregon), J.W. Hurrell (U Corp for Atmos Resrch), J. Ideker (Oregon State U), K.C. Jacobs (U Arizona), W.K. Jaeger (Oregon State U), S-C Kao (Oak Ridge Nat Lab), G. Kaser (UIBK Austria), J.W. Katzenberger (Aspen Global Change Inst), A. Kumar (Climate Prediction Ctr NOAA), R. Kwok (California Inst of Tech), S. Lancaster (Oregon State U), M.C. Lemos (U Michigan), D.M. Liverman (U Arizona), B. Livneh (U Washington), G. Mauger (U Washington), E. Maurer (Santa Clara U), J. MacArthur (Portland State U), J.J. McDonnell (U Saskatchewan), G. Meehl (NCAR), H. Moradkhani (Portland State U), A.T. Morzillo (Oregon State U), S. Moser (Susanne Moser Resrch & Consulting), R.H. Moss (PNW Natl Lab), T. Murray (Swansea U), A. Nolin (Oregon State U), F. Otto (Env Change Inst, U of Oxford), F. Paul (U Zurich), A. Peterson (U Washington), A.J. Plantinga (U California), R. Pulwarty (NOAA), S.A. Rauscher (Los Alamos Natl Lab), C. Ray (U Colorado), K.T. Redmond (Desert Resrch Inst), S. Reeder (Vulcan, Inc), J. Ren (Chinese Academy of Sciences), E. Rignot (U California), D. Robinson (Rutgers the State of New Jersey), D. Rupp (Oregon State U), M. Santelmann (Oregon State U), E.A. Seyller (US Global Resrch Program), J.B. Smith (Stratus Consulting), A.K. Snover (U Washington), O. Solomina (Russian Academy of Sciences), K. Steffen (U Colorado Boulder), P. Stott (Met Office Hadley Ctr), D. Touma (Stanford U), B.L. Turner (Arizona State U), D.G. Vaughan (British Antarctic Survey), J. Wallace (U Washington), W. Washington (NCAR), T.J. Wilbanks (Oak Ridge Natl Lab), J. Wilkening (U Nevada), J. Wu (Oregon State U), T. Zhang (Rutgers U)

### *Graduate Advisors and Postdoctoral Sponsors*

James R Holton (deceased), Byron Boville (deceased), Robert Harwood (retired).

### *Thesis Advisor and Postgraduate-Scholar Mentor*

Graduate students (3 total): Meredith Payne (MS student graduated 2012, now with Washington State Department of Natural Resources), Sihan Li (PhD student started 2011), Linnia Hawkins (PhD student started 2014).

Postdoctoral scholars (6 total) including Ahmed Salahuddin (previous postdoc, OSU); David Rupp (still at OSU); Robert Mera (previous postdoc, now at Union of Concerned Scientists); Samantha Chisholm Hatfield (current postdoc, OSU); Julie Vano (current postdoc, OSU)

# DARRIN J. SHARP

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970-219-6713, darrin@darrinmail.com, www.linkedin.com/in/darrinjsharp

## SUMMARY

**Specialist in Information Technologies** used for environmental and ecological research. Comprehensive industry experience in system administration; software design, development, testing, and maintenance. Industry experience and academic training in theoretical and applied ecology, water resources, and climatology.

## TECHNICAL SKILLS

<b>Languages</b>	C/C++, C#, Perl, IDL, FORTRAN, (Object)Pascal, JavaScript, R
<b>Operating Systems and Shells</b>	Unix, Linux, Windows, Mac OS X, csh/ksh/bash, Powershell
<b>Source Code Control</b>	Git, Clearcase, CVS, RCS, SCCS
<b>Development Environments</b>	.Net, Eclipse, Delphi, Visual Studio, IDL DE, R Studio Server
<b>Other Skills and Technologies</b>	HTML, XML, Dreamweaver, Wordpress, Object Oriented and Procedural Programming, SAS, coursework in ESRI ArcGIS

## PROFESSIONAL EXPERIENCE

### **Software Engineer/System Administrator/Researcher** **2009-Present**

The Oregon Climate Change Research Institute (OCCRI) at Oregon State University  
Corvallis, OR (telecommuting from Fort Collins, CO)

⇒ Scientific software development for visualization and analysis; Linux system administration; Project Management; web site maintenance and development; climate change research and outreach.

- Scientific software development

IDL programming, and Linux shell and R scripting for scientific visualization and processing of climatological data sets (mostly netCDF); consult with co-workers on revision control issues and strategies

- Linux System administration

Primary admin for three CentOS Linux servers; developed and implemented backup strategy; monitor system security; system maintenance; consult with co-workers on Linux issues

- Project Management

PM for \$4M USDA Ecological, Economics, and Statistical modeling project; project staff includes four Principle Investigators plus affiliated research assistants and post-docs; includes project administration, development of technology infrastructure strategy, and overall project workflow

- Web site maintenance and development

Installation and maintenance of Wordpress for four websites; Apache configuration; content development and updates to Wordpress sites; primary liaison with outside website developer; recovery of crashed website

- Climate change research

Primary author of four reports on regional impacts of climate change, contributing author to over 10 other reports; over 20 presentations to professional and non-professional audiences on various climate change topics

**Software Development Engineer in Test****2008-2009**

Microsoft Corp. (on contract through TEKSystems, Inc.)  
Boulder, Colorado

⇒ Developed tools and executed testing strategies for Microsoft's geospatial mapping product, Virtual Earth/Bing Maps; had primary responsibility for ensuring quality of a key "pipeline" used for image orthorectification, stitching/merging, tiling, and color balancing.

