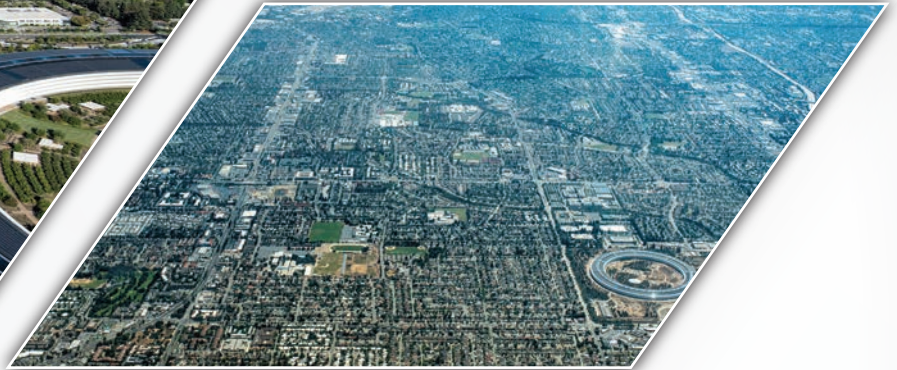


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# RINCON CONSULTANTS, INC.

Environmental Scientists | Planners | Engineers



Proposal Submittal for  
the City of Cupertino

## CLIMATE ACTION PLAN UPDATE COMMUNITY OUTREACH AND TECHNICAL SUPPORT

February 1, 2021

*Submitted to:*

**City of Cupertino**

10300 Torre Avenue  
Cupertino, California 95014

*Submitted by:*

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February 1, 2021  
City of Cupertino  
10300 Torre Avenue  
Cupertino, California 95014

Submitted Via Email: Sustainability@cupertino.org

**Subject: Proposal to Provide Climate Action Plan Update Community Outreach and Technical Support for City of Cupertino, CA**

Rincon Consultants, Inc. (Rincon) is pleased to submit this Proposal to assist the City of Cupertino (Cupertino) with Climate Action Plan (CAP) Update Community Outreach and Technical Support. We are enthusiastic about the opportunity to assist Cupertino on a plan that is of significant importance, building on the City's 2015 CAP and subsequent annual CAP progress reports as well as Rincon's experience preparing Santa Clara County's CAP where we are currently developing a Countywide greenhouse gas (GHG) emission inventory, forecast, GHG reduction plan, and identification of key climate action stakeholders throughout the County. We look forward to the opportunity to leverage this work with Cupertino's efforts and find synergies between these two planning efforts.

When it comes to climate planning, we do not take a one-size-fits-all approach. We are constantly looking for ways to innovate as a means of achieving progressive objectives in an implementable manner that also provides public value and delivers on equity principles. The strategy for the Cupertino CAP Update will be no different as we work to support the development of a comprehensive, defensible, and innovative plan through an inclusive and equitable planning process that further reduces GHG emissions and improves Cupertino's quality of life. We are pleased to see Cupertino rise to the seriousness of climate change with declaration of a climate emergency in 2018 (Resolution No. 18-094) and are enthusiastic about the opportunity to partner with you to stop rising GHG emissions, mitigate climate change, and draw down carbon from the atmosphere.

Leading the Rincon team will be **Erik Feldman, MS, LEED-AP**, Principal-in-Charge and head of Rincon's Statewide climate change and sustainability practice. Mr. Feldman has managed and guided the completion of CAPs for municipal agencies and special districts across the State. **Kelsey Bennett, MPA, LEED-AP** will serve as Project Manager in charge of day-to-day oversight and will serve as Cupertino's primary contact and primary advisor related to preparation of a qualified CAP. **Ryan Gardner, MESM, LEED-AP** will serve as the CAP Technical Support/ Measure Development Lead, and **Reema Shakra, AICP**, will serve as Resiliency/Adaptation Specialist. From Cascadia, we have **Andrea Martin** as CAP Outreach/Equity Lead, **Michael Chang** as Equity Trainer/Engagement Advisor, and **Jessica Branom-Zwick** as Zero Waste Specialist. Rincon and Cascadia have successfully teamed on multiple CAPs in the Bay Area, including San Mateo County and the Cities of Livermore, Pleasanton, Dublin, and Albany. We believe that our experience developing CAPs and GHG reduction measures Statewide, unique tools and programs, and focus on implementation gives us a unique understanding of, and sensitivity to, the broad range of issues that will be important to the success of the CAP Update. The experience of this team will allow us to work with you to develop a customized program that meets the unique and diverse needs of Cupertino.

Rincon accepts the City's professional services contract template as well as shelter-in-place/social distancing and insurance requirements included as attachments to the Request for Proposal (RFP) dated December 23, 2020. Thank you for considering Rincon for this important assignment. Please do not hesitate to contact us if you have questions about this proposal or need additional information.

Sincerely,

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Contact for clarification

Authorized to contractually obligate and negotiate on behalf of  
Rincon Consultants, Inc.

# 1 Engagement Strategic Plan

Inclusive community engagement is central to any effective climate action planning process. Our inclusive engagement approach is underpinned by a Just Transition framework—focusing on climate actions that most benefit vulnerable frontline communities, improve access to services, and ensure equitable distribution of benefits. We believe and have indeed seen that inclusive engagement leads to enhanced community buy-in for planning outcomes and sets up communities for more effective and equitable implementation post-planning. To ensure an inclusive community engagement process, Cascadia will work with City staff and key community stakeholders to develop and implement a Community Engagement Plan that prioritizes and integrates community input throughout the planning process. planning challenges, we further our mission of creating more sustainable and resilient communities.

## Strategic Approach

Our team is fully committed to engaging people of all backgrounds, regardless of institutional barriers, and meeting them on their terms. This means leveraging existing local knowledge and networks in and around Cupertino, engaging them in culturally accessible and appropriate ways, and being respectful of different perspectives. Effective community engagement requires meeting communities where they are and working with, not on behalf of, communities to design an engagement process that provides innovative, accessible, authentic, and transparent options to participate in planning processes. At a high-level, our engagement strategy will:

- Establish overarching goals for engagement, including creating a framework that allows for early and meaningful engagement with key partners and stakeholders; establishing trust and two-way collaboration; and identifying key indicators to evaluate inclusiveness. These goals will create a framework for how to equitably and inclusively engage a diversity of institutions, organizations, and communities—and further our understanding of their goals and viewpoints. (For example, the goals of City leaders may be different than those of community-based organizations.) These nuances will influence how we deploy different outreach strategies and messages. Draw on our own and the City's experience, desktop research, and stakeholder input to thoroughly understand the community demographics and the social and political contexts of Cupertino.
- Coordinate with the CAP Update Subcommittee and other committees or City departments, as appropriate to ensure that our engagement efforts align with, and build on, previous activities Committees and Commissions have led or supported. In addition, we will work with the CAP Update Subcommittee and the client team to identify key additional stakeholders, especially

representatives of frontline and/or underrepresented communities. These representatives could join the CAP Update Subcommittee meetings or form a temporary task force to advise on the CAP development process—leveraging or forming relationships with community stakeholders. More detail for how we propose to engage the CAP Update Subcommittee is provided in Task 1.2.

- Employ a range of methods. Cascadia has used a range of tools for stakeholder and public communication, including social media, listserv emails, workshops, surveys, websites, and pop-ups at events like farmers markets. Additionally, Cascadia has multiple options and capabilities for virtual and remote engagement methods to ensure that engagement does not stop with COVID-19-related restrictions and disruptions.
- Support City staff to prepare documents, presentations, summary reports, and ongoing updates to City leaders and key external partners.

## Outreach in the COVID-19 era

While the current coronavirus pandemic and associated restrictions currently prevent us from conducting in-person outreach, we are fully prepared to conduct creative and effective remote outreach through a variety of channels. Cascadia has extensive experience using virtual engagement tools and conducting digital campaigns—for example, we are currently the leading public engagement for City of San Francisco's Climate Action Planning process, which includes an online workshop series, social media strategy, and online open house—and we are confident we can use these tools to effectively reach a diverse cross-section of the Cupertino community.

We are adept at using a variety of platforms—including Zoom (great for workshops; includes the ability to form breakout groups to dive deep into individual issues in smaller groups), Konveio (useful for making outbound information, such as sharing GHG reduction scenarios, more accessible and dynamic), and Wix (a simple, easy-to-use platform that our team frequently uses to host online open houses and community surveys), among others. We will work with the City to determine which online or COVID-safe in-person tool(s) will be most effective and integrate them into our overall communications strategy.

## Strategies for Engaging the Broader, Diverse Community

We understand that the City of Cupertino is seeking an inclusive planning process that reflects and celebrates the diversity of the city. We commend the City for prioritizing equity in its vision statement for the CAP and agree that equity is critical to climate action planning and processes. We will work closely with the City and community to develop and employ engagement methods that include—and ideally elevate—traditionally under-represented voices and frontline communities. Key tactics include the following:

- Identify target communities. We must first identify and characterize target audiences and communities to ensure consideration of broad and diverse audiences.
- Forge partnerships. As inherent outsiders, we will immediately need to begin (or continue) building relationships with community leaders and trusted partners.
- Tailor methods. Through consultation with our community partners and consideration of past City approaches, we will develop a detailed and customized plan for engaging target communities, considering how people gain and share information in their day-to-day lives.
- Monitor and adapt. We will continually track and assess our engagement efforts and adapt methods as needed to make sure we are gaining a diversity of perspectives reflective of the city’s multiracial character.
- Simple and culturally-informed communications. In our communications, we seek to avoid jargon, simplify concepts, and tailor culturally informed messages that are accessible across all communities. For example, we use the term “climate pollution” instead of “GHG emissions” and provide in-language translations.
- Recognize other priorities. For most people, climate change is not what they think about when they wake up in the morning or go to bed at night. Climate action planning engagement must recognize the many other priorities in peoples’ lives and busy schedules that leave little time for engaging in civic processes.
- Engage early and consistently. A frequent fatal flaw we see in many planning processes is a lack of early and consistent engagement, leaving people with the impression the plan is already “baked” before they have a chance to provide input. We would be sure to reach out early in the process and keep people informed and engaged all the way through to plan implementation.

## Key Phases of Engagement

To help formalize the engagement process and track progress, the City could consider dividing engagement into three primary phases with key touchpoints within each phase, illustrated below. Tactics used could vary at each phase depending on the purpose and desired outcomes. See Section 5 for the engagement implementation timeline, which also reflects the timeline for technical work products.

Phase 1: Raising Profile	Phase 2: Collaborative Planning	Phase 3: Refinement & Implementation Transition
<ul style="list-style-type: none"> <li>▪ At project launch to build early awareness and to identify and build relationships with stakeholder groups.</li> <li>▪ While undertaking baseline GHG emissions and vulnerability analysis to gain a baseline understanding of social and political contexts, community priorities, and previous work.</li> </ul>	<ul style="list-style-type: none"> <li>▪ After GHG analysis, forecasting, and vulnerability assessment to share outcomes and to inform target setting and development of key climate strategies and an initial actions list.</li> <li>▪ After initial analysis and prioritization of mitigation and adaptation actions to share and vet the evaluated list of actions, ensuring that actions reflect the community’s priorities, benefit frontline communities, and are feasible.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Upon release of the draft Climate Action Plan to solicit feedback and outline implementation considerations.</li> <li>▪ After release of the final plan to share with the community, build excitement and buy-in, and transition to implementation.</li> </ul>

## Targeted Stakeholders and Approaches

Effective engagement requires tailored approaches to the diverse needs, interests, priorities, and values of audiences. To that end, we will consider the use of several core engagement strategies that best suit the different priority audiences, which strategically engages audiences around areas of interest, potential impact, geography, and key project milestones to meaningfully inform the CAP development. These approaches ideally build upon successful strategies used in previous public engagement processes at the City. The following table provides a high-level overview of key audiences and potential customized methods for each audience. We will work with the City to identify appropriate methods for each target audience group. Our final community engagement plan would provide such a table to guide engagement activities. Rincon and Cascadia will also leverage current work for the County of Santa Clara to identify both public and private stakeholders located within Cupertino and regionally that can be included in the outreach program.

Audience & Description	Stakeholder Groups	Engagement Goal	Potential Methods			
			Presentation/ briefing	Outreach at existing event	Focus groups/ workshops	Digital/ print engagement
<b>Internal City Stakeholders</b>						
<b>Decision-makers</b> Leaders who drive City investment and policy	<ul style="list-style-type: none"> <li>City Council</li> <li>City Manager</li> </ul>	<b>Inform</b> and update for decision-making	✓			
<b>Implementation Leads</b> City staff responsible for directing departmental CAP implementation	<ul style="list-style-type: none"> <li>Sustainability Division staff</li> <li>Department heads and staff</li> </ul>	<b>Consult</b> to ensure support, align with priorities/processes, and gather feedback	✓		✓	
<b>Guides and Analysts</b> City commissions/committees whose support and direction are important for CAP development and implementation	<ul style="list-style-type: none"> <li>Planning Commission</li> <li>Sustainability Commission &amp; CAP Update Subcommittee</li> <li>Other commissions &amp; committees</li> </ul>	<b>Inform</b> and gather feedback as needed on relevant action areas	✓		✓	
<b>External Stakeholders</b>						
<b>Advocates</b> Supportive of climate action and can support CAP process	<ul style="list-style-type: none"> <li>Environmental community-based organizations</li> </ul>	<b>Collaborate</b> with to conduct outreach to membership	✓	✓	✓	
<b>Critical Perspectives</b> Groups frequently not reached during public processes but critical to equitable outcomes from CAP implementation	<ul style="list-style-type: none"> <li>Communities of color</li> <li>Limited/Non-English-speaking communities</li> <li>Faith-based communities</li> <li>Youth</li> </ul>	<b>Involve</b> through tailored outreach to create accessible opportunities to participate in CAP process	✓	✓	✓	
<b>Implementation Partners</b> Conduct operations that affect the success of CAP implementation	<ul style="list-style-type: none"> <li>Utilities</li> <li>Transit agencies</li> <li>Business community</li> <li>Regulatory agencies</li> <li>County government</li> </ul>	<b>Inform, consult</b> with to gather feedback, and <b>involve</b> in developing strategies in respective area of expertise	✓		✓	✓
<b>General Public</b> CAP strategies/implementation affect day-to-day lives	<ul style="list-style-type: none"> <li>Various groups and communities</li> </ul>	<b>Inform</b> throughout process and consult strategies, and draft CAP		✓	✓	✓

## Equity Principles in Climate Action Planning

Equity is integral in every single aspect of a CAP—and if left out, could create opportunities for unequal and inequitable impacts and benefits across and within communities. Key equity principles to assess in each step of the CAP process include:

- Inclusivity, or the principle of welcoming and bringing in voices and perspectives that have historically been underrepresented in public planning processes.
- Equity, or the principle that impacts and benefits should be distributed in a way that provides maximum benefits for communities overburdened by climate impacts and other inequitable policies.
- Accountability, or the notion that the plan should build in guardrails and systems to ensure that those in positions of power are accountable to the communities it serves.
- Anti-racist, or the idea that we are seeking to develop strategies and policies that not only prevent the exacerbation of racial disparities, but actively seek to close racial disparities in health, economics, and environmental burden.
- Cascadia has an extensive history of operationalizing and integrating these equity principles throughout the CAPs we lead. This operationalization includes:
  - Identifying visions and goals that already center equity from the start, just as the City of Cupertino has done with your CAP Vision Statement.
  - Developing and engaging community groups, leaders, and members in culturally competent and informed ways.
  - Building strategies and actions ensuring we are reducing racial disparities and distributing impacts equitably across a community, and evaluating and considering trade-offs that elevate equity considerations.
  - Creating strategic implementation plans that allows the community to have increased agency and democracy in CAP implementation and decision-making.