- Testing

Developed and documented test strategies and test results; maintained and updated testing results for internal publication; successfully tested and released the pipeline for seven internal major releases and over ten minor "hot fix" releases; identified over 100 new defects; validated fixes for over 150 new and existing defects

- Tools development

Developed .Net tools for querying pipeline results, archiving images, and automating test execution

**Senior Software Engineer****2007-2008**

Riverside Technology, inc. (RTi)  
Fort Collins, Colorado

⇒ Developed and supported hydrological modeling software; Linux system administration; developed small OpenLayers web demo; data acquisition and management.

- Software development and maintenance

Designed, coded, and tested enhancements to the National Weather Service River Forecast System (NWSRFS) in C++ and FORTRAN; evaluated NWSRFS build environment and process and suggested improvements; researched and developed prototype OpenLayers mapping application

- Linux system administration

Performed System Administration for the RTi Linux cluster (8 machines used daily by 20+ engineers); monitored backups and daily operations; consulted with and trained staff on Linux and related technologies; re-architected the RTi Linux environment to improve efficiency and ensure adequate backups via AMANDA (an Open Source backup tool); implemented a Network File System (NFS) and Network Information Service (NIS)

**Ecological Modeler/Senior Software Engineer****2004-2006**

Montgomery, Watson, and Harza, Inc. (MWH)  
Fort Collins, Colorado

⇒ Developed and applied a spatially and temporally explicit, dynamic, general ecosystem model.

- Software development

Led restructuring of 60,000 lines of non-functional Delphi source code into a functional Object Oriented spatially and temporally explicit, dynamic, general ecosystem model; included development, testing, technical support, documentation, and training; developed and delivered a model marketing presentation to over 100 MWH engineers, and managers

- Model application

Applied the model in collaboration with other team members for the US Bureau of Reclamation and City of Chicago

**Software Design, Development, Test, and Maintenance Engineer      1995-2003**

Hewlett-Packard Co.  
Fort Collins, Colorado

⇒ Developed and supported system level graphics software and tools for Unix/Linux and Windows platforms.

- Software development, maintenance, and testing

Performed primary technical support for the HP-UX X/Windows system in a C/C++ environment; reduced an aging backlog of defects from >70 to <5 in 12 months; provided high-priority response to an average of one customer hot-site every two months

- Product builds and source code control system administration

Managed product builds consisting of over 300,000 lines of C/C++ code; provided reliable daily, weekly, and release builds for HP-UX graphics products (X/Windows, three Graphics Application Programmer Interfaces, and 20+ device drivers); integrated separate 2D and 3D build processes into a single process in order to improve build efficiency; implemented build process improvements, reducing runtimes by >50%; managed the source code control system used by over 50 engineers (using RCS and ClearCase)

**EDUCATION**

MS, Graduate Degree Program In Ecology, Colorado State University, Fort Collins, Colorado

MS, Computer Science, University of Illinois, Urbana, Illinois

BS, Computer Science, University of Illinois, Urbana, Illinois

# JEFF GOLDEN

Ashland, OR

(541) 488-7921

[jeff@trltg.com](mailto:jeff@trltg.com)

## SUMMARY OF QUALIFICATIONS

Jeff Golden has been involved in organizational development and group process since his service as a Jackson County Commissioner (1987-1991), where he earned regional recognition for collaborative solutions to timber worker displacement and substandard air quality in the Rogue Valley. After certification in two national programs for mediation and team-building, Jeff founded Golden Communications in 1991. Since that time he has assisted several dozen organizations in strategic planning and goal-setting, mediation, team-building, effective communications training, executive coaching, visioning and change management.

## AREAS OF EFFECTIVENESS

Public Participation

Media relations

Internal Consulting &  
Conflict Management

Building Civic

Community

Building Common Ground

Vision/Mission  
clarification

Leadership Development

Facilitation, Group Processes

Team Building

Management/Employee  
Collaboration

Communication training

## SERVICE DETAILS

### **Civic and Public Sector Initiatives**

Design, convene and moderate public participation events to air concerns and seek consensus on divisive public issues and policies. Frame issues to fit citizen interests and concerns.

Interface with media so that reporting is as accurate and helpful to citizens as possible.

Bring together traditional adversaries to enhance mutual understanding, explore possibilities for new collaboration, and reduce intensity of future conflict.

### **Organizational Development and Facilitation**

Assess causes of under performance in work groups and formulate processes and agreements to address them (trademarked "Cleaning the Plough" service).

Establish "contract negotiations" among conflicting individuals to insure commitment to improved relationships.

Clarify and re-energize organizational vision and purpose during adverse times.

Generate clarity and commitment to near-term action steps, maintaining focus on individual's ability to begin measurable and effective change.

## Jeff Golden (continued)

### **Basic Skills Training**

Communications training designed to de-personalize conflict, defuse defensiveness, and effectively deliver communication.

“Cleaning the Plough”: A format for reframing interpersonal conflict into shared challenges to improve group performance and workplace satisfaction.

External communication: delivering information to identified audiences (citizens, customers, media, other work units) with maximum accuracy and effectiveness.