## 2 Project Summary

The Cupertino 2015 CAP framed the path forward in creating a healthy, livable, and vibrant place for current and future residents to thrive. The City has also demonstrated climate action leadership through commitments and resolutions such as Diesel Free by 2033, Climate Emergency Declaration, U.S. Conference of Mayors Climate Protection Agreement, Global Covenant of Mayors for Climate and Energy, and Bay Area Climate Collaborative/ Bay area Climate Compact. The City Council's approval of a CAP update illustrated the continued commitment to sustainability, despite numerous uncertainties stemming from the COVID-10 pandemic. We will work with the City to build on its previous climate successes, including preparation of an initial GHG inventory in 2010, the CAP in 2015, and an updated inventory in 2018 as well as exceedance of the City's 2020 emissions target ahead of schedule in 2018 despite growth in both residential and commercial activity. This demonstration of smart growth is largely due to the innovative launch of Silicon Valley Clean Energy (SVCE), the City's clean electricity provider. While Cupertino has met its 2020 emissions targets, the path toward meeting future GHG emission targets, improving air quality, and increasing resiliency will require effective and economically compelling steps.

Our approach to assisting the City of Cupertino in preparing a CAP Update is to review and provide input on the 2018 Cupertino GHG inventory to ensure consistency and defensibility, and advise the City on critical adjustments (if required) based on our experience preparing over 50 GHG inventories and forecasts throughout California to complete a new emissions baseline for the CAP Update. We will then use our in-house excel based scenario planning and emissions reduction tool (SPARQ) to also review and complete the GHG forecasts through 2050 that will utilized the latest population and housing projections as well as federal, State, and City goals and policies, including the City's All-electric Reach Code. Based on the GHG inventory and forecast, Rincon will then conduct a gap analysis and preliminary reduction pathway using the SPARQ tool to help illustrate the level of effort required to meet the City's stated goal of carbon neutrality by no later than 2040. Then, based on the gap analysis and required reductions, Rincon will then conduct a multi-criteria analysis on an initial list of GHG reduction measures. This analysis will be used to identify any measures that are non-starters and refine measure language before moving into a final quantification stage. The final list of measures will be a roadmap for Cupertino

to achieve both their short and long term GHG reduction goals. Additionally, Rincon will support the City in its adaptation planning process by peer reviewing the City risk and vulnerability assessment and recommending actions the City can take as part of future planning efforts. Ultimately, Rincon will prepare a reader-friendly CAP that will provide a clear and informative roadmap to achieve the targeted emission reductions; include near-term and long-term measures

and actions along with identification of City departments who will be responsible for implementing them; and can be utilized to streamline GHG CEQA analysis for future projects and plans. Most critically, Cascadia, in partnership with the City, will be soliciting input and feedback from the community and City stakeholders to influence and help shape each of these critical phases of the CAP Update process.

## 3 Detailed Project Approach

### Task 1: Community Outreach and Engagement

We understand that the City is operating with limited resources, and we have proposed a stakeholder engagement and community outreach approach that we believe will result in the most cost-efficient engagement—that is, the combination of activities that will drive meaningful and equitable participation in the CAP development process while reserving sufficient funding for completion of the technical tasks. That said, we have identified additional outreach tasks that would benefit from increased funding to allow for a more robust engagement process. Our Task 1 approach indicates multiple recommended options for bolstering engagement, and we have included estimated add-on budgets for each of these components in our budget.

#### Task 1.1 - Targeted Stakeholder Engagement Using an Equity Lens

Our approach will center on frontline communities and historically underserved populations in the planning process, giving them frequent and meaningful opportunities to share their experiences and concerns, help identify opportunities, and shape a final CAP that not only reduces Cupertino's emissions, but also delivers benefits to those residents most vulnerable to the impacts of climate change. To reach these populations, in addition to conducting broad public engagement (see Task 1.3), we propose hosting targeted meetings with representatives of priority communities—including black, Indigenous, and people of color (BIPOC) groups, people with limited English proficiency, unhoused and low-income people, youth, and the elderly, among others. Specifically, we propose engaging targeted stakeholders through brief surveys and online interactive workshops.

We recommend working closely with community organizations to organize, advertise, and host these workshops—for example, our past CAP engagement efforts have included CAP workshops co-hosted by organizations representing non-English speaking, youth, and elderly communities. Cascadia offers in-house language capabilities in Spanish, Mandarin, Cantonese, Vietnamese, Korean, and Russian, and also offers extensive experience working with translation services. We have planned, marketed, and facilitated several online workshops in non-English languages. We have budgeted to plan and attend four stakeholder meetings; we can also provide the City with sample agendas and advisory support for internal staff to hold additional meetings and/or stakeholder surveys if desired.

#### Task 1.2 - Targeted Stakeholder Engagement Using an Equity Lens

Our project team has extensive experience presenting to City Councils and facilitating Commission and Committee meetings in both an in-person and virtual capacity. We understand that the CAP Update Subcommittee is tasked with reviewing and discussing policy options and receiving diverse stakeholder feedback related to the CAP update. We therefore see the Subcommittee as a key intermediary and liaison throughout the climate planning process—bridging the broader community with City leadership and bringing together public/stakeholder input and technical information to arrive

at recommendations for Council. Given this directive, we envision engaging the CAP Update Subcommittee primarily through facilitated meetings at strategic points in the planning process. Our team has budgeted to prepare and lead three Subcommittee meetings; if funds are available, we recommend increasing this to five meetings, which would allow for more regular information-sharing and improve the quality and consistency of the engagement the Subcommittee can conduct with the broader community. We anticipate that components of each meeting will be dedicated to engagement training, which

will provide the Subcommittee with the information and tools it needs to conduct their own engagement with community and organization contacts—in effect amplifying the City and consultant teams’ engagement reach—throughout the planning process. We anticipate that meetings will focus on the CAP content brainstorming, vetting, and discussion.

For all budgeted meetings, our team will develop clear, targeted, and visually engaging presentations, informative discussion guides, and creative feedback solicitation approaches and tools. For example, we frequently utilize visual platforms such as GroupMap, Miro, and Mural to solicit input, facilitate conversations, and glean priorities—as well as Zoom breakout room functions to provide a more intimate, small group setting for focused discussion and decision-making. To facilitate productive meetings, we may also conduct one-on-one phone calls with group members (as needed and resources allow) to learn about their concerns and goals—important background information that will ensure that each meeting is productive.

### Task 1.3 - Broader Public Engagement Using an Equity Lens

For the planning process to be effective and result in a well-supported and equitable CAP, all segments of the community must be informed, engaged, and actively involved. Our approach and philosophy-detailed in the Engagement Strategic Plan section above are designed to achieve 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. While Cupertino is a relatively small and affluent community, it has a diversity of stakeholders and interests that will be essential to integrate into the planning process. These audiences include local small businesses, major employers including Apple and other technology firms, senior citizens, and residents from different income and ethnic demographics. In addition, it will be important to determine which regional interests can and should be engaged, such as Santa Clara County representatives. As requested in the RFP (and recommended by our team based on experience), we will build our public engagement campaign around a series of workshops. While the specific number of workshops will be finalized together with City staff and subject to budget availability, we recommend holding the workshops at three key points in the planning process. We have budgeted for our team to lead the first two meetings, if additional budget is available, Cascadia will manage the third meeting.

In addition to holding the three workshops, if resources allow, we encourage the City to consider implementing ongoing public engagement activities to keep the public informed and interested throughout the planning process. We have included a wide range of

## Workshop Strategy

### Workshop 1:

Build awareness and understand priorities. The first online community workshop event can raise awareness of the CAP planning process and ask stakeholders to envision a decarbonized, resilient, and equitable Cupertino. We can utilize techniques such as keynote speakers, panel discussions, Zoom polling/trivia, facilitated Q&A, and breakout group discussions to educate, engage, and glean priorities and anticipate concerns regarding the CAP’s goals, targets, and potential strategies and actions.

### Workshop 2:

Develop strategies. The second public meeting could be used to understand and discuss specific proposed climate action strategies. Participants could hear from topic area experts about strategies being considered, ask questions, and state their priorities and concerns. The meeting will be in a highly interactive workshop format, with plenty of games and visuals to keep participants engaged and help them think about climate challenges and strategies in new ways.

### Workshop 3:

Refine the CAP & prepare for implementation. The final community meeting could occur near the end of the project and provide an opportunity to share the draft plan, highlight key conclusions and themes, and gather feedback that will help us refine the draft. We will also use this meeting to build excitement for the final plan and get the community energized for implementation. Cascadia will lead this meeting for an additional fee, if desired by the City; cost indicated separately in our proposed budget.

potential engagement activities for different audience types in the Engagement Strategic Plan. Supplemental engagement could be as simple as maintaining an email listserv or webpage to share updates; it could also include informal engagement in the community, such as hosting a table at a gathering place (e.g., popular store, community center). If more in-depth community engagement is of interest to the City, we are happy to discuss additional details during or shortly after the kick-off meeting.



## Task 1.4 - Results Analysis and Documentation

Once the engagement campaign is underway, we will monitor, evaluate, and adaptively manage our approaches to ensure that we're effectively connecting with people and that we stay on track to meet the City's goals and schedule. Tracking engagement is important to ensure that we are meeting our objectives for community outreach, especially gathering feedback and perspectives that are representative of the entire community and making engagement opportunities accessible and inclusive (Cascadia documents interactions for the majority of its outreach projects and is equipped to efficiently track interactions over time—a key capability for ensuring that audience members don't receive redundant or conflicting information.)

Our team will track engagement activities and provide summary reports after each key engagement event—including detailed survey results and workshop summaries. (Note that our budget includes summary reports for the two workshops included in our base scope; we have included a line-item budget for a third report in the event the City chooses to have Cascadia lead the third workshop, as detailed in

Task 1.3.) Our reports typically include executive summary sections that highlight key themes and implications for the CAP process. This will allow the team to periodically reassess our messaging and strategies for different audiences, re-direct resources as needed, and prioritize activities moving forward (such as hosting additional outreach events to reach underrepresented groups). We'll track metrics across all of our outreach activities—a practice that is not only useful for fine-tuning our approach on the fly, but also for taking a step back at the end of the project and assessing the "big picture" of how the outreach campaign went overall. We'll include all available data in our reporting to the City so it can reference lessons learned in future outreach projects. In addition to documenting our outreach efforts, our team will prepare a final memo summarizing key themes and commonalities shared by stakeholders and community members. We will present this memo to the client team and will use the conclusions to inform the pathways created in Task 3 and the overall CAP developed in Task 7.

## Task 1.5 - Relationship Building

Building relationships—especially with implementation partners and frontline communities—will be critical for long-term CAP implementation success. Our engagement support will include a long-term action plan for continuing communication and engagement with key groups after CAP adoption. This plan will be developed in consultation with City staff and could include a set of proposed mechanisms for continuing communications and engagement, such as formal listserv/newsletter, recurring gatherings, periodic reporting through a dashboard or other mechanism, or formation of a formal advisory group. We will also maintain a database of organizations and contact information developed through the engagement process to provide a seamless consultant-client handoff after project completion. Building relationships with a clear picture of long-term expectations will give reassurance to stakeholders early in the process that the engagement is genuine, meaningful, and not just "checking a box."

### Task 1 Deliverables

- *Revised Strategic Engagement Plan based on City staff input provided at kick-off meeting per Task 9*
- *Attendance at up to four stakeholder meetings; summary reports*
- *Sample stakeholder meeting agendas and sample surveys*
- *Attendance at up to three CAP Update subcommittee meetings, presentations, discussion guides; summary reports*
- *Host two online community workshops; summary reports*
- *Long-term engagement action plan for CAP implementation*
- *Database of organizations and contact information*



## Task 2: CAP Update Technical Project Plan & Budget Integration

Rincon will prepare a CAP Update technical project plan that identifies project goals and desired outcomes, roles and responsibilities of the consultant team, City staff, and the CAP Update Subcommittee, and key decision points. The technical project plan will include a timeline identifying key project deliverables, outreach milestones, and engagement activities. A summary of work completed by City staff will be included along with a discussion of the feasibility of achieving the project goals.

We will draw from our experience preparing GHG inventories, forecast, and targets as well as CAP measures, actions, and documents for other municipalities throughout California to identify any critical CAP Update planning efforts that should be incorporated

as part of the planning process pending funding availability (e.g., an existing building electrification cost analysis or enhanced outreach and engagement). Rincon will also identify CAP scope implementation costs associated with critical or high-priority CAP actions or adaptation strategies that City staff should request funding for as part of the Fiscal Year 2021-2022 budgeting process.

### Task 2 Deliverables

- *CAP Update Technical Project Plan Memorandum (electronic)*
- *Gaps in CAP Update Approach Memorandum (electronic)*
- *CAP Scope Cost estimates for Critical GHG Mitigation or Adaptation Actions Memorandum (electronic)*

## Task 3: Carbon Neutral and Zero Waste Pathways

The development of the specific measures and actions that will allow Cupertino to reach their ambitious goal of carbon neutrality by no later than 2040 will be one of if not the most important pieces of the CAP. In order to develop quantifiable, defensible, and implementable climate action measures, Rincon will begin by building on the major successes that allowed the City to achieve their 2020 target in 2018. To ensure we build on this foundation, Rincon will first employ the Existing Conditions Emissions Reduction Estimation (ECERE) tool. This tool will be loaded with measures included in Cupertino's existing plans and will provide an opportunity for City staff to add current initiatives underway but not yet publicized. The tool also provides easy drop-down menus to allow City staff to note where implementation was successful (or not) and why.

Rincon suggests that the development of new measures begins in full after the completion of Task 4 and the SPARQ tool. The SPARQ tool will allow us to more fully understand the costs and level of effort required for Cupertino to meet their climate action goals. From this foundation, we will assist the City in identifying policy or program gaps and identifying measure opportunities. Rincon proposes to review both mitigation and related adaptation measures together to better find synergies between the two. Rincon understands that Cupertino has already passed an ambitious natural gas ban with few exemptions for new construction and has carbon free electricity from SVCE. This combination is an impressive start to a decarbonized future. With these primary first steps completed; existing building electrification will be a key next step in the path to carbon neutrality. Rincon has completed the first existing building electrification plan in the state for the City of Berkeley and is eager to bring those lessons to Cupertino. Rincon and Cascadia have also recently completed the County of San Mateo's carbon neutrality plan for government operations, allowing our team to provide implementable strategies on both the community and municipal side. Rincon is currently working with the City of

Livermore and Lawrence Livermore National Laboratory to develop climate restoration (net negative emissions) strategies for the City of Livermore based on the Lab's recent report *Getting to Neutral – Options for Negative Carbon Emissions in California*. Rincon will bring this experience as well as our experience with carbon sequestration for Merced, Santa Barbara, and San Mateo County to the project.

Additional measures will focus on electric vehicles, VMT reduction, carbon sequestration opportunities, organics diversion, and more. In addition to mitigation measures, Rincon will also develop a suite of adaptation measures that whenever possible will act synergistically with our mitigation measures, providing as much benefit as possible. For example, retrofitting existing buildings with weatherization and heat pump HVAC units provides both a GHG reduction and a significant resiliency benefits associated with air conditioning (extreme heat) and a well-sealed home (wildfire smoke).

Rincon has developed a suite of assessment tools to support what we have found to be this most critical portion of the work scope. From the initial list of measures, Rincon will work with the City to select a list of criteria by which to conduct a qualitative analysis using our multi-criteria analysis tool. These criteria often include GHG emissions reduction potential, resiliency, cost, addressing existing inequities, and ease of implementation. Our multi-criteria analysis tool visualizes the overall score of each measure and allows customization with a weighting scale that the City can fine tune to prioritize measures that are in alignment with the City's CAP vision statement.

The multi-criteria (Figure 2) analysis tool will be used to winnow down the initial list of measures and actions to a more manageable list that only includes those actions the City is comfortable pursuing. Rincon believes that a CAP overburdened with too many measures that lack metrics is often too difficult to implement. We instead promote focusing on core actions that will have a real and measurable impact. Rincon will further break down these measures as short-term (2023)

actions, mid-term (2026, 2030), and longer-term (2040, 2050) recommendations, or both. This process of reviewing measures, vetting them with stakeholders within the City and community, and ultimately crafting the final language is key to developing measures with enough impact and specificity to enact real change. Once this has been completed, Rincon will then complete a quantification and substantial evidence analysis that will provide a transparent GHG reduction estimate for each measure and action. This information will be included in the technical appendix drafted as part of Task 6.