Leadership: appropriate application of different leadership and decision-making strategies to different situations.

## PROFESSIONAL HISTORY

### **Founder, producer, host, *Immense Possibilities***

**2010-present**

Through the for-profit Immense Possibilities LLC, Jeff created and continues to produce this weekly public television and Internet series featuring inclusive, sustainable innovations that fortify communities, stimulate intergenerational collaboration and build bridges across political, social and cultural divides.

### **Founder, Principal Consultant, Golden Communications**

**1991- Present**

Jeff founded GOLDEN COMMUNICATIONS (GC) in 1991 to guide public sector, corporate, small business and non-profit groups through a wide variety of projects and processes. These include SWOT and landscape analyses, strategic and tactical planning, dispute resolution, organizational visioning and goal-setting, team-building, consumer/constituent focus groups, communication training and coaching, leadership development and “Cleaning the Plough,” a signature GC service that efficiently upgrades communication and morale among work teams. Jeff has also mediated to successful resolution 100% of the cases referred to him by the Jackson County Circuit courts.

### **Author and commentator on social and cultural affairs**

**1990-Present**

Jeff has written four books (*Watermelon Summer*, *Forest Blood*, *As If We Were Grownups* and *Unafraid*) and hundreds of newspaper columns focusing on contemporary issues and group dynamics in dealing with them

### **Public affairs broadcasting**

**1983- 2007**

Extensive experience reporting on civic affairs and facilitating public conversation, particularly as host/producer of the public television series *The Downstate Gazette* (1983-1986) and the award-winning NPR talk show *The Jefferson Exchange* (1998-2007).

**Elected and Appointed Official****1987-1997**

As a Jackson County (Oregon) Commissioner Jeff facilitated and developed complex multi-party agreements among the jurisdictions of Southern Oregon. He was an initial facilitator of the Applegate Partnership that pioneered collaboration among traditional forest-management adversaries and co-chair of the Governor's Regional Strategies program for Southwestern Oregon. As Chief of Staff to the Oregon Senate President, he coordinated the work of various legislative committees and facilitated weekly sessions among key stakeholders to reform Oregon's tax system. As environmental policy aide for the City of Portland, he facilitated sessions among various jurisdictions to develop a fifty-year water supply plan for the Portland Metro area.

**Jeff Golden (continued)****International Interpretive Service  
2007****1979-1985,**

Delivered a series of workshops to Russian Journalists on Political and Election Reporting, 2007.

Served as a contract escort/interpreter in the U.S. Department of State's International Visitors Program, guiding emerging leaders from around the world on six-seven week visits throughout the United States.

**EDUCATION**

Media Fellowship, Property & Environment Research Center, Bozeman MT (2007)

American Leadership Forum, 1989

Masters of Arts Degree (MA), Communications, Stanford University (1983)

National Scholar, Social Studies, Harvard University, 1968-70

**TRAINING/CERTIFICATIONS**

Media Fellow, PERC, Bozeman, Montana

Senior Fellow, American Leadership Forum, Portland Oregon

Rocky Mountain Leadership Program Fellow

Mediation Mastery Certification, Community Dispute Resolution Center, Salem, Oregon

Mediation Mastery Certificate, Yarbrough Associates, Boulder, Colorado

Various Spanish Language Certifications

**CLIENT LIST INCLUDES:**

Hewlett Packard



The Bear Creek Corporation

The United Farmworkers

Pacific Power

The U.S. Forest Service

SOLV

Jackson, Multnomah and Curry Counties

Jackson County Courts

The cities of Portland and Grants Pass

School and fire districts across the state of Oregon

The Oregon Tourism Division

### Jeff Golden (continued)

The Oregon Department of Services to Children and Families

The Rogue Valley Transportation District

The American Leadership Forum and several school districts and non-profit community service organizations

### BOOKS authored:

*Watermelon Summer*

*Forest Blood*

*As If We Were Grownups*

*Unafraid: A Novel of the Possible*

*Everything We Know About Leadership* (pub date July 2013)

# JILL SIMMONS

971 20<sup>th</sup> Avenue, Seattle WA 98122 – 206.669.3244 – simmons.jill@gmail.com

## Professional Summary

**Skilled executive with demonstrated leadership abilities. 15+ years leading and implementing environmental sustainability and local government initiatives.**

- **Strategic manager: proven track record leading organizations, people, and programs to innovate and achieve results.**
- **Collaborative leader: builds strong relationships with staff, colleagues, and external partners.**
- **Clear communicator: adept at building support for a vision, articulating outcomes, and translating technical information.**

## Relevant Experience

**City of Seattle, Office of Sustainability & Environment**

Director

2010 – 2015

Appointed by Mayor of Seattle (and confirmed by City Council) to lead City's environmental office. Served in two mayoral administrations in cabinet-level position.

### *Strategic Direction*

- Developed Office's strategic vision across seven main program areas: climate change, building energy, urban forestry, green infrastructure, food policy, electric vehicles, and equity & environment.
- Advanced Office's work program through strong relationships with elected officials, City departments, and environmental and community organizations.
- Oversaw development of five City plans: Seattle Climate Action Plan, Urban Forest Stewardship Plan, Food Action Plan, Green Stormwater Infrastructure Strategy, Resource Conservation Management Plan.
- Spearheaded development of the Equity & Environment Initiative, a community partnership to deepen Seattle's commitment to race and social justice.