Achieving 90% waste diversion by 2030 is a major goal of the City. To that end, in addition to including solid waste in our team's emissions wedge analysis, Cascadia will conduct a high-level examination of Cupertino's existing waste stream, discuss goals and existing solid waste services with City representatives, and produce a memo summarizing opportunities for the City to explore when developing its full Zero Waste Implementation Plan in the future. We will review data from the Waste Characterization Study that Cascadia conducted for the City in 2019 to identify the City's main material streams and top materials; knowing the current composition of Cupertino's waste will help us efficiently identify priority areas for further study. Subsequently, Cascadia will hold a meeting with Cupertino's solid waste staff (and/or other staff, as appropriate) to gain a fuller understanding of its current waste prevention, recycling, and waste diversion services and programs. We understand that organics diversion and Senate Bill (SB) 1383 compliance specifically will be focus areas of the plan.

In addition, we will use this meeting to explore other City priorities or areas of interest (in addition to climate/emissions impacts) that may intersect with its solid waste management plans and practices. Once we have completed our data review and gathered supporting information from City staff, we will draw on Cascadia's quarter-century of zero waste planning experience to draft a list of best practices recommended for further study, pulling from our proprietary library of zero waste strategies. We will select best practices based on their relevance to Cupertino's waste composition, solid waste management programs and priorities, and external rubrics such as Zero Waste International's Zero Waste Hierarchy. We will submit a summary Zero Waste Pathway document to City staff in draft form for review, discuss any potential additions, requested strategy changes, or general revisions, and submit a final draft in the form of a short memorandum.

Overall, emissions reductions via increased renewable energy, electrification, vehicle miles traveled and solid waste reduction, energy/water conservation, and carbon sequestration will be primary themes of the measures.

#### Task 3 Deliverables

- *List of Potential Mitigation Measures (Admin Draft, Draft, and Final)*
- *Multi-Criteria Analysis Tool, Quantification Modeling, References (for Technical Appendix per Task 6)*
- *Zero Waste Pathway memorandum*

## Task 4: Updated GHG Emissions Forecast to 2050

Rincon understands that the City prepared community and municipal GHG inventories in 2018 and is preparing emissions forecasts to 2050 reflecting business-as-usual (BAU), adjusted, and target reduction pathway scenarios. Rincon will utilize the ICLEI ClearPath forecast tool along with relevant information from the GHG emission inventories to review the City's draft forecast and complete forecasts for 2023, 2026, 2030, 2040, and 2050. These years have been selected based on a combination of State goals and interim milestone years (such as 2026) that will help in short-term planning and measure selection. Forecasts will be based on expected growth under BAU utilizing the latest projections and changes in service area and population as well as adjusted scenarios that would include existing State, federal, and City legislative adjustments such as SB 100, electric vehicle (EV) adoption, clean fuels, Title 24, and the City's All-electric Reach Code One major action Rincon will incorporate in

the adjusted forecast is Cupertino's new construction electrification ordinance. Rincon understands that the City will use the adjusted forecast model to conduct a gap analysis after GHG targets are set by the City. The forecasts will allow Rincon to help the City determine the GHG reductions and measure emphasis required to meet Cupertino GHG targets for the years listed above. It is assumed that the City will provide Rincon access to the ICLEI ClearPath forecast tool. Finally, Rincon will prepare a visual summary of the forecast for the public.

#### Task 4 Deliverables

- *Review of City staff draft emissions forecast*
- *Draft and Final GHG Emissions Forecast Memorandum with ICLEI ClearPath forecast tool Output*
- *Public draft visual summary of the forecast*

## Task 5: Adaptation Planning Foundations

Aligning City policies and priorities to fit the CAP vision will enable the City to implement adaptation strategies more successfully and across multiple City departments. Rincon will conduct an existing adaptation measures analysis of the following planning documents and resilience programs to identify recommendations for revising plans with upcoming update cycles (e.g., the Housing Element, Health and Safety Element) to better align with the CAP vision and comply with recent legislative mandates and state guidance on climate adaptation. Recommendations will consider best practices, innovative and progressive concepts, and be tuned to fit the conditions unique to Cupertino, including community priorities and needs.

1. Cupertino General Plan, including the Health and Safety and Housing Elements
2. Cupertino Green Stormwater Infrastructure Plan (2019)
3. Emergency Operations Plan (2019)
4. Bicycle Transportation Plan (2016), Pedestrian Master Plan (2018), Citywide Parks and Recreation Master Plan (2020)
5. Capital Improvements Plan 2021-2024 (2020)
6. Santa Clara County Operational Area Hazard Mitigation Plan (2017)
7. Plan Bay Area 2050, Final Blueprint (2020) and Implementation Plan (in development)
8. Resilience programs (e.g., Silicon Valley Green Energy Resilience Program, Green@School, City street tree planting program)

Rincon will assist the City with its obligation to report on climate adaptation to Global Covenant of Mayors for Climate & Energy (GCoM) by peer-reviewing the City's draft risk and vulnerability assessment which will be prepared in alignment with GCoM's climate risk and adaptation framework and taxonomy. Our peer review will be based on the guidance provided by the following GCoM and C40 published materials:

1. C40 Climate Change Risk Assessment Screening Sheet (April 2019, v2)
2. City Climate Hazard Taxonomy C40's classification of city-specific climate hazards
3. GCoM's Global Covenant of Mayors Common Reporting Framework (Version 6.1, September 2018) and Explanatory Note (Version 9, April 2019).
4. C40 Cities Climate Change Risk Assessment Guidance (August 2018)

We will also identify opportunities to align the City's draft risk and vulnerability assessment with the following state and regional guidance on preparing vulnerability assessments:

1. California State Adaptation Planning Guide
2. Silicon Valley 2.0 Climate Risk Decision Tool
3. Silicon Valley 2.0 Climate Adaptation Guidebook
4. California Building Resilience Against Climate Effects (CALBRACE)
5. Equitable Community-driven Climate Preparedness Planning (Urban Sustainability Directors Network)
6. Regional Resilience Toolkit: 5 Steps to Build Large Scale Resilience to Natural Disasters

Rincon will prepare a user-friendly template for use by Cupertino City staff to help with reporting to GCoM on the City's adaptation and resiliency requirements.

### Task 5 Deliverables

- *Technical measure analysis memorandum with recommendations to align with CAP vision statement*
- *Peer review memorandum on the City's draft risk and vulnerability assessment*
- *Excel template for GCoM adaptation and resiliency reporting*

## Task 6: Technical Appendices

Supporting documents, original data, graphics, and calculations gathered or created by Rincon and Cascadia as part of Tasks 3 and 4 will be made available in an unprotected data format such as Excel workbooks and Word documents. The technical appendices will focus on the updated forecast and GHG reduction measures and associated assessment and quantification with either a full quantitative analysis justifying the emission reduction estimates for each GHG reduction measure or a hyperlink or specific page reference to where the analysis can be found in other City plans and documents. Utilizing Rincon's extensive CEQA background, Rincon will help the

City ensure that the technical appendices will contain supportive substantial evidence and, thus, be of sufficient defensibility. Note that the separate CEQA assessment and streamlining checklist scope and budget is included under Optional Task D.

### Task 6 Deliverables

- *See Technical Appendix Summarizing Methodology, Calculations, & References under Task 3 (will be an appendix to the CAP Document under Task 7)*

## Task 7: Public Draft and Final CAP Documents

The Rincon team will work closely with Cupertino to produce a clear, brief, and usable CAP Update document that outlines the comprehensive GHG reduction strategy. The CAP will present the 2018 GHG emissions inventory, projected GHG emissions based on forecasted changes in Cupertino operations in the future, and an emission reduction plan specific to Cupertino consistent with SB 32 and EO B-55-18, which set forth the 2030 and 2045 Statewide goals for reducing and/or avoiding the potential effects of climate change on California communities. The Rincon team understands that graphic design work for the CAP will be handled outside of this scope of work or possibly as part of Optional Task B. We also understand that there

is intent to translate the CAP to different languages, which is separate from this scope of work. We will prepare and Administrative Draft CAP for City review/input and subsequently prepare a public Draft CAP for public dissemination. After public input, we will assist the City with resulting minor updates to compile the Final CAP.

### Task 7 Deliverables

- *Administrative Draft CAP*
- *Public Draft CAP*
- *Final CAP*

## Task 8: Presentations to Sustainability Commission & City Council

As needed, Rincon will present technical work products associated with the CAP Update to the City's Sustainability Commission and/or City Council. We can also be available to present the required CAP CEQA assessment, whether prepared by the City or for separate scope and cost as part of Optional Task D.1. For budgeting purposes, we assume City staff will prepare the PowerPoint presentation, staff reports, and other meeting materials.