### *Organizational Management*

- Tripled Office's annual operating budget (to \$3 million) in 5 years, and leveraged an additional \$27 million in public and private funding to support Office programs.
- Oversaw management and reporting for federal and private grants, exceeding all grant objectives.
- Managed Office staff through significant growth from 8 to 20 staff members.
- Overhauled Office structure, protocols, and performance management process to advance organizational growth and direction.

### *Program Management*

- Built the nation's premier energy benchmarking and reporting program, achieving a 99% compliance rate and positioning program to help building owners increase energy efficiency.
- Piloted leading-edge efficiency models across six building sectors through Community Power Works, upgrading more than 3,000 homes, 50 small businesses and 1.5 million square feet of commercial space.
- Oversaw development and expansion of Fresh Bucks, an innovative program to double the purchasing power of low-income residents shopping at farmer's markets.

### *Performance Monitoring*

- Directed development of Seattle's first environmental progress report, which tracked Seattle's progress in achieving more than 50 environmental outcomes.
- Oversaw Seattle's sustainability assessment that resulted in a 5-STAR rating by STAR Communities, a national framework for evaluating local community sustainability.

### *Regional & National Leadership*

- Board Member, Puget Sound Clean Air Agency (representing Seattle Mayor)
- Chair, Green Seattle Partnership Executive Council, a public-private partnership to restore Seattle's forests
- Co-Chair, Urban Sustainability Director's Network Innovation Fund, investing \$1 million annually in local government sustainability projects around the nation

**City of Seattle, Office of Sustainability & Environment**

Climate Protection Program Manager

2007 – 2010

Managed the Office's climate protection team and coordinated interdepartmental implementation of the Seattle Climate Action Plan.

- Provided strategic direction and program management for the City's climate protection initiative, including setting priorities and developing new climate program and policies.
- Supervised Office's climate protection team and matrix-managed a multi-departmental effort to achieve the City's climate goals.
- Measured City's progress implementing the Climate Action Plan, including progress reports, indicator tracking, and updates of Seattle's greenhouse gas inventory.

**City of Seattle, Department of Finance**

Fiscal & Policy Analyst

2005 – 2007

Served as policy and budgetary liaison between the Mayor's Office and City departments, including Sustainability & Environment, Parks & Recreation, and Arts & Cultural Affairs.

- Evaluated budget requests for cost-effectiveness and consistency with Mayoral priorities.
- Analyzed policy proposals to advance the Mayor's environmental initiatives.

**Northwest Area Foundation**

Associate Program Officer

1997 – 2000

Worked intensively with communities to develop strategic plans for ten-year, ten-million-dollar partnerships with the Foundation.

- Co-led two community planning initiatives that resulted in long-term Foundation investments.
- Developed reports and recommendations, which the Board of Directors used to direct community programs and Foundation investments.

Other Work  
Experience

**University of Washington, Evans School of Public Affairs**

2002 – 2004

Graduate Research Assistant

Worked as part of research team to conduct three growth management and transportation studies commissioned by the Washington State Legislature.

**The Defender Association, Racial Disparity Project**

2002

Law Clerk

Researched legal theories for court cases and drafted legislative amendments to achieve policy goals.

**Northwest Women's Law Center**

2001

Law Clerk

Developed legal and legislative strategies to advance women's rights.

Education

**Juris Doctorate with High Honors**

2004

University of Washington, School of Law

**Master of Public Administration**

2004

University of Washington, Evans School of Public Affairs

**Bachelor of Arts in Political Science, summa cum laude**

1997

University of Minnesota, College of Liberal Arts

## David E. Van't Hof

**ADDRESS:**

3424 NE 42<sup>nd</sup> Ave

Portland, OR 97213

[vanthofd30@gmail.com](mailto:vanthofd30@gmail.com)

**OBJECTIVE:** Policy and Regulatory work in the Sustainability and Climate Change Sectors

**SUMMARY:**

- Over fifteen years of experience in the sustainability and climate change sectors, including government relations, community outreach, legal, regulatory, project management and policy expertise
- Oregon Governor's Sustainability and Climate Change policy advisor
- Energy and natural resource attorney specializing in project permitting and development, regulatory issues, government relations and corporate transactions

**EDUCATION:** **J.D., University of Michigan Law School, Ann Arbor, MI, 2003 to 2005**  
Graduated Cum Laude

**B.A., Philosophy, Trinity College, Hartford, CT, 1984 to 1988**  
Graduated Phi Beta Kappa

**EXPERIENCE:** **David Vant Hof Legal and Strategic Solutions, August 2013 to Present**

**Portland, Oregon**

- Advise Clean Energy Works/Enhabit with legal and policy issues concerning development of the organization
- Advise Climate Solutions on climate, energy efficiency and renewable energy policy issues
- Advise City of Portland with public outreach and policy for fossil fuel export policy
- Advise Mid Columbia Economic Development Association regarding California renewable energy policy and access to California markets
- Advise several renewable energy development projects (wind, biogas, solar) with regulatory, government and agency relations and strategic development issues
- Researched and drafted climate resiliency guidebook for West Coast Infrastructure Exchange to assist small water utilities in the Pacific Northwest
- Advise several renewable energy developers (wind, biogas, solar) with regulatory, government and agency relations and strategic development issues

**Shareholder, Lane Powell PC, September 2009 to 2013**

**Portland OR**

- Represented wind, solar, micro-hydro, geothermal and bio-energy developers in permitting, financing and constructing renewable energy projects
- Represented renewable energy clients in government affairs, and legislative and administrative issues

**Sustainability and Climate Change Advisor to Governor Kulongoski, Salem, OR,  
January 2003 to June 2009**

- Responsible for developing and implementing Governor's renewable energy, climate change and sustainability initiatives

- Responsible for coordinating sustainability planning across key government agencies, including energy efficiency, transportation, renewable energy integration, sustainable product use.
- Responsible for developing legislative concepts and stakeholder outreach for renewable energy and climate change initiatives including: renewable portfolio standard, solar feed in tariff, biofuels, low carbon fuel standard, GHG reduction goals and can and trade.
- Represented the Governor with numerous boards and stakeholder work groups including: Sustainability Board; Governor's Global Warming Advisory Group; Governor's Geothermal Work Group; and Governor's Renewable Energy Work Group
- Was primary contact within Governor's Office for renewable energy stakeholders and businesses and led renewable energy initiatives on state lands and buildings
- Helped create and represented Oregon as lead negotiator in the Western Climate Initiative, a multi-state and Canadian province greenhouse gas reduction initiative

**Associate, Stoel Rives LLP, January 1998 to January 2003**

**Portland, OR**

- Specialized in energy facility siting and permitting; worked on several hydro, wind farm and natural gas facility projects
- Developed firm's pro bono asylum law program working primarily with Somali refugees
- Led Firm's Associate Participation in Campaign for Equal Justice

**Judicial Law Clerk to Oregon Supreme Court, January 1995 to June 1997**

**Salem, OR**

- Reviewed petitions for review and wrote draft opinions for the court

**Co-Founder, Hands on Portland nonprofit organization**

**Portland, OR, January 1996 to 2001**

- Helped found and incorporate new non profit organization focused on volunteerism
- Served as Board member and then Board Chair, led successful fundraising effort to start organization, including over \$300,000 in grants from Meyer Memorial Trust and the Rose Tucker and Collins Foundations; hired organization's first executive director

**Peace Corps Volunteer, January 1989 to June 1991**

**Senegal, West Africa**

- Community Development volunteer in small rural village
- Managed well construction, small medical pharmacy, latrine and women's garden projects in several neighboring villages

**Other Non-Profit Board Experience**

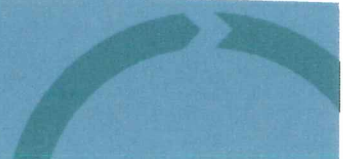
- Board Member, Green Empowerment, 2007 to 2013; Board Chair 2011-2013
- Board Member, Drive Oregon (Electric Vehicles), 2011 to 2013
- Board Member, Green Sports Alliance, 2011 to 2013
- Board Member, Oregon Solar Energy Industry Association, 2010 to 2013
- Board Member, Climate Solutions, 2011 to 2015

## APPENDIX B: PROOF OF INSURANCE

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[Faint, illegible text, likely a placeholder for insurance proof]

[Faint, illegible text, likely a placeholder for insurance proof]





**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**LIABILITY PLUS ENDORSEMENT**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

**SCHEDULE**

Name of Person or Organization:

Any person or organization in which you are required by written contract, agreement or permit

**ADDITIONAL INSURED — BY WRITTEN CONTRACT, AGREEMENT OR PERMIT, OR SCHEDULE**

The following paragraph is added to WHO IS AN INSURED (Section II):

- 4. Any person or organization shown in the Schedule or for whom you are required by written contract, agreement or permit to provide insurance is an insured, subject to the following additional provisions:
  - a. The contract, agreement or permit must be in effect during the policy period shown in the Declarations, and must have been executed prior to the "bodily injury", "property damage", or "personal and advertising injury".
  - b. The person or organization added as an insured by this endorsement is an insured only to the extent you are held liable due to:
    - (1) The ownership, maintenance or use of that part of premises you own, rent,

lease or occupy, subject to the following additional provisions:

- (a) This insurance does not apply to any "occurrence" which takes place after you cease to be a tenant in any premises leased to or rented to you;
- (b) This insurance does not apply to any structural alterations, new construction or demolition operations performed by or on behalf of the person or organization added as an insured;
- (2) Your ongoing operations for that insured, whether the work is performed by you or for you;
- (3) The maintenance, operation or use by you of equipment leased to you by such person or organization, subject to the following additional provisions:
  - (a) This insurance does not apply to any "occurrence" which takes place after the equipment lease expires;

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Copyright, Insurance Services, 2001

(b) This insurance does not apply to "bodily injury" or "property damage" arising out of the sole negligence of such person or organization;

(4) Permits issued by any state or political subdivision with respect to operations performed by you or on your behalf, subject to the following additional provision:

This insurance does not apply to "bodily injury", "property damage", or "personal and advertising injury" arising out of operations performed for the state or municipality.

c. The insurance with respect to any architect, engineer, or surveyor added as an insured by this endorsement does not apply to "bodily injury", "property damage", or "personal and advertising injury" arising out of the rendering of or the failure to render any professional services by or for you, including:

(1) The preparing, approving, or failing to prepare or approve maps, drawings, opinions, reports, surveys, change orders, designs or specifications; and

(2) Supervisory, inspection or engineering services.

d. This insurance does not apply to "bodily injury" or "property damage" included within the "products-completed operations hazard".