### Task 8 Deliverables

- *Attend and present at one Sustainability Commission meeting, held virtually*
- *Attend and present at one City Council meeting, held virtually*
- 

## Task 9: Project Management and Reporting

Rincon and Cascadia will attend a kick-off call with City staff to discuss approach, schedule, and coordination protocols along with the Strategic Engagement Plan (See Section 1), CAP Update Subcommittee's role in engagement activities, facilitation tips for engaging in conversations with frontline communities and historically underserved populations, a list of key community stakeholders, and a proposed schedule for group or individual meetings. We assume that the City will provide the 2018 community and municipal GHG inventories at this time.

We will also attend bi-weekly or monthly calls with City staff to discuss the CAP outline, approach, and technical methodologies. The major components of our management program that help us meet project objectives include: 1) quality control/review procedures; 2) communication/reporting protocols, and 3) cost/schedule controls. We have initially assumed Rincon project management cost consisting of approximately five percent of the total budget over a timeframe of up to nine months (estimated as March to November 2021). However, in working with the City as part of Task 2, we can offer a flexible timeline and approach to collaborating with City staff.

### Task 9 Deliverables

- *Attendance at one virtual kick-off meeting*
- *Attendance up to eight 1-hour monthly (or sixteen half-hour bi-weekly) calls with City staff*
- *Agendas and Meeting Notes for the aforementioned calls (electronic)*
- *Project coordination/schedule management/quality control*

### ***Optional Task A: Public Engagement***

If resources allow, our team brings extensive experience creating engaging, visually attractive, and informative online platforms for CAP public engagement. We recommend using a platform called Konveio to create a comprehensive project website, which can act as a one-stop shop for plan information, feedback solicitation, and dialogue. For a monthly subscription fee, this platform carries a variety of interactive elements, including online surveys, quick 1-2 question “quizzes,” interactive commenting and upvoting, and inclusion of videos and other media. See examples of our current past Konveio CAP sites at these links:

•<https://sfclimateaction.konveio.com/>

•<https://redmondsustainability.konveio.com/>

If desired, our team can work with the City to customize and maintain

### ***Optional Task B: Report Design Support***

We pride ourselves on creating final products that are not only accurate and actionable, but attractive and engaging. To that end, we envision producing accessible and user-friendly materials that lead with visuals and keep text concise. Cascadia maintains an in-house graphic design team with extensive experience developing visually striking CAPs that distill complex concepts inherent in climate planning into accessible, engaging, and inspiring graphics and visualizations. Our team’s layout and graphic design services will be scaled to meet the City’s needs and the vision for the final Plan; we offer InDesign- and Illustrator-based design and production services including final report layout, and development of custom infographics and compelling

online content, monitor public comments, and summarize findings from the portal—including a database of individual comments organized by theme/topic. If Konveio is not of interest to the City, we also have experience working within existing City websites and other platforms (e.g., EngagementHQ, Wix), and would be happy to participate in a conversation with the City concerning the pros and cons of these various approaches.

#### **Optional Task A Deliverables**

- *Memo summarizing advantages and disadvantages of leading online engagement platforms*
- *Customized online public engagement site*

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.

#### **Optional Task B Deliverables**

- *Specific deliverables TBD based on client preferences, but could include InDesign formatting of final CAP, custom infographic creation, branding and graphics prepared in Adobe Illustrator*



## Optional Task C: Facilitate Equity Training for Staff & Commission

Racial equity competency is essential for comprehensive and equitable climate solutions – ensuring that benefits and impacts are felt by all communities in appropriate ways. Cascadia has experience in applying racial equity across all elements of a climate action planning process – from visioning to implementation. Cascadia will create a series of train-the-trainer learning sessions as well as a framework for long-term accountability and success. Cascadia is familiar with USDN's tools and other equity-focused training materials, and we can tailor training materials for a range of outcomes that the City wants to achieve. Potential topics we can include:

- Engaging historically marginalized, underrepresented, or overburdened communities through inclusive and culturally appropriate methods.
- Utilizing culturally sensitive communication and messaging tools.
- Analyzing climate action strategies to ensure that benefits are felt equitably, especially for historically marginalized communities.
- Creating implementation roadmaps that lead to community ownership and power-sharing between the City and its communities.

- Building accountability systems to ensure that there is collective movement and progress after the conclusion of the trainings and learning sessions.

In addition to the training sessions, Cascadia can work with the City to co-produce and integrate a long-term racial equity strategic plan into the CAP update. While this was not in the optional task's scope, we understand that trainings are an important first step in creating a more inclusive and equitable planning process and planning output. However, racial equity trainings are often insufficient as a sole strategy for long-term success in building racial equity competencies. Cascadia has experience, within our project and organizational work, to continue building on the racial equity foundations learned in various trainings and build a structure for long-term culture and system change.

### Optional Task C Deliverables

- *Trainings with staff on equity topics; specific trainings and budget amounts to be determined in collaboration with client team*
- *Racial Equity Strategic Plan (optional, TBD with client team)*
- 

## Optional Task D: CEQA Streamlining

### Optional Task D.1: CAP Update CEQA Assessment Document

An Initial Study/Negative Declaration (IS/ND) is typically sufficient CEQA documentation for a CAP due to the generally beneficial environmental impacts associated with the project. In our experience, it is rare that a more in depth CEQA document is required for a CAP update. However, if it is determined that implementation measures may result in potentially significant environmental impacts, a programmatic Environmental Impact Report (EIR) may be required and can be prepared as part of this optional task in lieu of the CAP IS/ND for a different cost.

Administrative Draft IS/ND and Draft IS/ND: Once the CAP measures and actions are vetted by the City and as part of the public review input, Rincon will prepare a CAP Administrative Draft IS/ND. Upon receipt of one set of consolidated vetted comments on the Administrative Draft IS/ND from the City, Rincon will address comments and prepare and submit tracked and clean versions of the public Draft IS/ND to the City. In addition, Rincon will prepare the Notice of Intent (NOI) to adopt an IS/ND form and file with the State Clearinghouse. It is assumed that the City would file the NOI form with the County Clerk. The Draft IS/ND will be circulated by the City for public review and comment. Rincon will also attend one Draft IS/ND public hearing and review one round of PowerPoint presentation

prepared by the City.

Final Draft IS/ND: Rincon will prepare the final ND form and finalize the IS/ND document, including preparation of responses to public comments received on the Draft IS/ND. Rincon will prepare the Notice of Determination (NOD) form and file with the State Clearinghouse. It is assumed that the City would file the NOD form with the County Clerk. Rincon will also attend one Final IS/ND public hearing and review one round of PowerPoint presentation prepared by the City.

### Optional Task D.1 Deliverables

- *Admin Draft IS/ND or EIR (electronic)*
- *Draft IS/ND or EIR (tracked and clean electronic versions) and NOI or NOA/NOC form (electronic)*
- *Final IS/ND or EIR (tracked and clean electronic versions) and NOD form (electronic)*
- *Attend Draft and Final IS/ND or EIR Public Hearing(s)*
-

### Optional Task D.2: CEQA GHG Checklist

To assist with CEQA tiering for future plans and projects, Rincon can work with the City to prepare a methodology to streamline CEQA GHG emissions analysis for future City projects. In early 2018, Rincon generated a CAP Consistency Checklist for the City of Pasadena, one of the first CAPs in the State to include a SB 32 consistency checklist for development projects. Rincon's proposed CAP Project Manager has been working with California jurisdictions since 2010 to peer review or prepare their CAP Consistency Checklist (i.e., CEQA GHG Checklists) as well as complete the CEQA GHG Checklists for individual plans and projects. By having a CEQA GHG Checklist for use by City planning staff and applicants, future City plans and projects can tier from the CAP programmatic CEQA document for purposes of streamlining future CEQA GHG analyses and demonstrating consistency with State GHG reduction targets per the 2017 CARB Climate Change Scoping Plan. Without such a checklist for a tool it can be difficult for future plans and projects to navigate the

CEQA process under SB 32.

#### Optional Task D.2 Deliverables

- *Draft City CEQA GHG Checklist for future projects' use (electronic)*
- *Final City CEQA GHG Checklist for future projects' use (electronic)*
- *Analyzing climate action strategies to ensure that benefits are felt equitably, especially for historically marginalized communities.*
- *Creating implementation roadmaps that lead to community ownership and power-sharing between the City and its communities.*
- *Building accountability systems to ensure that there is collective movement and progress after the conclusion of the trainings and learning sessions.*

### Optional Task D.3: CEQA GHG Thresholds

To further strengthen the defensibility of future CEQA GHG analyses that would tier from the CAP Update CEQA assessment document to be prepared under Optional Task D.1, we recommend the development of a City quantitative CEQA thresholds of significance for GHG emissions along with a guidance document for City staff for purposes of evaluating quantitative CEQA GHG analyses submitted by applicants. Such City quantitative CEQA GHG thresholds would be utilized when applicants are not able to meet all of the requirements in the CAP Consistency Checklist (i.e., CEQA GHG Checklist) to be prepared under Optional Task D.2.

The GHG efficiency threshold for project- or plan-based CEQA analysis will be based on a methodology that considers emissions against an efficiency-based service population threshold. The threshold assesses the GHG efficiency of a project or plan on a per capita basis or service person basis. This approach will rely on the City GHG reduction goals in the CAP Update to attain a future horizon year target, compare it with the economic projections and planned land use development in the region up to specific horizon years, and allocate GHG reductions to population, service population, and land uses. This threshold is consistent with the CARB 2017 Climate Change Scoping Plan, which details the intention to accommodate population and economic growth in California but do so in a way that achieves a lower rate of GHG emissions. In addition, if the City proceeds with development of CEQA GHG thresholds, we could include assessment of the thresholds as part of the programmatic CEQA assessment document to confirm that appropriate CEQA review of the thresholds occurs as part of a

public review process and in an efficient manner. This would be done in conjunction with preparation of the CAP Update CEQA document under Optional Task D.1.

Rincon will also prepare a concise guidance document for use by City staff in evaluating submitted CEQA GHG emissions analyses and by applicants in preparing CEQA GHG emissions analyses. The guidance document will detail a defensible approach for evaluating GHG emissions impacts in analyses prepared pursuant to CEQA. The document will also provide substantial evidence of the methodology's consideration of Statewide GHG direction provided by CAPCOA, CARB, and OPR as well as relevant case law.

#### Optional Task D.3 Deliverables

- *City CEQA GHG Thresholds, Draft and Final (electronic)*
- *City CEQA GHG Thresholds Guidance Report (electronic)*
- *Adding assessment of the CEQA GHG Thresholds to the programmatic CEQA Assessment for CAP Update*

For Optional Tasks D.1, D, 2 and D.3, see CAP CEQA assessment and streamlining experience summary in Section 5, Experience and References.



### ***Optional Task E: Consumptive-based Emissions Inventory***

If desired by the City, Rincon will begin the consumptive-based inventory task with a summary of several methodological options for generating a consumptive-based inventory for the City along with the costs and benefits of each. Since the City is located in the Bay Area, the lowest cost option would be to leverage the Cool Climate Calculator that has completed consumptive-based inventories for the entire Bay Area. This data could be updated to reflect current conditions in the City, such as 100 percent carbon-neutral electricity. The Cool Climate Calculator provides both household emissions and emissions spatially, and although not focused on Cupertino specifically, it would provide enough detail to develop reduction measures and educate the community.

The other option is to develop a consumptive-based inventory from scratch using an array of data sources including economic input/output tables, downscaled regional data, and census data. In order to evaluate City consumptive-based emissions, data on food consumption, travel, goods and services, and other activities must be collected. This data and other relevant local data will be analyzed using previously developed matrices to obtain the Global Trade Analysis Project (GTAP) breakdown of the City. Then using an input-output model such as Multi Regional Input Output (MRIO) model will be run to generate the consumption-based emissions footprint for Cupertino. Due to the complexity and scale of data collected, a systematic quantification of every data point for emissions is not feasible. Instead, Rincon would apply average emission factors to sets of activities using the PAS 2070 guidance, which utilizes the global multi-region input-output models (GMRIO). These have the following useful features: trade between countries/regions; information on the GHG emissions associated with each industry by country; and total demand for services/goods by country/region. By combining the

level of consumption, the amount of trade, the emissions by industry and local data such as energy intensity, Rincon would develop a consumptive-based inventory. Using this methodology allows Rincon to track emissions by product and industry and allows us to better develop mitigation measures for reducing the City carbon footprint.

The approach for producing consumption-based emissions is based on the following steps:

- Selection of GMRIO: from the many existing models based on ease of use, granularity of data, and calendar year desired.
- Data collection: Collect local data based on census, local emission factors, and others.
- Processing: Combine data sets, emission factors, and local considerations to develop a consumptive-based inventory for the City.

Although a from-scratch and specific consumptive-based inventory may provide some finer grain detail, Rincon believes that leveraging existing data and making adjustments/updates to better reflect current City conditions will allow more time and budget to focus on mitigation measures. However, the summary memorandum will walk the City through both methodologies and the expected change in GHG emissions between them.

#### **Optional Task E Deliverables**

- *Consumptive-based Inventory Spreadsheet and Summary Memorandum*
- *Consumptive-based Inventory Methodology & Cost-Benefits Analysis Memorandum (if directed)*

### ***Optional Task F: Additional Engagement Support***

Cascadia can provide additional support during the engagement process should the City request it. This would complement Tasks 1.2 and 1.3 by providing support for additional meetings. Cascadia would attend two more CAP Update subcommittee meetings and host the third community workshop (as referenced in Task 1.3).

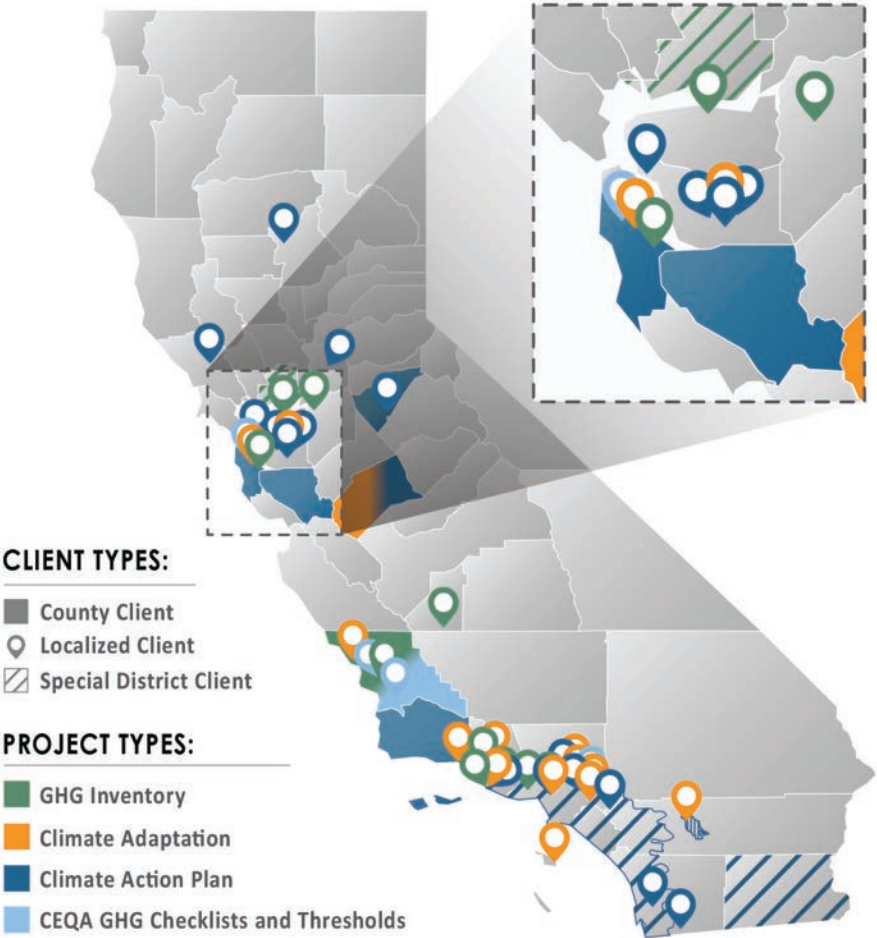
#### **Optional Task F Deliverables**

- *Attendance at up to 2 CAP Update subcommittee meetings, presentations, discussion guides; summary reports*
- *Host one online community workshop; summary report*