A person's or organization's status as an insured under this endorsement ends when your operations for that insured are completed.

No coverage will be provided if, in the absence of this endorsement, no liability would be imposed by law on you. Coverage shall be limited to the extent of your negligence or fault according to the applicable principles of comparative fault.

#### NON-OWNED WATERCRAFT AND NON-OWNED AIRCRAFT LIABILITY

Exclusion g. of COVERAGE A (Section I) is replaced by the following:

g. "Bodily injury" or "property damage" arising out of the ownership, maintenance, use or entrustment to others of any aircraft, "auto" or watercraft owned or operated by or rented or loaned to any insured. Use includes operation and "loading or unloading".

This exclusion applies even if the claims against any insured allege negligence or other wrongdoing in the supervision, hiring, employment, training or monitoring of others by that insured, if the "occurrence" which caused the "bodily injury" or "property damage" involved the ownership, maintenance, use or entrustment to others of any aircraft, "auto" or watercraft that is owned or operated by or rented or loaned to any insured.

This exclusion does not apply to:

(1) A watercraft while ashore on premises you own or rent;

(2) A watercraft you do not own that is:

(a) Less than 52 feet long; and

(b) Not being used to carry persons or property for a charge;

(3) Parking an "auto" on, or on the ways next to, premises you own or rent, provided the "auto" is not owned by or rented or loaned to you or the insured;

(4) Liability assumed under any "insured contract" for the ownership, maintenance or use of aircraft or watercraft; or

(5) "Bodily injury" or "property damage" arising out of:

(a) the operation of machinery or equipment that is attached to, or part of, a land vehicle that would qualify under the definition of "mobile equipment" if it were not subject to a compulsory or financial responsibility law or other motor vehicle insurance law in the state where it is licensed or principally garaged; or

(b) the operation of any of the machinery or equipment listed in Paragraph f.(2) or f.(3) of the definition of "mobile equipment".

(6) An aircraft you do not own provided it is not operated by any insured.

#### TENANTS' PROPERTY DAMAGE LIABILITY

When a Damage To Premises Rented To You Limit is shown in the Declarations, Exclusion j. of Coverage A, Section I is replaced by the following:

##### j. Damage To Property

"Property damage" to:

(1) Property you own, rent, or occupy, including any costs or expenses incurred by you, or



any other person, organization or entity, for repair, replacement, enhancement, restoration or maintenance of such property for any reason, including prevention of injury to a person or damage to another's property;

- (2) Premises you sell, give away or abandon, if the "property damage" arises out of any part of those premises;
- (3) Property loaned to you;
- (4) Personal property in the care, custody or control of the insured;
- (5) That particular part of real property on which you or any contractors or subcontractors working directly or indirectly on your behalf are performing operations, if the "property damage" arises out of those operations, or
- (6) That particular part of any property that must be restored, repaired or replaced because "your work" was incorrectly performed on it.

Paragraphs (1), (3) and (4) of this exclusion do not apply to "property damage" (other than damage by fire) to premises, including the contents of such premises, rented to you. A separate limit of insurance applies to Damage To Premises Rented To You as described in Section III - Limits Of Insurance.

Paragraph (2) of this exclusion does not apply if the premises are "your work" and were never occupied, rented or held for rental by you.

Paragraphs (3), (4), (5) and (6) of this exclusion do not apply to liability assumed under a side-track agreement.

Paragraph (6) of this exclusion does not apply to "property damage" included in the "products-completed operations hazard".

Paragraph 6. of LIMITS OF INSURANCE (Section III) is replaced by the following:

- 6. Subject to 5. above, the Damage To Premises Rented To You Limit is the most we will pay under Coverage A for damages because of "property damage" to any one premises, while rented to you, or in the case of damage by fire, while rented to you or temporarily occupied by you with permission of the owner.

The Damage To Premises Rented To You limit is the higher of the Each Occurrence Limit shown in the Declarations or the amount shown in the Declarations as Damage To Premises Rented To You Limit.

**WHO IS AN INSURED — MANAGERS**

The following is added to Paragraph 2.a. of WHO IS AN INSURED (Section II):

Paragraph (1) does not apply to executive officers, or to managers at the supervisory level or above.

**SUPPLEMENTARY PAYMENTS — COVERAGES A AND B — BAIL BONDS — TIME OFF FROM WORK**

Paragraph 1.b. of SUPPLEMENTARY PAYMENTS — COVERAGES A AND B is replaced by the following:

- b. Up to \$3,000 for cost of bail bonds required because of accidents or traffic law violations arising out of the use of any vehicle to which the Bodily Injury Liability Coverage applies. We do not have to furnish these bonds.

Paragraph 1.d. of SUPPLEMENTARY PAYMENTS — COVERAGES A AND B is replaced by the following:

- d. All reasonable expenses incurred by the insured at our request to assist us in the investigation or defense of the claim or "suit", including actual loss of earnings up to \$500 a day because of time off from work.

**EMPLOYEES AS INSUREDS — HEALTH CARE SERVICES**

Provision 2.a.(1)(d) of WHO IS AN INSURED (Section II) is deleted, unless excluded by separate endorsement.