# 4 Experience and References

Established in 1994, Rincon is a multi-disciplinary environmental science, planning, and engineering firm that provides professional services to both government and industry. Our skilled professionals have many years of experience in climate action planning; urban, land use, and environmental planning; climate change adaptation planning; regulatory compliance; GHG emissions inventorying and analysis, life cycle assessment, CEQA compliance and streamlining, energy efficiency and conservation, green building, and public engagement related to these services. Our approach focuses on well-designed solutions that respond to our clients' specific needs in a cost-effective manner. Rincon has extensive experience in climate action planning as well as implementation and monitoring. We have worked with numerous Bay Area jurisdictions, including Santa Clara and San Mateo Counties and Cities of Livermore, Pleasanton, Dublin, Albany, and Berkeley supporting climate action and implementation and building cutting edge tools to track improvement over time. We have also prepared GHG inventories and CAPs throughout California and developed qualified CAPs and associated CAP compliance checklists and CEQA GHG thresholds for purposes of CEQA tiering for GHG emissions analyses. We have also worked on the ground with developers and contractors in the Bay Area to design highly efficient all electric buildings utilizing the newest technology including solar photovoltaic, solar thermal, air and water source heat pumps, and battery storage.

Our unique combination of policy and implementation experience allows us to craft real world solutions to some of California's most difficult GHG reduction challenges. Through these diverse experiences, Rincon has identified several key hurdles that almost every city or county has encountered when implementing their climate and sustainability initiatives. Rincon has developed novel strategies to address these issues and will utilize this perspective to help the City of Cupertino measure their progress and identify any hurdles that may have prevented past success. We take pride in our profession, our work products, and ensuring that our clients are satisfied with the selection of Rincon to serve their climate consulting needs.



## Project Qualifications and References

### Santa Clara County Climate Action Plan

Reference: Breann Boyle, Sustainability Analyst | (408) 993-4765; breann.boyle@ceo.sccgov.org

Rincon is currently working with the County of Santa Clara on their Community Climate Action Plan Update. In addition to generating a baseline GHG inventory, the primary objective of the project is to build an interactive cloud-based relationship map that identifies all of the groups (cities, non-profits, and private sector entities) who are working on climate action planning within Santa Clara County as well as their goals and core mission. We are currently working to identify primary goals, measures, and actions and will next develop a suite of measures that the County can undertake to facilitate the achievement of these groups and the County's own GHG reduction targets. These reduction measures will include actions pertaining to active transportation, transit, buildings, waste, water, and sequestration.



### City of Livermore Climate Action Plan Update, Vulnerability Assessment, & CEQA Document

Reference: Tricia Pontau, Associate Planner | 925-960-4400; pepontau@cityoflivermore.net

Rincon is leading the team that is assisting the City of Livermore in updating its CAP Update. The CAP Update will provide the basis for prioritizing, budgeting, implementing, and monitoring GHG emissions reduction strategies. Rincon's role is focused on GHG inventory, forecasts, and targets assessment, climate action policy development, GHG emissions reduction analysis, development of GHG implementation tools, climate vulnerability assessment, and CEQA review of the updated CAP. The team also includes experts to provide funding strategies to execute the project in an effective manner and to provide innovative outreach and engagement strategies to create a plan with stakeholder buy in and strategies to reduce GHG emissions, while improving quality of life. Cascadia is providing the outreach and engagement support.



### San Mateo County Climate Action Plan Update

Reference: Avana Andrade, Associate Planner | (650) 599-1459; mcampbell@cityofpleasantonca.gov

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



### City of Santa Clara CAP Update (Cascadia is currently leading an update to the City of Santa Clara CAP)

Working closely with City staff, the team is reviewing progress made on Santa Clara's 2013 CAP, updating GHG forecasts and reduction targets in alignment with State regulations, and developing a framework for evaluating, comparing, and prioritizing climate mitigation actions. Once this foundational work is complete, we will facilitate the strategy selection process, working with internal City staff, external stakeholders, and community members to identify the climate actions that will have the greatest positive impact—not just in terms of reducing GHGs, but also

delivering co-benefits that are important to the community. We are maintaining focus on community engagement throughout the project, with a series of public workshops, pop-up open house events, an online survey, and ongoing engagement via a project-specific website and other channels. To complete the project, we will prepare an updated CAP, detailed Implementation Plan, and supporting CEQA documentation.

### City of Pleasanton Climate Action Update & CEQA Document

Cascadia and Rincon are working together to update Pleasanton's CAP. The project includes an assessment of progress made against the City's previous targets, development of new emissions forecasts, and collaborative process to identify new climate actions. The team prepared a broad-based outreach plan to guide community participation and prepared the GHG emission inventory, forecasts, and targets. Our team is working with the City to establish a set of core "guiding principles" and lead an evaluation and prioritization process that weighs potential climate mitigation strategies against these principles and assesses co-benefits they provide. We are also preparing a climate vulnerability assessment and weaving resilience considerations into the plan. Rincon will prepare a CEQA Initial Study-Negative Declaration; the CAP Update will be a qualified GHG reduction strategy. All phases of this effort are backed by a public engagement campaign, which includes over a dozen public meetings and a toolkit approach to support City staff in implementing cohesive outreach across physical, digital, and in-person channels.

## Specialty Experience

### Equity Training and Engagement

Cascadia has led multiple projects with clients in centering and elevating racial equity. We applied the recommendations of the Washington Environmental Justice Task Force report, which we also contributed to, in our project with the Puget Sound Partnership's Social Approaches for Puget Sound Recovery where we trained Partnership staff on appropriate engagement approaches for communities of color and tribal communities to ensure they had robust engagement throughout the project lifecycle. We also developed recommendations for how the Partnership—a state agency that acts as an umbrella organization for Puget Sound recovery—can provide improved and culturally competent technical assistance and services to its recovery partners. In the Washington Climate Assembly project, we applied an equity lens to directly inform how we structured project methodology. This review led to modifications in our approach, including more intentional engagement with communities of color across Washington State, modifying our sampling approach to account for the lower retention rates of BIPOC in randomized sampling efforts, and creating project guardrails to ensure that issues of tokenization were avoided. We have also centered racial equity in a wide range of CAP community engagement processes that we have led (e.g., San Francisco, Burien, and San Mateo County CAPs and Tulalip Tribes Climate & Health Resilience Plan).

### Zero Waste Planning

Cascadia has designed effective plans to boost materials recovery for more than 50 communities and 100 businesses and assisted local governments throughout the U.S. in developing solid waste and resource recovery plans to achieve ambitious recycling goals for residential, commercial, and institutional generators. Projects include a Comprehensive Solid Waste Management Plan Amendment for Seattle Public Utilities, Solid Waste Management Plan Update for Thurston County, WA, and Hazardous Waste Management Plan Update for King County, WA.

Cascadia is also active in waste analysis and planning throughout California, including a Statewide waste study for CalRecycle, zero waste planning effort for a large Bay Area technology employer, City of Los Angeles Solid Waste Integrated Resource Plan, and created waste reduction plans for Stanford and UC Berkeley. We bring a unique perspective to the waste planning space due to our hands-on waste diversion experience, having provided outreach, education, and technical assistance to tens of thousands of residents and businesses throughout northern California to raise awareness of best practices and improve waste diversion.

### CAP CEQA Assessment and Streamlining

Rincon has prepared CEQA assessment documents in conjunction with each of the CAPs we have prepared as well as CAPs that cities have prepared in house. Most recently, Rincon has prepared CAP IS-NDs for the Cities of Millbrae, South Pasadena, San Luis Obispo, and Dublin. In addition, Rincon has prepared a CAP EIR for Metropolitan Water District. Rincon's Project Manager has prepared and/or managed well over 100 CEQA documents, including for CAPs, CAP Updates, CEQA GHG Thresholds, General Plan Updates, and various other types of plans and projects. Furthermore, Rincon regularly develops CAP Consistency Checklists for CEQA Streamlining purposes, including recent checklists for the Cities of Millbrae, Pasadena, and San Luis Obispo.