**EXTENDED COVERAGE FOR NEWLY ACQUIRED ORGANIZATIONS**

Provision 3.a. of WHO IS AN INSURED (Section II) is replaced by the following:

- a. Coverage under this provision is afforded only until the end of the policy period.

**EXTENDED "PROPERTY DAMAGE"**

Exclusion a. of COVERAGE A (Section I) is replaced by the following:

- a. "Bodily injury" or "property damage" expected or intended from the standpoint of the insured. This exclusion does not apply to "bodily injury" or "property damage" resulting from the use of reasonable force to protect persons or property.

### **EXTENDED DEFINITION OF BODILY INJURY**

Paragraph 3. of DEFINITIONS (Section V) is replaced by the following:

3. "Bodily injury" means bodily injury, sickness or disease sustained by a person, including mental anguish or death resulting from any of these at any time.

### **TRANSFER OF RIGHTS OF RECOVERY**

The following is added to Paragraph 8. Transfer Of Rights Of Recovery Against Others To Us of COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):

We waive any rights of recovery we may have against any person or organization because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to a person or organization for whom you are required by written contract, agreement or permit to waive these rights of recovery.

### **AGGREGATE LIMITS OF INSURANCE — PER LOCATION**

For all sums which the insured becomes legally obligated to pay as damages caused by "occurrences" under COVERAGE A (Section I), and for all medical expenses caused by accidents under COVERAGE C (Section I), which can be attributed only to operations at a single "location":

Paragraphs 2.a. and 2.b. of Limits of Insurance (Section III) apply separately to each of your "locations" owned by or rented to you.

"Location" means premises involving the same or connecting lots, or premises whose connection is

interrupted only by a street, roadway, waterway, or right-of-way of a railroad.

### **INCREASED MEDICAL EXPENSE LIMIT**

The Medical Expense Limit is amended to \$10,000.

### **KNOWLEDGE OF OCCURRENCE**

The following is added to Paragraph 2. Duties In The Event Of Occurrence, Offense, Claim Or Suit of COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):

Knowledge of an "occurrence", claim or "suit" by your agent, servant or employee shall not in itself constitute knowledge of the named insured unless an officer of the named insured has received such notice from the agent, servant or employee.

### **UNINTENTIONAL FAILURE TO DISCLOSE ALL HAZARDS**

The following is added to Paragraph 6. Representations of COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):

If you unintentionally fail to disclose any hazards existing at the inception date of your policy, we will not deny coverage under this Coverage Form because of such failure. However, this provision does not affect our right to collect additional premium or exercise our right of cancellation or non-renewal.

### **LIBERALIZATION CLAUSE**

The following paragraph is added to COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):

10. If a revision to this Coverage Part, which would provide more coverage with no additional premium, becomes effective during the policy period in the state shown in the Declarations, your policy will automatically provide this additional coverage on the effective date of the revision.



# CERTIFICATE OF LIABILITY INSURANCE

OP ID: SR

DATE (MM/DD/YYYY)  
12/14/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Sprague Israel Giles 1501 Fourth Avenue, Suite 730 Seattle, WA 98101-3225 Robert Karl	CONTACT NAME:		
	PHONE (A/C, No, Ext):	FAX (A/C, No):	
E-MAIL ADDRESS: CA License #0192858			
PRODUCER CUSTOMER ID #: CASCA-1			
INSURED Cascadia Consulting Group, Inc 1109 1st Ave., Ste. 400 Seattle, WA 98101	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A:	American States Insurance Co.	19704
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY	X		01CH761656-8	03/19/2015	03/19/2016	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
							GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC
A	AUTOMOBILE LIABILITY			01CH761656-8	03/19/2015	03/19/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input checked="" type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (PER ACCIDENT) \$
	<input checked="" type="checkbox"/> HIRED AUTOS						Comp Ded \$ 250
	<input checked="" type="checkbox"/> NON-OWNED AUTOS						Coll Ded \$ 500
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DEDUCTIBLE						\$
	RETENTION \$						\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A	01CH761656-8 WA STOP GAP	03/19/2015	03/19/2016	WC STATU-TORY LIMITS <input checked="" type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
The City of Ashland, Oregon, and its elected officials, officers and employees are additional insured with respects General and Auto Liability, subject to a written contract being in force.  
Insurance is Primary and Non Contributory  
Re: Climate and Energy Action Plan

**CERTIFICATE HOLDER****CANCELLATION**

City of Ashland  
90 North Mountain Avenue  
Ashland, OR 97520

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# CERTIFICATE OF LIABILITY INSURANCE

OP ID: SR

DATE (MM/DD/YYYY)

12/14/2015

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PRODUCER <b>Sprague Israel Giles</b> 1501 Fourth Avenue, Suite 730 Seattle, WA 98101-3225 Robert Karl	CONTACT NAME:		
	PHONE (A/C, No, Ext):	FAX (A/C, No):	
E-MAIL ADDRESS: <b>CA License #0192858</b>			
PRODUCER CUSTOMER ID #: <b>CASCA-1</b>			
INSURED <b>Cascadia Consulting Group, Inc</b> 1109 1st Ave., Ste. 400 Seattle, WA 98101	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A:	Darwin Select Insurance Co.	<b>24319</b>
	INSURER B:	NON ADMITTED CARRIER	
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.


INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	GENERAL LIABILITY						EACH OCCURRENCE \$	
	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$	
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						MED EXP (Any one person) \$	
							PERSONAL & ADV INJURY \$	
							GENERAL AGGREGATE \$	
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$	
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						\$	
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$	
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$	
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$	
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (PER ACCIDENT) \$	
	<input type="checkbox"/> HIRED AUTOS						\$	
	<input type="checkbox"/> NON-OWNED AUTOS						\$	
	UMBRELLA LIAB						EACH OCCURRENCE \$	
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE \$	
	<input type="checkbox"/> CLAIMS-MADE						\$	
	DEDUCTIBLE						\$	
	RETENTION \$						\$	
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						WC STATU-TORY LIMITS	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y/N	N/A				OTHER	
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$	
							E.L. DISEASE - EA EMPLOYEE \$	
							E.L. DISEASE - POLICY LIMIT \$	
<b>A</b>	<b>Professional Liab</b> \$25,000 Deductible			<b>0304-2934</b> RETRO-DATE: 12/17/08	<b>12/17/2015</b>	<b>12/17/2016</b>	<b>EA.CLAIM</b> <b>Aggregate</b>	<b>1,000,000</b> <b>1,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

\*\*\*EVIDENCE ONLY\*\*\*

Re: Climate & Energy Action Plan

**CERTIFICATE HOLDER****CANCELLATION**

<b>City of Ashland</b> <b>90 North Mountain Avenue</b> <b>Ashland, OR 97520</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

## ADDITIONAL INSURED PRIMARY COVERAGE

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

### SCHEDULE

#### Name of Person or Organization:

Any person or organization for whom you are required by written contract, agreement or permit to provide Non Contributory coverage, for your work on all jobs at all locations for the named person or organization.

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

**SECTION II — WHO IS AN INSURED** is amended to include as an additional insured the person or organization shown in the Schedule subject to the following provisions:

1. The additional insured is an insured but only for liability directly resulting from:
  - a. your ongoing operations for the additional insured whether the work is performed by you or for you; or
  - b. the general supervision of your ongoing operations by the additional insured.
2. This insurance does not apply to:
  - a. "Bodily injury" or "property damage" arising out of any act or omission of, or for defects in design furnished by or for, the additional insured or
  - b. "Bodily injury" or "property damage" included within the "products-completed operations hazard."

A person's or organization's status as an additional insured under this endorsement ends when your operations for that insured are completed.

No coverage will be provided if, in the absence of this endorsement, no liability would be imposed by law on

you. Coverage shall be limited to the extent of your negligence or fault according to the applicable principles of comparative fault.

The insurance provided will not exceed the lesser of:

- a. The coverage and/or limits of this policy, or
- b. The coverage and/or limits required by the contract, agreement or permit.

With respect to the insurance afforded the additional insured, paragraph 4. of **SECTION IV — COMMERCIAL GENERAL LIABILITY CONDITIONS** is deleted and replaced by the following:

#### 4. Other Insurance

- a. This insurance is primary and noncontributory, and our obligations are not affected by any other insurance where the additional insured is the Named Insured, whether primary, excess, contingent, or on any other basis; however, the defense of any claim or "suit" must be tendered as soon as practicable to all other insurers which potentially provide insurance for such claim or "suit".
- b. This additional provision applies only to the additional insured shown in the Schedule and the coverage provided by this endorsement.

## APPENDIX C: CERTIFICATE OF COMPLIANCE

The City of Ashland has adopted the Climate and Energy Action Plan (CEAP) as a guiding document for its climate and energy policy. The CEAP is a comprehensive plan that addresses the City's climate and energy goals, and provides a framework for implementing these goals. The CEAP is a living document that will be updated as needed to reflect changes in the City's climate and energy needs.

### Statement of Compliance

The City of Ashland hereby certifies that the CEAP is in compliance with the requirements of the Climate Change Act of 2007, as amended. The CEAP is a comprehensive plan that addresses the City's climate and energy goals, and provides a framework for implementing these goals. The CEAP is a living document that will be updated as needed to reflect changes in the City's climate and energy needs.

Approved by the City Council:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

Approved by the City Manager:

\_\_\_\_\_  
City Manager

Approved by the City Engineer:

\_\_\_\_\_  
City Engineer



**EXHIBIT B**

**Certificate of Compliance**

Compliance with Oregon Tax Laws:

In compliance with OAR 137-047-0260(2)(e), I hereby attest or affirm under penalty of perjury: That I am authorized to act on behalf of the proposer in this matter, that I have authority and knowledge regarding the payment of taxes, and that contractor is, to the best of my knowledge, not in violation of any Oregon Tax Laws, as defined in ORS 305.380.

Compliance with Nondiscrimination Laws:

In compliance with ORS 279A.110(4), OAR 137-046-0210(2) and OAR 137-047-0260(2)(a)(E), I hereby attest or affirm under penalty of perjury that I am authorized to act on behalf of proposer in this matter, and to the best of my knowledge the proposer has not discriminated and will not discriminate, in violation of ORS 279A.110(1), against a minority, women or emerging small business enterprise certified under ORS 200.055 or against a business enterprise that is owned or controlled by or that employs a disabled veteran as defined in ORS 408.225 in obtaining a required subcontract.

Corporate Officer:

By: Marc D. Daudon  
Signature

Marc Daudon  
Print Name

Title: Senior Principal

Date: 12/15/2015